FROST & SULLIVAN

BEST PRACTICES

2026 GLOBAL SMART BUILDING SOLUTIONS

CUSTOMER VALUE LEADERSHIP

LYNXSPRING®

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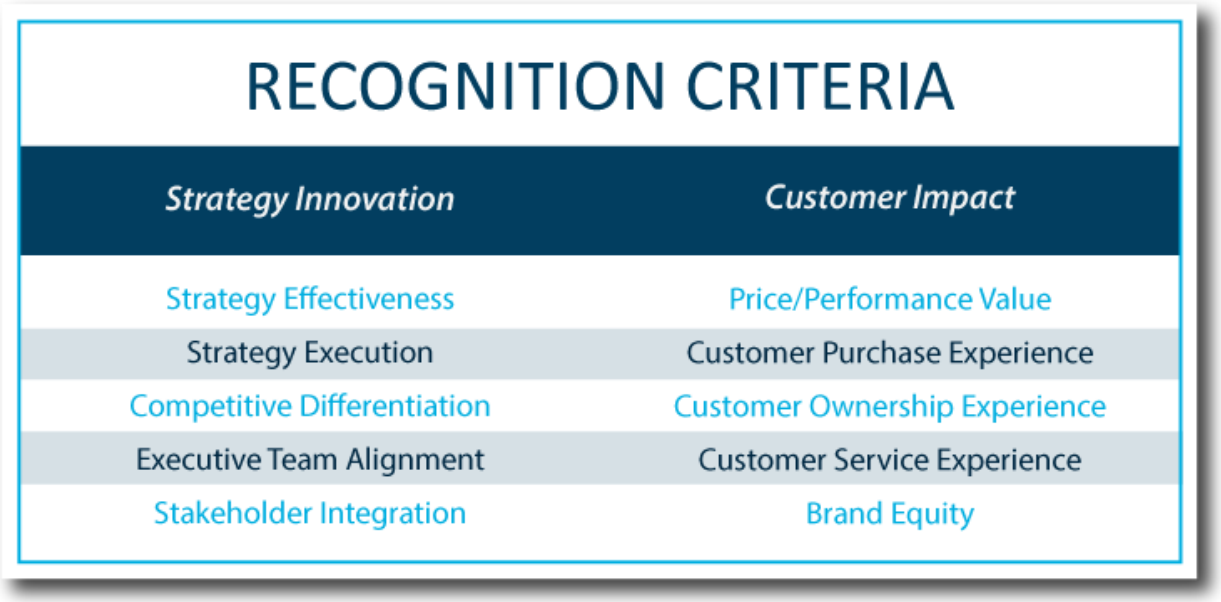
Best Practices Criteria for World-Class Performance

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. Lynxspring excels in many of the criteria in the smart building solutions space.



The Transformation of the Smart Building Solutions Industry

The smart building solutions industry is undergoing a structural shift from passive monitoring to autonomous operation. Platforms that merely surface insights through dashboards are giving way to AI systems that monitor, analyze, act, and continuously learn without operator intervention, autonomously adjusting HVAC setpoints, triggering predictive maintenance, optimizing energy consumption, and flagging security anomalies in real time. Enterprise buyers increasingly treat autonomous operational outcomes, not dashboard sophistication, as the primary procurement criterion, leaving insights-only providers exposed to commercial displacement.

Frost & Sullivan points out that much of this transition remains bottlenecked by data fragmentation. Building management systems, integrated workplace management systems, computerized maintenance management systems, and enterprise ERP platforms typically operate as disconnected silos with no shared data model, the single largest barrier to portfolio-level building intelligence. Closing that gap requires a governed, owner-controlled data layer built on open APIs, standardized ontologies, and certified cross-system connectors that lets AI applications operate across domain boundaries without proprietary lock-in.

Frost & Sullivan notes that beneath this technology shift lies a substantial unaddressed opportunity; for example, an estimated six million small and medium-sized commercial buildings in the United States alone still operate without modern automation, the largest untapped addressable segment in the industry.

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Capturing it favors software-defined, subscription-priced solutions with near-zero deployment complexity over traditional enterprise-grade platforms. Reaching that volume of buildings also demands ecosystem-led distribution; no direct sales organization can scale to millions of individual sites, making platform APIs, partner certification programs, revenue-sharing structures, and OEM integration frameworks the highest-leverage growth investment available to market participants.

> *"What separates Lynxspring from its peers is openness, not as a marketing slogan, but as a structural commitment that shapes engineering decisions, licensing terms, and how customer data is treated."*
>
> ***- Anirudh Bhaskaran, Associate Director***

Vertical specialization is simultaneously becoming a competitive moat. Data centers and healthcare, in particular, demand purpose-built AI agents, compliance frameworks, and life cycle accountability models, verticals that command the industry's highest contract values, longest tenure, and strongest retention economics precisely because deep specialization raises the cost of displacing an incumbent. Providers able to externally validate vertical-specific capability in these two areas are positioned to capture revenue through 2031. At the same time, the industry's commercial model is shifting away from project-based revenue toward recurring software and outcome-based contracts, insulating providers from construction-cycle volatility through energy management subscriptions, AI optimization-as-a-service, predictive maintenance SLAs, and portfolio ESG reporting platforms. Compounding all of this, accelerating IT/OT convergence has expanded the cybersecurity threat surface of commercial buildings to the point that independent security certification is now a board-level, non-negotiable requirement for regulated-sector procurement in healthcare, data centers, pharmaceuticals, and government.

These dynamics are playing out against a backdrop of substantial and accelerating market expansion. Global smart building solutions revenue was estimated at $20,045.8 million in 2025 and is forecast to grow at a 12.7% CAGR through 2031, propelled by enterprise decarbonization mandates, AI-driven building intelligence, rising energy costs, and the broader shift from reactive facility management to predictive operations.[1]

Against this backdrop, Lynxspring's strategic posture directly engages several of these industry-defining shifts. The company's move toward edge-resident AI processing reflects the broader push beyond dashboard-only reporting toward autonomous operation. Its open, interoperable architecture and clear stance on customer data ownership address the fragmentation problem through openness - rather than proprietary lock-in. Its purpose-built offerings for smaller buildings target the same underserved segment defined above, while its extensive partner and OEM network reflects ecosystem-led distribution in practice. Expansion into higher-growth verticals builds the specialization that the market increasingly rewards, and Lynxspring's subscription-based commercial model represents a direct entry point into the industry's broader shift toward recurring, outcome-based revenue.

[1] Frost Radar™: Smart Building Solutions, 2026

Sustaining Momentum Through Strategic Adaptation

Lynxspring closed 2025 with increased revenue growth, a result achieved against a backdrop of postponed new construction projects across the commercial building sector and the modernization of existing commercial building stock. . Rather than absorbing that headwind passively, the company redirected commercial focus toward retrofit and modernization opportunities in existing facilities, capturing demand from building owners seeking the operational and financial benefits of upgraded systems. This pivot did not happen in isolation. It builds on a longer pattern: Lynxspring reports double digit year-over-year growth r over the past three years, reflecting a temporary market contraction rather than a weakening of underlying strategy.

Geographic concentration remains a structural consideration. With roughly 80% of revenue generated in North America, the company has designated international expansion as one of its stated strategic initiatives for the 2026 to 2027 fiscal year, with increased marketing efforts underway in Europe, India, Asia-Pacific, and Central and South America. New partner announcements in Europe are expected within the coming months, indicating the diversification strategy has moved from planning to execution.

Underlying both the retrofit pivot and the geographic push is a consistent long-range orientation: positioning the built environment as the company's sole domain of expertise. This singular focus allows resources to concentrate on deepening data connectivity and operational intelligence within buildings specifically, rather than spreading investment across unrelated verticals. Balancing near-term resilience against longer-term reach across new geographies illustrates a strategy calibrated for staying power, not just current-year results.

Execution Discipline Across the Built Environment

Turning strategic intent into deployed capability requires more than a shared vision; it demands operational discipline across functions that do not always move at the same pace. At Lynxspring, this coordination is described as something refined over more than two decades, with the market itself acting as a forcing function. As new opportunities or underserved segments emerge, that signal filters through R&D, product development, and go-to-market teams under a common strategic umbrella.

That discipline shows up in the controller portfolio itself. Lynxspring fields nine distinct Niagara-native controllers spanning edge, supervisory, and enterprise layers, well beyond the single-platform approach many Niagara-framework providers take. A dedicated subset was purpose-built for small and medium-sized buildings, a segment where an estimated six million properties in the United States still operate without any automation. Rather than simply scaling down an enterprise product, Lynxspring engineered this segment its own dedicated solution, matched to its power and cost needs without sacrificing the outcomes larger buildings expect.

Execution against strategically identified growth verticals reinforces the pattern at the opposite end of the spectrum. Data centers, flagged internally as a high-potential segment, provided a proving ground: a multi-site operator running more than 54 facilities across North America and beyond required Niagara Web Supervisor integration, custom UI development, and long-term SQL history exports for infrastructure that needed to stay connected around the clock. Delivering that level of continuity at scale, alongside

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purpose-built simplicity for the smallest buildings, demonstrates strategic prioritization translating into operational capability at both ends of the market, not just a stated intention on a roadmap.

Standing Apart Through Openness

What separates Lynxspring from its peers is openness, not as a marketing slogan, but as a structural commitment that shapes engineering decisions, licensing terms, and how customer data is treated. Many competing Niagara-framework providers maintain proprietary offerings alongside open ones, often steering customers toward the proprietary path when given the choice. Lynxspring instead runs its controllers on the standard Niagara Workbench without proprietary engineering tools, trading potential lock-in revenue for long-term customer trust.

That trust becomes tangible in how data is handled. When a customer in Singapore chose to move from an incumbent system to Lynxspring's, the outgoing provider reportedly demanded a payment exceeding one hundred thousand dollars to release the customer's own historical data. Lynxspring's position is unambiguous: the data belongs to the customer.

Openness also functions as a growth mechanism, not just a principle. A February 2026 strategic partnership with Vybe Energy brought AI-powered chiller optimization directly onto Lynxspring's platform through the Vybe400, a plug-and-play tool that learns a facility's operating conditions without requiring disruptive system changes. Rather than building this capability internally, Lynxspring's interoperable Niagara-based ecosystem allowed a specialized third party to plug directly into the platform, turning openness into a channel for continuously absorbing outside innovation rather than a constraint on what the platform can do.

Portfolio breadth reinforces the same open philosophy. Where much of the Niagara ecosystem centers on a single controller type, Lynxspring fields nine Niagara-native controllers across three generations, culminating in the recently launched JENEsys Edge® 634, engineered to run AI applications directly at the device level rather than depending exclusively on cloud processing.

That same open, single-platform architecture proves itself across strikingly different environments. At a family-owned Oregon winery, Lynxspring's controllers manage chiller and boiler operations for grape fermentation, monitor CO2 levels for indoor air safety, and regulate humidity in barrel-aging rooms to reduce evaporation losses, well outside a traditional commercial building envelope. The same platform also supports a $1.5 billion NFL training complex, coordinating lighting, mechanical, fire safety, and security systems while its core controller meets General Services Administration IT security requirements. Few competitors built around a single controller architecture demonstrate that range without compromising security or requiring a different technology stack.

A Partner Ecosystem Built on Shared Success

Lynxspring's route to market runs through five distinct stakeholder groups, each engaged on different terms because each brings a different kind of value to the relationship. The largest is a channel of roughly 425 to 450 independent system integrators and distributors, described internally as Technology Solution Providers, who bring projects to Lynxspring and receive product recommendations in return. A second group consists of equipment manufacturers such as Trane, Mitsubishi, and Taco, who embed Lynxspring's solution sets into their own offerings. Federal government agencies form a third segment, while a fourth includes direct relationships with larger multi-site building owners, operators, and REITs. The fifth, MEP consulting and engineering firms, has emerged as these firms shift toward recurring-revenue data analytics services built on Lynxspring's connectivity layer.

Sustaining alignment across five different groups depends on a continuous feedback loop. Lynxspring runs formal Voice of Customer surveys at least quarterly, supplemented by informal, direct outreach from leadership asking customers plainly what is missing and what would drive them to buy more, a practice woven into the business since its founding rather than adopted recently.

Coordinating across these groups on complex, multi-vendor projects is where the model is tested most directly. A large K-12 school district in Florida, managing 800+ buildings and more than 63,000 control points across 58 school properties, needed to break down data silos across a legacy mix of proprietary systems while working within tight public-sector budget constraints. Lynxspring's Niagara-native controllers were deployed alongside other vendors' hardware under one common interface. That same coordination discipline appears in a global rollout for a major financial institution, where Lynxspring unifies system integrator recommendations across regions into one technical foundation, proving the stakeholder model holds across both budget-constrained public accounts and global private enterprise deployments.

Affordable Intelligence for Every Building

Price/performance conversations in building automation tend to default to hardware specifications, but Lynxspring frames the discussion around outcomes customers can measure. Rather than quoting per-square-foot or per-data-point rates, pricing conversations start with what a customer wants to achieve, whether that is energy savings, lower operational cost, or faster response time, with an implementation plan reviewed periodically to confirm promised outcomes materialize.

The Controls-as-a-Service model extends that logic into commercial terms. Instead of a quarter-million-dollar upfront investment, customers pay predictably through monthly or quarterly payments, a structure that mirrors how IT teams already procure other technology. This flexibility also helps address the underserved small and medium-sized building segment, where an outdated perception of high cost has kept an estimated six million US buildings without automation. Customers can start narrow, with HVAC alone, for example, and expand only once results are proven.

Standardization at scale is where this value proposition compounds. Working with a major U.S. pharmaceutical company, Lynxspring engineered a common IoT platform now serving as the standard integration model across more than 1,500 locations nationwide, letting headquarters staff globally adjust

operating hours and receive alarms through a single interface rather than reconciling disparate systems site by site.

Concerns that AI integration would drive prices upward have similarly not materialized. Adding AI capability to the JENEsys Edge 634 controller added only a few dollars per unit for the chipset, while AI-assisted development has compressed engineering timelines from roughly 150 hours to 30 for comparable work, a productivity positioned as flowing back to customers as reduced cost.

Building Trust That Outlasts the Contract

Ownership in building automation is often theoretical: customers technically own the hardware but lack meaningful control over their own operational data. Lynxspring draws a hard line on this point. Regardless of whether a customer purchases equipment outright or subscribes through the Controls-as-a-Service model, the building owner retains full authority over who can access and use their data, a principle that held even when a customer chose to leave a prior vendor for Lynxspring.

Onboarding is built to sustain that ownership over time rather than treat it as a one-time handoff. New customers move through a structured process that combines in-person and online components, with periodic reviews conducted multiple times a year confirming that systems continue to meet evolving goals. Sales support engages customers from the outset around desired outcomes, whether that is a specific energy-savings target, occupant experience, or return on investment, then translates those goals into a phased implementation plan the customer can revisit as needs change.

Sustained satisfaction over the system's operating life is not simply asserted; it shows up in customer language. At 545 Wyn, a 298,000-square-foot mixed office and retail development in Miami's Wynwood Art District, the system integrator overseeing the project described Lynxspring's controllers as having "proven themselves dependable and user-friendly," continuing to meet the expectations of both building owner and tenants well after installation, an unprompted endorsement that speaks to genuine ownership confidence rather than contractual entitlement alone.

From Onboarding to Longevity: A Service Model Built to Last

Service quality in building automation is frequently judged not by the sales process but by what happens after the contract is signed, when systems need updates, troubleshooting, or expansion years down the line. Lynxspring positions direct, accessible support as a defining feature of the customer relationship rather than an afterthought. Enterprise and direct end-user accounts, in particular, value maintaining a direct line to the technical support team rather than routing every issue exclusively through an integrator, and that access is built into how the company structures its largest accounts.

That accessibility begins with onboarding, which the company describes as a tried and proven process delivered through both in-person engagement and online resources. New customers are matched with technology and sales support from day one, including consultative help determining the right controllers and configuration for a given project before a purchase decision is even finalized. This front-loaded support reduces the likelihood of costly missteps early in a deployment, when the cost of getting requirements wrong compounds over the system's operating life.

Support does not taper off once a system goes live. Customers retain ongoing access to documentation, software updates, technical bulletins, and product advisories throughout the life of their installation, backed by a technical team with direct experience in Niagara, networking, and real-world building integration challenges. Comprehensive Niagara certification training, technical webinars, and a substantial library of instructional video content extend that support into capability-building, equipping the people operating these systems day to day rather than leaving them dependent on reactive help-desk interactions alone. Together, these elements reflect a service model built for the full life cycle of a customer relationship.

In a high-growth market of more than 50 qualified participants meeting a revenue threshold of at least $20 million, Frost & Sullivan independently benchmarked 15 companies for an independent Frost Radar™ competitive benchmarking analysis in the smart building solutions market, a distinction earned through demonstrated substance, not scale alone.[2] Lynxspring stands out for its commitment to open architecture, customer-owned data, and platform interoperability in a market where proprietary lock-in remains common, reinforced by an engineered breadth of nine purpose-built controllers and a willingness to grow through collaboration, as shown by its partnership with Vybe Energy. It is this standing within the Frost Radar™ that directly informs the recognition detailed in this report: having distinguished itself among the market's leading companies, Lynxspring's strategic positioning forms the basis for its Competitive Strategy Leadership award. Frost & Sullivan applauds the discipline and customer-centric conviction behind that achievement.

Conclusion

Lynxspring's competitive strength comes from how tightly its strategy, product, and customer commitments reinforce one another. Openness is not just a philosophy; it is what lets one unified platform, built on nine purpose-engineered controllers, run a Miami office tower, a Florida school district, an Oregon winery, and a billion-dollar NFL complex without forcing customers into proprietary dead ends. That same consistency shapes how the company handles data ownership, commercial terms, and support, keeping trust intact long after a contract is signed.

Growth through 2025, sustained despite a construction slowdown, and a deliberate push into new geographies show a company adjusting tactics without losing direction. A controller portfolio built for both hyperscale data centers and underserved small businesses shows that breadth was engineered. A Voice of Customer discipline running since the company's founding, paired with AI adoption that lowers cost instead of raising it, reflects a strategy built around customers rather than around itself. Twenty-five years of focused expertise in the built environment, validated by partners operating across 1,500 sites, makes Lynxspring's competitive position well earned.

With its strong overall performance, Lynxspring earns the 2026 Frost & Sullivan Global Competitive Strategy Leadership Recognition in the smart building solutions industry.

[2] Frost Radar™: Smart Building Solutions, 2026

What You Need to Know about the Competitive Strategy Leadership Recognition

Frost & Sullivan's Competitive Strategy Leadership Recognition identifies the company with a standout approach to achieving top-line growth and a superior customer experience.

Best Practices Recognition Analysis

For the Competitive Strategy Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Strategy Innovation

Strategy Effectiveness: Effective strategy balances short-term performance needs with long-term aspirations and overall company vision

Strategy Execution: Company strategy utilizes best practices to support consistent and efficient processes

Competitive Differentiation: Solutions or products articulate and display unique competitive advantages

Executive Team Alignment: Executive team focuses on staying ahead of key competitors via a unified execution of its organization's mission, vision, and strategy

Stakeholder Integration: Company strategy reflects the needs or circumstances of all industry stakeholders, including competitors, customers, investors, and employees

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 fueled by the Innovation Generator™.

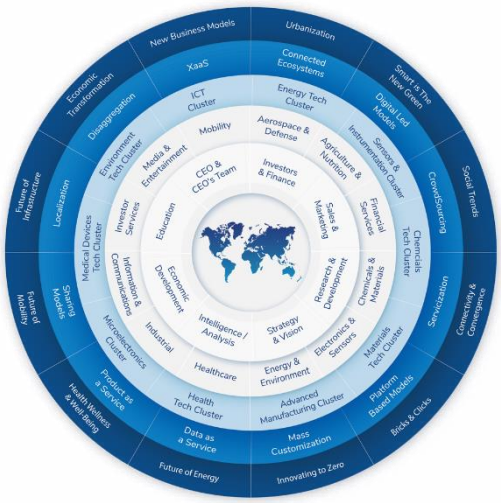
Learn more.

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)