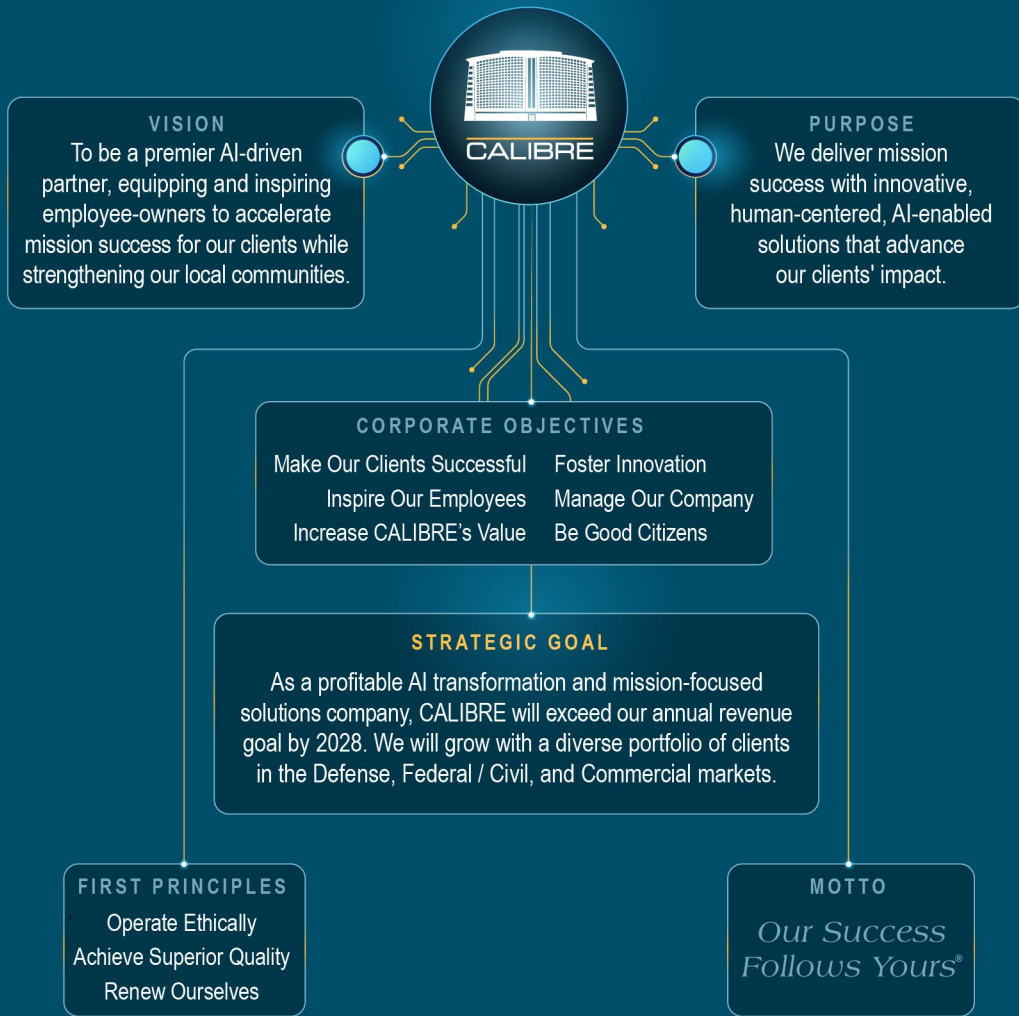




CALIBRE

STRATEGY 2028

Embracing Artificial Intelligence Transformation
while Strengthening CALIBRE's Core



LETTER FROM THE CHAIR AND CEO

Over the past five years, STRATEGY 2025 guided CALIBRE's evolution and positioned us for who we are today. During this period, we completed our transition from traditional technology solutions to digital transformation, strengthening our leadership, investing in talent, modernizing our capabilities, and deepening client trust across Defense, Federal / Civil, and Commercial markets.






We demonstrated measurable progress through disciplined investment and execution - advancing our technology roadmap, strengthening cloud and cybersecurity credentials, expanding our platform ecosystem, and introducing differentiated tools such as CALLIE, our internally developed AI capability. We invested in our people through CALU, PM Trade School, and enterprise risk and quality systems, while reinforcing the strength of employee ownership and our commitment to community impact.

STRATEGY 2028 recognizes that our industry has entered the next phase of transformation. Artificial Intelligence is no longer experimental - it is foundational. Success now requires AI transformation, integrated with cybersecurity, cloud modernization, advanced analytics, and deep mission expertise.

Our strategic intent is clear

CALIBRE will lead in AI transformation focused in five functional domains-Financial Management, Logistics, Training, Health Information Solutions, and Military to Civilian Readiness while expanding our contributions to client mission requirements; continuing to make our clients successful; and increasing value for our employee-owners.

To achieve this intent, we will focus on five enterprise priorities:

-  **Attract, retain, and upskill talent** in AI, cloud, cybersecurity, and data analytics.
-  **Accelerate enterprise wide AI integration** to improve delivery, quality, and operational efficiency.
-  **Establish CALIBRE as a leading provider of AI transformation** platforms and services.
-  **Modernize and strengthen functional domain expertise** using AI enabled and digital tools.
-  **Expand growth through disciplined business development**, effective capture, and innovative acquisition pathways, including CSO and OTA mechanisms.

Guided by this strategy, CALIBRE will shape its direction for the next three years delivering greater client impact, building a resilient and innovative workforce, and increasing the value of our employee-owned company.

Together, We Own It!

Joseph A. Martore
Chair, Board of Directors

Richard Y. Pineda
President & CEO

STRATEGY SUMMARY

CALIBRE's **STRATEGY 2028** positions the company to lead in AI transformation for Defense, Federal / Civil, and Commercial clients. The strategy focuses on integrating AI across delivery and operations, strengthening core functional domain expertise, expanding platform based solutions, and pursuing growth through both traditional and non traditional acquisition pathways.

TALENT AND CORPORATE CULTURE ARE THE FOUNDATION OF THIS STRATEGY.

Expertise, entrepreneurial spirit, adaptability, and commitment to innovation enable CALIBRE to deliver measurable outcomes in a rapidly evolving environment.



WHO WE ARE

CALIBRE is an employee-owned AI transformation company delivering mission focused solutions to Defense, Federal / Civil, and Commercial clients. Since 1989, we have partnered with clients to solve complex challenges through innovation, disciplined execution, and trusted relationships.

We integrate technology, data, mission expertise, and mission support services to modernize operations, improve performance, and deliver measurable results - supported by strong quality systems, security clearances, and industry certifications.

STRATEGIC PILLARS

STRATEGY 2028 rests on two strategic pillars, AI Transformation and Functional Domain Excellence built on a foundation of talent and corporate culture. Together these pillars enable us to move beyond incremental improvement, unlocking new possibilities for our clients through intelligent systems, domain leadership, and a culture committed to innovation, trust, and impact.



PILLAR I

AI TRANSFORMATION

We will lead with AI transformation by leveraging our core competencies in AI & Data Analytics, Application Modernization & Cloud, Cybersecurity Risk Management, and Mission Solution Services.

Key Objectives

- Expand growth through leading AI and technology platform partnerships
- Embed AI, data analytics, and automation into existing programs and new capabilities to improve mission performance
- Apply AI-enabled tools (including CALLIE) to enhance quality and delivery
- Modernize client systems through cloud migration and application modernization



PILLAR II

FUNCTIONAL DOMAIN EXCELLENCE

We will retain and strengthen leadership and expertise across five functional domains: Financial Management, Logistics, Training, Health Information Solutions, and Military to Civilian Readiness.

Key Objectives

- Integrate our Technology Roadmap into Account Plans and expand our market presence
- Look for opportunities to invest in standardized transformation playbooks for repeatable outcomes
- Maintain trusted advisor relationships and high client satisfaction
- Protect and expand our core existing contracts through proactive and meaningful client engagements
- Improve CALIBRE performance through data driven insights to improve client outcomes
- Create agentic 'workers' that can co-work or perform for the client in support of our employee-owners

AI Transformation

AI & Data Analytics
Application Modernization & Cloud
Cybersecurity Risk Management
Mission Solution Services

Functional Domain Excellence

Financial Management
Logistics
Training
Health Information Solutions
Military-to-Civilian Readiness

Talent and Corporate Culture

FOUNDATION

TALENT AND CORPORATE CULTURE

Our strategic pillars are enabled by a strong foundation of talent and corporate culture.

Key Focus Areas

- Attract and retain top technology talent by offering compelling work, modern platforms, continuous learning, and a company culture that enables innovation and long-term growth
- Differentiate CALIBRE as an employer of choice by positioning our work, culture, and growth opportunities as a destination for top technologists
- Build a workforce of technology talent aligned to current and future business needs, accelerating innovation, scalability, and digital transformation
- Adopt an AI-first operating approach while preserving human judgement, accountability and expertise when they are central to mission delivery and trust
- Retain the entrepreneurial culture of our employee owners
- Build on the rich culture derived from employee-ownership; commitment to our First principles; and client focus.
- Leverage security clearances to expand access to restricted markets
- Deliver consistently high quality services, validated by rigorous third-party certifications recognized by our clients and the markets we serve
- Maintain ISO and CMMI maturity
- Sustain CMMC Level 2 certification

HOW WE GROW

We will achieve disciplined, profitable growth through innovation, partnerships, and targeted expansion by:

- Pursuing and winning new opportunities following a disciplined business development and capture management approach
- Expanding AI-enabled mission support solutions in workforce-intensive federal programs (e.g., transition services, healthcare program support, logistics, compliance-driven advisory services)
- Driving TT&S sales and services growth by deepening client engagement and expanding collaboration with existing and new platform partners to enhance program performance, improve quality, and increase efficiency
- Aligning IR&D investments to client modernization priorities
- Increasing use of CSO and OTA acquisition pathways
- Maintaining a 95% recompetete win rate
- Growing organically through AI-enabled innovation
- Considering strategic mergers and acquisitions that:
 - Strengthen AI-enabled digital transformation capabilities
 - Expand transition services, cybersecurity, and AI offerings
 - Accelerate market entry and revenue growth

CLIENT FOCUS • Who We Win With

We will align account plans to strategic pillars across all markets.



DEFENSE

Sustain and grow our support to the Army while expanding into other Services, DLA, MDA, and DISA.



FEDERAL / CIVIL

Grow our workforce and health related domain expertise in the VA and HHS while pursuing new DHA and DHS opportunities.



COMMERCIAL

Selectively pursue mission aligned opportunities that leverage our AI and digital strengths.

Strengthen a culture of innovation and adaptability



Increase enterprise value for employee-owners



STRATEGIC AMBITIONS • 2026–2028

Enhance competitive positioning through AI, automation, cloud, and cybersecurity



Deliver human-centered AI platforms and services that transform workforce-intensive federal missions



MEASURES OF SUCCESS

Exceed

Total Revenue
Goal by 2028

Annual
Revenue
Growth

Increase

Technology,
Tools, &
Solutions Revenue

Client Satisfaction
Maintained at
≥95%



CPARS Ratings
**Exceptional
/ Very Good**

Growth

in Tech / AI-
Enabled Revenue

Recompete
Win Rate of
95%
Annually

Retention of High-
Performing Talent
≥90%

CONCLUSION

STRATEGY 2028 positions CALIBRE to lead in AI-enabled mission-focused transformation by integrating artificial intelligence with deep functional domain expertise, trusted client relationships, and employee ownership. Through our dual focus on AI Transformation and Functional Domain Excellence, we will embed human-centered AI across delivery and operations to improve performance, quality, and mission outcomes.

Enabled by a strong foundation of talent and culture, disciplined growth, and a commitment to quality, CALIBRE will scale innovation, expand client impact, and increase enterprise value while staying true to our First Principles.

Together, we will continue to make our clients successful.

WE OWN IT!



calibresys.com

STRATEGY 2028

CALIBRE

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