

## The Evolution of Cubic Corporation

### The Aerospace & Defense Forum

10.22.2013

#### Breakfast & Check-in

7:00 a.m. - 7:30 a.m.

#### Meeting & Presentation

7:30 a.m. - 9:00 a.m.

#### Networking

9:00 a.m. - 9:30 a.m.

#### Sheppard Mullin

12275 El Camino Real

Suite 200

San Diego, CA 92130

## The Evolution of Cubic Corporation

From a local entrepreneurial company into a global market leader.

Cubic was founded as an electronics company in 1951 by entrepreneur and former CEO Walter J. Zable. In the early years, the company pioneered unique electronic instrumentation to solve problems of the space age. Since the company went public in 1959, annual sales have grown from \$5 million to \$1.38 billion in 2012. Today Cubic is a leading international provider of systems and services that address the mass transit and global defense markets' most critical needs.

Cubic's strong financial performance has been consistently recognized by Aviation Week & Space Technology. For the past three years, Cubic has ranked among the top performing companies in the \$1 to \$5 billion category based on various financial metrics, including return on invested capital, earnings momentum, asset management, and financial health.

Jay Thomas will discuss the history of Cubic, the evolution in leadership from an entrepreneur/CEO/founder first headquartered at Scott and Cannon Streets in San Diego's Point Loma to a multinational organization, and the company's strategic direction for its core businesses today.

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## About Cubic

Cubic Corporation (NYSE:CUB) is an international provider of system and service solutions focused on the global mass transit and defense markets. Cubic is the parent company of three major business segments including transportation systems, mission support services and defense systems. The company has approximately 8,000 employees on six continents and in over 25 countries.

## About the Speaker

### **John "Jay" D. Thomas**

Executive Vice President & Chief Financial Officer, Cubic Corporation

John D. Thomas is executive vice president and chief financial officer of Cubic Corporation. He was appointed to the position in January 2013.

Thomas joined Cubic in 1980, holding a variety of increasingly responsible executive positions within the corporation. His responsibilities include strategy, investor and public relations, corporate finance and accounting, real estate, and employee benefits. As CFO, he led the company's secondary offering, which was completed in May 2013 and was priced at a premium to filing.

He was instrumental in negotiating, structuring and financing the company's largest contract, the Prestige Public Finance Initiative contract for the Oyster® card in London. He also played a key role in the company's recent expansion into new markets for virtual training, national security, and intelligent transportation. Cubic has been consistently recognized as a top performer by Aviation Week, based on growth and performance.

Prior to joining the company, he held financial positions with Aramark Corporation and Crocker Bank.

Thomas, a certified public accountant in the state of California, received a Bachelor of Science degree in finance from San Diego State University and Master of Business Administration degree from the University of San Diego.

Thomas serves as a board member of the Walter J. and Betty C. Zable Foundation.

- Attendance at the event is free
- Parking is free and located next to both entrances to the 12275 building
- A light continental breakfast will be available starting at 7:15AM
- Bring a business card - they will be duplicated and everyone will get a copy of all attendees' cards
- Attire is business casual

Questions? Contact Rheanna Smith at [rsmith@sheppardmullin.com](mailto:rsmith@sheppardmullin.com).

## Practice Areas

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