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TO OUR FELLOW SHAREHOLDERS

■ In review of the 2017 Government Services industry broadly and CALIBRE performance specifically, we saw many positive trends. Government acquisition practices are improving, with a trend to returning to best value rather than lowest price. This provides advantages to CALIBRE in future procurements, given our strong client relationships, functional knowledge, and demonstrated experience supporting client success. We saw budgets in several key agencies, including Defense, strengthen in 2017 and position for growth in 2018. CALIBRE continued to expand our business areas, capabilities, and clients, and reported strong project fees and corporate earnings.

There were headwinds in 2017. Sales and revenue were lower than planned, and Government delays in awarding contracts resulted in delayed or lost sales and revenue opportunities. Looking forward, we are pleased to report that several of the delayed awards were made during the last two weeks of the year, providing opportunities for growth in 2018. In 2017, CALIBRE won 6 of 11 contract recompetes in a business climate where clients are moving to small businesses and non-incumbents. As a result, we were not able to continue with our largest program at the Department of Veterans Affairs.

Applying CALIBRE's First Principle of Renewal, we put in place actions to position the company for the future. We continued to diversify our business by adding new clients, including the California Department of Labor, Jaguar Land Rover Canada, Mercedes-Benz, the National Guard Bureau J-8, the Office of Management and Budget, the State of Hawaii, U.S. Army Intelligence and Security Command, Universal Service Administrative Company, and the Government of the District of Columbia. We expanded our sales pipeline with over \$6 billion in opportunities. We also strengthened our leadership team with several promotions and new hires (Shawn Gundrum to Executive Vice President & Chief Operations Officer; Janice Lambert to Executive Vice President & Chief Financial Officer; Craig College to Executive Vice President & Chief Strategy Officer; Tyler Kim to Corporate Treasurer; Gretchen Idsinga to Senior Vice President for Growth Operations; Chad Henry to Vice President for Infrastructure, Engineering, & Environment; and Barbara Richitt as Vice President for Contracts & Procurement). CALIBRE also established an Intelligence Community (IC) Advisory Board composed of intelligence professionals to advise and assist CALIBRE leadership with activities and strategies to strenghten our IC business.

Our clients, business partners, and competitors continue to recognize CALIBRE as a leader in our industry. Our corporate culture remains strong, providing our employees a measure of pride in being part of an organization that not only achieves strong financial results, but also one that believes in and executes its core values and purpose of being a major contributor to the success, today and in the future, of our clients, our employees, and our communities.

CALIBRE's First Principles continue to guide our decisions and our actions:

- **Operate Ethically** how we interface with clients, business partners, fellow employees, and local communities;
- 2 Achieve Superior Quality to consistently deliver timely, quality services and products that meet or exceed our clients' needs at competitive prices; and
- **3** Renew Ourselves to capitalize on new and expanded opportunities individually and corporately, and to adjust rapidly to changes and challenges in the marketplace.

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In 2017, we continued to reap benefits in executing our 2020 Strategic Plan with improved business management processes and analytics; expanded IT and cyber capabilities; sustained increasingly important industry certifications, including ISO 9001; and achieved certification of our Contractor Purchasing System. CALIBRE received several awards and recognition, including *RecognizeDC* Impactful Government Contractor, *CIOReview's* One of the Most Promising Big Data Solutions Providers, and finalist for the Small and Emerging Contractors Advisory Forum (SECAF) Small Business Partner. Several of our executives were also recognized by our industry.

Our clients, business partners, and competitors continue to recognize CALIBRE as a leader in our industry.

In May 2017, we said goodbye to Lieutenant General Thomas P. Carney (U.S. Army Retired) upon his retirement after nearly 18 years on CALIBRE's Board of Directors, and 16 years as CALIBRE's second Chairman of the Board. He was a role model, embracing CALIBRE's ethical business practices and focus on client success. He led CALIBRE's growth with his vision, his guidance, his values, and his encouragement to diversify the company's capabilities and client base. We appreciate LTG Carney's leadership, his example, and his contributions to CALIBRE's success.

Studies by Korn Ferry, EY, Harvard Business Review, and others have found that companies that focused on the organization's purpose boasted annual growth rates that outperformed others in their sector. CALIBRE has experienced this performance since the company's founding in 1989. Since that time, annual compounded revenue growth has been 14.5%. And the benefits go beyond financial. These studies also found that having an authentic purpose can help

Our disciplined approach to business planning and execution builds value for you, our employee shareholders, and brings critical recognition of the CALIBRE brand. While we appreciate the company's past success and industry recognition, we must continue to renew CALIBRE for the future.

The sustained success of CALIBRE will require that we continue to create value for our clients and manage our company cost-effectively.

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recruit and retain talent, win clients, and have positive impacts on broader society. Asset management giant BlackRock recently told the companies in which it invests that to prosper over time, "every company must not only deliver financial performance, but also show how it makes a positive contribution to society." CALIBRE's purpose speaks to measuring success not only by bottom line profits, but by the impact we have on our clients, our employees, and our communities. Last year, CALIBRE employees supported clients in accomplishing critical missions, applying innovative technologies, and reducing costs. In the community, CALIBRE once again helped build a mortgage-free home for a Wounded Warrior in partnership with Homes For Our Troops.

Our corporate recognition and success over the years are a direct result of attracting and retaining talented and experienced personnel who continue to increase their capabilities with focused training and professional development. Our engaged employee-owners and client focus set CALIBRE apart in this highly challenging industry.

We anticipate new opportunities in 2018 in the areas of agile software development, advanced data analytics, human capital management, network operations and cloud solutions, and training services. We will continue to build a successful and sustainable future by developing and executing focused business plans; effectively managing our business; and adding value for our clients, our employees, and our communities.

We must keep in mind that CALIBRE is in a fiercely competitive business environment. The sustained success of CALIBRE will require that we continue to create value for our clients and manage our company cost-effectively. Doing so depends on the efforts of every member of the team, from the Board of Directors and the Senior Leadership Team to the most recently hired employee, in order to generate new work and exceed the expectations of our clients. We will continue to renew the company, while building value for our shareholders.

Our Success Follows Yours.®

J. Terry Scott
Chairman of the Board

/s/ Joseph A. Martore President & CEO

SIGNIFICANT CALIBRE RECOGNITION



Winner
recognizeDC
IMPACTFUL
GOVERNMENT
CONTRACTOR AWARD



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Named
CIOReview
2017 LIST OF 100 MOST PROMISING
BIG DATA SOLUTION PROVIDERS



Finalist
SECAF SMALL BUSINESS
PARTNER OF THE YEAR





Winner
TOM PEITLER · DCA Live TRENDING 40 RISING STARS
OF FEDERAL TECHNOLOGY AWARD



Winner

JOE MARTORE • GovCon EXECUTIVE OF THE YEAR

(\$75 MILLION-\$300 MILLION)





Winner

LAURA GIANGIULI · SmartCEO's

MANAGEMENT ALL-STAR

EOAC REPORT

■ The Employee Owners Advisory Committee (EOAC) was established by the Board of Directors to promote the culture of employee-ownership and provide important educational information about CALIBRE's Employee Stock Ownership Plan (ESOP) to our employees. The EOAC is comprised of volunteers, each nominated by CALIBRE employee-owners and appointed by the Board of Directors, who strive to fulfill this mission every day.

In all EOAC activities, we pursued CALIBRE's First Principle of Renewal. Employee-owners across the company embraced renewal — not in terms of fixing something broken, but as a commitment to extend our vibrant culture into the future. We continued working to keep a good thing going while making it better. In doing so, employee-owners worked tirelessly to increase CALIBRE's value.

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Colleen A. Campbell *Chair Employee Owners Advisory Committee*





The EOAC is chartered with 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.

CALIBRE and other corporate members of the ESOP Association have celebrated Employee Ownership Month every October for many years. It is a celebration of the incredible spirit of employee-ownership and an opportunity to educate employees about the tremendous benefits of ESOPs. The EOAC offered a number of educational opportunities throughout the month of October in the form of seminars and informational emails. During the month, senior leaders led discussions that focused on how each employee's contributions increase the value of CALIBRE and position the company to continue that successful journey for many years to come.

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.

The EOAC provided opportunities through many programs and activities to renew the spirit of our employee-ownership culture. Each year, the EOAC holds a Guess the Share Value contest to engage employees and maintain employees' excitement about CALIBRE's future success. Another fun tradition is the Deck the Doors Holiday Decoration Contest, which instills a little healthy competition and spreads holiday cheer throughout our offices. This past year was one of our biggest contests yet, with creative and imaginative entries from our headquarters and many offices across the nation.

Throughout the year, the EOAC coordinated numerous drives to collect much-needed items such as canned goods, books, school supplies, toys, and coats for charitable organizations. CALIBRE's sixth Corporate Objective says to "Be good citizens," and drives like these demonstrate CALIBRE's giving nature to the communities in which we live and work.

The EOAC was also honored to announce the 2017 awardees for the CALIBRE William E. DePuy, Jr. Scholarship and the newly instituted CALIBRE John C. "Jack" Mutarelli Scholarship. We received a number of impressive applications, which reflects very well on our employees.

CALIBRE'S EMPLOYEES







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Jordan Koontz, daughter of Ginger Koontz, and Laura Fernan, daughter of Jude Fernan, were awarded DePuy scholarships, and Alanna Dodson, daughter of Kevyn Dodson, was awarded the Mutarelli scholarship. Perhaps someday, we will see our scholarship winners also become CALIBRE employee-owners.

Consistent with our Corporate Objective to "Take care of our people," CALIBRE sponsored summer events in 2017 for employees across the globe. Every summer, employees and their families come together in the spirit of camaraderie and employee-ownership to share some fun with their colleagues.

EOAC Objective 3:

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

Once again this year, Tom Peitler represented the EOAC and all CALIBRE employees at the meetings of the Board of Directors. Tom is a valuable asset who does a great job communicating employee-owner perspectives to the Board on the issues raised at each meeting

Adding Value Every Day!

Congratulations to the Spot Bonus Awardees who were recognized for going above and beyond. Nine employee-owners also received Distinguished Service Awards (and are highlighted inside the back cover) in areas defined by our Corporate Objectives.

We demonstrated our culture of employee-ownership across the spectrum of our employees and our locations around the world. I want to thank the EOAC members who assisted with our many activities and each employee who attended an event, donated items, or entered a contest. Facilitating the many EOAC events is a true team effort each and every year.

CALIBRE'S EMPLOYEES





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BUSINESS HIGHLIGHTS

Finance, Performance, & Logistics

■ In 2017, the Finance, Performance, & Logistics Division (FPL) continued to successfully position ourselves in rapidly changing market environments. We are now the supporting contractor for the Office of Management and Budget's (OMB) presidentially-mandated initiative to create efficiencies across the federal government. We have completed the modernization of CALIBRE's longest-standing project, the Army's Operating and Support Management Information System (OSMIS), moving the government from a mainframe to a modernized and flexible graph database. Our continued accomplishments with established and new clients not only renew FPL capabilities, but promote CALIBRE's brand as a market leader in analytics, business process improvement, financial management, and logistics information technology.

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FPL's success reflects our employees' commitment to our clients, dedication to renewal, and continued work with our business partners. Preston Hendrickson, who led the OSMIS IT modernization effort, pioneered a partnership with Neo Technologies that created efficiencies for our client and established CALIBRE as the sole contractor to help implement a graph database for the U.S. Army. Marc Meador led the effort to form a strategic joint venture with Vistra, opening the door to pursuing key small business opportunities as a small business prime. Scott O'Keefe showcased our analytics capabilities at local and national conferences, and taught essential dashboard development in Olik to our IBM business partners. Tammy Manuel's hard work at the Missile Defense Agency was recognized with numerous awards and a promotion within the project.

In 2018 we will continue to focus on renewal. Renewal of capabilities by investing in professional development and certifications; renewal of processes as we improve project management and re-certify for CMMI Level 3; and renewal of business plans as we adjust to changing markets. Our focus on renewal, combined with the Growth Operations team's support, will position FPL for long-term growth and success!

Health & Information Management

■ In the Health & Information Management Division (HIM), CALIBRE's National File Transfer System (NFTS) team on the Joint Engineering Teams - Sustainment (JETS) contract received the Agile Bear award from the Department of Homeland Security (DHS) U.S. Citizenship and Immigration Services (USCIS) for their "tremendous job in planning and coordinating the deployment of NFTS application to the AWS environment...This team exemplifies what USCIS wants to see in Agile projects."

The Division welcomed the Air Force National Capital Region IT Support contract, supporting the Air Force's 844th Communications Group and National Military Command Center. CALIBRE maintains, manages, and integrates over 600 systems supporting communications of more than 10,000 users. This contract is successfully supported by Carl Keller, Mark Haynes, David Jones, and Clinton Wright.



CALIBRE won a three-year contract with the National Library of Medicine (NLM) to process bibliographic citation metadata through NLM's PubMed Data Management System for indexing and publishing to the public. Pamela Epperson, Wendy Sydow, Jewell Baker, and Travis Lockhart supported this effort. Under the leadership of Project Manager Bobby Keilman, CALIBRE also won a three-year recompete for the National Institute on Drug Abuse, to continue to support the mission of bringing science and technology to bear on drug abuse and addiction.

At the National Institutes of Health (NIH), employees received a combined 17 awards for service excellence.

As part of our renewal, we are refreshing skills and focusing on new and emerging technologies. The National Cancer Institute Division of Cancer Control and Population Sciences team members Enoch Chuang, Amy Kwon, Harvey Flaisher, and Jim Martin, alongside our partner Northeastern University, spearheaded an AWS cloud pilot for closed-data analysis projects. The team aims to make this the leading cloud for NIH-wide data sharing.

Human Capital Management & Training

■ 2017 marked a year of evolution and renewal for the Human Capital Management & Training Division (HCT). We welcomed new projects and client relationships and brought others to an end, including completion of the very large and very successful Transition Assistance Program (TAP) for the Department of Veterans Affairs. To offset the loss of revenue associated with TAP, HCT has redoubled efforts to expand other projects related to transition support and Veteran hiring. We started the year by adding nearly 30 employees to support the Department of Labor's Employment Workshops for transitioning Servicemembers. HCT won our first task order under the Office of Personnel Management / General Services Administration Human Capital and Training Solutions (HCaTS) contract to provide Force Structure, Resources, and Assessment Support Services to the National Guard Bureau J8. Ed Mason, Mike Teribury, and Doug Victor were instrumental in securing this win.



HCT saw explosive growth in our support to the automotive industry, including our award-winning Veteran hiring and placement programs. Under the leadership of Bernie Hyland, we expanded our work with Jaguar Land Rover (JLR), launching a civilian apprenticeship program and assuming full responsibility for providing technical training and management for JLR's four training academies, adding nearly 20 new employees in the process. We also acquired Department of Labor approval for a Registered Apprenticeship program in the Mercedes-Benz veteran hiring program and won a \$1.7 million award to manage the program. This success testifies to what engaged and entrepreneurial employee-owners can do with a passion to provide innovative services to our clients.

In the spirit of renewal, the Division reorganized to align with market conditions and reflect the addition of two Directorates focused on training and support. HCT enters 2018 with optimism and energy. We start the year with several large opportunities awaiting award. With the December award of the U.S. Army Training Support Systems Enterprise (TSS-E) contract, we will have the opportunity to further grow in our training support to the Army and pursue the new work being added to this contract. We will use our strong partnership with CALIBRE's Growth Operations team to pursue other game-changing contracts in 2018 to replace the loss of TAP.

Infrastructure, Engineering, & Environment

■ In November of 2017, CALIBRE established the Infrastructure, Engineering, & Environment Division (IEE) in order to better align and renew CALIBRE's corporate capabilities. This organizational change enables us to better leverage shared resources between our environmental and engineering Directorates, and allows emerging leaders to step forward and lead us to a successful 2018 and beyond.

In the few short months since establishing the Division, CALIBRE achieved several key wins. These include an extension on our Base Realignment and Closure (BRAC) support, led by Rob Dow and Judy Butts, and an extension on our Integrated Training Area Management (ITAM) Core Services contract led by Natalie Jones, the new Director

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of Environmental Programs and Policy (EPP). IEE won all recompetes on which CALIBRE was the incumbent and received several extensions prior to award of the U.S. Army Training Support Systems Enterprise (TSS-E) contract vehicle in December.

We won new work with the United States Army Intelligence and Security Command (INSCOM), the United States Army Reserve (USAR), the United States Air Force Geographic Information Office, the City of Ashville, and the City of Yakima, thanks to Stan Artis, Dan Miller, and Colin Wagoner. We updated our CALIBRE engineering registrations with Washington State and the Commonwealth of Virginia, ensuring our access to engineering-specific work at the state and federal level.

In 2018 the IEE Division will focus on renewing our existing contracts, clients, leaders, processes, and organization. We believe this CALIBRE First Principle is fundamental to success in our current market spaces. Fiscal and policy uncertainty are changing how our clients do business, view their missions, and execute procurement efforts. We must be flexible and continually renew ourselves to remain competitive as we serve our clients. This renewal is part of CALIBRE's competitive advantage, and will continue to support our success.

RENEWAL

As CALIBRE begins its 30th year in business, we embrace our accomplishments and the successes that grow from our culture while understanding that continual renewal is the hallmark of extraordinary organizations. In the second half of 2017, we bolstered our ability to identify and win new business by investing in new people, processes, and organizational structures. We transformed into a high-powered and process-driven organization that is aggressive, yet selective in how we think about growth. We have empowered the Operations team to focus on that which they do best by creating specific, specialized roles. Our Directors are expected to manage their clients, their people, and their projects. Our Division Vice Presidents set direction, lead their teams, and manage resources. And our newly established Growth Operations team, led by Senior Vice President Gretchen Idsinga, realizes CALIBRE's strategic vision by identifying, pursuing, and winning new work.

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Shawn Gundrum Executive Vice President & Chief Operations Officer



The pipeline of opportunities is the lifeblood of an organization, feeding our sales and revenue stream and profitability. The Growth Operations team is primarily responsible for building a vetted and qualified pipeline, supporting all four Divisions, that extends through







the next five years. With the assistance of CALIBRE's IT Organization, the Opportunity Tracking System (OTS) was revamped, allowing accurate sales and revenue forecasting for both new and recompete work. Now, we are developing metrics for weekly, monthly, and quarterly review that provide visibility for decision-makers and ensure forward progress.

Our new Small Business Office (SBO) led by Cherlyn McIntee will hone CALIBRE's competitive edge. The SBO works within the Growth Operations team to reach out to small businesses and perform initial vetting of their potential to work with us. The SBO has developed a database of vetted partners that will be accessible across the company.

With effectiveness and efficiency in mind, CALIBRE restructured our Divisions to align capabilities for maximum impact, including the newly realigned Infrastructure, Engineering, & Environment Division (IEE) led by longtime CALIBRE employee-owner and now Vice President, Chad Henry. In each Division, we streamlined the Directorates into larger, better-resourced units while reducing overhead. These teams, in partnership with Growth Operations, make CALIBRE a formidable force in our industry. To reinforce the behaviors and outcomes we expect of our leaders, we have restructured and tailored our Balanced Scorecards (BSCs). We have identified our most promising employees and are

services, cloud adoption, and consolidation of networks and data centers are just a few of the client requirements that we will pursue in 2018. With renewed focus in these areas, CALIBRE can achieve strategic market growth. As we look to the future, we will identify and collaborate with emerging technology companies that offer industry-changing products and methodologies. CALIBRE will continue fostering strong technology partnerships with industry leaders while increasing our focus on cutting-edge technologies like artificial intelligence, machine learning, blockchain, and the Internet of Things.

We are excited to lead CALIBRE through rapidly changing times as we uphold our employee-ownership values in the spirit of one of our First Principles — Renewing Ourselves. We will capitalize on new opportunities in our industry and adapt to an ever-changing

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Tom Peitler Vice President & Chief Technology Officer



developing individualized plans to foster their professional growth, and we continue to invest in training opportunities for all employees in all roles and levels.

In 2018, we will leverage our success in agile software development, network operations, and cloud solutions, to capture IT-centered contracts and vehicles, thus expanding our IT solutions portfolio. Cybersecurity analytics, cybersecurity risk management, shared



and challenging marketplace. In all of our 2018 initiatives, our goal is not to become one of many. Instead, we will stand out in our industry by delivering client success through quality services and products at competitive prices, while operating with steadfast high standards and business ethics. We look forward to a fantastic year of renewal and success.

LEADERSHIP

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

Kimberly K. Horn - President

Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc.

Outside Director

Joseph A. Martore • President & Chief Executive Officer Internal Director

Chairman of the Risk Management Committee

Thomas M. Peitler • Vice President & Chief Technology Officer Internal Director

Member, Employee Owners Advisory Committee

Robert L. VanAntwerp • Lieutenant General (USA-Ret.)

Outside Director

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CALIBRE Board of Directors



CALIBRE Corporate Leadership Team

Corporate Officers

Joseph A. Martore • President & Chief Executive Officer

Shawn H. Gundrum • Executive Vice President & Chief Operations Officer

Janice J. Lambert • Executive Vice President & Chief Financial Officer

Craig E. College • Executive Vice President & Chief Strategy Officer

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

Vice Presidents

Gretchen Larsen Idsinga • Senior Vice President, Growth Operations

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

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

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

Philip M. Rizzi • Vice President, Human Capital Management & Training **Richard P. Formica** • Lieutenant General (USA-Ret.) Vice President, Strategic Accounts

Laura C. Giangiuli • Vice President, Human Resources

Christian J. Hall • Vice President, Business Development

Thomas M. Peitler • Vice President & Chief Technology Officer

Robert L. Reeves • Vice President, Business Development

Barbara A. Richitt • Vice President, Contracts & Procurement

DISTINGUISHED SERVICE AWARD RECIPIENTS



BOB THOMPSON

Bob helped develop an enduring culture of continuous process improvement throughout the Defense Logistics Agency (DLA) acquisition enterprise. Through the strong and effective consulting provided by Bob, DLA was able to achieve their highperforming organization goals.



GABE BERHANE

Gabe has achieved significant results for the US Army Budget Office, while building a deep understanding of their challenges, honoring CALIBRE's commitments, and gaining mutually beneficial success.



TERESA DOS

Teresa reflects great credit as an engaged employee-owner. She invests her time and energy in strategic opportunities to grow CALIBRE's business and increase enterprise value for our employee-owners.



JANET GILMAN

Janet's keen eye for details, superior leadership skills, and deep knowledge of business process improvement have been instrumental for CALIBRE's success. She has built a strong continuous process improvement team that facilitates training and improves CALIBRE's processes.



KANDYCE RUFFIN

Kandyce excells at instilling a strong management approach to procurement and small business program support while building solid functional relationships with CALIBRE project managers, Directors, Vice Presidents, subcontractor partners, and vendors.



BRADY PHILBECK

Brady has been instrumental in helping to advance CALIBRE's business systems and technology stack. His forward thinking ideas have led to a number of advancements in the security and stability of CALIBRE's infrastructure.



STEPHANIE MISKELL

Stephanie has been at the forefront of Training Support Operations (TSO) growth, recommending, implementing, and embracing best practices to make the TSO Directorate more efficient. Her presence during any task is calming, and she takes on every challenge with an infectiously positive attitude.



RYLIE CHASE

Rylie's ability to leverage CALIBRE's systems, as well as her strong collaboration, adaptability, effectiveness, and efficiency in delivering best business practices position the HIM Division for future success.



TOM ROSELIUS

Tom helped establish Serve Our Willing Warriors to support our Nation's wounded, ill, and injured Soldiers and families in enjoying much needed time together. He plays a vital role in fundraising \$400,000 annually for the organization.

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