

Innovating
together

for a
better future

Finance BPO – RFI Submission

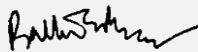
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Helping GSK Get Ahead of Disease through Innovation, Performance and Trust

Empowering GSK with tailored, cutting-edge tech and a new service model, unlocking potentially £16-18m across GFS in savings over next 3 years to fight disease. As technology reshapes the landscape, resetting our partnership for the future is essential - driven by Performance, Innovation and Trust

Our joint legacy is rooted in an 18-year partnership marked by innovation and excellence. **Finance & Accounting is absolutely our top service line, and this is what we are known for**, so it is always top of mind for us. You can be confident of the attention and experience you will receive. **We are at the cusp of innovation, and we are investing wholesomely in our Finance & Accounting service line.** Together, we will continue to shape the future.

BK Kalra
President and Chief
Executive Officer





**Drive
Innovation**

- Implementing an **outcome-based service model** under a modern commercial framework that delivers measurable business outcomes and guaranteed cost savings;
- **Reviewing the GFS operating model** by adopting an AI-first approach to streamline processes, span of control and technology to improve GSK margins and stakeholder interactions.



**Drive
Performance**

- **Investing jointly in digital, and transformation** initiatives to enhance the user experience through ServiceNow and support GSK's transition to advanced systems like S/4 HANA



Drive Trust


- **Leveraging automation and analytics** to help proactively manage SG&A costs, driving operational efficiency and agility across GSK's finance function; bringing insight to value
- Establishing a **flexible, pragmatic and forward-looking governance structure** to continuously adapt the partnership to ongoing technological advances, ensuring alignment with GSK's current and future needs;


You trusted us to deliver


£750M cumulative business impact to date

Approx. 70% productivity improvements and top-quartile performance

Looking Ahead

- 

£16-18m savings in the next three years
- 

Improved stakeholder experience and business outcomes
- 

Enable global service delivery model across the E2E process

For the success of the transformation, we request GSK's commitment to provide leadership, create a joint strategy, joint investments, help manage change, allocate the appropriate resources, stay adaptable, continue to foster strong partnership and participate in the governance.

01

Vision for Finance BPO

02

Service Delivery Model

03

Tower solution

04

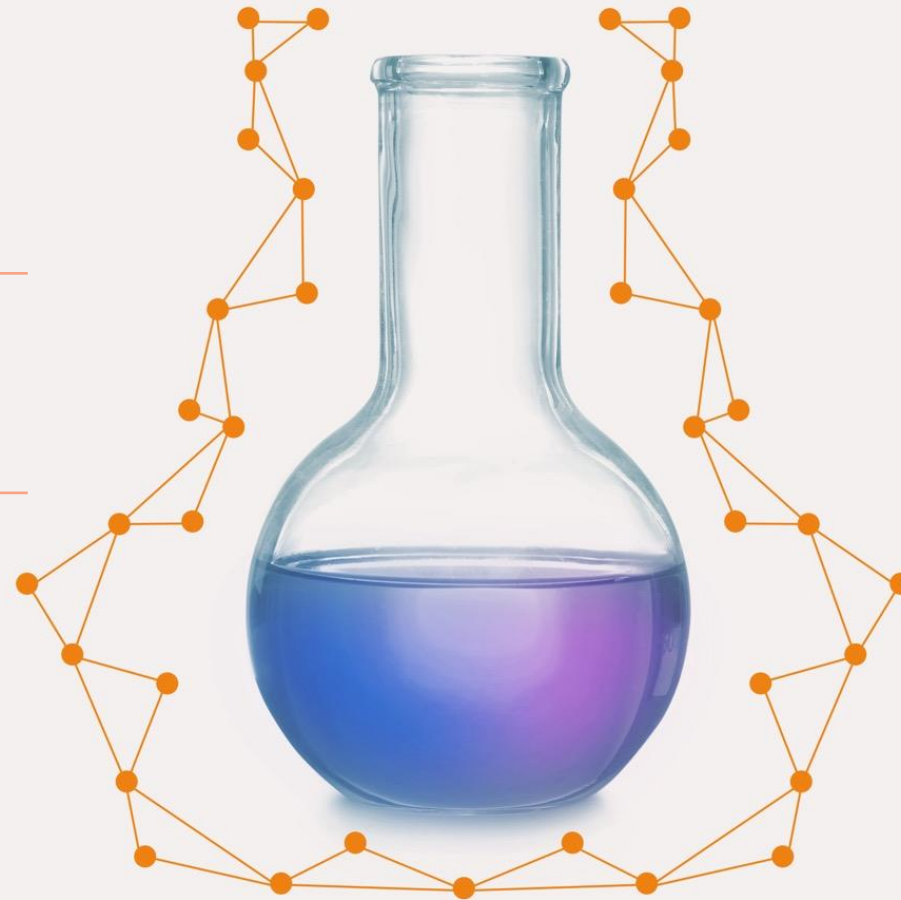
Proposed commercial model

05

Productivity

06

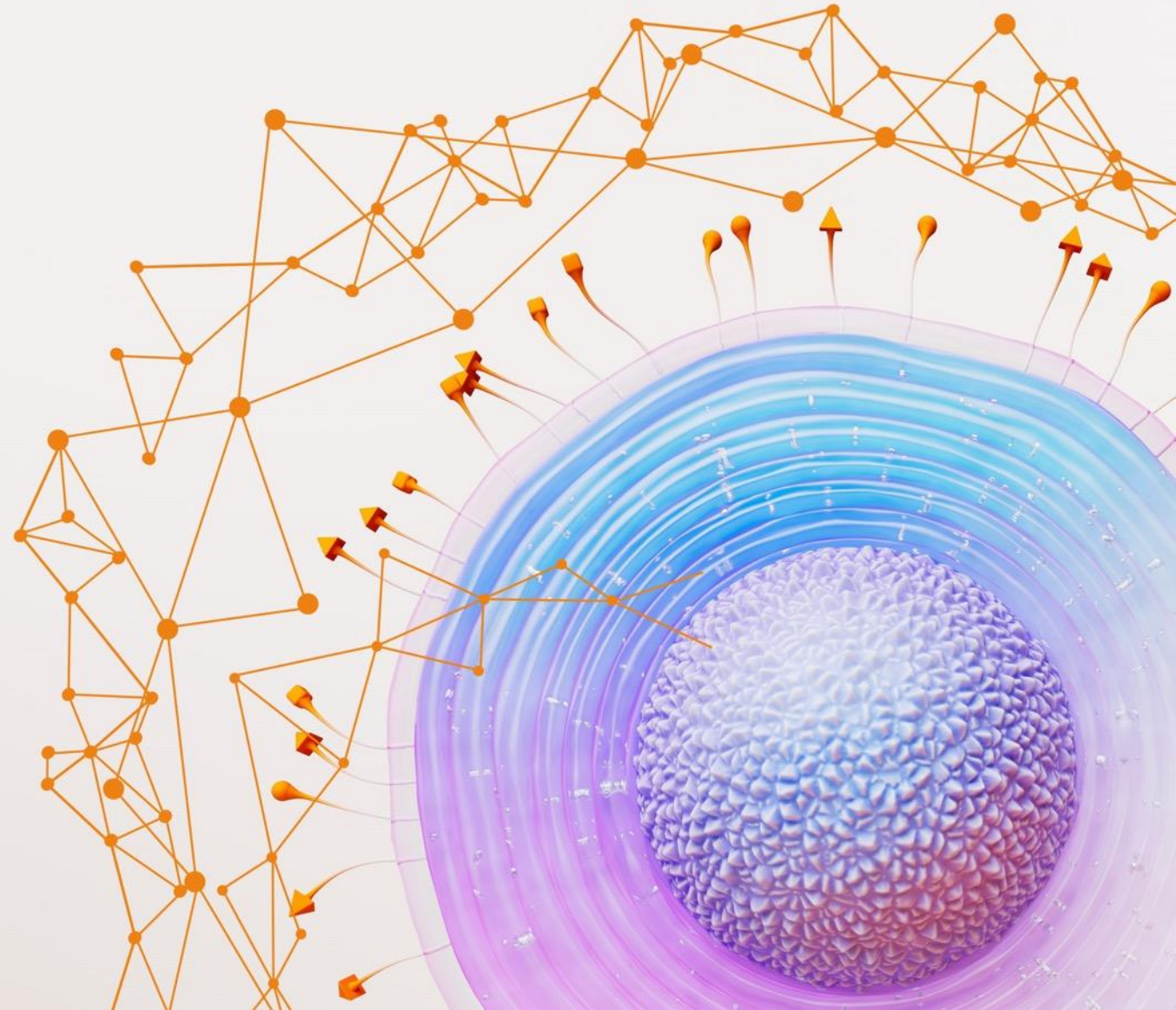
Appendix



We have adhered to your guidance for the RFI. However, given our established history and relationship, certain elements may already be familiar to you. To maintain relevance and specificity, we have focused on aspects that are new and distinct. Additionally, to comply with the 15-slide limit, we have relocated several previously submitted pages to the appendix

01

Vision for Finance BPO



A reset to help serve you better: Genpact “3+1” vision & strategy to lead and transform the Finance BPO industry

Rapid technological change requires faster adaptation and stronger partnerships. To help deliver and support GSK, we have evolved to become an AI and digital-first business through our "Three-plus One" strategy.

3 plus ONE

Non-Linear Growth
Data-Tech-AI
Accountability to Transform

Client Zero

Value @ Scale with AI-First

	What is “3+1”	What does it mean for GSK?
#1 Non-linear relationships	<ul style="list-style-type: none">Driving growth by deepening relationships with tech partners and advisors, such as Microsoft, ServiceNow, Blackline, Xelix, Salesforce and Celonis.	<ul style="list-style-type: none">Continuing to be at the forefront of technology and business change in the technologies GSK has invested in – SAP, Blackline, ServiceNow – Genpact will own and deliver business outcomes for the partnerships.
#2 Data-Tech-AI	<ul style="list-style-type: none">Making Data-Tech-AI central to everything we do.	<ul style="list-style-type: none">Driving better outcomes using data, technology and AI solutions built on our detailed knowledge of GSK’s core processes and through benchmarking with your peers
#3 Simplification	<ul style="list-style-type: none">Simplifying the Genpact operating model and processes to support our clients.	<ul style="list-style-type: none">Simplified account teams with clear roles and responsibilities to bring the best of Genpact in a unified and seamless manner. Accelerated response and transformation outcomes.
#4 Client Zero	<ul style="list-style-type: none">Establishing Genpact as the ‘lighthouse’ example of AI-led transformation across all our internal functions, including HR, sales and finance.	<ul style="list-style-type: none">Minimising risk to GSK by leveraging proven transformation tools to drive efficiency, effectiveness and experience

Examples of what we are doing for GSK

Working with ServiceNow to identify how to integrate our services and their technology at GSK

Developing Microsoft copilot for Finance to use at GSK

Moving to outcome-based service and contract

GSK to be the first to benefit from leveraging our partnerships and investments

SAP

Microsoft

servicenow

veeva

BLACKLINE

xelix

celonis

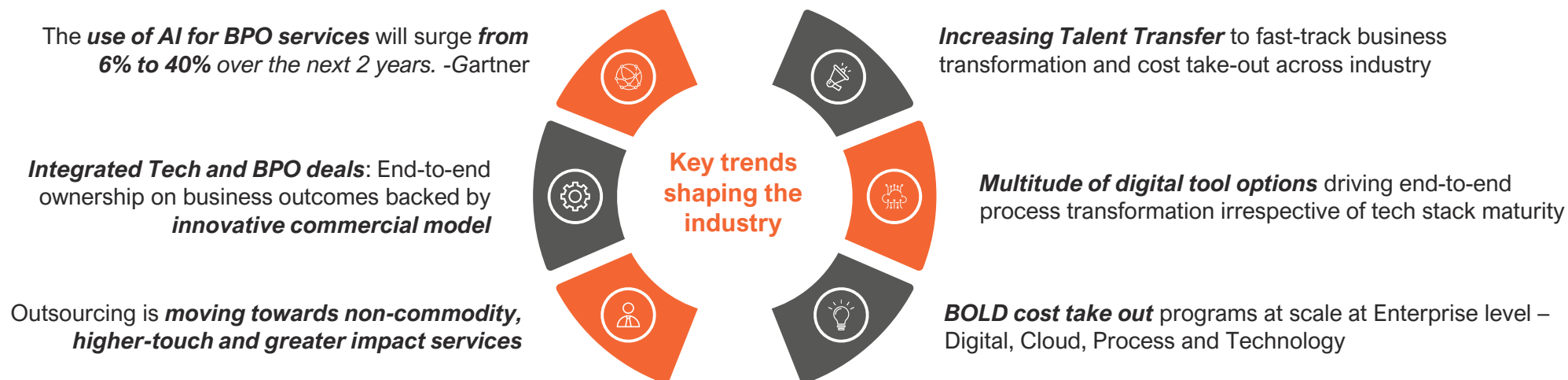
salesforce

icertis

tracelink
NETWORK FOR GREATER GOOD

AI-Driven Innovation and Technology Partnerships to Redefine BPO Industry in the next 1-3 Years

Ongoing macroeconomic trends continue to influence enterprise decision-making amid rapid technological advancements. Our focus is to navigate future challenges by forging strategic tech partnerships, investing in top talent, and adopting outcome-based service models for our priority F&A practice.



Innovation we are driving to address the trends in our Finance BPO-deliver value at scale with AI first

Finance transformation for the AI era

- Enhanced applied advisory for AI-first finance transformation
- Extend & deepen Data-AI-Tech partnerships e.g., Microsoft, ServiceNow, Blackline, Celonis

Modern Service Delivery

- Developing new CoEs models:
 - Risk CoE
 - AI CoE
 - DataOps CoE
- Integrated services Transform + Run:
 - F&A
 - Supply chain

Refreshing the talent

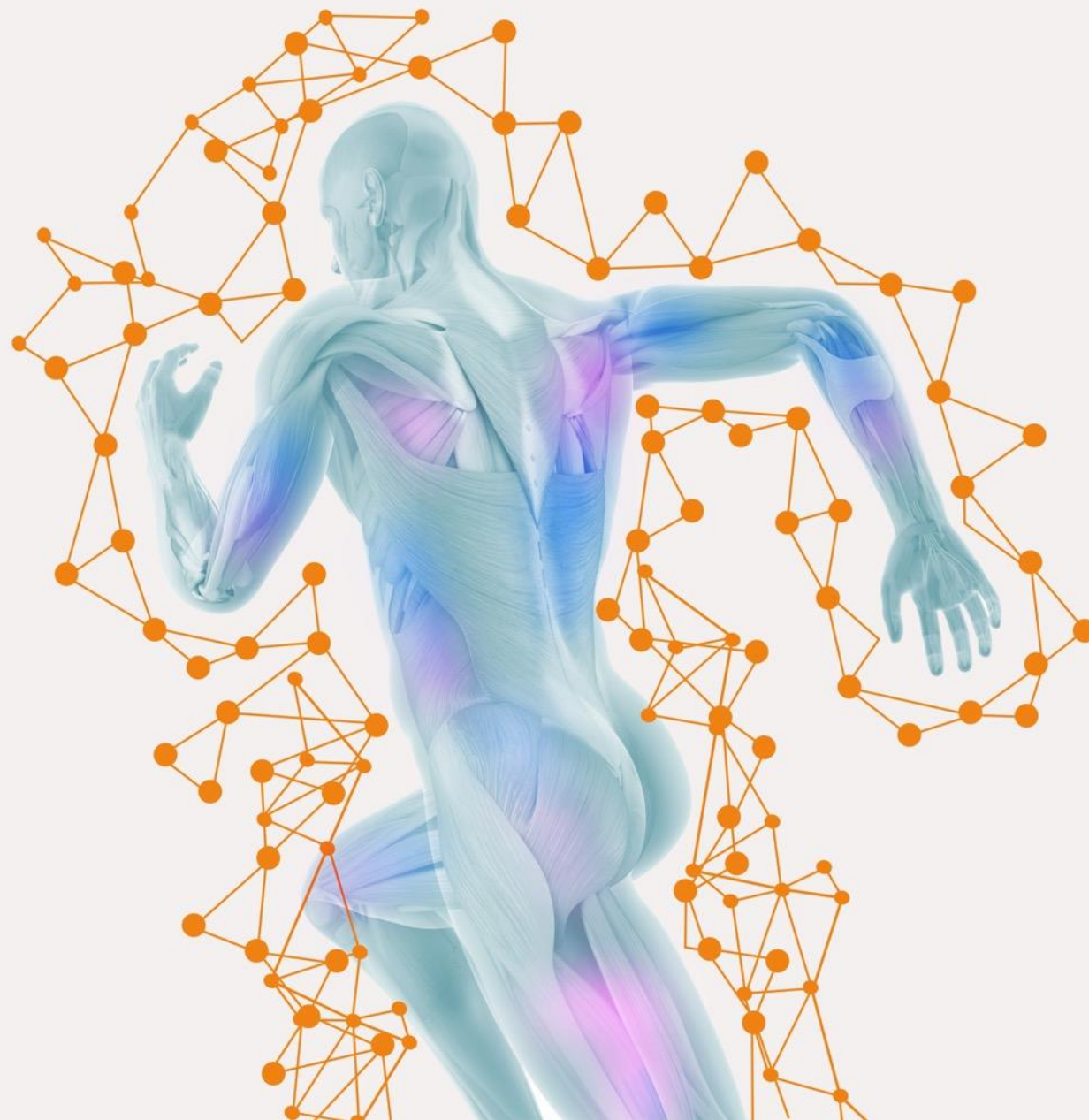
- AI and digitalization upskilling at scale with 3,000 AI practitioners in Genpact
- 85% of senior leaders to be certified from leading schools like MIT by the end of 2024
- Data Scientist and Data Engineering talents continue to scale

Outcome based Service models

- Platform-driven service delivery models
- Talent as a service
- Federation model – A sole service provider offers integrated end-to-end services
- Co-create value models
- Utility service model for all players in the value chain

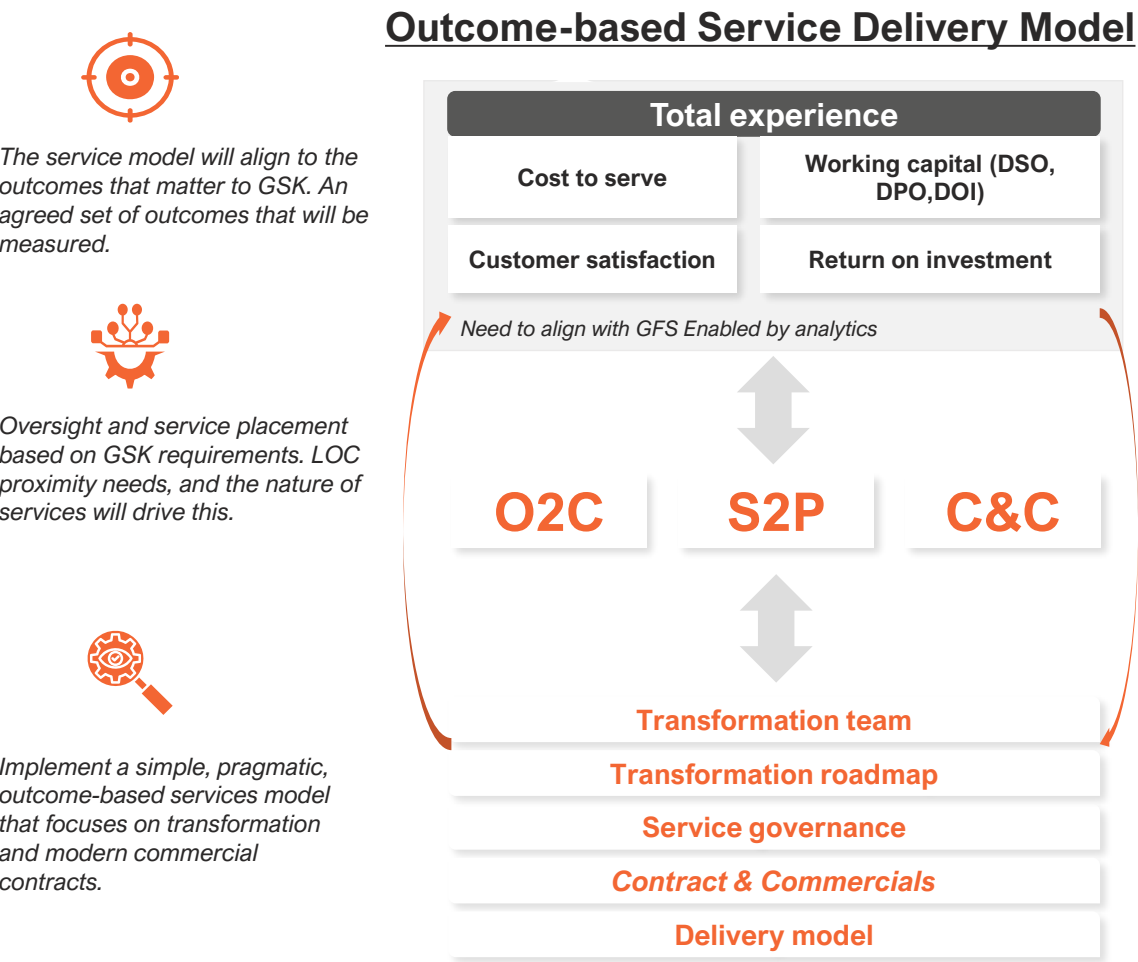
02

Service Delivery Model



Innovation drives our future. By reimagining our service management model with a focus on user experience, commercial outcomes, and business impact

Our outcomes-based service model will combine the key elements of delivery and transformation to achieve GSK's desired outcomes and business value, underpinned outcomes integrated commercial. BK, our CEO as the executive sponsor for GSK, will be part of the executive steering committee to ensure we bring you best of Genpact.



What we propose to jointly do differently?

**GSK executive committee**

As the best Transformation Roadmaps include end-to-end process improvements, frequently requiring participation from a scope beyond Genpact's reach, senior GSK executive engagement best enables strategic alignment.

**Innovation council**

Leveraging innovation funding more effectively, a dedicated quarterly innovation governance forum to review and track projects/ideas through their milestones and to closure.

**Transformation roadmap**

Build a holistic multi-year roadmap that prioritises high-impact initiatives mutually agreed upon and governed by GSK, with clear funding mechanism (See Innovation fund illustration).

**Transformation leader**

GSK will have a dedicated transformation lead to collaborate and jointly drive business impact.

**Outcome based Commercial model**

Move to productivity, value-focused rather than FTE productivity discussion

**Technology Enablement**

Building a strong collaborate relationship with tech will be critical to enable solutions for GFS. i.e Xelix

*see the detailed multi-tiered governance model in the appendix.

Streamlined service placement and location strategy, driving superior service economics and performance for GFS future operating model

We've assessed service placement and location from both GSK and Genpact perspectives, focusing on blending quality, cost, and your requirements to develop the optimal recommendation. As technologies mature, we expect reduced needs for proximity to markets and voice services. Additionally, combining location strategy with predictive analytics will drive more effective for oversight

Key Design principles and our understanding of GSK requirements:

- Drive simplification and consolidation of towers into a single location
- Minimise resource deployment in high-cost locations like Bucharest, GFS Costa Rica, Poznan, KL and ICSS
- Optimise service model integration, span of control and oversight

Service Placement : Our recommendation and approach

Genpact

- Deploy advanced, best in class language neutralisation tools to drive rationalization in Genpact Bucharest, and KL
- Consolidate operations in two locations in India post digital / AI transformation,
 - Tier 1 location for complex processes
 - Tier 2 lower cost location for mature, low touch processes
- Jointly review GFS operating model & taxonomy, benchmarking and optimising the service delivery, span of control and oversight

GSK GFS

- Deploy language neutralisation tools in Costa Rica, Poland, ICSS including Japan
- Based on target operating model, the work can be split between GCC and BPO
- Rationalise Span of Control for oversight
- Rationalise GPO vs. Tower FTEs ratio



Proposed future locations

GSK has access to Genpact's Enterprise 360™ platform to enable proactive, data-led operations and provide radical transparency across key operational elements

The Enterprise 360™ platform offers unprecedented transparency and real-time oversight of operations. Its adaptability means it's not just a solution for Genpact operations, but an asset for the entire GFS team.

Measurable Outcomes

Visibility to outcome-based metrics to evaluate performance measures

Governance

Strengthening the Governance framework by providing the visibility on the effectiveness of the Operational Governance

Benchmarking

Functionality that allows access to industry best practices and standard solutions along with predictive modelling and advanced analytics to improve business outcome metrics

Proactive alerting and issue management

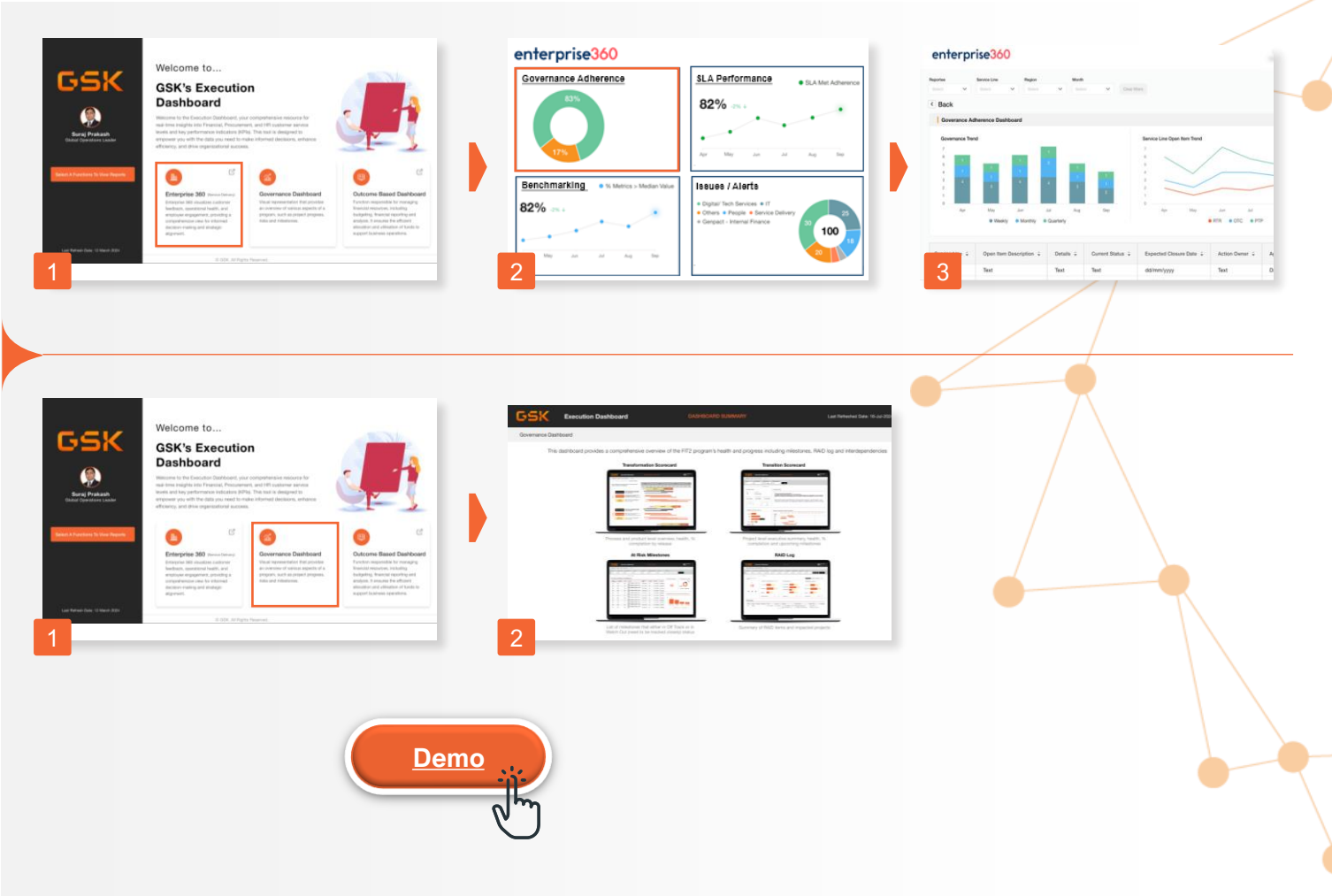
workflow that empowers operators, supervisors, and GSK with immediate updates, enhancing responsiveness across all levels

Operations Management

Robust visibility on SLA performance, operational metrics and process controls ensuring operational stability and enable prompt actions for areas requiring immediate attention

People Management

Triangulating information from all people touchpoints for better retention planning



03

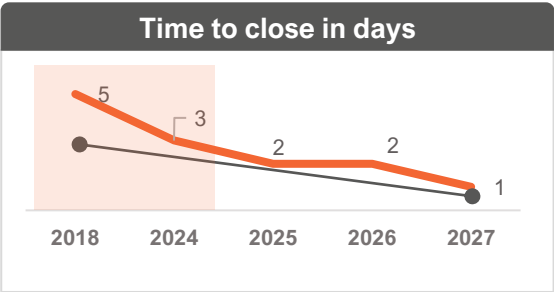
Tower solution

A comprehensive taxonomy study to unlock substantial value

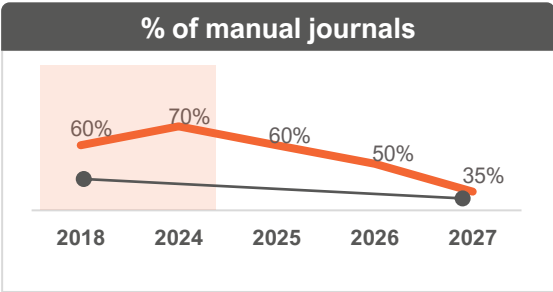


Driving Transformation: Optimizing C&C to Potentially Reduce Genpact by £5m and retained GFS by £6m

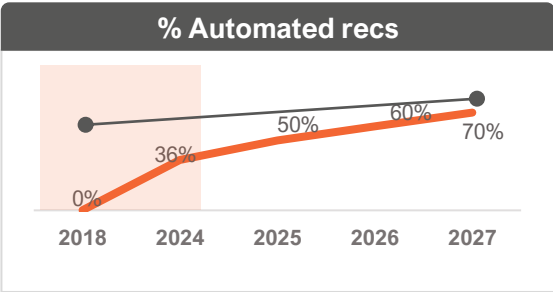
... a detailed Genpact taxonomy study of C&C processes indicate an ability to target up to 75%* tasks to unlock significant efficiencies and speed to outcomes



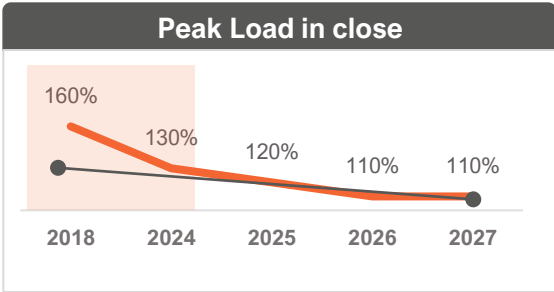
Time to close reduced from WD5 to WD3 enabled by process and policy optimisation and point automation#



% of MJE's reduced from 60% to 50% via ERP / macro automation, the resurgence of the same to 70% is due to M&A & new transitions #

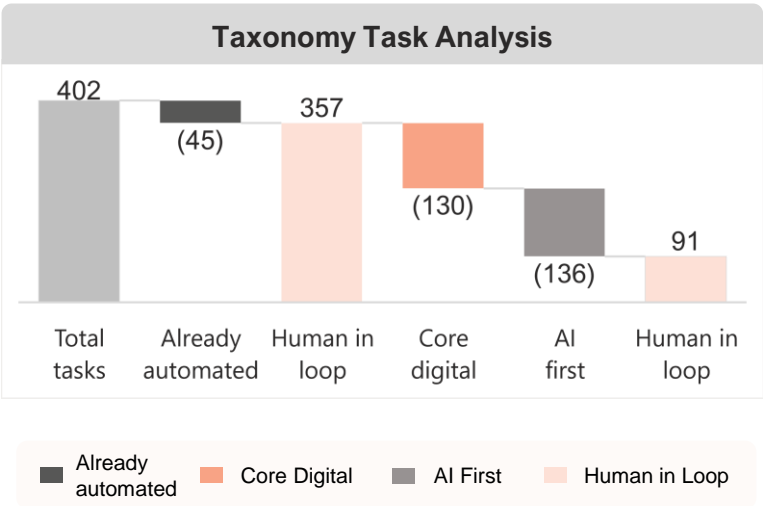


Cadency roll-out in 2019 led to automated reconciliations to ~34%#



Process re-sequencing initiatives have reduced peak-effort from 160% in 2018 to 130% in 2024 #

— GSK ● Best in class Progress in past 6 years



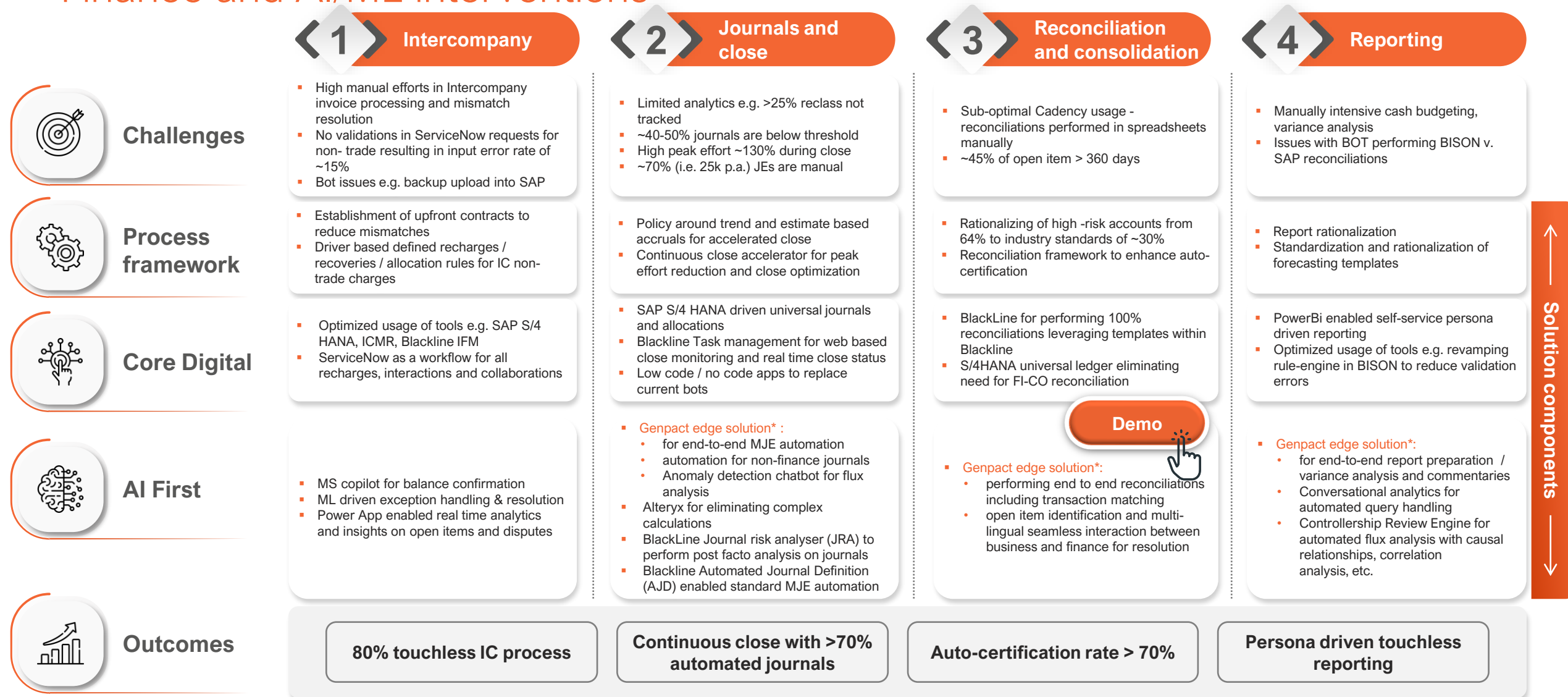
~75% automation of tasks will be driven by:

- Core digital (sweating the existing technology) e.g. SAP S/4 HANA, Blackline modules will automate ~40% tasks e.g., SAP universal journals will reduce reclass and interface errors
- AI first solution (Genpact Edge solution built on Microsoft Copilot for Finance) to drive end-to-end automation of journals, reconciliations and reporting including variance analysis and associated commentary

Tasks which would continue to have human in loop

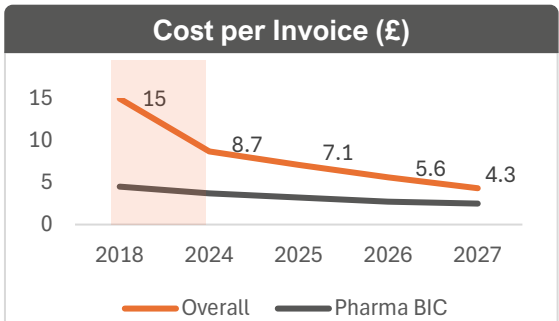
- Interaction with auditors, etc.
- OC - FC/FD final reviews
- Exception Management/ country specific legal requirement e.g., annual GAAP adjustments
- Ad hoc requests e.g., IM projects i.e. Power-house re-life pre-spend
- Trouble-shooting, Tool/ Admin mgt roles for access/ admin rights- GSK and Genpact with changing roles
- L1 controls monitoring by management

Reimagined C&C sub-process with process/policy, Core Digital, Co-pilot for Finance and AI/ML interventions

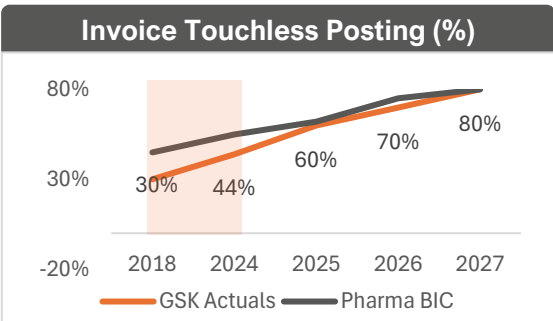


Driving Transformation: Optimizing PTP to Potentially Reduce Genpact by £2.2m and retained GFS by £3.8m

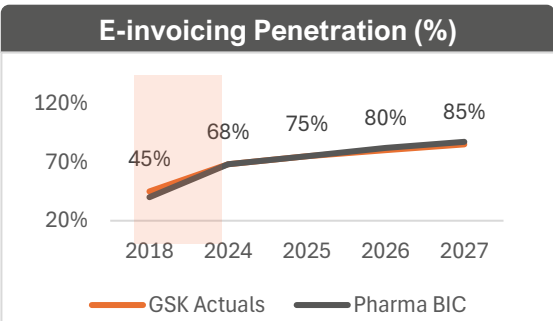
....a detailed Genpact taxonomy study of P2P processes indicates an ability to target up to 70% tasks to unlock significant efficiencies and speed to outcomes



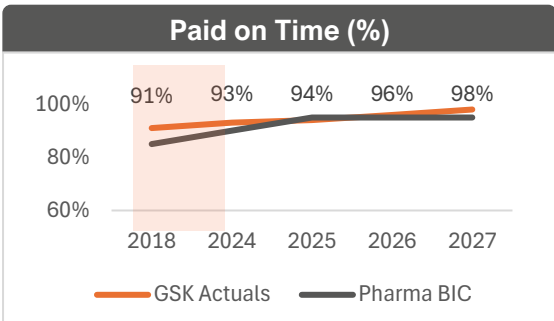
Past transformations & BFPS programs helped drive the 42% reduction on CPI (Overall)



Touchless posting has significantly advanced with E-invoicing and partner bank automation, Additional opportunities for enhancement to be pursued

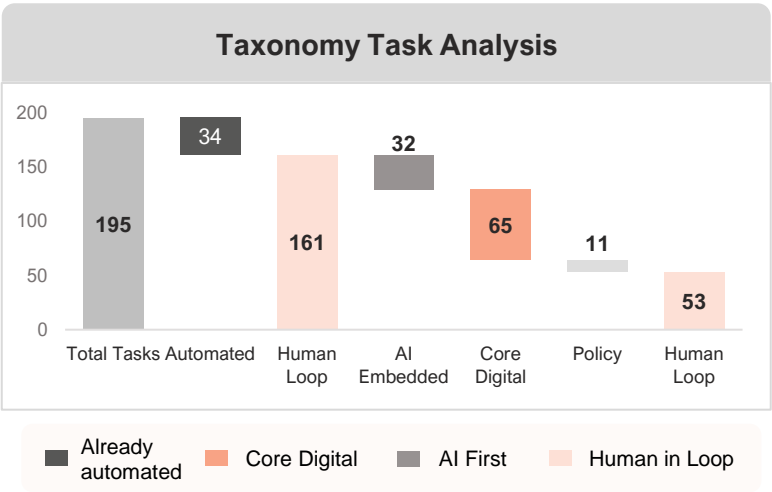


E-invoicing penetration is at 68% with strong focus and new E-invoicing mandates will help us penetrating beyond 85%



POT improved to BIC by driving targeted initiatives, like payment based on invoice receipt date, reduced dead on arrival etc.

Progress in past 6 years



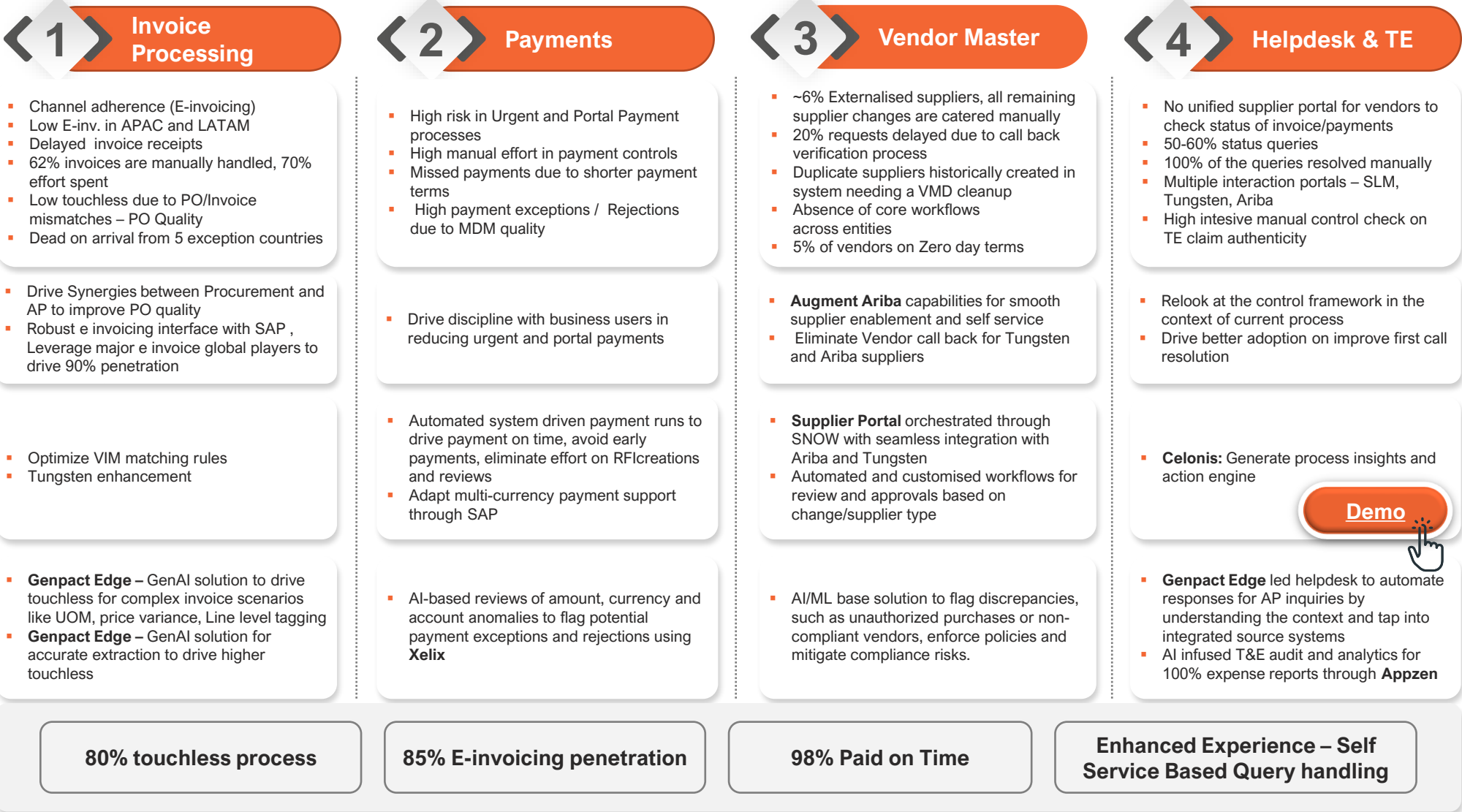
~17% tasks already automated and further potential for ~55% automation driven by:

- Core digital (existing technology) e.g. Tungsten optimization includes building upfront validation, increased penetration, driving self service adoption for helpdesk queries and vendor master
- Genpact's AI first solution (Genpact Edge) to reduce and eliminate the exceptions driving higher touchless.

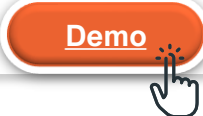
Tasks which would continue to have human in loop

- Invoice data validation for the residual manual invoices
- Down payment processing requiring vendor specific adjustments.
- Complex exception resolution - invoice/PO/GRN discrepancies.
- Adhoc/ Non-Scheduled/urgent payment requests, exceptions and rejections.
- Unusual T&E transactions investigation.
- VMD set up (vendors not onboarded on Self Serve Models)
- Internal control teams (operation's compliance)
- L2 Level queries internal/external

Reimagined P2P with process/policy, Genpact's AI First Edge Solution interventions



Solution components

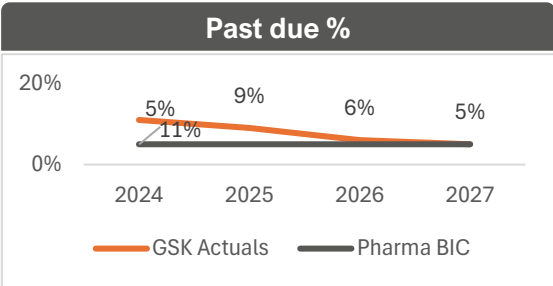


Driving Transformation: Optimizing OTC to Potentially Reduce Genpact by £1m and retained GFS by £2m

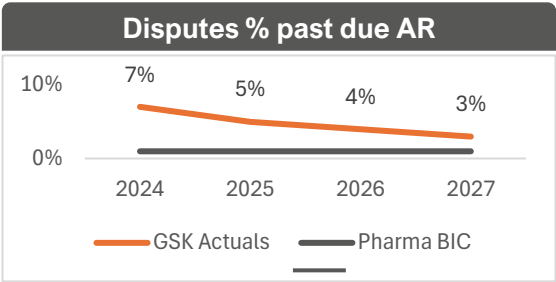
...a detailed Genpact taxonomy study of OTC process indicates ability to address 58% of tasks to unlock efficiencies and speed to outcomes



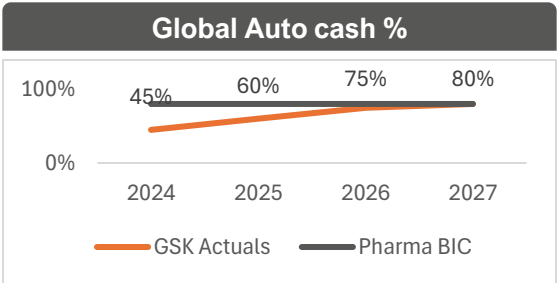
Improve current DSO from 67 days to ~66 days enabled by ReceivEye end to end insights engine



% past due to be reduced by ~50% to <5% via Cash Forecast + ReceivEye insights engine to help drive dynamic collections strategies

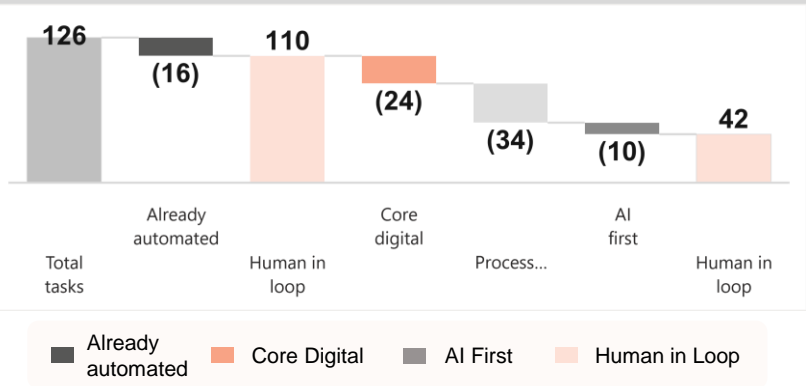


Dispute % to be reduction enabled by AI based dispute prediction engine to <3% of past due AR which is currently at 7%



Increase AutoCash % to >80% by Optimising Serrala OCR optimization + RPA & ML functionality driving adoption to KYC enabled cash posting

~12% tasks already automated and further potential for ~46% automation driven by:



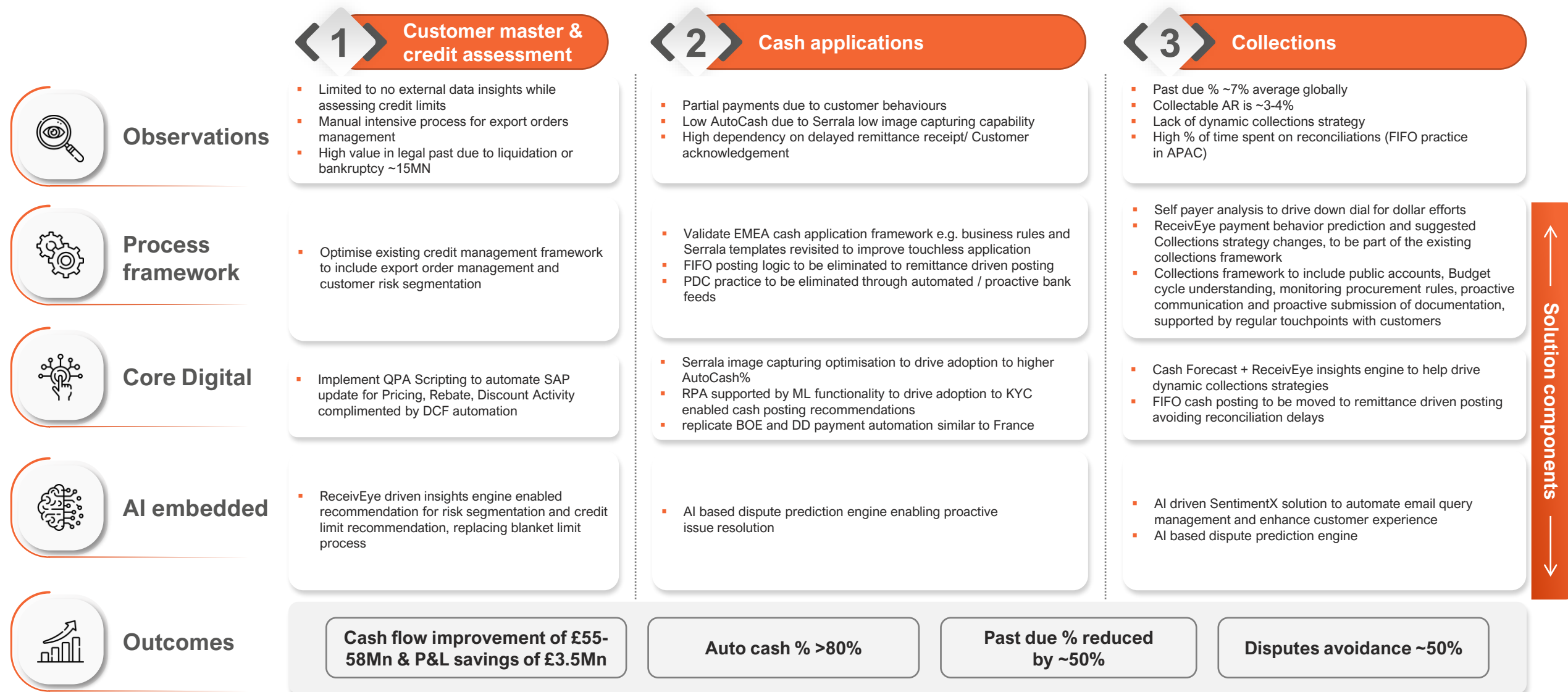
Reduction in manual tasks leading to ~58% task elimination

- Process and policy interventions such as Cash application framework to drive optimisation of AutoCash from ~45% to >80% e.g., FIFO practice to be replaced by remittance driven posting, PDC practices to be eliminated, remittances for cash applications mailbox directly
- SNOW (workflow across current communications, currently email oriented), Self-payer analysis to optimised from existing FSCM static strategies vs Dynamic strategies from ReceivEye driving Cash flow of ~£55-58MN and P&L savings of £3.8Mn
- ReceivEye driven insights engine enabled recommendation for risk segmentation and credit limit recommendation, replacing blanket credit limit assignment to new customers
- AI based dispute prediction engine help drive current disputes from current 10% of past due to <5%

Tasks which would continue to have human in loop

- Core collections follow-ups
- Disputes coding and follow-ups
- Direct Debit setup forms and follow-ups
- Receive and process refund request
- Contact customer/partner to resolve issues with Remittance Advice Processing via EDI
- Monitor Direct Debit Exceptions for technical failures
- MDM governance,
- Exceptions management & Approvals
- Periodic credit review, Approvals & Validation
- Internal & external audit support

Reimagined end-to-end OTC process with process/policy & AI/ML interventions



04

Proposed commercial model

A modern service delivery underpinned by outcome-based contract with risk, reward and transformation built in

Our current model is a fixed fee with built-in productivity savings. A modernized contract creates a more flexible, efficient, and adaptable framework for managing relationships, transformation projects, and outcomes.

Design principles



Stop focusing on FTEs

Conversations are no longer based on headcount



Productivity baked into transaction price

Reducing YoY price/transaction



Leverage the existing SLA mechanism

Performance tracking for operational excellence



Co-innovation

Joint and dedicated funding for experimenting new and impactful projects



Simplification

Reduced billing and CR efforts

A

Transaction-based pricing for transactional scope



Fixed fee model for complex/contextual scope

Skin in the game for delivering on existing service level metrics with 15% fees at risk

B

Business outcomes-based model with up to +/-20% fees on risk and reward

Aligned to GSK's business outcome metrics with Genpact ownership

C

Revolving innovation fund to drive business value, impact and transformation

Driven by joint investments from Genpact and GSK – Value share model

D

Funding Basket for future growth

through a 'Upfront Volume Rebate' approach to drive further innovation and transformation

Benefits to GSK



Aggressive cost take-out



Skin-in-the-game to achieve business objectives



Incentive to drive £ value impact beyond productivity



Drive E2E and touchless in the process



Build future readiness and scalability



Reduce contracting/billing effort

Proposed transaction and outcomes-based models – Illustrative examples

A		Tower*	Billing Resource Units	Transaction-Based + Fixed Fee Model Features	Actual Billing illustration																																						
Transaction Based	Procure to Pay	Order to Cash	Resource Units Examples: PTP: <ul style="list-style-type: none">SAP Payment runsPortal PaymentsPayment exceptions & rejections OTC: <ul style="list-style-type: none">Indexed invoices - INExceptions & ReworksL2 support tasks (Tickets)	Flexibility under Transaction-based model: <ul style="list-style-type: none">Genpact's Fee does not change for volumes fluctuation within the 'Deadband' (+/- 5%)Additional and Reduced charges for volumes outside of the deadband with quarterly adjustment – ARC / RRC Fixed fee model: <ul style="list-style-type: none">For complex/contextual scope like C&C a fixed fee model will apply initially.The fixed charges will not be subject to temporary fluctuations and will show a YoY reduction. Genpact will have 15% at risk against the existing service level metrics per tower	<p><i>Quarterly billing Illustration using “SAP Payments Runs” Resource Unit</i></p> <table><tr><td>(A) Baseline Volumes</td><td>24,960</td></tr><tr><td>(B) Deadband Volumes - 5%</td><td>23,712 to 26,208</td></tr><tr><td>(C) Base Per Unit Price</td><td>£ 5.00</td></tr><tr><td>(D) Base Charge (AxC)</td><td>£ 124,800</td></tr></table> <table><tr><th colspan="2">Scenario 1 - Volumes within deadband</th></tr><tr><td>Actual Volumes</td><td>26,000</td></tr><tr><td>Additional Volumes</td><td>1,040</td></tr><tr><td>Actual Total Charge (AxC)</td><td>£ 124,800</td></tr><tr><td colspan="2">Volumes within deadband - No Price Change</td></tr></table> <table><tr><th colspan="2">Scenario 2 - Volumes above deadband</th></tr><tr><td>(E) Actual Volumes</td><td>26,500</td></tr><tr><td>(F) Additional Volumes (E-B)</td><td>292</td></tr><tr><td>(G) ARC Charge (Cx F)</td><td>£ 1,460</td></tr><tr><td>Actual Total Charge (D+G)</td><td>£ 126,260</td></tr></table> <table><tr><th colspan="2">Scenario 3 - Volumes below deadband</th></tr><tr><td>(H) Actual Volumes</td><td>22,000</td></tr><tr><td>(I) Reduced Volumes (B-H)</td><td>1,712</td></tr><tr><td>(J) RRC Charge (Cx I)</td><td>£ 8,560</td></tr><tr><td>Actual Total Charge (D-J)</td><td>£ 116,240</td></tr></table>	(A) Baseline Volumes	24,960	(B) Deadband Volumes - 5%	23,712 to 26,208	(C) Base Per Unit Price	£ 5.00	(D) Base Charge (AxC)	£ 124,800	Scenario 1 - Volumes within deadband		Actual Volumes	26,000	Additional Volumes	1,040	Actual Total Charge (AxC)	£ 124,800	Volumes within deadband - No Price Change		Scenario 2 - Volumes above deadband		(E) Actual Volumes	26,500	(F) Additional Volumes (E-B)	292	(G) ARC Charge (Cx F)	£ 1,460	Actual Total Charge (D+G)	£ 126,260	Scenario 3 - Volumes below deadband		(H) Actual Volumes	22,000	(I) Reduced Volumes (B-H)	1,712	(J) RRC Charge (Cx I)	£ 8,560	Actual Total Charge (D-J)	£ 116,240
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Actual Total Charge (D-J)	£ 116,240																																										
B		Tower*	Business Outcome Metrics	Outcome-Based Model Features	Actual Billing illustration																																						
Outcome Based	Procure to Pay	Order to Cash	<ul style="list-style-type: none">Cost per Invoice (£)Invoice Touchless Posting (%)E-invoicing Penetration (%)Paid on Time (%)	In addition to the above model <ul style="list-style-type: none">Parties to jointly identify metrics which are critical to GSKWe propose allocating up to 20% of the operations charges under risk & reward model, divided equally across four metrics per tower.Parties to agree on deadband, higher and lower thresholds of performance for each metricThis model incentivizes Genpact to higher levels of performance to achieve better business outcomes for GSK	<p>Performance thresholds</p> <p><i>Illustration using “Cost Per Invoice” Metric</i></p> <table><tr><td>£ 7.8</td><td>Exceed expectation</td></tr><tr><td>£ 8.3</td><td>Upper Deadband</td></tr><tr><td>£ 8.6</td><td>Baseline</td></tr><tr><td>£ 8.7</td><td></td></tr><tr><td>£ 9.1</td><td>Lower Deadband</td></tr><tr><td>£ 9.6</td><td>Below expectation</td></tr></table> <ul style="list-style-type: none">Scenario 1 - performance is within the 'deadband', there will be no reward or penaltyScenario 2 - performance is hitting 'below expectation' threshold, Genpact will pay penalty of 5%Scenario 3 - performance is in middle of the 'upper deadband & 'exceed expectation', Genpact will receive a reward of 2.5%	£ 7.8	Exceed expectation	£ 8.3	Upper Deadband	£ 8.6	Baseline	£ 8.7		£ 9.1	Lower Deadband	£ 9.6	Below expectation																										
	£ 7.8		Exceed expectation																																								
£ 8.3	Upper Deadband																																										
£ 8.6	Baseline																																										
£ 8.7																																											
£ 9.1	Lower Deadband																																										
£ 9.6	Below expectation																																										

**We recommend prioritizing PTP and OTC while gradually transitioning C&C to outcome-based model, considering the complexity and unpredictability of the processes.*

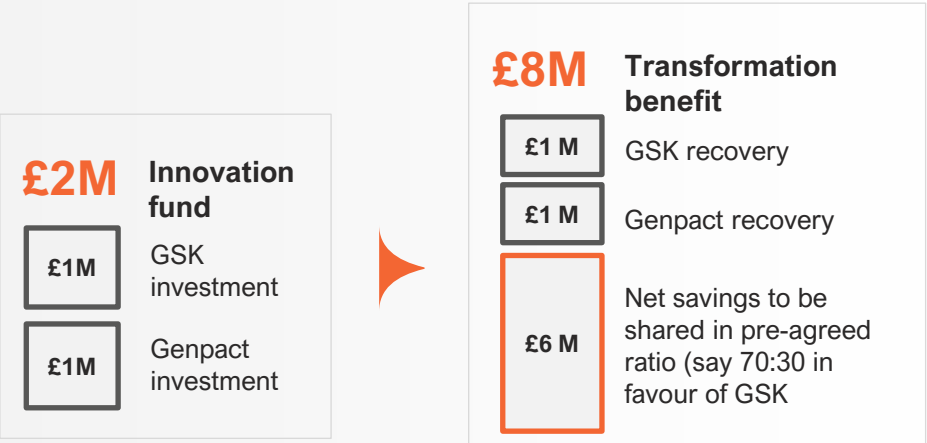
Enabled by modernized and simplified CR and billing process



- CRs to be raised once a quarter
- A consolidated CR will be raised only when the aggregate value exceeds £ 50k
- Monthly invoicing based on the amounts in the pricing template
- Adjustment for volume fluctuation to be done once a quarter

Driving business impact using revolving co-innovation model

C **Day 0:** GSK and Genpact allocate £1 million each
Project execution: Genpact to use its resources and proprietary tools to drive projects. Financial impacts to be assessed over 12 months.



Prioritised champion account:

Access to Genpact and partnership innovation pilot/funding without cost to GSK, e.g., Genpact/Microsoft Copilot for Finance Programme.

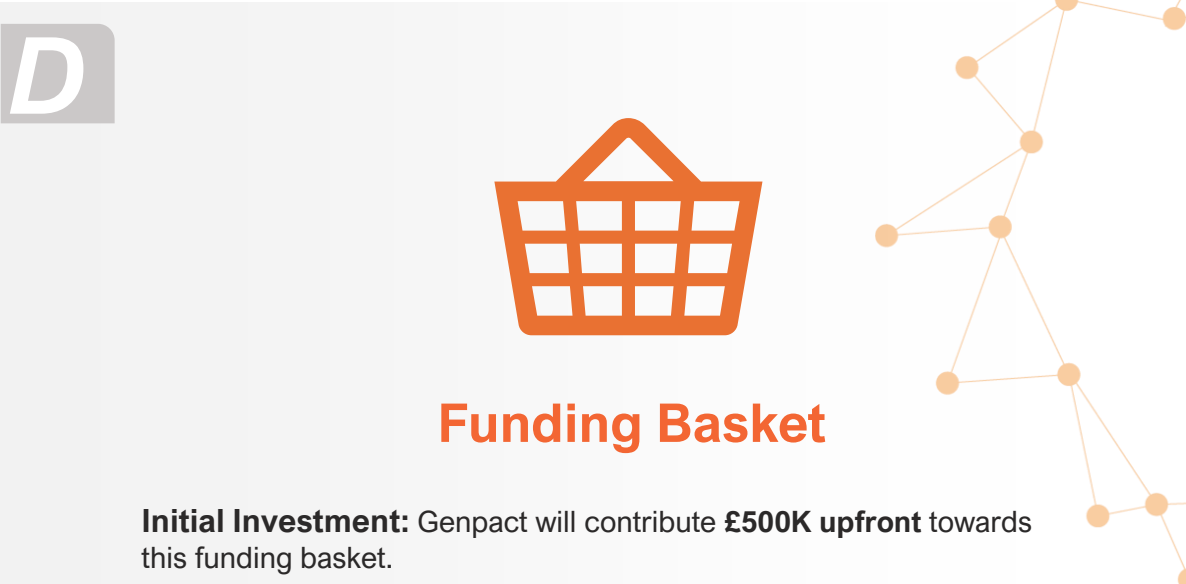
Value sharing: First recover the investment and the additional value to be shared between GSK and Genpact based on an agreed ratio. Eg Deductions Management

Reinvestment: Genpact/GSK to replenish the fund on the recovery of the investments and the fund be available again to fund more opportunities.

Potential Innovation projects for GSK

- Disputes management: Recover valid deductions to drive P&L impact
- GenAI experiment: Explore the potential of Generative AI to drive business impact
- ServiceNow S2P Implementation

Supporting joint growth using Genpact’s volume rebate

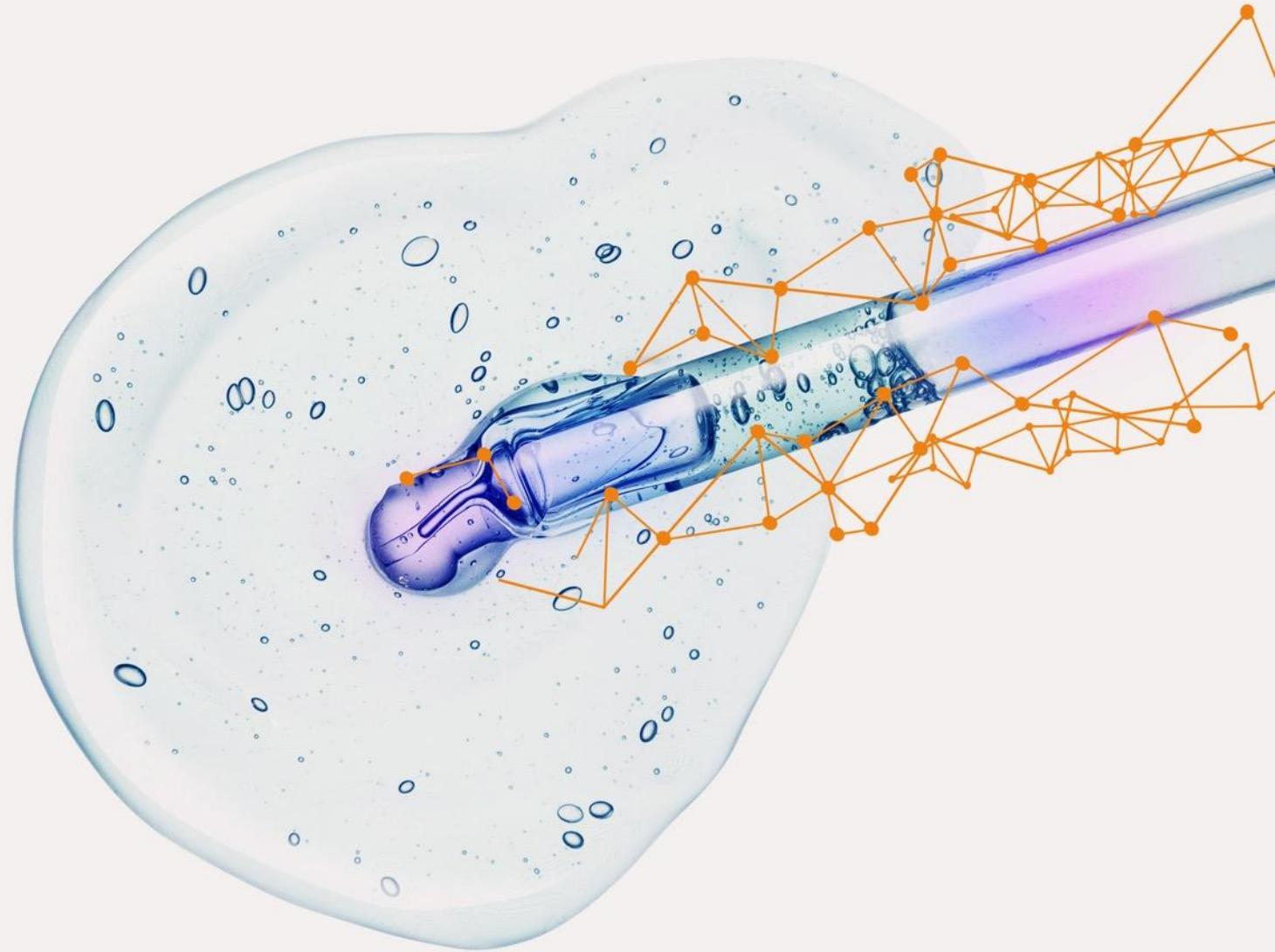


Benefits to GSK

- Allows GSK upfront savings as they spend more with Genpact
- Provides options to GSK to grow the relationship with Genpact













05

Productivity



As technology, AI, and analytics advance, productivity levers are evolving. Our clients are increasingly evaluating their E2E operating models as a critical foundation for transformation.

Traditional productivity levers remain important, but there is a clear shift towards a more integrated transformation approach—prioritizing E2E operating model design, optimizing existing technology investments, and centering on user experience

Traditional Levers	Current Levers	What is driving productivity currently for our clients ?	Client examples	Prioritisation based on (Effort – Value)
Labour arbitrage model (Pure play lift and shift)	E2E operating models (Service delivery of E2E processes)	Clients are focusing on consolidating E2E processes, leveraging synergies from integrated upstream and downstream processes, reducing handovers, risks and inefficiencies and creating holistic customer experience	  <p>Mondelez and Coke have consolidated its FP&A activities and finance controller roles within BPO</p>	
Disconnected Systems of engagement which are not fully leveraged	Sweating the assets and Hyper automation of transactional activities	Clients are aiming towards automating all transaction-based processes with a deeper focus on user experience through hyper automation and AI	  <p>BD and NTT have set up Hyper automation and AI COEs with Genpact and have a outcome based joint value generating roadmap</p>	
Point automations with no AI/ML capabilities	Partnering with AI-first digital platforms and applications	AI-first digital platforms are enabling the automation of non-transactional processes by assisting in decision making, predictions, extracting information, identifying risks and generating human like text	  <p>HSBC and BJ's are driving efficiencies in E2E S2P process by adopting SNOW and its embedded AI functionalities</p>	
Process insights based on SME experience	Analytics-driven actionable business insights	Deep process insights are helping in risk identification and mitigation, process and task mining are helping prevent cash flow leakages and early warnings are preventing business surprises	  <p>Coke and Walgreens are leveraging Celonis insights to drive multi-million-dollar cash flow and P&L impact</p>	



Thank you.

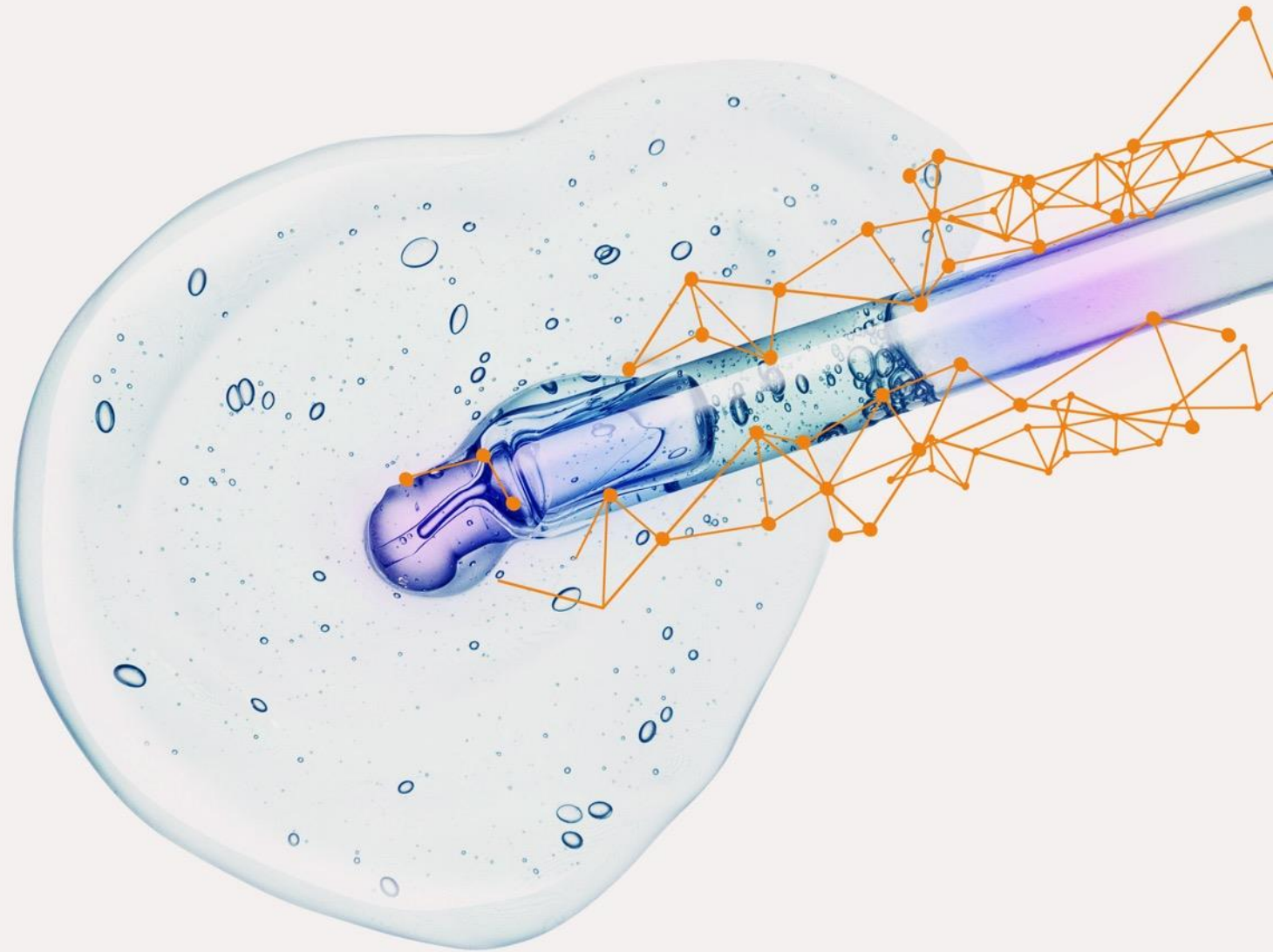
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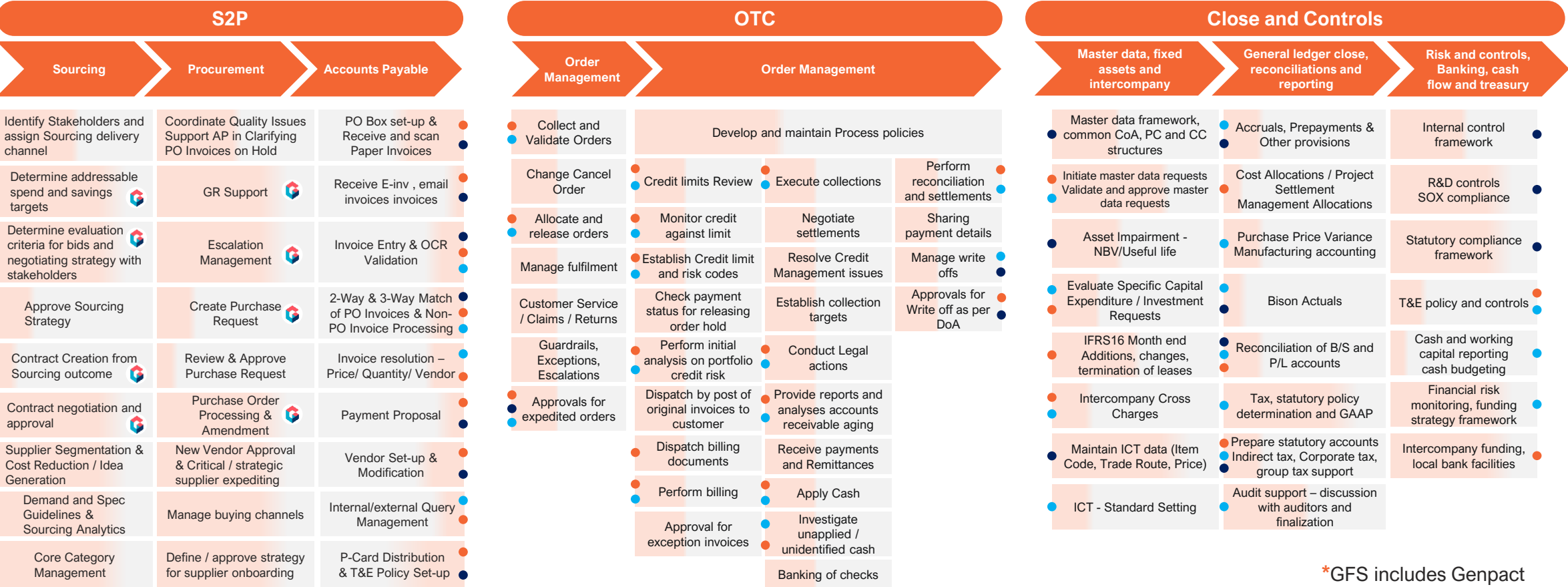
06

Appendix



We see opportunity for GFS to consolidate E2E processes across functions to drive differentiated value for GSK

Our proposed solution can drive savings for overall GFS of ~45% from £43M to £23M including Genpact savings of ~50% from £17.5M to £8-10M



*GFS includes Genpact

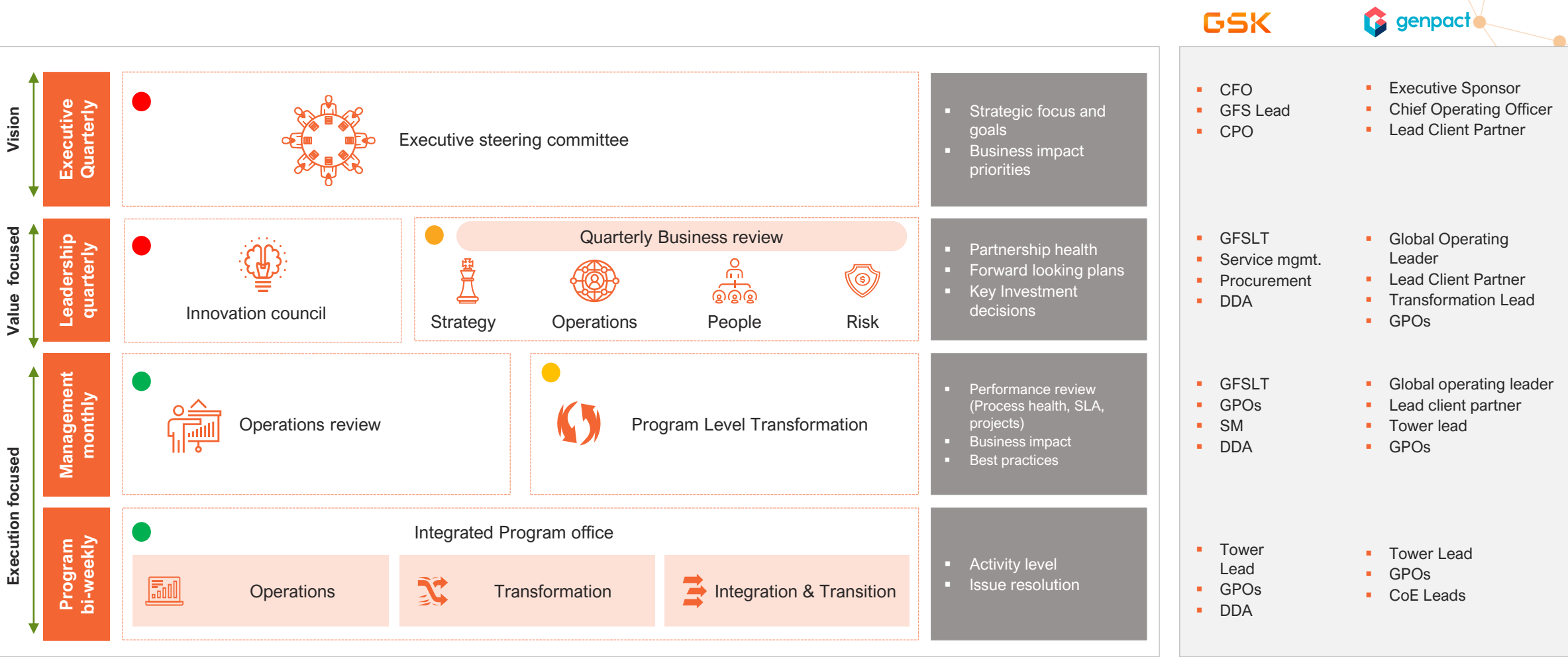
*GFS AP cost to serve from ~£13M to ~7M
Genpact cost to serve from £6M to £3.8M

* GFS O2C cost to serve from ~£6M to ~£3M
Genpact cost to serve from £2 to £1.1M

* GFS C&C cost to serve from ~£24M to £13M
Genpact cost to serve from £9.5M to £4.5M

An enhanced multi-tiered governance model that strives to build transparency, visibility and is fluid enough to evolve during the life cycle of the engagement

BK, our CEO as the executive sponsor for GSK, will be part of the executive steering committee to ensure we bring you best of Genpact.



Reference

RFI Questions		Ref. slide # for our response
Proposed solutions to support the GFS services inclusive of:	E2E Taxonomy	26
	Service Provider's location strategy, placement, oversight and governance.	8, 9, 27
	Measurement of the delivery of the services	10
Types of contracting structures that can be put in place to support these services	Specifically, with new clients, how are you building flexibility and reflect modern contracting into your models?	19, 20, 21
Future vision for FBPO	What is your vision? Or specific case study that demonstrates though leadership (max 2 pages)	5
	What innovations do you expect to see over the next 1-3 years which would impact these services? Any specific to your company?	6
	How are you embracing digitalization into your services roadmap?	12, 13, 14, 15, 16, 17
Productivity	For existing clients, what is driving productivity currently? What would you expect them to target as a priority?	23