



2024 Annual Report

Driving Excellence. Delivering Value.

Mission

We partner with our customers to solve their most critical problems by delivering high performing teams and exceptionally reliable technology built to perform in demanding, mission critical environments.

We provide our people exciting opportunities to advance their careers and to make the world a safer place.

Vision

To transform the future safety, security, and resiliency of critical infrastructure and missions on the ground, in the air, in space, and in the information systems that connect these domains.

Letter from the President

To Our Valued Customers, Employees, and Shareholders,

As I reflect on this past year, I am incredibly proud of what our team has achieved and excited for the opportunities that lie ahead. Our strategic vision and drive have positioned us to lead in our industries and deliver exceptional value to each of you.

In fiscal year 2024 (FY24), ENSCO grew by 10 percent, marking four consecutive years of growth for the company. This growth has brought new and unique strengths that directly impact the value we deliver to each of our customers and their critical missions and programs: new engineering and scientific experience; expanded capabilities; advanced technology; and innovative thinkers. This growth was propelled by the acquisition of KLD Labs, the expansion of our Space, Aviation, and Surface Transportation business lines, and the award of exciting new programs highlighted in this report. These achievements speak not only to the health of the company, but to the dedication of our employees, whose efforts advance the technological missions of our customers.

As we execute this growth strategy, our unwavering commitment to our customers remains central to everything we do. In FY24, our dedication to exceeding customer expectations earned us strong CPARS and ISO 9001 customer satisfaction ratings, reflecting our excellence in critical areas such as cost control, schedule adherence, technical expertise, and regulatory compliance. I want to express my gratitude to our team for their relentless pursuit of excellence and for consistently going above and beyond to deliver outstanding customer service. This mindset of continual improvement is the driving force behind ENSCO's future achievements and growth.

Innovation remains at the forefront of ENSCO's focus areas. We made substantial investments in ten independent research and development (IR&D) programs, advancing cutting-edge technologies across a range of critical areas such as the collection and analysis of acoustic data for enhanced national security and transportation solutions, the detection of spoofing and jamming events to safeguard critical positioning systems, and the development of high-speed ultrasonic rail and rolling stock inspection technologies to improve safety and efficiency. These strategic investments are being actively applied in funded demonstrations and technology-driven programs, enabling us to deliver unmatched capabilities to our customers so they can achieve technological superiority. This commitment to innovation positions ENSCO as a leader in delivering advanced solutions that address the complex challenges of tomorrow.

This past year, we hosted the ENSCO Technology Conference, which brought together technologists from across the company to exchange insights on our latest advancements and explore how these innovations can address emerging customer needs. Building on the momentum from this conference, I am excited to announce the launch of our new Innovation Program, designed to further accelerate experimentation and collaboration across our teams. This program serves as a dedicated investment channel, encouraging and funding experimental ideas focused on a short-duration, results-driven approach to rapidly deliver new capabilities to our customers. Over 80 technologists are participating with 13 projects initially funded. This initiative not only underscores our commitment to fostering a culture of innovation, but also ensures we remain agile and responsive to the evolving needs of our customers.

Delivering exceptional service to our employees is a cornerstone of our business and values. We believe that a thriving workforce is key to our overall success. We actively measure our effectiveness through external surveys that capture direct feedback from ENSCO employees, allowing us to continuously improve and adapt to their needs. This past year, we were honored with 14 workplace awards in critical areas such as Leadership, Innovation, Compensation & Benefits, Work-Life Flexibility, and Purpose & Value. Notably, we were recognized as a Top Workplace by *The Washington Post* for the first time. These accolades highlight our dedication to nurturing a workplace where employees feel valued, supported, and empowered to excel.



Jeffrey M. Stevens
President



Service to our employees includes actively investing in their professional growth and development. We launched our comprehensive 4-Tier Leadership Development program to cultivate leadership skills at all levels and engaged 90 employees to ensure our teams are equipped to drive excellence. In the coming year, we are focused on our rising executive leaders and will continue to expand the range of professional development opportunities across the company. This investment in our people not only ensures individual growth but also strengthens our organization as a whole, preparing us to conquer future obstacles with confidence.

Creating an exceptional work environment and providing the infrastructure necessary to support our customers' needs is a top priority at ENSCO. This past year, we undertook the most significant facility moves and expansions in our company's history, demonstrating our commitment to operational excellence. We relocated our railway product manufacturing capabilities to an expanded, state-of-the-art workspace in Chambersburg, Pennsylvania, while our Cocoa Beach, Florida office underwent expansion and renovation to better serve our teams. Additionally, we enlarged our Colorado Springs, Colorado Newport Road presence to occupy the entire 90,000-square-foot building, creating a collaborative space for ENSCO employees, customers, and partners. We relocated our corporate and ENSCO Rail headquarters to a newly renovated facility in the heart of Vienna, Virginia, designed to support collaboration and innovation. As we move into 2025, we are planning further expansions to accommodate growing customer demand, including a new 27,000-square-foot space in Chantilly, Virginia, dedicated to customer technology programs, and a modernization initiative for our Endicott, New York location. These strategic investments reinforce our commitment to providing the infrastructure that supports both our employees' and our customers' missions.

One of the most inspiring highlights from this past year has been the remarkable service our employees have provided to the communities where we live and work. ENSCO has taken an active role in sponsoring Science, Technology, Engineering & Math (STEM) events nationwide, offering mentorship to the next generation of leaders from middle school to university, and empowering them to pursue careers in technology and engineering. We have also made meaningful contributions to critical initiatives, such as leveraging our technological expertise to combat human trafficking and assembling thousands of meals to support the less fortunate in the DC Metro area. These efforts not only demonstrate our commitment to making a positive impact but also strengthen the bonds among our teams, fostering a spirit of camaraderie and compassion beyond the workplace. To all our ENSCO volunteers, thank you for your dedication and for exemplifying our values through your actions.

As we look to the future, ENSCO remains committed to driving innovation, operational excellence, and growth across all areas of our business. We will lead with integrity, embrace emerging technologies, and adapt to the ever-changing needs of our customers and markets. By investing in our people, advancing our capabilities, and fostering a culture of creativity, we will continue to build on our successes, deliver value to our stakeholders, and strengthen our position as an industry leader.

On behalf of the executive leadership team, I extend our deepest gratitude to our employees, customers, board of directors, and shareholders for their steadfast support. It is your hard work, trust, and collaboration that have propelled us forward and made this year's achievements possible. Together, we have laid a strong foundation for future success, and we are excited to continue this journey with each of you as we strive to reach even greater heights. Thank you for being an essential part of our story.



Jeffrey M. Stevens
President



Driving Excellence. Delivering Value. For Our Customers



At ENSCO, making a meaningful impact on our customers' missions is central to our purpose, guiding us to develop and deliver solutions that empower their success in an ever-evolving landscape. Whether modernizing space launch infrastructure, securing digital operations, or advancing critical transportation systems, ENSCO is driven by a relentless pursuit of excellence through innovation. Our expertise enables us to address today's challenges, and prepare for the demands of tomorrow. Grounded in trust and teamwork, our enduring partnerships ensure we remain firm in our commitment to our customers' mission success.

Developing the Spaceports of the Future



ENSCO is a key contributor to launch reliability and safety.

For over three decades, ENSCO has been a trusted partner in delivering cost-effective mission success to

the space industry, with a constant focus on the future. Today, ENSCO is supporting the development of the Spaceport of the Future, an ambitious initiative to transform Department of Defense (DOD) East and West Coast launch ranges into advanced spaceports capable of handling multiple daily launches. Our team is addressing the challenge of aging infrastructure by modernizing facilities and developing process improvements that streamline operations and enhance launch reliability and safety. Leveraging decades of expertise in launch range operations, we collaborate closely with our customers to implement innovative, resilient solutions that meet the evolving demands of space transport.

Fortifying the Digital Frontiers of Mission-Critical Space Operations

Our support extends to ensuring the digital fortification of space, to provide speed and rigor to the warfighter in a highly contested cyber environment. ENSCO's Cyber Team supported customer initiatives to develop governing products that align programs with the new DOD Software Acquisitions Pathway (SWP). SWP integrates modern software development practices such as Agile and DevSecOps to balance speed and rigor in delivering capabilities efficiently.

Additionally, ENSCO played a key role in supporting our space customers by contributing to the unprecedented development of a new defensive cybersecurity tool suite that protects customer missions and weapons systems from cyber threats, including unauthorized intrusion, corruption, and destruction.





Demonstrating MicroSearch®, ENSCO's Human Presence Detection System, during a U.S. Department of Commerce trade mission to Trieste, Italy.

Faced with the challenge of rapidly developing capabilities to meet mission needs, ENSCO supported the delivery of these tools at the speed required by the operational community. ENSCO's contributions in systems engineering, Agile product development, and mission tuning ensured the operational success of this tool suite.

This collaboration led to the successful achievement of all committed objectives, building significant credibility with the operational community by consistently meeting their mission requirements at the speeds needed.

Integrating Cybersecurity with CODE Framework

To address the absence of a defined process for integrating cybersecurity into the systems engineering life cycle, ENSCO initiated an independent research and development (IR&D) effort to create the Cyber Oriented Digital Engineering (CODE) process. CODE establishes a repeatable systems engineering framework designed to protect against Stuxnet-class Advanced Persistent Threat (APT) cyber attacks by embedding cybersecurity into the core architecture and design of systems. This process enables engineers to identify hazardous conditions and unacceptable control actions, which can then be mitigated through design specifications, including robust internal data cross-checks. These measures make it exceptionally challenging for malware to manipulate or spoof system functions. In a pilot project led by ENSCO's computer scientists, CODE demonstrated significant improvements in acquisition documentation and is now being advanced by our space customers.

Improving Security Around the Globe

Our company is a leader in security solutions, consistently demonstrating unparalleled expertise in safeguarding critical infrastructure and protecting against emerging threats. With a robust portfolio of advanced technologies, from cybersecurity to surveillance systems, we ensure the safety and security of both public and private sectors. Our team of seasoned professionals, many with backgrounds in military and government intelligence, brings deep domain knowledge and cutting-edge innovation to the table.

This year, ENSCO's MicroSearch® system expanded to new regions across the globe, enhancing the security of borders and critical facilities. Notably, the system was deployed for the first time in Sub-Saharan Africa, where it was installed for the Democratic Republic of Congo's (DRC) Presidential Security Force, reinforcing their national security capabilities. In partnership with unival group GmbH of Bonn, Germany, ENSCO also secured its first delivery of MicroSearch technology to Bulgaria, supporting the Bulgarian Federal Authorities' efforts to bolster immigration security. This contract included the installation of innovative contactless sensors at key locations, improving security and efficiency of vehicle inspections in a region facing significant challenges with illegal border crossings. Additionally, ENSCO, in collaboration with CTG Security Matrix, secured a major contract in Australia for the nationwide deployment of MicroSearch. This marked a significant milestone as Australia transitioned from traditional geophone-based vehicle sensors to ENSCO's advanced contactless system, setting a new standard for critical infrastructure security across the nation.



ENSCO's aviation engineers provide cutting-edge technology for a host of military and commercial aviation platforms.

Enhancing Space Domain Awareness

The ability to detect, track, and understand objects and activities in space to ensure safe and secure operations is of critical importance in the support of national security and space traffic management.

ENSCO played a pivotal role in the development of a program focused on environmental factors such as solar activity and space debris. Our team designed and engineered a cloud-hosted, highly containerized suite of web applications that replace outdated space weather capabilities, providing enhanced cybersecurity and a streamlined user interface. By implementing over 700 security controls and 1,600 Security Technical Implementation Guide (STIG) configuration settings, ENSCO secured the program's first-ever fully assessed Authorization to Operate. This solution, set for delivery in early 2025, will offer a rapid, consolidated source of data for the warfighter, significantly reducing costs associated with the legacy system.

Advancing Transportation by Air

Our work in aviation underscores our commitment to reducing risk, decreasing costs, and speeding development for our customers around the world.

This past year, ENSCO supported critical engine, flight, cabin, electronic control, and power propulsion sectors. In the flight controls group, ENSCO contributed thousands of hours in development and testing, driving the model-based design of hardware, firmware, and software for a commercial aircraft flight control system. Our experts also played a key role in the control system redesign of military tiltrotor aircraft. Our customer, the original developer of the complex controls for the aircraft, is now leading a significant upgrade of the flight control system supported by ENSCO's technical expertise.

Within the power propulsion systems group, ENSCO supported the development of the next generation of world class hybrid drive systems for hybrid and electronic drive freight vehicles and are leading the charge to generate electronic air power control systems.

In an exciting milestone, we successfully completed an engine test environment, culminating a three-year effort that included the design, procurement, and assembly of new test equipment, along with the porting and re-execution of over 4,000 test procedures. This marks the largest and most complex test system ever developed by ENSCO. Our achievement was recognized by the customer, who named ENSCO one of its preferred software providers—a testament to our technical excellence and the strength of our collaboration.

This past year, we engaged in a new Autonomous Flight Termination Unit Independent Verification and Validation (IV&V) program. This program, secured through a recommendation from the Range Safety Authorities, emphasizes ENSCO's strong reputation within the Range Safety community. It also opens the door for future expansion to additional sites across the country, further solidifying our role as a trusted partner in safety-critical systems.

ENSCO's IData® product was selected for integration into the cockpits of two military aircraft. One project is a new army rotorcraft platform, the other an upgrade to a large military transport. This marks the beginning of multiyear programs that include ensuring DO-178C compliance for the IData Runtime Library. ENSCO's IData technology will enhance both platforms, highlighting our role in advancing cutting-edge avionics solutions.





Stadler's FLIRT H2 hydrogen fuel cell electric train on its record-breaking run at the FRA's Transportation Technology Center in Pueblo, Colorado.

Driving the Future of Rail

The Transportation Technology Center

ENSCO proudly leads the operation of the Federal Railroad Administration's (FRA) Transportation Technology Center (TTC), the largest railway transportation research, testing, and training center in the world.

This past year, ENSCO and its partners made significant investments to address maintenance backlogs, construct new classrooms, establish hydrogen fueling capabilities, and build out a new multi-modal Emergency Response Training Center to provide HAZMAT first responders advanced training for rail and highway response to the latest threats, including lithium battery incidents.

Additionally, we have conducted important research and test activities. ENSCO is actively involved in the testing of alternative fuel locomotives and erected the first hydrogen fuel station at TTC. We supported the testing of Stadler's hydrogen-powered train, the FLIRT H2, which clinched a Guinness world record at TTC for the longest distance traveled by a hydrogen fuel cell passenger train without the need for refueling or recharging over an impressive distance of 1,741.7 miles. This groundbreaking program marks a significant leap forward in sustainable transportation technology.

In pursuit of freight railroading technology advancements, ENSCO supported a consortium of organizations led by CSX in a series of controlled tests to assess the viability of two types of track service interruption detection technologies: Distributed Acoustic Sensing and Track Circuit Detection. Researchers simulated a range of environmental and operational scenarios that could lead to track obstructions along the High Tonnage Loop (HTL) at TTC, where both fiber optic and track circuit infrastructure are installed. The resulting data greatly enhanced the capabilities of the

participating technology providers, Sensonic and Alstom, to detect potential service disruptions more accurately. This type of advanced testing, made possible by TTC's unique infrastructure, is critical in driving technological advancements for improved safety and operational efficiency in the rail industry.

In November 2023, ENSCO hosted the inaugural TTC Conference & Tour, with more than 300 leaders from government, industry, and academia attending. The event served as a platform for discussing the industry's most pressing challenges, like cybersecurity, decarbonization, and emergency response, in addition to exploring the latest advancements in rail technology. A behind-the-scenes tour of the TTC offered attendees unprecedented access to the one-of-a-kind site. Inspiring industry collaboration, this annual event contributes to ENSCO's position as a leader in the advancement of railway safety and innovation.

The Center for Critical Infrastructure Protection



CCIP addresses the unique security threats facing our critical infrastructure.

Today's railways rely on sophisticated digital platforms for everything from train control to routing, ticketing, and payment, making them a target for cyber-attacks.



KLD's newest products, UnderScan and SillScan, produce high resolution images of the underfloor and side views of rolling stock.

In response to this emerging threat, ENSCO established the Center for Critical Infrastructure Protection (CCIP) at the TTC. This training and education center equips government agencies and commercial organizations with necessary cyber and physical protection skills to safeguard our critical infrastructure. CCIP is dedicated to helping customers grow their security programs to meet regulatory, compliance, and best-practice needs. Our guidance meets customers at any stage of their cybersecurity mission, whether they are starting a new cyber program, maturing their current cyber capabilities, or training their workforce to be responsible advocates for cybersecurity.

Since May 2022, more than 1,600 seats have been filled by Transportation Security Administration (TSA), Department of Transportation (DOT), and railway personnel, with an overall student approval rating of 4.8 out of 5.0. The training environment at the TTC is unlike any other in the world, allowing students to get hands-on experience in state-of-the-art cyber labs and replica environments. CCIP hosts 16 cyber courses and 12 non-cyber courses for commercial and government attendees. This year, CCIP also began offering open-enrollment, online courses which drew audiences from across the rail industry within the U.S. and Canada.

Over the next year, CCIP will expand its support beyond the transportation sector to provide training to adjacent industries, such as Pipelines, Utilities, and Critical Manufacturing.

Progressing the Automated Inspection of Trains

Development and deployment of new technologies that can identify maintenance and safety vulnerabilities in trains before they result in an in-service failure is a top priority for the railroad industry. This past year, ENSCO successfully completed an independent research and development (IR&D) project to design and test innovative

under-railcar and side-of-railcar scanners called UnderScan and SillScan respectively, now commercially available through our KLD Labs subsidiary. KLD Labs also delivered three WheelScan™ systems for advanced wheel inspection, with two of these being installed on Class 1 railways. KLD is set to deploy an additional nine WheelScan systems across Class 1, passenger, and transit railways in the coming year.

Track Safety and Efficiency Across Gabon's Rail Network



ENSCO employees helping to improve rail service continuity in Gabon.

ENSCO successfully completed the installation, testing, and commissioning of its second Track Geometry Measurement System (TGMS) for Setrag (La Société d'Exploitation du Transgabonais) in Libreville, Gabon. This advanced system is designed to monitor and maintain the geometry of Gabon's rail network, which spans approximately 670 kilometers (420 miles) from Libreville to Franceville. Since the implementation of ENSCO's Automated Track Geometry Measurement System (ATGMS), in-service track interruptions have decreased by 80 percent. This has enabled Setrag to identify and repair critical rail defects more efficiently, thereby improving operational speed and overall network safety.



Empowering Our Customers to Stay Ahead of Evolving Challenges

In today's rapidly changing technology landscape, strategic investments are essential for ensuring our customers' success. By staying at the forefront of innovation, we equip our customers with the tools to maintain security, efficiency, and a competitive advantage — today, and into the future.

Independent Research & Development

This year, we invested in 10 groundbreaking independent research and development (IR&D) initiatives, driving innovation in some of the most cutting-edge fields including the automated collection and processing of sound for transformative applications in national security and transportation; the detection of spoofing and jamming in positioning systems; and development of new approaches with our MicroSearch® product to surpass current Concepts of Operation (CONOPS), delivering unmatched efficiency gains for U.S. and international customs and border protection agencies. We also pushed the boundaries of high-speed ultrasonic rail inspection, reaching speeds of up to 50 miles per hour, and pioneered advanced imaging technology for undercarriage railcar inspections—capturing a level of detail that human eyes simply can't reach. These initiatives underscore our unwavering commitment to delivering next-level capabilities to our customers, while elevating safety, efficiency, and operational excellence in critical industries.

Technology Conference

The 2023 ENSCO Technology Conference brought technologists from across the organization together to discuss and evaluate innovations the company will bring to its customers in key areas such as autonomous systems; artificial intelligence (AI); positioning, navigation, and timing (PNT); cybersecurity; and data analytics.

A year later, this event is still inspiring unique ideas and breakthroughs via a recently launched, first-of-its-kind Innovation Program. We encouraged individuals to bring forward ideas they are passionate about and facilitated the cross-department collaboration needed to make them a reality. Eighty employees, more than 10 percent of our workforce, applied to participate in the first iteration of this program and 13 projects were selected for funding.

Increasing AI Adoption

ENSCO is unlocking the transformative potential of AI to elevate operational efficiency and accelerate the development, delivery, and performance of our cutting-edge analytical applications. Recognizing the game-changing impact AI can have for our customers, we have launched a dynamic AI Working Group, bringing together top talent from every division and department. This team is pioneering new ways to harness AI's power, all while ensuring it is implemented with the highest standards of safety, security, and responsibility. Capitalizing on AI's potential, we're driving innovation that will shape the future of our solutions.

ENSCO's exploitation of AI focuses on extracting the enormous value derived from Machine Learning from, extensive data sets developed over decades of data collection and analysis; Computer Vision to enable faster and more reliable interpretation and decision assistance in the exploitation of visual data; Cognitive Computing where we assist or augment human reasoning and learning; Natural Language Processing to provide better and more reliable human-computer interfaces; and Automation and Robotics as we continue our relentless quest to improve the efficiency and effectiveness of our autonomous products.



Driving Excellence. Delivering Value. For Our Employees

At ENSCO, driving excellence begins with our people. We understand that the success of our customers and the value we deliver stems from a thriving workforce empowered to innovate, grow, and lead. By fostering a culture that champions collaboration, career development, and community involvement, we create an environment where our employees can excel. Through strategic investments in workplace improvements, leadership programs, and career opportunities, we are committed to meeting the needs of today's employees while preparing for the workforce of the future. This commitment ensures ENSCO remains a place where talent is nurtured and employees are inspired to reach their full potential, contributing to our collective success.

A Workplace Culture Worth Celebrating

ENSCO's dedication to attracting and retaining top talent resulted in our company winning 14 Employer Workplace awards, including accolades for leadership, purpose and values, innovation, work-life balance, and compensation and benefits. Of all new hires, 30 percent were employee referrals. ENSCO's commitment to supporting military veterans and their families was recognized through several awards, such as the 2023 Military Friendly Employer and Spouse Employer awards, the Department of Labor HIRE Vets Gold Award, and recognition as a VETS Indexes Recognized Employer. Relying solely on employee engagement survey results, we were a multi-regional winner of Top Workplaces 2024, with awards by both *The Washington Post* and *The Orlando Sentinel*.

Facility Expansions

The company made sizable investments this year to improve and streamline our workplaces across the U.S., keeping our customers' needs and expectations at the forefront.



ENSCO's expanded Newport Road facility in Colorado Springs, Colorado.



ENSCO's new HQ is within walking distance of the Dunn Loring Metro station.

Vienna, Virginia

After more than 40 years in our Springfield, VA location, we relocated our corporate headquarters to a ten-story building in Vienna. This modern space was designed to inspire innovation and encourage collaboration with state-of-the-art technology to seamlessly connect onsite team members with ENSCO locations and customers around the world. The move reduced overall square footage, reflecting our focus on operational efficiency. Thanks to this smaller office footprint and lower operating costs, we are positioned for smarter, more agile operations. Our new building is ENERGY STAR™ certified, and its proximity to the Dunn Loring-Merrifield Metro station allows our employees to improve their commuting experience not only to and from work, but to both of the region's airports.

We're proud to have ENSCO's logo on the building facing Interstate 66 and Gallows Road, and the nearby Metro station, making it visible to over 200,000 people a day.

Chambersburg, Pennsylvania

We relocated ENSCO Rail manufacturing capabilities to our Chambersburg, PA site, which was expanded with an additional 10,000 square feet of space to assemble and test railroad inspection systems prior to customer shipment.

Colorado Springs, Colorado

ENSCO expanded its presence in its Newport Road facility to include the entire 90,000 square foot building that is now being used to house ENSCO employees as well as our customer and partner employees serving USSF operations.



Cocoa Beach, Florida

Our Cocoa Beach, FL office was renovated to include a new conference room that supports customer meetings and training.

Chantilly, Virginia

Heading into next year, we are in the process of building out a 27,000 square foot space in Chantilly, VA which features laboratories in support of customer needs.

Investing in Our People

Career Development, from College to C-Suite

At ENSCO, we provide real-world experience to our interns across industries, fostering an environment that welcomes all ideas from day one. This year, we were honored to receive a Virginia TOP Internship Award. This win is a testament to the collective dedication of our interns, mentors, and Human Resources team. Our most recent summer interns came to us from institutions like George Washington University, University of Virginia, and Williams College, bringing their expertise in subjects from computer science to business. Their experience culminated in individual capstone projects that ranged from creating an employee incentive program for streamlining marketing content submissions to developing a labeling tool for the Rail Surface Imaging System (RSIS).

4-tier Leadership Program

This year, we proudly launched our 4-Tier Leadership Development Program, kicking off with a focus on emerging leaders. Across ENSCO, 90 employees took part in this transformative initiative, gaining critical skills to advance their leadership potential. In the coming year, we will focus on cultivating rising executive leaders, while continuing to provide robust professional and wellness development opportunities. This program is shaping the next generation of ENSCO leaders, empowering them to drive innovation and excellence across the organization.

Ambassador Program

To support new employees during their critical first years at ENSCO, we launched the Ambassador Program—an initiative designed to foster connection and community. Since its inception in March, 16 dedicated volunteers from across the company have been paired with our new hires, guiding them through their transition, answering questions, and creating meaningful relationships that extend far beyond traditional team boundaries. This program is not just about onboarding; it's about building a strong, united ENSCO community.

Future-Proofing Our Workspaces

ENSCO's new headquarters in Vienna, VA houses more than 120 corporate team members in executive

leadership, finance, information technology, human resources, marketing, and contracts and procurement roles. The modern work environment features collaboration spaces and conferencing technology that support innovation with our teams worldwide. Situated in a growing area, employees now have walkable access to the Washington Metro, in addition to restaurants, shops, and hotels. About ten miles away, we are in the process of renovating a 27,000 square foot space in Chantilly, VA to expand our laboratory and workshop capabilities to best serve our growing Space, Defense, and Facility & Border Security business. In Chambersburg, PA, we significantly expanded our manufacturing and office space for the relocation of our railroad track inspection system production team. Now working alongside our field service team, they have direct access to railroad test tracks for pre-delivery testing.

Serving Our Community

ENSCO encourages its team to give back to their local communities. Employees take part in programs that promote the technological advancement and well-being of the communities in which they live and work with special attention given to initiatives focused on preparing the next generation of STEM professionals.

This is IT!



This is IT! provides scholarships and internships, as well as instruction.

Through the "This is IT!" club in Warren County, Virginia, ENSCO actively engages with students who are curious about pursuing a career in information technology (IT). The program provides high school students with laptops and hands-on IT experience over the course of a school year. Throughout the program, ENSCO employees have served as guest speakers, helping prepare students for careers in the IT field, and supported this initiative by donating their time and over \$20,000 in personal funds.

Cybersecurity First Fridays

ENSCO sponsored a number of Cybersecurity First Fridays this year in Colorado Springs, CO. Speakers from ENSCO's cyber team elaborated on our work for the U.S. Space Force, in addition to educating potential



During the 9/11 Day of Service event, ENSCO was part of the effort that assembled more than 456,600 meals for individuals in the DC metro area facing food insecurity.

job candidates about openings within the company. The monthly event brings together cybersecurity professionals from the area for topical discussions, networking, and collaboration. ENSCO's commitment to attracting the top talent to our team is part of a grassroots mission to support the growing cyber community in Colorado Springs.

Pikes Peak Business & Education Alliance

ENSCO employees volunteered over 300 hours to the Pikes Peak Business & Education Alliance (PPBEA) in Colorado Springs. Along with filling prominent leadership roles in the organization, ENSCO volunteers have taken part in speaker panels, provided internship opportunities, and participated on a cyber board aimed at enhancing academic and industry engagement. Through their efforts, more than 650 students were able to receive training opportunities and explore careers in the fields of computer science, cybersecurity, and IT.

CyberFox OSINT4GOOD Initiative

ENSCO's cybersecurity team is committed to utilizing open-source intelligence (OSINT) to fight human trafficking. During an event held near Colorado Springs this spring, ENSCO provided experts and resources for CyberFox Team's OSINT4Good initiative, which assists in the identification and recovery of missing and exploited people across the U.S. Over multiple days, more than 60 volunteers, including those from ENSCO, were first trained in basic OSINT skills to help them recognize human trafficking and locate missing persons. After, they were challenged to put the tools to use during a live operation, with the goal of identifying and locating people who have been trafficked.

9/11 National Day of Service and Remembrance

On September 11, more than 40 ENSCO employees from our corporate headquarters took part in the 2024 9/11 National Day of Service and Remembrance volunteer event in Washington, DC. Organized in partnership with AmeriCorps and Feeding America-affiliated food banks across the country, 9/11 Day mobilizes thousands of volunteers to assemble millions of nutritious meals for Americans facing food insecurity. ENSCO covered registration costs and provided team shirts as our colleagues came together for this important cause.

Moving Forward, Giving Back

ENSCO is more committed than ever to becoming a beacon of service in our local communities. We are actively identifying volunteer opportunities that align with our values and resonate with our employees and customers, like 9/11 National Day of Service and Remembrance and Wreaths Across America.

For our employees, giving back fosters a sense of connection with both the community and each other. These initiatives help employees see the direct impact of their efforts while reinforcing that ENSCO is more than just a workplace; it's a place where people and their contributions are truly valued.

As we look to the future, ENSCO will continue to champion service efforts that inspire employees and make a positive impact on the world around us.

Driving Excellence. Delivering Value. For Our Shareholders



Fiscal year 2024 marked our fourth consecutive year of revenue growth, driven by strategic investments in technology, infrastructure, and talent. With a robust year in contract bookings and a healthy balance sheet, we are well-positioned to sustain long-term growth and deliver strong returns. By continuously innovating and expanding our capabilities, ENSCO remains focused on maximizing shareholder value, maintaining our solid financial performance, and seizing future opportunities for continued success.

Key elements in our long-term strategy include our commitment to quality, expansion of our customer and program portfolio, and elevation of the ENSCO brand throughout the industries and communities we serve.

Commitment to Quality

Our success is borne out by strong CPARS scores and ISO 9001 customer satisfaction metrics. These accolades highlight ENSCO's industry-leading expertise in cost control, scheduling, technical and management capabilities, small business subcontracting, and regulatory compliance. As we continue to refine best practices, our unwavering commitment to exceeding customer expectations is further reinforced by ongoing investments in cutting-edge technology to improve customer service and operational efficiency.

New Customers and Programs

Agile Development Program for U.S. Space Force

ENSCO was awarded a groundbreaking program to provide the U.S. Space Force (USSF) with a highly specialized environment designed to support a fully integrated DevSecOps pipeline. This environment

will enable full development, testing, acceptance, and delivery of operational prototypes from a single location, with a Multilevel Security (MLS) implementation across all classification levels.

Long Island Rail Road

The Metropolitan Transportation Authority (MTA) selected ENSCO to design and deliver a state-of-the-art track inspection vehicle for Long Island Rail Road (LIRR). The vehicle will be delivered with multiple advanced systems to continuously monitor track conditions, ensuring the safety and reliability of this vital transportation network. LIRR, with an average of 200,000 daily customers, is the busiest commuter railroad in North America. ENSCO's solution allows LIRR to proactively address potential issues before they escalate, upholding the railroad's commitment to service continuity and passenger safety.

Brightline

ENSCO Rail was awarded a contract for track geometry and rail wear measurement technology by Brightline, a key provider of modern, eco-friendly, intercity rail in America. Brightline needed a solution for continuous track condition monitoring to maintain their high safety standards across their Florida system, which currently runs from Orlando to Miami. ENSCO provided advanced autonomous railway inspection technology using state-of-the-art sensors and algorithms to deliver real-time data on track conditions. The resulting technology supports Brightline's asset management decisions, ensuring the rail network remains in peak condition, thus enhancing safety and operational efficiency.



Brightline provides higher-speed rail service between Orlando and Miami, Florida while ENSCO technology continually monitors track conditions.

Elevating the ENSCO Brand

We are on a mission to increase public awareness of the ENSCO brand we all stand behind. Internally, we have assembled a creative team that has been working to refine how we define ourselves.

ENSCO's brand is of critical importance to our existing customers and employees. The quality and effectiveness of communicating who we are and the value we deliver directly attracts customers with the most challenging problems and employees representing the very best and brightest. Both outcomes result in expanding our technological strengths for our current customers and employees leading to an exponential improvement in what ENSCO can deliver to all its constituents.

The effort expands how we share news about ENSCO with the world, through the press releases we publish on our Media Page and disseminate through various channels. During the final quarter of this year, we doubled the output of releases from the first three quarters, proof of our commitment to ensuring the countless stories that comprise ENSCO are distributed and celebrated industry-wide. An upcoming overhaul of our company website will streamline the user experience so that visitors may find what they need, discover capabilities they didn't know we had, and understand the impactful work we do.

Inspiring Thought Leadership

Our experts are excited about the progress their technical contributions are fueling. As a company, we are proud to support their efforts to share their findings with audiences that extend beyond colleagues and customers.

In FY24, public forums where our subject matter experts shared their work ranged from leading trade publications to scientific journals. In an ongoing monthly partnership

with Railway Age, Mass Transit, and RT&S magazines, prominent experts from our Surface Transportation Group (STG) outlined how their research, and that of our customers, is advancing safety, efficiency, and long-term resiliency in rail. Additionally, leading scientists from our Mission Systems Group (MSG) contributed to globally renowned scientific journals, detailing their ongoing studies into a new approach to systems engineering that improves cybersecurity, and how to utilize enhanced forecasting to minimize loss of life during severe weather events.

Speakers presented to audiences around the world on topics like positioning, navigation, and timing (PNT) for use with electric vertical takeoff and landing (eVTOL) aircraft, the effects of Big Data on railway maintenance planning, and best practices for train derailment modeling and simulation. One of our research meteorologists was invited to participate in air quality workshops to help improve public health management in Southern Asia.



Our aerospace experts at SpaceCom in Orlando, Florida in January 2024.

Business development leads promoted the innovative work of our teams on the ground from Sydney to Senegal to Montreal, participating in trade missions and manning booths at the most influential trade shows in Aerospace, Rail, National Security, and Cybersecurity.

Patent Awards

We continue to earn our place as an innovative leader in our industries. In FY24, the brilliant strides made by ENSCO's scientists and engineers led to the awarding of six patents:

- **Canada Patent CA 3071425:** Systems and Methods for Visualizing and Analyzing a Rail Surface
- **U.S. Patent No. 11,938,982:** Systems and Methods for Inspecting a Railroad
- **U.S. Patent No. 11,912,320:** Systems and Methods for Visualizing and Analyzing a Rail Surface
- **U.S. Patent No. 11,873,016:** Broken Wheel Detection on Railroad Trains
- **Mexico Patent MX 407384:** Rail Vehicle Based Deployable Gage Restraint Measurement System
- **U.S. Patent No. 11,787,452:** Systems and Methods Analyzing a Rail

As we encourage the pursuit of new ideas, we are determined to keep adding to this list of achievements and driving the world forward.

Expanding Our Impact, Elevating Our Voice

ENSCO's ongoing journey of growth and leadership goes beyond technological innovation. It extends to making a more significant impact within our industries and the communities we serve. Through thought leadership, expanded media presence, and industry events, we are building stronger connections and fostering meaningful engagement.

By sharing our expertise with broader audiences, participating in influential trade shows, and continuously contributing to scientific and trade publications, ENSCO is solidifying our reputation as a trusted voice and partner. As we grow our presence, we remain committed to delivering solutions that not only meet the highest standards of excellence but also create lasting value for our customers and the government organizations and industries we support.

Looking to the Future

As we close another year of progress and achievements, ENSCO stands stronger than ever, committed to pushing the boundaries of innovation, operational excellence, and customer satisfaction. The dedication of our employees, the trust of our customers, and the steadfast support of our shareholders have been the foundation of our success. We will remain focused on advancing technology, fostering a culture of creativity, and building lasting value for all our stakeholders. Together, we will continue to drive excellence and deliver solutions that shape a safer, more secure, and resilient world.

ENSCO's Impact



500+ Hours Volunteered



25 Published Papers



32 Trade Shows Attended



18 Exhibitions at Shows



8 Countries Visited for Trade Shows and Workshops



10 Featured Speakers at Events



6 Patents Awarded

Leadership Team



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President



Thomas DeFrank
Chief Financial Officer
Finance & Facilities



Theodore G. Freeman
Chief Information Officer
Information Services &
Cyber Security



Seth R. Levy
Vice President
Security Services



Joanne McDonald
Vice President
Chief Ethics Officer



Denise Perry
Vice President,
Human Resources



Bindi Patel
Vice President
Contracts & Procurement
Corporate Risk Officer



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Customer Locations

Alabama: Huntsville

California: Los Angeles, Los Angeles AFB,
Vandenberg SFB

Colorado: Peterson SFB,
Transportation Technology Center, Pueblo

Florida: Patrick SFB, Kennedy Space Center,
Cape Canaveral SFS

New York: Endicott, Hauppauge, Owego

Texas: Fort Worth

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