



STRATEGY 2025

CALIBRE
Our Success Follows Yours®

An employee-owned
management consulting and
digital transformation company

THIS IS CALIBRE



Guided by our Vision and Purpose, CALIBRE will meet our clients' needs and contribute to their success by providing innovative management consulting and digital transformation solutions.

Message from the Chairman of the Board and the President & CEO

For more than 30 years, CALIBRE Systems, Inc. (CALIBRE) has partnered with clients in the Defense, Federal / Civil, and Commercial markets to support their mission-essential needs at every stage of program, product, and business lifecycles. CALIBRE shares our clients' missions, connecting through the enduring solutions we provide and the relationships we cultivate. These partnerships inform our deep understanding of the challenges and opportunities facing our clients and the development of capabilities that improve outcomes and maximize results. As a renewing company, we recognize and continually analyze the uncertainties facing the government services industry and develop strategies to maintain our competitiveness while sustaining client-centric relationships.

Since CALIBRE began business operations on March 1, 1989, we have remained committed to our First Principles of uncompromising ethics, superior quality of work, and ongoing corporate and individual renewal. We recognize that to continue our historical success in the increasingly competitive government services industry, we must remain skilled, capable, cost-competitive, attuned to client needs, and relevant to the marketplace.

As we press to 2025, CALIBRE will satisfy our clients' needs and address industry challenges, further diversify our business portfolio, inspire and invest in our people – wherever they serve – and effectively manage our company to enable us to achieve significant and sustained growth.

CALIBRE is responsive to shifts in our industry and agile in supporting our clients. We position ourselves at the forefront of technology trends. We compete aggressively and successfully to achieve our Strategic Goal.

Strategy 2025 builds on CALIBRE's strengths: (1) our client focus and trusted advisor relationships; (2) our functional expertise and experience providing our core capabilities and enterprise solutions to our clients; and (3) as an employee-owned company, we bring focus, productivity, pride, and passion to our work. Strategy 2025 lays the foundation for a higher-performing and sustainable enterprise.

As we implement Strategy 2025, we will enhance and accelerate the innovation and growth needed to achieve our Corporate Objectives and attain our Strategic Goal. We respect our past as we create our future.

Our Success Follows Yours®

/s/
Joseph A. Martore
Chairman of the Board of Directors

/s/
Richard Y. Pineda
President & CEO

STRATEGY 2025:

Builds on prior CALIBRE Strategic Plans to 'Respect our past; create our future'

- **Affirms and documents the key tenets upon which our company is based: our Vision, Purpose, First Principles, and Corporate Objectives**
- **Establishes our Strategic Goal and identifies five strategic tasks to realize our goal**
- **Aligns our business planning efforts with our strategic direction**

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// INTRODUCTION

The purpose of Strategy 2025 is to establish our five-year corporate strategy and to declare and document the key tenets upon which our company is based: our Vision, Purpose, First Principles, and Corporate Objectives. Strategy 2025 is a public document that informs our internal and external stakeholders and provides a guidepost for corporate business planning. Strategy 2025 provides an overview of our company, our Corporate Objectives, the business environment in which we work, and describes our strategy for achieving the 2025 Strategic Goal. This document, combined with our Corporate Business Plans and Division Tactical Execution Plans, lays the foundation for our next five years of success.

CALIBRE History

On March 1, 1989, 44 individuals became the first employees in the venture we now know as CALIBRE Systems, Inc. (CALIBRE). From the outset, CALIBRE dedicated itself to providing superior service to the Nation and the men and women on the frontiers of freedom who risk their lives on a daily basis. The adventure was made even more exciting by the concept that success would be measured against, and advanced by, a shared set of founding First Principles which remain to this day: operate ethically, achieve superior quality, and renew ourselves regularly.

The employees embraced entrepreneurship and risk-taking to embark on an effort to overcome the challenges they faced to grow a new company. They believed and trusted implicitly in the drive, motivation, and talents found in each individual of that core team. A focus on quality people served perfectly as they first survived and then thrived, growing and broadening their core capabilities, and establishing a successful presence in the government services industry. In 1994, CALIBRE converted to an employee-ownership structure to recognize the contributions of the employees and reward them for growing the company. Since the inception of the Employee Stock Ownership Plan, employee-ownership has been celebrated as a significant part of CALIBRE's corporate culture.



CALIBRE established a reputation for “owning our clients’ missions,” providing innovative and quality products, and effectively serving as trusted advisors to our clients. The CALIBRE corporate motto, *Our Success Follows Yours®*, captured the essence of our dedication to client success and employee professional development then, as it does today.

CALIBRE's revenue and sales grew over the years, reflecting the hard work and dedication of our employees, resulting in more than 30 consecutive years of profitability. Working towards one common purpose, enabling our clients' success, CALIBRE has grown from 44 employees to more than 1,000 employees, consultants, and subcontractors today. Our corporate culture, composed of our First Principles, employee ownership, and focus on

client success, remains the foundation of our successful business performance.

As shown in Figure 1, CALIBRE’s growth through acquisitions began in 2004 with Strategic Management Initiatives, Inc., and the Environmental Engineering Division of Project Performance Corporation, and has continued through 2018 with the acquisition of Spear, Inc. (SPEAR). In each case, CALIBRE’s acquisitions:

- Were consistent with our growth strategy at the time
- Served to achieve our targeted portfolio diversity
- Helped posture CALIBRE to better serve our clients

Taken together, acquisitions have strengthened and enhanced CALIBRE’s core capabilities, which enabled us to expand into new markets.

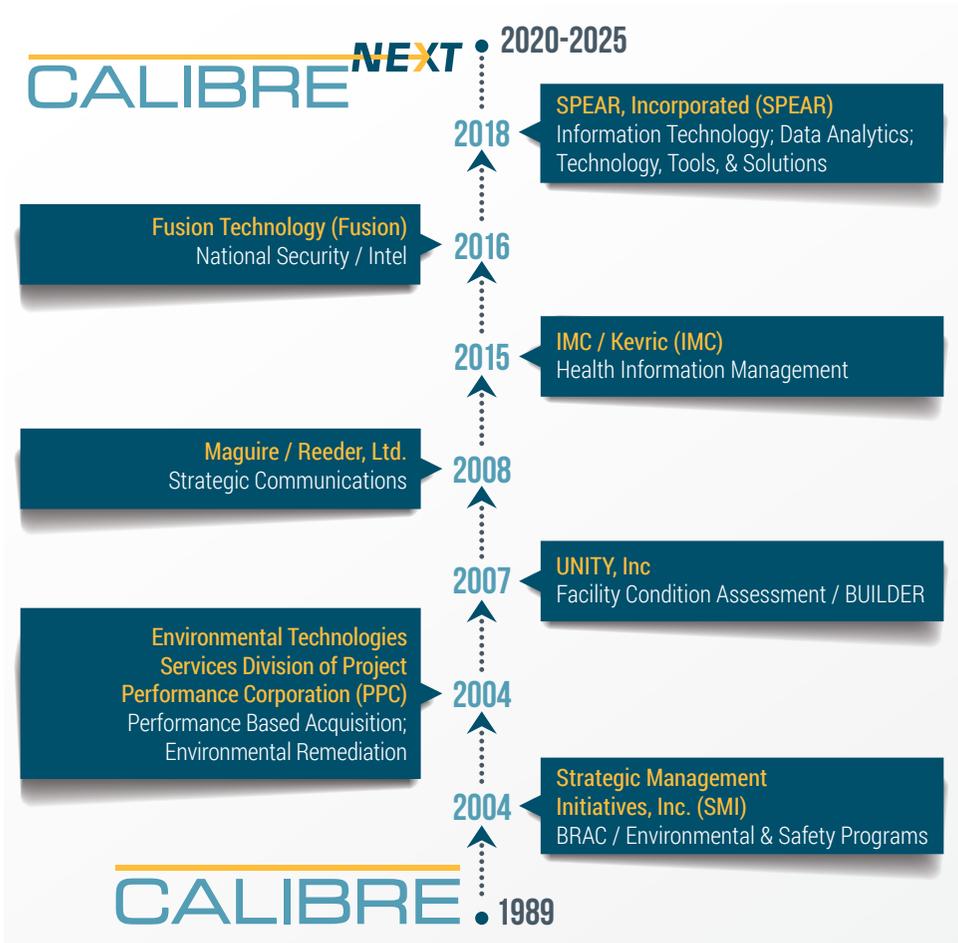


Figure 1: CALIBRE has successfully executed its acquisition strategy and vision for growth, enabling us to enter new markets and strengthen positions with existing clients. We are Better Together – as CALIBRE^{NEXT}.

The acquisition of IMC brought CALIBRE into the healthcare market, while Fusion provided CALIBRE capabilities to the Intelligence Community. The SPEAR acquisition substantially increased our Information Technology (IT) capabilities, while providing new revenue streams through Technology,

Tools, & Solutions. The full depth and breadth of these new capabilities, coupled with fresh, new perspectives on business development and a revitalized leadership team, posture us to achieve our Strategic Goal for 2025. **Together, This is CALIBRE^{NEXT}!**

Importance of Vision and Purpose

The most successful companies have enduring ideals and values that serve to focus business strategies and practices. These ideals and values are embodied in a company's vision and purpose. There is ample body of recent work that builds on earlier research (by James C. Collins and Jerry I. Porras as reported in the Harvard Business Review, September 1996) which shows that organizations that adhere to their core vision and purpose significantly outperform the general stock market.

A clearly articulated **vision** defines the core character of a company and provides guidance to the best possible future in a constantly changing world. It is an aspirational statement made by an organization that articulates what they would like to achieve. A well-defined **purpose** outlines the organization's reason for being. It illustrates the organization's impact on their clients; the 'why' of what they do; and inspires needed changes, initiatives, and renewal.

CALIBRE's Vision

To be a respected leader contributing to the success of our clients, inspiring our employees, and enhancing our communities.

CALIBRE's Vision speaks to responsibilities bigger than just maximizing profit – we are a company that cares about our clients, our employees, and our communities.

CALIBRE's Purpose

To enable our clients' success by providing innovative management consulting and digital transformation solutions.

Respecting our past, CALIBRE will remain true to providing superior service to those who serve our Nation. Today, CALIBRE has the broad scope and reach to diversify beyond our initial purpose, and a wider array of clients relying on us to build and deliver innovative and enduring solutions to solve complex management, technology, and program challenges. We differentiate ourselves from our competition by building a suite of digital technology applications that, when coupled with innovative management consulting solutions, transforms how client organizations operate.

Our Culture

CALIBRE's culture is unique, built around three key components: we are employee-owned; our founders established three First Principles that are embedded in everything we do; and our number one corporate objective is to make our clients successful, which is the basis for our motto, *Our Success Follows Yours*®. When combined with our Vision and Purpose, our culture is the cornerstone to our past, and a key for our future success.

Employee Ownership • CALIBRE employees create and sustain an ownership culture emphasizing commitment, innovation, good citizenship, and growth-oriented stewardship. We take pride in our company, invest in our future, live by our core principles, focus on the success of our clients, and inspire our people. These qualities are CALIBRE hallmarks, distinguishing us from other companies in our industry. Our ownership culture empowers employees with the responsibility to manage and grow our company from within.

By putting an emphasis on our culture, we have created a company in which all employees act and perform like invested owners. Every employee:

- Has the right to provide input and share the rewards of success
- Shares the responsibility to live by our core values (e.g., our First Principles and Corporate Objectives) and demonstrate their commitment to our clients, our company, and our community every day
- Understands the value of ethical behavior to our collective viability

- Focuses on creating success for our clients leading to sustainable growth
- Accepts responsibility to renew our company and ourselves

In addition, employee-owners vote to elect the Board of Directors, which includes the election of an employee-owner to serve on the Board. This ensures that decision makers continue to consider the employee perspective as they guide the company forward.

First Principles • We remain committed to our First Principles of uncompromising ethics, superior quality of work, and ongoing corporate and individual renewal.



Operate Ethically: We operate uncompromisingly with the highest professional standards and business ethics.



Achieve Superior Quality: We consistently deliver timely, quality services and products that meet or exceed our clients' needs at competitive prices. The principal measures of quality are client success and corporate recognition for excellence.



Renew Ourselves: We are an ever-renewing company, capitalizing on new and expanded opportunities individually and corporately, and adjusting rapidly to changes and challenges in the marketplace.



Figure 2: CALIBRE drives success for our clients, our employees, and our communities.

Our Motto • *Our Success Follows Yours*[®]

– captures the fundamental relationship between our clients, our employees, our community, and our commitment to their success (Figure 2). First among our six Corporate Objectives is to Make Our Clients Successful. This is deliberate and reflects CALIBRE's primary emphasis on our clients. Our clients expect us to build and deliver practical, timely, best-value solutions to solve the complex management, technology, and program challenges they face. CALIBRE inspires our employees to meet client needs; deliver timely, cost-effective and useful solutions; and to solve problems and manage risks associated with complex projects. We appreciate and value the communities in which we serve and are equally committed to their success. CALIBRE becomes part of the fabric of those communities. We are connected through the solutions we provide and the relationships we cultivate. Our motto reinforces the belief that CALIBRE's corporate success is only possible when our clients succeed, when our employees succeed, and when our local communities succeed.

An Employee-owned Management Consulting and Digital Transformation Company

CALIBRE provides management consulting and digital transformation solutions that address the business challenges of today and tomorrow. We offer management experience and expertise to create client-specific strategies to accomplish mission objectives, improve operational and financial health, and enhance quality and schedule performance. This approach provides actionable insights that enable decision makers to drive accurate, timely, and data-driven decisions that transform organizations and their processes.

CALIBRE enables our clients to develop and integrate people, process, and technology to create value and accomplish missions across the Defense, Federal / Civil, and Commercial markets. We deliver four core capabilities: Training & Education; Enterprise Information Management; Finance, Logistics, & Cost Management; and Facility & Land Management. These core capabilities are underpinned by our two enterprise solutions: Management Consulting and Digital Transformation (Figure 3).



Figure 3: CALIBRE applies our Core Capabilities and Enterprise Solutions throughout our three market segments.

We are organized to deliver our core capabilities and enterprise solutions to meet changing demands and requirements (Figure 4). We capitalize on emerging client requirements, changing demographics, shifts in funding and industry changes.

Management Consulting is the practice of helping organizations realize their full potential and improve their performance. CALIBRE's integrated solutions team provides more than simple staff augmentation. We provide expert teams and integrated solutions that increase our clients' efficiency and capabilities through effective program management and strategic planning. Our integrated solutions team draws on functional knowledge, specialized skills and expertise, and technology capabilities. Getting the mix of culture, staffing, and capabilities right is paramount to sustaining our position as a trusted agent to our clients and a performance leader among our competitors.

Digital Transformation is the integration of digital technology into all areas of a business resulting in fundamental improvements to how the business operates and how it delivers value. Business success today requires a client-focused digital transformation, incorporating full understanding of the client's legacy systems, their transformation objectives and cost points, and a means of managing change to adapt to new systems. It starts with creating an optimal client experience by aligning the structure, processes, and technology of the business. Real digital transformation is about breaking barriers, removing the constraints imposed by outdated or inefficient business processes, and leveraging current technology. Thus, by fully utilizing all available data, and enhancing user experience and security, processes can be implemented to drive down cost and improve performance. In the Federal Government, CALIBRE's largest client base, digital transformation is about creating a logical roadmap to get from the "still working"

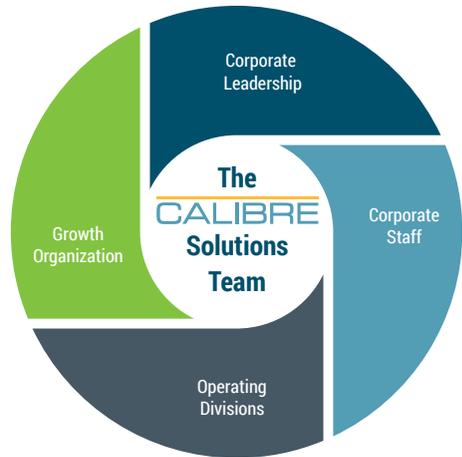


Figure 4: Our integrated solutions team – driven to provide efficient, effective, and compliant solutions – is key to our ability to successfully inspire our employees, foster innovation, and manage our company.

legacy environment to a modern architecture with the right people, processes, data, and leading edge technologies. Internally, CALIBRE has embraced digital transformation in order to develop and enhance integrated business systems to empower our employees, optimize our operations, and engage with our clients.

// CALIBRE'S CORPORATE OBJECTIVES

CALIBRE's motto and First Principles reflect a focus on client, employee, and community success. This focus synchronizes with our renewed six Corporate Objectives. These objectives are the building blocks of our success and the guideposts as we plan for the future. They serve as our foundation and motivation as employees of CALIBRE, and the framework for achieving our Strategic Goal. The leading indicators provide the basis for corporate metrics. The metrics are reviewed at least quarterly by the Corporate Officers, and annually by the Board of Directors as an additional assurance that we are on track and continually moving in the right direction.



Objective 1 • Make our Clients Successful

... by providing value to our clients through collaborative, trusted relationships and quality services and products that make a difference

Client success makes a successful CALIBRE. We anticipate our clients' needs, focus on consequential results, honor our commitments, and communicate effectively to achieve mutually beneficial success. We maintain focus and commit ourselves to providing innovative, successful solutions and services. When we solve our clients' biggest challenges and provide complete and responsive client service, we create coveted client-for-life trusted relationships, establishing CALIBRE as the provider of choice that both owns and solves our clients' challenges. As we tell our clients, *Our Success Follows Yours®*.

OBJECTIVE 1 Leading Indicator

Client satisfaction –
trusted relationships,
quality service



Objective 2 • Inspire our Employees

... to be innovative, entrepreneurial thinkers who embrace technology and drive positive change

Inspired employees are at the heart of our growth and successful performance into 2025. Employees feel inspired when they work in an environment that is open to innovation and entrepreneurial thinking, when they are actively engaged in their work and recognized for their contribution, when they are able to introduce new ideas that drive positive

change, and when leaders are committed to their professional development and growth. We strive to be the employer of choice.

We recruit and retain the most innovative professionals in our industry, worldwide; provide meaningful work opportunities that enable growth; and create a work experience with

high ethical standards and professionalism that fosters long-term employee relationships built on trust and respect.

CALIBRE guarantees equal opportunity employment and an accessible workplace by fostering a safe and engaging environment that is diverse and inclusive. CALIBRE recognizes Veterans and those who serve in the Guard and Reserves. We appreciate the experience, expertise, and values that they bring to our company.

OBJECTIVE 2

Leading Indicator

Employee fulfillment –
recruit, retain, reward,
renew, and retire

We offer benefits and compensation plans benchmarked against government contracting firms of similar size, often targeted toward specific regional offices or opportunities.

Our professional development program allows employees, regardless of location, to fulfill professional goals, while providing CALIBRE with a workforce that is ready and capable to meet clients' needs today and in the future. CALIBRE University provides employees with a greater understanding of business practices, expectations, and the tools required to grow and excel at CALIBRE.

Employees are encouraged to bring new ideas, concerns, and suggestions for improvement to any leader through direct, open lines of communication. We encourage collaboration among our employees at all levels to bring innovative ideas to our clients and bring entrepreneurial thinking to our company.

We foster innovation and smart risk-taking, provide opportunities for renewal and career advancement, and empower our employees to actively manage their careers, maintain work / life balance, and achieve professional success.

To inspire and take care of our employees, CALIBRE is committed to:

- **Recruit** the high quality employees our clients have come to expect
- **Retain** those employees by providing a positive environment, enabling a healthy work / life balance, and growing the company
- **Reward** our employees with opportunities for advancement, meaningful recognition, and competitive benefits and compensation

So that our employees have the opportunity to:

- **Renew** themselves to adapt to an ever changing environment and maximize their potential
- **Retire** after fulfilling a meaningful career, having contributed to the success of our clients and our communities, with the financial security that CALIBRE provides



Objective 3 • Increase the Value of CALIBRE

... by enhancing our reputation and increasing enterprise value for our employees

As an employee-owned company, CALIBRE intrinsically encourages a commitment to enhancing both our reputation and our drive for exceptional performance, thereby increasing the value of CALIBRE. We enhance our reputation when employees engage in vigorous, direct client interface. The value of CALIBRE is further increased through CALIBRE brand awareness, focused business planning, and efficient, measurable, and certified business management processes. Our engagement is centered on honoring our commitments and partnering with our clients.

CALIBRE's model for integrated sales and delivery encourages and empowers employees to actively participate in generating organic growth and increasing sales and revenue. CALIBRE's employees increase its enterprise value by identifying new client needs and challenges, potential teammates, and new applications for technologies and innovative solutions. These new opportunities are incorporated into Division Tactical Execution Plans for consideration as part of our organic corporate growth strategy.

OBJECTIVE 3
Leading Indicator
 Enterprise value –
 business planning,
 growth

CALIBRE's Growth Organization leads enterprise-wide pursuits to generate new growth, as identified in the Corporate Business Plans. Through recompetitiveness success, organic growth, aggressive new-sales targets, and strategic Mergers and Acquisitions, CALIBRE will invest in opportunities to grow our business and increase enterprise value.



Objective 4 • Foster Innovation

... to effectively solve our clients' challenges and improve our business potential

CALIBRE is dedicated to continually growing our capabilities to provide clients with the best solutions. We foster innovation by implementing best management practices and leveraging technology to respond effectively to our clients and to improve internal business systems. We continually assess and update our quality management and project management processes to provide employees with the tools that encourage innovative approaches to solving client needs.

By keeping up-to-date on the most recent advancements in technology, we ensure the reliability, security, and connectivity of our corporate communications and information exchange capabilities. With an active Independent Research & Development (IR&D) program, we team with leading edge vendors, partner with our clients, and adopt new technologies to ensure that our client-facing technical offerings are innovative, relevant, and compelling.

We leverage the best technological solution to respond to the critical issues our clients face. We leverage the right people, processes, and technology to develop roadmaps to transform our clients' legacy environments to modern architectures, all the while taking into account their objectives and priorities. By employing innovative designs, "best value" selection criteria, and "best practice" implementation methods, we provide effective, efficient, and state-of-the-art solutions for our clients and for CALIBRE.

Collectively, we exploit synergies across CALIBRE, and develop competency centers that find digital solutions to unique client-based challenges. This encourages new, innovative methods for the use of existing technologies. We provide online demonstrations of new products and technologies, vendor Q&A sessions, communication channels for technology discussions, and IR&D test beds for staff to inquire, display, demonstrate, and discuss current or new technologies, and continuously grow best-of tailored capabilities to deliver innovative, reliable solutions for our clients.

We continue to improve our internal business capabilities and share knowledge. We focus on managing information and business needs. Establishing a holistic information architecture, aligned with corporate business goals, enables improved and timely decisions. Faster access to critical data creates more

effective operations and provides early insight to operational shifts, ultimately resulting in improved data quality. We develop, implement, test, and improve CALIBRE's IT infrastructure, agile software engineering and systems, and quality management policies, processes, and procedures. Developing and using efficient, tested, timely, and standardized processes and procedures provides an exceptional value to the client of our products and services.

OBJECTIVE 4

Leading Indicator

Applied solutions –
appropriate, innovative,
reliable

CALIBRE employs state-of-the-art computing and communications infrastructure. Our robust, scalable infrastructure provides the base for us to implement agile technical solutions, operate our business systems with appropriate security and reliability, and communicate information to clients and across the organization.



Objective 5 • Manage our Company

... to be a competitive, profitable business by adapting and adopting effective, efficient business practices

Managing our company effectively is critical to CALIBRE's ability to achieve our Vision, Strategic Goal, and Corporate Objectives through 2025. We pride ourselves on our

shared core values, the reputation built over more than 30 years to deliver on our promises, and the trusted advisor relationships we hold with clients and teammates.

We encourage long-term and successful employee tenure. We define and communicate clear and measurable goals and properly train employees to ensure they understand their roles and responsibilities. We reward high performing employees with additional support, training, development, and challenging opportunities that encourage growth and innovation.

To be effective, we renew, learn, and adapt, in a changing environment. Our core processes (quality management, human resources, IT, business / proposal development, project management, accounting, and contracts & procurement) promote growth, encourage communication, and reinforce best practices. It is our responsibility to assess risk and manage our suppliers, subcontractors, and our business to accomplish our goals. Through clear expectations, communication, and shared best practices, we encourage growth, quality, and value.

We embrace project management best practices to ensure our project managers deliver quality, consistency, and reliability while managing costs to meet client and corporate expectations. We maintain our current certifications and earn new ones, exemplifying our dedication to continued quality and improving our management

OBJECTIVE 5 Leading Indicator

Maximize performance
– our people, business
processes, new growth
possibilities

practices. All organizations train to maintain standardized processes, and we continually measure to ensure the organization is operating effectively and efficiently.

As our business environment changes, we make strategic choices about the way we manage our company to ensure what we do is feasible, provides value, supports our vision, and remains true to our purpose. We anticipate opportunities and identify and evaluate the risks to pursuing them, develop plans to manage risk, assign responsibility, and implement strategies to maximize return on investment. This integrated, cohesive risk management program enables CALIBRE to achieve our growth objectives in an increasingly challenging marketplace.



Objective 6 • Be Good Citizens

... corporately and personally through activities that support our local communities and the Nation

Being an employee-owned company brings both benefits and responsibilities; as individuals and as a business it is our responsibility to give back. We strive to be an industry leader in charitable and philanthropic activities. Through our support of local communities and the Nation, CALIBRE encourages all employees to volunteer,

participate in charitable giving, and foster a culture of corporate philanthropy.

The greater mission of service to others infuses the spirit of giving in CALIBRE's employees and the services we provide. Volunteerism brings out the best in all of us and renews us in ways material things cannot.



Corporate philanthropy provides a greater sense of purpose, opportunities for creativity, enhanced business growth, and personal satisfaction. As individuals and as a company, we have been fortunate and we recognize the importance of giving back.

OBJECTIVE 6 Leading Indicator

Charitable and
philanthropic activities –
individually, corporately

CALIBRE's corporate culture guides our behavior in daily business activities, empowering our employees to be good citizens. CALIBRE maintains workplace efficiency, engaging our employees and the community, while actively seeking methods to reduce our carbon footprint. In CALIBRE's Corporate Responsibility and Sustainability Report, we commit to sustainable growth as we explore new approaches to measure and reduce energy consumption, improve risk management and financial performance, increase stakeholder engagement, and foster innovation.

Being good citizens encompasses the ideal of contributing to the well-being of our communities without expectation of remuneration or reward. When possible, we purchase materials, vehicles, and equipment locally to support the communities in which our contract work is located. We offer opportunities that support diversity and accessibility that renew both our community and CALIBRE. Furthermore, we actively support local communities and the Nation with our time and financial resources. CALIBRE cares about more than just selling services – we care about supporting our communities.

// THE 2025 BUSINESS ENVIRONMENT

Over the previous several years, consistent with our strategy, CALIBRE successfully diversified our portfolio across the Defense, Federal / Civil, and Commercial markets. Our decision to remain and grow in these three markets is based on our past performance; our understanding of our clients' priorities, opportunities, and challenges; and our analysis of our clients' future budgets and spending trends.

Federal Government

The Federal Government is one of the world's largest addressable markets, and CALIBRE is well established in the government services industry. Overall, Federal budget trends indicate increases in Defense spending, while trends in the Federal / Civil market vary by agency. National Security organizations and Intelligence Agencies are represented as discrete elements in both the Defense and the Federal / Civil markets, with budgets expected to trend upwards.

CALIBRE will deliver innovative solutions and superior quality results to our Federal clients into 2025. We respond to our clients' many initiatives regarding digital transformation and the Office of Management and Budget's Cross Agency Priority Goals for IT management. IT-related funding is on the rise across the Federal Government with focus areas including software and system engineering, cybersecurity, legacy IT modernization, data analytics, cloud migration and planning, shared services, and category management among others. CALIBRE is well positioned to help clients navigate transformational changes across the digital spectrum.

Within the Federal market, CALIBRE will sustain our current work, leverage that work

into new clients and programs, and grow through internal renewal, innovative solutions, and strategic acquisitions. Overall, the Federal Government continues to offer a substantial market for CALIBRE through 2025.

Department of Defense

CALIBRE is well established in the Defense industry. As we move toward 2025, Defense spending will be the largest source of CALIBRE revenue. During the period 2015 – 2019, Defense represented two-thirds of discretionary spending with further growth expected in FY20 and beyond. Even if the Defense budget remains flat or experiences a slight decrease in the next five years, emphasis on modernization, readiness, and reform require the capabilities that CALIBRE delivers.

Federal / Civil

CALIBRE has expanded our presence in the Federal / Civil market and achieved our intended portfolio mix. Health and Human Services (HHS), Department of Homeland Security (DHS), and Veterans Affairs (VA) are among the top six budgets in the Federal Government. These budgets are expected to remain stable or experience continued growth, presenting opportunities well suited for our core capabilities.



Commercial

CALIBRE will expand our share of the Commercial market as part of our diversified portfolio. Our focus is to build on our successful record of accomplishment with key clients in the automotive, environmental, and health industries and bring our expertise, experience, and products to other commercial industries. The commercial professional services environment differs from the Federal environment in the processes, timing, and rules of engagement for procurement activities (e.g., it does not follow Federal acquisition regulations). Industry experience and personal relationships are often critical for the business development team and project leads. Marketing also plays a larger role in developing brand recognition and trust. CALIBRE is well positioned to help Commercial clients achieve success across a diverse landscape.

// STRATEGIC APPROACH

Strategy 2025 establishes CALIBRE's Strategic Goal:

As a profitable management consulting and digital transformation company, CALIBRE will achieve annual revenues exceeding \$350 million by 2025. We will grow with a diverse portfolio of clients in the Defense, Federal / Civil, and Commercial markets. Earnings will remain in the top quartile of our competitors.

To achieve the significant and sustained growth necessary to meet this Strategic Goal, CALIBRE will:

- Sustain current work by **winning recompetes**
- Leverage current work to **achieve organic growth**
- Harness CALIBRE's core capabilities and enterprise solutions to **generate new growth**
- **Increase new Technology, Tools, & Solutions (TT&S) sales**
- **Successfully execute strategically relevant Mergers and Acquisitions (M&As)**

To grow with a diverse portfolio, CALIBRE will:

- **In Defense:** remain dedicated to our Army clients, and further diversify our Defense portfolio by providing CALIBRE capabilities to all Services and by strengthening our position with Defense Agencies
- **In Federal / Civil:** stay committed to our clients in HHS and DHS; reestablish our position in the VA; and further diversify our Federal / Civil portfolio by providing CALIBRE's core capabilities to other agencies
- **In Commercial:** continue to serve our clients in the automotive, environmental, and health industries and leverage the expertise delivered in those engagements to other commercial markets

CALIBRE's future success in retaining and winning business depends on many factors, including: leveraging our exceptional reputation and providing outstanding services and technical solutions to our clients; developing strategic relationships with trusted business partners; and supporting our employees through professional development opportunities.

This success requires that we leverage our three corporate strengths: our client focus and trusted advisor relationships; our functional expertise and experience providing solutions to our clients; and the focus, productivity, pride, and passion to our work that we bring as an employee-owned company.

To ensure success in achieving our Strategic Goal, we will develop and execute our Corporate Business Plans and Division Tactical Execution Plans. As shown in Figure 5, the plans nest with our strategy, and meet the following common objectives:

- **Execute** CEO strategic planning guidance
- **Align** CALIBRE core capabilities with growth areas
- **Ensure** cross-CALIBRE integration
- **Prioritize** resources to increase win potential



Figure 5: CALIBRE will nest the Corporate Business Plans and Division Tactical Execution Plans within our Strategy.

The Corporate Business Plans and Division Tactical Execution Plans are business proprietary, and are subject to change as we implement our strategy over the next five

years. However, we provide an overview of the purpose and general contents of the plans in the sections below.

Corporate Business Plans

CALIBRE's Growth Organization leads the development of Corporate Business Plans, with the guidance of corporate leadership and in coordination with the Divisions. The Corporate Business Plans present 3-5 year planning horizons designed for long-term position and opportunity assessment to deliver core capabilities and enterprise solutions for corporate growth of new business. We review and update these plans annually to reflect adjustments in our corporate priorities, our clients' needs, changes in the environment,

and alignment with Division Tactical Execution Plans. As we implement Strategy 2025, the focus is to develop and direct market-based business plans in key growth areas. These business plans present a Go-To-Market strategy that specifies how CALIBRE will reach target clients and achieve competitive advantage.

Division Tactical Execution Plans

Each Division is responsible for developing a two-year Tactical Execution Plan that leads to client success and provides innovative solutions so that we are able to sustain current work, win recompetes, leverage their current market, and find opportunities for organic growth. The goal is to drive capture, pursuit, and proposal activities in the near-term. The Division Tactical Execution Plans are issued annually, and reviewed, validated, and updated

on a quarterly basis to ensure maximum gain from business development effort. These plans guide business decisions, allocate valued resources, and help prioritize expenditures based on the potential of the opportunities.

Our Strategic Approach outlines the *what*, our business plans tell us *how*.

Assessing our Performance

Strategy 2025 defines our Strategic Goal in terms of revenue, portfolio mix, and earnings, and identifies leading indicators as critical to achieving our six Corporate Objectives. Together, the Strategic Goal and the leading indicators provide the basis for establishing annual and multi-year metrics. CALIBRE uses both internal management reports as well as the Client Survey and our employee Corporate Assessment to inform decisions and evaluate

performance against our Balanced Scorecard (BSC) and Corporate Management Objectives (CMOs). Because these metrics are derived from our Strategy, we will be able to identify trends and evaluate performance against our five-year Strategic Goal and our Corporate Objectives. Our corporate leaders review the data to determine if mid-course adjustments are necessary, and reports status to the Board of Directors and to our employees.

// CONCLUSION

For more than 30 years, CALIBRE has been resilient, thriving in a dynamic market while continuing to be a respected, profitable, employee-owned company. Our success requires that we pay attention to our business environment, develop successful initiatives to capture new opportunities, and aggressively execute business plans that make our clients, employees, and communities successful. It requires that we remain committed to our founding First Principles and renewed Corporate Objectives, and be flexible, adaptive, and innovative. We will anticipate our clients' needs and opportunities, adjust accordingly, and take reasonable risks. We have the right mix of exceptional people, best business practices, and state of the market technologies. CALIBRE will approach 2025 with excitement and ambition. We will make bold decisions that bring value to our clients and grow our company.

Vision:

To be a respected leader creating innovative solutions for our clients, inspiring our employees, and enhancing our communities.

Purpose:

To enable our clients' success by providing innovative management consulting and digital transformation solutions.

First Principles:

- **Operate Ethically** • We operate uncompromisingly with the highest professional standards and business ethics.
- **Achieve Superior Quality** • We consistently deliver timely, quality services and products that meet or exceed our clients' needs at competitive prices. The principal measures of quality are client success and corporate recognition for excellence.
- **Renew Ourselves** • We are an ever-renewing company, capitalizing on new and expanded opportunities individually and corporately, and adjusting rapidly to changes and challenges in the marketplace.

Strategic Goal:

As a profitable management consulting and digital transformation company, CALIBRE will achieve annual revenues exceeding \$350M by 2025. We will grow with a diverse portfolio of clients in the Defense, Federal / Civil, and Commercial markets. Earnings will remain in the top quartile of our competitors.

Corporate Objectives:

- **Make our clients successful**...by providing value through collaborative, trusted relationships and quality services and products that make a difference.
- **Inspire our employees**...to be innovative, entrepreneurial thinkers who embrace technology, and drive positive change.
- **Increase the value of CALIBRE**...by enhancing our reputation and increasing enterprise value for our employees.
- **Foster Innovation**...to effectively solve our clients' challenges and improve our business potential.
- **Manage our company**...to be a competitive, profitable business by adapting and adopting effective, efficient business practices.
- **Be good citizens**...corporately and personally through activities that support our local communities and the Nation.

CALIBRE would like to acknowledge all of the employee-owners who served as thought leaders and reviewers for Strategy 2025.

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