

Award Description

The Frost & Sullivan Award for Market Leadership is given to the company that has exhibited market share leadership through the implementation of market engineering strategies. The recipient has displayed excellence in all areas of the market process, including the identification of challenges, drivers, and restraints as well as strategy development and methods of addressing these market dynamics. Furthermore, the award recipient has continually demonstrated solutions for monitoring market changes and for implementing superior strategies. By utilizing these strategies for success, the company has established itself as the market share leader in its industry.

Research Methodology

To choose the recipient of this award, the analysts track competitor revenues and market share within the industry. This is achieved through interviews with all market participants and extensive secondary research of proprietary data sources. Finally, the competitors are compared and ranked for relative position. Frost & Sullivan then presents the award to the company that received the number one industry rank.

Measurement Criteria

In addition to the methodology described above, there are specific criteria used to ascertain final competitor ranking in the industry. The recipient has excelled by substantially increasing one or more of the following criteria:

- Market share
- Revenue growth rates
- Profitability
- Market and technology innovation

**2006 Frost & Sullivan Award for Market Leadership
Award Recipient: Green Hills Software, Inc.**

Green Hills Software, Inc. has been adjudged the recipient of the 2006 Frost & Sullivan Market Leadership Award for the Embedded Software products and services market for passenger cars. With a stupendous growth in the market share of more than 25.0 percent from the year 2004 to 2005, Green Hills Software, Inc. technology is definitely the market leader.

Since its inception in 1982, established with the main motive of enabling embedded platforms, including products and services for the automotive industry, the company has grown tremendously to attain its current position. Green Hills Software is one of the few companies with a deep knowledge of the workings of automotive electronics and embedded systems. This unique ability of Green Hills Software helps it develop more cost-effective and efficient embedded solutions for the automotive industry. Green Hills is currently ranked second globally in the Real-time Operating System (RTOS) market and is fast becoming the leader in the industry.

Green Hills Software has a wide range of solutions for the automotive embedded space along with the technical expertise to meet this market's product and price demands. Green Hills Software's main strength lies in the unique technology innovations it makes in this market. Its recent advent into the infotainment and

passenger safety areas of the automobile provides a chance to overtake its own past growth figures.

Technology Innovations

Green Hills Software's strong foothold in the automotive applications market can be attributed to some of its unique and key innovations. The company's claim to fame has been its technological innovations in embedded compilers, debuggers, back-in-time debugging, and reliable, secure royalty-free real time operating systems, all optimized through close collaboration with key automotive companies. The company is positioned to introduce this market to its further advancements around reliable and secure electronic module consolidation along with industry leading automotive application generation techniques.

Major automobile giants have been utilizing Green Hills Software's cost-effective, reliable technologies in their product lines for many years.

Customer Relation

Green Hills Software is the market leader in the automotive segment due to its strategy, success and innovations for embedded software for automobiles. Green Hills Software cooperates well with its tier one customers both at the supply chain and technology innovation levels. This has provided a platform where Green Hills is the first preference for the customers that are looking for embedded solutions. Customers include Ford, GM, Audi, Toyota Motor Corporation, Volkswagen, Volvo, Siemens VDO, and Bosch Corporation.

Moving into the Future

In the future, Green Hills Software aims at increasing its overall market share in the automotive segment by delivering

- Most reliable real-time operating systems
- Most productive development platform/environments
- Most advanced system debugging technology
- Optimally suiting the technology to the market by flexible cooperation at all stages of the development cycle

Conclusion

Green Hills Software's strength lies in its unique technology innovation abilities. The strong and consistent financial foothold of the company, its willingness to continue investments in research and development, its future goals and strategies, strong customer relationships, technical expertise, and the exponential financial growth it has seen in this market, will see them continue the growth in their market share and leadership position in the future.

About Best Practices

Frost & Sullivan Best Practices Awards recognize companies in a variety of regional and global markets for demonstrating outstanding achievement and superior performance in areas such as leadership, technological innovation, customer service, and strategic product development. Industry analysts compare market participants and measure performance through in-depth interviews, analysis, and extensive secondary research in order to identify best practices in the industry.

About Frost & Sullivan

Frost & Sullivan, a global growth consulting company, has been partnering with clients to support the development of innovative strategies for more than 40 years. The company's industry expertise integrates growth consulting, growth partnership services, and corporate management training to identify and develop opportunities. Frost & Sullivan serves an extensive clientele that includes Global 1000 companies, emerging companies, and the investment community by providing comprehensive industry coverage that reflects a unique global perspective and combines ongoing analysis of markets, technologies, econometrics, and demographics. For more information, visit www.frost.com.