Delivering the Digital Future

Netcracker

An NEC Company

2025 TECHNOLOGY INNOVATION LEADER

Enhancing Customer Impact Through Powerful Technology Integration

RECOGNIZED FOR BEST PRACTICES IN THE GLOBAL OSS/BSS INDUSTRY

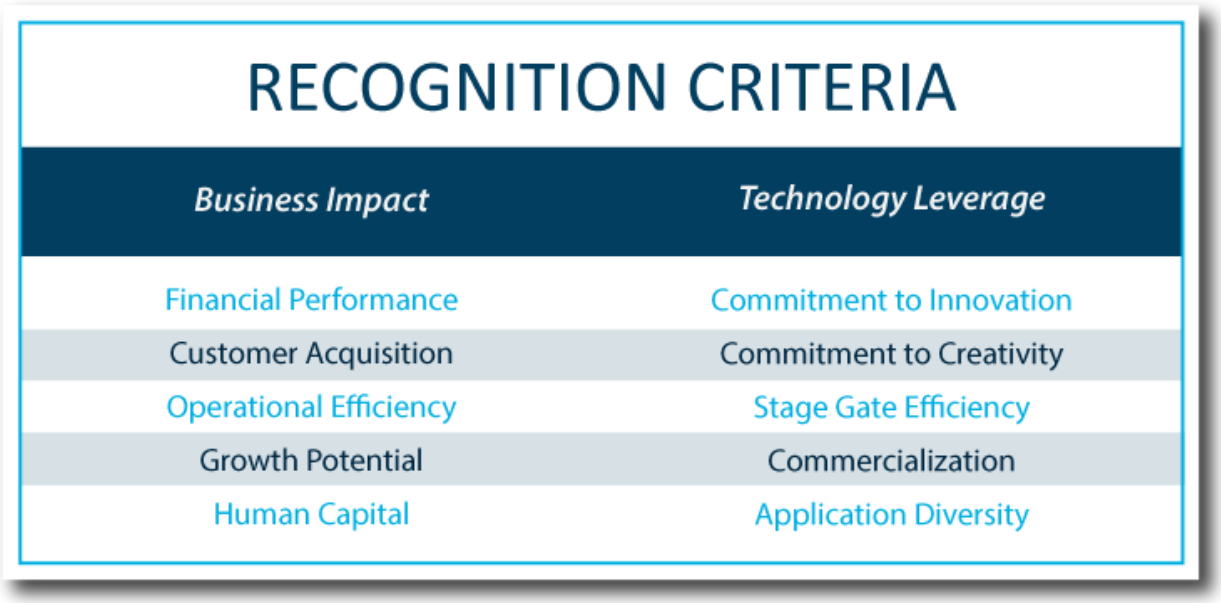
FROST & SULLIVAN

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Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Netcracker Technology excels in many of the criteria in the global OSS/BSS space.



Commitment to Innovation and Creativity

Netcracker Technology, a wholly owned subsidiary of NEC Corporation, is a pioneering innovator responsible for many groundbreaking technological firsts in the telecom industry. The company excels at helping communication service providers (CSPs) accelerate digital transformation and monetize investments in 5G, cloud, and business-to-business-to-anything (B2B2X) services. It addresses current market needs for the improvement of customer experience, next-generation satellite services expansion, multi-tenant mobile virtual network operator (MVNO) solutions, scaled fiber rollouts, diversification beyond connectivity, and B2B2X monetization. Together with NEC, the company delivers advanced, innovative digital solutions. What differentiates Netcracker Technology from the competition is its investments in technological innovation, including generative artificial intelligence (GenAI), and its ability to harness the potential of a given technology with technical competencies while maintaining focus on business outcomes for customers.

> *"The company's systematic way of delivering tangible results for CSPs leverages years of experience and learnings from delivering successful projects for CSPs."*
>
> ***-Mei Lee Quah,***
> ***Senior Director, ICT Research***

The company's GenAI telco solution integrates GenAI with CSP-specific data from operations support systems and business support systems (OSS/BSS) to ensure that AI models are enriched with real-time data and provide accurate and relevant outputs. The solution leverages the company's telecom industry-specific knowledge bases to create comprehensive and personalized prompts for AI models, which

ensures that AI interactions are highly relevant and context-aware. Its platform protects sensitive customer data from public models and controls the accuracy and relevancy of AI model results. The company's data analytics platform extracts and harmonizes data from various sources, enabling AI-driven insights and decision-making. It is transforming the role of AI in the telecom industry by moving beyond fragmented, siloed implementations to deliver autonomous, role-based AI agents. With support for both low-autonomy assistants and high-autonomy AI agents, Netcracker Technology is developing the skills for agents to handle tasks that range from simple bill explanations to complex sales negotiations. It is leading the way in the development of actionable AI, which can unlock new levels of efficiency, innovation, and customer satisfaction.

The company has received the 2025 AI Excellence Award in the Telecoms category from the Business Intelligence Group. The award recognizes the capability of its GenAI telco solution to help CSPs make better data-driven decisions, deliver superior experiences, and improve productivity. Customers have praised the company's solution for combining the power of a platform foundation with ready-to-use use cases to deliver domain-specific insights via low-code dashboards and prebuilt data marts, which have exceptional value for CSPs. Customers also appreciate the data security measures that identify and obfuscate sensitive customer and proprietary CSP data to safely deliver information to any GenAI model. This ensures data privacy while allowing CSPs to improve customer experience and increase automation.

Netcracker Technology also has strong capabilities in 5G monetization and a broad BSS portfolio. 5G converged charging and billing automates real-time rating, mediation, and billing across services and payment models. AI-driven revenue assurance and native multi-vendor integration enable the rapid launch of new offers by CSPs. The company also enables B2B2X through a unified catalog and a GenAI-driven configuration for dynamic pricing and personalized quotes. Its solutions support industry-standard application programming interfaces (APIs) and can be deployed in multi-cloud settings, which helps CSPs leverage investments in 5G infrastructure. The company's cloud-native OSS/BSS solutions are designed for high scalability, security, and performance. Its microservices-based architecture supports multi-cloud deployment and operations across public, private, and hybrid clouds, enabling CSPs to adapt quickly to changing market demands. Its cloud platform prioritizes security through multi-layered safeguards across access control, identity management, data encryption, and anonymization.

Commercialization

With a strong global presence, commitment to customer co-creation, and a focus on operational stability and differentiated digital experiences, Netcracker Technology is uniquely positioned to capture new opportunities and drive above-average growth, unlike its close competitors. The company is expected to continue its growth trajectory and expand into new markets, delivering innovative solutions. Its track record of customer success builds trust with existing customers and helps attract new customers from its peers, driving revenue generation and increasing market share. With customers as strategic partners, the company continues to achieve success, in terms of revenue growth, recurring revenue, and win rates, by prioritizing close collaboration, transparency, and close communication to tailor solutions that align with each customer's unique goals.

Netcracker Technology has completed many successful projects globally. Its ability to deliver complex projects on time and within budget has earned it recognition from leading industry analysts, including

Frost & Sullivan. In 2023, several of the customer deals announced involved existing customers who were expanding their relationship with Netcracker Technology. This includes broadening the scope of their involvement with Netcracker Technology to encompass the enterprise segment alongside the previously targeted consumer segment and unifying business operations by integrating the fixed and online segments with the mobile segment. Driven by a significant number of new customer wins and the expansion of business through key partnerships with leading CSPs, order bookings in 2024 surpassed their targets by over 18%.

In Asia-Pacific, customers include Globe Telecom, Indosat Ooredoo Hutchison, Maxis, and Rakuten Mobile. In Europe, the Middle East, and Africa, customers include Cyta, Hawaii Telcom, Hutchinson, Odido, Swisscom, Nuuday, Virgin Media O2, 4iG, Du, Ooredoo Qatar, and Zain KSA. In North America and Latin America, customers include Charter, Google Fiber, Rogers, Telus, T-Mobile, Telecentro Argentina, Telefónica Ecuador, and Telefónica Móviles del Uruguay. Worthy of praise is the joint development with Du of GenAI use cases to boost automation and drive digital customer experiences, and the Nuuday and Virgin Media O2. Topping the list of customer success stories are the case studies of Nuuday in Denmark and Virgin Media O2 in the United Kingdom.

- Nuuday in Denmark: Netcracker Technology provided a digital OSS/BSS solution hosted on Microsoft Azure, delivering the highest levels of customer satisfaction for both the company and Denmark within a year of its collaboration with the company. The business impact is evident, with Nuuday reporting a 22.5% decrease in capital expenditures (CAPEX), a 33.7% increase in cash flow, and a Net Promoter Score (NPS) increase of almost 20 points across its entire brand portfolio since 2020.

- Virgin Media O2 in the United Kingdom: Netcracker Technology brought together Virgin Media O2, wholesale direct/indirect customers, and partners such as Tesco Mobile and giffgaff onto a single modernized streamlined digital BSS platform after the merger in 2021. More than 30 million mobile customers are now benefiting from the new converged business.

Netcracker Technology's strategy for delivering customer value includes key performance indicator (KPI)-driven value realization, rich out-of-the-box capabilities, and a minimum viable product (MVP)-focused delivery model. Its KPI-driven value realization approach ensures digital transformation programs deliver measurable business value through clear KPIs tied to strategic goals and operational service-level agreements (SLAs), forecasting expected performance and proactively monitoring results to drive continuous improvement. By aligning delivery milestones with business outcomes, maintaining transparency, and enabling real-time, data-driven decision-making, the company helps customers stay agile, optimize investments, and strengthen customer relationships. It accelerates digital transformation through extensive out-of-the-box (OOB) capabilities and a sandbox approach, drawing on a comprehensive library of pre-built assets gained from global OSS/BSS experience with diverse CSPs. Using an MVP approach, CSPs can test new ideas faster, de-risk investments, and adapt based on real market feedback—whether for targeted use cases or full-scale digital transformations. The company's systematic way of delivering tangible results for CSPs leverages years of experience and learnings from delivering successful projects for CSPs.

Application Diversity

Netcracker Technology's technology strategy enables fast time-to-market, reduced integration complexity, and scalability across use cases and evolving environments. As such, it prioritizes elements such as a unified platform, reusable components, and APIs. The company deploys all applications on top of a single, unified platform, which is a competitive advantage because comparative competitor solutions tend to be based on different platforms as a result of past acquisitions.

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With a unified cloud-native platform that serves as a common foundation across all product lines and applications, the company can quickly introduce new capabilities across its portfolio, making it easier to efficiently evolve its products, seamlessly infuse functional modules with new innovations, and leverage an end-to-end view of OSS/BSS automation to prioritize high-demand applications and deliver business-centric scenarios. The converged experience offered by a single unified platform addresses the need for an improved customer service experience that can drive customer satisfaction, for instance, through a consistent cross-channel experience, GenAI-driven customer care, and faster complaint resolution. In addition, it addresses the need for more frequent new product launches, such as always-on services, which can drive revenue and profitability.

The company designs reusable components that can be adapted across multiple domains. Its microservices-based architecture allows for flexible decomposition and bundling of functional components to match the required enterprise landscape. Furthermore, Netcracker Technology's API Management and Integration solution facilitates secure and easy-to-consume APIs, enabling automated connections between networks, services, and applications. It unifies all aspects of managing any type of API in any environment, providing seamless integration across the entire ecosystem. In doing so, it empowers enterprise customers and partners with an API-first strategy.

Netcracker Technology's strategic partnerships with NEC and other industry leaders enhance its ability to drive and deliver innovative solutions. The company's access to NEC's AI leadership is expected to catalyze growth and advance cross-industry innovation. Together with NEC, the company has successfully adapted its solutions to fit a range of verticals beyond the telecom industry, including entertainment, retail, finance, healthcare, smart cities, utilities, transportation and logistics, and information and communication technology (ICT). Its support for a full ecosystem of partners and preconfigured service templates help CSPs gain new business and realize monetization opportunities.

It further leverages NEC's established regional sales relationships, resources, and expertise to deepen customer engagement and accelerate expansion into non-telco markets. For example, in Asia-Pacific, Netcracker Technology taps into NEC's leadership in biometrics and smart city ecosystems to offer automation solutions for urban infrastructure platforms, while in Europe, NEC's GDPR-compliant cybersecurity frameworks and smart transportation programs (for example, UK traffic systems) support the company's push into secure cloud services and logistics optimization projects.

To offer comprehensive support to a diverse customer base, NEC and Netcracker Technology have 15 global research laboratories and innovation centers in the United States, Singapore, the United Kingdom, Germany, Japan, India, Kazakhstan, and Israel, which draw upon the strengths of both companies to offer the best outcome. Netcracker Technology's solutions have been adopted for a range of environments, including logistics and ICT system integration.

- Logistics: Netcracker Technology's Global Rating engine provides logistics companies, such as DHL, with functional capabilities for the flexible, centralized configuration of all shipment pricing scenarios, accurate quotations, and comprehensive price calculations for any type of shipment and logistics operation.
- ICT system integrations: Netcracker Technology's Digital Marketplace enables a cloud line of business for system integrators, such as Bechtle. With the solution in place, Bechtle can drive revenue by providing access to more than 250 software-as-a-service (SaaS) solutions from more than 60 partners through a one-stop shop.

Growth Potential

Netcracker Technology's forward-looking focus on business value for customers has been a core enabler of its sustained growth and market leadership. Its strategic product roadmap and investments in technology are therefore closely aligned with the evolving business needs of CSPs. The company's current focus on secure, sustainable innovation and agentic AI, dynamic automation, and API-first ecosystems technology is determined as a result of this philosophy. Its commitment to driving meaningful business outcomes and ability to overcome challenges in the telecom industry by enabling, for instance, market expansion, improved agility, and new revenue streams are key strengths that customers benefit from. Powered by highly adaptable talent, both internal and external, through partnerships, its agile development team swiftly addresses changing market demands. Strategically partnered with more than 250 CSPs and cable operators globally, the company works hand-in-hand with some of the most innovative CSPs in the world to co-develop breakthrough capabilities and rapidly scale these innovations across its customer base.

Growth over the next 1 to 2 years is expected to be driven by higher customer acquisition and retention rates and expansion into new markets. Growth will be supported by investments and market leadership in areas such as hyper-convergent charging and billing, cloud-native platforms, autonomous networks (including zero-touch cross-domain orchestration and partner ecosystem automation), AI-driven intelligence and operations, and integrated customer experience solutions. Development in each of these areas brings benefits for customers. For example, AI-driven insights and automation capabilities optimize development, delivery, and operations, helping customers achieve faster time-to-value, greater efficiency, and higher scalability. Additionally, hyper-personalized, omnichannel experiences through AI-driven insights and centralized data management enhance customer engagement by dynamically adapting user interfaces and offers based on real-time data and behavioral insights.

Netcracker Technology is helping to shape next-generation networks by enabling CSPs to embrace new connectivity models, for instance, those powered by satellite constellations and private 5G networks, and edge-native, decentralized architectures. The company extends support for multi-dimensional

environments, including complex multi-tenant MVNx setups, through cloud-native and scalable solutions that are pre-configured and tailored to meet specific business needs. This minimizes risk and accelerates time-to-market while offering out-of-the-box monetization options to capture new revenue streams from day one. Netcracker Technology's simplified solutions for MVNOs allow MVNOs to launch branded mobile services without requiring extensive telecom industry knowledge, enabling quick and efficient go-to-market. For instance, T-Mobile Wholesale is positioning itself to draw more MVNO customers, and VM O2 is focusing on creating new business models to drive revenue growth.

Over the longer term, the company expects to increase demand for capabilities such as tailored agentic AI, digital twins for business and network operations, 6G-ready automation, self-X meta-APIs, sustainable infrastructure management, and advanced security solutions leveraging blockchain. To ensure long-term applicability and relevance, the company prioritizes sustainable practices and is recognized by industry participants for its leadership in sustainability. Its highly integrated, globally distributed General Manager Organization (GMO) spans North America, Latin America, EMEA, and Asia Pacific, overseeing the entire account lifecycle, ensuring seamless transitions and cross-functional collaboration, and driving deep engagement with CSPs, which will be beneficial for long-term success. In summation, innovation from Netcracker Technology has the potential to drive the needed shift in the telecom industry, especially if implemented at scale across global CSPs. At the very least, new benchmarks can help push boundaries.

Human Capital

Entrepreneurial spirit and a "nothing is impossible" culture dominate Netcracker Technology, with innovation forming an integral component of its core values. Its unique approach to creativity and customer centricity is deeply ingrained in its culture. The company is the perfect partner for customers with an entrepreneurial spirit that views challenges as opportunities, as it specializes in solutions tailored to solve problems. To generate a pipeline of creative ideas, the company takes an AI-driven approach to professional development. Tailored growth opportunities and collaboration cultivate an environment where staff feel supported and motivated to enhance customer engagement.

The company provides continuous learning opportunities by enabling staff access to world-class experts, information hubs, webinars, and training programs that inform employees on the latest industry trends, customer experience strategies, and innovative technologies. Open communication and the opportunity to engage in forward-thinking projects ensure that staff remain engaged. Regular certification programs ensure staff knowledge and skill levels remain relevant. Internal hackathons and innovation incubators drive creativity by giving employees dedicated time, resources, and cross-functional mentorship to explore new ideas with a clear path to productization. Teams led by both seasoned experts and junior engineers tackle bold, moonshot ideas, including AI-driven network self-healing and quantum-safe encryption prototypes. By embedding a productization mindset from day one, the company sparks inventive thinking and a pipeline of ready-to-launch service offerings that refresh its portfolio and drive business growth.

The company dedicates 20% of its research & development (R&D) resources to untested innovations and adopts a zero-bureaucracy approach that bypasses hierarchical approvals to empower staff to push boundaries, which accelerates idea-to-proof-of-concept (POC) timelines by 60%, delivering breakthroughs faster than competitors. Through innovation labs and a fail-fast approach, the company co-creates with

customers. Leveraging dedicated R&D and innovation centers, the company partners with Tier I CSPs to stress-test these innovations, ensuring scalability and compliance before productization. This collaborative, rigorous process turns visionary ideas into practical, high-impact solutions, which are solving some of industry's toughest challenges in a smart, creative way. A unique fusion of entrepreneurial freedom, industry-shaping influence, and customer-centric commercialization makes Netcracker Technology a creative powerhouse that delivers transformative outcomes that redefine innovation for the telecom industry. Recognition for the company's creative excellence helps with staff recruitment and drives growth and expansion globally. Over the past few years, the company has significantly expanded its workforce in India, currently employing approximately 10,000 staff across major cities. Globally, the company has more than 15,000 talented staff actively contributing to its success in more than 75 countries.

Conclusion

Netcracker Technology has successfully leveraged new technology, including GenAI, to create competitive advantages and points of differentiation against its peers. Its GenAI telco solution is already delivering exceptional value for CSPs. Given its unique approaches to meeting customer needs, the company is expected to continue to achieve above-average growth compared to close competitors.

With its strong overall performance, Netcracker Technology earns Frost & Sullivan's 2025 Global Technology Innovation Leadership Recognition in the OSS/BSS industry.

What You Need to Know about the Technology Innovation Leadership Recognition

Frost & Sullivan's Technology Innovation Leadership Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Technology Innovation Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Technology Leverage

Commitment to Innovation: Continuous emerging technology adoption and creation enables new product development and enhances product performance

Commitment to Creativity: Company leverages technology advancements to push the limits of form and function in the pursuit of white space innovation

Stage Gate Efficiency: Technology adoption enhances the stage gate process for launching new products and solutions

Commercialization: Company displays a proven track record of taking new technologies to market with a high success rate

Application Diversity: Company develops and/or integrates technology that serves multiple applications and multiple environments

Business Impact

Financial Performance: Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Leveraging innovative technology characterizes the company culture, which enhances employee morale and retention

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

		VALUE IMPACT	
STEP		WHAT	WHY
1	**Opportunity Universe**	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	**Transformational Model**	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	**Ecosystem**	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	**Growth Generator**	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	**Growth Opportunities**	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	**Frost Radar**	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	**Best Practices**	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	**Companies to Action**	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at http://www.frost.com.

The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

Learn more.

Key Impacts:

- **Growth Pipeline:** *Continuous Flow of Growth Opportunities*
- **Growth Strategies:** *Proven Best Practices*
- **Innovation Culture:** *Optimized Customer Experience*
- **ROI & Margin:** *Implementation Excellence*
- **Transformational Growth:** *Industry Leadership*



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- Megatrend (MT)
- Business Model (BM)
- Technology (TE)
- Industries (IN)
- Customer (CU)
- Geographies (GE)

