2017
ANNUAL
REVIEW

Local experts.
Global insights.

CGI

Experience the commitment®

Welcome to
the **2017** Annual Review

Since our founding in 1976, CGI professionals have worked side-by-side with clients to help maximize the technologies that transform their business. No matter the market dynamics and economic conditions, we have applied innovation, high-quality delivery and sound management practices to help build industry leaders. Driven to help clients succeed, this commitment has led to CGI being **one of the largest IT and business consulting services firms in the world**.

We are pleased to present our partnerships with clients, the commitment of our members, our performance for shareholders, and our engagement with communities in this 2017 edition of our Annual Review.

CGI by the numbers

Building on more than four decades of sustained growth

CGI is one of the few firms with the scale, reach and capabilities to meet clients' digital transformation needs. We provide innovative, end-to-end IT and business consulting services from a mix of client-proximity locations and domestic and global delivery centers across hundreds of locations around the world.

71,000 professionals

Industry segments covering a majority of IT spend worldwide

**Global footprint** representing 81% of IT spend worldwide

150+ IP-based solutions

Fiscal 2017 highlights

Financial strength is one of our core values. It enables us to deliver on our promises to our stakeholders: to continue serving as a partner and expert of choice for our clients; to provide a place in which our professionals can build a career; and to be an investment of choice for our shareholders.

Revenue	Bookings	Net earnings	EPS (diluted)	Cash flow from operations
$10.8B	$11.3B	$1.0B	$3.41	$1.4B

Since our initial public offering (IPO) in 1986, CGI stock has returned an average of 18% per year.

71,000
$10.8B
$64.70*

26,000
$3.7B
$11.39*

4,000
$232M
$4.78*

720
$40M
$0.27*

2017

2007

1997

1987
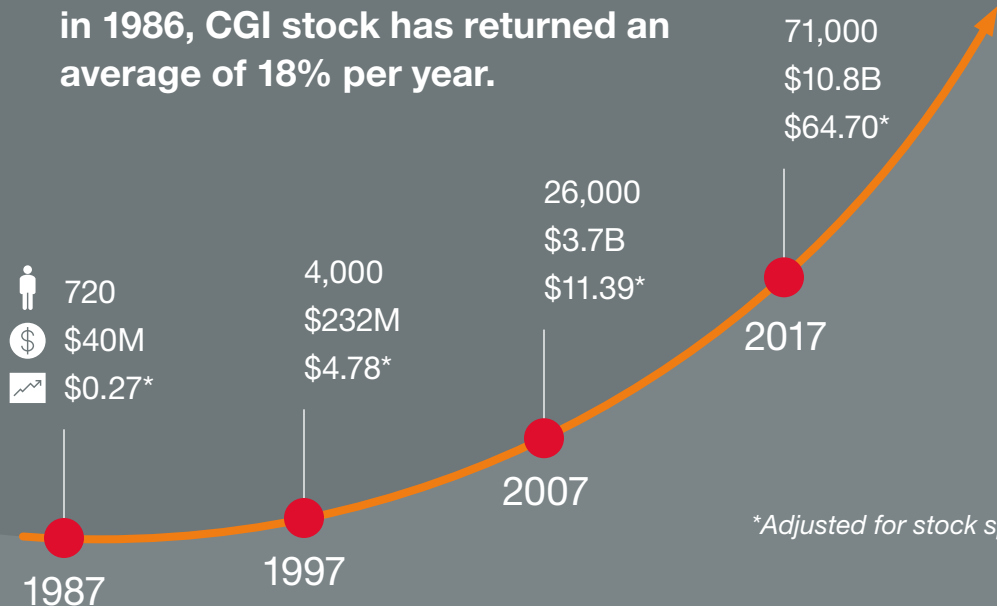
Adjusted for stock splits

5,000 clients globally using our end-to-end services

Global delivery capabilities onshore, nearshore and offshore

One of the largest IT and business consulting services firms in the world

Investments to benefit all stakeholders

CGI focuses on targeted investments to strengthen our market position as a global, end-to-end IT and business consulting services leader, and to **fuel the growth required to meet the expectations of each of our three stakeholders**.

$315M invested in operations

- Evolution of CGI's IP portfolio into a SaaS model
- Consolidation and retirement of assets and leveraging cloud-based technologies
- Innovation fund for new contract investments

$307M invested in metro market-focused acquisitions

- Collaborative Consulting, Boston
- CTS, Birmingham
- ECS Team, Denver
- Summa Technologies, Pittsburgh

Share repurchase

Investing capital back into the business to maximize shareholder return

- Total Class A shares repurchased: **19,929,268**
- Average share price: **$62.55**
- Total investment: **$1.2B**

All figures in Canadian dollars

CONTENTS

1

Serge Godin
Founder and Executive
Chairman of the Board

George D. Schindler
President and Chief
Executive Officer

Julie Godin
Vice-Chair of the Board and
Executive Vice-President,
Chief Planning and
Administration Officer

Inspired by a Dream.
Built to grow and last.

Every day around the world, we partner with our clients
to turn rapid change into measurable opportunity.
Through our client-proximity business model, we work
side-by-side with them, drawing upon our global
capabilities to help identify, develop, implement and
operate the innovative strategies and solutions needed
to meet their customer and citizen expectations.

Focused on the fundamentals of being a partner, expert, employer and investment of choice

What inspires each of our 71,000 professionals is the CGI Dream:

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

The Dream, together with our Vision, Mission and Values, make up the CGI Constitution, which provides a strong and aligned culture that fuels our collective vision of being a global world class end-to-end IT and business consulting services leader helping our clients succeed. The CGI Constitution guides how we create value for our three stakeholders — for our clients, for our shareholders, and for our professionals, whom we call members as a majority of them are also CGI shareholders.

"The Constitution is the backbone of our company, while our strategic plan defines the goals, priorities and measures to continuously exceed the expectations of our clients, empower our members to build rewarding careers, and generate profitable growth for our shareholders."

Every year, we go through a strategic planning process where we gain invaluable insight by listening to and refining our plan based on the expectations of our three stakeholders. As part of this process, we set our goals and priorities for the year ahead. This year we formalized an additional goal: *to be recognized by our communities as a caring and responsible corporate citizen*. Consistent with our client-proximity model, we acknowledge our responsibility towards the hundreds of communities in which we live and work, and our commitment to building our collective future.

## Sustained profitable growth creates enduring value

CGI delivers growth through a Build and Buy Strategy. On the Build side, fiscal 2017 was a year shaped by several strategic initiatives that successfully led to profitable organic growth of 2.8%. On the Buy side, we made acquisitions in high-demand metro markets in line with our proximity model, welcoming 1,000 new consultants to CGI while adding more than $200 million in annualized revenue.

> "Clients in each of the industries we serve plan to increase or maintain their IT spend, and are rebalancing their budgets to spend more on new applications and reduce legacy costs. We also see an increased demand for enterprise solutions from global, end-to-end firms. "

This year, as part of our planning process, CGI leaders met face-to-face with more than 1,300 business and IT executives across 10 commercial industries and governments in 17 countries. As observed over the past few years, there is a clear and accelerating need for organizations to evolve to meet the digital expectations of consumers and citizens. In line with this multi-year trend is a more pronounced focus on enterprise-wide digital strategies. The number of client executives who said they are implementing enterprise-wide initiatives rose from 12% in 2016 to 40% in 2017.

Again, this year, we made numerous investments to position CGI to meet this increasing demand, delivering strong performance across our global operations. As a result:

- Our operations in North America posted broad-based growth across industries. In Canada, our team delivered organic growth of 5%. In the United States, revenue grew 6% in constant currency and we added numerous professionals to our team through focused metro market mergers and acquisitions. Through these integrations, we benefit from additional leadership capacity and local relationships, and our new and existing clients benefit from additional depth and CGI's end-to-end capabilities.

- In Europe, we grew nearly 3% in constant currency, led by France with growth of 10%.

- In Asia-Pacific, our differentiated combination of industry domain and technology expertise within our global delivery centers of excellence continued to deliver value, and we experienced 16% growth in our India operations.
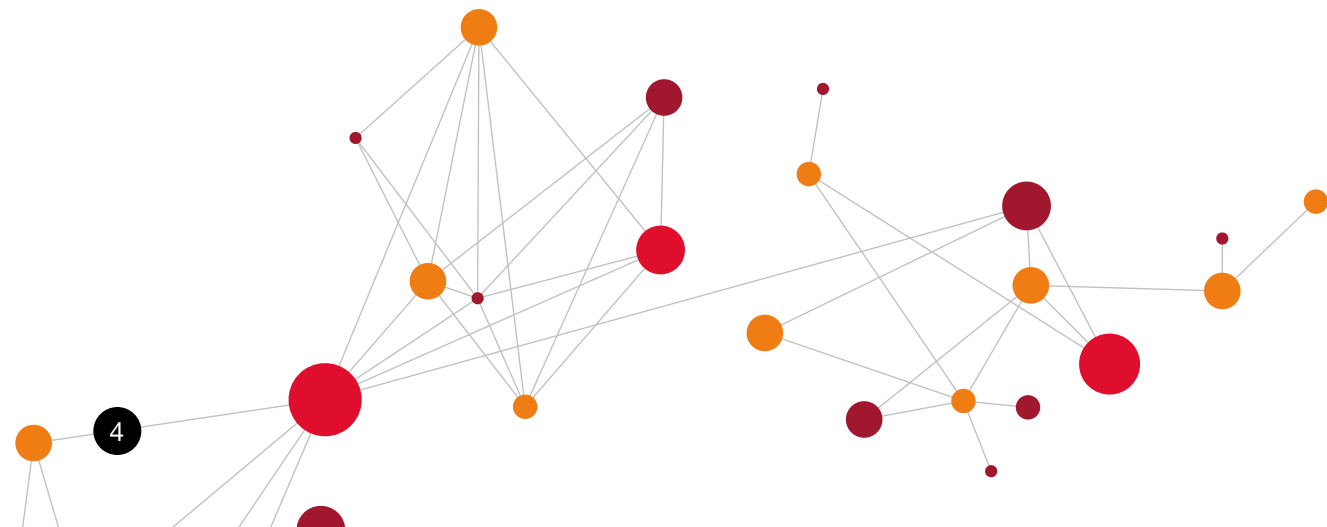
We continued to focus on our proven client-proximity model, providing clients with applied innovation and measurable results. We invested in the development and expansion of industry-focused centers of excellence and emerging technology practices to spur faster knowledge sharing, strengthen talent development and deepen our end-to-end capabilities.

Helping our clients on the journey ahead

Our commitment to exceed the expectations of our clients is demonstrated by year-over-year improvements across all satisfaction measures. For example, among the 7,544 in-person, signed client assessments completed in fiscal 2017, we earned an overall 9 out of 10 satisfaction score.

This strong satisfaction score is especially important given the increased urgency of our clients to evolve to meet the digital expectations of their customers and citizens. This urgency can only continue given the rapid evolution of technology today, and in the years ahead.

Built to grow and last

With the overall objective of building a company to grow and last, this year, at our annual Leadership Conference, we discussed a vision of CGI for 2050 — a vision that imagines our clients in the future. Across the industries we serve, we examined the current state, the drivers for change, the future state, and the winners' attributes. In all scenarios, technology is no longer just an enabler; it is the driver. There will be massive investment in technology over the coming decades, including an acceleration of outsourcing to free up required capital for these investments. As we help our clients accelerate their transformation, we will continue to make the investments needed to help clients innovate and create enduring value.

"The growth we have achieved over the past decades is a credit to our strong culture, operational discipline, innovation and end-to-end capabilities. All of these attributes provide the foundation for serving as our clients' partner and expert of choice amidst the technology-driven transformation that is underway. CGI is one of the few firms with the scale, reach and capabilities required to help clients succeed."

To our shareholders, thank you for your ongoing trust. We are committed to continuing to create value. To our 71,000 professionals, thank you for building upon the CGI culture and making CGI a great place to work. To our clients, thank you for your confidence. We are honored to serve you each day. The future has never looked so exciting.

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 provides for the consistent growth that benefits our clients, members and shareholders.

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 end-to-end IT and business consulting 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 are guided by our Dream, living by our Values to foster trusted relationships and meet our commitments now and in the future.

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 degree 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' professional development, 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 responsibilities to contribute to the continuous improvement of the economic, social, and environmental well-being of the communities in which we live and work.

CGI Management Foundation

At CGI, we are committed to being the best in our industry. To be the best, we need to operate as the best, and the CGI Management Foundation includes the key elements that define and guide the management of our company, including the CGI Constitution and our common policies, frameworks, processes, operational principles and measures. The Management Foundation encompasses the best practices that enable us to deliver in a consistent and successful manner no matter where CGI operates around the world.

| ISO 9001 CERTIFIED OPERATIONS	CGI Constitution				Enterprise Policies and Processes					
	Dream	Vision	Mission	Values	Code of Ethics	Organization, Governance and Adjustments	Human Resources	Finance and Investment	Security and Data Privacy	Quality System
	Strategic Directions and Operational Planning		Range of Services		Managing for Excellence	Marketing, Client Relationship and Business Development	Engagement Risk Management	Innovation and Intellectual Property	Mergers and Acquisitions	Management Frameworks
	Client Partnership Management Framework						Member Partnership Management Framework		Shareholder Partnership Management Framework	
	Proposal	Contract	IT Management Best Practices / Engagement Governance		Delivery	Closing	Leadership Institute		Investor Relationship Management	
							Assignment			
	Methods and Tools						Performance Management and Career Planning		Disclosure Guidelines	
	Consulting, System Integration and Development	Application Management	Technology Operations Management		IP-based Business Process Management		Recruitment			
							Orientation and Integration		Investor Communications	
							Team Meetings			
	Client Satisfaction Assessment Program						Member Satisfaction Assessment Program		Shareholder Satisfaction Assessment Program	

LOCAL experts.
GLOBAL insights.

We are at a historic moment in terms of how consumers and citizens want to engage with our clients. We've seen the world around us become more connected, transcending cultures, languages and borders. Today, **we partner with clients** to support their most strategic and visible initiatives, helping **to innovate, develop, improve and secure the technology** that is at the heart of this transformation. For our stakeholders and communities, we are at the center of helping **to deliver on the promises of digital**.
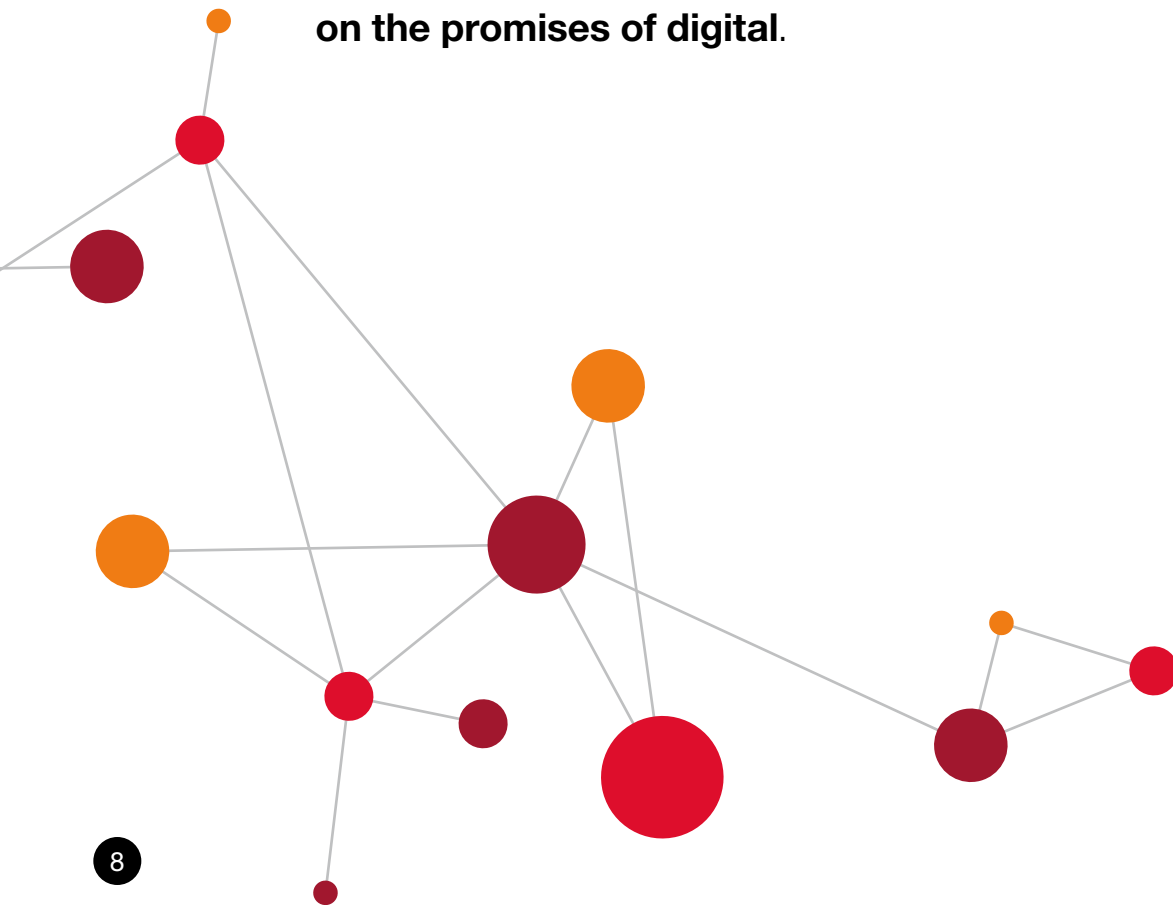
Digital transformation is all about PEOPLE.

Partnering with **clients** to become digital organizations and exceed the expectations of their customers and citizens
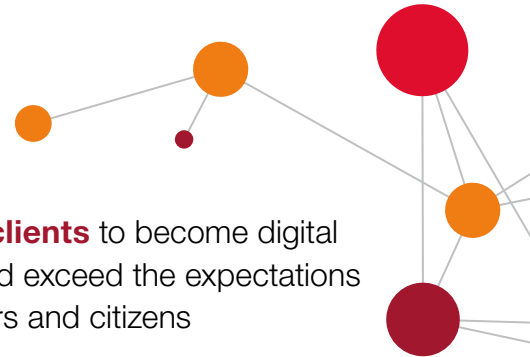
Empowering our **professionals** to serve as trusted and innovative partners for clients on their digital journey

Providing **shareholders** with a strong return on investment as we pursue endless opportunities to grow

Building prosperous **communities** through our digital talent and local presence around the world

We listen.

Understanding our stakeholders to continuously refine CGI's strategy

As a partner, expert, employer and investment of choice, we listen carefully to understand stakeholders' needs first. That knowledge, combined with our global perspective, helps our **clients** exceed customer and citizen expectations, supports our **members** in growing their careers, and provides our **shareholders** with a return on investment.

Clients

Informing strategy through client insights

Proactive listening serves as the first step in developing flexible and customized solutions to innovate and lead our clients in delivering results.

Through the **Client Satisfaction Assessment Program (CSAP)**, we regularly meet face-to-face with clients to evaluate our performance and assess together what more can be done. The CSAPs provide a "report card" on CGI's performance. Globally, in 2017, CGI scores reflect a high level of client confidence.

Through the **Voice of Our Clients** program, our leaders meet annually with clients to understand their challenges and opportunities, business and IT priorities, and budgets and investment plans. In 2017, more than **1,300 in-person interviews** were conducted—20% of which were with prospective clients—across **10 commercial industries and governments in 17 countries**. Among those interviewed, **40% were business leaders** and **60% were IT leaders**.

The resulting insights are described in **CGI Client Global Insights** presentations and reports, which support CGI and clients' strategic planning initiatives and create a dialogue on how we can work together to address key business and technology imperatives.

The top three trends in 2017 are consistent with 2016, but with each becoming more pronounced. **No matter the industry, executives interviewed are aligned that the digital needs of consumers and citizens are bringing about the transformation of organizations around the world.**

Regarding the fourth and fifth top trends, there is a notable difference between commercial and government organizations. While commercial clients we interviewed experiment with digital technologies and harness opportunities for collaboration and interoperability, government clients continue to focus on managing cost pressures and increasing their use of the cloud.

Top 2017 global trends
with 2016 comparison

1 85% Becoming digital to meet customer expectations — 71%

2 74% Growing cyber risk — 62%

3 60% Increasing regulatory demands — 51%

2017 CSAP highlights
Number of evaluations – **7,544**
Overall satisfaction – **9.0/10**
Client loyalty – **9.2/10**
Industry knowledge – **8.9/10**
Technology expertise – **8.9/10**
Innovation – **8.5/10**

Next top commercial trends
4 Growing use of digital technologies
5 Growing collaboration and interoperability

Next top government trends
4 Cost pressures slowing the pace of change
5 Increasing use of public and private cloud

While there are a number of similarities across industries, we recognize that executives experience transformation in the context of their industry, geography and organizational culture. We provide reports by industry (visit **cgi.com/globalinsights**) and our teams share customized insights and perspectives with clients across the geographic markets we serve.

Members

Empowering a team of digital leaders through learning and development

Through the CGI Client Global Insights, clients report that progress toward digital transformation has its share of challenges, with culture and talent ranking at the top. Our professionals provide the needed digital expertise to support clients' most pressing needs, and address those needs through the deep understanding of their business that comes from CGI's client-proximity model.

CGI's professionals are called members to recognize that the vast majority are CGI shareholders. Members feel a powerful sense of ownership in providing innovative solutions and making decisions in the best interest of their clients.

In this spirit, each year, our professionals participate in the strategic direction of their company. **In 2017, more than 51,000 members provided input** into the progress of CGI's strategic goals and priorities through the Member Consultation. Taking the form of a questionnaire, the Member Consultation empowers members to assess the path we are on and identify what else can be done to achieve the goals that benefit our stakeholders. This included providing more than **53,000 suggestions and observations**.

The resulting findings, along with feedback from our clients and shareholders, help inform the update of CGI's strategic plan and focus in on key action items within each 2018 business unit business plan.

In addition to the Member Consultation, each member participates in the **Member Satisfaction Assessment Program (MSAP)**, which includes a one-on-one discussion between a member and his or her manager to foster dialogue, support timely action plans, and reinforce collective ownership of member satisfaction. Following the discussion, members complete a satisfaction survey. In 2017, MSAP scores showed year-over-year improvements across all categories.

2017 MSAP highlights
Number of MSAP evaluations – **47,674**
Living up to the company's values – **8.4/10**
Commitment to the company – **8.5/10**
Client satisfaction provides work satisfaction – **8.6/10**
Pride in being part of the company – **8.0/10**

Engaging our team

Each year, CGI informs its strategy through the insights that come from listening to our clients, members and shareholders.

Our leaders gather every year in June at our **Leadership Conference** to discuss strategic directions and priorities. The conference addresses stakeholder insights and includes presentations and working group discussions on our strategic priorities. In addition, the event kicks off our annual operational planning process.

Québec City, Canada

Members also help build the future talent pipeline of the company. Through the **Recruitment Referral Program**, members identify quality candidates. In addition, through CGI's recruitment model, leaders overseeing client relationships and service delivery are responsible for recruiting the best talent aligned with clients' needs.

We also offer **learning and development programs** to support members in their careers and in bringing forward innovative ideas and solutions to clients. In 2017, programs focused on deepening members' skills in areas such as agile methodologies, emerging technologies, and consulting and leadership competencies. In addition, to further the development of client and CGI teams, we have centers of excellence and emerging technology practices across our global operations (see page 36), and are helping to build the future IT workforce through various training programs (see page 46).

After the Leadership Conference, business units prepare their business plans for the coming year using the strategic priorities as a guide to ensure global alignment. The process also includes assessing stakeholder insights and identifying resulting action plans for areas to improve. Directions, priorities and operational plans are shared with all members during the **Annual Tour**, which takes place in October.

The Annual Tour includes live and in-person global broadcasts with senior executives at the corporate and operational levels. In 2017, **186 events** were held over four days to support strong alignment and participation in executing global priorities and local business plans.


Montréal, Canada

Bangalore, India

Rotterdam, Netherlands

Shareholders

Providing return on investment through CGI's Build and Buy Strategy

Yearly, more than **200 face-to-face meetings** take place with investors to share the CGI story and strengthen long-term relationships. In addition, we conduct the **Shareholder Satisfaction Assessment Program (SSAP)**, which includes strategic discussions with the largest and most knowledgeable institutional investors. In 2017, participants—including 72% on the buy-side and 28% on the sell-side—provided structured insights on CGI's comparative strategy, culture and expectations to drive superior valuation.

This year's insights demonstrate high satisfaction regarding **CGI's Build and Buy Strategy** and credibility of top management.

Management performance SSAP results

Global average

F2017	**8.7/10**
F2016	**8.6/10**
F2015	**8.3/10**
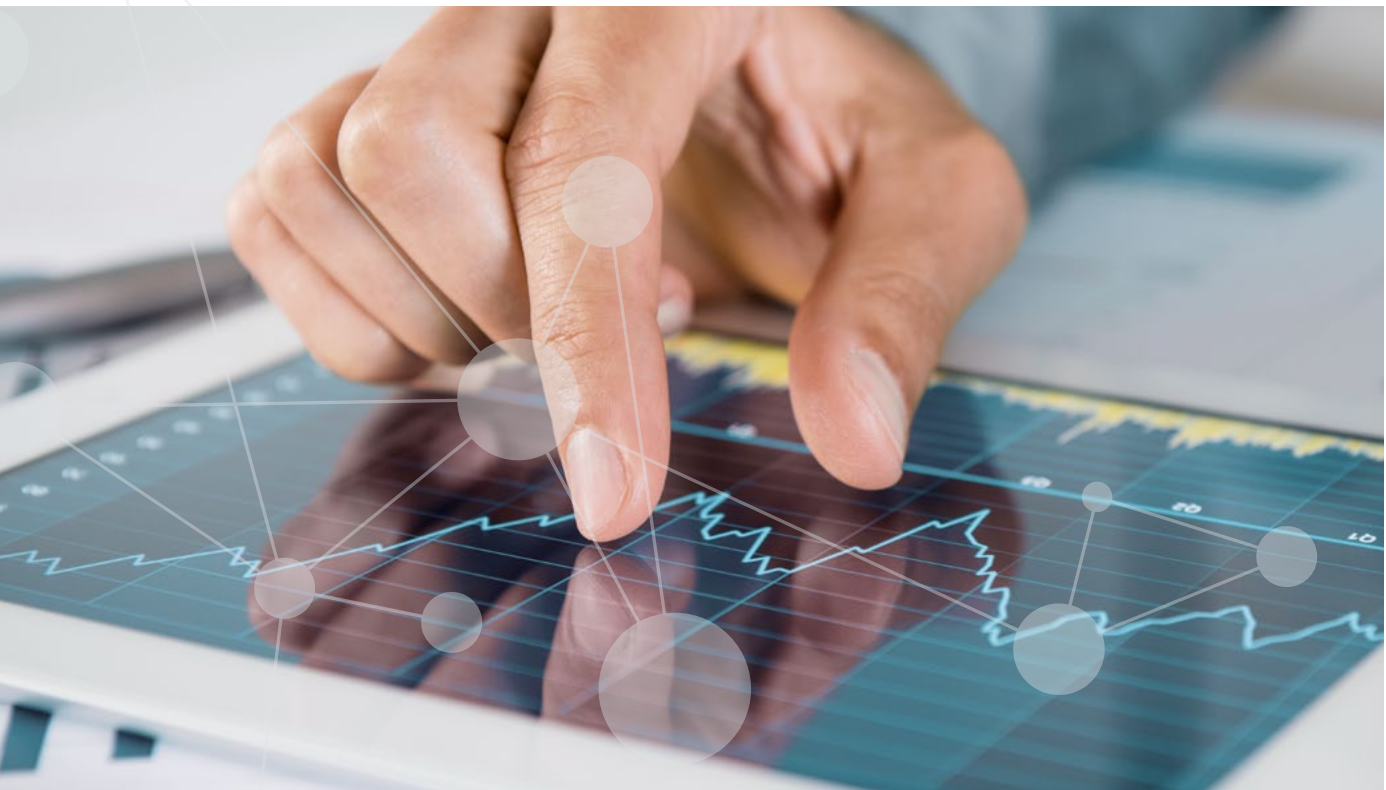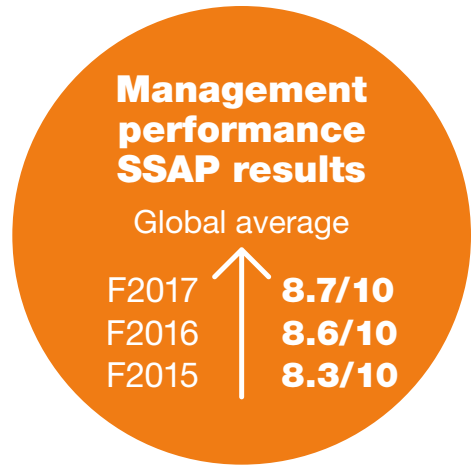
Over the years, CGI has experienced significant growth through the disciplined execution of our **Build and Buy Strategy**—growth that has been key to support our clients in exceeding the expectation of their customers and citizens, to benefit the careers of our members, and to provide our shareholders with return on investment.

● On the **Build** side, we invest in our end-to-end capabilities, including high-end IT and business consulting, systems integration, outsourcing and intellectual property (IP), with IP representing 22% of CGI's revenue. In fiscal 2017, we booked $11.3 billion in contract awards, bringing the book-to-bill ratio for the fiscal year to 104.1% of revenue; 58% of bookings included extensions and renewals, and 42% represented new business.

● On the **Buy** side, we focus on large, transformational acquisitions to further expand our geographic footprint and critical mass, and smaller, niche acquisitions that provide deep relationships within our metro markets and further enhance CGI's strong digital capabilities. In fiscal 2017, we completed four niche acquisitions with companies identified through the Voice of Our Clients program.

The Build and Buy activities this year furthered CGI's strategic objective to double the size of our company through a balanced blend of organic and acquisition growth.

Presenting CGI's performance and priorities through the Annual General Meeting of Shareholders

Each year, we host a meeting in Montréal to receive reports, elect directors, appoint auditors, consider shareholder proposals and transact other business. In addition, the meeting includes remarks on CGI's performance, strategy and priorities, as well as an open Q&A forum to receive feedback.

In 2017, the meeting was broadcast via live video feed to enable shareholders around the world to take part in their company's annual meeting. To watch a replay, go to **cgi.com/investors**.

We innovate and lead.

Helping clients turn change into opportunity

The digital needs of customers and citizens are driving the transformation of organizations around the world. CGI serves as our clients' guide in this time of rapid change, providing practical innovation to create powerful results.

Leading the industries we serve

With more than four decades of sustained growth, we are a trusted partner that provides substantive and actionable counsel to help clients accelerate their transformation. Here are examples of CGI's commitment in bringing forward services and solutions that address clients' top priorities.

Banking

We partner with **15 of the top 20 banks globally**, and our top 10 banking clients have worked with us for an average of 26 years. We serve clients in the retail banking, corporate and transaction banking, and capital market sectors to drive new digital capabilities and customer-centric, revenue-generating programs.

Client focus areas	Examples of our services and solutions
Accelerate customer-centric programs	• CGI provided business consulting and systems integration services to help **Crédit Agricole** transition to an omni-channel platform with a 360 degree customer view, cross-sell capabilities, campaign automation, real-time event management, as well as strong data management for GDPR, OFAC and data lakes set-ups. • **ANZ** is driving customer satisfaction through payments automation via CGI's All Payments solution, which is enabling the bank to support more payment types, improve straight through processing and process higher payment volumes. • CGI helps banks develop transformation strategies and roadmaps for becoming **digital banks of the future** to keep pace with evolving bank consumer demands. • **CGI Collections360, with 370+ implementations worldwide**, enables banks to seamlessly transition to customer-centric default management.
Protect the bank and customers from increasing risks	• Our **secure, real-time payments** offering provides a holistic framework for fighting financial crime and leveraging digital solutions for real-time transaction monitoring, detection and mitigation. • CGI helps banks develop and implement an advanced threat detection strategy and architecture, including for long-time partner **National Bank of Canada**. • CGI was awarded a five-year contract extension in 2017 to manage and expand the **Cifas Fraud Investigation Database** until 2027. Built by CGI in 2002, the database is used by Cifas members to monitor and share confirmed fraud cases, helping to combat penetration of fraud against businesses and individuals.

Client focus areas	Examples of our services and solutions
Modernize business models, operations and services	• **SEB**, a leading Nordic financial services group, is implementing **CGI Trade360** to improve the trade finance value chain for SEB and its customers. • With a 40+ year history of leading the evolution of payment infrastructures, CGI is at the forefront of **payments modernization**, helping banks embrace the move toward real-time payments and open banking. • CGI offers in-depth expertise on bank regulatory schemes, such as the Single Euro Payments Area (SEPA), and offers a solution to help banks implement **SEPA instant credit transfers**.

CGI partners with banks to achieve groundbreaking interoperability between trade finance platforms and blockchain technologies

CGI partnered with the Bank of Montreal (BMO), Royal Bank of Canada and Mitsubishi UFJ Financial Group, Inc. (MUFG) to successfully complete in 2017 a first-ever proof-of-concept (POC) that enables banks engaged in trade finance to integrate powerful blockchain capabilities with existing trade finance platforms. The POC demonstrated seamless interoperability between CGI's global finance trade platform, CGI Trade360, used in 90+ countries, and Skuchain's Brackets—a blockchain-based B2B smart contract platform.

"Blockchain and smart contracts have the potential to reinvent global trade, improving speed, reducing costs, enhancing productivity and taking the paper out of trade. CGI has been an important trade finance technology partner to BMO for many years, and this Skuchain Brackets proof-of-concept collaboration is another example of BMO's commitment to stay at the forefront of the trade and supply chain finance industry."

Jeff Shell, Head of Global Trade and Banking, BMO Capital Markets, Toronto, Canada

Manufacturing

Our **7,000+ manufacturing professionals** help clients accelerate their Industry 4.0 transformation and streamline and optimize their processes and systems to drive agility and transform business models across engineering, procurement, manufacturing, logistics, marketing, sales and service, and more. We serve **700+ manufacturing clients** across a range of sectors, including automotive, aerospace, high tech, mining, metals, pulp and paper, and chemicals.

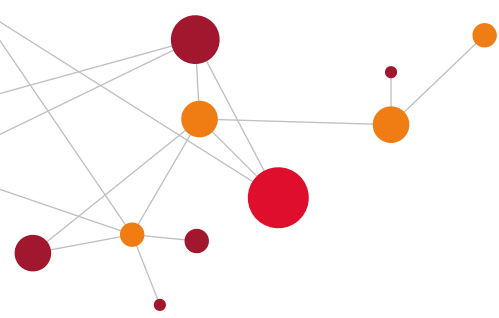| Client focus areas	Examples of our services and solutions
Become digital to meet customer expectations	• Our **Supply Chain Center of Excellence** helps manufacturers optimize their end-to-end supply chain and accelerate their journey toward a digitally integrated value chain. • CGI's digital transformation vision for manufacturing centers on transforming to **Industry 4.0**, working with clients such as **Rio Tinto** to leverage emerging technologies and create a digital continuum across the value chain. • We're partnering with industrial technology company **Valmet** to provide hybrid cloud-based IT infrastructure services, automation-based digital end-user services for IT, and user support. • CGI delivers **end-to-end modernization consulting services** for manufacturers, including modernization assessments, portfolio rationalization and enterprise architecture roadmap development.
Optimize operations, focusing on collaboration and customer experience	• CGI's extensive **Manufacturing Execution Systems (MES)** expertise help manufacturers optimize every aspect of production, enabling them to achieve operational excellence. • Our **Manufacturing Atlas approach** has helped **hundreds of clients** optimize and transform their manufacturing operations, driving operational excellence and enabling greater personalization. • Produced annually, our **MES Product Survey** tracks the latest trends and provides product reviews and insights, serving as an invaluable benchmark for companies choosing the perfect-fit MES solution.
Protect the enterprise	• **Comprehensive cybersecurity services** provide advanced levels of protection on a scalable platform, allowing clients to adapt quickly as the business and risk environment demand. • CGI's **Secure ICS** approach for industrial control systems helps protect industrial automation, control system environments and critical infrastructures.

Utilities

Our expertise helps utilities meet the increasing demands of a digitally enabled energy ecosystem. We partner with **450+ electric, water and gas clients worldwide**, as well as **8 of the 10 largest utilities** in Europe and North America. We deliver innovative services and technologies to address distributed energy resources and diversify revenue streams to improve both customer loyalty and bottom lines.

Client focus areas	Examples of our services and solutions
Become digital for commercial differentiation, customer engagement and operational excellence	• CGI's **Digital Optimized Network Utility** vision helps clients leverage innovative business models and emerging technologies to transition to a new energy system. • As the data services provider for the UK market, we are supporting the rollout of **53 million smart gas and electricity meters**. • Our customer information systems—including **Kolibri** (Finland), **BFUS** (Sweden), **IS Suite** (Norway) and **U@cloud** SaaS (Iberia)—drive clients' digitalization strategies, enabling them to offer new services and opportunities.
Assure regulatory compliance	• CGI delivers and operates the core IT systems and business processes that support **centralized energy markets across the globe**, helping utilities comply with industry regulations, align to different market processes and achieve effective security. • We helped deliver the **UK central market operating system** that underpins the world's largest competitive water market.
Optimize investments and business operations	• Our comprehensive asset, resource and workforce management services and systems **support 60 of the top 100 utilities in North America**, improving operational performance and profitability, while minimizing downtime and extending the life of assets. • CGI's **Renewables Management System (RMS)** delivers an operational platform to manage and control the complete renewables portfolio, including remote start and stop of turbines, as well as key performance indicators on availability, faults and efficiency.

Insurance

We help **hundreds of insurers, brokers and agents around the world**, including 7 of the top 10 global insurers, and have partnered with each of our top 30 insurance clients for an average of 17 years. We help property and casualty and life insurers implement innovative digital business solutions across the value chain to differentiate themselves while driving operational efficiencies and cost savings.

Client focus areas	Examples of our services and solutions
Drive a differentiated, seamless customer experience	• As part of our partnership with **LocalTapiola Mutual Life Insurance Company**, CGI delivered digital services enabling the company to improve customer engagement by offering new investment services and solutions across its customer base. • Our outsourcing work with **OP, a leading Finnish financial group**, includes high-end consulting to drive an enhanced customer experience through, for example, robotic process automation across digital channels.
Derive value from data to improve underwriting and customer evaluation	• Implemented by **more than 100 insurers worldwide, CGI's Ratabase solution** is the industry's leading rating and pricing engine, managing complex logic to drive the speed, accuracy and cost-effectiveness of rating, pricing and underwriting. • CGI's insurance information solutions connect insurers to rich business and customer data for more effective decision-making and support the delivery of more than **16 million risk information reports annually** to insurers, brokers and agents. • **CGI Evolut1on Hub** is a robust cloud-hosted platform that delivers highly configurable risk management functions, providing better control over pricing, data validation and fraud identification through machine learning and other advanced data technologies.
Safeguard against cyber and regulatory risks	• CGI offers **comprehensive cyber services to insurers**, including consulting and risk assessment, managed security services, and incident response and investigation, and also supports insurers offering cyber insurance coverage. • Our **regulatory compliance expertise and solutions** help insurers effectively comply with new and upcoming regulatory standards such as the General Data Protection Regulation (GDPR).

" CGI is very familiar with our needs and challenges, which means it can be proactive in day-to-day work. We were looking for a partner that can drive and support the transformation of our IT environment, and with CGI's modernized infrastructure services and knowledge of our needs, we feel secure in choosing them as a partner for our future development. "

Ulf Larsson, CIO, Alecta, Stockholm, Sweden

Government

We have helped **2,000+ government clients in 15 countries** improve citizen service and operational efficiency through IT modernization and greater access to digital information and services. Our solutions help clients increase revenue, efficiency and the quality of citizen services, as well as secure complex and large-scale programs from the back office to frontline operations.

Client focus areas	Examples of our services and solutions
Become digital to meet citizen and stakeholder needs	• We apply **cloud, digital, mobile and automation technology** to advance financial and human resources management for government agencies at all levels across Canada, Europe and the United States. • Communities are developing smarter, more sustainable services with **CGI's digital roadmap and solutions for Future Cities** in areas ranging from public asset management to transportation efficiency to citizen participation.
Increase collaboration	• **Shared services** financial management programs improve efficiency and service delivery. For example, the **U.S. Department of Agriculture** uses CGI's Momentum solution to provide shared services to 40 federal agencies. • CGI is an active participant in **public-private partnerships** such as the **Forum Virium Helsinki**, which develops new digital services for cities and residents, and the **Lafayette Engagement and Research Network (LEaRN)**, which focuses on understanding how to leverage smart community efforts successfully. • **Managed services** help government agencies streamline processes, enhance key business applications and improve the employee and citizen experience. For example, CGI was named the "Public Sector Outsourcing Project of the Year" at the Global Sourcing Association Awards for the support it provides to the **UK Ministry of Justice and its executive agencies**.
Harness data and analytics for better decisions and services	• Groundbreaking use of **spatial data, mapping technology and advanced analytics** enable more efficient regulatory compliance for the **Estonian Agricultural Registers and Information Board**. • **CGI's mixed reality platform**—including Microsoft HoloLens, GIS and GPS technology—is helping to envision and plan the relocation of the town of **Kiruna, Sweden**, from its current position near one of the world's largest iron mines. This "Hidden City" concept digitally maps and interacts with the underground infrastructure, and can extend to other planning needs.
Protect data and infrastructure from cyber threats	• **Credential management solutions** provided on behalf of the **U.S. Department of Homeland Security** will help federal agencies strengthen their cybersecurity posture.

Client focus areas

Examples of our services and solutions

Modernize IT to reduce costs and increase agility

- **IT modernization** enables new citizen-centric services and digital transformation for the **City of San Diego** and other municipalities like **Sundsvalls in Sweden**.

- Transitioning data centers to **hybrid cloud solutions** reduces maintenance costs for agencies such as the **U.S. Agency for International Development**.

- **IT quality assurance and control** oversight helps reduce risks and ensure operational excellence for the **European Commission's Directorate General for Taxation and Customs Union**.

Improve agility and insight to achieve the defense, intelligence and space mission

- **Knowledge-based program support** services for C4ISR organizations help meet the **U.S. Army Communications-Electronics Command** responsive strategic sourcing requirements, while a new contract writing system will help get capabilities to troops faster, enabled by CGI's Momentum solution.

- CGI supports complex, mission-critical space systems for **military satellite communications** ground systems, civilian space agencies and aerospace companies.

23

CGI partners with City of Los Angeles to provide cloud migration and digital application services

Building on its three-decade relationship with CGI, the City of Los Angeles is moving to CGI's cloud-hosting and managed services to support the City's accounting, budgeting and financial reporting systems. Managed services for CGI Advantage ERP—the leading purpose-built solution for state and local governments—improve scalability, reduce operational costs and ensure access to future upgrades and highly specialized IT talent.

"We need a partner that can learn our business and provide opportunities for efficiency or innovation. CGI has proven to be a trusted partner for us as we continue to use technology to improve the lives of residents, businesses and visitors across the City of Los Angeles. "

Ted Ross, CIO,
City of Los Angeles, United States

Retail and consumer services

In the retail and consumer services (RCS) industry, our **4,300 experts** and broad portfolio of services and solutions help companies drive digital transformation to enable personalized customer experiences, create new revenue streams, empower employees, and protect against cyber threats. We serve **800+ clients globally** across the retail, wholesale, consumer packaged goods and consumer services sectors.

Client focus areas	Examples of our services and solutions
Become digital to meet customer expectations	• CGI's **Global Retail and Consumer Services Center of Excellence** helps clients reinvent every stage of the customer experience journey, enabling RCS companies to understand and plan for the differentiated experience they can provide their customers. • For clients such as **Clarins**, we help transform their supply chains and processes to improve operational efficiency and better meet their customers' expectations. • CGI partnered with **Liseberg**, an amusement park located in Gothenburg, Sweden, to develop digital strategies and solutions that provide customers with real-time information to enhance their experience and drive differentiation.
Leverage big data and predictive analytics	• Our **powerful analytics capabilities** create personalized offerings and services, improve understanding of customer behavior, and enhance customer interactions. • CGI has partnered with **5 of the world's top luxury goods brands** to improve customer personalization through better use of data and analytics.
Deliver omni-channel environments for an any time, any device experience	• We have helped **6 of the top grocery chains in Europe** build omni-channel environments to improve and enhance the customer experience. • CGI consults with RCS companies worldwide to develop strategies to **build a digitally connected value chain** that meets rising consumer expectations for anytime, anywhere, any device shopping. • **Omni-channel services and solutions**—including the new **CGI Retail Xp360 platform**—provide seamless, experience-led, personalized customer experiences, while minimizing costs.

Health and life sciences

We assist health and life sciences clients in meeting the growing expectations of a digital population in a safe, secure, cost-effective and compliant manner. Globally, our solutions support **1,000+ health facilities, 195 million health plan members, 3 million providers, 500+ pharmacies, and 50+ pharmaceutical and other life sciences organizations, including biobanks**.

Client focus areas

Examples of our services and solutions

Improve the citizen and customer experience

- **Digital services** enhance the user experience for **55 million Medicare beneficiaries** in the United States.
- Open source **prescription medication management** helps improve patient safety and deliver more personalized care for **Plymouth Hospitals NHS Trust**.
- **Digital transformation** efforts help the UK's **Defence Medical Information Capability Programme** better support service personnel, dependents and Veterans.
- **Patient-centric care management** using **CGI CommunityCare360** increases time dedicated to in-home patients.

Use data and analytics for better insights

- **Prescriptive analytics** identify delivery and cost improvements for organizations like **FD CARES**, a partnership of fire department services, providers and payers in the **State of Washington**.
- **Business Intelligence as a Service** improves analysis and decision support for **Swedish Health and Social Care Inspectorate (IVO)**.
- **Analytics, cloud computing and machine learning** combine to more accurately identify improper healthcare payments for clients like the **Veterans Health Administration's Office of Community Care**, recouping funds to meet the needs of Veterans.

Modernize IT to reduce costs and support new delivery models

- **Full IT outsourcing** provides long-term cost efficiencies while modernizing and transforming the IT environment for organizations such as **Handicare**, a leading provider of lifting aids and other medical devices in 30 countries.
- **One-stop IT modernization** enables more efficient homecare, with a cloud platform for care and tablets that put the right information in the hands of staff for firms like **TSN Home Care in the Netherlands**.

Improve product launch success

- Built from years of experience working with **commercial launch initiatives** for life sciences clients, **CGI's BioIgnition solution** provides a proven approach and toolset for planning and executing successful launch programs.
- **Integrated Clinical Portfolio Framework** will enable **Incyte Corporation** to bring products to market faster and more effectively.

Finnish Red Cross Blood Service: Digitalizing logistics to transform the blood delivery chain

Finnish Red Cross Blood Service's "vein-to-vein" project in cooperation with CGI uses new enterprise resource planning and customer relationship management systems to drive digitalization. The system aims to make the blood delivery chain more efficient by improving the monitoring of blood and blood products, the transparency of operations and the ability to predict the need for blood.

The online-based donation process provides real-time information from the moment the donor sits down in the chair. Digital tools bring new surety to operations and open the doors to data system integration between the Blood Service and hospitals.

> "To build the entire system, we need contributions from hospitals as well as IT expertise. That's why Blood Service chose CGI as its strategic digital transformation partner."

Martti Syrjälä, Chief Executive, Blood Service, Helsinki, Finland

Transportation and logistics

We help **leaders across the aviation, rail, maritime, road and regional transit, and logistics sectors worldwide**. In-demand capabilities include digital expertise and solutions that optimize operations, enhance the overall passenger experience and ensure tight security.

Through our experience, we help clients drive innovation, collaborate beyond business boundaries and generate new growth opportunities. For example, CGI is supporting a nationwide program—**Beter Benutten (Better Utilization)— to make the Netherlands more accessible and sustainable**. CGI is working with several regions to implement our **SmartTravel solution**, which combines digital technologies such as mobility, gamification, big data analytics and travel mode detection to influence and reward driver behavior. CGI also partnered with Finnish railway **VR Group** to build and integrate a new traffic information system that improves incident communication and response, significantly enhancing the railway's passenger, employee and partner experience.

"The agile operating model has been important to us because we have built a new infrastructure simultaneously with the project. It's been great to see how incredibly committed CGI's experts and our own people here at VR have been to working together from the very beginning. And, the project has stayed well on schedule."

Ari Vanhanen, Vice President Operations Center at VR Group Ltd., Helsinki, Finland

Oil and gas

We help **all major oil and gas companies** address market challenges by becoming digital enterprises. We offer innovative ways to realize improvements in reserves productivity, asset utilization, partnerships, compliance and profit generation across the entire supply chain—from exploration and production to retail.

For clients such as **Shell**, CGI offers key services for remote online asset monitoring platforms that turn data into actionable insights, providing for more reliable and safer operations. In addition, CGI manages **$100 billion in fuel card payments per year**, and our **cloud services support 30 upstream operators, managing data for 700 joint ventures**.
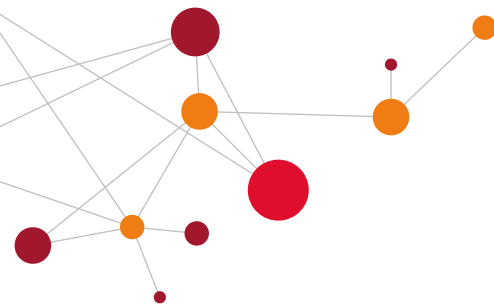
Communications

We work closely with communications service providers (CSPs) to define and implement digital strategies and roadmaps to help them win customers in a highly competitive and regulated market.

This includes partnering with **6 of the world's top CSPs**, where our solutions help clients meet increasing customer demands for new products and services, as well as omni-channel, real-time and personalized service delivery. For example, we helped **mobilcom-debitel** transform into a "digital lifestyle provider" through omni-channel retailing.

"CGI offered not only omni-channel experience but also experience within our business area. The timing and launch of the project was impeccable. Our wishes, which are essentially our customers' wishes, were listened to and taken into account. Particularly useful was CGI's skill in bringing together IT and business staff, convincing them of the project's importance and getting them on board."

Florian Wolf, Head of IT Customer & Commerce Systems, mobilcom-debitel, Berlin, Germany

Driving pace and scale in a dynamic market

Becoming digital is about more than technology. It involves a fundamental change to the DNA of an organization, including how it listens to customers, innovates, collaborates with partners, delivers new products and services, and more. It's about driving change across the entire enterprise—from front-end customer channels to back-end processes and supply chains.

This kind of broad, fundamental change doesn't have a clear start and end. It takes place continuously in response to changing market drivers and customer expectations. CGI works with digital leaders across industries to evolve, at the right pace and scale, into agile organizations that meet customer and citizen needs.

Incubate new innovations—We help clients adopt **advanced analytics** and **artificial intelligence** to drive new business models, services, products and customer experiences to compete beyond traditional boundaries, re-envision customer touchpoints, innovate to differentiate and engage in the wider ecosystem.

Transition to a business of the future—We build infrastructures that enable the transition from legacy operations, technology, services and products to a business of the future. We also help clients adopt **cloud/hybrid IT environments** to simplify their operations, reduce costs, increase agility, speed up time to market, and achieve results more quickly.

Maintain and secure the existing business—We help clients drive operational efficiencies and cost savings through technologies such as **intelligent automation**. We also deliver advanced **cybersecurity** and **regulatory compliance** capabilities that effectively address increasing threats and regulatory demands.

CGI delivers modern API platform for Finnair to drive ancillary product sales

A long-term partner of Finnair, CGI was chosen by the airlines in 2016 to help drive its digital transformation program. One aspect of that program involved helping Finnair take advantage of one of today's top trends in the airlines business—the sale of ancillary products, such as business class upgrades, additional luggage and better meals.

CGI's experts built a modern API platform for Finnair that simplifies the sale of ancillary products by, for example, managing all of the logic resulting when a passenger enters loyalty card, credit card and flight numbers. The API supports multiple sales channels and was built using a DevOps model that includes a cloud-based toolset for managing the platform's ongoing operation.

With the API platform in place, Finnair's ancillary revenue per passenger has significantly grown and more than 500,000 people have downloaded Finnair's mobile app, making it one of the most downloaded apps in Finland, with 20,000 daily unique users.
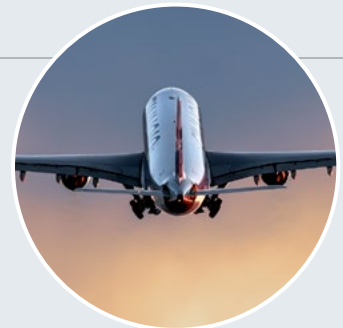
"CGI's skilled and committed team has been essential for achieving our goals in DevOps and cloud adoption for Finnair's digital transformation program."

Petteri Skaffari, Head of Information Technology, Finnair, Vantaa, Finland

Helping digital leaders continuously transform

Clients are embracing digital strategies, technologies and operating models to become customer-centric organizations. Learn more about CGI's client collaborations at **cgi.com/digital-transformation**.
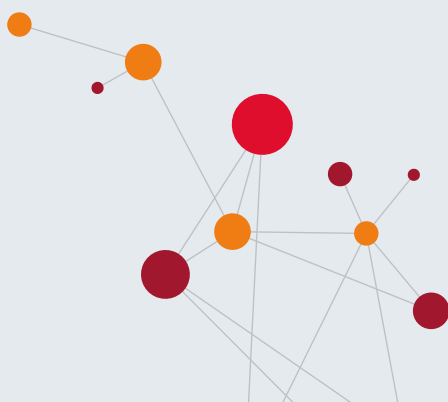
Turning ideas into outcomes

Innovation happens on the "shop floor." For CGI, our shop floor is our client projects. Our Innovation, Creativity and Experimentation (ICE) program turns our experts' ideas into new business solutions.

73 calls
to action

3,494 ideas
submitted

2017 innovation highlights

Project Leap: Single platform for storing and analyzing all of the data required to detect security threats and provide visibility for investigations and remediation

Digital Partner Platform: Cloud-based SAP robotic process automation platform with cognitive and predictive capabilities

Infrastructure Discovery & Analysis: Solution for providing insight reports and analysis on IT infrastructures to improve problem solving, drive enhancements and better conduct due diligence

Interactive Design Pattern Library: Interactive design pattern library that helps drive forward customer-centered design in alignment with clients' standards

Data Marshall Framework: Automated, metadata-driven framework to extract, transform and load encrypted data for data migration or data warehouse building

Earth Observation Monitoring: Platform that uses remote sensor technologies to collect and manage data to meet a wide range of client needs, such as assessing weather and disaster risks to infrastructure

Req2TC: Solution for automating the test design phase of the testing life cycle, reducing time and effort

Mobile Truck Tickets: Oil and gas solution that facilitates transitioning paper documents from the field to the back office for completing transactions

Quality Care Measure Service: Automated solution for measuring the quality of health care, replacing manual processes

DocGenBot: Automated tool for producing requirements documentation for legacy modernization and outsourcing projects

Salesforce Flashdeploy: Solution that bolsters basic integration tools to reduce the time and cost of deployments

CGI Intellectual Property

Portfolio of 150+ business solutions and digital enablers that accelerate clients' digital transformation

Our full suite of more than 150 IP solutions helps clients transform into digital businesses that keep pace with the changing demands of customers and citizens. From automating processes, to driving digital insights, to improving the customer experience, our solutions deliver sustained competitive advantage and profitable growth. Examples include:

Built-for-Government ERP: Implementation of hundreds of government systems across the U.S., including 400+ implementations of **CGI Advantage** for states, cities, counties and school systems, and 150+ implementations of **Momentum** across the executive, judicial and legislative branches of the federal government

CGI Collections360: A comprehensive managed services approach to collections and recovery that combines software, business processes and IT services to manage and improve the collections life cycle for commercial and government organizations

CGI ProperPay: Drives identification, prevention and recovery of fraud, waste and abuse, helping government and commercial health payers recover more than $2.8 billion

CGI Trade360: Supports global trade services for more than 33,000 portal users in 90 countries through advanced technologies, including blockchain

CGI Wealth360: End-to-end wealth management solution suite drives efficiencies across front and back offices and features a digital advisor combining robo and human advice to enable a digital customer experience

CGI Unify360: Integrated suite of software, services and tools unifies the management of clients' hybrid IT environments and enables improved service quality and operational efficiency

Secure, real-time payments: Combines CGI solutions, such as SEPA Real Time, HotScan Risk Screening and an all-in-one risk management platform, with services to help financial institutions adopt real-time payments quickly at less cost and risk

Utilities solutions: Includes **Sm@rtering**, which enables meter data management, data collection, network supervision and other smart grid functionalities; and **RMS (Renewables Management System)** for the digital supervision, control and analysis of renewable power plants

View more CGI business solutions at **cgi.com/solutions**.

CGI shares digital transformation accelerators during European Utility Week 2017 (see next page).

Sibos 2017

Sharing best practices

CGI professionals stay at the forefront of industry trends and innovation, and share their knowledge and perspectives through events and thought leadership. Here is a sampling of our 2017 initiatives.

Ratkaisu17

Conferences

CGI Credit Management Conference: This annual event, drawing more than 100 attendees in 2017, educates clients and prospects on the latest developments of CGI's innovative credit management suite.

CGI Forum: Held for the 39th year, the CGI Forum brought together in 2017 more than 350 CGI Advantage clients to share knowledge and ideas for maximizing the benefits of this leading, built-for-government solution.

Digital Roundtable: CGI's Digital Roundtable in Sydney, Australia, gathered executives to discuss digital transformation trends and challenges.

Envision 2017: More than 500 people, including industry experts, CGI business leaders and CGI partners attended CGI's first-ever Envision conference in Bangalore, India, to explore hyper-convergence, cloud, automation and emerging technologies.

European Utility Week: This event connects the smart utility community, including electric, gas, water and waste leaders from across the globe. During EUW2017, CGI shared our enterprise-wide approach to digital transformation.

HIMSS: CGI participates each year in HIMSS, the health industry's largest annual conference and exhibition showcasing the latest innovations in health IT. In 2017, CGI offered expertise on a wide range of digital healthcare solutions, including next-generation analytics, cybersecurity and privacy, care management and more.

Ratkaisu: Ratkaisu (English meaning Solution) is held each year by CGI's operations in Finland for clients and prospects interested in the latest trends and innovations in key areas such as digitalization, the customer experience and cybersecurity. Ratkaisu17 drew more than 1,000 clients, prospects, partners and CGI subject matter experts.

Sibos: Every year, CGI finance experts host a wide range of educational and networking sessions at Sibos, one of the world's leading industry conferences for finance professionals. In 2017, our experts covered a wide range of topics, including agile and DevOps, real-time payments, blockchain and intelligent automation.

Insights and studies

A Field Guide to Smarter Communities: Field guide that includes practical tips, checklists and testimonials from government leaders who are turning to smart strategies and technologies to digitally transform their communities.

CGI Client Global Insights reports: Industry-specific overviews of client insights and CGI perspectives from in-person interviews conducted by CGI leaders in 2017 with 1,300 business and IT executives across 10 industries and 17 countries.

CGI Global Payments Research 2017: Key findings of research conducted in 2017 by CGI with the Financial Services Club, a leading European network for senior financial services executives, on payment trends and issues from the perspective of customers — whether consumer or corporate — banks and practitioners.

The Cyber-Value Connection: Findings and recommendations based on an Oxford Economics study commissioned by CGI's UK cybersecurity team that involved use of a rigorous econometric model to capture the damage caused by a cyber breach to a company's share price.

Today's Financial Consumer: Open for Business: Summary of the key results and takeaways from CGI's 2017 Global Financial Consumer Survey, which surveyed 2,250 bank consumers across 9 countries to assess their banking preferences.

We deliver.

Growing alongside our clients to deliver local services at global scale

CGI has a 40-plus year tradition of investing where our clients live and work and making a positive and enduring impact wherever we have a presence. Our 71,000 professionals deliver high-quality, best-fit IT and business consulting services from hundreds of metro markets and global delivery centers around the world.

Client proximity

Deeply rooted in clients' businesses and communities

CGI organizes operations within urban metro markets where clients have concentrated footprints. Our unique client proximity model empowers local teams to build strong, trusted, in-person relationships and ensure accountability for delivering client success.

Through this proximity, CGI gains deep knowledge of our clients' businesses and industries and stays attuned to market and cultural needs. It also enables us to deliver relevant, agile and innovative solutions quickly and proactively, and to grow alongside our clients.

Through the CGI Voice of Our Clients program, we speak with clients about their preferred service providers and suggestions for how to augment our metro market footprint and industry and digital capabilities. Over the past several months, we announced the following acquisitions to generate additional value for clients and greater career opportunities for our professionals.

- **Affecto**, a leading data analytics firm in Northern Europe with strong capabilities in areas such as advanced analytics, machine learning and artificial intelligence, helping to strengthen CGI's position as the provider of data-driven business services at scale (closed October 2017)

- **Collaborative Consulting** based in Boston with skills, experience and deep relationships in high-growth, in-demand digital technologies (closed November 2016)

- **CTS** (Computer Technology Solutions) headquartered in Birmingham, Alabama, with locations across key southern U.S. metropolitan areas and expertise in such areas as data analytics, application services and quality assurance (closed April 2017)

- **ECS** (eCommerce Systems) **Team** based in Denver with expertise in areas such as cloud development, collaboration and enterprise mobility (closed May 2017)

- **Summa Technologies** based in Pittsburgh with expertise in digital experience and agile software development, and a seven-time Inc. 5000 "Fastest-Growing Private Companies in America" recipient (closed August 2017)

These firms share our culture of strong client commitment and add hundreds of talented professionals to our intellectual strength around the world. CGI benefits from additional leadership capacity and local relationships, and our new and existing clients benefit from the additional depth of CGI's end-to-end capabilities and global reach.

Recognized as a best place to work

CGI's client proximity model is not only the engine behind our ability to deliver innovative results for clients, but also provides a foundation by which to create a best place to work for our team of talented professionals.

In 2017, we received the **2017 Top Employer certification** in nine countries, including Belgium, Canada, Finland, France, Germany, India, the Netherlands, Sweden and the UK. The certification is based on a rigorous survey and analysis conducted by the Top Employers Institute that evaluates employee conditions in numerous categories. CGI's highest scores came in the areas of talent strategy and culture, with CGI's UK operations ranking first among all recipients of the Top Employer UK designation.

In the United States, we received recognition across our metro markets, including the coveted **Washington Post Top Workplaces**. Also, in April, **Glassdoor**—one of the largest and fastest growing job sites—listed CGI as one of 10 "cool companies" hiring new employees.

Also read examples of how we are training the future digital workforce in the communities section on page 46.

Global delivery and expertise

Building the best network of global capabilities

At CGI, our best-fit global delivery model includes **onshore, nearshore and offshore delivery centers** that support client-proximity teams in accelerating clients' transformation. With skilled resources operating under a common governance model, centers are strategically located throughout Canada, the United States, Europe and Asia Pacific to provide the best mix of services configured to clients' needs and preferences.

Delivery centers support our full range of end-to-end services in any combination, including high-end IT and business consulting, systems integration, infrastructure, application development and management, and business process services.

In addition, we operate **industry-focused centers of excellence and emerging technology practices** to spur faster knowledge sharing, strengthen talent development, and deepen our end-to-end capabilities. Our centers focus on industry areas that are on a faster pace with digital transformation, such as consumer banking and insurance, payments, utilities, retail and consumer services, and manufacturing. Our practices focus on high-demand areas, such as cybersecurity, artificial intelligence, robotics, DevOps, analytics and the digital customer experience.

★ Recognition

For the fifth consecutive year, CGI's UK-based Service Desk was awarded the **5-Star SDI accreditation**. CGI is the only organization in the world to have achieved this standard for five consecutive years.

In addition, CGI received the **Agile Project of the Year 2017** from the India Agile Awards in recognition of our partnership on the **Shell SmartConnect program**.

The Security Operations Center in Helsinki, Finland

The opening of the Supply Chain Center of Excellence in Lyon, France

The Spark Lab in Lafayette, Louisiana

All of our industry centers and technology practices leverage our client-proximity model, providing clients with applied innovation, clarity of accountability, and measurable results. In 2017, examples of centers and emerging technology practices that expanded our global network included:

The opening of **Security Operations Centers** (SOCs) in France and Germany, joining a network of eight global SOCs worldwide, including those in Canada, Finland, the Netherlands, the United Kingdom and two in the United States. We also are one of only a handful of companies with three accredited security evaluation labs, and were named to the Advisory Board for the City of Los Angeles Cybersecurity Lab.

The launch of the **Supply Chain Center of Excellence** in Lyon, France, which develops new digital supply chain solutions. The showroom offers experience-based journeys, including building a collaborative platform, creating a digital customer experience, ensuring end-to-end control tower decision support, improving logistics visibility and planning, and optimizing chain-of-production performance.

Emerging technology practices, including…

- The **Next Unit** in Finland advances knowledge in such areas as augmented and virtual reality; Internet of Things; artificial intelligence, robotics and machine learning; mobile applications; and service design for multi-channel customer interaction

- The **Spark Lab** in Lafayette, Louisiana, co-located at the University of Louisiana at Lafayette's Research Park, includes the University's National Science Foundation Center for Visual Decision and Informatics research institution

- The **Digital Lab** in Stuttgart, Germany—with additional labs rolling out in Hamburg and Munich—helps clients digitally transform their software development processes, enabling them to bring innovative and high-quality applications to market faster
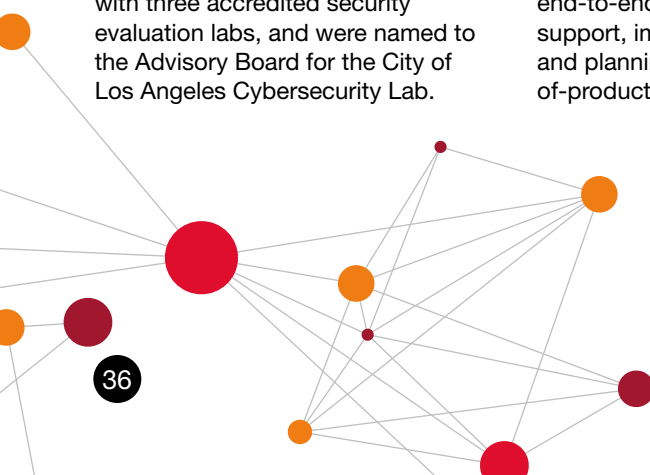
End-to-end services

Helping clients transform into digital enterprises end to end

We deliver high-end IT and business consulting, systems integration and outsourcing services, complemented by intellectual property solutions, to support clients in transforming into digital enterprises end to end.

- **High-end IT and business consulting and systems integration:** Through our industry expertise, strong client relationships and digital know-how, we partner with clients to provide expert advice in defining their digital strategy and roadmap, and for adopting an agile, iterative approach that enables them to innovate, connect and rationalize legacy systems to deliver enterprise-wide change.

- **Outsourcing:** By assuming full or partial responsibility for our clients' IT and business functions, we deliver innovation, significant efficiency improvements and cost savings that allow them to improve how they operate and transform their business.

- **Intellectual property (IP):** CGI's 150+ digital business solutions support our clients' mission-critical business functions and accelerate their digital transformation. These industry and cross-industry solutions include digital-enabling software applications, reusable frameworks and innovative delivery methodologies such as Software as a Service.

Recognition

CGI ranked as a **"Leader" on IAOP®'s 2017 The Global Outsourcing 100® list**, giving CGI **"Sustained Excellence" status** for having made the list for more than five consecutive years. In addition, CGI is listed as a top company for…

- Programs for innovation
- Customer references
- Programs for corporate social responsibility
- Awards and certifications

Representative 2017 announcements

Long-term and full-service partner

CGI partners with **City of Los Angeles** to provide cloud migration and digital application services, building on three-decade relationship (see spotlight on page 24)

CGI and **Valmet** sign an agreement on global IT outsourcing

CGI awarded Passport Production contract renewal with **U.S. Department of State**

CGI selected by European data services provider **Bisnode** as "one-stop" provider of technology management services in Sweden

Handicare partners with CGI through transformational outsourcing agreement to drive its digital transformation

Driver of IT modernization

CGI awarded enterprise IT modernization contract by **Aerojet Rocketdyne** (see spotlight on page 38)

Alectra Utilities chooses CGI to transform merged IT platform

CGI selected to lead modernization of **Colorado's child welfare system**

European Commission selects CGI to oversee quality assurance and control for pan-European taxation and customs systems

Los Angeles County Office of Education selects CGI for $68.7 million IT modernization

Intellectual property/ emerging technologies

CGI announces **new SEPA instant credit transfer solution**

CGI chosen by the **Netherlands' National Police** to evolve successful digital community policing solution

CGI delivers **central market operating system** at the heart of competitive water market

CGI and its Bank partners achieve **groundbreaking interoperability between CGI Trade360 and Skuchain's blockchain platform**

CGI and **Rio Tinto** expand outsourcing partnership to include **Industry 4.0** digital transformation initiatives

Aerojet Rocketdyne chooses CGI as strategic supplier for enterprise IT modernization

Aeroject Rocketdyne, a world-leading provider of propulsion and energetic solutions for the aerospace and defense sectors, chose CGI in 2017 to lead the overall transition of its traditional IT systems into a modern hybrid IT environment with required security features. As part of the transition, CGI is unifying disparate technologies, simplifying mobile platforms and developing strategies for aligning IT to business objectives.

In support of the transformation, CGI is providing technology, consulting services, frameworks and practices needed to secure and manage the company's entire IT portfolio. A key solution involved is CGI Unify360, which is digitally enabling the transition and will drive cost savings, as well as enhanced security and compliance. Through CGI Unify360, the company also will benefit from increased flexibility and agility in responding to fast-changing business demands.

"Aerojet Rocketdyne's commitment to the success of its clients' groundbreaking missions for the past 70 years has required a level of innovation unique to the IT and aerospace industry's spirit of exploration. CGI is becoming a strategic supplier as we look toward the coming decades of exploration, innovation and technological development in support of our space and national security clients."

Mark Angelo, Vice-President of Information Technology, Aerojet Rocketdyne, El Segundo, California, United States

Operational excellence

CGI clients expect consistency of service wherever and whenever they engage us. We have an outstanding track record of on-time, within budget delivery as a result of our commitment to excellence and adherence to the **CGI Management Foundation** (see page 7).

Made up of the CGI Constitution and our common policies, frameworks, processes, principles and measures, the Management Foundation governs our relationships with all stakeholders, fosters alignment across our global organization, and drives operational excellence and a focus on continuous improvement in all that we do.

Through the Management Foundation, CGI has a long track record of delivering the business outcomes and value our clients expect, helping to accelerate their digital success and achieve sustainable profitable growth.

"CGI has been our business partner for 20 years due to its quality of service and client proximity business model. CGI is a first-class partner that is fully committed to iA Financial Group's success. The extension and expansion of our long-term partnership will allow us to allocate more resources to our projects and spur our digital transformation, which remains a top priority for our company's growth. CGI has in-depth knowledge of the insurance industry and extensive professional expertise that will help us enhance our competitive advantage and achieve our strategic objectives. "

Guy Daneau, Senior Vice-President, Information Systems, iA Financial Group, Québec City, Canada

Leadership team

Serge Godin
Founder and
Executive Chairman
of the Board

George D. Schindler
President and
Chief Executive Officer

Corporate Services

Julie Godin
Vice-Chair of the Board and Executive VP,
Chief Planning and Administration Officer

Bernard Labelle
Senior VP,
Global Human
Resources

Stanley L. Sims
VP, Chief Security
Officer

Guy Vigeant
Senior VP, Mergers
and Acquisitions

Global Operations

CANADA

Mark Boyajian
President

Chantal Buteau
Québec City

Lisa Carroll
National Capital Region

Rick Davidson
Greater Toronto Banking
and Global Wealth

Shawn R. Derby
West

Michael Godin
Greater Montréal Commercial
and Public Services

Benoit Godmaire
Greater Montréal
Financial Services

Marie T. MacDonald
Global Technology Operations

Jay MacIssac
Greater Toronto Commercial
and Public Services

Paul Mackley
Atlantic

Ramana Rayavarapu
Services to Bell

CGI FEDERAL

Tim Hurlebaus
President

Candice Ling
Regulatory Agency Programs

Stephanie Mango
Security, Administrative,
Judicial and Enforcement

Keith Quigley
Defense Programs

Dave Ralston
Government Secure Solutions,
CGI Inc.

George Strader
Health and Compliance
Programs

Kenyon Wells
International Diplomacy,
Assistance and Commerce

U.S. COMMERCIAL AND STATE GOVERNMENT

David L. Henderson
President

Richard Bissonette
Industry Solutions

Lynne Bushey
Mid-Atlantic

Dave Delgado
West

Audrey Dunning
Great Lakes

Christopher James
Southwest

Bill Robichaud
New England

Vijay Srinivasan
South

Steven Starace
East

UNITED KINGDOM

Steve Thorn
President

David Fitzpatrick
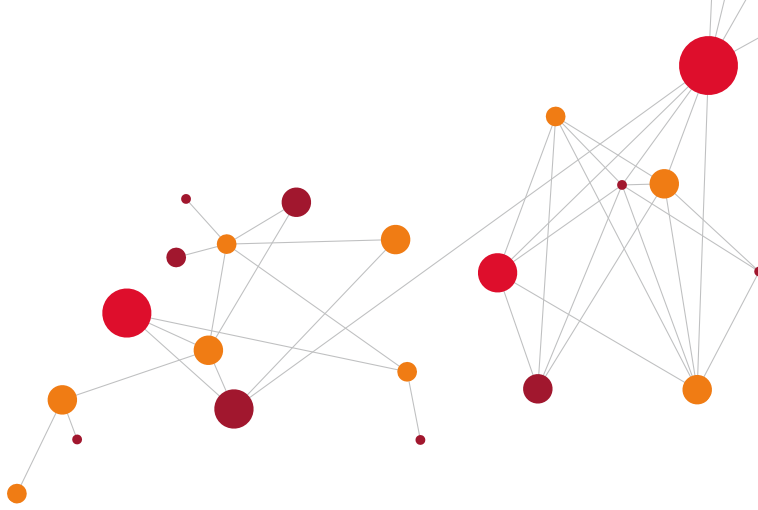Global Technology Operations

Michael Herron
South

Tara McGeehan
North and Energy, Utilities
and Telecommunications

Neil Sadler
Greater London Area
and Financial Services

Steve Thorn
Central Government

Neil Timms
Space, Defence and Intelligence

François Boulanger
Executive VP, Chief Financial Officer

Stuart A. Forman
Senior VP,
Global Chief
Information Officer

Kevin Linder
Senior VP,
Corporate
Controller

Claude Marcoux
Senior VP,
Engagement
Assessment Services

Steve Perron
Senior VP,
Finance and Treasury

Jacques Roy
Senior VP,
Internal Audit

Benoit Dubé
Executive VP,
Chief Legal Officer
and Corporate
Secretary

Arnaud David
VP, Chief Data
Protection Officer

Lorne Gorber
Executive VP,
Global
Communications
and Investor
Relations

Mike Keating
Senior VP, Global
Marketing and IP
Strategy

Daniel Rocheleau
Executive VP,
Chief Business
Engineering Officer

NORTHERN EUROPE

Heikki Nikku
President

Pär Fors
Sweden

Tom Hauge
Norway

Michael Hermansen
Denmark

Leena-Mari Lähteenmaa
Global Technology
Operations

Bartlomiej Nieścierowicz
Poland, Lithuania
and Latvia

Martti Reilander
Advanced Analytics
Solutions

Tapio Volanen
Finland and Estonia

**FRANCE,
LUXEMBOURG
AND MOROCCO**

Jean-Michel Baticle
President

Clément Bernard
Innovation Center of Excellence

Philippe Bouron
Business Consulting

Fabien Debû
East

Laurent Gerin
South

Stéphane Jaubert
Consumer Packaged Goods,
Retail and Manufacturing

David Kirchhoffer
Financial Services
and Luxembourg

Daniel Lecerf
North

Gilles Le Franc
West

Michel Malhomme
France and Morocco Global
Delivery Centers

Pierre-Dominique Martin
Transportation, Public Sector
and Human Resources

Sassan Mohseni
Energy, Utilities and
Telecommunications

**EASTERN, CENTRAL
AND SOUTHERN EUROPE**

Doug McCuaig
President

Dirk de Groot
Netherlands

Pavel Malinek
Czech Republic, Slovakia
and Eastern Europe

Olivier Spreafico
Southern Europe and Brazil

Torsten Straß
Germany

Frank van Nistelrooij
Services to Shell

Ben Vicca
Belgium

**ASIA PACIFIC GLOBAL
DELIVERY CENTERS OF
EXCELLENCE**

George Mattackal
President

Rakesh Aerath
Financial Services
Delivery Center

Mark Aston
South East Asia

Gopal Chhetri
Multi-Industry and Government
Delivery Center

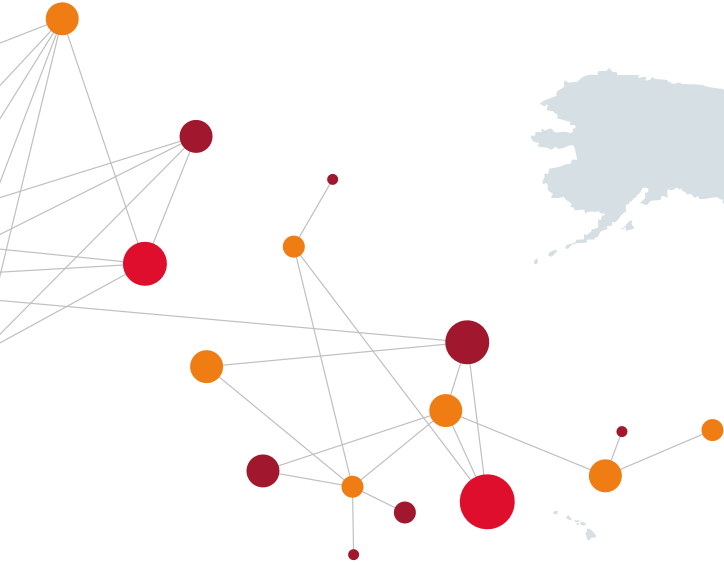**Jennifer Mecherippady**
Solutions Delivery Center

Suprio Sengupta
Global Technology Operations

Sudhir Subbaraman
Communications, Media
and Utilities Delivery Center

AUSTRALIA

Robert Dewar
Brisbane
Hobart
Melbourne
Sydney

41

Global footprint

CANADA

Alberta
Calgary
Edmonton

British Columbia
Burnaby
Victoria

New Brunswick
Fredericton
Moncton

Nova Scotia
Halifax

Ontario
Markham
Mississauga
Ottawa
Toronto

Prince Edward Island
Stratford

Quebec
Gatineau
Montréal
Québec City
Saguenay
Shawinigan
Sherbrooke

Saskatchewan
Regina
Saskatoon

UNITED STATES

Alabama
Birmingham
Huntsville
Mobile
Troy

Alaska
Juneau

Arizona
Phoenix
Sierra Vista
Tempe
Tucson

California
Los Angeles
Oakland
Sacramento
San Diego
San Francisco
West Sacramento

Colorado
Denver

Connecticut
Gales Ferry
Hartford

District of Columbia

Florida
Jacksonville
Tampa

Georgia
Albany
Atlanta

Illinois
Fairview Heights

Kentucky
Frankfort

Louisiana
Lafayette

Maine
Waterville

Maryland
Annapolis Junction
Baltimore
Lexington Park

Massachusetts
Burlington

Michigan
Lansing

Minnesota
Minneapolis

New Jersey
Cranford
Hamilton Township

New York
Albany
Buffalo
New York City

Nevada
Las Vegas

North Carolina
Charlotte
Fayetteville

Ohio
Athens
Cleveland
Columbus

Oklahoma
Edmond
Lawton

Pennsylvania
Philadelphia
Pittsburgh
Plymouth Meeting

South Carolina
Columbia
North Charleston

Tennessee
Chattanooga
Nashville

Texas
Austin
Belton
Dallas
Fort Worth
Houston
San Angelo
San Antonio

Virginia
Arlington
Fairfax
Lebanon
Manassas
Norfolk
Richmond
Sterling

Washington
Seattle

Wisconsin
Wausau

BRAZIL
Mogi das Cruzes
São Paulo

BELGIUM
Brussels

CZECH REPUBLIC
Brno
Ostrava
Prague

DENMARK
Aalborg
Aarhus
Ballerup
Kolding

3

4

5

A strong local presence with 400 proximity business units and project offices

6

ENGLAND
Birmingham
Bristol
Chelmsford
Gloucester
Leatherhead
London
Manchester
Milton Keynes
Reading

ESTONIA
Tallinn
Tartu

FINLAND
Espoo
Hämeenlinna
Helsinki
Joensuu
Jyväskylä
Kouvola
Kuopio
Lahti
Lappeenranta
Mikkeli
Oulu
Pori
Riihimäki
Tampere
Tornio
Turku
Vaasa

FRANCE
Aix-en-Provence
Amiens
Bordeaux
Brest
Clermont-Ferrand

Grenoble
Le Mans
Lille
Limoges
Lyon
Montpellier
Nantes
Nice
Niort
Orléans
Paris
Pau
Rennes
Saint-Denis
Strasbourg
Toulouse

GERMANY
Berlin
Bremen
Cologne
Darmstadt
Düsseldorf
Erfurt
Hamburg
Karlsruhe
Leinfelden-Echterdingen
Mannheim
München
Sulzbach (Taunus)
Wolfsburg

ITALY
Frascati

LATVIA
Riga

LITHUANIA
Vilnius

LUXEMBOURG
Bertrange

NETHERLANDS
Arnhem
Eindhoven
Groningen
Hoofddorp
Maastricht
Rotterdam

NORWAY
Bergen
Grålum
Haugesund
Oslo
Stavanger
Tønsberg

POLAND
Krakow
Poznan
Warsaw
Wroclaw

PORTUGAL
Lisbon
Odivelas
Porto
Sacavém
Sintra

SCOTLAND
Aberdeen
Edinburgh
Glasgow
Newtown St Boswells

SLOVAKIA
Bratislava

SPAIN
Madrid
Málaga

SWEDEN
Borlänge
Bromölla
Eskilstuna
Gällivare
Gävle
Göteborg
Härnösand
Jönköping
Kalmar
Karlskrona
Karlstad
Kiruna
Linköping
Luleå
Malmö
Norrköping
Örebro
Örnsköldsvik
Oskarshamn
Östersund
Skara
Skellefteå
Stockholm
Sundsvall
Umeå
Västerås

WALES
Bridgend
St Asaph

4 **AFRICA**

MOROCCO
Casablanca
Fez
Rabat

5 **ASIA**

INDIA
Bangalore
Chennai
Hyderabad
Mumbai

MALAYSIA
Kuala Lumpur

PHILIPPINES
Manila

6 **AUSTRALIA**

Brisbane
Hobart
Melbourne
Sydney

Our communities

CGI members volunteering with Habitat for Humanity Toronto

Working together to build strong communities

CGI strives to be recognized by our communities as a caring and responsible corporate citizen. This is one of the top strategic goals for the company, and corporate social responsibility is one of our six values.

From delivering sustainable services and solutions, to donating our time and talent, CGI professionals work tirelessly to strengthen the communities that we—and our clients—call home.

Creating services and solutions that benefit clients and those in their care

Across industries, we partner with clients to deliver services and solutions that drive environmental and social sustainability, make cities smarter and improve the lives of citizens.

Here are 2017 examples that illustrate how CGI combines innovative digital solutions with our community commitment to benefit organizations and those in their care.

● Eversight connects stakeholders during the time-critical donation and transplant process

Eversight is a not-for-profit organization with a mission to restore sight and prevent blindness through the healing power of donation, transplants and research. Eversight relies on CGI Notify, a digital tool that sends and tracks notifications, as a communication channel to ensure that staff and stakeholders are informed of all facets of tissue recovery, transport and transplant processes—when time is the critical factor.

Eversight chose CGI Notify to interact with its nationwide network of professionals who coordinate donated eye tissue recovery, transport and storage. It also transmits and confirms receipt of important information, and automatically escalates non-responsive teams to alternatives.

● Chabla mobile service enables the deaf community to converse by phone with anyone at anytime

In partnership with Chabla, CGI designed a mobile service to connect deaf individuals with interpreters around the world, allowing them to pick up the phone and converse with anyone quickly and easily. For a deaf person, connecting with friends and family over the phone was not possible prior to the Chabla app.

This first-of-its-kind application provides users with 24/7 global access to online interpretation services in multiple languages. Deaf individuals also have access to their own in-app phone number so others can call them.

"Without the Chabla app, it is literally impossible for a person who does not know sign language to call a deaf person. I've personally experienced this many times. Through our partnership with CGI, we developed a digital solution with an application that doesn't merely enable communication, but significantly empowers the deaf community. "

Signmark (Marko Vuoriheimo),
Founder, Chabla,
Helsinki, Finland

● Transforming food management and distribution

Food service providers are challenged with meeting the demands for fresh, delicious, versatile, healthy and cost-efficient meals while also providing information about their products to customers and regulatory agencies.

CGI's Aromi solution offers powerful planning tools to food service providers so they can concentrate on food and not logistics. Aromi helps clients maintain their own menus, product data, vendors and recipes, while receiving valuable information, including real-time cost, sustainability and nutrition details. It also has features that reduce food waste in the production process.

● Burgernet: New digital technologies get citizens more involved in police work

The Dutch Police asked CGI to build and maintain the next generation of a digital community policing solution: Burgernet 2.0. The solution provides citizens, municipalities and the police with a digital collaboration platform to work together to combat crime and enhance the safety of local communities. Burgernet is a virtual citizens' network that allows a police control room operator to send mobile alerts to participating citizens related to suspicious or criminal activity, such as a missing person, reported burglary or stolen vehicle. Through these alerts, Burgernet participants receive the details of an incident so that they can be vigilant and report any information they might have.

With this digitally enhanced system, the police can expand their network and improve communications, including adding social media capabilities to support the real-time exchange of photos and videos, and integrating digital messaging boards along major transportation routes.

Putting CGI's innovative spirit into action to benefit our communities

We take the skills required to be a leading IT services company — problem solving, creativity and commitment — and put them to work to make a positive difference. Here are some representative examples of how CGI professionals contributed to the well-being of our communities in 2017.
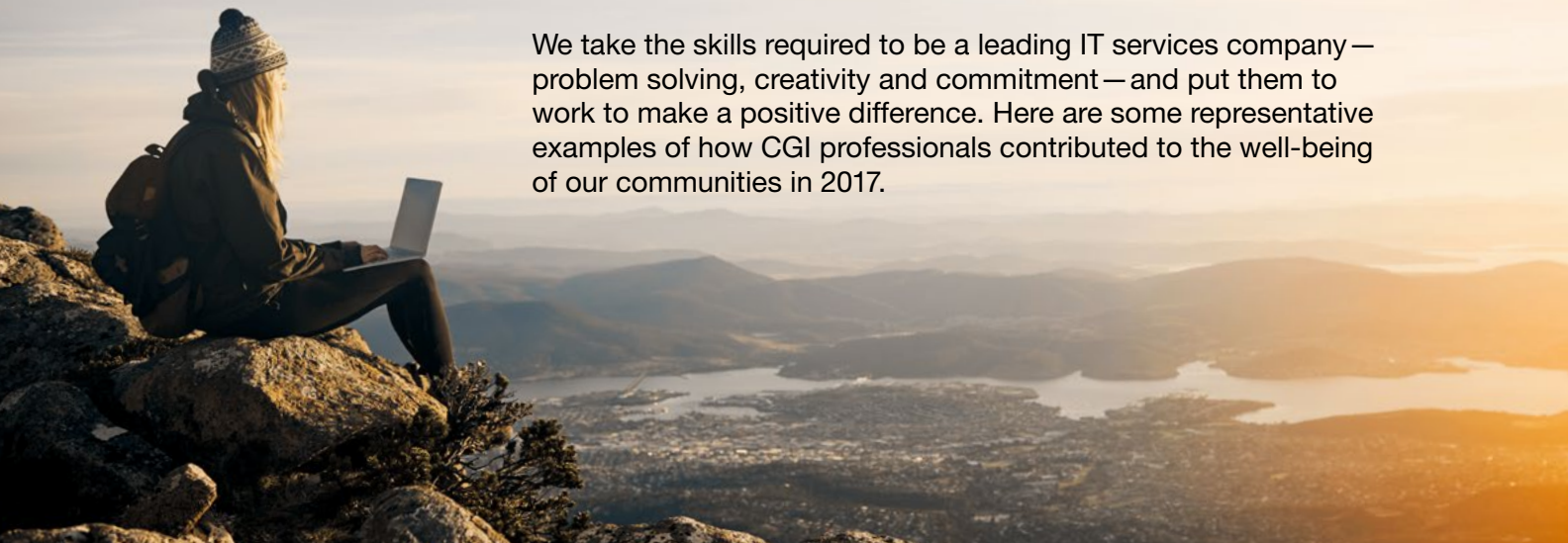
Creating quality jobs and building the future digital workforce

Developer Schools: In France and the Czech Republic, CGI offers intensive development programs to help new university graduates, as well as individuals with a firm grasp on IT, hone and develop the skills needed to succeed. In France, CGI seeks to recruit this year 180 members through U'DEV (developer university), which launched in September 2017. In the Czech Republic, CGI hosts IT training "boot camps" for an intensive five-month program, with graduates offered full-time jobs with CGI upon completion.

Future Talent Program: In Finland, the Future Talent Program offers hundreds of "traineeships" each year for a duration of 4-5 months. Each trainee is assigned an experienced sponsor to support and guide them during the program. In addition to versatile work assignments, the program provides expert training, familiarization with CGI activities, career opportunities and client visits.

Sponsored degree apprenticeship: In the UK, CGI offers a number of apprenticeships that enable talented students to gain a degree debt-free while embarking on their professional careers. The program offers students a mix of university time and work days where they work on projects across CGI's UK business, making significant contributions within their roles.

The 2017 graduates of the CGI Degree Apprenticeship initiative in the UK, which is a three-year program combining work at CGI with studies at the University of Winchester.

Collaborative programs: In the U.S., CGI's seven onshore delivery centers foster strong partnerships between industry, government and education. These centers have become expert in building partnerships with local universities, technical institutes and workforce development agencies to help develop a highly trained IT workforce.

Women of CGI: CGI's grassroots network of women professionals across our global operations help women at CGI connect with one another and build their careers. Organized into self-led local chapters, the groups host social events, panel discussions, community service events and career building seminars. Through these groups, CGI members serve as ambassadors to serving women within CGI and their communities.

46

Walking together toward better health

The Walk Around the World is an annual event that encourages CGI members to walk together on the same day as a sign of our shared commitment to health and well-being. After more than 300 million steps together, this year marked the event's 10th anniversary. To commemorate the milestone, CGI invited clients and representatives from community organizations to walk with us. Together, we were a symbol of the CGI spirit and our commitment to health within our local communities around the world.

Montréal, Canada
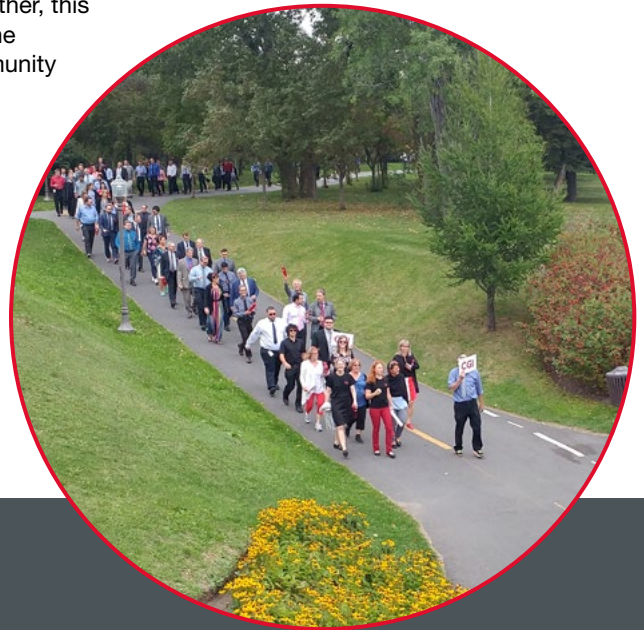
Québec City, Canada

Bordeaux, France

Hyderabad, India

CGI was selected within top indices that cover the world's most sustainable companies, including:

- **RobecoSAM and S&P Dow Jones Sustainability Indices**
- **MSCI**
- **FTSE4Good Index Series**

In addition, CGI continued to improve its position with respect to the **Carbon Disclosure Project** in recognition for taking further steps to effectively reduce emissions, indicating more advanced environmental stewardship.

Dream Connectors

Making a difference in our communities around the world

The CGI Dream Connectors program deepens our commitment to serving our communities. In this inaugural year, after a company-wide vote, seven projects were selected to receive CGI support, which included access to IT, facilities and funding, as well as the strength of member volunteers.

Here is an overview of the projects that were completed during 2017 — which included **500 members** volunteering more than **5,200 hours** of their time.

Canada

Supporting Habitat for Humanity by building an end-to-end customer relationship management solution, and helping to build homes

"The work being done will impact all of our stakeholders in a positive way and will directly impact our ability to help more families who need our support in our community. We are greatly appreciative of the commitment and professionalism CGI has shown us during this process. We are truly thankful."

Rob Lee, Vice-President of ReStores, Habitat for Humanity Toronto

Finland

Developing the Helping Hand app to help the Finnish Association for Mental Health match volunteers to people in need

France

Training CGI members to become coaches for young job seekers in partnership with the organization Rézo City

"Rézo City helped me discover my career goals and visualize how to accomplish them. The coaches really listened to us and were very approachable."

Tanrhori Smael, a trainee benefitting from the program (more than half of the candidates have found employment)

India

Supporting better access to education through donations, volunteer hours and facility improvements at Gowdihalli village primary school

Portugal

Building a database and supporting facility improvements for the Mimar Association's Mimar House in Portugal, which shelters young children from at risk environments

"CGI's support by providing a new car for driving the children and by upgrading the home and play garden to a safer environment has been of the utmost importance to help the children discover that the world is much bigger than us and to feel safe and secure. From all of them, thank you CGI and all members inside CGI for taking us outside."

Sofia Pombo e Costa, Mimar Association President

United Kingdom
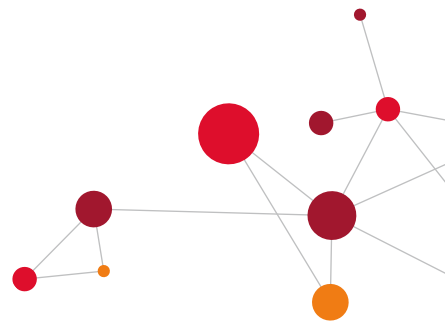
Teaching children about Internet safety

United States

Holding nine STEM (science, technology, engineering and math) camps in six communities reaching 450 students

Dream Connectors

CGI in our communities

Learn more at **cgi.com/dream-connectors**.

CAPITAL MARKETS
Client insights
and CGI perspectives on
digital transformation

2017 CGI Client Global Insight
An outlook on trends and priorities based on in-p...
with business and technology executives around...

STATE AND LOCAL GOVERNMENT
Client insights
and CGI
perspectives
on digital
transformation

2017 CGI Client Global Insights
An outlook on trends and priorities based on in-person conversations
with business and technology executives around the world

RETAIL AND CONSUMER SERVICES
Client insights
and CGI
perspectives
on digital
transformation

2017 CGI Client Global Insights
An outlook on trends and priorities based
on in-person conversations with business
and technology executives around the world

CGI Client Global Insights

Turning insights into investments that drive client innovation

The 2017 CGI Client Global Insights demonstrate an increased urgency among business
and IT leaders to transform to meet the digital expectations of their customers and citizens.
The insights also reveal that organizations are at a pivot point in their digital transformation,
with executives moving from planning to execution of their digital strategies.

The insights are based on findings from in-person discussions with 1,300 business and IT
leaders across 10 industries and 17 countries to identify the trends affecting their organizations
and the implications for their business. They are shared through a series of industry reports to
provide valuable perspectives and actionable counsel to drive forward clients' future strategies
and investments.

Request your copy at **cgi.com/globalinsights**.

Founded in 1976, CGI is one of the largest IT and business consulting services firms in the world. Operating in hundreds of locations across the globe, CGI professionals help clients to achieve their goals, including becoming customer-centric digital organizations. We deliver an end-to-end portfolio of capabilities, from high-end IT and business consulting to systems integration, outsourcing services and intellectual property solutions that help accelerate clients' results.

CGI works with clients around the world through a unique client proximity model complemented by a global delivery center of excellence network to help clients accelerate results, transform their organizations and drive competitive advantage.

cgi.com

CGI

Experience the commitment®