

## Creation of an Opportunity

## The History of CACI

#### Dr. J.P. (Jack) London

Executive Chairman and Chairman of the Board

John S. Mengucci President and Chief Executive Officer

## Past \* Present \* Forward

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**Dr. J.P. (Jack) London** Executive Chairman and Chairman of the Board

### Celebrating More Than 57 Years of Business Success

The year was 1962. President John F. Kennedy announced that the U.S. would put a man on the moon by the end of the decade, and First Lady Jackie Kennedy gave the first televised tour of the White House. The New York Yankees won the World Series, and Tony Bennett left his heart in San Francisco. Telstar relayed the first television broadcast across the ocean, and "personal computer" entered the media lexicon.

Out in the Caribbean Sea, America's first man in space, Colonel John Glenn, touched down in NASA's Friendship 7 space capsule. And a young U.S. Navy Ltjg by the name of Jack London was there as a member of the aircraft carrier airborne recovery team aboard the USS *Randolph*.

CACI was still 10 years in the future for me then, but it was taking shape in the minds of two men named Herb Karr and Harry Markowitz. They had left their jobs at Planning Research Corporation and the RAND Corporation to pursue a dream – a new business selling SIMSCRIPT, the world's first simulation programming language. They called their new company the California Analysis Center, Inc., and filed CACI's charter on July 17, 1962. When I joined CACI in 1972 (as employee No. 35), I became part of a team of top-performing professionals who possessed a unique entrepreneurial spirit and the determination to succeed. We were breaking new ground in technology every day, innovating and finding new ways to serve our clients. It was an exhilarating place to be! Today, CACI is still an exciting company, and always on the move – in some ways more than ever. We have now grown into a multi-billion-dollar industry leader and a national asset for national priorities. We have outlasted many a competitor and continually outperform in our markets. So what's kept us going these 57+ years?

First, it's our culture. CACI's focus on good character, innovation, and excellence provides a shared sense of business ethics that tells clients what to expect from us, enhances our value, and makes it easier for our people to do their jobs. Our culture and entrepreneurial spirit is who we are.

Second, it's our clients. CACI's profile may describe the expertise and technology we provide to our government and military clients, but our goal each day is simple: to make our country safer and better for all our citizens. The work we do helps defend our nation and enhances the way government serves its citizens.

Finally, it's our people. The people of CACI represent the best in our industry, known for their "get-it-done" attitude and dedication. It's thanks to CACI employees – past and present – that we have been so successful.

In the 57+ years since Herb and Harry began CACI, some 60,000 highly talented and devoted professionals have been members of our team around the world. From a nucleus of two, we have become 22,000 strong. We have continually seized opportunities to deliver superior client support. We have served our nation with honor and distinction. And we have created opportunities for employees to grow and succeed. We are proud of our accomplishments.

In this publication, you have the story of our company: its growth, its spirit, and its people. Thank you for allowing us to share it with you.

Jack Souda

## Creation of an Opportunity

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#### PHASE 1 1962-1968 FROM PARK BENCH TO PUBLIC OFFERING

### CACI was founded in July of 1962



by two remarkable men who perceived the vast new entrepreneurial opportunities offered by the growing computer industry:

Herb Karr, a visionary with sound business instincts, and

Harry Markowitz, a programming genius

These two pioneers were among a new wave of innovators who would forever change the way our nation viewed - and used - technology. They had worked together earlier at the RAND Corporation in the development of SIMSCRIPT, the world's first simulation programming language. When the task had been completed, RAND placed the language in the public domain. When Herb and Harry decided to start their own company, they had foreseen the many opportunities for teaching, using, and further developing the language. With nothing more than an idea, a phone booth, and a park bench for an office, they created an opportunity. They called their new company California Analysis Center, Inc. - CACI.

## California Analysis Center, Inc.

The general release of a product like SIMSCRIPT was a rare occurrence, and it left the language unsupported. Users received no training and were faced with working out the inevitable "bugs" on their own. Herb and Harry recognized

that seminars could provide programmers and analysts with the opportunity to share and resolve those problems. They could also foster the exploration of new uses and popularize the language to increase demand for its capabilities. So the two men used their entire working capital - \$1,000 each on a direct-mail campaign to announce a seminar on SIMSCRIPT.

CACI's "First Office"

With all funds spent, both founders worked as consultants while waiting for responses to the seminar. Actual offices were financially out of the question, so Herb and Harry relied on an answering service and a mail drop to handle seminar registrations. All other business was conducted by Herb at his park bench "office."

As they had hoped, the SIMSCRIPT courses served two important purposes: they demonstrated CACI's preeminent skills in the language and its methods, and they provided a growing network of industry contacts. The contacts, in turn, led to work on simulation analysis and research projects, which had been their primary goal all along.

As Herb later expressed in his business philosophy:

"Real business success, a real profit, comes from developing a winning service or product and selling it again and again and again to everyone in the market."

Even in our company's earliest stages, the talented and visionary people of CACI knew that a strong customer focus would be the cornerstone of our success.

CACI was born out of a unique entrepreneurial spirit, the agility to anticipate and capitalize on emerging trends, and a relentless commitment to ethics, excellence, distinction, and innovation.



#### PHASE 1962-1968 FROM PARK BENCH TO PUBLIC OFFERING



#### CACI's first project

was a \$17,330 contract in June of 1963 to research and simulate inventory operations for the U.S. Navy's Ships Parts Control Center in Mechanicsburg, Pennsylvania.

#### In 1964, Herb Karr and Harry Markowitz

signed a \$30,000 contract with IBM to develop a new version of SIMSCRIPT for IBM computers. They called it SIMSCRIPT I.5, and it was our first proprietary product. With its release, CACI became one of the earliest independent companies to develop and sell proprietary software. Today, the latest version of this product, SIMSCRIPT III, remains one of the world's premier simulation programming languages.

#### The IBM contract

also represented a practice that Herb and Harry called "bootstrapping" – using funded contracts or revenue, not capital, to develop new products and services instead of investing internal resources to pursue development from scratch.

#### As the SIMSCRIPT

business was evolving, CACI's entrepreneurs saw the value of expanding into different types of information processing. The pivotal contract came with a \$380,000 award from the Department of Commerce in 1966 to design a comprehensive but user-friendly information system and database. Our technical experts responded with an innovative information retrieval program called Quick Query. While most previous retrieval systems had to be run by experienced programmers, our team made sure Quick Query could be used by anyone, and users could master the program and generate custom-made reports in only a few hours.

#### Foreseeing

a market for this breakthrough capability, CACI got to work "bootstrapping" again – enhancing and altering Quick Query enough to distinguish it from Commerce's property. And by the end of 1967, CACI's experts had developed our second proprietary product – QWICK QWERY – which was a focus of our product sales until the late 1970s.

CACI's Karr and Markowitz began the tradition of "bootstrapping using revenue, not capital, to develop new products and services.

## Early Offerings

Through two successful contracts with the Navy and IBM, and developments with SIMSCRIPT, CACI became one of the earliest independent companies to develop and sell proprietary software.

And even in those early days, CACI's entrepreneurs were able to quickly expand into different types of information technology, entering new markets and creating new products and services that would be staples of our business for years to come.

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#### PHASE 1962-1968 FROM PARK BENCH TO PUBLIC OFFERING



#### During the life of the Commerce contract,

CACI established an initial presence in the Washington, D.C. area to be close to our government customer.

#### In another strategic move,

we created the CACI Products Company to market and develop our line of simulation products, while other parts of the company focused on our growing information processing business. With this venture, CACI simulation experts teamed with our marketing masters to develop solutions that enabled businesses to use demographics information to make strategic decisions. It was also an early example of CACI's agility in shaping our organization to align with our markets.

#### ln 1967,

we changed our name from the California Analysis Center, Inc. to Consolidated Analysis Centers Inc. This reflected our expansion, while retaining the initials – CACI – that had become familiar to customers and industry.

#### CACI revenues topped \$1 million

for the first time in 1968. Co-founder Harry Markowitz left the company to pursue other ventures, and Herb Karr became Chairman of the Board.

#### The path to continued growth

appeared clear cut. With a thriving contract base and anticipated new product development, the time for corporate expansion was ripe. All these pursuits required financial backing, however, so CACI converted from a private company to a publicly held corporation on August 15, 1968.

#### Receiving more than \$500,000

for 100,000 shares of common stock, CACI gained the capital needed to pay off shortterm debts, upgrade equipment and facilities, and expand our proprietary software business. Being a soundly financed company also enhanced our status in the marketplace and increased our ability to attract and motivate talented people.

Business is not like the hundred-yard dash. It is more like a marathon that never ends!



### **Going Public**

With a growing contract base and anticipated new product development, the time for corporate expansion was ripe. All these pursuits required financial backing, however, so CACI converted from a private company to a publicly held corporation on August 15, 1968.



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### PHASE 2 1969-1983 EXPANSION IN FEDERAL AND EUROPEAN MARKETS

## Expansion

#### By 1970,

as an outcome of the Commerce Department project, CACI had gained familiarity with Census Bureau data files and formats. This presented a real opportunity for us to apply our computer expertise to marketing census information.

#### In 1972,

CACI Executive Chairman and Chairman of the Board Dr. J.P. (Jack) London joined the company as a program manager. It's also the year we relocated our corporate headquarters to the Washington, D.C. area. This was a strategic decision to take advantage of the emerging federal contracting market, and to improve our efficiency in working where most of our customers operated. By this time, some 80 percent of our revenue was coming from the East Coast.

The move to Washington was also a reflection of CACI's strong corporate culture, in which customer missions were our highest priority, and where **staying close to customers** – both literally and figuratively – was a cultural keystone.

#### In 1974, we established our European HQ

with offices in The Hague, followed in short order by offices in London, Dublin, and Milan. CACI's international business offered a wide range of professional services, especially as they related to marketing and demographic solutions. The London offices became the home of CACI's Marketing Systems Group, and in three short years, our European operations grew from zero revenue to nearly \$1 million in 1977.

#### Gregory R. Bradford,

a CACI manager, moved from our U.S. operations to head the London-based Marketing Systems Group. Under his direction, CACI expanded its line of demographic products and services to become the leading supplier of marketing analysis solutions in the United Kingdom. Greg continues to lead our UK organization today.



#### Greg Bradford

President and Chief Executive, CACI UK Limited

## The Nation's Capital

We relocated our corporate headquarters to the Washington, D.C. area in 1972 to take advantage of the emerging federal contracting market, and to improve efficiency in working with most of our customers – by this time, 80 percent of our revenue was coming from the East Coast.



#### PHASE 2 1969-1983 EXPANSION IN FEDERAL AND EUROPEAN MARKETS

## Expansion

#### In the early 1970s,

CACI saw an opportunity to leverage technology to support Department of Defense (DoD) logistics, and we began designing and developing databases to keep track of military equipment and supplies. By 1974, we were supporting the Naval Sea Systems Command, the TRIDENT submarine program, and the Naval Air Systems Command. More than 40 years later, we still count TRIDENT and these Commands among our customer base.

#### In our legacy simulation area,

CACI provided computer simulations of battlefield exercises with great realism but none of the associated cost or risk. Using advanced modeling tools and high-speed computers, we designed programs to assist the Army in testing new night vision equipment and help the Air Force evaluate air defense strategies.

#### Our combat models

predicted how supplies would be used and what stock levels depots and warehouses needed to meet readiness goals. These projects were the **forerunners of the large-scale**, **theater-level simulations** we now support for the Defense Department and Joint Chiefs of Staff.

#### Our database expertise

also played a major role in winning our first contract with the Department of Justice (DOJ) in 1978. Building on the information processing and retrieval expertise that had its genesis in our Commerce Department business, we demonstrated that storing information in CACI-developed databases would enable DOJ attorneys to gain faster and more effective access to evidence – and make it easier to win cases.

#### The DOJ award

was the first of many contracts that continue to this day – as CACI experts **steadily advance courtroom technologies** that sustain our role as one of the largest investigation and litigation support providers to the federal government.



Watch the trend lines!

### **Growing Navy Support**

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CACI supported the Naval Sea Systems Command's Ship Support Improvement Program, the TRIDENT submarine program, and the Naval Air Systems Command's automated database system for improving naval aircraft operational readiness.

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#### PHASE 2 1969-1983 EXPANSION IN FEDERAL AND EUROPEAN MARKETS

## Expansion

#### Through the 1970s, CACI staff increased

from 29 to 1,000. And from offices in Los Angeles, New York, Washington D.C., and London, CACI expanded to 18 domestic and seven international locations.

#### A tradition of recognizing excellence

also took root in the creation of our Eagle Awards, which inaugurated our robust Recognition and Incentive program. Some 35 years later, CACI's awards program is still going strong, and honors the accomplishments of our skilled professionals in everything from proposals, sales, technical excellence, and project management, to carrying on our culture of entrepreneurship, ethics, and integrity. Along the way, we have recognized and rewarded thousands of top performers for their outstanding achievements.

We had realized early on the strategic value of a strong corporate culture and made sure recognition was a big part of it. We knew that lasting business success comes from employees who are members of corporate culture that unifies and guides them, and that tells customers we will always act honestly and ethically in serving their missions.

#### In 1983,

we became the only company to fully incorporate the 1980 U.S. and 1981 British Census data into its systems. CACI's UK organization continues to support census operations to this day.

#### CACI reached many financial milestones

during this era. In 1983, our revenue topped \$100 million for the first time – nearly doubling our totals from just two years before. On the business front, we launched the NETWORK II.5<sup>®</sup> network simulation software, an indicator of the importance that networked applications would soon assume.



Always take time to reward good performance – you can always use more of it!

### The Network World

In 1983, our revenue topped \$100 million for the first time – nearly doubling our totals from just two years before. On the business front, we launched the NETWORK II.5 network simulation software, an indicator of the network world that would soon follow.

NETWORK 11,5

### PHASE 3 1984-1990 A PERIOD OF TRANSFORMATION

## Transformation

#### In 1984, an event of lasting impact occurred:

the government's passage of the Competition in Contracting Act (CICA) for the purpose of "procurement through full and open competitive procedures."

Throughout the 1960s and 1970s, most of our business was awarded through "sole source" contracts. That is, instead of formally competing with other firms for business, we concentrated on convincing existing customers that we could do more work for them, or we simply went to a potential new customer with our proposals and presentations. The market was still quite competitive, but not in a mandated, formal framework.

#### Sole source

bidding was very successful for us – in fact, our strong customer focus made us one of the best practitioners of any company around. But the passage of CICA put an entirely new face on the market, as government agencies were now required to bid contracts to a number of competitors. For CACI, this was a new way of doing business. We knew we'd have to change if we wanted to survive.

#### And survive we did,

largely through the efforts of the man who inherited the mantle of entrepreneurial success from Herb Karr and Harry Markowitz – Dr. Jack London.

#### As CICA's impact

was being felt throughout the federal contractor community, Dr. London was named CACI President and Chief Executive Officer. His impact was immediate: we hit the new business landscape at a run, making impressive gains in short order. Around the time CICA hit, competitively won business had accounted for only about 7 percent of our revenue, and we reported a disappointing 4 percent decrease in revenue – nearly \$1 million. But in our fiscal year 1986, competitive wins amounted to 70 percent of revenue – a 900 percent increase!



Define your targets carefully. Then blast away with all you've got!

## Dr. Jack London

Named CACI President and Chief Executive Officer during turbulent times for federal contractors, Dr. Jack London had worked his way up through succeeding levels of responsibility and, by 1984, had built our largest and most profitable division. By 1986, he was credited with engineering CACI's turnaround in revenue and profit and firmly establishing our tradition of creating opportunities out of challenges.



#### PHASE 3 1984-1990 A PERIOD OF TRANSFORMATION

## Transformation

#### Our CACI Culture of ethics and integrity

received new focus with Dr. Jack London's development of the CACI Credo and our other foundational documents. Complementing this was his update of a management guide called "Herb's Homilies," based on business maxims developed by Herb Karr and illustrated by contemporary artists. Dr. London expanded this publication into two management manuals called *"Make Business Happen"* and *"How to Hire Heroes,"* which he had written with Herb to further solidify the CACI Culture and provide a roadmap for success for all our managers.

By the end of the decade, new technologies were burgeoning around us, and more on the horizon. Against this backdrop, CACI co-founder Herb Karr passed away in 1990, and Dr. London was elected CACI Chairman of the Board.

#### During this era, electronic commerce

became the new field of focus. CACI's technical virtuosos were once again at the forefront, pioneering some of the earliest methods of electronic data interchange. They developed a highly successful automated procurement system for the Army called SAACONS (Standard Army Automated Contracting System) that streamlined the Army's buying process.

With the triumph of SAACONS, the visionaries at CACI once again saw an opportunity to build on our success. Our resourceful programmers embarked upon the "commercialization" of the product and gave birth to SACONS-FEDERAL, a comprehensive automated contracting system for the federal government.

#### Today,

using the power of enterprise-wide networks and the World Wide Web, CACI continues to provide e-commerce and automated contracting capabilities that help the government save time, reduce cost, and increase productivity.



## The End of an Era

By 1990, new technologies were burgeoning all around us, and there were more on the horizon. We knew vigilance and leadership would be needed as we selected the best avenues and vehicles for success.

Against this backdrop, CACI co-founder Herb Karr passed away, and Dr. Jack London was elected CACI Chairman of the Board.



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#### Builder builder

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nally assemble the server.
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#### PHASE 3 1984-1990 A PERIOD OF TRANSFORMATION

## Transformation

#### Document management

became another area of transformation in the 1980s. This field had been a stalwart of our business since our first DOJ contract in 1978, and during the ensuing years we became a major supplier of document management systems and services. With our start-to-finish methods for processing and analysis, CACI's solutions enabled customers to track, maintain, and access document collections exceeding millions of pieces.

#### By 1988,

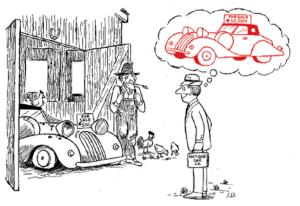
we had taken a giant step forward – providing optical imaging solutions. As imaging technology was being developed, CACI's technical wizards saw the opportunity to apply it to the document storage and retrieval systems we had been implementing for more than 10 years.

Combining our expertise in records and project management with our leadership in automated technology, we began to develop cost-cutting systems, tools, and methodologies expressly designed to help our customers manage enormous quantities of paper-based data.

#### **Optical imaging**

systems synthesized records management and data processing, converted paperbased information to optical images, and stored these images on compact discs. In this form, they could be retrieved, tracked, analyzed, and distributed in less time, in less space, and for lower cost than in any previous medium.

Later, our document management experience would form the foundation for our business in intelligence analysis, a service our intelligence professionals deliver today to help our government capture, manage, and analyze information that provides actionable intelligence to **protect troops and save lives**.



*Create distinction everywhere*!

### **Applying Emerging Technologies**

As imaging technology was being developed, CACI's technical wizards saw the opportunity to apply it to the document storage and retrieval systems we had been implementing for more than 10 years.

### PHASE 4 1991-2003 GROWTH, RECOGNITION, AND SERVICE

## Growth

#### As CACI entered the 90s,

we were greeted with a double whammy: the end of the Cold War ... and the start of a recession. Our industry went through a fundamental change. Most importantly, our government customers grew more interested in information technology (IT) solutions – software and systems – rather than simply hiring contractors to implement and operate them. As the new CACI Chairman, Dr. Jack London called for a "New Era," transforming our company from a professional services firm to an IT solutions provider. To achieve this goal, we relied on strategies that had served us so well in the past – and continue to serve us today.

#### First,

we would build on our core capabilities through the addition of new people and skillsets. This also meant acquiring companies – along with their contracts, products, and people – that strengthened our ability to meet strategic goals.

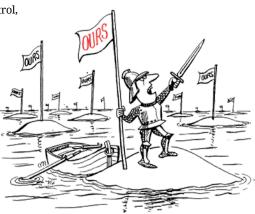
#### Second,

we would keep our eyes vigilantly trained on emerging technologies and client needs. In fact, by the mid-90s, we recognized that IT was moving toward networks and enterprise-wide projects, as opposed to an earlier era's emphasis on individual software tools and applications. We identified the trend toward a "network world" and strategically positioned ourselves to begin building our network services capabilities.

#### CACI's next bold move

was to enter the intelligence market with the 1998 acquisition of QuesTech, Inc. We had foreseen our government customers' growing need for increased military intelligence capabilities. And QuesTech's talented professionals had made it a top provider of intelligence capabilities

known as C4ISR – command, control, communications, computers, intelligence, surveillance, and reconnaissance – for DoD intelligence organizations and the Intelligence Community. CACI was now poised to become a leader in this market area.



Explore constantly!

## A Center of Excellence

CACI launched its Vision & Solution Center in 2000, with opening ceremonies attended by technology innovators and decision makers from throughout government and industry. The people of the V&S Center made this a dynamic, state-of-the-art technical testbed, and their achievements have become the model for additional CACI centers of excellence.

Sonal Solutions for a Network No

CIO

#### PHASE 4 1991-2003 GROWTH, RECOGNITION, AND SERVICE

## Growth

#### 2001

will be remembered for the shocking terrorist attacks of **September 11**. CACI people were on hand during the crisis, helping survivors at the Pentagon and keeping State Department networks secure and running. In the aftermath, workers at Ground Zero in New York included CACI volunteers, as well as intelligence experts acting in an official capacity to search for the missing.

#### Dr. London

was quick to define CACI's role in the post-9/11 environment. "For centuries," he said, "the maxim was 'divide and conquer.' In the new networked world, the watchwords are '*communicate* and conquer.' "If the biggest challenge of the post-9/11 era was the asymmetric threat posed by small, rogue actors, the biggest opportunity was in leveraging information technology to counter those threats.

At CACI, our patriotic employees would now focus on helping America's military, intelligence, law enforcement, and civil agencies collect information, protect and share that information, and predict and train for what might happen next.

CACI also co-founded and sponsored the American Patriot Fund, established to provide assistance, support, and education to the minor children of those killed in the Pentagon. Through this effort, we provided more than \$85,000 in funds to the Families of Freedom Scholarship Fund, co-chaired by former President Bill Clinton and Senator Bob Dole.

A CACI support team served on **Project Phoenix**, the effort to renovate the Pentagon after the 9/11 attacks, winning recognition from DoD for helping the government complete the project on time and within budget.



## 9/11

2001 will always be remembered for the shocking terrorist attacks of September 11. CACI people were on hand during the crisis, helping survivors at the Pentagon and keeping State Department networks secure and running. In the aftermath, workers at Ground Zero in New York included CACI volunteers, as well as intelligence experts acting in an official capacity to search for the missing.

#### PHASE 4 1991-2003 GROWTH, RECOGNITION, AND SERVICE

## Growth

#### CACI's mergers and acquisitions program

was now in high gear, rapidly targeting and assimilating new teams for gains in customer support capabilities and the bottom line. This also resulted in the 2002 sale of CACI's Products Company – begun in the 60s to sell our proprietary simulation products. While we kept the rights to our key simulation offerings like SIMPROCESS<sup>®</sup> and SIMSCRIPT, it was time to devote our energies to the post-9/11 world, where our customers' greatest needs were in national security.

#### Also in 2002,

the HR Leadership Awards of Greater Washington established the Dr. J.P. London Award for Promoting Ethical Behavior in honor of Dr. London's contributions to developing and sustaining CACI's culture of honesty and ethics, and promoting our ethical culture as a unifying force for our people and a competitive distinction for our company. He has presented the award to a new recipient each year since then.

And it was around this time that CACI's program to promote volunteerism and teamwork, "CACI Cares," was created to offer opportunities for supporting volunteerism and community initiatives, as well as team-building among our employees. Today, the program is capable of quick-reaction initiatives during natural disasters such as Hurricane Katrina, supports educational initiatives, and helps our troops through such programs as the USO, Fisher House, Project Healing Waters, and CAUSE (Comfort for America's Uniformed Services).

#### Perhaps most importantly,

in 2003 we adopted *Ever Vigilant* as our tagline. These words perfectly encapsulate who we are and what we do. To our customers, it means the relentless pursuit of innovation and excellence for their success. To our employees, it means we always seek to provide opportunities for growth. To our shareholders, it means we bring a powerful legacy of honesty, ethics, and good character, performing at the highest levels to deliver shareholder value.

The stage was set for CACI to achieve its goal of reaching \$1 billion in revenue.



### **Industry Honors**

In 2002, Standard & Poor's SmallCap 600 index ranked CACI the third highest-performing stock out of 577 reviewed, and *BusinessWeek* rated CACI 70<sup>th</sup> in its Info Tech 200 listing of the most profitable IT performers in the world.

#### PHASE 5 2004-2006 REACHING A BILLION ... AND MEETING A CHALLENGE

# Reaching \$1 Billion

Signs that 2004 would be a milestone year in our history were evident from the very beginning.

#### In February, CACI made Forbes magazine's

"Fast and Furious" list of 25 technology companies with exceptional growth and profits. DoD also ranked CACI as 23<sup>rd</sup> among the top 50 Navy contractors (up from 29<sup>th</sup>), 40<sup>th</sup> in research-and-design contractors (up from 50<sup>th</sup>), and 53<sup>rd</sup> in the top 100 federal contractors (up from 63<sup>rd</sup>), based on prime contract awards.

#### In March, Dr. London

was honored by *Federal Computer Week*, receiving its **Eagle Award** for outstanding contributions to the federal IT community. The Eagle Awards are given to one government official and one industry executive for their superior achievements in the development, acquisition, or management of federal IT programs.

#### In the biggest news of the year -

and one of the boldest moves in our company's history – CACI announced that it had signed an agreement to acquire the Defense and Intelligence Group of American Management Systems, Inc. (AMS). Providing business management solutions for defense, intelligence, and homeland security agencies, the new group would bring some 1,650 outstanding professionals to our team. The transaction was completed on April 30, 2004, and subsequently won industry recognition that included being named "Hottest M&A Deal" of the year by the Northern Virginia Technology Council, listed among Washington Technology's "Big Impact" deals of 2004, and receiving "Deal of the Year Award" from the National Capital chapter of the Association for Corporate Growth.

But before we could truly celebrate these achievements, a new challenge confronted the company ...



Make it happen!

## CACI Surpasses \$1 Billion

In 2004, our relentless focus on customer service excellence, along with the increasing success of our mergers and acquisitions program, enabled us to generate more than \$1 billion in revenue for the first time in CACI history – and one year ahead of our plan.



#### PHASE 5 2004-2006 REACHING A BILLION ... AND MEETING A CHALLENGE

# Meeting Challenges

#### On April 28, 2004,

photos surfaced depicting prisoner abuse at Abu Ghraib prison in Iraq. As it happened, CACI employees were on site. Our intelligence and logistical support for the U.S. Army during Operation Iraqi Freedom had included a small tasking to provide interrogation services, and several of our contractor interrogators were working at the prison.

Many news reports about events in Iraq included serious errors and misleading information about CACI. The fact is that no CACI employee or former employee was, or has ever been, indicted for any misconduct in connection with CACI's work in Iraq. No CACI employee took part or appears in any of the horrific photos released about Abu Ghraib.

#### From the first reports

about prisoner abuse at Abu Ghraib, CACI has made the truth its top priority. We cooperated fully with every government investigation, and made clear that we would not condone or tolerate illegal or inappropriate behavior by any employee engaged in CACI business. We communicated openly and fully with employees, shareholders, and the public. And, as necessary, we set the record straight whenever and wherever we learned of misstatements about CACI or our employees.

CACI's interrogation services in Iraq ended in 2005, when our contract with the Army expired. We did our work at Abu Ghraib with professionalism and integrity, and remain proud of our team's performance in dangerous war zone conditions. Our people assisted the Army in obtaining useful intelligence that helped save the lives of American troops.

#### When CACI published Our Good Name

a few years later, it provided factual accounting of CACI's involvement at Abu Ghraib. The thoroughly researched publication is based entirely on public documents, statements, on-the-record Congressional testimony, court martial testimony, and other reputable sources in the public record. Over the years, court rulings have continued to vindicate our reputation for always doing the right thing.



Put your stakes in the ground – establish positions you will not compromise!

### **Our Good Name**

In April 2008, CACI published Our Good Name. Garnering strong positive reviews, the book provides the definitive story of what we went through during the Abu Ghraib controversy. It tells the American people about the real CACI - a company dedicated to helping our military and our country.

"We will not stand silent when facts are twisted to debase our good name."

OUR GOOD NAME

Acompany's Fight to Defend Its Honor and Get the Truth Told About

J. PHILLIP LONDON and the CACI Team

bu Ghraib

## PHASE 6 2007-2012 BEING THE VERY BEST The Best

#### Paul Cofoni

joined CACI as President of U.S. Operations in 2005. His well-rounded professional experience included managing billion-dollar organizations; work in the defense, intelligence, and communications markets; and experience in large-scale mergers and acquisitions. Moreover, his early leadership skills were honed as a U.S. Army officer, an experience that held him in good stead with a company that counts the Army as one of its largest customers.

#### In 2006,

as a result of both acquisitions and organic growth, CACI's employee population reached a new milestone, topping 10,000. And we entered the *Fortune* 100 listing of the largest companies in America for the very first time, placing 921<sup>st</sup> and rated the 8<sup>th</sup> largest IT services company.

During this era, CACI began winning large, multi-billion-dollar contracts, including an award to support the Army's \$19 billion Strategic Services Sourcing (S3) program. CACI was selected as just one of seven prime contractors – and soon became the preeminent S3 contractor, with our S3 team of technical, proposal, and management experts winning more than \$4 billion in business since the contract's inception.

#### CACI partnered

with the National Merit Scholarship Corporation to create the CACI Scholarship Program in 2006. The program provides college scholarships for the children of CACI employees and other families who qualify. Since its beginning, we have provided more than \$240,000 in scholarships to students and their families.

As CACI's Fiscal Year 2007 – its 45<sup>th</sup> year in business – drew to a close, the company made plans for a very special announcement.



Each year, CACI awards college scholarships to the best and brightest among tomorrow's leaders.

### President of U.S. Operations

Paul Cofoni joined CACI as President of U.S. Operations in 2005. His well-rounded professional experience included managing billion-dollar organizations; work in the defense, intelligence, and communications markets; and experience in large-scale mergers and acquisitions.

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#### PHASE 6 2007-2012 BEING THE VERY BEST

## The Best

#### Paul Cofoni appointed President and CEO

On July 1, 2007, Dr. Jack London, the 35-year company veteran who had led CACI as President and Chief Executive Officer since 1984, and as Chairman of the Board since 1990, announced he would assume the position of Executive Chairman and continue his leadership as Chairman of the Board. Paul Cofoni, CACI's current President of U.S. Operations, would be appointed President and Chief Executive Officer.

Since coming to CACI in August of 2005, Paul had performed brilliantly in leading CACI's U.S. Operations. He was a perfect match for the company and its cultural emphasis on honesty and integrity, a leader who always does the right thing. He stressed innovation and communication, and began leading quarterly conference calls to CACI officers to generate support for company initiatives.

#### In one of his first actions

as CACI's President and CEO, Paul articulated his vision for the years ahead: being the very best in all we do.

That means staying close to customers and delivering innovative solutions. It means building employee loyalty, delivering shareholder value, and being leaders in making acquisitions that align with our culture and grow our business. It's a vision for sustaining our corporate culture of ethics and integrity, and always honoring government laws and regulations.

#### Bill Fairl,

Chief Operating Officer who had joined us through the 1998 acquisition of QuesTech, was named President of U.S. Operations shortly after our CEO transition. Bill had been one of our **top executives** for almost 10 years and led CACI's operations teams to record outstanding growth, supported our largest acquisitions, and oversaw the development of capabilities that drove our company's success.



Bill Fairl President of U.S. Operations

# "Being the Best ...

... demonstrates our integrity and honor. We pledge always to uphold the highest standards in ethics for our customers, our peers, and all the world to see. That's a cultural bedrock for us, something we are very well known for throughout our industry." – Paul Cofoni



#### PHASE 6 2007-2012 BEING THE VERY BEST

# The Best

## In 2007, and again in 2008,

CACI received a CARE (Companies As Responsive Employers) Award from the Northern Virginia Family Service. The CARE Award recognized CACI's leadership in family-friendly policies and benefits that promote a **positive work-life balance** for employees.

CACI's ongoing dedication to assisting veterans with disabilities was also recognized when DoD honored the company for its wide use of service-disabled veteran-owned small business subcontractors. This was the second consecutive year that CACI's employment of these companies had surpassed the goal set by the federal government.

### **Our CACI Culture**

of honesty and ethics continued to be a **key marketplace distinction**, as we won outstanding recognition in the 2008 Government Contractor Ethics survey released by the Ethisphere Institute. Thanks to our employees' unwavering commitment to ethics, CACI was a recipient of the top rating, "Best Overall Government Contractor Ethics Program," and we received the highest classification of Excellent, placing us in the Ethisphere "Hall of Fame."

### Dr. Jack London

was elected to the Board of Directors of the U.S. Naval Institute, a highly honored and well-known non-profit professional military association. He also received a Lifetime Achievement Award from the National Capital chapter of the Association for Corporate Growth, recognizing his accomplishments in growing CACI into a billion-dollar corporation.



In an ethical culture where people have a green light to achieve, they will.

# Hall of Fame Credentials

CACI's culture of honesty and integrity won outstanding recognition in the 2008 Government Contractor Ethics survey by the Ethisphere Institute. Entering the Ethisphere Hall of Fame for our top rating and Excellent classification, we also placed third among the 100 largest government contractors and first in both the 10 Best Ethics Training and Communications Programs and the 10 Best Internal Control Systems.

# GOVERNMENT CONTRACTOR ETHICS (08 RANKINGS

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### PHASE 6 2007-2012 BEING THE VERY BEST

# The Best

## One of the most important acquisitions

during this time was our 2007 purchase of Wexford Group International. Gaining such customers as the Joint Improvised Explosive Device Defeat Organization (JIEDDO), CACI was now positioned to directly help protect our troops against IEDs and enabled them to carry out special operations.

The business developed by the highly credentialed and experienced Wexford team was also a perfect complement to the growing C4ISR solutions we were developing through our S3 contract and related efforts, and the intelligence support we were building through multiple contracts assisting the Intelligence Community and intelligence customers within the services.

### CACI was named

one of the World's Most Admired Companies for 2009 by *Fortune* magazine, placing 5<sup>th</sup> among IT Services companies and in the Top 10 in Virginia, home to our corporate headquarters. It's recognition we continue to win to this day, with our third consecutive *Fortune* placement announced in 2016.

*Fortune's* list is considered the definitive report card on corporate reputations, and its ratings are based on surveys with thousands of top executives and financial analysts. With it, we added another feather to our cap, and demonstrated once more that the exceptional professionals at CACI continue to set standards of excellence that make our company a leader.

Also during this time, through the hard work and intense focus of CACI people throughout our U.S. Operations, we achieved a goal few competitors can boast: **enterprise-wide certification** as a Software Engineering Institute Capability Maturity Model Integration<sup>®</sup> Level 3 provider of quality software and systems engineering. It's a credential we continue to renew today, and that makes CACI a valued partner and an attractive employer, while opening doors to new markets for all our organizations.

On July 1, 2011, CACI began its 50th year in business.



# CACI's 50<sup>th</sup> Anniversary

CACI celebrated its 50<sup>th</sup> anniversary with a gala event at the Library of Congress. Dr. Jack London and CACI leadership saluted our entrepreneurial spirit, our culture of honesty, integrity, and good character, and our vigilant customer focus and dedication to the nation's most important missions. "In the five decades CACI has been in business," he said, "our corporate values haven't changed. In fact, they have only grown stronger!"



1962 \* 2012

### PHASE 6 2007-2012 BEING THE VERY BEST

# The Best

## As 2011 ended,

President of U.S. Operations Bill Fairl announced he would retire in September 2012, and in June 2012, President and CEO Paul Cofoni informed CACI's Board of Directors he would retire in December of that year.

Under Paul's guidance, the company had set records for financial performance, more than doubling our revenue from \$1.6 billion in 2005 to \$3.8 billion for its Fiscal Year 2012, including the integration of more than 20 acquisitions. His creation of our **Deploying Talent – Creating Careers** program to hire veterans with disabilities also helped to focus our entire industry on veteran recruitment.

## CACI's Recruiting Team

also continued to build on accolades for veteran hiring that had been steadily growing since the mid-2000s. ClearedJobs.net named CACI one of the Best Recruiters of 2011; *G.I. Jobs* rated CACI among the top 100 Military Friendly Employers; CivilianJobs.com placed us among the Most Valuable Employers for Military; and *Military Times Edge* voted us among the Best for Vets Employers.

As Paul left, CACI handed the reins to Chief Operating Officer Daniel D. Allen, naming him President and CEO July 1, 2012, with John S. Mengucci becoming Chief Operating Officer and President of U.S. Operations.

CACI now entered an era marked by across-the-board budget cuts for our customers, government shutdowns, and challenging times for the entire federal contracting industry. Competition for scarce dollars grew fierce, and we had to act rapidly to protect our customer base and create new paths to growth.

A new vision was needed.

"Action" and "urgency" are "Au" ...

the chemical symbol for gold.

# **Deploying Talent – Creating Careers**

When you've been part of the nation's military, serving in a missionfirst environment, it's not always easy to find a civilian career that provides the same focus and values. But that's just what America's military men and women find at CACI, where we are mission-oriented and act with good character and ethics in all we do.

In the next few years, the number of veterans joining our company would reach record levels, hitting a high point of 1,800 veterans hired in 2015.



**Top 100 Military Friendly Employers** *G.I. Jobs* 

Best Recruiters of 2011 Clearedlobs.net

# Excellence

## Ken Asbury

Our new vision came in the form of Ken Asbury, who was named CACI President and Chief Executive Officer on February 20, 2013 when Dan Allen left to pursue personal interests. Ken brought industry leadership in strategy and business development, with a passion for competing – and winning.

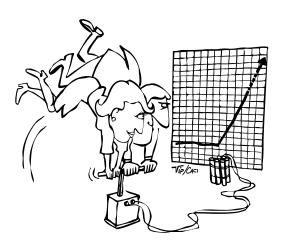
According to CACI Executive Chairman Dr. Jack London, CACI's board had long considered asking Ken to join the company's leadership team.

"We've known Ken for some time, and he is **the right choice** to lead CACI going forward," Dr. London said. "He has the ideal blend of industry expertise and leadership experience to help drive our business goals regardless of the market conditions. We welcome him to the CACI team."

## In his first conference call

as President and CEO, speaking to analysts and investors, Ken said, "I've followed CACI's success for many years, and I'm impressed by the company's vigilant commitment to customers. It's ingrained in CACI's culture."

He continued: "My concentration is and will be on strategy, business development, and the longer-term growth of CACI. We will focus on operations, ensuring that we are competitive and consistently performing at the highest levels of excellence. We will ensure that our financial systems are in order and will drive our mergers and acquisitions program. And we will lead CACI forward in times of both opportunity and challenge."



Make it happen!

# Win, Perform, Grow

Ken Asbury's vision for CACI is encapsulated in a three-part strategy for growth: "Win, Perform, Grow." We focus on winning new business, performing with operational excellence to deliver value and innovation to our customers, and using our capital to acquire new capabilities and customers that will generate growth for CACI.

# Excellence

# CACI made headlines

with our next strategic acquisition. In October 2013, we announced our intent to purchase Six3 Systems, Inc., a provider of highly specialized support to the national security community in such areas as cyber and signals intelligence. With approximately 1,600 employees, Six3 would be our largest acquisition to date, and we were up against several larger companies who were also looking to purchase the company.

## Led by President and CEO Ken Asbury,

our team made the strongest case to Six3's owners that CACI, with our many complementary capabilities, would best be able to expand the customer base of both companies and provide the most promising growth path. In November, we completed the purchase. Company, culture, and customer fit had won the day over deep pockets.

## Six3 diversified our capabilities

in the expanding cyber arena. "Most people see the potential of cyber attacks as the No. 1 threat to our nation's security," Ken said, referring to the ability to defend or disrupt a computer, a server, or network architecture. That's business CACI was already growing.

In contrast, Six3 employees were innovators in another aspect of cyber – the signals emitted by weapons systems, satellites, and airborne platforms. With Six3's digital signals processing and analysis capabilities, CACI could help our government identify and develop countermeasures to an adversary's weapons systems. And we could offer unique cyber solutions to protect such highly vulnerable platforms as smart phones, cars, airplanes, and unmanned aerial vehicles. The Six3 acquisition was the result of our strategy to pursue the high-end and highly specialized capabilities our government needed to meet growing threats to national security.

Clearly, Six3 would be a game-changer.



Great teams work together to come up with great ideas.

# **Modernizing Healthcare**

CACI's support for wide-ranging healthcare needs continued to grow in 2013. We won contracts with the U.S. Air Force to support its Medical Service and deliver medical logistics expertise and technology in the Pacific. Even before this – and continuing to this day – we assisted in responses to disasters that include Hurricanes Katrina and Rita, the Japanese and Indonesian tsunamis, earthquakes in Haiti and Chile, and the Ebola pandemic.

Today, we've grown our Health business to include innovations that help our nation improve healthcare delivery systems, integrate electronic health records, and sharpen emergency responsiveness.



# Character

## 2013

will also be remembered for some unsavory moments in fraud and corruption. Former NSA analysts leaking highly classified materials. Military leaders dressed down for impropriety in their personal actions. All signs of a national crisis of character.

## Character: The Ultimate Success Factor

It was something that CACI Executive Chairman Dr. Jack London had been concerned about for years ... and that drove him to act. The result was his book *Character: The Ultimate Success Factor*, published in September 2013. Based on Dr. London's personal, corporate, and military experiences, along with real-life examples, the book illustrates **the importance of good character** in personal, professional, and organizational success. Proceeds from the book go to CAUSE (Comfort for America's Uniformed Services), the wounded warrior support organization.

"While a variety of factors form our abilities and influence the events in our lives," Dr. London says, "including what we believe in, what we stand for, and what we expect of ourselves and others – our character determines how far we will go."

With press interviews, guest columns, radio spots, and speaking engagements, Dr. London spearheaded a campaign for all Americans to make a commitment to good character. What's more, he began hosting Character and Ethics events throughout CACI, in which employees could share their views with him. By the end of 2015, he had visited more than 30 offices worldwide and met with some 2,700 employees.

## Character

affects every decision made and every action taken. Our customers know it, and they know they can count on CACI people for honesty and integrity in all our business dealings, as well as our resolve to always *do the right thing*.

For us, and for them, character matters.



At CACI, our culture is our character and our identity.

# **Built on Character**

At CACI, good character has driven our culture of integrity and ethics for more than 57 years. It may be the single most important asset we bring to our customers and their national security missions.

BUILT ON

CAC

ord by Norman Augustine

The Ultimate Success Factor

Dr. J. Phillip London

"Good character is a quality we can all own that no one can ever take from us"

In fact, we think it's so valuable that we've designated our highest employee recognition the Excellence in Character and Ethics Award, and present it each year to an employee who embodies our character values.

> IN THE COMPANY OF CHARACTER

CACI

HARACTE

# Excellence

# In the first half of 2014,

CACI proposal teams brought in a nearly \$500 million contract to provide communications and network services to the U.S. Army, and a \$408 million contract to support training for JIEDDO. Our people in the United Kingdom also delivered another solid year, expanding support to both government and commercial customers, and increasing revenue and net income.

### Recognition

continued for CACI's Executive Chairman Dr. Jack London. The Marine Corps Scholarship Foundation presented him the "Semper Fidelis" award for national service exemplifying the Marine Corps motto "Always Faithful." He received the TechAmerica Foundation's Corporate Leadership Award for outstanding contributions to the technology sector. And he was named one of the 100 Most Influential People in Business Ethics for 2014 by the Ethisphere Institute. In addition, the Naval Order of the United States recognized him with the Admiral of the Navy George Dewey Award, and just two years later, the New York Council of the Navy League of the United States presented him with its Leadership in Technology Award. Both honors recognized his visionary support for innovation and advanced technologies in America's sea services.

### In 2015,

Ken Asbury's focused, world-class business development approach generated significant gains for our company. In the first quarter of our Fiscal Year 2015, we won a record \$2.4 billion in contract awards, nearly half of which was for new business. And we got good news from our customer at the Office of Personnel Management (OPM), for whom we had been supporting background investigations since 2004. Unhappy with the performance of its main contractor, OPM asked CACI to begin doing the majority of the investigations. In short order, we hired 1,300 new employees and began a new phase of OPM service.

As Ken said, "We believe that it matters to our customers who they do business with, and that they want to do business with a company that has a reputation for integrity, commitment, and quality – CACI."



*Our ethics say it all. They broadcast* to the world what to expect from CACI.

# Largest in the World

It's hard to top the fact that more than 100 federal agencies rely on CACIdeveloped enterprise information systems, but we did just that in 2015. That's when our business systems team won a new contract to develop and implement the Integrated Personnel and Pay System for the U.S. Army (IPPS-A). Serving more than one million soldiers, and consolidating over 40 legacy systems, IPPS-A will, when completed, be the largest human resources system of its kind in the world.

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# Excellence

## There was a dramatic rise

in the popularity of the next tech trend in 2015: commercial drones, or unmanned aircraft systems. But the upsurge of this new technology also presented sobering challenges to the safety of our national airspace and valuable assets.

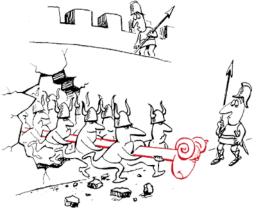
With hobbyist use on the rise and the hangars poised to open to commercial retailers, competitors vied for a viable solution – and CACI delivered the breakthrough: SkyTracker<sup>®</sup>.

## CACI designed

SkyTracker to precisely and rapidly detect, identify, and track misused UAS. The solution boasts the unique capability to identify and locate both drones and their ground operators, a critical distinction from competitor solutions. Furthermore, because SkyTracker's targeted countermeasures don't interfere with area electronics systems or responsible drone operators, CACI's solution is the most practical on the market.

Today, SkyTracker has been tested with highly positive results by the Federal Aviation Administration, which entered into a research and development agreement with CACI. As Chief Operating Officer and President of U.S. Operations John Mengucci said at the time of system's launch, "SkyTracker has broad applications in the protection of critical infrastructure, stadiums, events, or anywhere drones pose a potential risk to people or assets."

How did we do it? By combining specialized capabilities gained from our strategic Six3 acquisition with years of cyber and electronic warfare experience. By focusing on emerging trends while combining existing and newly acquired skillsets, CACI's strategy had paid off again.



Concentrate your resources on high-value targets and punch through!

# SkyTracker<sup>™</sup>

SkyTracker, CACI's precision system for countering unlawful UAS, leveraged the highly specialized capabilities of our newly acquired Six3 teams with years of CACI legacy cyber and electronic warfare experience. Both government and commercial customers are now showing significant interest in the product.

SkyTracker again demonstrates CACI's ability to outpace rapidly evolving, unconventional national security challenges – *at the speed of innovation.* 

# Excellence

## Our next acquisition was a real milestone.

In February 2016, we completed our purchase of L–3 National Security Solutions, Inc. (NSS), a provider of highly specialized solutions, services, and products for the country's most sensitive national security and critical DoD missions. With 4,000 talented employees and an anticipated \$1 billion in annual revenue, it was our largest acquisition yet.

Besides positioning CACI to deliver critical support to our nation, according to President and CEO Ken Asbury, "The skilled and dedicated people of National Security Solutions give us a **great competitive advantage** in pursuing large contract opportunities. They provide CACI with outstanding credentials to compete for and win next-generation IT programs across the federal marketplace."

With the NSS acquisition under our belts, CACI finished the fiscal year with record revenue of \$4.35 billion and record contract awards of \$6 billion. It was another sign of success for CACI and its people – and gave us a firm foundation for continued achievements.

# We also kept our heads in the Cloud

when Amazon Web Services selected us to join its Public Sector Partner Program. The selection acknowledged our growing expertise in cloud technologies, and the value of a CACI-Amazon partnership in offering cloud-based solutions to customers. The program also provided us with additional resources to grow our cloud capability, enabling CACI employees to be certified and accredited as experts in cloud technologies. It was another step in our drive to **focus on innovation** to meet our customers' greatest challenges.



# Veterans Honor Roll

CACI has begun an annual tradition to honor and celebrate the military veterans working at our company.

As Veterans Day approaches each year, we call on all our CACI vets to send us "before and after" photos – picturing them during their service and as CACI employees. We publish the results as a slide show on our intranet portal My CACI. And we're happy to report it's a big hit each year!

# Excellence

## Pursuing – and winning – the big deals.

As part of his strategy to win, grow, and perform, Ken Asbury had set a clear goal for CACI's business development teams: we would focus on pursuing business on large, complex programs of long-term value to our customers. Our emphasis would be on providing expertise and technology and not just people to "fill seats" at a customer's office.

One of the first examples of the success of our strategy was our winning the "CAMMO" contract in November 2016. Originally, bid by NSS, CAMMO was a \$446 million award with the U.S. Air Force Space Command, which manages Air Force satellites and space vehicles. With CACI experts working from pre-launch stages all the way through orbit, we provide the tools and resources that enable our government to reliably plan complex missions, modernize ground infrastructure, and protect the space enterprise.

## The largest contract in company history

came in December when we won the \$1.77 billion award to provide analytical operations, integrated intelligence, and training services to the U.S. Joint Improvised-Threat Defeat Organization (JIDO).

Under the contract, CACI employees are deployed around the world to support JIDO with time-sensitive analysis and sophisticated intelligence fusion technologies. This gives us a key role in assisting JIDO to defeat improvised threats such as vehicle-borne IEDs, suicide bombers, and today, the increasing use of drones on the battlefield. With more than 10 years of support for JIDO and its predecessor organizations, CACI has a great track record of success in helping JIDO save lives and stay ahead of complex and growing threats.



*Customers know* instinctively what to expect not only from the CACI brand, but also from the employees behind the brand.

# Launching Into Space

The constellation of satellites orbiting our planet plays a vital role in our way of life – from GPS tracking and worldwide communications, to support for America's defense. Ensuring the resiliency of U.S. space operations is a national imperative.

With our CAMMO victory, the expertise of our NSS team, and the highly specialized technologies provided by Six3, in 2017 CACI had the "critical mass" we needed to meet this imperative and enter a new market area: Space Operations and Resiliency. Led by the innovators and experts on our Colorado Springs team, CACI is offering cutting-edge capabilities to protect satellites and space vehicles, manage space missions, and support national security.

# Excellence

## In May 2017, to accelerate our growth,

John Mengucci assumed expanded responsibilities and a more strategic role as Chief Operating Officer, and highly accomplished business leader DeEtte Gray joined CACI to serve as President of U.S. Operations.

This was an important move for our company, with John positioned to build on his many accomplishments at CACI – developing our successful market-based strategy and operational excellence for customers – and DeEtte leveraging her exceptional track record in customer service and perpetuating a culture of inclusion, teamwork, and innovation.



# 2017 also marked CACI's 55<sup>th</sup> year in business, as well as CACI Executive Chairman Dr. Jack London's 45<sup>th</sup> year with CACI.

As the founder of the modern-day CACI, Dr. London is celebrated as a visionary entrepreneur and strategist, the architect of our culture of ethics and excellence, and the catalyst of our sustained business success Thanks to his leadership, vision, and unwavering passion for CACI,

we are known throughout our industry for being a role model of ethics and integrity and a leader in delivering expertise and technology that make our nation safer and stronger.

## In July 2018,

CACI took a big step in positioning the company for future growth as Chief Operating Officer John Mengucci led the establishment of the Dr. J.P. (Jack) London Shared Services Center (SSC) in Oklahoma City. The SSC would provide centralized, stateof-the-art resources to support the business operations of CACI teams across the company. It would create greater efficiencies and be easily scalable to grow as CACI grows. Plus, the money saved from SSC efficiencies would be invested into career development, benefits, and growth initiatives for CACI employees.



DeEtte Gray President of U.S. Operations

# Shared Services: A CACI Milestone

Our creation of the Dr. J.P. (Jack) London Shared Services Center was a milestone event in the way we supported our employees. Everything from accounting to technical assistance was now available in one click on the intranet portal, My CACI, or one phone call to 1-888-ASK-CACI. Shown below are the SSC's "Dedication Wall" honoring Dr. London; and members of our Oklahoma City team, who quickly stepped up to the task of supporting their colleagues across the country in our dedication to supporting the nation.

#### INNOVATION in Our DNA

#### Solutions for programs as big as space and as intricate as cyber Sweeping the sky for malicious drones and changing the face of warfare. A greater advantage in missions that matter, both global is action and closer to home.

CACI brings creative technologies to out government customers

movation - it's in our DNA

#### VISION in Our Thinking

An Didahoma Ony native, CAO Executive Chairman Dr. Jack London leads with a vision to act with good character, perform with distinction, and put customers first.

From Tuba came visioentall innovator Conton Matthews and novelist and educator Billie Letts. Bethony was home to astronaut Shannoo Lucid, and Norman gave us astratiso pionieer Geraklyn Cobb. OSU graduate Ed Roberts is known as the fother of the personal computer.

Visionary thinkers – Oklahoma halimari and CAO tradition

#### STRENGTH in Our Foundation

Our MISSION is to support the men and women of CACI who work directly with customers.

Our EXCELLENCE is the foundation for their success.

Our STRENGTH is in partnering to do great things for our country.





# Excellence

## Building on decades of U.S. Navy support,

in 2018 CACI acquired the Systems Engineering and Acquisition Support Services Business Unit (SE&A BU) of CSRA. The nearly one-thousand-member SE&A BU team provided highly specialized engineering services supporting the lifecycles of virtually every major U.S. naval shipbuilding platform.

Combined with our own Navy support teams, and our legacy of service to the Navy, SE&A BU gave CACI a leading role in the long-term operations and revitalization of the nation's naval fleet – a multi-decade effort vital to America's national security.

Also that year, in a stirring reminder of the bravery of our military men and women, and the outstanding professionals who work with them, CACI employees Michael "Tony" Dunne and Mr. Brandon "Ray" Seabolt were awarded the Office of the Secretary of the Defense Medal for Valor, the highest civilian award presented by the Department of Defense. Working side-by side with their Armed Forces customers, these dedicated CACI professionals were honored for exceptional bravery and courage in supporting U.S. military operations.

## CACI's veterans support initiatives

continued to earn praise throughout 2018. Over the years, we had earned recognition such as the Virginia Governor's Award for Veterans Hiring (#1 ranking) and the Employer Support of the Guard and Reserve Patriot Award. We had been named a Military Friendly Employer by *G.I. Jobs*, Best for Vets by *Military Times*, and Best of the Best Top Veteran Friendly Company by *U.S. Veterans Magazine*.

To this, in 2018 we added our #2 ranking among the **Best Companies for Veterans from Monster and Military.com**. The honor recognized our strong percentage of veteran hiring (47% of new hires in 2018) and our focus on assisting veterans as they transition into the corporate world with mentoring, a Veterans Employee Resource Group, skills development, and job opportunities in fields closely aligned with their military occupational specialties.



Office of the Secretary of Defense Medal for Valor

# **CACI** Cares

Our CACI Cares philanthropy and volunteerism program continued to support a wide range of activities in 2018, and today we remain leaders in demonstrating that philanthropy is simply in our DNA. We partner with organizations and initiatives that support veterans and troops. We support STEM education with our CACI Scholarship Program, with most of our scholarships going to children of CACI parents. And we promote what employees are doing in their neighborhoods and communities as good corporate citizens.



# PHASE 8 2019 - AND BEYOND INVENTING THE FUTURE

# Invention

# 2019 began the next phase of CACI's evolution,

starting with two acquisitions of enormous strategic importance: LGS Innovations and Mastodon Design. LGS traced its ancestry directly to Bell Labs and AT&T, creators of many of the world's most significant advances in computing and communications, and Mastodon was comprised of pioneering thinkers and IT experts.

# The scientists, engineers, and technologists from these new teams

gave us exceptional talent and knowledge to advance our own capabilities in serving national security with cutting-edge expertise and technology in signals intelligence, electronic warfare, and cyber solutions and services.

The synergies between CACI and the new teams would benefit our customers and position us to win bigger and more lasting government business. Plus, over time we would be capable of controlling the security of our offerings at every step in the supply chain. That was an area of considerable importance with our government customers facing escalating threats to America's cyber security.

## In fact, it was a remarkable time in CACI's existence.

We were setting revenue records, our employees were performing spectacularly for their customers, and we were bringing incredible new talent into the company. Looking to the future, it was time for a new way to do business.

To build on our success, we created a new model for our organization, aligning our business leaders and people to our customers' needs and spending priorities. CACI business teams formed into five sectors, headed by sector Presidents Greg Bradford, John DeFreitas, DeEtte Gray, Kevin Kelly, and David Nack. In short, we were inventing our future to continue our exceptional growth and success.



Sector Presidents Greg Bradford, John DeFreitas, DeEtte Gray, Kevin Kelly, and David Nack.

# Honor, Courage, Commitment

CACI Executive Chairman Dr. Jack London, a 24-year U.S. Navy veteran, continued to receive recognition in 2019 for how he has exemplified the Navy's core values of honor, courage, and commitment throughout his career. In March, he received the **U.S. Naval Academy Distinguished Graduate Award** honoring his lifetime commitment to service, his personal character, and his distinguished contributions to our nation. In September, he received the **U.S. Navy Memorial's Lone Sailor Award** recognizing him as a sea service veteran who has excelled with distinction during and after his service. Congratulations, Dr. London!



#### PHASE 8 2019 - AND BEYOND INVENTING THE FUTURE

# Invention

# As we completed our fiscal year in June 2019,

new CACI leadership also took shape. Having fulfilled a commitment to bring CACI to unprecedented new levels of growth, Ken Asbury announced his retirement as President and CEO. Stepping in to lead the way was John Mengucci, whose partnership with Ken had been key to CACI's success over the past years.

"Ken Asbury has overseen tremendous results in transforming our business for the future," said CACI Executive Chairman Dr. Jack London. "We look forward to building on that progress with a seamless transition to John Mengucci as our next President and CEO. John brings the leadership, vision, values, and mastery of technology to drive performance for all our stakeholders."

In a personal note to employees, Ken wrote, "I am grateful to everyone at CACI for making my time here the very best. When you have a team like CACI's, which has the will, talent, integrity, and persistence to turn strategy into reality, you have something truly unique that makes for enduring success."

In his own message to CACI people, John said, "It will be a privilege to lead this incredible company. I am confident we have the best team in our industry, who will continue to deliver and grow as we have for 57 years. We're building on a great track record of providing the innovative **expertise** and **technology** our customers need to meet their greatest **enterprise** and **mission** challenges."



*Dr. Jack London and Ken Asbury pass the leadership baton to new President and CEO John Mengucci.* 

# **Moving CACI Forward**

John Mengucci is positioning CACI for a bright future. Under his leadership, CACI continues to develop innovative and differentiated technology, deliver sustainable growth, and drive shareholder value. He is focused on developing the company's talent, and supporting education programs nationwide, particularly those with an emphasis on STEM.

Mengucci was recently named one of WashingtonExec's 2019 Top 25 Execs to Watch, and in 2018 he was selected by *FCW* to its Federal 100 list of visionary and transformative government and industry leaders. Mengucci is an active Clarkson University alumnus and was elected to the University's Board of Trustees in 2019.

#### PHASE 8 2019 - AND BEYOND INVENTING THE FUTURE

# Who We Are

We deliver

the enterprise and mission outcomes our customers require by leveraging our expertise, innovation, and technology.

	Enterprise	Mission
Expertise	Deliver talent with technical and <b>functional</b> knowledge in support of agency operations	Deliver talent with technical and <b>domain</b> knowledge in support of agency missions
Technology	Design, develop, and deliver end-to-end information technology Modernize infrastructure through migration to the cloud and as-a-service models Develop and implement business systems and enterprise applications	Develop and deploy signals intelligence, electronic warfare, and cyber for multi-domain operations Deliver actionable intelligence through multi-source collection and analysis Generate unique intellectual property through advanced research and development

## We are ever vigilant

in helping our customers meet their greatest enterprise and mission challenges in national security and government modernization. Our distinctive expertise and technology deliver innovation and excellence. We are a company of good character, and our dynamic team of professionals is committed to doing the right thing by performing with ethics and integrity. We take pride in our achievements and create value for employees, customers, and shareholders.

# CACI People – Number One!

It's right there in our Operational Philosophy: *At CACI, people are the most important asset.* 

For 57 years, CACI employees have been the driving force behind our success. They bring good character and distinction to all they do. They are fiercely proud of our company's remarkable legacy, as well as their service to the nation. They are innovative and determined to succeed – and refuse to fail.

"What's the secret of CACI's success? It's simple: culture, commitment, and character. A culture that drives excellence and innovation ... a commitment to serve our nation's most critical missions ... and the good character to *do the right thing* for our customers, our partners, our shareholders – and each other."





Jack London

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