

I have spent much of my time since becoming CEO listening and learning and then forming and testing certain hypotheses to solidify a growth strategy for the company going forward. While this process will continue, I want to share some early observations related to four strategic pivots our leadership team has focused on; specifically: our solutions portfolio, our go-to-market, our culture, and our brand.

Since my announcement as CEO, I've come to understand the value of SAIC's brand. Over the past five months I've received congratulatory phone calls from senior government, military and business leaders as well as SAIC alumni. Many characterized SAIC as a "national asset" and informed me of the company's deep legacy of tackling complex, large scale national security challenges.

As the threats and opportunities for our country have evolved over the decades, and will continue to, we at SAIC must ensure that our customers appreciate the breadth of our capabilities so that we can capitalize on the value of our brand.

On culture, we will operationalize an enterprise-first mindset while driving a stronger sense of entrepreneurial execution. While we are still finalizing how best to implement our plan, I would expect it to include additional changes to the design and execution of our incentive compensation model to further a culture of accountability and align our objectives with shareholder value.

On innovation and solutions, I believe the capital-light business model we have committed to is the right one. However, this increases the importance to SAIC of differentiating itself in the market with the best solutions – solving for where our customers are today and where they will be in the future. We must ensure that our portfolio is mission-relevant, scalable, differentiated and aligned with our strategy to drive sustainable organic growth in our key markets.

This view drove the [decision to hire Lauren Knausenberger as SAIC's first chief innovation officer](#), where Lauren will be responsible for operating our Innovation Factories, managing our technology roadmap, and ensuring that the investments we make maximize differentiation and long-term value. Lauren joins SAIC from the United States Air Force where she served as the Department's CIO.

This role combined with prior commercial and private equity experience makes Lauren a true triple-threat, and I am thrilled to have her on our team. In my first months as CEO, I have been impressed by the degree to which our innovation factories differentiate SAIC in the market as evidenced by specific customer feedback on competitive procurements in recent years.

I am confident that under Lauren's leadership, SAIC can further develop our portfolio of solutions and increase pull-through of these differentiators across our business lines.

On go-to-market, I see opportunities across the lifespan of business development and capture from early stage shaping, through leveraging of our factory differentiators, to premium proposal submission, and impactful customer program execution. In order to prioritize the quality and pace at which we execute these opportunities, we will be establishing a new enterprise business development function responsible for standardizing and optimizing our go-to-market strategy across our sectors.

This function will be centralized and report into our new EVP of enterprise operations, Tim Turitto, who previously led the creation of the Microsoft Federal entity and their business development and capture organization. Tim will be responsible for instituting enterprise guardrails to drive greater rigor in our sales and delivery processes in conjunction with our sector leaders.

Given the audience, I will provide my initial perspective on what all of this means for our financial strategy and performance in the coming years. I believe the framework that was provided at our April Investor Day is appropriate and one that I support.

However, as (Chief Financial Officer Prabu Natarjan) has mentioned previously, our internal aspiration is to do better. We, as a leadership team, are aligned with the goal to establish a new normal for SAIC's sustainable organic growth rate above the [2% to 4% framework we provided in April](#) while delivering increased earnings and free cash flow.

We will share more detail as to how and when we get there at our 2024 Investor Day, but it will be a multi-horizon approach with an initial focus on enterprise-wide mechanisms and processes to drive improved business development and capture execution as well as an increased focus on quantifying, targeting, and prosecuting on-contract growth.

Finally, on my view of M&A: it is my belief that in order to be an effective acquirer and create true long-term shareholder value, a company must have a proven track record of maximizing organic growth from its own portfolio.

As we demonstrate success against this goal going forward, our capital deployment philosophy remains open to additional M&A, and with a healthy skepticism towards larger transactions and a focus on shoring up our solutions portfolio with new technology, as well as maximizing long-term returns.