

CALIBRE
**ANNUAL
REPORT** 2020



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// TO OUR FELLOW SHAREHOLDERS //



Joseph A. Martore //
Chair of the Board



Richard Y. Pineda //
President & Chief
Executive Officer

2020 was a challenging year for CALIBRE and our employee-owners. But in the face of such challenges we proved to be resilient and attentive to what matters. We remained focused on our company, our clients, and our communities. While we experienced obstacles that challenged us, we witnessed the dedication that our employees displayed. At the onset of 2020, we knew we had to have success in the number and total contract value (TCV) of our signings, increased calendar year revenue, and strong profitability.

However, the advent of COVID-19 in Q2 halted growth and led to several client closures. While CALIBRE fared better than many in other industries, we were indeed challenged. Our Operations

team pivoted quickly by reimagining how they would deliver services and support virtually, managing telework and on-site work, and staying on top of the health and safety of our employees. In concert with Operations, our Corporate Support team worked tirelessly to ensure we had the proper procedures and technology in place to promote productivity, efficiency, and accountability. Our Growth team kicked it into high gear to source, prepare, and submit quality bids.

- U.S. Department of Veterans Affairs Transition Assistance Program
- Army Materiel Command Army Working Capital Fund Analytics and Training
- Fort Benning Training Support Center
- Eighth U.S. Army Command Maintenance Evaluation & Training
- U.S. Army Forces Command National Training Center Role Players
- One Acquisition Solution for Integrated Services (OASIS) Pool 1 Unrestricted
- Army Fires Center of Excellence
- VMWare Professional Services

While we won these major engagements, they were initiated late in the year and did not yield the calendar year revenue we had hoped. These wins will propel us into a breakout year in 2021.

In addition to supporting our clients, CALIBRE executed a series of corporate initiatives in 2020. We continued to fastidiously manage the Employee Stock Ownership Plan (ESOP) and fulfill our ESOP obligations. We made some tough decisions that enabled us to lock-in a new line of credit with acceptable financial terms, increase our profitability, and improve the financial health of the company. Thanks to other investments, business process changes, and // **BOLDMOVES**, we were able to lay a foundation for success in 2021 and beyond.

This year also encouraged CALIBRE to take an introspective look at how we treat diversity, equity, and inclusion. In response to nationwide unrest over racial injustices, CALIBRE engaged in an open dialogue to assess our own practices. At the suggestion of an employee-owner and under the guidance of Laura Giangli, Senior Vice President and Chief Human Resources Officer, and Dick Formica, Vice President, Strategic Initiatives, CALIBRE created the Diversity, Equity, and Inclusion Focus Group (DFG). The purpose of the DFG was to determine if CALIBRE has recognized or unrecognized instances of discrimination and to ensure that CALIBRE operates in a manner that has zero tolerance to racism and discrimination in our workplace. The DFG recommended six priority actions that the newly created Diversity, Equity, and Inclusion (DEI) Council will lead. We want to personally thank all the volunteers who contributed to the DFG and who will serve on the DEI Council. Our company and employees will continue to benefit from their contributions.

While we use financial metrics to measure company performance, it is more important than ever to also talk about culture. CALIBRE was founded on a vision of more than just increasing profits; it was founded because entrepreneurial-minded individuals had certain guiding principles and values that, through the company, they could bring to life. CALIBRE's culture was born out of the ideas present in our First Principles and the desire to enrich the lives of our employees, our clients, and our communities. Having a robust company culture means living by those values and encouraging each other to do the same. Through the Employee Owners Advisory Committee (EOAC), CALIBRE Attitude and Morale Patrol (CAMP), and the daily actions of our leaders, CALIBRE encourages employees to take part in our culture. 2020 forced us to innovate and come up with new ways to engage one another virtually. We had to figure out how to not only maintain, but also elevate, our corporate culture. Through a series of virtual activities, it was a pleasure to see CALIBRE employees from all over the world getting involved. It is important to remember that culture has a tangible effect on CALIBRE's value and perception.

Together, we can grow our business in the future by leveraging the steps we have already taken and implementing **STRATEGY 2025** to create a \$350M, highly profitable company. Employee-ownership means investment in our company. We celebrate, grow, and thrive together during periods of success. Conversely, we huddle, plan, and sacrifice together during periods of challenge. We are confident that given our investments in 2020, the outlook for 2021, and **STRATEGY 2025** plans in place, our best times are ahead. We will continue to invest in our people and business practices as we look forward to growing in 2021 and beyond. Thank you for your loyalty, flexibility, and investment in being a part of the CALIBRE family.

Our Success Follows Yours®

/s/

Joseph A. Martore
Chair of the Board

/s/

Richard Y. Pineda
President & CEO

// EOAC REPORT //



Lauma Wingrove //
Chair,
Employee Owner Advisory Committee

Let me start by saying – THANK YOU. The EOAC only exists because of you, our employee-owners. Whether you engage with us rarely or weekly, you are the creative force that makes employee-ownership real. Employee-ownership does not magically create successful companies and financially secure employees – it is your hard work and constant innovations that create the success that's then reflected in CALIBRE's performance metrics. You make employee-ownership an inspiring part of CALIBRE.

The year started on a high note with announcing the winners of our CALIBRE Scholarships to support and encourage today's students within our extended CALIBRE family to become tomorrow's leaders. The winners of The William E. DePuy, Jr. Scholarship were Megan Balaji, daughter of James Frank, and Caroline Dale, daughter of Leslie McGill. The awardee for the John C. (Jack) Mutarelli Scholarship was Steve Kenyon, son of Al Kenyon.

With the onset of the pandemic came the difficult decision to postpone our annual summer gatherings. As difficult as 2020 was for all of us, the EOAC and CALIBRE leaders rallied in support of our employee-owners.

We established CALchat to keep the camaraderie chugging along by creating a platform for employee-owners to communicate, share their thoughts, tips and tricks for working from home, and express their humor. We would like to say a special thank you to Michael Smith (and his menagerie) for keeping up our spirits.

As the reality of COVID-19 became a mainstay in our daily lives, we realized that many high school and college seniors will not experience the proud moment of walking across the stage in their cap and gown.

Each other a little better by sharing our talents during the "CALIBRE Talent Show" and revealed our younger selves in "Guess the Future Employee-owner". Even in the midst of the pandemic, the power of our employee-ownership culture helped transcend ongoing business challenges and kept CALIBRE moving forward.

As always, our goal is to make employee-ownership thrive.

While nothing could replace the experience of a graduation ceremony, the EOAC, remaining committed to our EOAC Objective 2 to support a vibrant culture of employee-ownership at CALIBRE, celebrated the graduating class of 2020 during our virtual "CALIBRE Graduate Showcase" event.

In October, the EOAC coordinated CALIBRE's annual Employee Ownership Month celebration. While EOM 2020 looked a little different this year, one thing is certain – it is comforting to be connected to and part of an employee-owned culture. It was

a packed month of virtual activities and a time to celebrate the ingenuity of our employee-owners as we work together to build a stronger CALIBRE. Following EOAC Objective 1 to promote a broad-based understanding of CALIBRE's ESOP, we heard

from our corporate officers about CALIBRE's **BOLDMOVE** initiatives and the future of our company. Employee-owners flexed their knowledge participating in the "Are you a CALIBRE Superfan?" quiz and scoured our digital platforms by participating in the "CALIBRE Scavenger Hunt". We got to know

each other a little better by sharing our talents during the "CALIBRE Talent Show"



// CALIBRE EMPLOYEES //



2020 Virtual Annual Meeting Preparation



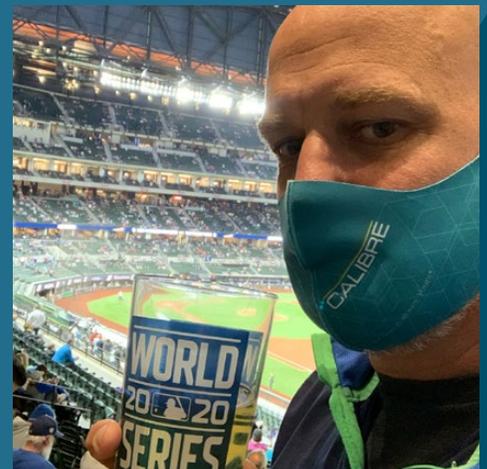
Huntsville Employee-Owners Conducted Their Fall Adopt-A-Mile Cleanup At The Indian Creek Greenway



Army Women's Foundation 12th Annual Scholarship Awards and Hall of Fame Induction Ceremony



On The Set Of The Share Value Video



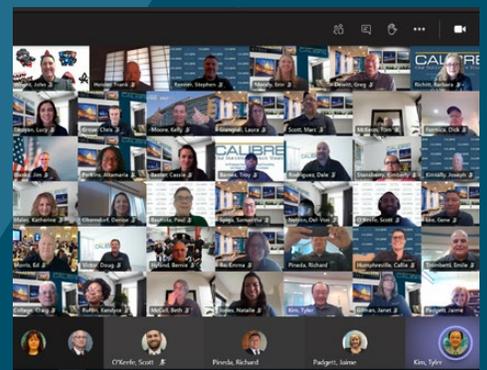
Dale Rodriguez Sporting His CALIBRE Face Mask At The World Series In Arlington, TX



Matt Shepanek Presenting At The Jaguar Land Rover Technician Careers Program



Chris Grove Donating Blood While Wearing His CALIBRE Face Mask



2020 Leadership Offsite



Huntsville Employees



Furniture Shopping For The New Headquarters



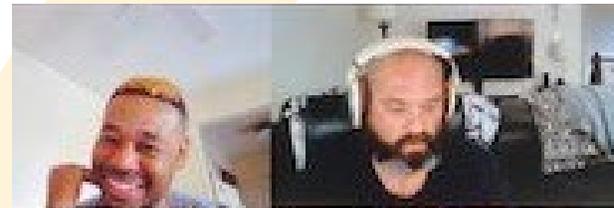
Procurement Team Meeting



Denise A. Oberndorf //
Vice President, Defense Enterprise Solutions



1



4

// BOLDMOVE: DES //
Defense Enterprise Solutions



2



3



5

1. Denise Oberndorf inspecting her new office at 6361 Walker Lane // 2. David Blakemore on his first walk outside after an 18-day hospitalization for Interstitial Lung Disease (ILD). David is thankful for the support he has received from CALIBRE during his recovery // 3. Sheren Roberts volunteering her time at a local food drive, collecting food for needy families in and around the Huntsville community // 4. Eileen Grande's screen shot of a Microsoft Teams conference call with the Cost and Performance Portal Team and client // 5. CALIBRE employees in Korea



CALIBRE is back in Korea! DES was awarded the Command Maintenance Evaluation and Training (COMET) contract to support Eighth Army G4 in Korea.



Migration to the Cloud. Cloud migration was one of the biggest DES learning areas in 2020. As our clients prepare to migrate to the cloud, this will be an area of investment and growth for 2021 and beyond.



Douglas L. Victor //
Vice President, Defense Mission Solutions



// BOLDMOVE: DMS //
Defense Mission Solutions



1. CALIBRE's Intelligence Community Services (ICS) Team delivering exceptional services // **2.** Jude Ferman volunteering as a Gallery Docent at the National Museum of the United States Army // **3.** Team CALIBRE maintaining the Opposing Force Cellphone Network at the National Training Center (NTC) // **4.** Team CALIBRE personnel use the Engagement Systems Trainer (EST2000) to train Soldiers in Basic Rifle Marksmanship at Fort Benning, GA // **5.** U.S. Marine Corps Logistics Operations Group (MCLOG) Exercise Tent: The CALIBRE 8-man team conducts 6-8 classes and exercises each year on the compound and out in the field // **6.** CALIBRE's John Callahan delivers training on the Humvee Egress Assistance Trainer (HEAT) at Fort Devens, MA



The pandemic impacted operations throughout the Army enterprise in 2020. CALIBRE's Infrastructure, Engineering, & Environment (IEE) staff at multiple installations (Joint Base Lewis McChord, Fort Knox, and Fort Stewart) proved their resilience by implementing innovative approaches to ensure sustained operations and training, **enabling the continued success of our clients' missions during unprecedented times.**



CALIBRE's **Intelligence Community Services (ICS) Apps Team** developed and deployed a new **Accessible User Interface** for the customer's Promotion app, allowing government staff officers to reach for the next level in their career paths.

ICS Instructional Design teams adjusted to post-COVID operations by rapidly shifting to enhanced virtual learning for most programs.



Frank E. Heisler //
Vice President, Federal, Civil, & Commercial



// BOLDMOVE: FCC //
Federal, Civil, & Commercial



1. Health & Life Science (HLS) National Institute of Neurological Disorders and Stroke (NINDS) team meeting // 2. CALIBRE employees Tyler Stopa and Prescott Farris programming laptops for VA TAP // 3. Industry Management Services (IMS) Ford-Lincoln Veteran Careers Program // 4. Veteran Affairs Transition Assistance Program (VA TAP) benefits advisor training // 5. HLS National Neuroscience Curriculum Initiative (NNCI) team members on client site at the National Cancer Institute (NCI)



Health & Life Science (HLS) achieved a 100% recompete win rate at NIH with sustained organic growth on key accounts of two large strategic IDIQ's positioning HLS for future growth. HLS provided essential on site personnel to support our NIH clients and ensure continuity of operations during COVID-19.



CALIBRE's Ford-Lincoln Veteran Careers Program placed 122 technicians in Ford-Lincoln Dealerships, an all-time record for annual placements. They also led to resumption of Ford training under COVID requirements, delivering six classes of graduates with a 100% pass rate.



Emile P. Trombetti //
Vice President, Chief Growth Officer



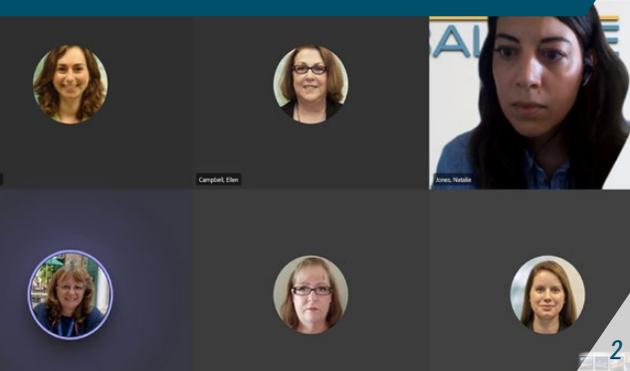
Beth B. McCall //
Vice President, Federal, Civil & Technology, Tools, & Solutions



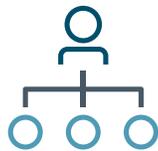
Dale W. Rodriguez //
Vice President, Business Development (Defense)



// BOLDMOVE: GROWTH //



1. Key proposals supported by Growth included Department of Veterans Affairs Training Assistance Program (VA TAP) and U.S. Army Futures and Concepts Center (FCC) // 2. Growth Team enhancing the Proposal Development Toolbox // 3. The new version of the Proposal Development Toolbox includes an easy to navigate interface and updated reusable content (gold standard and past performance write-ups), management plans, reusable technical content, plus templates, tools, and pricing resources



Growth realigned their organization to reflect a market-based approach and consolidated support functions under Growth Operations. They also brought on new key team members including Senior Pricing Manager Kim Stansberry and Chief Growth Officer Emile Trombetti.



Growth supported 40 proposals in 2020, with contributions ranging from the full complement of business development, capture, proposal, and pricing leadership to proposal and pricing support for Division-led opportunities. Key wins included OASIS, VA TAP, and the General Services Administration Multiple Award Schedule Special Item Numbers (GSA MAS SIN) additions.



Laura C. Giangli //
Senior Vice President,
Chief Human Resources Officer



Barbara A. Richitt //
Vice President,
Contracts & Procurement



Richard R. Formica //
Vice President,
Strategic Initiatives



**// BOLDMOVE:
CORPORATE STAFF //**



1. New headquarters IT server room under construction at 6361 Walker Lane // 2. CALIBRE successfully hosted the virtual Space and Missile Defense (vSMD) Symposium through Cisco WebEx. The symposium also featured Dick Formica, VP, Strategic Initiatives, as panel moderator and program chair // 3. Del-Von Nelson storing and inventorying VA TAP laptops // 4. CALIBRE established the Diversity, Equity, and Inclusion (DEI) Council. The DEI Council will collaborate with senior leaders to enrich a culture of DEI within CALIBRE and to ensure zero tolerance for racism and discrimination in our workplace // 5. Screenshot of Finance & Accounting Microsoft Teams meeting // 6. Communications & Graphic Design Team filming the Small and Emerging Contractors Advisory Forum (SECAF) Diamond Sponsor videos // 7. HR's Nilo Aziz and Erin Moody attend a virtual HR Conference while social distancing // 8. Admin conducted a successful liquidation of headquarters furniture at 6354 Walker Lane



HR successfully rolled out a new benefit platform, *Benefits Prime*, that was well received by employees.



Accounting successfully accelerated the monthly closing schedule to close in seven business days and successfully on-boarded 200 plus subcontractors to our time and expense reporting platform.



Contracts & Procurement successfully implemented a corporate Export Compliance program that includes compliance with ITAR and EAR, two of the main government regulations for exporters of information and goods.



VP, Strategic Initiatives **led the development of the STRATEGY 2025 Five-Year Assessment;** coordinated our Recompete Win Plan, conducted strategic engagements, and supported the DEI Council.

// DISTINGUISHED SERVICE AWARD RECIPIENTS //



TROY BARNES

Joseph A. Martore Distinguished Service Award

Troy Barnes was recognized with the Joseph A. Martore Distinguished Service Award, a multi-objective award that recognizes someone who embodies all six of CALIBRE's Corporate Objectives. He makes our clients successful, inspires our employees, increases the value of CALIBRE, fosters innovation, manages our company, and is a good citizen.



ROB DOW

Make Our Clients Successful

Rob Dow leads CALIBRE's 17-person BRAC team located throughout the United States. Due to his leadership, skills, and commitment to CALIBRE he has been able to successfully support the BRAC Program's evolving mission objectives with innovative solutions that optimize efficiency, minimize risk, and achieve cost saving.



KYLE GEREN

Inspire Our Employees

As a subject matter expert in Financial Management and Comptroller and statistical analysis, **Kyle Geren** guides and mentors employees to ensure they understand Army processes, stakeholders, and CALIBRE tools and techniques. As a result of his diligence, collaboration, and mentorship, he inspires employees make a difference.



BOB KELLER

Make Our Clients Successful

Bob Keller has worked continuously with Headquarters, Army Materiel Command (AMC). He identified several erroneous transactions in the Logistics Modernization Program and Pipeline System Sales data, which resulted in the Army Working Capital Fund saving over \$100 million. Bob has provided value to our clients through collaborative, trusted relationships, and quality services and products that make our clients successful.



CHRIS MESSICK

Foster Innovation

With Nick Sisneros, hearing that Fort Irwin National Training Center planned to scrap \$3 million worth of new cell phone equipment, **Chris Messick** requested a couple of the phones to see if they could reprogram them from the failed project to replace the legacy phones for the Opposing Forces cell network. The tests were successful and the Government recognized Chris for repurposing the phones.



JAIME PADGETT

Manage Our Company

Jaime Padgett oversees a team of four personnel that manages 170 project task orders executed by CALIBRE. She ensures that a large volume of invoices are properly calculated and sent to clients on time. Meanwhile, she keeps cash collections up to date, as evidenced by the less than 3% of accounts receivable outstanding more than 60 days.



BEN RIVERA

Be Good Citizens

Ben Rivera exemplifies the definition of "Be Good Citizens". Since the unfortunate death of a fellow CALIBRE employee, Ben has been CALIBRE's lead on caring for the employee's family. Because of Ben's efforts and compassion, the employee's wife and daughters have been able to receive the care that their family deserves during this unfortunate situation.



EMMA RO

Increase the Value of CALIBRE

Emma Ro increases the value of CALIBRE by embracing her role as a leader and innovator, while managing the business. She keeps client satisfaction high by engaging with her Project Managers and exploring ways to leverage innovation and IT solutions to enhance solutions. The resulting level of client satisfaction has led to millions in organic growth and increased our ability to shape recompetes.



NICK SISNEROS

Foster Innovation

With Chris Messick, hearing that Fort Irwin National Training Center planned to scrap \$3 million worth of new cell phone equipment, **Nick Sisneros** requested a couple of the phones to see if they could reprogram them from the failed project to replace the legacy phones for the Opposing Forces cell network. The tests were successful and the Government recognized Nick for repurposing the phones.



LUCY TIKOYAN

Manage Our Company

Lucy Tikoyan joined SPEAR with a background in recruiting and quickly helped SPEAR fill various roles in the organization on several accounts. Fast forward just two years and today she is managing 16 professional services accounts for SPEAR, A CALIBRE Company.

// LEADERSHIP //

Board of Directors



Joseph A. Martore // Chair of the Board



Joseph H. Reynolds // Retired Partner and General Counsel
Nixon Peabody, LLC // Vice Chair of the Board
Chair of the Executive Compensation & Governance Committee



Karen E. Dyson // Lieutenant General (USA-Ret.)
Outside Director // Chair of the Audit Committee



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



Altamaria R. Perkins // EOAC Representative // Internal Director



Richard Y. Pineda // President & Chief Executive Officer
Internal Director // Chair of the Risk Management Committee



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

Corporate Officers



Richard Y. Pineda // President & Chief Executive Officer



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

Vice Presidents



Richard P. Formica // Lieutenant General (USA-Ret.)
Vice President, Strategic Initiatives



Laura C. Giangliuli // Senior Vice President,
Chief Human Resources Officer



Frank E. Heisler // Vice President,
Federal, Civil, & Commercial



Beth B. McCall // Vice President,
Federal, Civil & Technology, Tools, & Solutions



Denise A. Oberndorf // Vice President,
Defense Enterprise Solutions



Barbara A. Richitt // Vice President,
Contracts & Procurement



Dale W. Rodriguez // Vice President,
Business Development (Defense)



Emile P. Trombetti // Vice President,
Chief Growth Officer



Douglas L. Victor // Vice President,
Defense Mission Solutions

// THE BOLDMOVE TO 6361 WALKER LANE //

CALIBRE's series of **BOLDMOVES** continued in 2020 as we pursued our vision for CALIBRE^{NEXT}. We released STRATEGY 2025, transitioned to a management consulting and digital transformation company, reorganized the company, and established a new go-to-market strategy.

Our latest, and perhaps boldest move yet, creates a rebranded look for CALIBRE by relocating and modernizing our headquarters. CALIBRE's move just across the street to 6361 Walker Lane may seem trivial, however, the move signifies the larger transformation to an innovative, cutting-edge, and growing company. We will respect our past but also foster a future of new energy, a culture of innovation, and a new and modern outlook.

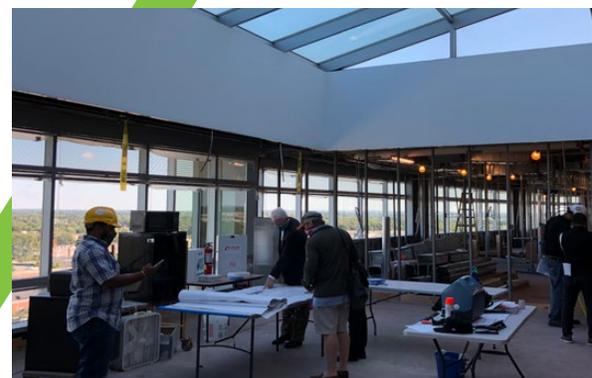
The decision to move was guided by four principles.

- Continue the mission—provide seamless support to our clients
- Create a collaborative work environment consistent with our strategic goal and our renewed corporate objectives
- Improve the look and feel of our corporate offices to match our branding as a management consulting and digital transformation company
- Reduce our footprint, consolidate our workspace, improve the IT infrastructure, enhance security, and reduce cost while remaining accessible to our clients, convenient for our employees, and immersed in our community

The 6361 Walker Lane headquarters will include:

- Workspaces designed to encourage flexibility, collaboration, and communication to attract and retain CALIBRE's talented employee-owners
- Ample conference, proposal, and team rooms with state-of-the-art audio and visual equipment
- Plenty of natural light – an open concept with social distancing in mind
- Open areas, enhanced ventilation and air filtration
- An open-door vending mart with fresh sandwiches, salads, fruit, and snacks
- Several beverage stations and the Overlook Café with available seating and appliances
- Access to a balcony with outside seating and televisions

We will see you there in the 1st quarter of 2021!



CALIBRE'S 2020 AWARDS AND RECOGNITION



2020 Northern Virginia Technology Council
Top 100 Tech Company

2020 Northern Virginia Technology Council
Top 100 Exec – Richard Pineda



2020 DCA Live
HR Leader of the Year – Laura Giangiuli



National Institute of
Neurological Disorders
and Stroke

2020 NINDS COVID-19 Workplace
Transformation Award for
**Effectuating an Information Technology
Program During the COVID-19 Pandemic**

2020 NINDS Group Innovation Award for
**Outstanding Efforts to Help NINDS Improve
and Streamline Grant Processes**

2020 NINDS Individual Innovation Award for
**Outstanding Achievement in Developing
New Systems that Significantly Improved
NINDS' Review and Referral Processes**

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