

20 COMPANY 0FTHE YEAR Driving impact across the customer value chain

RECOGNIZED FOR BEST PRACTICES IN THE GLOBAL HEALTHCARE CYBERSECURITY INDUSTRY

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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. Armis excels in many of the criteria in the healthcare cybersecurity space.

RECOGNITION CRITERIA			
Visionary Innovation & Performance Customer Impact			
Addressing Unmet Needs	Price/Performance Value		
Visionary Scenarios Through Megatrends	Customer Purchase Experience		
Leadership Focus	Customer Ownership Experience		
Best Practices Implementation	Customer Service Experience		
Financial Performance	Brand Equity		

Armis: Innovative, Agile, and Impactful

Established in 2015 and headquartered in San Francisco, California, Armis is a leading cyber exposure management and security company that safeguards businesses' entire attack surfaces in real time. The company's customer base boasts prominent organizations like Colgate-Palmolive, Main Line Health, Ziekenhuis Oost-Limburg, University Health Network, Takeda, the City of Las Vegas, and United Airlines. A dynamic clientele proves its technology's vast applicability and impact across various industries: healthcare, pharmaceuticals, manufacturing, hospitality, governments, education, travel, transportation, technology, financial, and professional services. Armis has a robust and large healthcare customer base of over 200 organizations, including Main Line Health, Burke Rehabilitation & Research, Ziekenhuis Oost-Limburg, and Mater Misericordiae University Hospital. The company maximizes alliances with value-added resellers, global system integrators, managed service providers, cloud marketplaces, and distributors. Additionally, it partners with technology companies, supporting over 160 product integrations while continuously scaling its network. Armis helps enterprises implement new connected devices confidently without worrying about cyberattacks. The company sustains excellence by enhancing its technology and solutions to match clients' shifting needs.

In 2024, Frost & Sullivan recognized Armis as a global technology innovation leader in healthcare cybersecurity, highlighting its technological prowess. The company continues to impress with its growth-

¹ Armis Centrix™ for Medical Device Security Briefing Deck for Frost & Sullivan (December 2024)

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driven strategies in 2025, securing the spot of the global industry leader while trailblazing the market with transformative capabilities.

Redefining Cyber Exposure Management with Unparalleled Value

Frost & Sullivan's research analysts emphasize that sustained leadership requires agile adaption to the changing market landscape. Armis embodies this idea by identifying and tackling some of the most crucial healthcare cybersecurity challenges with tailored approaches. With ransomware attacks rising and becoming more disruptive in the healthcare sector, organizations necessitate integrated asset visibility. Moreover, healthcare businesses' increased mergers and acquisitions (M&A) lead to vulnerabilities and comprise the cybersecurity tool efficacy. Another weak area is the high number of new smart hospitals integrated with thousands of connected assets without proper security systems. Armis points out that 80% of assets are undetected or unmonitored.²

Limited budgets are a critical growth restraint. In 2024, Armis observed that healthcare organizations had to make sizeable annual cost reductions (10 to 12 times higher than usual), amounting to millions of dollars. Hospitals seeking expansion through M&A, infrastructural development, or upgraded electronic medical records face magnified cost limitations for their technology business units. Armis also notes a lack of collaboration and fragmented procedures between the cybersecurity and clinical engineering teams. This gap pushes the need for better discovery of and visibility into assets (e.g., medical devices) and the ability to build remediation processes as the cybersecurity environment gets complex.

Additional challenges emerge from the convergence of information technology (IT) and the Internet of Medical Things (IoMT), digital transformation projects, and innovation solutions in research hospitals. With cyberattacks becoming sophisticated, organizations also face the issue of safeguarding patients' private data (PII). Third-party risk management is also a priority for cybersecurity teams with supply chain vulnerabilities amplifying. Additionally, pre-installed or old software on unmanaged vendor servers and devices forge direct entry points into organizations' security systems, risking patient privacy. Armis highlights that third-party vendors cause 62% of data breaches.³

Armis also notes that the shifting regulatory and cyber insurance landscape pushes the need for compliance and assessment. International requirements (like The Protect Access to Confidential Healthcare Act, Health Industry Cybersecurity Practices, and Data Security and Protection Toolkit) impact organizations' operations and budgets. Moreover, escalating geopolitical tensions, cyber warfare, and the broad application of artificial intelligence (AI) affect how attackers exploit vulnerabilities with quick, precise, and elusive attacks. Given these volatile conditions, clients require efficient vulnerability management postures.

Furthermore, hospitals and other healthcare organizations have limited cybersecurity staff. Therefore, they require automation across all cybersecurity domains. However, they implement new technologies with great caution due to the risk of malfunction affecting patient care availability.

³ Ibid.

² lbid.

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The healthcare landscape is scaling quickly and expanding the attack surface, making organizations susceptible to attacks without adequate remediation systems. In 2022, the average cost of a healthcare data breach was \$11 million⁴, the highest across all sectors. 90%⁵ of IT professionals note that quickly shifting environments hinder streamlined asset management. Furthermore, traditional security tools are unsuitable for seamless medical and IoT integration. 53%⁶ of legacy medical devices have known yet exploited vulnerabilities.

Armis Centrix™: A Disruptive and All-encompassing Solution Addressing Unmet Customer Needs

Armis addresses customers' unmet needs and critical market challenges with its dynamic and game-changing cyber exposure management platform, Armis Centrix[™]. The platform is driven by the Alpowered Asset Intelligence Engine, which sees, secures, protects, and manages billions of assets worldwide in real time. Cloud-driven Armis Centrix[™] discovers, and monitors connected medical assets across IT, IoT, OT, and medical devices, minimizes all cyber asset risks, prioritizes and remediates vulnerabilities, defends against threats, and safeguards the entire attack surface.

Armis Centrix[™] embodies the company's proven formula for attack exposure management: buy time, control risk exposure, and lower mean time to repair (MTTR). Armis underscores that in healthcare, early warning prevention is better than reactive measures, and timely exposure warning saves time and resources. Comprehensive asset visibility and contextualization minimize risk exposure across intricate healthcare networks. Al-enabled remediation management with intelligent prioritization decreases MTTR when security findings are flagged, resulting in swift and efficient threat mitigation.

Armis Centrix™ features five Al-driven product suites: Asset Management and Security, Operational Technology/IoT Security, Medical Device Security, VIPR (Pro) - Prioritization and Remediation, and Early Warning. Medical Device Security enables organizations to see and protect the entire medical device fleet (including clinical assets) and the healthcare ecosystem without disrupting patient care. Clients can monitor asset behavior and utilization, assess device compliance, and improve the security posture. The solution also helps effectively manage vulnerabilities and security findings while prioritizing patient privacy and safety. Additionally, it streamlines Food and Drug Administration recalls, Manufacturer Disclosure Statement for Medical Device Security, and security advisories management.⁷

Armis strengthens its technological leadership by continuously tailoring Armis Centrix™ to the rapidly evolving global healthcare industry, outpacing competitors through innovative business strategies. For example, in February 2024, Armis acquired CTCI (Cyber Threat Cognitive Intelligence), an expert in Albased pre-attack threat-hunting technology. By incorporating CTCI's technology into Armis Centrix™, the company has transformed its platform into a cutting-edge early warning cyber intelligence system, enabling the launch of Armis Centrix™ for Early Warning solution. It comprehensively analyzes the healthcare threat landscape, helping clients identify and address exploitable vulnerabilities. The solution surpasses the conventional Common Vulnerability Scoring System (CVSS) by employing a more targeted approach, empowering organizations to stay ahead of attackers.

⁴ Ibid.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

Another notable example of Armis' commitment to innovation is its acquisition of Silk Security (a leading platform for cyber risk prioritization and remediation) in April 2024. By integrating the Silk Platform into the Armis Centrix™, the company introduced its Al-powered Armis Centrix™ for VIPR Pro, focusing on automated process management around vulnerabilities. This solution addresses cybersecurity experts'

"Frost & Sullivan opines that Armis demonstrates the creativity and agility necessary for advancement in a dynamic market. The company boosts clients' confidence in new technologies by addressing their most critical pain points through a single platform with unmatched capabilities. By combining foresight with innovation, Armis Centrix™ empowers organizations with the ideal solutions to defend against more sophisticated and frequent cyberattacks, see the entire attack surface, and manage the risk reduction process with next-level automated remediation."

- Iqra Azam Best Practices Research Analyst challenge to maintain visibility, assign ownership, and track remediation efforts across all teams (e.g., the clinical engineers). VIPR Pro offers a unified view of security insights, entailing all data sources from onpremises devices, cloud computing, and application security tools. Organizations can fully manage and automate remediation while prioritizing risk, taking effective measures, consolidating visibility and alerts, contextualizing priorities, and streamlining ownership assignments.⁸

Armis bolsters its value proposition with its widely applicable Armis Centrix[™], which caters to different teams (clinical engineering, operational efficiency, procurement, and auditing) outside the cybersecurity portfolio. Leveraging the company's technology, multiple clients have achieved substantial cost savings (between \$200,000 and \$600,000). Armis takes it a

step further by analyzing the deployment and distribution of software licensing and optimizing enterprise migration projects, helping clients save tens of thousands of dollars while minimizing risks. Armis Centrix™'s many AI engines and 320 billion micro-behavioral models uninterruptedly analyze 500 billion events daily across over 5 billion assets globally.¹¹ Armis' groundbreaking platform stops 500,000¹¹ attacks monthly despite cyberattacks' growing complexity.

Armis Centrix™ also helps protect patient privacy, maximizing customized analyzers and mechanisms to identify unencrypted, sensitive data alongside assets and actions that can process, store, stream, and interact with patient data unsafely. The platform offers real-time system monitoring, alert reports, and applicable insights to avoid or address patient privacy-related problems. It also delivers holistic system visibility and security for all aspects of the attack surface, covering a broad device ecosystem: medical devices, heating, ventilation, and air conditioning, building management systems, enterprise IT assets, patient experience devices, digital signages, network equipment, registration kiosks., and application and code libraries. Armis Centrix™ conducts prompt and effective M&A security posture assessments and risk mitigation, improving the onboarding process. Boasting a library of over 160 integration adapters, Armis keeps organizations compliant with essential security controls (e.g., endpoint protection platform and multi-factor authentication) that attackers frequently target.

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⁸ https://www.armis.com/platform/armis-centrix-for-vipr-pro-prioritization-and-remediation/

⁹ Frost & Sullivan-Discussion with Armis (December 2024)

¹⁰ Ibid.

¹¹ Ibid.

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Real-World Success: Armis Centrix™ in Action12

The platform's proven business impact for IT security leaders fortifies Armis' industry leadership. Organizations with limited visibility into unmanaged medical devices, IoT, and building management systems can resolve this issue through Armis Centrix™ real-time complete attack surface management. Clients with insufficient security resources can benefit from a risk-reduction plan that can help realize maximum threat neutralization. Armis Centrix™ also addresses the problem of multiple attack vectors, hindering security teams' visibility for security teams and their ability to respond promptly. The platform mitigates disruption to patient care by blocking ransomware attacks.

Armis Centrix™ delivers measurable outcomes for clinical engineers, outshining competing cybersecurity technologies. It enlarges care capacity and lowers costs through automated inventory. Clients also leverage operational resilience by decreasing operational disruptions via straightforward monitoring, alerting, and security. Moreover, the platform minimizes clinical risks through automated FDA recall assessments.

Armis' impressive customer portfolio exhibits high-impact case studies, including collaboration with New York-based Burke Rehabilitation. The hospital faced numerous security issues, and Armis addressed them through three solutions: Asset Management and Security, Medical Device Security, and Vulnerability Prioritization and Remediation. Armis Centrix™ identified all devices in the hospital's environment, even the previously unnoticed ones on carts. Armis elevates its value proposition by integrating its technology with prominent companies, like CrowdStrike, Meraki, and Palo Alto Networks, cutting remediation time while magnifying data value. Ensuring a smooth customer purchase experience, Armis swiftly deployed its platform, helping the hospital focus on its weaknesses and have real-time visibility over its ecosystem.

Belgium-based Ziekenhuis Oost-Limburg (ZOL) opted for Armis to tackle primary security challenges. Armis used its technology to acquire insights into legacy devices ZOL could not see or monitor. Moreover, the company enabled integrations with existing tools and dashboards to expand device and asset visibility. Armis also enabled live view into device behavior and compliance and deployed its solutions in days, empowering the client to work on vulnerabilities and optimize operational efficiency expeditiously.

Frost & Sullivan opines that Armis Centrix[™] is a revolutionary solution for cybersecurity leaders. Its integration with existing systems augments operational and cost efficiency, fortifying Armis' technological excellence. The platform offers proactive asset management and real-time remediation alongside tangible results, setting the company apart from competitors.

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¹² Armis Centrix™ for Medical Device Security Briefing Deck for Frost & Sullivan (December 2024)

Broadening Horizons: A Strategic and Holistic Approach to Brand Visibility

As a future-focused company, Armis actively implements growth drivers to strengthen its business framework, customer benefits, and brand recognition. A primary focus of its marketing strategy is thought leadership, demonstrating solid industry expertise through published resources (e.g., research, white papers, webinars, and keynotes) on the global cybersecurity industry's latest environment. Moreover, Armis networks and collaborates with market experts, decision-makers, and potential customers by hosting and participating in events (like The GIANT Health Event, RSAC, and HIMSS Global Health Conference & Exhibition) and adopting the latest trends. It further magnifies presence and brand visibility through blogs, social media, and podcasts, positioning itself as a pioneering, trusted expert in healthcare cybersecurity capabilities.

Since 2023, Armis has observed a 25% increase¹³ (year over year) in its global marketing budget, helping it enrich marketing, branding, and thought leadership while broadening its reach and harnessing new ventures in North America, Europe, the Middle East, and Africa (EMEA). The company also drives engaging healthcare security-centric campaigns that captivate the target clientele and spark significant interest in its solutions. Through clear communication of its technology's use cases and advantages, Armis is an unrivaled thought leader and a trusted cybersecurity healthcare advisor.

Armis' business expansion techniques accentuate strategic partnerships with key technology providers, integrators, and healthcare market leaders, building joint solutions and co-marketing initiatives. In 2024, the company partnered with Trustmarque, Trimedx, Cyber Salus, First Health Advisory, Accenture, PWC, SoftPro, WWT, and Fortified Health. Placing high importance on growth-focused synergies, the company launched the Armis Partner Experience Program to enrich alliances with qualified security provider partners worldwide while helping them scale their portfolios and market profitability.

Frost & Sullivan recognizes that Armis exemplifies a masterful approach to widening its brand equity through industry collaborations, impactful thought leadership, and game-changing marketing strategies. The company's holistic business framework demonstrates its deep knowledge of market dynamics and client pain points. Its ability to progressively magnify its global presence confirms its visionary outlook. Armis' full-spectrum strategies and their solid impact on its success reflect that the company is poised to shape healthcare security's future with exceptional foresight, creating higher standards for existing and new market players.

Outstanding Customer Experiences Galvanize Exemplary Business Acquisition and Retention

Armis understands the value of a customer-centric business framework and ensures exemplary customer ownership and service experiences through a tiered model, entailing Standard, Premium, Platinum, and Diamond options. With Standard service, clients get a dedicated Customer Success Manager (CSM) who guides them on installment problems and gives access to resources and tools. The Premium package includes 24/7 support, a dedicated CSM, and a Technical Account Manager (TAM) for complex problems. Platinum comprises all aspects of Premium alongside private training, quarterly reviews, and roadmaps. Lastly, the Diamond package has custom development and an Armis Resident Engineer onsite. By offering

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¹³ Frost & Sullivan Discussion with Armis - (December 2024)

various service models, Armis attracts clients with big and small cybersecurity budgets, appealing to a diverse clientele.

The company's Managed Threat Services team reviews its implementation and security policies and refines them regularly to deliver excellent customer value and security. In addition, Armis educates customers on using different tools and resources through webinars, virtual events, and online forums, helping them learn from experts and discuss experiences. The company also offers free resources (like whitepapers, threat insights reports, case studies, and blogs) on the importance of attack surface management.

Armis works closely with clients to outline key success outcomes tailored to the results (e.g., minimized downtime or augmented compliance) they seek from Armis Centrix™. This distinctive approach allows the company to adapt its solutions to each client's unique preferences and then track results, thereby enriching their journey. Armis uses customized playbooks and tools to ensure clients realize maximum productivity from Armis Centrix™, promoting a strong sense of ownership. The company's client-centricity

"Armis' remarkable upward momentum, catalyzed by its robust product offerings and global operational development, helps it stay ahead of the curve. Its exceptionally low client churn rate, rapidly expanding customer base, and notable year-over-year revenue increase position the company for exponential success and long-term profitability."

- Alejandra Parra Industry Analyst, Healthcare galvanizes higher customer satisfaction and longstanding alliances.

Furthermore, Armis conducts "Connect" events in North America and EMEA, bringing clients together for networking and stronger engagement. It also hosts strategy whiteboard sessions for technical engineers and healthcare leadership. The company's healthcare experts boast over 100 years of experience collectively. Additionally, its Healthcare Training Program teaches clients how to properly and fully harness all Armis Centrix™ capabilities.

Armis' holistic customer service approach entails active client feedback through surveys, feature requests, and open communication to stay on top of their unmet needs. The company leverages the feedback to outline its product development roadmap by identifying areas of improvement and augmenting solutions. Armis' dedicated Customer Success teams and TAMs serve as executive connections between the company and clients. Moreover, Armis conducts an Executive Business Review with all clients every quarter to provide progress updates, highlight future collaboration and value creation opportunities, and discuss key priorities and strategic insights. The company's sales and product teams regularly contact clients, acquiring relevant feedback.

Additionally, Armis' post-sales IoMT Specialist Architect reviews all feature requests monthly, prompting progress and prioritization while helping clients identify growth areas. The company also provides a platform for clients to ask questions and collaborate with its teams and other customers. Furthermore, Armis has Customer and Technical Advisory Boards that directly connect clients with the company.

The company conducts proof of value to ensure a smooth purchase experience. Post-deployment, Armis performs a satisfaction survey (within three months), allowing clients to rate the onboarding experience. The company maintains an average of 95.5 for this survey. It also sends a biannual complete customer net

promoter score survey, achieving a score of 61. For its customer satisfaction surveys after every support interaction, Armis sustains a score of 98%.

In 2024, Armis recorded a whopping Gross Renewal Retention rate of 95% for Armis Centrix™. This industry-leading percentage proves the company's customer-centricity. Armis meets and exceeds client expectations through continuous platform upgrades and enhancements, achieving high adoption rates and long-term satisfaction. Furthermore, clients benefit from refined asset visibility, a better security posture, faster response times, and higher return on investment, bolstering their confidence in Armis' matchless offerings.

Growth Strategies: Organic Development, Inorganic Ventures, and Remarkable Financial Performance

Armis' broader brand recognition galvanizes solid financial gains and customer base expansion. In 2024, it acquired 52 new healthcare clients globally in North America, Canada, Mexico, the United Kingdom, Spain, and Italy. These wins stem from Armis Centrix™ continuous implementation in various sectors. 30% of its clients use three or more Armis products, and over 400 customers (around 50%) increased usage and expenditures while escalating deployments in fiscal year 2023. Notably, the company's customer attrition rate is less than 2%, signifying high customer satisfaction.¹⁴

In August 2024, Armis announced that it exceeded \$200 million in annual recurring revenue, doubling it in less than 18 months. This achievement positions it among the few companies that have advanced swiftly, "not just in the cyber security market but of any [software-as-a-service] company worldwide."¹⁵ In its last fiscal year (February 2023 to January 2024), Armis Centrix™ for Medical Device Security contributed 25%¹⁶ of Armis' revenue. The company's financial stability also results from its offerings being sold at high gross margins, empowering it to invest in its go-to-market strategy while securing long- and short-term profits.

In addition, Armis capitalizes on substantial financial funding from leading private equity investors, raising capital to run the company seamlessly. For example, in October 2024, it closed "a \$200 million Series D round of investment, mounting its total company valuation to a new high of \$4.2 billion."¹⁷ The company intends to use the new capital to boost organic product development and global go-to-market initiatives while harnessing potential inorganic ventures.

Armis' remarkable upward momentum, catalyzed by its robust product offerings and global operational development, helps it stay ahead of the curve. Its exceptionally low client churn rate, rapidly expanding customer base, and notable year-over-year revenue increase position the company for exponential success and long-term profitability.

¹⁴ Ibid.

¹⁵ https://www.armis.com/newsroom/press/armis-surpasses-200m-arr-doubling-arr-in-less-than-18-months/

¹⁶ Frost & Sullivan-Discussion with Armis (December 2024)

¹⁷ https://www.armis.com/newsroom/press/armis-raises-200m-at-4-2b-valuation-as-growth-soars-eyes-ipo/

Conclusion

Leveraging a decade of technological expertise in cyber exposure management, Armis is the new standard for data security, threat intelligence, and automated remediation in the global healthcare cybersecurity market. The company delivers transformative solutions through Armis Centrix™ and addresses critical pain points like asset visibility, ransomware threats, and regulatory compliance.

Armis closely monitors the industry landscape to meet customers' shifting needs. Strategic acquisitions, growth-centric partnerships, and innovative marketing strategies strengthen its business infrastructure. The company leverages all ventures to expand its technological capabilities continuously. It delivers measurable outcomes, offering high return on investment, operational efficiency, and cost reductions.

Armis' robust client retention and satisfaction rates testify to its customer-centric approach. It offers excellent customer experience and emphasizes transparent and engagement-driven communication, allowing clients to give detailed feedback. The company's exponential financial growth bolsters its industry leadership.

Armis redefines cyber exposure management and healthcare cybersecurity solutions with its visionary strategies, surpassing other market players. With its solid foundation, the company is poised for sustained success and innovation, contributing to the industry's advancement like a true leader.

With its strong overall performance, Armis earns Frost & Sullivan's 2025 Global Company of the Year Recognition in the healthcare cybersecurity 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 Company of the Year Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends:

Long-range scenarios are incorporated into the innovation strategy by leveraging mega trends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

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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

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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

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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™.

<u>Learn more</u>.

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

OPPORTUNITY UNIVERSE Capture full range of growth opportunities and prioritize them based on key criteria OPPORTUNITY EVALUATION Adapt strategy to changing market dynamics and unearth new opportunities PLANNING & IMPLEMENTATION Execute strategic plan with milestones, targets, owners and deadlines OPPORTUNITY EVALUATION Conduct deep, 360-degree analysis of prioritized opportunities GO-TO-MARKET STRATEGY Translate strategic alternatives into a cogent strategy

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)

