

**OUR CLIENT  
COMMITMENT**

TO LISTEN  
TO INNOVATE  
TO DELIVER

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



Experience the commitment®



## In 2014, we conducted **820** in-person client interviews and **5,825** quality assessments

to align our services, solutions and delivery strategies to the exact needs of our clients. This builds upon an exercise we have repeated every year since our founding to continuously listen and respond to client priorities.

This year's Annual Review brings you the insights of 2014's conversations. It provides an overview of our clients' **industry priorities** and a snapshot of those **strategic themes** that, regardless of industry and location, are of significant importance to all clients. The review offers a demonstration of how we partner with clients to deliver significant value to their mission-critical, transformative work.

- Revenue of **CA\$10.5 billion** and backlog of **CA\$18.2 billion**
- Project delivery **95%** on time and within budget
- **9/10** client satisfaction score
- **5th** largest independent IT and business process services company
- **68,000** professionals
- **400** offices
- **40** countries
- **140** CGI-built business and IT solutions

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Founder and Executive Chairman of the Board **Serge Godin** and  
President and Chief Executive Officer **Michael E. Roach**

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# Satisfying clients is our business

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In 2014, CGI continued to build on a 38 year heritage of **listening** passionately to clients to evolve with their needs, **innovating** together to create business value, and **delivering** tangible results that help achieve long-term, sustainable growth.

The pages that follow offer highlights of our conversations with clients over the past year and our work in helping to drive their success. As we look ahead to 2015, Founder and Executive Chairman of the Board **Serge Godin** and President and Chief Executive Officer **Michael E. Roach** share their insights on CGI's strategy and priorities in meeting client objectives.



**One of the key messages of this year's Annual Review is "We listen." How does CGI invest in listening to clients to better understand and respond to their needs?**

**Serge:** We conduct face-to-face interviews with clients every year as part of our strategic planning process. These interviews are very important to evolving our long-term vision as a company as they allow us to get a pulse on clients' top business and IT priorities. In 2014, we completed 820 interviews. We use this input to align our priorities with clients' priorities to ensure we invest in the capabilities and resources they need. This Annual Review is one way in which we report back to clients the results of these discussions.

**Michael:** As part of our day-to-day operating model, we also hold in-depth, in-person conversations with our clients as part of CGI's Client Satisfaction Assessment Program (CSAP). This program underpins our commitment as a company to continuous improvement. Through our CSAP assessments, we obtain direct, signed feedback from clients detailing what we have done well and where we can improve. This, in turn, enables us to ensure high client satisfaction. In 2014, we conducted 5,825 assessments and achieved an average satisfaction rating of 9/10.

“ Going into 2015, we are a solid, aligned company focused on operational excellence and positioned to further grow with our clients. ”

### **CGI has doubled five times over the past 20 years. How important is scale to our clients?**

**Serge:** Today, CGI has a global platform of 400 offices in 40 countries to better serve our clients anywhere, anytime. We have implemented the CGI operating model and embedded the CGI Management Foundation across our global operations. The Foundation serves as the governing framework for all of our operations and our relationships with clients, members and shareholders. By focusing on the fundamentals outlined within the Foundation, we have the financial strength and global alignment that enables us to consistently meet and exceed expectations.

“ We will continue to work relentlessly to earn the satisfaction of all of our stakeholders. ”

**Michael:** With this type of rapid growth, successful integration is a critical factor. We are a unified company focused on operational excellence and on creating value. One particular focus area for 2015 is to continue to help bring innovation to our clients’ businesses. CGI’s services and solutions are transforming client operations around the world, and we want to focus more on this work in the coming year. To support this, we launched in 2014 a global Innovation, Creativity and Experimentation (ICE) program for our members to develop innovative solutions for clients—and with our clients.

### **What can clients expect as CGI’s next area of growth?**

**Serge:** We are going to build upon the global platform I just described. We’ve gone broad, now we are going to go deep. By this I mean we will build critical mass in those geographies that are key markets for our clients. Our objective is to go deep into metro markets with our industry expertise, end-to-end service offering, including IP services and solutions, and balanced global delivery model.

**Michael:** This notion of going deeper is important as our acquisition strategy will be very focused on increasing our capabilities to serve our clients better. Our goal is to be the best company, not necessarily the biggest. We know that clients want to partner with quality companies that can best serve them on a global basis. We are very focused on strengthening our presence, expertise and offerings within their markets to serve as their partner and expert of choice.

### **The CGI delivery model is a key strategic differentiator and enabler to creating additional value for our clients. What attracts clients to this model?**

**Michael:** CGI is committed to delivering the best value to our clients in terms of service excellence, price and risk management. Through our client proximity model, we work closely with clients at the local level, providing deep industry and technology expertise and high responsiveness. Through our global delivery network, we offer the advantages of best-fit expertise and resources. We continue to open centers in strategic locations worldwide, adding three new centers this year to complement and expand our mix of onshore, nearshore and offshore centers.

**Serge:** Our model is focused on providing the best value to clients. It is built upon rigorous quality management standards with fully certified operations, demonstrating the highest standards in delivery processes and methodologies. All of this drives service excellence across CGI and is a key reason behind our project delivery track record of 95% on time and within budget.

### **What are your final thoughts as CGI moves forward?**

**Michael:** I am thankful for the ongoing trust and loyalty of our clients and shareholders, and the talent and dedication of our members. We will continue to listen, innovate and deliver in 2015.

**Serge:** We are committed to working relentlessly to drive the satisfaction of our clients, members and shareholders. We are grateful for their confidence throughout our 38-year journey and we look forward to continuing to contribute to their success.



# 1 billion+

**annual transactions** are managed by CGI systems in the areas of collections, trade finance, payments, and insurance underwriting and claims settlement.

## We listen.

As part of our 2014 annual strategic planning process, we conducted face-to-face interviews with 167 financial services clients in 16 countries. The following were identified as their common priorities:

- Digital capabilities to address changing customer behavior, omni-channel delivery, increased paperless transaction processing and virtual workforces
- Customer intelligence and insight to develop value-added services and a seamless experience
- IT modernization to drive straight through processing and cost reduction
- Regulatory compliance and reporting to demonstrate control of financial activities
- Cybersecurity to counter growing operational and reputational risks from external threats

## We innovate.

Through tangible innovation, mission-critical solutions and unique delivery models, we drive outcomes our clients depend on.

**Omni-channel customer experience:** Our services and solutions enable clients to deliver a seamless customer experience across branch, web, mobile and call center channels.

**Future financial models:** CGI works with industry bodies, member banks and regulators to define future payment, trade and digital banking models around the world.

**Big data analytics:** We revolutionize data collection and insight through our business intelligence framework, applied customer insight and next-generation information warehouse solutions, driving value based on a 360 degree view of customers.

**Application optimization:** Our application modernization approach maximizes the value of legacy applications and helped earn CGI a “Star Performer” ranking for bank IT outsourcing by Everest Group for the past two years.

**Flexible models:** CGI offers flexible delivery models, including high-end consulting, systems integration and managed services, all of which can be delivered through our benefits funding, global delivery and cloud computing models to help clients reduce costs and mitigate risk.

**Risk and regulation:** CGI’s HotScan anti-money laundering software filters 64% of the world’s foreign exchange trades, and, for insurers, we offer solutions that help to minimize underwriting risks and improve pricing.

**Cybersecurity:** We help financial services clients reduce security risks through our extensive cybersecurity capabilities, customizing services and solutions to their specific needs. Within the insurance sector, we help clients rapidly move into writing cyber insurance products for their customers.

## FINANCIAL SERVICES



**Digital transformation for banking:** “Going digital” is more than a marketing strategy; it is a fundamental change in how organizations learn about and satisfy their customers. Although banks have been investing in digital capabilities, many want to improve their return on investment. CGI works with clients to guide their digital transformations through a wide range of services and solutions for strategy development, business intelligence, omni-channel delivery, cybersecurity and more. In 2014, CGI published a study, “Understanding Financial Consumers in the Digital Era,” which highlights key insights and recommendations for retail banks seeking to advance in the digital world. Learn more at [cgi.com/financialconsumersurvey](http://cgi.com/financialconsumersurvey).

**Core transformation for insurance:** Leading insurers are transforming their core systems to drive agility, reduce time-to-market, improve customer service, save costs and more. Core system transformation enables insurers to overcome legacy constraints and succeed in today’s dynamic marketplace. CGI helps to ensure their success through a broad range of services — from infrastructure and application services, to packaged solution implementation, application re-platforming and quality assurance. We work closely with insurers to develop and implement an effective transformation strategy and roadmap.





# Expertise

## across all financial services sectors

### Retail banking and consumer finance

We work with leading retail institutions across the globe, providing:

- Digital, omni-channel and big data strategies and solutions
- 30+ delivery centers and 7,000+ members with deep expertise in core banking platforms and applications
- Core retail banking platforms that support multi-channel, end-to-end banking activities
- Hybrid security model providing control and audit capabilities, as well as hands-on support
- Wealth and portfolio management solutions that manage more than \$1 trillion in assets

### Capital markets

Our capital markets experience across both the buy and sell sides includes:

- Management of complex trading environments and assets for leading capital market organizations in Europe and North America
- End-to-end services and solutions for asset managers
- CGI's CLS Manager, which provides a complete settlement solution for Continuous Linked Settlement (CLS) member banks

### Corporate and transaction banking

CGI has deep transaction banking expertise, including:

- High-volume payment engines and related services that enable banks to build and run payment service hubs
- Best-in-class trade finance platform, CGI Trade360
- Treasury and asset management software used by 160+ clients in 10 countries
- Cash management capabilities that provide seamless front-to-back processing

### Insurance (P&C, Life)

We provide services and solutions across the entire insurance value chain, including:

- Full IT outsourcing and application management
- Ratabase, an industry-leading rating and pricing platform
- Systems integration services for leading core insurance solutions
- Industry data and reporting services
- Business and IT consulting to advance client strategies



# FINANCIAL SERVICES



## We deliver.

CGI delivers to **24 of the top 30 banks** in the world and **12 of the top 20 global insurers**.

We have completed **350+ implementations of our collections, recoveries and loan originations solutions**. Our solutions typically reduce costs by 10-25% while improving recovery rates.

Every year, CGI software processes more than **5 million card payment transactions**.

**More than \$1 billion in fraud has been avoided** through the use of CGI-developed systems.

CGI's **Ratabase rating and pricing engine** has been implemented for 100+ P&C and life insurers.

Our **trade finance SaaS platform, CGI Trade360**, supports global trade finance services in more than 80 countries.

We partner with more than **100 credit unions, banks and trusts**, representing approximately 3 million end customers and more than 30% of the market share of Canadian credit union members.

CGI delivers more than **15 million risk information reports** annually to insurers, brokers and agents.

 [cgi.com/financial-services](http://cgi.com/financial-services)

“ Since 2001, CGI has been instrumental in supporting ANZ in our global transaction banking business. By partnering with CGI, we have met the demands of the evolving trade finance marketplace and our growth strategy. CGI allows us to concentrate on our business solutions and customers while they take care of our trade finance technology. This year we extended our contract for CGI's Trade360 SaaS platform to further support our growth strategy. The CGI Trade360 platform has been very important to ANZ's global expansion and supporting our growth as a super-regional bank. We use the one platform across our trade business globally. ”

**Alan Huse**  
**Managing Director,**  
**Global Transaction Banking**  
**ANZ**  
**Melbourne, Australia**



# 1,000+

**health facilities** are supported by CGI services and solutions. Our health industry clients include government health regulators, providers and payers; commercial individual care delivery institutions, integrated health systems and payers; and pharmaceutical and life sciences firms.

## We listen.

As part of our 2014 annual strategic planning process, we conducted face-to-face interviews with health industry clients in 8 countries. The following were identified as their common priorities:

- Extension or replacement of legacy systems to meet changing demands
- Increase in operational efficiency through transformational managed services
- Mobility across legacy platforms to extend services
- Clinical and organizational insights through advanced enterprise analytics
- Compliance with security and privacy legislation

## We innovate.

We help our clients respond to these priorities with mission-critical services and solutions such as IT modernization, managed services, data management, mobile computing and cybersecurity, supported by our global delivery network — always with the aim of improving business and clinical outcomes.

**Electronic medical records (EMRs):** We implement affordable, modular EMR solutions that give clients the flexibility to adopt the latest platforms and leverage existing investments in clinical applications.

**Patient-centric care management:**

CGI CommunityCare360 brings together data and systems for home monitoring, care planning, workforce management and ambulance dispatch to advance health beyond hospital walls.

**Diagnostic image exchange:** Our interoperable solutions provide secure and rapid access to images across networks, improving clinical efficiency and the patient experience.

**Enterprise content management (ECM):**

For 170+ hospitals, CGI's Sovera ECM solutions manage more than 6 billion health records and streamline processes, reduce costs, improve care, enhance the revenue cycle and increase physician satisfaction.

**Health analytics:** We apply advanced data analytics to help clients derive insights for improving operational efficiency, reducing fraud and waste, and avoiding harmful incidents.

**Health information exchange (HIE):** We help governments, health systems and payers to advance their visions of securely exchanging health information to improve healthcare quality.

**Administrative excellence:** CGI applies advanced technology and shared services models to help health clients transform their supply chain, logistics and other administrative functions.

## HEALTH



## We deliver.

CGI supports health clients with end-to-end implementation and integration services, as well as CGI designed solutions. Here are representative examples of our client partnerships.

CGI's Merlot Medi solution is used by the **Hospital District of Helsinki and Uusimaa (HUS)**, which includes 24 municipalities, to support more than 223,000 emergency rescue missions annually.

**University College London Hospital** has managed the care of 60,000+ patients at the Macmillan Cancer Centre in London using CGI's e-CareLogic technology.

CGI-supported pharmacy systems have helped with the dispensing of more than 75 million prescriptions to **citizens in Alberta and Saskatchewan, Canada**.

For the **New York State Office of Mental Health**, one of the largest healthcare delivery organizations in the U.S., CGI is implementing a new EMR system to provide a stable, flexible platform for leveraging technology to improve patient care and safety.

 [cgi.com/health](http://cgi.com/health)

“ Working with CGI since 2001, we have been able to rapidly develop and amend our critical business applications in the event of legislative change. It is essential that our platforms are delivered on time and to a high quality, ensuring our citizens have access to the information and services they need in accordance with legislative timeframes and requirements. And I'm delighted to have our ministry and partnership with CGI recognized at the Information Technology Association of Canada INGENIOUS innovation awards in the Large Public Organization category for the development of the Alberta Organ and Tissue Donation Registry (AOTDR). ”

**Susan Anderson**  
**Assistant Deputy Minister and CIO,**  
**Health Information Technology and**  
**Systems Division**  
**Alberta Health**  
**Alberta, Canada**

# DIGITAL TRANSFORMATION



**In 2014, we interviewed 820 clients** from the industries and countries we serve. During these discussions, one prevalent theme recurred: digital transformation is a critical driver for change.

## A roadmap to transformation

In today's digitally-driven world, the pressure is on for businesses and governments to leverage the promise of digital strategies, processes and technologies to improve the quality of life for consumers and citizens. These digital enablers create untold opportunities to offer smart, connected products, personalized solutions and integrated services, and also have profound implications for transforming business operations.

CGI collaborates with clients to create a seamless experience for their customers and citizens by providing the following:

- A joined-up vision and roadmap for digital enablers such as big data analytics, social media, mobility and the Internet of Things (IoT) that is adapted according to clients' needs, digital maturity, and mission-critical systems and processes
- An approach that balances customer demand-driven agility at the front-end and the need for integration, compliance and security at the back-end and across the organization to deliver innovative services anytime, anywhere, anyhow
- A forum for bringing insight and practical experience to promote meaningful dialogue between the business, operations and IT

We help clients make critical connections across industries, technologies and partners to link devices, infrastructures and users to deliver value to customers, citizens, suppliers and employees.



### ThyssenKrupp Elevator pilots IoT-based predictive maintenance solution

Working with Microsoft, CGI developed a proof-of-concept elevator maintenance solution for ThyssenKrupp Elevator (TKE) using the latest Internet of Things (IoT) technologies. TKE, which maintains more than 1.2 million elevators around the world, wanted to test how to transition to a more proactive and predictive maintenance approach driven by real-time data. CGI developed a system that extracts data from smart sensors on the elevator, generates rich, valuable insight using predictive analytics, and makes the insight available to supervisors and site technicians via cloud-based dashboards. The system was implemented for a small number of elevators run by TKE in the Seattle, Washington area in the summer of 2014 and has resulted in improved elevator uptime, resource planning, cost forecasting and maintenance scheduling.

“ We wanted to go beyond the industry standard of preventative maintenance to offer predictive and even pre-emptive maintenance, thereby guaranteeing a higher uptime percentage on our elevators. ”

**Andreas Schierenbeck**  
CEO  
ThyssenKrupp Elevator  
Essen, Germany

Learn more about CGI's IoT services and solutions at [cgi.com/IoT](http://cgi.com/IoT).



# \$700+ billion

**in government financials** are managed by CGI systems. We have successfully implemented or modernized more than 500 ERP systems for U.S. federal, state and local governments.

## We listen.

As part of our 2014 annual strategic planning process, we conducted face-to-face interviews with 231 government clients in 12 countries. The following were identified as their common priorities:

- IT modernization to enable cost savings and greater agility
- Digital transformation for enterprise processes and citizen interactions
- Shared services to drive economies of scale
- Cybersecurity to protect sensitive data and systems
- Data analytics for faster, better decisions



## We innovate.

We respond to these priorities with tangible innovation, mission-critical solutions and agile delivery and funding models to help clients improve public services and increase efficiency.

**CGI solutions:** CGI's purpose-built applications for critical government functions support administrative, financial and revenue management; case management and public safety; citizen participation; identity and access management; patient-centric care; public space, facilities and energy management; mobile workforce management; and much more.

**Modernization expertise:** CGI helps governments modernize both systems and processes, while leveraging current assets, to streamline how they do business across the enterprise.

**Digital transformation:** We help public sector clients adopt secure web, mobile, social and other digital technologies to achieve modern interaction models, transparency and accountability for public services.

**Flexible delivery models:** CGI offers a range of delivery models, including secure government clouds, managed services and onshore delivery centers, as well as benefits-funding approaches, to help clients reduce costs, mitigate risk, improve performance and adapt to evolving requirements.

**Cybersecurity:** Our government-certified cybersecurity experts and mission-grade solutions help agencies defend against ever-evolving cyber attacks in a model best suited to the degree of classification of their mission and systems and budget requirements.

**Big data analytics:** CGI helps government clients better capture, integrate and analyze large amounts of data to gain real-time visibility and insight for better decisions.

# GOVERNMENT



**Future cities:** CGI helps cities and regions build more sustainable futures. Using methodologies and tools based on international standards, we partner with clients to develop roadmaps and innovative solutions in energy and water management, intelligent transportation, health and social services, and more. As an example, CGI uses mobile technologies and gamification to help governments motivate citizens to participate in local decisions and contribute to their communities. Learn more at [cgi.com/future-cities](http://cgi.com/future-cities).



# Expertise

## across all government sectors

### Central and federal

We have partnered with nearly 200 U.S. and Canadian federal agencies, plus the European Commission and central governments in 8 countries to:

- Deliver self-service and open government strategies and solutions to meet changing expectations and reduce costs
- Provide IT modernization, digital transformation and shared services to improve efficiency and effectiveness
- Manage cybersecurity risks and threats

### State, provincial and local

46 U.S. states and 200 local governments, a majority of Canadian provinces and territories, and numerous local governments throughout Europe and Australia have partnered with CGI to help:

- Manage costs by modernizing IT and collaborating in multi-agency environments
- Shift the role of IT to citizen services, where disruptive technology will enable innovation
- Better manage the knowledge base due to an aging workforce

### Defense and intelligence

National agencies in Canada, France, the Netherlands, Sweden, the UK and the U.S., as well as NATO, have relied on CGI to help them:

- Adapt to budget pressures and a force realignment while enabling a rapid response to support forces
- Deliver data insight and security to provide secure, timely and relevant data in complex and often hostile environments
- Ensure interoperability of systems with other defense agencies



## GOVERNMENT



## We deliver.

CGI supports public sector clients by providing deep domain knowledge, purpose-built solutions and end-to-end services for mission-critical functions. Here are representative examples of the results of our client partnerships.

The **Police National Database**, built and operated by CGI, is a critical intelligence system serving every police force in the UK. With a database of over 2.5 billion combined records, it allows forces to work together to make connections between suspects, events and locations.

**23 U.S. states** have partnered with CGI to advance their ERP systems and processes. In fact, 6 of the last 7 U.S. states to move forward with ERP modernizations chose CGI as their technology partner.

The **World Anti-Doping Agency** launched a CGI-developed “whereabouts” mobile application for more than 25,000 athletes worldwide. The app enables athletes to enter, check and change information on their whereabouts as part of their regulatory obligations.

The core infrastructure for the first demonstrator for the **Galileo Commercial Service**, part of the emerging European Global Navigation Satellite System, is being built by CGI.

In 2014, more than **12.7 million citizens in France** electronically filed income tax declarations using **CGI's TéléIR application**.

For the **U.S. Department of State**, CGI provides services to approximately 5 million U.S. visa applicants annually in 68 countries and in 39 languages.

 [cgi.com/government](http://cgi.com/government)

“ Based on CGI Advantage ERP, CORE (Colorado Operations Resource Engine) will help Colorado departments and agencies reach new levels of efficiency and effectiveness. It's a transformative solution that will serve our citizens for years to come and I applaud the outstanding work of our state team and CGI. ”

**Kathy Nesbitt**  
Executive Director  
Colorado Department of Personnel  
& Administration  
Denver, Colorado, United States

“ CGI's integration services enable us to deliver our agenda more effectively. The provision of desktop services hosted on CGI's Secure Government Cloud offers a more flexible and open platform in line with UK Government's IT disaggregation strategy. We have chosen the right partner for our diverse IT needs. ”

**Martin Ritchie**  
CTO  
UK Department of Energy  
and Climate Change  
London, United Kingdom



# 7+ million

**communications** (email, text and multimedia messages, interactive voice response and print) sent monthly to Bell customers, through a solution developed and maintained by CGI, are helping to improve the customer experience.

## We listen.

As part of our 2014 annual strategic planning process, we conducted face-to-face interviews with communications industry clients in 11 countries. The following were identified as their common priorities:

- Agile, convergent systems leveraging new technologies, including the Internet of Things (IoT), to support innovative services and improve the customer experience
- IT simplification and rationalization to reduce costs and accelerate time to market
- Data analytics to develop new offers and strengthen customer relationships
- Cybersecurity to protect data, systems and networks
- Managed services to do more with less and to increase agility to respond to market changes



## We innovate.

We respond to these priorities with tangible innovation and cost-effective, mission-critical operational support system/business support system (OSS/BSS) solutions to help communications service providers (CSPs) transform to new business models, develop new revenue streams and accelerate time to market. Our clients include traditional and cable CSPs, network equipment providers, and media and content providers that support the wireless, wireline, Internet and entertainment (IPTV) segments.

**Telecom operations transformation:** CGI helps CSPs drive new revenue streams through high-value environments ranging from full IoT and mass data billing to digital commerce and customer care, enabling a seamless multi-channel customer experience.

**Business optimization and cost reduction:** Our order orchestration, billing, collections and testing services help CSPs drive greater operational efficiencies to accelerate time to market, enhance customer service effectiveness and reduce risks and costs.

**Big data analytics:** Our comprehensive data management solutions help CSPs leverage customer analytics to support marketing and sales strategies and improve the customer experience.

**Cybersecurity:** We help clients manage complex security needs, from audit and compliance to policy and architecture, with a business-focused approach.

**Managed services:** CGI helps CSPs reduce their cost of delivery and speed time to market with high-quality application, infrastructure and business process services supported by our global delivery network.

# COMMUNICATIONS



## We deliver.

CGI partners with CSPs in all phases of their transformation programs, from definition to delivery. Here are representative examples of how we help our clients.

**7 million+** active machine-to-machine devices are supported by CGI globally.

CGI has supported the billing, order orchestration, revenue assurance or customer care transformation for **six of the world's largest CSPs**.

30 million business messages per day pass through a business-critical enterprise service bus CGI has helped **TeliaSonera** develop.

**25 million+ numbers** have been ported by CGI for leading CSPs.

 [cgi.com/communications](http://cgi.com/communications)

“ Bell and CGI are both leading Canadian companies focused on technological investment and innovation that delivers clear benefits for our customers. The recent renewal of our IT agreements with CGI to 2026 extends a collaboration of more than 15 years between our two Montréal-based companies to enhance the Bell customer experience while maximizing our operational efficiency. ”

**Michael Cole**  
Chief Information Officer  
BCE and Bell Canada  
Toronto, Canada



# 53 million

**gas and electricity smart meters** will be deployed across the UK between 2015 and 2020, and CGI is responsible for designing, building, hosting and running the data services enabling the rollout.

## We listen.

As part of our 2014 annual strategic planning process, we conducted face-to-face interviews with utilities clients in 14 countries. The following were identified as their common priorities:

- Evolution of business and IT operational models to drive flexibility and cost savings
- Digital, mobile and smart technologies to transform operations and the customer experience
- Convergence of operational and information technologies to gain greater visibility and control
- Enhanced systems for enterprise asset management, enterprise resource planning, customer service, billing, regulatory compliance and other core operations

## We innovate.

We focus on tangible innovation, mission-critical services and solutions, and best-fit global delivery options to help our utilities clients succeed.

**Optimized network utility:** CGI has developed a comprehensive vision for the optimized network utility—one that addresses changing industry paradigms—and is implementing that vision for clients through advanced transformation strategies, roadmaps and technologies.

**Central energy markets:** CGI has been at the forefront of developing market infrastructures for more than two decades.



**Smart technologies:** Recognized as a leader for smart grids, CGI is involved with high-profile smart grid projects such as Low Carbon London (UK) and supports smart metering for multiple utilities in the UK.

**Network operations:** We deliver a broad range of advanced network operations solutions, including our industry-leading PragmaLINE outage management system and mobile-based PragmaCAD workforce management solution.

**Enterprise asset management (EAM):** As a founding member of the Institute of Asset Management, we contribute to the development of international EAM standards, including the new ISO 55000 series.

**Production/generation:** CGI developed an award-winning Renewables Management System for Energias de Portugal Renewables (EDPR) that controls more than 6,000 turbines on nearly 300 windfarms in 9 countries.

## UTILITIES



## We deliver.

We partner with **250 electric, gas and water clients** across the Americas, Europe and Asia Pacific to deliver service excellence, value and results.

We deliver asset, workforce and outage management systems for **60 of the top 100 utilities** in North America.

CGI has implemented SAP customer care and services projects for large utilities in **Brazil, Portugal, Belgium and Germany.**

CGI built and implemented **11 of the 17 central market energy clearing houses** in the world today.

 [cgi.com/utilities](http://cgi.com/utilities)

“ One of the keys to success of this project was the full involvement of the project team. In addition, the company was able at the appropriate moment to allocate all the necessary resources for each stage of the project. It should also be noted that the close working relationship that existed with CGI allowed all obstacles to be overcome along the way. CGI, a partner of EDP for many years, has considerable experience in outage management systems, and this was also a factor that allowed this highly complex project to be completed within the expected timeframe and to a high standard. ”

**Ferreira Pinto**  
**Managing Director, Operations**  
**EDP Distribution**  
**Lisbon, Portugal**

# IT MODERNIZATION



**IT modernization is a top priority for our clients based on our 2014 client interviews.** As clients adapt for the digital world, they are examining their legacy investments to find enablers for cost savings and agility. They are also under tremendous pressure to improve the quality and efficiency of their IT environments.

## Enabling business agility

Because each client has unique business drivers, technology needs and resources, CGI offers a wide range of modernization approaches, from point solutions to end-to-end services. We help clients develop clear roadmaps for transforming their business processes, applications and infrastructures.

- **Business processes:** We go beyond infrastructure and application modernization to transform the business processes supported by these systems. Strong industry expertise combined with high-quality process execution and leading-edge process automation help our clients reduce operating costs, deliver new services quickly, improve customer satisfaction and place greater focus on core business activities.
- **Applications:** We help clients reduce high maintenance costs for mission-critical legacy applications by providing flexible and proven approaches for rationalizing, consolidating and modernizing those applications. This includes our comprehensive framework for managing and transforming application portfolios.
- **Infrastructures:** Using our analytics-based approach, we provide actionable information and expert guidance for reducing client data center footprints and refreshing their IT environments, all while maximizing the use of existing investments. Our virtualization, cloud and legacy migration services help clients transform infrastructures faster and with less risk and cost.

- Delivery management **toolset**, delivery **centers of excellence** and a best-fit **global delivery model**
- **Infrastructure services centers** located in 13 countries across the Americas, Europe and Asia Pacific
- **Maximum score** on “service execution and delivery excellence” in Forrester’s Wave™ reports on North American and EMEA **application services** for 2014
- Comprehensive **cloud brokerage services** — from strategic consulting to technology implementation to ongoing management — that transform cloud service procurement and delivery



### APG and CGI partner to achieve greater agility and cost savings

CGI has a long and successful partnership with APG, the largest Dutch pension fund manager, in delivering IT services and projects, including IT modernization. One such project involved the migration of a mission-critical APG mainframe system to an open Unix environment. CGI’s innovative mainframe modernization approach enabled the migration to be completed in a short timeframe — eight months — without disrupting any of the affected applications. APG never missed a pension payment during the migration and has realized targeted cost savings. The migration’s success led APG and CGI to jointly receive a 2013 Computable Award for best ICT business project. With this success, APG selected CGI for strategic application services in December 2013. Together, APG and CGI are driving various transformation projects, including pension management and insurance, as well as the company’s shared services center.

“ CGI has extensive IT experience in the areas of pensions and insurance and has helped us in the IT field in recent years to achieve good results. They helped us successfully migrate our Gross Net Distribution System as an outsourced mainframe to a Unix environment within the organization. This work received a Computable Award. We look forward to continuing to build our long-standing relationship. ”

**Mark Boerekamp**  
**Chief Operations Officer**  
**APG**  
**Amsterdam, Netherlands**



# 95%

**of all UK oil and gas offshore personnel movements** are tracked by VantagePoB, a widely used health, safety and environmental (HSE) workforce management solution developed by CGI.

## We listen.

As part of our 2014 annual strategic planning process, we conducted face-to-face interviews with oil and gas clients in numerous countries. The following were identified as their common priorities:

- Increased cybersecurity across the value chain to minimize risks, improve safety and prevent fraud
- Real-time data analytics to improve productivity, asset management and customer focus
- Better regulatory compliance tools to address the complexity and cost of compliance
- Enhanced customer experience to drive customer loyalty and market expansion
- Modernized systems to address exploration and production complexities, improve time to market and drive innovation



## We innovate.

We help drive our clients' growth and success through tangible innovation, mission-critical services and solutions, and best-fit global delivery options.

**Cybersecurity:** CGI's unique SECURE-ICS approach improves the cyber resilience of industrial control systems (ICS), enabling oil and gas companies to secure their digital oil fields and production and storage activities.

**Big data analytics:** We use sophisticated data modeling and visualization solutions to reduce exploration costs and speed up "time to first oil" and also integrate systems and data to create a single view of operations and information.

**Regulatory compliance:** Embedded within every CGI service and solution are robust regulatory compliance features that ensure timely and consistent compliance with new and evolving regulations.

**Customer experience:** We provide systems that support the entire card payment lifecycle and results-driven loyalty programs, and offer mobile payment solutions and the mining of payment transaction data to segment offers by market and targets.

**Application modernization:** We modernize back-office systems and enable the fast adoption of smart, cloud, mobile and other efficiency and profit-driving technologies for rapid and standardized deployment in proven and emerging markets.



# OIL AND GAS



## We deliver.

With a strong track record of delivery excellence, CGI is a partner to **all 6 oil and gas majors**.

We are a cloud services provider for **38 upstream operators**, managing joint venture production data for more than 700 joint ventures.

CGI systems process more than **1.5 billion fuel card transactions** and manage in excess of \$100 billion in fuel card payments globally per annum.

We provide support for more than **1,000 upstream exploration and production applications** for global oil and gas companies.

CGI's **Exploration2Revenue (X2R) Business Suite** delivers robust solutions for joint venture, land and production management using mobile, digital and cloud technologies.

 [cgi.com/oil-and-gas](http://cgi.com/oil-and-gas)

“ Our ERP system implementation has been an important step in our oil and retail business process development. Neste Oil and CGI can both be satisfied having completed a development project of this complexity. ”

**Tommi Tuovila**  
**CIO**  
**Neste Oil**  
**Espoo, Finland**

# MANUFACTURING

# 100,000+

**users at Airbus Group** across the globe are supported by CGI's application management services.

## We listen.

As part of our 2014 annual strategic planning process, we conducted face-to-face interviews with manufacturing clients in 9 countries. The following were identified as their common priorities:

- Operational improvements to reduce costs, increase productivity and speed up time to market
- Integration of enterprise systems to enable digital continuity across silos
- Internet of Things (IoT) and mobility to drive smarter manufacturing
- Master data management and big data analytics to improve data quality and usage
- Rationalization, standardization and modernization of application portfolios
- Agile infrastructures, including software as a service and other cloud models



## We innovate.

We respond to these priorities by helping clients optimize the supply chain, improve operations, reduce costs and increase agility and customer focus. We do this across mining, metals, pulp, paper and chemicals, and for aerospace, automotive, high tech, electronics and other industrial products.

**Business process transformation:** We help manufacturing clients drive down costs, gain flexibility and become more demand driven, using technology and services that enable dynamic and collaborative value chains.

**Supply chain acceleration:** CGI's extensive subject matter expertise, services and solutions help clients transform operations across the value chain in engineering, procurement, manufacturing, logistics, marketing, sales and services.

**Manufacturing execution system (MES) excellence:** CGI provides end-to-end MES services that help clients with business strategy, technology selection and implementation, and lifetime management. We actively participate in the Manufacturing Enterprise Solutions Association (MESA) and serve as a board member. (Learn about our 15th annual MES product survey at [cgi.com/MES](http://cgi.com/MES).)

**Digital transformation:** We use IoT, mobile and other advanced technologies to help clients transition to smart manufacturing, including automation, remote monitoring and real-time predictive maintenance.

**Big data analytics and cybersecurity:** CGI helps manufacturers promote secure data sharing and extract actionable insights from the large volumes of information contained in their processes, products and business systems.



## We deliver.

CGI supports manufacturing clients through best-fit global delivery options and end-to-end, mission-critical services and solutions that range from strategy development to lifetime support.

**Toyota Material Handling Europe** selected CGI to manage its entire IT operations, including data center, applications, service desk, email, network, collaboration, storage and security services. Objectives are to free up resources for business development, reduce costs, improve quality and gain greater access to IT expertise and innovation.

**Michelin** and CGI are continuing a 28 year relationship based on an innovative co-management model. CGI is Michelin's preferred partner for the support of supply chain, procurement, marketing, sales and corporate finance applications in Europe and North America.

CGI provides SAP application management services for **Cameco**, one of the world's largest uranium producers. This includes day-to-day software support, software enhancement and preventative maintenance services.

For **Bombardier Recreational Products (BRP)**, CGI provides infrastructure, applications and system development services for SAP, customer and dealer support solutions across all BRP locations in 100 countries and 4,200+ dealers. Our partnership provides BRP with access to global expertise, flexible delivery capacity and IT innovation.

 [cgi.com/manufacturing](http://cgi.com/manufacturing)

“ I would like to express my great appreciation for the exemplary work, professionalism and commitment of the CGI team in the delivery of the Oracle project, the implementation of the Oracle AMS, and the outsourcing of Oracle infrastructure. Within the midst of very tight schedules for highly complex projects, the members of your team worked steadfastly seven days a week. Day after day, I would see them onsite at 7 am, and they often were still on hand at 11 pm, demonstrating the same positive spirit and dedicated determination to achieving our objectives. I am truly impressed and gratified to have made the right choice in partnering with CGI. ”

**Benoit Durand**  
Chief Information Officer  
CAE  
Montréal, Canada

“ Driving a huge business transformation process and the world's largest Microsoft Dynamics AX rollout, I formed a partnership with CGI to help deliver our strategic business imperatives. CGI provides innovation, competence and cost-effective operations. CGI members work alongside our employees locally in the Nordics and support our Asian geographies such as New Zealand, Australia, etc., bringing together the depth and breadth of our joint global resources to solve complex challenges — and more. ”

**Jens Nielsen**  
Group CIO  
ASSA ABLOY  
Stockholm, Sweden

# BIG DATA ANALYTICS



**In 2014, we conducted 820 face-to-face client interviews** and, no matter the industry and geography, clients told us that getting more value from their data is one of their chief business priorities.

Two primary reasons were cited: The first is the need to find and use valuable insights about their customers, citizens, employees and operations, and the second is the need to tame the costs and complexity of managing ever-growing volumes of data generated by our digital world.

## Helping clients get more value from their data

CGI helps clients on both fronts with expertise, solutions and partnerships using our Data2Diamonds approach to simplifying data management and realizing value from analytics. This framework provides a blueprint for success in putting information to work. Our objectives are to:

- Shorten the “distance” between data assets and the people who need them
- Discover insights into important behaviors of people and machines
- Help clients use those insights to improve results



### Helping Vitens to better detect leakages

Guaranteeing the reliable supply of drinking water to 5.5 million customers in the Netherlands is the job of Vitens, the water supply company. Before flowing out of a customer’s faucet, water is first purified at a production facility and then sent through kilometers of pipe. With big data and predictive analytics, CGI has helped Vitens detect leaks in these pipes sooner and with fewer difficulties.



### Supporting health data accuracy, reliability and privacy for Alberta citizens

For Alberta Health, the ministry responsible for setting policy, legislation and standards for the province’s health system, CGI supports more than 100 clinical and administrative applications. CGI’s business intelligence services for Alberta Health help ensure reliable and accurate data for use by health system stakeholders and data privacy for Albertans.



### Helping Alaska’s State Government make faster, better decisions

For the State of Alaska, a CGI-developed statewide data warehouse and business intelligence system puts reporting in the hands of business users for financial, human resources and payroll information. Accessed by 1,200 government employees, the system has reduced report wait times from months to minutes, providing both current and historical data to support smarter decisions on investments that matter to Alaskans.

# TRANSPORTATION

# 30

**airlines worldwide** use CGI's Pro Logistica in-flight retail solution to manage on-board sales.

## We listen.

As part of our 2014 annual strategic planning process, we conducted face-to-face interviews with transportation clients in 11 countries. The following were identified as their common priorities:

- Enhanced cybersecurity to ensure passenger safety, prevent infrastructure attacks and protect personal data
- Integration of ERP and CRM systems to support 360 degree customer visibility
- Adoption of Internet of Things (IoT), digital and mobile technologies to increase visibility and enhance the customer experience
- Intelligent transport systems to improve mission-critical operations across the enterprise
- IT modernization to optimize the supply chain, leverage real-time data and improve services
- Improved enterprise asset management to drive productivity and efficiencies

## We innovate.

We deliver tangible innovation and mission-critical services and solutions, along with best-fit global delivery options, to help drive clients' transformation and success.

**Passenger experience:** We deliver customer intelligence solutions that optimize the passenger experience, such as our award-winning iNStapp train occupancy application for NS and a "My Train" arrival application for the Norwegian National Rail Administration.

**Retail, customer care and billing:** We deliver mobile and cloud-based solutions that transform these mission-critical areas, driving efficiencies, cost savings and an enhanced customer experience.

**Internet of Things (IoT):** CGI received the 2014 Microsoft Intelligent Systems Partner of the Year Award for our innovative Internet of Things (IoT) solution work within the public transportation sector.

**Intelligent transport systems:** Chosen by the Swedish Transport Administration as its strategic IT services provider, CGI operates an image capture system for the Administration's road traffic registry and is also spearheading a workplace modernization program.

**Supply chain optimization:** CGI's Supply Chain Acceleration framework and services deliver increased automation, visibility and quality across our clients' mission-critical supply chains.

**Asset and workforce management:** Our field productivity mobile app, developed with ProRail, received the 2014 SAP-Microsoft Unite Partner Connection Innovation Award, and we also received a 2014 Esri outstanding partner award for our SIGMA rail management solution.

**Cybersecurity:** CGI helps assess, enhance and manage clients' cybersecurity capabilities, providing expertise, services and solutions that protect their businesses.



## We deliver.

We work with **140 clients in the aviation, rail, and road and regional transit sectors.**

CGI's smart data solution for the **bus system in Helsinki, Finland** captures and analyzes fuel consumption and driver performance data, enabling the city to reduce fuel costs, improve safety and enhance the customer experience.

Used by 3 of the 8 national road tolling schemes in Europe, **CGI's Traffic360 service** combines automated and manual processes to capture data from millions of license plate numbers, ensuring 100% data reliability for road toll operators.

CGI's GO solution is a fully integrated airport management solution that covers all processes — from arrival to departure — and is used by 10 airports in the **Portuguese ANA Group**.

CGI-developed systems have supported the **City of New York** since 1987, collecting \$11+ billion for a variety of parking-related violations.

 [cgi.com/transportation](http://cgi.com/transportation)

“ CGI's back-office system first installed in 2006 is still enabling us to deliver an easy-to-administer, national, concessionary travel scheme that brings enormous benefits to all concerned: the people of Scotland, the Scottish Government and all of the transport operators involved. In particular, the system has played a key part in helping us operate an effective fraud strategy, resulting in substantial savings to the public purse. ”

**Gordon Hanning**  
Head of Concession Travel  
and Integrated Ticketing  
Transport Scotland  
Glasgow, United Kingdom



# 25 million

**Nordic residents, plus 2 million businesses**, receive 5.9 billion letters, 110 million parcels and 2.5 billion kilograms of goods delivered by PostNord with the support of CGI services.

## We listen.

As part of our 2014 annual strategic planning process, we conducted face-to-face interviews with key post and logistics clients in a number of countries. The following were identified as their common priorities:

- Data analytics to better understand customers and increase operational efficiencies
- IT modernization to drive cost savings, collaboration, sustainability and customer focus
- Internet of Things (IoT) and digital technologies to enhance processes, workflows and customer interaction across the entire value chain
- Advanced CRM solutions to differentiate and build customer loyalty
- Transport management to increase productivity, reduce fuel costs and improve sustainability



## We innovate.

For post and logistics clients worldwide, we deliver tangible innovation, mission-critical services and solutions, and best-fit global delivery options.

**Big data analytics:** CGI is part of the European Research project, iCargo, which is exploring innovative logistics solutions for the sharing of real-time information in an easy, secure and controlled manner across the entire supply chain.

**IT modernization:** We modernize systems across the parcel, express, logistics and national postal delivery sectors, using a unique, proven application modernization roadmap and an application portfolio management approach that drives cost savings and agility.

**Digital transformation:** We leverage IoT and digital technologies to integrate and optimize client operations, helping clients to embrace omni-channel delivery and enhance the customer experience.

**Transport management:** CGI delivers intelligent transport management expertise and solutions to leading post and logistics companies to transform and optimize the planning, execution and measurement of freight movements.



## POST AND LOGISTICS



## We deliver.

We have decades of experience in delivering results to post and logistics clients across the globe.

Point of sale (POS) solutions implemented by CGI for **Itella** in Finland are used in 500 postal service outlets and by 1,500 users across the country; and through CGI's process automation, Itella now receives more than 5 million electronic acknowledgements within its service outlet network every year.

CGI's River Information Services (RIS) solution for **Schelderadarketen (SRK)** harmonizes and enriches data, enabling interoperability between SRK applications and various partner systems and improving the safety, effectiveness and environmental friendliness of inland waterway freight movement.

CGI's IT4CARGO TARIC service helps clients such as **Nurminen Logistics** use the correct codes in custom declarations to ensure proper duty and tax payments.

CGI is delivering an innovative business intelligence approach with state-of-the-art technologies and a CO<sub>2</sub> optimized infrastructure in partnership with the **Deutsche Bahn Group**.

“ With this new system, developed and deployed by CGI, we are able to manage the Posti's service outlet network in a chainlike manner. The new system integrates many of our core business functions, and we are therefore able to handle the constant growth of parcel traffic. ”

**Jukka Rosenberg**  
**Mail Communications Director**  
**Itella**  
**Helsinki, Finland**

# RETAIL AND CONSUMER SERVICES

# 3 million

**lines of orders** are successfully delivered every day to 5,000 Carrefour stores in France through systems supported by CGI, enabling Carrefour to consistently meet its customers' expectations and needs.

## We listen.

As part of our 2014 annual strategic planning process, we conducted face-to-face interviews with retail and consumer services clients in 10 countries. The following were identified as their common priorities:

- Omni-channel delivery to create a seamless customer experience
- Mobile solutions to enable customers to shop anytime, anywhere
- Behavioral insight to better understand past behaviors, predict future buying patterns and meet high customer expectations
- Supply chain optimization to increase flexibility to support and further enable customer-centric operations



## We innovate.

We work with leading brands worldwide to deliver tangible innovation, mission-critical services and solutions, and best-fit global delivery options.

**Omni-channel delivery:** CGI builds, integrates, supports and maintains digital, mobile, e-commerce and in-store channels, creating a seamless customer experience, providing customers the ability to shop anywhere, anytime, and improving customer loyalty and retention.

**Customer-facing mobility:** Through our end-to-end enterprise mobility solutions, CGI develops, implements, manages and evolves mobile strategies, platforms and application suites for our clients.

**Behavioral insight:** CGI leverages the latest techniques and technologies, such as advanced data analytics for digital, mobile and in-store channels, helping our clients harness, analyze and transform data into valuable insight to gain a better understanding of customer behavior and develop new channels, services and products.

**Supply chain optimization:** CGI's Supply Chain Acceleration portfolio optimizes the entire value chain from end to end and reduces total cost of delivery through a broad range of business and IT services that enable a seamless customer experience in an omni-channel environment.



## We deliver.

We offer a broad range of services and solutions that are delivering results to major retailers and consumer services companies across the globe.

CGI delivers all in-store IT services to more than **530 Reitan Convenience stores**, which include the 7-Eleven and Narvesen brands in Norway.

Through Apple's iBeacon open standard, CGI developed a mobile app for **Liseberg**, the largest amusement park in Sweden. With such features as a map of attractions, information on queue times, the ability to position friends and family, and integration with social media, the app has been downloaded more than 300,000 times and has distinguished Liseberg from its competitors by being the first to leverage the iBeacon technology.

CGI has helped the **Auchan Group** better understand changes in consumer behavior within the digital journey through the development and implementation of omni-commerce solutions such as "click and collect."

CGI and **ADEO**, the world's third largest DIY retailer, are collaborating to implement a corporate community platform aimed at connecting ADEO's 90,000 employees. After a pilot period that connected 24,000 employees across 4 business units, this innovative solution is ready to be implemented across ADEO's 27 companies.

 [cgi.com/retail](http://cgi.com/retail)

“ Over the past few years, CGI has become a key partner we rely on to implement Carrefour's multi-format and multi-local strategy in France. Our ambition is to enable our stores to even better satisfy our local customers every day. CGI is helping us to simplify our processes and strengthen our core back-office systems to deliver on our promises across all types of stores and channels. Our great cultural fit with CGI, shared professionalism, and mutual commitment to our clients is driving this successful collaboration. ”

**Hervé Thoumyre**  
Group & France CIO  
Carrefour  
Paris, France

# CYBERSECURITY



Across industries and geographies, protecting data and critical infrastructure from cyber attacks was identified as a top priority in our face-to-face client interviews in 2014.

The digital transformation of our interconnected economies has created new vulnerabilities to be identified and protected as cyber crimes become more sophisticated and prevalent.

As a result, our clients are rethinking their cybersecurity postures in the context of broader risk management strategies. In the private sector, missteps can mean financial loss and reputational damage. In government, no margin of error in public safety is acceptable.



# Security is part of everything we do for our clients.

At CGI, our business-focused approach provides the insight, foresight and advanced threat capabilities to protect against cyber attacks and take decisive action when they occur. Our full life cycle cybersecurity services help clients assess the risk, protect the business and operate with confidence.



## 9,000+ biometrics systems and devices

have been deployed and supported for the U.S. military.



## 10 Security Operations Centers

continuously identify and monitor cyber threats and 3 accredited security certification facilities provide extensive assessment services.



## 20–40% cost savings

are achieved by clients that rely on CGI managed security services provided by local cyber teams, backed by our 1,400 cyber experts globally.

### Reducing cyber risks for our clients

In 2014, we continued to see momentum and activity to further help our clients safeguard their businesses. Here are representative headlines from the year:

- CGI's new UK security facilities to deliver protective monitoring and cyber threat analysis services
- CGI and Aon partner to provide cyber insurance risk assessment services for Finnish companies
- Volvo Car Group selects CGI for security services
- CGI awarded DISA Operational Security certification for defense cloud services

### Certified, secure cloud services

CGI was the first large cloud provider to receive the U.S. Federal Risk and Authorization Management Program (FedRAMP<sup>SM</sup>) cloud security certification, and one of the first to receive the Defense Information Systems Agency's (DISA) cloud security accreditation. CGI also offers secure cloud services through the UK's G-Cloud initiative, which helps public bodies quickly and simply select proven and flexible cloud-based IT services.

# CGI SOLUTIONS

Our full-service offering includes a large portfolio of CGI-developed solutions. These software applications, reusable frameworks and delivery methods represent years of investment in capturing our industry and technology expertise. Whether deploying our own solutions or solutions that combine CGI and partner capabilities, CGI exemplifies know-how in the design, implementation and management of the solutions that power our clients' businesses.

# Powering clients' businesses with **purpose-built solutions**

We have developed mission-critical solutions and frameworks for all of the industries we serve and to support clients' cross-industry functions. As part of the face-to-face interviews we conducted with our clients, many of our solutions were cited as being in top demand for supporting key functions, including:

- Credit, payment and trade
- Cybersecurity, identity and access management, including biometrics
- Government enterprise resource planning and collections
- Electronic records, patient-care management and pathology
- Asset and workforce management
- Smart metering
- Supply chain acceleration
- Intelligent transport systems
- Oil and gas lifecycle management

## **Solution recognition**

CGI solutions received distinguished recognition during 2014 by industry bodies and technology partners, including:

- Alliander and CGI received the ICT Milieu Award 2014 for their Open Smart Grid Platform.
- ProRail and CGI received the 2014 SAP-Microsoft Unite Partner Connection Innovation Award for a mobile solution that improves field worker productivity.
- CGI received the 2014 Microsoft Intelligent Systems Partner of the Year Award for our innovative Internet of Things (IoT) solution that delivers significant client benefits.
- CGI was awarded the 2014 Esri outstanding partner award for our SIGMA rail management solution.
- CGI was named as a leader in the IDC MarketScape: Worldwide IT Professional Services for Utility Smart Grid 2014 Vendor Assessment.
- CGI received the 2014 Center for Digital Government "Best Fit Integrator" Performance and Modernization Award for our work on the California Franchise Tax Board's Enterprise Data to Revenue program.
- eVA (Virginia's electronic purchasing solution), developed in partnership with CGI, was named as part of the 2014 Supply & Demand Chain Executive 100.
- CGI HotScan for Watchlist Filtering has been awarded the SWIFT Alliance Add-on Label every year since 2005.

## **Solution spotlights**

### **CGI Trade360**

*Powering a bank's global trade business*

CGI Trade360 is a global SaaS platform for running banks' trade and open account business. It enables banks to provide a global standard of service, bring products to market quickly and improve customer interactions. It also helps them mitigate risk and reduce total cost of ownership with CGI providing all software, infrastructure and support. The solution currently supports bank trade services for more than 30,000 portal users in 80 countries across Asia, Europe, North America and Oceania.

Learn more at [cgi.com/CGITrade360](http://cgi.com/CGITrade360).

### **Sm@rtering**

*Delivering advanced meter infrastructure management*

CGI offers Sm@rtering, a comprehensive meter data management platform, to help utilities benefit from the advantages of smart meters, including improved efficiencies and customer service. Sm@rtering's robust capabilities support data collection, meter and energy data management, meter infrastructure supervision and smart grid management. Built on a flexible, service-oriented architecture, Sm@rtering is a web-based, user-friendly platform. All operations can be performed through graphical user or machine-to-machine interfaces that are easy to implement and navigate.

Learn more at [cgi.com/smartering](http://cgi.com/smartering).

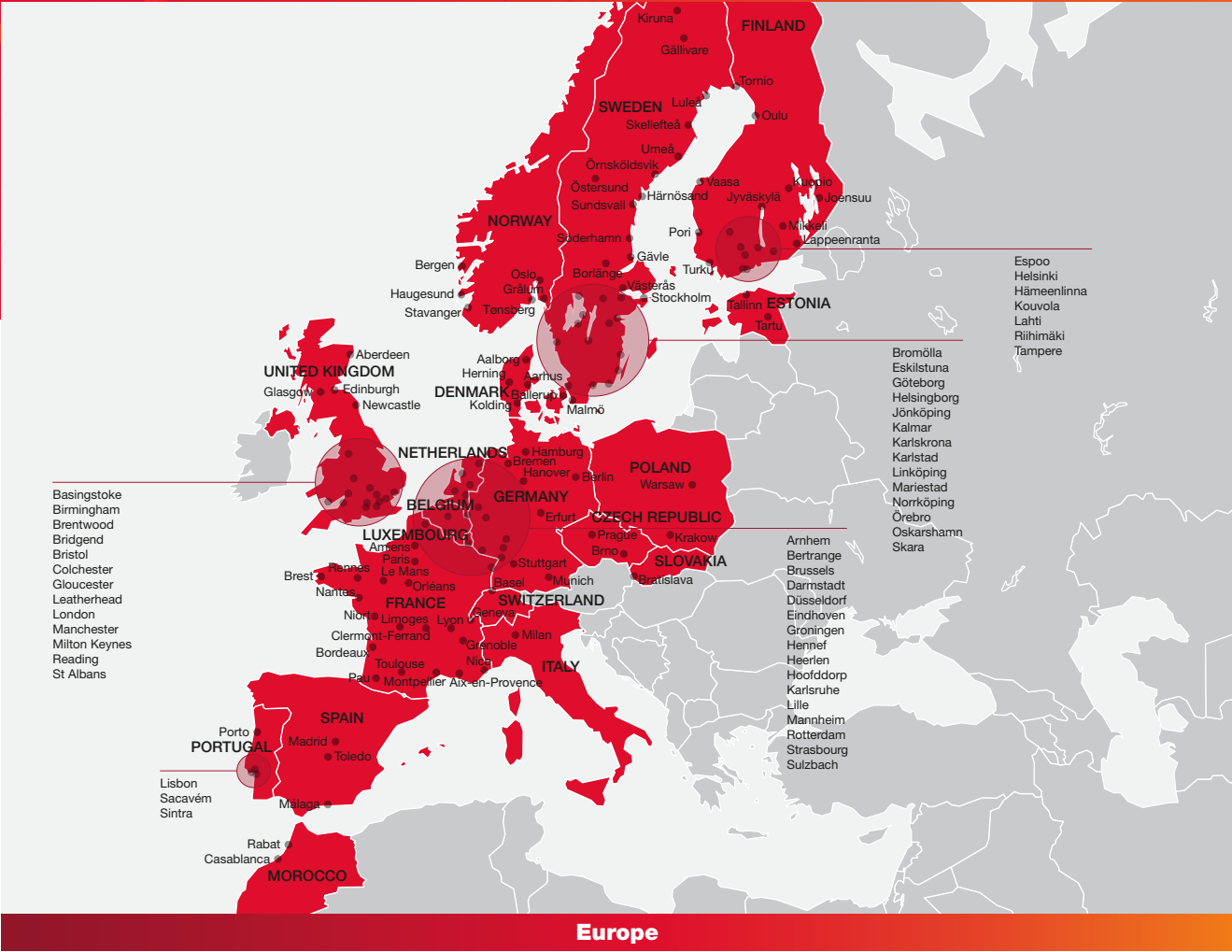
To view our extensive portfolio of CGI solutions, go to [cgi.com/solutions](http://cgi.com/solutions).

# CGI's global footprint



A strong local presence in 400 communities around the world





# 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

### **François Boulanger**

Executive VP and  
Chief Financial Officer

### **Benoit Dubé**

Executive VP and  
Chief Legal Officer

### **Julie Godin**

Executive VP, Global Human  
Resources and  
Strategic Planning

## Global operations

### **ASIA PACIFIC AND MIDDLE EAST**

**Colin Holgate**  
President

**Mark Aston**  
South East Asia

**Scott Ayer**  
Australia

**David Butcher**  
Middle East

**S. Chandramouli**  
India

### **CANADA**

**Claude Marcoux**  
Chief Operating Officer

**Réjean Bernard**  
Global Infrastructure Services

**Alain Bouchard**  
Québec City

**Shawn Derby**  
Western Canada

**Michael Godin**  
National Capital Region

**Roy Hudson**  
Communications Services Business

**Marie MacDonald**  
Greater Toronto

**Jay MacIsaac**  
Atlantic Canada

**Guy Vigeant**  
Greater Montréal

### **CENTRAL AND EASTERN EUROPE**

**Serge Dubrana**  
President

**Sake Algra**  
Netherlands

**Dariusz Gorzen**  
Poland

**Torsten Strass**  
Germany and Switzerland

**Stefan Szabó**  
Czech Republic and Slovakia

**Hans Vets**  
Belgium

### **FRANCE**

**Jean-Michel Baticle**  
President

**Philippe Bouron**  
Business Consulting

**Fabien Debù**  
Grand East

**Stéphane Jaubert**  
CPG Retail and North

**David Kirchhoffer**  
Financial Services

**Mohamed Lakhlifi**  
Morocco

**Gilles Le Franc**  
Grand West

**Michel Malhomme**  
Global Delivery Center

**Pierre-Dominique Martin**  
Public Sector / HR / Transportation

**Sassan Mohseni**  
Energy and Utilities /  
Telecommunications and Media

**Hervé Vincent**  
Manufacturing



**Lorne Gorber**  
Senior VP, Global  
Communications and  
Investor Relations

**Eva Maglis**  
Executive VP, Global Chief  
Information Officer

**Doug McCuaig**  
Executive VP, Global Client  
Transformation Services

**Luc Pinard**  
Executive VP,  
Corporate Performance

**Claude Séguin**  
Senior VP, Corporate  
Development and  
Strategic Investments

**NORDICS,  
SOUTHERN EUROPE  
AND SOUTH AMERICA**

**João Baptista**  
President

**Pär Fors**  
Sweden

**José Carlos Gonçalves**  
Southern Europe

**Edson Leite**  
South America

**Heikki Nikku**  
Finland and Estonia

**Martin Petersen**  
Denmark

**Olav Sandbakken**  
Norway

**UNITED KINGDOM**

**Timothy Gregory**  
President

**David Fitzpatrick**  
Global Infrastructure Services

**Tara McGeehan**  
Energy and Utilities

**Steve Smart**  
Space, Defence and  
National Security

**Steve Thorn**  
Public Sector

**Mike Whitchurch**  
Commercial Sector

**UNITED STATES**

**George Schindler**  
President

**Mark Boyajian**  
Mid-Atlantic

**Dave Delgado**  
West

**Ned Hammond**  
Global Infrastructure Services

**Dave Henderson**  
Central-South

**Christopher James**  
Business Solutions and  
Onshore Delivery

**Steven Starace**  
Northeast

**Dr. James Peake**  
President, CGI Federal

**Patrick Dougherty**  
Army and Defense  
Intelligence Programs

**Sandra Gillespie**  
Health and  
Compliance Programs

**Tim Hurlebaus**  
National Security and  
Defense Programs

**Tom Kirk**  
Government Secure Solutions,  
CGI Inc.

**Toni Townes-Whitley**  
Chief Operating Officer and  
Civilian Agency Programs

**SERVICES TO SHELL**

**Ron de Mos**  
Senior VP

## Corporate social responsibility (CSR)

# Building a sustainable future together

CSR represents a key aspect of our business model, which is designed to bring us closer to our members, clients, shareholders and communities. It is also one of our six core values, guiding us as we strive daily to operate as a strong, productive and sustainable company that benefits society as a whole.

### Our commitments

- To provide our professionals with health, wellness and ownership programs that positively influence their well-being and satisfaction
- To partner with our clients to deliver energy and environmental sustainability solutions and to collectively support charitable causes
- To support our communities through causes that improve their social, economic and environmental well-being
- To improve the environment through environmentally friendly operating practices, community service activities and green IT offerings
- To operate ethically through a strong code of ethics and good corporate governance

Learn more about these commitments and examples of how we fulfill them at [cgi.com/CSR](http://cgi.com/CSR).

In 2014, CGI invested in numerous initiatives to further our CSR commitments. Highlights include:

- Launch of the Innovation, Creativity and Experimentation (ICE) program that harnesses, evaluates and funds new ideas that bring the greatest benefits to our stakeholders (Read more at [cgi.com/ICE](http://cgi.com/ICE).)
- Expansion of our global delivery network with the announcement of 3 new centers that will create 1,300 high-quality jobs and will join some 30 centers of excellence around the globe that contribute to the economic development of our communities
- Global rollout of CGI's Member Assistance Program that provides a wide range of free and confidential support services to members to support their professional and personal lives
- Expanded coverage of our ISO 14001 environmental management certification in Europe with certification now including our 21 offices in France
- Continued focus on partnering with clients and other community stakeholders to contribute to community development (Read more at [cgi.com/community-stories](http://cgi.com/community-stories).)

# 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 vision, mission 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.





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 projects on time and within budget, aligning our teams with clients' business strategies to achieve top-to-bottom line results.

**[cgi.com](http://cgi.com)**

# CGI

Experience the commitment®

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