



Experience the commitment®

# CGI's Transformation to Shared Services

**François Boulanger,**  
Executive Vice-President & Chief Financial Officer

**May 14, 2020.**



**François Boulanger**  
Executive Vice-President &  
Chief Financial Officer



**1995**

Financial  
Controller for  
SHL System  
House



**1998**

Joined CGI as  
Director of Project  
Accounting



**2001**

Leader of Corporate  
Accounting and  
Shared Services



**2006**

Senior Vice President  
and Corporate  
Controller



**2014**

Appointed as  
Executive Vice-  
President and Chief  
Financial Officer

# CGI at a glance

Founded in 1976  
**43 years of excellence**

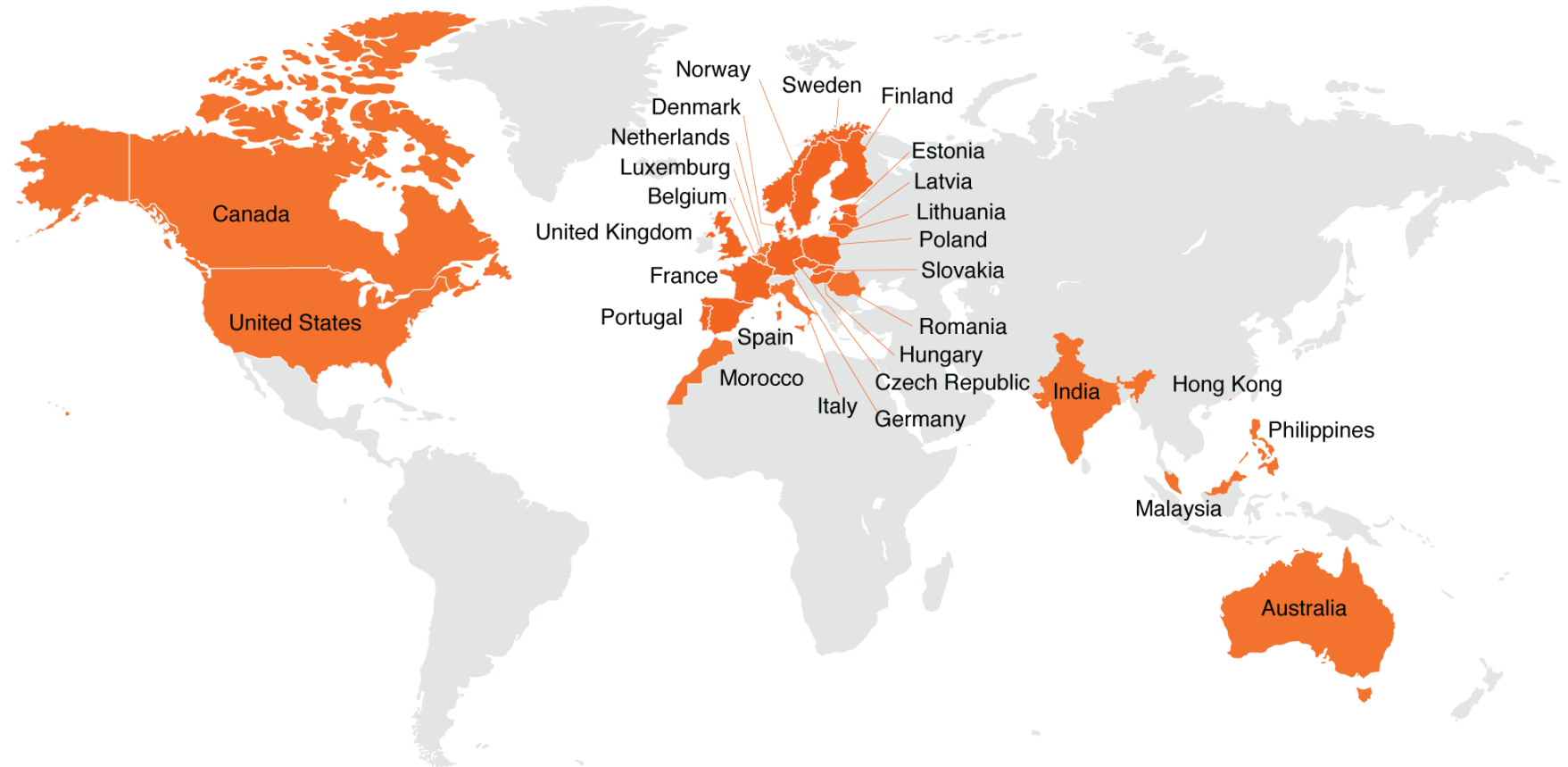
**US\$9.3 billion** revenue

**78,000** consultants

**400** locations in **40** countries

**5,500** clients benefiting from  
end-to-end services

**170+** IP-based solutions  
serving **50,000** clients



# Range of services and differentiators

## End-to-end services

**Strategic IT  
and business consulting**

**Systems  
integration**

**Managed IT and  
business process  
services**

**Intellectual property solutions and services as value creation accelerators for clients**

## Differentiators

Client-proximity model

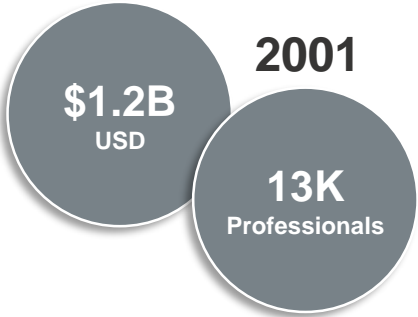
Global antenna for the benefit of our clients

Local and global expertise by industry

Global delivery network



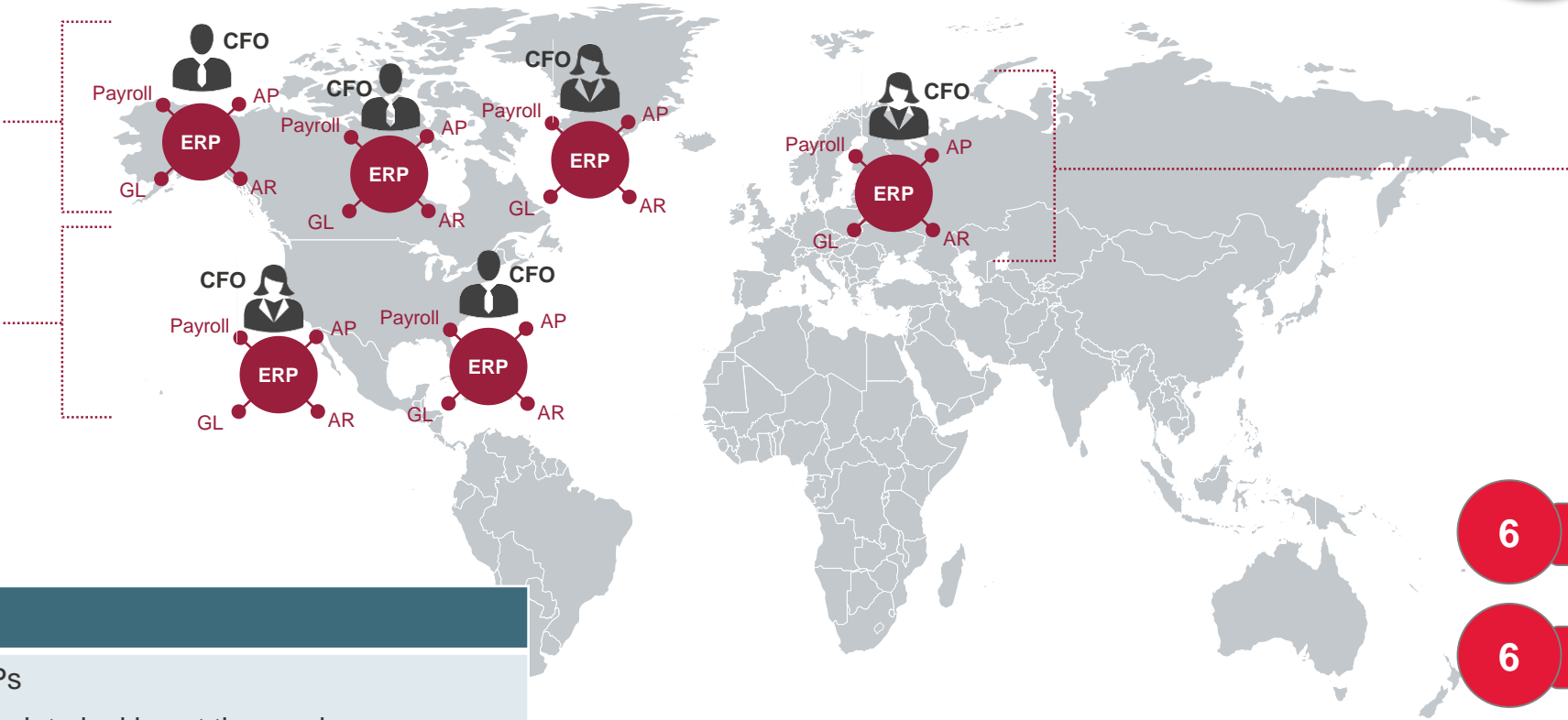
# CGI Before Shared Services



**Canada**  
3 ERPs

**US**  
2 ERPs

**Europe**  
1 ERP

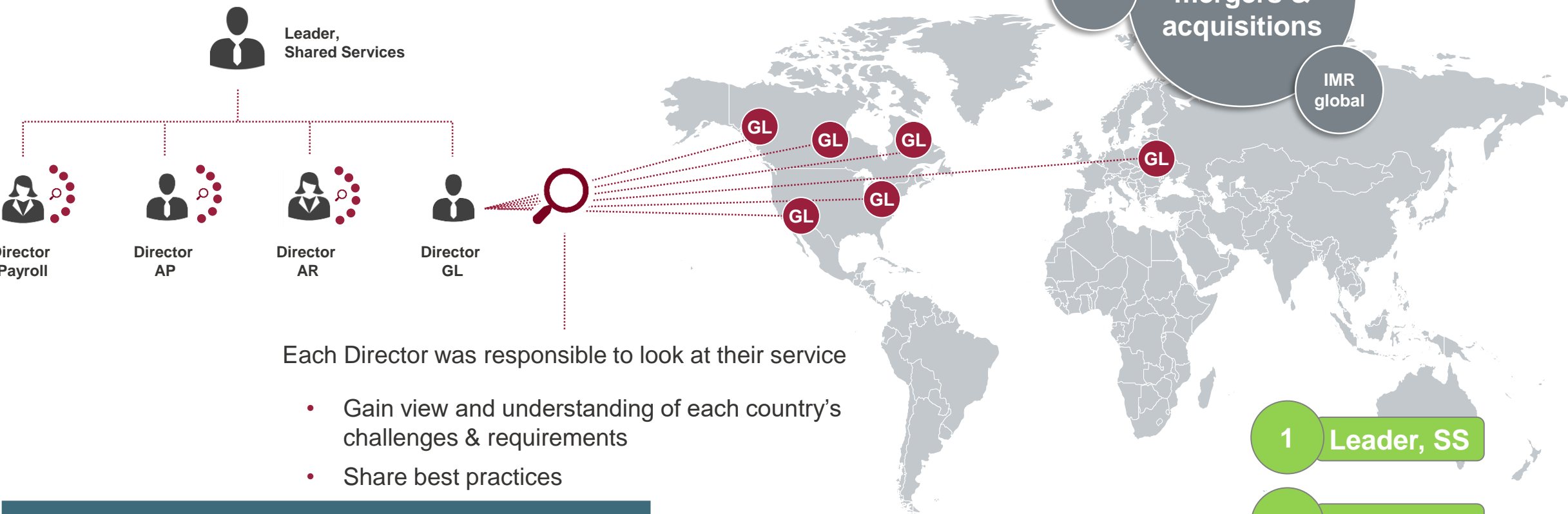


**Key Challenge**

- Many different ERPs
- Inconsistent approach to looking at the numbers
- High cost of transactions
- CFOs focusing too much on the basics and not enough on the business



# The Process



Each Director was responsible to look at their service

- Gain view and understanding of each country's challenges & requirements
- Share best practices

## Key Challenges

- CFOs feeling of loss of control
- Ensuring business requirements being met / understood
- Country rules
- Acquisitions / on-going growth of CGI

1

Leader, SS

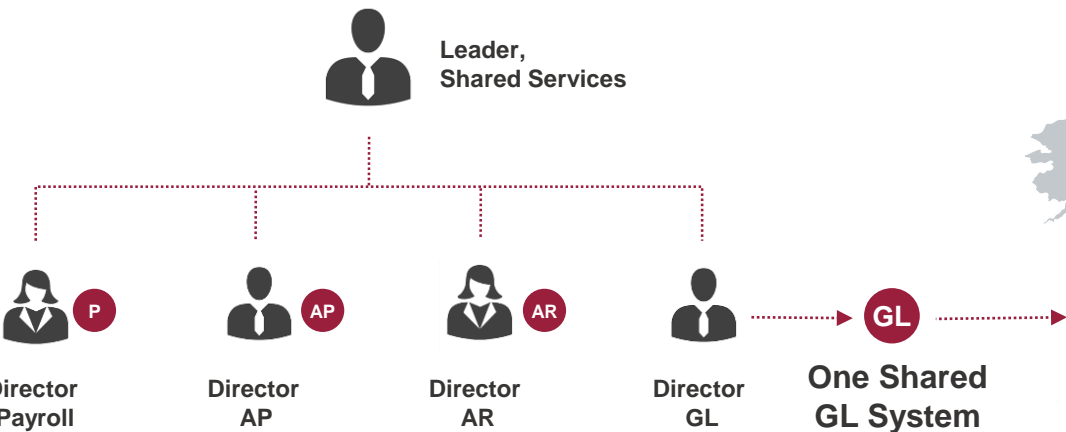
4

Directors

24

Services

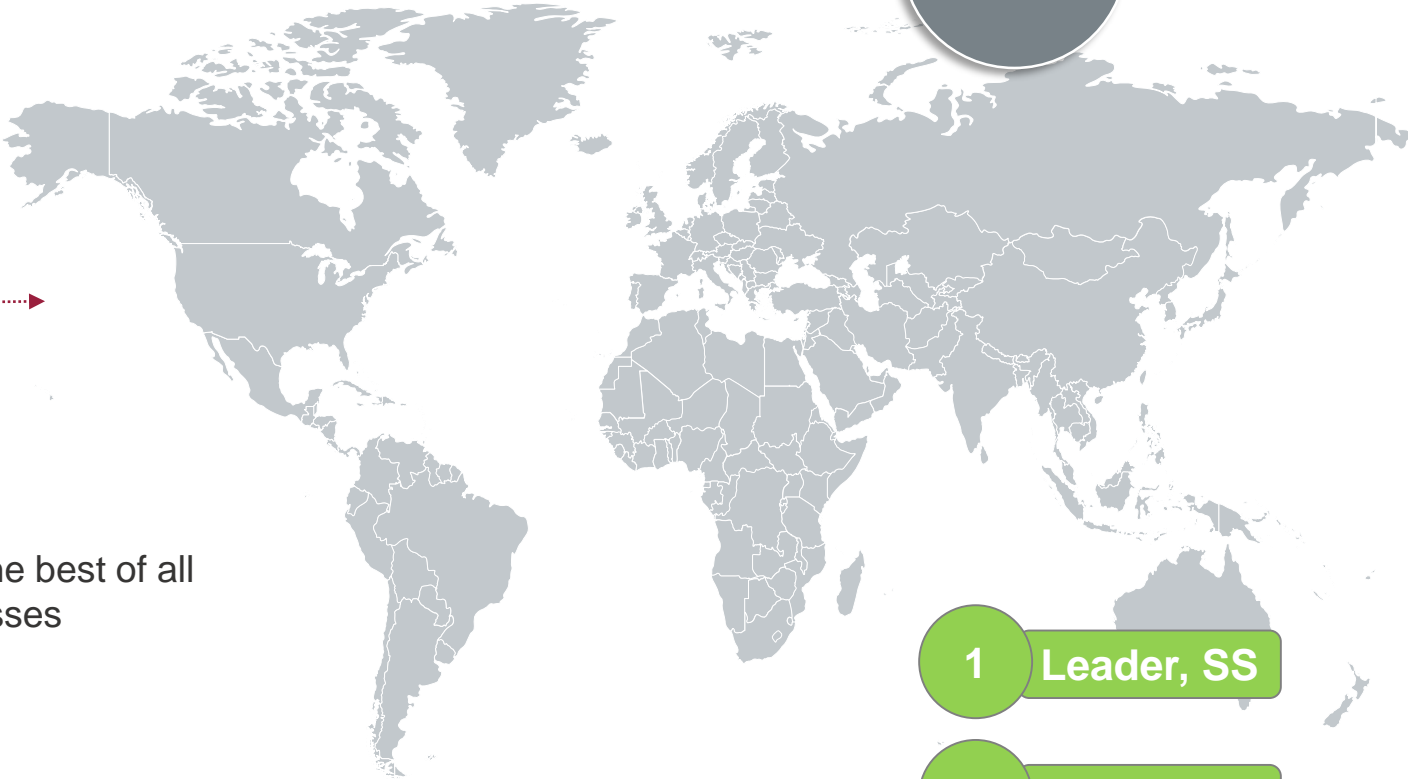
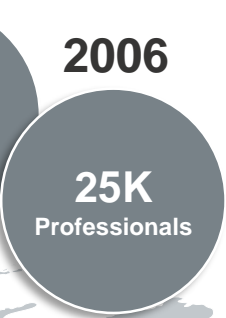
# CGI with Shared Services



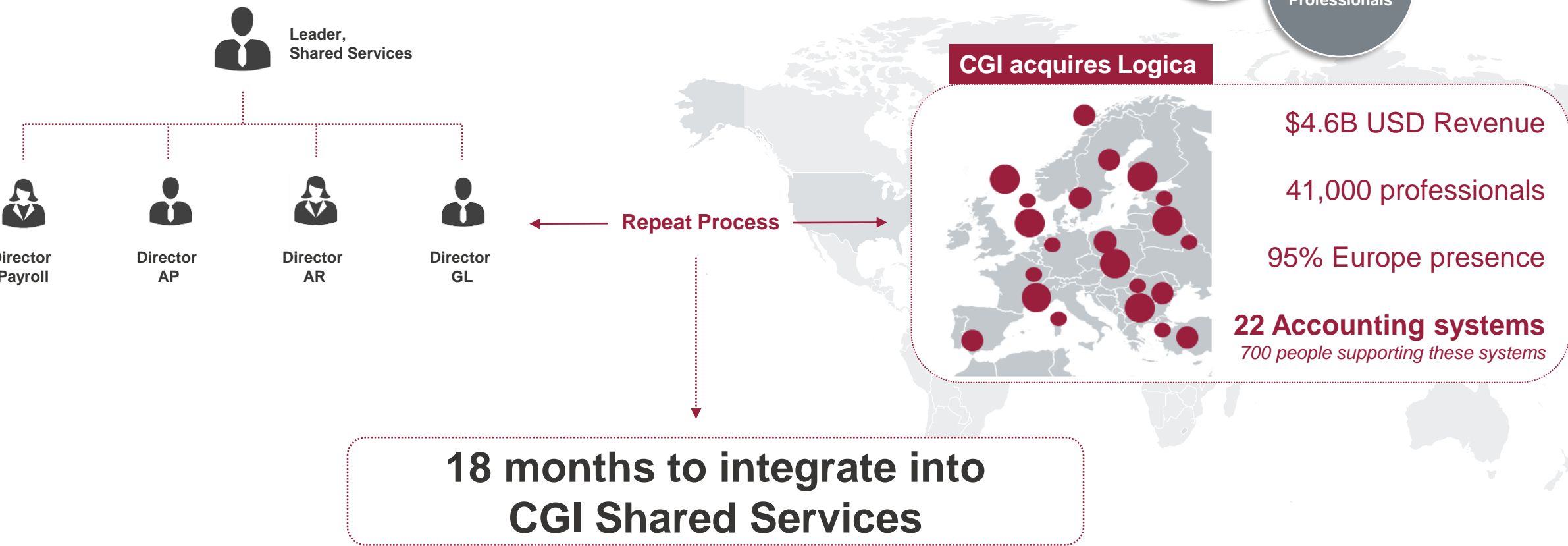
Collapse into one: Take the best of all systems & processes

## Key Benefits

- CFOs dedicated to supporting the business
- More control and requirements being met
- Visibility of costs
- Reduced cost of transactions
- Smooth integration of acquisitions



# Smooth integration of services after a large acquisition



Model helps support growth and continued aspiration to double CGI every 5-7 yrs



# Shared Services supports continued growth and savings

While CGI revenue increased by 250% in the last 10 years.....

**Shared Services  
headcount  
increased by only  
16%**

**Process  
efficiency  
improvements  
overall\***

**Costs  
decreased by  
\$34M USD  
on an annual basis**

\* ex: days to close the books from 14 to 4

