

A REFERENCE DOCUMENT · MAY 2026

The Architect

Reference

Why we backed CalvinBall – in our own words.

THE CPG ARCHITECTS

Fortune 500 CPG leaders – lead angel investors in CalvinBall

FOREWORD

A note from the Lead Architect

The reference letter that follows is mine. I wrote it independently, in my own voice, addressing the question every institutional investor and prospective enterprise customer eventually asks: why did you back this team, and why this architecture?

I write it as the Lead Architect — a dozen Fortune 500 consumer-goods leaders who have invested in CalvinBall and who contribute their expertise to The CPG Brain. An advisor offers an opinion; an angel backs it with their own money and their own reputation. Every Architect on this council has done the latter.

We publish this document alongside the founding essay and the whitepaper because we believe the most credible part of CalvinBall's story is not that the founders wrote it. It is that we did. The letter was not rehearsed. The founding team saw it for the first time when it arrived. It is published here unedited.

If you are evaluating CalvinBall — as an institutional investor, as a CPG leader considering a deployment, as a builder considering joining the team — read this first. Read their own argument second.

— Antoine de Carbonnel

Former Chief Commercial Officer, Gojek

Lead Architect

May 2026

A LETTER IN SUPPORT OF CALVINBALL

From Antoine de Carbonnel

Former Chief Commercial Officer, Gojek

Lead Architect

Reference Letter for Gurnoor Dhillon

I am writing this reference not merely as an investor, but as someone who has worked and interacted with Gurnoor in multiple environments since 2018.

Over the years, I have seen Gurnoor excel as a product manager, as a leader and as a person. He has not only created world-class products for gojek, gotoko and of course at Calvinball, but he has created the teams needed to scale and sell these products.

I hired him at gojek initially, because at Hindustan Unilever, through the Shikhar initiative, he proved that he could work in a large business worth >\$1B in scale. The point was not only that he was exposed to large systems — it was his ability, with the proper oversight, to influence the products and business.

As CEO of GoToko — a gojek and Unilever JV, he created and grew a business that had a GMV of \$100M within 12 months. This shows not only his product excellence, but his ability to build and lead teams — tech, sales and ops.

Gurnoor does not approach problems as a technologist alone, but as someone who understands how real organizations function beneath the surface and how organizations will need to scale the product.

As a Board member, I have had the responsibility of observing him under pressure from a governance standpoint. Across high-stress situations, tight timelines, and operational ambiguity, his conduct remained consistent; anchored in ownership, resilience, clear sense of responsibility, and ethics.

My decision to invest in CBT was not driven by the surface narrative of AI or product trends, but by 2 main drivers:

1. Gurnoor is not only the most talented product person I have worked with, he also has an unmatched business velocity (execution speed). Gurnoor is fast in business — this is critical everywhere, but especially in AI.
2. A deeper conviction, that Gurnoor is building what I believe to be a missing layer in today's AI stack; the layer that connects raw computational capability to structured business logic. In a world where AI power is increasingly commoditized, the ability to control, contextualize, and operationalize that power becomes the true asset.

This conviction is not mine alone. It is shared within a concentrated network of operators and peers. Individuals who have built and scaled systems at companies like Gojek, Nestle, Kimberly Clark, Bacardi and Unilever. There is a shared understanding that the next wave of value will not come from access to AI, but from the frameworks that make it usable at scale.

Equally important is the team structure. I have strong confidence in the co-founding group. Gurnoor's product and systems thinking, combined with Emeka's engineering depth (ex-Meta), Axel's expertise in stakeholder management and corporate finance at scale, and Sandeep's growth experience (ex-Google), creates a balanced and self-correcting system. This is not a collection of individuals; it is an aligned unit capable of scaling with discipline.

My role in this journey is intentional. Investors today look for a fiduciary anchor — someone who can attest not just to vision and competence, but to governance and execution integrity. By stepping forward as a primary reference, I aim to ensure that this is understood as an institutional-grade effort, not a founder-led experiment.

Ultimately, my decision reflects a shift; from being Gurnoor's manager to becoming his backer. That shift was driven by a desire to participate in what I see as one of the most complex and valuable opportunities ahead: owning and structuring the "messy middle" of enterprise data and decision-making that CalvinBall is now platformizing.

I believe this is where enduring value will be created.

Sincerely,

Antoine de Carbonnel

Former Chief Commercial Officer, Gojek · Lead Architect

THE CPG ARCHITECTS

Each Architect is a lead angel investor in CalvinBall and contributes operational expertise to the design of the platform. The Architects meet monthly under Chatham House rule.

NAMED MEMBERS

Antoine de Carbonnel

Former Chief Commercial Officer, Gojek · Lead Architect

Dharnesh Gordhon

Former CEO, Nestlé Indonesia · Former CEO, Godrej International

Vittoria Gambirasi

Managing Director, BrandHack.ai; ex-Nestlé

James Lafferty

Four-time Forbes Top 100 Global CEO (P&G, BAT, Coca-Cola)

David Tan

Regional Director, Sales & Marketing, Panasonic Avionics Corporation

ADDITIONAL MEMBERS

The following Architects participate under Chatham House rule. Their names are available to institutional investors and qualifying enterprise customers on request.

Former Chairman & Managing Director , India's #1 FMCG Company · Former President, South Asia at a Top-3 Global Consumer Goods Multinational

Managing Director & CEO, Top-3 Global Telecom Operator

Strategy Director, World's Largest Privately-Held International Spirits Company

Chief Marketing Officer, Top-15 Global Insurance Group

Former Regional President, Asia Pacific — Global FMCG Company

Former VP Commercial Strategy — Fortune 200 Beverage Company

Former Group Chief Digital Officer — Top-10 Global CPG

Former SVP Supply Chain Transformation — Fortune 100 Consumer Goods

CEO, Leading Southeast Asian F&B Enterprise

Former Global Head of Consumer Insights — Top-5 Beauty & Personal Care

Additional members serve across CPG, retail, and adjacent industries. Full roster available on request.