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Shared Services &  
Outsourcing Week



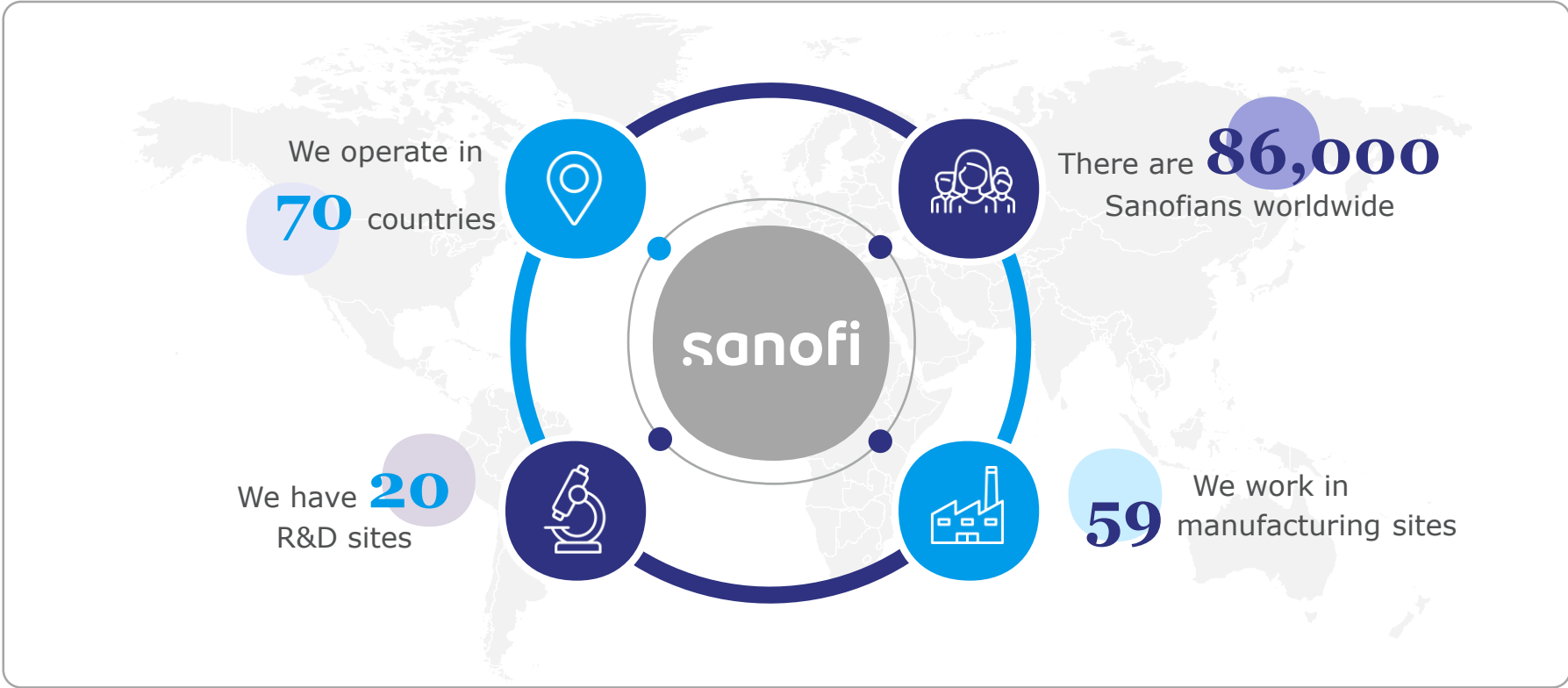
## From Transactional to Transformational

How Sanofi's unlocking enterprise value through the  
modernization of its Source to Pay Operations

Ryan Burger + Jeff Metzger

March 26, 2025

# Sanofi at a Glance



# Play to Win

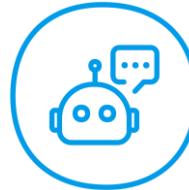
- Our Play to Win strategy is a six-year plan (2020-2025), designed to leverage breakthrough science to transform the practice of medicine.

## A Strategy Based on *Four Key Priorities*

Focus on  
*growth*



Lead with  
*innovation*



Accelerate  
*efficiency*

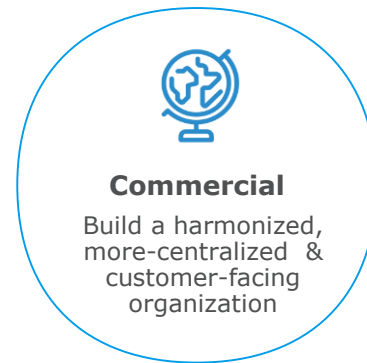
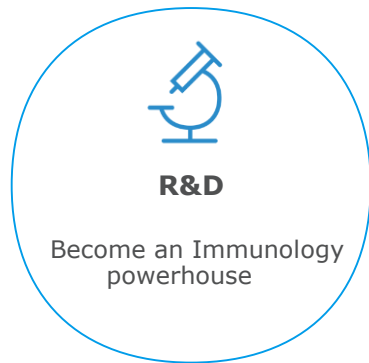


Re-invent  
*how we work*



# Futureproofing and *modernizing* our organization

## MODERNIZING ACROSS OUR VALUE CHAIN



## LEVERAGING CENTRALIZED CAPABILITIES



### Smart spending

Dynamic resource reallocation to fund our pipeline and growth through optimized supplier relationships



### Digital @ scale

Deploy AI at scale to make Sanofi an undisputed digital leader

## Our *Vision*

Deliver *best-in-class enterprise solutions* and be the *catalyst for modernization* and transformation, enabling Sanofi to chase the miracles of science

## Our *Commitments*



Drive **operational excellence** and culture of efficiency



Implement standardized, core models for critical processes to **enable transformation at scale and at pace**

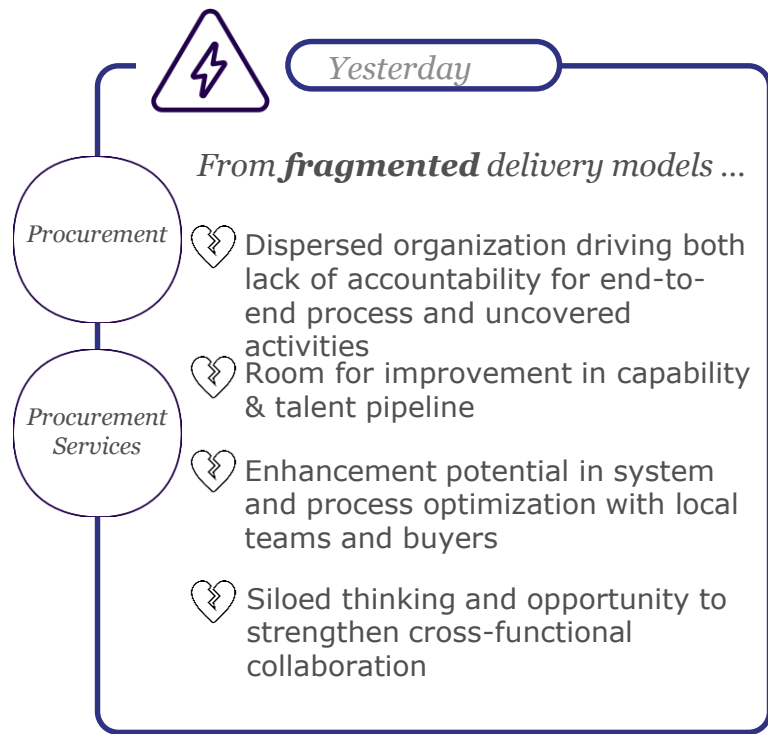


Change towards a '**fit for growth**' organization by removing silos

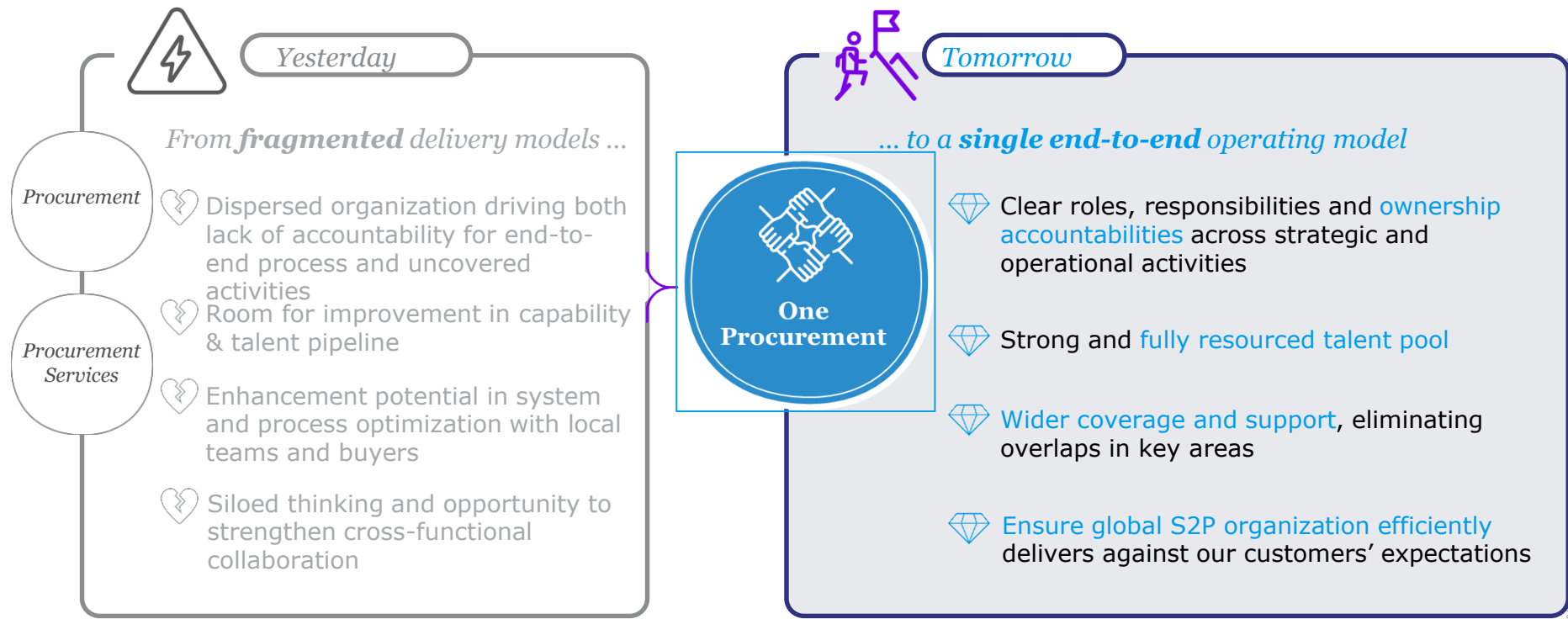


**Reduction of reliance on external partners** in critical areas (R&D, Digital) enabling Sanofi to own and drive its innovation roadmap

# Creating a *Unified Procurement Operating Model*, harmonizing operations and adopting an enterprise mindset



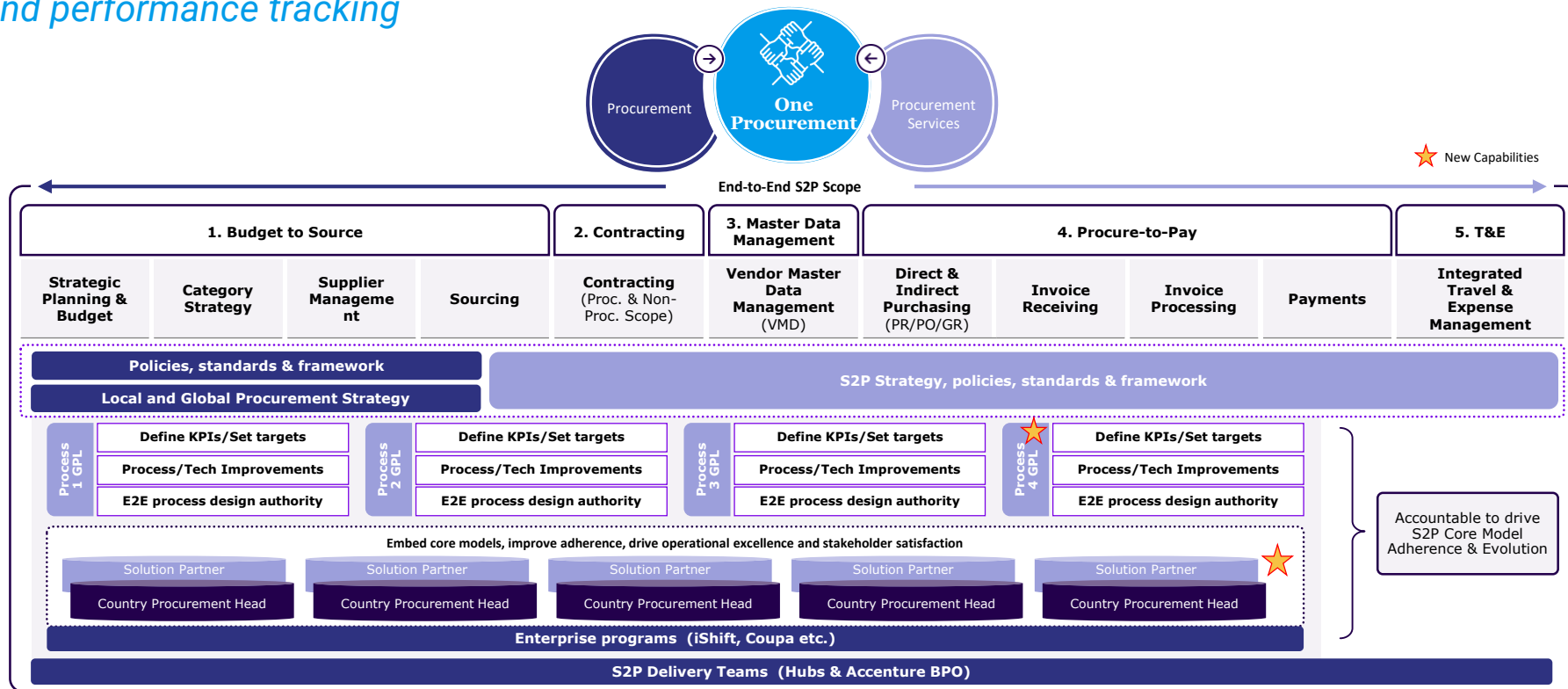
# Creating a *Unified Procurement Operating Model*, harmonizing operations and adopting an enterprise mindset



The S is according to legal and social procedures in place.

# One Procurement Target State

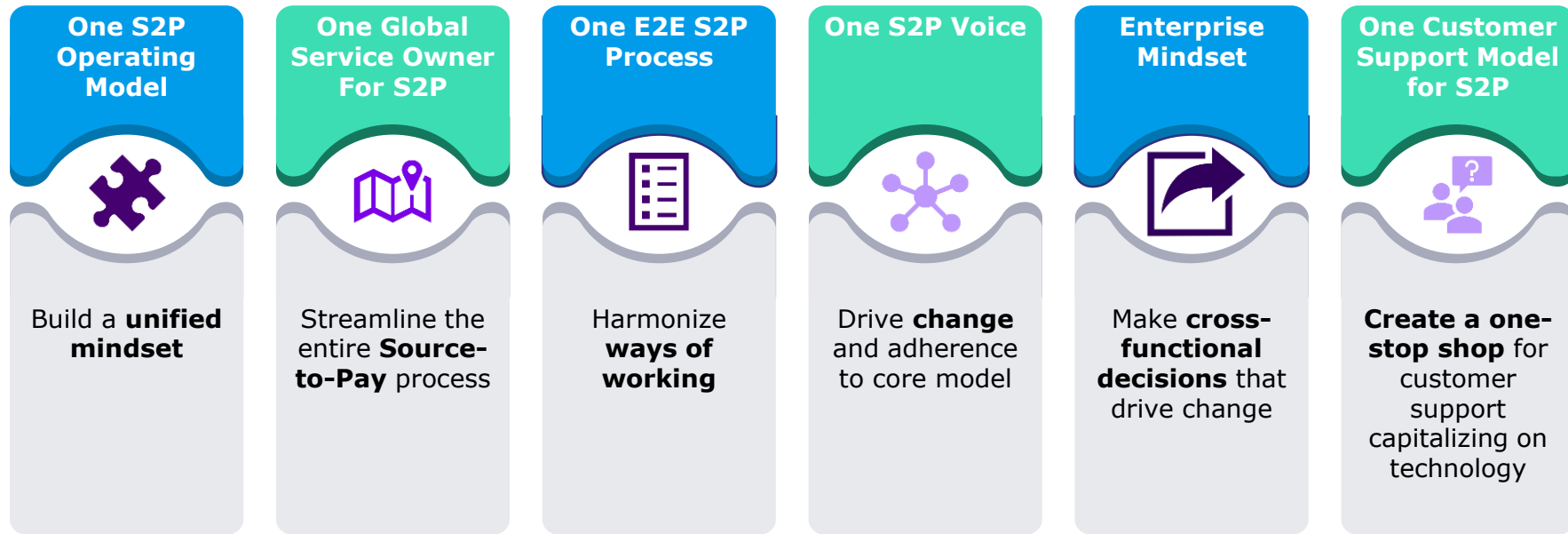
*Includes clear accountabilities, standard processes (core models), cross functional collaboration and performance tracking*





# New Target Operating Model has been defined with these

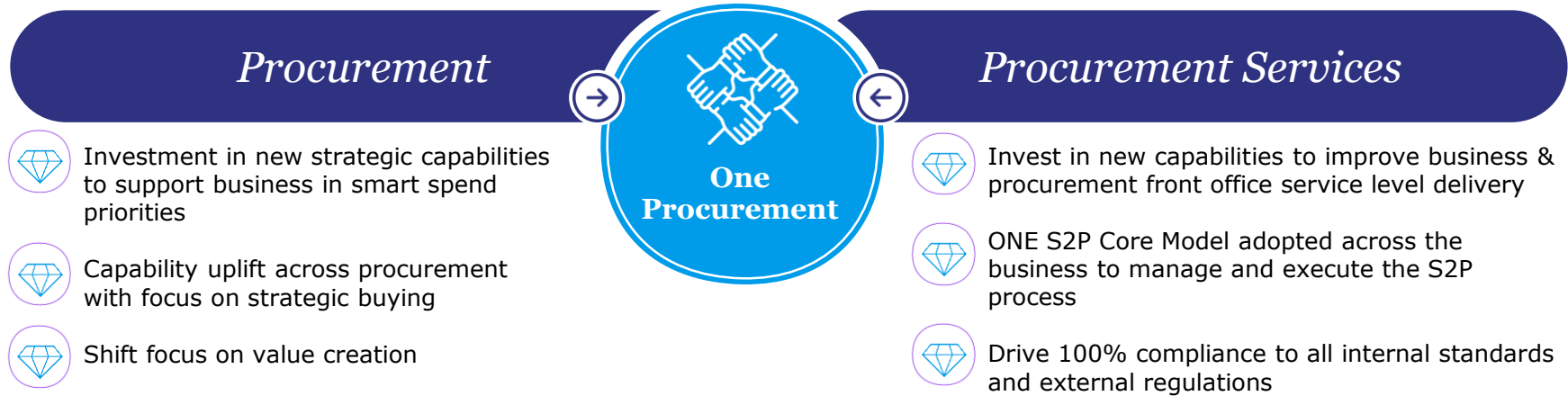
## *Key Design Principles*



The elements and propositions included in this document are only work hypotheses. Any Decision which might impact current organisation structure will be taken according to legal and social procedures in place.

# Our Journey from *Transactional* to *Transformational*

- **Single end-to-end S2P process**, supported by a single global process owner and delivery team
- **Improved business value delivery** through consistent adoption of Core model
- **Strengthened value delivery model** – standard KPIs and Value Drivers
- **New capabilities deployed** to unlock additional value drivers



# Key Success Factors

