

WELCOME

CACI 2024 Investor Day

November 8, 2024

New York Stock Exchange

EXPERTISE
Technology
TECHNOLOGY
National Security
Expert

Forward-looking statements

There are statements made herein that do not address historical facts and, therefore, could be interpreted to be forward-looking statements as that term is defined in the Private Securities Litigation Reform Act of 1995. Such statements are subject to risk factors that could cause actual results to be materially different from anticipated results. These risk factors include, but are not limited to, the following: our reliance on U.S. government contracts, which includes general risk around the government contract procurement process (such as bid protest, small business set asides, loss of work due to organizational conflicts of interest, etc.) and termination risks; significant delays or reductions in appropriations for our programs and broader changes in U.S. government funding and spending patterns; legislation that amends or changes discretionary spending levels or budget priorities, such as for homeland security or to address global pandemics like COVID-19; legal, regulatory, and political change from successive presidential administrations that could result in economic uncertainty; changes in U.S. federal agencies, current agreements with other nations, foreign events, or any other events which may affect the global economy, including the impact of global pandemics like COVID-19; the results of government audits and reviews conducted by the Defense Contract Audit Agency, the Defense Contract Management Agency, or other governmental entities with cognizant oversight; competitive factors such as pricing pressures and/or competition to hire and retain employees (particularly those with security clearances); failure to achieve contract awards in connection with re-compete for present business and/or competition for new business; regional and national economic conditions in the United States and globally, including but not limited to: terrorist activities or war, changes in interest rates, currency fluctuations, significant fluctuations in the equity markets, and market speculation regarding our continued independence; our ability to meet contractual performance obligations, including technologically complex obligations dependent on factors not wholly within our control; limited access to certain facilities required for us to perform our work, including during a global pandemic like COVID-19; changes in tax law, the interpretation of associated rules and regulations, or any other events impacting our effective tax rate; changes in technology; the potential impact of the announcement or consummation of a proposed transaction and our ability to successfully integrate the operations of our recent and any future acquisitions; our ability to achieve the objectives of near term or long-term business plans; the effects of health epidemics, pandemics and similar outbreaks may have material adverse effects on our business, financial position, results of operations and/or cash flows; and other risks described in our Securities and Exchange Commission filings.

Full schedule

Session	Presenter	Duration	Start	End
Welcome	George Price	5 min	8:45 am	8:50 am
The Next Three Years	John Mengucci	25 min	8:50 am	9:15 am
Our Winning Playbook	Jerry Parker	20 min	9:15 am	9:35 am
Execution Enables Growth	DeEtte Gray	10 min	9:35 am	9:45 am
Our Talent Advantage	Angie Combs	15 min	9:45 am	10:00 am
<i>Break</i>		<i>10 min</i>	<i>10:00 am</i>	<i>10:10 am</i>
Software is Our Superpower	Glenn Kurowski	20 min	10:10 am	10:30 am
Artificial Intelligence: New... Again	Glenn Kurowski	10 min	10:30 am	10:40 am
Exhibitions	Jason Bales Linda Braun Dave Wilson	50 min	<i>10:40 am</i>	<i>11:30 am</i>
Driving Results	Jeff MacLauchlan	20 min	11:30 am	11:50 am
Q&A		30 min	11:50 am	12:20 pm
Concluding Remarks, Lunch with Management, and Technology Exhibitions			12:20 pm	1:00 pm

CACI leadership presenting today



Jerry Parker

EVP, Business Development



DeEtte Gray

President, US Operations



Angie Combs

Chief Human Resources Officer



Glenn Kurowski

Chief Technology Officer



Jeff MacLauchlan

Chief Financial Officer



Jason Bales

VP, Technology Group Lead



Dave Wilson

VP, Enterprise Network Solutions



Linda Braun

VP, Photonics



George Price

SVP, Investor Relations

Other CACI leadership here today



Lorraine Corcoran

EVP, Corporate Communications



Mike Lewis

Chief Development Officer



Dan Walsh

SVP, Government and
Industry Relations



Marcie Small

SVP, Talent Acquisition



John Bergeron

SVP, Spectrum Superiority



Dan Leckburg

SVP, C3I



Jim Sullivan

VP, Investor Relations

John Mengucci

President and Chief Executive Officer



- Appointed CACI's President and Chief Executive Officer in 2019
- Joined CACI in 2012 as President of CACI's U.S. Operations and Chief Operating Officer
- 3+ decades of strategic executive leadership and operational excellence
 - CACI
 - Lockheed Martin
 - General Electric
- Community and Industry Involvement
 - Clarkson University Board of Trustees
 - Professional Services Council Executive Committee
 - Northern Virginia Technology Council Board of Directors
- Accolades
 - Virginia Business 500 Power List
 - Executive Mosaic Wash100
 - Federal Computing Week Fed100
 - WashingtonExec Top 25 Execs to Watch

WELCOME



OBJECTIVES

Objectives

The markets we serve

The opportunities we see

The differentiation we provide

The financial goals we target

The compelling investment that is CACI



What we said... What we've done...

2019

Today

Revenue growth “above addressable market CAGR”

5-year organic CAGR of 7%

“Expand EBITDA¹ margins”

From mid 9's to high 10's²

“Strong free cash flow¹”

>\$2.3B cumulative free cash flow

“Win new business”

5-year book-to-bill of 1.6x

“Awards that drive enduring revenue”

Eleven \$1B+ awards

Weighted average duration from ~4 years to ~6 years

¹ See slides at the end of this presentation for definitions and reconciliations of non-GAAP measures.

² Underlying basis, which excludes non-recurring \$200 million of no-margin material revenue in 1H FY24.

Our success is not by accident

Vision

Be the ever vigilant **partner** that national security customers **depend** upon to overcome their greatest challenges.

Provide **differentiated** expertise and technology at the speed of change in markets that matter.

Distinguish CACI as an inclusive team of professionals committed to doing the right thing by performing with good character, ethics and integrity.

Be the place where talent comes to drive the future of national security.

Deliver **better** than fair market **returns** to investors through a well-defined and articulated strategy.



STRATEGY

Strategy is a place we come from

Focus on key **enduring priorities** for national security

Leverage **software** to rapidly address critical needs

Invest ahead of customer need to develop **differentiated capabilities**

Bid less, win more – and prioritize **larger, longer-duration** opportunities

Deploy capital in a **flexible** and **opportunistic** manner

Increasing free cash flow per share and shareholder value

Market strategies



The diagram consists of two blue chevron shapes pointing to the right, connected by a white line. The first chevron contains the text 'Federal Government budget and needs' and the second chevron contains the text 'Voice of the customer'.

**Federal
Government
budget and
needs**

Voice of the customer

Voice of the customer

“We’re not in a place where we can take our time with programs. We’ve got to keep up with technology.”

– Senior DoD Acquisition Leader

“It is impossible to overstate the importance of space-based systems to national security.”

– Senior DoD Leader

“We have to be able to... bring in new solutions available from anybody... and the only way we can really do that is with an open architecture approach.”

– Senior DoD Technology Leader

“...we’ve got to be able to move faster. The world’s just changing too fast.”

– Army General

“The network has to be the No. 1 priority...everything we do across our warfighting functions depends on our network.”

– Army General

“Accelerate Change or Lose.”

– Chairman of the Joint Chiefs

“Providing EMS capabilities to the joint force is an absolute prerequisite for any deterrence or combat victory.”

– Chairman of the Joint Chiefs

“Software will be the denominator of success. Whoever can write code fastest is going to win.”

– Chairman of the Joint Chiefs

Market strategies



How We Fill Gaps

CAPABILITY CUSTOMER
PAST PERFORMANCE

Invest

Acquire

Partner

Markets we serve

Command, Control, Communication, and Intelligence (C3I)



Cyber



Digital Solutions



Enterprise IT



Mission and Engineering Support



Space



Spectrum Superiority



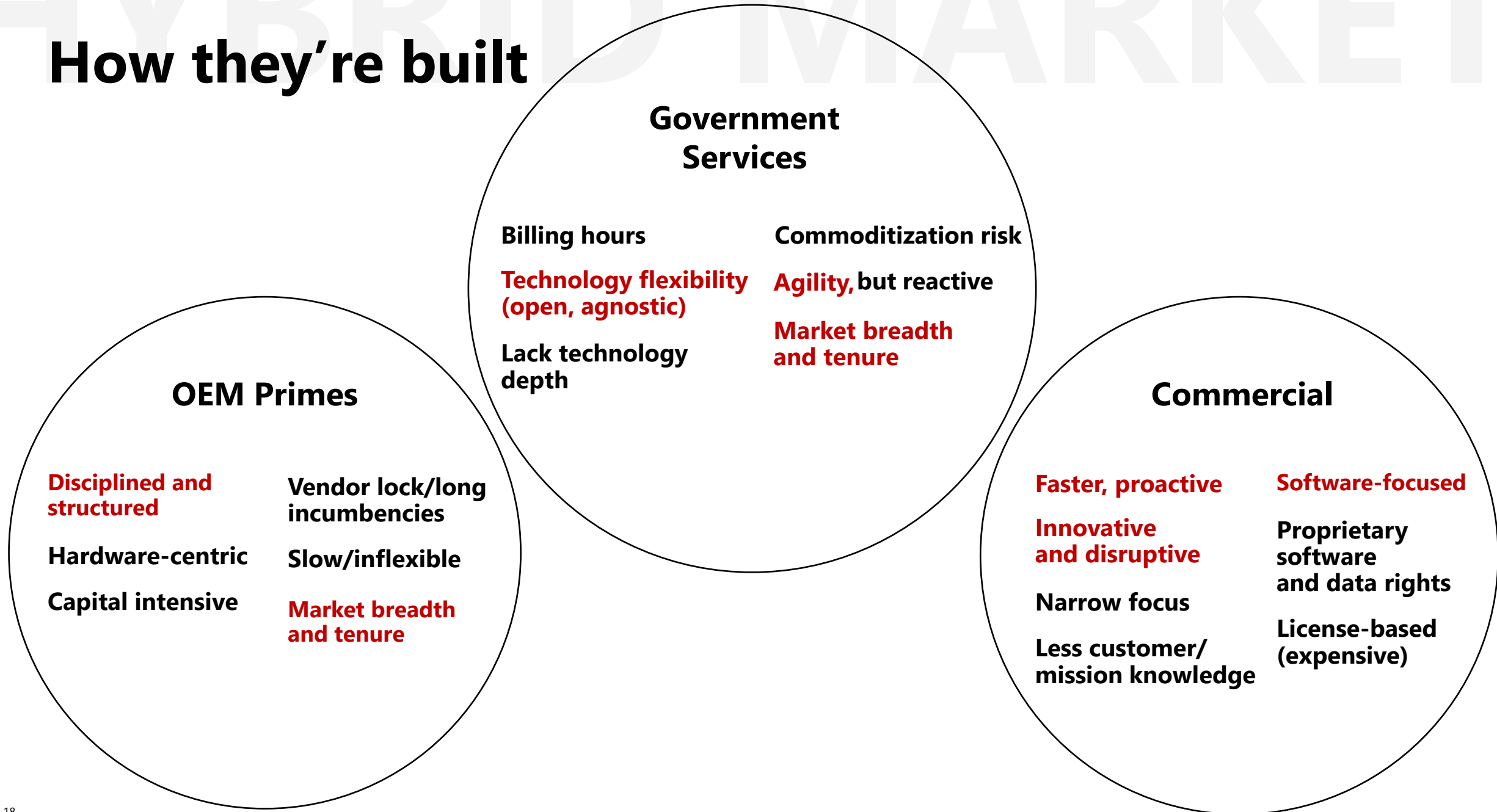
MERGERS ACQUISITIONS

Future of M&A

- Network Modernization, EMS, and Cyber
- Integrated Mission packages
- Near-peer intelligence

HYBRID MARKET

How they're built



Who we've built



**Technology flexibility
(open, agnostic)**

**Innovative
and disruptive**

**Disciplined and
structured**

Agility

**Market breadth
and tenure**

Software-focused

Faster, proactive

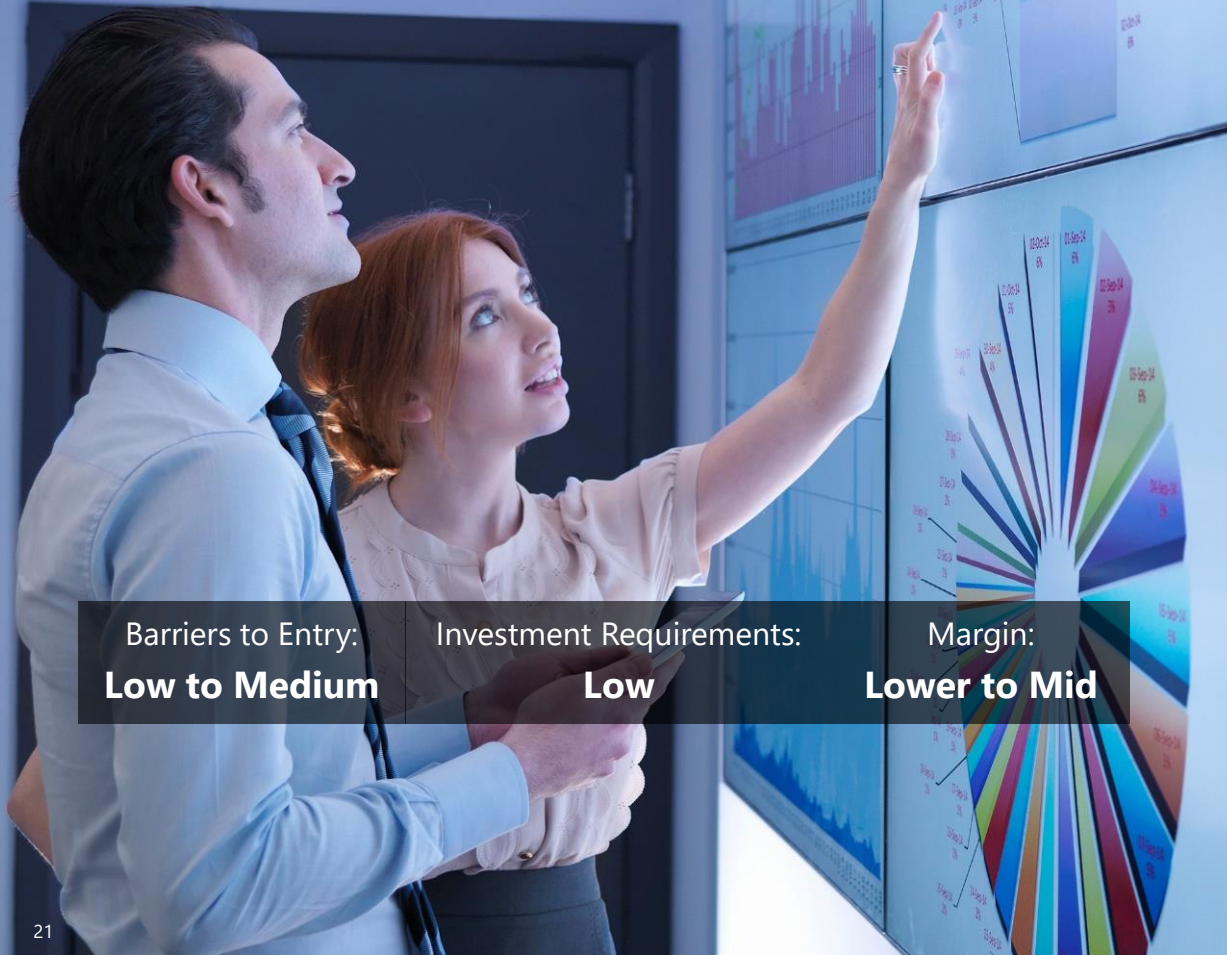
Remember this?

2019

	Enterprise <i>Capabilities enabling internal agency operations</i>			Mission <i>Capabilities enabling agency missions</i>		
Expertise	Deliver talent with technical and functional knowledge in support of agency operations			Deliver talent with technical and domain knowledge in support of agency missions		
	Barriers to Entry: Low	Investment Requirements: Low	Margin: Lower	Barriers to Entry: Medium	Investment Requirements: Low	Margin: Lower to Mid
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		
	Barriers to Entry: Medium	Investment Requirements: Low to Medium	Margin: Mid to High	Barriers to Entry: High	Investment Requirements: Medium	Margin: High

WHAT WE DELIVER

Expertise



Barriers to Entry:
Low to Medium

Investment Requirements:
Low

Margin:
Lower to Mid

Technology



Barriers to Entry:
Medium to High

Investment Requirements:
Medium to High

Margin:
Mid to High



**Expertise informs
Technology**

**Technology enables
Expertise**

Combination is a unique competitive advantage

INCREASED

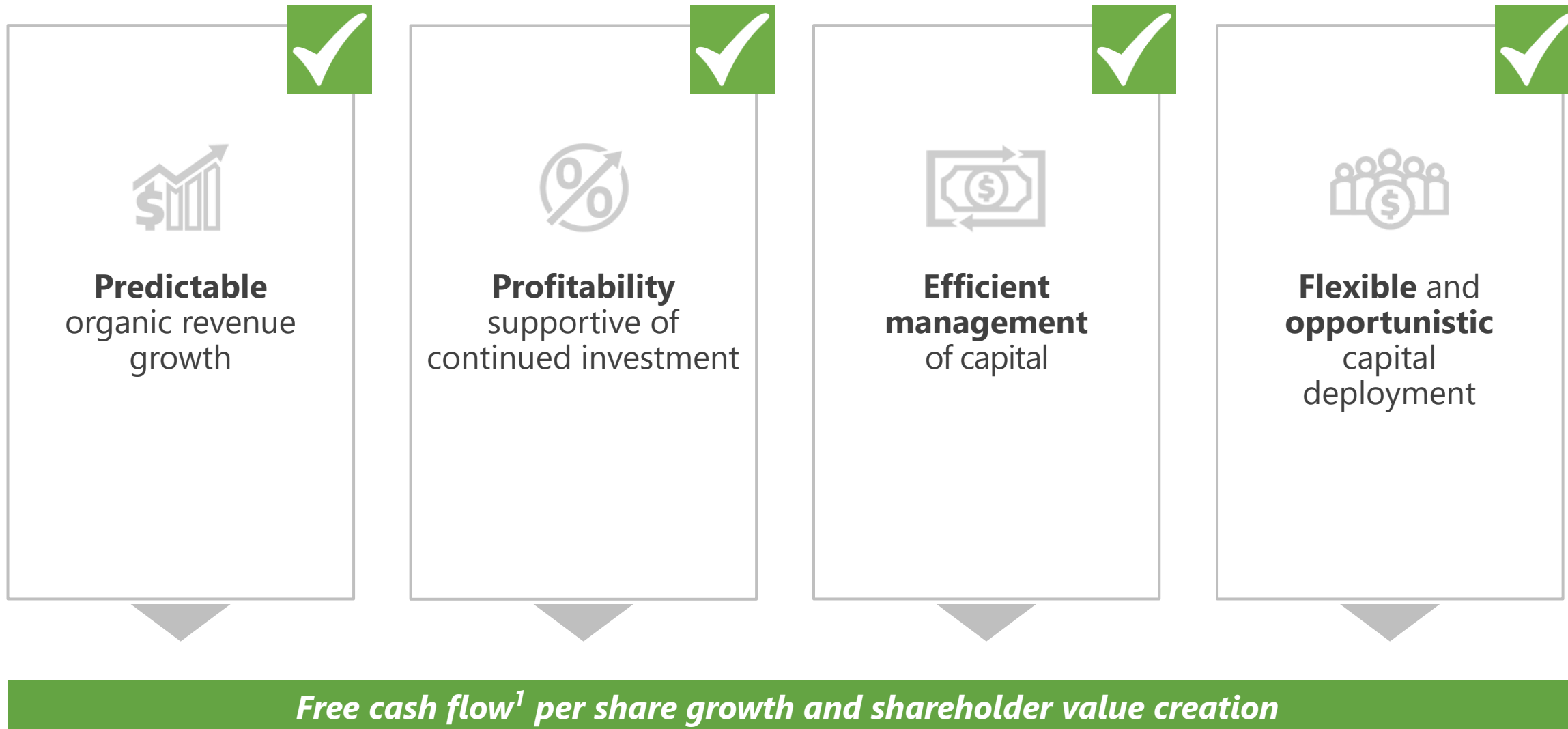
Extending our planning process



AOP (YEAR 1)

LRP (YEARS 2&3)

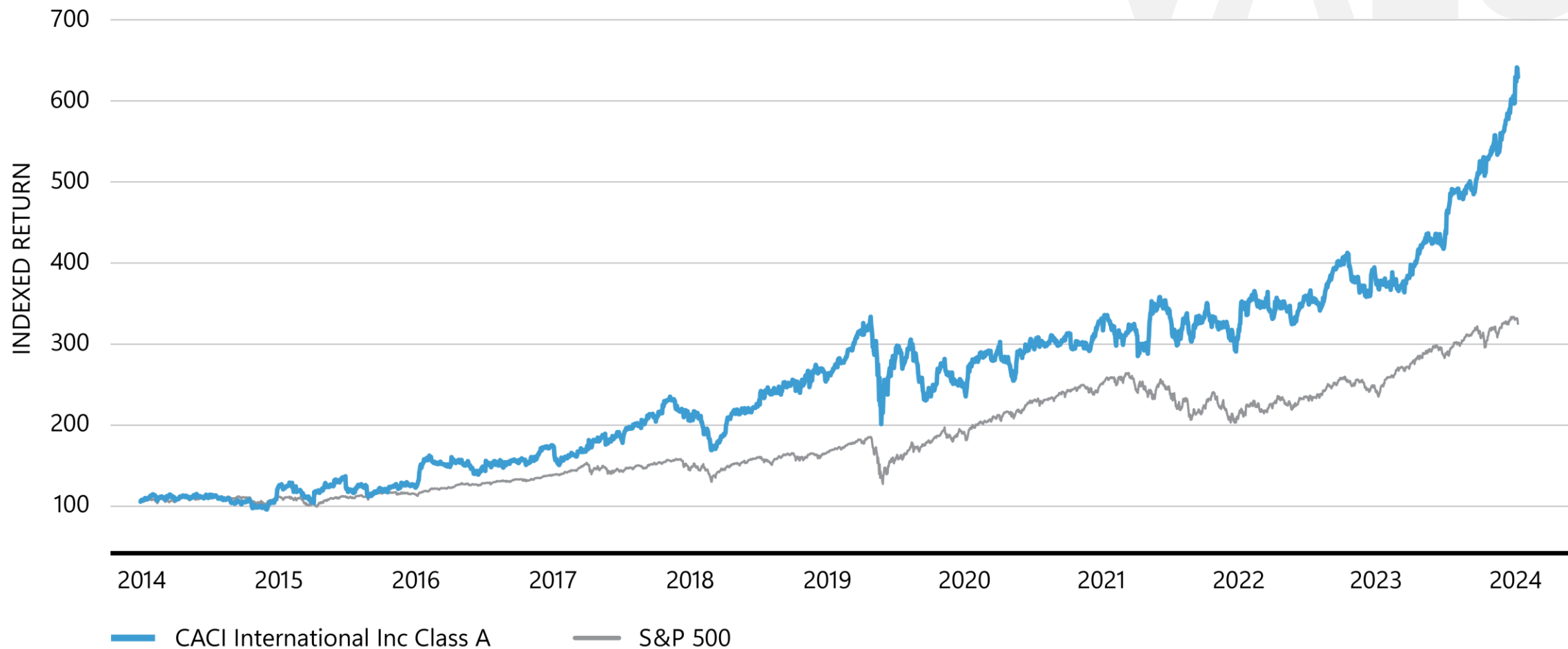
Our value creation model



¹ See slides at the end of this presentation for definitions and reconciliations of non-GAAP measures.

Committed to delivering shareholder value

CACI 10-year relative stock performance



Note: Prices as of October 31, 2024, market close. Graphs depict indexed total return performance where initial index value = 100. The stock price performance included in the graphs above is not necessarily indicative of future stock price performance. Source: FactSet and CACI

Our Winning Playbook

Jerry Parker

Executive Vice President of Business Development

Foundation of our BD engine

Discipline
Structure
Time



Traditional Business Development Process



Addressable market

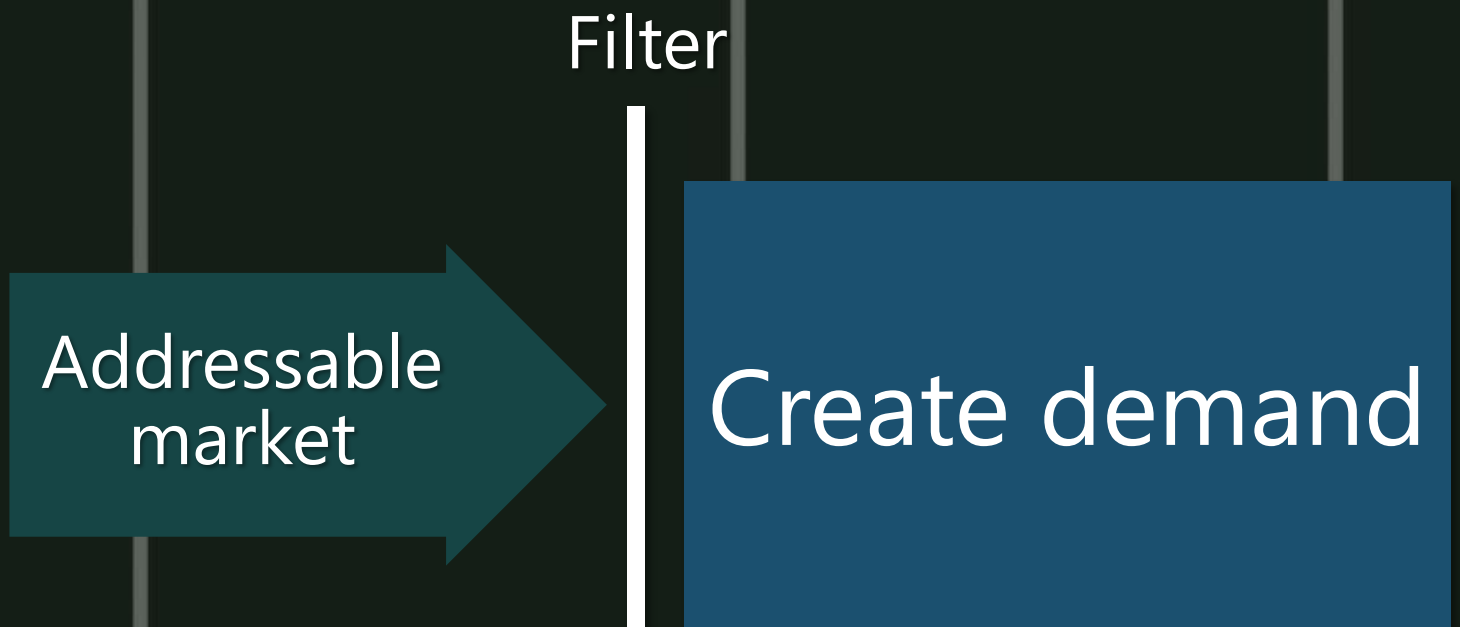


OUR MODEL

◀10

◀20

◀30



◀ 10

◀ 20

◀ 30

Create demand

10 20 30 40 50

BUILD
RELATIONSHIPS

MAKE
KEY HIRES

BUILD
PROTOTYPES

PUBLISH
WHITEPAPERS

Pursue and influence

30 40 50 40 30

Propose

40 ▶

30 ▶

20 ▶

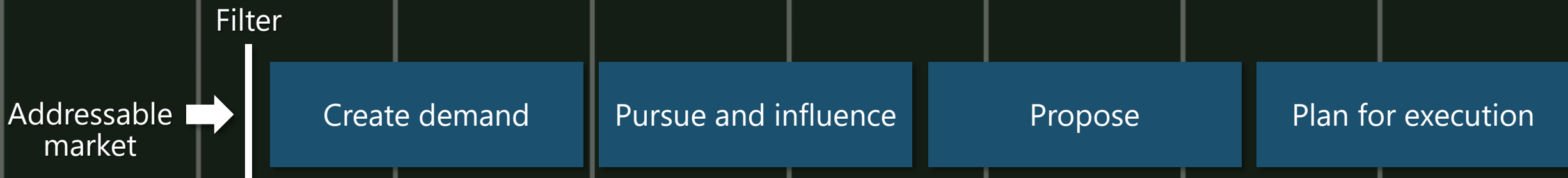
10 ▶

Plan for execution

30 ▶

20 ▶

10 ▶



Greater than 3 years out

36 months from RFP

45 days

RFP

Submission

SHAPING

INVESTING AHEAD OF NEED

SPECTRAL



Market strategy development

Create demand

Pursue and influence

5-year capture

RFI

RFP



PLAYBOOK #1
SPECTRAL

Create demand

Pursue and influence

5-year capture

RFI

RFP

Signals collection +
electronic attack + cyber

Create demand

Pursue and influence

5-year capture

RFI

RFP

Technical
experts

PLAYBOOK #1
SPECTRAL

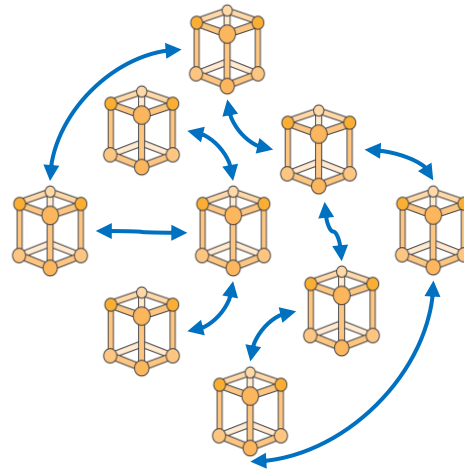
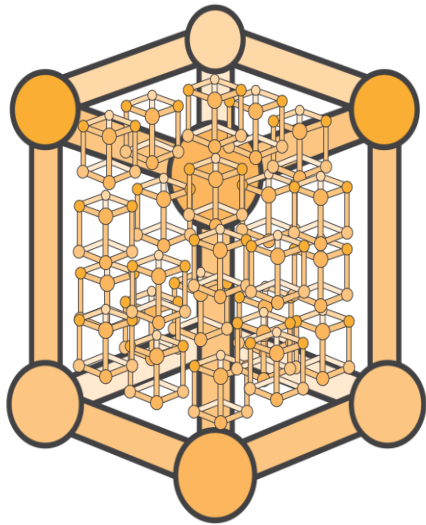
Create demand

Pursue and influence

5-year capture

RFI

RFP



Open architecture

PLAYBOOK #1
SPECTRAL

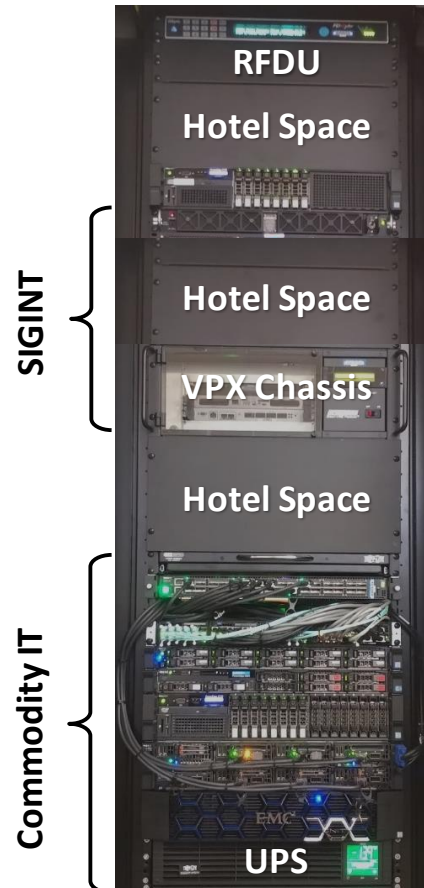
Create demand

Pursue and influence

5-year capture

RFI

RFP



Early prototypes

PLAYBOOK #1
SPECTRAL

Create demand

Pursue and influence

5-year capture

RFI

RFP

Stakeholder
meetings

PLAYBOOK #1
SPECTRAL

Create demand

Pursue and influence

5-year capture

RFI

RFP



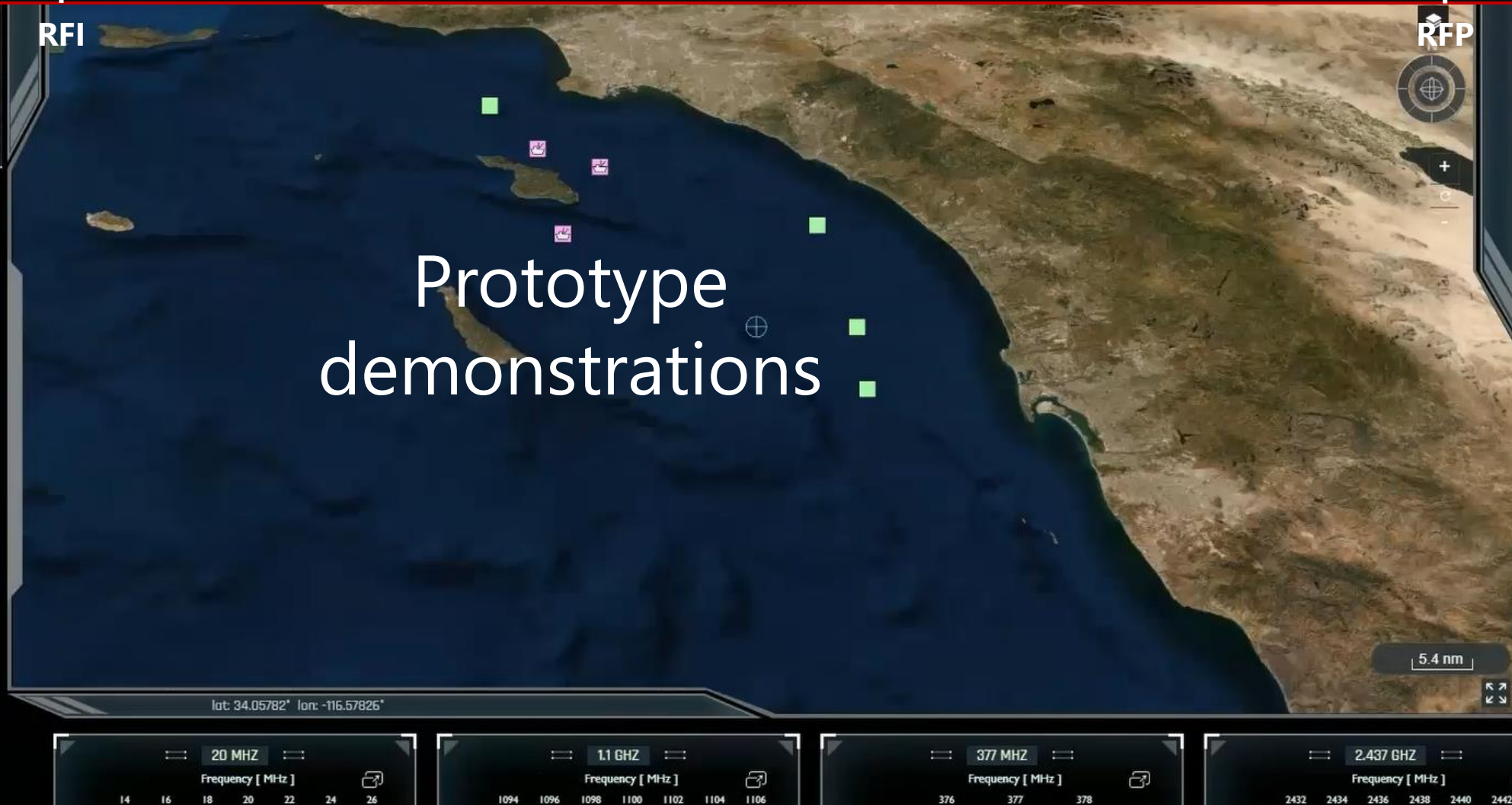
Thought leadership

PLAYBOOK #1
SPECTRAL

Create demand

Pursue and influence

5-year capture



Create demand

Pursue and influence

5-year capture

RFI

RFP

Software
maturity

Installability

Mission value
threads

Bring your
prototype

**Set technical bar
above competition**



NCAAPS



Market strategy development

Create demand

Pursue and influence

3-year capture

RFI

RFP

Slow-to-deploy
waterfall software

PLAYBOOK #2
NCAPS

Market strategy development

Create demand

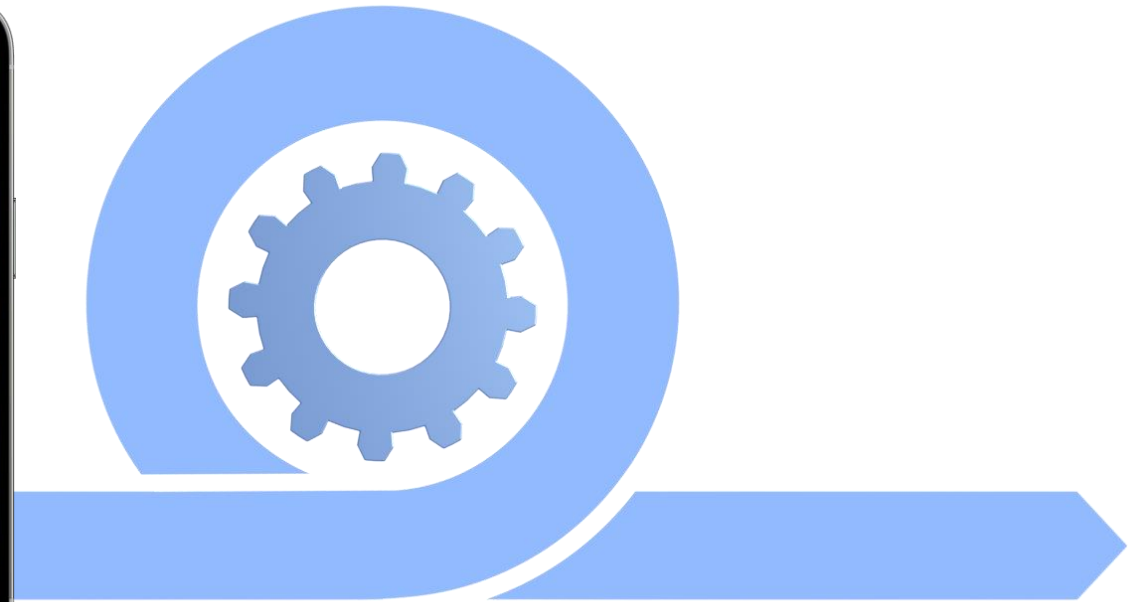
Pursue and influence

3-year capture

RFI

RFP

Agile development
starting to become
mainstream



PLAYBOOK #2
NCAPS

Create demand

Pursue and influence

3-year capture

RFI

RFP

Early adopters



PLAYBOOK #2
NCAPS

Create demand

Pursue and influence

3-year capture

RFI

RFP

Agile Solution Factory

PLAYBOOK #2
NCAPS

Create demand

Pursue and influence

3-year capture

RFI

RFP



RCAS



BEAGLE



GCSS



F3I



SAFFIRE

PLAYBOOK #2
NCAPS

Create demand

Pursue and influence

3-year capture



PLAYBOOK #2
NCAPS

Create demand

Pursue and influence

3-year capture

RFI

RFP



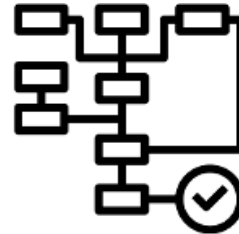
44%

Reduction in implementation costs



63%

Increase in software development productivity



99%

Defect-free software quality



18+

Years of Experience



70%

Reduction in time-to-market

PLAYBOOK #2
NCAPS

Create demand

Pursue and influence

3-year capture

RFI

RFP



Customer
introductions

PLAYBOOK #2
NCAPS

Create demand

Pursue and influence

3-year capture

RFI

RFP

Small business
partnerships

PLAYBOOK #2
NCAPS

**Set technical bar
above competition**



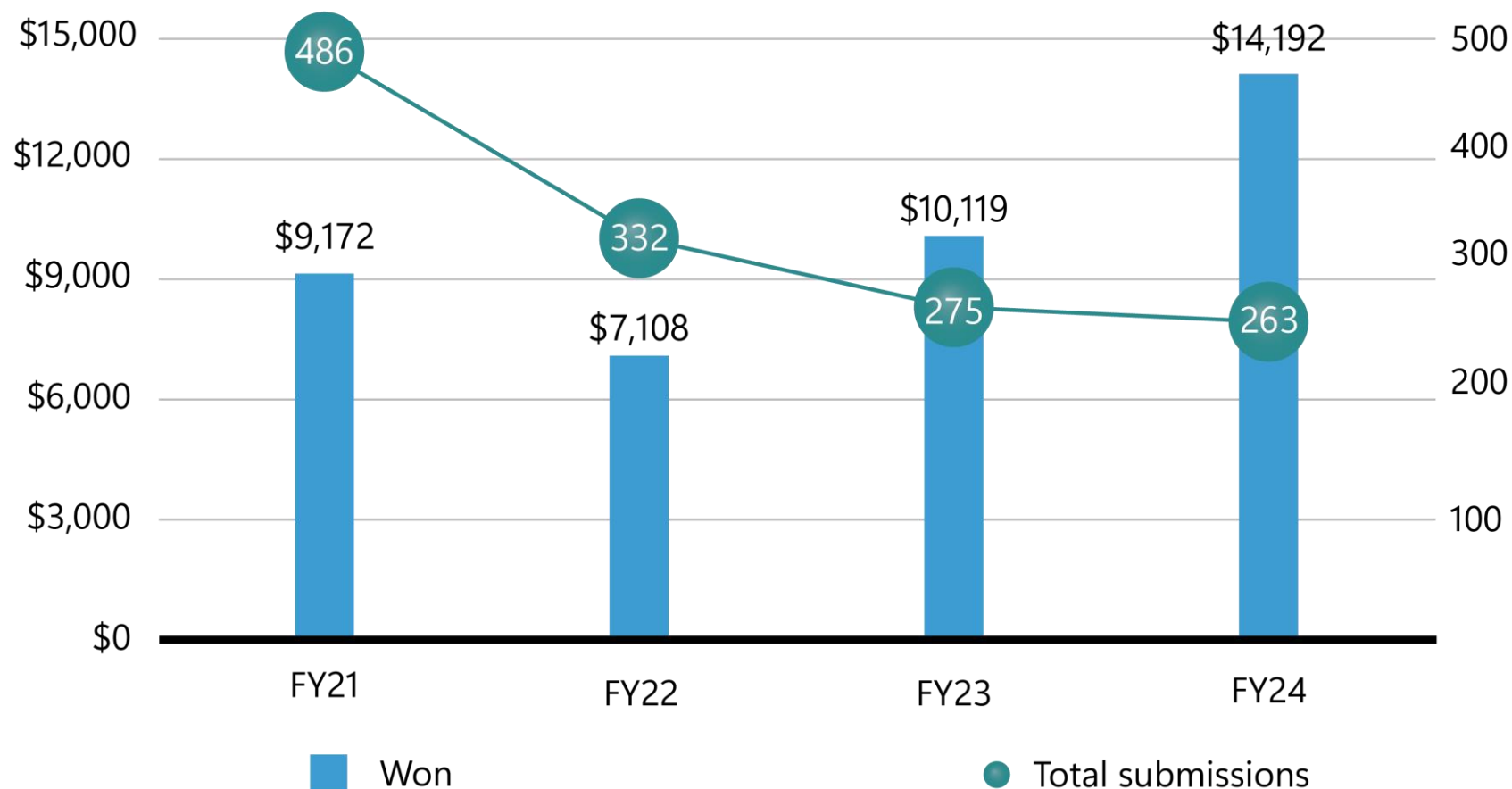
B I D L E S S

WIN MORE



Refine shot selection ... and win more

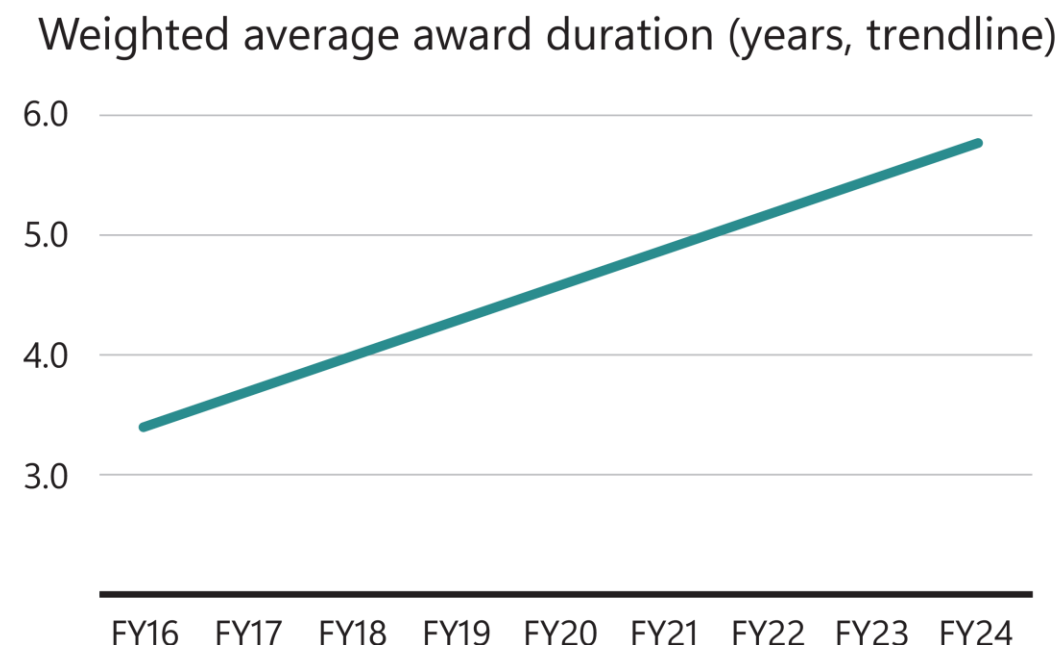
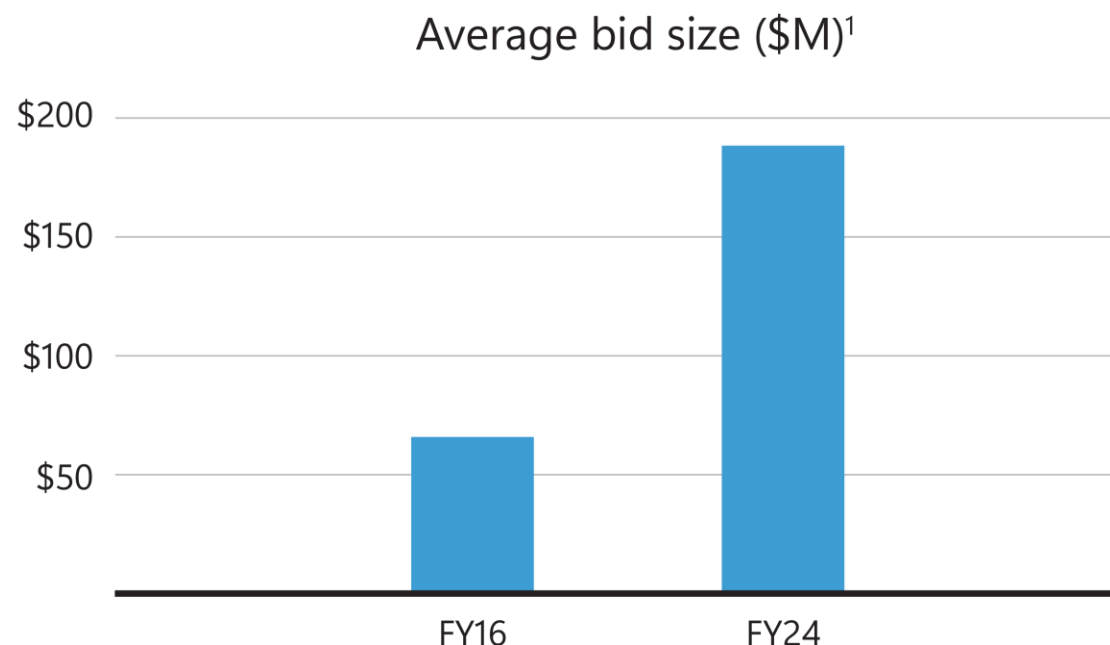
Submissions and decisions by FY



Bid less means...

- Focus on higher value opportunities
- Increased proposal quality
- Optimization of resources
- Being the best in the market

Focus on larger, longer-duration opportunities



Larger, longer duration means...

- Lower number of recompetes
- More resources to deploy to new business pursuits
- Greater continuity and retention of talent

¹ Opportunities greater than \$10M in total contract value

TAKEAWAYS

Discipline – Guided by strategy and fueled by investments.

Structure – Repeatable. Reliable. Scalable.

Time – Shape left of bang.

We've created a **growth flywheel** – sustainable.



Planning for execution begins pre-award

The proposal becomes
the program execution plan

EXECUTION

Execution Enables Growth

DeEtte Gray

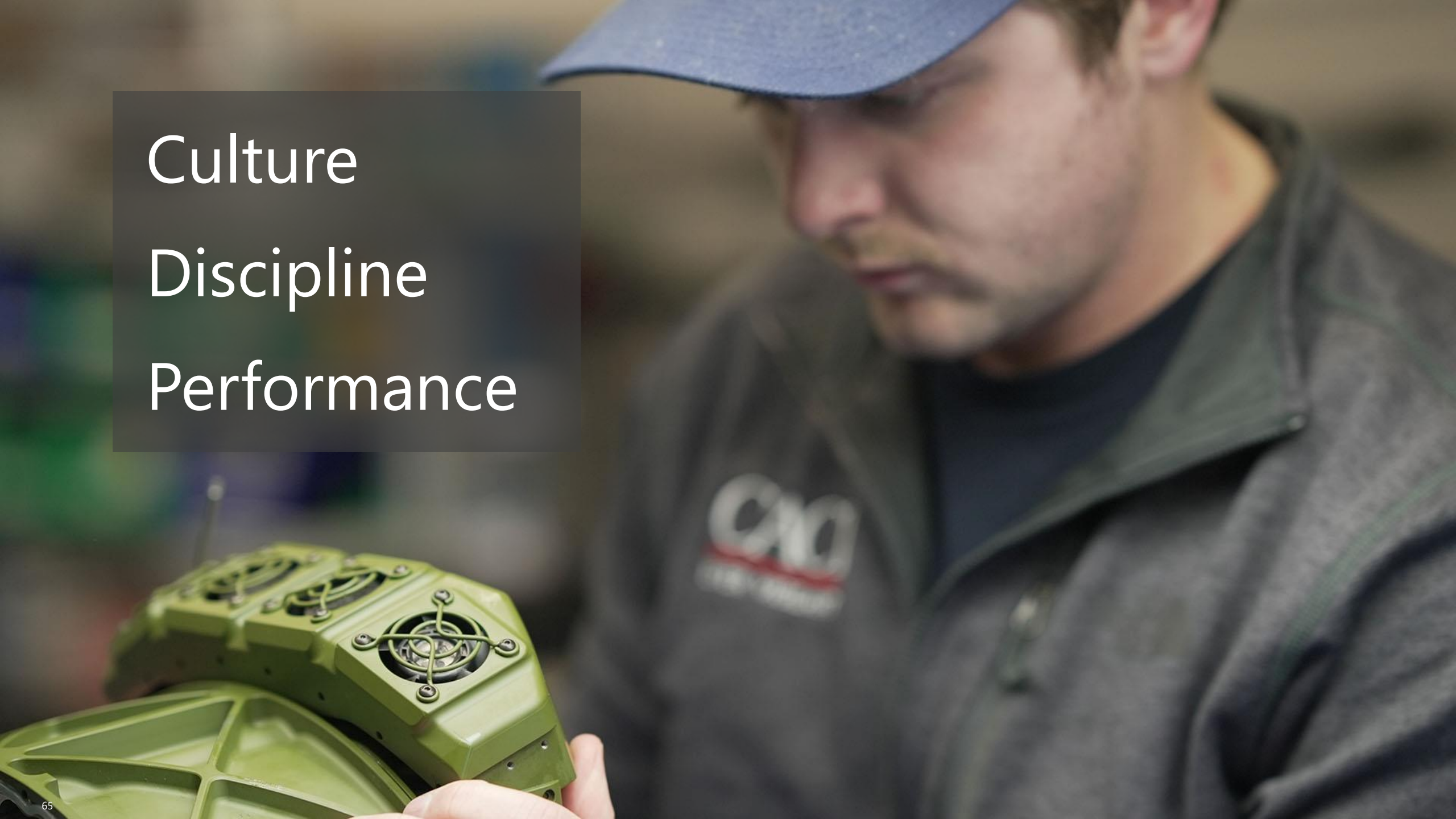
President, U.S. Operations

EXPERTISE
Technology
TECHNOLOGY
National Security
Expert

Culture

Discipline

Performance





MEETING COMMITMENTS

CUSTOMER ENGAGEMENT

TRANSPARENCY

PREDICTABLE OUTCOMES

CULTURE

DISCIPLINE



COST

SCOPE

SCHEDULE

CUSTOMER SATISFACTION

QUALITY

STAFFING

RISK

OPPORTUNITIES

Eltaas

STAFFING

SCHEDULE

CUSTOMER SATISFACTION

10-year period of performance

Modernizing IT Service Management to deliver consistent, stable, secure, high-quality, and cost-effective services to 800,000 end users.



U.S. AIR FORCE

PERFORMANCE



TECHNOLOGY INSERTION

CONTRACT GROWTH

INCREASED PROFITABILITY

PAST PERFORMANCE

SPECTRAL

TECHNOLOGY INSERTION

7-year period of performance

Developing and deploying next-generation shipboard signals intelligence (SIGINT), electronic warfare, and information operations weapons systems.



NCAAPS

8-year period of performance

Modernizing and automating more than 200 applications enterprise-wide.

PAST PERFORMANCE



GROW WITH

Culture + Discipline + Performance = Growth

SOFTWARE

Our Talent Advantage

Angie Combs

Chief Human Resource Officer

EXPERTISE
Technology
TECHNOLOGY
National Security
Expert

EMPLOYEE VALUE PROPOSITION



A culture of boundless ingenuity
and unwavering integrity



A total rewards package that
supports their varied needs



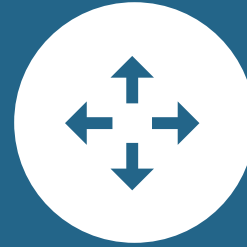
A career in a long-standing,
successful organization

Relentlessly talent-centric and future-focused



Intentional and deliberate

Not one size fits all



Dynamic

Always sensing and shifting



Bold and differentiated

New, innovative ideas



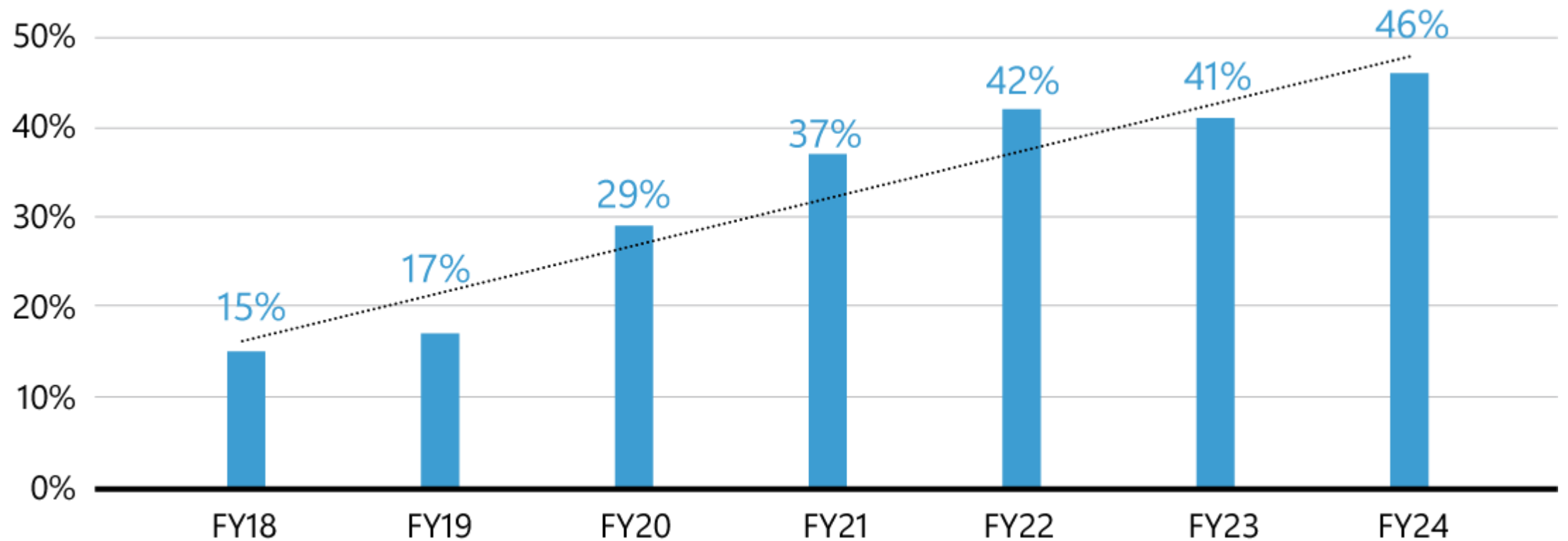
Bias for action

Followed by continual refinement

DIFFERENTIATION

Employee referrals

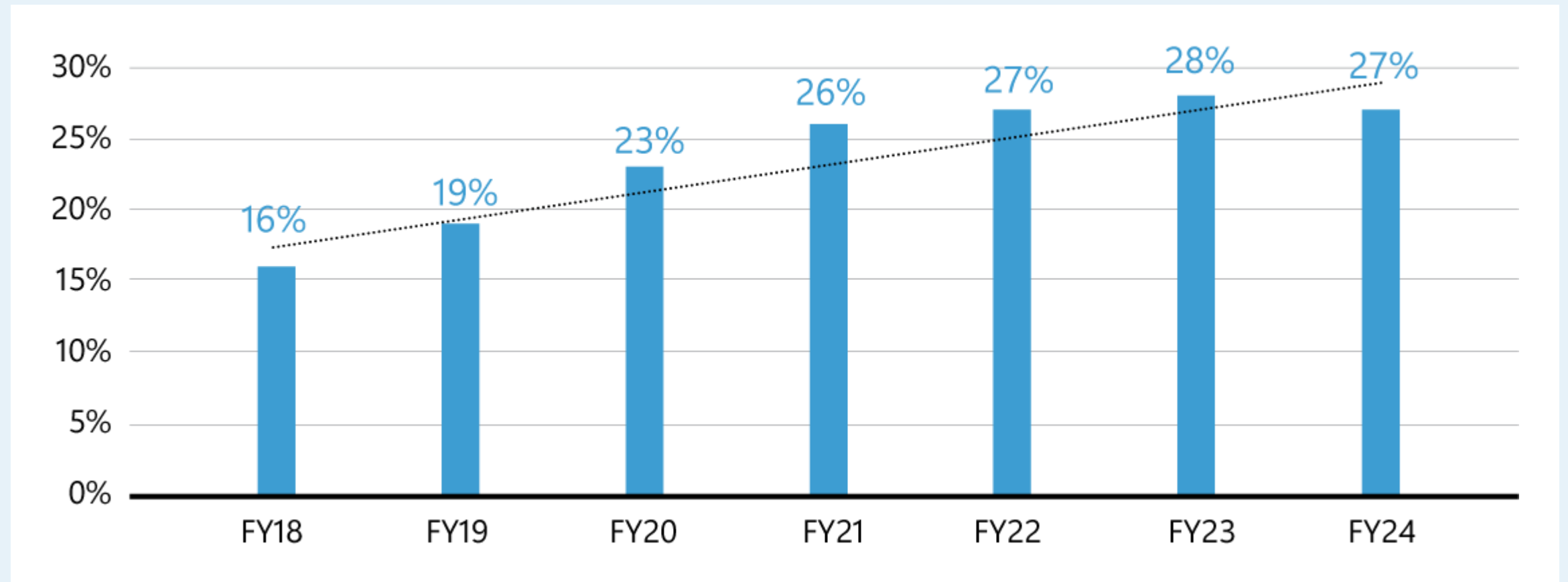
Top source of hires



DIFFERENTIATION

#makingmoves

Commitment to empowering employees to own their career journey



DIFFERENTIATION

Touchpoints
*Reinvented performance
management*

DIFFERENTIATION

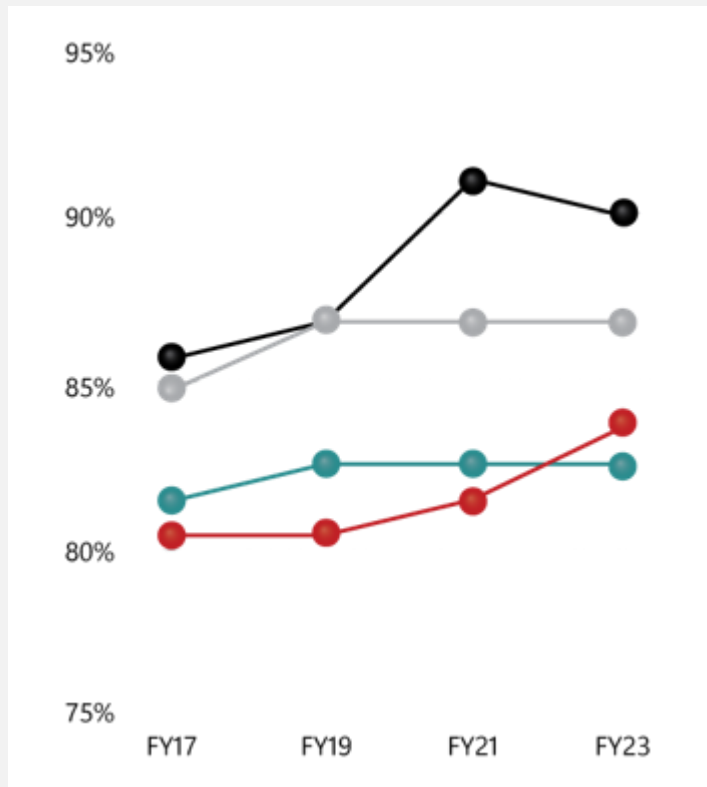
Flexible Time Off (FTO)

*Employees empowered to
manage their own time off*

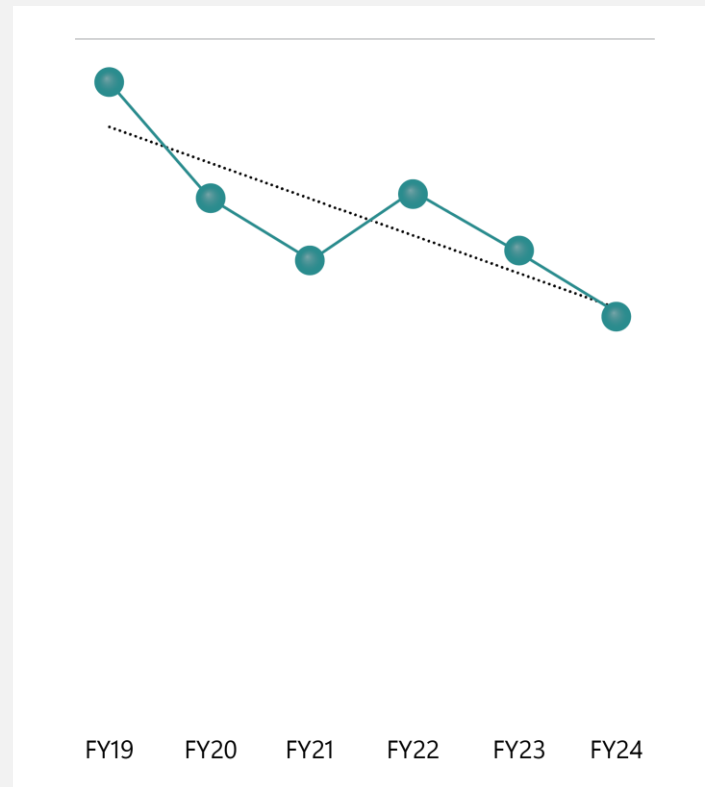


RESULTS

Engagement



Attrition

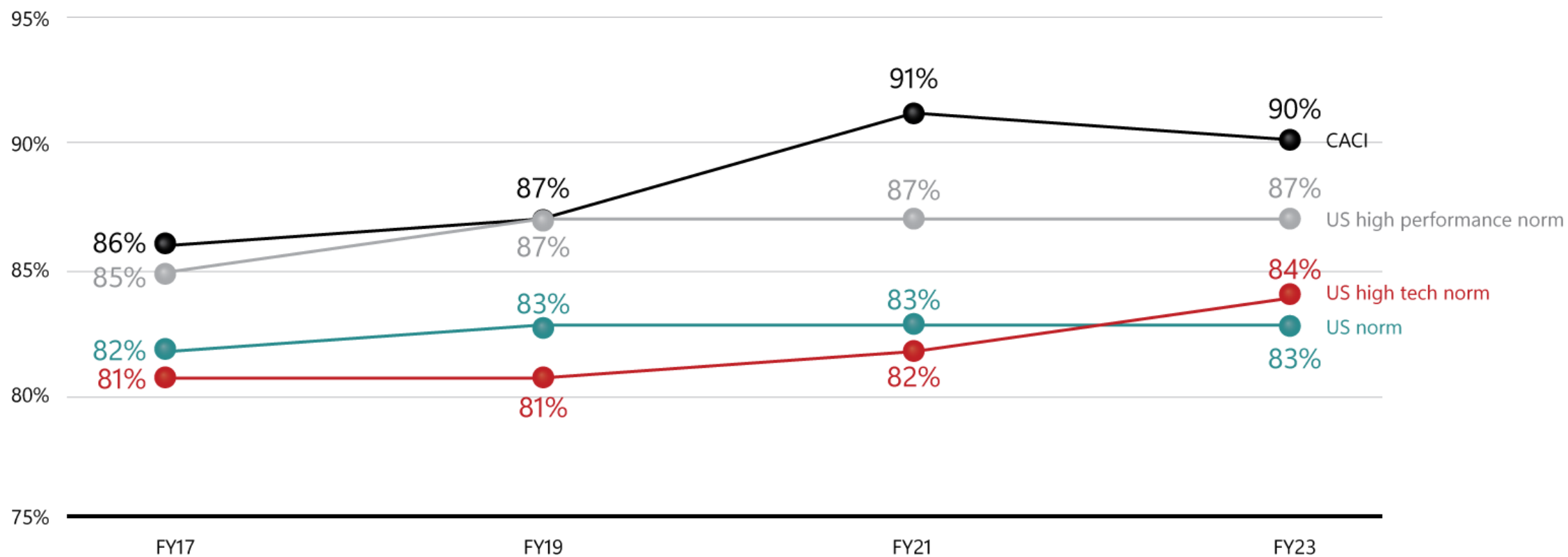


Recognition



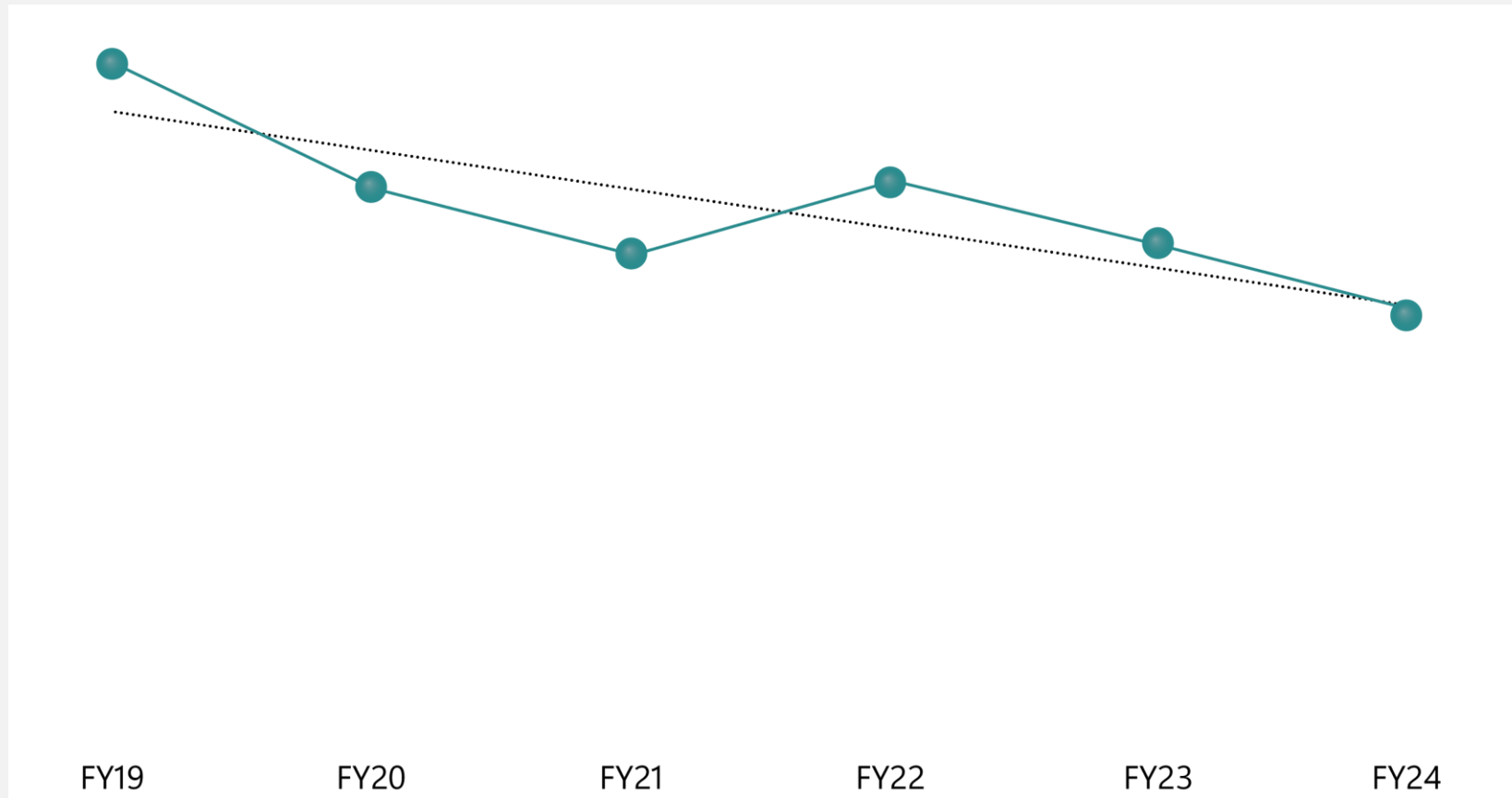
RESULTS

Engagement survey results



RESULTS

Attrition



Over 3% below
industry peer
benchmarks

A journey from the
high teens to the
low double digits

RESULTS

Recognition



MACRO TRENDS

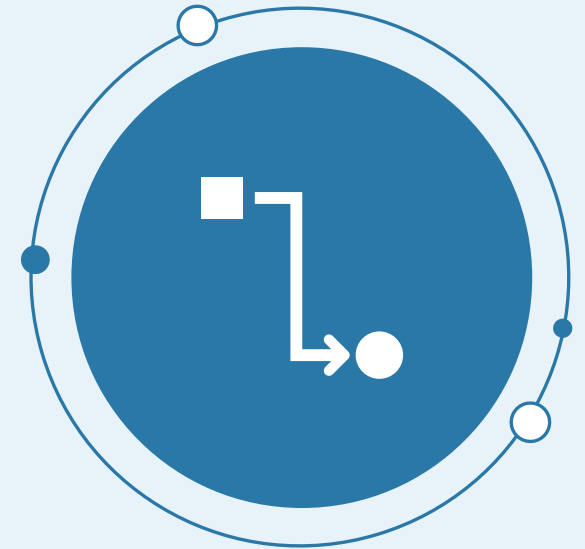
**Significant shifts
in the labor market**



**Skills
acceleration**



**New employee
expectations**





Expand | Advance | Influence

Expand

Broaden talent pools

Upskilling

Advance

Talent intelligence

Employee offerings



Influence

Customers to lean into skills-based hiring

Public policy

**Your potential is limitless.
So is ours.**

SOFTWARE

Software is Our Superpower

Glenn Kurowski

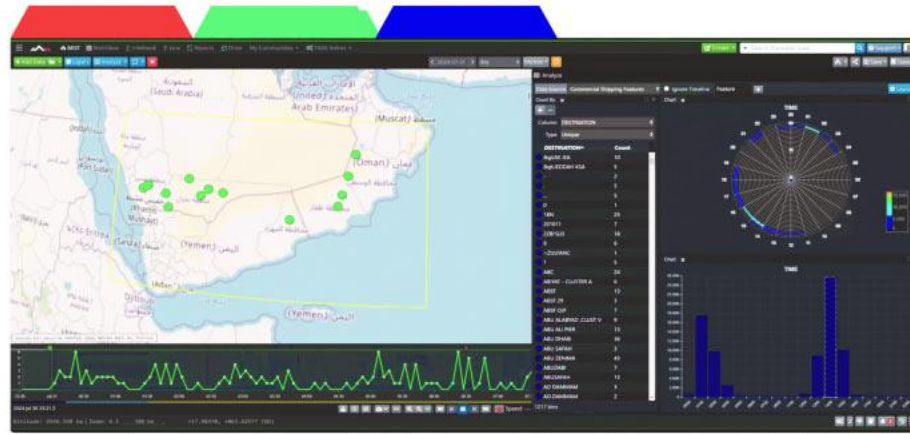
Chief Technology Officer

EXPERTISE
Technology
TECHNOLOGY
National Security
Expert

Software@CACI







Signals intelligence (SIGINT)
Counter-unmanned systems
Electronic warfare and attack





WAITING ON UPDATES ...



SOFTWARE

Customer software priorities

PRIORITIES

SOFTWARE PRIORITIES

VELOCITY

EFFICIENCY

QUALITY

TRANSPARENCY

CHOICE

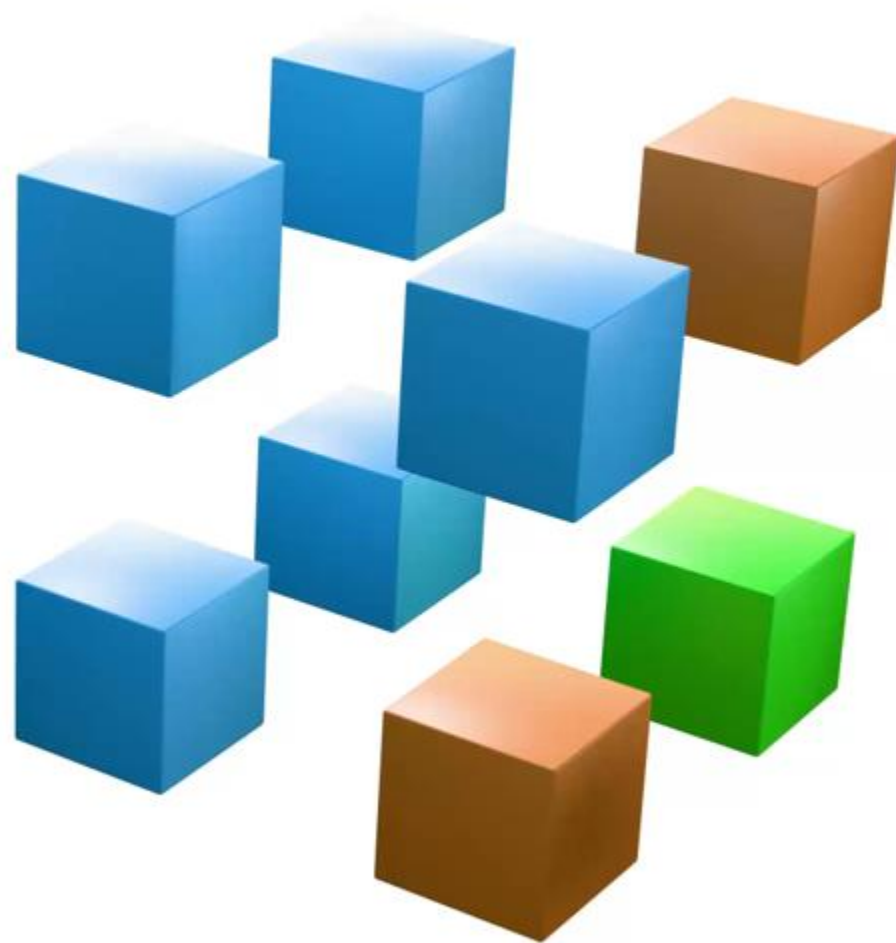
Open architecture

Agile-based delivery execution model

DevSecOps platform

OPEN ARCHITECTURE

Open architecture



VELOCITY

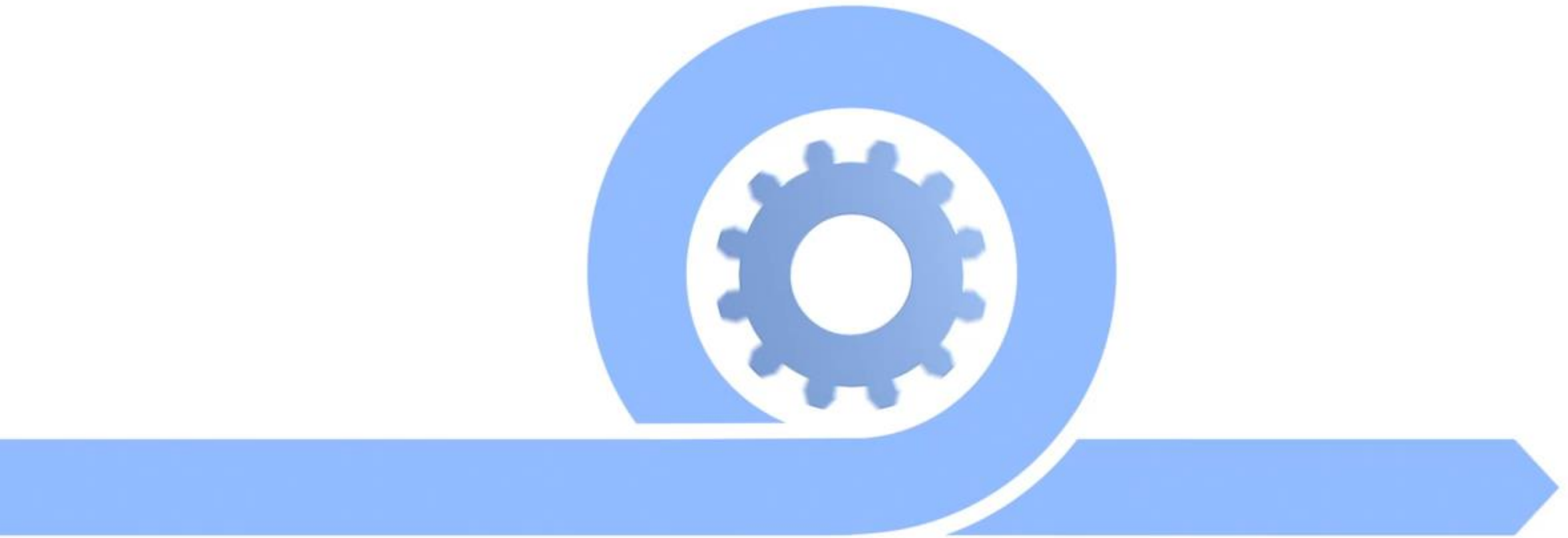
EFFICIENCY

QUALITY

TRANSPARENCY

CHOICE

Agile-based delivery execution model



VELOCITY

EFFICIENCY

QUALITY

TRANSPARENCY

CHOICE

DevSecOps platform



Software. Faster.

VELOCITY

EFFICIENCY

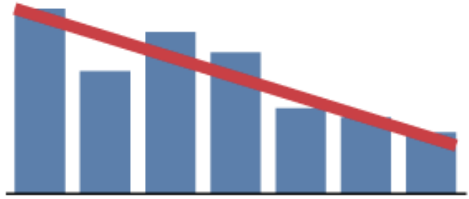
QUALITY

TRANSPARENCY

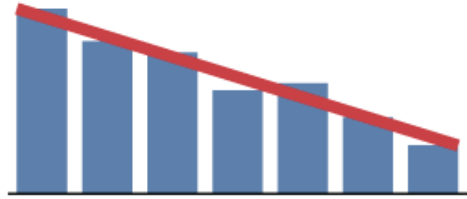
CHOICE

Robust metrics

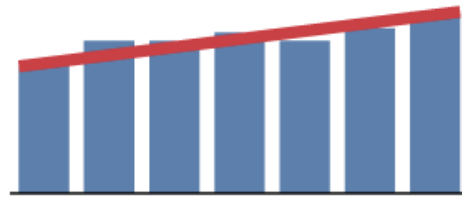
PROOF POINTS



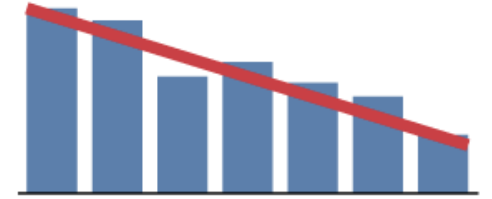
Cost per
story point



Time-to-value



Release
quality



Escaped
defects

VELOCITY

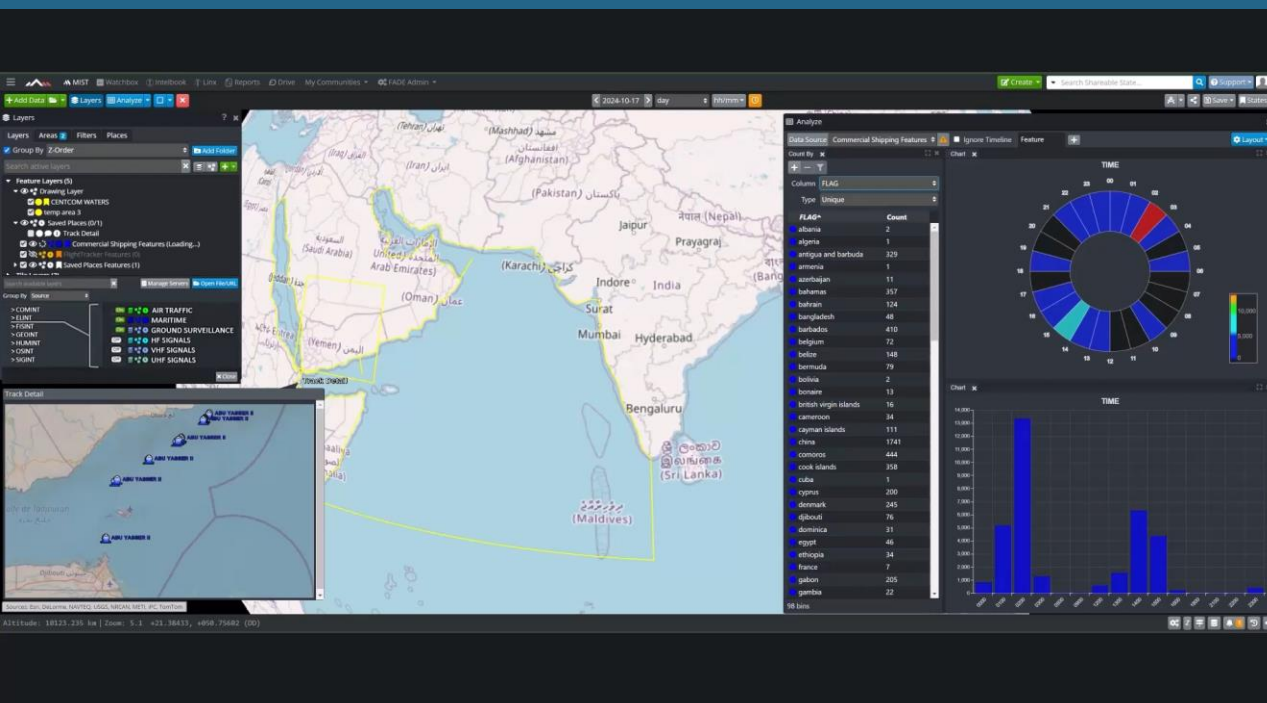
EFFICIENCY

QUALITY

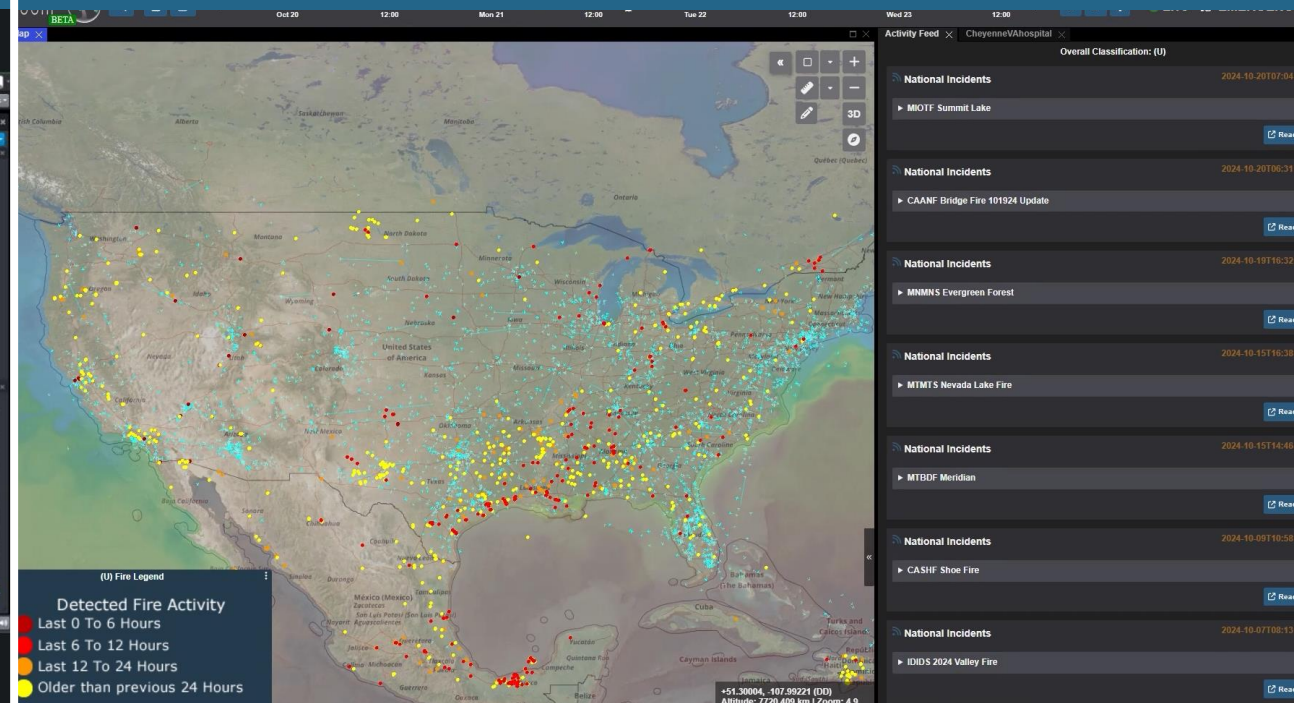
TRANSPARENCY

CHOICE

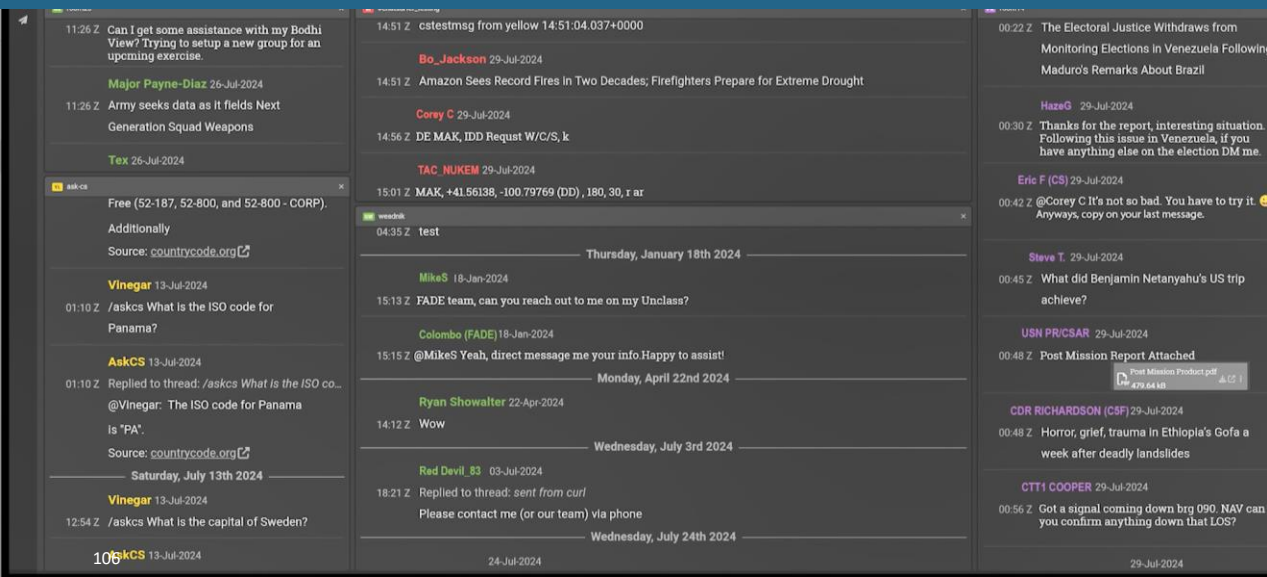
DATA/ANALYSIS VISUALIZATION



GLOBAL SITUATIONAL AWARENESS

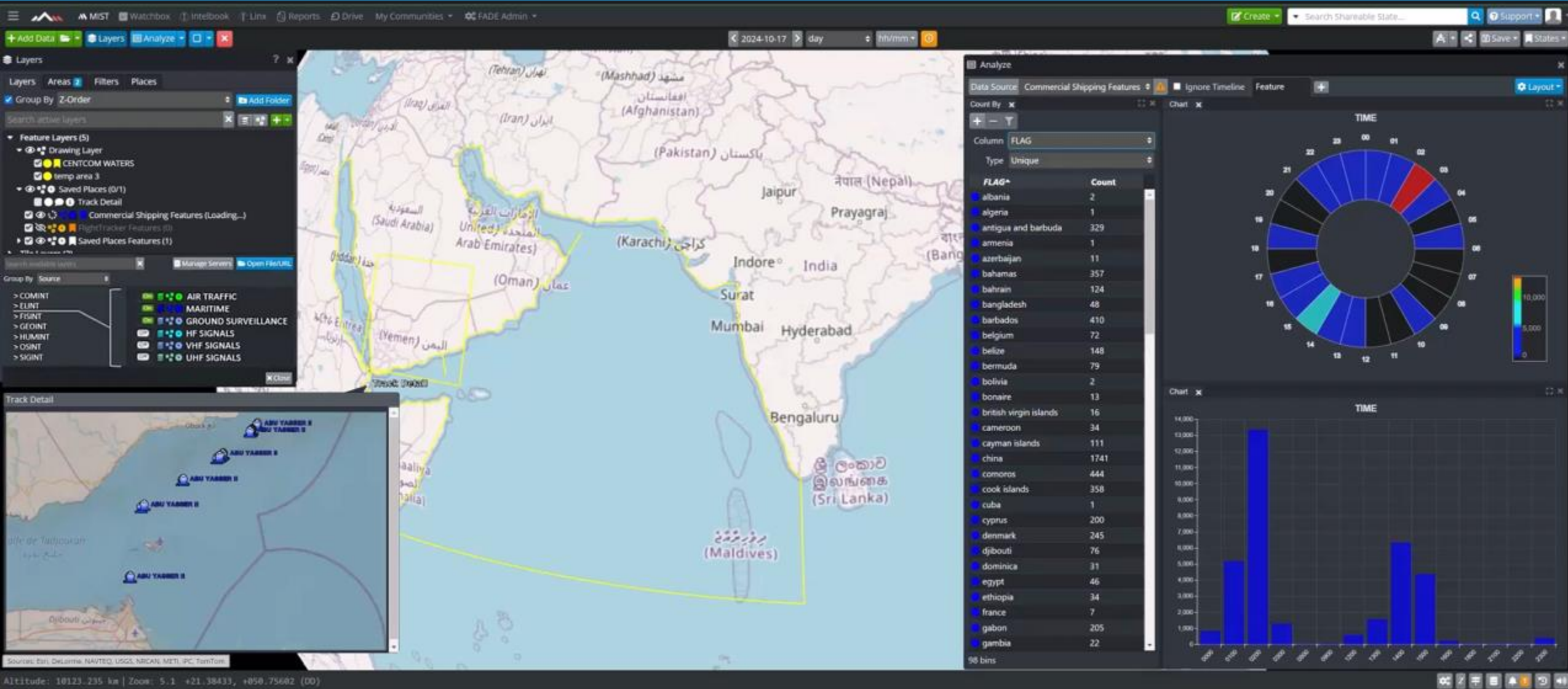


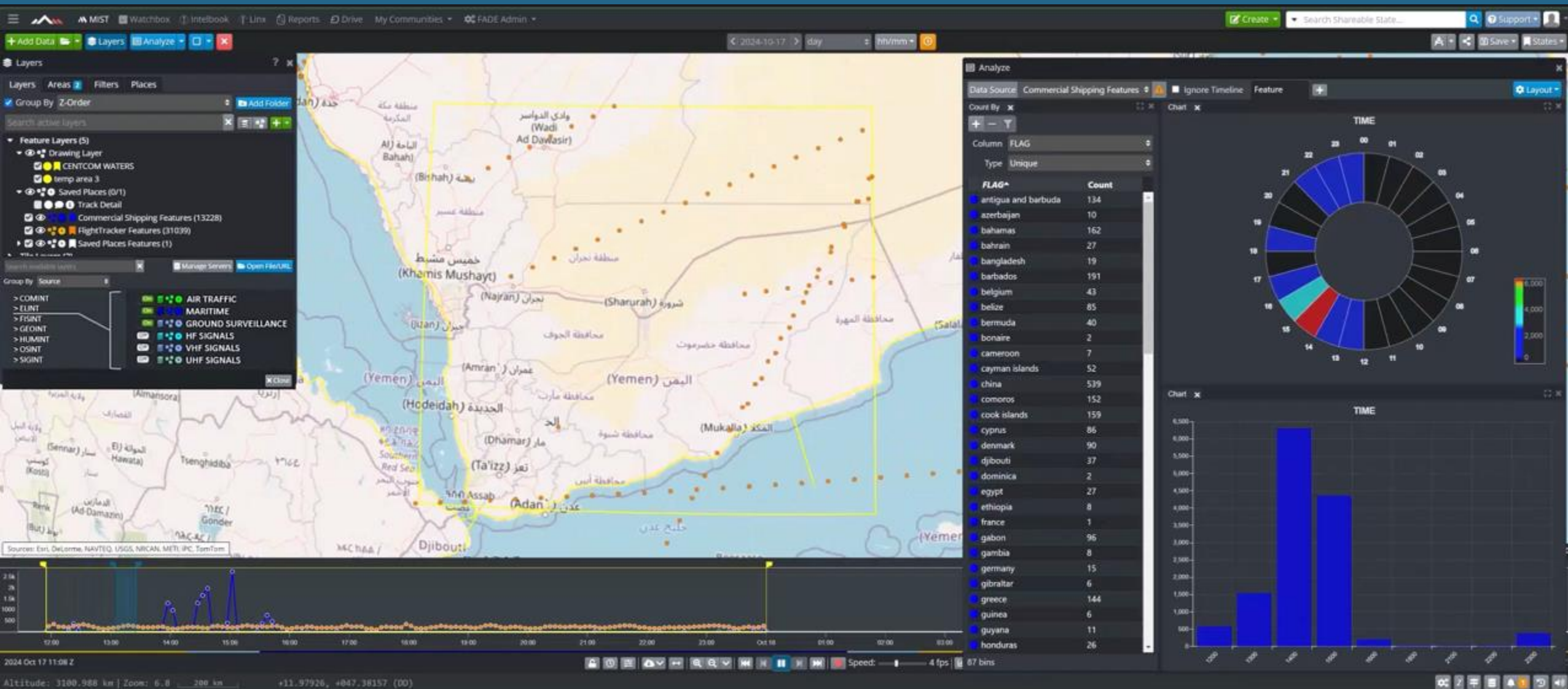
CROSS-CLASSIFICATION CHAT

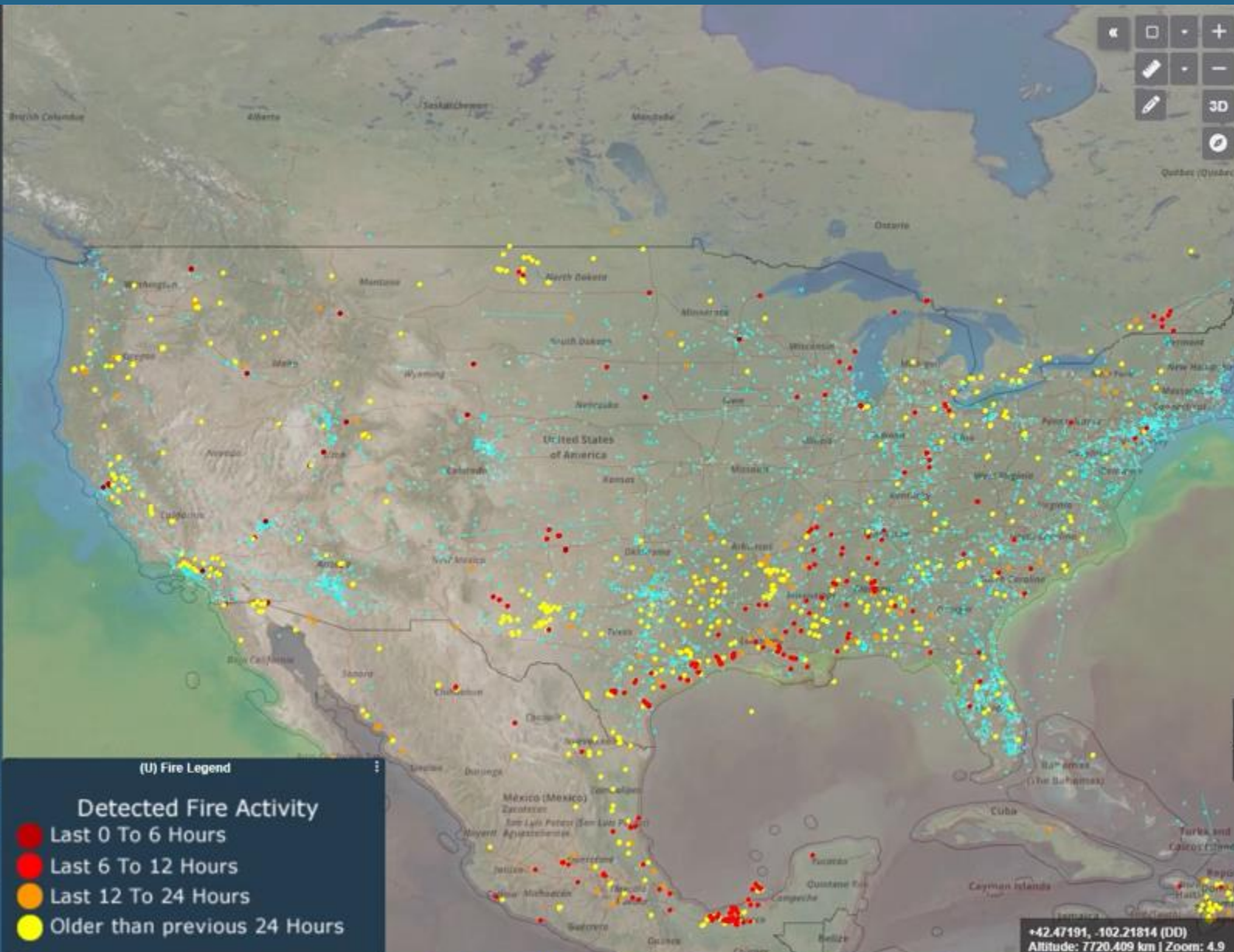


AI-ENABLED GEO-SPATIAL/IMAGERY



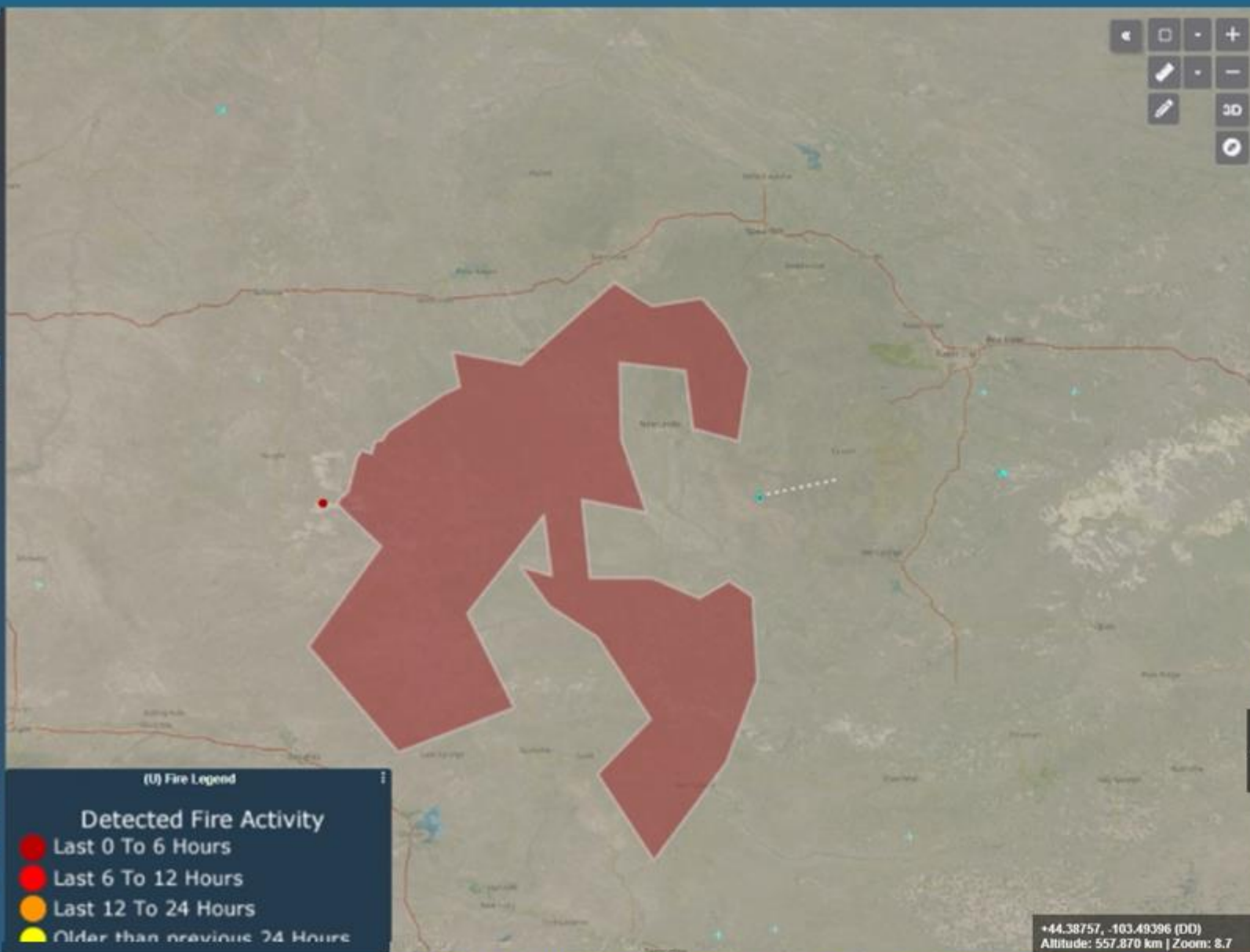






Overall Classification: (U)

National Incidents	2024-10-20T07:04:45.000Z
MIOTF Summit Lake	Read Report
National Incidents	2024-10-20T06:31:36.000Z
CAANF Bridge Fire 101924 Update	Read Report
National Incidents	2024-10-19T16:32:27.000Z
MNMNS Evergreen Forest	Read Report
National Incidents	2024-10-15T16:38:50.000Z
MTMT S Nevada Lake Fire	Read Report
National Incidents	2024-10-15T14:46:07.000Z
MTBDF Meridian	Read Report
National Incidents	2024-10-09T10:58:31.000Z
CASHF Shoe Fire	Read Report
National Incidents	2024-10-07T08:13:41.000Z
IDIDS 2024 Valley Fire	Read Report



Overall Classification: (U)

National Incidents 2024-10-20T19:34:45.000Z

▶ MIOF Summit Lake

[Read Report](#)

National Incidents 2024-10-20T06:31:36.000Z

▶ CAANF Bridge Fire 101924 Update

[Read Report](#)

National Incidents 2024-10-19T16:32:27.000Z

▶ MNMS Evergreen Forest

[Read Report](#)

National Incidents 2024-10-15T16:38:58.000Z

Red-Devil-73

CHAT-SURFER

CROSS-CLASSIFICATION CHAT

Wall of Chat

room23

11:26 Z Can I get some assistance with my Bodhi View? Trying to setup a new group for an upcoming exercise.

Major Payne-Diaz 26-Jul-2024

11:26 Z Army seeks data as it fields Next Generation Squad Weapons

Tex 26-Jul-2024

ask-cs

Free (52-187, 52-800, and 52-800 - CORP). Additionally
Source: countrycode.org

Vinegar 13-Jul-2024

01:10 Z /askcs What is the ISO code for Panama?

AskCS 13-Jul-2024

01:10 Z Replied to thread: /askcs What is the ISO co...
@Vinegar: The ISO code for Panama is "PA".
Source: countrycode.org

Saturday, July 13th 2024

Vinegar 13-Jul-2024

12:54 Z /askcs What is the capital of Sweden?

AskCS 13-Jul-2024

#chatsurfer_testing

14:51 Z ctestmsg from yellow 14:51:04.037+0000

Bo_Jackson 29-Jul-2024

14:51 Z Amazon Sees Record Fires in Two Decades; Firefighters Prepare for Extreme Drought

Corey C 29-Jul-2024

14:56 Z DE MAK, IDD Request

TAC_NUKEM 29-Jul-2024

15:01 Z MAK, +41.56138, -11.56138

weadnik 29-Jul-2024

04:35 Z test

MikeS 18-Jan-2024

15:13 Z FADE team, can you help?

Colombo (FADE) 18-Jan-2024

15:15 Z @MikeS Yeah, dir...

Ryan Showalter 29-Jul-2024

14:12 Z Wow

Wednesday, July 3rd 2024

Red Devil_83 03-Jul-2024

18:21 Z Replied to thread: sent from curl
Please contact me (or our team) via phone

Wednesday, July 24th 2024

24-Jul-2024

room14

00:22 Z The Electoral Justice Withdraws from Monitoring Elections in Venezuela Following Maduro's Remarks About Brazil

Jul-2024

r the report, interesting situation. this issue in Venezuela, if you hing else on the election DM me.

Jul-2024

It's not so bad. You have to try it. 😊
py on your last message.

Jul-2024

Benjamin Netanyahu's US trip

29-Jul-2024

ion Report Attached

Post Mission Product.pdf
479.64 kB

N (C5F) 29-Jul-2024

00:48 Z Horror, grief, trauma in Ethiopia's Gofa a week after deadly landslides

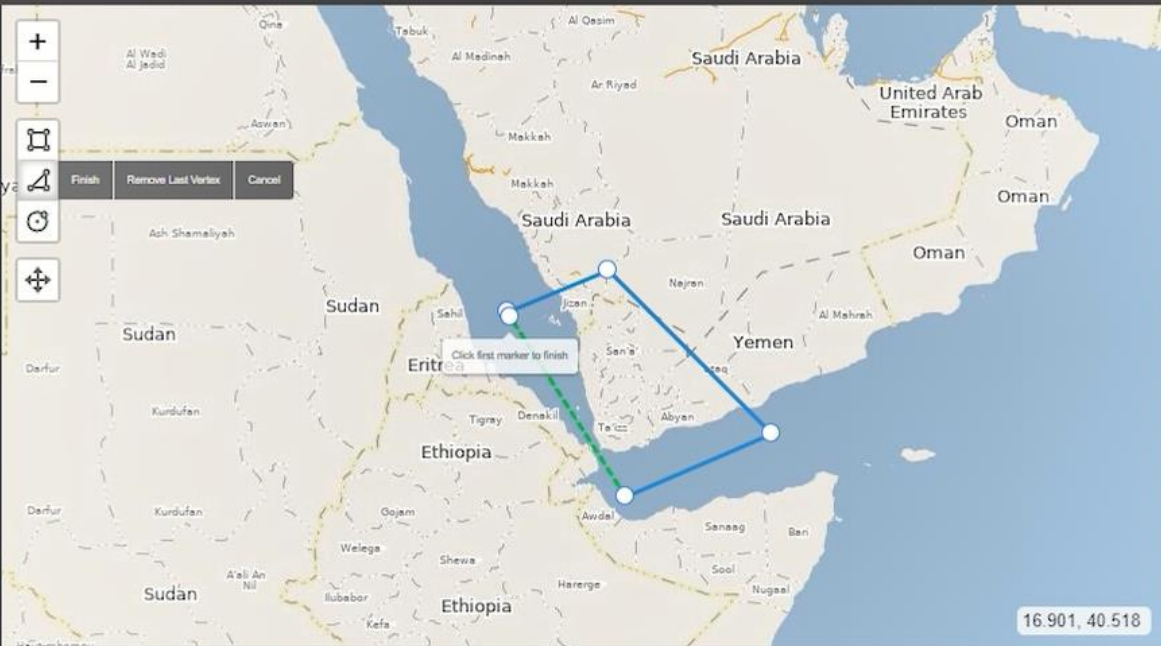
CTT1 COOPER 29-Jul-2024

00:56 Z Got a signal coming down brg 090. NAV can you confirm anything down that LOS?

29-Jul-2024

+
-
📏
📍
🔄
📏

Finish Remove Last Vertex Cancel



111

ARTIFICIAL INTELLIGENCE and SAFFIRE



The screenshot displays the FADE software interface, which is used for analyzing maritime data. The central map shows the Indian Ocean region, with a yellow boundary highlighting a specific area of interest. The left sidebar contains the 'Layers' panel, which lists various data layers such as 'Commercial Shipping Features (Loading...)' and 'Vessel Tracks'. The right sidebar features the 'Analyze' panel, which includes a 'Count By' table, a circular sunburst chart, and a bar chart. The 'Count By' table lists vessel types and their corresponding counts, while the sunburst chart and bar chart provide visual representations of the data. The bottom status bar shows the map's bounding box and zoom level.

Type	Unique	Count
FLAG		
algeria	2	
algeria	1	
antigua and barbuda	329	
argentina	1	
armenia	11	
bahamas	357	
bahrain	124	
bangladesh	48	
barbados	410	
belgium	72	
belize	148	
bermuda	79	
bolivia	2	
borne	13	
british virgin islands	16	
cameroon	34	
canarian islands	111	
china	1741	
comoros	444	
cook islands	358	
cuba	1	
cypriot	200	
denmark	245	
djibouti	76	
dominica	31	
egypt	46	
ethiopia	34	
france	7	
gallon	205	
germany	12	

BODHI

Oct 20 12:00 Mon 21 12:00 Tue 22 12:00 Wed 23 12:00

Activity Feed | CheyenneVAhospital | Overall Classification: (U)

- National Incidents 2024-10-20107:04
▶ MIOF Summit Lake [Reactive](#)
- National Incidents 2024-10-20106:31
▶ CAANF Bridge Fire 101924 Update [Reactive](#)
- National Incidents 2024-10-19116:32
▶ MNMNS Evergreen Forest [Reactive](#)
- National Incidents 2024-10-15116:38
▶ MTMNS Nevada Lake Fire [Reactive](#)
- National Incidents 2024-10-15114:45
▶ MTBDF Meridian [Reactive](#)
- National Incidents 2024-10-09110:58
▶ CASHF Shoe Fire [Reactive](#)
- National Incidents 2024-10-07108:13
▶ IDIDS 2024 Valley Fire [Reactive](#)

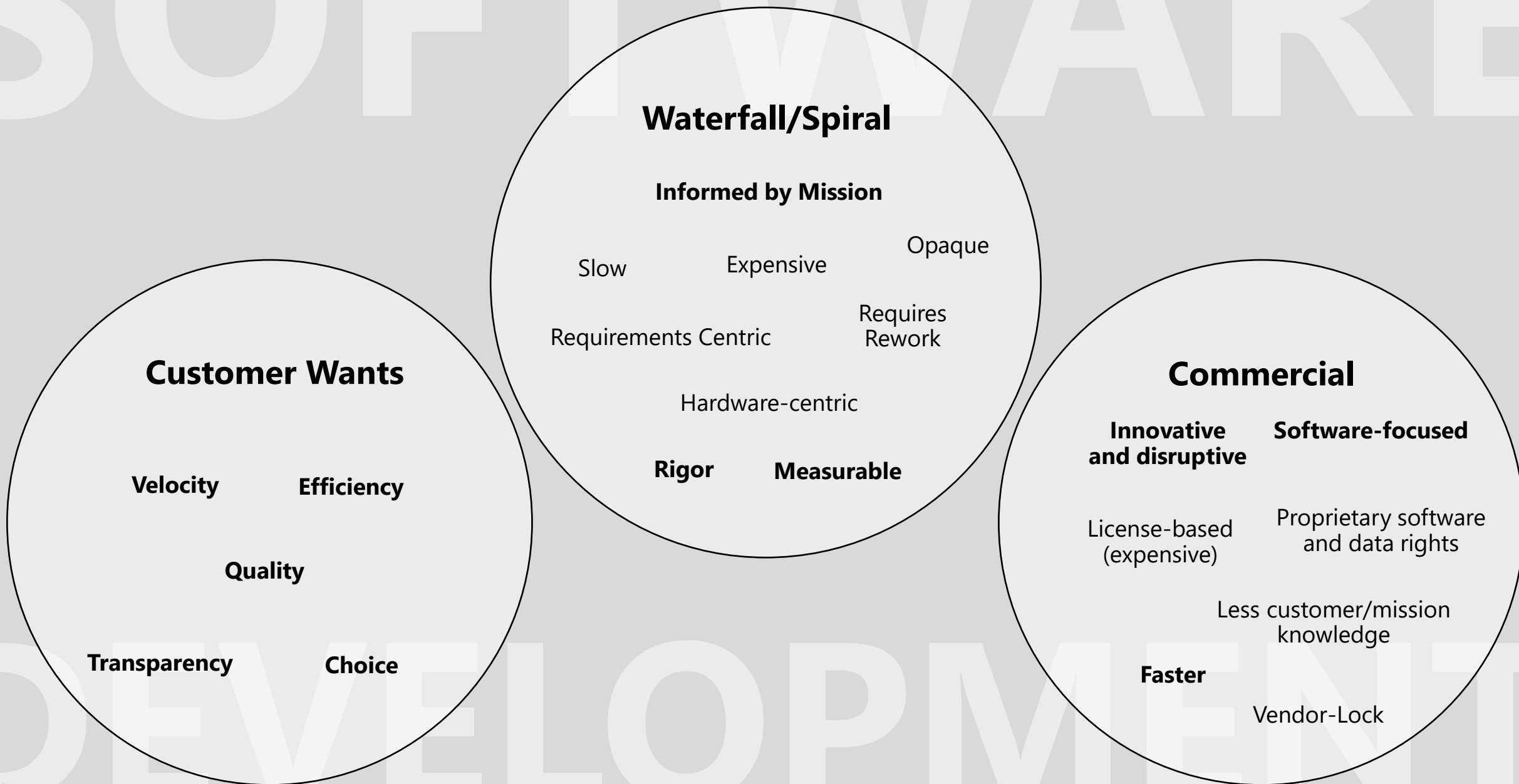
(U) Fire Legend

- Detected Fire Activity
- Last 0 To 6 Hours
- Last 6 To 12 Hours
- Last 12 To 24 Hours
- Older than previous 24 Hours

Map showing fire activity across North America, including the United States and parts of Canada and Mexico. The map displays numerous fire incidents, color-coded by detection time: red for the last 0 to 6 hours, orange for 6 to 12 hours, yellow for 12 to 24 hours, and cyan for incidents older than 24 hours. Major cities and geographical features are labeled. A coordinate box in the bottom right corner shows: -94.30004, -107.99221 (OD) Altitude: 7724-699 km | Zoom: 4.9

CHAT-SURFER

AI and SAFFIRE



Enduring and Growing Position



Open Architecture DevSecOps
Agile-Based Delivery Execution Model

VELOCITY

EFFICIENCY

QUALITY

TRANSPARENCY

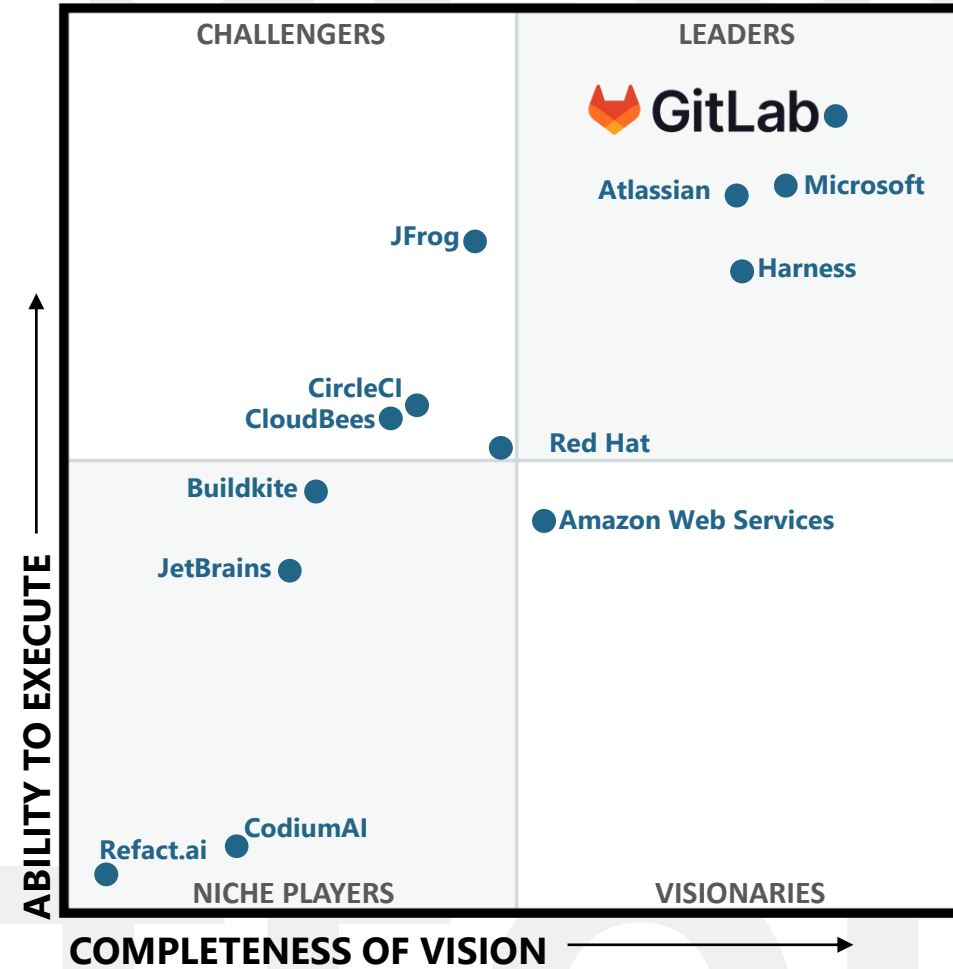
CHOICE

No Data Right Issues

No \$\$\$ Licenses

No Vendor Lock

Gartner Magic Quadrant





Ashley Kramer
GitLab | Interim CRO, CSO & CMO



Don't just take our word for it...

“It is nice to see **what “right” looks like** in an optimized Agile implementation.”

- OUSD for Acquisition, Technology and Logistics

“CACI is doing it **faster, better**, and with fewer mistakes.”

- HHS

“**You’ve put us into the future** with the cloud migrations.”

- DHS, CBP

“Push-button deployment – we can now **deploy multiple times a week** while maintaining **100% deployment success rate**.”

- Classified

“Always have **excellent quality control** – you automate as much as possible and it’s rare to have a deliverable with a quality issue.”

- Classified

“The agile model CACI proposed is one of **the best** I have seen.”

- Army PEO EIS

“Great job with delivery. Before CACI we were lucky to get 20 CRs in a quarter – now we deliver **more than 20 per month**.”

- USMC Systems Command

“You have made a convert out of me. From Agile as busy work to recognizing it’s an **end-to-end improvement** in the entire development process.”

- DHS, CBP

Artificial Intelligence: New... Again





Shift the conversation
from the **hammer**
to the **nails....**

The ideal conversation with customers

- Understanding the problem
- Understanding the data
- Imagining better outcomes
- Applying the talent and technology
- We're driving AI-enabled outcomes
 - On-contract growth
 - New business



EVACON

Artificial Intelligence

The ability of a machine to *mimic human intelligence* to perform tasks *as well or better than humans*.

Machine Learning (ML)

Learning from data versus being explicitly programmed
(e.g., Supervised/Reinforcement Learning)

Deep Learning (DL)

ML using a Neural Network

Natural Language Processing

ML for text understanding and generation

Computer Vision

ML to see and understand visual data

Generative AI

Creation of original content - such as text, images, video, audio or software code – in response to a user prompt.

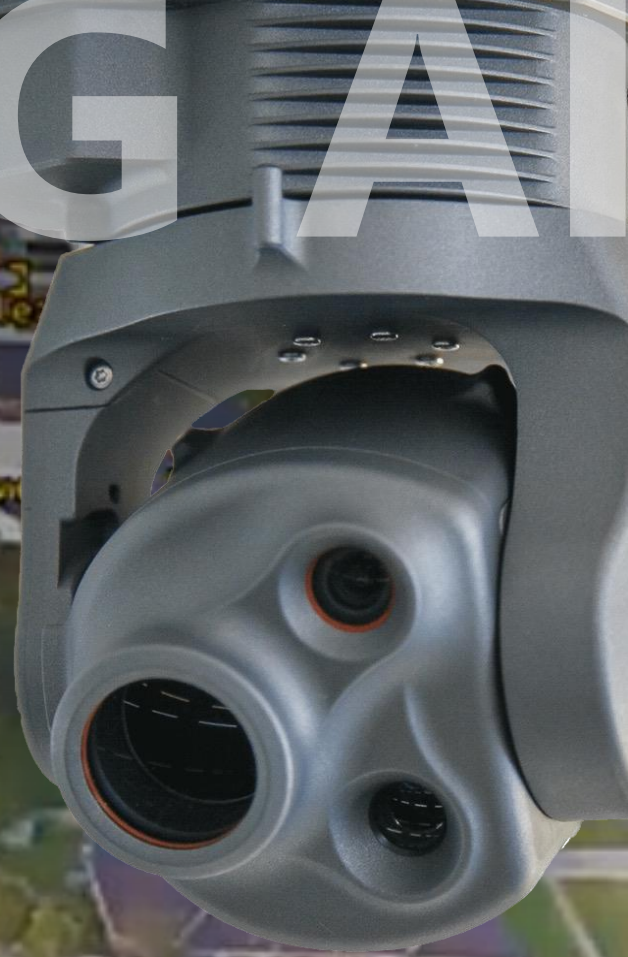
Symbolic AI

Using rules and logic to process data
(e.g., Expert Systems, Robotic Process Automation)

LEVERAGING AI

OV: 58.9°
MP: 0
RECORDING

N



On-gimbal automated
object recognition

vehicle: 28

vehicle: 66
vehicle: 27

vehicle: 50

vehicle: 45

vehicle: 29

vehicle: 50

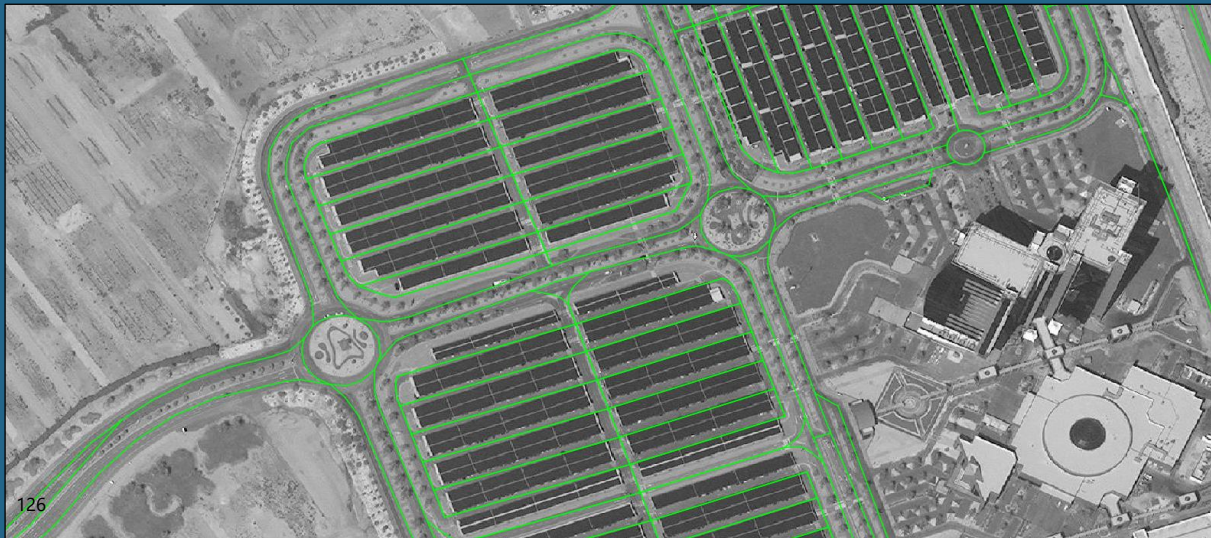
vehicle: 26

43m



SR: 0.190km
UTC: 05:46:35.604

LEVERAGING AI



LEVERAGING AI

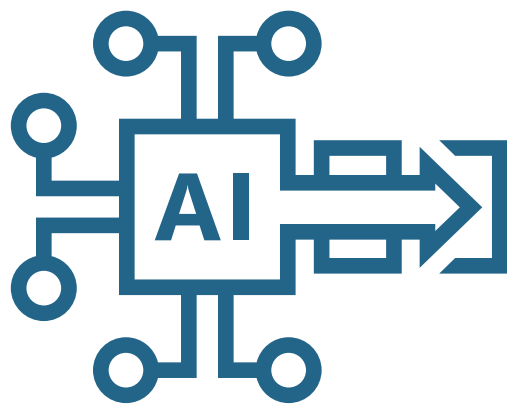


Unlock new leads with CluesAI

AI WORKING FOR CACI

Predictive AI: WIBNI

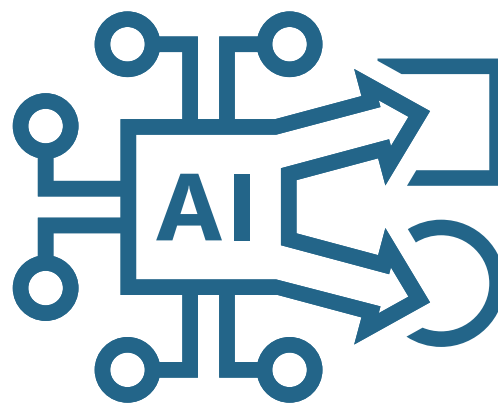
(Wouldn't it be nice if...)



CACI DATA LAKE

Decision Support AI

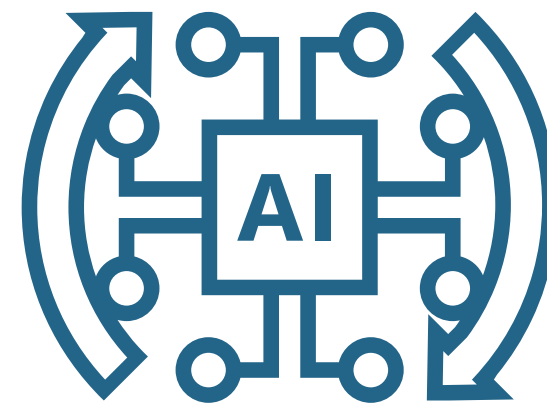
(Operational insights)



CACI DATA WAREHOUSE

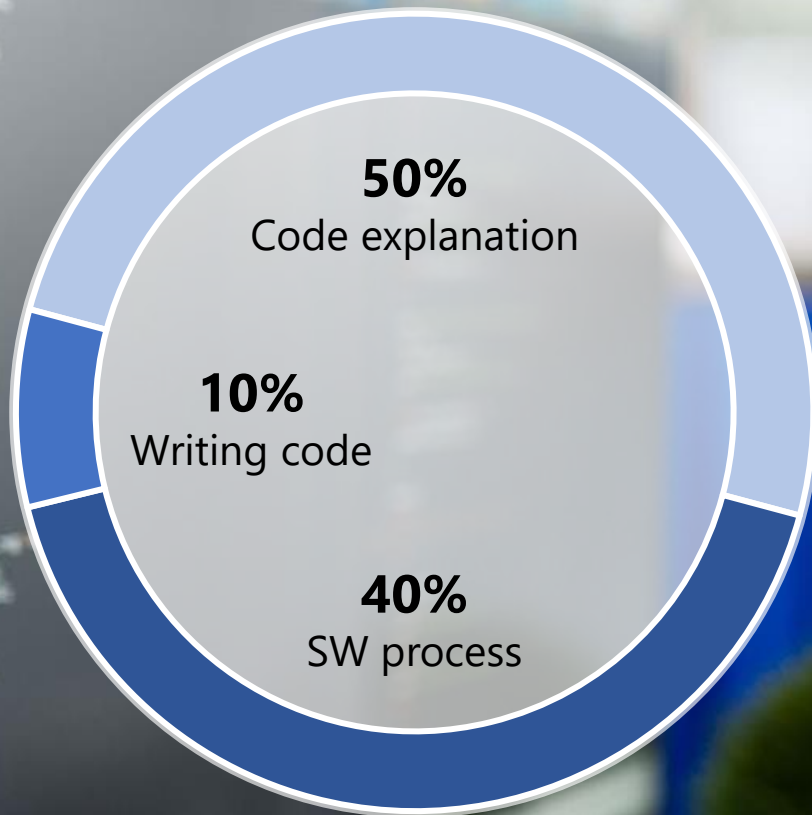
AI-Enabled Efficiencies

"AI won't take your job, someone who works better with AI will."



CACI CHAT

Where does a developer spend time?



RESPONSIBLE USE

CACI's Responsible Use of AI policy/procedure

Ethics, explainable, accountable, secure, etc.

Governs internal use and customer deliveries

- Development
- 3rd party tools

RESPONSIBLE USE

A photograph of a winding asphalt road on a hillside, bordered by a metal guardrail. The road curves into the distance, and the background shows a steep, rocky slope with some sparse vegetation. The image is slightly faded to allow text to be overlaid.

*"This [CACI Policy] is just what is needed!
I cannot offer any substantive criticisms.
I like that it provides sufficient details,
without being overly burdensome
or bureaucratic."*

– Lt Gen (Ret) Jack Shanahan,
first Director of the DoD CIO
Joint AI Center (JAIC)

SOFTWARE and AI

Leveraging all types of artificial intelligence

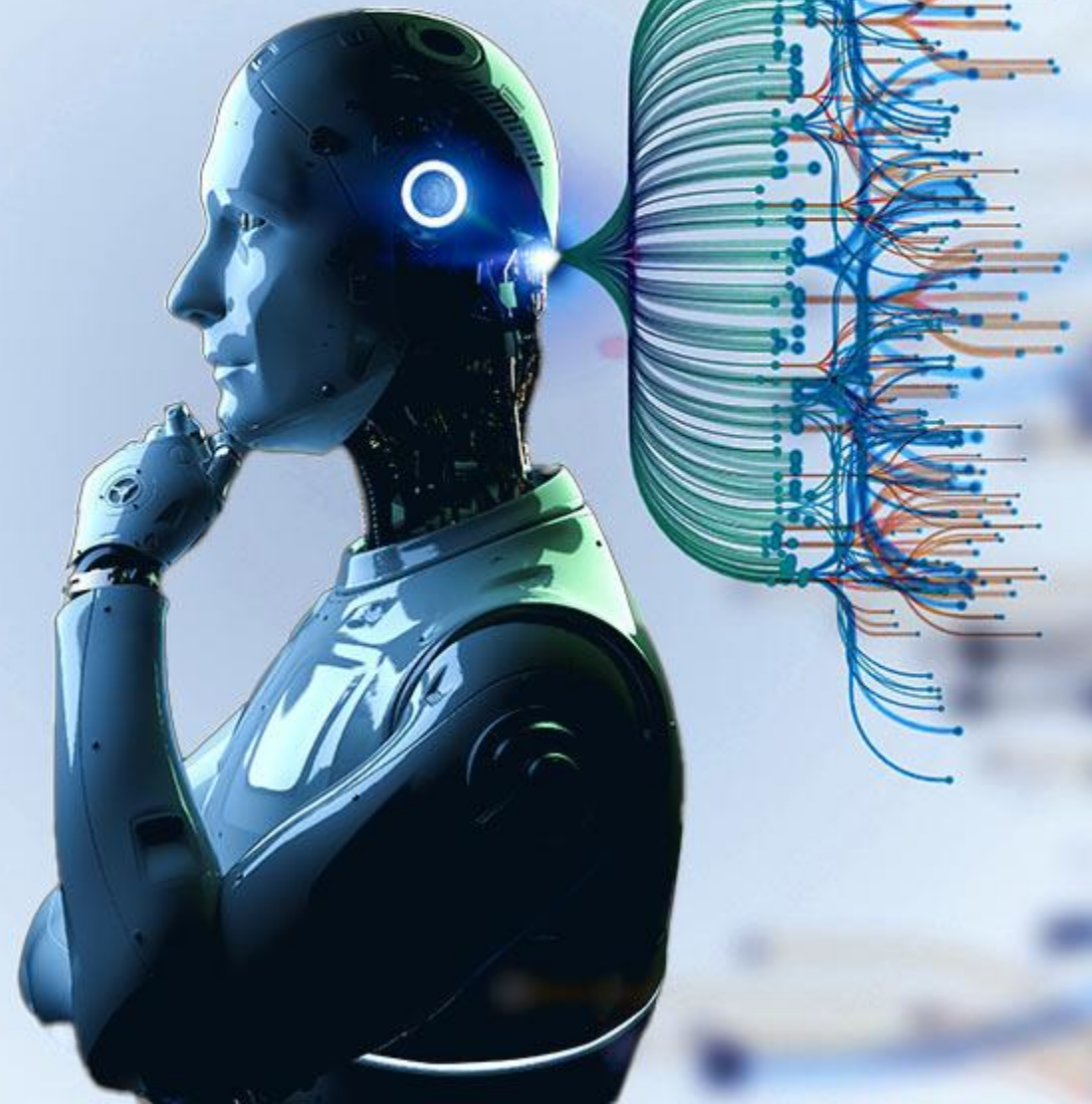
Leveraging our data

PREDICTION, INSIGHTS, EFFICIENCIES

Leveraging GenAI inside our Security Boundary

**Like previous over-hyped technology (cyber),
AI will emerge and be part of everything**

...for us, it already is.



SOFTWARE

Software is Our Superpower

SUPERPOWER

EXHIBITIONS

Technology Exhibitions

EXPERTISE

Technology

Expert

TECHNOLOGY

National Security

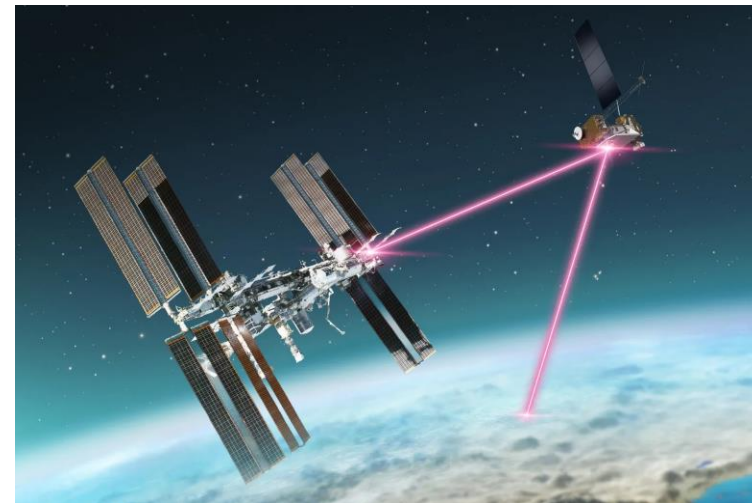
EXHIBITIONS



**Electromagnetic
Spectrum**



**Network
Modernization**



Photonics

EXPERTISE
TECHNOLOGY
National Security
Expert
TECHNOLOGY

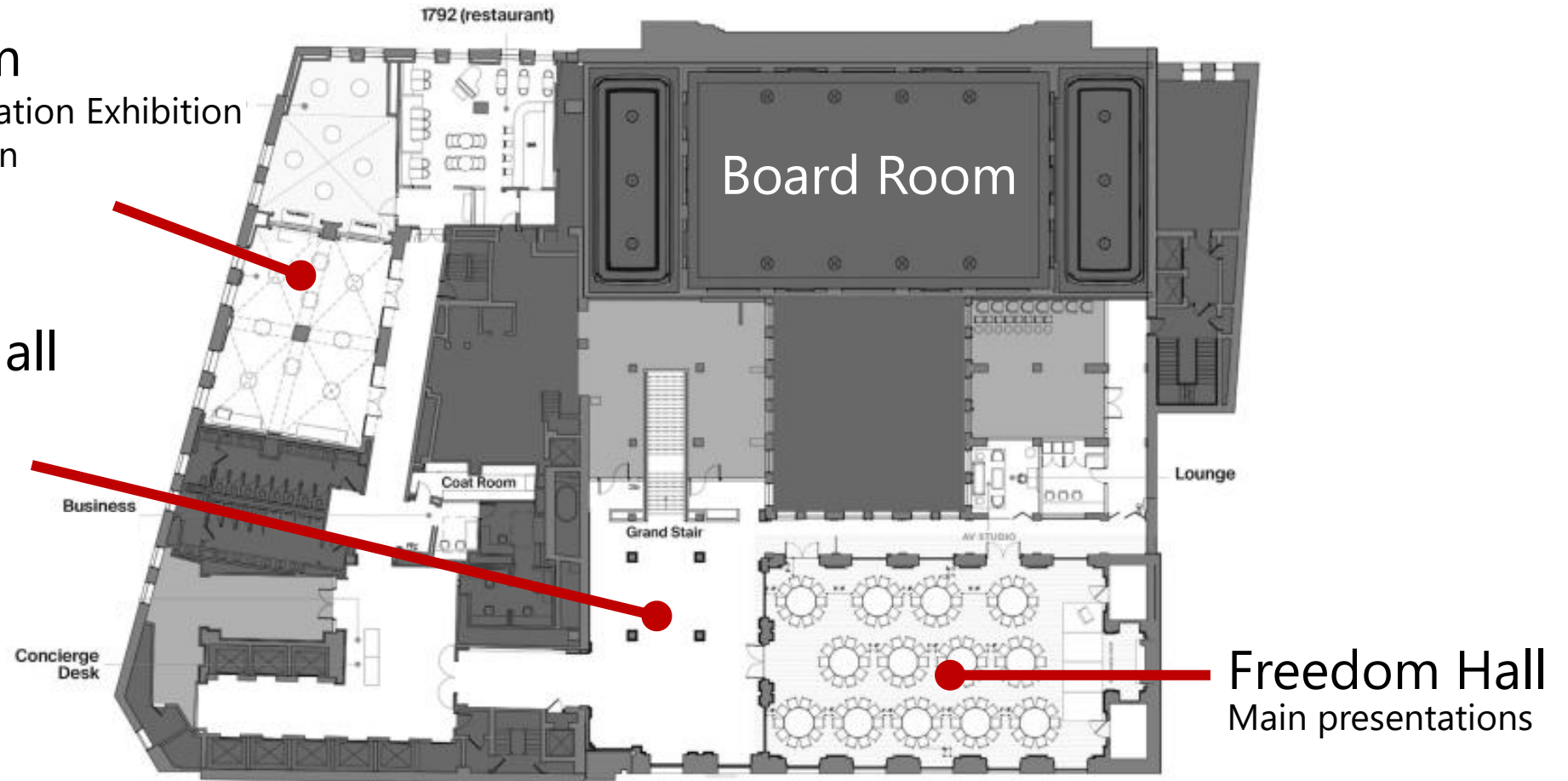
Technology exhibition map

Hamilton Room

- Network Modernization Exhibition
- Photonics Exhibition

Pre-Function Hall

- Electromagnetic Spectrum Exhibition



FLOOR 7

Technology exhibitions – logistics

- Audience divided into two (2) groups (based on color/letter card received upon arrival)
- CACI group leader with sign will walk their group around to each exhibition
- Each exhibition brief will last ~12 minutes
- Please hold questions for Q&A session or after the event (Exhibitions will remain open after formal presentations)
- After ~12 minutes, group leaders will rotate their group to the next exhibition (please stay with your group)
- After 3 rotations, please return to Freedom Hall for the Financial Review and Q&A session
- Please silence mobile phones



Will resume in 45 minutes...
Please stand by...

FINANCIAL

Driving Results

Jeff MacLauchlan

Chief Financial Officer

EXPERTISE
Technology
TECHNOLOGY
National Security
Expert

Committed to delivering shareholder value



Note: Prices as of October 31, 2024, market close. Graphs depict indexed total return performance where initial index value = 100. The stock price performance included in the graphs above is not necessarily indicative of future stock price performance. Source: FactSet and CACI

What you've heard so far

John on our strategy...

Jerry on how we win...

DeEtte on how we execute...

Angie on our talent strategies...

Glenn on leveraging software and AI...

Jason, Dave, and Linda on our technology

How it all comes together



Our value creation model



Predictable
organic revenue
growth



Profitability
supportive of
continued investment



**Efficient
management**
of capital



**Flexible and
opportunistic**
capital
deployment

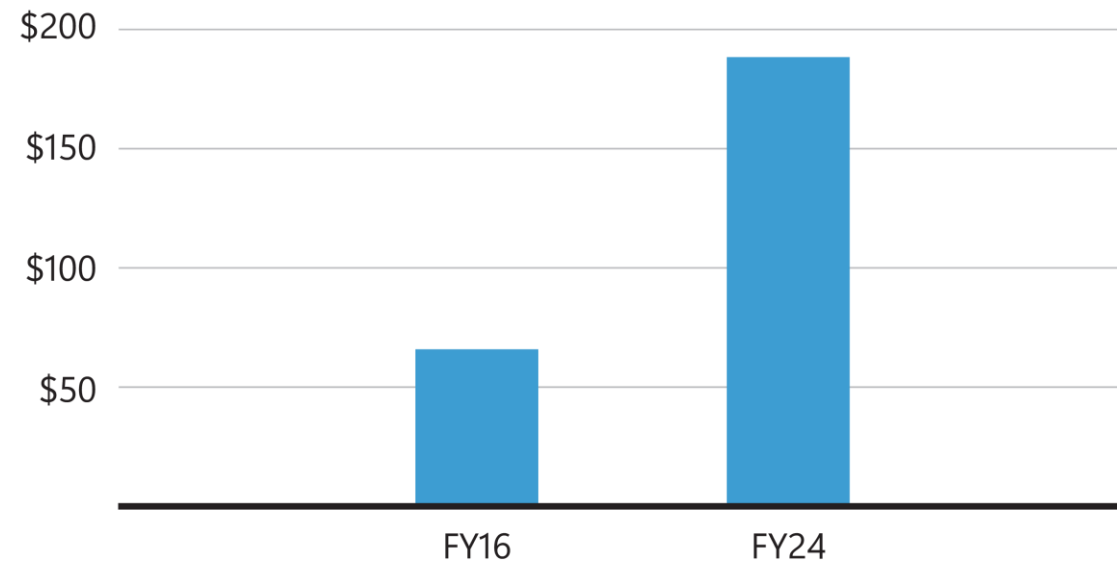
Free cash flow¹ per share growth and shareholder value creation

¹ See slides at the end of this presentation for definitions and reconciliations of non-GAAP measures.

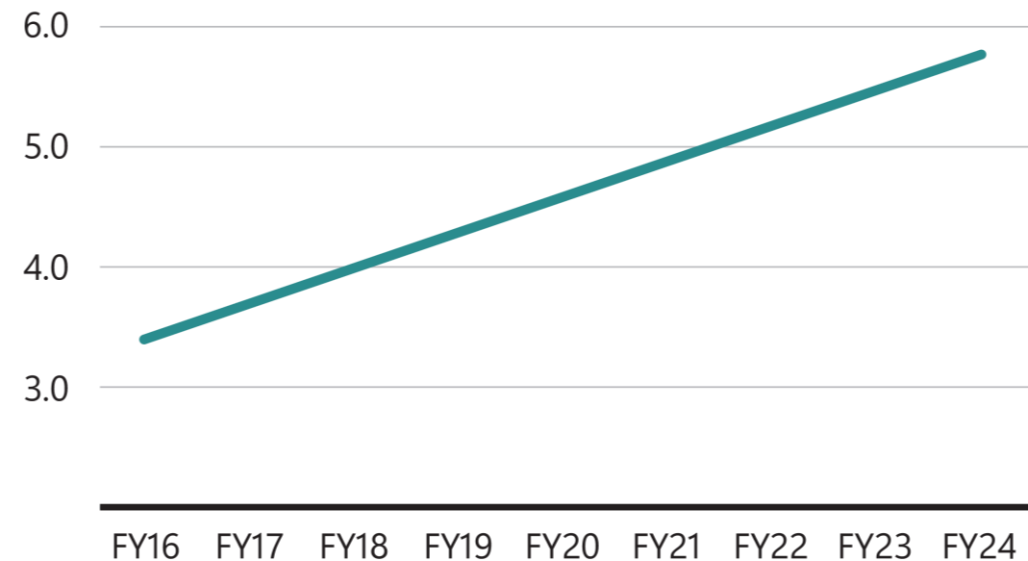
Predictable organic revenue growth

Larger, longer duration programs

Average bid size (\$M)¹



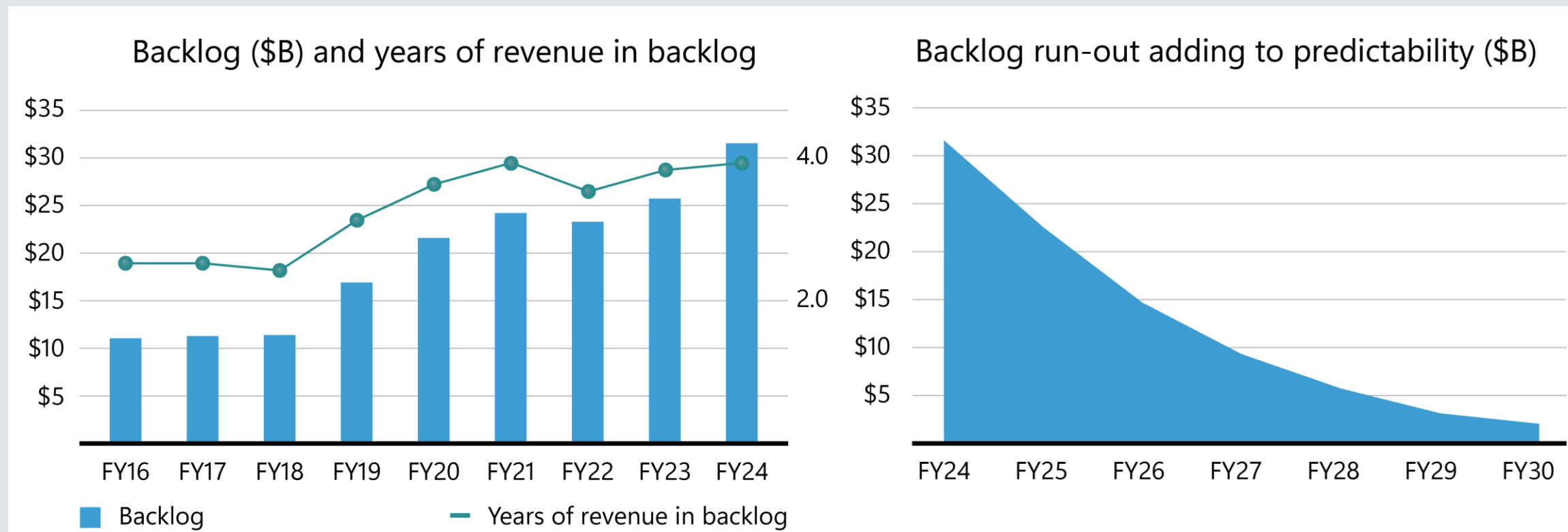
Weighted average award duration (years, trendline)



¹ Opportunities greater than \$10M in total contract value

Predictable organic revenue growth

Larger, longer duration programs impact on backlog

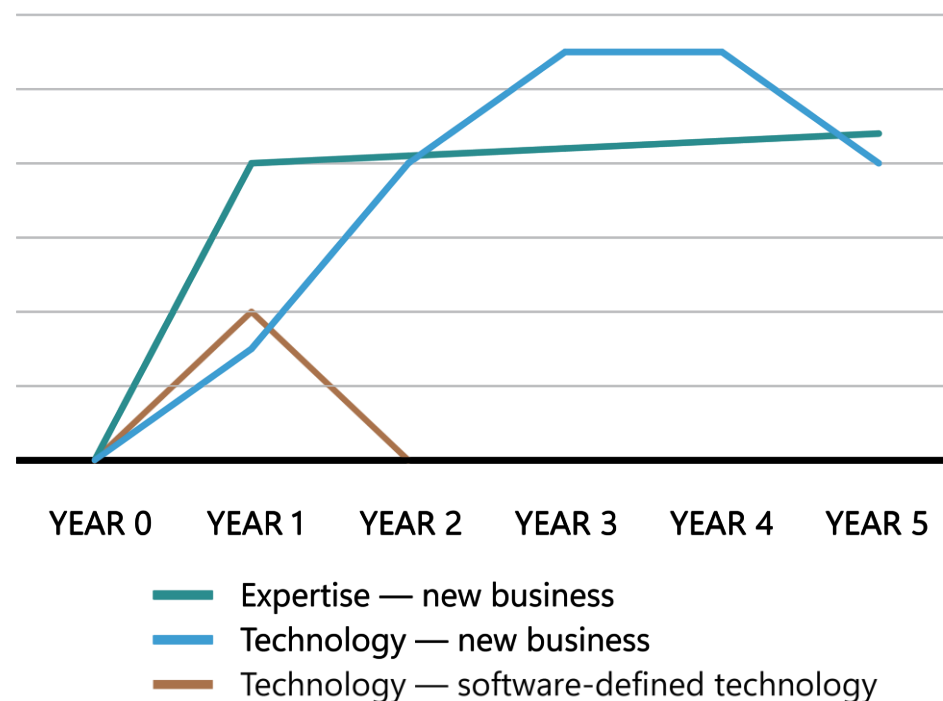


Delivering on larger, longer duration programs is key to increasing visibility

Predictable organic revenue growth

Expertise vs technology profiles

Illustrative ramp profiles

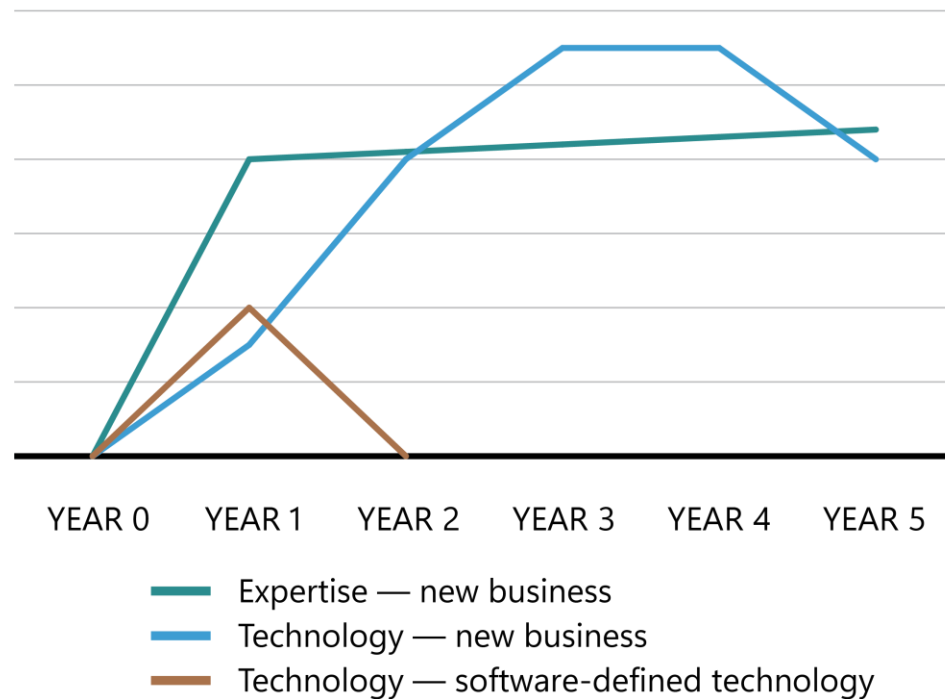


Longer duration technology programs ramp slower, but grow longer

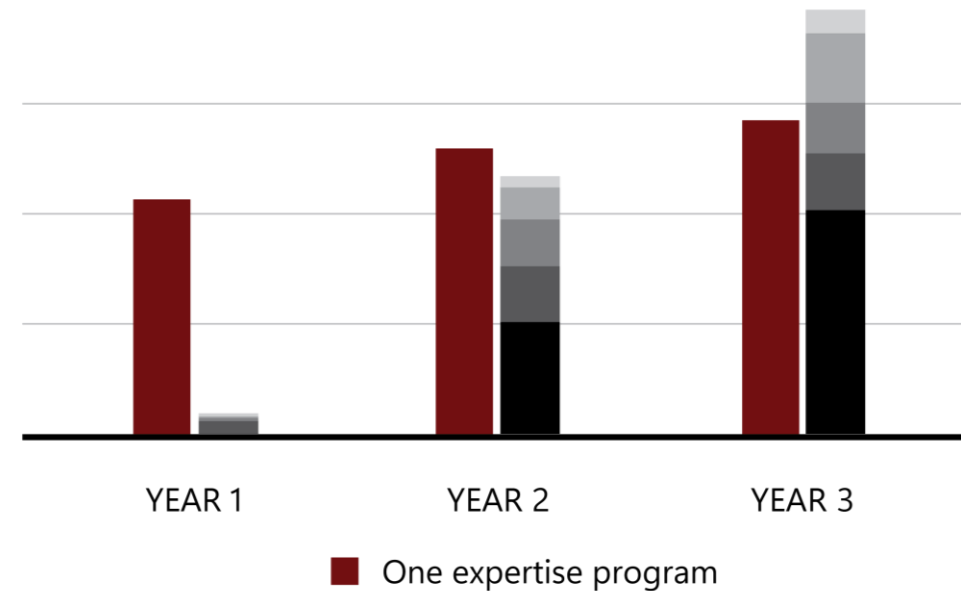
Predictable organic revenue growth

Expertise vs technology profiles

Illustrative ramp profiles



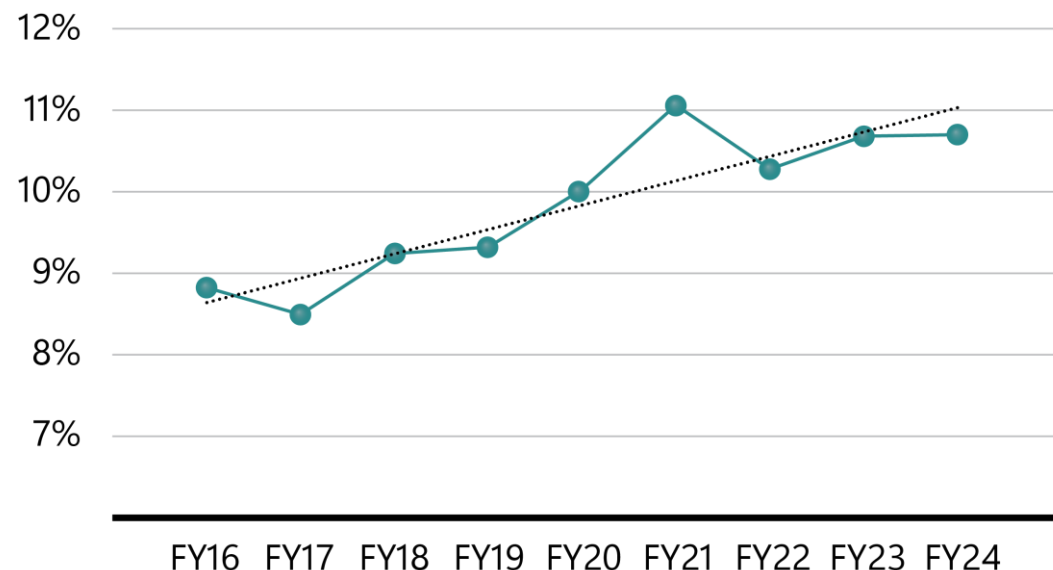
One expertise program vs. multiple technology programs



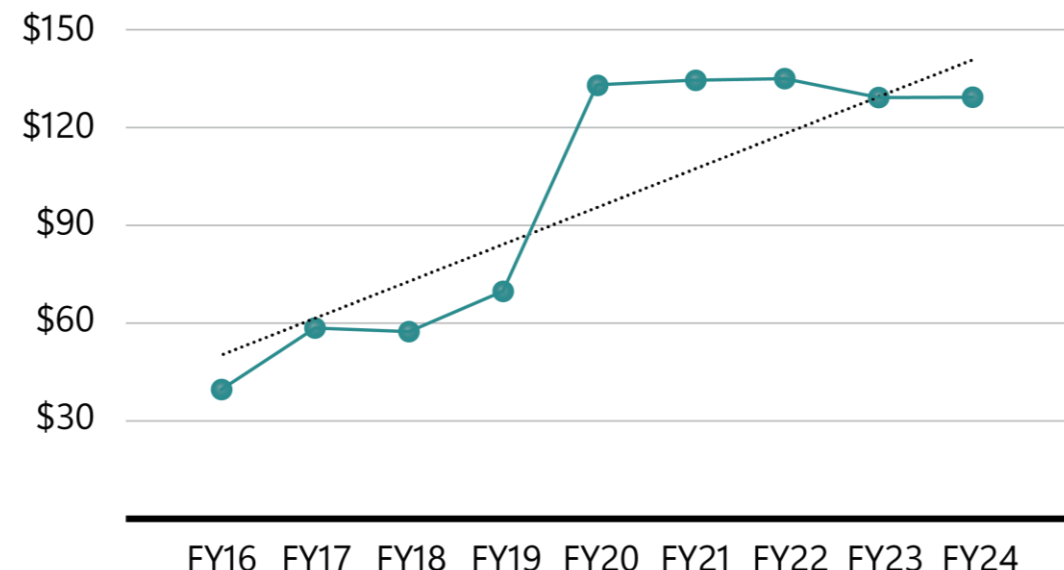
Longer duration technology programs ramp slower, but grow longer

Profitability supportive of continued investment

EBITDA margin^{1,2,3}



Investment total⁴ (\$M)



Growth in EBITDA margin¹ and investment profile simultaneously

¹ See slides at the end of this presentation for definitions and reconciliations of non-GAAP measures.

² FY16 through FY20 were defined as Adjusted EBITDA.

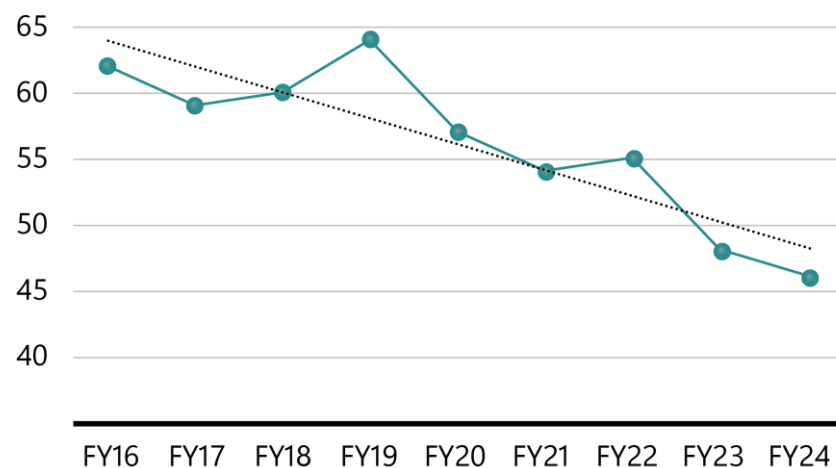
³ FY24 reflects underlying EBITDA margin excl. non-recurring \$200M of no-margin material revenue in first half.

⁴ Investment defined as bid & proposal, internal R&D, and R&D.

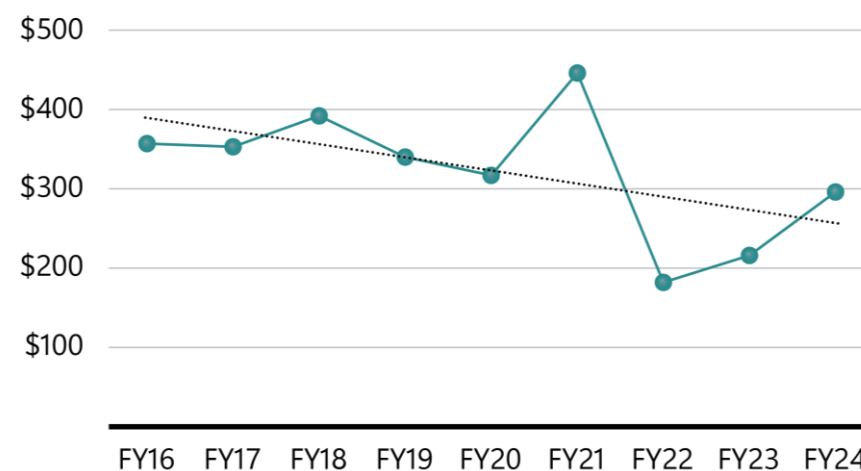
Efficient capital management

Strong cash flow generation

Days sales outstanding¹



Working capital (\$M)²



Significant DSO improvement mitigates recent increased working capital needs of a changing portfolio

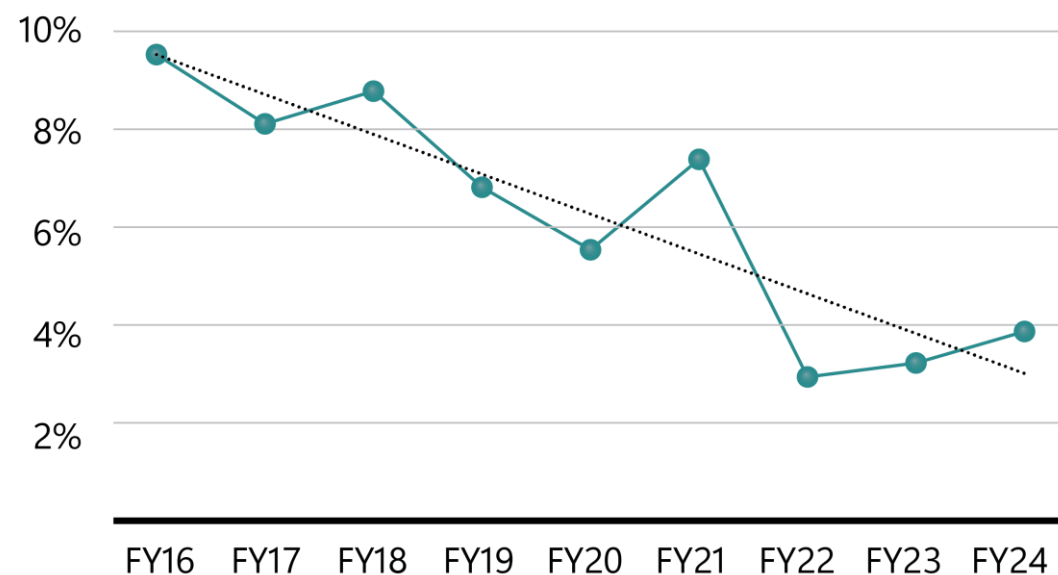
¹ Days sales outstanding excludes impact from MARPA facility

² Working capital represents current assets less current liabilities

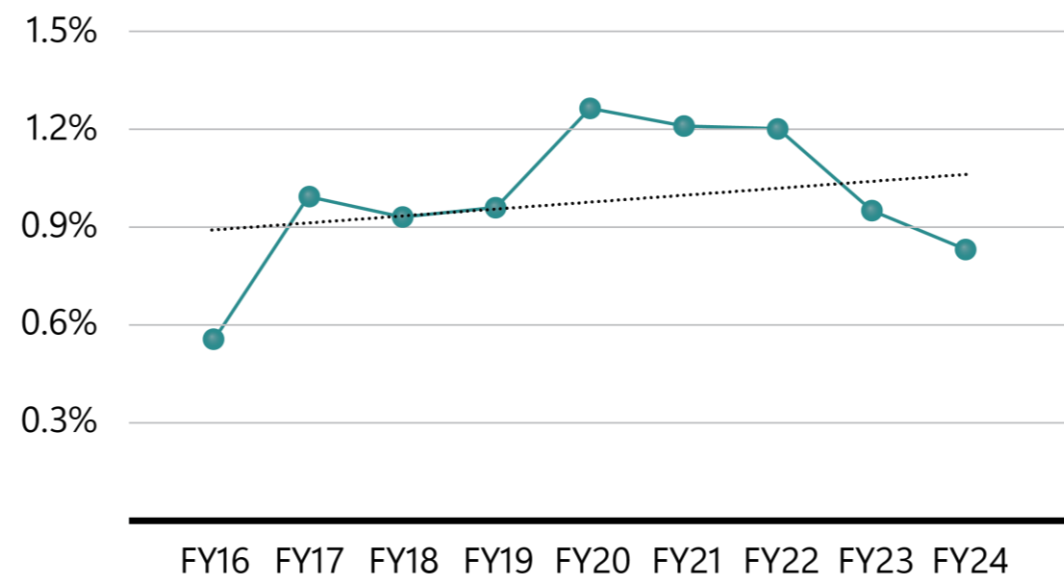
Efficient capital management

Working capital and CapEx profiles

Working Capital as a percentage of revenue¹



CapEx as a percentage of revenue



Efficient, prudent users of working capital and CapEx even in a growing business

¹ Working capital represents current assets less current liabilities

Flexible and opportunistic capital deployment

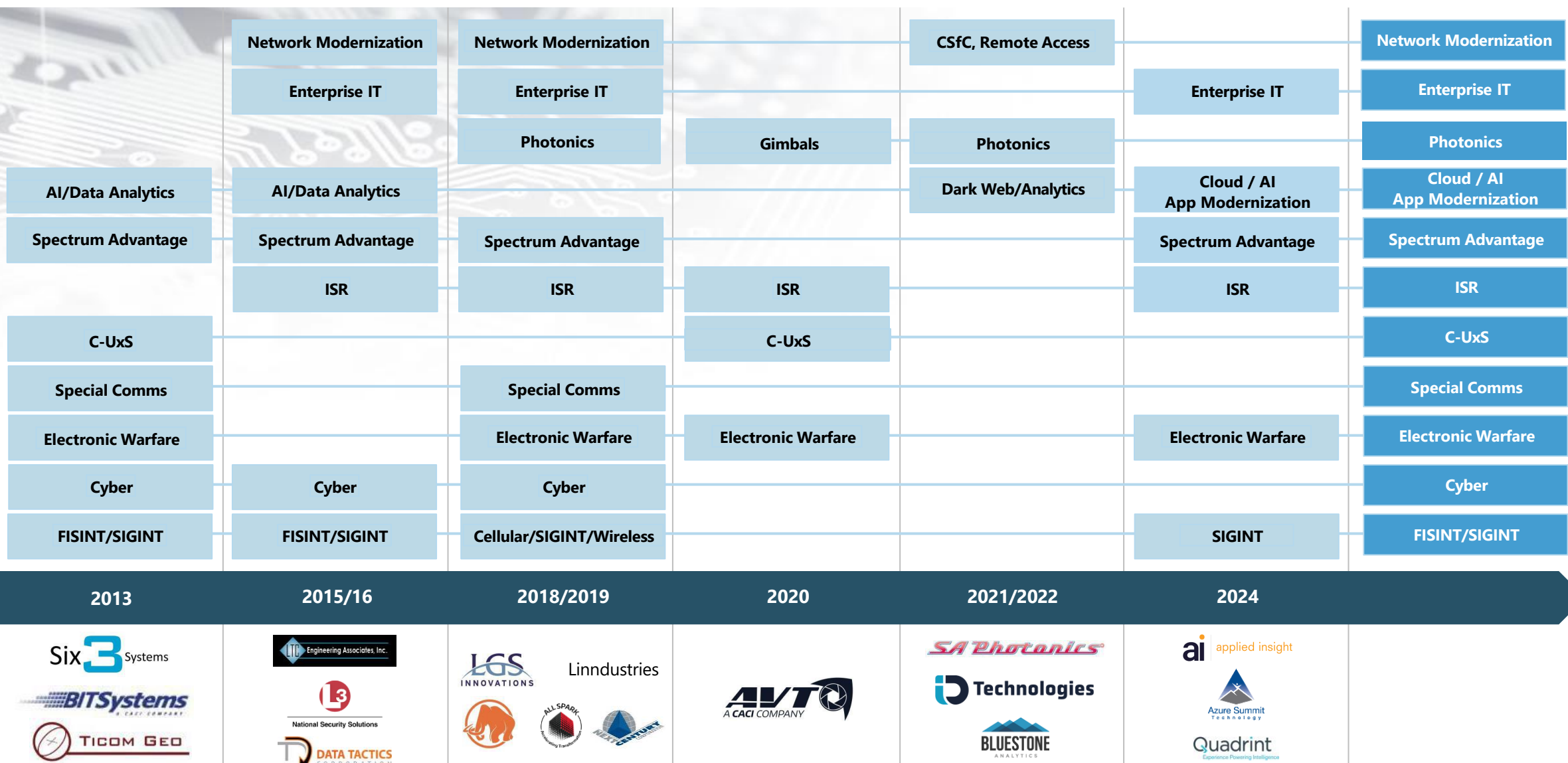
- ✓ Strong **balance sheet** (pro forma **3.2x** leverage¹)
- ✓ **Healthy** cash flow business, access to **capital**
- ✓ **Robust, data** driven approach to capital deployment decisions
- ✓ Repurchased ~**12%** of outstanding shares since FY21; **\$337 million** share repurchase authorization remaining
- ✓ Completed **11 acquisitions** since FY21 and M&A pipeline is still **expanding**
- ✓ All driving long-term **free cash flow² per share growth**

Significant optionality to deliver long-term shareholder value and free cash flow² per share growth

¹ Net debt to trailing-twelve-months (TTM) EBITDA as of Sep 30, 2024, adjusted for two acquisitions closed in Q2 FY25

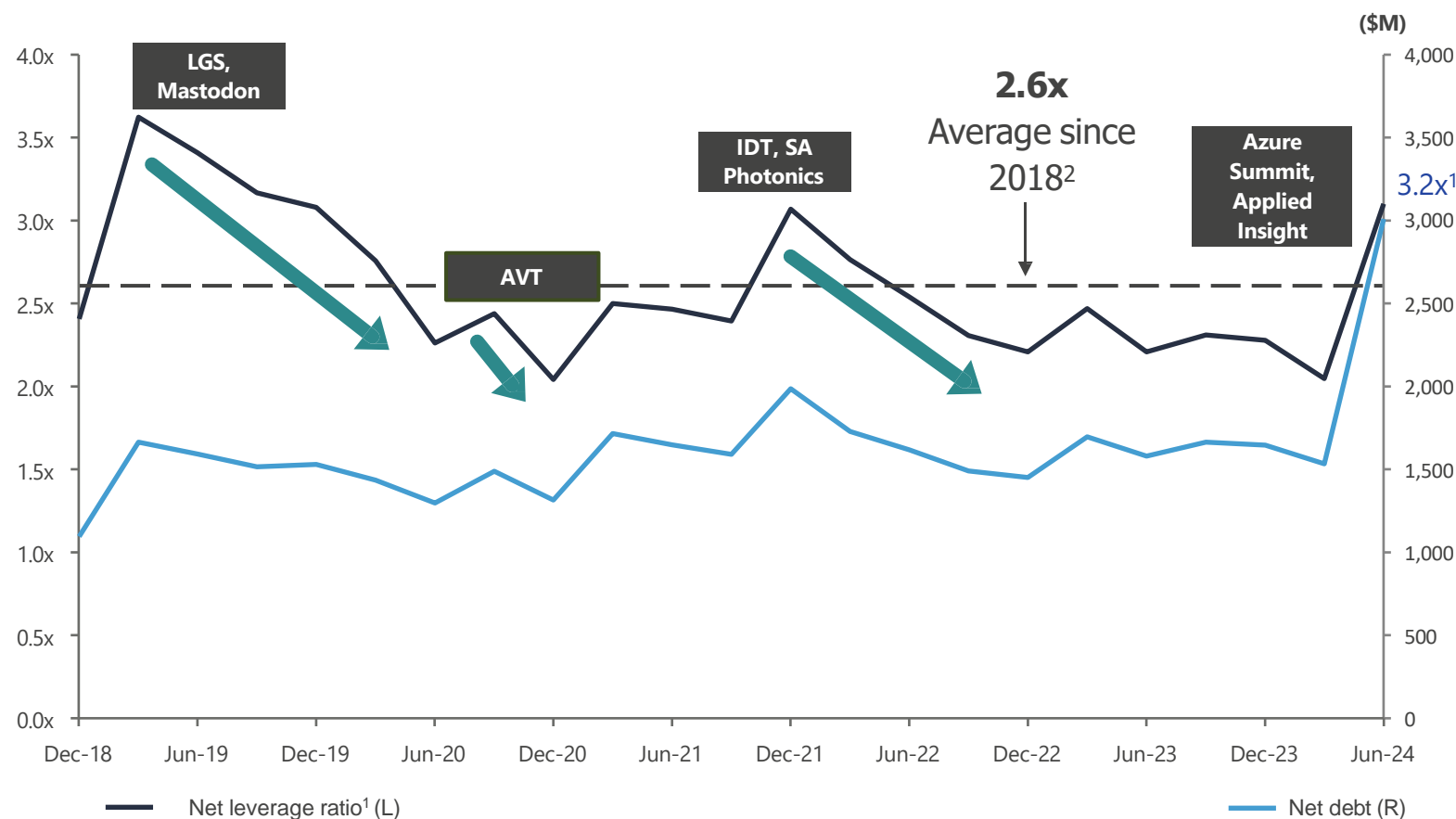
² See slides at the end of this presentation for definitions and reconciliations of non-GAAP measures

Capability advancement through strategic M&A



Successful de-levering history

CACI net leverage ratio and net debt over time

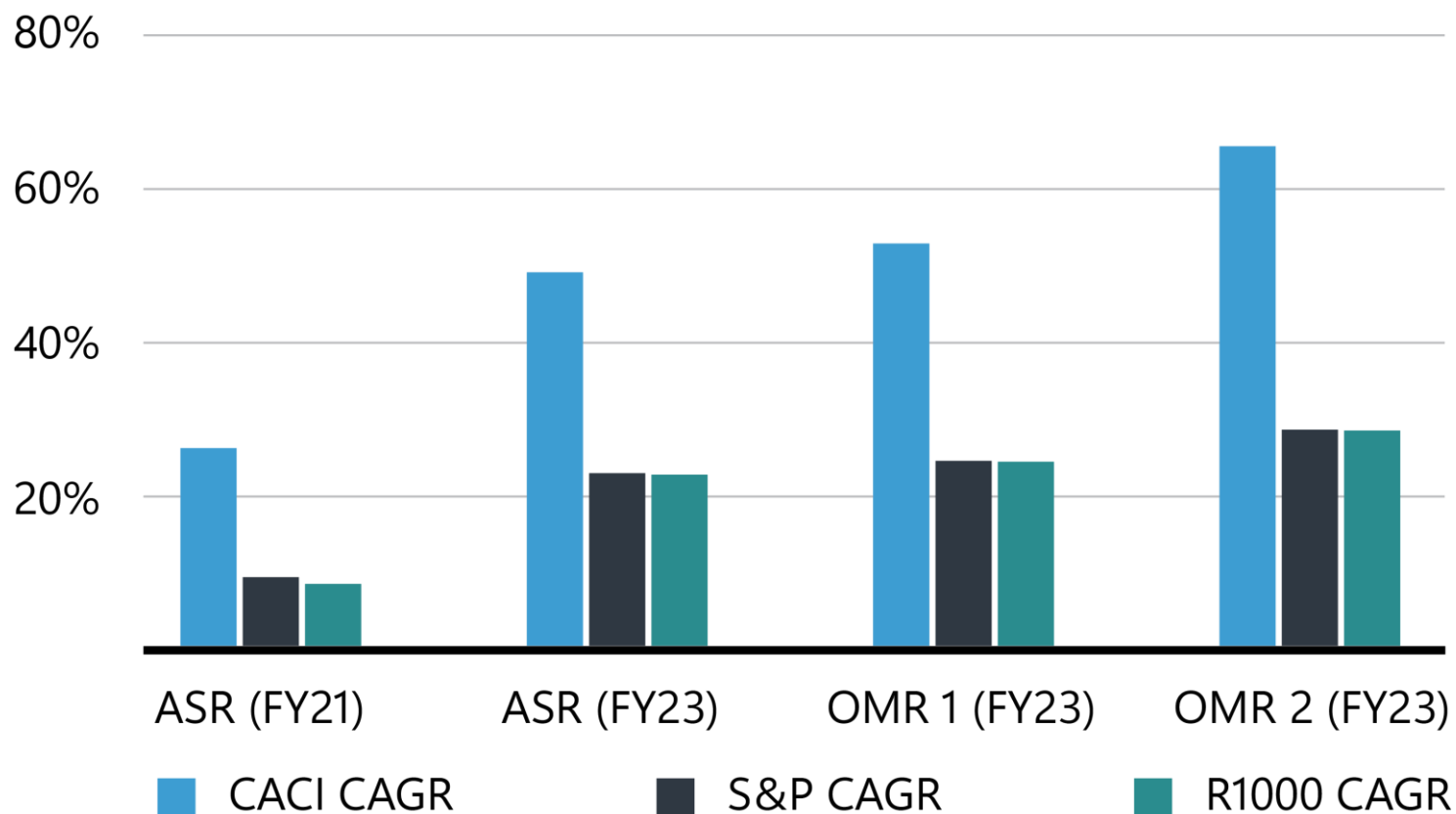


Successfully de-levered following each major acquisition within 1-2 years

¹ Net debt to trailing-twelve-months (TTM) EBITDA as of Sep 30, 2024, adjusted for two acquisitions closed in Q2 FY25.

² December 2018 – June 2024.

Share repurchase performance



Note: The stock price performance included in the graphs to the left is not necessarily indicative of future stock price performance.

Over \$900M spent repurchasing 12% of outstanding shares since 2021 (avg price paid of \$275.71)

¹ CACI CAGR represents the compound annual growth rate, over the period since the share repurchase transaction, of CACI's share price using the average price paid for the respective repurchase transaction and CACI's share price as of October 31, 2024.

² S&P 500 CAGR and Russell 1000 CAGR represent the compound annual growth rate of the respective indices, over the period since the share repurchase transaction, using the average index price during the share repurchase period and the index price as of October 31, 2024.

3-year financial targets

	3-Year Targets (FY25-FY27)
Revenue 3-Year CAGR	High-single digits
EBITDA Margin ¹	Mid 11%
Cumulative Free Cash Flow ¹	At least \$1.6B
Free Cash Flow ¹ 3-Year CAGR	Greater than 15%

Includes **Azure Summit** and **Applied Insight**

Targets **exclude** future capital deployment actions

Tax Rate remains consistent at **24%** to **25%**

Capital expenditures of **~1% of revenue** per year

Existing Revolver/TL A refinanced at market in FY25

***These targets represent CACI views as of November 8, 2024.** Investors are reminded that actual results may differ from these estimates for reasons described in the Company's Safe Harbor Statement and filings with the SEC.*

¹ See slides at the end of this presentation for definitions and reconciliations of non-GAAP measures.

FY25 outlook (adding Azure Summit)

	Updated Guidance	Prior Guidance
Revenue (millions)	↑ \$8,370 – \$8,570	\$8,100 – \$8,300
Adjusted Net Income ¹ (millions)	↑ \$523 – \$543	\$515 – \$535
Adjusted Diluted EPS ¹	↑ \$23.24 – \$24.13	\$22.89 – \$23.78
Free Cash Flow ^{1,2} (millions)	↑ At least \$445	At least \$435

This guidance represents CACI views as of November 8, 2024. Investors are reminded that actual results may differ from these estimates for reasons described in the Company's Safe Harbor Statement and filings with the SEC.

Revenue growth of **12.2% to 14.9%**
(6% to 9% organic) – on an underlying basis
(excl. non-recurring \$200M of no-margin material revenue in 1H FY24)

EBITDA margin¹ now **"low 11% range"**

Q2 EBITDA margin¹ in the "mid 10s"

Depreciation and amortization ~**\$199M**

Net interest expense ~**\$170M**

Tax Rate **24% to 25%**

Diluted shares outstanding ~**22.5M**

Capital expenditures of ~**\$85M**

¹ See slides at the end of this presentation for definitions and reconciliations of non-GAAP measures.

² Fiscal year 2025 free cash flow guidance assumes approximately \$55 million in tax payments related to Section 174 of the Tax Cuts and Jobs Act of 2017, and a \$40 million tax refund associated with prior year tax method changes.

Management compensation aligned with shareholders



EBITDA¹

Cash
Collections

Free Cash
Flow¹

Every incentive plan participant has at least two of these targets

¹ See slides at the end of this presentation for definitions and reconciliations of non-GAAP measures.

SUMMARY

Summary

- Disciplined strategy with increasing free cash flow
- Larger, longer programs drive predictable growth
- Expanding margins enable greater returns and investment
- Managing invested capital closely and prudently
- Well-positioned for further capital deployment actions

Growing Free Cash Flow¹ per Share

¹ See slides at the end of this presentation for definitions and reconciliations of non-GAAP measures.

NATIONAL SECURITY

Q&A

EXPERTISE

Technology

Expert

TECHNOLOGY

National Security

OBJECTIVES

Closing remarks

The markets we serve ... and how we serve them

The opportunities we see ... and where they lead

The differentiation we provide ... and where we provide it

The financial goals we target ... and how we achieve them

The compelling investment ... that is CACI

Appendix



Definitions of non-GAAP measures

Adjusted net income and Adjusted diluted EPS are non-GAAP performance measures. We define Adjusted net income and Adjusted diluted EPS as GAAP net income and GAAP diluted EPS, respectively, excluding intangible amortization expense and the related tax impact as we do not consider intangible amortization expense to be indicative of our operating performance. We believe that these performance measures provide management and investors with useful information in assessing trends in our ongoing operating performance, provide greater visibility in understanding the long-term financial performance of the Company, and allow investors to more easily compare our results to results of our peers.

The Company views EBITDA and EBITDA margin, both of which are defined as non-GAAP measures, as important indicators of performance, consistent with the manner in which management measures and forecasts the Company's performance. EBITDA is a commonly used non-GAAP measure when comparing our results with those of other companies. We define EBITDA as GAAP net income plus net interest expense, income taxes, and depreciation and amortization expense (including depreciation within direct costs). We consider EBITDA to be a useful metric for management and investors to evaluate and compare the ongoing operating performance of our business on a consistent basis across reporting periods, as it eliminates the effect of non-cash items such as depreciation of tangible assets, amortization of intangible assets primarily recognized in business combinations, which we do not believe are indicative of our operating performance. EBITDA margin is EBITDA divided by revenue.

The Company views Adjusted EBITDA and Adjusted EBITDA margin, both of which are defined as non-GAAP measures, as important indicators of performance, consistent with the manner in which management measures and forecasts the Company's performance. Adjusted EBITDA is a commonly used non-GAAP measure when comparing our results with those of other companies. We define Adjusted EBITDA as GAAP net income plus net interest expense, income taxes, depreciation and amortization expense (including depreciation within direct costs), and earnout adjustments. We consider Adjusted EBITDA to be a useful metric for management and investors to evaluate and compare the ongoing operating performance of our business on a consistent basis across reporting periods, as it eliminates the effect of non-cash items such as depreciation of tangible assets, amortization of intangible assets primarily recognized in business combinations, as well as the effect of earnout gains and losses, which we do not believe are indicative of our operating performance. Adjusted EBITDA margin is adjusted EBITDA divided by revenue. These non-GAAP measures should not be considered in isolation or as a substitute for performance measures prepared in accordance with GAAP.

The Company defines Net cash provided by operating activities excluding MARPA, a non-GAAP measure, as net cash provided by operating activities calculated in accordance with GAAP, adjusted to exclude cash flows from CACI's Master Accounts Receivable Purchase Agreement (MARPA) for the sale of certain designated eligible U.S. government receivables up to a maximum amount of \$250.0 million. Free cash flow is a non-GAAP liquidity measure and may not be comparable to similarly titled measures used by other companies. The Company defines Free cash flow as Net cash provided by operating activities excluding MARPA, less payments for capital expenditures. The Company uses these non-GAAP measures to assess our ability to generate cash from our business operations and plan for future operating and capital actions. We believe these measures allow investors to more easily compare current period results to prior period results and to results of our peers. Free cash flow does not represent residual cash flows available for discretionary purposes and should not be used as a substitute for cash flow measures prepared in accordance with GAAP.

These non-GAAP measures should not be considered in isolation or as a substitute for financial measures prepared in accordance with GAAP.

Reconciliation of net income to adjusted net income and diluted EPS to adjusted diluted EPS (unaudited)

(in thousands, except per share data)			
	Twelve Months Ended		
	6/30/2024	6/30/2023	% Change
Net income, as reported	\$ 419,924	\$ 384,735	9.1%
Intangible amortization expense	73,776	75,426	-2.2%
Tax effect of intangible amortization ¹	(18,640)	(19,236)	-3.1%
Adjusted net income	<u>\$ 475,060</u>	<u>\$ 440,925</u>	<u>7.7%</u>
	Twelve Months Ended		
	6/30/2024	6/30/2023	% Change
Diluted EPS, as reported	\$ 18.60	\$ 16.43	13.2%
Intangible amortization expense	3.27	3.22	1.6%
Tax effect of intangible amortization ¹	(0.82)	(0.82)	0.0%
Adjusted diluted EPS	<u>\$ 21.05</u>	<u>\$ 18.83</u>	<u>11.8%</u>
(in millions, except per share data)			
	FY25 Guidance Range		
	Low End		High End
Net income, as reported	\$ 435	---	\$ 455
Intangible amortization expense	118	---	118
Tax effect of intangible amortization ¹	(30)	---	(30)
Adjusted net income	<u>\$ 523</u>	---	<u>\$ 543</u>
	FY25 Guidance Range		
	Low End		High End
Diluted EPS, as reported	\$ 19.33	---	\$ 20.22
Intangible amortization expense	5.24	---	5.24
Tax effect of intangible amortization ¹	(1.33)	---	(1.33)
Adjusted diluted EPS	<u>\$ 23.24</u>	---	<u>\$ 24.13</u>
(1) Calculation uses an assumed full year statutory tax rate of 25.3% and 25.5% on non-GAAP tax deductible adjustments for June 30, 2024 and 2023, respectively.			
Note: Numbers may not sum due to rounding.			

These non-GAAP measures should not be considered in isolation or as a substitute for financial measures prepared in accordance with GAAP.

Reconciliation of net income to earnings before interest, taxes, depreciation and amortization (EBITDA) (unaudited)

Twelve Months Ended			
(in thousands)	6/30/2024	6/30/2023	% Change
Net income	\$ 419,924	\$ 384,735	9.1%
Plus:			
Income taxes	124,725	98,904	26.1%
Interest income and expense, net	105,059	83,861	25.3%
Depreciation and amortization expense, including amounts within direct costs	148,293	148,482	-0.1%
EBITDA	\$ 798,001	\$ 715,982	11.5%

Twelve Months Ended			
(in thousands)	6/30/2024	6/30/2023	% Change
Revenues, as reported	\$ 7,659,832	\$ 6,702,546	14.3%
EBITDA	798,001	715,982	11.5%
EBITDA margin	10.4%	10.7%	

These non-GAAP measures should not be considered in isolation or as a substitute for financial measures prepared in accordance with GAAP.

Reconciliation of net cash provided by operating activities to net cash provided by operating activities excluding MARPA and to free cash flow (unaudited)

	Twelve Months Ended	
	6/30/2024	6/30/2023
(in thousands)		
Net cash provided by operating activities	\$ 497,331	\$ 388,056
Cash used in (provided by) MARPA	(50,000)	(42,215)
Net cash provided by operating activities excluding MARPA	447,331	345,841
Capital expenditures	(63,686)	(63,717)
Free cash flow	<u>\$ 383,645</u>	<u>\$ 282,124</u>
	FY25 Guidance	
	Current	Prior
(in millions)		
Net cash provided by operating activities	\$ 530	\$ 515
Cash used in (provided by) MARPA	-	-
Net cash provided by operating activities excluding MARPA	530	515
Capital expenditures	(85)	(80)
Free cash flow	<u>\$ 445</u>	<u>\$ 435</u>

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