EXPERIENCE THE COMMITMENT®

Business and IT consulting
Systems integration
IT managed services
Business process services

2013 ANNUAL REVIEW

At CGI, we understand it's not only what we deliver that makes us a partner and expert of choice—it's also how we deliver. Our business model is designed to listen to the needs of our clients and adapt our services and solutions to meet their unique needs and drive their success.

We combine local accountability and responsiveness with global capabilities and expertise to achieve clients' business results.

Project delivery

95%

on time and within budget

68,000

professionals

400

offices

9/10

client satisfaction score

40

countries

5th

largest independent IT and business process services company

Our approach

Local accountability

We live and work near our clients to provide a high level of responsiveness. Your local CGI team speaks your language, understands your business environment, and collaborates to meet your goals and advance your business.

Committed experts

CGI's professionals have extensive industry, business and technology expertise to help you move forward. In addition, a majority of our professionals are company owners, providing an added level of commitment to your success.

Global reach

Our local presence is complemented by an expansive global delivery network that ensures you have access to the best-fit resources to meet your needs 24/7.

Comprehensive quality processes

CGI's investment in quality frameworks and rigorous client satisfaction assessments provides for a consistent track record of on-time, on-budget project delivery.

Tangible innovation

Our full-offering strategy is complemented by a broad portfolio of IP solutions that enable clients to optimize business operations and drive growth. Through a creative problem-solving approach, CGI helps clients leverage their current investments while taking advantage of new ideas and proven technologies.

“Experience has taught us that clients, employees and shareholders want to be associated with the best—the best partner, the best employer and the best investment.”

2013 has been a transformational year for us as a company in pursuing our objective of becoming a world champion. Experience has taught us that clients, employees and shareholders want to be associated with the best—the best partner, the best employer and the best investment. The acquisition of Logica provided CGI with the global platform needed to better meet our clients' business needs anywhere, anytime and to further the career opportunities of our professionals. With greater scale and strength in our operations, shareholders are investing in a solid, recurring and growing platform of profitable revenue, offering superior returns for the long term.

During this year, we transformed the former Logica operations to align with the CGI operating model. We are now working as one team, bound by the CGI Constitution and operating with consistency within the frameworks of the CGI Management Foundation. We are focused on the same set of strategic goals and apply the same processes and quality standards across our global operations, while measuring success with the same metrics.

We also are aligned in addressing the needs and opportunities of our clients. Through more than 550 in-person client interviews and 5,000 signed quality assessments, we discussed their top priorities and the strategies and offerings we are delivering in response. In the pages that follow, we offer a snapshot of these discussions, which we are calling our Annual Review. We hope you read this review and learn more about the clients we serve and the work we have done to transform their organizations for long-term success.

Since 1976, we have committed ourselves to being a partner, expert, employer and investment of choice. The fundamentals of CGI are strong, and we are confident in our ongoing ability to meet the objectives of our stakeholders and to continue to build a world champion—the best in the business.

Thank you for your confidence.

Serge Godin
Founder and
Executive Chairman of the Board

Michael E. Roach
President and
Chief Executive Officer

Satisfying clients is our business

Over nearly four decades, we have developed specialized industry expertise that helps us understand our clients' unique market and business challenges and opportunities, and deliver tailor-made solutions designed to achieve clients' goals.

For every industry in which our clients operate, we offer dedicated experts, specific solutions and services, and deep experience to maximize our clients' return on investment. With CGI, clients gain a partner with the insight and experience needed to apply leading business strategies and the effective use of technology to achieve business outcomes.

Turn the page to discover how we help our clients succeed.

Financial Services

16,000: Number of CGI experts across five continents helping retail and wholesale banking, capital markets and insurance clients reduce costs while driving competitive advantage.

Experience the commitment

“The Payments Council’s industry-wide mobile payments service has the potential to revolutionise payments in the UK and CGI has been involved from the outset helping take the project from concept to reality. This exciting new service will make it possible for consumers to send and receive secure payments straight from their account using just a mobile phone number, without the need for account numbers, sort codes or wallet accounts. This is a massive collaborative project which involves CGI working closely with payment schemes and participating payment service providers.”

Gary Hocking
Chief Operating Officer and Deputy Chief Executive

Payments Council
London, United Kingdom

Case in point:
Bringing mobile payments to the UK

The Payments Council, which is responsible for ensuring that payment services work for all users across the UK, is launching a mobile payments service in the spring of 2014. This service will make mobile payments possible for everyone in the UK by enabling secure payments directly to or from an account without the need to disclose the sort code and account number, but by simply using a mobile phone number as a proxy. While there are existing ways to pay using a mobile device, the collaborative Payments Council project marks the first service with the potential to link up every bank account in the country with a mobile number.

LocalTapiola Group in Finland was looking for a trusted partner to provide IT services in a more efficient and flexible way. It chose to form a joint venture with CGI based on our technology excellence, deep industry expertise and global reach.

Harri Lauslahti
Group Director
and Member
of the Board
LocalTapiola Group
Espoo, Finland

"As we approach the first anniversary of our cooperation, we are on target with our plan and the business is really beginning to see the benefits come through."

Our financial services clients include…

- 25 of the top 30 banks in the world
- 20 of the top 25 banks in the Americas
- 7 of the top 10 global insurers
- 160+ insurance carriers and brokers globally

As part of our annual planning process, our clients have shared top priorities…

1. Ensure operational excellence to drive efficiencies and cost savings
2. Improve mobility and the end-user experience to increase customer loyalty and account growth
3. Transform business and IT to create competitive advantage and differentiation in the digital world

What we're doing in response…

Operational excellence

- Run IT activities as a service based on proven delivery and governance models
- Automate, standardize and harmonize core business processes and systems within the enterprise architecture
- Implement innovative data architectures and strategies

End-user experience

- Transform front- to back-office processes to deal with the challenges of digitalization, mobile, cross-channel integration and customer service improvement
- Deliver solutions to foster client-centric innovation, agility, analytics insight and collaboration across marketing, sales and service delivery
- Enable banks to extract the full value from big data by combining structured and unstructured data and integrating it with processes and IT systems in real time

Business and IT transformation

- Re-architect and simplify legacy banking and insurance platforms to increase agility, reduce cost and meet strategic goals
- Deliver enterprise services and solutions to transform and manage end-to-end banking and insurance activities
- Rationalize business models, products, processes and technology to drive customer centricity and speed to market
- Use new technology, such as telematics, to package new offerings that are usage- or risk-based

The results we're delivering…

CGI's anti-money laundering software filters transactions for 94% of the total value of currencies traded globally and enables the transfer of more than $5 trillion per day

Our financial software processes 28% of the world's foreign exchange payments

CGI Collections360 is a leading global platform that processes more than $1 trillion outstanding collections on a daily basis for the world's top organizations

Our insurance core rating engine, Ratabase, is installed in more than 85 P&C and life insurers globally

More than $1 billion in fraud has been avoided through the use of CGI systems

Our trade finance platform, CGI Trade360, supports global trade finance services in 40 countries and more than 70 locations

Health

25: Number of years CGI has provided solutions and services to improve health business and clinical outcomes.

Experience the commitment

> "For HUS, CGI is an important partner, with broad expertise that we can rely on. This partnership is based on a long-term commitment. Our partnership is mutually beneficial. A long-term market presence is one of our key requirements."

Mikko Rotonen
Chief Information Officer
Hospital District of Helsinki and Uusimaa (HUS)
Helsinki and Uusimaa, Finland

> "The GTA West DIR project has been one of the best that UHN has had the privilege to lead. An excellent example of team work, executive sponsorship and a high functioning governance approach with our partners."

Lydia Lee
Chief Information Officer
University Health Network (UHN)
Toronto, Canada

Case in point:
CGI implements integrated workflow solution that results in increased patient satisfaction

CGI helped Greater Toronto Area West Diagnostic Imaging Repository (GTA West DIR) implement an integrated workflow for medical imaging assets for all authorized clinicians, a best-in-class solution for more than 10,000 users. This initiative was the final step toward enabling the sharing of medical images among Ontario's hospitals, a $50 million program orchestrated by the University Health Network on behalf of the GTA West DIR consortium of hospitals. The project, which began in 2010 and was completed in the summer of 2013, supports 3 million annual diagnostic imaging examinations, has connected 20 hospital corporations covering a population of 3 million people, and interfaces with 52 client systems. Benefits for patients include fewer repeat imaging procedures, meaning less radiological exposure and an overall increase in patient satisfaction. GTA West DIR benefits from decreased patient transfers, a smoother referrals process and reduced waiting times.

The results we're delivering…

6.6 billion health records managed using CGI's Sovera ECM solutions

$15 billion+ in incentive payments for electronic health record adoption enabled by a CGI-developed provider registration system

Support for over 200 critical health applications for Canadian provincial ministries

More than 50 million Americans served by Medicare.gov, made more accessible and customer centric with the help of CGI

$1.1 billion recovered in improper medical and pharmacy payments for federal, state and commercial payers

Securely manage electronic medical records for millions of citizens

Our health clients include…

- More than 1,000 health facilities, including 230+ hospitals and 525 pharmacies
- Government health agencies in Australia, Canada and the U.S., and in numerous countries across Europe
- Public and private sector health payers
- The world's leading pharmaceutical and life sciences firms

As part of our annual planning process, our clients have shared top priorities…

1. Contain rising costs due to such factors as aging populations while driving greater efficiencies
2. Improve the quality of care, which is increasingly important as the patient's role as a consumer rises, along with technology expectations for enabling new models of care
3. Respond to changing mandates such as legislative and regulatory reforms and growing consolidation across the industry

What we're doing in response…

Cost containment

- Driving efficiencies through managed services, consolidation, cloud computing and shared services for back-office functions
- Automating business processes
- Reducing fraud, waste and abuse

Quality outcomes

- Improving patient health through mobile technologies and self-monitoring
- Sharing data across and between systems
- Providing digital imaging solutions
- Leveraging data analytics for better decisions

Compliance

- Modernizing applications to meet changing requirements (legislative, regulatory, standards, coding) and speed up product-to-market
- Improving information security to meet the most demanding requirements

Government

2,000: Number of government clients in 15 countries that are improving public services and increasing efficiency through successful transformation programs.

Case in point:
Modernizing the State of California's tax administration to generate increased revenue

Partnering with CGI, the State of California is improving tax administration through the Enterprise Data-to-Revenue (EDR) project. CGI's innovative solution supports the State's fundamental process changes by modernizing legacy systems with a service oriented architecture, improving data capture and validation, and processing individual and business taxes through a single technology architecture. The solution also makes all data accessible to legacy systems and users through an enterprise data warehouse and provides a comprehensive view of the taxpayer through a secure, online Taxpayer Folder.

In fiscal 2013, EDR project successes included redesigning correspondence processes, improving existing model treatments, and increasing the capture of tax submittals information while speeding up processing. As of September 30, 2013, CGI's benefits-funded solution has helped the State generate $498 million in increased revenue—more than double the original projection for this point—with total revenue increases projected to be $2.8 billion by 2016-17.

Experience the commitment

> "The collaboration between the library and CGI members has resulted in many inspirational moments and the creation of this innovative, world-class, digitalization solution."

Tomáš Bőhm
General Director
Czech National Library, Prague, Czech Republic

The results we're delivering…

Protection against 43 million cyber attacks per day on military and intelligence networks and infrastructures

More than $700 billion in financials are managed using CGI systems for federal, state and local governments

Provided the Crown Prosecution Service of England and Wales with the technology to prosecute more than 15 million defendants over the past 10 years

Systems that produce weather satellite images and data for Europe, Africa, East Asia, Australasia and the Pacific and the Indian Oceans, covering a population of over 3 billion people

Support for the production of all 13 million U.S. passports issued each year

Community policing system in the Netherlands, with more than one million people participating nationwide

Our government clients include…

- More than 100 U.S. federal agencies and nearly 200 state and local governments
- More than 95 Canadian federal organizations and most provincial governments and territories
- Governments in Australia, Denmark, Finland, France, Germany, the Netherlands, Norway, Sweden and the UK
- Space, defense and intelligence clients worldwide

As part of our annual planning process, our clients have shared top priorities…

1. Address budget pressures and generate revenues to balance costs with increasing demands
2. Improve cybersecurity by understanding best practices and future threats
3. Increase citizen engagement by ensuring information is available at the right time and delivered in the right way

What we're doing in response…

Budget pressures

- Benefits-based investment funding models
- Innovations to drive IT cost savings (e.g., managed services, cloud computing, shared service centers)
- Revenue recovery through anti-fraud and collection initiatives

Cybersecurity

- Solutions to assess, monitor and protect against internal and external threats
- Proven success in maximizing cybersecurity investments
- Expertise on local security and data privacy requirements supported by a world-class innovation lab and three accredited security certification facilities

Citizen engagement

- Citizen-centric services using multiple channels to improve the citizen experience
- Increased transparency and accountability through open government initiatives
- Security expertise to ensure the protection of citizens' data

Communications

Over 1 billion:

Number of wireless call detail records we manage every day for leading communications service providers through network mediation systems.

Experience the commitment

"Our customers, whether they are in northern communities or urban centres, rely on us for high-quality products and services. Bell Aliant requires a proven technology partner that understands telecommunications—and the needs of our customers. CGI gets it and, as a result, we receive high-quality services at a fair price."

Chuck Hartlen
Senior Vice President, Customer Experience
Bell Aliant
Halifax, Canada

"The service desk function CGI has been providing to us for the last four years has improved our end-users' satisfaction and reduced the average amount of calls. Our mutual strategy is to continue to improve the level of service to provide the highest level of satisfaction to our end-users in the coming years."

Lars Hylén
Vice President, WorkPlace Services
TeliaSonera
Stockholm, Sweden

Our communications clients include…

- 6 of the largest global communications service providers
- Hundreds of leading communications service providers across North America, Europe and Asia Pacific

As part of our annual planning process, our clients have shared top priorities…

1. Development of new services and revenue streams to drive future growth and revenue
2. Operational excellence and cost reduction to improve margins while enabling OSS/BSS transformation
3. Enhanced customer experience to drive competitive differentiation and customer loyalty

What we're doing in response…

Development of new services and revenue streams

- Mobile and IPTV services
- Patented agile and integrated rating and billing business solutions, plus advanced order orchestration solutions
- Advanced cloud management services
- Internet of Things (IoT) consulting, platforms and application development, as well as CGI's off-the-shelf industry solutions

Operational excellence and cost reduction

- Powerful order orchestration solutions and services that improve order-to-cash cycles and reduce order fallout costs
- Revenue assurance solutions and services that minimize payment default, operational risks and disruptions
- Resource management services, namely workforce management and network asset inventory optimization
- End-to-end transformation systems

Enhanced customer experience

- Customer experience monitoring and management services that help CSPs gain insight into customers, deliver a superior service experience at reduced costs across all channels, proactively reduce churn, and increase customer loyalty and their net promoter score
- Order orchestration and churn management solutions and services that drive customer satisfaction and retain profitable customers

The results we're delivering…

Supported the billing, order orchestration, revenue assurance or customer care transformation of six of the largest communications service providers

Delivered and support two Internet of Things (IoT) connectivity platforms for major IoT providers

Enabled clients' transformation through industry-leading on-time, on-budget project delivery, leveraging nearly four decades of extensive telecom experience worldwide

Supported major CSPs with convergent rating, billing and order orchestration services, both with our partners' solutions and CGI's convergent rating, billing and order orchestration solution, Tapestry

Utilities

6,000: Number of CGI utility experts across five continents who are helping clients build customer-centric business models and achieve operational excellence through advanced technologies, including smart meters and grids, cloud computing, big data and social media.

The results we're delivering…

Designed and built 11 of the 17 central energy market infrastructures in the world today

Appointed as Data Services Provider for the rollout of 53 million smart gas and electricity meters in the UK

Delivery of asset, workforce and outage management systems for 60 top utilities in North America

Development and delivery of CGI's Renewables Management System that manages and controls more than 5,500 turbines at nearly 300 wind farms across 3 continents

Collaborated on smart grid projects, including InovGrid in Portugal and Low Carbon London in the UK

Innovative Smart Data Services for smart metering deployed by a majority of electricity suppliers in the UK

Experience the commitment

> **"The smooth introduction of the new Central Collection Registry (C-AR in Dutch) is an example of how industry-wide cooperation between EDSN, CGI and the energy market leads to the successful execution of an extremely complex program. The role of CGI as a technical service provider and manufacturer of the C-AR was very important."**

Arthur van Wylick
Director

Energy Data Services Netherlands (EDSN)
Baarn, Netherlands

Case in point:
CGI part of a pilot project to improve energy management

CGI is part of a pilot program in the Netherlands designed to help residents better understand and monitor their energy consumption. CGI built an Energy Management System (CEMS) that provides residents with energy consumption information, enabling them to determine the most optimal use of some household appliances. The CEMS also aligns local energy usage with grid capacity and will provide valuable insight on the future evolution of smart grid applications. CGI is collaborating with grid operator Enexis, the SWZ Housing Foundation, energy supplier DONG Energy, the Technical University of Eindhoven and Flexicontrol, an electrical systems provider, in implementing the pilot.

Our utilities clients include…

- Hundreds of major utilities worldwide, including electricity, gas and water clients across the Americas, Europe and Asia Pacific
- 8 of the 10 largest utilities in North America
- 8 of the 10 largest utilities in Europe

As part of our annual planning process, our clients have shared top priorities…

1. Operational optimization to cut costs, improve compliance and increase security
2. Regulatory compliance to keep up with increasing and fast-changing regulations
3. Consumer centricity to improve the customer experience and satisfaction levels

What we're doing in response…

Operational optimization

- Solutions that modernize and improve the entire production and network operations lifecycles
- Integrated enterprise asset and workforce management systems
- Smart technologies, including smart meter, grid and data

Regulatory compliance

- Systems with robust regulatory compliance capabilities
- Solutions to better manage and exploit big data for improved compliance
- Better compliance processes to manage evolving regulatory demands

Consumer centricity

- Expansive portfolio of solutions that cover billing, payment, supply and demand management, etc.
- Solutions that translate customer insight into new products and services
- Mobile and smart technologies to improve the customer experience

Oil and Gas

$90 billion: Value of fuel card transactions processed by CGI each year, making us the global leader in retail fuel card services.

The results we're delivering…

Applications support for more than 1,000 upstream exploration and production applications for global oil companies

Provider for a leading solution that tracks 95% of personnel movements in the North Sea for the majority of oil companies

Outsourced production accounting and trust management services

Global IT service desk supporting more than 26,000 users at a global oil company

Global leader of fuel card business process services

Cloud service provider for 40 upstream operators, managing joint venture production data for more than 700 joint ventures

Experience the commitment

Using the agile methodology, CGI collaborated with a joint venture formed by four clients to develop a built-to-last production accounting (PA) system for the industry.

> **"A business-driven and cooperative approach — a joint venture partnership. The end result is a system truly designed by PAs, for PAs."**

Darren Anderson
Senior Manager, Operations Accounting
Devon Canada Corporation
Calgary, Canada

Case in point:
Mobilizing production volume data capture for the oil industry

As part of a new exploration-to-revenue solution suite, CGI launched in 2013 a mobile production volume data capture solution called Exploration2Revenue Mobile Data Capture (X2R.MDC). Using the latest mobile technology, the solution improves the quality of captured data while driving efficiencies and savings. It also reduces travel time and costs for field operators in Canada.

CGI built the underlying production accounting system for X2R.MDC as part of a joint venture formed with experts from client firms Devon, Encana, Husky and Talisman. It's now the leading production management system in the Canadian oil industry. Additional solutions will be launched in 2014 as we continue to build and expand our exploration-to-revenue suite.

Our oil and gas clients include…

- 3 of the 6 largest oil and gas companies in the world
- Leading upstream and downstream companies worldwide, including across North America and Europe

As part of our annual planning process, our clients have shared top priorities…

1. Speed up time-to-first oil and improve operational efficiencies and productivity in production, distribution and retail
2. Manage increasing volumes of digital field data to better analyze and leverage data to improve decision making
3. Increase client loyalty through differentiation and enhanced customer value

What we're doing in response…

Operational efficiencies and productivity

- Robust enterprise information systems that manage the entire upstream and downstream lifecycles
- Streamlined, automated and integrated business processes
- Implementation of smart, mobile, cloud and other efficiency- and profit-driving technologies

Digital field data

- Use of sophisticated data modeling and visualization to reduce exploration costs and speed up time-to-first-oil
- System and data integration, creating a single view of operations and information
- Mobile field data capture and production accounting solutions

Client loyalty

- Systems that support the entire card payment lifecycle and results-driven loyalty programs
- Mobile payment solutions
- Mining of payment transaction data to segment markets and target offers

Manufacturing

7,000: Number of CGI professionals specialized in manufacturing that are teaming up with 2,800 supply chain experts to build long-term partnerships with our manufacturing clients across the globe.

Experience the commitment

> “Ability to adapt to client context, for industry leaders, means you don’t wait for a request. Entrepreneurship is key. CGI’s entrepreneurship is a key success factor.”

Réal Deslauriers
Vice-president, Information Systems
Bombardier Recreational Products Inc.
Montréal, Canada

> “CGI is the global partner of MICHELIN, as part of a multi-year application development and maintenance contract covering business applications in supply chain and logistics, marketing and sales, and enterprise performance management. We deliver our services via a blend of onshore, nearshore and offshore delivery options, with several hundred FTEs worldwide, in a co-management framework. This innovative, best-in-class governance model provides the highest level of collaboration and intimacy, promoting entrepreneurship and enabling long-lasting, value-driven partnership to thrive.”

Agnès Mauffrey
Global CIO
MICHELIN
Clermont-Ferrand, France

The results we're delivering…

25+ year partnership with Rio Tinto, one of the largest mining and metals companies in the world

Strong track record with Airbus for successful delivery of an extensive range of complex business-critical solutions across France, Germany, the UK and India

Management of an applications portfolio, supporting more than 100,000 users across the globe

Manufacturing IT service delivery and blueprint development for various business groups and plants at Royal DSM, a global company in material sciences and life sciences, to enable cohesive and efficient manufacturing operations for plants spanning from Chile to China

Optimization of the supply chain for leading manufacturers around the world using our Supply Chain Acceleration framework with repeatable approaches, platforms and solutions

600 manufacturing execution systems (MES) evaluated over the last 14 years in CGI's annual MES Product Survey, which covers trends and best practices; thought leadership and guidance for clients' MES strategies and procurement

Our manufacturing clients include…

- Top global aerospace and automotive firms
- Largest mining and metal companies in the world
- Market leaders and innovators across multiple industries such as chemicals, pulp and paper, high-tech and electronics

As part of our annual planning process, our clients have shared top priorities…

1. Supply chain optimization to increase efficiencies and cost savings
2. Product and service innovation to drive differentiation and customer loyalty
3. Business process transformation to improve agility and speed-to-market

What we're doing in response…

Supply chain optimization

- Solutions to collect, share and effectively use data to optimize operations on a near real-time basis
- Manufacturing IT strategies and blueprints to drive process improvements and cost reduction
- Integrated production processes and the automation and modernization of manufacturing execution systems
- Real-time business information integration across traditional silos

Product and service innovation

- Ecosystems and collaborative design platforms across the extended enterprise and external networks
- Enterprise solutions for product lifecycle management
- New product launch and marketing services
- Solutions for robust data analytics, covering a large volume of data derived from processes, products and business systems

Business process transformation

- Demand-driven enterprise with a technology-enabled (e.g., mobile, RFID, cloud), dynamic and collaborative value chain
- Process improvement, standardization and automation
- Application portfolio rationalization, modernization and managed services to reduce total cost of delivery

Transportation

30: Number of airlines worldwide using CGI's Pro Logistica web-based, enterprise-wide mobile retail solution to provide flexible mobile retailing functionality for managing on-board sales and stock movement.

Experience the commitment

Kees Bronner
Manager of IT Train Service Systems
ProRail
Utrecht, Netherlands

"ProRail appreciates the good relationship we have with all our suppliers, including CGI. We are confident that CGI will contribute in a significant way to a timely and safe railway, thanks to its expertise and knowledge of traffic control systems. We are looking forward to expanding our long-term relationship with CGI."

Our transport clients include…

- 8 of the world's leading airlines and airports, including Air France, KLM, Lufthansa, Amsterdam Schiphol Airport, Denver International Airport and London Heathrow Airport
- Numerous rail organizations across the globe, including SNCF (France), NS & ProRail (Netherlands), Deutsche Bahn (Germany), Queensland Rail (Australia), SJ (Sweden) and others
- Government transportation agencies and transit authorities and regulators such as Finnish Transport Agency, Transport for Greater Manchester, Rijkswaterstaat, Transport Canada and Trafikverket

As part of our annual planning process, our clients have shared top priorities…

1. Profitable growth and cost cutting to address increasing regulation, new competition and reduced financial support from government
2. Enhanced end-user experience to meet increasing and fast-changing customer demands
3. New products and services to differentiate and to retain and attract more customers

What we're doing in response…

Profitable growth and cost cutting

- Streamlined enterprise asset and transportation management
- Improved regulatory compliance and enhanced physical and cybersecurity
- Supply chain optimization and IT modernization to increase agility and speed-to-market

New services, products, markets

- Implementation of advanced mobile, smart, big data and other new technologies to better understand and target new services to passengers
- New product and business development consulting
- Use of real-time data through improved business intelligence and data analytics to optimize operations and provide greater service to passengers

Enhanced end-user experience

- Advanced CRM and quotation-to-cash (billing) services
- Mobile solutions that increase customer engagement
- Solutions that improve and manage journey planning, passenger information, online booking, self-service check-in, customs and more

The results we're delivering…

Provide a comprehensive technology and business platform in use by 10 airports in Portugal to optimize airport operations management and drive performance and profitability

Leading a work package within the 34 partner consortium called MOBiNET, which aims to simplify the Europe-wide deployment of connected transport services

Development of the Helsinki Journey Planner, a multimodal planner that is the second most valued Internet brand in Finland

Develop and manage mission-critical traffic control systems for ProRail, which manages the Dutch railway

Post and Logistics

25 million: Number of Nordic residents, plus 2 million companies, who receive 11 million letters, 400,000 parcels and 11,000 pallets of goods delivered by PostNord every business day supported by CGI's services. CGI delivers a full suite of post and logistics services and solutions that help clients across the globe keep pace with an ever-changing business landscape and increasing competition.

The results we're delivering…

Delivery of an innovative business intelligence approach with state-of-the-art technologies and a CO_2 optimized infrastructure in partnership with the Deutsche Bahn Group

Testing services for Hamburg Süd; successfully managed the transition in three months and now transforming to a results-based approach

Deployment of a CGI solution and a custom application at Finnish Post, which are used in 500 sales outlets by 1,500 users across Finland

E-business integration for several DHL divisions, providing a single entry point and centralized service delivery for internal and external integration between the IT systems of DHL and more than 2,000 externally connected business partners, which resulted in over 700,000 messages per day

Our post and logistics clients include…

- Major postal organizations such as Deutsche Post, DHL, Itella, PostNord and others
- Large organizations, such as Livingston International
- Major companies in the logistics industry, such as Maersk Line, Hamburg Süd and DB Schenker

As part of our annual planning process, our clients have shared top priorities…

1. Addressing increased competition for market share through privatization, deregulation and consolidation
2. Managing increasing fuel costs and sustainability imperatives, such as mandated reductions in greenhouse gases
3. Adapting to shifting demands and the provision of new services as letters significantly decline and parcels are on the increase

What we're doing in response…

Increased market share

- Develop innovative business models related to existing market or new services, reusing the existing labor force
- Deliver new products and business development consulting services
- Modernize critical IT systems to stay competitive

Sustainability

- Produce transport management systems that optimize fuel use and reduce CO_2 emissions
- Deliver high-performance and efficient scheduling and delivery systems
- Improve operational efficiencies within the supply chain

Data analytics

- Provide innovative big data and business intelligence solutions to create a single customer view
- Deliver real-time and accurate data across the supply chain to drive operational excellence and enhance the customer experience
- Increase the use of mobile solutions for new innovative services

Experience the commitment

Dominic Marx
Head of the Business Intelligence Competence Center
DB Schenker Rail
Mainz, Germany

> "With the objective and thoughtful support of CGI consultants, the Business Intelligence Competence Center of DB Schenker Rail reached the next step of professionalization and performance improvement."

Retail and Consumer Services

25%: Cost reduction for one of the world's largest retail companies thanks to CGI's global application management, e-commerce and mobile solutions.

Experience the commitment

> "Someone who gets our business; someone who cares about our success; someone who wants to be part of our team."

Eben Miller
CIO
General Pants Group
Sydney, Australia

The results we're delivering…

Implemented a new e-commerce platform for Surfstitch, Australia's #1 online surf and fashion store, resulting in 200% revenue growth and the highest trafficked site in Australia

Supported 9,000 employees across 900 offices for Countrywide, one of Europe's largest property services groups, in such areas as desktop virtualization, VoIP and client-focused business strategy

Case in point:
Innovative click and collect solution helps Auchan Group lead the industry in multi-channel customer experience

The Auchan Group, creator of Drive, a click and collect solution for grocers, operates over 200 Drives across its banners of Auchan and Chronodrive. CGI accompanied the Auchan Group in the implementation and continued maintenance of this innovative cross-channel solution within its stores and e-commerce sites. With over 1 million customers and two-thirds of the French market, the Auchan Group continues to dominate the click and collect space. The Drive model is now well positioned for expansion internationally, as it enables retailers to implement click and collect quickly and cost-effectively—a key element in the customer experience strategy. CGI, in partnership with Meti, is the preferred integrator of click and collect solutions at a global level.

Our retail and consumer services clients include…

- Leading clients across multiple segments, including apparel, home décor, beauty, healthcare, food, brewing and drinks, jewelry, luxury goods, leisure goods, household products and many others
- Large consumer services companies in the media, entertainment, travel, publishing, hotel, construction and technology segments
- Wholesale distributors, particularly in the electrical and automotive segments

As part of our annual planning process, our clients have shared top priorities…

1. Improve the customer experience to drive differentiation and customer loyalty across all channels
2. Leverage new digital channels driven by consumer demand and new interactive technologies
3. Improve cost management through supply chain optimization, improved processes and new technology

What we're doing in response…

Customer experience

- Comprehensive in-store, online, mobile, payment, click and collect solutions
- Sophisticated data analytics to generate actionable customer insight
- Results-driven marketing and customer loyalty programs

New digital channels

- Full lifecycle e-commerce services, supporting multiple channels and improving the overall customer experience
- Proven, agile e-commerce methodology and frameworks, quickly enabling new channels and increased revenue streams
- E-business global delivery centers with broad capabilities, providing the right level of scalability to meet evolving client needs

Cost management

- Supply chain transformation and optimization
- More efficient sourcing, fulfillment and optimized distribution methodologies, enabling real-time visibility into inventory
- Greater efficiencies through new technology (e.g., cloud computing, RFID, mobile, etc.)

Looking forward with our clients

As part of our annual planning process, we held more than 550 in-person client interviews this year to listen to their top priorities. During these conversations, clients shared the following set of common areas where they need to harness new ideas and proven business and technology strategies. Here's a look at what we're doing in response.

Making informed decisions and managing the opportunities and risks associated with inserting digital into organizational ecosystems

Digital

Securely developing and executing mobile strategies, platforms and applications, and managing the ongoing operation and evolution of mobile environments

Mobility

Becoming a customer-centric organization that effectively captures, interprets and acts upon customer insight to drive satisfaction through differentiated services across all channels

Customer experience

Combining structured and unstructured data, such as documents and social media, to drive new insights and improved ability to manage such areas as fraud, public safety and healthcare

BI / Big data

New products and services

Cybersecurity

Managing complex information security needs—from audit and compliance requirements, to policy and architecture—with a business-focused approach

Developing competitive business strategies and technology solutions to introduce new products and services to market in a faster, more agile and cost-effective manner

Analytics

Turning data into actionable business information utilizing predictive models and insights that improve the quality of relationships that drive business value

Cloud services

Navigating the transition, integration and ongoing management of cloud solutions to meet the most demanding commercial and government requirements

Supply chain

Harnessing the latest technology with an end-to-end approach that integrates R&D, purchasing, logistics, production and warranty to reduce total delivery cost and respond to an increasingly demanding clientele

Read more about what we're doing in these areas in the previous pages. Let's also continue the conversation. Contact us at info@cgi.com to learn what we're doing to help our clients succeed.

The CGI Constitution

While most companies have a vision and mission, CGI goes a step beyond. We have a company dream, which emphasizes the enjoyment and ownership principles essential to our success. The CGI dream, together with our mission, vision and values, make up the CGI Constitution. With frameworks and programs founded upon this Constitution, CGI's professionals have the opportunity to participate in the life and development of their company, which, in turn, results in client loyalty and shareholder growth.

Our dream

To create an environment in which we enjoy working together and, as owners, contribute to building a company we can be proud of.

Our vision

To be a global world class information technology and business process services leader helping our clients succeed.

Our mission

To help our clients succeed through outstanding quality, competence and objectivity, providing thought leadership and delivering the best services and solutions to fully satisfy client objectives in information technology, business processes and management. In all we do, we foster a culture of partnership, intrapreneurship, teamwork and integrity, building a global world class information technology and business process services company.

Our values

PARTNERSHIP AND QUALITY

For us, partnership and quality are both a philosophy and a way of life. We constantly deepen our understanding of our clients' business and we develop and follow the best management practices. We entrench these approaches into client relationship and service delivery frameworks in order to foster long term and strong partnerships with our clients. We listen to our clients and we are committed to their total satisfaction in everything we do.

OBJECTIVITY AND INTEGRITY

We exercise the highest degree of independent thinking in selecting the products, services and solutions we recommend to clients. In doing so, we adhere to the highest values of quality, objectivity and integrity. We do not accept any remuneration from suppliers. We always act honestly and ethically. We never seek to gain undue advantages and we avoid conflicts of interest, whether real or perceived.

INTRAPRENEURSHIP AND SHARING

Our collective success is based on our competence, commitment and enthusiasm. We promote a culture of innovation and initiative where we are empowered with a sense of ownership in supporting clients, thus ensuring our profitable growth. Through teamwork, sharing our know-how and expertise across our global operations, we bring the best of CGI to our clients. As members, we share in the value we create through equity ownership and profit participation.

RESPECT

In all we do, we are respectful of our fellow members, clients, business partners and competitors. As a global company, we recognize the richness that diversity brings to the company and welcome this diversity while embracing the overall CGI business culture.

FINANCIAL STRENGTH

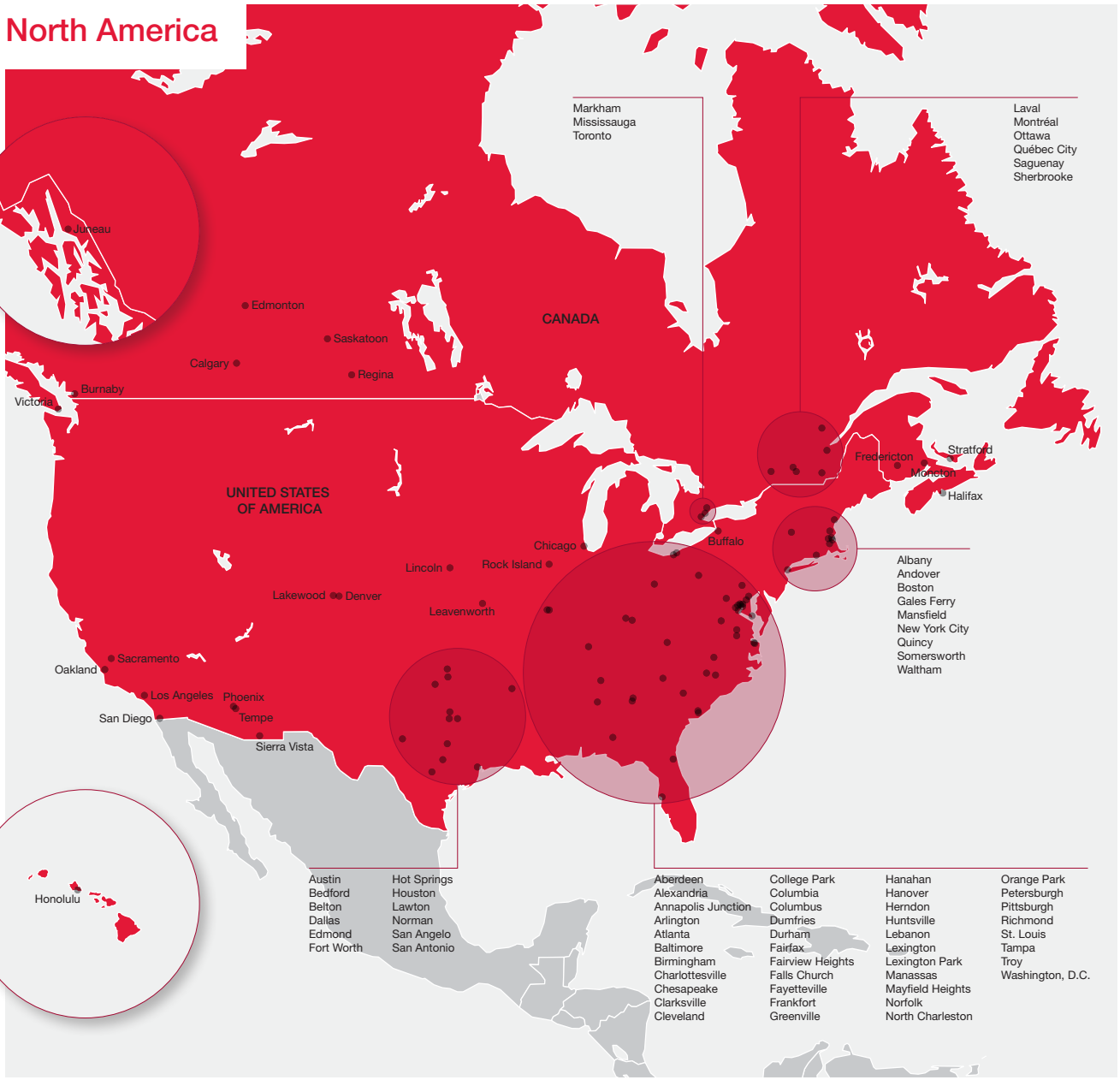
We strive to deliver strong, consistent financial performance which sustains long term growth and benefits both members and shareholders. Financial strength enables us to continuously invest in our members' capabilities, our services and our business solutions to the benefit of our clients. To this end, we manage our business to generate industry superior returns.

CORPORATE SOCIAL RESPONSIBILITY

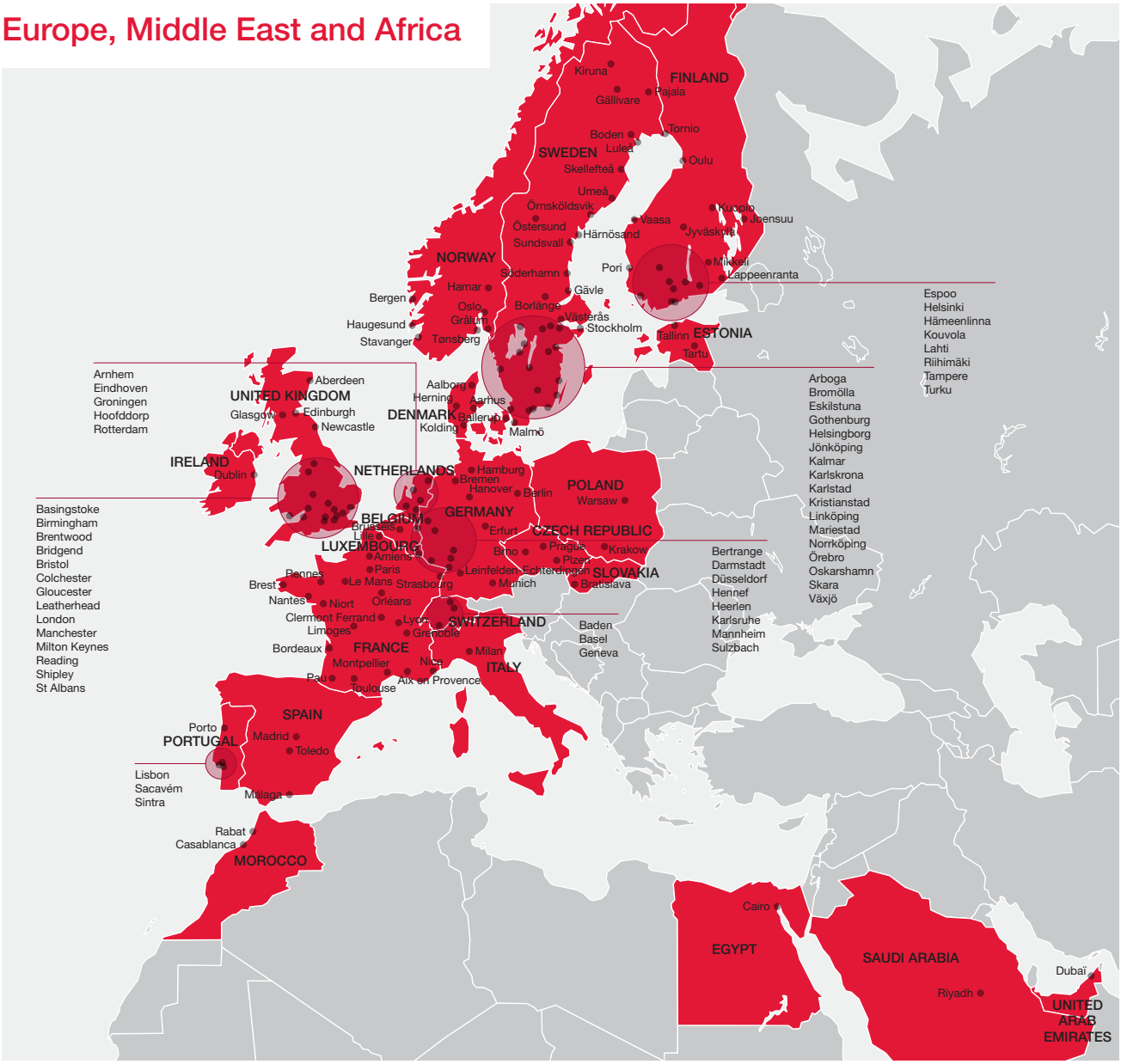
Our business model is designed to ensure that we are close to our clients and communities. As members, we embrace our social responsibilities and contribute to the continuous development of the communities in which we live and work.

A strong local presence in 400 communities around the world

North America



Europe, Middle East and Africa



South America

Asia Pacific

CGI's leadership team

CGI's management team includes seasoned experts within the IT services industry who develop strategies to satisfy the needs of our three stakeholders—clients, members and shareholders—and work to ensure all stakeholders' success.

Corporate services

Serge Godin
Founder and Executive Chairman of the Board

Michael E. Roach
President and Chief Executive Officer

R. David Anderson
Executive VP and Chief Financial Officer

Jame Cofran
Senior VP and Chief Marketing Officer

Benoit Dubé
Executive VP and Chief Legal Officer

Julie Godin
Executive VP, Human Resources and Strategic Planning

Global operations

UNITED STATES

George Schindler
President

Pete Ihrig
U.S. Enterprise Markets

Mark Boyajian
Mid-Atlantic

Dave Delgado
U.S. West

Robert Farrell
Global Infrastructure Services

Dave Henderson
U.S. Central & South

Christopher James
Business Solutions & Onshore Delivery

Gregg Mossburg
U.S. Northeast

Dr. James Peake
President, CGI Federal

Toni Townes-Whitley
Chief Operating Officer & Civilian Agency Programs

Cheryl Campbell
Health & Compliance Programs

Barbara Fast
Army & Defense Intelligence Programs

Tim Hurlebaus
National Security & Defense Programs

Tom Kirk
Government Secure Solutions

CANADA

Claude Marcoux
Chief Operating Officer

Réjean Bernard
Global Infrastructure Services

Shawn Derby
Western Canada

Michael Godin
National Capital Region

Roy Hudson
Communication Services Business

Alain Bouchard
Québec City

Marie MacDonald
Greater Toronto

Jay MacIsaac
Atlantic Canada

Guy Vigeant
Greater Montreal

CENTRAL & EASTERN EUROPE

Serge Dubrana
President

Ron de Mos
Netherlands

Dariusz Gorzen
Poland

Torsten Strass
Germany & Switzerland

Stefan Szabó
Czech Republic & Slovakia

Hans Vets
Belgium

Lorne Gorber
Senior VP, Global Communications and Investor Relations

Doug McCuaig
Executive VP, Global Client Transformations Services

Eva Maglis
Executive VP, Global Chief Information Officer

Luc Pinard
Executive VP, Corporate Performance

Daniel Rocheleau
Executive VP and Chief Business Engineering Officer

Claude Séguin
Senior VP, Corporate Development and Strategic Investments

FRANCE

Jean-Michel Baticle
President

Philippe Bouron
Business Consulting

Aïda Collette-Sène
Financial Services

Sassan Mohseni
Energy & Utilities / Telecommunications / Media

Stéphane Jaubert
CPG Retail and North

Pierre-Dominique Martin
Public Sector / HR / Transportation

David Kirchhoffer
Manufacturing

Fabien Debû
Grand Est

Gilles Le Franc
Grand Ouest

Michel Malhomme
Production Centers

Mohamed Lakhlifi
Morocco

UNITED KINGDOM

Timothy Gregory
President

Steve Thorn
Central Government

Mike Whitchurch
Commercial

Kevin Cunningham
Commercial Enterprise Markets

Tara McGeehan
Energy & Utilities

Melba Foggo
Financial Services & Business Consulting

David Fitzpatrick
Global Infrastructure Services

Jeremy Springall
Oil & Gas

Paula Sussex
Public Sector

Steve Smart
Space & Defence

NORDICS, SOUTHERN EUROPE & SOUTH AMERICA

João Baptista
President

Olav Sandbakken
Norway

José Carlos Gonçalves
Southern Europe

Björn Ivroth
Sweden

Edson Leite
South America

Heikki Nikku
Finland & Estonia

Martin Petersen
Denmark

ASIA PACIFIC & MIDDLE EAST

Colin Holgate
President

S. Chandramouli
India

Mark Aston
South East Asia

Alberto Jorge-Ferreira
Middle East

Scott Ayer
Australia

Founded in 1976, CGI is a global IT and business process services provider delivering high-quality business consulting, systems integration and managed services. With 68,000 professionals in 40 countries, CGI has an industry-leading track record of delivering 95% of its projects on-time and on-budget, aligning our teams with clients' business strategies to achieve top-to-bottom line results.

cgi.com

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CGI

Experience the commitment®