

OUR
TRANSFORMATIONAL
JOURNEY CONTINUES

CALIBRE
2021 ANNUAL REPORT



TO OUR FELLOW SHAREHOLDERS	3
EOAC REPORT	4
CALIBRE EMPLOYEES	7
STRATEGIC INITIATIVES	8
DEFENSE ENTERPRISE SOLUTIONS	10
DEFENSE MISSION SOLUTIONS	11
FEDERAL, CIVIL, & COMMERCIAL	14
TECHNOLOGY INITIATIVES	16
2022 OUTLOOK	17
DISTINGUISHED SERVICE AWARD RECIPIENTS	18
CORPORATE AWARDS AND RECOGNITIONS	19
LEADERSHIP	20



TO OUR FELLOW SHAREHOLDERS



Joseph A. Martore
Chairman of the Board



Richard Y. Pineda
President & CEO

This year has continued to test us as we are operating in very different, ever-changing times. From increased competitiveness in our industry to work in a mostly virtual environment, CALIBRE has remain focused. We are pleased to announce outstanding results for 2021.

We want to thank all of our employees who have continued to persevere during these uncertain times. In the face of challenges, we proved resilient and attentive to what matters. We remained focused on our clients' missions, our company, and our communities.

While 2021 challenged us, it did not overcome us. There are numerous successes that deserve recognition. Specifically, this year CALIBRE will report a positive year-over-year improvement in all financial metrics – Revenue, Net Income, Adjusted EBITDA, Funded Debt, Enterprise Value, Share Price, and Employee Stock Ownership Plan (ESOP) contribution. This is a massive accomplishment and is a testament to the actions our company has taken as well as the stellar service delivery over the last several years.

As COVID-19 continued to have a profound effect on our world, CALIBRE took distinct steps to promote transparency and keep the health and safety of our employees and their families as our number one priority. Our Operations team remained engaged with their employees and clients to deliver services and support virtually, manage telework and on-site work, and proactively deal with ever-changing health and safety protocols.

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 continued their press to source, prepare, and submit quality bids.

We also had key wins over the course of the year, to include:

- **Army Operating and Support Management Information System (OSMIS)**
- **GSA Login.gov Identity Management Two-Factor Authentication**
- **Base Realignment and Closure (BRAC)**
- **Combined Joint Task Force - Operation Inherent Resolve (CJTF-OIR) Sustainment Readiness Tool (SRT)**
- **Predictive Resource Staffing Model (PRSM)**

We took a major step forward in establishing our "new normal" this year. We enacted our qualified return to office, where employees were welcome to continue working remotely as we have during the pandemic, but were encouraged to return to in-person work as coordinated with their supervisors for the purposes of attendance at specified meetings or work events, collaboration, mentoring, training, and for the benefits of spontaneous, unscheduled personal engagements. Regardless of our work location, we have remained committed to the success of our clients.

In concert with STRATEGY 2025, we set up five-year metrics to monitor our performance, inform decisions, and drive positive change within the company. Monitoring key metrics regularly will help us determine if we are on track to meeting our goals and putting in place mitigation strategies for any metrics on which we are behind. While we are somewhat short on some of our five-year metrics, we are doing well on a year-over-year basis and have implemented remediation plans to drive improvement.

The sustainability of the ESOP and company valuation also remain strong. We have fortified our leadership team with best-in-class hires and are continually working with our Operational leadership, Growth Organization, and Corporate Staff to maximize our efforts and ensure our goals and objectives remain true to STRATEGY 2025. We have a line of sight to meet our goals.

It has been stated that "Transformation is not a future event. It is a present activity." We set out on a journey to transform our company and uncover CALIBRE^{NEXT}. The transformation we seek, even with *//BOLDMOVES*, does not happen overnight. It requires us to make decisions in the present to inform who we want to be in the future. As such, our transformational journey continues...

Our Success Follows Yours[®]



EOAC REPORT



Lauma Wingrove
Chair, Employee Owner Advisory Committee

Let me start by saying THANK YOU! to employees working in every department, from top to bottom and every level in between; to the employees who have been with us for years and to those who have just joined us recently. All the things we accomplished this year can be attributed to one thing: the employees of this organization. You are the backbone of our success.

The Employee Ownership Advisory Committee (EOAC) mission is simple: To SERVE you, the employee-owners, by sharing Employee Stock Ownership Plan (ESOP) information and conducting activities that support our OWNERSHIP culture. Although it has been another challenging year, we are grateful to have been able to continue to educate you and enrich CALIBRE's culture. As an organization, we have taken on a lot of challenges this year. With the combination of company growth, changing corporate structures, multiple generations in the workplace, and business teams continuing to adapt to remote workforces, the need for a dedicated focus on a strong company culture was greater than ever.

To strengthen our culture, the EOAC offered deeper insight into initiatives within CALIBRE through our (Employee Ownership Month) EOM 2021 videos. We focused on getting to know one another through EOAC nominee videos, our fun and awkward photo contest, and "CALIBRE Has Talent" activity. We closed out the year by wishing you all Happy Holidays via our EOAC video message.

We realize that ESOPs have a unique business structure, and our mission is to ensure all employee-owners understand the value of employee-ownership. We launched a brand new EOAC website to be a fun, easy to navigate, and interactive hub for all things EOAC. The website also contains a brand new "The Power of ESOP" calculator, where each of you can forecast an estimated accumulation of wealth in your ESOP accounts.

We challenged your knowledge of CALIBRE and ESOP during our 3-month long "Ready! Set! EO!" game, the answers for which not only helped educate employee-owners about our ESOP and culture, but also required employee-owners to search across all of CALIBRE's communications systems, including CALPortal, our external website, communications from our CEO, our Strategy Plans, the Annual Reports, and even our social media.



Top: EOAC members recording Holiday video. Bottom left: CALIBRE employees participating in the ESOPathon. Bottom right: Andrew Skinner showcasing his composing and piano skills on "CALIBRE Has Talent."

We also looked for other ways to educate. While we do have classes on ESOP and employee-ownership as part of our CALU curriculum, the EOAC also introduced the ESOPathon initiative which allowed employee-owners to participate in small groups with open discussions surrounding the main topic: "What being part of an ESOP means to you right now, at this time in your life".

A strong culture and employee engagement are the magic ingredients for our success. The EOAC's goal is to make the employee-ownership culture thrive.

EOAC AND CAMP VIDEO SHOOT

Lauma Wingrove, EOAC Chair, and Sam Spiga, CAMP Chair, discuss the recent split of the EOAC and CAMP organizations as part of a series of videos which were released during Employee Ownership Month.



CALIBRE

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HUNTSVILLE RIBBON CUTTING

Mayor of Huntsville Tommy Battle, Richard Pineda, John Wright, and Dick Formica attend the ribbon cutting ceremony for the grand opening of CALIBRE's Huntsville Office.





CALIBRE EMPLOYEES



CALIBRE's 8A Comet Team River Bend Golf Course, Camp Humphreys, South Korea



Readiness and Acquisition Solutions Virtual Team Meeting



CALIBRE's VA TAP Team with Corporal Dan Lasko and his family at the CALIBRE Golf Classic



Diego Johnson, Military Training Specialist, presented to Commanding General of Training Command at The Basic School (TBS), Quantico



IT and Corporate Support for the Annual Meeting that was streamed virtually from Metro Park



Willene Orr served as the MC for the Huntsville / Madison County Memorial Day Ceremony



CALIBRE's Fort Knox ITAM and Range Operations Personnel



STRATEGIC INITIATIVES



Richard P. Formica
Vice President, Strategic Initiatives

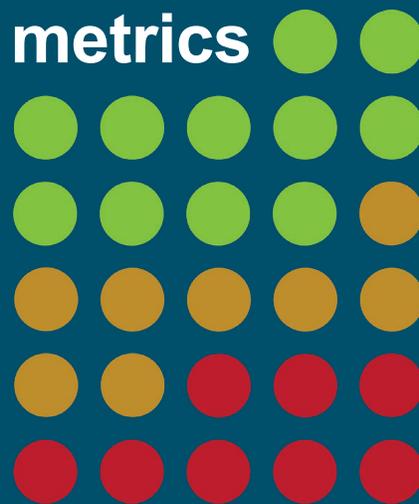
CALIBRE's transformational journey continues as we strive to achieve our strategic goal and objectives outlined in STRATEGY 2025.

5-Year Metrics: Our progress is measured against a set of 5-Year metrics which are reviewed regularly by corporate leadership and briefed to the Board of Directors. In 2021, we were able to sustain progress in several areas while identifying those that merit increased attention. With sustained investment in new growth, a commitment to innovation and digital transformation, and continued success in recompetes, we look to 2022 to be a breakout year on the path toward achieving our strategic goals.

Sustainability: CALIBRE has a strong commitment to sustainability. We are reviewing and revising our management approach to enhance corporate sustainability across economic, environmental, and social pillars.

Diversity, Equity, and Inclusion (DEI): Our DEI Council advises the corporate leadership and has undertaken several initiatives to strengthen DEI across the company, including: leadership and employee training, hiring processes review, benefits review, employee resource groups, special observance recognition, and increased awareness to promote a culture where all voices are represented, valued, and respected.

of 27 metrics



70% Green / Amber

30% Red

A snapshot of our 5-Year metrics which is reviewed regularly by our corporate leadership, and briefed to the Board of Directors.



Dick Formica discussing our approach to corporate sustainability, its importance, pillars, initiatives, and ways to get involved as part of this year's Employee Ownership Month video series.

DIVERSITY, EQUITY, AND INCLUSION
VIDEO SHOOT

Erin Moody, DEI Co-Chair, discusses CALIBRE's DEI Council, accomplishments since its establishment, and initiatives as part of this year's Employee Ownership Month video series.



EOM EMPLOYEE OWNERSHIP MONTH

DIVERSITY
EQUITY
INCLUSION



Our Transformational Journey Continues

DEFENSE ENTERPRISE SOLUTIONS



Emma M. Ro
Director, Cost, Management, and IT Solutions

2021 was an exciting and busy year for Cost, Management, and IT Solutions (CMIT) Directorate. Although we continued to face challenges from the pandemic, CMIT was able to successfully support multiple client reorganizations, identify new business partners, and assist our clients with planning their migration to the cloud. Additionally, as part of the reorganization within DES, we introduced the new role of portfolio manager. CMIT came together as a team, making our clients successful and celebrating recompete wins for OSMIS and the Defense Information Systems Agency (DISA) Infrastructure Executive (IE) while exceeding our gross margin targets.



CALIBRE's Combined Joint Task Force-Operation Inherent Resolve (CJTF-OIR) Sustainment Readiness Support team and their clients take a short break from their mission to get a photo together in Kuwait.



John T. Wright
Director, Readiness and Acquisition Solutions

The Readiness and Acquisition Solutions (RAS) Directorate enjoyed a productive 2021. Recompetes, wins, new work, and the exercise of option years resulted in increased revenue and gross margins. During 2021, we organized into four portfolios supporting clients in Space and Missile Defense, Operational Readiness Support, Logistics Data Analytics, and Army Materiel Command/Air Force Materiel Command Management Support. Our OCONUS projects, supporting the CJTF-Operation Inherent Resolve and the Eighth U.S. Army, contributed significantly to improving the logistics readiness of their respective Army commands. We executed Huntsville's **BOLDMOVE**, hosting a ribbon cutting ceremony and an open house at our new facilities.



Army Sustainment Command (ASC) Second Destination Transportation (SDT) contract. Kevin Uher travelled to a ASC Rock Island Arsenal (RIA) meeting with ASC Chief and Palantir and Serco Teams.

Hanging out with the ASC Team, left to right: Natalie Margulies (Palantir), Meghan Peterson (ASC Chief and SDT), Bryson Walker (Palantir), Brent Mayo (Serco ORSA contract support), and Kevin Uher (CALIBRE contract, SDT PM).



Our Transformational Journey Continues

DEFENSE MISSION SOLUTIONS



Troy D. Barnes
Director, Training, Education, & Analytics

Training, Education, & Analytics (TEA) Directorate overcame the challenges of reduced budgets and COVID mandates to provide our clients the quality and selfless service they appreciate and cherish. In addition, we grew the portfolio with two new wins, I Marine Expeditionary Forces (I MEF) G7 expanding our work in the Marine Corps and Predictive Resource Staffing Model (PRSM) supporting the Deputy Assistant Secretary of the Army (DASA) for Plans Programs and Resources (PPR).



Paul J. Bautista
Director, Infrastructure, Engineering, & Environment

I am extremely proud of how the entire Infrastructure, Engineering, & Environment (IEE) Directorate was able to deliver quality services and stay connected to our clients in the difficult working environment caused by the pandemic. Our ability to enable our clients' success was rewarded and demonstrated in our high recompute win rate. At the top of our recompute wins is our recent award of Support Services to the U.S. Army's Base Realignment and Closure (BRAC) Program. We look forward to continuing our support in addressing complex challenges and evolving future mission requirements.



Thomas J. McKeon
Director

The IEE environmental team successfully delivered more than 40 milestones in 2021 ranging from characterization studies, engineering feasibility studies, to pilot tests. With our strong past performance, CALIBRE was invited to bid on nine TOs under the ASRAC contract achieving a 100% win rate. CALIBRE's focus on our clients' mission helps us distinguish ourselves from competitors; *Our Success Follows Yours*®



Before Modifications



After Modifications

CALIBRE made bolt-on modifications to this Stryker vehicle to make it appear as a Chinese amphibious armored vehicle.



Call For Fire Trainer (CFFT) 3 students training at Fort Sill.



AUSA 2021

ANNUAL MEETING & EXPOSITION

*Jim Palermo, Cassie Baxter, and Richard Formica
representing CALIBRE at the Association of the
United States Army (AUSA) Annual Meeting.*



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CALIBRE is an Employee-Owned
Management Consulting and
Digital Transformation Company

calibresys.com

-  ENTERPRISE SOLUTIONS
-  ENTERPRISE INFORMATION MANAGEMENT
-  FACILITY & LAND MANAGEMENT
-  FINANCE, LOGISTICS, & COST MANAGEMENT
-  TRAINING & EDUCATION





Our Transformational Journey Continues

DEFENSE MISSION SOLUTIONS



Cassandra L. Baxter
Director, Training Support Operations

Despite 2021 challenges, every member of the Training Support Operations (TSO) Directorate kept their focus on continuing to perform at the highest levels to support our clients and accomplish an ever-evolving mission. In a fiscally constrained and highly competitive environment, TSO brought in new work, hired new team members, and supported each other while supporting the mission.



Joseph F. Kinnally
Director

Although the TSO Directorate continued to face challenges due to the COVID restrictions, TSO was able to successfully restart the training program at the National Training Center.



Christopher A. Grove
Director, Intelligence Community Services

While 2021 continued to present challenges in the client environment, the Intelligence Community Services (ICS) Directorate was able to capitalize on the positive aspects that resulted from the pandemic-era operations by making significant contributions to the Government's Executive Office initiatives for improving the federal workforce in key areas of Training and Performance Management.



CALIBRE's Range Safety Specialist, Jared Cox, reviews a Con Op for the NTC Training Rotation.



The PRESIDIO TRINITY 23 Wargame was conducted 26 - 29 October 2021, in Austin, Texas by the National Guard Bureau (NGB) Joint Staff (J8). The NGB J8 Support Task requires Team CALIBRE to conduct wargames and provide wargame work products as deliverables.



Our Transformational Journey Continues

FEDERAL, CIVIL, & COMMERCIAL



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

2021 got off to a great start in Federal, Civil, & Commercial (FCC) with the successful start-up of our Veterans Affairs Transition Assistance Program (VA-TAP), led by Prescott Farris. The effectiveness of this program was acknowledged by the client several times throughout the year.

Members of our Health and Life Sciences team at the National Center for Biotechnology Information (NCBI) were recognized at the National Library of Medicine Honor Awards Ceremony for their COVID-19 support efforts. Members of our National Institute of Allergy and Infectious Diseases (NIAID) team received the Directors Award from the National Institutes of Health (NIH) for their work on COVID funds tracking, electronic contract negotiations, and the successful implementation of a planning and reconciliation tool to track and manage administrative financial data.

Our Commercial team was successful in capturing another logo under our Volvo program as we added the all-electric Polestar brand to the lineup.

Additional successes within FCC included the multiple videos and social media campaigns we produced in support of our work with Veterans.



C.J. Aultmon
Master Advisor, Master Trainer
Joint Base Andrews, MD



Cathy Cooley
Site Lead
Fort Eustis, VA



VETERANS WEEK 2021
HONORING ALL WHO HAVE SERVED
NOVEMBER 8TH - 12TH

PRESCOTT FARRIS
COL, U.S. Army (Ret.)
CALIBRE Program Analyst

The Graphics Team produced exceptional in-house social media campaigns to demonstrate CALIBRE's support to Veterans.



Kurtis Haro



Sherri Holland-Bailey



Kiran Anchala Raga



Sakthi Ramasamy

Members of CALIBRE's Health and Life Sciences teams being recognized by their clients.

MILITARY MAKEOVER OPERATION CAREER

MILITARY MAKEOVER VIDEO SHOOT

CALIBRE and the Ford-Lincoln Careers Program featured in a segment of Military Makeover. CALIBRE employee and Ford instructor, Tim Oddo, talks about his background in the Air Force and his experience working with the Veterans in the Ford-Lincoln Veteran Careers Program.





TECHNOLOGY INITIATIVES



Charles O. Onstott
Vice President, Chief Technology Officer

Innovation and digital technology are vital to CALIBRE's transformational journey. They are essential to our work in financial and logistics management, training and education, transition support, and facility and land management. This is why digital transformation is central to STRATEGY 2025.

CALIBRE's technology roadmap lays out a long-term plan for our digital transformation journey. In 2022, the focus will be on putting in place essential building blocks, like our CALIBRE Innovation Center (CIC), which will enable programs and business developers to show our clients the art of the possible. CIC will feature rapid prototyping, leveraging key technologies like augmented reality, artificial intelligence, robotic process automation, data analytics, and mobile devices to provide our clients a more effective approach which will yield better results, better experiences, and better efficiencies. CIC will be led by Tools, Technologies, & Solutions (TT&S), thereby combining the power of our solutions team with our technology partners to help propel our clients into the future and grow our company. The use of digital technologies will be an important part of what we do, no matter what we do for our clients. Contact us in TT&S to learn more.



Charles Onstott and other panelists discuss innovation megatrends in training and simulation at The Interservice / Industry Training, Simulation and Education Conference (I/ITSEC).



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CHARLES O. ONSTOTT
VICE PRESIDENT,
CHIEF TECHNOLOGY OFFICER

Charles Onstott discusses how digital technology can improve performance and deliver value as part of a social media video campaign for the AUSA Annual Meeting and Exposition.



2022 OUTLOOK



Jerry W. Hogge
Executive Vice President & Chief Operations Officer

CALIBRE's long history of success is founded on CALIBRE's First Principles: **1)** Operating ethically with the highest professional standards, **2)** Achieving superior quality to support client success, and **3)** Renewing ourselves individually and corporately. These foundational elements remain central to our culture and fundamental to our collective success going forward.

CALIBRE has always had a focus on mission performance and operational excellence. In 2022, we will drive a renewed emphasis on strategic growth aligned with our digital transformation and STRATEGY 2025, as well as renewed operational discipline to ensure we deliver on our annual operating plan commitments to our clients and employee-owners.

2022 is a transformational year for CALIBRE. STRATEGY 2025 sets forth our annual goals and defines our strategy and vision for how we will get there. It is imperative that we continue upon that important journey by taking positive steps together in 2022. It is clear that we have the right people, the right leadership, the right vision, and the financial strength to make 2022 a success for our clients and employee-owners. The future for CALIBRE remains bright, and together we will deliver on the promise of STRATEGY 2025.

Jerry Hogge joined CALIBRE as EVP & COO on January 3, 2022.

2022 SUCCESS



People



Leadership



Vision



Financial Strength



DISTINGUISHED SERVICE AWARD RECIPIENTS



Dan Hogan
Joseph A. Martore Distinguished Service Award

Dan Hogan Dan Hogan received the Joseph A. Martore Distinguished Service Award, a multi-objective award that recognizes someone who embodies all six of CALIBRE's Corporate Objectives. Dan is a Portfolio Manager for the Cost Analysis & Decision Support portfolio, Program Manager for the Financial Management Operations (FMO) program, the full-time analyst on the Army Military-Civilian Cost System (AMCOS) project within FMO, and the Defense Enterprise Solution (DES) Division's senior pricing strategist. Through the many hats he wears he still finds time to volunteer as President of his HOA and connect his neighborhood to surrounding communities and organizations.



Susie Akers
Make Our Clients Successful

Susie Akers provides leadership and direction to a forward deployed team of logistics subject matter experts at Camp Arifjan, Kuwait. Her 30+ years of logistics experience coupled with a high degree of analytic skills allows her to find simple solutions to complex problems. Her guidance and leadership resulted in improved efficiencies for the client.



Sara Blades
Manage Our Company

Sara Blades has been an integral part of how CALIBRE conducts continuous process improvement and project management. She has managed / supported nearly every project within the Training Support Operations Directorate. She conducted over 40 audits and scored 100% on the projects she manages. Her keen insights strike a balance between sound project management and financial projections.



Jen Gilliam
Inspire Our Employees

Jen Gilliam has become the subject matter expert for our human resource information system, UltiPro. Her goal was to leverage the platform to create a better user experience. As her knowledge has grown, she has improved processes and removed or limited friction points. This has provided a smoother and easier process for employees, supervisors, and leadership.



Scott O'Keefe
Foster Innovation

Scott O'Keefe identified, built, and refined an Executive Qlik Dashboard that displays key data-points and empowers CALIBRE to achieve its goals and objectives. He ensured the dashboard was accessible on the web and via mobile device. His work on the dashboard illustrates his dedication to leveraging innovative technologies to accelerate growth in business value.



Willene Orr
Be Good Citizens

Willene Orr exemplifies the definition of "Be Good Citizens." She is a pillar of strength and purpose in the Huntsville community as an active member of many associations. She is quick to volunteer for every CALIBRE community activity and is always eager to volunteer her time to numerous activities such as a St. Jude charity event, Adopt-A-Mile clean up, and school supplies and coat drives.



Allan Stewart
Foster Innovation

Allan Stewart combines his understanding of operations, and expertise in CALIBRE systems and IT, to Foster Innovation that continually upgrades support to our clients and CALIBRE. He identifies innovative solutions for data management and data analytics. These solutions respond to our clients' needs and enhance CALIBRE's internal business processes.



Tyler Stopa
Increase the Value of CALIBRE

Tyler Stopa has been a vital part of managing the financial performance of CALIBRE's biggest contract, the U.S. Department of Veterans Affairs Transition Assistance Program. He maximized client success while optimizing CALIBRE profit. Without his close monitoring of the financials, the program would not have been as profitable.



Sharice Tucker
Make Our Clients Successful

Sharice Tucker has been a staple at the National Training Center. She helped the client purchase over \$17 million in equipment and has kept detailed records of all purchases, resulting in achieving excellent ratings during two Government audits. Her meticulous record keeping has been essential to the client's ability to plan and manage their budget.



Gale Winchester
Increase the Value of CALIBRE

Gale Winchester was vital in expanding CALIBRE's presence in Korea with the 8th Army Command Maintenance Inspection and Training contract award. This award is a three-year contract with a total value in excess of \$6.9M. By expanding our footprint in Korea, CALIBRE is positioned to compete for other contracts with similar requirements.



CORPORATE AWARDS AND RECOGNITIONS



National Center for Employee Ownership (NCEO) Achievement Award



CMMI Institute's Capability Maturity Model Integration for Software Development in our Defense Enterprise Solutions Division



Self-Assessed Open Trusted Technology Provider™ V1 O-TTPS 1.1.1 (ISO/IEC 20243:2018)

The Open Group The Open Trusted Technology Provider™ Standard Certification Program



ISO 20000-1:2018 Information Service Management



ISO 27001:2013 Information Security Management



LEADERSHIP

BOARD OF DIRECTORS



Karen E. Dyson
*Outside Director
 Chair of the Audit Committee*



Joseph A. Martore
Chairman of the Board



Joseph H. Reynolds
*Vice Chair of the Board •
 Chair of the Executive Compensation
 & Governance Committee*



Kimberly K. Horn
Outside Director



Altamaria R. Perkins
EOAC Representative



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



Robert L. VanAntwerp
Outside Director

CORPORATE OFFICERS



Richard Y. Pineda
President & Chief Executive Officer



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



Jerry W. Hogge
*Executive Vice President
 & Chief Operations Officer*

VICE PRESIDENTS



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



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



Laura C. Giangiuli
*Senior Vice President,
 Chief Human Resources Officer*



Beth B. McCall
*Vice President,
 Federal / Civilian*



Kristen B. McLeod
*Vice President,
 Finance & Accounting and Controller*



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



Charles O. Onstott III
*Vice President,
 Chief Technology Officer*



Gregory W. Price
*Vice President,
 Business Development*



Barbara A. Richitt
*Senior Vice President,
 Contracts & Procurement*

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