

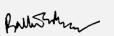
Helping GSK Get Ahead of Disease through Innovation, Performance and Trust

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.









Drive Innovation



Drive Performance



Drive Trust

- 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 Al-first approach to streamline processes, span of control and technology to improve GSK margins and stakeholder interactions.
- 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
- 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

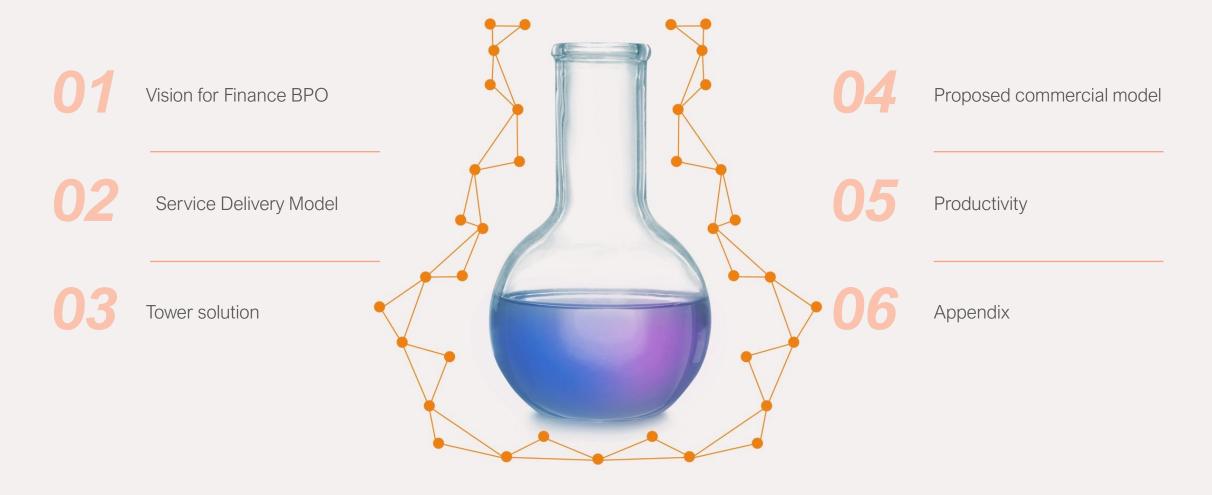


Improved stakeholder experience and business outcomes



Enable global service delivery model across the E2E process

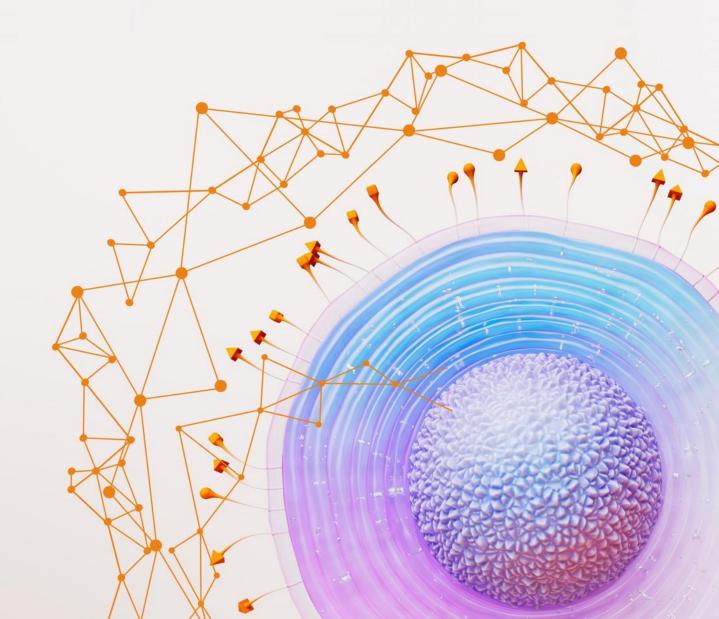
For the success of the transformation, we request GSK's commitment to provide leadership, create a joint strategy, joint investments, help manage change, allocate the appropriate resources, stay adaptable, continue to foster strong partnership and participate in the governance.



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



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 Al and digital-first business through our "Three-plus One" strategy.

3 plus ONE

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

Client Zero

Value @ Scale with Al-First

What is "3+1"

Driving growth by deepening relationships with tech partners and advisors, such as Microsoft, ServiceNow, Blackline, Xelix, Salesforce and Celonis.

Making Data-Tech-Al central to

Simplifying the Genpact

Establishing Genpact as the

transformation across all our

'lighthouse' example of Al-led

internal functions, including HR,

to support our clients.

sales and finance.

operating model and processes

everything we do.

What does it mean for GSK?

- 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.
- Driving better outcomes using data, technology and Al solutions built on our detailed knowledge of GSK's core processes and through benchmarking with your pees
- 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.
- 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







Data-Tech-Al

Simplification

Client Zero



















Al-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.

The use of AI for BPO services will surge from 6% to 40% over the next 2 years. -Gartner

Integrated Tech and BPO deals: End-to-end ownership on business outcomes backed by innovative commercial model

Outsourcing is *moving towards non-commodity,* higher-touch and greater impact services



Increasing Talent Transfer to fast-track business transformation and cost take-out across industry

Multitude of digital tool options driving end-to-end process transformation irrespective of tech stack maturity

BOLD cost take out programs at scale at Enterprise level – Digital, Cloud, Process and Technology

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 Al-first finance transformation
- Extend & deepen Data-Al-Tech partnerships e.g., Microsoft, ServiceNow, Blackline, Celonis

Modern Service Delivery

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

Refreshing the talent

- Al and digitalization upskilling at scale with 3,000 Al 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

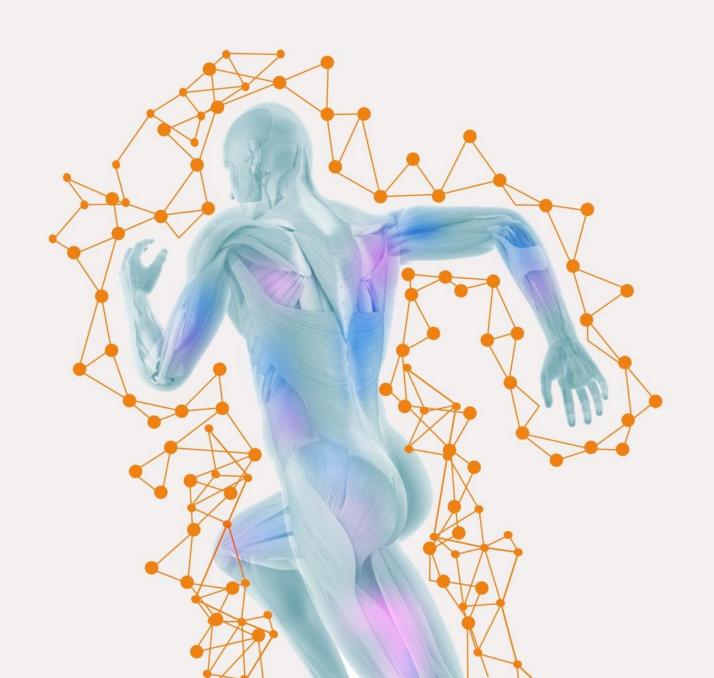
Outcome based Service models

- 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





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.



The service model will align to the outcomes that matter to GSK. An agreed set of outcomes that will be measured.

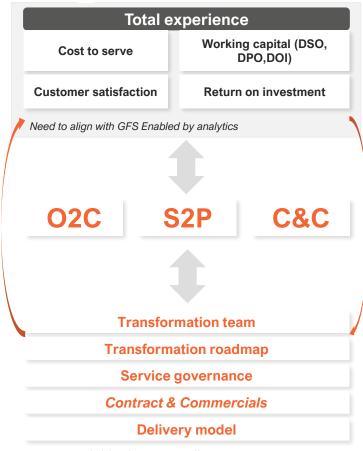


Oversight and service placement based on GSK requirements. LOC proximity needs, and the nature of services will drive this.



Implement a simple, pragmatic, outcome-based services model that focuses on transformation and modern commercial contracts.

Outcome-based Service Delivery Model



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).



Outcome based Commercial model

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



Transformation leader

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



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 / Al 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 360TM 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



Proactive alerting and issue management

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



Governance

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



Operations Management

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



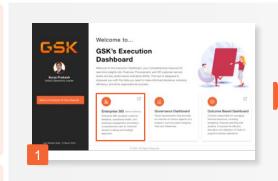
Benchmarking

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



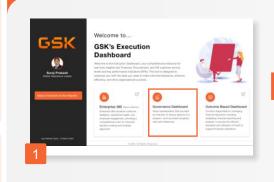
People Management

Triangulating information from all people touchpoints for better retention planning





















Tower solution

A comprehensive taxonomy study to unlock substantial value

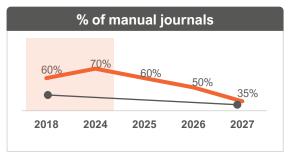


Driving Transformation: Optimizing C&C to Potentially Reduce Genpact by £5m and retained GFS by £6m

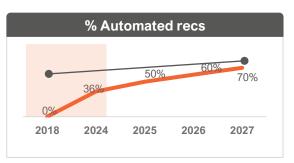
... a detailed Genpact taxonomy study of C&C processes indicate an ability to target up to 75%* tasks to unlock significant efficiencies and speed to outcomes



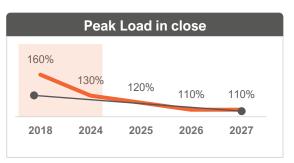
Time to close reduced from WD5 to WD3 enabled by process and policy optimisation and point automation#



% 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%#



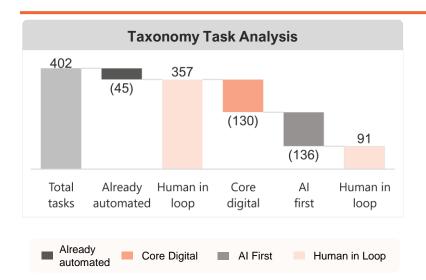
Process re-sequencing initiatives have reduced peak-effort from 160% in 2018 to 130% in 2024#





— 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
- Al 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





Solution components

Reimagined C&C sub-process with process/policy, Core Digital, Co-pilot for

Finance and AI/ML interventions







Process framework



Core Digital





Intercompany

- High manual efforts in Intercompany invoice processing and mismatch resolution
- No validations in ServiceNow requests for non- trade resulting in input error rate of ~15%
- Bot issues e.g. backup upload into SAP
- Establishment of upfront contracts to reduce mismatches
- Driver based defined recharges / recoveries / allocation rules for IC nontrade charges
- Optimized usage of tools e.g. SAP S/4 HANA, ICMR, Blackline IFM
- ServiceNow as a workflow for all recharges, interactions and collaborations

- MS copilot for balance confirmation
- ML driven exception handling & resolution
- Power App enabled real time analytics and insights on open items and disputes

Journals and close

- Limited analytics e.g. >25% reclass not
- ~40-50% journals are below threshold
- High peak effort ~130% during close
- ~70% (i.e. 25k p.a.) JEs are manual
- Policy around trend and estimate based accruals for accelerated close
- Continuous close accelerator for peak effort reduction and close optimization
- SAP S/4 HANA driven universal journals and allocations
- Blackline Task management for web based close monitoring and real time close status
- Low code / no code apps to replace current bots

Genpact edge solution*:

- for end-to-end MJE automation
- automation for non-finance journals
- Anomaly detection chatbot for flux analysis
- Alteryx for eliminating complex calculations
- BlackLine Journal risk analyser (JRA) to perform post facto analysis on journals
- Blackline Automated Journal Definition (AJD) enabled standard MJE automation



- Sub-optimal Cadency usage reconciliations performed in spreadsheets manually
- ~45% of open item > 360 days
- Rationalizing of high -risk accounts from 64% to industry standards of ~30%
- Reconciliation framework to enhance autocertification
- BlackLine for performing 100% reconciliations leveraging templates within Blackline
- S/4HANA universal ledger eliminating need for FI-CO reconciliation

Demo

- Genpact edge solution*:
- performing end to end reconciliations including transaction matching
- open item identification and multilingual seamless interaction between business and finance for resolution



- Manually intensive cash budgeting, variance analysis
- Issues with BOT performing BISON v. SAP reconciliations
- Report rationalization
- Standardization and rationalization of forecasting templates
- PowerBi enabled self-service persona driven reporting
- Optimized usage of tools e.g. revamping rule-engine in BISON to reduce validation errors
- Genpact edge solution*:
- for end-to-end report preparation / variance analysis and commentaries
- Conversational analytics for automated query handling
- Controllership Review Engine for automated flux analysis with causal relationships, correlation analysis, etc.

80% touchless IC process

Continuous close with >70% automated journals

Auto-certification rate > 70%

Persona driven touchless reporting

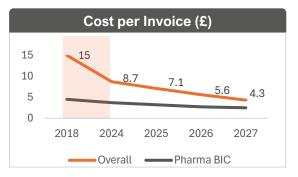




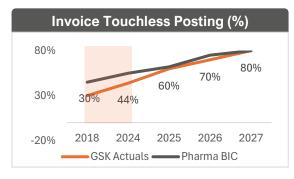


Driving Transformation: Optimizing PTP to Potentially Reduce Genpact by £2.2m and retained GFS by £3.8m

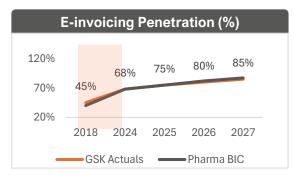
....a detailed Genpact taxonomy study of P2P processes indicates an ability to target up to 70% tasks to unlock significant efficiencies and speed to outcomes



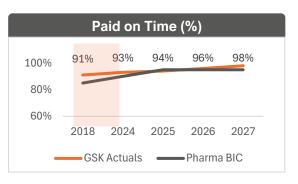
Past transformations & BFPS programs helped drive the 42%% reduction on CPI (Overall)



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

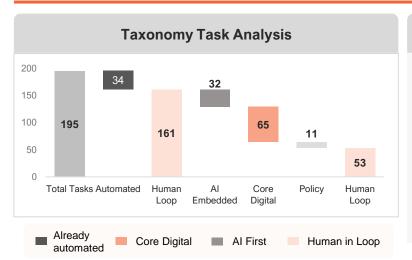


E-invoicing penetration is at 68% with strong focus and new E-invoicing mandates will help us penetrating beyond 85%



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 Al 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 Al First Edge Solution interventions





- Channel adherence (E-invoicing)
- Low E-inv. in APAC and LATAM
- Delayed invoice receipts
- 62% invoices are manually handled, 70%
- Low touchless due to PO/Invoice mismatches - PO Quality
- Dead on arrival from 5 exception countries
- Drive Synergies between Procurement and AP to improve PO quality
- Robust e invoicing interface with SAP. Leverage major e invoice global players to drive 90% penetration

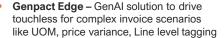


Process

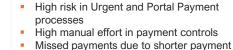
framework

Observations

- Optimize VIM matching rules
- Tungsten enhancement



Genpact Edge - GenAl solution for accurate extraction to drive higher touchless



Payments

- High payment exceptions / Rejections due to MDM quality
- Drive discipline with business users in reducing urgent and portal payments
- Automated system driven payment runs to drive payment on time, avoid early payments, eliminate effort on RFIcreations and reviews
- Adapt multi-currency payment support through SAP

 Al-based reviews of amount, currency and account anomalies to flag potential payment exceptions and rejections using Xelix

Vendor Master

- ~6% Externalised suppliers, all remaining supplier changes are catered manually
- 20% requests delayed due to call back verification process
- Duplicate suppliers historically created in system needing a VMD cleanup
- Absence of core workflows across entities
- 5% of vendors on Zero day terms
- Augment Ariba capabilities for smooth supplier enablement and self service
- Eliminate Vendor call back for Tungsten and Ariba suppliers
- Supplier Portal orchestrated through SNOW with seamless integration with Ariba and Tungsten
- Automated and customised workflows for review and approvals based on change/supplier type

 AI/ML base solution to flag discrepancies, such as unauthorized purchases or noncompliant vendors, enforce policies and mitigate compliance risks.

Helpdesk & TE

- No unified supplier portal for vendors to check status of invoice/payments
- 50-60% status gueries
- 100% of the gueries resolved manually
- Multiple interaction portals SLM, Tungsten, Ariba
- High intesive manual control check on TE claim authenticity
 - Relook at the control framework in the context of current process
- Drive better adoption on improve first call resolution
- Celonis: Generate process insights and action engine



- Genpact Edge led helpdesk to automate responses for AP inquiries by understanding the context and tap into integrated source systems
- Al infused T&E audit and analytics for 100% expense reports through Appzen

80% touchless process

85% E-invoicing penetration

98% Paid on Time

Enhanced Experience – Self Service Based Query handling



Outcomes

Al embedded

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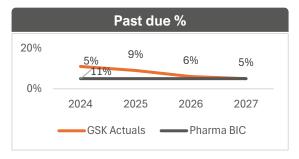


Driving Transformation: Optimizing OTC to Potentially Reduce Genpact by £1m and retained GFS by £2m

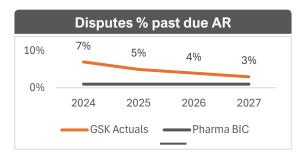
...a detailed Genpact taxonomy study of OTC process indicates ability to address 58% of tasks to unlock efficiencies and speed to outcomes



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



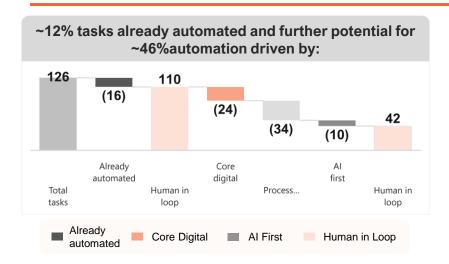
% past due to be reduced by ~50% to <5% via Cash Forecast + ReceivEye insights engine to help drive dynamic collections strategies



Dispute % to be reduction enabled by Al 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



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
- All 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



Solution components

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



Customer master & credit assessment

- Limited to no external data insights while assessing credit limits
- Manual intensive process for export orders
- High value in legal past due to liquidation or bankruptcv ~15MN

Optimise existing credit management framework

to include export order management and

Implement QPA Scripting to automate SAP

complimented by DCF automation

update for Pricing, Rebate, Discount Activity

customer risk segmentation



Observations



Core Digital



Al embedded

ReceivEye driven insights engine enabled recommendation for risk segmentation and credit limit recommendation, replacing blanket limit

process



Cash applications

- Partial payments due to customer behaviours
- Low AutoCash due to Serrala low image capturing capability
- High dependency on delayed remittance receipt/ Customer acknowledgement
 - Validate EMEA cash application framework e.g. business rules and Serrala templates revisited to improve touchless application
- FIFO posting logic to be eliminated to remittance driven posting
- PDC practice to be eliminated through automated / proactive bank
- Serrala image capturing optimisation to drive adoption to higher
- RPA supported by ML functionality to drive adoption to KYC enabled cash posting recommendations
- replicate BOE and DD payment automation similar to France

Al based dispute prediction engine enabling proactive issue resolution



Collections

- Past due % ~7% average globally
- Collectable AR is ~3-4%
- Lack of dynamic collections strategy
- High % of time spent on reconciliations (FIFO practice in APAC)
- Self payer analysis to drive down dial for dollar efforts
- ReceivEye payment behavior prediction and suggested Collections strategy changes, to be part of the existing collections framework
- Collections framework to include public accounts. Budget cycle understanding, monitoring procurement rules, proactive communication and proactive submission of documentation, supported by regular touchpoints with customers
- Cash Forecast + ReceivEye insights engine to help drive dynamic collections strategies
- FIFO cash posting to be moved to remittance driven posting avoiding reconciliation delays
- Al driven SentimentX solution to automate email guery management and enhance customer experience
- Al based dispute prediction engine



Cash flow improvement of £55-58Mn & P&L savings of £3.5Mn

Auto cash % >80%

Past due % reduced bv ~50%

Disputes avoidance ~50%









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.











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

GSK

Benefits to

Co-innovation

Joint and dedicated funding for experimenting new and impactful projects

Simplification

Reduced billing and CR efforts

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

Business outcomes-based model with up to +/-20% fees on risk and reward Aligned to GSK's business outcome metrics with Genpact ownership

Revolving innovation fund to drive business value, impact and transformation

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

Funding Basket for future growth through a 'Upfront Volume Rebate' approach to drive

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



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

	Tower*	Billing Resource Units	Transaction-Based + Fixed Fee Model Features	Actual Billing illustration		
Transaction Based	Procure to Pay	PTP: SAP Payment runs	 Flexibility under Transaction-based model: 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: 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 	Quarterly billing Illustration using "SAP Payments Runs" Resource Unit (A) Baseline Volumes 24,960 (B) Deadband Volumes - 5% 23,712 to 26,208 (E) Actual Volumes 24	nd 26,500	
	Order to Cash	 Portal Payments Payment exceptions & rejections OTC: Indexed invoices - IN Exceptions & Reworks L2 support tasks (Tickets) 		(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 Actual Total Charge (AxC) £ 124,800 (F) Additional Volumes (E-B) (G) ARC Charge (CxF) £ 124,800 Scenario 3 - Volumes below deadband (H) Actual Volumes 2.00 (I) Reduced Volumes (B-H) (J) RRC Charge (CxI) £ 124,800	292 1,460 26,260	
B	Tower*	Business Outcome Metrics	Outcome-Based Model Features	Actual Billing illustration		
Outcome Based	Procure to Pay	 Cost per Invoice (£) Invoice Touchless Posting (%) E-invoicing Penetration (%) Paid on Time (%) 	 In addition to the above model Parties to jointly identify metrics which are critical to GSK We propose allocating up to 20% of the operations charges under risk & reward model, divided equally 	the 'deadband', there will be n reward or penalty £ 7.8 Exceed expectation Scenario 3 - £ 8.05 Scenario 2 - performance is h	 Scenario 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 	
	Order to Cash	DSOPast due %Disputes % past due ARAuto cash %	 across four metrics per tower. Parties to agree on deadband, higher and lower thresholds of performance for each metric This model incentivizes Genpact to higher levels of performance to achieve better business outcomes for GSK 	Scenario 1 – £ 8.6 Baseline Scenario 3 - performance is in middle of the 'upper deadband 'exceed expectation', Genpact		

*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

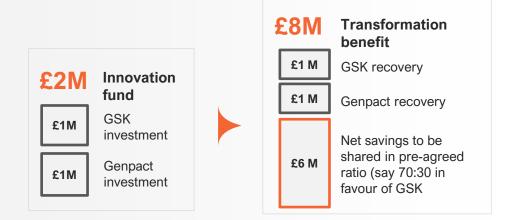


- CRs to be raised once a quarter
- A consolidated CR will be raised only when the aggregate value exceeds £ 50k
- Monthly invoicing based on the amounts in the pricing template
- Adjustment for volume fluctuation to be done once a quarter

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
- GenAl experiment: Explore the potential of Generative AI to drive business impact
- ServiceNow S2P Implementation

Supporting joint growth using Genpact's volume rebate





Funding Basket

Initial Investment: Genpact will contribute £500K upfront towards this funding basket.

Mechanics: For every additional pound that GSK spends (for new scope) with Genpact, we shall adjust 2.5% towards this basket.

Revolving Fund: We shall keep a track of the cumulative utilization against this basket and will replenish this again with further £500K once it's fully exhausted.

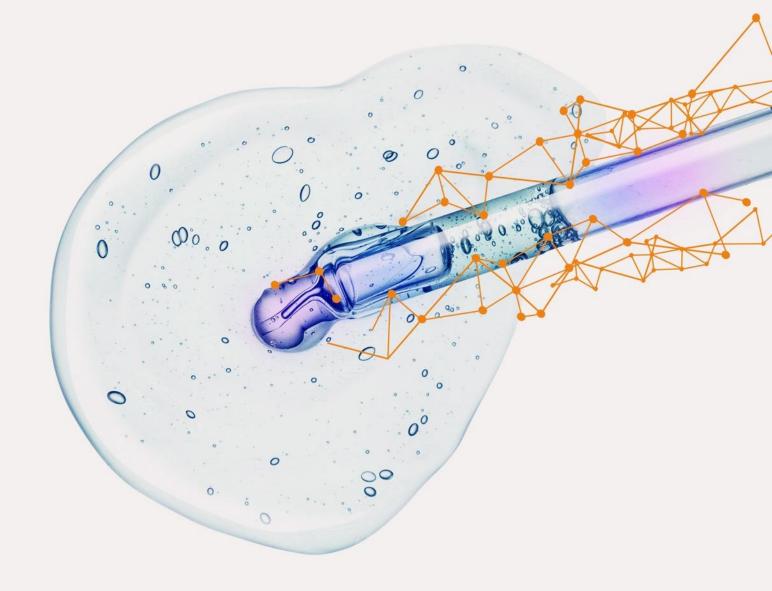
Benefits to GSK

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





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

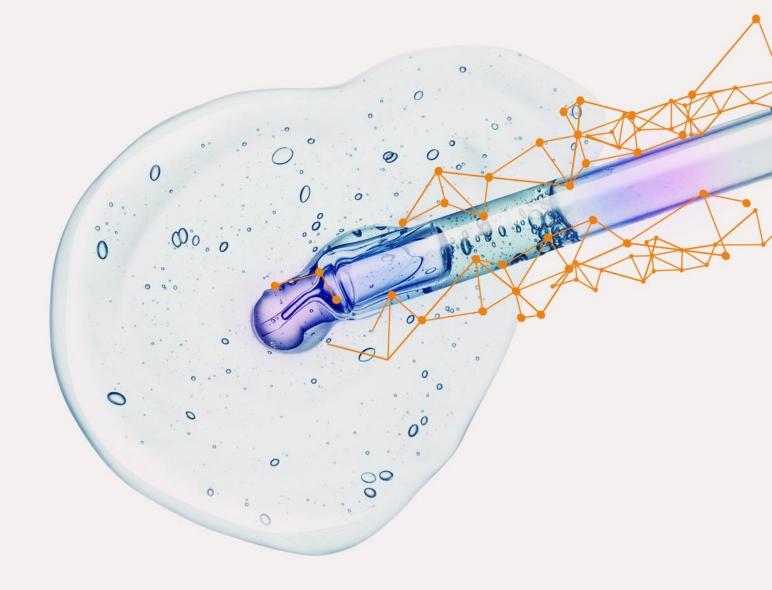
Traditional Levers	Current Levers	What is driving productivity currently for our clients?	Client examples	Prioritisation based on (Effort – Value)
Labour arbitrage model (Pure play lift and shift)	E2E operating models (Service delivery of E2E processes)	Clients are focusing on consolidating E2E processes, leveraging synergies from integrated upstream and downstream processes, reducing handovers, risks and inefficiencies and creating holistic customer experience	Mondelez and Coke have consolidated its FP&A activities and finance controller roles within BPO	
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 Al	BD and NTT have set up Hyper automation and Al COEs with Genpact and have a outcome based joint value generating roadmap	
Point automations with no Al/ML capabilities	Partnering with Al- first digital platforms and applications	Al-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	HSBC and BJs are driving efficiencies in E2E S2P process by adopting SNOW and its embedded Al functionalities	
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	Coke and Walgreens are leveraging Celonis insights to drive multi-million-dollar cash flow and P&L impact	







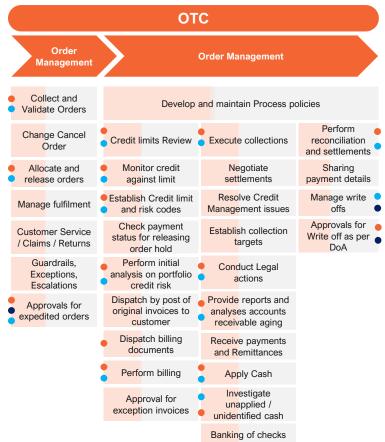
Appendix

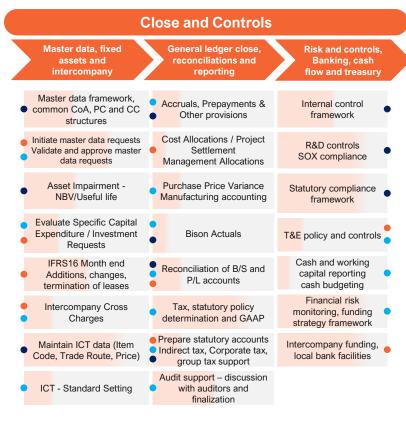


We see opportunity for GFS to consolidate E2E processes across functions to drive differentiated value for GSK

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

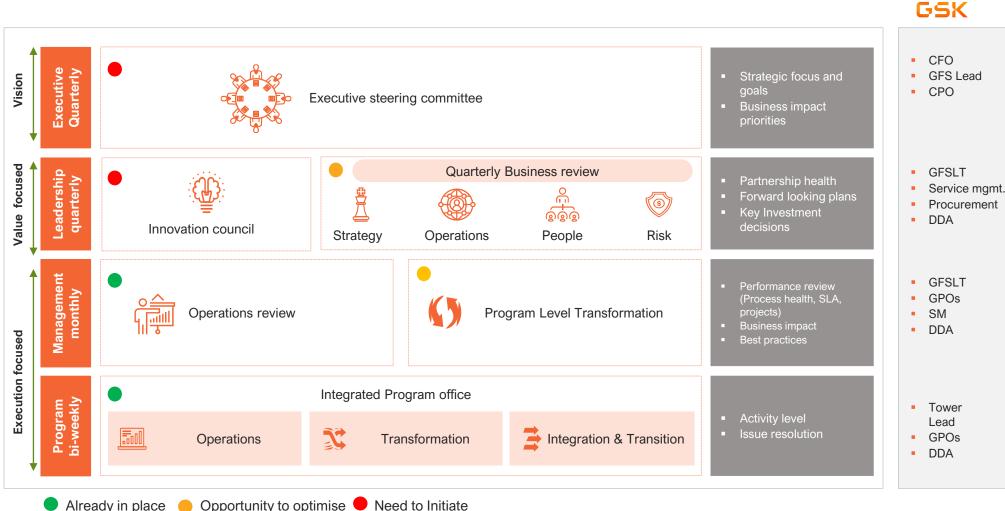
*GFS AP cost to serve from ~£13M to ~7M Genpact cost to serve from £6M to £3.8M

* 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.



G genpact

Executive Sponsor

Lead Client Partner

Chief Operating Officer

Reference

	Ref. slide # for our response		
	E2E Taxonomy	26	
Proposed solutions to support the GFS services inclusive of:	Service Provider's location strategy, placement, oversight and governance.	8, 9, 27	
inclusive of:	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	
	What is your vision? Or specific case study that demonstrates though leadership (max 2 pages)	5	
Future vision for FBPO	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	