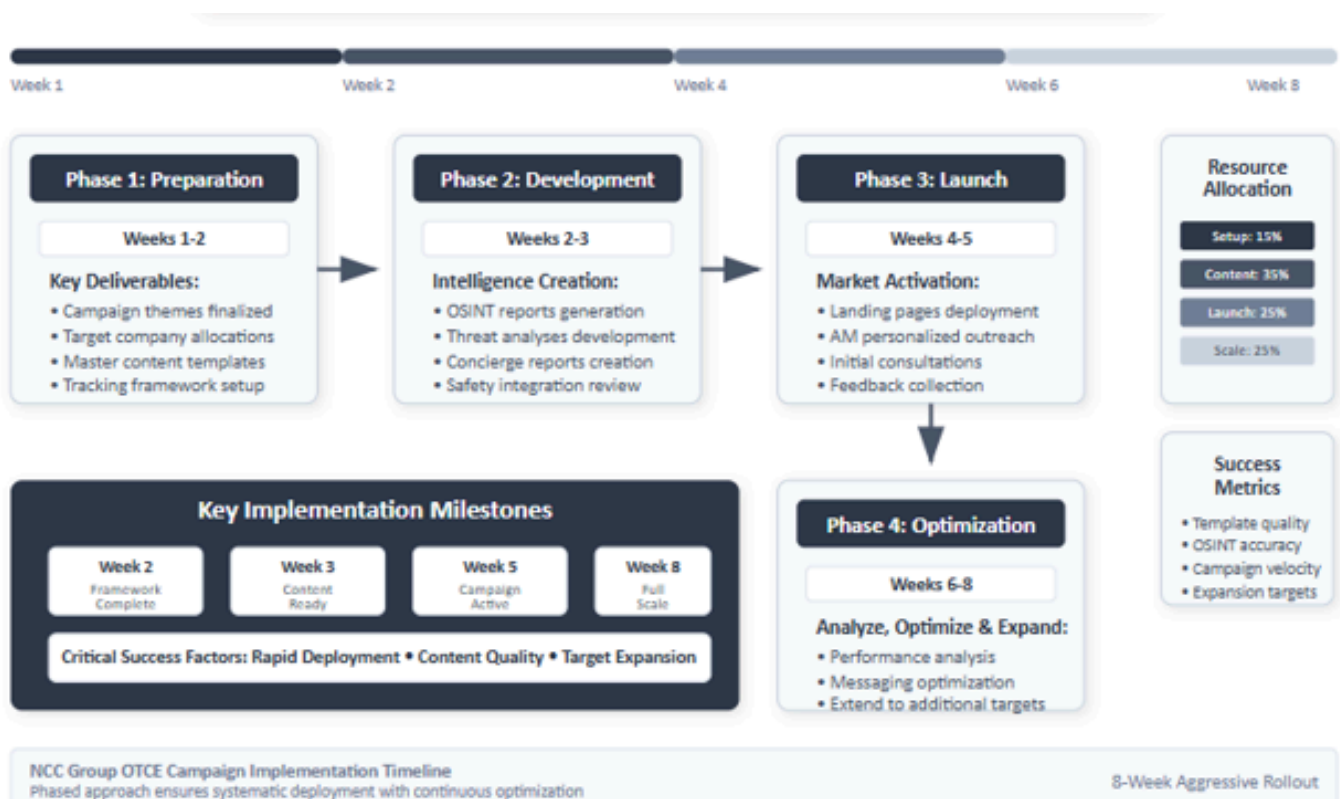


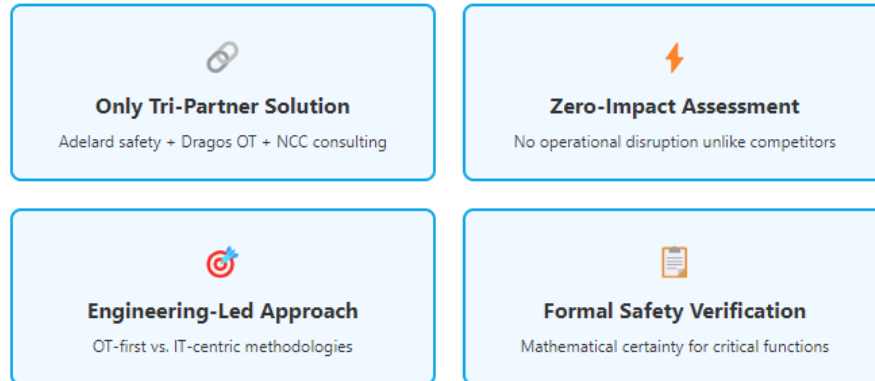
Executive Briefing: OTCE 2025 GTM Initiative - "Project Nightingale"**Date:** May 21, 2025**To:** NCC Group Leadership**From:** j. mckenney**Subject:** Project Nightingale - Igniting OTCE Growth through Strategic Integration and Specialization**1. The Opportunity: Dominating the OT Cybersecurity & Safety Landscape**

"Project Nightingale represents our mission to ensure 'clean water, reliable energy, and access to healthy food for our grandchildren' by establishing NCC Group as the dominant force in operational technology security and safety. This pivotal Go-To-Market strategy leverages our unique three-way partnership to capture an estimated \$50M+ market opportunity in critical infrastructure protection, targeting 40% faster compliance delivery and 60% reduced management overhead for clients while positioning us for 25-30% margin improvements through specialized, high-value services."

Initial targets include 20 high-value accounts through our 50/50 account swap program, with projected pipeline development of \$X-X within the first 4 months and expansion to additional regions generating \$X+ opportunity by end of 2026.



Competitive Differentiation: Only provider combining Adelard safety + Dragos OT platform



2. Strategic Imperatives & Approach:

Project Nightingale is built on several core pillars designed for maximum impact and scalability:

- **Americas Leading the Charge:** The Americas region will spearhead this initiative, establishing a replicable model for global rollout. This allows for focused execution and refinement before expansion.
- **Power of Partnerships -- A Triumvirate of Expertise:**
 - **Dragos:** Leveraging their leading OT threat intelligence and platform for enhanced detection and response capabilities within our offerings. This includes an account swap agreement to tap into high-value energy sector prospects, with the Dragos Platform providing unparalleled asset visibility through passive monitoring, Dragos WorldView delivering OT-specific threat intelligence, and the Dragos OT Retainer offering specialized incident response services.
 - **Adelard:** Fully integrating Adelard's deep safety case knowledge and ASCE platform. This allows us to address the converging worlds of cybersecurity and operational safety through deterministic verification methodologies, regulatory compliance expertise, and formal safety assessment capabilities—a key differentiator and client demand, especially in critical infrastructure.
 - **NCC IT Assurance Services:** Seamlessly incorporating relevant NCC IT service lines to provide comprehensive IT/OT security solutions, addressing the full spectrum of client digital risk through our technology-agnostic consulting approach.

Combined Partnership Value: This three-way partnership delivers a comprehensive approach to operational technology security and safety that enhances reliability rather than compromising it. Clients benefit from strategic guidance, tactical implementation support, specialized technology, safety case development, regulatory compliance expertise, and ongoing managed services—all delivered with an engineering-led mindset that puts operations first. Our unique combination provides

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40% faster compliance achievement, zero-impact assessment methodologies, and the only solution in the market that mathematically verifies safety-critical functions while maintaining security posture.

- **Focus on High-Value, Specialized Services:** The campaign prioritizes nine distinct service themes addressing critical operational reliability and safety challenges, with initial emphasis on two high-impact areas:

Initial Focus Areas:

- **Ransomware Impact Assessment:** Preventing operational downtime and revenue loss through targeted defense strategies that ensure continuous delivery of essential services, with integrated safety impact analysis of ransomware scenarios and safety function isolation strategies.
- **M&A Due Diligence:** Avoiding post-acquisition surprises and securing accurate valuation through comprehensive assessment that protects reliability during organizational transitions, including safety certification validation and safety case integration assessment.

Complete Nine-Theme Portfolio:

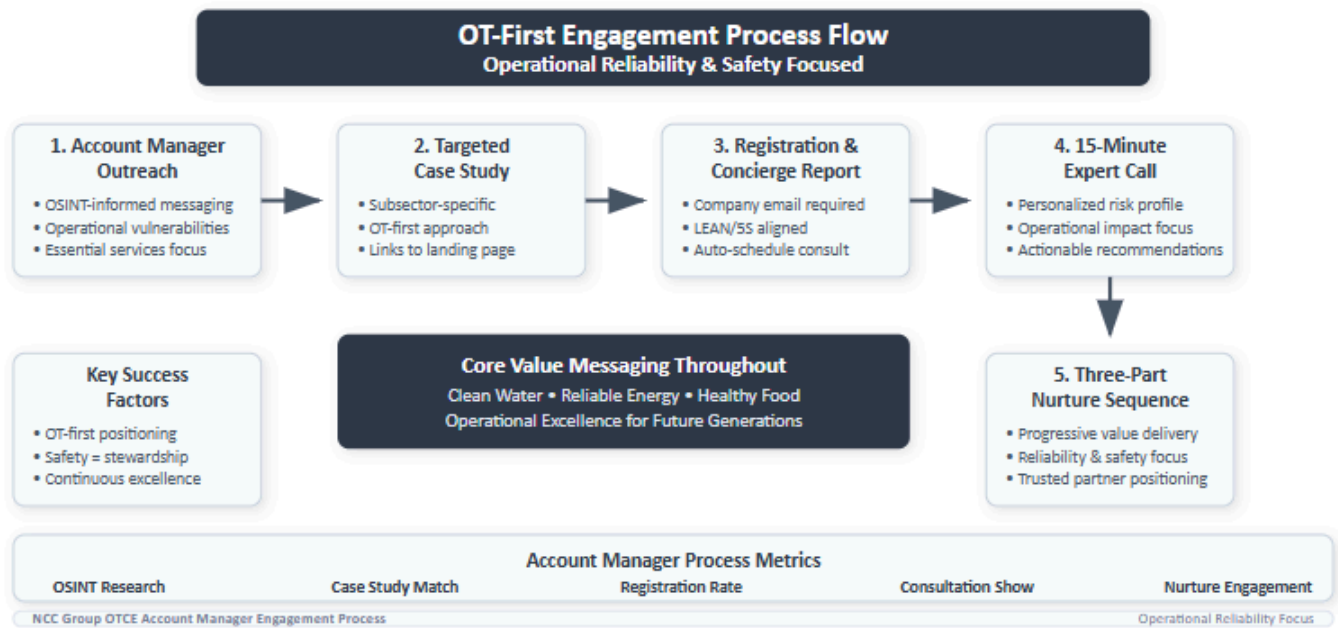
4 Landing Page

- 1 Ransomware Impact – Energy
- 2 Ransomware Impact – Manufacturing
- 3 M&A DD for Energy
- 4 M&A DD for Energy



Targeting Critical Infrastructure & Key Risks: The initial focus is on high-value prospects within critical infrastructure sectors (Energy, Power Generation, Utilities, Manufacturing, Transportation) where operational reliability and safety are paramount, with specialized sub-sector approaches for Renewable Natural Gas (RNG), Distributed Energy Resources (DER), Manufacturing, and Nuclear Power.

Integrated Sales & Technical Execution:



Marketing – would like to work in with this

- **Tight Alignment:** Fostering deep collaboration between Sales Account Managers (AMs) and OTCE Engineers. AMs will own the client relationship and translate value, while OTCE Engineers (supported by Adelard and Dragos experts) will deliver technical depth and customized solutions through structured 15-minute expert consultations.
- **Clear Roles & Responsibilities:** Defined engagement processes and responsibilities ensure a smooth client journey from initial outreach to opportunity development, supported by comprehensive pre-call preparation, personalized briefing documents, and structured follow-up protocols.
- **Data-Driven, Targeted Marketing:**
 - **Three-Stage Content Approach:** Progressive value delivery through OSINT Discovery Reports (intelligence foundation), Threat Analysis Reports (sector-specific vulnerability assessment), and Full Concierge Reports (comprehensive assessment with operational reliability focus).
 - **Marketing Landing Pages & Concierge Reports:** Utilizing dedicated landing pages for each campaign theme, offering high-value, gated "Full Concierge Reports" (synthesizing OSINT and threat analysis) to convert prospects, with integrated scheduling for expert consultations.
 - **Analytics-Driven Prospecting:** Leveraging analytics from the North America Sales team to identify and prioritize high-value prospects through the 50/50 account swap program (50 Dragos clients → NCC services, 50 NCC clients → Dragos platform). The campaign will initially target these key accounts, followed by a phased expansion to "stale" or under-engaged customers.
- **Modular & Scalable Global Model:** The campaign is designed with a modular approach, allowing for adaptation and replication across other regions. Following the Americas launch, a fast-follow is planned for ANZ, with EMEA and other regions to follow suit, leveraging the refined playbook and learnings from the four-phase implementation timeline (Preparation, Content Development, Campaign Launch, Expansion & Optimization).

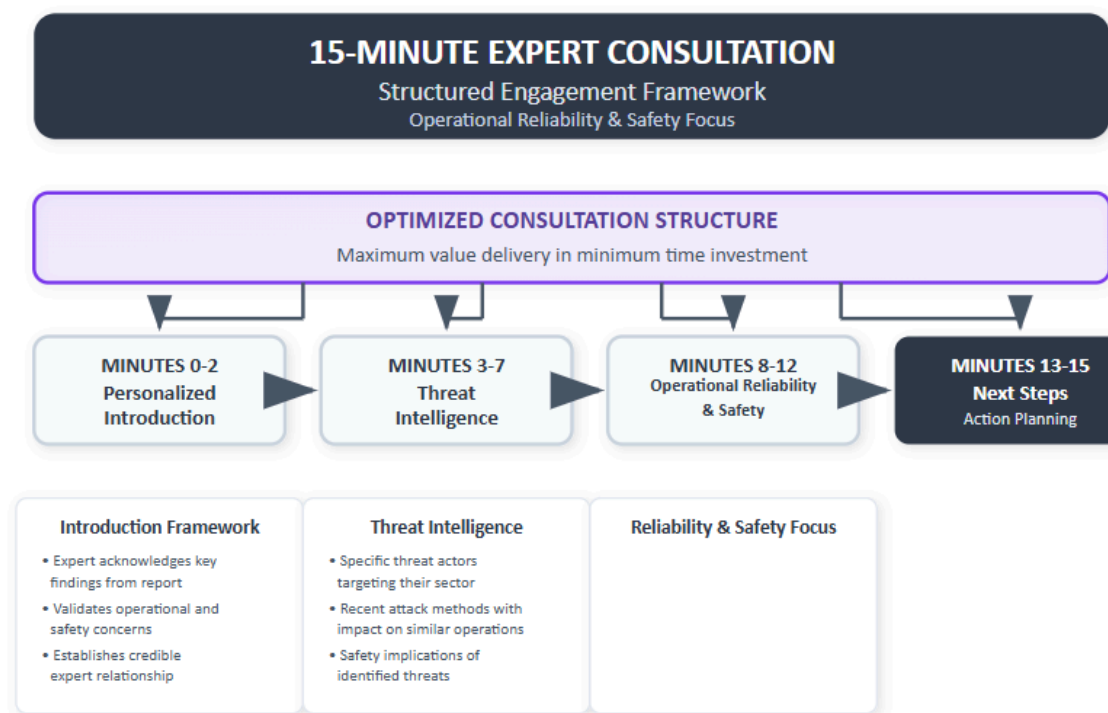
3. Exciting the Market & Driving Engagement:

The core messaging revolves around "**Operational Reliability and Safety as Dimensions of Operational Excellence**," moving beyond traditional cybersecurity discussions. We aim to help clients ensure "clean water, reliable energy, and access to healthy food for our grandchildren."

The engagement process is meticulously defined:

- **Initial Research & Personalized Outreach:** AMs, briefed by OTCE engineers, will conduct thorough research and initiate contact with tailored messaging.
- **Value Delivery:** Sharing industry-specific case studies and one-page teasers leading to the campaign landing pages.

- **Concierge Experience:**
Prospects registering on landing pages receive a "Full Concierge Report" and a complimentary 15-minute expert consultation with OTCE engineers and, where relevant, Adelard safety experts.
- **Opportunity Development:** Focused follow-up to translate consultation insights into tangible service opportunities.



This engagement methodology

leverages our three-stage content progression: comprehensive OSINT Discovery Reports provide intelligence foundation, Threat Analysis Reports deliver sector-specific vulnerability assessments, and Full Concierge Reports synthesize insights into actionable recommendations—all positioning cybersecurity and safety as dimensions of operational excellence rather than separate programs.

4. Key Risks & Mitigation:

- **Execution Complexity:** Integrating multiple service lines and partner contributions requires strong program management. *Mitigation: Clear roles, defined processes, and dedicated campaign leadership (Jim McKenney, Paul Kingsbury, Matt Field).*
- **Regional Adaptation:** Ensuring the model translates effectively to other regions. *Mitigation: Modular design and phased rollout with continuous feedback loops.*

- **Maintaining Consistent Messaging:** Ensuring all client-facing teams articulate the integrated value proposition clearly.

Mitigation: Comprehensive training, standardized sales materials, and clear guides for AMs and Engineers

Success Gates

- Phase 1 completion: Template development and team readiness (Week 2)
- Phase 2 milestone: 20 target accounts with completed intelligence reports (Week 3)
- Phase 3 checkpoint: ?+ scheduled consultations and initial pipeline development (Week 10)
- Phase 3 checkpoint: Expanded to additional “stale or other opportunities (~100 or so)
- Expand to other regions: TBD

Project Nightingale positions NCC Group to dominate the converging cybersecurity-safety market while delivering the operational reliability that ensures essential services for future generations. Executive approval enables immediate launch with measurable impact within 90 days.

These six improvements add quantified targets, clear metrics, investment framework, success gates, and stronger opening/closing while maintaining the document's structure. They can be implemented in 15-20 minutes and significantly enhance executive appeal and decision-making clarity.

5.Initial Target List

| Account Unique Id | Account Name | Account Manager | Active AM | AM Reassignment? |
|-------------------|--------------------------------------------------------|-----------------|-----------|--------------------|
| A-019226 | BMW Financial Services NA, LLC | Matthew Donahue | Yes | |
| A-140902 | Nature Energy Biogas A/S | William Filosa | Yes | |
| A-019866 | Applied Materials, Inc. | Steve Thompson | Yes | |
| A-140039 | Iroquois Gas Transmission System LP | Jeb Carter | Yes | |
| A-078866 | Crestron Electronics, Inc | Matthew Donahue | Yes | |
| A-019237 | Chevron U.S.A. Inc. | Jeb Carter | Yes | |
| A-145234 | Perdue Farms, Inc | Wayne Margolin | Yes | |
| A-153007 | Hyfluence Systems Corp | Dani LaCerra | Yes | |
| A-014610 | Veson | Cory Cowdery | No | William Filosa |
| A-014671 | Spellman High Volatage Electronics | Cory Cowdery | No | Jeb Carter |
| A-015484 | Washington Metropolitan Area Transit Authority (WMATA) | Jasmina Filca | No | William Filosa |
| A-017469 | AeroDefense | Cory Cowdery | No | Daniel Paszkiewicz |
| A-018814 | Boeing | Ted Smits | Yes | Jim Vranicar |
| A-020265 | Exelon Energy | Conner Ripp | No | Jim Vranicar |
| A-027659 | Mcdonalds Corporation | Steve Thompson | Yes | |

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|-----------------|------------------------------------------|------------------|----------|-----------------|
| A-027918 | BMW Manufacturing | Cory Cowdery | No | Matthew Donahue |
| A-029867 | Johnson Controls | Jasmina Filca | No | Jim Vranicar |
| A-029914 | United States Steel Corporation | Cory Cowdery | No | Jim Vranicar |
| A-030922 | Eversy | Mario Zayas | No | Jim Vranicar |
| A-034695 | Exelon Corporation | Shannon Maloney | H2 Reorg | |
| A-072258 | General Electric Company (Haier) | Cory Cowdery | No | Jim Vranicar |
| A-075450 | Southern California Edison Company | Nate Russo | Yes | |
| A-094599 | EVERSOURCE ENERGY | #N/A | No | |
| A-096235 | Axpo U.S. LLC | Wayne Margolin | Yes | |
| A-107329 | Casper Sleep Inc. | Cory Cowdery | No | William Filosa |
| A-110753 | PepsiCo Beverages Company | Sarah Sobolewski | Yes | |
| A-018829 | Puget Sound Energy | Clark Venter | Yes | Jim Vranicar |
| A-153223 | GE Vernova | Ted Smits | Yes | |
| A-008302 | US Sugar | Reece Stewart | Yes | Matthew Donahue |
| A-122766 | Maher Terminals Inc. | Clark Venter | No | William Filosa |
| A-019227 | Duke Energy Corporation | #N/A | No | |
| A-019946 | Engie | Patrick Higgins | No | |
| A-020312 | Analog Devices, Inc. | Cory Cowdery | No | William Filosa |
| A-029615 | Norfolk Southern Corporation | Cory Cowdery | No | William Filosa |
| A-029638 | Pepco Holdings, Inc. | Julius Sheppard | No | William Filosa |
| A-030734 | Consumers Energy | Kelley Spakowski | No | Jim Vranicar |
| A-031305 | AES Corporation | Ron Brooks | No | William Filosa |
| A-033248 | Portland General Electric Co. | #N/A | No | Jim Vranicar |
| A-035329 | International Paper Company | Cory Cowdery | No | William Filosa |
| A-037323 | PG&E (Pacific Gas and Electric) | Marina Pinzaru | H2 Reorg | Jim Vranicar |
| A-037991 | PepsiCo, Inc. | Steve Thompson | Yes | |
| A-052457 | Pacificorp | Sarah Sobolewski | Yes | |
| A-062364 | Port of Long Beach | Harmeet Bahia | No | Jim Vranicar |
| A-075745 | Port of San Francisco | Harmeet Bahia | No | Jim Vranicar |
| A-092681 | Ontario Power Generation, Inc. | Ted Smits | Yes | William Filosa |
| A-107413 | Exelon Business Services Co. | #N/A | No | |
| A-109140 | CenterPoint Energy, Inc. | Roxanne Pirooz | No | Jeb Carter |
| A-110670 | San Francisco International Airport Corp | Meeko Govender | No | Jim Vranicar |
| A-111353 | BMW NA (Manu) | Cory Cowdery | No | Matthew Donahue |

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|-----------------|--------------------------------------------|-----------------|-----|--------------------|
| A-112386 | BMW North America | Matthew Donahue | Yes | Matthew Donahue |
| A-118805 | International Paper | Cory Cowdery | No | William Filosa |
| A-122495 | Vermont Electric Power Company, Inc. | Cory Cowdery | No | William Filosa |
| A-124202 | Westlake Chemical Corporation | Clark Venter | No | Jeb Carter |
| A-129751 | McDonald's Corporation | Steve Thompson | Yes | |
| A-135830 | National Fuel Gas Distribution Corporation | Cory Cowdery | No | Daniel Paszkiewicz |
| A-138100 | Halliburton Manufacturing & Services | Jeb Carter | Yes | |