

## Letter from the President 2017

Complex national security and foreign policy challenges, rapidly accelerating technological changes, the pervasiveness of cyber in all activities within dynamic threat environments combined with the impacts of the Administration on defense budgets, government contracts, and regularly reform may fundamentally change the way Aerospace and Defense (A&D) industries perform. KEM and Associates LLC (KEM) stays ever committed to delivering innovative solutions to the warfighter to maintain technological superiority and outperform competition.

**KEM continues to be well positioned for the future.** We are poised to meet our primary mission of supporting the warfighter by providing our customers with services excellence exceeding industry standards and an increased corporate priority on cyber defense and international markets as key areas of growth. Our aligned corporate strategy and innovative business model keep us on course towards meeting our near and long-term goals while assisting our clients and partners to shape, develop and execute successful strategies in our shifting industry environment.

KEM maintains our commitment to invest in and integrate with the next generation capabilities that provide a clear global competitive advantage and mitigate disruption risks. We remain dedicated to the highest performance and ethical standards as trusted advisors supporting aerospace, defense and commercial missions globally within this complex geopolitical environment.

We are excited about our achievements and the progress made in 2016, including but not limited to the following: Consulted on **over 20 major defense programs**, consulted on **14 Color Team Reviews**, **completed 66 successful client training and/or corporate strategy development sessions**, produced **over 35 KEM content pieces** as white papers, articles and case studies, **grew social media audience by 173%**, attended and/or presented at **over a dozen industry conferences**, **expanded our existing business client, board membership, and industry organization portfolio**, and ran **5<sup>th</sup> Summer STEM Intern Program**.

It is an honor to help our clients and partners develop strategies and business models to better align with the changing market need and shifting threat environment while actively creating value.



Kenneth E. Miller  
Chief Executive Officer