

Aurind 11/9/06

San Diego Business Journal Interview

Questions:

Q1 Please speak with me about your passion for science? How did you choose your field of expertise? Why do you like it?

A) I developed a very strong interest in science and mathematics in high school. I attended high school near Detroit, Michigan and was able to continue to exploit this interest at the University of Michigan in Ann Arbor. This was during World War II and fortunately the U.S. Navy decided to send me through the Engineering School at the University of Michigan. The decisions on my major course of study was the Navy's of course and they enrolled me as a physics major. After undergraduate work, I continued my studies for at Ph.D in Physics at Michigan. After receiving my Ph.D, I went to Los Alamos National Lab and worked on nuclear research in the Physics Department. After 7 years I

left Los Alamos to again work on nuclear physics problems at General Atomics here in San Diego. This all changed when I started SAIC and continued to develop new technical interests in addition to my fondness for matters nuclear

Q2 Why was SAIC so ripe for nuclear contracts? Why did you pursue those? How have they helped the company throughout the years?

A) SAIC was ripe for nuclear contracts because that was what we knew about early on. SAIC was a profit making company and it was important to grow in areas where the employees knew the government sponsors. They were SAI employee team players well liked and their new contracts were consummated in a timely manner. Our nuclear based contracts have provided the basis for growth in many of our newer businesses. For example, in the nuclear power industry on reactor safety issues.

Q3 How has the overall nuclear portion of SAIC evolved?

What do you recall about it? Perhaps you remember key dates, like the 3-mile Island Nuclear attack (1980)? How did SAIC handle this?

A) The nuclear portion of SAIC has pretty much stabilized (not grown much) over the last few years as SAIC has gotten involved in large systems integration and information technology contracts.

The 3-mile Island reactor meltdown stimulated the reactor safety business both in this country and at SAIC. The methodology of probability risk assessments (probability of a reactor meltdown for example) was developed with government sponsorship by SAIC and other organizations EPRI (Electronic Power Research Institute)

Q4 Eventually SAIC began adding other specializations for its customers. In your opinion, how has SAIC kept up with the demand of its clients and how did/has it stayed on top of its growth.

A) SAIC has added other technical specialities over time to broaden its contract base in order to remain current in the latest technologies. SAI stays on top of this large organization growth by periodically reorganizing to group together employees with the same interests.

Q5 Currently, approximately 89 percent of SAIC contracts come from the U.S. government. How did the relationship between SAIC and the U.S. government evolve over time? What did both sides do to foster this?

A) SAIC's involvement with the U.S. government has changed over time. Before 1980 this was our main source of revenue.

After 1980 there was a period of time when SAI burgeoning commercial business almost equaled its government business. The commercial parts of SAIC were focused on the telecommunications and the internet domain registration business among other things.

Q6 What is your philosophy for life?

A) My philosophy of life is pretty simple: (a) don't live to just make money; (b) avoid becoming greedy; (c) do what I can to help foster employee ownership of U.S. companies; (d) take time to help other people who need my help; (e) take good care of my family; (f) continue to keep learning to keep an active brain by working on stimulating projects as much as I can.

Q7 Who inspires you?

A) I am inspired by people I admire for doing something really useful even great with their lives. Hans Bethe (Nobel Prize winning nuclear physicist) was such a man as well as Admiral Bob Inman who plays a leading role in the U.S. intelligence community

Q8 What keeps you motivate?

A) I keep my self motivated by working hard on everything I do these days whether it be business or pleasure. Just staying healthy at my age takes a lot of effort. Writing or reading a good book motivates me. Just spending time with motivated people who are interested on a current issue is motivating to me.

Q9 If you could start SAIC all over again, how would you do it?

A) I believe a company like SAIC could be started today. It would be different since SAI was established when the business environment was not the same. If I were doing it again, this company would be employee owned and would begin by addressing the Federal Government market place.

Initially this company would be different because SAIC started small and “bootstrapped” its way. I’m sure that there are friendly investors around who would be interested in financing such an endeavor. It might grow slower than SAIC since it entered the Federal market at very opportune times.