



**20
25**

**COMPANY
OF THE YEAR**

Driving impact across the customer value chain

*RECOGNIZED FOR BEST PRACTICES IN THE
GLOBAL CRDMO INDUSTRY*

FROST & SULLIVAN

Table of Contents

Best Practices Criteria for World-class Performance	3
CRDMOs: Powering Next-Gen Pharma Innovation	3
WuXi AppTec: Enabling Innovation Through an Integrated CRDMO Model	4
Meeting Industry Challenges with Scalable, Strategic Solutions	5
Driving the Future: Innovation, Investment, and Operational Excellence	5
Unmatched Customer-Centric Excellence: Delivering Value at Every Step, Proven by Real-World Success	6
Translating Global Trust into Financial Growth	7
Conclusion	9
What You Need to Know about the Company of the Year Recognition	10
Best Practices Recognition Analysis	10
Visionary Innovation & Performance	10
Customer Impact	10
Best Practices Recognition Analytics Methodology	11
Inspire the World to Support True Leaders	11
About Frost & Sullivan	12
The Growth Pipeline Generator™	12
The Innovation Generator™	12

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. WuXi AppTec excels in many of the criteria in the CRDMO 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

CRDMOs: Powering Next-Gen Pharma Innovation

The global contract research, development, and manufacturing organization (CRDMO) market has emerged as a critical enabler of pharmaceutical (pharma) innovation, responding to the industry’s growing need for integrated, end-to-end drug development solutions. Initially focused on research-only services, contract research organizations have steadily expanded their capabilities to include development and manufacturing, giving rise to the CRDMO model. This shift reflects the increasing demand for comprehensive support across the entire drug development lifecycle, from discovery through to commercialization. The increasing complexity of drug pipelines and the need for faster, more cost-effective development cycles further fuel this transformation, especially as pharma companies pivot from pandemic-related therapies to mainstream treatments in oncology, neurology, and respiratory diseases.

Despite a modest 2.5% growth in overall research and development (R&D) expenditure, the global pharma pipeline remains robust, with over 21,000 molecules in development and more than 6,100 in active stages.¹ Small-to-mid-sized and emerging biopharmaceutical companies drive a significant portion of this activity, but they often lack the infrastructure to support full-scale development. These innovators, many with only one or two molecules, are turning to CRDMOs to access specialized capabilities and accelerate their path from concept to commercialization. The demand for outsourcing is further amplified by the need for advanced modalities such as oligonucleotides, peptides, and targeted protein degraders, prompting CRDMOs to broaden their service portfolios and deepen their expertise.

¹ Growth Opportunities in Drug Discovery and Early Development Outsourcing Services, (Frost & Sullivan, February 2024).

This surge in outsourcing demand is not limited to smaller players. Large pharma companies, facing diminishing R&D returns and the looming “patent cliff,” are increasingly externalizing their R&D efforts to improve efficiency and reduce costs. By partnering with CRDMOs, they can streamline operations and focus internal resources on strategic priorities. This dual demand from both ends of the market is positioning CRDMOs as indispensable partners in the drug development ecosystem.

However, the path forward is not without challenges. CRDMOs face intense competition from both global and regional players, requiring continuous investment in innovation, quality, and scalability. Regulatory compliance also remains a critical hurdle, as organizations must navigate diverse and evolving frameworks across geographies. Moreover, talent acquisition and retention are especially pivotal, with the success of CRDMO services hinging on access to skilled professionals in pharma R&D, manufacturing, and emerging technologies such as machine learning.

To thrive in this dynamic landscape, CRDMOs must transition from traditional vendor roles to become strategic partners in drug development. This involves forging cross-industry and academic collaborations, investing in specialized lab divisions, and embracing digital health technologies to enhance molecule success rates. By enabling knowledge transfer through out-licensing and co-development models, CRDMOs can support pharma companies in building more efficient pipelines and improving R&D return on investment (ROI), which currently hovers at a low 1.2%.² Ultimately, the future of the CRDMO market lies in companies’ ability to adapt, innovate, and integrate, delivering not just services, but strategic value across the drug development continuum.

WuXi AppTec: Enabling Innovation Through an Integrated CRDMO Model

“WuXi AppTec distinguishes itself in the global life science industry through its unique CRDMO business model that integrates comprehensive capabilities with extensive global capacity. By combining its end-to-end platform, global network, and proven execution excellence, the company enables seamless transition from discovery to commercial manufacturing without compromising on efficiency or compliance. This integrated and forward-looking approach allows WuXi AppTec to anticipate customer needs, respond quickly to market shifts, and continue offering high-value solutions that advance innovation and ultimately accelerate the delivery of new medicines to patients worldwide.”

- Unmesh Lal
Vice President

Since its founding in 2000, WuXi AppTec has grown from a single 7,000-square-foot laboratory into a global leader in the CRDMO industry. With a presence across Asia, Europe, and North America, the company provides integrated, end-to-end solutions that support partners throughout the entire drug development lifecycle, from early discovery to commercial manufacturing. Its unique platform lowers barriers to R&D and enables innovators of all sizes to bring transformative therapies to market faster and more efficiently.

At the heart of WuXi AppTec’s success is its differentiated CRDMO model, which seamlessly integrates capabilities across discovery, development, and manufacturing. This unified approach eliminates handoffs between stages, reduces delays, and ensures consistent quality and regulatory compliance. By combining expertise from WuXi Chemistry, WuXi Biology, and WuXi Testing, the company delivers on its “follow the customer” and

² Growth Opportunities in Drug Discovery and Early Development Outsourcing Services, (Frost & Sullivan, February 2024).

“follow the molecule” strategies, enabling customers’ projects to advance through every stage of development with continuity and speed.

This holistic model continues to position WuXi AppTec as a trusted partner for both large pharma companies seeking overall efficiency and smaller biotechnology (biotech) firms looking to scale quickly without building in-house infrastructure. With deep domain knowledge, operational flexibility, and a proven track record, the company supports its global customers in advancing cutting-edge therapies across a wide range of therapeutic areas, including oncology, immunology, neurology, and rare diseases, accelerating progress where it matters most: for patients in need.

Meeting Industry Challenges with Scalable, Strategic Solutions

As the pharma industry contends with mounting R&D complexity, diminishing ROIs, and intensifying pressure to accelerate time-to-market, WuXi AppTec stands out as a strategic partner equipped to meet these challenges head-on. This evolving landscape affects companies across the spectrum—while large pharma companies navigate a post-pandemic environment shaped by looming patent cliffs and an urgent need to revitalize their pipelines, emerging biotechs often face significant resource constraints, lacking the infrastructure and capabilities to bring promising molecules to market. WuXi AppTec bridges these gaps through a highly adaptable, customer-centric model that delivers access to world-class infrastructure, scientific expertise, and regulatory insight, without requiring clients to invest in their own facilities.

This integrated approach is especially effective in managing the rising complexity of drug modalities, including structurally intricate molecules and difficult-to-synthesize compounds. By offering seamless transitions across the R&D value chain, the company’s CRDMO platform minimizes development risk, accelerates progression through key milestones such as Investigational New Drug and New Drug Application submissions, and helps customers maintain control over their intellectual property (IP) and scientific direction. In doing so, WuXi AppTec transforms operational constraints into strategic opportunities, enabling innovation to flourish regardless of a company’s size or geographic location.

What truly sets WuXi AppTec apart in the competitive CRDMO landscape is its ability to deliver tailored, end-to-end solutions at scale. Unlike providers that offer siloed services, operate within narrow regional footprints, or follow rigid service models, the company combines global reach with deep technical expertise and cross-functional integration. This enables WuXi AppTec to support a broad spectrum of needs, whether it is advancing a first-in-class molecule or driving the commercialization of a globally marketed therapy, making it an indispensable partner for companies in the pursuit of scientific and commercial success.

Driving the Future: Innovation, Investment, and Operational Excellence

To stay ahead in the increasingly demanding CRDMO market, WuXi AppTec continues to strengthen its competitive edge through strategic investment in innovation, infrastructure, and scientific capability. The company is not only expanding its global footprint but also strengthening its technological platforms to support next-generation modalities and new therapeutic approaches. From digital transformation and automation to the adoption of leading-edge process technologies, WuXi AppTec remains committed to being at the forefront of life sciences innovation.

A prime example of this commitment is WuXi TIDES, the company's integrated CRDMO platform for the drug development of oligonucleotides, peptides, and related synthetic conjugates. Leveraging advanced technologies such as thin-film evaporation, tangential flow filtration, and continuous flow purification, the platform provides one-stop services covering the entire drug development lifecycle, helping customers overcome complex challenges in the development of structurally complex molecules. Overall, WuXi TIDES exemplifies how the company not only enables innovation but also builds deep capabilities that support it end-to-end.

Expanding on the strength of platforms like WuXi TIDES, WuXi AppTec has intensified its focus on small molecules, which remain a cornerstone of modern therapeutics. The company's small molecule platform spans early discovery through large-scale commercial production, supported by advanced technologies in

"By aligning its brand equity with operational excellence and customer-centric innovation, WuXi AppTec continues to reinforce its position as a trusted partner in global drug development. Its ability to anticipate industry trends, expand its global capacity, enhance integrated capabilities, and deliver high-quality results ensures the company remains at the forefront of the CRDMO industry, driving sustainable growth and shaping the future of healthcare innovation."

- Sama Suwal
Best Practices Research Analyst

flow chemistry, crystallization, and particle engineering. With significant investment in capacity expansion, including Food and Drug Administration-approved active pharma ingredients manufacturing facilities in Changzhou and Taixing, China and new sites underway in the United States and Singapore, WuXi AppTec is well-positioned to meet the growing global demand for small molecule therapies. By the end of 2025, the company expects to reach over 4,000 kilolitres (kL) in total reactor volume for small molecule APIs and over 10kL for Solid Phase Peptide Synthesizers.³

WuXi AppTec distinguishes itself in the global life science industry through its unique CRDMO business model that integrates comprehensive capabilities with extensive global capacity. By combining its end-to-end

platform, global network, and proven execution excellence, the company enables seamless transition from discovery to commercial manufacturing without compromising on efficiency or compliance. This integrated and forward-looking approach allows WuXi AppTec to anticipate customer needs, respond quickly to market shifts, and continue offering high-value solutions that advance innovation and ultimately accelerate the delivery of new medicines to patients worldwide.

Unmatched Customer-Centric Excellence: Delivering Value at Every Step, Proven by Real-World Success

At WuXi AppTec, delivering exceptional value is rooted in its core principle: "Put Customers First." This commitment permeates every aspect of its operations, from capacity expansion and quality management to IP protection. By continually refining its quality management systems, service response protocols, and operational processes, the company ensures that every service it provides aligns with regulatory requirements, exceeds industry standards, and meets its customers' evolving expectations.

Seamlessly building on this foundation, WuXi AppTec's differentiated CRDMO model redefines what it means to be a partner. Rather than merely offering services, the company empowers customers to

³ Frost & Sullivan's Discussion with WuXi AppTec.

innovate with speed, precision, and confidence. To this end, WuXi AppTec integrates advanced scientific technologies with deep domain expertise to transform complex drug concepts into clinical reality efficiently and cost-effectively. From optimizing synthetic pathways and improving formulation bioavailability to accelerating manufacturing under tight timelines, the company supports every step of the journey with an agile, end-to-end platform, allowing customers to focus on what truly matters: advancing breakthroughs that improve global health.

Furthermore, WuXi AppTec reinforces its commitment to customer experience through a robust ecosystem of feedback and support channels. By leveraging hotlines, direct communication, and post-event surveys, the company swiftly identifies and addresses customer concerns, facilitating responsiveness and continuous improvement. This is further supported by specialized training for customer service teams, ensuring that every interaction reflects professionalism, empathy, and consistency. These efforts led to an impressive 98% customer satisfaction rate in 2024,⁴ underscoring WuXi AppTec's unwavering focus on delivering value and building trust.

The company's customer-first approach also fueled significant growth in its customer base, which reached approximately 6,000 active clients in more than 30 countries as of the first half of 2025. Behind these numbers are real-world success stories that demonstrate the company's impact. For instance, a biotech partner faced challenges with a complex molecule requiring 24 synthetic steps. WuXi AppTec's team not only redesigned the synthesis to reduce the number of steps and eliminate costly catalysts but also developed a spray-dried dispersion formulation that improved bioavailability, successfully delivering the required material two months ahead of schedule.

In another case, a client requested the synthesis of a highly complex molecule within 30 days, an assignment deemed "impossible" by industry standards. WuXi AppTec mobilized a dedicated team of 40 chemists working in rotating shifts, validated scale-up processes in real time, and delivered the material in just 29 days.⁵ These examples underscore how the company's integrated platform, scientific agility, and customer commitment converge to create exceptional value, helping innovators overcome challenges and bring life-changing therapies to patients faster.

Translating Global Trust into Financial Growth

WuXi AppTec leads the global CRDMO space not only through its scientific capabilities but also through deliberate, strategic efforts to build and strengthen brand equity. In a highly competitive market, branding efforts serve as a critical differentiator, helping the company attract new customers, retain long-term partners, and maintain a resilient competitive advantage. WuXi AppTec integrates brand-building into every facet of its operations, from environmental stewardship and regulatory compliance to technological innovation and customer experience.

⁴ Frost & Sullivan's Discussion with WuXi AppTec.

⁵ Ibid.

For instance, WuXi AppTec's commitment to sustainability reinforces its reputation as a responsible and forward-thinking partner. Similarly, the company has earned consistent recognition from global rating agencies such as Morgan Stanley Capital International, Carbon Disclosure Project, and EcoVadis, and joined the Pharmaceutical Supply Chain Initiative as a Supplier Partner, demonstrating its dedication to ethical business practices and supply chain resilience. These efforts align the company with stakeholder expectations, enhancing trust and credibility across international markets.

Equally important is WuXi AppTec's unwavering focus on quality and compliance. The company maintains comprehensive management systems across quality control, safety, IP protection, and business continuity, ensuring that every service meets the highest international standards. This operational rigor, combined with its ongoing investment in new modalities such as peptides, oligonucleotides, and targeted protein degraders, positions WuXi AppTec as a global enabler of pharma innovation.

These brand-building efforts directly contribute to WuXi AppTec's strong financial performance and growth trajectory. In 2024, the company achieved a revenue of RMB39.24 billion and net profit of RMB9.45 billion, with a 47% year-over-year growth in backlog for continuing operations.⁶ The momentum continued into the first three quarters of 2025, with revenue rising 18.6% and net profit surging 84.8% year-over-year, while backlog for continuing operations reached a new record high of RMB59.88 billion as of September 30, 2025, up 41.2% year-over-year.⁷ Expanding customer demand, operational efficiency, and the company's consistent delivery of high-value services fuel this growth.

By aligning its brand equity with operational excellence and customer-centric innovation, WuXi AppTec continues to reinforce its position as a trusted partner in global drug development. Its ability to anticipate industry trends, expand its global capacity, enhance integrated capabilities, and deliver high-quality results ensures the company remains at the forefront of the CRDMO industry, driving sustainable growth and shaping the future of healthcare innovation.

⁶ https://officialsite-static.wuxiapptec.com/upload/2024_ANNUAL_REPORT_60cf3bf4fb.pdf

⁷ <https://www.wuxiapptec.com/news/wuxi-news/6045>

Conclusion

The global pharmaceutical (pharma) industry is under mounting pressure to accelerate innovation while navigating increasing research and development complexity, regulatory hurdles, and shifting therapeutic priorities. This environment has created an urgent need for integrated, end-to-end development partners that can provide scalable, high-quality, and technology-enabled solutions. WuXi AppTec directly addresses these unmet needs through its differentiated contract research development and manufacturing organization (CRDMO) model, which offers seamless support across drug discovery, development, and manufacturing.

Overall, WuXi AppTec meets these challenges with a strong leadership focus that incorporates customer-centric strategies and excellent operational practices. Its proactive investment in sustainability, robust quality and compliance systems, and integrated service platforms like WuXi TIDES exemplify how the company delivers value beyond transactional engagement. WuXi AppTec's deep and expanding capabilities in drug development and manufacturing, spanning early discovery through commercial production, further distinguish the company as a partner of choice for pharma innovators worldwide. Notably, real-world case studies demonstrate how WuXi AppTec translates scientific agility into tangible outcomes for its partners.

With its strong overall performance, WuXi AppTec earns Frost & Sullivan's 2025 global Company of the Year Recognition in the CRDMO 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

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)**

