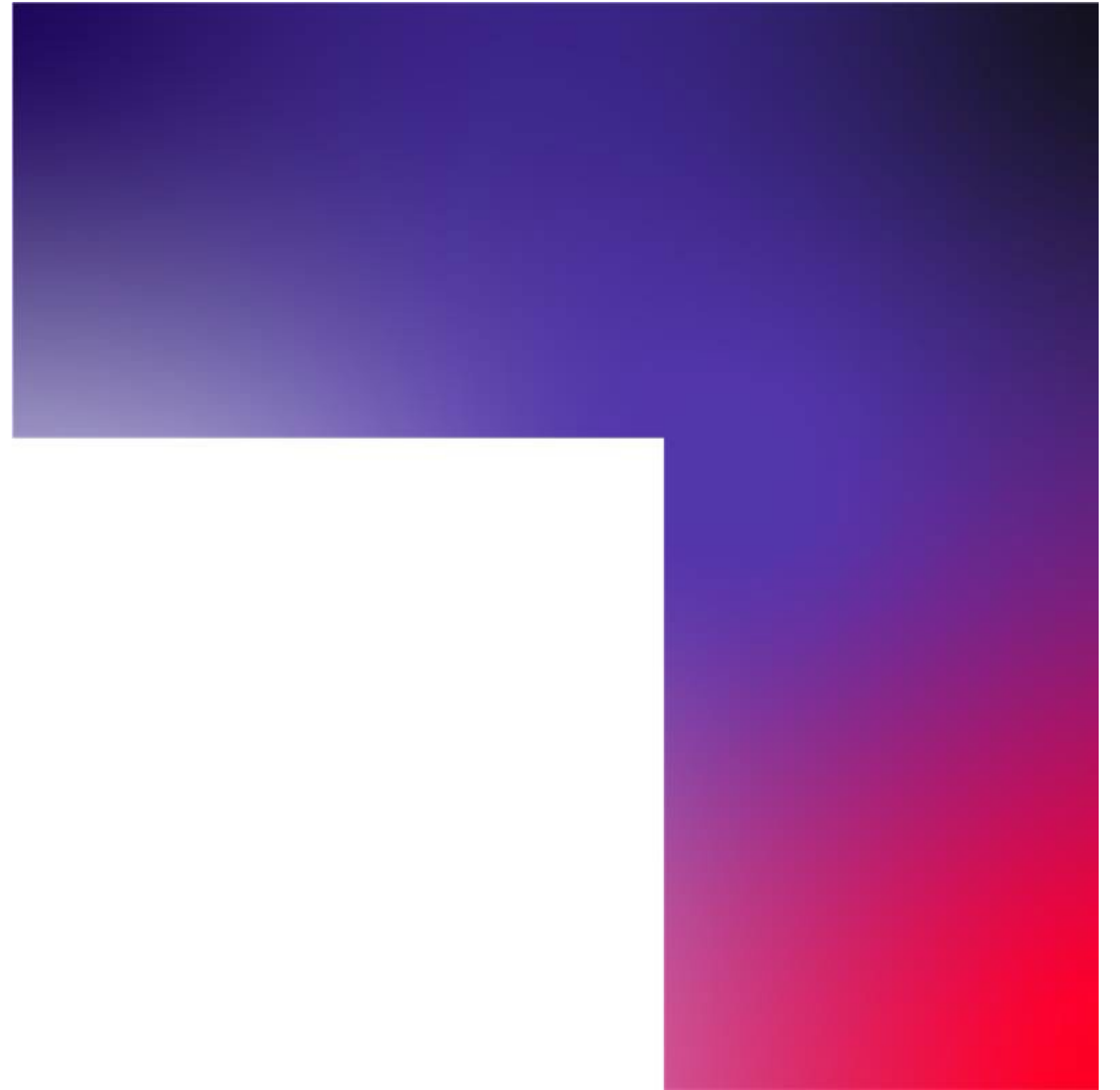


CGI, a global end-to-end digital services leader

May 2026



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, additional external risks (such as pandemics, armed conflict, climate-related issues, inflation, tariffs and/or trade wars) and our ability to negotiate new contracts; risks related to our industry such as competition and our ability to develop and expand our services to address emerging business demands and technology trends (such as artificial intelligence), 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, legal and operational risks inherent in contracting with government clients, foreign exchange risks, income tax laws and other tax programs, the termination, modification, delay or suspension of our contractual agreements, our expectations regarding future revenue resulting from bookings and backlog, our ability to attract and retain qualified employees, to negotiate favourable contractual terms, to deliver our services and to collect receivables, to disclose, manage and implement environmental, social and governance (ESG) initiatives and standards, and to achieve ESG commitments and targets, including without limitation, our commitment to carbon emissions, as well as the reputational and financial risks attendant to cybersecurity breaches and other incidents, including through the use of artificial intelligence, and financial risks such as liquidity needs and requirements, maintenance of financial ratios, our ability to declare and pay dividends, interest rate fluctuations and changes in creditworthiness and credit ratings; as well as other risks identified or incorporated by reference in our presentations, in CGI’s quarterly MD&A and in other documents that we make public, including our filings with the Canadian Securities Administrators (on SEDAR+ at www.sedarplus.ca) and the U.S. Securities and Exchange Commission (on EDGAR at www.sec.gov). 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 and Other Key Performance Measures Definitions

Non-GAAP financial measures and ratios used in this presentation: Constant currency revenue growth, adjusted EBIT, adjusted EBIT margin, net debt, net debt to capitalization ratio, return on invested capital (ROIC), adjusted net earnings, adjusted net earnings margin, and adjusted diluted earnings per share. CGI reports its financial results in accordance with International Financial Reporting Standards (IFRS Accounting Standards). However, management believes that these non-GAAP measures provide useful information to investors regarding the company’s financial condition and results of operations as they provide additional measures of its performance. These measures do not have any standardized meaning prescribed by IFRS Accounting Standards and are therefore unlikely to be comparable to similar measures presented by other issuers and should be considered as supplemental in nature and not as a substitute for the related financial information prepared in accordance with IFRS Accounting Standards. Key performance measures used in this presentation: cash from operating activities as a percentage of revenue, bookings, book-to-bill ratio, backlog, days sales outstanding (DSO), earnings before income taxes margin and net earnings margin.

The descriptions of these non-GAAP measures (and reconciliations to their closest IFRS Accounting Standards measures) and ratios and other key performance measures can be found on pages 3, 4, 5 and 6 of our F2025 MD&A dated September 30, 2025 (F2025 MD&A) which is posted on CGI’s website, and filed with the Canadian Securities Administrators on SEDAR+ at www.sedarplus.ca and EDGAR at www.sec.gov.

Note: All figures in Canadian dollars

Building what's next

For 50 years, we've combined human ingenuity with the power of technology to help our clients achieve meaningful outcomes. To all those with whom we've had the privilege of collaborating: **thank you.**

The role of technology in shaping a better world has never been more powerful—or more human. And, for us, this is only the beginning.

cgi.com/50-years



Company Highlights

Global IT and Business Consulting Services Leader

- Among the largest IT and business consulting services firms in the world
- Proximity-based teams combined with an extensive global delivery network
- Insights-driven end-to-end services and solutions to help clients design, implement, run and operate the technology critical to achieving their business strategies

Diversified Across Geographies, Verticals and Clients

- Diversified revenue base across 400 locations worldwide and 10+ industries to support growth in all economic conditions
- Resilient business mix comprised of 55% Managed Services revenues and 45% SI&C
- 5,500 clients benefiting from end-to-end services
- Over 200 IP-based solutions serving 50,000 end clients

Attractive Industry Fundamentals

- Dynamic market and industry trends resulting in increasing client demand for ROI-led digitization
- Present in all industry segments
- Consultants and professionals with deep industry knowledge and technology expertise help client navigate complex challenges

Clear Growth Strategies with Robust Financial Profiles

- Proven Build and Buy profitable growth strategy:
 - Organic growth through new wins, extensions and renewals
 - Metro market and transformational acquisitions
- Strong free cash flow generation
- Solid balance sheet position with significant available liquidity—rated BBB+/A3 publicly
- Conservative financial policies; proven ability to quickly de-lever balance sheet post acquisitions

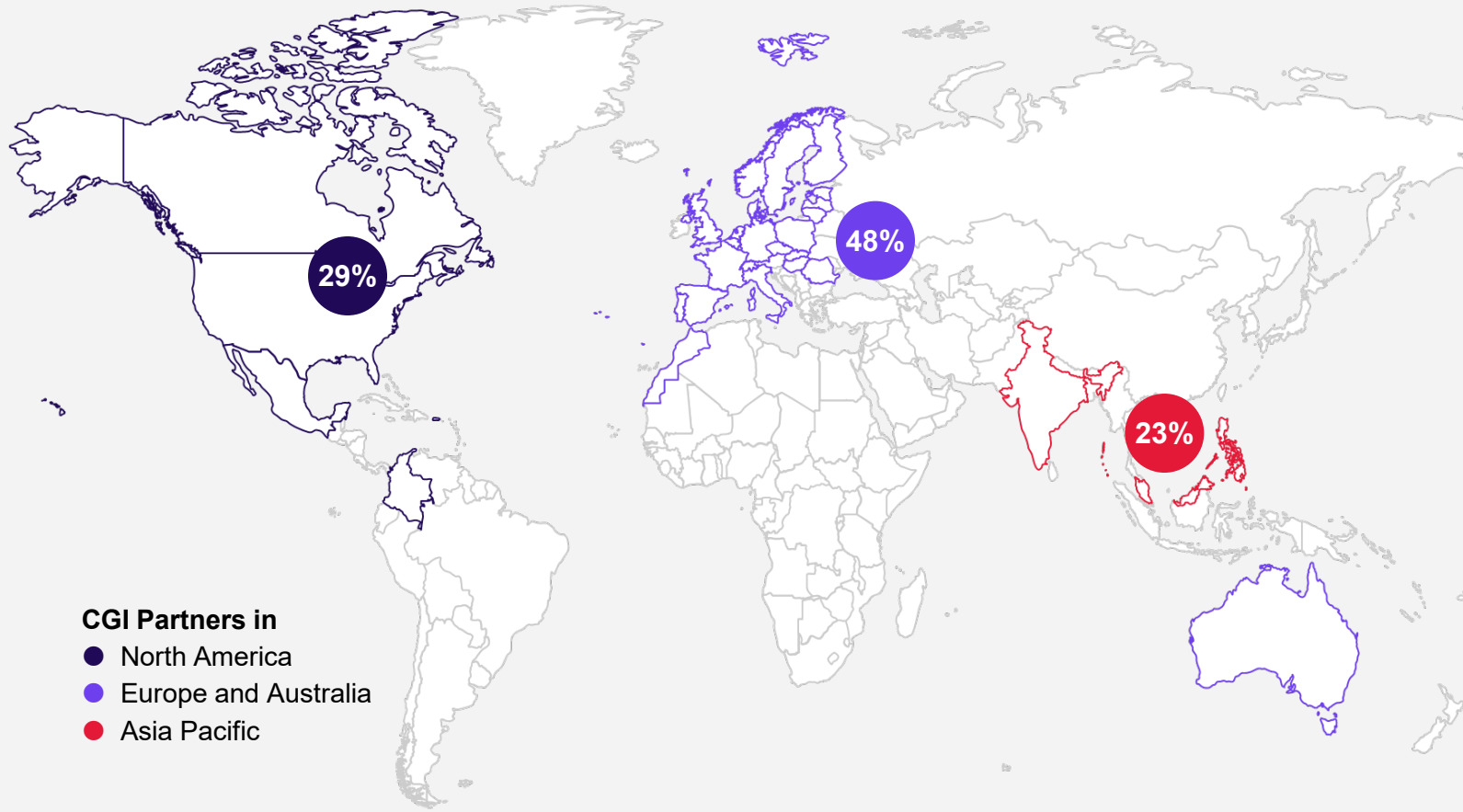
Stable End Markets with High Revenue Visibility

- ~70% of IT spend globally occurs in geographies aligned to CGI's client proximity footprint
- Revenue visibility supported by a strong backlog (\$31.5B or 2 years of revenue as of 9/30/2025)
- Mission-critical nature of services results in sticky client base with historically high retention rate

Highly Experienced Management Team

- Founder-led vision with a culture of ownership and accountability
- Teams operating where our clients live and work to build trusted relationships and to advance our shared communities.
- Robust pipeline of leaders at all executive and management levels

One of the largest IT and business consulting services firms globally



CGI Partners in

- North America
- Europe and Australia
- Asia Pacific

Founded in 1976

50-year track record of increasing stakeholder value

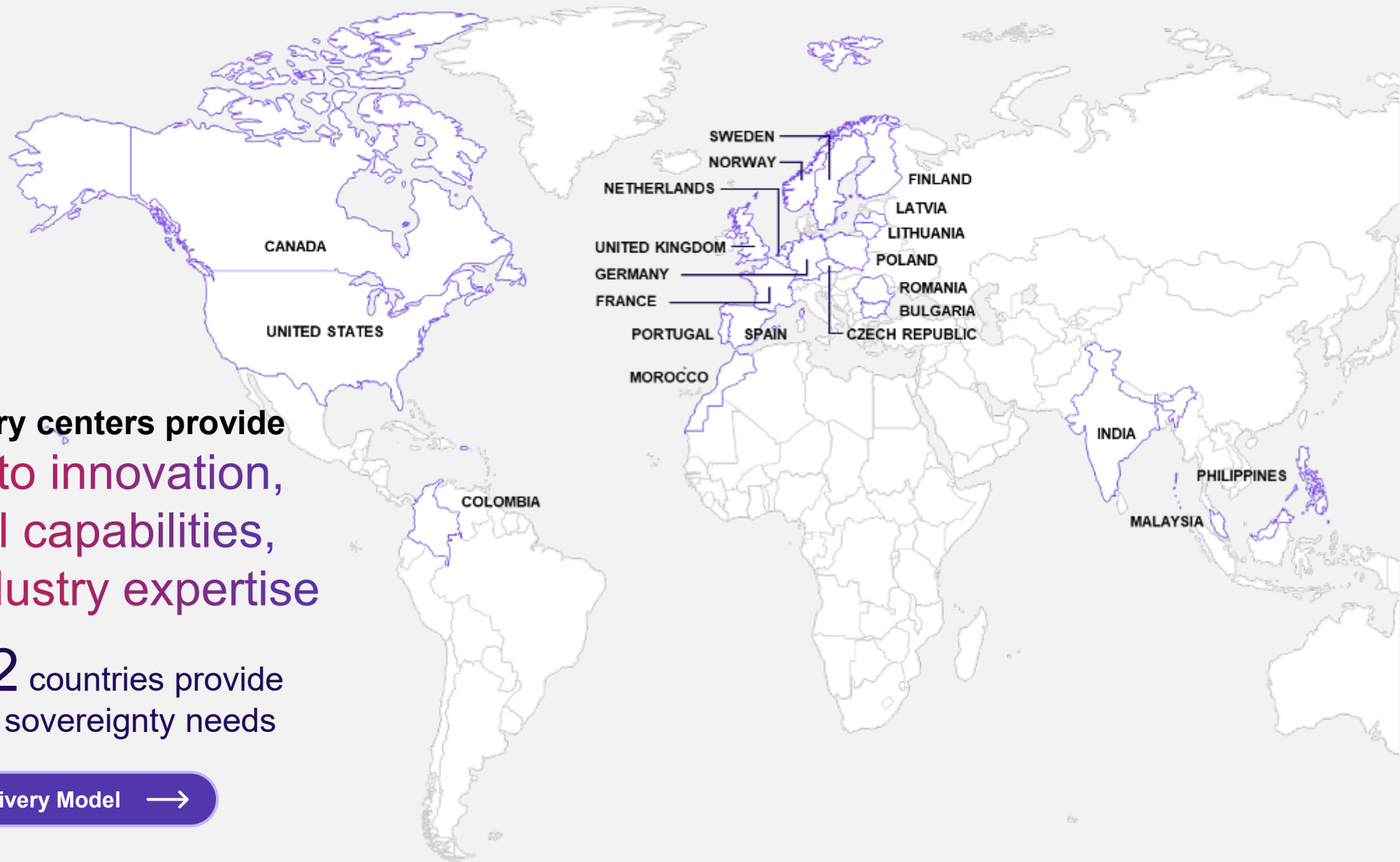
CA\$15.9 billion revenue
(Fiscal 2025)

94,000 consultants
with industry-leading
expertise

400 locations in 40 countries

5,500 clients benefitting
from transformational
end-to-end services

200+ IP-based solutions
serving 50,000 clients



Our global delivery centers provide **24/7 access to innovation, best-fit digital capabilities, and deep industry expertise**

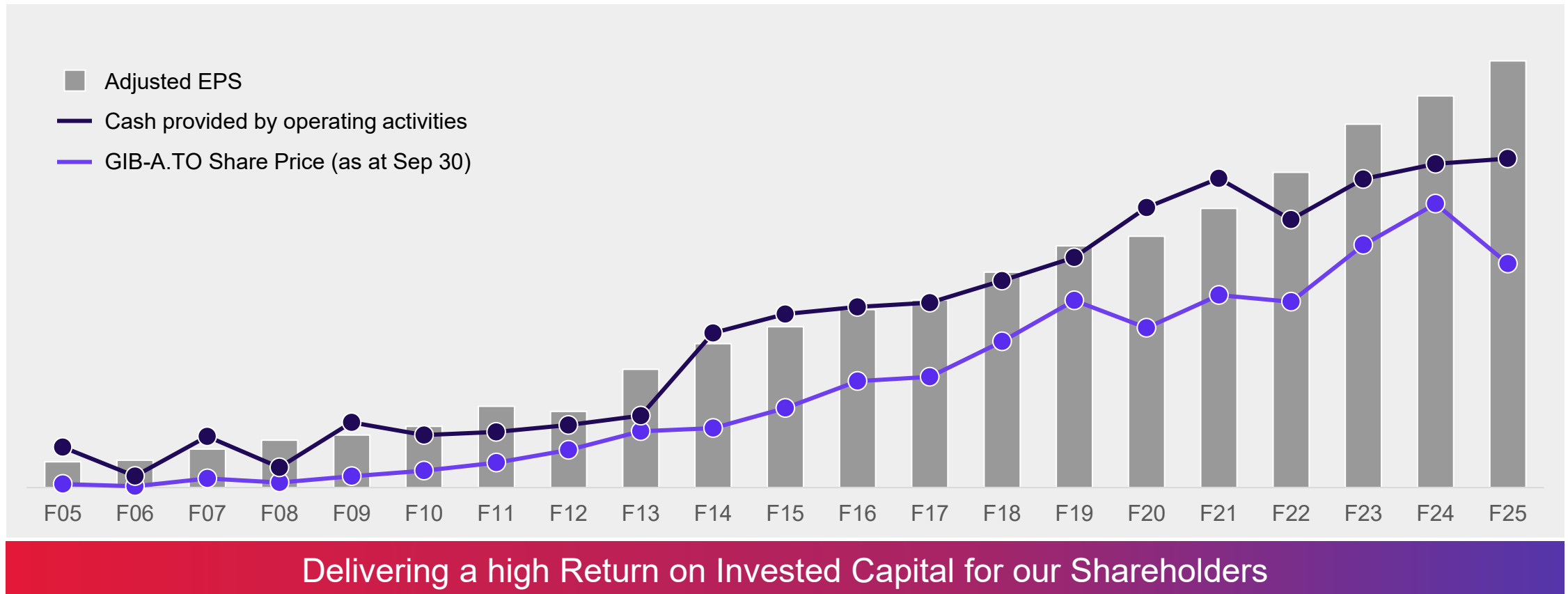
33 centers in **22** countries provide flexibility for digital sovereignty needs

[Learn more: Global Delivery Model](#) →

CGI's proven track record:

Consistently generating high cash flow and a strong balance sheet

Since Fiscal 2005, share price up **14.3% CAGR** and **EPS up 15.1% CAGR**



CGI's Strategic Goals



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

recognized by our **clients**

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

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



5 recognized by our **shareholders** as a **well-managed, financially strong company**, providing superior returns

4 recognized by our **CGI Partners** as an **empowering, collaborative environment** in which to build a career and a company we can be proud of

6 recognized by our **stakeholders** as an engaged, ethical and responsible corporate citizen

Serving as a **trusted transformation partner**

In a changing world, clients are focused on accelerating outcomes. We are too. Our approach sets us apart.



Culture of ownership

Unique culture where our teams are empowered to act as an extension of yours



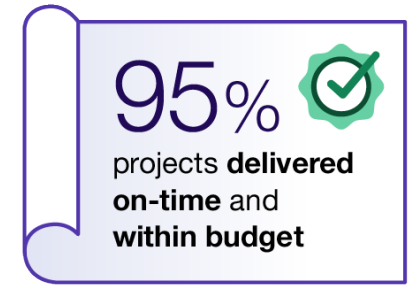
Local presence. Global reach.

Local, accountable teams living and working in your metro markets, supported by global delivery teams



Expertise and Innovation

Practical application of technology innovation based on deep industry understanding and insight



Delivery excellence

Delivering on our commitments as guided by our best-in-class Management Foundation

Our range of services and differentiators help clients achieve the highest returns on digital investments

Our services

Embedding AI by design into our end-to-end services

Business and
strategic IT consulting

Systems
integration

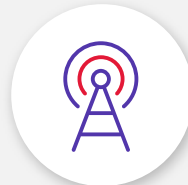
Managed
services

Intellectual property solutions and services as value creation accelerators for you

Our differentiators



Client-proximity
model



Global antenna
for your benefit



Local and
global industry
expertise



Global delivery
network

Business and strategic IT consulting services to address a client's top priorities

By connecting strategy to execution, we help clients think boldly and act pragmatically

Our advisory offerings

- AI strategy
- CFO
- Change management
- CIO
- Cybersecurity and risk
- M&A
- Strategic alignment and business agility
- Sustainability / ESG
- Supply chain





Systems integration services to enable AI-driven business transformation

We work with clients to plan, implement and manage complex systems integration projects that advance their **strategic goals**.

- Advanced AI development and integration
- API integration
- Cloud integration
- Data integration
- Enterprise application integration
- Internet of Things
- Legacy system modernization
- Quality assurance and testing services

Managed services that drive efficiency and accelerate continuous innovation

We embed AI responsibly, practically and profitably to transform your most complex, mission-critical environments.

→ Key managed services

Application services

Business process services

Infrastructure services

→ Related advisory services

Artificial intelligence

Change management

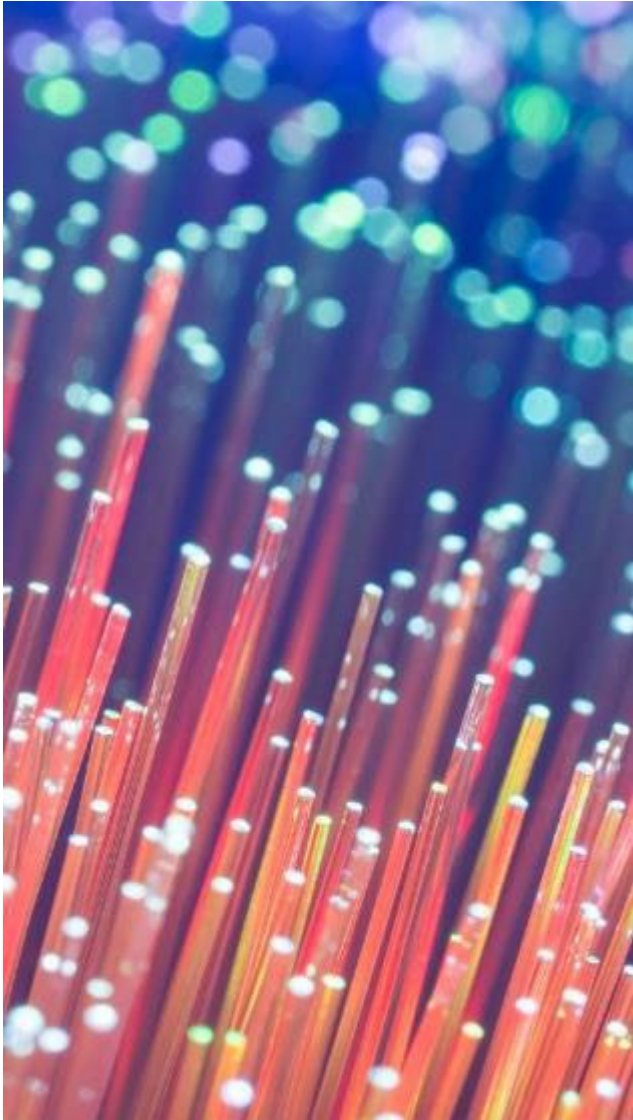
Cybersecurity

→ Related capabilities

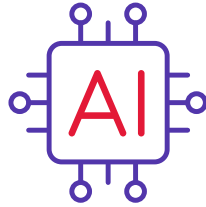
CGI DigiOps

Global Capability Centers (GCC)





IP solutions that accelerate and maximize ROI-led transformation



AI-embedded solutions

Leveraging AI/GenAI and automation, including tools like GitHub, Copilot and GCA, to accelerate IP development and deliver tangible business value.

120+ business solutions



Human-centered design

Transforming UI / UX through research, journey mapping, and iterative prototyping, to create intuitive platforms and enhance user adoption.

80+ digital enablers

Our five-pillar approach helps you drive ROI from AI

- Human + AI** → Embed human AI-collaboration
- Built-in trust** → Embed responsible AI from day one
- Ecosystem-enabled** → Align, integrate, execute across the enterprise
- Scaled outcomes** → Transform AI pilots to repeatable capabilities
- Value creation** → Redesign processes, services and operating models

Accelerating “AI to ROI” for clients

Securely scaling document processing across **27 NATO locations** with an AI knowledge agent platform



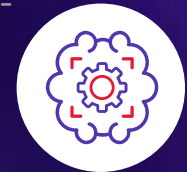
Improving farm subsidy efficiency with **satellite data and AI** for the **Finnish Food Authority**



Leveraging AI to analyze after-sales forms, **reducing OPEX 12-fold** for the **Weldom retail chain**



Redefining **Swisscom’s conversational AI platform** to drive effective customer interactions



[Visit more AI client success stories](#) →

150+ global alliances

We take an inclusive approach, partnering with a wide range of technology companies to stay agile in selecting the best solutions for each client, including data sovereignty.

[Explore our network](#) →

Representative partnership tiers

Premier Partner



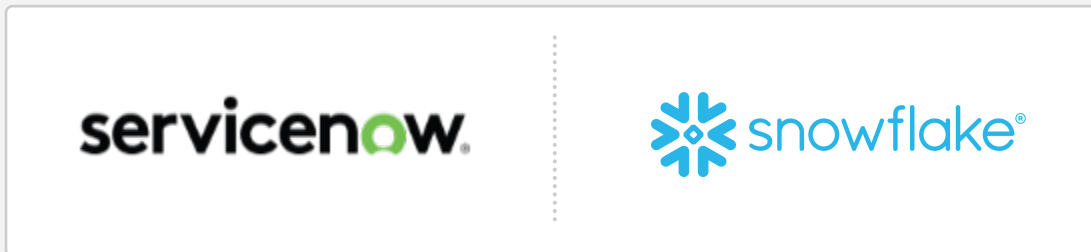
Global Outsourcing Partner



Enterprise Managed Partner



Elite Partner



Gold Partner



Summit Tier Partner



Providing clients with delivery consistency globally, and at scale

A culture of ownership and accountability

CGI's Management Foundation: Global practices, frameworks and policies. Enabling consistency at scale.

The screenshot displays the CGI Management Foundation website interface. At the top, it features the CGI 50 logo and navigation menus for 'CGI Constitution', 'Enterprise Policies and Processes', 'Management Frameworks', 'Clients', 'CGI Partners', and 'Shareholders'. The main content area is organized into several sections:

- CGI Constitution:** Includes Dream, Vision, Mission, Values, Code of Ethics, and Range of Services.
- Enterprise Policies and Processes:** Includes Organization, Governance and Evolution; Human Resources Policies; Finance and Investment; Security, Data Privacy and Records Management; Quality System; Environmental, Social and Governance; Strategic Directions and Operational Planning; Managing for Excellence; Marketing, Client Relationship and Business Development; Engagement Risk Management; Innovation and Intellectual Property; and Mergers and Acquisitions.
- Management Frameworks:** Includes Business Engineering; Business Unit Management Ratios; Contract; Enterprise Security; Internal Investment; Operations; Responsible Use of Data; Responsible Use of Cloud Technology; Responsible Use of Artificial Intelligence; and Third Party.
- Clients:** Includes IT Management Best Practices; Journey to a World-Class IT Organization; Methods and Tools; Proposal; Contract; Engagement Governance; Delivery; and Closing.
- Partners:** Includes Talent Planning; Assignments and Career Opportunities; Team Collaboration and Communications; Talent Attraction; Learning and Development; Well-being; Onboarding; Career and Performance Development; Offboarding; and Leadership Institute.
- Shareholders:** Includes Investor Relationship Management; Disclosure Guidelines; and Investor Communications.

At the bottom of each main section, there are links to assessment programs: Client Satisfaction Assessment Program, Partner Satisfaction Assessment Program, and Shareholder Satisfaction Assessment Program. A vertical label on the left side of the screenshot reads 'ISO 9001, 14001, 27001 and 27701 certified operations'.

87%
Employee Shareholders

95%
Projects delivered on-time and within budget

9.5/10
Client score for satisfaction, signed by clients

9.2/10
Client score for innovation, signed by clients

Building a lasting positive impact

Environment

Our decarbonization targets are approved by SBTi (Science-Based Targets initiative).

77.8% renewable electricity in all offices and data centers

Social

We foster an environment free from discrimination and harassment, while actively supporting our communities.

44% SBU Presidents are women

114K+ hours in pro bono and volunteering activities

Governance

Read our [global statement](#) on modern slavery and our [Responsible AI report](#).

70% of our significant suppliers assessed on environmental and social criteria

[Read the 2025 ESG Report](#) →

Performance in recognized indices



77/100

Top 5%
Top 2% in our industry



Score of B

Management Level
Industry average score: C

S&P Global

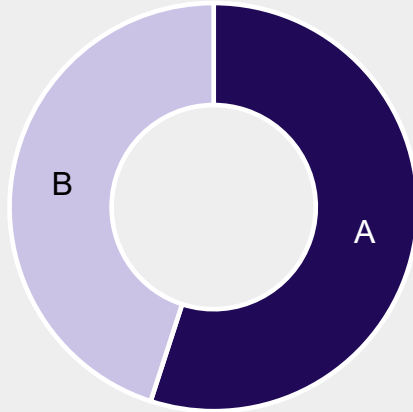
58/100

Corporate Sustainability Assessment

Revenue mix

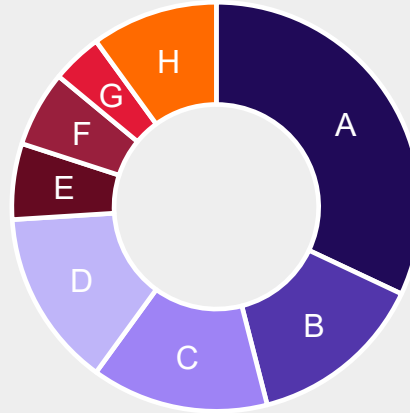
(in millions of dollars and % of revenue)

Service type



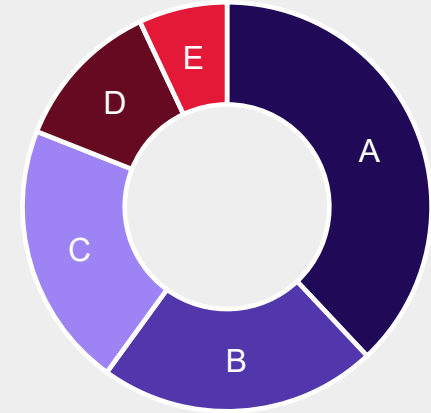
- A. Managed IT and business process services, 55%
- B. Business and strategic IT consulting and systems integration services, 45%

Client geography



- A. U.S., 32%
- B. Canada, 14%
- C. France, 14%
- D. U.K., 14%
- E. Germany, 6%
- F. Finland, 6%
- G. Sweden, 4%
- H. Rest of the world, 10%

Vertical market

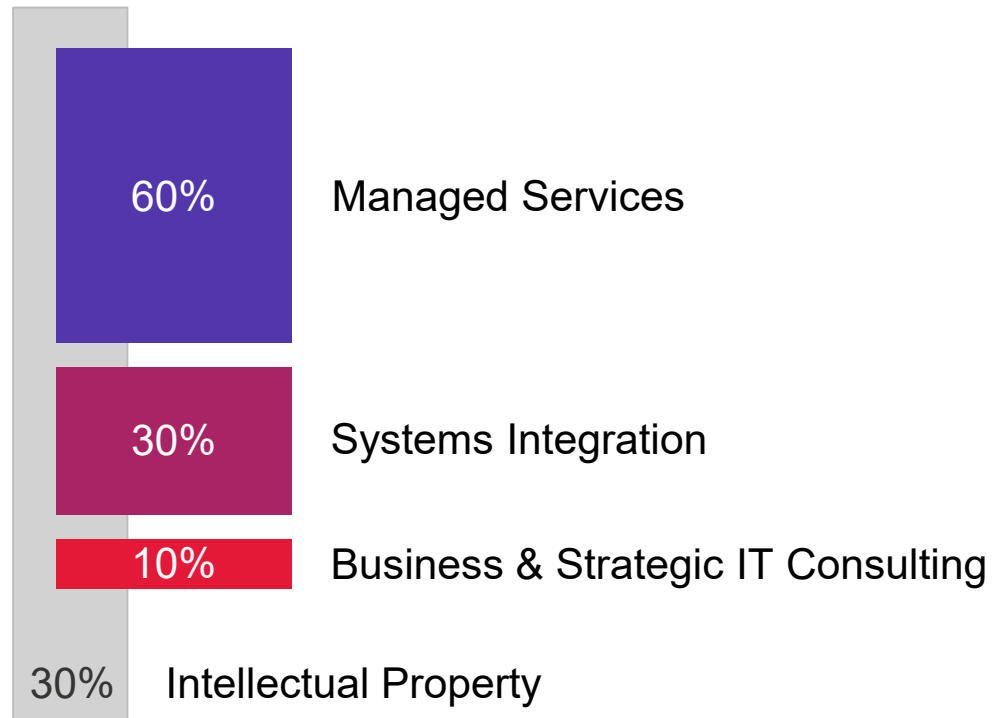


- A. Government, 38%
- B. Financial Services, 22%
- C. MRD, 21%
- D. Communications and utilities, 12%
- E. Health, 7%

Note: Figures presented for quarter ended September 30, 2025.

CGI's target revenue mix is designed to generate profitable growth

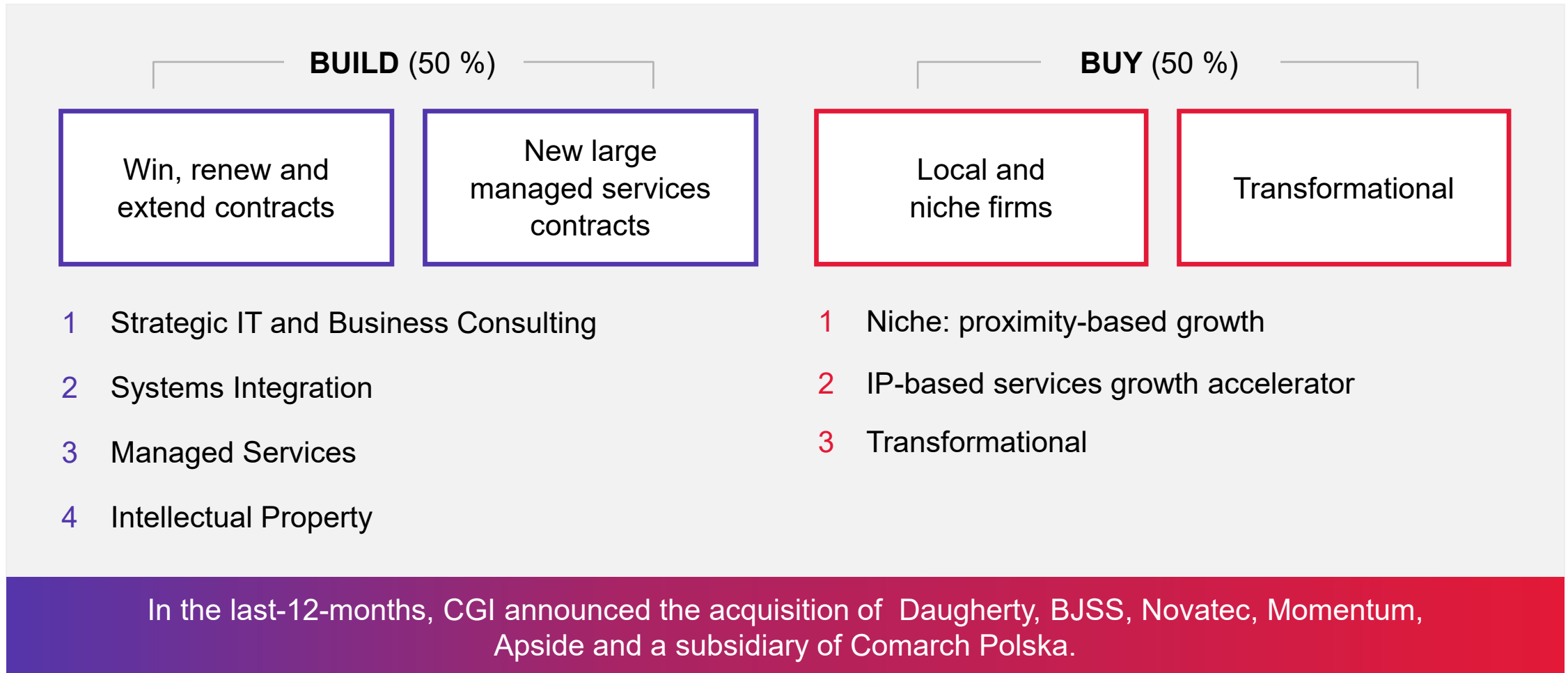
Target Revenue Mix



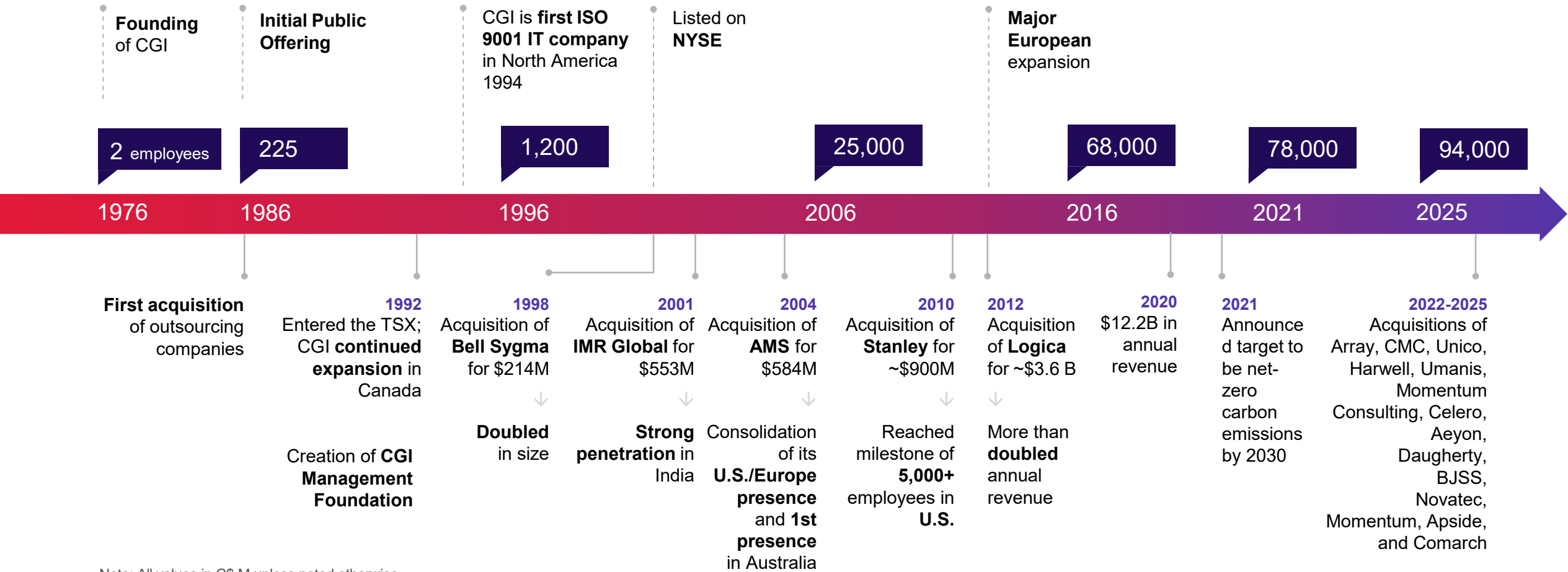
Global IP30 target: 30% of revenues from IP

- **Global portfolio aligned with industry priorities**
Accelerated and long-term growth of industry-led IP portfolios and strategies
- **Unified approach**
A cohesive balance of business / commercial and technical perspectives
- **Global and shared leadership**
A connected community with focus on increasing solution portability across borders
- **Robust governance**
Strategy decisions based on IP insights and best-in-class guidelines

CGI's profitable growth strategy: Build and Buy



CGI is built to grow and last through our Build & Buy Strategy



Note: All values in C\$ M unless noted otherwise

The right target: criteria for qualifying a merger candidate



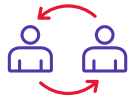
Location

Headquarters and other offices should be in an approved geography, and in a target CGI metro market



Size

Generally, firms must be greater than \$10M Canadian in revenues per year, and have more than 100 employees



Clients

- Fortune 500
- Aligned with CGI's target client industry verticals
- Average revenue per client over \$1M (CAD)



Financial results

- History of growth and profitability
- Strong balance sheet



Cultural fit

- Provides services locally to clients
- Focused on permanent employees, without a heavy reliance on subcontractors
- Compatible compensation model



Type of services

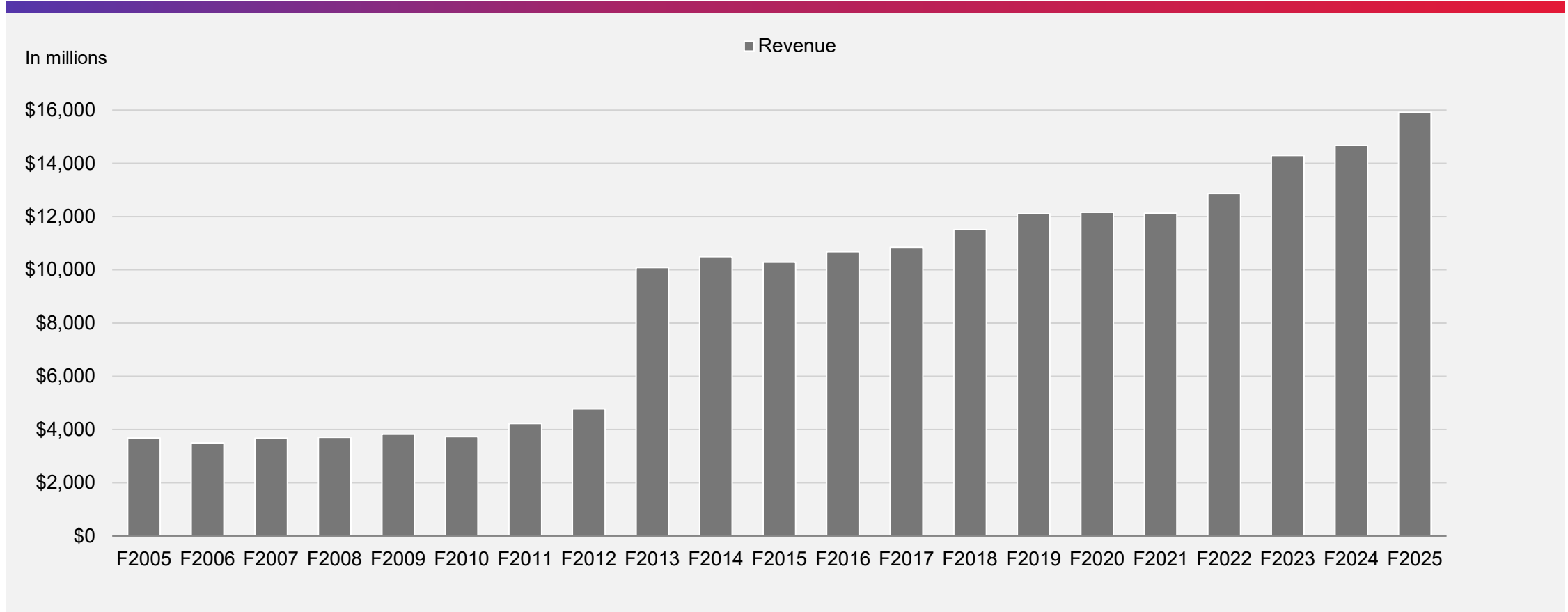
- Systems integration
- Managed services
- Strategic IT and business consulting
- IP-based services

Accretive growth within 18 months

Financial Review

Revenue Annual Trend

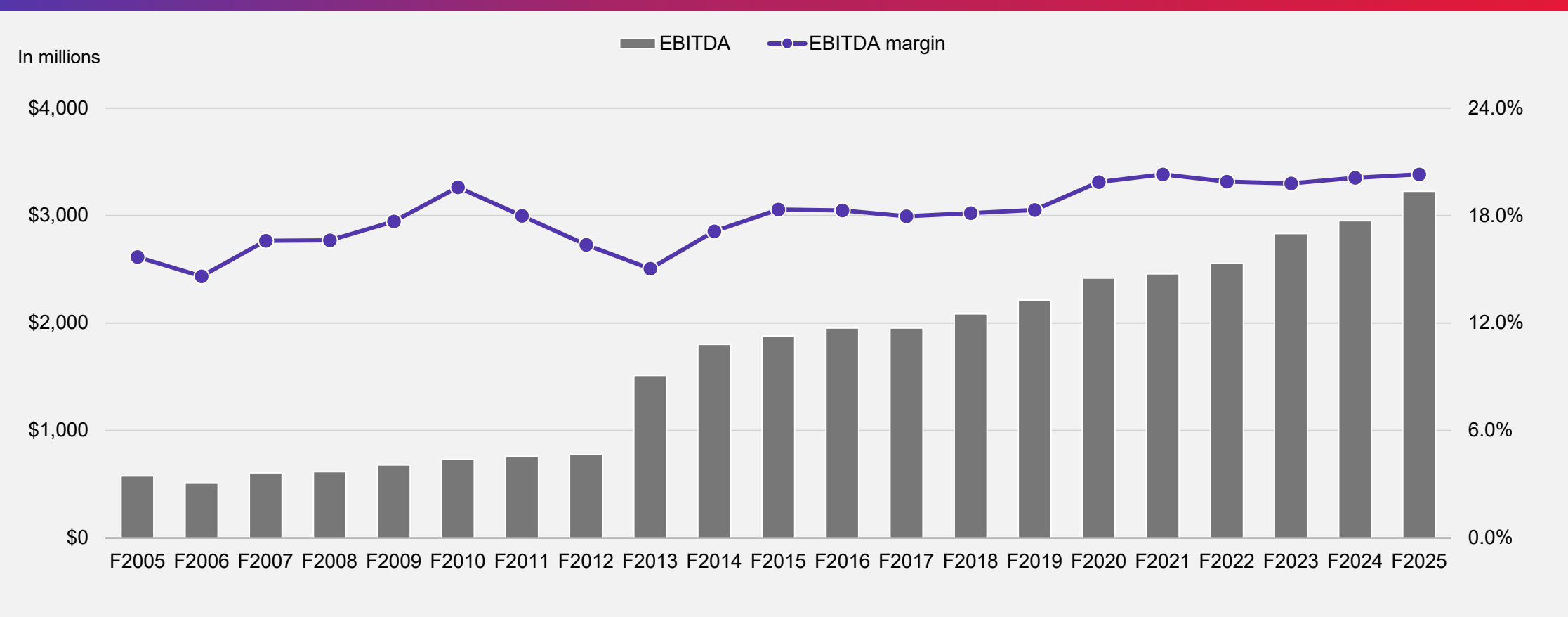
Revenue Compounded Annual Growth Rate since 2005: 7.6%



All values in C\$ unless noted otherwise.

EBITDA Annual Trend

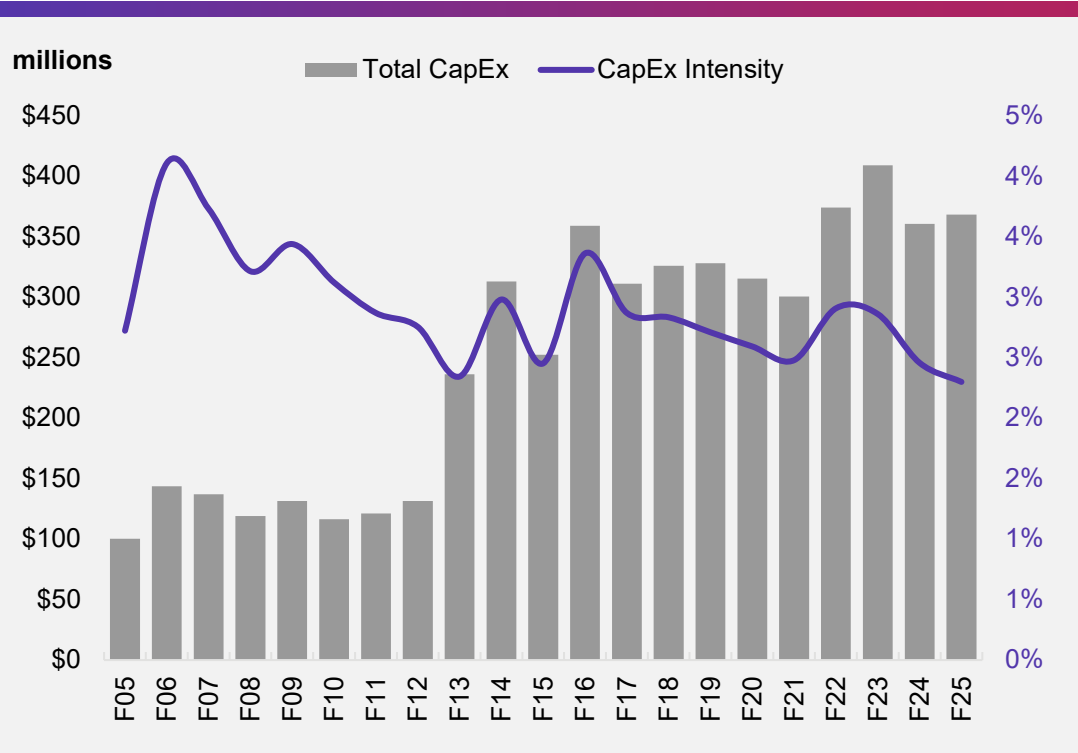
EBITDA Compounded Annual Growth Rate since 2005: 9.0%



EBITDA: Earnings excluding acquisition-related and integration costs, restructuring costs, net finance costs, amortization, depreciation and income tax expense.

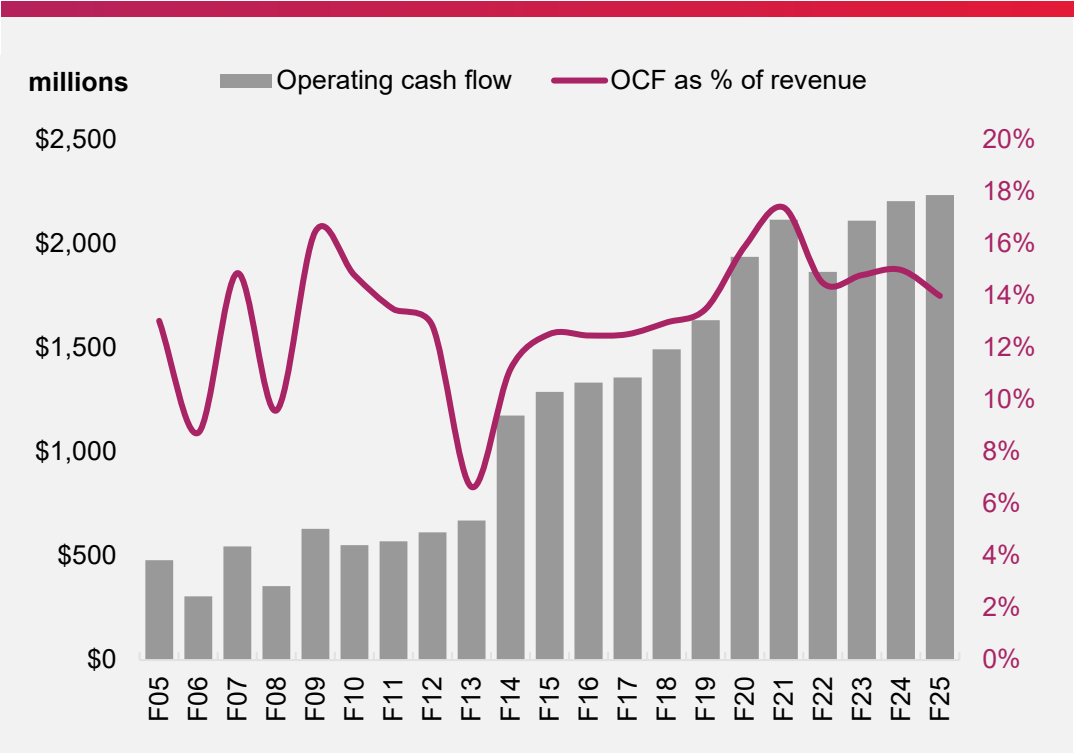
Disciplined focus on operating cash flow

Total CapEx



Operating Cash Flow & OCF as % of revenue

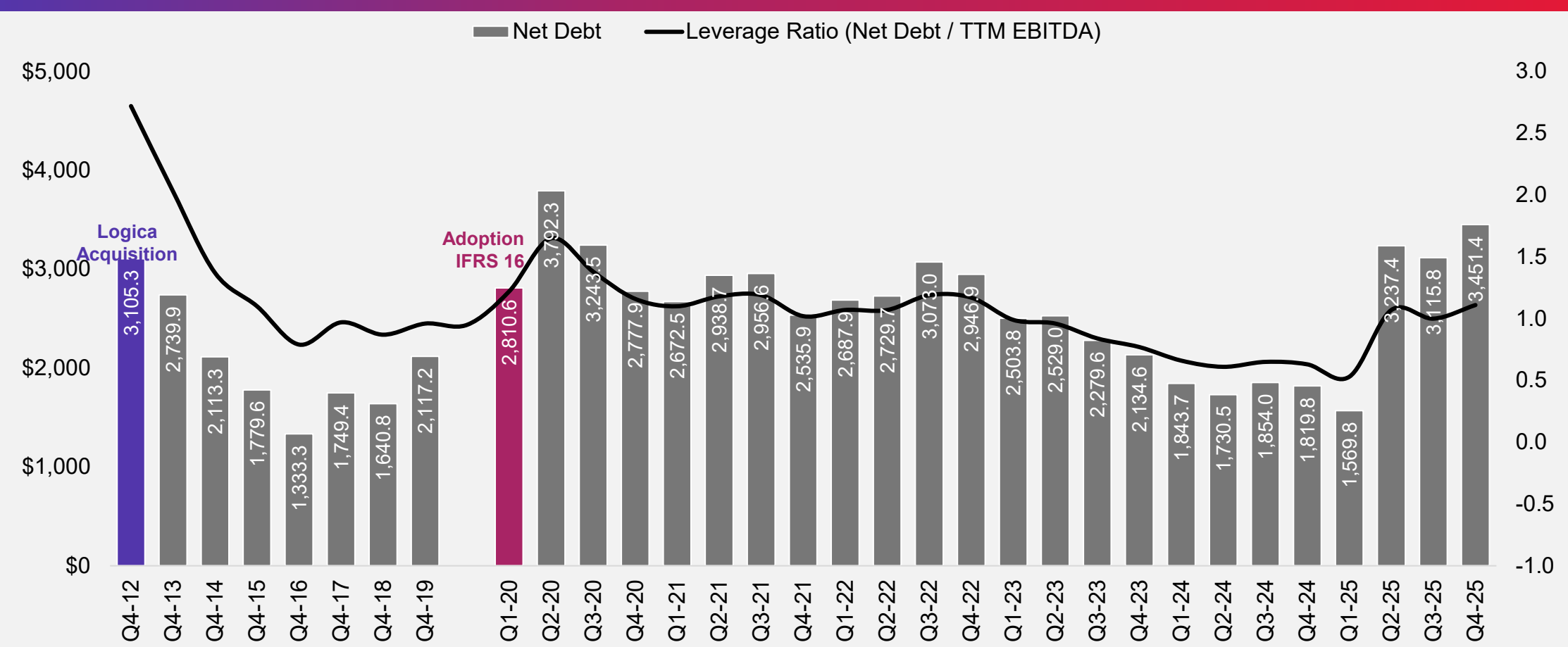
OCF CAGR of 8.0% since 2005



CapEx: Purchase of property, plant and equipment, additions to contract costs and additions to intangible assets
 All values in C\$ unless noted otherwise.

Net debt history

Track record of growth while maintaining strong financial discipline

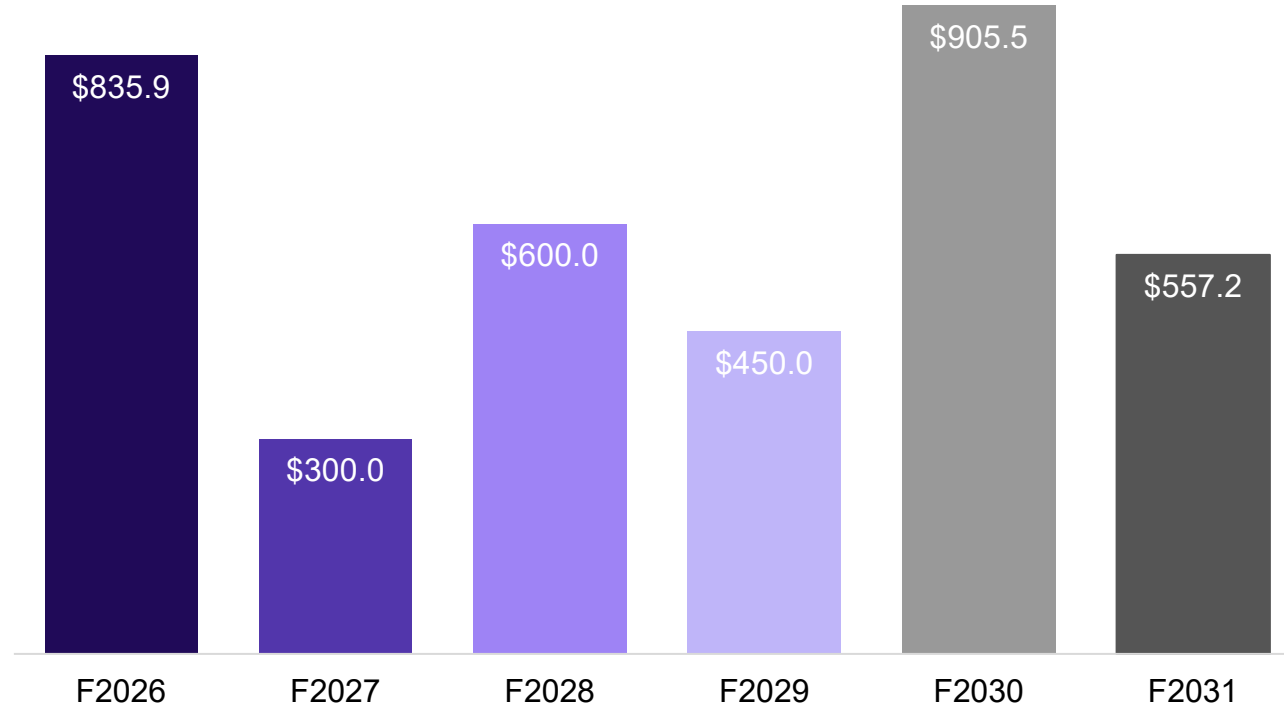


*If calculating leverage ratio using Moody's or S&P definitions, ratio would be marginally higher due to additional adjustments in debt and EBITDA.

Capital Structure

(In million)

Total Debt*: \$3,637.8M
Equity: \$10,282.3M

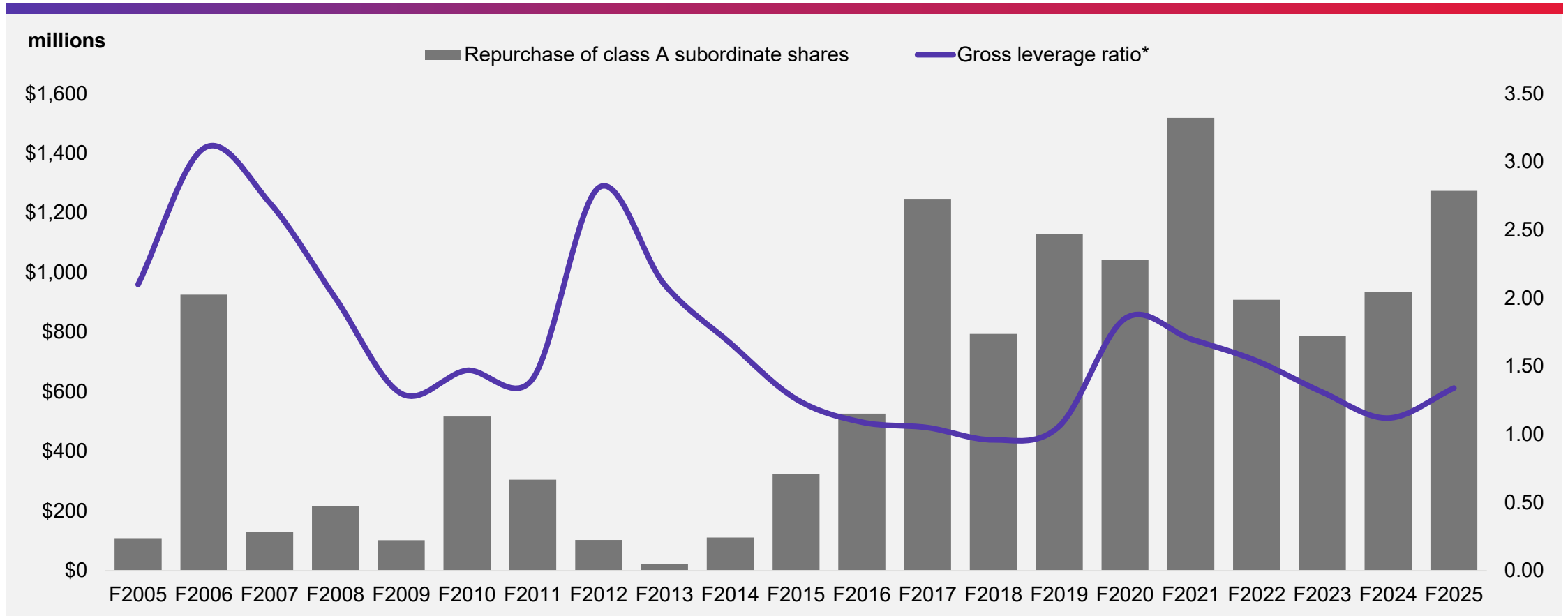


* Including other debt for (\$10.8M)

2026 USD Senior Notes US \$600M repayable in September 2026
2027 CAD Senior Notes \$300M repayable in September 2027 (swapped to euro)
2028 CAD Senior Notes \$600M repayable in September 2028 (swapped to euro)
2029 CAD Senior Notes \$450M repayable in September 2029 (swapped to euro & sek)
2030 USD Senior Notes US \$650M repayable in March 2030 (swapped to cad)
2031 USD Senior Notes US \$400M repayable in September 2031

Balanced approach towards share buybacks and reducing leverage

Cash strategy includes dividend program initiated F2025



All values in C\$ unless noted otherwise

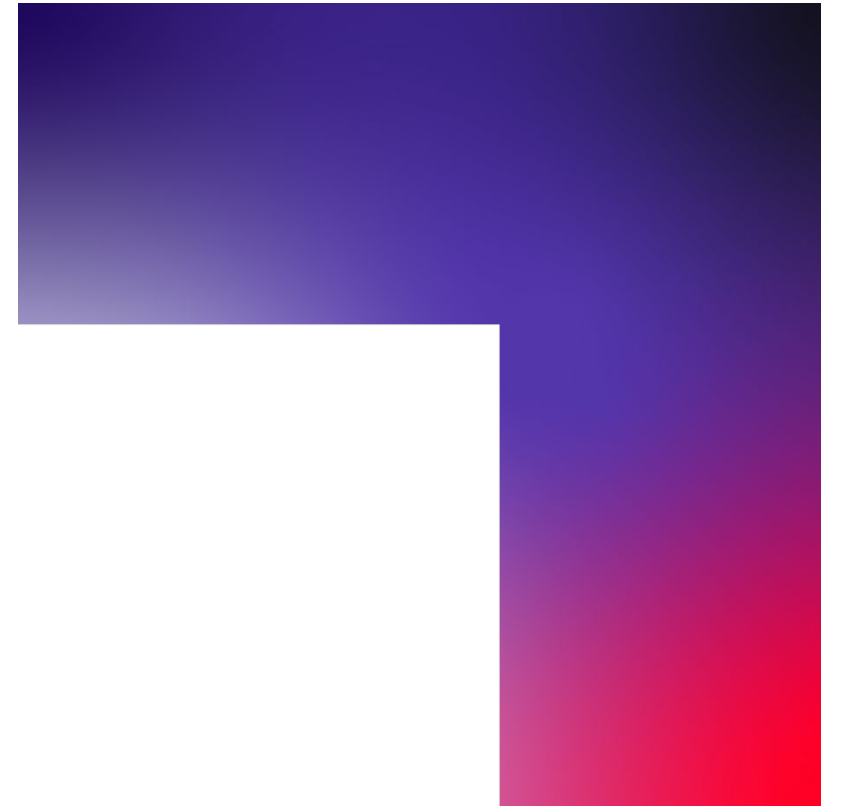
*If calculating leverage ratio using Moody's or S&P definitions, ratio would be marginally higher due to additional adjustments in debt and EBITDA.

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-focused to help accelerate returns on your investments. Across hundreds of locations worldwide, we provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

[cgi.com](https://www.cgi.com)



CGI