



Annual Meeting of Members 2025

Minutes of the TM Forum's Annual Meeting of Members (AMOM) held online

On Tuesday 30 September 2025 at 12:00 - 13:00 BST

Chair: Steffen Roehn, Chair of the Board of Trustees, TM Forum

Speakers:

Steffen Roehn - Chair of the Board of Trustees, TM Forum

Nik Willetts – President and CEO, TM Forum

Kathleen O'Reilly – Vice Chair of the Board and Chair of Finance Committee, TM Forum

Attendees

- 218 attendees
- 24 eligible votes entered in advance of the meeting via online voting*
- 7 eligible votes received in the meeting*
- No proxies received

**Number of votes varied for each motion*

Agenda

- Welcome & Agenda, Nik Willetts
- Opening remarks from Chair of the Board, Steffen Roehn
- Board updates, Steffen Roehn
- Annual report, Nik Willetts
- Financial report, Kathleen O'Reilly
- Certificate of Incorporation, Nik Willetts
- Q&A and Results of motions, Nik Willetts
- Closing reflections, Steffen Roehn

The meeting was opened by the President and CEO, Nik Willetts, who welcomed all attendees and gave an overview of the meeting's agenda.

Chair's Introduction

Chairman Steffen Roehn provided an industry perspective, with reflections from the Forum's annual DTW event in June 2025, highlighting momentum around AI and new growth opportunities for telcos in customer experience, sovereign data, B2B services security and fraud prevention.

Steffen noted the Forum's role supports the industry's core mission to build resilient, flexible connectivity platforms and delivering the best customer experience. The financial position of the Forum remains strong, enabling continued reinvestment to deliver outcomes and greater value for members such as reinventing digital collaboration.

Motion #1 Approval of Minutes: Steffen proposed a motion to accept the minutes of the Annual Meeting held on July 11, 2024.

Board Updates and Trustees for election in 2025

TM Forum new Board structure: Steffen provided an overview with the three Mission Boards bringing focused leadership to the Forum's strategic industry missions. Additionally, Steffen



explained the fiduciary work is managed by three committees: Chair's Committee (chaired by Steffen Roehn), Finance Committee (Chaired by Kathleen O'Reilly), and Appointments and Governance Committee (Chaired by Peter Leukert).

Proposed new appointments to the Board: Erik Ekudden (Ericsson), Vikram Sinha (Indosat Ooredoo Hutchison), Andrea Folgueiras (Telefónica), Raghav Sahgal (Nokia), and Yang Chaobin (Huawei) are proposed for new two-year terms.

Proposed re-election of Steffen Roehn (Bain & Company), Kathleen O'Reilly (Accenture), Michael Lawrey (TM Forum), Peter Leukert (BT), Li Huidi (China Mobile), Koen Vermeulen (Orange), Shankar Arumugavelu (Verizon), and Anthony Rodrigo (Axiata) are proposed for additional two-year terms.

CFO Update: Rachel Yoxen replaces Olga Martynov as Treasurer, Secretary and ex-Officio Board Member.

Motion #2 Appointment of Trustees: Members were asked to ratify the appointment of the persons listed on the Board Slate and as appearing on the TM Forum Website to serve on the Board of Trustees for a two-year term under New Jersey law, comprising new appointments, renewals, and continuing members.

Annual Report: Nik Willetts, President and CEO

Membership & Community growth: There has been a 95% Member retention rate over the last year, with more than 800 member organizations and over 100 new companies joining, including major telecom brands and new AI-focused companies. The Forum's membership spans all regions and includes the full supply chain for the industry.

Collaboration and Innovation: The last year has seen significant growth in member community engagement across all the Forum's capabilities, achieving a 'force multiplier' in member value and industry impact.

The Forum has three **Strategic Industry Missions:**

- **Composable IT & Ecosystems:** The last year has seen meaningful results with over 1.1M Open API downloads, over 100 companies certifying Open APIs, the launch of the ODA Component Conformance, ODA Canvas, and a Joint Open Gateway Certification with GSMA.
- **Autonomous Networks:** Tangible results are being demonstrated with high value AN case studies. The first industry benchmark for network autonomy with over 30 service providers participating in detailed assessments. Members have co-created Level 4 design patterns for high value scenarios, 25 AN Catalyst projects, first AN L4 Hackathon at DTW25 and 3 Innovation Hub projects demonstrating AN L4 use cases.
- **AI & Data:** Aims to drive real P&L impact from the use of AI at scale. Members are seeing positive early results and have highlighted challenges such as data quality, safe deployment, openness, and integration with legacy systems. The Mission is focusing on blueprints, data product catalogues, and scalable AI deployment.



Events: Over the past year almost 7,000 attendees have participated from 270 countries, with 800 speakers, representing more than 1,000 companies. Upcoming events include Innovate Asia and Accelerate Europe and Asia.

Financial Report: Kathleen O'Reilly, Chair of Finance Committee and Nik Willetts, President & CEO

Financial position: Reported 10% year-on-year revenue growth, and 11% CAGR over the past five years.

Annual Audit: Completed successfully with a clean opinion.

Investments: Over \$2M in establishing our Missions, new leadership, improving collaboration and innovation capabilities and implementation of a new web platform. There is an ongoing focus on enhancing member value, digital experience and operational efficiency.

Gross Margin: Achieved \$23.6M, up 2% from the previous year.

Areas of Committee focus: Longer-term financial and commercial resilience, embracing AI to automate operations and a secure commercial model.

Motion #3 Appointment of Auditors: Members were asked to approve the appointment of Smolin, Lupin & Co PA as auditors for the fiscal year 2025-26.

Certificate of Incorporation: Nik Willetts, President & CEO

Nik Willetts explained the updates to the Certificate of Incorporation, and the change in voting requirements to simplify and expedite future updates.

Motion #4 Amendment and Restatement of the Certificate of Incorporation: Members were asked to vote on the motion, comprising the following changes:

- Section 3: Updates the registered agent name and address.
- Section 8: Updates current Trustee names and addresses and clarify number of Trustees will be set in the Bylaws.
- Section 11: Allows future amendments to be approved by a simple majority vote of members.

Q&A

A question-and-answer session was held, the full details of which are included in an appendix to these minutes (below).

Closing Comments

Nik Willetts announced the results of the motions:

- Motion 1: Approval of minutes from the last meeting – Approved (93% approval, 7% abstention).
- Motion 2: Approval of the Board slate for 2025-26 – Approved unanimously (100% approval).
- Motion 3: Approval of appointment of auditors for the next fiscal year – Approved (93% approval, 7% abstention).
- Motion 4: Amendment and Restatement of the Certificate of Incorporation – Approved (83% approval, 17% abstention).



Steffen Roehn expressed his gratitude for the confidence shown in TM Forum and thanked everyone for their valuable time. He concluded the meeting.

Appendix - Q & A Session

Q: You talked about the skills that the industry needs, and how important that is. Where do you see these skills popping up? Is it AI specifically, or broader?

A: We are focusing on what it means to apply AI in a modern software-driven world. So, in autonomous networks, for example, this fundamentally reconfigures the role and where people spend their time. We want to understand not how we bolt AI on today's roles, but how we can change the nature of those roles, processes, the way we can reimagine the business to run, and the future operating model with AI. That requires us to do a few things, (i) is to understand the scope and power of AI, (ii) to have a mindset that's open to that and overturning processes that were built for a pre-AI world and (iii) to take the formal training and gathering knowledge through experiential training. This is a notable change in mindset, as well as skill set that is coming and we are pleased to see so many members leaning into that and working with us to fulfill that need.

Q: You talked about autonomous networks and some of the amazing use cases that you have seen. Is there anything that you are particularly excited about with autonomous networks up and coming?

A: What stands out is the remarkable impact on sustainability, for example our operators in China are saving billions of kilowatt hours of energy consumed by the network. We have a responsibility as a global tech industry to address this need. We are also excited about the networks that we have that offer new services to customers, but they require multiple configurations and planning to do that on demand. We are starting to see new concepts like dynamic network slicing being able to deliver new network capabilities, and that requires autonomy across the whole tech stack. We have never seen such a strong and fast-growing and effective industry movement like autonomous networks. There is a huge need to bring the core production of our telcos to the next level. What is extremely exciting is the customer angle; we passionately believe that the dreams we have talked about, like providing connectivity as a platform, are becoming a reality. This means a much better experience for B2B clients and consumers.

Q: Many CSPs have been on the market for many years, consequently having many legacy technologies. They have challenges moving to ODA and AN in one simple step but need a roadmap to transform and evolve. How much effort have the TM Forum activities do you see in this transition area?

A: ODA and the core architecture within that, is the target state and a lot of the work we do is exploring how to get there from a brownfield reality. On the IT side we saw some exciting projects this year building on migration patterns we have developed over time using AI to find ways to migrate, even rewrite monolithic code to be truly ODA conformant. We can abstract using open APIs from monolithic services to give them some agility of modern software components. The challenge is greater in terms of diversity of network technologies; every single operator and operating business is different in terms of processes and people impacts. We are extremely focused on how we cover



the gap between the ideal and target state through the Innovation Hub and the work we are doing in the TM Forum Catalyst Program. We are happy to share examples from other members on how that gets done, lots more work is needed but very much a core focus for each of the Missions.

Other questions asked and answered after the meeting

Q: My team and I have implemented 20 of the Open API specs and have migrated our entire customer base around 3 million network users to our TM Forum implementation in April, and the company has been running fully on a TM Forum billing system since. How would we go about getting our implementations certified?

A: You can start you API certification here: <https://www.tmforum.org/how-can-i-get-my-api-implementation-to-be-conformant-to-tm-forum-open-api-s>

Q: Will there be an increase in the membership fee and participation fee for DTW? If so, how much will it be?

A: Every year, we strive to deliver greater value to our Members through expanded programs, new collaborative assets, and enhanced event experiences. To sustain this and continue investing in Member value, we periodically review our pricing to ensure it remains aligned with the value delivered and broader economic conditions such as inflation. As our proposition evolves, we aim to keep any adjustments modest and clearly linked to the additional value Members receive. Any changes to dues will be communicated directly to your Principal Contact before the end of December 2025. You can, of course, reach out directly to your Engagement Manager to discuss any specific concerns.

Q: How do you consider the decrease of revenue in Education and Certification -16%, versus the rise of so many new concepts quite complex ?

A: Although last year there was a decline in revenue for Education and Coaching, the first half of this year has seen a significant increase - revenue is up +20% Year on Year for the first half of FY25/26. Even more encouraging is that sales numbers are up +66% YoY for the same period. Sales is the primary leading indicator for recognized revenue (typically about one quarter ahead), so this tells us that the fresh momentum for E&C should continue this year. The primary drivers of this improvement have been renewed sales focus, more companies seeking Running on / Ready for ODA status (which requires commitment to employee certification), and a new simplified product and pricing proposition - which now puts focus on *certifications*, rather than just 'training'. The new proposition includes 12-month subscription packages offering more learning content and better value for students and corporate buyers. The 'rise of new concepts' also creates opportunities for new learning - so we are also seeing upward trends in adoption of newer certifications related to subjects such as Autonomous Networks.

Q: To What Extent are you focusing on enabling B2B products and initiatives which brings revenue for various firms?

A: TM Forum is committed to getting the industry "Back to Growth". We challenge this directly from two perspectives:



1. Up versioning the normative models of ODA to support B2B2X. Eg Zero Touch Partnering created new or up versioned 25 Open APIs.
 - a. <https://www.tmforum.org/resources/technical-specification/ig1396-zero-touch-partnering-for-open-gateway-v3-1-0/>
 - b. <https://www.tmforum.org/resources/technical-specification/tr321-partner-and-partnership-information-models-v2-0-0/>
2. Developing proposed solutions designed to equip teams to gain senior stakeholder support for growth scenarios. These cover end to end from business case through to reusable components and APIs to accelerate and derisk diversified growth. In addition to this, there is an introductory guide to help get started with value network modelling. A key capability identified when seeking to play in ecosystems.
 - a. Connected Car Insurance: <https://www.tmforum.org/resources/guidebook/ig1328c-concept-to-reality-framework-connected-car-insurance-example-v2-1-0/>
 - b. Virtual Power Plant: <https://www.tmforum.org/resources/technical-specification/ig1328e-concept-to-reality-framework-virtual-power-plant-v4-0-0/>
 - c. API Monetization: <https://www.tmforum.org/resources/technical-specification/ig1328f-concept-to-reality-framework-api-monetization-example-v3-0-1/>
 - d. Intro to Value network modelling: <https://www.tmforum.org/resources/technical-specification/ig1399-introduction-to-ecosystem-value-network-modelling-v3-0-0/>
 - e. Ecosystem Use Cases, show case reuse of ODA for B2B and B2B2X scenarios: <https://www.tmforum.org/resources/technical-specification/gb1068-oda-for-ecosystems-use-cases-v2-0-0/>

In addition, the Business Architecture program creates the normative models and getting started materials to enable business driven and strategically aligned transformation, which when used in B2B has reduced the time and cost of B2B transformation by approx. 50% while increasing the effectiveness and impact of that transformation.

Getting started: <https://www.tmforum.org/resources/introductory-guide/business-architecture-capability-driven-transformation-v3-2-3-ig1277/>

Capability Framework: <https://www.tmforum.org/resources/introductory-guide/tm-forum-capability-map-v3-0-5-gb1029c/>

Value Stream Framework: <https://www.tmforum.org/resources/guidebook/gb1029v-tm-forum-value-stream-framework-v2-0-3/>

We would be delighted to provide a personalized walk through of these assets, and welcome your participation in continuing this transformational change for our industry.

Q: How TMF Business Process Framework (eTOM) and Open Digital Architecture (ODA) taking Customer Management, Market & Sales, Product Management, Revenue Management, Channels Management, Digital Services and Business Assurance as core business areas along with 1. Mapping of potential AI Capabilities: This architecture will be enriched with the mapping of potential AI capabilities with Traditional AI, Gen AI or Agentic AI in applicable processes/cases? Which reference architecture can help on this?



A: ODA is the reference architecture that underpins all of the business areas you mention. Composable IT, data standards and Open APIs are essential prerequisites for composable AI, and ODA therefore provides a solid foundation for deploying AI applications. We are working with our members on further AI-enabling ODA. The embedding of AI into ODA will also be governed by a set of AI principles or foundations developed under the AI&Data Mission