2015 Annual Review

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

BUILDING ON
40 YEARS
OF COMMITMENT

CGI

Experience the commitment®

In 2016, we enter our **40th year in business—** a milestone that is founded upon a deep commitment to listening to our clients, providing innovative services and solutions, and consistently delivering operational excellence.

This past year, we continued our tradition of meeting regularly with our clients face-to-face through **5,974 client satisfaction assessments and 965 strategic planning interviews** to ensure we remain best positioned to help drive our clients' business outcomes. This Annual Review brings you the insights of our 2015 conversations, including an overview of our clients' priorities and how CGI is responding to fulfill their needs.

Our client commitment:
To listen, innovate and deliver

BUILDING ON
40 YEARS OF
COMMITMENT

CONTENTS

Serge Godin
Founder and
Executive Chairman of the Board

Michael E. Roach
President and
Chief Executive Officer

Building on 40 years of commitment

As we commemorate our 40th year in business, Serge Godin and Michael E. Roach share the fundamentals of CGI's long-term success and discuss the company's exciting journey ahead.

2016 marks CGI's 40th year in business. At the time of our founding, personal computers were in their infancy and the establishment of an IT services company was certainly a new phenomenon. What has guided CGI through all the change over the past four decades?

Serge: We conceived this company to be more than a place of work—we are a family. The overarching goal we have had from the beginning is our collective dream: *To create an environment in which we enjoy working together and, as owners, contribute to building a company we can be proud of*. This dream includes the principles by which our members enjoy working together and feel empowered, as owners, to best serve the needs of our clients.

Michael: The fact that CGI began with a dream has been a powerful motivator. There is nothing in the dream that talks about the physical size and financial assets of the company. The dream is centered on the core of our business—our people. They care about this company and are deeply committed to providing the expertise and capabilities needed to help our clients reach their full potential. A testament of this commitment is the fact that a vast majority of our members are shareholders of the company; they pay attention to the details of our day-to-day operations and have completely engaged their hearts, minds and talents to helping our clients.

Serge: We also are guided by the CGI Management Foundation, which includes the CGI Constitution—our dream, vision, mission and values—and our common policies, frameworks, processes, operational principles and measures. The Foundation includes everything needed to run and build a business and is uniformly applied across the company to ensure the consistent, high-quality execution of our commitments, no matter where CGI delivers in the world. It has allowed us to aspire to become an institution that also remains entrepreneurial, and has brought us to where we are today as one of the largest IT and business process services providers in the world.

CGI Management Foundation

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40
YEARS

This Annual Review shares the collective insights of our conversations with clients throughout the year, along with how we have helped them deliver greater value to their customers and citizens. How do clients fit within CGI's business model?

Serge: Operational excellence is a part of CGI's DNA. We hold client satisfaction meetings throughout the year to understand what we have done well and where we can improve. In addition, each year we consult with clients through our strategic planning process to understand their top business and IT priorities and to ensure we align our priorities with theirs. All of these conversations are held face-to-face, which is an important differentiator in terms of how we interact with our clients. This is how we embed continuous improvement into our business model.

Michael: In our business, everything begins and ends with the client. Throughout the years, they have told us where they are going and what they need from us, and we have continuously responded through the growth of our client proximity and global delivery models. Our proximity model locates CGI's operations where our clients make their most important business decisions. We are there to provide the local commitment, accountability and responsiveness required to be their partner and expert of choice. We complement this by sharing the expertise of our members from around the world who bring ideas, solutions and best practices to complement that local commitment. We work with clients to determine together the best way to get the work done, including on premises, onshore, nearshore and offshore—all based upon clients' ingredients of value: price, quality and risk management.

The insights from this year's conversations with clients point to a clear sense of urgency to advance their digital transformation agendas. How can CGI help them do this?

Serge: We live in a fast-changing world full of tremendous opportunities, and customers and citizens are expecting more. As clients go through this digital revolution, IT is central to any productivity quest. Worldwide spending on IT services continues to increase, and clients are seeking a partner that can help them make the best use of their investments and implement the right strategies and solutions that will enable them to become customer-centric digital organizations.

Michael: The state of technology has evolved to a point where you can rapidly connect and leverage it to transform how you do your business. Digital transformation aligns both the business and IT sides of our clients' operations—it is central to their growth strategies. As you read through this Annual Review, each section highlights how we are engaged in helping clients with an effective response—one that drives the innovation required to accelerate their business outcomes. We are proud to play an integral role in this exciting journey. We have the expertise and capabilities required to best help our clients succeed in the digital world.

Looking ahead to the next 40 years, what can clients expect from CGI?

Michael: Clients want to partner with our company because we are committed to continuing to build and expand our business now and into the future. Accordingly, clients can trust that when they sign a long-term business agreement, they can count on us to be there to deliver on our promises. Our business model is built to grow and last. Clients can expect CGI to continue our commitment of growing and adding new capabilities to best serve them around the world. Thank you for 40 exceptional years. It has been quite a journey, and I assure you that the best is yet to come.

Serge: CGI is a consolidator and will remain a consolidator. In the coming years, only a handful of IT services firms will remain, and CGI will be one of them. Over the past 40 years, we have doubled the size of the company on average every 4 years, and our strategic aspiration is to double its size again so we can continue to best serve you, our clients. To all those with whom we have had the privilege of working, thank you. The future has never looked so exciting.

CGI by the numbers

CGI is a financially strong and growing company with four decades of proven performance. Our global reach, combined with our proximity model of serving clients from 400 locations across 40 countries, provides the scale and immediacy required to rapidly respond to client needs. Our experts apply deep domain knowledge and cross-industry insights to help clients innovate to deliver greater value to their customers and citizens.

Fiscal 2015 results

- Revenue of **$10.3 billion**
- Backlog of **$20.7 billion**
- Bookings of **$11.6 billion**

History of profitable growth

CGI has experienced significant growth through the disciplined execution of our "Build and Buy" profitable growth strategy—growth that has been key to fulfilling our vision of being a world-class IT and business process services leader helping our clients succeed.

65,000 | $10.3B **2015**

25,000 | $3.5B **2006**

1,800 | $122M **1996**

450 | $22M **1986**

2 | $138,000

1976

All figures in Canadian dollars
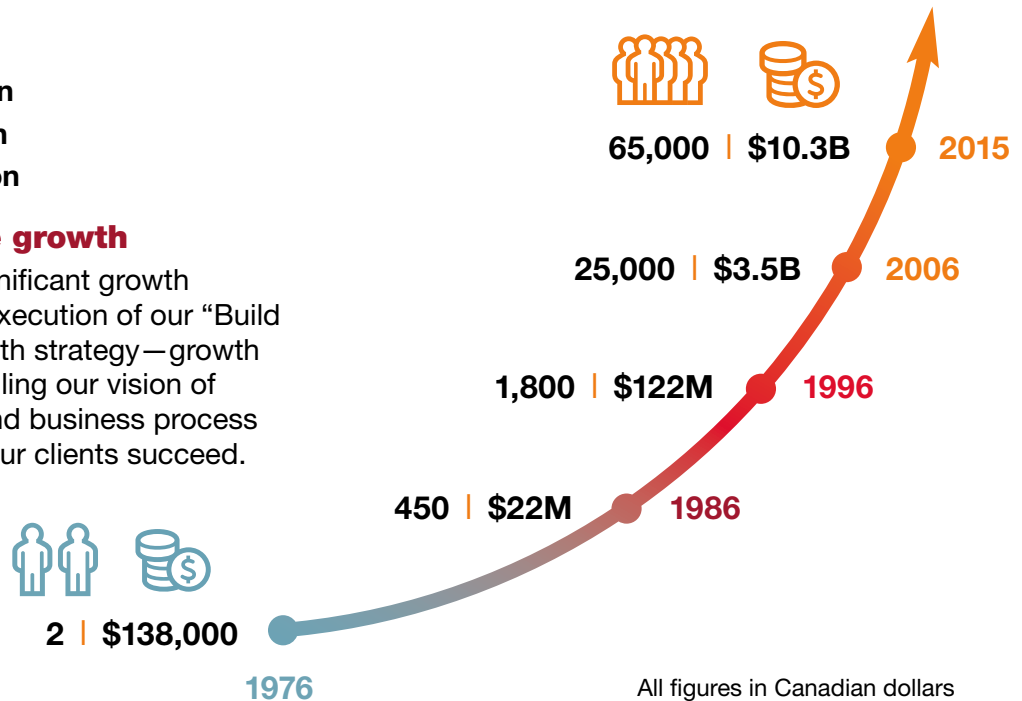
Our footprint

- One of the largest independent IT and business process services companies in the world
- 65,000 professionals (more than 50,000 are shareholders)
- 400 locations across 40 countries representing more than 80% of IT spend worldwide
- 10 focused industries representing 90% of IT spend worldwide
- 5,000 clients across the globe

Our delivery

- 9/10 client satisfaction score
- Project delivery 95% on time and within budget
- End-to-end IT and business process services
- More than 150 mission-critical, CGI-built solutions

2015 Voice of Our Clients

CGI's Voice of Our Clients program involves annual, in-person, in-depth interviews to have a dialogue with clients across our targeted industries. The insight gained from listening to our clients' top priorities enables us to refine our thinking, inform our investments and evolve our strategy to best serve as their partner and expert of choice.

In 2015, we held **965 in-person, in-depth client interviews** — 44% with business executives and 56% with IT leaders — across **10 industries** and **17 countries**. Globally, clients are focused on becoming **customer-centric digital organizations** and their IT priorities are aligned with the business to achieve this goal.

Top global trends	Top IT priorities
• Meet increasing customer/citizen expectations for improved services anywhere, anytime • Become digital organizations to meet customer and citizen expectations • Meet increasing regulatory compliance requirements • Address ongoing cost/budget pressures • Protect the organization through cybersecurity	• Transform the organization and connect with all stakeholders (customers/citizens, partners, suppliers) to become a **digital enterprise** • Drive **IT modernization** to become more agile and reduce the cost to "run" day-to-day operations to invest in "change" to transform into a digital enterprise • Develop the capabilities to deliver the benefits of **big data and business insight** • **Protect stakeholders** through enhanced cybersecurity • Embrace **new delivery models** to align costs with revenue and reduce "run" and "change" costs at the same time (SaaS, cloud, managed services/outsourcing)

CGI's Voice of Our Clients program is an in-person conversation that we have with clients — both business and IT executives — to understand what they are looking for from us as their service provider and where they need technology to move their business forward. The conversations this year were dominated by one central theme: digital transformation. Certainly, it's easier to be digital if you are just entering the market. However, most of our clients and the industries in which they operate are mature and have complex, integrated IT platforms. That complexity requires a partner that can help them on their digital journeys: from consulting services to determine the best-fit digital transformation approach, to innovative digital solutions and related systems integration work, to IT outsourcing and business process services that lower the costs and complexity of running and transforming systems. This year's Annual Review provides evidence of how CGI is helping clients embark on their digital journeys and succeed in reaching their destination.

George D. Schindler, Chief Operating Officer, CGI

Accelerating digital transformation
to future business models

CGI serves **22 of the top 30 banks** in the world and **13 of the top 20 global insurers**. Our work spans across the retail, capital markets and transaction banking sectors, as well as the P&C and life and annuity insurance sectors. We partner with clients to help accelerate transformation to digital business models, modernize and automate legacy infrastructures, and implement regulatory and cybersecurity controls.

We listen.

As part of our 2015 annual strategic planning process, we conducted **200 in-person interviews** with financial services clients in **14 countries** to discuss industry trends and their top business and IT priorities.

Top industry trends

Mounting and complex regulations and standards	**63%**
Fast evolving customer and ecosystem expectations	**63%**
Explosive growth of big data and predictive analytics	**49%**
Accelerating digital transformation	**47%**
Significant business erosion from new competition	**42%**

0%   20%   40%   60%   80%
% of respondents
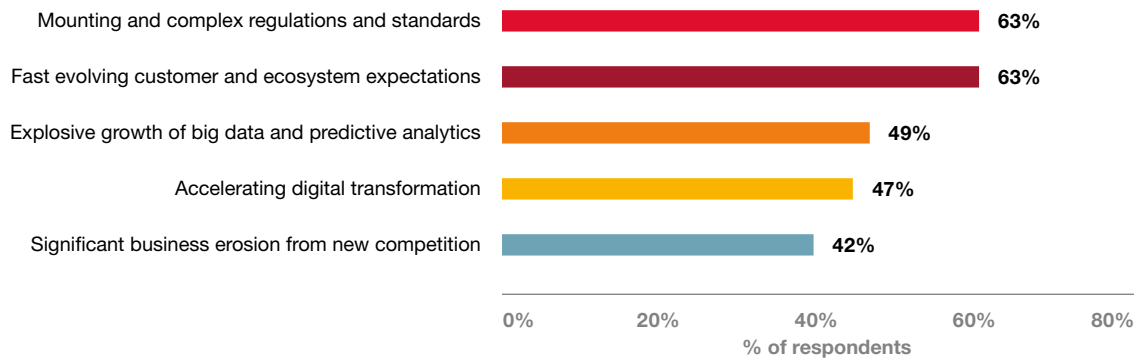
Top IT priorities

- Driving competitive advantage and growth by transforming to **digital business models and delivering value-add services**

- Meeting global control requirements in the digital world through **compliance and cybersecurity capabilities**

- Delivering personalized, real-time and value-add services through actionable **customer intelligence and insight**

- Improving customer experience through **digital, omni-channel service delivery**

- Reducing "run" costs and accelerating digital transformation "change" spend through **IT modernization and automation**

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We innovate. We deliver.

In response to these trends and priorities, CGI is innovating in critical areas such as digital transformation, payments modernization, product rating/configuration and cybersecurity to deliver the business outcomes that clients need to succeed.

Banking

Areas of innovation	Business outcomes
Addressing budget pressures: As more banks move from "run" to "change" budgets, CGI is providing support through IT roadmap development, legacy infrastructure transformation, SaaS/cloud technology deployment and outsourcing. (CGI is positioned as a "Leader" in the Everest IT Outsourcing in Banking–Service Provider Landscape with PEAK Matrix™ Assessment 2015.)	• Substantially reduced "run" budgets, freeing up "change" budgets • Shift from CapEx to OpEx • Global best-in-breed platforms for growth and enhanced client satisfaction
Digital business transformation: We provide enterprise digital transformation services—from strategy development and advanced data analytics, to omni-channel delivery, customer journey automation and more.	• 360 degree view of customers through in-house and external data sources • Proof-of-concepts for new technologies (e.g., block chain) • Agile development and delivery of new value-add services • Deployment of omni-channel capabilities
Payments modernization: We're deeply involved with payment infrastructure modernization at the international level and with our banking clients, as well as providing systems that process and screen trillions of dollars in transactions per day.	• Industry and bank payments modernization design and implementation • Implementation of new customer-centric, value-add payment services • Increased efficiencies in payment business services across the bank
Compliance and cybersecurity: CGI helps banks to drive compliance with new regulations, manage risks and adopt best-in-class cybersecurity capabilities for enhanced business control and performance.	• Innovative self-learning technologies and tools • Advanced data analytics and real-time insight • Minimized risks through managed security services

> *CGI is a key strategic transformation partner for BMO to meet the needs of our customers.*
>
> **Steve Tennyson,** CIO, BMO Bank of Montreal
> Toronto, Canada

Insurance

Areas of innovation	Business outcomes
Cyber insurance: In this emerging area, we help insurers enter the world of cyber insurance, providing an understanding of cybersecurity and insurance from all angles and delivering end-to-end cyber insurance services and solutions.	• Delivery of the right cyber insurance products at the right time as part of the underwriting process • Minimized risks through managed security services
Product strategy and management: Through proven solutions such as Ratabase, CGI empowers insurers to design, build and release new products in the fastest possible time. Using advanced technologies such as the Internet of Things (IoT) and data analytics, we also help insurers better assess insurable risks, such as driving behavior and health conditions, resulting in fewer claims and lower premiums.	• Ability to test and deploy products and product scenarios more efficiently and effectively • Solutions that can be integrated on a wide range of platforms and best-in-class implementation and consulting services • Development of products that address customers' unique needs through the power of data analytics and IoT
Insurance risk information: CGI's insurance risk information platform shares vast amounts of data across the insurance value chain and turns valuable insight into opportunities. For Canada-based clients, we deliver more than 15 million risk information reports annually to insurers, brokers and agents.	• Ability to manage information, spot patterns, analyze trends and adapt strategies to drive competitive advantage
Core systems transformation: CGI supports core insurance systems transformation for more than 200 insurers worldwide, using advanced digital, data analytics and customer management technologies.	• Development and launch of new value-add services • Faster time-to-market • Enhanced customer experience

LähiTapiola extends outsourcing contract with CGI to reduce "run" costs and accelerate transformation through new ICT delivery model

After a two and a half year partnership, Finland's largest insurance company LähiTapiola extended its outsourcing contract with CGI to 2021 to transform the delivery of information and communications technology (ICT) services within the company to meet its future needs. Facing an extensive merger that required the completion of major information systems projects and the need for more efficient and flexible ICT services, LähiTapiola formed a joint venture called LTC-Otso with CGI to outsource its internal IT unit.

Through the new delivery model and resources, LähiTapiola is benefitting from reduced "run" costs, enabling more investment in "change" initiatives, including digital transformation technologies that are driving new innovative services for its customers. LTC-Otso is leveraging a shared service center in Finland, as well as offshore resources, to deliver the cost savings and new technologies.

" LähiTapiola made the transition from an internal IT unit to outsourced ICT services. Through this joint venture, LähiTapiola and CGI have developed a high-quality partnership whose results have had an impact on both companies. "

Mikko Vastela, CIO, LähiTapiola
Espoo, Finland

CGI-built solutions that deliver business results

- Our financial software solutions enable the transfer of **$5 trillion per day** across the globe.
- We have completed **more than 350 implementations** of our collections, recoveries and loan origination solutions.
- CGI's sanctions screening software, HotScan, **filters 64% of the world's foreign exchange trades**.
- Our trade finance SaaS platform, CGI Trade360, supports global trade finance services for **more than 30,000 portal users in over 80 countries**.
- **More than $1 trillion in assets** are managed through CGI portfolio management, investment fund and plan administration solutions.
- **More than 160 private- and public-sector organizations in 10 countries** leverage CGI's treasury and asset management solutions.
- CGI's Ratabase rating and pricing engine has been successfully implemented for **more than 100 P&C and life insurers**.
- CGI delivers more than **15 million risk information reports** annually to insurers, brokers and agents.

Enabling better decisions
and outcomes through insights

CGI serves clients across health delivery, payment, research, development and regulation. Our solutions and services support more than **1,000 health facilities, 3 million providers, 6 billion health records and health payers serving more than 195 million people**.

We listen.

As part of our 2015 annual strategic planning process, we conducted **55 in-person interviews** with health clients in **9 countries** to better understand the challenges of this dynamic industry. Rising costs and consumer expectations are driving the need to extend legacy systems and exploit mobility, the cloud and shared services. While analytics are increasingly important, cybersecurity remains low on the agenda despite several high-profile breaches.

Top industry trends

Trend	%
Containing costs as increases become unsustainable	72%
Aging populations that require more costly care	59%
Increasing consumer expectation for service quality and transparency	59%
Health reform driving significant regulatory changes	57%
Changing culture from fee-for-service to pay-for-value	49%

% of respondents
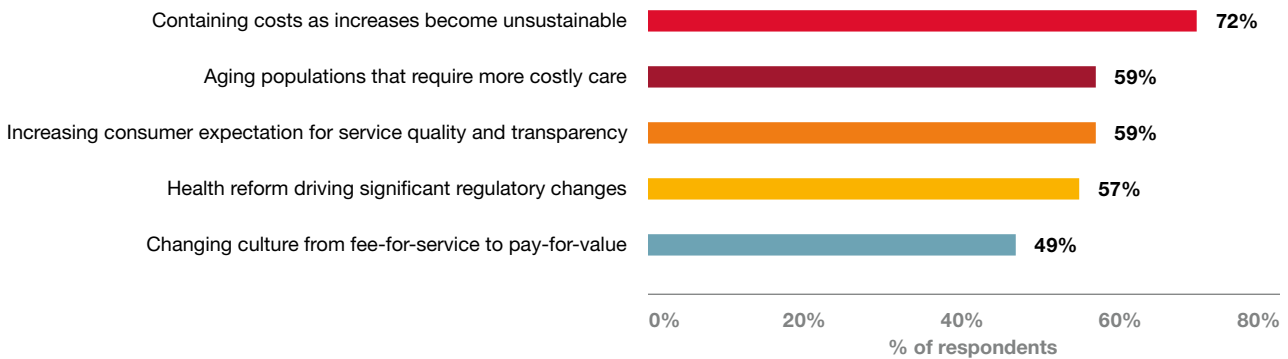
Top IT priorities

- Harmonizing and extending **legacy systems**
- Gaining insight through **enterprise analytics** for supply chain R&D, clinical and organizational understanding
- Improving **data management and transparency**
- Improving operational efficiency by leveraging **cloud, shared services and business process outsourcing**
- Enabling **mobility** for patient outreach and workforce productivity
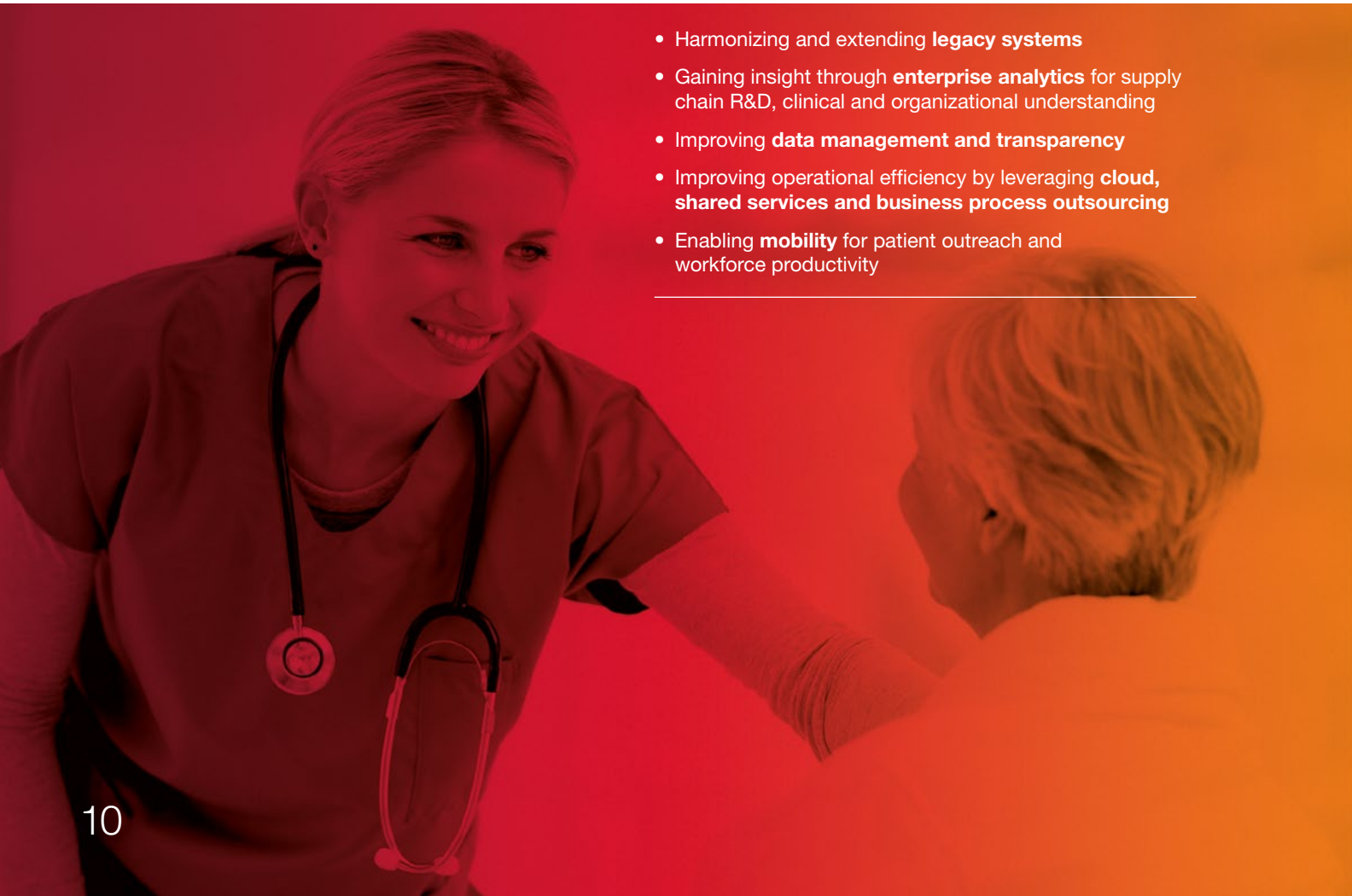
We innovate. We deliver.

In response to our clients' challenges and opportunities, CGI has focused our innovation on improving efficiency, decisions and outcomes in health.

Areas of innovation	Business outcomes
Health analytics: Our Data2Diamonds, Patient Safety as a Service and Health Enterprise Optimization solutions help clients derive valuable business insights from data.	• Improved patient safety • Resource optimization • Fraud prevention
Patient-centered care: CGI CommunityCare360 enables mobility and streamlines care delivery by connecting patients, clinicians, home care workers and first responders.	• Empowered consumers, patients and care workers • Care plan visibility to all stakeholders • More time with patients
Financial management: Our Managed Technology + Equipment Service for IT and medical equipment outsourcing allows clients to focus on transformation, not technology.	• Lower costs for managing equipment • Reallocation of resources for service delivery transformation
Claims fraud, waste and abuse: CGI's solution and services for reducing claims fraud, waste and abuse has helped payers recover $2.1 billion in lost payments. We also help detect, remedy and prevent claims fraud, pre- and post-payment.	• Identification of potential recoveries from medical and pharmacy claims • Significant cost savings
Enterprise content management: CGI's Sovera solution streamlines processes for more than 1,000 health facilities and manages over 6 billion patient records.	• Enhanced productivity and reduced costs • Improved revenue cycle management
Interoperability: CGI's e-CareLogic Integrated Clinical Electronic Records system integrates with various clinical systems within the hospital and across care settings.	• Support for the whole patient pathway • Preserve the value of existing systems
R&D: CGI helps pharmaceutical and life sciences firms manage a diverse R&D pipeline.	• Lower costs • Improved regulatory compliance
Cybersecurity as a service: CGI helps clients improve their security and privacy postures using our expert staff and technology via our global Security Operations Centers that continuously identify and monitor cyber threats.	• Higher levels of privacy, security and regulatory compliance • Reduced costs

Harnessing the power of health data and analytics

CGI partners with clients to derive valuable insights through data visualization, predictive and prescriptive analytics, and other analytics techniques.

• **Predictive analytics** review past behavior to "predict" likely outcomes. Through our services and solutions to reduce claims fraud, waste and abuse, we help healthcare payers detect potential fraud and risks before they happen.

• **Prescriptive analytics** evaluate the impact of likely outcomes to "prescribe" the best possible outcome. CGI's Health Enterprise Optimization solution helps hospitals optimize operating room scheduling strategies and understand how decisions made in one area of the hospital would affect the hospital as a whole. Our Patient Safety Service gives hospitals a better ability to predict and prevent harmful events affecting patient safety.

• Seeing data points in a graph or diagram is critical, particularly as volumes of data get exponentially larger. We help clients use **data visualization** to analyze patterns in hospital visits, for example, to identify ways to reduce costs while maintaining or improving patient health.

These are just a few CGI innovations in health analytics, and we are pursuing others in genomics and beyond.

"*We successfully completed an innovative prescriptive analytics project, the first of its kind in healthcare in Canada, to identify the best possible options in terms of quality of care, access to care and cost of care. The CGI Enterprise Optimizer for Healthcare is a powerful decision support tool to model and measure the impacts of a given decision or action on all processes in the hospital or organization.*"

Dr. Lawrence Rosenberg, President & CEO, Integrated Health & Social Services
University Network for West-Central Montréal and Professor of Surgery & Medicine, McGill University
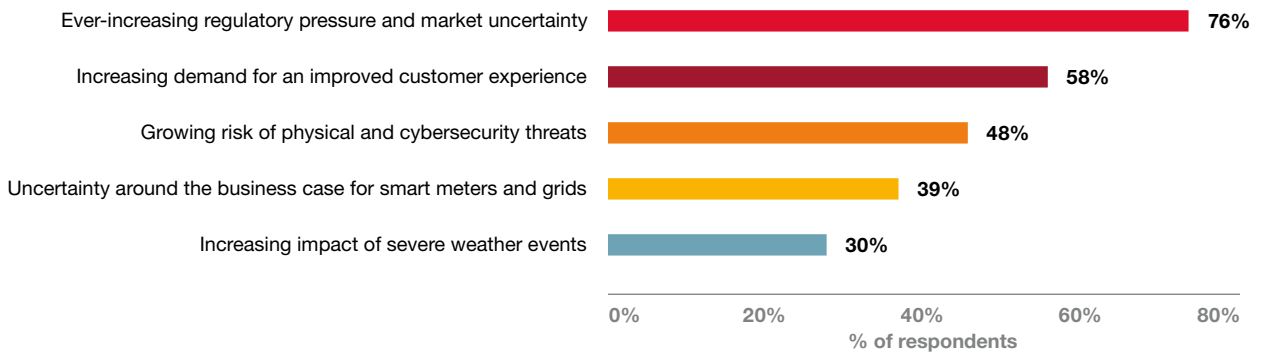Montréal, Canada

Transforming the digital customer experience
while achieving operational excellence

CGI works with **more than 250 electric, water and gas clients worldwide** and is a partner to **8 of the 10 largest utilities in both Europe and North America**. Our utility offerings cover the entire supply chain—from generation to transmission and distribution to retail supply.

We listen.

Utilities are investing in advancing technologies, including digital, mobile, cloud, big data and cybersecurity, to drive operational excellence, particularly in the areas of compliance and security, and to deliver a more retail-like customer experience. As part of our 2015 annual strategic planning process, we held **85 in-person interviews** with utilities clients in **15 countries** to learn more about their key challenges and opportunities.

Top industry trends

Trend	% of respondents
Ever-increasing regulatory pressure and market uncertainty	76%
Increasing demand for an improved customer experience	58%
Growing risk of physical and cybersecurity threats	48%
Uncertainty around the business case for smart meters and grids	39%
Increasing impact of severe weather events	30%

% of respondents

Top IT priorities

- Supporting digital customer engagement and the transition to a new energy provisioning system by **aligning digital technologies**

- Reducing risk and improving compliance with regulations by allocating a greater share of the IT budget to **cybersecurity**

- Gaining greater operational visibility and control by **converging and modernizing information and operational technologies**

- Responding more effectively to **regulatory changes** in both the operational and commercial business areas

- Generating more insight and value across operations by **better managing real-time data**

cgi.com/utilities

40 YEARS

We innovate. We deliver.

CGI helps major utilities worldwide transform mission-critical business areas through innovative, award-winning solutions, end-to-end services and global delivery capabilities.

Areas of innovation	Business outcomes
Optimized network utility: CGI develops and implements transformation strategies, roadmaps and technologies for building and running an optimized network utility.	• Holistic view to maximize smart grid investments • Strategies to achieve business objectives • Better balancing of stakeholder expectations
Enterprise asset management: CGI's Asset & Resource Management (ARM) suite manages all transmission and distribution of utility work, assets and resources.	• Improved asset performance at reduced cost • Improved regulatory compliance • More efficient, integrated workflows and systems
Digital customer service solutions: We deliver customer-centric solutions for managing billing, payments, energy efficiency, product launches and more, including Realtime Energy eXchange (REX), which connects clusters of end users to energy trading markets for buying and selling energy.	• Increased customer insight and customer-centric services • Launch of new products/services to meet evolving customer needs • Increased stability of energy prices by "unlocking" flexibility
Network operations: From real-time monitoring to outage management to cybersecurity, our advanced network solutions leverage innovative grid, meter and data technologies to drive value.	• Increased network automation and efficiencies • Improved response to outages and severe weather events • Improved customer service and regulatory compliance
IT-OT convergence: CGI was named a "market leader" in IT-OT integration in a 2014–2015 Ovum report based on our best-of-breed IT-OT integration services and high-profile client projects, such as for Energias de Portugal (EDP).	• Increased enterprise data sharing and value • Identification of potential IT-OT use cases • Increased agility in responding to evolving demands
Production/generation: CGI's award-winning RMS solution controls 6,000 turbines on 300 wind farms in 9 countries for Energias de Portugal Renewables (EDPR).	• Remote monitoring and control to lower costs • Faster reaction to failures to decrease downtime • Enhanced safety, reliability and security
Central energy markets: CGI built and implemented 11 of the world's central market energy clearing houses and was selected to develop and run the UK's core water central market system, starting in 2017.	• Improved data collection, analysis, transparency and access • Faster processing time and reduced errors • Enhanced flexibility, scalability and security
Smart technologies: CGI's involvement with high-profile smart grid projects such as Low Carbon London has led to our recognition as a smart grids systems integrator worldwide.	• Better data management and more data insight • More consumer choice and improved service quality • Integration with systems, networks and market players

Partnering with Smart DCC Limited for the Great Britain Smart Metering Implementation Programme

Great Britain is one of the most liberalized and consistently competitive energy markets in the world. To minimize barriers to consumers in choosing their energy supplier, Britain is implementing the Data Communication Company (DCC) at the heart of the market. CGI is developing and implementing and will operate the solution that will link gas and electricity meters with the business systems of utility companies needed to deliver the £18.8 billon of consumer, economic and environmental gross benefits of smart metering.

" *The challenge of providing secure access for all the retail energy suppliers and distribution businesses to the 53 million gas and electricity smart meters that are being deployed across Great Britain is unparalleled anywhere in the world. CGI is bringing its wealth of experience in smart metering in liberalized markets to the development, implementation and operations of the systems that will enable the DCC to provide secure access to Britain's smart metering infrastructure.* "

Jonathan Simcock, Managing Director, Smart DCC Ltd.
London, United Kingdom

Improving the passenger experience and achieving efficiencies

CGI partners with **140 clients in the aviation, rail, maritime, and road and regional transit sectors**, providing expertise and solutions that enhance the overall passenger experience, drive innovation and improve operational efficiencies.
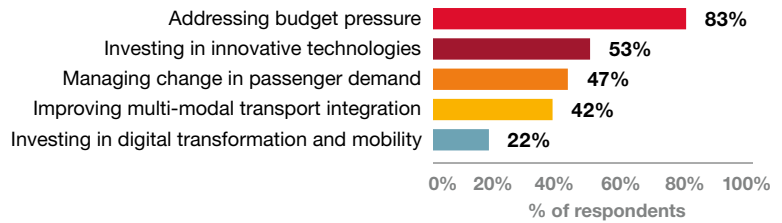
We listen.

As part of our 2015 annual strategic planning process, CGI held **38 in-person interviews** with transportation clients in **11 countries** to better understand the market dynamics they face and the resulting strategic priorities. Clients are focusing on innovative solutions to improve the passenger experience but are challenged by increasing budget pressures. Investments in technology are viewed as the path to achieving greater efficiencies and increased capacity to respond to the changing transport landscape despite static budgets.

Top IT priorities

- Building **modern, agile infrastructures**
- Increasing **cybersecurity and physical security**
- Investing in **digital transformation and mobility**
- Generating more **business value from data**
- Modernizing **IT systems**

Top industry trends

Addressing budget pressure	83%
Investing in innovative technologies	53%
Managing change in passenger demand	47%
Improving multi-modal transport integration	42%
Investing in digital transformation and mobility	22%

0% 20% 40% 60% 80% 100%
% of respondents

We innovate. We deliver.

With an in-depth understanding of our clients' industry and needs, CGI delivers innovative digital business solutions that drive digital transformation, enhance cybersecurity, optimize the passenger experience and modernize infrastructures and systems.

Areas of innovation	Business outcomes
Digital transformation: We provide digital enabling strategies and technology to help clients launch innovative offerings and become more efficient. For example, with CGI's help, Rijkswaterstaat in the Netherlands converted its road inspectors' cars into a digital workplace to achieve efficient incident management and maintenance of their road infrastructures.	• Agile infrastructures • Intelligent transport systems • Enhanced passenger experience • Improved efficiencies and workforce management
Cybersecurity: Our security experts assess, manage and evolve clients' cybersecurity capabilities to protect against increasing and fast-changing cyber threats.	• Increased passenger safety • Protection from infrastructure attacks • Protection of personal data
Passenger experience: We deliver award-winning customer intelligence solutions, such as our mobile apps for train occupancy (iNStapp), train arrival (My Train) and trip planning (Helsinki Journey Planner).	• Improved customer service quality • Increased passenger satisfaction and loyalty • Greater operational efficiencies
Predictive analytics: We help clients capture, analyze and use real-time data, such as our smart data solution for the Helsinki, Finland bus system, and our CGI Traffic360 solution, which is used to audit toll operators for highway authorities.	• Increased real-time data and insight • More effective data management • Increased performance and lower costs
IT modernization: CGI drives modernization across the entire supply chain and supports the aviation and maritime industries through our in-flight/on-board retail solutions Pro Logistica and LS NAV. (Currently, 28 airlines worldwide are using the Pro Logistica platform.)	• 360 degree customer visibility • Increased automation • Streamlined operations and cost savings

> *We are responsible for transporting approximately 50 million passengers and 10 million parcels per year. To help improve the quality of our services and the information we manage, while meeting the demands of our customers' growing service needs, we chose to partner with CGI to digitize our operations. CGI provided an end-to-end system that enables us to handle ticket sales more effectively with dynamic pricing and schedule information. These services are improving the customer experience, increasing service sales through digital channels and efficiently optimizing our company's fleet.*
>
> **Jukka Ylitalo,** Business Manager, Matkahuolto
> Helsinki, Finland

cgi.com/transportation

Technology to help achieve a competitive edge

With a strong track record of delivery excellence, CGI is a partner to **all oil and gas majors globally**. We provide services across the entire value chain—from exploration and production, to refining, supply and distribution, to B2B/B2C retail.
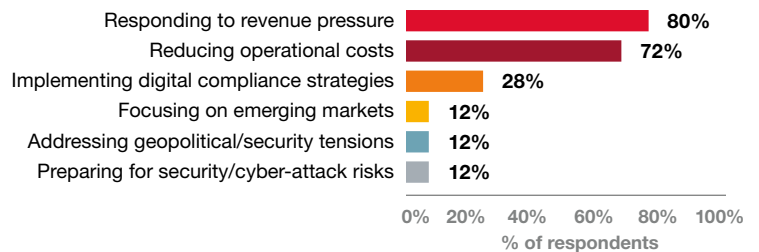
We listen.

As part of our 2015 annual strategic planning process, we conducted **27 in-person interviews** with oil and gas clients in **9 countries**. In the face of fluctuating prices, geopolitical uncertainty and increasing difficulty in accessing reserves, our clients are seeking to reduce costs, increase the productivity of reserves, make better use of assets, engage in strategic partnering, improve compliance and generate more downstream profits—securely, safely and sustainably.

Top IT priorities

- Mitigate risks from **cybersecurity threats**
- Maximize use of **new delivery models** such as cloud/SaaS to reduce IT costs
- Exploit **big data analytics** to improve the interpretation of data to make better decisions
- **Integrate upstream IT** to optimize information quality to deliver immediate value

Top industry trends

Trend	% of respondents
Responding to revenue pressure	80%
Reducing operational costs	72%
Implementing digital compliance strategies	28%
Focusing on emerging markets	12%
Addressing geopolitical/security tensions	12%
Preparing for security/cyber-attack risks	12%

0% 20% 40% 60% 80% 100%
% of respondents

We innovate. We deliver.

With a significant drop in oil prices, companies face extreme pressures on revenue generation and cost reduction. To help address these issues and the industry's trends and priorities, CGI is focused on helping clients design, build and deliver an effective response.

Areas of innovation	Business outcomes
Enterprise data analytics: We help clients manage information as a corporate asset across the entire oil and gas value chain and derive insights from geological, production, customer and purchasing data.	• Using data insight as a competitive differentiator • Unlocking the hidden value of seismic data to enable better decisions
Subsurface and wells applications: We manage critical application portfolios for oil and gas majors.	• Improved exploration and increased recoverable reserves while lowering costs and bringing innovation
Hydrocarbon accounting: Our Exploration2Revenue (X2R) solution optimizes the upstream back office using mobile, digital and cloud technologies.	• Reduced total cost of operations • Ability to focus on core operations
Payment and loyalty programs: CGI systems process 1.5 billion fuel card transactions and manage $100 billion in fuel card payments per year.	• Significant increase in customer loyalty for retailers, generating profitable growth opportunities
Cybersecurity: We provide consulting services and manage deployment, run and maintenance for process control networks in both upstream and downstream operations.	• Improved security postures
Health, safety and environment: 95% of UK oil and gas offshore personnel movements are tracked by CGI's VantagePoB. Our ProSteward360 solution streamlines global hazardous materials compliance.	• Better management of risk, compliance and incidences • Effective workforce management
Energy trading and risk management: We help clients manage front- and back-office functions, physical settlement and logistics.	• Increased standardization and efficiency • Cost optimization and regulatory compliance

> *Based on our association, and CGI's deep domain and technical skills in subsurface and wells, we are happy to have CGI once again deliver an integral application management service based on a blended delivery model.*
>
> **Bettina Bachmann,** VP Subsurface & Wells Software, Shell Global Solutions
> The Hague, Netherlands

DIGITAL
transformation

In 2015, we conducted face-to-face interviews with 965 clients—business and IT leaders across the industries and countries we serve. The clear takeaway from these discussions is that, for the first time since the global financial crisis in 2008, clients are expanding their business priorities from primarily cost reduction to a focus on funding revenue growth initiatives, including launching new services and products. The motivation for this focus is our clients' quest to become **customer-centric digital organizations**.

Driving this digital transformation mindset are increasing demands from consumers and citizens who expect seamless, omni-channel and personal interaction with businesses and governments. Clients also face intensified regulatory requirements, cybersecurity risks, budget pressures and market disruption from new digital-first competitors.

Clients find they are struggling to transform to meet these demands. Their business and IT platforms, which have been built and enhanced over many years, add complexity and cost to their ability to fund and achieve digital transformation. From a cost perspective, 65% of clients cited that they have not been able to reduce costs and adjust their IT spend mix to support change investments. Approximately 18% of clients' CapEx budgets are allocated to support digital transformation, with nearly 60% of clients confirming they have digital transformation activities underway.

As we support our clients on their digital transformation journeys, CGI is at the forefront of **helping clients lower their costs to fund and drive change**.

Helping to shape
a "Digital France"

Over the past year, CGI has been developing a vision for the future of the digital industry in France—an initiative encouraged by the French government in its quest to make France the "digital nation" within Europe and around the world.

CGI developed a vision—one of using digital technology to foster economic growth; of creating high-quality digital careers, especially among women; and providing for competitiveness and security—through multiple meetings with clients and government officials. In addition, CGI partnered with four prestigious universities to form a working group with students, the future digital leaders of France, to help ensure the vision covered important subjects related to the digital economy.

In June 2015, CGI released the resulting comprehensive white paper, "Digital: Seizing an Opportunity for France," to government officials, clients and the public at large. The initiative continues today, using the white paper and related efforts to continue the dialogue as CGI helps advocate for building a digital France.

> *CGI has begun contributing to the national effort organized by the Conseil National du Numérique [French Digital Council] at the request of the government, besides contributing more generally to the innovation ecosystem. All companies operating in France should adopt this approach of leaving their mark on the innovation ecosystem.*

Axelle Lemaire,
Minister of the Digital Economy, France

Enablers
to digital transformation

CGI provides a suite of digital enablers to help clients become customer-centric digital organizations:

- **Digital customer experience:** Providing customers and citizens with a seamless, personalized, omni-channel experience

- **Digital insights:** Applying big data analytics to better understand customer and citizen needs and to reduce the costs and complexity of managing data

- **Internet of Things:** Leveraging smart objects to deliver new, differentiating services and processes

- **New delivery models, including cloud and SaaS:** Driving innovation, flexibility and savings through secure cloud services that provide the availability and performance clients need

- **Payments modernization:** Helping clients manage increasing volumes of transactions through optimized processes and modernizing payment systems to be flexible, scalable, compliant and secure

- **Cybersecurity:** Protecting stakeholders by assessing and analyzing potential risks, continuously monitoring for threats and putting in place the necessary defenses

- **Outsourcing:** Managing IT and business functions on behalf of clients to drive savings and to access best-in-class capabilities

- **IT modernization:** Providing roadmaps and end-to-end services to transform legacy business processes, applications and infrastructures to build a customer-centric digital organization

- **IT human capital strategy:** Assisting clients with developing an IT workforce strategy to attract, retain, change and manage the strategic and execution aspects of the organization

These enablers are pursued in different ways, depending on the type of industry in which our clients operate. Based on an analysis of our client interviews and real-world experience, here is how industry leaders are achieving digital transformation to benefit their top-to-bottom lines.

Industry type	Actions of the digital leaders
Consumer-intensive *(communications, retail and consumer services, banking)*	Second-generation cloud enablement; wireless everything; digital employees and agents; collaborative toolsets; ecosystem partnerships and connectivity; predictive analytics
Asset-intensive *(transportation, manufacturing, utilities)*	End-customer relationships; social media; aggressive paper elimination; promotion of mobile self-service across employees, clients and agents
Risk- and investment-intensive *(oil and gas, insurance, health, government)*	Common platforms and data sets; investment in digital employee tools; running e-services; facilitating internal collaboration and cybersecurity

Partnering with clients
on their digital journeys

CGI collaborates with clients by bringing practical innovation and business-based solutions that lower the costs of running their business, enabling them to reinvest these savings into changing their business. By listening to our clients and understanding their business needs and goals, we work as an active partner in their digital transformation success. Here are four examples of the digital enablers at work for our clients.

Redeploying savings to drive transformation

Organizations are struggling to transform in light of the squeeze between top-line pressures and rising costs. Many organizations find no other option but to throw more resources at IT, sometimes without the alignment to a strategic roadmap. To avoid runaway budgets, clients need to adopt a clear division between the contribution of IT toward competitive differentiation and the necessary running of the business.

Through CGI's IT outsourcing and digital business services solutions—along with our best-fit global delivery options—CGI can **reduce our clients' IT budgets by 30–40%** over time, providing a strong emphasis on IT modernization, the retirement of old applications, and the adoption of automation tools and processes. Through CGI's digital business services, we work with clients to streamline mission-critical processes, enabling them to digitally connect with stakeholders across boundaries and deliver a digital customer experience at reduced costs. As a result, these savings can be redeployed to IT initiatives that drive clients' transformation.

Payments modernization as a core transformation driver

CGI partners with clients to support the convenient, secure and reliable transmission of all messages and transactions across the payments life cycle. Through the **CGI Payments360 offering**—an integrated portfolio of solutions and services that supports transformation across the payment life cycle—we help clients transform business processes and integrate enabling technologies. As a result, clients are able to **move money smarter, while preserving existing investments and gaining the agility to adapt rapidly to changing customer demands**.

From our experience of operating across multiple industries globally, CGI is uniquely positioned to drive transformation throughout the full payment life cycle and understands how to harness the power of emerging technologies such as block chain and distributed consensus ledgers.

Securing the business

Businesses and governments are transforming to better serve their customers and citizens in an increasingly digital world. With greater connection, however, comes increased cybersecurity risk. Today's reality is that there is no perfect security, and even the most diligent organizations may be compromised. Yet, citizens and customers want assurance that their data is secure.

CGI helps build security into every aspect of clients' operations—from infrastructure and networks, to mobile applications, to employee education and business continuity. We partner with clients to assess and analyze potential cyber risks, continuously monitor for threats in real time, put in place the necessary defenses, and ensure continuity of operations. (Learn more at **cgi.com/cyberblog**.)

Finding "diamonds" in data

Most organizations have multiple touchpoints for communication—from websites and social media, to sensors, mobile apps, call centers and physical locations. Digital transformation is the reinvention of these touchpoints, changing the way relationships are built, data is exchanged, transactions are fulfilled, insights are gained and value is created.

At CGI, we believe that **successful digital enterprises combine a customer-centric culture with the pursuit of operational excellence, which includes ensuring that relevant customer and product data from multiple channels is made accessible and usable to improve business outcomes**. CGI uses big data analytics to help clients gain business value from data, and our Data2Diamonds methodology provides for the design and implementation of data and analytics solutions. The more high-quality data you can access (the "diamonds"), the better you can analyze it and the greater its potential for value. (Learn more at **cgi.com/bigdatablog**).

"This common [GPS] operational tool is the first of its kind in the emergency services that covers the entire chain of activities from the emergency call center to arrival of help at the scene. The tool provides a shared platform for all emergency services. The project has already taken a new direction by the prospect of adding the police to the system."

Janek Laev, Director General, Estonian Response Centre
Tallinn, Estonia

"Cyber attacks are increasingly common and the financial impact on victims is considerable. We want to offer our clients the best possible insurance coverage against these new risks and assistance in case of an attack. To do so, we feel it's essential to rely on a precise diagnostic detailing cyber risks to which they are exposed. Our goal is to offer appropriate customized protection comprising both a risk management plan and coverage in case of loss. The growing frequency and complexity of cyber attacks today mean that our clients need to optimize their protection more than ever. That's why CGI cybersecurity expertise is so crucial. The combined expertise of our two organizations clearly positions us as trusted security partners for our clients."

Dominique Le Chevallier, Technical Director, Verspieren
Wasquehal, France

"CGI is the Official Systems Integration Partner of UK Sport and is working closely with its sport intelligence team in the development of a sustainable data management and analysis capability that allows UK Sport to maintain competitive advantage and enhance the quality of decision-making. UK Sport is working with CGI's digital transformation team to complement its in-house capabilities in support of its system integration project objectives. CGI's support and expertise allows UK Sport to deliver a robust, best-practice solution in a challenging time frame."

Simon Timson, Director of Performance, UK Sport
London, United Kingdom

Select media announcements
from 2015

- **City of Edinburgh Council** awards seven year £186 million transformational ICT outsourcing and digital services contract to CGI (see page 25 for more information)

- CGI launches **new offerings to help transaction banks** explore transformational change investments for reaching strategic goals

- **CGI survey on bank consumer preferences**: "Accelerate digital transformation to manage 'financial well-being' of clients"

- CGI named as a **leader in Global Managed Security Services** by NelsonHall

- CGI's new **Finnish Cybersecurity Center** to provide around-the-clock local support backed by global resources

- Transport giant **DB Schenker** expands outsourcing agreement with CGI to cover more mission-critical applications

- **ELEXON** contracts CGI for three-year £20m business processing and IT outsourcing agreement

- **CGI Unify360** manages cloud and traditional IT in single solution: Solution offers clients a holistic view to manage all their IT services from one source

- CGI successfully completes data center transformation for **Australia's APA Group**

- CGI contracts with multiple **Michigan localities** to deliver robust SaaS-based enterprise resource planning solution

- **North Wales Police** selects CGI for a five-year consolidated managed ICT services contract

- Finnish social insurance institution **Kela** selects CGI to modernize document management

- CGI selected to provide the **UK National Security Vetting Solution**

- **Mitsubishi Hitachi Power Systems Europe** outsources IT infrastructure management to CGI

- CGI partners with **Estonian agencies** to develop innovative emergency response system

- **UK Ministry of Defence** selects CGI to provide integrated electronic health record information service

Innovating to deliver
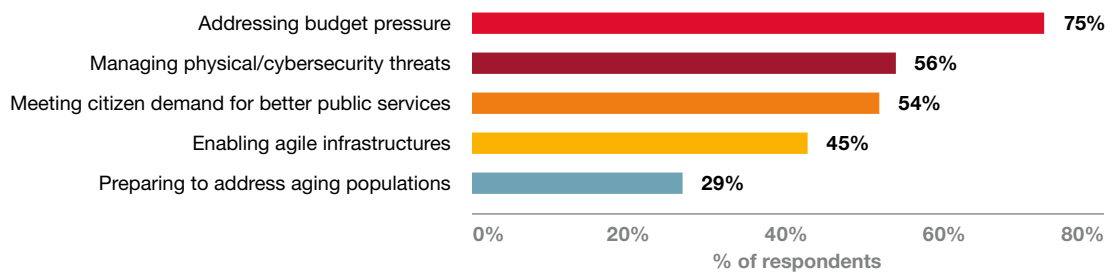## mission-critical digital government services

CGI has helped **more than 2,000 government clients in 15 countries** build successful transformation programs. We partner with national, state, provincial and local governments to design and deliver digital strategies to achieve their transformation objectives in financial and administrative management, public safety and justice, health and human services, education, environmental protection and more. For defense, intelligence and space agencies and ministries, we help advance mission objectives in national security, logistics, operations, communications, simulation, infrastructure, military health, security vetting and earth exploration.

We listen.

As part of our 2015 annual strategic planning process, we conducted **326 in-person interviews** with government clients in **12 countries** to discuss sector trends and their top business and IT priorities.

Top industry trends
National, state, provincial and local

Trend	% of respondents
Addressing budget pressure	75%
Managing physical/cybersecurity threats	56%
Meeting citizen demand for better public services	54%
Enabling agile infrastructures	45%
Preparing to address aging populations	29%

% of respondents

Defense and intelligence

Trend	% of respondents
Addressing budget pressure	82%
Managing physical/cybersecurity threats	69%
Reducing the number of military personnel	58%
Focusing on information superiority	36%
Increasing international cooperation/interoperability	35%

% of respondents
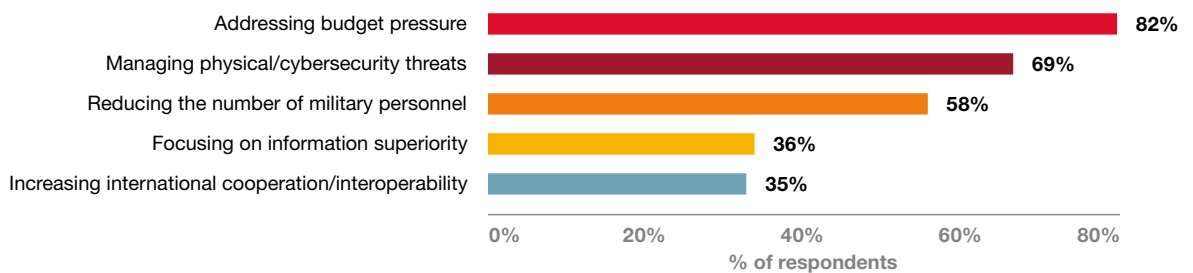
Top IT priorities

- Enable the creation and delivery of new capabilities and reduce costs through **IT modernization and consolidation**

- Increase efficiency and agility through **cloud and agile infrastructure and reusable solutions**

- Deliver insights to make more informed decisions through **data analytics**

- Protect sensitive data and infrastructure through **physical and cybersecurity**

- Improve citizen and stakeholder services through **digital transformation, including mobility**

We innovate. We deliver.

CGI partners with government organizations around the world to help them achieve their transformation objectives and provide better services to citizens while improving operational efficiency. In helping our clients, we know the **power that digital technology can bring to enable transformation** when the value delivered is clearly aligned to a defined vision and outcomes.

DIGITAL TRANSFORMATION ACROSS ALL LEVELS OF GOVERNMENT

We help clients plan and implement solutions to prepare for the digital future. Innovation is key to this process. We combine our domain expertise, best practices, IP solutions and end-to-end services with our vast partnership experience with clients to bring the best ideas and innovative solutions to enable our clients' transformation.

- **Digital government:** We help public sector organizations around the world transform the way they interact with citizens and provide services, while improving operational excellence and reducing costs.

- **Future cities and regions:** We deliver scalable solutions that help our clients create more livable, prosperous, sustainable and safer communities. We assist in aligning strategy and roadmaps, enabling technology and implementation services to improve citizen engagement, human services, transport, tourism, government administration and more. (Learn more at **cgi.com/future-cities**.)

- **Smart defense:** CGI helps military clients leverage their current investments while taking advantage of new ideas and proven technologies. We combine technological, procedural and operational innovation with local, long-term client relationships, and provide cost-effective solutions that optimize military operations and ensure interoperability between local and multinational partners.

" *CGI understood the importance of the project and performed exceptionally well. Together, we achieved a major milestone at the 2014 Exercise Noble Ledger where we are assessed as combat ready. This achievement is a true example of collaboration and innovation.* "

Lieutenant General Volker Halbauer,
Commander HQ, 1 (German/Netherlands) Corps
Münster, Germany

" *Thanks to CGI and CGI Advantage ERP, the State of Alabama is transforming key business processes and delivering a modern, integrated system with all of the enterprise resource management capability we need to handle the way we want to do business.* "

Thomas L. White, Jr., CPA, State Comptroller,
Alabama Department of Finance
Montgomery, Alabama, United States

DIGITAL ENABLERS

Areas of innovation	Business outcomes
Citizen participation: We provide innovative digital solutions, such as social media-based crime reporting, electronic voter registration, emergency response, digital collaboration and cultural asset digitization, to help governments connect citizens, organizations and local initiatives.	• Improved citizen participation in public life • More engaged communities • Improved public safety
Citizen service: We help clients design and deliver citizen-centric services, and use our IP such as the CGI Atlas360 global contact center network and SaaS capability to fulfill citizen requests, and our CGI Case Management solution to automate workflow and collaboration for cases, files and applications.	• Better citizen services • Increased efficiency • Reduced costs
IT modernization: We help clients modernize and rationalize systems and infrastructure using the cloud, managed services, shared services and onshore delivery, as well as benefits-based funding approaches.	• Reduced costs and risks • Improved performance and service delivery • Greater agility for changing requirements
Data analytics and integrity: Our Data2Diamonds services help governments capture, manage, integrate and analyze large amounts of data, and our data management and analytics solutions allow clients to provide secure, timely and relevant data in complex and often hostile environments.	• Real-time visibility and insight for better decisions • Secure information sharing
Mobility and the Internet of Things (IoT): We help clients improve citizen service and work efficiency through mobility and IoT services and solutions, including our IP for workforce management (PragmaCAD), patient-centered healthcare (CGI CommunityCare360), public space management (IBOR) and electric vehicle charging (CiMS).	• Increased productivity • Ability to serve citizens anywhere, anytime • Enhanced traffic management and sustainability
Cybersecurity: We partner with clients to address security in everything they do, from risk assessment, to application development, to monitoring, prevention and business continuity.	• Enhanced security postures • Improved confidence in operations • Greater awareness
Cloud enablement: We enable clients to adopt cloud services with proper governance, security and visibility through our secure government clouds and CGI Unify360 offering for managing cloud and on-premises IT in a single solution.	• Reduced risk • Greater visibility and insight across cloud and traditional on-premises IT delivery
Financial management and modernization: CGI's leading solutions for ERP, tax and collections (including Momentum Enterprise, Raindance ERP, CGI Advantage and CGI Collections360 for Government) improve financial and revenue management for hundreds of clients.	• Greater accuracy, accountability and transparency • Improved financial and operational performance • Increased revenue

Delivering secure, reliable, innovative solutions into space

We work in the **space sector to deliver secure, mission-critical systems for major satellite navigation, earth observation and satellite communications programs,** and our thought leadership is regularly shared with commercial organizations to solve their business challenges. We have earned a reputation for solving technically difficult challenges, helping clients increase the value of their investments, and providing greater protection from security threats to assets and information.

Transformational ICT outsourcing for the City of Edinburgh Council

CGI has been selected by the City of Edinburgh Council to provide transformational outsourced information and communications technology (ICT) services to enable the Council's introduction of integrated digital services, while delivering efficiency and cost savings. The contract also will improve bandwidth speeds available to primary and secondary schools, providing students with greater access to online educational tools.

CGI also will update ICT systems across all Council service areas and automate and integrate back-office processes with a new enterprise resource planning (ERP) system. The new ERP system will integrate with citizen-facing digital platforms to enable cost reductions and increased capacity, while improving service quality and securing more effective and efficient citizen engagement.

> *People are at the heart of our organization whether they are citizens, staff or working in the city's economy. One of the exciting things CGI will do is to speed up our move to increased online capability, giving residents and businesses greater flexibility to engage with the Council and, if they wish, carry out their transactions digitally. It will also assist our employees, providing opportunities for more effective and efficient delivery across our wide range of Council services.*

Councillor Alasdair Rankin, Convener of the City of Edinburgh Council's Finance and Resources Committee
Edinburgh, United Kingdom

CGI-built solutions that drive results

- U.S. public sector tax and revenue clients have **collected $4 billion in additional revenues** that would not have been generated without implementing CGI solutions.
- We have successfully implemented or modernized **more than 500 ERP systems** for U.S. federal, state and local governments.
- Over the last 10 years, we have provided the Crown Prosecution Service of England and Wales with the technology to **prosecute over 15 million defendants**.
- We support **more than 50 million Americans served by Medicare.gov**, which has been made more accessible and customer-centric with the help of CGI.
- The community policing solution, Burgernet, in the Netherlands is a great success thanks to CGI, with **more than 1.5 million people participating nationwide**.
- CGI helps clients such as 1 (German/Netherlands) Corps implement solutions that **support NATO's "Smart Defense" approach**. 1GNC's Command and Control Collaboration Portal is interoperable in all NATO structures.
- CGI is developing the **UK National Security Vetting Solution** that will manage more than 200,000 security clearance applications each year.
- CGI is **part of the European Space Operations Centre team** that guided Rosetta's Philae probe to land on a comet.
- We have delivered systems that **produce weather satellite images and data across Europe, Asia Pacific and Africa**.
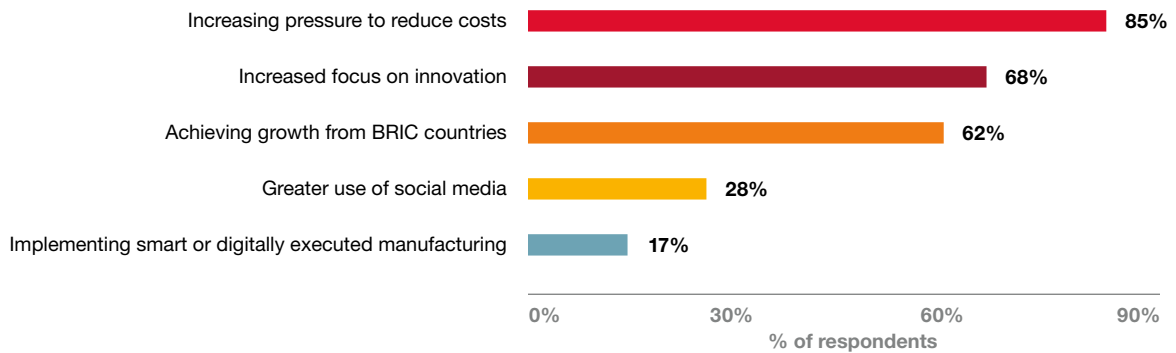
Enabling digitalization
beyond organizational boundaries

CGI serves manufacturing clients operating across a wide range of sectors, including **mining, metals, pulp and paper, chemicals, aerospace, automotive, high tech, electronics and other industrial products**.

We listen.

As part of our 2015 annual strategic planning process, we conducted **66 in-person interviews** with IT and business leaders across **10 countries** from a diverse mix of manufacturing industries. Key concerns include reducing costs while improving operational agility as well as innovation, getting to market faster and developing new services. For the first time, social media and digital customer engagement also are top of mind. Digitally executed manufacturing is required to achieve the agility needed to compete. New technologies must be leveraged and the traditional B2B philosophy must extend to the customer in a B2B2C model. These pressures are driving a focus on optimization across the enterprise and beyond, and increased personalization and servitization.

Top industry trends

Increasing pressure to reduce costs	**85%**
Increased focus on innovation	**68%**
Achieving growth from BRIC countries	**62%**
Greater use of social media	**28%**
Implementing smart or digitally executed manufacturing	**17%**

0% 30% 60% 90%
% of respondents

Top IT priorities

- Improving data quality and analytics through **master data management**
- Achieving greater efficiency and agility by **rationalizing and modernizing applications**
- Driving smarter manufacturing by leveraging **digital technology**
- Enabling end-to-end visibility by achieving **digital continuity** across internal and external networks
- Reducing costs through **agile infrastructure and SaaS models**

We innovate. We deliver.

In response to these trends and priorities, CGI is helping clients use IT as an enabler to support them on their digital transformation journeys.

Areas of innovation	Business outcomes
Business process transformation: We provide process improvement and digitalization across the value chain and deliver IT modernization and application portfolio rationalization, standardization and outsourcing.	• Reduced costs • Greater visibility across the value chain • Increased productivity and shorter time to market
Supply chain optimization: We help clients through business and IT consulting and technology selection and implementation. Our Manufacturing Atlas solution offers a proven methodology for optimizing manufacturing IT and operations.	• End-to-end operational excellence • Smart manufacturing enablement • Greater ability for personalization
Manufacturing execution system (MES) excellence: We assist with MES business strategy and technology selection, implementation and lifetime management. CGI has served on the board of the Manufacturing Enterprise Solutions Association (MESA) for 9 years. (Learn about our 16th annual MES product survey at **cgi.com/MES**.)	• Greater visibility and control over plant operations • Reduced costs and increased efficiency
Internet of Things (IoT): We partner with clients to implement solutions using IoT, mobility and other enabling technologies in areas such as field and predictive maintenance.	• Smart manufacturing enablement • Higher productivity and quality • Greater ability to enable new services
Big data analytics: We use our Data2Diamonds approach, predictive analytics, supply chain and customer intelligence to extract actionable insights from large volumes of data in our clients' products and business systems.	• Better, more actionable insights • Enhanced customer experience
Cybersecurity: Increasing the speed to address a breach requires fundamental process changes. We help clients assess and address their cyber risks, provide continuous and real-time monitoring, and put in place the necessary processes and defenses.	• Higher levels of security and compliance • Ability to promote secure data sharing • Foundation for Industry 4.0

Nissan Europe increases marketing efficiency through a 360° customer view

Nissan Europe, serving 23 countries with very different markets, was faced with a lower customer retention rate than its main competitors. In order to achieve critical business objectives, Nissan needed a 360° customer view to support sales and marketing operations across the entire customer life cycle. CGI helped design and integrate the solution, and currently hosts and runs a complete system for Nissan Europe, which includes:

• A customer database to support a 360° customer view

• A robust data quality platform to structure, clean, match and enrich data from 100 internal and external sources

• A marketing campaign platform

The benefits were seen quickly. The conversion rate was increased due to better customer knowledge and better customer segmentation, particularly with the introduction of specific scores like the "Expected Repurchase Date," all of which allowed Nissan Europe to significantly improve targeting accuracy and campaign performance. The solution has been rolled out in 16 countries across Europe, and more rollouts in new countries are planned.

" Nissan was not data driven and had critical business data scattered in multiple systems, with all the limitations that this implies. The Customer 360° view solution allows us to integrate data sources, select the best information from each and build a complete and up-to-date view of each customer. This knowledge allows us to improve our customers' experience with Nissan. CGI has been instrumental in allowing Nissan Europe to overcome data fragmentation and create a single source of truth for customer data. We are now able to better segment, target and address our customers' expectations, resulting in a significantly higher conversion rate. "

Nicolas Verneuil, Customer Experience General Manager, Nissan Europe
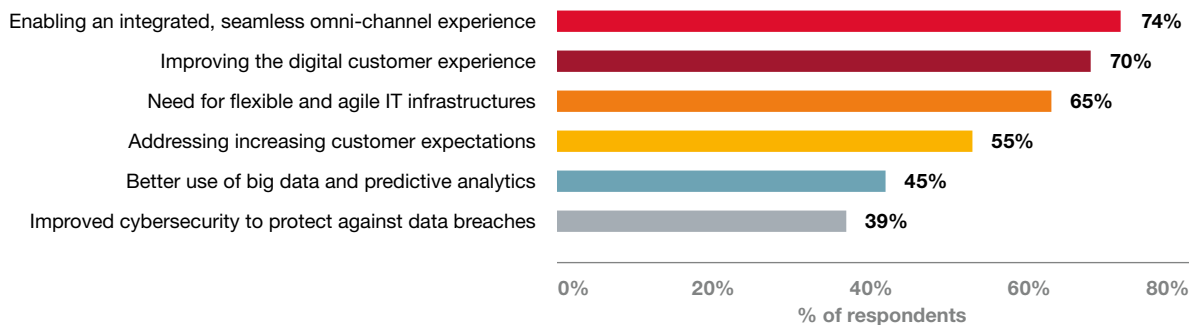Montigny, France

Personalizing the omni-channel customer experience
through digital business transformation

CGI serves more than **700 clients globally within the retail, wholesale, consumer packaged goods and consumer services sectors**. We deliver value throughout the entire value chain, from the supplier to the end customer. Our clients partner with us to help design, operate and manage their businesses.

We listen.

As part of our 2015 annual strategic planning process, we conducted **76 in-person interviews** with retail and consumer services clients across **11 countries**. A main focus continues to be the convergence between the physical and digital worlds. As customer shopping behaviors continue to change and expectations continue to rise, retailers need to implement seamless omni-channel strategies to improve the overall customer experience, enhance personalization and provide real-time offers—leading to improved loyalty, differentiation and growth.

Top industry trends

Trend	% of respondents
Enabling an integrated, seamless omni-channel experience	74%
Improving the digital customer experience	70%
Need for flexible and agile IT infrastructures	65%
Addressing increasing customer expectations	55%
Better use of big data and predictive analytics	45%
Improved cybersecurity to protect against data breaches	39%

% of respondents

Top IT priorities

- Improving customer experience through increased **digitalization and mobility**
- Enhancing customer personalization through **master data management and analytics**
- Enabling end-to-end operational visibility through **supply chain optimization**
- Further enhancing the physical and digital ("phygital") strategies by **enabling omni-channel**
- Protecting organizational and customer data by **tracking and tracing security vulnerabilities**
- Bringing new capabilities to market faster and more cost effectively through **agile infrastructures**

40 YEARS

We innovate. We deliver.

CGI is helping some of the world's leading retail and consumer services organizations drive innovation—from "phygital" transformation and supply chain optimization, to real-time customer insight and track and trace security monitoring.

Areas of innovation	Business outcomes
Digital transformation and mobility: We provide integration services for the physical and digital worlds, creating a "phygital" customer experience using a wide range of technologies, including mobile, the Internet of Things (IoT), cloud, beacons, MPOS/clienteling and wearables.	• Shopping any time, any place, on any device • Seamless, personalized customer shopping experience across all channels
IT and business process optimization: CGI provides a broad range of business and IT consulting services that optimize systems and processes across the entire value chain.	• Increased agility to respond to changing market and customer demands • Full operational visibility across all channels • Reduced costs
Big data and predictive analytics: We deliver real-time insight into customer behaviors through the latest technologies, such as predictive analytics.	• Better understanding of customer expectations • Ability to surface actionable data for insights that improve the customer experience • Enhanced personalization
Cybersecurity: CGI provides end-to-end cybersecurity capabilities, real-time monitoring and managed cybersecurity services.	• Improved level of protection for organizational and customer data • Proactive identification and real-time resolution of cybersecurity threats

CGI partners with Clarins Group on supply chain and sales management transformation

Clarins Group is partnering with CGI on a strategic initiative to transform its supply chain and sales management processes worldwide. With CGI's help, Clarins Group is implementing new technologies and processes to improve operational efficiency, decrease the level of its inventories and improve budgeting and forecasting, while simplifying its overall IT environment.

"The transformation of our supply chain and sales management processes is a strategic program for Clarins Group. As a business partner within the company, our mission is to improve our manufacturing, sales and financial performance, which we measure through indicators such as fill rate and working capital. Over the past four years, CGI has been a stable and persevering partner to support us in achieving this complex business and IT transformation."

Denis Martin, COO, Clarins Group
Paris, France

CGI's Mobilog solution revolutionizes Lassila & Tikanoja's mobile workforce management

Lassila & Tikanoja's 4,000 cleaning workers use CGI's Mobilog solution to manage recurring administrative tasks such as recording work hours. The mobile application for smartphones combines time- and location-based information with near field communication (NFC) technology, making manual entry of hours, as well as paper-based timesheets, unnecessary. As a result, Lassila & Tikanoja has been able to drive efficiencies, productivity and cost savings through enhanced mobile workforce management.

"We are a diversified company whose services require mobile work. For our employees, this transformation has been a welcome relief. For example, the need to verbally agree on things through phone calls has clearly decreased."

Harri Karjalainen, CIO, Lassila & Tikanoja
Helsinki, Finland

Helping clients win the digital battle for customers

With a strong track record of delivery excellence, CGI is a partner to **6 of the largest communications service providers** (CSPs) in the world.
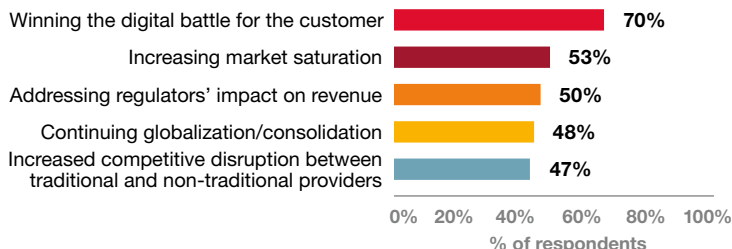
We listen.

As part of our 2015 annual strategic planning process, we conducted **62 in-person interviews** with communications clients in **13 countries**. These companies are focused on expanding their services into complementary markets, providing an omni-channel customer experience, and pursuing digital innovation to win customers in a highly competitive and regulated market. They seek to evolve their ecosystems to support new partnerships and business models to generate new revenue streams and go to market faster. All of this relies on the continued modernization and integration of their operational and business support systems.

Top IT priorities

- Enabling greater agility, efficiency and speed to market through **IT transformation**
- Personalizing the customer experience through **omni-channel strategies**
- Greater use of **data analytics and business intelligence**
- Reducing **cybersecurity** risk
- Achieving tangible benefits from the **Internet of Things (IoT)**

Top industry trends

Trend	%
Winning the digital battle for the customer	70%
Increasing market saturation	53%
Addressing regulators' impact on revenue	50%
Continuing globalization/consolidation	48%
Increased competitive disruption between traditional and non-traditional providers	47%

0% 20% 40% 60% 80% 100%

% of respondents

We innovate. We deliver.

In response to these trends and priorities, CGI is focused on providing innovative digital business solutions, end-to-end managed services, global delivery options and operational excellence.

Areas of innovation	Business outcomes
Business and IT transformation: We help CSPs evolve their business support and partner systems and processes with transformational outsourcing (high-quality application, infrastructure and business process services supported by our global delivery network) and application modernization services.	• Significant cost reduction • Greater operational efficiencies • Ability to focus on the core business • Accelerated time to market
Digital customer experience: We advise our clients and deliver solutions to improve the customer experience and digital commerce across devices and stores.	• Seamless and personalized omni-channel customer experience • New revenue streams • Optimized costs across all channels
Big data analytics: Our Data2Diamonds methodology and services help CSPs derive insight from customer and operational information to better manage churn, marketing and planning.	• Improved customer experience and loyalty • Increased revenue with more targeted services • Improved asset utilization
Cybersecurity: CGI's high-value cybersecurity services for CSPs include risk assessments, managed security services, and identity and access management, including advanced biometrics solutions.	• Protection of customer and business data
IoT: We help clients realize the tangible benefits of IoT through consulting, business enablement and M2M platforms.	• New revenue streams • Cost savings
Revenue recovery: We strive to turn collections into a strategic asset for revenue recovery, risk mitigation, customer retention and cost reduction, powered by the CGI Collections360 solution.	• Recovery of significant amounts of otherwise lost revenue • Reduced DSO and operational costs

> " *Our success in the Internet of Things has been recognized by industry analysts for the last four years. We are pleased to be partnering with CGI to develop innovative IoT propositions and open up new opportunities for businesses across industries.* "
>
> **Matt Key,** Commercial Director, Vodafone M2M, Vodafone
> Newbury, United Kingdom

Strengthening customer focus and achieving cost savings

CGI has decades of experience in delivering large-scale services and solutions to **postal, parcel, express and logistics service organizations around the world**.
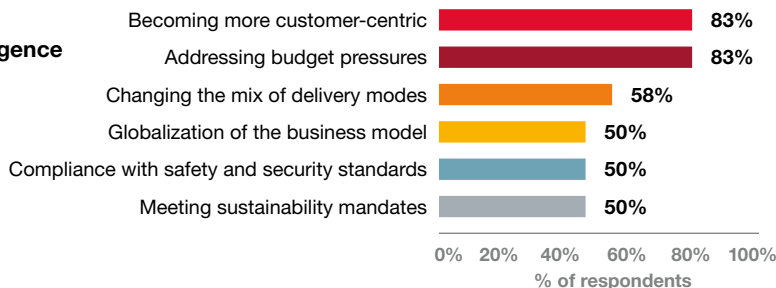
We listen.

As the post and logistics business landscape continues to experience disruptive business model change, customer centricity and budget pressures are key areas of focus for clients. Globalization is driving change as our clients seek to become more competitive while complying with safety, security and sustainability mandates. As part of our 2015 annual strategic planning process, CGI met face-to-face with post and logistics clients in **8 countries** to understand their challenges and priorities.

Top IT priorities

- **Modernizing legacy IT**
- Harnessing **big data analytics and business intelligence**
- Improving **transport management systems**
- Improving **cybersecurity**
- Leveraging the **Internet of Things (IoT)**

Top industry trends

Becoming more customer-centric	83%
Addressing budget pressures	83%
Changing the mix of delivery modes	58%
Globalization of the business model	50%
Compliance with safety and security standards	50%
Meeting sustainability mandates	50%

0% 20% 40% 60% 80% 100%
% of respondents

We innovate. We deliver.

CGI partners with post and logistics companies worldwide to drive customer focus, cost savings and competitive advantage through IT modernization, digital business transformation solutions, big data analytics and other advanced technologies.

Areas of innovation	Business outcomes
IT modernization: We modernize clients' systems using a unique application modernization roadmap and portfolio management approach, while delivering modern enterprise asset management, enterprise resource planning and supply chain management systems. For example, with the support of CGI's application development and management services, 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.	• Reduced operational costs • Increased collaboration, agility and sustainability • Improved customer focus
Digital transformation: Through digital and IoT technologies, we help clients enhance processes through interconnected devices and effective data management.	• Omni-channel enablement and integration • Enhanced customer experience • Improved sustainability, safety and reliability
Big data analytics: As part of iCargo, a European research project, CGI collaborates with other innovators to explore and develop logistics solutions for harnessing the power of real-time information across the entire supply chain.	• Easy, secure and controlled access to data • Greater understanding of customer behaviors and expectations • Improved fleet management
Transport management systems: We build and implement intelligent transport management systems to transform and optimize the planning, execution and measurement of freight movements.	• Increased operational efficiencies • Reduced fuel costs • Improved sustainability
Physical and cybersecurity: Our security experts assess, monitor and prevent internal and external security attacks through advanced security technologies and end-to-end services.	• Protection of business and customer data • Advanced cloud-based security • Compliance with current and emerging security-related laws and regulations

> " *We have rigorous requirements for stable and secure IT delivery, and our mission-critical applications must be available 24x7. It is important to us that we have an IT partner that understands our business and provides consistent, high-quality IT support that evolves with our needs. Through our long-time collaboration with CGI, we have benefitted from not only high-quality but cost-effective IT service delivery.* "
>
> **Tina Rundström,** CIO, DB Schenker Sweden
> Gothenburg, Sweden

Innovation@CGI

For clients introducing new products or services, expanding globally, transforming their organizations or taking customer and citizen service to new levels, **CGI delivers tangible innovation that works**. At CGI, we use the phrase "tangible innovation" to demonstrate our focus on innovation that extends beyond ideas into real-world, practical and outcome-driven results.

For every industry in which our clients operate, we apply innovative technologies and processes that ensure our clients achieve high performance and maximize their return on investment. Whether implementing new systems and solutions or making the most of clients' current investments, CGI has a track record of developing and evolving solutions to meet our clients' ever-changing business needs.

We follow a practical and collaborative approach to help clients innovate across business and technology environments at every stage of transformation—from strategy to execution.

Harnessing new ideas to enable our clients' transformation

CGI's ICE (Innovation, Creativity and Experimentation) Program generates, assesses and funds innovative grassroots ideas and promotes a culture of innovation throughout CGI to benefit our clients.

Across the company, we run ICE program "calls to action" through which we pose a business challenge or opportunity and ask our professionals to submit ideas and contribute their insight on other ideas. Each submission goes through a process that includes:

- Executive-level sponsorship and the support of local innovation champions
- Collaboration and assessment by peers
- Business unit selection based on client proximity needs
- Innovation Council review and prioritization
- Funding
- Development of prototypes and demos
- Client participation with the proof of concept

This ongoing collaboration, assessment, visibility and accountability enable the best ideas to rise to the top to benefit our clients. (Learn more at **cgi.com/ICE**.)

ICE@Work

Since 2014, the ICE program has generated more than **2,000 submissions that have resulted in 21 co-funded ideas**. These ideas span our clients' industries and feature digital transformation enablers, such as mobility, big data analytics, the Internet of Things (IoT) and cloud computing. Here is a sampling of ICE program solutions.

Streamlining the digital customer experience

Receiving a basic auto insurance quote is a time consuming process for a customer. On average, it takes approximately 6 minutes to fill in 50 fields using about 110 clicks. To streamline this process and help our insurance clients be more competitive, CGI experts are developing the **Two Click Quote** app that enables driver information, including claims history and related risk information, to be uploaded for the immediate output of a quote.

Harnessing the power of data and connected objects

CGI is developing an advanced monitoring and remote sensing solution called **StormNet** to predict the likelihood of harmful algal bloom events. The solution uses advanced IoT monitors, remote sensing imagery, cloud-based data processes and predictive analytics. While the solution is being developed for U.S. federal government clients, a successful StormNet proof of concept will be leveraged across CGI to benefit our clients around the globe.

Leveraging the on-demand economy to provide new services

To help clients benefit from the collaborative consumption business model, a CGI team in Sweden developed the **CGI Sharing Platform**. The initial proof of concept for this platform is the Match Drive app, which enables car rental companies to promote transportation sharing. The platform also will support a variety of asset sharing services that will enable CGI clients to offer new on-demand services to their customers.

INNOVATION

Delivering proven CGI-built solutions
that power clients' operations

CGI has a proven track record of turning ideas into commercially viable solutions that drive better operational performance and transformation of our clients' businesses. We offer **more than 150 mission-critical IP solutions** that deliver innovation across the industries we serve.

These solutions include software applications, reusable frameworks and digital delivery methods that represent years of investment in capturing our industry and technology expertise. Many of these solutions offer 360-degree support of our clients' businesses — from the design to the build, operations and maintenance of the solution. Through our end-to-end services portfolio, clients benefit from the full scope of our expertise and global delivery capabilities.

Around the globe, CGI solutions support key business functions by combining mission-critical IP with digital enablers, including cybersecurity, cloud enablement, enterprise mobility, IoT and data analytics. Key cross-industry solutions include:

- Credit, collections, payment, trade and foreign exchange
- Machine learning/intelligent self-learning (ISL)
- Smart grids and metering
- Supply chain acceleration and life cycle management
- Global customer care
- Enterprise resource planning
- Electronic records management
- Case management
- Mobile asset and workforce management
- Intelligent transport and real estate systems

As clients work to transform their businesses, CGI solutions are supporting the efficient, cost-saving management of their legacy investments and accelerating the adoption of new profit-driving services and solutions. Recognizing the critical importance of CGI IP to our clients, we continue to invest in and develop our portfolio and drive proven and repeatable solutions across our industries and geographies. (Learn more at **cgi.com/solutions**.)

CGI IP@Work

Our focus is building solutions that successfully power and transform our clients' businesses. Here are a few examples of how CGI's solutions benefitted our clients and made headlines in 2015.

- Using IoT and other digital technology, CGI's **IBOR** solution centrally manages public assets for city optimization and energy savings, reducing costs as much as 40% for street lighting.

- **CGI's Chargepoint Interactive Management System (CiMS)** supports intelligent electronic vehicle charging infrastructure and transaction and subscriber management.

- **CGI CommunityCare360's** patient-centric care management solution is used by more than 10,000 clinicians and mobile care workers, increasing time dedicated to in-home patients as much as 30%.

- CGI was recognized for **best-of-breed utilities information technology and operational technology (IT-OT) integration services** and named a "market leader" in an Ovum report titled, "Ovum Decision Matrix: Selecting an IT-OT Integration Partner, 2014-15."

- **CGI Trade360**, a global SaaS platform for running banks' trade and open account business, supports bank trade services for more than 30,000 portal users in 80 countries.

- More than 1 billion transactions are managed by **CGI systems in the areas of collections, trade finance, payments, and insurance underwriting and claims settlement**.

- CGI received two Center for Digital Government "Best Fit Integrator" awards for our work with the City of Los Angeles and the Kentucky Department of Revenue, which use **CGI Advantage ERP** (for financial management) and **CACS-G** (government collections system), respectively.

- Our **Pragma and ARM solution suites** provide asset, outage and mobile workforce management systems for 7 of the top 20 largest electric utilities in the world.

- Our global solutions, including **CGI Atlas360** and **CGI Case Management**, facilitate the migration of client business processes to digital automation.

- At the **forefront of central energy markets** for two decades, we built and implemented 11 of the central market energy clearing houses in the world today.

Innovating
with our clients

Innovation has been at the core of who we are and what we do for 40 years. Our clients choose CGI for the progressive and practical ideas, approaches and technologies we bring to achieve their business results. During 2015, we conducted **5,974 in-person client satisfaction assessments and received an average 8.75 out of 10 rating for being an "expert of choice,"** which measures the value of our support to clients based on our industry knowledge and technology expertise. As we look ahead, we welcome the opportunity to help our clients succeed as we work together to transform for the digital world.

Our local proximity business model enables CGI to take a client-centered approach to drive this innovation and satisfaction while maintaining strong delivery excellence. Across our global operations, we regularly meet with clients through various client conferences, tradeshows and other events to work together to find solutions that drive meaningful outcomes.
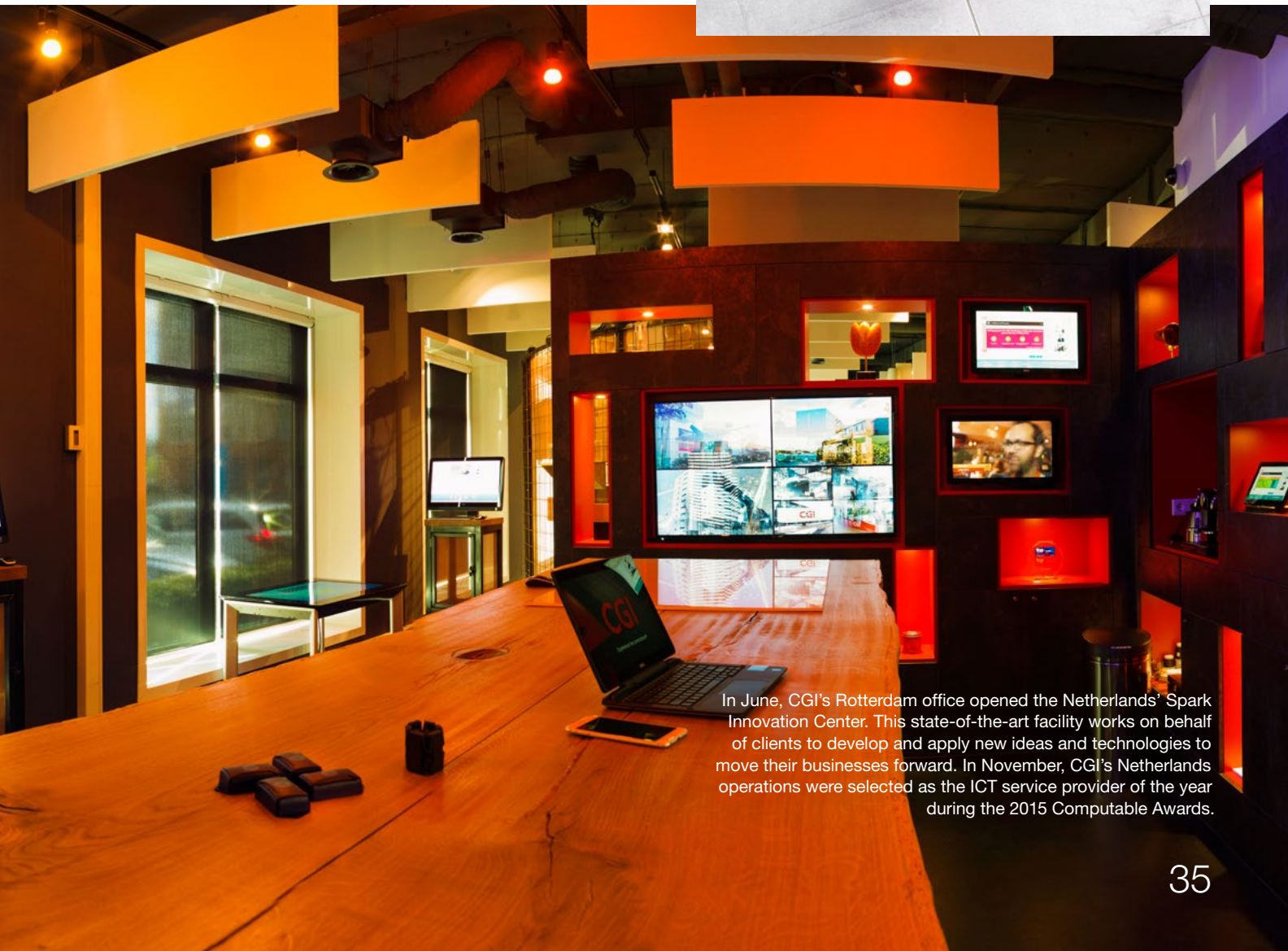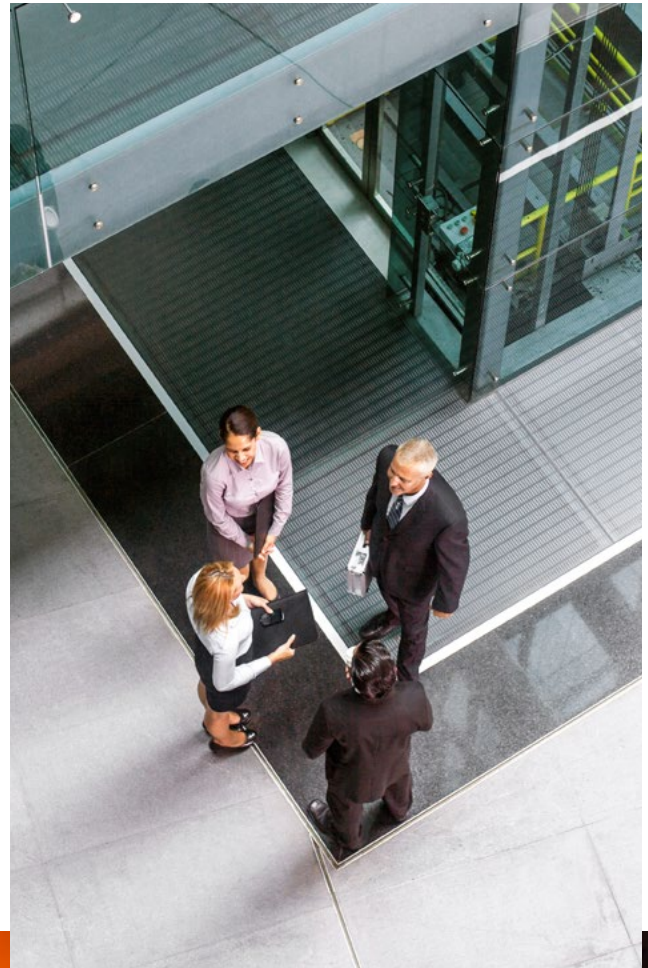
In June, CGI's Rotterdam office opened the Netherlands' Spark Innovation Center. This state-of-the-art facility works on behalf of clients to develop and apply new ideas and technologies to move their businesses forward. In November, CGI's Netherlands operations were selected as the ICT service provider of the year during the 2015 Computable Awards.

Building sustainable communities
alongside our clients

CSR always has been an intrinsic part of the CGI business model and culture. Through our local proximity operating model, we forge deep relationships with our clients and communities to invest in environmental sustainability, education, health and other social initiatives that advance the greater good at the local, regional and global levels.

Throughout 2015, CGI invested across the communities in which we live and work. Below are some of those projects.

Partnering with clients to build strong communities

- **Airbus Group** renewed a contract with CGI in February 2015 for the support of its HR applications. As part of the agreement, and in alignment with Airbus and CGI's ongoing commitment to supporting people with disabilities, **the partnership also includes actively onboarding professionals with disabilities**.

- CGI teams in Germany and the Netherlands developed an **Internet of Things (IoT) solution to make a train station operated by client Deutsche Bahn more sustainable** as part of a pilot project. The solution, which enables half illumination at night, is expected to generate 15% in energy savings without replacing any light technology and to lower maintenance costs by extending the life of the lamps.

- **CGI's operations in Finland have reduced its carbon footprint by 50%** in 2015 compared to our 2008 base year, thus reducing the carbon footprint of our clients' supply chains.

- In 2015, CGI represented the Swedish Financial Coalition on a panel of a conference in the European Parliament. The panel's theme, "A stronger public–private partnership to fight the commercial sexual exploitation of children online," was arranged by the European Financial Coalition Against Commercial Sexual Exploitation of Children Online. The invitation to participate is a result of our partnership that began in 2007 when CGI client Skandiabanken asked for help in developing a solution to track payment transactions related to child sexual abuse material. **CGI is deeply involved with the Swedish Financial Coalition, a group of banks, financial institutions and NGOs that collaborate to prevent payments related to the sexual abuse of children**.

- CGI contributed to the revitalization of the Mauricie region in the province of Quebec by opening a world-class center of excellence in Shawinigan, Canada. We also opened a global retail and consumer services center of excellence in Lille, France. Each center will provide **global delivery services on behalf of our clients and create 300 high-quality IT jobs over the next 3 years**.

CGI **renewed listings and was included within top CSR indices** that cover sustainability-driven companies worldwide, including RobecoSAM and S&P Dow Jones Sustainability Indices, MSCI and ECPI. CGI is also a constituent of the FTSE4Good Index Series.

"CGI through the lens of our members"

In commemoration of our 40th anniversary, we created a photo book of our members' photography to serve as a memento of the journey we've taken to build a culturally and geographically diverse company dedicated to serving our clients and communities around the world. The book captures and shares the spirit of the local communities in which we live and work. From the landscapes and skylines we see, to the people and passions that make up our experiences and cultures, this photo book showcases the diversity and richness of CGI.
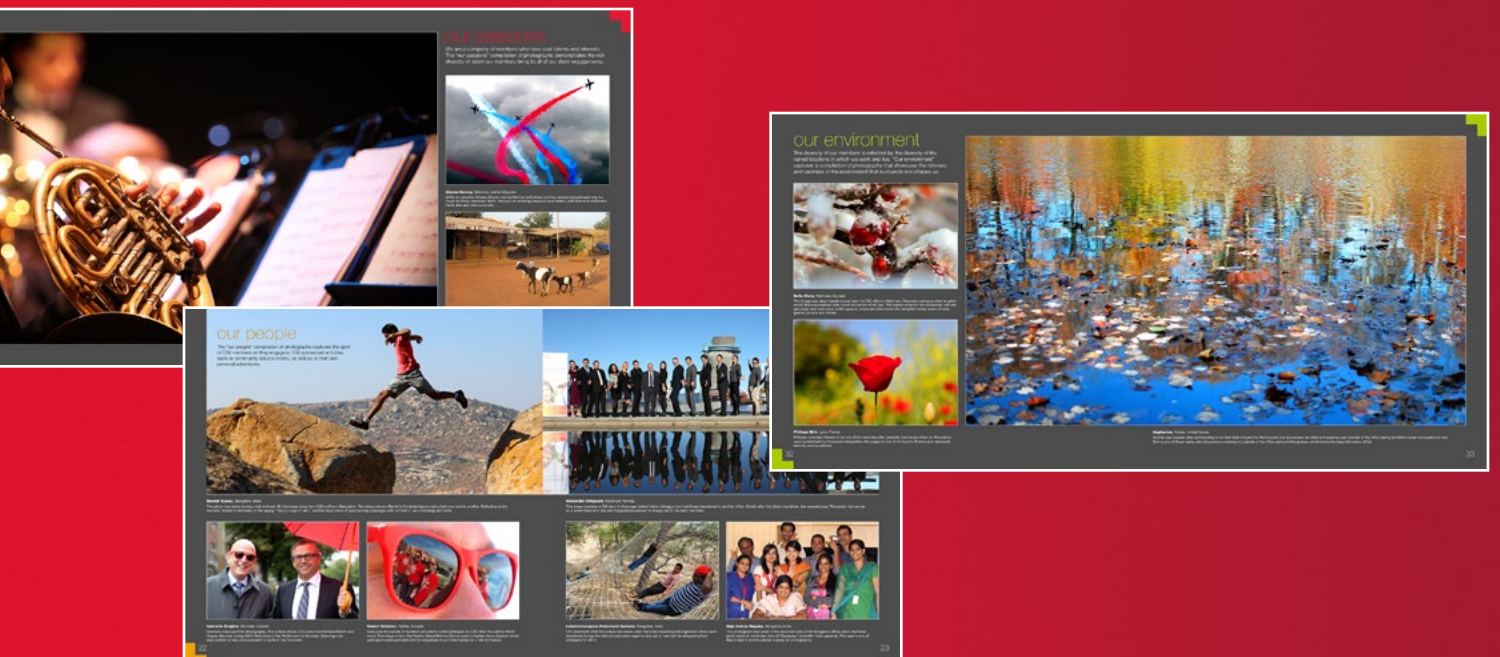
Our commitments

CSR is one of CGI's six core values and, as part of our global CSR policy, we embrace the following principles:

• 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

• To recognize the importance of responsible supply chain management

cgi.com/csr

Making a difference in communities worldwide

• **Supporting Canada's culture of giving:** CGI developed a website for the Rideau Hall Foundation and the Governor General of Canada's My Giving Moment campaign to support the campaign's objective of creating a new culture of giving and fostering a smarter, more caring Canada. Since 2005, CGI and its Canadian employees have raised more than $10 million dollars in support of United Way Centraide across the country, making a lasting difference in Canadian communities.

• **Making Louisiana's Bayou Vermillion more accessible:** A CGI team in Lafayette, Louisiana, is making the Bayou Vermilion more accessible for citizens. Through the CGI-created geospatial Paddle Trail App, people can explore the bayou virtually. A 3D touch screen version of the app will be featured at the Lafayette Science Museum

• **Serving as the digital partner for France's TEKNIK project:** CGI is the digital partner for the TEKNIK project in France. The project mobilizes companies to educate young students on 14 main industries and to help them discover technology jobs.

• **Helping to empower citizens of the United Kingdom:** In the UK, CGI is a corporate patron of The Prince's Trust, which provides support to disadvantaged young people, helping them to develop the skills needed to pursue education and employment, and is a partner with Cre8te Opportunities Limited, an Edinburgh-based social enterprise that supports digital training for its citizens. CGI's UK operations also partner with SportsAid to support young sporting talent of the future and are the official Systems Integration, BPS and IT Outsourcing partner of Team England, Team Wales and Team Scotland on their journeys to the 2018 Commonwealth Games.

• **Benefitting women throughout India:** CGI members in India celebrated International Women's Day by engaging in a wide range of CSR activities to benefit women within their local communities—from collaborating with anti-poverty and elderly care charities, to conducting a free medical camp in a low-income area, to supporting women entrepreneurs. These initiatives were led by Women.Who.Win. (W3), CGI's diversity and inclusion-oriented community of women members in India.

A strong local presence
in 400 communities around the world

CANADA

Juneau

Edmonton

Saskatoon

Calgary

Regina

Vancouver

Victoria

Seattle

Olympia

UNITED STATES
OF AMERICA

Minneapolis

Markham
Mississauga
Toronto

Saguenay

Québec City

Shawinigan

Montréal

Fredericton

Stratford

Ottawa

Moncton

Sherbrooke

St. Albans City

Halifax

Somersworth

Lansing

Detroit

Buffalo

Albany

Wilmington

Chicago

Cleveland

Mansfield

Boston

Hartford

Gales Ferry

Pittsburgh

Jersey City

Norwalk

Columbus

Philadelphia

New York City

Denver

Athens

Lakewood

Aurora

Sacramento

Fairview Heights

Frankfort

Oakland

Lebanon

San Francisco

Durham

Oklahoma City

Fayetteville

Lawton

Huntsville

Atlanta

Columbia

Los Angeles

Phoenix

Hot Springs

Tempe

Bedford

Birmingham

San Diego

Tucson

Fort Worth

Dallas

Charleston

El Paso

Sierra Vista

San Angelo

Belton

Troy

Austin

Houston

Lafayette

Orange Park

San Antonio

New Orleans

Tampa

Miami

Honolulu

Aberdeen
Alexandria
Annapolis Junction
Baltimore
Dumfries
Fairfax
Lexington Park

Manassas
Newport News
Norfolk
Richmond
Sterling
Washington, D.C.

Americas

BRAZIL

São Paulo

Mogi das Cruzes

Europe

FINLAND
Kiruna
Gällivare
Tornio
SWEDEN
Luleå
Skellefteå
Oulu
Umeå
Örnsköldsvik
Östersund
Vaasa
Kuopio
Sundsvall
Härnösand
Jyväskylä
Joensuu
NORWAY
Pori
Mikkeli
Gävle
Turku
Lappeenranta
Oslo
Borlänge
Haugesund
Gråtum
Västerås
Stavanger
Tønsberg
Stockholm
Tallinn ESTONIA
Aalborg
Tartu

Espoo
Helsinki
Hämeenlinna
Kouvola
Lahti
Riihimäki
Tampere

Aberdeen
UNITED KINGDOM
DENMARK
Glasgow Edinburgh
Herning Aarhus
Newcastle
Kolding Copenhagen
Malmö

Bromölla
Eskilstuna
Göteborg
Jönköping
Kalmar
Karlskrona
Karlstad
Linköping
Norrköping
Örebro
Oskarshamn
Skara

Didsbury
St Asaph
NETHERLANDS
Hamburg
POLAND
Berlin
Warsaw
Bridgend
BELGIUM
GERMANY
Wroclaw
LUXEMBOURG
CZECH REPUBLIC
Krakow
Prague
Ostrava
Brno
SLOVAKIA
Brest
Rennes
Le Mans
Bratislava
Nantes
Orléans
Munich
Niort
FRANCE
Limoges
Lyon
Clermont-Ferrand
Bordeaux
Grenoble
Toulouse
Nice
ITALY
Pau
Montpellier Aix-en-Provence
Frascati

Arnhem
Eindhoven
Groningen
Heerlen
Hoofddorp
Rotterdam

Brussels

Bertrange

Bremen
Darmstadt
Düsseldorf
Erfurt
Hannover
Karlsruhe
Köln
Leinfelden-Echterdingen
Mannheim
Sulzbach
Wolfsburg

Amiens
Lille
Paris
Saint-Denis
Strasbourg

Birmingham
Brentwood
Bristol
Colchester
Gloucester
Leatherhead
London
Milton Keynes
Reading
St Albans

Porto
SPAIN
PORTUGAL
Madrid
Lisbon
Sacavém
Sintra
Málaga
Rabat
Casablanca
MOROCCO

Asia Pacific

INDIA
Mumbai
Hyderabad
Bangalore Chennai
Manila
PHILIPPINES
Kuala Lumpur MALAYSIA
SINGAPORE
AUSTRALIA
Brisbane
Sydney
Canberra
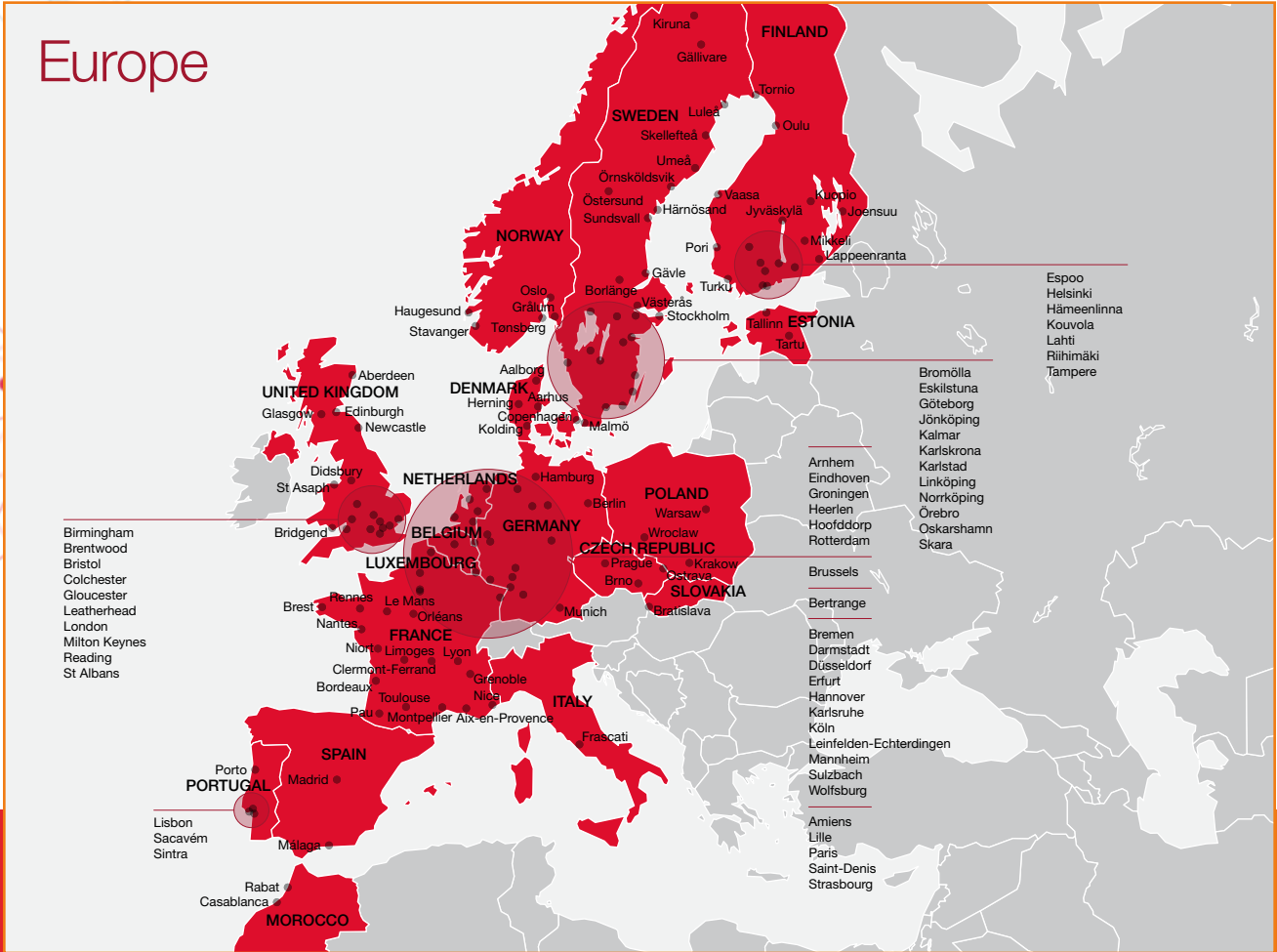Melbourne
Hobart

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

George D. Schindler
Chief Operating
Officer

François Boulanger
Executive VP and
Chief Financial
Officer

Benoit Dubé
Executive VP,
Chief Legal Officer
and Corporate
Secretary

Global operations

ASIA PACIFIC

Colin Holgate
President

Mark Aston
South East Asia

Colin Holgate
Australia

Rakesh Aerath
Multi-Industry and
Government Delivery
Center, India

Vinayak Hegde
Financial Services Delivery
Center, India

George Mattackal
Communication and
Enterprise Services Delivery
Center, India

Sridhar Ramamurthy
Global Infrastructure
Services Delivery
Center, India

Sudhir Subbaraman
Solutions Delivery
Center, India

CANADA

Mark Boyajian
President

Réjean Bernard
Global Infrastructure Services

Shawn R. Derby
Western Canada

Michael Godin
National Capital Region

Roy Hudson
Communications Services
Business

Marie T. MacDonald
Greater Toronto Commercial
and Public Services

Jay MacIsaac
Atlantic Canada

Claude Marcoux
Québec City

Peter Sweers
Banking and Global Wealth

Guy Vigeant
Greater Montréal

EASTERN, CENTRAL AND SOUTHERN EUROPE

João Baptista
President

Ron de Mos
Netherlands

José Carlos Gonçalves
Southern Europe and Brazil

Dariusz Gorzeń
Poland

Torsten Straß
Germany

Štefan Szabó
Czech Republic, Slovakia
and Eastern Europe

Frank van Nistelrooij
Services to Shell

Ben Vicca
Belgium

FRANCE, LUXEMBOURG AND MOROCCO

Jean-Michel Baticle
President

Philippe Bouron
Business Consulting

Fabien Debû
France East

Laurent Gerin
Innovation Center
of Excellence

Stéphane Jaubert
Consumer Packaged Goods
Retail and North

David Kirchhoffer
Financial Services

Gilles Le Franc
France West

Michel Malhomme
Global Delivery Center

Pierre-Dominique Martin
Public Sector, HR and
Transportation

Sassan Mohseni
Energy and Utilities,
Telecommunications

Hervé Vincent
Manufacturing

Stuart A. Forman
Senior VP,
Global Chief
Information Officer

Julie Godin
Executive VP,
Global Human
Resources and
Strategic Planning

Lorne Gorber
Executive VP,
Global
Communications
and Investor
Relations

Doug McCuaig
Executive VP,
Global Client
Transformation
Services

Luc Pinard
Executive VP,
Corporate
Performance

Claude Séguin
Senior VP,
Corporate
Development
and Strategic
Investments

NORDICS

Heikki Nikku
President

Pär Fors
Sweden

Leena-Mari Lähteenmaa
Global Infrastructure
Services Nordics

Martin Petersen
Denmark

Olav Sandbakken
Norway

Tapio Volanen
Finland and Estonia

UNITED KINGDOM

Tim Gregory
President

David Fitzpatrick
Global Infrastructure Services

Matthew Grisoni
Oil & Gas and Industries

Tara McGeehan
Energy, Utilities and
Telecommunications

Steve Smart
Space, Defence, National
and Cyber Security

Steve Thorn
Public Sector

Mike Whitchurch
Financial Services and Digital

UNITED STATES

Dave Henderson
President

Lynne Bushey
Mid-Atlantic

Dave Delgado
West

Ned Hammond
Global Infrastructure Services
and Onshore Delivery

Christopher James
Industry Solutions

John Roggemann
Central and South

Steven Starace
Northeast

Tim Hurlebaus
President, CGI Federal

Patrick Dougherty
Defense Programs
and GSS-CGI

Sandra Gillespie
Health and Compliance

Stephanie Mango
Security, Administrative,
Judicial and Enforcement

Dave Ralston
Government Secure
Solutions, CGI Inc.

Tim Turitto
Regulatory Agency Programs

Kenyon Wells
International Diplomacy,
Assistance and Commerce

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.

Looking ahead…

40 years and counting.

In 2016, CGI commemorates its 40th year in business. **We thank you, our clients**, for helping us reach this important milestone. With a strong commitment, we have always responded to the rapidly evolving needs of your business. To all those with whom we have had the privilege of working, thank you.

We look forward to the journey ahead.

This milestone marks only the beginning. IT services is the enabler to support our clients' digital transformation as they seek to capitalize on the promises of becoming customer- and citizen-centric digital organizations. CGI looks forward to serving as your trusted and innovative partner on the journey ahead.

The future has never looked so bright.

Founded in 1976, CGI is one of the largest IT and business process services providers in the world. With 65,000 professionals operating across 40 countries, CGI helps clients become customer-centric digital organizations. We deliver high-quality business consulting, systems integration and managed services, complemented by more than 150 IP-based solutions and best-fit global delivery options, to support clients in lowering the costs of running their business and reinvesting savings into their digital transformation success. CGI has an industry-leading track record of delivering 95% of projects on time and within budget, aligning our teams with clients' digital strategies to achieve top-to-bottom line results.

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