



**20
25** | **COMPANY
OF THE YEAR**
Driving impact across the customer value chain

*RECOGNIZED FOR BEST PRACTICES IN THE
GLOBAL ADVANCED METERING
INFRASTRUCTURE 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. Landis+Gyr excels in many of the criteria in the global Advanced Metering Infrastructure (AMI) 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

From Blind Spots to Breakthroughs: Addressing the Industry’s Unmet Needs

Global energy markets face varied supply and capacity challenges, prompting enterprises to adopt diverse, region-specific strategies. With sustainability and decarbonization as key priorities, many are shifting to renewable energy and distributed generation models that give end-users greater control. As urban density and industrialization rise, particularly at the grid edge, energy providers must modernize infrastructure,

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address congestion points, and adapt to a landscape increasingly shaped by prosumer-driven renewable integration.

Landis+Gyr is a pioneering force in energy transition, serving as a mission-critical partner to utilities. Its deep understanding of the sector and ability to respond to rapidly evolving energy demands sets it apart as a trusted leader in the shifting energy landscape. The company effectively tackles the complexities of modern energy requirements through

initiatives like grid modernization, renewable energy integration, distributed energy resource (DER) orchestration, and consumer enablement. As a forward-thinking leader and customer-focused innovator, Landis+Gyr reimagines the grid edge as the epicenter of intelligence, agile responsiveness, and consumer empowerment. For utilities that grapple with the dual challenge of decarbonization and increasing energy

demand, compounded by the electrification of buildings and transportation, it provides real-time, flexible solutions that enhance operational agility and deliver greater value to end users.

Traditionally, utilities have regarded metering primarily as a tool for billing mechanisms. However, Landis+Gyr has pioneered changing this perspective by introducing advanced grid edge intelligence, which offers actionable insights into power quality, load disaggregation, and the behavior of DER—all from a single endpoint. The Revelo grid edge sensing platform, one of Landis+Gyr's flagship innovations, provides real-time visibility into waveforms, analytics, and the detection of electric vehicles (EVs) and DERs. By transforming each endpoint into a real-time intelligence node, Landis+Gyr bridges the gap between a utility's physical infrastructure and its digital data systems—enabling not just visibility into what is happening at the grid edge but also deep insight into why it is happening. This unified digital-physical grid architecture effectively addresses a long-standing blind spot in grid management—achieving comprehensive situational awareness from edge to enterprise. The need has shifted from simply acquiring “more data” to transforming that data into actionable intelligence that drives smarter, real-time grid operations. The Revelo Grid Edge sensors and Edge platform provide waveform-level detail, enabling utilities to act proactively, not reactively, turning AMI into a real-time orchestration platform.

Utilities are increasingly overwhelmed by device-level telemetry and require platforms that interpret,

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orchestrate, and act on this data. Landis+Gyr's Flexibility Ecosystem is a proactive solution, enabling scenario-based management of DER at scale to enhance resilience in the face of growing complexity. It goes beyond metering, bringing AMI, distributed energy resources management systems (DERMS), and edge analytics into one cohesive platform. This powerful integration empowers utilities to balance supply and demand, integrate renewable energy sources effortlessly, and alleviate pressure on the grid.

By forging strategic industry partnerships with organizations like Open Access Technology International (OATI) and SPAN, the company further enhances its ecosystem to provide a comprehensive DER orchestration platform and home-level DER

aggregation. These integrations allow utilities to move from static infrastructure to dynamic grid management and non-wire alternatives, addressing the evolving requirements of an electrified energy economy.

Landis+Gyr has also tackled the pressing challenge of lifecycle efficiency. Its next-generation cloud-based software-as-a-service platform, supported by Emerge and Google Cloud. It allows for rapid scalability, cybersecurity, and artificial intelligence (AI)-driven analytics for EV detection, outage prediction, and voltage monitoring. This end-to-end platform model equips utilities with the tools to stay ahead of growing demand while reducing operational costs.

Customer feedback affirms the company's strong position in the market. With over 33 million endpoints in its managed services offering, Landis+Gyr has established itself as a trusted long-term partner for utilities seeking continuous improvement, real-time support, and increased system flexibility. The company's ability to provide utilities with non-wire alternatives and real-time DER coordination prompts many to shift from traditional, rigid systems to Landis+Gyr's flexible, future-ready platforms.

As the energy sector becomes increasingly polarized over sources like fossil fuels, nuclear energy, and natural gas, utilities globally recognize the need for diverse solutions to tackle energy challenges. In this context, Landis+Gyr has made notable advancements by introducing its advanced Ultrasonic Gas Sensor. After successfully establishing this solution in the United Kingdom, the company is expanding to North America. By leveraging its strong intellectual property, Landis+Gyr aims to enhance energy management practices globally.

The company promotes an innovative, utility-focused approach by integrating solutions for electricity, gas, and water, which helps eliminate departmental silos and advance the future of utility management. With its portfolio showcasing a clear and effective problem-solving approach, Landis+Gyr continues to gain recognition in the United States (US) while expanding across Europe, the Middle East, Africa (EMEA), and the Asia-Pacific region.

Landis+Gyr is not only keeping pace with industry developments, but it is also taking a leading role in addressing significant operational, regulatory, and environmental challenges. Its innovations improve visibility across both digital and physical grids, enabling better control of DERs. Moreover, Landis+Gyr goes beyond mere data collection by providing decision support that prioritizes grid operations. It effectively connects consumer-facing tools with grid operations, meeting the needs of both regulators and ratepayers. Additionally, Landis+Gyr's customer-centric evolution model ensures that solutions are shaped by direct utility feedback—leveraging decades of industry experience and a proven track record of more than 60 successful cloud migrations.

Frost & Sullivan commends Landis+Gyr for not only staying ahead of industry trends but also for proactively anticipating them, thereby translating emerging market signals into forward-looking strategies, innovative offerings, and long-term customer value.

Shaping Tomorrow's Grid: Landis+Gyr's Vision through the Lens of Mega Trends

Landis+Gyr exemplifies strategic foresight by demonstrating a comprehensive understanding of the megatrends reshaping the utility sector, including decarbonization, digitalization, electrification, and grid modernization. In response to the global shift towards a distributed, intelligent, and low-carbon grid, the company is purposefully refining its business model, investing in research and development (R&D), and forming partnerships to align with key industry trends.

Furthermore, Landis+Gyr reinforces its visionary approach through concrete actions. In Fiscal Year (FY) 2024, Landis+Gyr invested 9.7% of its revenue in R&D, significantly surpassing the industry average. This reflects a strong, ongoing commitment to continuous innovation and the advancement of next-generation solutions.

A notable example of strategic vision and innovation drive is its partnership with SPAN, which supports consumers during electrification and alleviates utility burdens. SPAN's technology enables consumers to manage their home energy loads autonomously, allowing utilities to oversee entire homes as a single load. This collaboration emphasizes guaranteed demand-side flexibility capabilities, ensuring effective energy consumption management for both consumers and utilities.

The impact of Landis+Gyr's vision is already evident. In the Americas, the company leads in software-first transformation, with over 100 utilities having migrated to the modernized Emerge cloud-based Head End System (HES). The company's regional backlog exceeding \$3.7 billion reflects the growing demand for cloud-native AMI solutions, real-time analytics, and secure grid platforms. Landis+Gyr's proactive expansion in the Asia-Pacific region has achieved significant milestones, including re-entering India as an AMI service provider, entering China's rapidly growing residential ultrasonic gas metering market, and expanding its presence in smart water metering. These initiatives demonstrate an agile, regional approach that tailors innovation to market dynamics.

The business case behind Landis+Gyr's vision is both compelling and steadily strengthening, underscoring its growing relevance in a rapidly evolving energy landscape. Reports indicate that by 2050, 80% of global energy could come from renewable sources. The company's initiatives are helping utilities adapt to this unfolding reality. Landis+Gyr spearheads the global shift through continuous innovation, targeted partnerships, and scalable platforms toward a flexible, secure, and intelligent grid.

From Vision to Impact: Landis+Gyr Leads with Purpose and Precision

Guided by the executive team's clear strategic vision, Landis+Gyr is shaping the future of intelligent energy management through innovation, customer trust, and global expansion. The company's culture of relentless execution, coupled with powerful partnerships, is instrumental in sustaining its position as a leader in AMI, grid edge intelligence, and demand flexibility.

The bedrock of its strategy is a sharp focus on the Americas, the world's largest AMI market, where Landis+Gyr has emerged as a dominant force. With a record \$3.8 billion backlog, including a 40% market share in smart electricity in the US and leadership in utility network scale and performance, Landis+Gyr is the preferred partner for utilities accelerating their modernization and electrification programs. Approximately 50% of this backlog is software and service-driven, reflecting the company's evolution from a hardware player to a high-margin platform partner.

The leadership team continues to explore long-term value strategies, including a potential US stock market listing, which underscores its financial maturity and future-facing investor confidence. The company's growth stems from transformative technologies like Revelo, the industry's most advanced grid edge sensing platform, and its Flexibility Ecosystem, which unifies AMI, DERMS, and analytics to orchestrate home, grid, and utility control centers. Utilities actively seek these offerings for performance, real-time insights, and demand-side flexibility.

Customer trust remains at the heart of Landis+Gyr's leadership arc. The company has partnered with some of the largest utilities globally, including TEPCO, Enedis, E.ON, Iberdrola, National Grid, and Southern California Edison, often for decades. Notably, Landis+Gyr has recently completed an upgrade to the AMI for TEPCO Power Grid, the world's largest Internet of Things network covering over 30 million endpoints.

It enables smart meters to function as communication hubs for various devices, including gas and water meters, EV chargers, and solar inverters. The upgrade featured a smooth transition to a new virtualized IT infrastructure, allowing for accurate energy demand forecasting with 30-minute meter readings. The system supports DERMS while maintaining security. It utilizes Wi-SUN Enhanced HAN technology, which enables device manufacturers to integrate into the ecosystem cost-effectively. The upgraded system will facilitate the largest daily metering data volume delivered by any Landis+Gyr customer worldwide. Looking ahead, both companies plan to collaborate on a next-generation AMI system that will enhance bandwidth, flexibility, and interoperability, promoting innovation and progressing toward a smart energy future.

Landis+Gyr continues to enhance its leadership through strategic partnerships with key players, such as OATI (for DER orchestration), SPAN (for smart home energy management), and Google Cloud (for AI-powered analytics). These collaborations strengthen the company's Flexibility Ecosystem and unlock future revenue streams.

From a sustainability standpoint, Landis+Gyr demonstrates bold, decisive action—embedding environmental responsibility into its strategy, operations, and innovation agenda. In FY 2024 alone, its smart metering solutions helped utilities avoid 9.0 million tons of carbon dioxide (CO₂) emissions, a testament to its tangible impact on global decarbonization efforts. In addition, the company commits to achieving carbon neutrality by 2030 and reaching net zero by 2050. These achievements resonate strongly with utilities facing increasing pressure to decarbonize and digitize simultaneously.

The company's expansion efforts, including its return to the Indian market, new smart water projects in the Asia-Pacific and EMEA regions, and global cybersecurity enhancements, demonstrate its commitment to seizing high-growth opportunities and solidifying its leadership on every front.

Landis+Gyr has evolved from a traditional metering and infrastructure vendor into a strategic grid orchestration partner—enabling utilities to manage complexity, optimize performance, and drive the energy transition. It reflects a high-level strategic redefinition, refocusing on internal resource alignment, R&D investments, and market engagement for long-term platform-based value delivery. It equips the company to navigate future challenges, effectively linking innovation to tangible growth outcomes to cement its dominance in the industry. Through this blend of visionary direction, regional execution, technical leadership, and customer trust, Landis+Gyr continues to set the standard for AMI and grid intelligence.

As a trailblazer in the AMI space, Landis+Gyr is strongly positioned to achieve growth that outpaces the broader industry in the years ahead—driven by its innovation, strategic vision, and market relevance. The company's journey illustrates how a clear vision for leadership, combined with effective execution and a consistent strategic direction, can create a strong market presence. It is noteworthy that Landis+Gyr's growth is fueled not only by technology but also by the strength of its relationships, which are built on trust, collaboration, and long-standing partnerships with utilities around the world. For this reason, the executive team prioritizes customer engagement over simply accelerating market share. Consequently, Landis+Gyr invests in interoperable platforms, establishes regional support teams, and collaborates on roadmap planning, all guided by this strategic approach.

Best-in-class Strategies and Practices Drive Competitive Differentiation

Landis+Gyr builds its reputation for operational excellence by consistently applying best-in-class practices across deployment, service delivery, security, and sustainability. With over 365 million devices deployed worldwide, including 180 million connected intelligent endpoints, the company provides unmatched scale and execution capability, enabling utilities to transition to smarter, more resilient grid operations.

At the core of Landis+Gyr's implementation model is a structured and scalable AMI and grid edge modernization framework that helps utilities shift from legacy systems to next-generation, future-ready infrastructure. It features interoperability, interchangeability, and scalability, which enable seamless integration across municipal, cooperative, and investor-owned utilities. This foundational focus prevents vendor lock-in and ensures long-term flexibility for utility customers.

A prime example is the partnership between Landis+Gyr and Rhode Island Energy to implement advanced smart metering technology for 530,000 electric customers in Rhode Island. This large-scale deployment utilizes Landis+Gyr's Revelo metering platform, incorporating grid-edge sensing and edge computing capabilities for load management and grid troubleshooting. The project supports Rhode Island Energy's goal of achieving net zero carbon emissions by 2050. It aims to create a flexible two-way grid that integrates renewable energy and facilitates transportation electrification.

Additionally, the deployment of Landis+Gyr's Gridstream® Connect provides a secure communication hub that enhances consumer engagement through real-time data. Improved energy management and distribution grid awareness contribute to better load balancing and the integration of distributed energy resources.

Another key element of Landis+Gyr's value proposition is its AMI Lifecycle Services. These services provide utilities with fully managed solutions, allowing them to outsource complex operations while ensuring system reliability and cybersecurity. With nearly 30 years of experience in managed services and more than 16 million devices under management, Landis+Gyr helps customers achieve high service continuity and a strong return on investment while alleviating operational burdens.

Landis+Gyr is a recognized leader in grid security, proactively addressing rising cyber threats to critical energy infrastructure. The company has embedded end-to-end encryption, AI-powered anomaly detection, and real-time threat mitigation into its systems, ensuring robust protection across the entire ecosystem. Furthermore, acquiring Rhebo, a specialist in industrial cybersecurity, enhances Landis+Gyr's capability to protect the grid at all levels, from endpoints to control centers.

Frost & Sullivan finds that Landis+Gyr is more than just a technology innovator. The company sets an operational gold standard, driving meaningful transformation through disciplined execution and proven implementation frameworks, such as:

- **Interoperability as a Non-negotiable Design Principle:** Landis+Gyr designs systems that ensure interoperability across various vendors and platforms, committing to industry standards, rather than creating proprietary solutions. This strategic best practice helps utilities safeguard their investments and integrate new devices seamlessly without major overhauls.

- **Data Granularity Tailored for Real-World Use Cases:** One of the standout practices is utilizing high-resolution waveform data streaming at the endpoint level. This approach not only enhances visibility but also facilitates real-time event correlation and grid diagnostics. The advanced telemetry embedded in solutions like Revelo allows for more precise fault detection and DER integration, aligning closely with the priorities of modern utilities.
- **Repeatable Success through Modular Flexibility:** Landis+Gyr adopts a modular platform approach with options like Gridstream® Connect, Emerge, and its growing Flexibility Ecosystem. It is more than just a product design choice; it represents a best practice proposition for agile deployment and long-term scalability. Utilities have the flexibility to select only what they need, scale their systems progressively, and avoid the substantial costs typically associated with full platform overhauls.
- **Integrated Innovation from Day One:** Innovations, such as DERMS orchestration, EV detection, and outage prediction, are part of the core architecture, streamlining the customer adoption process and minimizing integration risks.
- **Offering Different Levels of Utility Readiness:** Whether a utility is just starting with AMI or scaling full DER orchestration, the platform can flex to match, enabling repeatable success across a wide utility spectrum (from cooperatives to tier-one investor-owned utilities).

These implementation best practices are battle-tested, globally scalable, and future-ready, earning Landis+Gyr a rightful position as one of the most respected leaders in energy infrastructure transformation.

Redefining Customer Ownership Experience in the Modern Utility Landscape

Landis+Gyr prioritizes customer success as a core strategic outcome, viewing it as a critical component of the customer ownership experience. The company embraces deep engagement, flexible service models, and a commitment to support utilities throughout their modernization and digital transformation journey.

Its product development and customer success teams uphold collaborative models, allowing customer voices to shape innovation directly. For instance, the company hosts an annual Exchange Users Conference, where utility leaders co-create future solutions. Additionally, Customer Advisory Boards and Product User Groups provide direct input on strategic platforms like the HES, Meter Data Management System, and Gridstream® Connect, ensuring product roadmaps align with operational demands.

Industry-leading satisfaction metrics testify to this customer-first commitment, indicating satisfaction, loyalty, and trust. For FY 2024, the company achieved a Net Promoter Score of 68.75 and an average customer satisfaction score of 4.5 out of 5, verified by third-party assessments.

Beyond high-touch customer engagement, Landis+Gyr offers end-to-end lifecycle support through its comprehensive managed services portfolio, which covers over 16 million endpoints globally, ensuring long-term operational excellence for its utility partners. Utilities can outsource AMI network management, cybersecurity, and performance monitoring, enabling them to focus on core operations while leveraging Landis+Gyr's expertise. The company's in-region support, featuring over ten field offices across North America, ensures real-time, localized responses and fosters long-term partnerships.

Tailored innovation is a key aspect of Landis+Gyr's ownership model. By incorporating AI-driven analytics, EV detection, voltage monitoring, and outage prediction, Landis+Gyr enables utilities to make informed decisions quickly and stay ahead of the curve.

Landis+Gyr considers customer experience a crucial product element rather than just an afterthought. This philosophy shapes the design of its managed services, platform configuration, and implementation support. As a result, the company provides ongoing enablement, which includes assistance with embedded analytics, version migration planning, and lifecycle design advice to minimize post-deployment issues and enhance overall user satisfaction. Additionally, Landis+Gyr trains its customer-facing teams on product knowledge, with a special emphasis on utility operations language, to foster productive, empathetic, and technically aligned conversations.

Notably, the company transforms every ownership journey into a collaborative path to success by providing exceptional service, real-time analytics, flexible platform options, and personalized partnerships. By anchoring the ownership experience in trust, innovation, and continuity, Landis+Gyr is transforming the traditional customer journey into a strategic growth engine.

Rooted in Legacy, Driven by Vision: Landis+Gyr's Brand Equity in the Energy Transition

Over a century, Landis+Gyr has established its reputation through consistent innovation, effective execution, and a commitment to customer value. As utilities worldwide undergo rapid transformations, the company sets industry benchmarks by integrating advanced grid intelligence with future-ready infrastructure solutions.

Landis+Gyr enhances its brand equity through a strategic focus on interoperability. It empowers utilities with open standards-based communications and cloud-based architecture that integrates seamlessly across multiple vendors, platforms, and applications while adapting to diverse utility environments and dynamic grid ecosystems. This flexibility allows customers to scale confidently, adapt to evolving standards, and maintain control over their infrastructure choices.

While technology and innovation are central to Landis+Gyr's strength, its people remain equally vital—bringing deep expertise, a customer-first mindset, and the passion that drives continuous progress. The company cultivates an environment that enhances employee satisfaction, resulting in many employees staying with the organization for 10, 20, or even over 30 years. This longevity reflects a strong sense of purpose and a high retention culture driven by empowerment, expertise, and shared impact.

The company's human capital strategy emphasizes growth, engagement, and alignment with sustainability objectives. Consequently, Landis+Gyr prioritizes leadership development, cross-functional collaboration, and sustainability-focused learning modules to groom its workforce for the energy transformation. As part of this commitment, it invests thousands of hours in upskilling and training, particularly in environmental, social, and governance principles, demonstrating its dedication to environmental stewardship and social responsibility. Landis+Gyr drives its success through a powerful combination of technology and culture. Its strong brand legacy, organizational agility, and commitment to talent excellence position the company as a trusted leader in the global energy transition. By empowering customers, employees, and communities, Landis+Gyr reinforces its status as the preferred partner for the future of energy.

Landis+Gyr's roadmap for the connected grid edge includes three key strategies to fuel future growth: adding value, improving flexibility, and scaling successful solutions. In particular, the company plans to expand its Edge Application ecosystem by introducing new applications for both consumers and the electrical grid, including High Energy Usage Alerts and Intelligent Voltage Monitoring. It is also enhancing its cloud-based analytics platform to improve grid management and increase operational efficiency.

Another notable launch scheduled for 2025 is the Revelo Cellular meters, which will complement mesh communications with preconfigured, self-registering Long-Term Evolution for Machines cellular options, allowing for easier deployment and integration with existing utility networks.

Furthermore, in a strategic partnership with SPAN, Landis+Gyr recently announced the commercialization of a new product, SPAN® Edge. An intelligent service point™, designed for utilities, enables homeowners to integrate various technologies like EV chargers and batteries, transforming homes into powerful distribution assets while helping utilities avoid expensive service upgrades. SPAN Edge also enhances load-shaping benefits beyond traditional non-wires alternatives.

In addition, Landis+Gyr will launch the G480 ultrasonic gas meter in the US. It features solid-state measurement and two-way cellular communications via the Gridstream® Connect IoT network. With over 18 million smart gas endpoints deployed, it aims to enhance utility efficiency and sustainability.

Frost & Sullivan believes Landis+Gyr is strongly positioned to lead the AMI sector into its next phase of growth—capturing greater market share while sustaining its leadership in the years ahead.

Conclusion

Landis+Gyr has a comprehensive understanding of the megatrends reshaping the utility sector, including decarbonization, digitalization, electrification, and grid modernization. In the rapidly changing energy landscape, the company positions itself as a pioneering force by refining its business model, investing in research and development, and forging strategic partnerships. This approach helps establish Landis+Gyr as a leader in advanced metering infrastructure, grid edge intelligence, and demand flexibility.

The company envisions the future of intelligent energy management through innovation, customer trust, and global expansion. Landis+Gyr is more than a technology innovator—it upholds an operational gold standard and drives transformation through best-in-class practices in deployment, service delivery, security, and sustainability, earning its place among the most respected leaders in the energy industry.

Notably, customer success is one of the company's core strategic outcomes. Landis+Gyr embraces deep engagement, flexible service models, and a commitment to supporting utilities throughout their modernization and digital transformation journeys. It offers a state-of-the-art product portfolio backed by expertise in distributed energy resource orchestration, consumer empowerment, and electrification at the connected grid edge. Landis+Gyr has established a strong reputation for delivering industry-leading solutions that consistently set the benchmark for performance, reliability, and innovation. Furthermore, by empowering its customers, employees, and communities, Landis+Gyr strengthens its position as the partner of choice for shaping the future of energy management. With its strong overall performance, Landis+Gyr earns Frost & Sullivan's 2025 Global Company of the Year Award in the advanced metering infrastructure industry.

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

Frost & Sullivan's Company of the Year 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®

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)**

