

CURIA **RECEIVES THE 2023** CUSTOMER VALUE LEADERSHIP AWARD

*Identified as best in class in the global contract
research, development, and manufacturing 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. Curia excels in many of the criteria in the CRDMO space.

AWARD CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

Addresses Unmet Needs with a Game-changing CRDMO Model

Once limited to either clinical research or manufacturing, many contract research organizations (CROs) and contract development and manufacturing organizations (CDMOs) have changed into CRDMOs. This is due to the increasing complexity of the pharmaceutical industry, which has blurred the lines between R&D and manufacturing. CRDMOs offer more comprehensive services beyond traditional manufacturing. They provide strategic partnerships for technology access, innovation, risk-sharing, and cost efficiency to meet the growing pharmaceutical industry demands. By offering end-to-end solutions, CRDMOs streamline drug development and manufacturing for better efficiency and faster time to market.

Now more than ever, the pharmaceutical industry needs agile, multifaceted organizations to navigate the challenges of an evolving environment and rapidly developing technical frontiers. Frost & Sullivan has

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*– Unmesh Lal,
Director – Healthcare & Life Sciences*

identified Curia Global as one such company. A premier CRDMO, Curia has become a formidable force in the pharmaceutical contract services industry. Curia offers pharmaceutical and biotech companies services from drug discovery through development to the manufacture of both drug substance and drug product. Its services include both clinical and commercial materials supply, good manufacturing practice (GMP) compliance, formulation and analytical method development, quality assurance, project management,

stability testing, and regulatory compliance. These offerings cover both small molecules as well as biologics (large molecules).

Curia began by focusing on molecular research, molecule development, and chemical development in the early stages of the value chain. Over time, the business expanded to provide more services, including producing active pharmaceutical ingredients and finished drug product. Curia is also committed to growing its biologics capabilities. The company successfully integrated two companies it acquired in 2021, Integrity Bio and Lake Pharma, into the Curia brand. This highlights Curia's dedication to offering customers a comprehensive range of biologics discovery, development, and manufacturing.

Curia stays ahead of competitors by providing solutions that address unspoken market needs, through its inventiveness and ability to predict customer needs. In addition, the company's strategy prioritizes speed to market and acknowledges the crucial role that speed plays in clients' success, particularly smaller biotech enterprises in their formative stages. Curia prioritizes collaboration, which aids clients in designing the required project elements. Curia says it can help customers go from a gene sequence to a clinical product in fewer than 18 months. This customer-centric approach and promptness to the market philosophy enabled Curia to gain a unique edge in the pharmaceutical services industry.

Implements Disruptive Solutions to Drive Innovation

Curia employs the latest technologies in its services, making it more efficient in addressing clients' changing needs. Its technology enables the manufacture of complex products through sophisticated chemical synthesis; generating intermediate and starting materials; and providing process design, development, and technology transfer services. In one example, Curia's technology enabled it to efficiently manufacture a complex product through a sophisticated chemical synthesis process for a customer. The company used the capabilities of six sites within its network to generate intermediates, starting materials and ultimately GMP drug substance during the product's highly complex manufacturing process. Curia moved the product from development to commercial scale by utilizing its expertise in process design, development, and technology transfer. This collaborative effort yielded a client's product that has earned recognition, receiving breakthrough and fast-track designations based on its clinical trial success.

mRNA technology has enormous potential for advancement, especially in oncology and vaccine development. Curia's commitment to advancing mRNA technology has led to various discoveries and improvements that reshape how the market views healthcare and medicine. For example, Curia supported the development and manufacture of lipid excipients for the Pfizer-BioNTech COVID-19 vaccine and works to develop mRNA therapeutic drug substances for multiple biotech firms. The company has also partnered clients to develop self-amplifying mRNAs, which poses technical challenges because of its larger molecular structure and demanding purifying procedures.

Product/Service Value Drives Seamless Customer Experience

Curia sets itself apart from competitors by giving customers a single contact point for all their needs and, thus, an integrated experience. This streamlined approach eases management, especially for virtual customers without the resources to handle everything independently. The company's value proposition includes its ability to provide a seamless customer experience. It facilitates a smooth technology transfer across various development stages, from discovery and process development to drug substance and drug

product development. Curia's services for different research and manufacturing stages also add customer value.

Frost & Sullivan finds Curia's ability to handle supply chain tensions and changes in the prices of raw materials, active pharmaceutical ingredients (APIs), and therapeutic components commendable. The company's dedicated procurement team leverages its size and connections with suppliers to anticipate customers' needs and assure supply. Curia monitors its inventory and timeline to keep customer projects on schedule.

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Advanced formulation development and technology, large-scale API manufacturing using GMP, and sterile injectable fill-finish capabilities are some cutting-edge methods and tools Curia offers clients. With numerous clients contracted with Curia for over 10 years, the company has a reputation as a trustworthy and reliable partner due to its comprehensive strategy that spans discovery to commercialization. Curia has had success retaining customers throughout their

product's lifecycle from concept through to commercial product.

Customer Focus Enables Long Relationships and Success

Curia has built its reputation by offering a best-in-class customer ownership and service experience. The company surveys clients to gauge their overall satisfaction and ensure that it is upholding the highest standards. Curia also tracks success stories that its clients share on public forums.

The organization employs a dedicated team to engage with customers at all phases. Curia also involves its technical and project management teams in customer interactions to ensure seamlessness. Whether it is speed, complexity, or anything else, Curia focuses on being client-centric, understanding what matters to each customer, and ensuring they have the ideal team supporting them. In addition, Curia provides ease in conducting business with the company. It emphasizes the need to structure contracts for risk mitigation and smooth process progression.

Elevates the Curia Brand in a Competitive Market by Emphasizing Science

Formerly known as Albany Molecular Research Inc. (AMRI), the company rebranded to Curia in 2021 to update its image and accurately represent its service range "from curiosity to cure". The new brand identity emphasizes Curia's value proposition of taking customers from discovery to manufacturing and assisting them throughout their life cycle. A crucial part of its brand equity is the emphasis on science. Curia refers to its R&D division as 'science at speed,' emphasizing swift and practical scientific solutions. Meanwhile, the manufacturing space focuses on 'science at scale' to bring products to a commercial scale and provide a repeatable and reliable manufacturing experience. Frost & Sullivan firmly believes that prioritizing science at speed and scale sets Curia apart from competitors.

Customer Success Stories

Curia pursues growth by cultivating long-term customer relationships and forming strategic partnerships. It also expands by acquiring new customers and developing partnerships with clients early in their life

cycles, sustaining them over time. For instance, a customer contracted with Curia for seven years initially worked on minor projects before expanding their relationship. Another client that began working with Curia in chemical research almost a decade ago announced positive phase three results and will likely enter commercial production in 2023.

The pharmaceutical industry recognizes Curia as a formidable force. At the 41st Annual Healthcare Conference organized by JP Morgan in San Francisco in January 2023, a biotech and pharma industry customer showcased its successful partnership with Curia. The customer utilized multiple antibody discovery technologies and encountered various challenges. They eventually identified a promising molecule that Curia quickly advanced through stable cell line and process development, achieving GMP-compliant manufacturing in a year. The customer mentioned Curia by name six times during their 30-minute presentation at the conference, underscoring the strength and success of the partnership.

Conclusion

Curia has cemented its position in the fiercely competitive pharmaceutical contract services segment. Its commitment to accelerating projects, providing a distinctive customer experience, and growing its biologics capabilities distinguishes Curia as a forward-thinking company. Focusing on integration and optimization, the company's CRDMO model addresses today's stringent demands. Frost & Sullivan sees Curia as a truly comprehensive, one-stop shop for drug development outsourcing, from inception to commercial viability.

For its strong overall performance, Curia is recognized with Frost & Sullivan's 2023 Global Customer Value Leadership Award in the CRDMO industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Award recognizes the company that offers products or services customers find superior for overall price, performance, and quality.

Best Practices Award Analysis

For the Customer Value Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

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

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Commitment to quality and to customers characterize the company culture, which in turn enhances employee morale and retention

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

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Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

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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:

- **Mega Trend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

