

Financial Analysis of CGI Inc.

Yilin Wang^{1*}

¹DAN Department of Management & Organizational Studies, Faculty of Social Science, Western University, London, Ontario, N6A 3K7, Canada

*Corresponding author. Email: ywan3268@uwo.ca

ABSTRACT

CGI Inc. is deemed as an outstanding investment decision. For the time being, investors may contemplate raising leverage to improve the value of the company and lower the cost of financing. CGI Inc. has a remarkably higher cost of equity among companies in the same industry. It suggests that projects with IRRs exceeding the cost of equity should be accepted and those below the cost of capital should be rejected. Due to the high risk and return expectation of investment projects, a practice of diversification strategy is considered notably essential to manage the risk.

Keywords: CGI Inc., Financial Market, Risk & Return, Cost of Capital, Debt to Equity, Valuation.

1. INTRODUCTION

The paper provides a narrative of CGI Inc., describing how this company stands today, what it does in advanced level, what it does inferiorly compared with others, as well as what is considered crucial to enhance and optimize. More specifically, with respect to CGI Inc., the paper identifies and evaluates its governance structure; assesses and quantifies its risk profile; estimates its cost of capital and equity; analyzes and critically appraises its capital structure and dividend policy; and eventually values the firm in general. The paper can be organized as follows: corporate governance; financial market; risk and return, CAPM, estimating cost of equity, debt, and capital; capital structures; debt-to-equity; dividend policy; valuation of company worth, equity worth, share price, discounted cash flows, and expected growth.

CGI Inc. is a Canadian multinational information technology consulting service and systems integration firm, founded in 1976, which is headquartered in Montreal, Quebec, Canada by Serge Godin. CGI Inc. was the abbreviation of "Conseillers en Gestion et Informatique", but now it stands for "Consultants to Government and Industries". CGI Inc. provides comprehensive, scalable, and sustainable business consulting service among 21 industries in 400 locations worldwide since they are insights-driven and outcomesbased to maximize returns of investments.

CGI Inc. had a primary listing on the Toronto Exchange while going public in 1986. In addition, it owned a secondary listing on the New York Stock Exchanging as a part of the S&P/TSX 60. Since the

acquisition of Bell Sygma in 1998, CGI Inc. has almost doubled in size. In 2001, IMR Global was purchased for 438 million and "global delivery options" was obtained for CGI Inc. The purchase of American Management Systems in 2004 brought CGI Inc. great opportunities to develop in the United States, Europe, and Australia, and most significantly, the formation of the CGI Inc. federal division [1]. Simultaneously, CGI Inc. expanded its presence to Western Canada through the purchase of other firms' operations in B.C., Saskatchewan, and Alberta [2].

2. CORPORATE GOVERNANCE

George D. Schindler, Chief Executive Officer, and a member of the Board of Directors of CGI Inc., became president in October 2016 to lead, innovate the transformational power of technology in a digitally connected world. According to the proxy statements of CGI Inc. for the 2020 fiscal year, the total compensation for Mr. Schindler was \$9,459,342 at CGI Inc. in 2020, including \$945,836 as Total Cash, \$8,449,926 as Equity and \$63,580 as Pension and other forms of compensation [3]. Moreover, Mr. Schindler directly owns CA\$2.9m worth of shares of CGI Inc.

CGI Inc. uses hierarchical organization structure. There are 17 people on the board of directors which are comprised of executive chairman of the board, Lead Director, Corporate Governance Committee, Human Resources Committee, and Audit and Risk Management Committee, with 6 inside directors and 11 independent directors. The senior executive manager, Michael Roach,



François Chassé, Luc Pinard, who directly report to the chief executive officer are responsible for the Company's three strategic business units which are Canada, United States, and International. The experienced management team oversees comprehensive business activities of CGI Inc., such as corporate planning and development, operational management, large IT company contracts, mergers, and acquisitions.

3. FINANCIAL MARKET

The market capitalization of CGI Inc. is worth CA\$28b. As the data of ownership breakdown indicates, individual insiders own the least proportion which is 11.5% with 28,143,584 shares. Instead, institutions occupy 58.3% of the total shares. Since the definition of insiders can be subjective and vary between jurisdictions, the data contains board members at least. Although the business was run by the company management, the chief executive officer will have to answer to the board. At the time of writing, insiders own a total of CA\$432m worth of shares

[4]. Based on the recent insider transactions data, Joakim Westh purchased 6245 shares with the value of \$687,824 on Jun 14, 2021. Gilles Labbe sold 15000 shares with the value of \$1,630,058 in Jun 8, 2021.

The major stockholders and creditors with a fair amount of stake in CGI Inc. are institutions. Among the top institutional holders of CGI Inc. (Table 1), the institution with the biggest proportion is Caisse De Depot Et Placement Du Quebec with the value of 2,305,508,785, which occupies 12.44% of shares outstanding, followed by three institutions held similar number of shares, which are respectively Royal Bank of Canada with 3.82%, FIL LTD with 3.74%, and Jarislowsky, Fraser Ltd with 3.64% [5]. Since the holding of the institutional investors is over 50% of the company, they play an important role in influencing board decisions. Such being the case, there is a separation between management and ownership since institutional ownership has reached almost 59% with the total shares outstanding of 219 million and the total value of \$10,818 million.

Table 1. Top Institution	al Holders of CGI Inc.
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Holder	Shares	Date Reported	% Out	Value
Caisse De Depot Et Placement Du Quebec	27,200,434	Sep 29, 2021	12.44%	2,305,508,785
Royal Bank of Canada	8,362,639	Sep 29, 2021	3.82%	708,817,281
FIL LTD	8,182,566	Sep 29, 2021	3.74%	693,554,294
Jarislowsky, Fraser Ltd	7,960,249	Sep 29, 2021	3.64%	674,710,705
Vanguard Group, Inc.	6,745,019	Sep 29, 2021	3.08%	571,707,810
Invesco Ltd.	5,113,491	Sep 29, 2021	2.34%	433,419,497
Bank of Montreal	3,992,127	Sep 29, 2021	1.83%	338,372,684
Mackenzie Financial Corporation	3,936,717	Sep 29, 2021	1.80%	333,676,132
Massachusetts Financial Services Co.	3,918,142	Sep 29, 2021	1.79%	332,101,715
FMR, LLC	3,842,844	Sep 29, 2021	1.76%	325,719,457

4. RISK & RETURN

With respect to the analysis of risk profile of CGI Inc., it is essential to contemplate the numbers directly from the stock market. Close on November 26, 2021, the EPS of CGI Inc. is \$5.41, while the Beta is 0.99. Meanwhile, the stock price remains at \$107.01 per share.

In addition, the Geometric Average Return is 0.88% and the Arithmetic Average Return is 1.03%. The Variance is 0.0031273 and the Standard Deviation is 0.0559227. To reveal the time relation in forecasting returns, with Blume's formula, the two years expected return is calculated to be 0.99%.

According to Bloomberg, for the past ten years, CGI Inc. had an increasing total return index (gross dividends) at 470.42%, outdistances the benchmark S&P/TSX composite index at 143.09% (Figure 1). Moreover, with a holding period return rate of 15.12%, CGI Inc. has done

an excellent job of generating revenues and outperforming the market. More specifically, the realized returns is 470.42% and the holding period return is 15.12%.

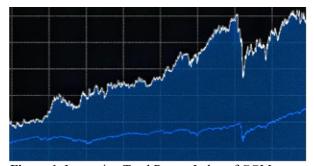


Figure 1. Increasing Total Return Index of CGI Inc. vs. S&P/TSX Index

4.1 CAPM - Regression Beta

Beta is a significant indicator in terms of determining



risk, including systematic risks and unsystematic risks. CGI Inc. has a risk-free rate of 1.61%, with an expected return rate of 9.95% on the market, and Beta standing at 0.995. It implies that the systematic risk and almost reflects the average industry level at 1, indicating that CGI Inc. is capable of handling risk smoothly and staying advantageous in the industry.

A series of data pops up after running a regression of the monthly return on CGI Inc. stock on Bloomberg from 11/29/2016 to 11/28/2021 (Figure 2). Accordingly, the Intercept of the regression (Alpha) is at 0.453. It indicates that no matter how the market will fluctuate, the stock of CGI Inc. would most likely outperform the market and be stable at the same level. Meanwhile, the regression slope (raw Beta) is 0.995, which is highly positively related to the market. The Beta of the stock represents the historical relationship between the stock and the market. Hence, CGI Inc. has a similar systematic risk compared to the market benchmark, and the stock's expected return will be the same as the market portfolio.

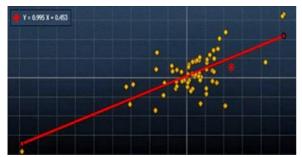


Figure 2. Linear Regression of the Monthly Return on CGI Inc. Stock from 2016 to 2021

Some stocks (nano-caps, micro-caps, and younger firms) tend to be thinly traded. The price of these stocks tends to trace market movements. Thus, the Beta would be underestimated because the sensitivity of this stock to the market return should be lower [6].

By explicit computation, based on the samples of observations, Beta can be different. According to Yahoo Finance, another reliable resource, Beta is estimated to be 0.99, different from the one demonstrated by Bloomberg, which is 0.995. The slight distinction between Beta is considered normal and statistically accepted. A firm's Beta will change due to changes in such as product line, technology, deregulation, and financial leverage.

The alternative way of calculating the cost of equity

is to use the dividend discount model, that is R = D1 / S0 + g.

4.2 Cost of Equity

The raw Beta is 0.995, and the adjusted Beta is 0.996. Since if there is a reasonable expectation that the firm's equity risk is constant, i.e., business risk and capital structure is fixed, then one can estimate the equity beta using Beta from historical returns. Thus, it would be wise to use the 0.995 as it covers the overall systematic risk of CGI Inc. (Table 2). From the above, it can be extracted that the risk-free rate is 1.61%, and the expected rate of return is 9.95%. Thus, the market risk premium can be determined to be 8.34% and the expected return or cost of equity is calculated to be 9.91%.

Table 2. Cost of Equity

Cost of Equity	9.95%
Risk Free Rate	1.61%
Equity Risk Premium	8.34%
Beta	1.00
Country/Region Premium	8.34%
Expected Market Return	9.95%
Market Capitalization	26425.94

According to McKinsey, 9.91% is a relatively positive number for the cost of equity because more than 40% of the typical company is 8% to 11.0%. Moreover, the market risk premium is at a remarkable 8.34%, implying a high equity return [7].

Under this circumstance, CGI Inc. accepts projects whose IRR exceeds their cost of equity and reject those whose IRR is below their cost of capital.

4.3 Estimating Cost of Debt

There is an increasing trend with CGI Inc.'s debt from 2016 to September 30, 2021, the total debt of CGI Inc. increased from 1910.975 million CAD to 4178.586 million CAD, which brought up the total debt/equity ratio from 29.56 to 59.81 simultaneously. Depending on their solvency, this high debt ratio can be a potential threat for CGI Inc. to survive in the industry. However, the interest coverage went from 21.82 to 28.77 (Table 3), indicating the fact that CGI Inc. increased its ability to generate revenue to pay back debt.

Table 3. Earnings Before Interest and Taxes

Year	2016 Y	2017 Y	2018 Y	2019 Y	2020 Y	2021 Y
Ending	09/30/2016	09/30/2017	09/30/2018	09/30/2019	09/30/2020	09/30/2021
Total Debt	1,910.975	1,862.003	1,800.893	2,331.207	4,463.465	4,178.596
Short Term Debt	192.036	122.467	348.580	133.511	489.484	560.546
Long Term Debt	1,718.939	1,739.536	1,452.313	2,217.696	3,973.981	3,618.050
Total Debt/T12M EBITDA	0.988	0.988	0.919	1.088	2.033	1.704
Net Debt/EBITDA	0.680	0.909	0.825	0.988	1.255	1.011



Total Debt/EBIT	1.246	1.251	1.149	1.332	2.379	2.153
Net Debt/EBIT	0.857	1.140	1.032	1.210	1.691	1.277
EBITDA to Interest Expense	27.517	30.081	31.170	33.834	29.016	36.341
EBITDA-CapEx/Interest	25.162	28.264	28.892	31.275	27.318	34.536
Expense						
EBIT to Interest Expense	21.823	23.999	24.925	27.638	21.540	28.773
EBITDA/Cash Interest Paid	23.471	23.850	23.901	20.979	12.167	18.624
EBITDA-CapEx/Cash Interest	21.462	22.409	22.154	19.392	11.455	17.699
Paid						
EBIT/Cash Interest Paid	18.614	19.028	19.112	17.137	9.032	14.746
Cash Interest Paid	82.369	78.227	81.998	102.108	180.453	131.646
Interest Expense	70.257	62.022	62.875	63.312	75.667	67.467
Common Equity/Total Assets	55.285	54.427	56.085	54.542	46.714	46.510
Long Term Debt/Equity	26.590	28.045	21.726	32.215	54.707	51.788
Long Term Debt/Capital	20.523	21.570	17.115	24.065	33.886	32.406
Long Term Debt/Total Assets	14.700	15.264	12.185	17.570	25.556	24.087
Total Debt/Equity	29.561	30.020	26.940	33.864	61.445	59.812
Total Debt/Capital	22.816	23.089	21.223	25.297	38.059	37.426
Total Debt/Total Assets	16.342	16.339	15.109	18.470	28.703	27.818
Net Debt/Equity	20.333	27.345	24.186	30.757	37.933	35.490
Net Debt/Capital	16.897	21.473	19.476	23.523	27.501	26.194
EBITDA	1,933.295	1,865.677	1,959.840	2,142.113	2,195.534	2,451.828
EBITDA-CapEx	1,767.779	1,753.010	1,816.590	1,980.052	2,067.056	2,330.022
EBIT	1,533.235	1,488.473	1,567.165	1,749.812	1,629.842	1,941.258

CGI Inc. holds some outstanding bonds in the meantime. According to the data from Bloomberg, the YTM till 11/26/2021 on a long-term bond is 2.647%.

As a historical company, CGI Inc. is rated by multiple

rating systems. According to Moody, CGI Inc. is at Baa1 with an interest rate of 3.30% (Figure 3). Moreover, according to S&P, CGI Inc. is at BBB+ with an interest rate of 2.62%.

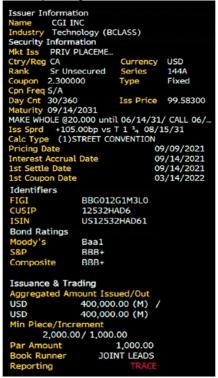


Figure 3. Bond Ratings of CGI Inc.



Furthermore, the default spread of CGI Inc. is at 35bps (Figure 4). However, after the beginning of March 2021, due to its excellent accounting performance, the default probability has dropped rapidly from 0.012 all the

way close to 0, guaranteeing the ability of CGI Inc. to pay back the loan. In addition, the alternative way to estimate the cost of debt is to multiply interest rate by (1-Tax rate).



Figure 4. Default Risk of CGI Inc.

Regrading CGI Inc's debt in recent years, the YTM of the outstanding bonds is found to be stable between 2.6% to 2.7% considering low risky. Besides, the probability of default has dropped significantly. In September 2021,

CGI Inc. issued five bonds (Table 4), among which the five-year, seven-year and ten-year bond coupon rates were 1.45%, 2.1%, and 2.3%, respectively.

Table 4. Five Bonds Issued in 2021

Issuer Name	CUSIP	Issue Date	Maturity	Is Convertible
CGI Inc.	12532HAD6	09/14/2021	09/14/2031	No
CGI Inc.	12532HAA2	09/14/2021	09/14/2026	No
CGI Inc.	12532HAG9	09/16/2021	09/18/2028	No
CGI Inc.	BR3843553	09/14/2021	09/14/2026	No
CGI Inc.	BR3843579	09/14/2021	09/14/2031	No

The cost of debt is calculated to be 2.14%, and the marginal tax rate is 26.5% (Table 5). Meanwhile, the treasury bond yields were 0.8% and 1% in the same period with a low credit spread 1.2% and the cost of debt was 2.14%.

Table 5. Cost of Debt

Cost of Debt	2.14%
Effective Tax Rate	25.51%
Total Pre-Tax Cost of Debt	2.88%
ST Debt to Total Debt	0.13

Pre-Tax Cost of ST Debt	1.06%
LT Debt to Total Debt	0.87
Pre-Tax Cost of LT Debt	3.16%
Total Debt	4178.60
Short Term Debt	560.55
Long Term Debt	3618.05

4.4 Estimating Cost of Capital

As of 2021Q4, regarding the market values of CGI Inc., the market value of equity is 26,425.90 million CAD,



the market value for debt is 4,178.6 million CAD, the weight of equity is 86.3%, the weight of debt is 13.7%, and WACC equals 8.4% (Table 6).

Table 6. WACC

	Weight	Cost	W*C	
Equity	86.3%	9.4%	8.2%	
Debt Cost	13.7%	2.1%	0.3%	
(A-T)				
Preferred	0.0%	0.0%	0.0%	
Equity				
WACC			8.4%	

There are a variety of reasons that may impact the cost of capital. Debt ratio can be one of the reasons. Due to Covid 19, CGI Inc. increased its debt to sustain in the business. According to Bloomberg, long-term debt is account for about 86% of the overall debts.

Based on CGI Inc.'s Annual Report, the risk profile of the company can be followings:

Market: The markets in which CGI Inc. operates are highly competitive, and CGI Inc. might not compete effectively. CGI Inc. operates in a global marketplace in which competition among providers of IT services is vigorous. As a result, CGI Inc. may not continue developing and expanding service offerings to address emerging business demands and technology trends.

Business: CGI Inc. may not be able to implement and manage growth strategy successfully. CGI Inc. may experience fluctuations in our financial results, making it difficult to predict future results. CGI Inc.'s current operations are international in scope, subjecting us to various financial, regulatory, cultural, political, and social challenges [8].

Currency: Investors are likely to be adversely affected by currency fluctuations. The majority of revenue and costs are denominated in currencies other than the Canadian dollar. Foreign exchange fluctuations impact the results of operations as they are reported in Canadian dollars.

Others: CGI Inc. may be adversely affected by interest rate fluctuations. Changes in the company's creditworthiness or credit ratings could affect the cost at which the company can access capital or credit markets.

5. CAPITAL STRUCTURES

CGI Inc. used unsecured committed revolving credit facility, lease, long-term debt, derivative financial instruments, Class A subordinate voting shares.

Based on its financial reports ending on September 30, 2021, total debt increased by \$1,255.9 million to \$3,587.1 million as at September 30, 2020, and total equity is \$7,264.16 million as at September 30, 2020. Thus, the

total debt to total equity is 0.49, which represents that CGI Inc. has a debt of 0.49 dollars per one dollar equity.

The management of CGI Inc. does not declare a specific number for a target capital structure. Instead, the designated standard for CGI Inc.'s capital structure depends on its expected business growth and changes in the industry environment. It is maintained by a management infrastructure consisting of governance policies, organizational model, and sophisticated management frameworks.

6. DEBT-TO-EQUITY

CGI Inc.'s current cost of capital is 8%. If the company chooses to continue the conservative leverage strategy, which means keep decreasing the debt-to-equity ratio, the cost of capital for the company will rise since the cost of debt is generally cheaper than the cost of equity. However, if as predicted, the company intends to change its capital structure by using more debt, the cost of capital will become cheaper in this case [9].

Higher risk comes along with a higher leverage ratio. CGI Inc. may maintain a higher amount of cash available to repay the debt obligations, and the cost of debt may increase as well. Therefore, to minimize the cost of capital, the break-even point of debt ratio should increase the cost of debt to the same value as cost of equity.

To analyze CGI Inc.'s financing structure, certain data of quarter debt-to-equity ratio were collected from following competitor companies, Broadridge Financial Solutions Inc., Gartner Inc., CDW Corporation and Affirm Holdings Inc. (Table 7). It is notable that the debt-to-equity ratios for companies in this industry do not show a clear pattern.

A healthy debt-to-equity ratio is expected to be between 1 to 1.5. Compared to the listed competitor companies, CGI Inc. has an outstandingly lower debt-to-equity ratio, implying that CGI Inc. has too little in debt financing.

Table 7. Competitor Company List

Institution	Market	Debt to
	Capitalization	Equity Ratio
CGI Inc.	\$20.71 Billion	0.6047
Broadridge Financial	\$20.18 Billion	2.55
Solutions Inc.		
Gartner, Inc.	\$26.42 Billion	10.04
CDW Corporation	\$26.58 Billion	5.45
Affirm Holding, Inc	\$35.18 Billion	0.93

7. DIVIDEND POLICY

There is no dividend paid to shareholders in Year



2020 and Year 2018. During the year ended September 30, 2020, CGI Inc. redeemed 6,008,905 Class A subordinate voting shares for \$600,000,00.

During the year ended September 30, 2018, it cancelled 3,510,700 Class A subordinate voting shares for \$293,671,000.

There was no cash available for equity holders of CGI Inc. over the Year 2018, 2019 and 2020 and CGI Inc. has not paid any dividends for the past three years, leading CGI Inc. to be less attractive to investors compared with other dividend-paying companies.

8. VALUATION

8.1 Company Worth

To value the company, the discounted cash flow method is used to project the next 5 years' financial data. Meanwhile, the perpetuity growth method and the exit multiple method are used to estimate the valuation [10].

Both methods mentioned above contribute to a more accurate fair value of the company. The terminal growth rate is set to be at 2%, referring to the growth rate of the GDP, since macroeconomic growth is a major factor in deciding the growth rate of the company (Table 8).

Table 8. Enterprise Value – Perpetuity Growth Method

Terminal Value	274.92
Terminal Year FCF	18.87
Cost of Capital	9%
Terminal Growth Rate	2%
Terminal Value	274.92
Discount Factor	0.70
PV of Terminal Value	193.81
Cumulative PV of all FCF	280.03
Enterprise Value	280.03
Less: Total Debt	82.86
Less: Preferred Stock	0
Less: Non-controlling Interest	0
Plus: Cash and Cash Equivalents	1
Implied Equity Value	198.17
Fully Diluted Shares Outstanding	2.4
Implied Share Price	82.57

During the application of exit multiple method, the average multiple of industry is determined as the estimate [11]. All in all, the average enterprise value of the firm is found to be \$27159 million (Table 9).

Table 9. Enterprise Value – Exit Multiple Method

Terminal Value	284.36
Terminal Year EBITDA	23.70

Exit Multiple	12
Terminal Value	284.36
Discount Factor	0.70
PV of Terminal Value	200.46
% of Enterprise Value	69.92%
Cumulative PV of all FCF	286.69
Enterprise Value	286.69
Less: Total Debt	82.86
Less: Preferred Stock	0
Less: Non-controlling Interest	0
Plus: Cash and Cash Equivalents	1
Implied Equity Value	204.83
Fully Diluted Shares Outstanding	2.4
Implied Share Price	85.34

8.2 Equity Worth

The equity worth of the firm can be determined by using both perpetuity growth method and exit multiple method and by taking average to ensure the accuracy of result. The equity value of CGI Inc. is \$18973 million, lower than the market capitalization of \$21130 million, illustrating that the market has overvalued this firm for about \$2157 million.

8.3 Share Price

The share price of CGI Inc. has been constantly rising in general after the full recovery from the negative effect of the Obamacare website when CGI Inc. was partially blamed for the issue of U.S. health insurance [12]. The share price of CGI Inc. recently increased to \$79.06 million yet the market price was \$87.12, meaning the company is overvalued by \$8.06.

8.4 Discounted Cash Flows & Expected Growth

The value from non-growth of CGI Inc. is \$23584 million and the value from growth is \$4722 million, which accounts for 16.68% of total enterprise value (Table 10).

Table 10. Value from Growth and Non-growth

Terminal Year FCF	18.87
Cost of Equity	8%
Terminal Year FCF/r	235.84
Enterprise Value	283.06
Value from Growth	47.22
% of Enterprise Value	16.68

CGI Inc. could use more leverage to finance itself, as this can further lower cost of capital and can increase the



enterprise value, its debt ratio is lower than industry average [13].

9. CONCLUSION

CGI Inc. is deemed one of the most favorable companies to investors with more advanced competitive advantage compared with other firms in the industry. Since the stock of CGI Inc. moves along with the stock market, while remains less volatile than the whole market with smaller Beta, higher market return is expected in each period with relatively lower risk. Consequently, CGI Inc. has developed remarkably to generate considerable income and outperform the market with an outstandingly increasing total return index for the last ten years. Currently, to minimize the negative influence brought by COVID-19, CGI Inc. increased the long-term debt to maintain the business. All in all, CGI Inc. is considered a worthwhile investment with lower risks and relatively higher return.

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