



THE VALUE OF CALIBRE ESOP
OUR SUCCESS
FOLLOWS YOURS
ONE TEAM ONE GOAL
ENTERPRISE
CALIBRE UNIVERSITY
TAKE CARE OF OUR PEOPLE
SUPERIOR CRT
QUALITY
MANAGEMENT CONSULTING
EXCELLENCE
MAKE OUR CLIENTS SUCCESSFUL

2018

ANNUAL REPORT

THIS IS CALIBRE

CALIBRE
Our Success Follows Yours®

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FRONT COVER

From top to bottom: CALIBRE Jaguar Land Rover DRIVE Program team, CALIBRE employees at Fort Knox Integrated Training Area Management (ITAM) conference, CALIBRE and Homes for Our Troops personnel at the CALIBRE Classic, and CALIBRE HR at a recruiting job fair.

BACK COVER

From top to bottom: CALIBRE and OMB teams celebrating the delivery of the President's Management Agenda, a CALIBRE employee inspects a Solid Waste Management Unit (SWMU), Team CALIBRE at the American Society of Military Comptrollers National PDI, and the Fort Lee CALIBRE team at the Army Logistics University.

TO OUR FELLOW SHAREHOLDERS

This is CALIBRE. As an employee-owned, management consulting and information technology (IT) solutions company, CALIBRE's purpose is to be a major contributor to the success, today and in the future, of our clients, our employees, and our communities. While continuing to stay true to our purpose, we have focused on executing the strategic diversification initiatives and investments we introduced over the past few years. In addition, as a result of our acquisitions of Fusion Technology, in 2016, and SPEAR, in 2018, CALIBRE is better positioned in national security agencies and in the technology, tools, and solutions space.



J. Terry Scott
Chairman of the Board

The progress we made in 2018 deliberately set us on a path for 2019 and beyond, and positioned CALIBRE to begin 2019 with a significant total contracted backlog. Considering contracts already signed and the contract recompetes expected in 2019, more than 93% of our 2019 revenue plan is visible.

Although we were challenged in 2018 to sustain the momentum of prior years, we invested in strengthening a foundation that positions us for the future. Employee-ownership has created wealth for CALIBRE's employees. However, 2018 revenue and earnings decreased, resulting in a lower share price. Nonetheless, CALIBRE's total shareholder return has been about 87% over the past five years, which is more than double the 41% return for the S&P 500.

The company has reported 30 consecutive years of profitability, and revenue growth in 27 of those 30 years. Since 1994, the compounded annual growth rate of the share price has been about 21.8%, and CALIBRE has disbursed more than \$188 million to departing employees and to those diversifying their accounts. Over the past 15 years the share price has grown at a compounded annual growth rate of about 14.4%. And, in 2018 we provided \$5.4 million directly to our shareholders in share contributions and distributions.

Examples of areas where we contributed to the success of our clients in 2018 include:

- CALIBRE leveraged our proprietary Sustainment Readiness Tool at the Combined Joint Task Force, Operation Inherent Resolve (CJTF-OIR) in Kuwait to identify over \$20.8 million of excess Army funds that were reapplied to mission programs.
- CALIBRE's Jaguar Land Rover (JLR) team trained 5,020 service technicians at four JLR ACADEMY locations in the USA and Canada, and increased Level 4 (master) technician certifications from 26% to 81%. We performed critical software updates at JLR port operations in Georgia and California during the December holiday week to allow new vehicles being held at the port facilities to be delivered to customers on time.
- CALIBRE provided technical and pricing support to a large utility company on several of its proposals for utility privatization at military installations. CALIBRE's recommendations contributed to the company subsequently being awarded a major contract.
- CALIBRE developed and rolled out electronic SBIR grant process software that is now an NIH-wide enterprise application. This is a secure web-based system for electronic submission, capture, tracking and review of NIH contract proposals.

We had several key wins in 2018, including highly competitive, high ceiling value Indefinite Delivery Indefinite Quantity (IDIQ) and Blanket Purchase Agreement (BPA) contracts, along with some notable standalone

contracts. Examples include: Training Support Systems Enterprise (TSSE); Army Force Management School (AFMS); Air Force, F35 Joint Program Office; Navy Joint Force Development; Army Enterprise Training Service; Defense Human Resource Activity CIO; and Department of Homeland Security Citizenship and Immigration Services Agile Delivery. In addition, select standalone contracts won include: Army Base Realignment and Closure; Space & Missile Defense Command Kwajalein Atoll; Army SSN Line Item Automated Management and Integrating System; Navy Financial Improvement Plan, and the Air Force Civil Engineering Center Performance Based Remediation Support.

97% 
of clients would use
CALIBRE again



Joseph A. Martore
Chief Executive Officer

We submitted important proposals in the following areas: Air Force Acquisition Business Life Cycle Management; Air Force Base Realignment and Closure; Enterprise Small Business IT Support Services, Cyber; Department of Homeland Security Architecture Development and Platform Technical Services; and Intelligence Community Learning Enterprise Instructional Design.

In 2018, we continued to enhance internal business systems, add talent to our team, and develop a strong pipeline of sales opportunities. Our disciplined approach to business builds value for you, our employee shareholders, and in 2018 brought industry-wide recognition and acclaim of the CALIBRE brand, as shown in the infographic on the next page. And, in an independent survey, 97% of CALIBRE's clients indicated that they would use CALIBRE again.

Our growth strategy continues to revolve around working at the center of client critical missions and leveraging CALIBRE core competencies. The accomplishments achieved in executing our strategy reflect outstanding efforts on the part of our engaged employee-owners and our focus on client success, which set CALIBRE apart in this highly competitive industry. **This is CALIBRE.**

Transformative Acquisitions Meaningfully Accelerate Our Strategy.

2018 was a year of continued transformation and progress for our company. The acquisition of SPEAR provides CALIBRE new IT capabilities demanded by our clients. Given the President's Management Agenda, areas such as IT modernization, Cybersecurity, and Data Analytics are projected to be priorities in future Federal budgets. CALIBRE is now positioned to capitalize on these opportunities, including digital transformation, analytics, visualization, and storage. SPEAR, in conjunction with earlier acquisitions (IMC: Healthcare; Fusion: Intelligence Community) completes segments that build a solid platform upon which we will now scale.

We have strengthened our position at the National Institutes of Health, providing healthcare analytics at 17 of the institutes, and we won all of our contract recompetes at NIH in 2018. This progress confirms that our strategy to diversify our business is working.

As we begin this exciting next chapter, CALIBRE has the dedicated resources and strategic focus to grow our business. As always, our Board of Directors actively and regularly reviews, guides, and oversees the implementation of our strategic plan to deliver value for our shareholders.

Serving Communities.

Throughout the year, CALIBRE supported charities and causes important to our local communities, as demonstrated by the feedback from some of those CALIBRE helped in 2018.

*“Your gift to **Homes for Our Troops** will allow us to build and donate specially adapted custom homes nationwide for severely injured post-9/11 Veterans, to enable them to rebuild their lives. We have completed over 240 homes in 42 states because of continued support from donors like CALIBRE.”*

*“Your gift ensures that **Easter Seals** will keep providing exceptional services to ensure that all people with disabilities or special needs, including military, wounded warriors, Veterans and their families, have equal opportunities to live, learn, work, and play in their communities.”*

*“Last year, The National Capital Area Chapter of The **Leukemia & Lymphoma Society** was able to provide \$1.43 million in co-pay assistance to 624 patients in the DC metro area and over \$85,000 in financial assistance to offset travel expenses related to treatment for 187 local patients because of supporters like CALIBRE.”*

*“Your donation makes it possible for the **Army Emergency Relief** to provide emergency funds, children and spouse scholarships, as well as retiree and survivor assistance programs.”*

Delivering Value.

From innovation to solutions and service, we are meeting the changing needs of our clients, our company, and our communities, while continuing to deliver value to shareholders.

We will not let up on our commitment to you, our shareholders. In the coming year, we will continue to provide solutions that innovatively solve client challenges to accomplish their missions, create client-for-life relationships, and serve the greater good of our communities.

Our Success Follows Yours®

/s/
J. Terry Scott
Chairman of the Board

/s/
Joseph A. Martore
Chief Executive Officer

RECOGNITION AND CERTIFICATIONS



CALIBRE Received
The Gold Star Mothers Distinguished
Service Medal (2nd Award)



CALIBRE Named
Small Business Mentor /
Partner of the Year

Richard Pineda Named
ADVOCATE OF THE YEAR



CALIBRE Achieves
ISO 20000-1:2011 Certification



SPEAR, A CALIBRE Company Named
WASHINGTON TECHNOLOGY FAST 50



SPEAR,
A CALIBRE Company
Listed as an
INC. 5000 COMPANY



CALIBRE Named
Northern Virginia Technology
Council Tech 100 Company



SPEAR,
A CALIBRE Company
Named BEST PLACES
TO WORK

CALIBRE'S SIGNIFICANT ACCOMPLISHMENTS IN 2018

Successfully won the recompute of CALIBRE's largest contract, the **Army Training Support System Enterprise (TSSE)**

Health & Information Management (HIM) Division **won all of their recompetes**, and **30 employees were recognized with 49 prestigious National Institutes of Health (NIH) Merit Awards and CIO Awards**

Over **\$100M** in new TSSE total contract value of wins

Washington Exec named **Richard Pineda one of the Top 25 Executives to Watch in 2019**

Expanded our presence for **delivering quality within the automotive industry**, with **Jaguar Land Rover and Mercedes-Benz**, to provide Veteran talent identification and automotive training in **Canada and the U.S.**

Achieved **ISO 20000-1:2011 Certification**

For the fourth straight year, **partnered with Homes for Our Troops to help build a mortgage-free accessible house** for a wounded veteran and his family

Acquired SPEAR, a technology, tools, and solutions firm that was **selected by Washington Business Journal as a Best Place to Work**

Named **SECAF Small Business Mentor / Partner of the Year**

Presented with the **American Gold Star Mothers Distinguished Service Medal**

CALIBRE named to the **Northern Virginia Technology Council Tech 100**

Successfully **won the recompute of the Army Force Management School**

EOAC REPORT

When the Board of Directors established the CALIBRE Employee Stock Ownership Plan (ESOP) in 1994, it recognized a need for continual education and information outreach to all CALIBRE employee-owners as an essential element in the growth and sustenance of CALIBRE's ownership culture. As a means to conduct that vital education and convey important employee-owner information, the Board of Directors established the Employee Owners Advisory Committee (EOAC).



Colleen A. Campbell
Chair, Employee Owners
Advisory Committee

The EOAC is a committee of seven employee volunteers that serve staggered three-year terms. Annually, an advisory election is conducted for nomination of EOAC members. Proxy statements are provided to all ESOP participants identifying current members with expiring terms and EOAC-recommended candidates who seek consideration for EOAC membership. ESOP participants then vote for their choices, and the Board of Directors reviews the results of the election and appoints EOAC members.

The EOAC mission was established at the creation of the EOAC and still stands today: to serve the employee-owners of CALIBRE by developing and sharing information about the ESOP and by conducting and participating in activities that promote CALIBRE's employee-ownership.

The cornerstone of our culture is that we are all employee-owners and play a part in the success of CALIBRE. As employee-owners, we take responsibility for ourselves and our company, and we all reap the benefits in many ways, one of which is our ESOP.

One of the most iconic EOAC activities is our annual celebration of Employee Ownership Month (EOM). This past October, CALIBRE joined other employee-owned companies across the nation in celebrating EOM. This national program is an opportunity for employers to educate employee-owners about the tremendous benefits of their ESOP and focus on the incredible spirit of an employee-owner culture. This year, the EOAC chose a Word Cloud entitled: **This is CALIBRE** that is comprised of nouns, verbs, adjectives and adverbs that describe who we are and how we operate. These words embody CALIBRE's employee-ownership culture.

That Word Cloud adorns the front and back pages of this annual report and is used in the background of several other pages. Below are a few of those words and phrases and how they relate to Employee Ownership.

RESPECTED

We are respected by our peers and our clients because we as employees represent the company.

RENEWAL

We recognize there is always room for improvement. This is supported by the CALIBRE Renewal Team (CRT).

INNOVATIVE

We are encouraged to suggest new ideas and learn new things.

GROW

We are fostered to grow as individuals, as a project, and as a company.

TAKE CARE OF OUR PEOPLE

We have competitive benefits and opportunities, including training and internal promotions.

CALIBRE's clients and their success are the main focus of employees, which in turn helps CALIBRE produce a superior product time and time again.

The EOAC is chartered with the following three objectives that guide the actions and activities of the committee each year:

EOAC Objective 1:

Promote a broad-based understanding of CALIBRE's ESOP, including basic terms and definitions, operations, benefits, and responsibilities of employee-owners.

Throughout the year, employees can reach out to the EOAC via the EOACHelpDesk email and also find a wealth of knowledge about the ESOP on CALPortal within the "ESOP FAQ Booklet" found in the "About ESOP" section.

The EOAC once again offered educational opportunities throughout EOM in the form of seminars and informational emails to enhance knowledge and understanding of what it means to be an employee-owner. These seminars were offered in person at CALIBRE's Headquarters and online via Skype for all employees to participate. It is important for us to come together as a company and hear from our leadership about how CALIBRE is doing, what is in store for the future, and what it means for each of us as employee-owners. A recording of each of these events can be found on the EOAC CALPortal page for on-demand viewing all year long:



2018 Employee Ownership Month Events

Employee Ownership: This is CALIBRE – *Joe Martore*

Benefits – *Laura Giangiuli*

What Does CALIBRE Look Like Tomorrow – *Tom Peitler*

ESOP and M&A Presentation – *Houlihan Lokey*

Employee Ownership and Your Future – *Craig Colledge*

EOAC Objective 2:

Support a vibrant culture of employee-ownership at CALIBRE, including participating in external organizations and activities that promote the broader goal of employee-ownership in the workplace.

Across the country, employee-owners participated in events and activities that demonstrate our great culture. Some of these activities include:

- Children's Book Drive and Food Drive
- Take Our Daughters and Sons to Work
- CALIBRE Summer Events
- Care Package for Our Troops Supply Drive
- Franconia Elementary School Supply Drive
- Adopt a Highway Cleanup
- Falling into Football Event
- Guess the Share Value Contest
- Trick or Treat at Metro Park
- Annual Deck the Doors Contest
- Winter Outerwear & Toys for Tots Drive
- Franconia School Performances

In addition to the many charity and morale events, CALIBRE also awards merit-based scholarships to deserving family members (children, grandchildren, siblings, and spouses of CALIBRE employees).

Established in 2010, the CALIBRE William E. DePuy, Jr. Scholarship honors Bill DePuy, CALIBRE's former President and CEO, with a legacy by which he and his goals for CALIBRE are remembered and to further his commitment to leadership and excellence. The scholarship is designed to support and encourage today's students to become tomorrow's leaders. The selection of two scholarship awardees is based on academic achievement, with consideration also given for citizenship and leadership activities.

The CALIBRE John C. (Jack) Mutarelli Scholarship honors Jack Mutarelli, CALIBRE's former Senior Executive Vice President & CFO. This scholarship recognizes individuals based on their commitment to academic excellence, personal growth, and community service. The Scholarship supports students in achieving their academic goals, even if they have followed a non-traditional approach to academic study and professional objectives.

The 2018 CALIBRE Scholarship Awardees

CALIBRE William E. DePuy, Jr. Scholarship:

- Cynthia Sheng, daughter of Haolin Sheng
- Marshall Wu, son of John Wu

CALIBRE John C. (Jack) Mutarelli Scholarship:

- Zachary Shugart, son of David Shugart

EOAC Objective 3:

Represent the interests of all employee-owners to the Board of Directors.

An EOAC member is elected to serve as the employee representation to our Board of Directors. Having an employee serve in this capacity is one of the many reasons that CALIBRE is a special place to work. The Board members are open to the ideas brought forward by our representative, and this open communication is key to the success of our employee ownership culture.



Take Our Daughters and Sons to Work



Children's Book Drive



Richard Y. Pineda
President

As we celebrate 30 years in business and 25 years as an ESOP, I am honored to be your next leader to take CALIBRE to higher levels of success. I am very excited to be on this journey with CALIBRE and its amazing people. We have worked hard over the last several months to integrate SPEAR as part of the CALIBRE family, and I strongly believe we are better together. Before joining this great company, I was drawn to CALIBRE by its culture. As an employee-owned company, everyone, regardless of experience level or work location, has a vested interest in our collective success. This degree of ownership and potential to make a real impact for our clients and our own livelihoods is unlike any other in our industry. The phrase, “This is CALIBRE,” personifies that limitless potential. In order to help our people succeed and continue to set us apart from the rest, I am committed to investing in the right training and resources so

we can be the best. I will ensure that all lines of communication are open, consistent, and clear, and that all understand their role in this company and how those roles fit into our combined goals and objectives. I have 100% confidence in our people to help us grow out of the government contracting middle market tier.

CALIBRE’s last three acquisitions—IMC, Fusion, and SPEAR—were all strategic acquisitions to meet the U.S. Government’s key trends in spending. Ultimately, they make up puzzle pieces that when fit together, enable us to identify and win business in known growth areas. IMC brought CALIBRE into the healthcare industry. Fusion gave us an established footprint and capabilities to win new work in the Intelligence Community. CALIBRE’s latest acquisition completes the tri-fecta by increasing our capabilities and solutions in IT. SPEAR complements CALIBRE’s long-standing history in the IT space and arms CALIBRE with new insights, expertise, and technologies to meet clients’ needs. The full depth and breadth that these capabilities bring CALIBRE, coupled with fresh, new perspectives and a revitalized leadership team, postures us well to do great things in 2019 and beyond. Together, **this is CALIBRE!**

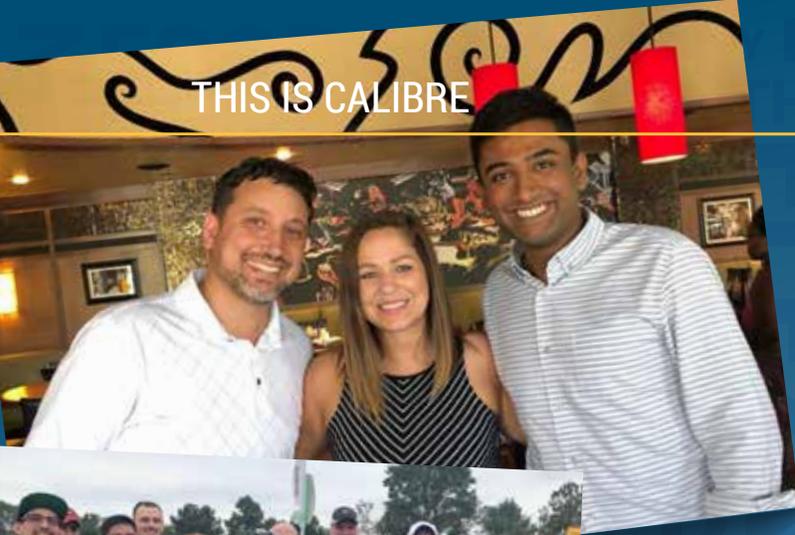
I am honored to be your next leader to take CALIBRE to higher levels of success.



Founded in 2012, SPEAR is an IT services and products firm that delivers superior IT solutions, cybersecurity, and data analytics services for business partners and federal agency clients. The union between CALIBRE and SPEAR is a logical one, as both companies share similar values, approaches, expectations for excellence, commitment to their employees, and intense client focus that produces repeat engagements. CALIBRE’s known capabilities in IT and analytics, healthcare, education and training, training systems, finance and logistics, environmental management, and commercial markets have direct and immediate impact on SPEAR’s current and

future work. SPEAR’s existing relationships with key IT products and service providers and capabilities in emerging technology strengthen CALIBRE’s ability to support client missions. SPEAR also provides CALIBRE new ways to stimulate growth from new sales opportunities and independent research and development. Combining the talents and capabilities of both companies under one corporate structure provides synergy and leverage across the client sets today and into the future. This union represents a strategic fit and reinforces shared core values of integrity, innovation, and excellence. It provides a clear opportunity to better serve our clients and to improve our collective potential for future growth and capabilities development. With SPEAR included, CALIBRE is postured to provide a broader set of capabilities and solutions, and remain at the forefront of our industry. Our solutions, technologies, and staff collaboration will significantly enhance our ability to serve our clients and build a platform for continued success and growth.

THIS IS CALIBRE



The Fort Lee CALIBRE team is at the forefront of logistics sustainment training for the Army Logistics University. The team provides platform instruction, curriculum development, technical guidance and program of instruction improvements. CALIBRE annually trains over 7000 mid- and senior-level leaders. We will expand the training footprint in 2019 to include US Army installations in Europe and Asia.



After accepting a Contracts internship and earning my Bachelors degree, I joined CALIBRE because of the culture. Every day I learn from my peers, am pushed out of my comfort zone, and take on new and challenging opportunities. I look forward to going to work each day. CALIBRE expands employees' creativity, their capabilities, and their productivity. As a full-time CALIBRE employee, I feel the same support I felt when I was an intern and look forward to a long and successful career with CALIBRE.

—Carolyn Hernandez, *Contracts Administrator, C&P*



CALIBRE has given me a platform to start my career as I explore and learn more about Pentaho, MS SQL, and SharePoint. CALIBRE offers professional support from the IT team and tasks to enrich my technical skills. CALIBRE has a great training program that includes courses, training, and certifications related to your field to improve your skills.

—Oanh Nyguen, *Data Architect, IT*

ONE
TEAM
ONE
GOAL



Innovative Solutions! Managing the Army Reserve structure is a dynamic and challenging task so CALIBRE created an innovative system to help the client manage future force structure actions as part of Total Army Analysis.

—Ned Popovich, *Force Management Specialist, HCT*

CALIBRE provides
Training Support
FOR THE ARMY AT
85 TRAINING SITES



As an employee-owner and software developer, I have been able to sharpen my AWS and Ruby on Rails programming language skills. As a new runner, it was great to join the CALIBRE Running Club in 2017 where I was encouraged to try the Army Ten Miler (my new favorite race).

— James Raeford, *Programmer, HCT*



When invited to join CALIBRE, you are invited to join the CALIBRE Family. You are shown that CALIBRE has trust and confidence in you to succeed in the position you were hired for. CALIBRE gives you the tools and support needed while leaving you to do your job and make it your own. I am trusted by management to do my job and I have complete trust in CALIBRE management that they have, and will continue, to support each and every employee in their family.

—Shelly DeVillo, *Business Support Specialist, FPL*



CALIBRE is focused on the future, takes care of its people, and is ethical in its business dealings. CALIBRE also means stability. Mr. Pineda always says "This isn't a job, it's a career" which I believe; and that is rare in our industry.

— Lori Spencer, *Customer Relationship Manager, SPEAR*

TRAINED AND SUPPORTED

5,020



Jaguar Land Rover
Service Technicians in 2018



My project on munitions and explosives of concern survey methodology for the Bureau of Ocean Energy Management was highlighted in the Atlantic Science Year in Review magazine. This work and publication has led to new commercial clients and potentially a new market for CALIBRE.

—Geoff Carton, *Environmental Scientist, IEE*



I am fully aware that our company's value is directly related to the quality of what I deliver to my client. In my role, I endeavor to delight my client by having a clear understanding of their requirements and expectations. My intention is to always exceed their expectations!

— LaSheantea Davis, *Instructional Designer, HCT*

34%
of CALIBRE
Employees
are Veterans



We believe in doing what is best for CALIBRE, which means doing what's best for our clients. This keeps us going, builds team spirit, and pushes us to add that extra touch of customer service. Our success follows our clients' success.

— Patrick Algieri, *Transformation Specialist, FPL*



Working for CALIBRE has been a pleasure due to the friendly environment and work events such as holiday parties, ice cream socials, Employee Ownership Month, and other activities that allow you to take a break from time to time. Each department is always willing to achieve resolution of issues that arise beyond what is in the scope of their department.

— Sun Kim, *Service Desk Specialist, IT*



As an Army veteran and a CALIBRE employee, I am proud to support the Office of Science Policy at NIH. We processed 1557 public comments in two weeks for the Proposed Changes to the NIH Guidelines for Human Stem Cell Research and the Proposed Scope of an NIH Steering Committee's Consideration of Certain Human-Animal Chimera Research.

— David Sinclair, *Program Analyst, HIM*

Empowered Employees



Although CALIBRE's Corporate Objective #1 is "Make our clients successful", CALIBRE is devoted to also making all CALIBRE employees successful, so that making our clients successful is actually possible. This concept was shared by a CALIBRE employee when I was recruited and is why I chose the CALIBRE family when invited.

— Bob Thompson, *Transformation Specialist, FPL*

SUPPORTED
175
Army exercises
home station & brigade
combat training center



In 2018, I helped launch our Nation's first ever GI Bill® approved automotive Original Equipment Manufacturer (OEM) level service technician apprenticeships for Jaguar Land Rover and Mercedes-Benz. CALIBRE helped our clients reduce technician shortages and provided hundreds of Veterans with challenging and rewarding new careers.

— Ken Ware, *Senior Field Recruiter, HCT*



Being a CALIBRE employee-owner means making a long-term commitment to accept and fulfill the responsibility of maintaining and nurturing relationships with clients and fellow employee-owners. An employee-owner recognizes that there is a direct correlation between personal success – meeting client expectations in an exemplary manner – and the success of other employee-owners.

— Violet Broomfield, *Admin Assistant, HIM*

TRAINED 150
Range Safety
Instructors for 
Army and Marine Corps



One of CALIBRE's First Principles is to Be Good Citizens, and we really embrace this. I've never worked for a company more dedicated to helping the community through donations and opportunities to volunteer. I love that CALIBRE supports me as I give back.

— Mel Albrecht, *Accounting Specialist, ACC*



CALIBRE's ICS Directorate
possesses a combined
500 YEARS
of experience in the
Intelligence Community



As employee-owners, we work for ourselves and each other. This creates a collaborative, transparent culture that embraces innovation and sharing ideas. It's never hard to feel invested in a company we're all literally invested in!

— Jay Callow, *Editor, FPL*

2 OF THE TOP 5
AUTOMOTIVE
 **luxury**
brands
are CALIBRE clients



This is the first company I have worked for that actually supports career development; some companies just say it, but CALIBRE provides you with the training to do it through CALIBRE University courses. And working for a company with an Employee Stock Ownership Plan (ESOP) is just an added bonus as your hard work literally pays off!

— Lisa Thompson, *Recruiter, HR*

FUTURE OF CALIBRE



Thomas M. Peitler
Executive Vice President
& Chief Operations Officer

CALIBRE has achieved tremendous success for our clients and for our employee-owners over the past 30 years. We have a talented, capable, and dedicated workforce; competent, dedicated, and caring leaders; an excellent corporate reputation; and clients who value our work. Our Vision, Purpose, Strategic Goal, and Corporate Objectives will continue to serve as the North Star for CALIBRE's future. Together we will propel the company to another decade of success: guided by our strategy and executed through deliberate corporate and division-level business plans that are focused yet nimble, agile, and flexible to meet the demands in this era of Digital Transformation.



Top: Team CALIBRE conducted over 750 Department of Labor Employment Workshops for over 24,000 retiring and separating service members transitioning to civilian employment. **Bottom:** CALIBRE designed and implemented a wargame for the National Guard Bureau (NGB) J8 that generates discussions and decisions at the tactical, operational, and strategic level.



It is an exciting time to be part of CALIBRE's future as we seek to live by our mantra: **sustain, leverage, and grow**. With our collective capabilities and technologies, we will continue to meet our Department of Defense (DoD), Federal / Civil, National Security, and Commercial client needs with superior quality. As employee-owners, we invest heavily in ourselves and each other to meet client needs, sustain our current business, and grow in new areas. I challenge all of you to reflect on your goals and objectives for yourselves and this company, and be the one who with 10 seconds left in the game says, "I want the ball, Coach!"

—Richard Pineda, *President*

\$243 Million
Total Contract Value
WON IN 2018



2019 is about empowering employee-owners not just to execute existing processes but to have the training and confidence to understand issues, determine what's right for the company and our clients, and make it happen. Great employee-owners learn and do the right thing independently and as part of a team!

—Craig College, *Executive Vice President & Chief Financial Officer*



Finance and Accounting will execute our strategic fiscal policies to ensure we are in compliance with myriad rules and regulations. We will provide strong support to our external and internal customers. Robust and dynamic support is our goal, and we will achieve superior quality by continuing to provide reliable, stable, and scalable solutions for our customers. We will be ready to support explosive growth!

—Tyler Kim, *Senior Vice President, Finance & Accounting and Controller*



We will maintain strategic relationships with key Defense clients and business partners to connect their needs with our capabilities in order to strengthen CALIBRE's business position. This includes supporting CALIBRE operations in the development and execution of key business plans – Space and Missile Defense, Defense Health, Training, Logistics, Facilities, and others – to secure wins in 2019 and to conduct positioning for 2020 and beyond.

—Dick Formica, *Vice President, Strategic Accounts*

CALIBRE EMPLOYEES
AND THE BOARD OF DIRECTORS

**OWN
100%
OF CALIBRE**



In 2019, IT will become a more innovative and sales-focused organization. We will go from enabling business strategy to defining business strategy. We will achieve this by strengthening our relationships with our strategic technology partners and leveraging them to open doors to new opportunities, bringing innovative solutions to our clients.

—Ankur Rawat, *Vice President & Chief Technology Officer*

100%

of CALIBRE work complies with applicable environmental protection laws, regulations, and **STANDARDS**



IEE is now a year old, and in 2018 we laid the foundation for rapid growth in 2019. We won 29 of 30 task order re-competes. We secured work with new clients. HCT and IEE worked hand-in-hand on TSSE, CALIBRE's largest contract vehicle, to win more than \$100M in Total Contract Value for CALIBRE in the first year. These contracts are for three to five years, securing a stable base

for both Divisions.

—Chad B. Henry, *Vice President, Infrastructure, Engineering, & Environment*



HIM is focused on supporting the scientific research mission of National Institutes of Health with Digital Transformation solutions that optimize the productivity of the workforce, improve the quality of data and enhance the user experience. Our Federal Civil business is focused on Digital Transformation solutions and Agile and DevSecOp delivery. We will continue our strong client intimacy and partnerships to expand our footprint in Digital Transformation and Shared Services across Federal Health and Federal Civil.

—Dorisa Harris, *Vice President, Health & Information Management*

\$29.2 Million

Returned to Employee-Owners through ESOP, bonuses, education, etc.



The Contracts & Procurement Team (C&P) has made significant improvements to meet the needs of our internal and external clients. C&P has successfully implemented an automated HelpDesk system, the Contracts & Procurement modules in Microsoft Dynamics SL, standardized contracting templates, and sustained CPSR compliance. These initiatives serve as a launchpad for a

successful 2019.

—Barbara Richitt, *Vice President, Contracts & Procurement*



HCT's future is bright! Our 200 personnel, nation-wide, deliver training and human capital solutions that enable our clients' success. For the next five years, we will remain as trusted advisors to the Army on the TSSE and AFMS IDIQs. We are building client intimacy while growing our training portfolio in the Intelligence Community and the Automotive Industry. With our recent Joint Force

Development win, we will expand in an adjacent market – the Joint Community. We are postured to grow CALIBRE's human capital support to clients.

—Douglas Victor, *Vice President, Human Capital Management & Training*

**\$222,496
CALIBRE'S
CHARITABLE
DONATIONS**



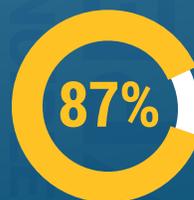
FPL has established the right environment for future growth. First, we continue to look for opportunities to improve our already strong processes within the Division. Next, we are dedicated to keeping our current clients successful by delivering innovative solutions and technical proficiency. In addition, we are working with the growth team to identify the most efficient and effective way to drive our core capabilities into new markets. Lastly, we try to have a little fun and celebrate our success along the way.

—Denise Oberndorf, *Vice President, Finance, Performance, & Logistics*



Our employee-owners are CALIBRE's greatest assets. In recognizing this, Human Resources (HR) continually looks for opportunities to invest in our Human Capital. For our employee-owners, this translates to their professional development. In direct response to their feedback, we have updated and revitalized our Career Management Guide and CALIBRE University. Taking care of our employee-owners and providing them with the tools to succeed is in keeping with our Corporate Objectives and First Principles.

—Laura Giangli, *Vice President, Human Resources*



**5-year Total
SHAREHOLDER
RETURNS**

LEADERSHIP



CALIBRE Board of Directors



CALIBRE Corporate Leadership Team

Board of Directors

J. Terry Scott ■ Lieutenant General (USA-Ret.)
Chairman of the Board
Chairman of the Executive Compensation and Governance Committee

Joseph H. Reynolds ■ Retired Partner and General Counsel
Nixon Peabody, LLC
Vice Chairman of the Board
Chairman of the Audit Committee

Karen E. Dyson ■ Lieutenant General (USA-Ret.)
Outside Director

Kimberly K. Horn ■ President
Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc.
Outside Director

Joseph A. Martore ■ Chief Executive Officer
Internal Director
Chairman of the Risk Management Committee

Thomas M. Peitler ■ Executive Vice President & Chief Operations Officer
Internal Director
Member, Employee Owners Advisory Committee

Robert L. VanAntwerp ■ Lieutenant General (USA-Ret.)
Outside Director

Corporate Officers

Joseph A. Martore ■ Chief Executive Officer

Richard Y. Pineda ■ President

Craig E. College ■ Executive Vice President & Chief Financial Officer

Hyoshin (Tyler) Kim ■ Senior Vice President, Finance & Accounting and Controller

Thomas M. Peitler ■ Executive Vice President & Chief Operations Officer

Vice Presidents - CALIBRE

Richard P. Formica ■ Lieutenant General (USA-Ret.)
Vice President, Strategic Accounts

Laura C. Giangiuli ■ Vice President, Human Resources

Dorisa Y. Harris ■ Vice President, Health & Information Management

Chad B. Henry ■ Vice President,
Infrastructure, Engineering, & Environment

Denise A. Oberndorf ■ Vice President,
Finance, Performance, & Logistics

Ankur Rawat ■ Vice President & Chief Technology Officer

Barbara A. Richitt ■ Vice President, Contracts & Procurement

Douglas L. Victor ■ Vice President,
Human Capital Management & Training

Vice Presidents - SPEAR

Frank E. Heisler ■ Vice President, Professional Services

Beth B. McCall ■ Vice President, Technology, Tools, & Solutions



Distinguished Service Awards are CALIBRE's highest individual awards, recognizing truly noteworthy service to CALIBRE, our clients, and our communities.



GREG BONNER

Greg improved the Deputy Assistant Secretary of the Army for Cost and Economics' (DASA-CE) Army Military-Civilian Cost System (AMCOS) through automation, enhanced data procedures, and database modernization.



KEVIN FARRELL

Kevin developed a standardized project management workbook that directly improves CALIBRE's financial performance and increases the efficiency of the company thereby growing the value of CALIBRE.



KIANNA HAYES

Kianna is active in several charities. She volunteers at Bethany's House, mentors weekly at the Space of Her Own charity, and teaches dance at Oakland Baptist Church giving children a safe place to grow. She has a profound impact in the community.



DAVE LEBLANC

Dave led CALIBRE's effort by developing and implementing automation tools to integrate U.S. Army Reserve force management and manning processes to improve unit readiness.



TINA SUTTLE

Tina was instrumental in the LOGSA LITeS contract recompetete win. Her work ethic, attention to detail, and professional demeanor have made the client successful, which in turn has made CALIBRE successful.



ANDREA WAGENBACH

Andrea leads a team of 11 in facilitating client improvement teams and building planning documents to achieve strategic objectives. She increased the value of her project by 60%. She is a trusted advisor to her client.

