

Welcome to CGI's Investor & Market Analyst Day

Maher Yaghi, Vice President of Investor relations

CGI



Forward-looking information and statements

Our presentations contain “forward-looking information” within the meaning of Canadian securities laws and “forward-looking statements” within the meaning of the United States Private Securities Litigation Reform Act of 1995 and other applicable United States safe harbours. All such forward-looking information and statements are made and disclosed in reliance upon the safe harbour provisions of applicable Canadian and United States securities laws. Forward-looking information and statements include all information and statements regarding CGI’s intentions, plans, expectations, beliefs, objectives, future performance, and strategy, as well as any other information or statements that relate to future events or circumstances and which do not directly and exclusively relate to historical facts. Forward-looking information and statements often but not always use words such as “believe”, “estimate”, “expect”, “intend”, “anticipate”, “foresee”, “plan”, “predict”, “project”, “aim”, “seek”, “strive”, “potential”, “continue”, “target”, “may”, “might”, “could”, “should”, and similar expressions and variations thereof. These information and statements are based on our perception of historic trends, current conditions and expected future developments, as well as other assumptions, both general and specific, that we believe are appropriate in the circumstances. Such information and statements are, however, by their very nature, subject to inherent risks and uncertainties, of which many are beyond the control of CGI, and which give rise to the possibility that actual results could differ materially from our expectations expressed in, or implied by, such forward-looking information or forward-looking statements. These risks and uncertainties include but are not restricted to: risks related to the market such as the level of business activity of our clients, which is affected by economic and political conditions, external risks (such as pandemics) and our ability to negotiate new contracts; risks related to our industry such as competition and our ability to attract and retain qualified employees, to develop and expand our services, to penetrate new markets, and to protect our intellectual property rights; risks related to our business such as risks associated with our growth strategy, including the integration of new operations, financial and operational risks inherent in worldwide operations, foreign exchange risks, income tax laws, our ability to negotiate favourable contractual terms, to deliver our services and to collect receivables, and the reputational and financial risks attendant to cybersecurity breaches and other incidents; as well as other risks identified or incorporated by reference in our presentations, in CGI’s F2021 MD&A and in other documents that we make public, including our filings with the Canadian Securities Administrators (on SEDAR at www.sedar.com) and the U.S. Securities and Exchange Commission (on EDGAR at www.sec.gov). For a discussion of risks in response to the coronavirus (COVID-19) pandemic, see Pandemic Risks in section 8.1.1 of CGI’s quarterly MD&A. Unless otherwise stated, the forward-looking information and statements contained in our presentations are made as of the date hereof and CGI disclaims any intention or obligation to publicly update or revise any forward-looking information or forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law. While we believe that our assumptions on which these forward-looking information and forward-looking statements are based were reasonable as at the date hereof, you are cautioned not to place undue reliance on these forward-looking information or statements. Furthermore, you are reminded that forward-looking information and statements are presented for the sole purpose of assisting investors and others in understanding our objectives, strategic priorities and business outlook as well as our anticipated operating environment. You are cautioned that such information may not be appropriate for other purposes. Further information on the risks that could cause our actual results to differ significantly from our current expectations may be found in the section titled “Risk Environment” of CGI’s quarterly MD&A, which is incorporated by reference in this cautionary statement. We also caution that the above-mentioned risks and the risks disclosed in CGI’s quarterly MD&A and other documents and filings are not the only ones that could affect us. Additional risks and uncertainties not currently known to us or that we currently deem to be immaterial could also have a material adverse effect on our financial position, financial performance, cash flows, business or reputation.

Please refer to the “Investors” section of CGI’s website at www.cgi.com to consult disclosure documents used by management when discussing CGI’s financial results with investors and analysts.

All amounts are in Canadian dollars unless otherwise indicated.

Non-GAAP Financial Performance Measures Definitions

The reader should note that the Company reports its financial results in accordance with IFRS. However, we use a combination of financial measures, ratios, and non-GAAP measures to assess the Company’s performance. The non-GAAP measures used in this presentation do not have any standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other issuers. These measures should be considered as supplemental in nature and not as a substitute for the related financial information prepared in accordance with IFRS. Management believes these measures are useful to investors as it best reflects the performance of our activities and allows for better comparability from period to period as well as to trend analysis. The following non-GAAP financial performance measures are defined on pages 3, 4 and 5 of our quarterly MD&A which is posted on CGI’s website, and filed with SEDAR and EDGAR:

Adjusted EBIT (non-GAAP); adjusted EBIT margin (non-GAAP); net earnings excluding specific items (non-GAAP); net earnings margin (non-GAAP); net earnings margin excluding specific items (non-GAAP); diluted earnings per share excluding specific items (non-GAAP); days sales outstanding (DSO) (non-GAAP); constant currency growth (non-GAAP); backlog (non-GAAP); bookings (non-GAAP); book-to-bill ratio (non-GAAP); net debt (non-GAAP); net debt to capitalization ratio (non-GAAP); return on equity (ROE) (non-GAAP), and return on invested capital (ROIC) (non-GAAP).

CGI Investor and Market Analyst Day

November 22, 2021 | 8:30 am to 1:00 pm

Time	Topic	Duration	Presenters
8:30 AM	Welcome	00:05	Maher Yaghi
8:35 AM	Long term vision for CGI and focus on growth	00:20	George Schindler and Julie Godin
8:55 AM	Talent strategy	00:20	Bernard Labelle, Torsten Straß, Stephanie Mango, George Mattackal
9:15 AM	Industry coverage and expertise	00:05	Chadi Habib
9:20 AM	Government	00:20	Stephanie Mango
9:40 AM	Retail, Consumer and Services	00:20	Laurent Gerin
10:00 AM	Banking	00:20	Tim Hurlebaus
10:20 AM	Break	00:10	
10:30 AM	Manufacturing	00:20	Torsten Straß
10:50 AM	Energy and Utilities / IP	00:20	Dave Henderson
11:10 AM	Space	00:20	Tara McGeehan
11:30 AM	Industry Q&A	00:20	Chadi Habib, Industry presenters and Industry Cabinet Chairs
11:50 AM	Break	00:10	
12:00 PM	Buy strategy	00:15	Mike Keating
12:15 PM	Capital allocation and investment strategy	00:15	François Boulanger
12:30 PM	Executive panel: Q&A	00:25	George Schindler, Julie Godin and François Boulanger
12:55 PM	Closing remarks	00:05	George Schindler
1:00 PM	Meeting end		

Long term vision for CGI and focus on growth

Investor and Market Analyst Day

Julie Godin

Co-Chair of the Board and Executive Vice-President,
Strategic Planning and Corporate Development

CGI



Our Dream, Constitution, end-to-end services and differentiators are the cornerstone of our continuous evolution

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

Business and strategic
IT consulting

Systems
integration

Managed
services

Intellectual property solutions and services to accelerate value creation

People-centered culture in proximity with clients and our communities

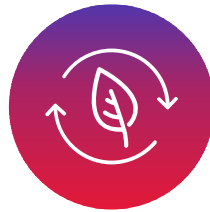
Actionable insights and intellectual property to achieve sustainable outcomes

Best-shore delivery excellence clients can trust

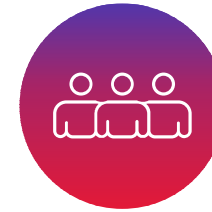
Digital is at the center of our changing world



Evolving global
dynamics



Climate change
and Energy
transition



Aging population
and talent
shortages

We have been and will continue to be at the center of our clients' evolution

01

Reconfigured value chains

Public and private sector value chains are significantly reconfigured in the coming decades

02

Managed volatility

Industry leaders must have the agility to manage volatility while servicing their customers and citizens

03

Technology part of business strategy

The strategic role of technology continues to increase – CGI is well positioned to help execute clients' required transformations

CGI's Strategic Goals focus on value creation for all stakeholders

To be a world class, end-to-end IT and business consulting services leader

Recognized by our **clients**

as their partner of choice for our commitment to their success and for our track record of outstanding delivery

as their expert of choice for the depth of our experience in their industry sectors and of our knowledge in information technology



Recognized by our **shareholders**

as a well-managed, financially strong company providing superior returns

Recognized by our **members**

as an empowering environment in which to build a career and a company we can be proud of

Recognized by our stakeholders
as an engaged and responsible corporate citizen within our **communities**

CGI's growth agenda: Creating value for all stakeholders

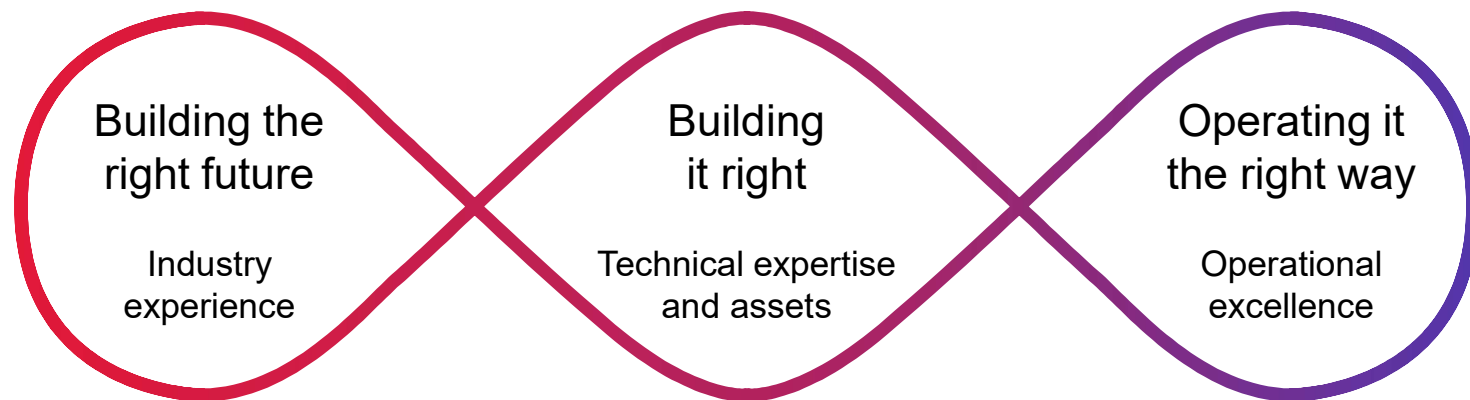
George Schindler,
President & CEO

November 22, 2021

CGI



Client demand for end-to-end digitization is a driver for CGI's growth now and for the foreseeable future

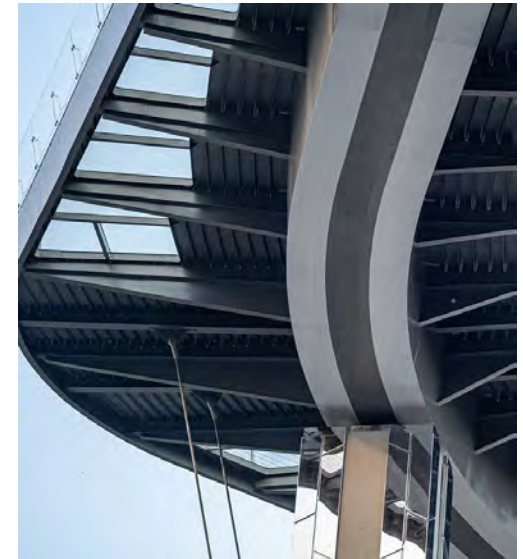


Today's focus: CGI's growth and positioning as an expert, employer, and investment of choice

We are well positioned as a leading digital transformation partner

Our **end-to-end offerings** provide clients an **holistic and balanced perspective** as they adapt their **unique and continuous** digital transformation journeys

- Full suite of consulting services—**business and technology**
- Trusted ability to **integrate and implement** what we design
- Innovative, integral **intellectual property** business accelerators
- Proven capacity to **run and operate** what we design and implement



Over 60% of CGI's F21 bookings and **over 60%** F22 pipeline are comprised of these digital-first services and solutions

Our deep capabilities enable us to be a digital transformation partner

1

Industry experience

Expert industry knowledge, accelerators, and approaches to help clients co-create and evolve their vision

Balancing vision with business practicality



3-year plan

- 15-20% CAGR increase in Consulting revenue

Highlighted today

- Vision for 7 industry digital value chains

Our deep capabilities enable us to be a digital transformation partner

1

Industry experience

Expert industry knowledge, accelerators, and approaches to help clients co-create and evolve their vision

Balancing vision with business practicality



3-year plan

- 15-20% CAGR increase in Consulting revenue

Highlighted today

- Vision for 7 industry digital value chains

2

Technical expertise

Deep technical knowledge, continuous integration and development, tooling, methods, and partnerships to accelerate clients' transformation

Balancing technology potential with enterprise delivery



3-year plan

- 30% of revenue delivered from IP by 2025
- 15,000+ new employee certifications across global partners

Highlighted today

- Digital capabilities and client case studies

Our deep capabilities enable us to be a digital transformation partner

1

Industry experience

Expert industry knowledge, accelerators, and approaches to help clients co-create and evolve their vision

Balancing vision with business practicality



3-year plan

- 15-20% CAGR increase in Consulting revenue

Highlighted today

- Vision for 7 industry digital value chains

2

Technical expertise

Deep technical knowledge, continuous integration and development, tooling, methods, and partnerships to accelerate clients' transformation

Balancing technology potential with enterprise delivery



3-year plan

- 30% of revenue delivered from IP by 2025
- 15,000+ new employee certifications across global partners

Highlighted today

- Digital capabilities and client case studies

3

Operational excellence

A balanced global delivery network, Management Foundation and outcome-based measurements to optimize clients' operations

Balancing operational performance with cost to operate



3-year plan

- 15% headcount CAGR increase in Global Delivery Centers
- Half of geographies reaching net-zero carbon emissions

Highlighted today

- Industry-leading operational discipline

CGI Management Foundation: 45 years of best practices

I S O 9 0 0 1 C E R T I F I E D O P E R A T I O N S	CGI Constitution				Enterprise Policies and Processes					
	Dream	Vision	Mission	Values	Code of Ethics	Organization, Governance and Evolution	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		Delivery	Closing	Leadership Institute		Investor Relationship Management	
			Engagement Governance				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		

Alignment is critical to our ability to consistently deliver for clients, engage and attract talent, share knowledge, and deliver growth

CGI's Management Foundation

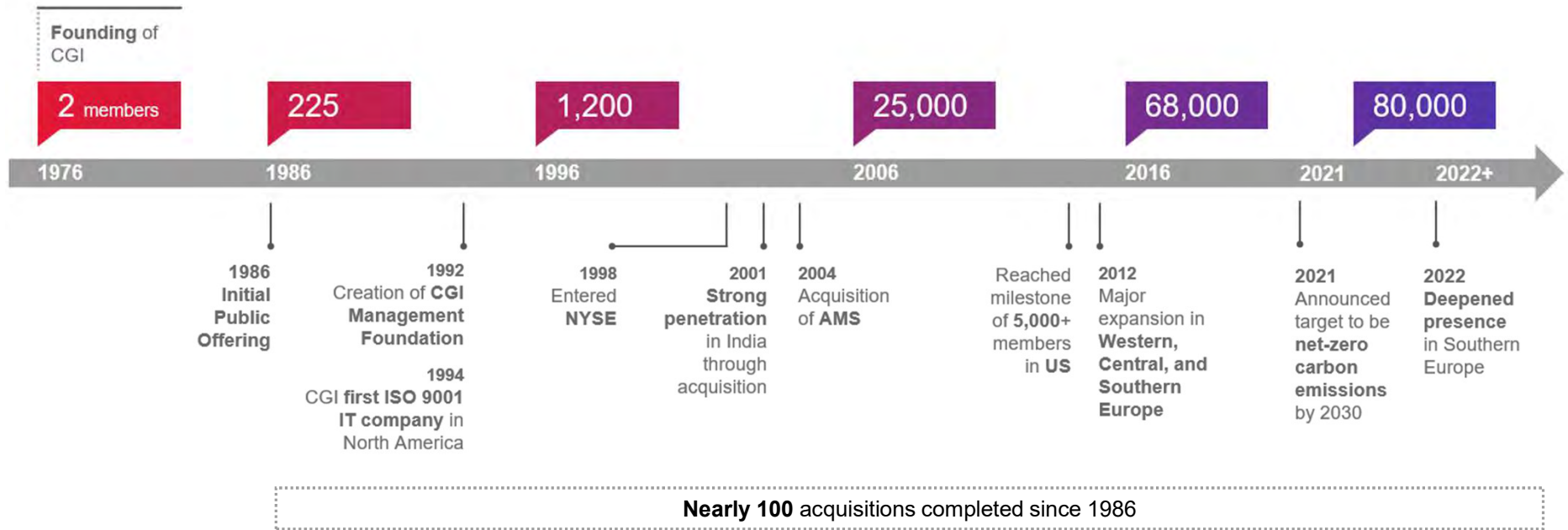
- 01 Ensures **clarity of policies** to act as one global company on behalf of all stakeholders
- 02 Establishes a **common business language** to encourage global teamwork and sharing
- 03 Maximizes time spent focused on **innovation** for clients

Principles (WHY)

Processes (WHAT)

Practices (HOW)

CGI's model enables us to effectively scale through Build and Buy



F22 plan

- Increase by 25% our resource capacity to drive our Buy strategy
- Tenfold increase—to \$1B—in Buy strategy metro market and/or IP capital allocation

Proven track record of delivering on our commitments for Shareholders

Significant momentum in value creation over the last decade

▲ **181%**
Revenue
+13.7% average
constant currency growth

▲ **277%**
Adjusted EPS

▲ **270%**
**Cash from
operations**

▲ **446%**
Share price
+20% average
annual appreciation

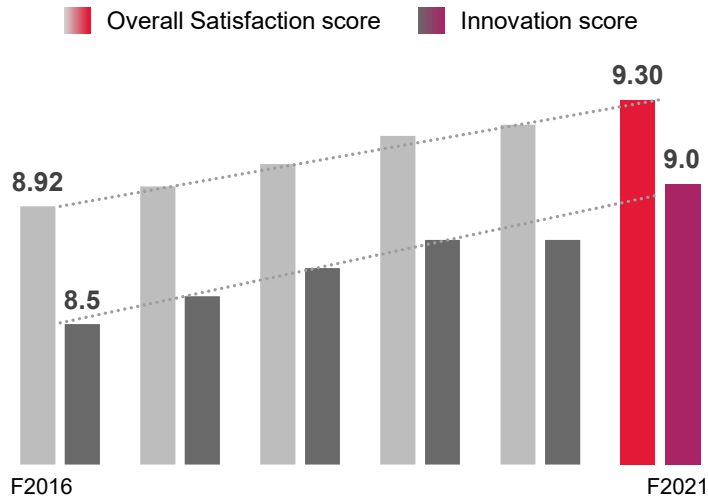


F22 plan

Double digit EPS accretion

Proven track record of delivering on our commitments for **Clients** and **Employees**

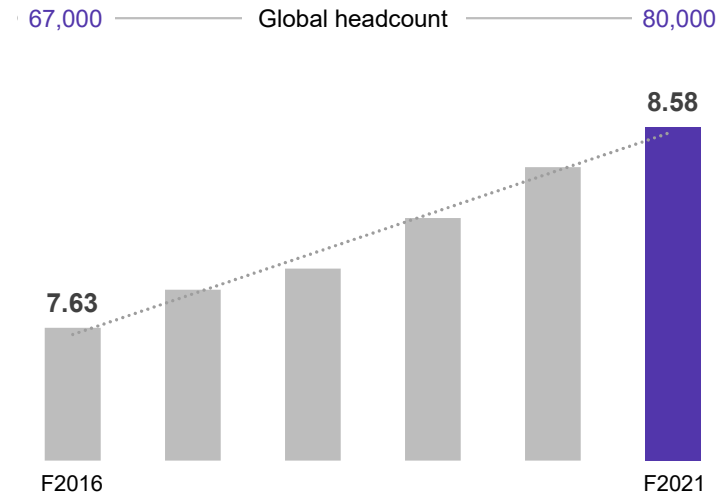
Client Satisfaction Scores (signed by clients)



F22 plan

Double-digit growth in digital bookings

Employee Satisfaction Scores



F22 plan

33% increase in employee training in digital technologies

Talent Strategy

Investor and Market Analyst Day

Bernard Labelle

Executive Vice-President and
Chief Human Resources Officer

CGI



CGI's dream creates sustainable member engagement

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

Measuring Success

80,000
members

85%
Member Participation
as **Shareholders**

31%
Member Referral Hires

8.6
Member Satisfaction

380K+
Learning Courses
completed

3,681
Promotions

33 %
Increase in Training
Spend

CGI's Talent Strategy



Develop members'
capabilities



Leverage the
strength of our
model



Attract top
talent aligned
with growth
strategy



Champion
Diversity,
Equity and
Inclusion



Expand
partnerships with
clients, schools
and community
groups

Offer a unique value proposition supporting our talent pillars

Talent Strategy Q&A



Bernard Labelle

Executive Vice-President
and Chief Human
Resources Officer



Stephanie Mango

President, U.S. Federal



George Mattackal

President, Asia Pacific
Global Delivery Centers of
Excellence



Torsten Straß

President, Central and
Eastern Europe

Industry Coverage and Expertise

Investor and Market Analyst Day

Chadi Habib

Senior Vice-President Global Marketing and Communications

CGI





The next wave of growth

Technology is reshaping our future—
and accelerating digital will provide the
inclusive, economically vibrant, and
sustainable future our clients' customers
and citizens demand.

We are at the forefront of helping clients
drive **digital** throughout their **value
chains**.

In the midst of profound change, it all starts with industry expertise



45 years of experience in providing relevant, sound and innovative business advice



Over 600 world class industry leaders participate in cabinets and councils that orchestrate our global industry posture



Blueprints, frameworks and accelerators that help clients evolve their ecosystems

Banking	Communications	Energy and Utilities	Government	Health and Life Sciences
Insurance	Manufacturing	Retail and Consumer Services	Space	Transport and Logistics

CGI's holistic digital transformation approach

We help clients design, manage, protect and evolve their **digital value chains** to accelerate business outcomes.



Clearly **define and align** on stakeholder outcomes



View **transformation** holistically



Modernize, simplify and protect their **digital value chains**



Consider **sustainability** core to creating value for customers / citizens

**Our approach is based on proven experiences
and the voice of our clients**

Government

Investor and Market Analyst Day

Stephanie Mango

President, U.S. Federal

CGI





7.9 million ballots

Did you vote in the 2021 London elections?

CGI processed more than 7.9 million ballot papers in two days.

20 million passports and 5 million visas





Travelling to or from the United States?

CGI supports the U.S. Department of State in issuing passports and processing visas for 70 countries.



Helping governments transform the traditional ways of serving citizens

Local proximity model organized cross-agency around mission domains

 Education	 Environment	 Health and Social Services	 Public Safety and Justice
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34%
of CGI revenue FY21

40
years of partnership with our top clients

 Government Health	 Defence and Intelligence	 Tax, Revenue and Collections
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25,000
government consultants

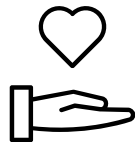
2,900
clients globally

The pace of change and ever-rising citizen expectations are ongoing challenges facing the public sector



Demand for digital services

Citizens' digital expectations increase, challenging government agencies



Health and social services

Pandemic impacts and aging populations put pressure on public systems



Agility and pace of change

Volatility and rapid change increases across economic, geopolitical, technological, and social health spheres



Climate change

Climate change action accelerates the pressure to decarbonize



Compliance and regulation

Cross-agency collaboration is required to manage compliance (data privacy and exchange, cybersecurity)

Increased pressure to invest in digital to improve services

We drive transformation for governments that are not digitally ready

ACROSS MISSION DOMAINS

Providing a holistic view for cybersecurity, regulatory and data privacy



Accelerating business agility through innovation and technology



Modernizing to simplify and scale, from legacy to cloud



Enabling the data-driven government of the future



Fostering mixed and diverse ecosystems



FOR RESPONSIBLE BUSINESS AND CITIZEN EXPERIENCE

CLIENT EXAMPLE



A vision to become one of the world's 'smartest' capitals

The City of Edinburgh Council and CGI will significantly evolve services in Edinburgh to improve the lives of its citizens and workers.

CGI created a Smart City Operations Center to deliver transformative digital services in areas such housing, health and social care. In conjunction with providing digital enablement and channels, these initiatives will help Edinburgh meet its target of becoming carbon neutral by 2030.

• EDINBURGH •
THE CITY OF EDINBURGH COUNCIL

CGI

Microsoft

Totalmobile

VERINT

COMMSWORLD

iOpt.

NORTH

CLIENT EXAMPLE



End-to-end services to simplify and digitize

CGI helps the Bavarian State Ministry of Justice better serve its citizens through digitization and innovation management, with end-to-end services that simplify and digitize its business and IT processes, enabling the digital administration and optimization of citizen services.

For the Bavarian courts and public prosecutor's offices, CGI has been managing around 220 locations with 16,500 users throughout Bavaria in addition to two data centers in Munich and Nuremberg.



Government

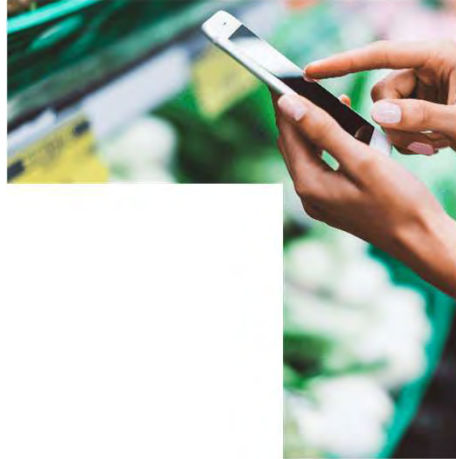
Retail, Consumer and Services

Investor and Market Analyst Day

Laurent Gerin

President, Western and Southern Europe
Chair, Retail, Consumer and Services Industry

CGI





**+120% online
orders in 1 day**

We helped Carrefour Drive scale their online order platform in real-time after the pandemic declaration, enabling them to process twice as many online orders compared to the previous record.

Helping retail, consumer goods and services organizations accelerate growth



24%

MRD part of CGI
F21 revenues

+26%

bookings in F21

7,000

industry consultants

2,800

supply chain experts

800

clients globally

3

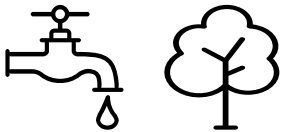
innovation centers

IP CGI Retail Suite

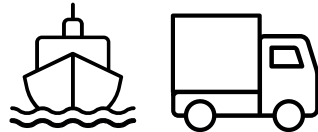
omnichannel solution

Accelerating digital is a challenge when most struggle to become omnichannel and keep customer promises

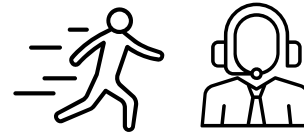
Sustainability revolution



Resource volatility
and shortages



Supply chain
disruptions



Employee
expectations



Customer
behaviors

We help clients accelerate their transformation to become responsible digital leaders

Enable seamless omnichannel journeys with CGI Retail Suite

Accelerate profitable digital transformation

Improve legacy systems' agility and reduce costs

Unlock data to accelerate decision making and agility

Empower sustainability transformation

Retail, consumer goods and services business processes

Digital value chain

Strong partner ecosystem

CLIENT EXAMPLE



Helping a global consumer goods brand accelerate performance

Through a master services agreement, we are a preferred partner to a large food and beverage products company to enable its transformation. The holistic modernization of its IT landscape is managed through a best-of-breed approach:

- ✓ Best-fit onsite and global delivery
- ✓ End-to-end capabilities, including partner expertise



CASE STUDY



CGI Retail Suite enables the largest retailers to meet and exceed customer commitments

This leading solution enables clients to react quickly to the needs of customers and evolving market dynamics, providing a unified view of retailers' entire value chain.

- ✓ 45 clients across 22 countries representing various sizes, formats and segments
- ✓ 7-month implementation with a large DIY retailer in Europe
- ✓ Up to 100K orders delivered per day in grocery click and collect
- ✓ Employee mobility solution to increase customer face-to-face time



Retail, consumer & services

Banking

Investor and Market Analyst Day

Tim Hurlebaus

President, U.S. Commercial and State Government

CGI





>\$21 trillion
moved daily

For our largest financial messaging clients, we enable over USD 21 trillion in transfers every day.

50% efficiency gains

For a large Nordic bank, our robotic process automation capabilities yielded cost reductions of up to 50%.





\$1.14 trillion
in AUM

For our Canadian clients, we support
60% of the mutual fund market.

Helping financial institutions around the world accelerate their digital journeys

Key subsectors



Retail Banking



Corporate and Transaction Banking



Capital Markets

Key IP solutions



Payments



Wealth management



Credit and collections



Trade finance



Anti-financial Crime

22%

of CGI revenue in FY21

22%

bookings growth in FY21

12,500

banking consultants

>500

clients globally

15 of 20

top global banks are CGI clients

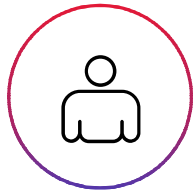
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delivery centers supporting Banking

Environmental, Social, and Governance (ESG)

data hub for banks, investors, and regulators

Rising customer expectations and legacy landscape are leading challenges in banking across all sectors and geographies



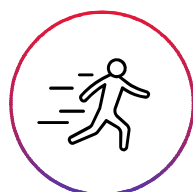
Now
as a
feature

Transactions, service, and information are expected to be digital, immediate, and seamless



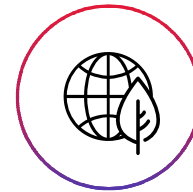
Innovation
as a
differentiator

New, valued-added services create differentiation and competitive advantage



Agility
as a
skill set

Inflexibility is a barrier to growth whether it involves legacy environments or organizational culture



Sustainability
as a
business

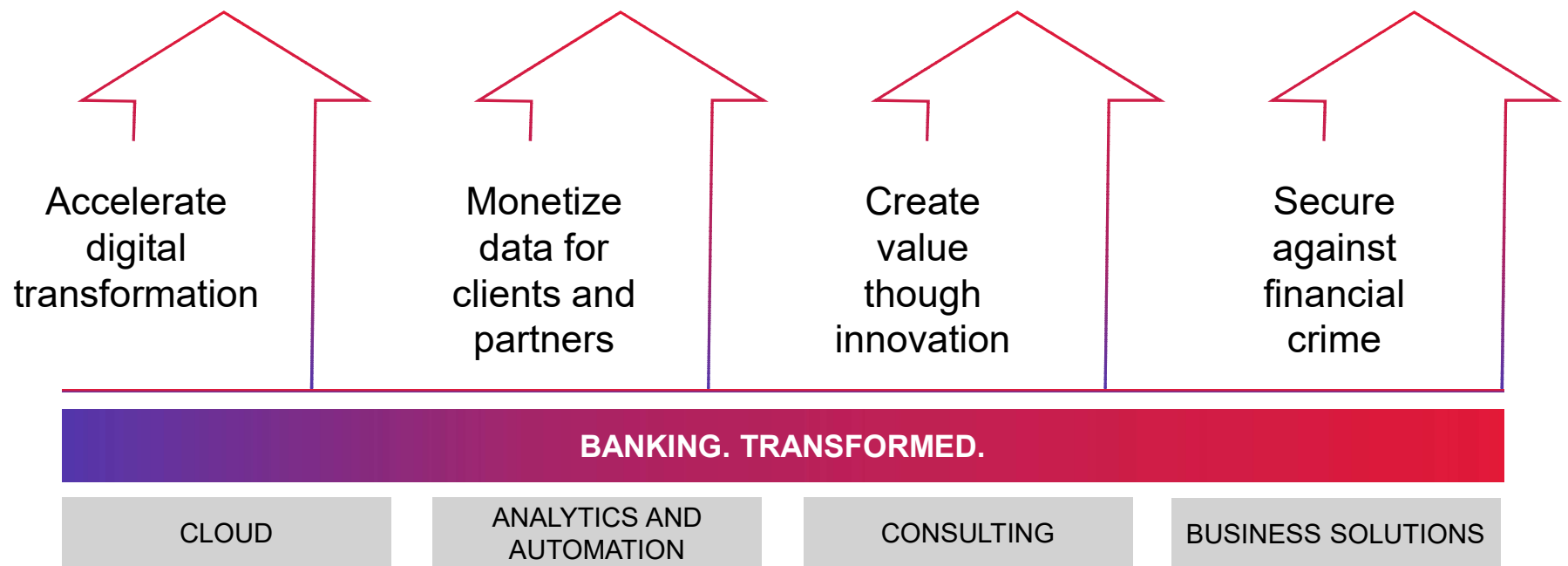
Banks are focused on supporting sustainability while trying to become carbon neutral themselves



Compliance
as a
requirement

Stakeholders expect compliance and security to keep pace as digital reach expands and accelerates

CGI helps banks adapt to changing markets, capitalize on new opportunities, and protect critical environments



CLIENT EXAMPLE



Automating trade finance with CGI Trade360 at HSBC

Using technology to drive efficiencies across the trade finance lifecycle is key to the world's largest trade bank.

CGI helped accelerate the bank's ongoing transformation by improving its agility and processing capabilities, and modernizing the underlying technology. In our first year of collaboration, we reduced processing times for guarantee issuances by one-third and enhanced the digital experience.

CLIENT EXAMPLE



Helping our clients with extreme agility

In response to the pandemic, the U.S. government launched the Paycheck Protection Program (PPP) to aid affected small businesses.

CGI helped two large U.S. banks quickly meet the challenge of unprecedented loan volume requests and process over \$13 billion in PPP loans. New technologies and business processes pull loan applications into a queue to validate and submit them – automatically.



Banking

Manufacturing

Investor and Market Analyst Day

Torsten Straß

President, Central and Eastern Europe

Chair, Global Manufacturing Industry

CGI



Helping manufacturers embrace a new digital era

Natural Resources



Mining



Metals



Pulp and Paper



Chemicals

Industrial and Commercial



Industrial Products



High Tech and Electronics



Automotive



Aerospace

24%

MRD part of CGI
FY21 revenues

45%

growth in
bookings FY21

6,000

manufacturing consultants

2,800

supply chain experts

700

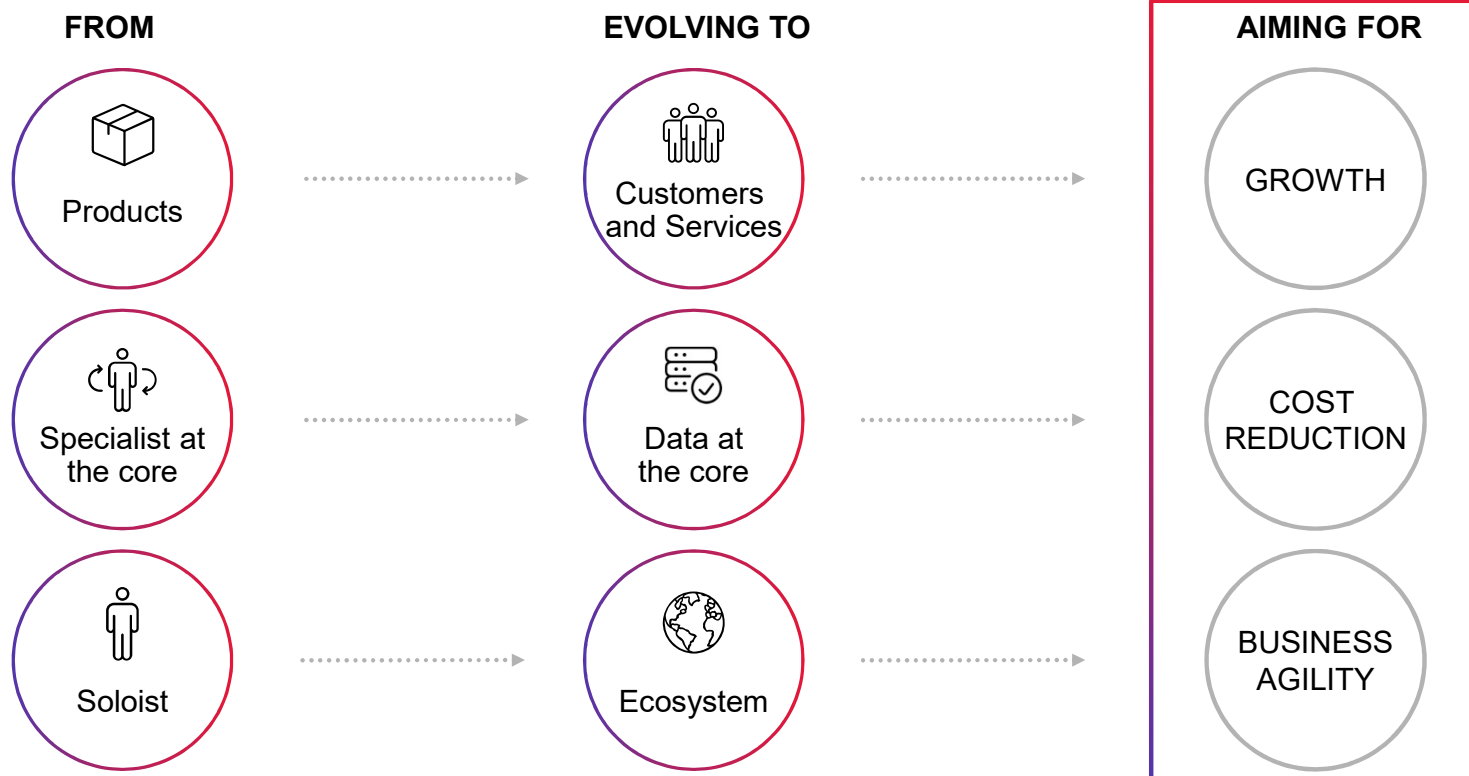
clients globally

4

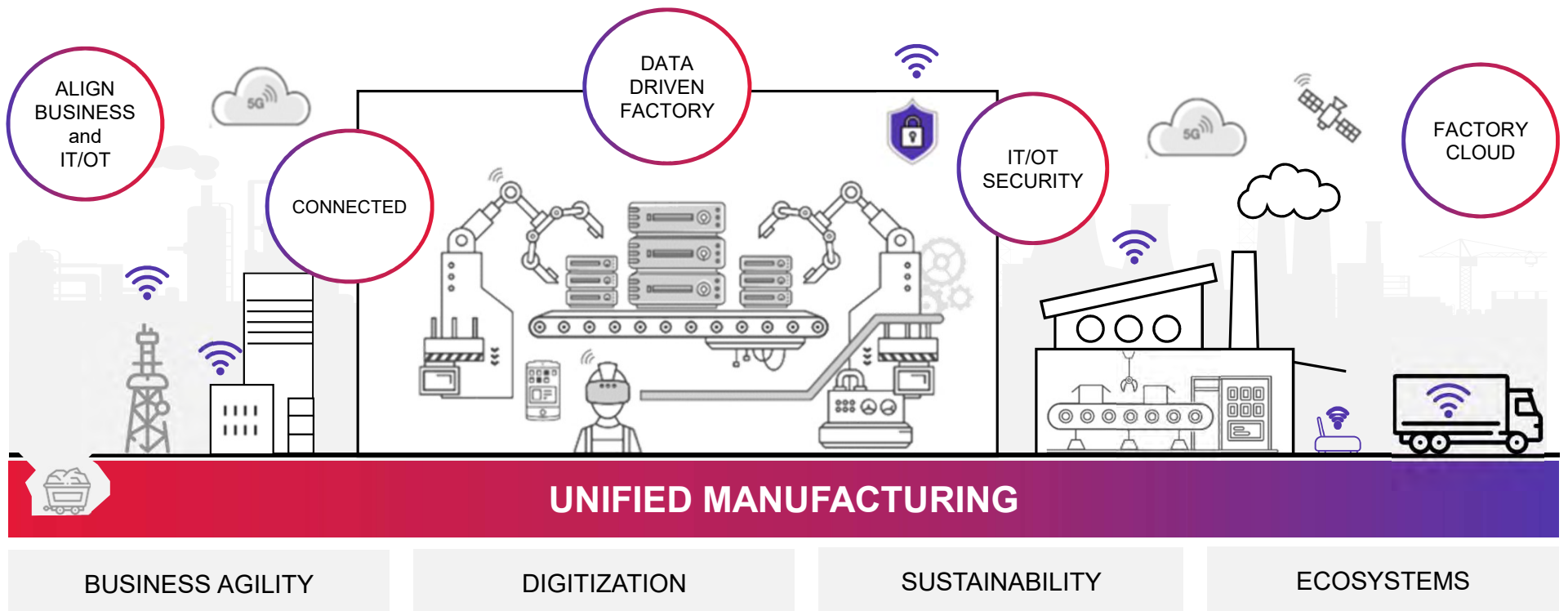
innovation centers

Manufacturing and Supply Chain
competence centers across India, Europe and North America

Customers, data and ecosystems are revolutionizing how manufacturers operate



Our vision of Unified Manufacturing is enabling them to transform



CLIENT EXAMPLE



Michelin DDI: From product manufacturer to data-based service provider

Nearly 40,000 people have traffic accidents on their way to and from work each year. To make roads safer, an ecosystem of industry partners with complementary skills joined forces for the 'Better Driving Community' initiative.

With AI, driving behavior is aggregated and analyzed to deliver innovative new services.

- ✓ 15,000 drivers participating
- ✓ 16 million trips analyzed



CLIENT EXAMPLE



Driving the circular economy

CGI is building a platform to provide transparency of CO² consumption throughout the supply chain. Using digital twin technology, every part of an electric passenger car becomes traceable. At least 90% of CO² emissions (185bn tons) can be saved throughout the lifecycle of an electric vehicle by reusing and recycling parts in a circular economy.



BASF
We create chemistry





Manufacturing

Energy and Utilities

Investor and Market Analyst Day

Dave Henderson

President, Global IP Solutions

Chair, Global Energy and Utilities Industry

CGI





2 trillion energy market transactions

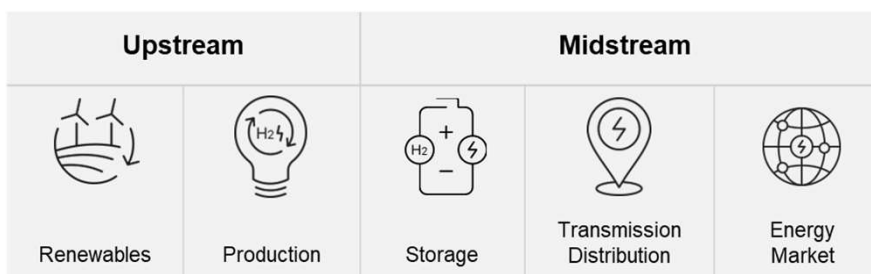
Our software and services support over 2 trillion energy market transactions annually.

40 million homes powered by sustainable energy

Our software manages the production and distribution of clean energy to consumers on 3 continents.



Driving energy and utilities transformation across the value chain



8,000

energy and utility consultants

57 million

managed smart meters

650

clients globally

23

industry software IP solutions

250 million

fuel card transactions processed by CGI every year

1,000+

upstream applications supported for oil and gas

CGI has depth across the entire ecosystem



Driving accelerated growth

CGI is

**Changing the
conversation**

**Driving
business
outcomes**

**Leveraging
cross-industry
innovation**

**Leading from
a unique point
of view**

CLIENT EXAMPLE – BUSINESS CONSULTING



Advancing the electric vehicle strategy for a large European company

CGI business consultants authored a prospective study for the client to meet the for coming demands of the 2025 clean energy vehicle mandate in their country.

The study included analysis and recommendations on how the client could lead in the electric mobility market.

Our industry knowledge helped the client expand its growth in this key sector.

CLIENT EXAMPLE – DATA ENABLEMENT

Enabling the energy market for Finland: Fingrid

CGI enables the retail market of the future, accelerating Finland's move to more sustainable energy production model.

Our centralized data exchange platform enables sophisticated data access for all market participants, including 80 distribution system operators and 100 electricity suppliers.

CGI helps process 35 million transactions per week, including daily settlement calculations and communications.





Energy & utilities

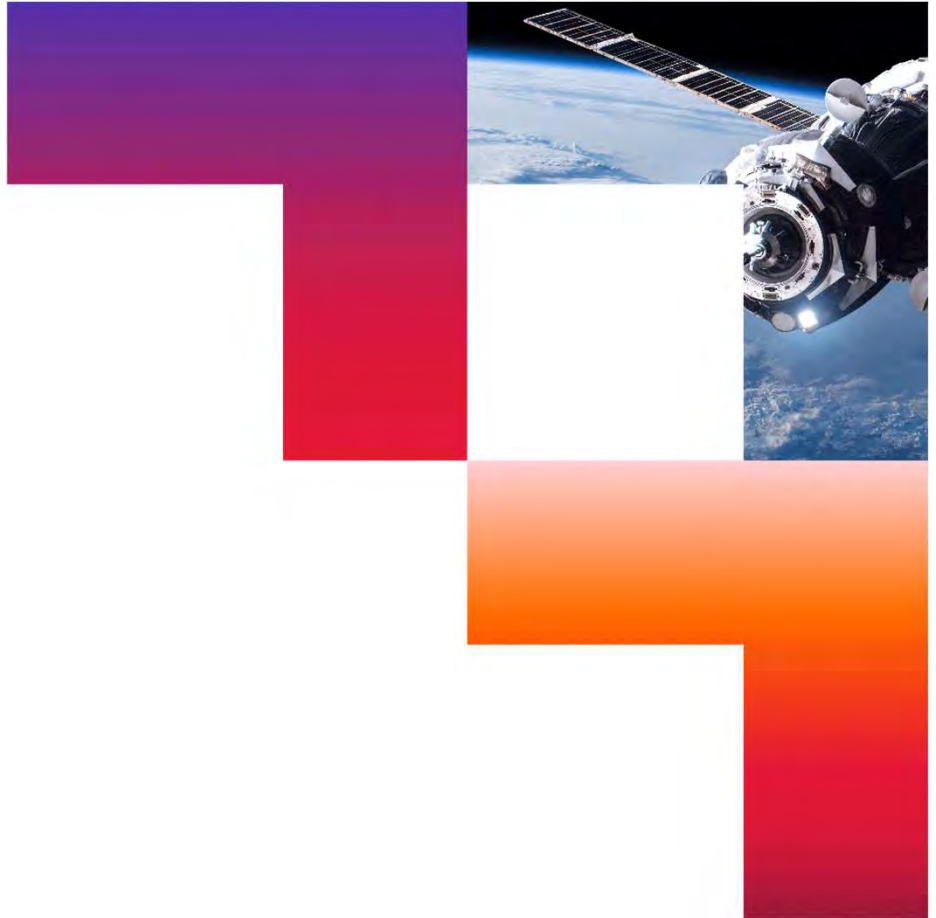
Space

Investor and Market Analyst Day

Tara McGeehan

President, United Kingdom and Australia
Chair, Global Space Industry

CGI



Did you know...

Our software has supported the missions of **over 200 satellites**.

We produce weather satellite images covering a population of **over 3 billion people**.

We delivered the **Galileo Satellite Constellation Control Facility**.



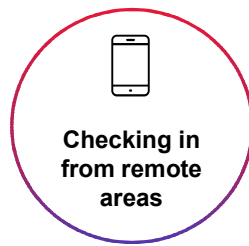
Space data is integral to everyday life

Farmers use radar satellite images to determine the best time to irrigate and harvest crops



To get from the arena to your TV screen, footage of the match is transmitted by satellite signal

Satellite phones connect expeditioners with their families at home








When you use your card, a satellite link is established between the business and your bank

Satellites collect tons of data on temperatures, precipitation, cloud movement and wind



Since 1970, CGI has delivered complex, secure, reliable, mission-critical systems and world-respected space expertise

We've tripled our space business in the last 5 years

Space	 Satellite navigation	 Earth observation	 Downstream applications	 Satellite communications	 Satellite operations
Business support	Cybersecurity Digital transformation Digital strategy Data analytics Big data				
Services	Application management Secure managed services Business process services IT outsourcing Systems integration				

CASE STUDY



PLENITER® - CGI's modular control center software suite

This unique and highly integrated software suite plans, implements and operates all relevant tasks of spacecraft missions.

- Mission analysis
- Operations preparation
- System validation
- LEOP and routine operations
- Spacecraft disposal for single satellites or fleets

CASE STUDY

CGI GeoData360 and Project Seagrass: Highlighting the carbon consumption possibilities of the UK's seagrass

Seagrass is an important marine habitat that consumes carbon dioxide up to 30 times faster than rainforest.

Under a pro-bono, agile transformation initiative, CGI is lending our technical expertise and earth observation skills to provide insights to UK charity Project Seagrass.

Our earth observation platform CGI GeoData360 provides insights on the volume and location of seagrass to help Project Seagrass conserve and develop this important and often overlooked carbon sink.



CGI **GEODATA360**



Space

Industry Q&A



Mark Boyajian

Executive Vice-President and Chief Business Engineering Officer



Laurent Gerin

President, Western and Southern Europe



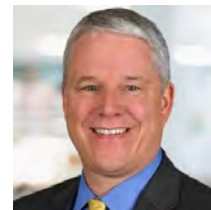
Chadi Habib

Senior Vice-President, Global Marketing and Communications



Dave Henderson

President, Global IP Solutions



Tim Hurlebaus

President, U.S. Commercial and State Government



John Karnblad

President, Scandinavia



Leena-Mari Lähtenmaa

President, Finland, Poland and Baltics



Stephanie Mango

President, U.S. Federal



George Mattackal

President, Asia Pacific Global Delivery Centers of Excellence



Tara McGeehan

President, United Kingdom and Australia



Ramana Rayavarapu

Senior Vice-President, Bell Business Unit – Canada



Torsten Straß

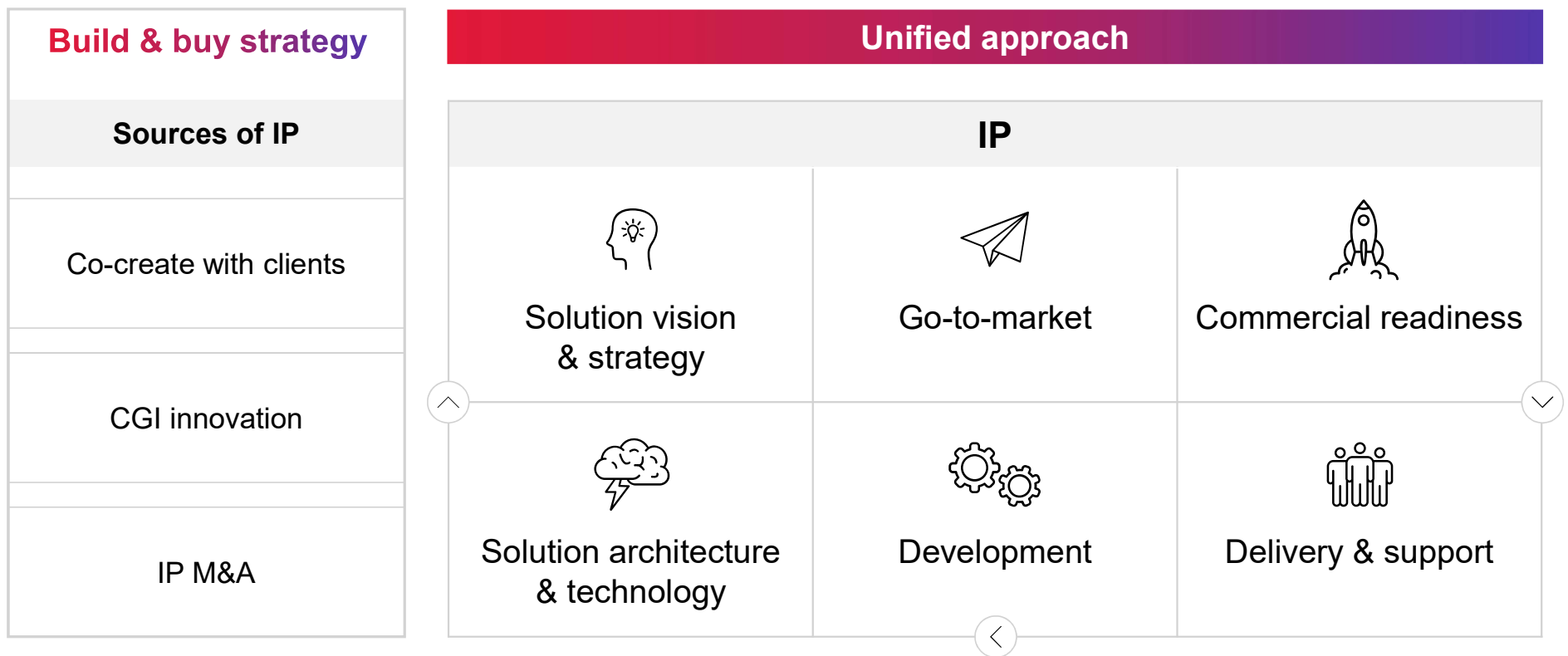
President, Central and Eastern Europe



Guy Vigeant

President, Canada

Accelerating IP30 by aligning to industry and client needs



CGI's Buy Strategy

Investor and Market Analyst Day

Mike Keating

Senior Vice-President, Mergers and Acquisitions

CGI



Presentation Overview

- CGI's Buy Strategy: we are positioned to accelerate
- CGI's approach to M&A
- Recent M&A activity

Key principles of our M&A approach

- 1 Our strategy is aligned with key elements of CGI's resilience, including:
 - Our geographic footprint and metro model
 - Our Range of Services
 - Our industry sector mix, globally and within each metro market
 - Our financial strength
- 2 M&A activity supports and accelerates the growth of each CGI metro market
- 3 Our goal is to expand geographically in alignment with client needs
- 4 Successful mergers and acquisitions will align with CGI's culture, and will be fully integrated

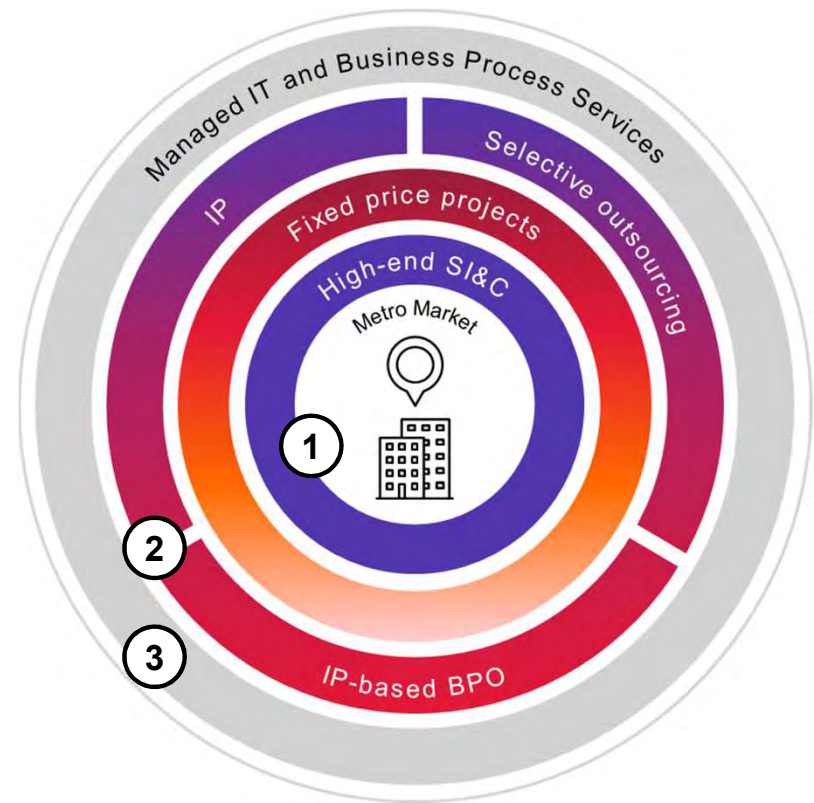
We have the financial capacity and market position to accelerate our pace

Developing and expanding existing and new metro markets

M&A is a catalyst for organic growth in key target markets

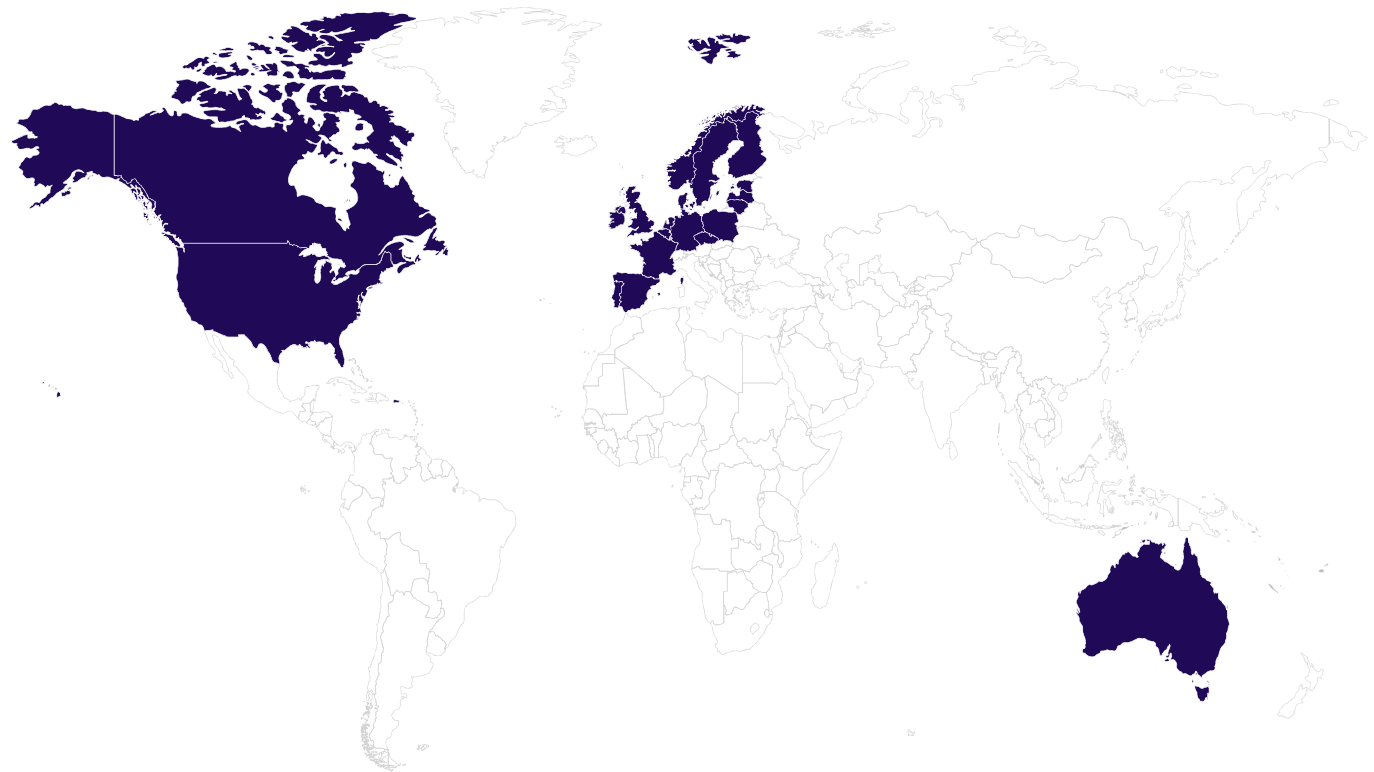
3 Types of Mergers and Acquisitions

- 1 Metro Market: proximity-based growth accelerator
- 2 IP-based global growth accelerator
- 3 Transformational



CGI's target geographies for M&A

We source potential M&A targets in **200** key metro markets with a concentration of enterprise clients, across **16** countries



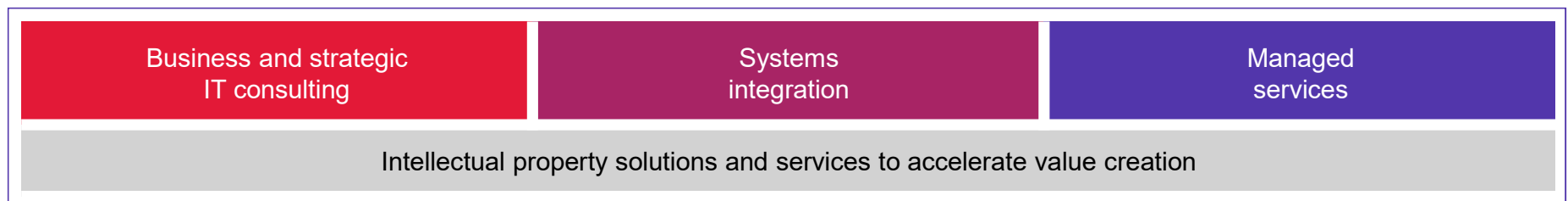
Currently, we focus on 200 metro markets, and are at scale in 41

Country	Population	# of Metro Markets	# of Proximity Offices
Australia	24.5M	6	-
Belgium	11.4M	3	1
Canada	36.5M	9	5
Czech Republic	10.6M	3	-
Denmark	5.8M	1	-
Finland	5.5M	1	1
France	67.0M	15	8
Germany	82.8M	11	5

Country	Population	# of Metro Markets	# of Proximity Offices
Netherlands	17.1M	5	2
Norway	5.3M	1	1
Poland	38.4M	8	-
Portugal	10.3M	2	1
Spain	46.8M	7	1
Sweden	10.1M	3	3
United Kingdom	65.1M	16	3
United States	325.0M	109	10

With our clients, we will expand in time to more countries and metro markets

Additional considerations: alignment with CGI's Range of Services, client industry verticals, and natural adjacencies



Utilities



Banking



Manufacturing



Oil and gas



Health



Communications



Insurance



Transport and logistics



Life sciences



Space















Retail



Government

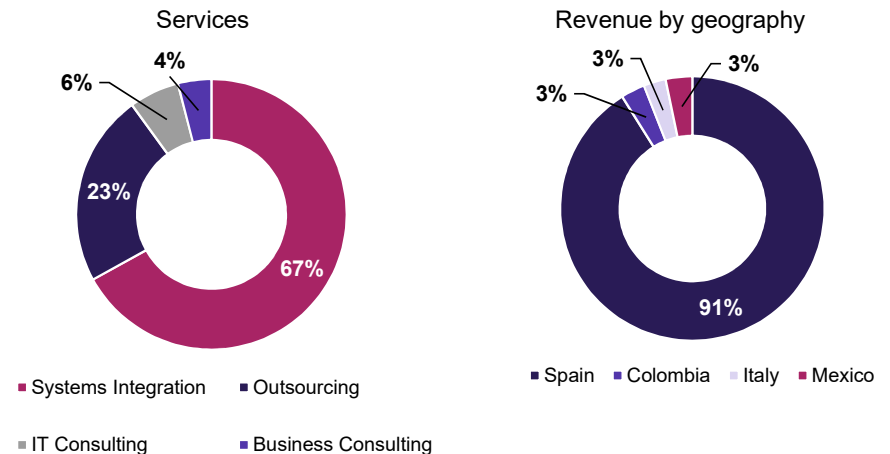
CGI has completed nearly 100 M&A transactions since 1986

>12 in last 4 years | >C\$1,170M (9% of revenue) | >6,300 members

 <p>Cranford, NJ, USA SBU: U.S. CSG December 7, 2017 Metro and vertical acquisition</p>	 <p>Montreal, Canada SBU: Canada May 16, 2018 Metro acquisition</p>	 <p>Braunschweig, Germany SBU: CEE October 11, 2018 Metro acquisition</p>	 <p>Stockholm, Sweden SBU: Scandinavia April 16, 2019 Metro and strategic IT consulting acquisition</p>	 <p>San Ramon, CA, USA SBU: U.S. Federal August 30, 2019 IP-based services acquisition</p>	 <p>Dublin, Ireland SBU: UK December 18, 2019 Metro, vertical, and IP acquisition</p>
 <p>Larmor-Plage, France SBU: WSE January 20, 2020 Vertical and IP-based services acquisition</p>	 <p>Reston, VA, USA SBU: U.S. Federal March 31, 2020 Vertical acquisition</p>	 <p>Columbus, OH, USA SBU: US CSG December 31, 2020 Metro acquisition</p>	 <p>St. Louis, MO, USA SBU: US CSG May 3, 2021 Metro acquisition</p>	 <p>Greenbelt, MD, USA SBU: US Federal October 1, 2021 Vertical acquisition</p>	 <p>Madrid, Spain SBU: WSE October 28, 2021 Metro and vertical acquisition</p>

Recent acquisition: Cognicase Management Consulting (“CMC”)

- Private company founded in 1992 headquartered in Madrid, Spain
- Operations in Spain, Colombia, Mexico, Portugal and Italy
- Transformational acquisition for Spain
- Provides SI&C and outsourcing services to financial services, tourism and global industries



>1,500 new members

October, 2021

Valuation considerations

Proven

- Ability to integrate efficiently
- Model to drive synergies and generate ROI
- Ability to use M&A to catalyze growth

We are willing to consider higher valuations for strategic factors, and for high ROI

1 IP-based services firms

2 Key client relationships

3 Transformational geographic expansion

Capital Allocation and Investment Strategy

Investor and Market Analyst Day

François Boulanger,

Executive Vice-President and Chief Financial Officer

CGI



Q4-F21 Highlights

Operational discipline and revenue growth contributed to a strong bottom line

- Adjusted EPS* up 14.8% year-over-year and up 44.8% on GAAP basis

Overcoming the pandemic with accelerating revenue growth

- 6.4% constant currency growth

Cash from operations: 527M

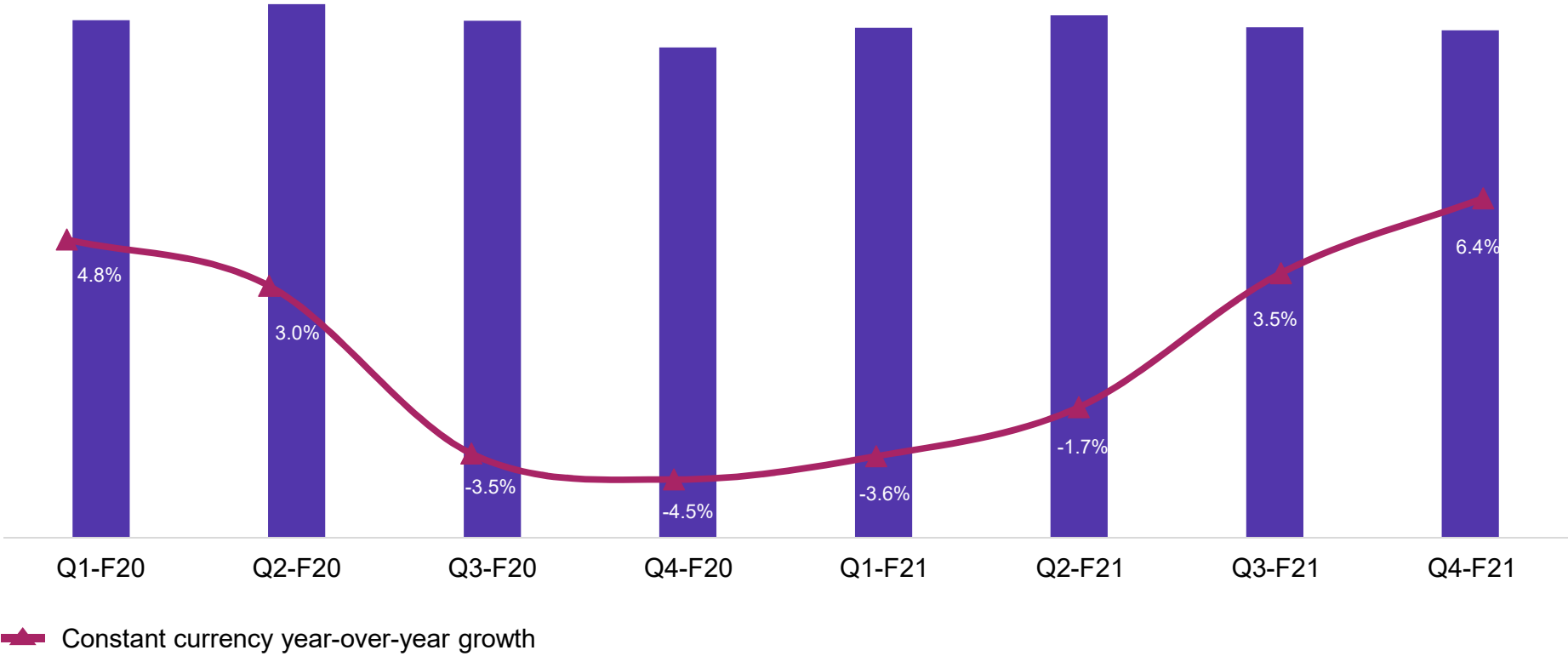
- Cash from operations is up year-over-year by 7.1%, and up 9.1% for the full year
- DSO of 45 days, as compared to 47 days in the same period last year

Bookings

- Book-to-bill ratio of 97.1% for the quarter
- Trailing twelve months book-to-bill ratio of 114.2%, as compared to 97.4% for the same period last year

**Adjusted to exclude specific items which are comprised of acquisition-related and integration costs and restructuring costs both net of tax.*

Revenue growth surpassing pre-pandemic growth



Financial resilience enables continued execution of Build and Buy

Key metrics over the last 12 months demonstrate continued financial strength

Revenue

\$12.1B

GAAP EPS growth

28.8%

Cash from operations

\$2.1B

17.4% of revenue

Backlog

\$23.1B

1.9x revenues

**Net Debt /
Net Debt to Adj. EBITDA**

\$2.5B

1.03x

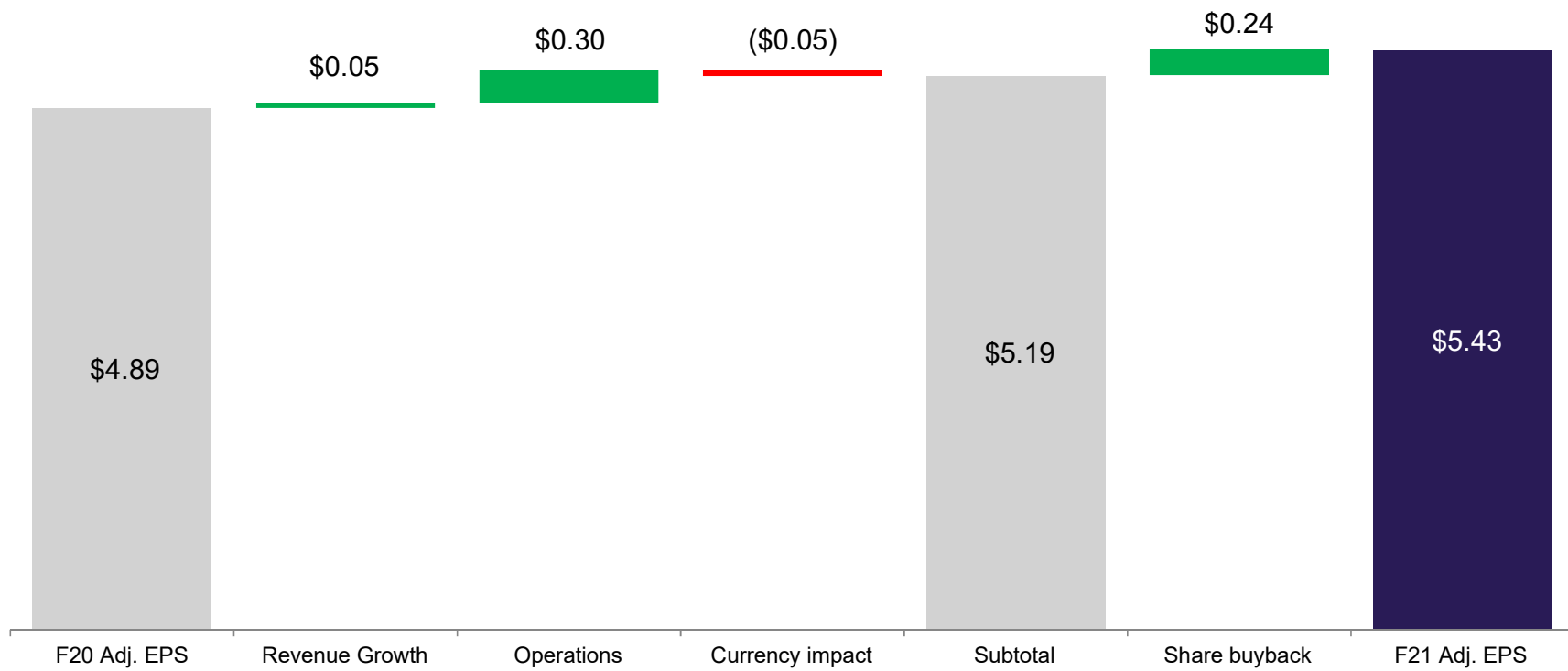
Return on Invested Capital

14.9%

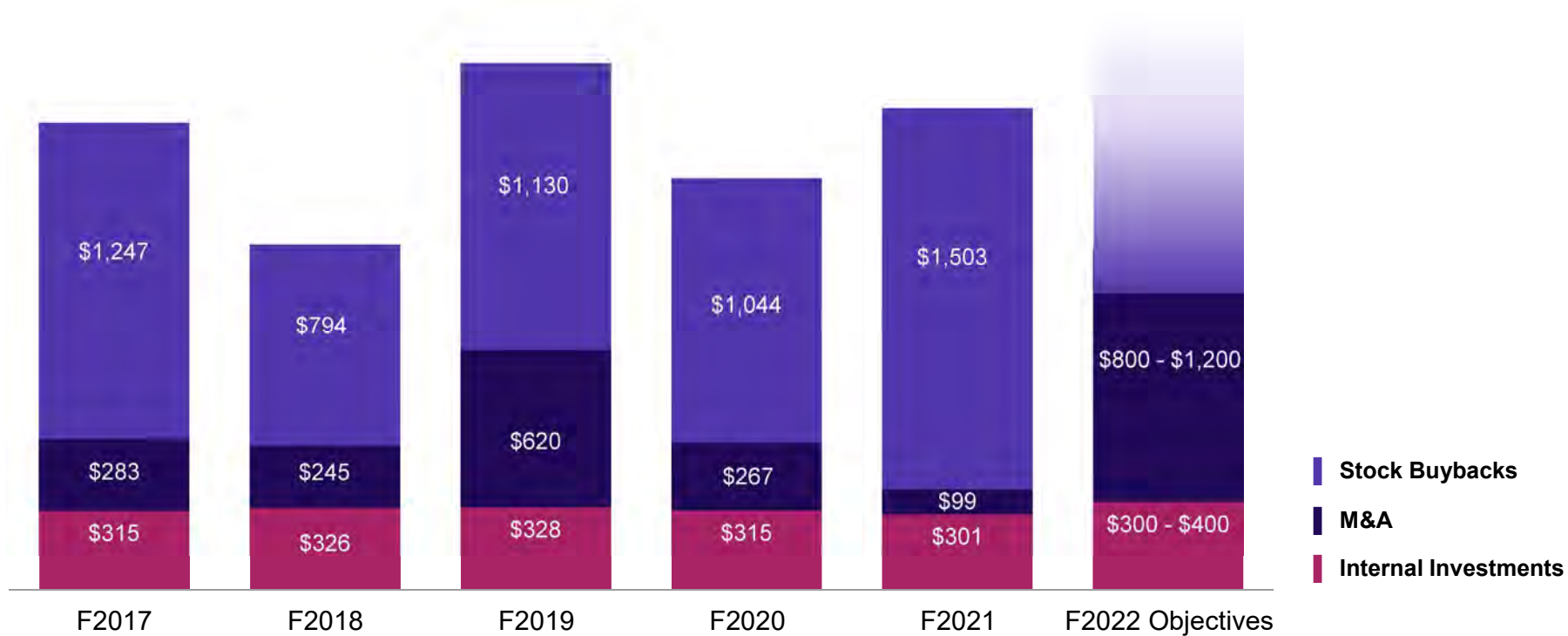
5 year average (14.1%)

Note: Figures as of Q4-F21

Adjusted EPS up 11.0% year-over-year in F2021



Capital deployment priorities



Public Debt Issuance

CGI is committed to a strong investment grade credit rating profile

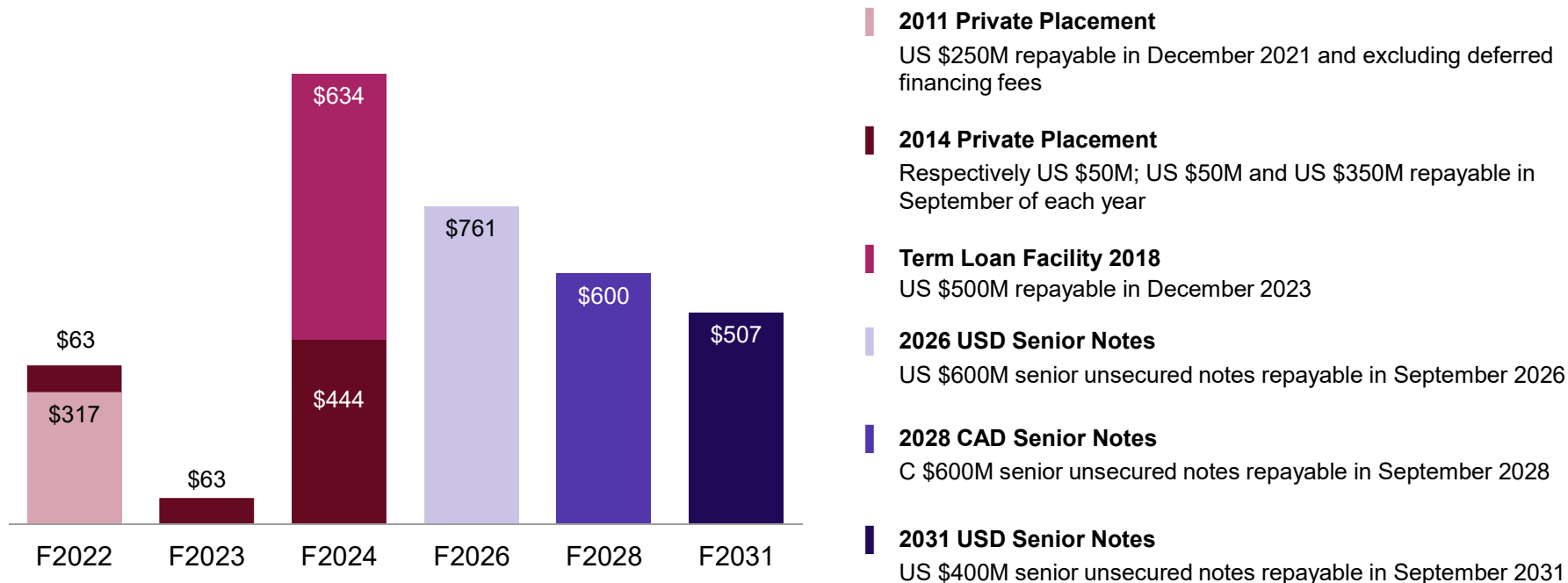
Upon a material acquisition, CGI intends to focus on deleveraging in a timely manner post-transaction close

	Coupon/yield	Maturity date		
USD Offering- 5 year \$600M	1.450%/1.487%	September 14, 2026	MOODY'S	Baa1 Stable Outlook
USD Offering - 10 year \$400M	2.300%/2.347%	September 14, 2031	S&P Global Ratings	BBB+ Stable Outlook
CAD Offering- 7 year \$600M	2.100%/2.124%	September 18, 2028		

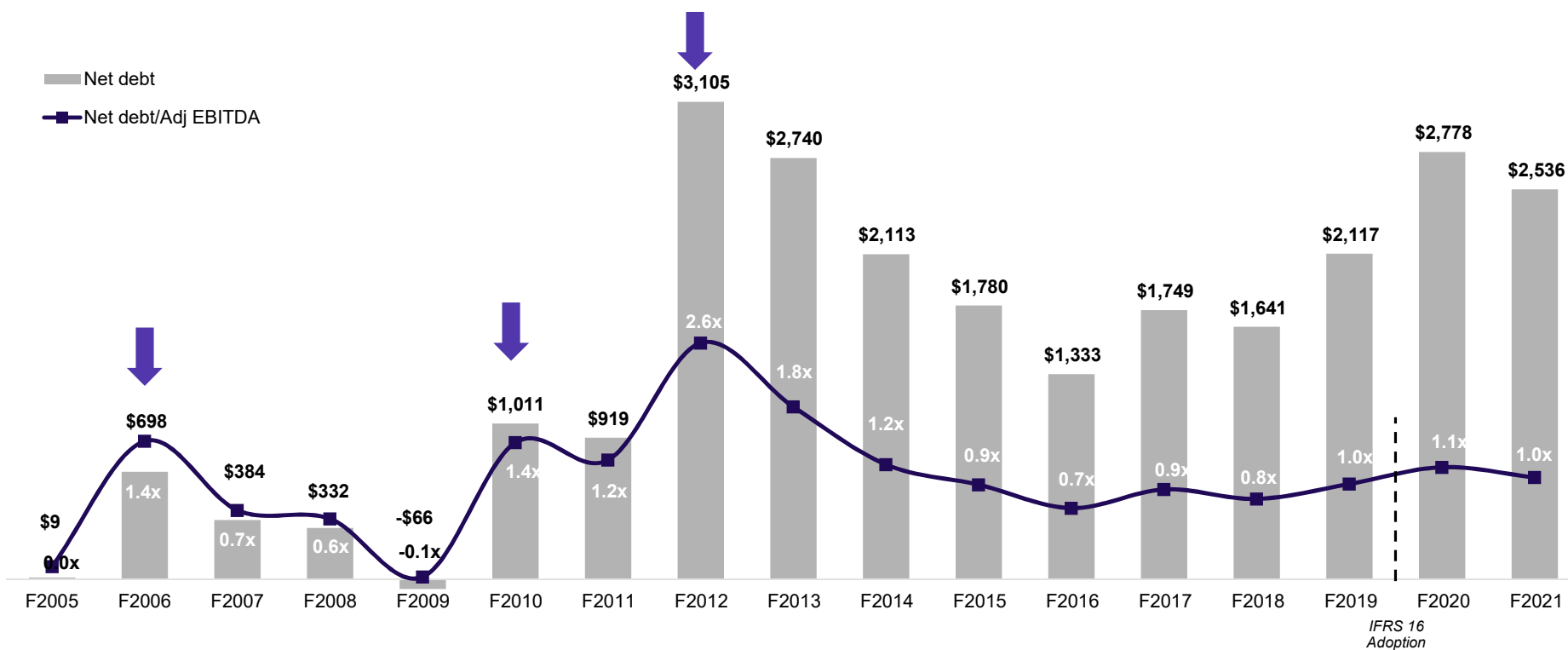
Long-Term Debt Profile

The weighted average maturities of our debt is 4.7 years with a 91% of fixed interest debt versus floating interest debt.

Weighted average maturity of debt was 1.6 years with 39% fixed before the issuances.



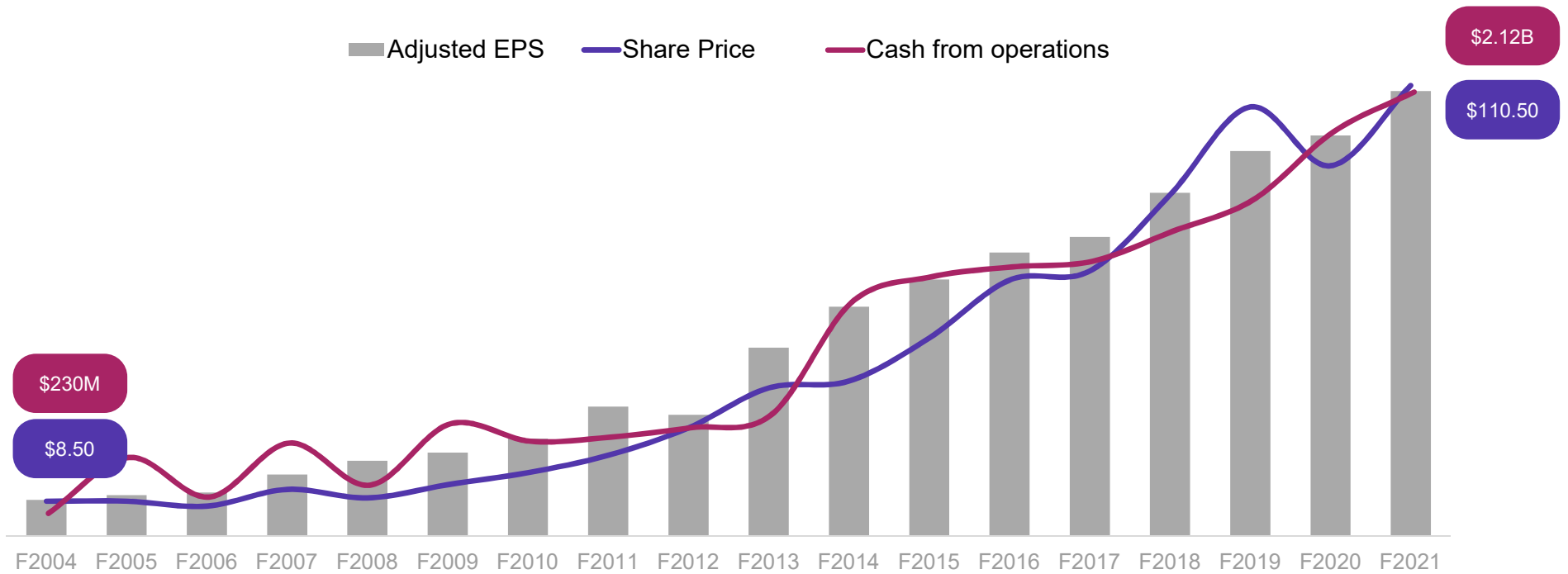
Consistent Track Record of deleveraging after large acquisitions



Note: All values in C\$ M unless noted otherwise
 Adjusted EBITDA (non-GAAP) – is a measure of earnings excluding acquisition-related and integration costs, restructuring costs, net finance costs, amortization, depreciation and income tax expense
 F2012 Net debt/adj EBITDA is proforma of the Logica acquisition

Consistently generating high cash flow and a strong balance sheet

Since Fiscal 2004, share price up 15% CAGR and EPS up 15% CAGR



CGI's Investor & Market Analyst Day

CGI

