ss⊜n Shared Services & Outsourcing Week



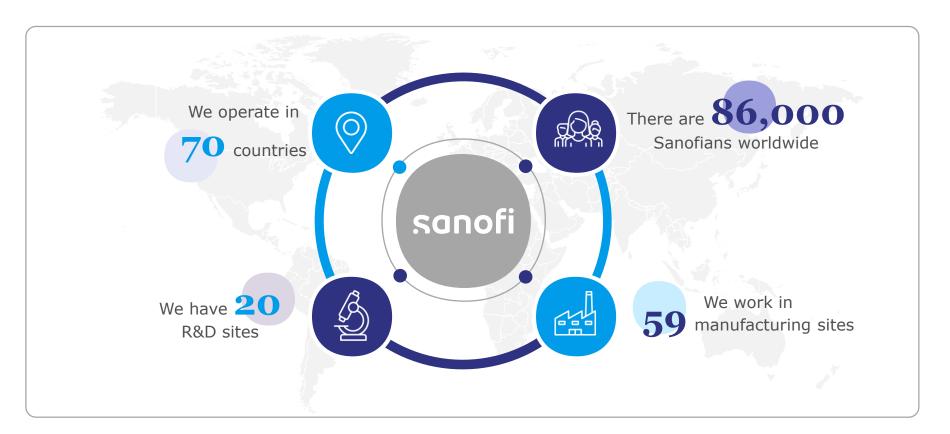
From Transactional to Transformational

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

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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



R&D

Become an Immunology powerhouse



Become the industry reference, symbolizing excellence, innovation and first/best-in-class, launches



Commercial

Build a harmonized, more-centralized & customer-facing organization

LEVERAGING CENTRALIZED CAPABILITIES



Hubs

Foster synergies & innovation and further centralize our 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**

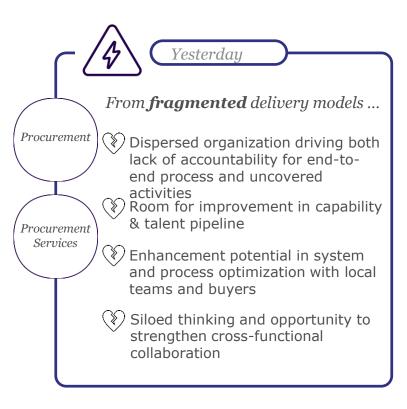


Change towards a 'fit for growth' organization by removing silos

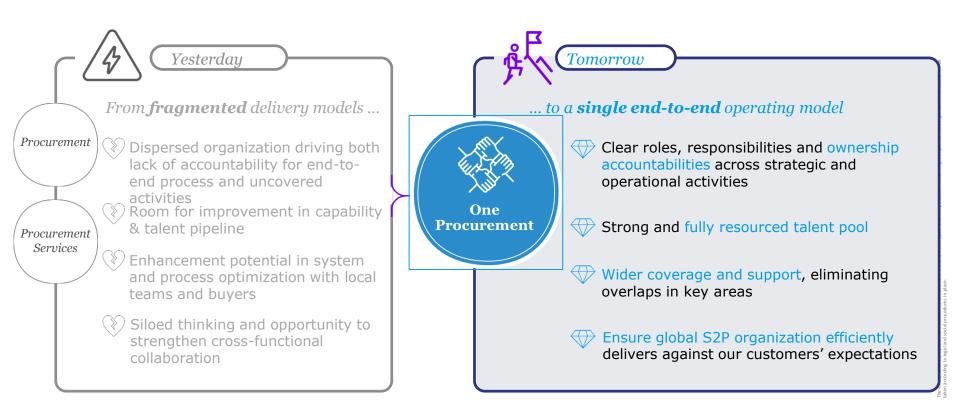


Reduction of reliance on external partners in critical areas (R&D, Digital) enabling Sanofi to own and drive its innovation roadmap

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

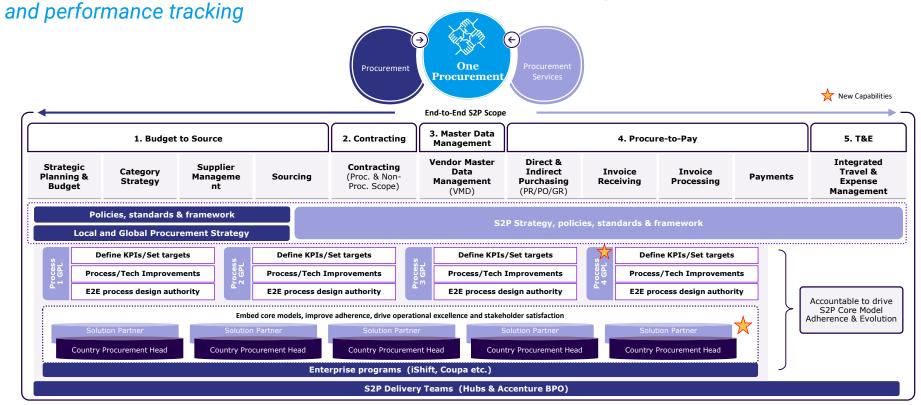


Creating a *Unified Procurement Operating Model*, harmonizing operations and adopting an enterprise mindset



One Procurement Target State

Includes clear accountabilities, standard processes (core models), cross functional collaboration



New Target Operating Model has been defined with these

Key Design Principles

One S2P **Operating** Model



Build a unified mindset

One Global Service Owner For S2P



Streamline the entire Sourceto-Pay process One E2E S2P **Process**



Harmonize ways of working

One S2P Voice



Drive change and adherence to core model

Enterprise Mindset



Make crossfunctional decisions that drive change

One Customer Support Model for S2P



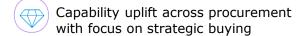
Create a one**stop shop** for customer support capitalizing on technology

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

Procurement





Shift focus on value creation



Procurement Services



Invest in new capabilities to improve business & procurement front office service level delivery



ONE S2P Core Model adopted across the business to manage and execute the S2P process



Drive 100% compliance to all internal standards and external regulations

Key Success Factors

