

FROST & SULLIVAN
BEST PRACTICES



2026

NORTH AMERICAN
CANNED MOTOR PUMPS

COMPANY OF THE YEAR



TEIKOKU

Table of Contents

Best Practices Criteria for World-class Performance	3
The Transformation of the Canned Motor Pumps Industry	3
Addressing Unmet Needs	4
Visionary Scenarios Through Megatrends	4
Leadership Focus	5
Best Practices Implementation	5
Customer Ownership Excellence	6
Customer Service Experience	6
Brand Equity	7
Conclusion	8
What You Need to Know about the Company of the Year Recognition	9
Best Practices Recognition Analysis	9
Visionary Innovation & Performance	9
Customer Impact	9
Best Practices Recognition Analytics Methodology	10
Inspire the World to Support True Leaders	10
About Frost & Sullivan	11
The Growth Pipeline Generator™	11
The Innovation Generator™	11

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. Teikoku USA Inc. excels in many of the criteria in the canned motor pumps space.

RECOGNITION CRITERIA	
<i>Visionary Innovation & Performance</i>	<i>Customer Impact</i>
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

The Transformation of the Canned Motor Pumps Industry

The industrial pump users are facing challenges driven by strict environmental regulations, increased complexity in chemical processes and rising expectations of safety and energy efficiency. End customers are desiring the maximum available containment and reliability without compromising deliveries and total cost of ownership, while navigating skills shortages and aging infrastructure. Additionally, expectations for digitalization and predictive maintenance are growing.

Major sealless CMP manufacturers are mitigating these challenges by leveraging their zero-leak designs, through advanced materials, vertical integration of pump and motor systems, digital condition monitoring, modular platforms, and expanded lifecycle service capabilities to ensure safety, reliability, and long-term asset performance.

One of the biggest challenges faced by manufacturers is the lack of awareness about the advantages of canned motor pumps, a lack of understanding of how the technology operates, and the slow rate of adoption, mainly due to installation and operating costs. CMP manufacturers such as Teikoku USA are investing time and effort in training customers to operate and maintain these pumps, demonstrating lifecycle cost savings and reduced risk.

Sealless CMP manufacturers also face challenges with perceived high initial costs, legacy specifications, limited awareness of seal-failure risks in critical applications, and perceived repair complexity compared to sealed pumps. These manufacturers are reframing costs through lifecycle economics, embedding digital monitoring and predictive maintenance, and strengthening local service and supply chains.

Addressing Unmet Needs

Teikoku's decades-long leadership in sealless CMPs is defined not by resting on legacy, but by systematically uncovering and solving customer problems. End users in the chemicals, power, LNG, refrigeration, and nuclear industries demand safe, compact, low-maintenance, and leak-free pumping solutions for applications where leakage, seal failure, and unplanned downtime are unacceptable, such as hazardous chemicals, high-temperature services, and regulated industries. In the US market, Teikoku has focused on closing historical gaps in lead times by having a US manufacturing footprint, supply assurance, and lifecycle support, where competing technologies and direct competitors fall short.

Teikoku has anticipated shifting market needs driven by tighter safety and environmental rules. Beyond hardware, the company's collaborative approach—engineering with customers, participating in industry exhibitions, and publishing technical resources—bridges knowledge gaps that previously left many buyers under-specifying critical pump systems. The company listens to chemical and power customers and converts those insights into product families and aftermarket services. This practice has expanded markets such as specialized chemical and refrigerant applications and created stickier customer relationships.

Visionary Scenarios Through Megatrends

In an era defined by accelerating industrial transformation and intensifying sustainability imperatives, Teikoku USA has emerged not only as the undisputed leader in CMP technology but as a visionary force shaping the future of fluid handling across industries. At the heart of the company's long-range innovation strategy is its zero-leakage pump design, which directly anticipates and responds to stringent safety and environmental regulations.

The organization incorporates industry-specific megatrends directly into its innovation and investment decisions. This includes the development of fully integrated platforms such as the modular LE-X ASME/ANSI B73.3 product line, early participation in nuclear SMR projects with pilot-unit deliveries, and a strong position in decarbonization and energy transition markets, including biofuels and renewable liquid processes.

The core technology of CMP eliminates hazardous leaks, reduces environmental risks, and supports safer chemical, petrochemical, nuclear, and energy applications worldwide - a decisive contribution to corporate sustainability and industrial risk mitigation. This safety and leakage control is inherent in base, dual containment vessel designs that are offered as standard, providing redundant containment control and monitoring. Teikoku USA is advancing the digitalization of its industrial assets and service models. By aligning modular product design, enhanced monitoring and diagnostics, and digital service infrastructure with these trends, it ensures continued relevance as customers move toward more data-driven operations, accelerating transformational growth. Teikoku's business expansion and portfolio enhancement further demonstrates strategic alignment with megatrends such as globalization, digitization, and sustainability.

Leadership Focus

Frost & Sullivan finds that Teikoku USA has shown a sustained, strategic pursuit of leadership in the CMP market—building technological depth, an unrivalled installed base, and a delivery footprint that together create formidable barriers to entry and exceptional growth optionality. The organization’s focus centers

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**– Ashwin Annareddy,
Principal Consultant**

on maintaining and strengthening its position in CMP technology for applications where reliability, safety, and containment are non-negotiable. This leadership is reinforced by application engineering expertise, including direct service to end users for highly toxic and critical services, as well as an extensive installed base across essential industries.

From a technology and product-moat perspective, Teikoku’s “zero-leakage” canned motor architecture and decades of refinements deliver demonstrable lifecycle advantages in hazardous, high-temperature, and tightly regulated industries. The organization focuses on deep application engineering, such as water-cooled high-temperature units, cryogenic designs, jacketed motors, and API and the modular

ASME/ANSI B73.3-compliant variants. That technical specialization produces higher customer switching costs and longer replacement cycles. Furthermore, long-standing customer trust and proven field performance reinforce its position. These factors create barriers to entry and position Teikoku USA as a long-term technical partner rather than a transactional equipment supplier.

In 2003, the acquisition of the Chempump Division of Crane Pumps & Systems expanded Teikoku’s North American manufacturing, service, and nuclear capabilities. Similarly, Teikoku USA acquired the CMP repair and service business from Texas Process Equipment in 2010, which bolstered its market leadership in North America.

Best Practices Implementation

Teikoku couples century-long engineering mastery with demonstrable, systematized processes that produce repeatable, scalable results across markets and applications. The company’s defining operational practice is vertical integration: designing and manufacturing both the motor and the pump as a matched system. That single-source control eliminates common failure modes, reduces performance variability, and shortens qualification cycles for customers—a concrete process choice that drives consistent product quality and predictable field performance.

Teikoku maintains ISO 9001 quality and ISO 14001 environmental certifications and routinely publishes re-certification activity and quality assurance measures—evidence of mature, repeatable processes for product design, production control, and continuous improvement. These documented systems enable the firm to scale production while maintaining traceability and low defect rates, meeting the “consistent, repeatable, scalable” standard.

The organization operates with repeatable best practices across product development, manufacturing, service, and digital systems. Its new product development process follows a structured five-gate framework, and quality testing (test labs and tests such as helium spectrometer leak detection), and certification processes are aligned with customers' requirements. These practices are reinforced by digital tools that support service documentation/diagnostics and installed base visibility, enabling consistency, traceability (e.g., the Quality Inspection app), and continuous improvement across Teikoku. This ensures that the user receives the highest-quality, time-tested, proven product.

Customer Ownership Excellence

Teikoku USA has shown a sustained commitment to evolving products and solutions that grow with customers' needs. Its wide installed base and matched pump-motor design reflects an approach that prioritizes total quality control and long-term asset stewardship. The company distinguishes itself by integrating customer-focused technologies that translate into meaningful ownership benefits. CMP, unlike competing solutions, is equipped with non-contacting wear components that inherently minimize

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wear events, thanks to its fluid film technology. Every CMP is factory-equipped with electronic bearing wear monitors and outputs for remote indication, enabling condition-based maintenance that prevents unplanned downtime and empowers customers to plan service windows on their terms.

The organization supports its customers throughout the pump's full asset lifecycle, ensuring that its products continue to meet customers' evolving operational requirements. Teikoku also provides long-term service support and upgrade pathways, while continuing to expand digital tools that improve visibility into asset condition and service history.

Teikoku pairs technological stewardship with outstanding aftermarket capability. Its long-term service orientation—including dedicated brands with proven field track records and regionally responsive support networks—ensures customers retain access to genuine parts, trained service personnel, and legacy knowledge for installed pumps. That continuity protects asset value and builds institutional confidence across generations of plant engineers. Many customers view Teikoku pumps not as consumable equipment, but as long-term reliability assets integral to their operations.

Customer Service Experience

Teikoku USA's leadership in CMPs rests not only on engineering excellence but on a demonstrably world-class customer service system that keeps its customers reliably stress-free. The organization's aftersales policy emphasizes fast, dependable maintenance, a stable supply of consumable parts, and an organized global service posture—a clear commitment to keeping installed equipment performing safely and continuously. Its emphasis on customization and responsiveness supports a worldwide strategy that pairs

local production or representation with centralized technical know-how, so customers receive fast, tailored answers to complex applications, from chemical metering to demanding petrochemical services.

Teikoku USA's approach to customer service is rooted in the company's long-term strategic choices: it designs and produces both pumps and motors in-house, which creates tighter control over parts, diagnostics, and repairs; and shortens turnaround for spare parts and technical fixes. That vertical integration translates directly into higher availability for end users - fewer supply-chain uncertainties and faster, expert repairs. The company built its service model around availability, responsiveness, and structured diagnostics delivered by experienced field service engineers. This approach reduces operational stress for customers operating in high-risk environments and streamlines capital project startups with on-site experience and expertise, both of which strengthen long-term relationships based on trust, reliability, and technical competence.

Brand Equity

Teikoku USA's brand equity is reinforced by strategic choices that prioritize its customers' operational security and service continuity. The organization designs and manufactures both pumps and motors in-house, enabling tightly matched performance and simplified maintenance for end users. This capability supports its global expansion and service enhancement. Those choices reduce the total cost of ownership, raising satisfaction and loyalty among engineers and procurement specialists alike.

Frost & Sullivan's analysis indicates that customers associate Teikoku USA's brand with containment, reliability, and safety by design. This reputation is supported by decades-long customer relationships, in some cases exceeding 40 years, high repeat business, and strong loyalty among the installed base. Across its core markets, Teikoku USA is recognized as a trusted specialist in sealless pump technology, reinforcing brand equity through performance rather than marketing claims.

In addition, its customer-facing operations support a high-loyalty profile, from meticulous craftsmanship to a customization approach that creates bespoke solutions and substantial switching costs for clients operating complex chemical, refrigeration, and energy systems. This consultative engineering model, which converts first orders into long-term partnerships, market leadership, vast installed base, integrated product engineering, and strategic acquisitions, constitutes compelling, verifiable evidence of high customer advocacy.

Conclusion

Teikoku USA Inc. has a rare and compelling blend of visionary leadership, profound engineering expertise, and an unparalleled commitment to customer ownership. Its long-range strategy is firmly anchored in megatrends such as decarbonization, digitalization, nuclear small modular reactors, LNG, and tighter environmental regulations, translating foresight into tangible innovations such as the LE-X, modular ASME/ANSI B73.3 platform and early pilot deployments in next-generation energy projects. Its leadership focus is unmistakable; decades of technological refinement, a vast installed base, and deep application engineering expertise create formidable barriers to entry and position Teikoku as a long-term technical partner rather than a transactional supplier. Best-in-class practices—including vertical integration of pump and motor design, ISO-certified quality systems, rigorous testing, and structured product development—ensure consistent, scalable excellence.

With its strong overall performance, Teikoku USA Inc. earns Frost & Sullivan’s 2026 North American Company of the Year Recognition in the canned motor pumps 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 megatrends 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.

STEP		VALUE IMPACT	
		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

