



2020 ANNUAL REPORT



**TRANSFORMING IDEAS
INTO A SAFER AND
MORE SECURE REALITY**

MISSION

ENSCO cultivates the ideas of our employees and customers, delivering leading-edge research, development, products and services in the aerospace, avionics, national security and surface transportation markets.

We foster top science and engineering talent, creating an environment where employees can tackle our customers' problems in creative and unique ways.

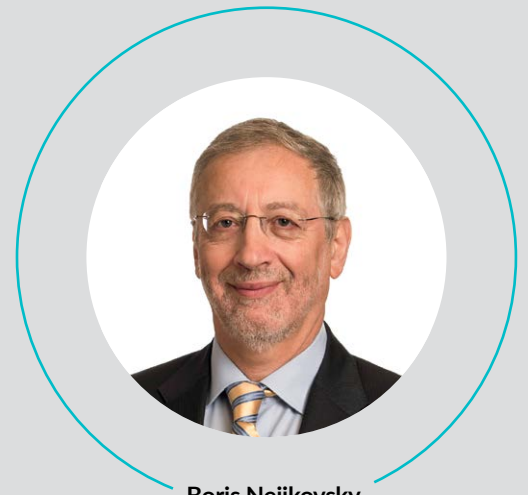
VISION

To create and apply advanced, emerging technologies to make the impossible, possible.



TO OUR **CUSTOMERS, EMPLOYEES & SHAREHOLDERS**

The current moment has only underscored the vital importance of safety and security for our customers. For more than 50 years, ENSCO has pioneered new methods of ensuring that the critical systems and infrastructure they rely on—for aerospace, national defense, surface transportation and aviation—function flawlessly and are protected from threats, at home or abroad. In the face of unprecedented technological disruption and rapidly proliferating threats, ENSCO has the insight, expertise and experience to provide our customers with the most rigorous levels of safety and security.



Boris Nejkovsky
President

FOCUSING ON OUR CUSTOMERS

Never has safety and security been so critical to our customers. Our response: find new, more effective ways to leverage technology and to deliver innovative safety and security solutions that significantly advance their ability to achieve their goals. The following examples across our areas of expertise demonstrate just a few of the critical ways ENSCO is helping our customers advance their strategic initiatives.

With space emerging as a critical domain in our national defense strategy, Defensive Cyber Operations for Space (DCO-S) has taken center stage. Having long played a vital role in government and commercial space programs, ENSCO leadership in DCO-S has made us a critical partner for the U.S. Space Force Space and Missile Systems Center. In an effort to increase our capacity to safeguard our nation's growing range and network program, we opened a new office this year in Colorado Springs, Colorado.

One of the most significant challenges facing the avionics industry is ensuring the safety of next-generation, high-performance avionics systems for new platforms, such as urban air mobility aircraft and game-changing technologies such as multicore processors. These disruptive technologies, along with vulnerabilities in the supply chain, introduce levels of risk that are difficult to quantify and address. ENSCO Avionics is highly regarded for its expertise in developing safety- and mission-critical software and programmable hardware solutions that meet the most exacting government certification standards for airworthiness. This expertise has made it one of the few companies introducing novel ways for customers to deploy these new technologies and to achieve certification.

The COVID-19 pandemic demonstrates the enormous and potentially devastating impact of biological threats. In response to such threats,

ENSCO has been developing a low-cost system to detect certain biological and environmental health hazards in offices and other facilities. ENSCO has successfully conducted first tests of the system and is now working on further perfecting and commercializing this breakthrough technology using the most advanced sensors, propagation models, and artificial intelligence/machine learning-based algorithms.

Similarly, as human trafficking, illegal border crossings and terrorist threats remain ever-present concerns in the current environment, there is an increasing need to effectively detect and prevent unauthorized border crossings or entries and departures from secure facilities. This year ENSCO significantly updated its MicroSearch® product, which allows security personnel to quickly and efficiently detect people hidden in vehicles. The new updated model uses advanced sensing technology and does not require any physical contact



with the vehicle to perform its inspection. It is currently undergoing field trials with several customers.

One of the challenges facing surface transportation systems around the world is the need to provide ever-increasing safety in the movement of goods, materials and passengers, and for the pedestrians and general public that can be affected by the systems. To improve the safety of their transportation systems, many customers want to significantly increase the frequency of safety inspections and to implement more effective maintenance planning. Increasingly, they have been turning to ENSCO for a solution. This year, ENSCO delivered a record number of autonomous track inspection systems that allow our customers worldwide to dramatically increase frequency and decrease cost of their track inspections. In addition, ENSCO's expertise in rail safety is highly relevant to other transportation sectors. The U.S. Department of Transportation recently awarded ENSCO a contract to help multiple agencies develop methods of evaluating technology designed to reduce risk to pedestrians in our railroad, transit

and highway systems, opening doors to new opportunities and customers.

DELIVERING DESPITE COVID

We are proud to report that since the beginning of this pandemic, ENSCO has been supporting our customers and their critical missions without interruption while ensuring the safety of ENSCO employees. Early in the pandemic, we activated our business continuity and disaster recovery plan and smoothly transitioned from an office-based workforce to a primarily home-based workforce.

When ENSCO customers needed critical on-site field support, our employees went to exceptional lengths. For example, during the early days of the pandemic, railways were designated as critical infrastructure in the support of COVID response efforts. In spite of logistical challenges, ENSCO personnel found the way to provide track safety inspection services all over the country, including sleeping in secured sleeper cars when hotels and other necessary support services were not available or considered too risky. Similarly, we continued on-time delivery of our commitments. For example,

in the middle of the outbreak, we delivered an inspection car to one of our customers in the New York City Metropolitan area to meet the critical safety needs for its operations.

IT STARTS WITH PEOPLE

The talent and dedication of our employees is at the heart of ENSCO's determination to serve our customers regardless of circumstances. ENSCO is fortunate to have assembled an extraordinary staff of highly experienced, creative and dedicated men and women who take pride in advancing critical customer missions. Our customers know they can depend on our employees to do whatever it takes to help them succeed. We reinforce this spirit by encouraging, nurturing and rewarding creativity and productivity across the organization.

This year, ENSCO continued to focus on recruiting exceptionally skilled, dedicated employees and providing them with opportunities to grow and advance professionally. We have a well-structured internship program, which provides a pipeline of future creative employees and engages with university programs relevant to our



customer missions and application areas. This year, despite the pandemic, we welcomed 23 interns, our largest group to date, covering multiple disciplines and working in almost all divisions across the company. We are proud that ENSCO's internship program was selected for the 2020 WayUp Top 100 Internship Programs list.

In addition, we created two new programs focused on developing management and leadership skills. The first, for new supervisors, covers the broad range of skills that employees need to develop in order to manage groups or teams of other employees. The second, the Leadership Development Program, is a "mini-MBA" program for future leaders. Our goal is to help staff trained primarily in science and engineering gain the tools they need to be effective business leaders. The program includes topics such as leadership, strategic planning, business development and finance.

We work hard to promote a congenial, equitable culture across our entire company and were gratified this year to be recognized for the quality and

inclusiveness of our workplace. Northern Virginia Family Service presented us with the CARE Award for our efforts to make ENSCO one of the best places to work in our region. We were also selected as a Top Employer by DiversityJobs.com, which cited our broad and consistent recruiting and hiring across a variety of underrepresented groups.

Perhaps the ultimate measure of our success in building a welcoming workplace culture is the number of tenured employees who have risen through our ranks. We are very proud that they have devoted their careers to helping our customers achieve their missions.

LOOKING AHEAD

The effects of the pandemic will last long after a vaccine is developed—and its ramifications almost surely will affect the way our customers think about safety and security. In these circumstances, our tagline "Ideas to Reality" has special urgency. We are looking forward to transforming innovative ideas into a safer and more secure reality for our customers.

Similarly, our vision—to *create and apply advanced, emerging technologies to make the impossible, possible*—has only increased in relevance. Inspired by this vision, we remain confident that the talent and determination of our staff will help us open new doors for our customers and create new possibilities for their future.

A handwritten signature in black ink that reads "BORIS NEJIKOVSKIY". The signature is stylized and includes a long horizontal line extending to the right.

Boris Nejikovskiy
President

THE UTMOST IN SAFETY AND SECURITY

Whether it is defense or transportation, communications or commerce, our society is critically dependent on technology that is unprecedented in its ability to meet the challenges of the future. The engineers and scientists from each of ENSCO's four divisions are committed to ensuring our critical systems and infrastructure function flawlessly while anticipating and withstanding increasingly sophisticated attacks from adversaries. When failure or compromise is not an option, our clients turn to ENSCO.

AEROSPACE SCIENCES AND ENGINEERING DIVISION



The satellites we have placed in space have revolutionized our lives. They allow us to pinpoint our position with extraordinary precision, track the activities of our enemies, monitor the environment and communicate instantaneously across vast distances. Our ability to reap the benefits of space depends on our unfettered ability to place satellites safely in orbit—a task that requires impeccable execution—and to operate them securely.

The importance of space has not escaped our adversaries, who constantly seek to discover vulnerabilities they can exploit to their advantage. This threat is one reason that the U.S. government established Space Command in 2019 and the Space Force in 2020.

ENSCO's Aerospace Sciences and Engineering Division is well-positioned to protect the integrity of our satellites, having long played a vital role in ensuring the safety and security of government and commercial space programs. We are seen as an authoritative source of expertise for launch range safety systems and support critical systems at the U.S. Space Force Eastern and Western Ranges. We design, integrate and test architectures that minimize risk and enhance safety for the full range of launch

subsystems—from telemetry and radar to communications and weather. For instance, ENSCO helped NASA develop a highly reliable autonomous Flight Termination System, which is now used in many new commercial space launches.

Once satellites are in orbit, ENSCO applies our systems engineering and integration expertise to ensuring their uninterrupted operation. As a key systems engineering resource for the Space Force Satellite Control Network, ENSCO has been deeply involved in mission architecture development of new initiatives as well as for modernization of legacy systems.

At ENSCO, we are also enhancing our expertise in Defensive Cyber Operations for Space (DCO-S) with our ability to identify, report and respond to anomalous cyber activities within the space enterprise and integrate threat-based intelligence at all operational levels. We are currently examining emerging cyber architectures and the vulnerabilities posed by the adoption of 5G technologies in space. This project and others like it are particularly important because the number of satellites in space is expected to increase by a factor of 10 over the next decade with threats proliferating accordingly.

NATIONAL SECURITY SOLUTIONS DIVISION



The more complex and centralized civilian infrastructure and military assets become, the more vulnerable they are to cyber and physical threats. ENSCO's National Security Solutions Division is combining its longstanding strengths in advanced sensors, signal processing, radio frequency analysis and modeling with artificial intelligence and machine learning to create new ways of meeting the safety and security challenges of our government, military and commercial customers. We are deeply involved, for instance, in enhancing the capabilities of our military and intelligence community customers to model complex physical environments across multiple domains, sense and collect data from those domains, and extract important signals from the noise. Our multidisciplinary approach enables operators to dynamically understand and detect significant events impacting mission operations.

Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) warning and protection systems are another area where ENSCO has the range of engineering and scientific expertise to provide best-in-class security solutions. Our advanced work in geophysical sensors and signal processing algorithms forms the basis of our ability to monitor nuclear tests and underground threats. Add expertise in such areas as atmospheric and computational chemistry, systems engineering and integration, and biological and environmental modeling, and you have the foundation for comprehensive CBRNE warning and decision support systems.

For 20 years, ENSCO's SENTRY has been the gold standard for CBRNE systems and is in use today guarding some of our nation's most critical infrastructure. Newly developed SenseGuard™ is a cost-effective, scalable and extremely flexible product for commercial CBRNE applications. It supports any type or number of sensors and is compatible with both intranet and cloud-based architecture.

On the strength of this work, the Department of Homeland Security engaged ENSCO to develop a low-cost integrated sensor system that can detect biological and environmental health hazards in offices and other facilities with high occupancy levels. ENSCO's innovative SenseNet uses sensors to detect biological releases and employs algorithms to distinguish between naturally occurring events and those that may be threats. These threats then trigger automated sample collection, sample preparation and confirmation.

We also conduct significant research and development efforts in Positioning, Navigation, and Timing and radio frequency signal analysis. This year ENSCO secured its first contract with a Department of Defense agency to use an artificial intelligence/machine learning-based approach to detect and mitigate intentional or unintentional signal interference in GPS and communication transmissions.

APPLIED TECHNOLOGY AND ENGINEERING DIVISION AND ENSCO RAIL SUBSIDIARY



Freight, passenger and transit lines provide vital interconnections among local, regional and national economies. When the companies that operate these lines or the governments that oversee them face issues with the safety of track or track-vehicle interactions, they have long turned to ENSCO.

ENSCO's leadership is exemplified by its highly regarded suite of track inspection products. In 2019, ENSCO Rail delivered a record number of Autonomous Track Geometry Measurement Systems (ATGMS) to the North and South American freight industry. Installed on revenue vehicles, these state-of-the-art systems allow railroads to inspect track more frequently and at a lower cost than traditional methods that require dedicated railcars. Autonomous systems automatically measure and report track conditions in real time, setting the stage for more proactive maintenance practices that reduce both slow orders and emergency repairs.

Autonomous track inspection promises similar benefits for transit systems. Through Federal Transit Administration grant funding, ENSCO Rail is delivering on a multiyear project with a major U.S. transit authority to demonstrate the benefits for transits of autonomous track condition monitoring systems that enable frequent automated inspections

and preventative maintenance planning. The autonomously operated system features a broad suite of ENSCO Rail technologies, including track geometry measurement, rail profile (wear) measurement, vehicle/track interaction monitoring, thermal imaging and track component imaging. Because the network is largely underground, the system is radio frequency identification-enabled to allow accurate positioning of measurements within the tunnels. The information is managed from the office by a suite of ENSCO Rail enterprise data management tools including GeoEdit®, TrackIT® and Virtual Track Walk®, which enable engineering managers to plan short- and long-term track maintenance.

ENSCO AVIONICS SUBSIDIARY



Just as the coronavirus pandemic began shutting down the economy in March 2020, the U.S. Bureau of Transportation Statistics issued definitive traffic data for 2019. During that year, U.S. airlines and foreign airlines serving the U.S. carried an all-time high of 1.1 billion passengers, who collectively traveled 730 billion miles.

The avionics systems that enable flight safety and airworthiness are unimaginably sophisticated and are built to exacting government standards. For more than 30 years, ENSCO Avionics has guided its clients through the design, development and testing of software, firmware and hardware to meet DO-178C, SEAL and DO-254 certification for multiple avionics systems. They include power, actuation and mechanical systems, flight and engine control systems, navigation and communication systems and display systems.

Advances in microelectronics, including multiple core processors and systems on a chip, as well as the industrial Internet of Things have now set the stage for a dramatic leap in avionic system performance—but only if the exponential complexity that these new technologies introduce can be understood and managed so that safety is ensured. Thanks to the quality of the systems, software and hardware engineering expertise that ENSCO Avionics has gathered and our decades of experience meeting government specifications, ENSCO Avionics is pioneering new paths to airworthiness and safety of flight certification that will enable customers to take advantage of these disruptive technologies.

The same complexity introduced by these new technologies increases the vulnerability of safety-critical avionics systems to cyber attack. Our deep knowledge of DO-326A, DO-355 and DO-356A standards positions us to identify and assess these risks—at the component level, system level and platform level—and to design the security architecture to mitigate them.

We are also bringing our safety and cybersecurity expertise to emerging areas, including hybrid aircraft that switch between electric and conventional power and unmanned aircraft systems designed for transportation in urban areas. The autonomy envisioned for these systems adds yet another level of complexity. We are working with the leading companies specializing in the urban air mobility solutions to develop processes and tools addressing their safety and security concerns.

FOCUSING ON FUTURE-ENABLING TECHNOLOGIES

Advances in technology create tremendous opportunities but they also can create liabilities. At ENSCO, we focus on technologies like Artificial Intelligence/Machine Learning (AI/ML) that promise to provide our customers with dramatically higher levels of safety and security by making sense of vast amounts of data to improve productivity and decision-making. At the same time, we have expanded our expertise in cybersecurity to help them achieve mission success, improve resiliency and safeguard critical data. By partnering with our customers, we deliver the skills and capabilities they can trust to help them achieve their goals.

ARTIFICIAL INTELLIGENCE/ MACHINE LEARNING



ENSCO's expertise in AI/ML is a direct extension of our core strengths in signal processing and advanced sensing. We have always looked for better ways to pull important information from the data we collect and generate. Capable of identifying the significance of subtle patterns in vast quantities of data, AI/ML gives our customers unprecedented insight into the elements of their environment that matter most, appreciably enhancing their ability to make better decisions.

At ENSCO, we are deploying AI/ML across all of our divisions. For the rail industry, for instance, we have harnessed AI/ML for track image analysis. We developed deep-learning algorithms that enable inspection of track using 2D images collected from moving railcars. The technology identifies anomalies in track and defective conditions such as missing or broken components. AI/ML now gives our customers the ability to assess vast amounts of track consistently, accurately and efficiently.

For national security customers, ENSCO developed an automated process incorporating machine learning models to extract signals of interest from data generated by seismo-acoustic sensors—and to do so regardless of signal type. This system dramatically improves the efficiency of threat detection and monitoring systems. Rather than spending time identifying signatures in such a complex, noisy environment, operators can now devote themselves to higher-order tasks like reviewing outputs generated by the system.

In the aerospace industry, we are using AI/ML to characterize persistent cyber threats as part of our DCO-S initiatives. AI/ML is opening new possibilities within avionics as well. Meeting software certification standards is a painstaking process, requiring engineers to scrutinize each individual line of code in lengthy programs. Over the last 20 years, software lines of code for aircraft systems have grown exponentially and are expected to exceed 10 million in the near future. ENSCO Avionics is harnessing ML to do a first-pass review to flag complexities, conflicts, out-of-bounds conditions and anomalies that are inconsistent with regulatory requirements. Such an AI/ML-based system would reduce cycle time and number of people required to conduct analysis, thereby expediting the development and certification process while reducing costs of introducing and certifying new capabilities.

Each AI/ML application poses its own set of challenges and requires a unique solution. ENSCO delivers this level of customization by combining deep domain knowledge gained over many decades with outstanding scientific depth and breadth in AI/ML. We understand our customers' missions, the data they collect and the advantages to be gained from integrating AI/ML. At the same time, we have the technological and scientific fluency to leverage just the right machine learning techniques to develop the precise AI/ML solution to meet their needs.

CYBERSECURITY



Our vital infrastructure is constantly being probed by nation-states and other bad actors who are determined to exploit vulnerabilities to disrupt, destroy or threaten the delivery of essential services and gain critical advantage. The increasing frequency and sophistication of these attacks cannot be overstated.

To assist our customers in meeting these threats, ENSCO has assembled a team of elite cybersecurity professionals. They hold top industry certifications and have mastered the multiple compliance standards that must be met to develop, protect and operate systems in mission-critical environments. These requirements include those from the Department of Defense, the Federal Aviation Administration, the National Institute of Standards and Technology and the Radio Technical Commission for Aeronautics.

Thanks to that expertise, ENSCO can deliver a suite of cybersecurity offerings that are designed to meet customers' needs at each stage of the cybersecurity lifecycle, from assessment and planning to operations. ENSCO cybersecurity assessments, for instance, provide an independent review of customers' vulnerabilities including such factors as their operational behavior, their susceptibility to physical intrusion and social engineering, and the effectiveness of their internal and external security measures.

As part of our assessment program, we are helping organizations that provide services and products to the Department of Defense secure the Cybersecurity Maturity Model Certification (CMMC) needed to bid on its solicitations. We are currently assisting them pre-assess their cybersecurity stance, and we plan to obtain Certified Third-Party Assessor Organization (C3PAO) accreditation needed to begin CMMC assessments by the end of 2020.

Our experts also provide comprehensive cybersecurity planning designed to protect every aspect of our customers' programs against vulnerabilities and points of failure. We employ proven methodologies that allow us to coordinate and integrate all protection efforts—including cyber supply chain risks—and document and manage them. For instance, ENSCO is working with multiple transit authorities to ensure the cybersecurity of their critical infrastructure and the systems that support them.

Finally, ENSCO plays a critical role in helping customers prevent and defend against malicious attacks and improve their cyber resiliency. Our customers turn to us for security operations center designs, cybersecurity architecture and engineering, and security systems management and execution. For instance, ENSCO's cybersecurity team is currently supporting all three of the newly launched U.S. Space Force commands.

STAYING AHEAD OF CUSTOMER NEEDS

All our customers face unique challenges but there is a common thread: they need to accomplish their critical missions safely and securely but also in an efficient and cost-effective manner. ENSCO understands the delicate balance and tradeoff between these two sometimes opposing pressures and develops solutions that find the best combination of both. ENSCO's ability to anticipate the needs of its customers rests on the expertise and initiative of its scientists and engineers. Our employees deeply understand our customers' needs and challenges across all domains where we operate. In addition, in recent years, we have focused on recruiting outstanding talent in AI/ML, cybersecurity, and other critical technology and application areas, carefully choosing candidates whose strengths complement those of our in-house experts in areas such as advanced sensor design, systems integration and engineering, signal processing, high-performance computing, data science and software engineering.

IN SERVICE TO OUR CUSTOMERS

But no matter how powerful or promising, technology is always a means to an end—and that end is always defined by our customers. Accordingly, we engage existing and potential customers in discussions that enable us to learn more about their goals and to gain insight about the unique combination of technology and expertise needed to meet them. Whether that means developing a solution that improves the safety and security of their operations but is also elegant in its simplicity, effectiveness and affordability, or leveraging off-the-shelf products, we have the technical, mission and business expertise to help them meet their objectives.

Reduced costs. Detecting a human being hidden in a vehicle or container is critical for ensuring security of many facilities or border crossings but it can be difficult and dangerous. It is also time-consuming. A high percentage of illegal immigration and human trafficking occurs at official border crossings because smugglers and traffickers know that it is simply impossible for customs officials to search every vehicle or container that passes through their checkpoints. At ENSCO, we tackled this problem by setting ourselves an audacious challenge: we would harness our expertise in geophysical sensing to create a system delicate enough to detect unauthorized individuals using the vibrations generated by their heartbeats.

We describe MicroSearch[®], the product we developed, as “security that doesn't miss a beat.” It is now used around the world by security personnel at correctional institutions, government and military facilities and critical infrastructure as well as by border security officials.

We realized, however, that cost and ease of use were obstacles to its wider adoption. With internal research and development funds, we rebuilt the system from the ground up, combining custom electronics with an inexpensive, commercially available radio frequency sensor. Not only were we able to reduce costs, but we also improved performance and enhanced portability, making it possible for operators to inspect vehicles discretely and from a distance. The MicroSearch Standoff Vehicle Sensor is currently undergoing field trials.

Increased efficiency. We created the IData[®] Human Machine Interface (HMI) Tool Suite expressly to meet the avionics industry's need to expedite the design, development and safety certification of embedded display applications under strict avionics safety standards. It also allows our customers to achieve high efficiency and keep pace with rapidly emerging technologies, standards and certification requirements. Because it is data-driven, IData allows display



application developers to develop once for multiple certifiable displays and to significantly accelerate their development and certification process.

This year, we introduced IData 4.0, which incorporates new graphics capabilities for greater pilot situational awareness, improved human/machine interaction and increased flexibility and customization. Our goal is to improve our customers' ability to innovate at greater speed with greater confidence.

More accurate decision-making to improve safety and maintenance planning. Railroads routinely collect and compile track geometry measurements that help them identify derailment risk using a threshold-based approach. In the absence of a dedicated, full-featured simulation and modeling tool, however, understanding the performance of passenger and freight cars over the actual track geometry is a challenge. This year, ENSCO Rail acquired an enhanced user license to VAMPIRE® Pro vehicle/track interaction software, providing railroads with a way to automate the process of

predicting how freight and passenger cars will behave over a measured segment of track based on the unique design characteristics of the rail cars. In this performance-based approach, areas of derailment risk to specific types of rail cars are automatically identified.

VAMPIRE Pro integrates seamlessly with the ENSCO Rail Autonomous Track Geometry Measurement System (ATGMS). It takes streaming track geometry data generated by the ATGMS and produces near real-time vehicle dynamics simulations, highlighting locations of concern for ride quality and derailment risk. It then passes this information to ENSCO Rail's Automated Maintenance Advisor (AMA), which generates appropriate maintenance recommendations. Because our license includes access to the VAMPIRE Pro source code, ENSCO Rail can continue to develop and provide relevant cutting-edge vehicle dynamics simulation processes tailored to our customers' needs.

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