

# RELAYR RECEIVES THE 2023 COMPANY OF THE YEAR AWARD

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*Identified as best in class in the global  
equipment-as-a-service industry*



## Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Relayr excels in many of the criteria in the equipment-as-a-service space.

AWARD CRITERIA	
<i>Visionary Innovation &amp; Performance</i>	<i>Customer Impact</i>
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Mega Trends	Customer Purchase Experience
Implementation of Best Practices	Customer Ownership Experience
Leadership Focus	Customer Service Experience
Financial Performance	Brand Equity

### *Revolutionary Equipment-as-a-Service Model for the Industrial Space*

The macro-trend of “Anything”-as-a-service (XaaS) influences and impacts various industries as they shift towards digitalization and cloud-based solutions. Frost & Sullivan's research identifies “New Business Models,” such as XaaS, as one of eight strategic imperatives (SI8™) redefining businesses and impacting their growth. With the rise of cloud computing and Internet connectivity, offering related services remotely and on-demand is becoming easier. To adapt to changing market conditions quickly, enterprises require the flexibility and scalability that cloud and Internet connectivity solutions provide. XaaS offerings enable adaptability while offering cost-efficiency that minimizes upfront investments and allow enterprises to spread expenses over time. Additionally, the XaaS model addresses the increasing focus on improving the customer experience and value-added services by helping to establish ongoing relationships and service delivery.

Digital industrial platforms market revenue stood at \$5.8 billion in 2021. Frost & Sullivan anticipates \$14.21 billion in annual revenue by 2026, with a compound annual growth rate of 19.6% from 2021 to 2026.<sup>1</sup> Equipment-as-a-service (EaaS) constitutes a significant and emerging segment during the forecast

<sup>1</sup> *Global Digital Industries Platforms Growth Opportunities: Industrial Mega Trends are Digitally Transforming the Manufacturing Landscape and Creating New Business Paradigms.* (Frost & Sullivan, March 2022).

period. Relayr uniquely leverages its technology and services to meet its clients' needs. It is well-positioned to capitalize on new growth opportunities, cementing its leadership in the EaaS space.

*“Relayr offers game-changing EaaS solutions that make it easy for clients to roll out and scale machines globally and quickly. The company’s EaaS solutions give clients the flexibility to prove their machine and operations and get to market rapidly with a comprehensive out-of-the-box scaling solution, positioning Relayr as a pioneer in the EaaS industry.”*

*- Sebastián Trolli,  
Sr Industry Analyst, Industrial Technologies*

Founded in 2013 and headquartered in Berlin, Germany, Relayr is a provider of EaaS solutions. As part of the Munich Re Group, Relayr offers a holistic approach to EaaS: ranging from value discovery, mobilization, technology solutions, financial structuring, risk management, and operational asset management. Its EaaS business model is revolutionizing the industrial

equipment industry by enabling industrial equipment customers to use the equipment on a per-per-demand basis.

### ***Core Principles Driving Employee Satisfaction and Game-changing Technology***

Relayr leverages the XaaS macro trend to deliver comprehensive solutions that simplify operations and benefit original equipment manufacturers (OEMs) and end-users with flexibility, cost-efficiency, and improved customer experience. The company’s vision centers on helping industrial enterprises remain relevant by solving the most pressing needs to enable the EaaS model with simple, out-of-the-box, pay-per-use, guaranteed performance solutions. It connects deep-seated domain and operational knowledge with a unique service and differentiated capabilities.

The company has dedicated an entire business unit around its EaaS model, distinguishing it from competitors. It enables pay-per-part and pay-per-output business models and partners with OEMs to realize their benefits. Relayr supports a fast go-to-market to generate proof points as well as a scaled roll-out of EaaS.

Five central pillars enable its EaaS offering:

- 1) **Pay-per-demand:** Relayr offers variable financing with its pay-per-use model. This model allows OEMs to reduce capital expenditures and transition machines to operational expenditures.
- 2) **Financial Operations:** Relayr provides pay-per-demand billing operations, off-balance sheet treatment of assets, and manages local regulatory and accounting rules.
- 3) **Technology:** Using bespoke Internet of Things (IoT) and analytics technologies, the company achieves three elements in its operation and optimizations of the EaaS model: 1) improves the performance of industrial machines, 2) mitigates and reduces the model risk, and 3) uses data for billing and operation purposes.
- 4) **Asset Management:** The pay-per-demand model introduces unique risks, including asset ownership, repair responsibility, cybersecurity, residual value, and performance risk. Relayr’s EaaS model owns these risks, reducing OEM responsibility and assuring a risk-free transformation.



- 5) **Mobilization:** Relay strives to educate its partners in understanding and shifting their business model to EaaS solutions. The company provides a business case to support the model, optimizing it and enabling partners to change their sales structure from commission-based models (i.e., one-time purchase) to a recurring sales model (i.e., pay-per-use).

**Relay’s EaaS Offering – Five Central Pillars**



*Source: Frost & Sullivan*

Relay offers game-changing EaaS solution that make it easy for clients to roll out and scale machines globally and quickly. The company’s EaaS solutions give clients the flexibility to prove their machine and operations and get to market rapidly with a comprehensive out-of-the-box scaling solution, positioning Relay as a pioneer in the EaaS industry.

***A Customer-centric Approach Driving Unmatched Client Experience***

Relay’s EaaS approach goes beyond its extensive expertise and best-in-class capabilities, with customer value as a strategic imperative. Through the years, the company has earned a sterling reputation supporting partners’ path toward viable proof points for quick go-to-market solutions and customized global scaling.

Unlike competitors, Relay collaborates closely with partners to evolve alongside market needs and trends. For example, as enterprises transition to XaaS solutions, they will require comprehensive services that simplify the transformation. With its dedicated EaaS platform, Relay is committed to providing a complete solution. For proper asset management, the company’s platform delivers transparency on machines and fleets to OEMs and end-users, including cost-per-day, machine status, and parts. Furthermore, the embedded analytics capabilities allow OEMs and end-users to improve machine and fleet performance, giving them better access and management of financial assets. The company also publishes white papers, industry reports, blogs, and webinars to provide partners with additional support resources.

*“Relayr maintains its close partnerships throughout the entire EaaS relationship. To this end, the company’s dedicated support team ensures its OEM partners thoroughly understand the business and strategic implications of its EaaS model. Through business case creation, partners can appreciate its solutions’ operational impact and value-added.”*

**- Elizabeth Whycott,  
Best Practices Research Analyst**

Relayr maintains its close partnerships throughout the entire EaaS relationship. To this end, the company’s dedicated support team ensures its OEM partners thoroughly understand the business and strategic implications of its EaaS model. Through business case creation, partners can appreciate its solutions’ operational impact and value-added. Additionally, the company’s offering is a one-stop-shop solution, combining complex processes (e.g., data collection, customized accounting, and invoice management) as a unified service that allows OEMs to focus on enterprise

operations.

Relayr’s seamless, comprehensive, and simplified approach position it as a partner of choice for EaaS solutions.

### How EaaS Creates Value for End Customers

**EaaS+**

- LOWER TOTAL COST OF OWNERSHIP**
  - Optimized, out-of-one-hand asset operation and optimization
  - Further cost reduction through data-driven insights
- SHIFTING CAPEX TO OPEX**
  - Free up resources to invest in other mission-critical infrastructure
  - Reduce long-term capital liabilities
- REDUCED DOWNTIME/ PERFORMANCE RISK**
  - Shift risk model for equipment to EaaS provider
  - Receive a guarantee for uptime/ performance
- FOCUS ON CORE BUSINESS OPS**
  - Ease-of-mind and ease-of-use
  - Enable users to focus on their core business and capabilities
- CREATING OPTIONALITY**
  - Preserve cash in a (ongoing) uncertain environment
  - Short-term change of machines and capabilities

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### Positioned for Growth

Source: Relayr

Since its inception, Relayr’s exceptional standing and customer-centric framework led to its coveted preferred partner status. Over the years, it added a range of new partners to its established base. In addition to its growing customer base, the company has an impressive network of partners. It leverages these partnerships to provide robust technology, industrial IoT, financing services, and expertise as part of its EaaS offering, enabling the industry’s digital transformation.

Relayr has over 200 employees with more than 40 nationalities located in Germany, the United States, Poland, Italy, and Mexico. This global reach enables the team to support its growing partner base.

Frost & Sullivan believes the company is well-positioned to drive the EaaS space into its next growth phase, capturing market share and sustaining its leadership in the coming years.

## Conclusion

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As industries shift towards digitalization and cloud-based solutions that offer on-demand and remote services, “Anything”-as-a-service (XaaS) models are becoming increasingly prevalent. Flexible and scalable solutions enable enterprises to adapt to market conditions quickly. XaaS offerings provide this adaptability and deliver cost-efficiency and improved customer experiences with long-standing relationships and value-added services. Overall, Relayr addresses these needs with a strong leadership focus that incorporates partner-centric strategies and exemplifies best practice implementation. The company’s equipment-as-a-service (EaaS) offering is a comprehensive solution that simplifies operations and benefits original equipment manufacturers and end-users. It provides flexibility, cost-efficiency, and improved customer experience with simple, out-of-the-box, pay-per-use, guaranteed performance solutions. Relayr’s dedicated support team maintains close partnerships to ensure an understanding of the business and strategic implications of its EaaS model; this includes creating business cases to demonstrate operational and value-added impact. The company’s platform is a one-stop-shop solution that combines complex processes into a unified service. Relayr remains a trusted partner, earning a reputation for offering the overall best in the EaaS industry.

With its strong overall performance, Relayr earns Frost & Sullivan’s 2023 Global Company of the Year Award in the EaaS industry.

## What You Need to Know about the Company of the Year Recognition

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Frost & Sullivan's Company of the Year Award is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

### Best Practices Award Analysis

For the Company of the Year Award, 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 by a robust solution development process

**Visionary Scenarios Through Mega Trends:**

Long-range, macro-level scenarios are incorporated into the innovation strategy through the use of Mega Trends, thereby enabling first-to-market solutions and new growth opportunities

**Leadership Focus:** Company focuses on building a leadership position in core markets and on creating stiff barriers to entry for new competitors

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

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

#### *Customer Impact*

**Price/Performance Value:** Products or services provide the best value for the price compared to similar market offerings

**Customer Purchase Experience:** Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

**Customer Ownership Experience:** Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

**Customer Service Experience:** Customer service is accessible, fast, stress-free, and high quality

**Brand Equity:** Customers perceive the brand positively and exhibit high brand loyalty

