

**Sikorsky Aircraft Corporation
Comprehensive Small Business Subcontracting Plan
For Fiscal Year 2013**

**COMPREHENSIVE SMALL BUSINESS SUBCONTRACTING PLAN
SIKORSKY AIRCRAFT CORPORATION
6900 Main Street
P.O. Box 9729
Stratford, CT 06615-9129
CAGE CODE: 78286, 48E41, 2X381, 6Y878 and 4G1C8
DUNS Number: 835551474, 001449735, 095680570, 107254062, and 109063920**

**THE EFFECTIVE DATE OF THIS PLAN IS:
OCTOBER 1, 2012 THROUGH SEPTEMBER 30, 2013**

Prepared by:

[REDACTED]
Francisco Vasquez
SBLO/Manager, Supplier Diversity

Date: 9/28/2012

Approved by:

[REDACTED]
Mick Maurer
President

Date: 10/1/12

This plan has been prepared in compliance with the requirements of Federal Acquisition Regulation (FAR) Subpart 19.7 and FAR 52-219-9, as well as the Defense Federal Acquisition Regulation Supplement (DFARS) Subpart 219.7 and DFARS 252.219-7004. This plan is applicable to all Department of Defense prime contracts or subcontracts entered into by the Sikorsky Aircraft Corporation entities listed herein.

The signature of the following authorized cognizant government representative evidences approval of this Plan

Approved by: [REDACTED] DCMA:

Mark G. Olson
Director, Small Business
Defense Contract Management Agency

Date: 10-2-2012

Margarette Trimble-Williams
Division Chief, Comprehensive
Subcontracting Program Division
DCMA Small Business Center

Date: 10-2-2012

The information contained in this letter document and all attachments is considered confidential commercial or financial information. The disclosure of this information would cause competitive harm to Sikorsky Aircraft Corporation and its affiliates, and is thus protected under 5 U.S.C. § 552(b) (4) and 18 U.S.C. § 1905. Should the Government receive any request under the Freedom of Information Act or decide to otherwise make the information contained in this document and all attachments publicly available, please advise us before taking any such action.

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1. Introduction

Sikorsky Aircraft Corporation (Sikorsky) is pleased to participate in the Test Program for Negotiation of Comprehensive Small Business Subcontracting (Test Program). Under this Test Program, Sikorsky expects to focus its resources on increasing subcontracting opportunities for Small Businesses (SBs), including Alaska Native American Corporations (ANCs) and Indian Tribes, Small Disadvantaged Businesses (SDBs), Women-Owned Small Businesses (WOSBs), HUBZone SBs, Veteran-Owned SBs (VOSBs), and Service Disabled Veteran SBs (SDVOSBs). This Comprehensive Small and Small Disadvantaged Business Subcontracting Plan (hereafter referred to as the "Plan") covers the following Sikorsky entities:

1. Sikorsky Aircraft Corporation, Stratford, CT (SAC) Cage Code 78286 and DUNS# 835551474.
2. Sikorsky Bridgeport, CT, Cage Code 48E41, DUNS#001449735 (satellite facility for Stratford plant; does not have separate contracts)
3. Sikorsky Shelton, CT, Cage Code 2X381, DUNS# 095680570 (satellite facility for Stratford plant; does not have separate contracts)
4. Sikorsky Support Services-Stratford, CT, Cage Code 6Y878, DUNS#107254062 (has some unique contracts)
5. Sikorsky Support Services-Pensacola, FL, Cage Code 4G1C8, DUNS#109063920

All the above entities' subcontracting is managed in SAP and reported under this Plan. Sikorsky will endeavor to enhance its overall SB subcontracting program by focusing its resources on the development and use of SBs, including ANCs and Indian Tribes, as well as SDBs, WOSBs, HUBZone SBs, VOSBs, and SDVOSBs. The Plan also establishes specific goals for awarding of subcontracts to the socioeconomic classes referenced in the selected Industry Categories for Development table in Section 15.

2. Background

Sikorsky, a subsidiary of United Technologies Corporation (UTC), is a world leader in the design, manufacture and service of military and commercial helicopters; fixed-wing aircraft; spare parts and maintenance, repair and overhaul services for helicopters and fixed-wing aircraft; and civil helicopter operations.

Sikorsky's helicopters are used by all branches of the United States Armed Forces, along with military services and commercial operators in 40 nations. Core U.S. military production programs are based on the Sikorsky H-60 aircraft: the BLACK HAWK helicopter for the U.S. Army and SEAHAWK® helicopter for the U.S. Navy. Derivatives of the H-60 aircraft perform multiple missions with other branches of the U.S. military, as well as other Governments via Foreign Military Sales (FMS). The CH-53E helicopter and MH-53E helicopter heavy-lift aircraft are flown by the U.S. Navy and Marine Corps to transport personnel and equipment, and in anti-mine warfare missions. Sikorsky is currently developing the next generation CH-53K helicopter

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for the U.S. Marines. The major programs that will contribute to Sikorsky's Fiscal Year 2013 plan include:

- BLACK HAWK helicopters: UH-60M, UH-60L, HH-60M, FMS Variant S-70A
- SEAHAWK[®] helicopters: MH-60R, MH-60S, FMS Variant S-70B
- Helicopters for the Marine Corps: CH-53D/E, CH-53K, VH-60/VH-3D

As indicated previously, this Plan covers operations in Connecticut and Florida. There are approximately 228 Supply Management personnel engaged in the procurement of goods and services. Sikorsky's SBLO is Francisco Vasquez, and he can be reached by phone at [REDACTED]

[REDACTED] or e-mail [REDACTED]

3. Policy

In furtherance of the U.S. Government's policy to facilitate the participation of Small Businesses in government contracting, it is Sikorsky's policy to afford SBs, including ANCs and Indian Tribes, as well as SDBs, WOSBs, HUBZone SBs, VOSBs, and SDVOSBs, the maximum practicable opportunity to compete for the goods and services required by Sikorsky in the performance of its contracts with the U.S. Government.

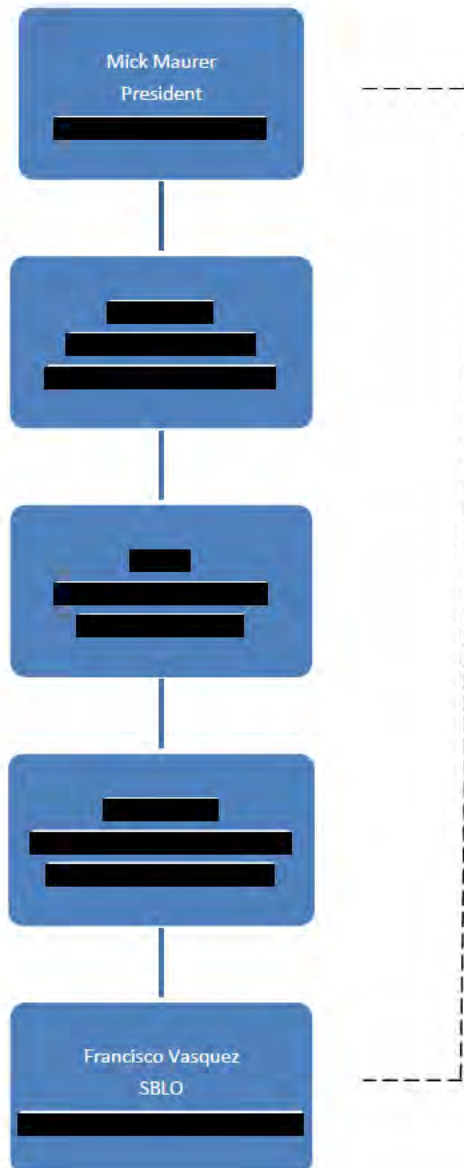
4. Implementation

Implementation of the foregoing is contained within Sikorsky's Supply Management procedures as well as management memoranda and Sikorsky's Small Business Liaison Officer's Handbook. All changes to the procedures require documented approval by the individual who holds the position of Manager, Supply Management Compliance. [REDACTED] is the current Manager, Supply Management Compliance. He can be reached by phone at [REDACTED] or by email [REDACTED]. The procedures are reviewed and modified as necessary to remain in compliance with applicable public laws and regulatory requirements.

5. Administration of the Plan

To ensure maintenance and optimum improvement in the high performance standards that apply to all contracts being performed by Sikorsky, an administrative organization has been established and given responsibility of ensuring that SBs, including ANCs and Indian Tribes, SDBs, WOSBs, HUBZone SBs, VOSBs, and SDVOSBs are provided the maximum practicable opportunities to participate in Sikorsky's subcontracts, consistent with the efficient performance of such subcontracts. Within this organization, Mr. Vasquez reports to [REDACTED]. She can be reached by phone at [REDACTED] or email [REDACTED]. An organization chart is provided below for your convenience.

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Small Business Liaison Officer
Francisco Vasquez

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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6. SBLO Duties

The Small Business Liaison Officer has primary responsibility for administering the Comprehensive Subcontracting Plan. The SBLO's responsibilities include:

- a) Administer all aspects of the Plan, including the development of annual goals for SB, including ANC's and Indian Tribes, SDB, WOSB, HUBZone SBs, VOSB, and SDVOSB, as well as industry categories identified in the Plan. Additionally, the SBLO will cooperate with Government personnel for any periodic reviews conducted in connection with the Plan. Our Plan goals and objectives are company-wide.
- b) Prepare and submit semi-annual status reports (SSR, and supplemental SDB report) in eSRS to the DoD, with a copy to the DCMA Program Manager, Comprehensive Subcontracting Program.
- c) Approve and assist in the development of subcontract plans required by the Contracting Officer for DoD contracts, proposals, and modifications with a value of \$650,000 or more where the proposed efforts offer subcontracting possibilities.
- d) Ensure that Sikorsky is made aware of any issues related to SBs, ANC's and Indian Tribes, SDBs, WOSBs, HUBZone SBs, VOSBs, and SDVOSBs.
- e) Ensure that policy memoranda, procedures and operating instructions are current with regard to the implementation requirements of FAR Subpart 19.7 and FAR 52-219-9, as well as DFARS Subpart 219.7, DFARS 252.219-7004, reference Section 834 of public law 101-189 and section 211 of public law 95-507, public law 843- 108-375.
- f) Establish company-wide goals and objectives in support of the Plan with input and approval from VP Product Centers, General Managers (GMs), Commodity Managers (CMs), and Chief Procurement Officers (CPOs).
- g) Verify that training of Sikorsky personnel includes the Small Business Program, and its procedures. [REDACTED]

[REDACTED] The training is provided to new buyers as well as experienced Supply Management and Commodity Management personnel. [REDACTED] is the [REDACTED] Training Coordinator. She can be reached by phone at [REDACTED] or email [REDACTED] This training includes the following measures:

Ensure that 100% of Supply Management organization completes the Small Business subcontracting Plan Course by Nov 30 2013.

Ensure that 100% of the Supply Management Organization completes the UTC Supplier Diversity 101 Course by Dec 31 2012.

- h) Provide and/or coordinate assistance to SBs, including ANC's and Indian Tribes, SDBs, WOSBs, HUBZone SBs, VOSBs, and SDVOSBs regarding subcontracting with Sikorsky along with procedures regarding such matters as quality requirements, schedule

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requirements, availability of progress payments and assistance with understanding and complying with contractual requirements. Such assistance is ongoing in order to maintain a healthy and responsive supply chain.

- i) Establish, monitor and control reporting on Sikorsky's Small Business and Small Diverse Supplier activity to Sikorsky management, Government agencies, and UTC. On-line progress reports will be available to Senior Management, Chief Procurement Officers, Commodity Managers, and Supply Management Personnel. Additionally, the SBLO and CPOs will review progress and challenges with Senior Management monthly.
- j) Submit status reports on target industries and major initiatives on a quarterly basis, and submit any other documentation that might be requested and obtainable within existing parameters.
- k) Maintain Sikorsky's Small Business Liaison Officer Handbook.
- l) Maintain a database of all active Sikorsky SBs, including ANCs and Indian Tribes, SDBs, WOSBs, HUBZone SBs, VOSBs, and SDVOSBs, that is available to Sikorsky's Supply Management Personnel.
- m) Represent Sikorsky in matters related to its SB subcontracting program with applicable government agencies, including DoD, NASA, and SBA, as well as state and local agencies, local Chambers of Commerce, national and regional minority purchasing councils, the Department of Commerce's Minority Business Development Agency (MBDA), and other interested organizations.
- n) Cooperate with the local representatives of the SBA with respect to periodic reviews and/or opportunity referrals.
- o) Ensure that SBs, including ANCs and Indian Tribes, SDBs, WOSBs, HUBZone SBs, VOSBs, and SDVOSBs, are considered in make-or-buy decisions.
- p) Participate in programs, opportunity fairs, trade shows, and any such related events that provide SBs with opportunities to introduce their products and/or services as potential subcontractors to Sikorsky. These activities are listed in the Outreach Section of this Plan
- q) Flow down annual Small Business Subcontracting Plan goals into specific objectives to Product Center General Managers, Chief Procurement Officers, and Commodity Managers to ensure Sikorsky meets the Plan.
- r) Identification, on-boarding and development of new suppliers as requested by Sikorsky Product Centers in their Small Business opportunity matrix. Ensure that Product Centers have an integrated strategy to maximize the capacity of existing Small and Small Diverse Businesses.
- s) Present the SB subcontracting program performance to Product Center Senior Management on a quarterly basis.

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- t) Ensure that policy memoranda, procedures and operating instructions are current with regard to the implementation requirements of FAR Subpart 19.7 and FAR 52-219-9, as well as DFARS Subpart 219.7 and DFARS 252.219-7004.
- u) Manage Sikorsky's Automated Supplier Diversity Reporting Tool. Analyze and audit and report on Sikorsky's Small and Small Diverse Business supplier data. Use database and Product Center input to develop recommended annual company-wide spend goals for small and small diverse businesses.

7. Small and Small Disadvantaged Business Status

Sikorsky requires subcontractors annually to verify, on Sikorsky Aircraft Form SA1048 Supplier Annual Certifications and Representations, their socioeconomic status as an SDB, SB, WOSB, VOSB, SDVOSB or HUBZone. Sikorsky provides notice to subcontractors, similar to that found in the solicitation provision of FAR 52.219-1, concerning penalties for misrepresenting one's status as an SB and/or SDB for the purpose of obtaining subcontracts. Pursuant to Public Law 111-240 September 27, 2010 (the Small Business Jobs Act of 2010), Sikorsky will submit SSR reports through the use of eSRS with the understanding that the DCMA Program Manager, Comprehensive Subcontract Program Division, will review and acknowledge the report.

8. Sikorsky Aircraft Corporation Goals

The following is a summary of our submission (and goals) for Sikorsky Small Business concerns for the 2013 Comprehensive Subcontracting Plan. These are Small Disadvantaged Business (SDB), Woman Owned Small Business (WOSB), Historically Underutilized Business Zone Small Business (HUB), Veteran Owned Small Business (VOSB) and Service Disabled Veteran Owned Small Business (SDVOSB).

Socio Economic Category	FY2012 Goal	FY2012 Mid Year Achievements	FY2013 Goals (as negotiated between Sikorsky and DCMA)
LB(Info only)	██████████ 76.5%	██████████ 74.8%	██████████ 77.1%
SB(Including ANCs and Indian Tribes)	██████████ 23.5%	██████████ 25.2%	██████████ 22.9%
Total Subcontracting Dollars	██████████ 100.0%	██████████ 100.0%	██████████
SDB(Including ANCs and Indian Tribes)	██████████ 2.9%	██████████ 2.5%	██████████ 2.4%
WOSB	██████████ 5.1%	██████████ 5.3%	██████████ 3.5%
HUBZONE	██████████ 0.7%	██████████ 0.6%	██████████ 0.9%
VOSB	██████████ 1.5%	██████████ 1.5%	██████████ 0.9%
SDVOSB	██████████ 0.9%	██████████ 0.7%	██████████ 0.4%

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Socio Economic Category	FY2013 Forecasted Direct Spend	FY2013 Proportion of "Blank Spend" with Allocation Rate of 74%	FY2013 Forecasted Totals	FY2013 Forecasted Goals
Large	[REDACTED]	[REDACTED]	[REDACTED]	77.1%
Small	[REDACTED]	[REDACTED]	[REDACTED]	22.9%
Total Subcontracting Dollars	[REDACTED]	[REDACTED]	[REDACTED]	
SDB	[REDACTED]	[REDACTED]	[REDACTED]	2.4%
WOSB	[REDACTED]	[REDACTED]	[REDACTED]	3.5%
HUBZONE	[REDACTED]	[REDACTED]	[REDACTED]	0.9%
VOSB	[REDACTED]	[REDACTED]	[REDACTED]	0.9%
SDVOSB	[REDACTED]	[REDACTED]	[REDACTED]	0.4%

Goal Substantiation

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

While it is beneficial that Sikorsky helps its SBs grow, develop and succeed, it creates a challenge when a SB outgrows their size or socioeconomic status since it impacts Sikorsky performance to SB goals. It is not economical to grow and invest in a supplier, fully qualify them to manufacture our parts and subsequently transition the work to another new SB if this supplier outgrows their size or socioeconomic status.

As stated in section 3, it is Sikorsky's policy to afford SBs, including ANCs and Indian Tribes, as well as SDBs, WOSBs, HUBZone SBs, VOSBs, and SDVOSBs, the maximum practicable opportunity to compete for the goods and services required by Sikorsky in the performance of its contracts with the U.S. Government.

Sikorsky will continue to search for and provide opportunities for Small Businesses and Small Business Concerns.

[REDACTED]
[REDACTED] can be
reached by phone at [REDACTED] or by email at [REDACTED]. The [REDACTED]
[REDACTED] are:

- [REDACTED] He can be reached by phone at [REDACTED] or by email at [REDACTED]
- [REDACTED] He can be reached by phone at [REDACTED] or by email at [REDACTED]
- [REDACTED] He can be reached by phone at [REDACTED] or by email at [REDACTED]
- [REDACTED] He can be reached by phone at [REDACTED] or by email at [REDACTED]
- [REDACTED] He can be reached by phone at [REDACTED] or by email at [REDACTED]

The SBLO will serve as the administrator of Sikorsky's Plan.

9. Methods of Developing Goals

The goals and dollar amounts stated in Section 8 and listed for each socioeconomic category are a percentage of the total amount estimated to be subcontracted for all categories under U.S.

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Government contracts. These projections are based on past performance and the FY 2013 DoD procurement base anticipated at the time this Plan was prepared. Sikorsky firmly believes that our commitment to meeting those goals will increase participation and representation of SBs in the aerospace industry.

10. Proportional Allocation Calculation FY 2013

The Plan percentage goals and selected industry category goals include a proportionate share of products or services whose costs are not specifically identified as direct government procurement. If the product or service costs are identified as “blank,” (defined as neither Government nor commercial procurement) Sikorsky will report proportional allocations of this spend.

Sikorsky will [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

11. Summary Subcontracting Report Calculation Methodology

The SB subcontracting data calculation is consistent with Summary Subcontract Report (SSR) instructions. The calculation is comprised of two prime components:

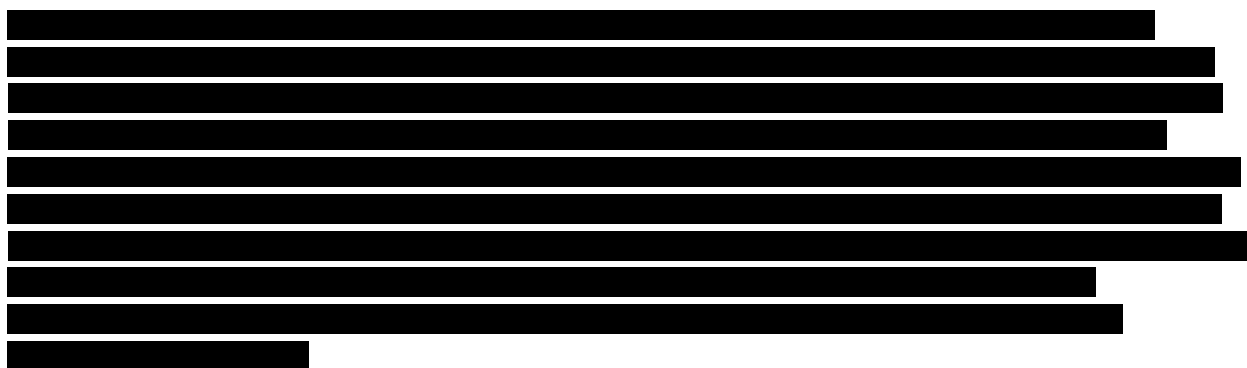
1. The direct government procurement dollars for all buying groups, and
2. Proportional share of “blank” procurement dollars determined by applying the Allocation Rate. This includes indirect spend.

All data utilized to calculate Sikorsky’s SSR form is obtained from our SAP system. The data logic in the system that was utilized for purposes of this Plan is the same logic approved in Sikorsky’s previous Plan.

All DoD revenue is reported and captured on the SSR. Once aggregated under DoD revenue, the dollars are represented on the SSR by socio-economic category. Sikorsky is not positioned systemically to provide program level diverse supplier spend data at this time. Program reporting

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level is not a requirement of the Comprehensive Small Business Subcontracting (Test Program) and Sikorsky structured its SAP System based on its participation in the program under DFARS 252.219-7004. DFARS 219.702 permits contractors to negotiate a Comprehensive Subcontracting Plan in lieu of Individual Plans, consequently Sikorsky's system is configured to provide Small/Small Diverse Business spend data in a manner that reflects the comprehensive approach set forth in the DFARS. Sikorsky's evaluation of program-level reporting has determined that it would take a comprehensive company-wide business model change in order to provide program-level reporting on legacy programs, such as the BLACKHAWK, resulting in an economic impact. Design for manufacturing has led to the shared usage of multiple parts across different programs, and it would take a shift in supply management culture and SAP in order to differentiate the small hardware that is purchased for multiple programs.



12. Overall Progress:

- The SB percentage increased from 17% in FY 2010 to 22.3% in FY 2011. As of August 13, 2012, it is projected to end FY 2012 at 24.12%
- The SDB percentage increased from 2.2 % in FY 2010 to 3.0% in FY 2011. However as of August 13, 2012, it is projected to end FY 2012 at 2.21%
- The WOSB percentage increased from 3.8% in FY2010 to 5.2% in FY 2011. However as of August 13, 2012, it is projected to end FY 2012 at 4.91%
- The HUBZone Small Business Percentage has increased from 0.2% in FY 2010 to 0.5% in FY 2011. As of August 13, 2012, it is projected to end FY 2012 at .6%
- The VOSB percentage has increased from 1.1% in FY 2009 to 1.4 % in FY 2010. As of August 13, 2012, it is projected to end FY 2012 at 1.62%
- The SDVOSB percentage has increased from .6% in FY 2010 to .7% in FY 2011. As of August 13, 2012, it is projected to end FY 2012 at .7%

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13. Program Enhancements:

Sikorsky continually evaluates its SB subcontracting program and is committed to providing opportunities for diverse suppliers to achieve strong relationships with Sikorsky. Sikorsky is pleased with its ability to integrate small businesses into core processes, and believes that the tools and strategies necessary to bring opportunities to the supply base are in place and will continue to be improved until they are "best in class." [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Sikorsky will use the FY2013 Small Business Subcontracting Plan as an internal written requirement, which will allow the SBLO to ensure that all items of the Plan are achieved and backed by a team of dedicated supply chain personnel. In addition to holding people accountable [REDACTED] senior management will be regularly briefed on performance against our supplier diversity goals. If any of the objectives are not being met, a recovery plan will be presented by the initiative owner.

Sikorsky evaluates its SB subcontracting program on an ongoing basis with the intent to become best-in-class. In addition to the initiatives noted in this Plan, in FY 2013, Sikorsky intends to enhance its current program practices as detailed below.

- The training module has been modified and updated by the SBLO. [REDACTED]
[REDACTED]
[REDACTED]
requires all new buyers and experienced supply management personnel, to be familiar with the material. The training records for this class are available upon request. .
- Sikorsky annually nominates both employees and suppliers for consideration by the UTC Supplier Diversity Office to be recognized for their efforts under UTC's Diversity Awards Program. Sikorsky also recognizes individuals for their contribution to Sikorsky's SB subcontracting program by having them represent Sikorsky at various events, such as the Greater New England Minority Supplier Development Council's (GNEMSDC) Annual Golf Outing and the GNEMSDC's Annual Awards Banquet. Additionally, Sikorsky also has an internal awards program called the "peer to peer" award. The SBLO uses this system to recognize on a quarterly basis Sikorsky personnel for outstanding efforts to

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foster, promote and utilize small and diverse businesses. These awards are highlighted at the Supply Management All Hands meeting by the VP Supply Management.

- A significant program enhancement for FY 2013 is the Program Management Reviews with key leadership of the Product Centers. The Product Centers manage the majority of the military spend and therefore have the greatest opportunity for SB growth.

These monthly reviews of the SB subcontracting program performance are conducted with Sikorsky Chief Procurement Officers. These reviews include monthly strategy and success story reviews detailing the progress of each Product Center and Commodity Manager's performance to the goals set forth in this Plan. In addition, the SBLO conducts a Quarterly Performance Management Review with the VP Product Centers, General Managers, and Chief Procurement Officers of each product center. Additionally, the SBLO conducts regular reviews with the owners of specific elements of their Plan, highlighting SB subcontracting program progress and challenges. A recovery plan will be required from the specific Manager where goals are not being met. The executive champion is Sherrie Casasanta.

14. Description of Principle Types of Supplies and Services to subcontracted

As a large defense contractor, Sikorsky awards subcontracts for a wide variety of goods and services. The principal products and services with the potential for subcontracting in FY 2013 with SB (including ANCs and Indian tribes), SDB (including ANCs and Indian tribes), WOSB, HUBZone, VOSB, and SDVOSB, include, but are not limited to, the commodities indicated in the following table.

Type	SHEET METAL COMPOSITES / PLASTICS MACHINED PARTS AVIONICS / ELECTRICAL HARDWARE EQUIPMENT HYDRAULICS CASTINGS FORGINGS RAWMA GEARS & HSGS BEARINGS											
SB	x	x	x	x	x	x	x	x	x	x	x	x
SDB	x	x	x	x		x	x					
WOSB	x	x	x	x	x	x	x	x				
HUBzone	x	x	x	x								
VOSB	x	x	x	x	x	x			x			
SDVOSB		x	x									

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Every commodity manager and buying group will be responsible for monitoring their SB spend.

[REDACTED]

15. Two Industry Categories for Development

Sikorsky's Supply Management Organization has designated two Chief Procurement Officers to lead the FY 2013 Industry Categories discussed below:

NAICS	SB Concern Category	Commodity	Increased spend Goal	Point of contact
332710	SDB (including ANCs and Indian tribes)/ SDVOSB	[REDACTED]	[REDACTED]	[REDACTED]
321211	HUBZone	[REDACTED]	[REDACTED]	[REDACTED]

Sikorsky will continue to increase its efforts to foster growth of the two industry categories listed above through FY 2013. Sikorsky believes this will have a positive impact on our efforts to achieve the SDB (including ANCs and Indian tribes) /SDVOSB subcontracting goals and increasing spend on HUBZone [REDACTED]

[REDACTED]

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The SBLO will have responsibility for monitoring the target industries and will provide quarterly progress reports beginning January 30, 2013, to be submitted to the DCMA Sikorsky Program Manager.

16. Identification and Development of Potential Sources

Sikorsky utilizes directories of potential SB, SDB, WOSB, VOSB, SDVOSB, and HUBZone sources, such as the Sikorsky Internal Directory of Suppliers, System of Acquisition Management (SAM.gov), the Greater New England Minority Supplier Development Council, the United Technologies Supplier Registration Database, and VETBiz. We obtain information about potential suppliers from organizations such as the Aerospace Industries Association, Chambers of Commerce, other major corporations, and other subsidiaries and divisions of UTC.

Additionally, Sikorsky regularly attends and actively participates in Federal procurement conferences, trade shows, matchmaker events, corporate meetings, industry conferences, seminars, and related functions for purposes of identifying potential new SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB business sources. (See Section 27 for a listing of outreach activities). We will track the impact of these efforts on the growth of our initiatives to increase awards to SBs.

17. Efforts to Publicize Subcontracting Opportunities

In a cooperative effort, the UTC Supplier Diversity Council and Sikorsky have developed a supplier diversity web site that features the following information to assist suppliers: supplier registration, contact information, subcontracting opportunities, "How to do business with UTC", product descriptions, links to division web sites and much more. This can be reached through the Sikorsky supplier diversity website, accessible through www.sikorsky.com, under the Sikorsky Supplier Diversity page Suppliers and Licensing> Supplier Resource>Supplier Diversity).

Sikorsky also participates in Federal procurement conferences, trade fairs, industry conferences and local organizations such as Chambers of Commerce, regional minority purchasing councils and small business development associations. Sikorsky will, in conjunction with UTC, continue to sponsor events associated with the Greater New England Minority Supplier Development Council including its Trade Expo, Annual Banquet, and Golf Outing.

Sikorsky uses the following process to review supplier inquiries:

- 1) Supply management personnel will register to receive information on both new and existing suppliers utilizing the Sikorsky/UTC Registration Website.

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- 2) Suppliers will be directed to register through Sikorsky/UTC's on-line Supplier Registration System.
- 3) Commodity Managers, Product Center General Managers, and Chief Procurement Officers will reevaluate existing suppliers' capabilities and capacity. The CMs, GMs and CPOs will then match those suppliers to potential opportunities.
- 4) Sikorsky has developed and implemented use of a revised SA 1048 Form (Annual Certifications and Representations) to include a section that requires the supplier to recertify their socioeconomic status on an annual basis.
- 5) Communication to all suppliers of the FAR requirements and penalties for misrepresenting their socioeconomic status.

18. Subcontract Flow down Provisions

Sikorsky incorporates the "Utilization of Small Business Concerns" clause contained in FAR 52.219-9 in all subcontracts that offer further subcontracting opportunities, and requires all subcontractors that are subject to the requirements of FAR 52.219-9 and receive subcontracts in excess of \$650,000 (over \$1,500,000 for construction of a public facility) to adopt a plan similar to the plan described in the clause. Sikorsky collects, reviews, accepts or rejects, and files these plans in the procurement package. Further, Sikorsky complies with FAR 52.219-8 (Utilization of Small Business Concerns) and DFARS 252.219 -7004 (Small Business Subcontracting Plan (Test Program)). When an SSR/ISR is submitted by the subcontractor in eSRS, it is reviewed and accepted or rejected by Sikorsky. Sikorsky will submit an SSR using the eSRS per DoD instructions.

19. Records

Sikorsky maintains records to demonstrate that its policies and procedures have been implemented, to track performance, and to assure compliance with the requirements and goals reflected by the subcontract plan. Such records include the following:

- a) SB, SDB, WOSB, HUBZone SBs, VOSB, SDVOSB and ANC's and Indian Tribes source lists, guides and web links that enable procurement personnel to identify and provide subcontracting opportunities to such businesses.
- b) Records of all outreach efforts to obtain data and use SBs, SDBs, WOSBs, HUBZone SBs, VOSBs, SDVOSBs and ANCs and Indian Tribes which is obtained through interface with the Federal government, industry organizations, trade associations, business development organizations as well as Sikorsky's participation in conferences, trade fairs, matchmakers, and related procurement conferences.
- c) Records of all awards of \$100,000 or more, indicating on each solicitation whether:
 - 1) A SB was solicited and if not, why not

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- 2) A SDB was solicited and if not, why not
- 3) A WOSB was solicited and if not, why not
- 4) A HUBZone SB was solicited and if not, why not
- 5) A VOSB and/or SDVOSB was solicited and if not, why not.

20. Mentor-Protégé Program

Sikorsky is an active participant in the DoD sponsored Mentor-Protégé program. Our goal is to enhance the capabilities of the Mentor-Protégé participants to allow them to compete for Sikorsky subcontracts and for direct contracts with the DoD and other prime contractors.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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Sikorsky will continue to assist in developing collaborative relationships between former and existing protégés and other corporate partners.

21. Small Business Innovative Research/Small Technology Transfer Research Program (SBIR/STTR)

Sikorsky will focus its efforts to subcontract with at least one additional SBIR project or client in FY2013. [REDACTED]

Sikorsky's functional and program teams will continue to evaluate candidates for potential opportunities. [REDACTED] He can be contacted by phone at [REDACTED] or by email [REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]		Anticipated Value	Status as of 8/8/2012
Company	Address		
[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

**Sikorsky Aircraft Corporation
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Company	Address	Anticipated Value	Status as of 8/8/2012
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

Company	Address	Anticipated Value	Status as of 8/8/2012
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

**Sikorsky Aircraft Corporation
Comprehensive Small Business Subcontracting Plan
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[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]			
Company	Address	Anticipated Value	Status as of 8/8/2012
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

AATD Multi Role Rotor (MRR)			
Company	Address	Anticipated Value	Status as of 8/8/2012
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Sikorsky Innovations was also a Platinum Sponsor of the 2012 SBIR & Global Trade Summit held on July 24-26, 2012. [REDACTED]

[REDACTED]'s key message was outreach to innovative small companies with technical expertise aligned to Sikorsky areas of focus. [REDACTED] team continually seek new suppliers for potential collaboration in technology solutions.

22. Historically Black Colleges and Universities and Minority Institutions (HBCU/MI)

Sikorsky has established a long-term relationship with a HBCU/MI in FY 2012 with [REDACTED]

[REDACTED]
[REDACTED]

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[REDACTED]

Sikorsky will also continue to support the INROADS program, whose mission is “*To develop, and place talented minority youth in business and industry and prepare them for corporate and community leadership.*” This is an early identification program, of high potential minority talent from colleges across the country.

In addition, each year executives attend and present at conferences held by the National Society of Black Engineers (NSBE) and support different outreach events. The following is a list of activities in which Sikorsky participates:

- Sikorsky Engineering Diversity Council (EDC) is a Diamond sponsor of NSBE Region 1
- Sikorsky EDC advertises internships and scholarships to qualified NSBE members via the Igor Sikorsky Scholars Program (ISSP)
- Sikorsky EDC sponsors the NSBE’s annual Regional Leadership Conference.
- Several Sikorsky employees facilitate workshops at various NSBE conferences (local, regional and national level).
- Sikorsky employees also support the Bridgeport NSBE Jr. Chapter.

23. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



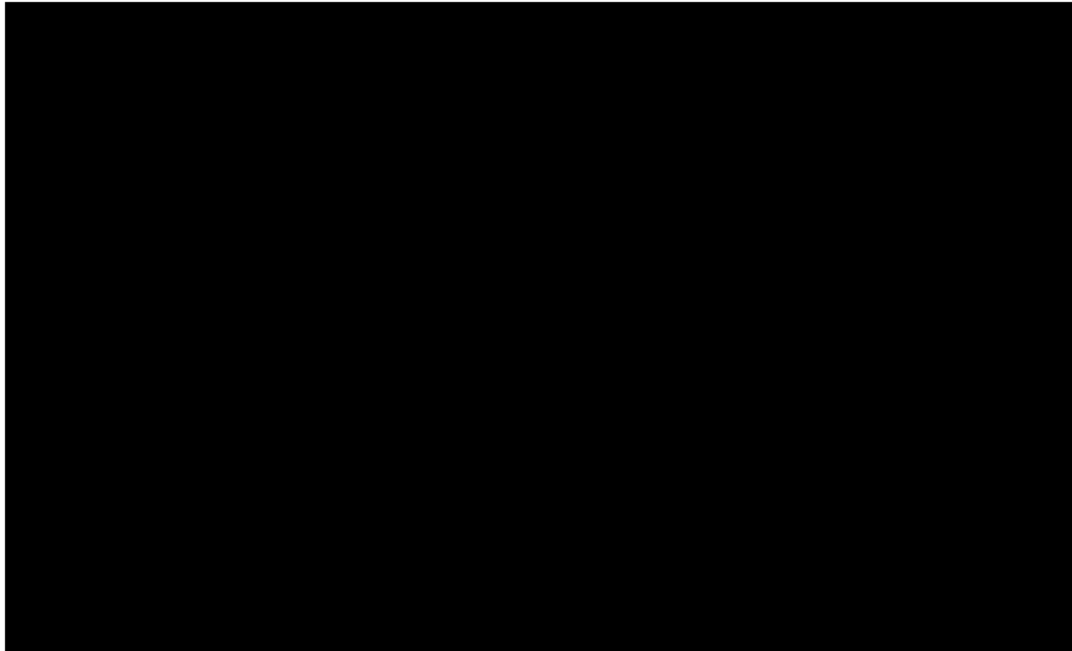
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Sikorsky Aircraft Corporation
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24. Submission of Required Reports

On a semi-annual basis, Sikorsky will submit an SSR in accordance with DFARS 252.219-7004. Sikorsky will work to ensure that all applicable subcontractors (except SBs) who receive subcontracts in excess of \$650,000 (over \$1,500,000 for construction of a public facility) submit ISR's and SSR's by agreeing to the terms of SA Form 5568 (Small Business Subcontracting Plan). On a semi-annual basis, no later than 30 days after each reporting period, Sikorsky will provide a narrative (within the "Remarks" section of the SSR) on any deviations from industry category development objectives or subcontracting goals to the local DCMA. Any additional customer written requests for data associated with deviations to the industry category development objectives and subcontract award goals will be submitted in writing to the DCMA Program Manager, Comprehensive Subcontracting Program Division.

Sikorsky is fully committed to continuing its participation in the OSBP study that is being conducted by Triumph Enterprises.

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25. MAJOR INITIATIVES**25.1 Initiative 1 (SDVOSB)**

SDVOSBs are underrepresented in the aerospace industry. In order to increase their representation, Sikorsky continues to focus on increasing the subcontracts awarded to suppliers in this category. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] can be reached by phone at [REDACTED] or by email at [REDACTED]

The SBLO, in conjunction with the Manager of Commodity Management and the applicable Chief Procurement Officers, will have responsibility for monitoring the target industries and will be able to provide quarterly progress reports to the DCMA Sikorsky Program Manager beginning January 30, 2013. The SBLO and DCMA Sikorsky Program Manager will have monthly teleconferences for status reviews of the various initiatives.

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25.2 Initiative 2 (Additional Domestic SDB, WOSB, SDVOSB, VOSB, HUBZone and Native American Sources)

The second initiative focuses on adding new domestic SB suppliers in the area of machined components in FY 2012. [REDACTED]

[REDACTED] Included in the bid are SBs and Small Business concerns who are either new or existing suppliers to Sikorsky, and suppliers who have previously performed work for Sikorsky in this commodity. All the suppliers were identified by [REDACTED] as part of his strategy to maximize SB and SDBs in the commodity for which he is responsible.

[REDACTED] is the owner of this initiative and can be reached by phone at [REDACTED] or by email at [REDACTED]

The strategy is to evaluate the SB suppliers based on their competitiveness in response to Requests for Quotation. Once their competitiveness is established, the Commodity Manager will coordinate visits to the suppliers by a Sikorsky team. The team will work with the competitive suppliers to ensure that the suppliers can successfully perform the work specified without jeopardizing their financial stability and quality and delivery ratings. [REDACTED]

Upon completion of the reviews which occurred in FY 2012, Purchase Order awards have been, and will continue to be issued, to suppliers who have been determined to be a new value-added member of the Sikorsky supply base.

Based on the complex processes involved, this initiative will span FY 2011 through FY 2013. [REDACTED]

25.3 Initiative 3 (Small Business Growth/Development)

Sikorsky's third initiative in this Plan is a continuing focus on increasing it's spend with SBs by [REDACTED] (3%) over the previously projected baseline of [REDACTED] [REDACTED]

The rationale for a two year initiative is based on the fact that qualification of new suppliers and capacity building at existing suppliers is a long-term process that is sensitive to ensuring Sikorsky's new and existing suppliers can accomplish the increased workload without jeopardizing their financial stability, quality and delivery ratings.

**Sikorsky Aircraft Corporation
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[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] can be reached by phone at [REDACTED] or by email at [REDACTED].

[REDACTED] can be reached by phone at [REDACTED] or by email at [REDACTED].

[REDACTED] can be reached by phone at [REDACTED] or by email at [REDACTED].

[REDACTED] can be reached by phone at [REDACTED] or by email at [REDACTED].

The SBLO, along with the GMs, will have responsibility for monitoring each Product Center's progress toward meeting the SB goal set forth above and will provide quarterly progress reports to the DCMA Sikorsky Program Manager beginning January 30, 2013. SBLO and DCMA Sikorsky Program Manager will have monthly teleconferences for status reviews of the initiatives.

26. Completion of the Test Program

Upon expulsion from the Test Program or Test Program termination, Sikorsky shall negotiate and establish individual subcontracting plans on all future DoD contracts that otherwise meet the requirements of Section 211 of Public Law 95-507.

27. Outreach Activities

Sikorsky Aircraft will continue to strive to improve its SB subcontracting program and will make all reasonable efforts to support the Outreach Events shown below.

Identified Outreach Events for FY 2013 are as follows:

GNEMSDC: Trade Expo and Awards Gala 2013 (FY13 Q4).

NMSDC: National Event, October 2012 (FY13 Q1)

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MED Week National Event September 2013 (FY13 Q4)

TRIAD Events: Spring, Summer, Fall: 2013 (Dates TBD)

Veterans/ Service Disabled Veterans Conference or alternate 2012 (Dates TBD)

Mentor-Protégé Conference: TBD 2013

DoD Northeast Council Matchmaker Events (Dates TBD)

From: Raheb, Susannah L
To: [Evelyn-Bellamy, Tatia M.](#); [Vasquez, Luz](#)
Cc: [Buefler, Janice L](#) CTV OSD OUSD ATL (US); [Desanto, Pasquale M](#); [Gowder, Amy L](#); [Ravenfeld, Kurt R](#); [Goslin, Philip E](#)
Subject: [Non-DoD Source] Lockheed Martin Competition Sensitive Information - Lockheed Martin Proprietary Information
Date: Tuesday, April 19, 2016 8:34:38 AM
Attachments: [Lockheed CSP GFY16 4 18 final.pdf](#)

Lockheed Martin Proprietary Information

Proprietary information owned by Lockheed Martin, such as business, financial or technical information, that requires protection from unauthorized disclosure. Access is restricted to employees, and authorized individuals who have executed nondisclosure agreements or who are otherwise legally bound by confidentiality obligations to Lockheed Martin. Refer to CRX-015C for more information.

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Message Start:

Good morning Tatia and Luz,

Please find enclosed the updated Lockheed Martin GFY16 CSP. Please note in order to bridge the gap between our total subcontracting base and the negotiated goals with the DOD, we had to add corporate challenge dollars in order to match the percentages. As a result, our total forecasted base number increased to (b) (4). This increase also required (b) (4) for us to adjust every socio-economic category dollars except HUBZone in order to stay at the negotiated goals (see breakout in exhibit 6). Please let me know if this doesn't make sense or if you would like for me to walk through it with you. I am available at your convenience. You can reach me at (b) (6) if you have further questions.

I look forward to hearing back from you. (b) (6)

Sincerely,
 Suzanne

Suzanne Raheb

Corporate Supplier Diversity Leader
 Lockheed Martin Corporation

(b) (6)

(b) (6)



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MSJ000354

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From: Raheb, Susannah L
To: [Vasquez, Luz](#)
Cc: [Evelyn-Bellamy, Tatia M.](#)
Subject: [Non-DoD Source] RE: Lockheed Martin Competition Sensitive Information - Lockheed Martin Proprietary Information
Date: Thursday, May 5, 2016 11:17:35 AM
Attachments: [Lockheed CSP GFY16 5 5 final.pdf](#)

I understand. At this late in the game, we do know what's going to hit now. Here's the updated version. I adjusted the dates as well.

Respectfully,
Suzanne

-----Original Message-----

From: Vasquez, Luz (b) (6) b(6)
Sent: Thursday, May 05, 2016 10:57 AM
To: Raheb, Susannah L (US) (b) (6) b(6)
Cc: Evelyn-Bellamy, Tatia M. (b) (6) b(6)
Subject: EXTERNAL: FW: Lockheed Martin Competition Sensitive Information - Lockheed Martin Proprietary Information
Importance: High

Good Morning Suzanne,

Our office has reviewed your FY17 proposal and have the following comments:

Please delete/remove the following statement found on page 13 of your CSP and re-submit as soon as possible:

"Should any or all of the foregoing events be implemented during the period of this CSP, Lockheed Martin's business base will be significantly and materially impacted. Lockheed Martin and DCMA agree to negotiate in good faith an amendment to the portions of this CSP, including goals, affected by any of these changes should they occur during the effective period of this CSP."

Currently, Sikorsky is operating under their FY16 CSP approved plan and those dollars will not impact LM actuals for FY16. (b) (4), (b) (5)

(b) (4), (b) (5)
LM should have completed a spend analysis to assess the dollar impact to the Small Business performance prior to merging, was that assessment not accomplished?

(b) (4), (b) (5)
, my recommendation is for LM buyers to work closely with the buying activity. Please notify us immediately if an award is issued in FY16 .

Please call me if you have any questions,

Thanks,
 Luz Maria. Vasquez
 Defense Contract Management Agency
 Specialized Support Group
 DCMA Small Business Center/DCMA-AQSCC
 office: (b) (6)
 Gov. Cell: (b) (6) b(6)

-----Original Message-----

From: Raheb, Susannah L (b) (6) b(6)
Sent: Tuesday, April 19, 2016 7:32 AM
To: Evelyn-Bellamy, Tatia M.; Vasquez, Luz
Cc: Buffler, Janice L CIV OSD OUSD ATL (US); Desanto, Pasquale M; Gowder, Amy L; Ravenfeld, Kurt R; Goslin, Philip E
Subject: [Non-DoD Source] Lockheed Martin Competition Sensitive Information
- Lockheed Martin Proprietary Information

Lockheed Martin Proprietary Information Proprietary information owned by Lockheed Martin, such as business, financial or technical information, that requires protection from unauthorized disclosure. Access is restricted to employees, and authorized individuals who have executed nondisclosure agreements or who are otherwise legally bound by confidentiality obligations to Lockheed Martin. Refer to CRX-015C for more information.

Message Start:

Good morning Tatia and Luz,

Please find enclosed the updated Lockheed Martin GFY16 CSP. Please note in order to bridge the gap between our total subcontracting base and the negotiated goals with the DOD, we had to add corporate challenge dollars in order to match the percentages. As a result, our total forecasted base number increased to (b) (4) This increase also required for us to adjust b(4) every socio-economic category dollars except HUBZone in order to stay at the negotiated goals (see breakout in exhibit 6). Please let me know if this doesn't make sense or if you would like for me to walk through it with you. I am available at your convenience. You can reach me at (b) (6) if you have further questions.

b(6)

I look forward to hearing back from you.

Sincerely,

Suzanne

Suzanne Raheb

Corporate Supplier Diversity Leader

Lockheed Martin Corporation

(b) (6)



b(6)

Supplier_Wire_sig

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<<http://www.lockheedmartin.com/suppliers>> , a dedicated resource for small
businesses

Follow us on Twitter <http://twitter.com/lmsupplier_div>

From: Raheb, Susannah L
To: [Evelyn-Bellamy, Tatia M.](#); [Sharp, Charles](#); [Vasquez, Luz](#)
Cc: [Buefler, Janice L](#) CIV OSD OUSD ATL (US)
Subject: I need an extension - proposal due tomorrow
Date: Thursday, October 1, 2015 1:38:41 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
Importance: High

Tatia, Charles and Luz,

I now have two proposals requiring the CSP extension letter. This one is due tomorrow. I really need that extension letter ASAP to avoid having to submit ISPs and further complicate matters. Is there anything you can provide to me in the interim? I really need your help in this matter.

Thank you very much,
Suzanne

Suzanne Raheb

Corporate Supplier Diversity Leader
Lockheed Martin Corporation

(b) (6)

b(6)



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From: Goslin, Philip E
Sent: Thursday, October 01, 2015 1:20 PM
To: Raheb, Susannah L
Cc: Kern, Karen A; Luker, Kim; Harrer, Gary
Subject: FW: comprehensive small business plan status - (b) (4) b(4)

Susannah, please advise whether we have an official continuance of our 2015 CSP while we continue to negotiate GFY 2016 and if so provide the written authorization or other evidence that supports our continued use of the CSP. We have a customer bid due now that requires either an

approved CSP or an individual plan. Please respond back asap.

Thanks

Phil

Phil Goslin
Vice President Global Supply Chain
Lockheed Martin Mission Systems and Training
(b) (6) (office)
(b) (6) (mobile) b(6)

From: Kern, Karen A
Sent: Thursday, October 01, 2015 11:56 AM
To: Harrer, Gary (b) (6) b(6)
Cc: Piselli, Raymond (US (b) (6)) Busca, John R <(b) (6)> b(6)
Subject: RE: comprehensive small business plan status (b) (4) b(4)

Gary,

We need status from DCMA in writing and or language articulating the status from Supply Chain that we can submit in our Competitive proposals, otherwise we may be deemed non-compliant.

Thank you

Karen

From: Busca, John R
Sent: Thursday, October 01, 2015 11:43 AM
To: Harrer, Gary (b) (6) b(6)
Cc: Kern, Karen A (b) (6)
Subject: FW: comprehensive small business plan status (b) (4) b(4)
Importance: High

Gary,

I received the attached e-mail regarding the status of the negotiation to extend the existing corporate comprehensive small business plan which expired on 30 September 2015. We have a competitive proposal called (b) (4) that is due tomorrow. The b(4) solicitation for that effort requires the submission of a small business plan for which we planned to utilize the comprehensive small business plan (see requirement below and PCO authorization to permit the comprehensive subcontract plan in lieu of individual subcontract plan). PCO requires an "approved" comprehensive small business plan. Given we do not have an approved comprehensive small business plan that is in place today, I am concerned that our proposal would be deemed non-

compliant to the solicitation requirements without the submittal of an individual plan. As such, I have instructed the contracts lead to request from sourcing an individual small business plan with our proposal. Unfortunately, she is getting some resistance from sourcing in the development of that individual plan. I hope you can help in this regard as we do not want to get thrown out of this competition, especially since we are the incumbent.

Here is the clause from the RFP:

Small Business Subcontract Plan (5252.219-9201) (SPAWAR)(OCT 2003)

Pursuant to Public Law 95-507, the Contractor's Subcontracting Plan for small business, HUBZone small business, small disadvantage business, women-owned small business, veteran-owned small business, and service-disabled veteran-owned small business concerns is hereby approved and attached at Attachment 8 and is made a part of this contract.

H.17

LM-MST Question submitted:

Section/Paragraph Number: Section <text omitted>

The Comprehensive Subcontract Plan (CSP) Test program has been extended by DCMA with participating companies. To include the Comprehensive Small Business Subcontract Plan (Test Program) under a contract, the DFARS clauses 252.219-7004 should be included in the contract in accordance with DFARS 219.708(b)(1)(B). Can DFARS clauses 252.219-7004 be added to Section I and H.16 of this RFP to accommodate contractors that have approved plans and are participating in the test program?

USG Response:

DFARS clause 252.219-7004 will be incorporated in the solicitation. However, DFARS clause 252.219-7004 will only apply in the event that the successful offeror has a comprehensive subcontracting plan approved under the test program described in DFARS 219.702.

Please contact me immediately at (b) (6) as we need to finalize the path forward ASAP. In my opinion, we are out of time and must prepare the individual plan and submit by tomorrow. If the extension letter on the comprehensive letter comes in today or tomorrow morning we can use that but I understand there is no guarantee so we should not leave this up to chance. We need to start preparing the individual plan now. At a minimum, that is a backup plan. b(6)

John R. Busca Jr.

Sr. Manager, Contracts, Lockheed Martin

(b) (6)

b(6)

Connect with [Lockheed Martin](#):



From: Raheb, Susannah L
To: [Evelyn-Bellamy, Tatia M.](#)
Cc: [Sharp, Charles](#); [Vasquez, Luz](#); [Buffle, Janice L CIV OSD OUSD ATL \(US\)](#)
Subject: Re: EXTERNAL: RE: I need an extension - proposal due tomorrow
Date: Thursday, October 1, 2015 3:53:10 PM

Wonderful!! Thank you!!!!

Also, I understand Harris is also in a jam with signatures. Our Lockheed Martin COs are asking them for a ISP. Do you have any recommendations on how to handle this situation?

Thank you very much,
Suzanne

Sent from my iPhone

b(6)

> On Oct 1, 2015, at 3:47 PM, Evelyn-Bellamy, Tatia M. (b) (6) wrote:

>

> Susan,

>

> I'm sending a letter to you very shortly. Thanks

>

> Tatia M. Evelyn-Bellamy

> Director, Small Business Programs Division

> Small Business Center

> Small Business Ombudsman

> Defense Contract Management Agency

> Phone (b) (6) NEW!!!

> Email: (b) (6) b(6)

>

> "One team, one voice delivering global acquisition insight that matters."

>

>

> -----Original Message-----

> From: Raheb, Susannah L (b) (6) b(6)

> Sent: Thursday, October 01, 2015 1:38 PM

> To: Evelyn-Bellamy, Tatia M.; Sharp, Charles; Vasquez, Luz

> Cc: Buffle, Janice L CIV OSD OUSD ATL (US)

> Subject: I need an extension - proposal due tomorrow

> Importance: High

>

> Tatia, Charles and Luz,

>

> I now have two proposals requiring the CSP extension letter. This one is due
 > tomorrow. I really need that extension letter ASAP to avoid having to submit
 > ISPs and further complicate matters. Is there anything you can provide to me
 > in the interim? I really need your help in this matter.

>

>

>

> Thank you very much,

>

> Suzanne

>

>

>
> Phil
>
>
>
>
>
> Phil Goslin
>
> Vice President Global Supply Chain
>
> Lockheed Martin Mission Systems and Training
>
> (b) (6) (office) b(6)
>
> (b) (6) (mobile)
>
>
>
>
>
> From: Kern, Karen A
> Sent: Thursday, October 01, 2015 11:56 AM
> To: Harrer, Gary (b) (6) b(6)
> Cc: Piselli, Raymond (US) (b) (6) Busca, John R
> (b) (6) b(6)
> Subject: RE: comprehensive small business plan status (b) (4) b(4)
>
>
>
> Gary,
>
>
>
> We need status from DCMA in writing and or language articulating the status
> from Supply Chain that we can submit in our Competitive proposals, otherwise
> we may be deemed non-compliant.
>
>
>
> Thank you
>
>
>
> Karen
>
>
>
>
>
> From: Busca, John R
> Sent: Thursday, October 01, 2015 11:43 AM
> To: Harrer, Gary (b) (6) b(6)
> Cc: Kern, Karen A (b) (6)
> Subject: FW: comprehensive small business plan status (b) (4) b(4)
> Importance: High
>

>

>

> Gary,

>

>

>

> I received the attached e-mail regarding the status of the negotiation to

> extend the existing corporate comprehensive small business plan which

> expired on 30 September 2015. We have a competitive proposal called

b(4) (b) (4) that is due tomorrow. The solicitation for

> that effort requires the submission of a small business plan for which we

> planned to utilize the comprehensive small business plan (see requirement

> below and PCO authorization to permit the comprehensive subcontract plan in

> lieu of individual subcontract plan). PCO requires an "approved"

> comprehensive small business plan. Given we do not have an approved

> comprehensive small business plan that is in place today, I am concerned

> that our proposal would be deemed non-compliant to the solicitation

> requirements without the submittal of an individual plan. As such, I have

> instructed the contracts lead to request from sourcing an an individual

> small business plan with our proposal. Unfortunately, she is getting some

> resistance from sourcing in the development of that individual plan. I hope

> you can help in this regard as we do not want to get thrown out of this

> competition, especially since we are the incumbent.

>

>

>

> Here is the clause from the RFP:

>

> Small Business Subcontract Plan (5252.219-9201) (SPAWAR)(OCT 2003)

>

> Pursuant to Public Law 95-507, the Contractor's Subcontracting Plan for

> small business, HUBZone small business, small disadvantage business,

> women-owned small business, veteran-owned small business, and

> service-disabled veteran-owned small business concerns is hereby approved

> and attached at Attachment 8 and is made a part of this contract.

>

> H.17

>

>

>

> LM-MST Question submitted:

>

> Section/Paragraph Number: Section <text omitted>

>

> The Comprehensive Subcontract Plan (CSP) Test program has been extended by

> DCMA with participating companies. To include the Comprehensive Small

> Business Subcontract Plan (Test Program) under a contract, the DFARS clauses

> 252.219-7004 should be included in the contract in accordance with DFARS

> 219.708(b)(1)(B). Can DFARS clauses 252.219-7004 be added to Section I and

> H.16 of this RFP to accommodate contractors that have approved plans and are

> participating in the test program?

>

>

>

> USG Response:

>

> DFARS clause 252.219-7004 will be incorporated in the solicitation.

> However, DFARS clause 252.219-7004 will only apply in the event that the
> successful offeror has a comprehensive subcontracting plan approved under
> the test program described in DFARS 219.702.

>

>

>

b(6)

> Please contact me immediately at **(b) (6)** as we need to finalize the
> path forward ASAP. In my opinion, we are out of time and must prepare the
> individual plan and submit by tomorrow. If the extension letter on the
> comprehensive letter comes in today or tomorrow morning we can use that but
> I understand there is no guarantee so we should not leave this up to chance.
> We need to start preparing the individual plan now. At a minimum, that is a
> backup plan.

>

>

>

>

>

> John R. Busca Jr.

>

> Sr. Manager, Contracts, Lockheed Martin

>

(b) (6)

b(6)

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>

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**COMPREHENSIVE SUBCONTRACTING TEST PROGRAM
FISCAL YEAR 2016 PLAN AGREEMENT
EFFECTIVE OCTOBER 1, 2015 THROUGH SEPTEMBER 30, 2016**

BETWEEN

DEFENSE CONTACT MANAGEMENT AGENCY

AND

LOCKHEED MARTIN CORPORATION

Government Official (s)

CSP Participant Official (s)*

Tatia M. Evelyn-Bellamy 05/05/2016
Director, Small Business Programs Division
Small Business Center
Small Business Ombudsman
Defense Contract Management Agency

(b) (6)

Amy Gowder 05/05/2016
Vice President, Supply Chain Management,
Aeronautics
Global Supply Chain Operations Chair
Lockheed Martin Corporation

(b) (6)

Susannah Raheb 05/05/2016
Corporate Small Business Liaison Officer
Lockheed Martin Corporation

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**SUMMARY OF GOVERNMENT FISCAL YEAR 2016 PLAN FOR
LOCKHEED MARTIN CORPORATION, PREPARED BY
SUSANNAH RAHEB, 04/18/2016**

- A listing of CAGE Codes and DUNS number(s) covered by this GFY 16 Plan are found in Exhibit 9. A listing of prime contracts are found in Exhibit 10.
- GFY 2016 Target Industries and Initiatives:

○ (b) (4)

○

(b) (4)

GFY 2016 Goals Summary:

SB	16.9%
SDB	3.0%
WOSB	3.7%
HUBZONE	0.7%
VOSB	2.2%
SDVOSB	1.0%

Focused GFY 2016 Initiatives Summary:

1. (b) (4)

2.

3.

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EXHIBITS

- Exhibit 1 Executive Supplier Diversity Commitment Letter for GFY 2015
- Exhibit 2 Corporate Reporting Chain
- Exhibit 3 Supplier Diversity Network/Organization Listing
- Exhibit 4 Corporate Historical Subcontracting Performance
- Exhibit 5 Corporate Supplier Diversity Program Procedures (CSP-113 and OPM-002)
- Exhibit 6 GFY 2016 DOD Subcontracting Projections by Business Area
- Exhibit 7 GFY 2016 Products and Services Forecast by NAICs Codes
- Exhibit 8 (b) (6)
- Exhibit 9 Lockheed Martin CAGE Codes and DUNS Numbers Listing
- Exhibit 10 Listing of Open Contracts Covered Under the CSP

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Lockheed Martin Corporation
Comprehensive Small Business Subcontracting Plan
GFY 2016

1. INTRODUCTION

Lockheed Martin Corporation is pleased to be a corporate-wide participant in the Department of Defense (DOD) Comprehensive Subcontracting Plan Test Program. In accordance with program requirements, the subcontracting goals and objectives outlined herein represent the performance expectations and strategies for utilizing small business, small disadvantaged business (SDB), women-owned small business (WOSB), veteran-owned small business (VOSB), service disabled veteran-owned small business (SDVOSB) and small businesses located in historically underutilized business zones (HUBZones) for the period 1 October 2015 through 30 September 2016. This plan is applicable to all United States-based Lockheed Martin operating companies, but does not apply to joint ventures.

The Lockheed Martin executive management team is committed to the successful execution of this plan and supports the U.S. government's policy requiring maximum practicable subcontracting opportunity for small business consistent with the efficient performance of all government contracts. To reinforce that commitment, Chairman, President and Chief Executive Officer, Marillyn A. Hewson, annually issues a letter of commitment to Supplier Diversity (see Exhibit 1).

Lockheed Martin recommends the goals be accepted by the contracting officer considering the past performance and opportunities per FAR subpart 19.705-4. The goals are based on the ability of the business areas to expend good faith effort to use small business, SDB, WOSB, VOSB, SDVOSB and HUBZone small business subcontractors to the maximum extent possible. The recommended goals are in accordance with past performance and the subcontracting opportunities available and commensurate with the efficient and economical performance of DOD contracts. Rationale is included for large business spend, details on subcontracting base by business area, key business challenges by major program and delta changes from prior-year goals.

2. OVERVIEW

Company Overview

Lockheed Martin, headquartered in Bethesda, Maryland, is a global security and aerospace company that employs about 126,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The corporation reported 2015 sales of \$46.1B, with a backlog of \$99.6B. Seventy-eight percent of the

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corporation's sales are to the U.S. Government with the remainder of the sales attributed to foreign governments, commercial and other customers. The following table shows the breakout of distribution by customer:

Customer	% of 2015 Sales (\$46.1B)
U.S. Government	78%
International	21%
Commercial/Other	1%

The corporation has five core business areas. Each is comprised of one or more operating companies located across the United States. Supplier diversity professionals are strategically assigned to support the procurement functions within each business area. The following is a brief description of the core areas of focus/expertise of each business area:

- Aeronautics: Fort Worth, Texas – World leader in air power protection, including combat, air mobility, special mission/reconnaissance aircraft and design and development of advanced systems.
- Information Systems & Global Solutions (IS&GS): Gaithersburg, Maryland – Leading federal services and information technology contractor with a strong heritage of delivering world-class solutions and advanced technology across a broad spectrum of domains.
- Missiles and Fire Control (MFC): Dallas, Texas – Recognized designer, developer and manufacturer of precision engagement aerospace and defense systems for the U.S. and allied militaries.
- Mission Systems and Training (MST): Washington, DC – Recognized provider of surface, air and undersea applications on more than 460 programs for U.S. military and international customers.
- Space Systems: Denver, Colorado – Leading system integrator of space products and services for military, civil and commercial application.

Supplier Diversity Program Objectives

The objectives of the Lockheed Martin supplier diversity program are to: 1) ensure that small businesses of all types are afforded the maximum practicable opportunity to participate in the corporation's subcontracting process; and 2) provide Lockheed Martin personnel involved in the acquisition of materials and services adequate tools, support

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and training to enhance their ability to meet the company's supplier diversity goals and objectives.

Management Commitment

Lockheed Martin senior management recognizes that small business concerns are a critical national resource and are essential elements in the successful delivery of products and services (see Corporate Reporting Chain in Exhibit 2). Performance to the goals and objectives will be reviewed during executive performance reviews conducted periodically throughout the government fiscal year.

Corporate: The Senior Vice President of Corporate Engineering, Technology and Operations reports to the Chairman, President and Chief Executive Officer. The Vice President, Global Supply Chain, Aeronautics, and Chair, Supply Chain Council, reports to the Senior Vice President of Corporate Engineering, Technology and Operations and is responsible for the supplier diversity organization. In this capacity, she is responsible for ensuring that the corporation's policies and business practices do not adversely impact the ability of small businesses to participate in Lockheed Martin's subcontracting process.

The company employs a Corporate Small Business Liaison Officer to manage the operational activities of the program and to maintain appropriate strategic focus on supplier diversity initiatives. This leader dually reports to the Vice President, Global Supply Chain, Aeronautics, and Chair, Supply Chain Council, as well as to the Director, Global Supply Chain Operations, and provides direction to the corporation's supplier diversity team and is the administrator of this plan.

Business Area: The senior sourcing executive of each business area is required to designate a manager of supplier diversity. These individuals are responsible for managing the supplier diversity-related activity of their respective businesses. They are also responsible for ensuring that all subcontracting goals for their business areas are met, and emphasizing the development of small business concerns in each of the designated industry and special initiative categories. Each business area designates Small Business Liaison Officers (SBLO) to serve as the primary points of contact for small businesses and corporate personnel, and provides additional site and program support as required. These individuals are also responsible for generating performance reports and managing outreach activities. Subcontracting forecasts, mentor-protégé selection and program management, special initiatives and supplier interaction all originate at this level. The Supplier Diversity Network/Organization Listing is shown in Exhibit 3.

Past Performance, Awards and Recognition

The corporation's DOD subcontracting performance since entering the Comprehensive Subcontracting Plan Test Program is shown in Exhibit 4. Past performance by business area is also included.

Lockheed Martin regularly promotes and nominates key suppliers for recognition of their subcontracting support. Lockheed Martin's national, state and local recognitions for its supplier diversity program performance are available on the Lockheed Martin Supplier Wire website. The awards received from January 1, 2014 through July 15, 2015 are as follows:

Government Agency Recognition

- Johnson Space Center (JSC) named Lockheed Martin Contractor of the Year (2015)
- Lockheed Martin and Protégé IERUS Technologies honored with Nunn-Perry Award by the Department of Defense (2014)
- NASA named Lockheed Martin Center-Level Small Business Industry Award in the category of "Large Prime Contractor of the Year" (2014)

Industry Affiliations

- Lockheed Martin selected as one of America's Top Corporations by the Women's Business Enterprise National Council (WBENC) (2014 and 2015)
- Lockheed Martin among Diversity Inc.'s 25 Noteworthy Companies (2014 and 2015)
- Lockheed Martin named Military Friendly Supplier Diversity Programs by NaVOBA (2014 and 2015)
- Susannah Raheb was recognized by Florida Minority Supplier Development Council for the Chapter of the Year Award (2015)
- Robert Wilson was recognized by Armed Forces Communications and Electronics Association International as the group's "Small Business Advocate" (2015)
- Lockheed Martin Aeronautics recognized for its "Best Practices" in promoting subcontracting opportunities to Minority Business Enterprises by the Dallas/Fort Worth Minority Supplier Development Council (2015)
- Lockheed Martin honored as America's Top Diversity Champions by DiversityBusiness.com (2014 and 2015)
- Lockheed Martin selected for Champions of Veteran Enterprise for SDVOSB by the National Veteran Small Business Coalition (NVSBC) (2014 and 2015)
- Lockheed Martin received Champions of Veteran's Enterprise for its IS&GS business area for both its SDVOSB and VOSB achievements by the National Veteran Small Business Coalition (NVSBC) (2014 and 2015)
- Kay Beighley named Volunteer of the Year by Women's Business Center of North Alabama (WBCNA) (2014)

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- Emma Stevens recognized by Pan Asian American Chamber of Commerce-Southwest for her outstanding ongoing support and mentoring to USPAACC business members (2014)

Publication Awards

- Lockheed Martin named among the *WE USA* magazine Corporations of the Year (2014 and 2015)
- Lockheed Martin named among the Annual Fortune 500s Best by *Asian Enterprise Magazine* (2015)
- Lockheed Martin named among the Top Supplier Diversity Programs by U.S. *Veterans Magazine* (2015)
- Lockheed Martin named among the Best of the Best – Top Diversity Employers; Top Supplier Diversity Programs, by *Black EOE Journal* (2015)
- Nancy Deskins named among the Top 100 leaders in Corporate Supplier Diversity by *WE USA* (2015)
- Jim Tanksley and Mark Miller named among the Top 50 Supplier Diversity Leaders of the Year by *Women's Enterprise Texas Magazine* (2014)
- Lockheed Martin named among the Top Supplier Diversity Programs by *Hispanic Network Magazine* (2014)
- Lockheed Martin named 2014 Best of the Best – Top Supplier Diversity Programs for Women by *Professional Woman's Magazine* (2014)
- Lockheed Martin named among America's Most Admired Corporations by *MBN USA* (2014)
- Nancy Deskins named Supplier Diversity Executive of the Year by *MEA Magazine* (2014)

3. CORPORATE POLICY

Lockheed Martin has established corporate policy statement CPS-113: Acquisition of Goods and Services addressing its key business processes and initiatives including Supplier Diversity shown in Exhibit 5. The policy statement is issued under the authority of the executive office and establishes standards of execution for the entire corporation.

Lockheed Martin has further established Supplier Diversity Procedure OPM-002. The procedure describes the methodology for forecasting and establishing supplier diversity goals and identifies measures for monitoring and addressing deficiencies in performance to these goals.

4. CORPORATE-WIDE GOALS

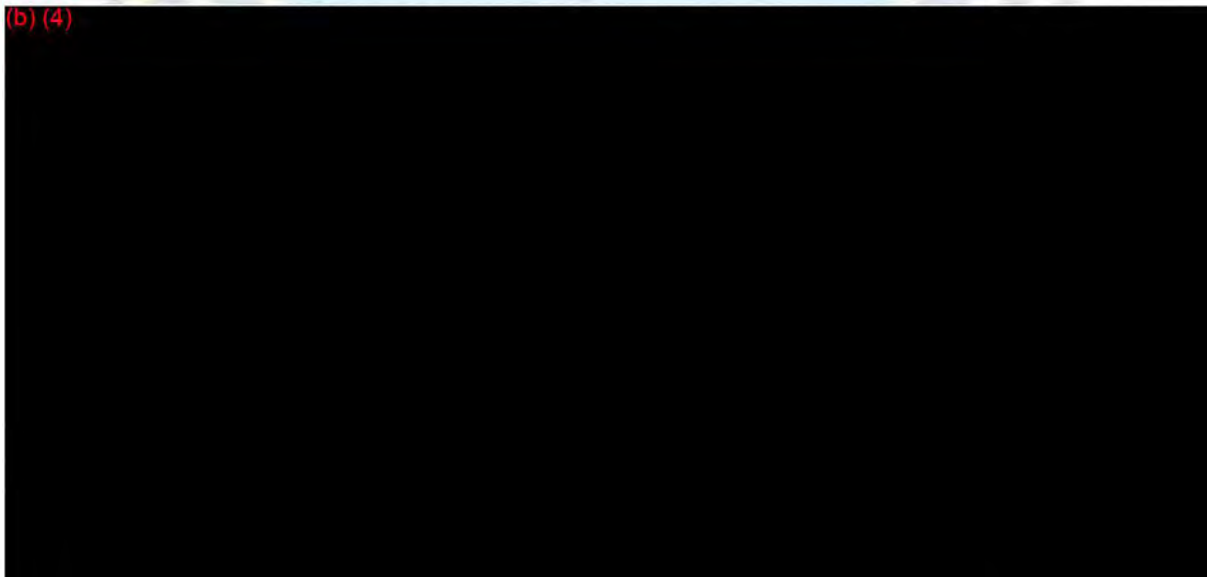
Lockheed Martin is committed at the corporate level to achieving goals outlined in this plan. The following goals have been established for GFY 2016.

Lockheed Martin		
DoD Subcontracting GFY 2016 Goals		
	Dollars	Goals
Small	\$3,088,961,825	16.9%
Large	\$15,188,918,806	83.1%
Total	\$18,277,880,630	100.0%
SDB	\$548,336,419	3.0%
WOSB	\$676,281,583	3.7%
HUBZone	\$127,945,164	0.7%
VOSB	\$402,113,374	2.2%
SDVOSB	\$182,778,806	1.0%

Overview

Lockheed Martin's goals are based on a thorough forecast process that consists of evaluating the following: current defense contracting environment; past performance; technology opportunities; changes to existing program and supplier base; new program wins; and high potential program wins. Lockheed Martin's programs span a wide variety of government offices and organizations, providing many small business suppliers ongoing subcontracting opportunities for decades to come.

(b) (4)



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(b) (4)

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The table below provides Lockheed Martin's projected subcontracting base distribution for GFY 2015 and GFY 2016 by business area:

(b) (4)

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Lockheed Martin recognizes the cumulative impact of ever increasing constraints placed on practicable opportunity for small businesses, including subcontracting base reserved for large business, the changing defense contracting environment and how programs are being funded as well as moving large business spend to GFY 2016. Therefore, Lockheed Martin will be more aggressive in pursuing opportunities to include small business in procurement opportunities whenever possible. Lockheed Martin's GFY 2016 small business initiatives will focus on inventive approaches to proactively seek and secure the best small and diverse businesses available and identify non-traditional opportunities to allow them to compete for contracts. Lockheed Martin remains committed to small business and realizes it is now more important than ever that the supplier base continue to be diversified.

Basis for Establishing Goals

Lockheed Martin requires its business areas to develop annual subcontracting forecasts for the DOD, other federal government agencies and commercial customers. These forecasts are reviewed with the Vice Presidents of the Global Supply Chain Operations business area organizations and challenging goals are established based on anticipated program commitments and opportunities for the government fiscal year (see GFY 2016 DOD Subcontracting Projections by Business Area shown in Exhibit 6). A final review of all forecasts is conducted with the Vice President, Global Supply Chain, Aeronautics, and Chair, Supply Chain Council as well as the Global Supply Chain Council. The performance and accomplishments realized in support of achieving the negotiated subcontracting goals are tracked in the executive performance reviews on a monthly basis.

(b) (4)



The goals included in this CSP are based on Lockheed Martin's known and forecasted business as of the effective date of this plan. The following were not included in establishing the goals:

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(1) On July 20, 2015, Lockheed Martin publically announced that it had entered into a definitive agreement to acquire Sikorsky Aircraft from United Technologies Corporation. This acquisition closed on November 6, 2015. Sikorsky remains on a separate CSP plan for GFY 2016.

(2) On July 20, 2015, Lockheed Martin publically announced that it is conducting a strategic review of alternatives for IT and technical services businesses that reside within IS&GS and MFC business areas. On January 26, Lockheed Martin announced a definitive agreement to separate and combine the realigned businesses with Leidos, in a tax-efficient Reverse Morris Trust transaction. Any impacts to the GFY 2016 CSP are contingent upon the final date of this merger.

(3)(b) (4)

Business Area Subcontracting Goals Justification

Aeronautics

Aeronautics is known for building the finest military aircraft in the world and strives to be the partner of choice for government and industry to help them reach new horizons in their air combat, mobility and sustainment needs. Aeronautics' products play an important role in the defense of the U.S. and more than 70 other countries, ensuring peace and stability around the world in today's complex global security climate. The long list of dependable and highly regarded Lockheed Martin aircraft includes the world's only 5th Generation fighters, F-35 Lightning II and F-22 Raptor, the proven and affordable 4th Generation fighter, the F-16 Fighting Falcon, the versatile airlifter, the C-130J; and the largest military cargo plane, the C-5B.

Aeronautics is committed to continuous process improvement, including the development of the annual CSP. Process improvements for GFY 2016 include revisions to the forecast process training to its buying organizations and development of additional forecasting tools to determine projected subcontracting commitments. The Aeronautics Supplier Diversity Office works closely with its programs and buying organizations, including indirect and non-production, using a "bottoms up" approach to review changes to the supplier base, the program base, and the impact these changes have on subcontracting opportunities.

The makeup of the Aeronautics subcontracting base evolves each year in response to changes to the program and supplier bases. (b) (4)

(b) (4)

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(b) (4)



(b) (4)



The following charts shows Aeronautics' overall breakdown of large business spend summary and projected small business spend as well as reserved large business dollars by program and includes teaming agreements, competitively bid, beyond small business capability and sole source:

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**Impact of DoD GFY '16 Non-Discretionary Large Business
Subcontracting on Small Business Performance – DoD**

(b) (3) (A)



**Lockheed Martin Aeronautics Company
Summary of Fenced Large Business by Program**

(b) (4)



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(b) (4)



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(b) (4)



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Additional processes have been implemented for management of program performance to the negotiated goals throughout the period of performance, including teaming of an advocate from each buying organization with a member of the Aeronautics Supplier Diversity team. Action plans are developed specific to the buying organization based on the finalized goals for the government fiscal year. These action plans include: identification of limiting factors, risk assessments and possible areas of practicable opportunity by socio-economic category. Further, these teams work together monthly to review performance to goals, identify changes to program or supplier base, identify movement of contracts between large and small, identify any new subcontracting opportunities for small businesses and develop a recovery plan for any instances of shortfalls to goals. These reports are reviewed at the executive level monthly.

Last, Aeronautics is developing procurement engineer and sustainment resources dedicated to small business sourcing and updating policies for more inclusion of small business sourcing during the engineering and source selection process. The supplier diversity team is also working with sourcing and communications to develop F-35 program-specific outreach, education and development as well as a communication plan around the F-35 small business program.

Information Systems & Global Solutions (IS&GS)

IS&GS is a leading federal services and information technology contractor with a strong heritage delivering world-class solutions and advanced technology across a broad spectrum of civil and defense domains.

(b) (4)

(b) (4)



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(b) (4)



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(b) (4)

Missiles and Fire Control (MFC)

MFC GFY 2016 forecast is established using a detailed, bottoms-up process to assure the most realistic and stretch procurements in each of the supplier categories. A review is conducted with individual line-of-business directors that includes total program commitments and an evaluation by supplier size and class for inclusion of maximum small business participation. A final review of the forecast is conducted with the MFC Vice President of Global Supply Chain for approval.

(b) (4)

(b) (4)

Below is a summary of large business reserved dollars for MFC's major programs that are sole or single source, customer named sources or program approved sources.

(b) (4)

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(b) (4)



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(b) (4)

Mission Systems and Training (MST)

MST's GFY 2016 forecasted material base placements are projected at (b) (4) which represents (b) (4) of the overall Lockheed Martin subcontracting base. The MST forecasted material placements in GFY 2016 are in support of MST's DOD sponsored programs aligned to its five lines of business which include: Integrated Warfare Systems & Sensors (IWS&S), Ship and Aviation Systems (SAS), Undersea Systems (USS), Training and Logistics Solutions and New Ventures.

(b) (4)

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(b) (4)



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(b) (4)

Space Systems Company

Space Systems' forecast is established using a detailed, bottoms-up process to assure realistic and stretch procurements in small business and socio-economic category goals. Realistic supplier diversity goals are established using the LRP, BOM for production contracts, historical performance and knowledge of current proposal activity.

Space Systems designs, develops, tests, manufactures and operates technology systems for space flight systems with numerous large business teaming partners.

(b) (4)

(b) (4) elow

is a summary of large business reserved dollars:

Space Systems Reserved GFY 2016 Large Business Dollars on Major Programs

(b) (4)

(b) (4)

(b) (4)

Indirect Allocations

The subcontracting goals outlined in this plan include a proportional allocation of indirect procurement dollars, which are based on the percentage of direct DOD dollars subcontracted by business areas, individual business units and the proportional percentage of the Corporate Enterprise Operations entity's indirect spend.

Where the business unit performs its own indirect procurement the allocation is made as follows:

(b) (4)

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(b) (4)

The following table identifies the indirect allocation percentages utilized in the GFY 2016 forecasting process:

(b) (4)

The following listing is representative of the various products and services that comprise indirect procurements:

(b) (4)

Summary

Lockheed Martin recommends the proposed goals be accepted by the contracting officer considering the current defense contracting environment, past performance and opportunities per FAR Subpart 19.705-4. The goals consider new program wins as well

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as DOD budget actions and known program cancellations, suspensions or funding reductions and the ability of the business areas to expend good faith effort to use small businesses to the maximum extent possible. The recommended goals are in accordance with past performance for programs that still exist and the subcontracting opportunities available and commensurate with the efficient and economical performance of the government contracts.

Based on the considerable analysis utilized to establish the corporation's GFY 2016 Comprehensive Subcontracting Plan, Lockheed Martin believes the GFY 2016 subcontracting goals reflect maximum practicable subcontracting opportunity to small business, SDB, WOSB, VOSB, SDVOSB and HUBZone subcontractors and, therefore, are fair and reasonable.

Principal Products and Services to be Subcontracted

Lockheed Martin is a global security company principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. A representative listing of items procured in support of Lockheed Martin business areas is shown in GFY 2015 Products and Services Forecast by NAICs Codes listing in Exhibit 7. Lockheed Martin will periodically review detailed listings of the subcontract awards to large businesses as part of the effort to identify additional subcontracting opportunities for small businesses.

5. SELECTED NORTH AMERICAN INDUSTRY CLASSIFICATION

Lockheed Martin has designated the following commodity areas for special focus in GFY 2016: (b) (4)

[REDACTED]

(b) (4)

[REDACTED]

(b) (4)



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(b) (4)



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(b) (4)

6. Implementation of the Comprehensive Subcontracting Plan

Lockheed Martin's Comprehensive Subcontracting Plan complies with the elements and requirements of Federal Acquisition Regulation (FAR), Subpart 19 and DFARS 252.219-7004.

Applicability

This Comprehensive Subcontracting Plan shall apply to all DOD Lockheed Martin prime contracts and subcontracts existing at the time of approval and awarded through September 30, 2016.

Review Process

The DCMA will conduct annual reviews of Lockheed Martin's performance under the Comprehensive Subcontracting Plan utilizing its risk management process. Lockheed Martin will also support additional customer reviews, as required, to determine the

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effectiveness of the Comprehensive Subcontracting Plan in increasing opportunities for small businesses performing under DOD contracts.

Termination or Withdrawal from Program

Upon expulsion from the program or program termination, the contractor shall negotiate and establish individual subcontracting plans on all future DOD contracts that otherwise meet the requirements of Section 211 of Public Law 95-507.

Corporate Plan Administrators

Lockheed Martin Corporate Small Business Liaison Officer, Susannah Raheb, is assigned responsibility for the development, implementation and management of this plan, in addition to the responsibility of providing leadership and direction of the supplier diversity program at the corporate level. Lockheed Martin will notify the DCMA in writing if reassignment and/or replacement is required.

Duties of the Corporate Plan Administrator include, but are not limited to the following:

- a) Serve as the corporation's chief advocate for Supplier Diversity.
- b) Manage and oversee the corporation's network of small business liaison officers and provide advocacy for Supplier Diversity program objectives.
- c) Develop and execute strategic plans for the corporation's Supplier Diversity program.
- d) Represent the corporation in all supplier diversity-related matters, including serving as the corporation's primary points of contact with government agencies, small business advocacy groups, etc.
- e) Participate in key associations, workshops, seminars and trade shows that are national in scope.
- f) Develop supplier diversity policies, procedures and special programs.
- g) Prepare and negotiate annual Comprehensive Subcontracting Plan including corporate-wide subcontracting goals and objectives with business areas.
- h) Ensure Comprehensive Subcontracting Plan reporting as required is submitted semi-annually into the eSRS system.
- i) Consult with business areas regarding supplier diversity program compliance, training, customer audits and other related matters.
- j) Maintain a database of supplier diversity-related information.

Program Administrators - Supplier Diversity Business Area Leads

Responsibility for operational implementation and administration of this plan, as well as the implementation of the supplier diversity program elements, is vested in the managers of supplier diversity at the business area level. These individuals provide overall guidance and support to buyers, engineers and others involved in the source selection process. The duties of these individuals include, but are not limited to, the following:

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- a) Identifying areas where subcontract awards may be made, such as contract or independent research and development programs, scientific and technical studies, and other subcontracts in support of program and general administrative activities and plant operations.
- b) Participating in appropriate industry association activities, local trade associations and community awareness programs designed to promote the merits of Lockheed Martin as a business leader and convey subcontracting opportunities available.
- c) Promoting and supporting Government Outreach Programs in conjunction with engineering, product assurance, manufacturing and other organizations, to enable small businesses to qualify technically and administratively as Lockheed Martin suppliers.
- d) Coordinating with the supplier diversity organization to:
 - Share best practices, lessons learned and information regarding high quality sources.
 - Provide qualified suppliers with appropriate opportunities.
 - Advocate corporate-wide procurements when beneficial to the corporation and to small businesses.
 - Form action teams dedicated to joint process improvement activities.
 - Institute other initiatives that will increase opportunities for small businesses.
- e) Supporting the corporation's small business suppliers to sustain the required performance levels.
- f) Implementing supplier diversity policies and procedures within the business area.

7. INITIATIVES TO IMPROVE SUBCONTRACTING PERFORMANCE

Lockheed Martin has established and outlined three key initiatives that will support small businesses by increasing opportunities while also reducing administrative burdens on Lockheed Martin. Resources otherwise needed for administrative tasks can be redirected to providing support to small businesses at outreach events, with mentoring and training opportunities and by allowing more time for SBLOs to seek out small business opportunities within programs.

The following is a listing of Lockheed Martin strategies and initiatives to improve subcontracting performance:

(b) (4)



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(b) (4)



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(b) (4)

8. SOURCE IDENTIFICATION

Lockheed Martin SBLOs assist in identifying qualified small business, SDB, WOSB, VOSB, SDVOSB and HUBZone concerns as potential sources for participation in procurement opportunities. Commonly used resources include:

- U.S. Small Business Administration's System for Award Management database
- The U.S. Department of Veterans Affairs Center for Veterans Enterprise
- National Regional Purchasing Council's certified supplier listings
- National and State Chapter sponsors of National Minority Supplier Development Council (NMSDC), including various board of director positions held and sponsorships of Minority Business Enterprise (MBE) leadership programs
- Lockheed Martin Databases (Exostar, Supplier Marketing Portal and Known Small Business Supplier)
- Directories for women's business enterprises
- Directories for veteran-owned businesses
- Diversity Resources National Resources directory
- Procurement Technical Assistance Centers
- Local chambers of commerce and business trade associations
- Supplier Connection

9. EFFORTS TO ENSURE EQUITABLE PARTICIPATION

Lockheed Martin supplier diversity professionals will work with buyers, strategic sourcing teams and technical organizations to ensure that small business concerns are afforded the maximum practicable opportunity to participate in the corporation's

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subcontracting process. In an effort to identify capable firms, Lockheed Martin will participate as sponsors, exhibitors, counselors and/or guest speakers at the following events:

- U.S. Small Business Administration Small Business Week Conference and American Supplier Initiative
- National Minority Supplier Development Council Conference and Trade Fair
- Lockheed Martin Supplier Information Sessions
- National Center for American Indian Enterprise Development's Reservation & Economic Summit
- Government Procurement Conference
- CelebrAsian Procurement Conference
- Department of Defense SBIR Beyond Phase II National Conference
- National Veterans Conference
- Navy Opportunities Forum
- Navy Gold Coast Conference
- MDA Small Business Conference
- Other DOD Agencies Small Business Conferences

A concerted effort will be made by all Lockheed Martin operating companies to identify and facilitate procurement opportunities and to solicit and fairly evaluate all small business concerns. Detailed requirements are outlined in the Lockheed Martin Acquisition Procedures (LMAP). To this end, Lockheed Martin will:

- Ensure that bidding period, delivery schedules and all other elements of solicitations do not include provisions that unfairly restrict or eliminate inclusion of small business concerns.
- Where appropriate, subdivide requirements to facilitate small business participation.
- Ensure that make-buy deliberations consider the potential impact on small business subcontracting.
- Work with the engineering and program personnel to evaluate small business concerns during the design and development phase.
- Ensure that specifications, drawings and other relevant data are made available to small business concerns in a timely manner.
- Where appropriate and practical, use restricted competition.
- Provide counseling and other forms of assistance to small business concerned to the extent that it does not compromise the integrity of the corporation's procurement process.
- Authorize progress payments and performance-based payments to small business concerns in instances where considerable investment is required to perform under a Lockheed Martin subcontract or purchase order.
- Where practical, provide small business concerns with the use of Lockheed Martin-owned tooling and equipment.

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- Host supplier information and chat sessions whereby potential suppliers can meet key members of the engineering, program management, manufacturing and procurement staff.

10. MAKE OR BUY

Lockheed Martin Corporate Policy Statement (CPS-018), Make or Buy, requires the corporation to provide the best value to the customers, and apply competitive principles in the determination to make or buy goods and services. A strategic Make or Buy Committee manages the strategic products and services list. The committee includes members from Corporate Engineering & Technology, Corporate Strategy & Business Development, Corporate Contracts, and the business areas. SBLOs may be engaged depending upon the nature of the discussion and their responsibility scope. It should be noted that the Vice President of Supply Chain (the organization in which Supplier Diversity resides) has the overall responsibility for the committee.

Make or Buy programs comply with all applicable government regulations and consider the inclusion of small businesses:

- Requirements are reviewed, consistent with sound business practices, for possible breakout for requirements from all small business concerns.
- Make-or-Buy deliberations include adequate and timely consideration of all small business concerns capabilities.
- Development work, likely to lead to production, is examined for possible small business opportunities.

11. SUPPLIER RECOGNITION

Lockheed Martin believes in recognizing the contributions of suppliers and rewarding excellence across the enterprise. As such, business area supplier recognition programs are designed to recognize suppliers for their accomplishments for quality, schedule, affordability, management, process and improvements. Suppliers benefit from these programs by the increased subcontracting opportunities that result from the recognition of being a top performing supplier. Lockheed Martin benefits by having a more capable supply base, one that produces quality products and performs on-time deliveries. Last, the customers benefit by having quality products to support DOD on-time and on-budget needs.

12. RECORD KEEPING

Lockheed Martin shall maintain records to demonstrate that policies and procedures have been implemented to track performance and assure compliance with the requirements and goals reflected by the subcontract plan. Such records include the following:

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- (a) Source lists, guides and other resources that enable procurement personnel to identify, develop and provide bid opportunities to small business concerns.
- (b) Records of efforts to obtain and utilize small business concern sources through contacts with Government and industry organizations.
- (c) Records of all awards \$150,000 or more, indicating on each solicitation (1) whether small business concerns, SDB, WOSB, HUBZone, VOSB and SDVOSB were solicited and, if not, why not; and if applicable, the reason the award was not made to these firms.
- (d) Records of outreach efforts to contact trade associations, small business, SDB, WOSB, HUBZone, VOSB and SDVOSB concerns.
- (e) Records of internal activities implemented to give guidance to procurement and other personnel through workshops, seminars, training, etc., and monitoring performance to evaluate compliance with the program's requirements.
- (f) Purchase order documentation will be maintained in accordance with both corporate and business unit operating procedures. The statistical records of the dollars and percentages of awards made to small business concerns are maintained. Purchase order documentation including the name, address, and business size of each subcontractor traceable back to a DOD contract are available for review by government agencies, such as the Defense Contract Management Agency and the Small Business Administration. It is also anticipated that the small business representative of such agencies will conduct periodic site reviews.

13. REPORTS

Supplier diversity professionals at all levels will monitor compliance with this plan and will promptly notify the Corporate Small Business Liaison Officer of any significant performance problems or changes. They shall also ensure that corrective actions directed by the Corporate Director of Indirect Category Management and Supplier Diversity or other cognizant management are implemented.

Business area managers of supplier diversity will submit the following performance reports (consolidated by business unit as applicable) to the Corporate Director of Indirect Category Management and Supplier Diversity:

- (a) Monthly performance report
- (b) Quarterly report of performance of targeted and focused initiatives
- (c) Quarterly recovery plan to establish corrective action for any subcontracting goals or objectives that are not being met

This information will be aggregated to determine the subcontracting performance for the corporation and provided to the Vice President, Global Supply Chain, Information Systems and Global Solution, and Chair, Supply Chain Council. A copy will also be provided to the DCMA Comprehensive Subcontracting Plan Manager.

Lockheed Martin will file required semi-annual and annual Summary Subcontracting Reports (SSR) using the Electronic Subcontracting Reporting System (eSRS). Lockheed Martin will also report subcontracting performance for the agency specified ACAT-1 programs into eSRS (see table on the next page). MDA contract reports (b) (4)

will also be provided via an attachment in eSRS. Additional reports will be forwarded to DCMA per request on the progress of performance and initiatives.

Lockheed Martin will cooperate in special studies and/or surveys conducted to assess the effectiveness of the Comprehensive Subcontracting Plan and submit reports to allow DOD to assess the corporation's compliance with the provisions of this agreement.



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ACAT-1 Program Table

Srv.	Program	Prime Contract #	Report POC	LM Due Date	DCMA Due Date
Air Force	GPS - Global Positioning System	FA8807-08-C-0010; FA8823-10-C-0002; FA8823-12-C-0004; FA8823-13-C-0001; FA8807-13-C-0002	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	JASSM - Joint Air-to-Surface Standoff Missile	FA8682-04-D-0306 - in closeout; FA8682-06-D-0072 - in closeout; FA8682-04-C-0060 - in closeout; FA8682-07-D-0117 - in closeout; FA8682-08-D-0054 - in closeout; FA8682-10-C-0016 - in closeout; FA8682-11-C-0001; FA8682-11-D-0155; FA8682-12-C-0006; FA8682-14-C-0069; FA8682-14-C-0084; FA8682-14-D-0029; FA8682-14-D-0091	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	SBIRS - Spaced Based Infrared Systems	F04701-95-C-0017; FA8810-08-C-0002; FA8810-12-C-0001; FA8810-13-C-0001; FA8810-13-C-0002	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	C-130J (Hercules Aircraft)	FA8625-06-C-6456-FYOCIB; FA8625-04-D-6452-BUIC; FA8504-06-D-0001-Warner Robins LTS; FA8625-11-C-6597-FYOCIV; F33657-00-C-0018; F33657-03-C-2014; FA8625-14-C-6450 MY; FA8504-14-C-0003-CWB C-130J	Jen Tanksley	April 20/Oct 17	April 30/Oct 30
Navy	C-130J (Hercules Aircraft)	N00019-09-D-0015 (CLSD); N00019-12-C-0094 (HarvestHawk); N00019-13-C-0017 USMC LARCM; N68335-13-C-0330; N00019-09-C-0053; N00019-14-D-0006 - SELSS	Jen Tanksley	April 20/Oct 17	April 30/Oct 30
Air Force	F-22 (Raptor Aircraft)	F33657-99-C-0036; F33657-97-C-0030; F33657-00-C-0020; F33657-01-C-2095; F33657-02-C-0010; FA8611-09-C-2900; FA8611-04-C-2851; FA8611-05-C-2850; FA8611-06-C-2899; FA8611-08-C-2897; F33657-97-C-0031; F33657-91-C-0006; F33657-02-D-0009; FA8611-13-D-2850; FA8604-09-D-7956; FA8604-13-D-7950	Jen Tanksley	April 20/Oct 17	April 30/Oct 30
Air Force	FAST - Flexible Acq. Sustainment Tool	F09603-01-D-0207 - in closeout	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	AEHF - Advance Extra High Frequency	F04701-02-C-0002; FA8808-12-C-0010	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	DESPD - Design Engineering Support Program	FA8222-06-D-0004 - inactive FA8222-12-D-0014	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	FZAST - Future Flexible Acquisition and Sustainment Tool	FA8530-08-D-0008	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Army	JAGM - Joint Air-to-Ground Missile	W31P4Q-08-C-A123 - inactive W31P4Q-12-C-0003	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
MDA	THAAD - Terminal High Altitude Area Defense	DASG60-00-C-0072; HQ0147-07-C-0196; HQ0147-12-D-0001; HQ0147-12-G-9000 HQ0147-10-D-0001; HQ0147-14-C-0011	Space Systems Bob Thompson Diane Garrett MFC Phyllis Grant	April 20/Oct 17 April 20/Oct 17	April 30/Oct 30 April 30/Oct 30
MDA	AEGB BMD AWS (Aegis Ballistic Missile Defense Program) - Moorestown	N00024-03-C-6110; HQ0276-10-C-0001; HQ0276-10-C-0003	Gary Harner Teresa Torres	April 20/Oct 17	April 30/Oct 30
MDA	Targets and Countermeasures	HQ0006-04-D-0006	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	C2BMC - Command, Control, Battle Management, and Communications	HQ0147-12-D-0003	Pat Desanto Melissa Norris	April 20/Oct 17	April 30/Oct 30
Navy	H-60 R&S (Multi-Mission Helo-H 80 Romeo & H-80 Sierra) - LMSI - Owego	N00019-06-C-0098; N00019-11-C-0020	Gary Harner Sheila Oechslein	April 20/Oct 17	April 30/Oct 30
Navy	AEGB BMD AWS (Ballistic Missile Defense Program) - Moorestown	N00024-10-C-5125	Gary Harner Teresa Torres	April 20/Oct 17	April 30/Oct 30
Navy	F-35 JSF - Joint Strike Fighter - Fort Worth	N00019-02-C-3002; N00019-06-C-0291; N00019-07-C-0097; N00019-08-C-0028; N00019-04-D-0009; N00019-09-D-0022; N00019-09-C-0010; N00019-10-C-0002; N00019-11-C-0083; N00019-12-C-0070; N00019-12-C-0004; N00019-13-D-0005 IDIQ; N00019-13-C-0008 LRIP VIII; N00019-13-C-0013 LRIP VIII Israel; N00019-13-C-0014 LRIP VIII Japan; N00019-14-C-0040 - Japan Integration Contract; N00019-14-C-0002 - LRIP 9 AAC; N00019-14-G-0020; N00019-15-C0116; N00019-15-C-0016 LRIP 2 & # Block 28 Upgrade; N00019-15-C-0031 - FY15 Annual Sustainment; N00019-15-C-0105 - ACURL	Jen Tanksley	April 20/Oct 17	April 30/Oct 30

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14. FLOWDOWN REQUIREMENTS

Lockheed Martin included the following provisions on all purchase orders and subcontracts issued in support of DOD, except where such inclusion is exempted by the terms of the affected clause:

1. FAR 52.219-9, Small Business Subcontracting Plan, and 252.219-7003, Small Business Subcontracting Plan (DOD contracts), when the Contracting Officer has included these clauses in the contract for purposes of flow down to subcontractors, or
2. 52.219-9, Small Business Subcontracting Plan, with its Alternate III, and 252.219-7003, Small Business Subcontracting Plan (DOD contracts), with its Alternate I, when the Contracting Officer has included these clauses in the contract for flow down to subcontractors to allow for submission of SF 294s in lieu of ISRs, or
3. 252.219-7004, Small Business Subcontracting Plan (test program), in subcontracts with subcontractors that participate in the test program described in DFARS 219.702.

Lockheed Martin requires its large business subcontractors who receive subcontracts in excess of the \$750,000 threshold to adopt a plan that meets the requirements of FAR 25.219-9. Lockheed Martin requires subcontractors to submit an individual subcontract plan demonstrating compliance to this requirement. SBLO personnel review each plan to ensure it meets the applicable requirements. The provisions of the Comprehensive Subcontracting Plan Test Program are not flowed down from Lockheed Martin subcontractors. Suppliers who negotiate commercial item plans with their local DOD agency or who are Comprehensive Subcontracting Plan Test Program participants are not required to furnish individual plans, but are required to provide evidence that the appropriate DOD office has approved the plan.

Lockheed Martin requires all subcontractors to certify their status as small, SDB, WOSB, HUBZone, VOSB or SDVOSB. Lockheed Martin's Procure to Pay (P2P) system is the corporation's record of authority for supplier unique data and information including supplier size. Upon registering and certifying in the system, suppliers receive the following notification regarding small business size representation:

Notice: Under 15 U.S.C. 645 (d), any person who misrepresents a firm's status as a small business concern in order to obtain a contract to be awarded under the preference programs established pursuant to sections 8 (a), 8 (d), 9, or 15 of the Small Business Act or any other provisions of Federal Law that specifically reference section 8 (d) for a definition of program eligibility, shall (1) be punished by imposition of a fine, imprisonment, or both; (2) be subject to administrative remedies, including suspension and debarment; and (3) be ineligible for participation in programs under the authority of the Act.

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Lockheed Martin personnel engaged in the procurement of goods and services to ensure subcontractors with subcontracting plans agree to submit the Individual Subcontracting Report (ISR) and/or the SSR using the eSRS. Per Lockheed Martin Acquisition Procedure 9.120, Issuing Contracts, when the contract includes a small business subcontracting plan with eSRS requirements, Lockheed Martin will provide its contract number, DUNS number and the e-mail address of the contractor's official responsible for acknowledging or rejecting the ISR to all first-tier subcontractors required to submit ISRs. In addition, suppliers receive the requirement that if their offer, including option, exceeds the threshold in FAR 52.219-9, they must resubmit a small business subcontracting plan that fully meets the requirements of FAR 52.219-9 and that small business reporting will be required via the eSRS. Further, acceptance of the purchase order is an acknowledgement of accepting the full terms and conditions of the offer.

15. OUTREACH/PUBLICIZING SUBCONTRACTING OPPORTUNITIES

Lockheed Martin publicizes prospective subcontracting opportunities in the following ways:

- (a) Participating in federal procurement conferences, trade fairs, industry conferences and related functions
- (b) Hosting trade fairs and conferences; whereby, potential suppliers can meet key members of the Lockheed Martin engineering, program management, manufacturing, and procurement staff
- (c) Maintaining an email address supplier.communications@lmco.com for submittal of supplier's electronic brochures and capability. This information is transmitted internally to the appropriate buyer, program office, and business unit Supplier Diversity Lead
- (d) Using social networking tools/capabilities (Twitter and govWin) and the Lockheed Martin Immediate Needs Bulletin Board to promote opportunities and events
- (e) Maintaining the Lockheed Martin Supplier Diversity web site, Supplier Wire (<http://www.lockheedmartin.com/supplierwire>)

In recognizing the limited resources available to small businesses for travel expenses and in an effort to embrace the company's "Go Green" initiatives, Lockheed Martin will be conducting a number of meetings and events virtually.

As Lockheed Martin has evolved its supplier diversity program, enhancements have been implemented to ensure Lockheed Martin's strategic focus is on increasing access for small businesses to potential subcontracting opportunities.

Supplier Information Sessions (SIS):

Lockheed Martin will continue with its successful, self-sponsored supplier information sessions with three events targeted in GFY 2016. Subcontracting with SDB, HUBZones

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and SDVOSB will be a major focus for the sessions. In addition, Lockheed Martin will hold an exclusive F-35 program focused supplier information session.

To determine the effectiveness of these events, the corporation will continue to track the value of subcontracts awarded to session attendees every six months for two years after each event. Historically, Lockheed Martin has realized numerous new contracting opportunities with small business concerns as a result of these sessions, a trend that is expected to continue.

16. SUPPLIER DIVERSITY TRAINING

Lockheed Martin strives to increase awareness of the importance of supplier diversity through its training initiatives. Supplier diversity has a corporate-wide web-based training module, which is available for all indirect employees assigned to the corporation's GSCO organization, procurement, business development and all leadership in the corporation. The course highlights the value and importance that supplier diversity brings to the corporation and customers. In GFY 2016, the training module will be revamped to include a pass/fail quiz, refreshed content and more sophisticated functionality.

In addition, an instructor-led training course was developed for all new supplier diversity professionals and is offered on an as needed basis. Lockheed Martin also offers live training courses on an annual basis for all procurement and business development professionals. All employees new to the supplier diversity organization are matched with a mentor in the supplier diversity program. The goal of this program is to provide key information, support and assistance to the new supplier diversity professional. These courses aid in increasing awareness of Lockheed Martin's supplier diversity program. The courses familiarize employees with the Supplier Diversity program objectives; provide insight on the impact of the daily decisions on the corporation's supplier diversity performance; illustrate the benefits of an inclusive/diverse supplier base; and motivate employees to help enhance the corporation's performance.

Lockheed Martin will also begin developing resources to provide employees involved in the acquisition of materials and services with the necessary tools, support and training to enhance their ability to find small businesses. Such resources include: implement the Small Mall, a Sharepoint site that provides employees with essential Supplier Diversity resources; promoting Immediate Needs Bulletin Board to employees; and alert BD personnel of national small business events through forums to offer assistance.

Lockheed Martin also has offers supplier-focused educational programs at both the corporate and business area levels. The corporation will continue to provide these development opportunities and assistance as well as research new programs to grow and help small businesses be able to compete against large firms. Some of the initiatives involving supplier training include: actively participating in the DOD Mentor Protégé Program and offering developmental and training assistance; offering Protégé 101 training courses to protégés and current proven small business suppliers; offering

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Supplier Wire webinars to all small businesses on topics associated with doing business in the Aerospace and Defense industry; Supplier Information Session training sessions; and business area-focused training in pertinent development areas, such as: business development, quality, cyber security, ethics, affordability and sustainability.

17. DCMA 640 REVIEW

Lockheed Martin will participate in annual DCMA 640 review activities.



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EXHIBIT 1

Executive Supplier Diversity Commitment Letter for GFY 2015

January 29, 2015

To Lockheed Martin U.S. Employees:

Each year we reaffirm our commitment to supplier diversity. We use this opportunity to remind employees that our success depends on a strong supply chain, and that we are at our best when working with suppliers with a broad range of backgrounds, capabilities and experience.

Our supply chain is comprised of both small and large businesses that bring unique capabilities to help us deliver the industry's best products and services to our customers. We especially value the agility, ingenuity and new perspectives that we gain when partnering with small businesses to solve our customers' complex challenges. That's why it's more important than ever that our supply base continues to be diversified.

To ensure we continue to deliver the most innovative solutions, I ask every employee to re-commit to our Supplier Diversity Program. The program identifies and secures the best suppliers available, and helps us ensure that small businesses are part of our winning solution. Whenever possible, let's look to provide opportunities to small and disadvantaged businesses. These include suppliers and partners categorized as:

- Small businesses;
- Small Disadvantaged businesses;
- Women-Owned small businesses;
- Historically Underutilized Business (HUB) Zone small businesses;
- Historically Black Colleges and Universities and Minority Institutions; and
- U.S. Veteran and Service Disabled Veteran-owned small businesses.

You play a critical role in securing the best value for Lockheed Martin and our customers. The discipline you apply to the management of our supply chain will help the Corporation optimize performance and quality, reduce risk and drive down costs. Together, we can make sure our supply chain remains the best in the industry and is aligned with government regulations, along with Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation (DFAR) directives.

Thank you for supporting supplier diversity in 2015.

(b) (6)

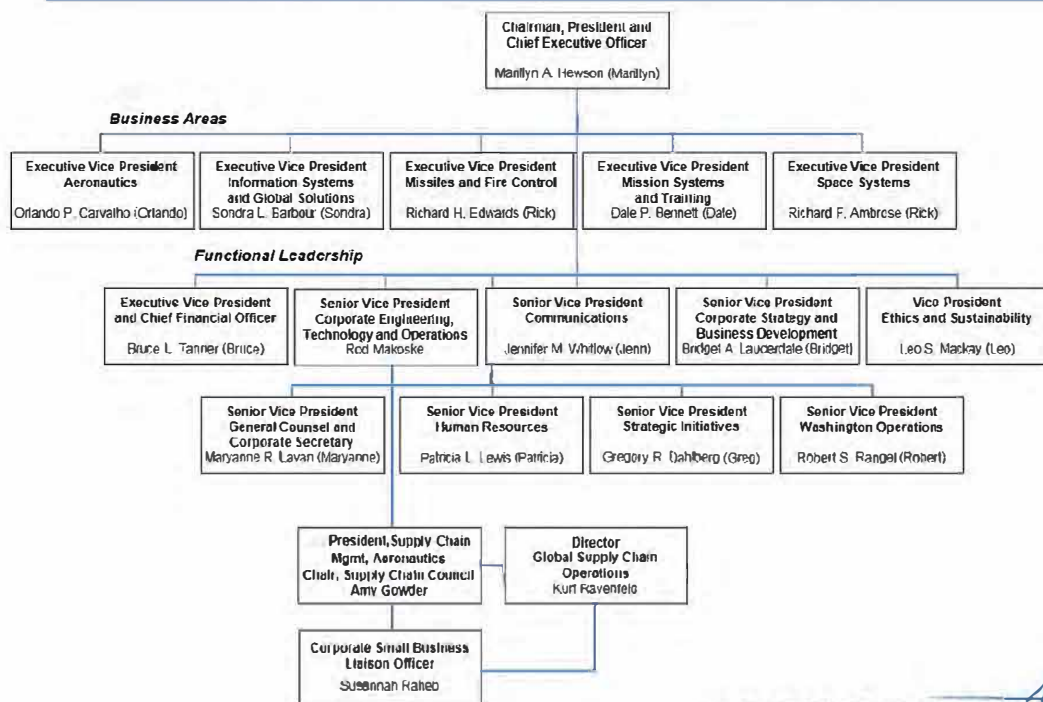
Marilyn A. Hewson
Chairman, President and CEO

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EXHIBIT 2
Corporate Reporting Chain

Lockheed Martin Executive Leadership Team

April 11, 2016



LOCKHEED MARTIN

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EXHIBIT 3
Supplier Diversity Network/Organization Listing

Supplier Diversity Representatives



Name	Business Area / Unit Name and Address	E-mail / Web Address	Phone
	Enterprise Operations		
Susannah Raheb	(b) (6)		
Supplier Diversity Sr. Mgr.			
Emmy R. Mann			
Business Area Lead			
Orysia Buchan			
SD Program Manager			
Patricia A. McHugh			
Corporate Reporting Lead			
Marquita Peoples Gadson			
SD Support Specialist			
Pat DeSanto			
CSP program Manager			
	AERONAUTICS		
Jim Tanksley	(b) (6)		
Business Area Lead			
C. J. Anderson			
Dianna Salgado			
Dorothy James-McAllister			
Dudley Mecum			
Emma J. Stevens			
Mershelle Davis			
Miranda Todd			
Kate Connolly			
Raven Smith			
John Snelson			
Sonny Trunell			
Valerie Chatman			
Vanessa Bull			
	MISSILES AND FIRE CONTROL (MFC)		
Phyllis Grant	(b) (6)		
Business Area Lead			
Lisa Coursey			
Connie Winters			
April Jackson			
	MISSION SYSTEMS AND TRAINING (MST)		
Gary Harner	(b) (6)		
Business Area Lead			
Claudia Jara			
Kim Luker			
Robyn Snyder			
Sheila Oechslein			
Teresa Torres			
	INFORMATION SYSTEMS & GLOBAL SOLUTIONS		
Melissa Norris	(b) (6)		
Paula Jackson			
	SPACE SYSTEMS		
Bob Thompson	(b) (6)		
Business Area Lead			
Betty L. Padilla			
Diane Garrett			
Michelle Butzke			
Pat Roybal			

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The page MSJ000429 (USA00115) was subsequently reproduced on 5/16/2019 as MSJ002000.

The information previously withheld under an Exemption b(3) assertion was released.

EXHIBIT 5

Corporate Supplier Diversity Program Procedures (CSP-113 and OPM-002)



Corporate Headquarters
Corporate Policy Statement CPS-113
Revision No: 10
Effective: May 5, 2015
Copyright 2015 Lockheed Martin Corporation
Current policies and procedures are on the Lockheed Martin Intranet

Acquisition of Goods and Services

[Compliance and Authority](#)
[Standard Terms and Conditions, Corporate Agreements](#)
[Supplier Diversity Program](#)
[Supply Chain Security Program](#)
[Make or Buy](#)
[Sustainable Products](#)
[Procurement/Sourcing Systems](#)
[General Applicability Statement](#)

(b) (4)

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(b) (4)



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(b) (4)



//s// Patrick S. Sunderlin
Global Supply Chain Operations Chair



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Corporate Headquarters
Operations & Program Management Procedure OPM-002
Effective: May 5, 2015
Revision: 10
Copyright 2015 Lockheed Martin Corporation
Current policies and procedures are on the Lockheed Martin Intranet

Supplier Diversity Program

(b) (4)

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(b) (4)



//s// Amy Gowder
Global Supply Chain Operations Chair

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EXHIBIT 6
 GFY 2016 DOD Subcontracting Projections by Business Area

	GFY 2016 Subcontracting Goals												
	TOTAL	S B		SDB		WOSB		HUBZone		VOSB		SDVOSB	
	\$	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Aeronautics	(b) (4)												
MS T	(b) (4)												
MFC	(b) (4)												
IS & GS	(b) (4)												
Space Systems	(b) (4)												
Corp Challenge/Rounding	(b) (4)												
Total LM Projection	(b) (4)												



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EXHIBIT 7
 GFY 2016 Products and Services Forecast by NAICs Codes

Products and Services

Lockheed Martin Proprietary Information

NAICS Code	NAICS Description	Total		LB		SB		SDB		WOSB		HUBZ		VOSB		SDVOSB	
		\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%

(b) (4)



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EXHIBIT 8

(b) (4)

(b) (4)

GFY 2014

	SB		SDB		WOSB	
	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual
(b) (4)						

LARGE				EST SPEND			
Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
%	%	\$	\$	%	%	\$	\$
(b) (4)							

(b) (4)

GFY 2015

	SB				SDB			
	Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
(b) (4)	%	%	\$	\$	%	%	\$	\$

WOSB		LARGE				EST SPEND			
Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
%	%	\$	\$	%	%	\$	\$	%	%
(b) (4)									

(b) (4)

GFY 2014

	SB				SDB				VOSB			
	Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
(b) (4)	%	%	\$	\$	%	%	\$	\$	%	%	\$	\$

LARGE				EST SPEND			
Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
%	%	\$	\$	%	%	\$	\$
(b) (4)							

(b) (4)

GFY 2015

	SB				SDB			
	Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
(b) (4)	%	%	\$	\$	%	%	\$	\$

VOSB		LARGE				EST SPEND				
Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual		Item
%	%	\$	\$	%	%	\$	\$	%	%	
(b) (4)										

Exhibit 9

Lockheed Martin CAGE Codes and DUNS Numbers Listing

D&B DUNS NUMBERS	CAGE CODES	VENDOR	STREET	CITY	STATE	ZIP CODE
001690924	16331	Lockheed Martin Corporation	100 GLOBAL INNOVATION CIR	ORLANDO	Florida	32825-5003
002106276	80070	Lockheed Martin Corporation	2221 NIAGARA FALLS BLVD	NIAGARA FALLS	New York	14304-5709
002232973	3640	Lockheed Martin Corporation	1801 STATE ROUTE 17C	OWEGO	New York	13827-3998
002232973	3640	Lockheed Martin Corporation	1801 STATE ROUTE 17C	OWEGO	New York	13827-3998
002995582	08ZU4	Lockheed Martin Corporation	9970 FEDERAL DR	COLORADO SPRINGS	Colorado	80921-3616
003268869	98897	Lockheed Martin Corporation	86 S COBB DR SE	MARIETTA	Georgia	30063-0001
003419090	38597	Lockheed Martin Corporation	2323 EASTERN BLVD	BALTIMORE	Maryland	21220-4207
003419090	38597	Lockheed Martin Corporation	2323 EASTERN BLVD	BALTIMORE	Maryland	21220-4207
004181421	1DNT8	Lockheed Martin Special Products Co	3201 JERMANTOWN RD	FAIRFAX	Virginia	22030-2874
004506767	3DAJ9	Lockheed Martin Corporation	100 GLOBAL INNOVATION CIR	ORLANDO	Florida	32825-5003
004506767	3DAJ9	Lockheed Martin Corporation	PO BOX 70844 LM STS ACC5552834	CHICAGO	Illinois	60673
007113228	14213	Sandia Corporation	1515 EUBANK BLVD SE	ALBUQUERQUE	New Mexico	87123-3453
007113228	14213	Sandia Corporation	1515 EUBANK BLVD SE	ALBUQUERQUE	New Mexico	87123-3453
007113228	14213	Sandia Corporation	PO BOX 5520	ALBUQUERQUE	New Mexico	87185-5520
007688534	3LQT9	Lockheed Martin Corporation	4297 PACIFIC HWY	SAN DIEGO	California	92110-3236
008016958	81755	Lockheed Martin Corporation	1 LOCKHEED BLVD	FORT WORTH	Texas	76108-3619
008972556	1VQ29	Lockheed Martin Corporation	12257 S WADSWORTH BLVD	LITTLETON	Colorado	80125-8500
011174906	3FMK4	Lockheed Martin Corporation	12999 W DEER CREEK CYN RD	LITTLETON	Colorado	80127-5146
011367237	23892	Lockheed Martin Corporation	9221 CORPORATE BLVD	ROCKVILLE	Maryland	20850-3248
013907931	044G0	Lockheed Martin Corporation	4820 E DRY CREEK RD	LITTLETON	Colorado	80122
013921163	4N497	Lockheed Martin Corporation	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
014611318	08GY3	Lockheed Martin Corporation	100 CAMPUS DR	NEWTOWN	Pennsylvania	18940-1784
016107539	1B6J8	Lockheed Martin Services Inc.	3853 CALLE FORTUNADA	SAN DIEGO	California	92123-1856
016108909	27413	Lockheed Martin Corporation	2625 BAY AREA BLVD	HOUSTON	Texas	77058-1523
016913048	1W384	Lockheed Martin Corporation	6404 IVY LN STE 800	GREENBELT	Maryland	20770-1408
019172647	26629	Lockheed Martin Corporation	16 MAPLE RD	CHELMSFORD	Massachusetts	01824-3737
019710586	52088	Lockheed Martin Corporation	9500 GODWIN DR	MANASSAS	Virginia	20110-4166
020225678	41YL7	Lockheed Martin Corporation	4770 EASTGATE MALL	SAN DIEGO	California	92121-1970
021349816	62313	Lockheed Martin Corporation	ARKANSAS HWY205 HGHL	CAMDEN	Arkansas	71701
022204072	06JJ5	Lockheed Martin Integrated Systems, Inc.	497 ELECTRONICS PKWY	SYRACUSE	New York	13221

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D&B DUNS NUMBERS	CAGE CODES	VENDOR	STREET	CITY	STATE	ZIP CODE
025174561	08YH4	Lockheed Martin Systems, Inc.	500 WOODLAKE DR STE 2	CHESAPEAKE	Virginia	23320-8923
027053730	1GWH1	Lockheed Martin Corporation	9300 28TH ST N	PINELLAS PARK	Florida	33782-6122
027053730	1GWH1	Lockheed Martin Corporation	9300 28TH ST N	PINELLAS PARK	Florida	33782-6122
032046666	16848	Lockheed Martin Sippican, Inc.	22051 NETWORK PLACE	CHICAGO	Illinois	60673-1220
032046666	16848	Lockheed Martin Sippican, Inc.	7 BARNABAS RD	MARION	Massachusetts	02738-1421
036774834	08PL1	Lockheed Martin Corporation	17100 MURPHY AVE	IRVINE	California	92614-5916
037225935	2B877	Lockheed Martin Engineering & Sciences Company	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
038871729	1PF13	Lockheed Martin Corporation	7100 STANDARD DR	HANOVER	Maryland	21076-1321
039836705	54274	Lockheed Martin Corporation	9500 GODWIN DR 400043	MANASSAS	Virginia	20110-4166
039836705	54274	Lockheed Martin Corporation	9500 GODWIN DR 400043	MANASSAS	Virginia	20110-4166
040855413	00GK2	Lockheed Martin Space Operations	JOHN C STENNIS CNTR	BAY SAINT LOUIS	Mississippi	39529-0001
041512187	9J897	Lockheed Martin Corporation	4000 MEMORIAL PKWY SW	HUNTSVILLE	Alabama	35802-1326
041512187	9J897	Lockheed Martin Corporation	4000 MEMORIAL PKWY SW	HUNTSVILLE	Alabama	35802-1326
044306348	3R150	Lockheed Martin Aspen Systems Corporation	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
058605858	4D149	Lockheed Martin Government Services, Inc.	1 CURIE COURT	ROCKVILLE	Maryland	20850
058605858	4D149	Lockheed Martin Government Services, Inc.	6404 IVY LN STE 800	GREENBELT	Maryland	20770-1408
061993606	34675	Lockheed Martin Corporation	5600 W SAND LAKE RD	ORLANDO	Florida	32819-8907
061993606	34675	Lockheed Martin Corporation	498 OAK RD	OCALA	Florida	34472-3099
063216634	1C6N5	LMC Properties, Inc.	100 S CHARLES ST STE 1400	BALTIMORE	Maryland	21201-2703
063216634	1C6N5	LMC Properties, Inc.	100 S CHARLES ST STE 1400	BALTIMORE	Maryland	21201-2703
065490773	53100	Lockheed Martin Corporation	13800 OLD GENTILLY RD	NEW ORLEANS	Louisiana	70129-2218
065490773	53100	Lockheed Martin Corporation	13800 OLD GENTILLY RD	NEW ORLEANS	Louisiana	70129-2218
067943220	3GJ62	Lockheed Martin Aeronautics Services-International	244 TERMINAL RD	GREENVILLE	South Carolina	29605-5508
070110937	5Z058	Lockheed Martin Federal Healthcare, Inc.	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
070542696	029K9	Lockheed Martin Integrated Systems, Inc	5600 W SAND LAKE RD	ORLANDO	Florida	32819-8907
070792213	77171	Lockheed Martin Employee Association, Inc.	800 WALKER ST SE	MARIETTA	Georgia	30060-2730
070792213	77171	Lockheed Martin Employee Association, Inc.	800 WALKER ST SE	MARIETTA	Georgia	30060-2730
075457143	5D177	Lockheed Martin Corporation	4800 BRADFORD DR NW	HUNTSVILLE	Alabama	35805-1949
075796037	56232	Lockheed Martin Corporation	55 CHARLES LINDBERGH BLVD # 1	UNIONDALE	New York	11553-3689
078669280	90536	Lockheed Martin Corporation	MS U2F26	EAGAN	Minnesota	55121
078669280	90536	Lockheed Martin Corporation	9500 GODWIN DR	MANASSAS	Virginia	20110-4166

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D&B DUNS NUMBERS	CAGE CODES	VENDOR	STREET	CITY	STATE	ZIP CODE
090621657	7M285	Lockheed Martin Corporation	PO BOX 33083	LAKELAND	Florida	33807
090621657	7M285	Lockheed Martin Corporation	3655 TAMPA RD	OLDSMAR	Florida	34677-6308
091645606	2734	Lockheed Martin Corporation	3 EXECUTIVE CAMPUS # 600	CHERRY HILL	New Jersey	08002-4160
102110608	57402	Lockheed Martin Corporation	3130 ZANKER RD	SAN JOSE	California	95134-1965
108948845	058W3	Lockheed Martin Corporation	PIER RD	CAPE CANAVERAL	Florida	32920
110385650	093L7	Lockheed Martin Corporation	103 CHESAPEAKE PARK PLZ	BALTIMORE	Maryland	21220-4201
110693335	0A486	Lockheed Martin Corporation	2 FORBES RD	LEXINGTON	Massachusetts	02421-7306
111922600	3CUQ0	Lockheed Martin Corporation	LOCKHEED MARTIN CORPORATION GLOBAL	CHICAGO	Illinois	60673-7426
111922600	3CUQ0	Lockheed Martin Corporation	WILCOX PLZ 7000 CLMT AVE WILCOX	FORT WORTH	Texas	76116
112279778	79272	Lockheed Martin Corporation	230 MALL BLVD	KING OF PRUSSIA	Pennsylvania	19406-2902
112279778	79272	Lockheed Martin Corporation	230 MALL BLVD	KING OF PRUSSIA	Pennsylvania	19406-2902
114394778	71717	Lockheed Martin Systems Designers, Inc.	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
119173318	6Z339	Lockheed Martin Aircraft Center	244 TERMINAL RD	GREENVILLE	South Carolina	29605-5508
120505321	1NHT9	Lockheed Martin Global Telecommunications LLC	1001 ADAMS AVE	NORRISTOWN	Pennsylvania	19403-2401
121371538	65113	Lockheed Martin Corporation	3251 HANOVER ST BLDG 201	PALO ALTO	California	94304-1121
124136961	2D654	Lockheed Martin Corporation	1055 W MERCURY BLVD # 312	HAMPTON	Virginia	23666-3300
131841822	4A3W7	Lockheed Martin Corporation	1210 MASSILLON RD	AKRON	Ohio	44315-0001
131841822	4A3W7	Lockheed Martin Corporation	1210 MASSILLON RD	AKRON	Ohio	44315-0001
132985321	1P7S8	Lockheed Martin Corporation	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
135776545	1UMJ7	Lockheed Martin Gyrocam Systems, LLC	5600 W SAND LAKE RD MP-265	ORLANDO	Florida	32819-8907
136196933	2AAG3	Lockheed Martin Integrated systems, Inc.	1210 MASSILLON RD	AKRON	Ohio	44315-0001
137036740	08BX7	Lockheed Martin Corporation	266 CASPIAN DR	SUNNYVALE	California	94089-1014
137196304	3JEN1	Lockheed Martin Corporation	1701 NORTH ST	ENDICOTT	New York	13760-5553
141935069	9B500	Lockheed Martin Corporation	3251 HANOVER ST C	PALO ALTO	California	94304-1121
142406169	3PVS5	Lockheed Martin Procerus Technologies, L.C.	500 S GENEVA RD	VINEYARD	Utah	84058-5802
142406169	3PVS5	Lockheed Martin Procerus Technologies, L.C.	500 S GENEVA RD	VINEYARD	Utah	84058-5802
142673172	3QJJ0	Lockheed Martin Corporation	IRWIN RD BLDG 1250	FORT BLISS	Texas	79916
147286186	3VQB0	Lockheed Martin Corporation	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
147328210	3VUJ2	Lockheed Martin Corporation	3100 ZANKER RD	SAN JOSE	California	95134-1965
147457373	3VVQ1	Lockheed Martin Corporation	1300 S LITCHFIELD RD # 9	GOODYEAR	Arizona	85338-1513
149375479	2J881	Lockheed Martin Coherent Technologies, Inc.	135 SOUTH TAYLOR AVENUE	LOUISVILLE	Colorado	80027

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D&B DUNS NUMBERS	CAGE CODES	VENDOR	STREET	CITY	STATE	ZIP CODE
149375479	2J881	Lockheed Martin Coherent Technologies, Inc.	135 S TAYLOR AVE	LOUISVILLE	Colorado	80027-3025
149769754	74703	Lockheed Martin Aeronautical Systems Support Company	86 S COBB DR SE	MARIETTA	Georgia	30063-0001
150049880	1TC51	Lockheed Martin Corporation	P.O. BOX 8048	PHILADELPHIA	Pennsylvania	19101
150049880	1TC51	Lockheed Martin Corporation	199 BORTONS LANDING RD	MOORESTOWN	New Jersey	08057-3048
153249859	1Y2P4	Lockheed Martin Desktop Solutions, Inc.	2700 PROSPERITY AVE	FAIRFAX	Virginia	22031-4339
155109184	06CL8	Lockheed Martin Corporation	1111 LOCKHEED MARTIN WAY	SUNNYVALE	California	94089-1212
155797108	6MF21	Lockheed Martin Global Inc.	6801 ROCKLEDGE DR	BETHESDA	Maryland	20817-1803
158140041	3538	Lockheed Martin Corporation	497 ELECTRONICS PKWY # 5	LIVERPOOL	New York	13088-5394
170204544	1Q1J8	Lockheed Martin Global Telecommunications Inc.	5600 W SAND LAKE RD	ORLANDO	Florida	32819-8907
175951300	59671	Lockheed Martin Corporation	3201 JERMANTOWN RD	FAIRFAX	Virginia	22030-2874
176325579	23991	Lockheed Martin Corporation	230 MALL BLVD	KING OF PRUSSIA	Pennsylvania	19406-2902
179351267	58691	Lockheed Martin Corporation	6304 SPINE RD	BOULDER	Colorado	80301-3320
181814575	0A489	Lockheed Martin Aeroparts, Inc.	211 INDUSTRIAL PARK RD	JOHNSTOWN	Pennsylvania	15904-1961
181814575	0A489	Lockheed Martin Aeroparts, Inc.	211 INDUSTRIAL PARK RD	JOHNSTOWN	Pennsylvania	15904-1961
182949776	8Y381	Lockheed Martin Training Solutions, Inc.	100 GLOBAL INNOVATION CIR	ORLANDO	Florida	32825-5003
187858907	7Y124	Lockheed Martin Corporation	400 VRGNA AVE SW STE 400	WASHINGTON	District of Columbia	20024
188160782	23917	Lockheed Martin Corporation	1111 LOCKHEED MARTIN WAY	SUNNYVALE	California	94089-1212
192193647	5D687	Lockheed Martin Internationals Services Corp.	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
195328133	0BHW2	Lockheed Martin Technical Operations Company	1309 MOFFETT PARK DR	SUNNYVALE	California	94089-1134
196189385	4939	Lockheed Martin Corporation	5600 W SAND LAKE RD	ORLANDO	Florida	32819-8907
196596688	0RDP9	Lockheed Martin Corporation	1111 LOCKHEED MARTIN WAY	SUNNYVALE	California	94089-1212
199845736	36090	Lockheed Martin Librascope Corporation	811 SONORA AVE	GLENDALE	California	91201-2433
361163384	1M3P9	Lockheed Martin Corporation	7 FRANKFORD AVE BLDG 680	ANNISTON	Alabama	36201-4199
557216512	0PV88	Lockheed Martin Unmanned Integrated Systems, Inc.	133 WEST PARK LOOP	HUNTSVILLE	Alabama	35806
557216512	0PV88	Lockheed Martin Unmanned Integrated Systems, Inc.	133 W PARK LOOP NW	HUNTSVILLE	Alabama	35806-1745
602634834	94271	Lockheed Martin Corporation	459 KENNEDY DR	ARCHBALD	Pennsylvania	18403-1598
612084574	0WWN8	Lockheed Martin Corporation	35 CORPORATE DR STE 250	BURLINGTON	Massachusetts	01803-4244
617379607	75538	Lockheed Martin Technical Services, Inc.	55 S HINCHMAN AVE	HADDONFIELD	New Jersey	08033-3725
617379607	75538	Lockheed Martin Technical Services, Inc.	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328

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D&B DUNS NUMBERS	CAGE CODES	VENDOR	STREET	CITY	STATE	ZIP CODE
618983050	0SET7	Lockheed Martin Technical Services , Inc.	300 LOCKHEED MARTIN DR	AMERICUS	Georgia	31719-8175
619434590	0L1E5	Lockheed Martin Corporation	1011 LOCKHEED WAY	PALMDALE	California	93599-0001
619434590	0L1E5	Lockheed Martin Corporation	PO BOX 905199	CHARLOTTE	North Carolina	28290-5199
619434590	0L1E5	Lockheed Martin Corporation	1011 LOCKHEED WAY	PALMDALE	California	93599-0001
786003350	3T755	Lockheed Martin Corporation	580 W CHEYENNE AVE # 130	NORTH LAS VEGAS	Nevada	89030-3967
787662220	066N5	Lockheed Martin Overseas Corporation	6801 ROCKLEDGE DR	BETHESDA	Maryland	20817-1803
787662220	066N5	Lockheed Martin Overseas Corporation	6801 ROCKLEDGE DR	BETHESDA	Maryland	20817-1803
790552504	4MZH8	Lockheed Martin Corporation	13560 DULLES TECH DR	HERNDON	Virginia	20171-3414
790552579	4MZK6	Lockheed Martin Corporation "National"	13560 DULLES TECH DR	HERNDON	Virginia	20171-3414
794571448	64059	Lockheed Martin Corporation	1701 W MARSHALL DR	GRAND PRAIRIE	Texas	75051-2704
801518747	0WMS3	Lockheed Martin Aculight Corporation	22121 20TH AVE SE	BOTHELL	Washington	98021-4408
805258373	77609	Lockheed Martin Services Inc.	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
808668743	0XYD8	Lockheed Martin Corporation	5500 COUNTY ROAD 37	TROY	Alabama	36081-8127
808668743	0XYD8	Lockheed Martin Corporation	5500 COUNTY ROAD 37	TROY	Alabama	36081-8127
809442366	500L4	Lockheed Martin Corporation	15052 CONFERENCE CTR	CHANTILLY	Virginia	20151-3858
809764327	0CJ95	Lockheed Martin Corporation	2025 RESEARCH PKWY STE A	COLORADO SPRINGS	Colorado	80920-1031
827429312	563J1	Lockheed Martin Corporation	2323 EASTERN BLVD	BALTIMORE	Maryland	21220-4207
828850169	1FUD6	Lockheed Martin Logistics Services, Inc	244 TERMINAL RD	GREENVILLE	South Carolina	29605-5508
834951691	02GJ5	Lockheed Martin Corporation	6801 ROCKLEDGE DR	BETHESDA	Maryland	20817-1877
834951691	02GJ5	Lockheed Martin Corporation	PO BOX 730093	DALLAS	Texas	75373-0093
839379781	02CD6	Lockheed Martin Corporation	346 BOLLAY DR	GOLETA	California	93117-5550
839379781	02CD6	Lockheed Martin Corporation	346 BOLLAY DRIVE	GOLETA	California	93117
848028494	2769	Lockheed Martin Corporation	6801 ROCKLEDGE DR	BETHESDA	Maryland	20817-1803
848028494	2769	Lockheed Martin Corporation	199 BORTONS LANDING RD	MOORESTOWN	New Jersey	08057-3048
849133640	1BV49	Lockheed Martin Corporation	685 CITADEL DR E	COLORADO SPRINGS	Colorado	80909-5368
878933951	0YTZ8	Lockheed Martin Aspenmed Services, Inc.	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
940019474	2F600	Lockheed Martin Operations Support Inc.	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
940019474	2F600	Lockheed Martin Operations Support Inc.	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
942512757	55316	Lockheed Martin Corporation	100 E 17TH ST	RIVIERA BEACH	Florida	33404-5664
942512757	55316	Lockheed Martin Corporation	100 E 17TH ST	RIVIERA BEACH	Florida	33404-5664
943786715	0NYX6	Lockheed Martin Corporation	2800 AIRPORT DR	HARLINGEN	Texas	78550-3664
945483238	3N592	Lockheed Martin Corporation	10325 MEANLEY DR	SAN DIEGO	California	92131-3011
948593264	09PE1	Lockheed Martin Advanced Environmental Systems, Inc.	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328

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D&B DUNS NUMBERS	CAGE CODES	VENDOR	STREET	CITY	STATE	ZIP CODE
948604350	1U563	Lockheed Martin Logistics Management Inc.	244 TERMINAL RD	GREENVILLE	South Carolina	29605-5508
962972159	622B7	Lockheed Martin Corporation	5749 BRIAR HILL RD	LEXINGTON	Kentucky	40516-9721
963313684	63DZ3	Lockheed Martin CDL Systems USA, Inc.	1525 PERIMETER PKWY NW STE 520	HUNTSVILLE	Alabama	35806-3558
963313684	63DZ3	Lockheed Martin CDL Systems USA, Inc.	1525 PERIMETER PKWY NW # 520	HUNTSVILLE	Alabama	35806-3560
965515869	5D278	Lockheed Martin Corporation	BLDG 8401	LOMPOC	California	93437
968654202	04RY2	Lockheed Martin Corporation	1008 N JOHN REDDITT DR	LUFKIN	Texas	75904-2628



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Exhibit 10
Listing of Open Contracts Covered Under the CSP

LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP	RELATED CAGE CODE	RELATED DUNS NUMBER
F3365797L2018	81755	008016958
F3365797L2019	98897	003268869
F3365799C0059	81755	008016958
N0001902C3002	81755	008016958
F3365701C0014	81755	008016958
F3365700L2039	0L1E5	619434590
F0470102C0002	06887	872978978
F0470102C0003	06887	872978978
N0003904C2009	06887	872978978
FA861505C6002	81755	008016958
N0002401C5168	02769	848028494
SPM54006DBP01	563J1	827429312
FA881806D0024	3YXP0	147329176
N0002406C5120	02769	848028494
W58RGZ06C0169	04939	196189385
FA861507C6031	81755	008016958
FA861507C6032	81755	008016958
FA862504D64520003	98897	003268869
FA865005G55030003	81755	008016958
N0017804D40790012	4FZ81	780820002
FA882307C0001	3VUR8	147459577
N0003007C0100	06887	872978978
F4262001D0058SCBC	81755	008016958
NRO00007C0062	08YH6	113168686
FA861507C6034	81755	008016958
N0001907C0097	81755	008016958
W31P4Q07C0154	04939	196189385
FA670308C0001	98897	003268869
W31P4Q08C0359	04939	196189385
FA877104D0008TB01	4TE14	801371365
FA852709C0056	02769	848028494
N0003010C0100	06887	872978978
F4262001D0058SCBT	81755	008016958
N0002409C4201	16331	001690924
HQ000604D00060022	5D177	075457143
N0002409C4216	16331	001690924
N0001909C0010	81755	008016958

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
N0017809C2001	52088	019710586
N0002409C5110	02769	848028494
W9113M07D00060032	1H2F6	068514251
FA850406D00010419	98897	003268869
W31P4Q10C0085	64059	794571448
N0001910C0002	81755	008016958
FA860710C2798	81755	008016958
FA865008D38580016	81755	008016958
N0001409D07020002	02769	848028494
N6833510C0225	16331	001690924
W58RGZ10C0028	04939	196189385
W900KK09D03140011	16331	001690924
W31P4Q10C0086	64059	794571448
W900KK11C0004	16331	001690924
W900KK11C0005	16331	001690924
FA865008D38580017	81755	008016958
F0960403D0031182182	3VRZ1	147286418
F4262001D00580955	81755	008016958
F0960403D0031192192	3VRZ1	147286418
N6893610D0044	98897	003268869
N0001910C0064	3VUR8	147459577
FA865008D38580020	81755	008016958
W9113M10C0034	0WMS3	801518747
W31P4Q10C0240	77609	834951691
FA865010C7069	81755	008016958
N0002410D42030006	52088	019710586
W9113M07D00060048	1H2F6	068514251
FA862610D21330001	04939	196189385
FA850407D00030011	98897	003268869
F1962800C0019	3VPT9	147285949
W31P4Q11C0001	64059	794571448
N0038305D005B7180	03538	158140041
FA865011C3101	81755	008016958
W31P4Q07G0001/00170017	64059	794571448
FA881806D00240112	3YXP0	147329176
N0038305D005B7186	03538	158140041
N6893610D00350002	16331	001690924
N0017804D4079MUT2	4FZ81	780820002
FA862511C6597	98897	003268869

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
N0001410D00170001	81755	008016958
FA862011C3007	3VPT9	147285949
W31P4Q11C0206	77609	834951691
N0001909D00150027	98897	003268869
W900KK09D03140013	16331	001690924
N0017804D4079NS02	4FZ81	780820002
F4262001D00581015	81755	008016958
W91WAW08D00110015	4FZ81	780820002
W900KK09D03140014	16331	001690924
FA865011C2201	03640	002232973
W58RGZ11C0120	04939	196189385
FA255011C8002	08YH6	113168686
N0003011C0019	06887	872978978
F4262001D00581038	81755	008016958
N0038311D006N7002	03538	158140041
F4262001D00581082	81755	008016958
F4262001D00581023	81755	008016958
W81XWH08D00390013	77609	834951691
F4262001D00580922	81755	008016958
W31P4Q11C0242	04939	196189385
N0001909D00220053	81755	008016958
FA865008D38580026	81755	008016958
N0001911C0083	81755	008016958
F3365702D00090075	81755	008016958
M6785410D22000022	03538	158140041
W31P4Q12C0002	64059	794571448
W900KK09D03140017	16331	001690924
W900KK11D00010004	16331	001690924
FA850411D00040003	98897	003268869
W81XWH08D00390014	77609	834951691
FA853008D00080021	1WQX4	031480416
W911W410D00250008	77609	834951691
N6833511C0403	03640	002232973
FA86501121181	65113	121371538
FA853008D00080023	1WQX4	031480416
W9113M07D00060065	1H2F6	068514251
W58RGZ11C0182	04939	196189385
N6893610D00350004	16331	001690924
W900KK11D00010005	16331	001690924

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
W58RGZ12C0018	04939	196189385
W58RGZ12C0009	04939	196189385
FA865008D38580027	81755	008016958
N0038311D006N7008	03538	158140041
FA862504D64520007	98897	003268869
F3460199D00020086	1FGL4	125456652
N6833509D00060075	16331	001690924
FA861512C6012	81755	008016958
F4262001D00581107	81755	008016958
FA861512C6011	81755	008016958
F4262001D00581161	81755	008016958
HQ014712D00030001	3VQB0	147286186
GS00Q09BGD0039D12PD00538	4VP27	807174276
W31P4Q12C0081	64059	794571448
N0038311D006N7010	03538	158140041
W91QUZ06D00172A11	4JV82	785137154
HQ014712D00030004	3VQB0	147286186
F0960403D0031234234	3VRZ1	147286418
N0003010G0029VX12	56232	075796037
S5105A12F0023	71717	114394778
W31P4Q12C0167	64059	794571448
HR001112C0039	0L1E5	619434590
N0038311D006N7011	03538	158140041
N0010409GRS300017	52088	019710586
F4262001D00581222	81755	008016958
W31P4Q12C0151	64059	794571448
F4262001D00581231	81755	008016958
N0001912C0004	81755	008016958
FA880812F0001	4X260	836196972
W31P4Q12C0001	75051	794571448
N0038311D006N7012	03538	158140041
N0042112D00080003	1FUD6	023110377
N0003012C0023	06887	872978978
N0042112D00080004	1FUD6	023110377
N6833512C0204	16331	001690924
N6893612C0212	0WMS3	801518747
SPRPA109G002Y5052	03640	002232973
SPRPA109G002Y5050	03640	002232973
N0003010G0029VX13	56232	075796037

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
SPRPA109G002Y5051	03640	002232973
W91QUZ06D0017BD04	4JV82	785137154
N0001913C0017	98897	003268869
FA945112C0144	2J881	149375479
W911W61220008	03640	002232973
W900KK11D00010006	16331	001690924
FA881012C0001	06887	872978978
N0001909G00054049	03640	002232973
W900KK12C0053	64059	794571448
N0001912C0116	03640	002232973
W911SE07D0039BR01	4X260	836196972
N0003012C0058	06887	872978978
N0003011G0049QX07	06887	872978978
FA861512C6016	81755	008016958
FA861513C6048	81755	008016958
F3460199D00020089	1FGL4	125456652
F3460199D00020090	1FGL4	125456652
SPRWA113D0002	563J1	827429312
FA865008D38580032	81755	008016958
W900KK11D00010101	16331	001690924
M6785410D22000030	03538	158140041
N0010409GRS301346	52088	019710586
N0025311D00030028	52088	019710586
N0002413C4202	16331	001690924
F4262001D0058SCD7	81755	008016958
W58RGZ13C0021	04939	196189385
N6833509D00060094	16331	001690924
F4262001D00581288	81755	008016958
N0038311D006N7019	03538	158140041
W31P4Q13C0068	64059	794571448
FA882313C0002	08YH6	113168686
F4262001D0058SCE1	81755	008016958
FA862113C6256	4A3W7	131841822
FA873013D00060003	3VPT9	147285949
N0038311D006N7020	03538	158140041
N0001909D0015RK07	98897	003268869
N0001910D00150017	98897	003268869
F4262001D0058SCD8	81755	008016958
FA852513D0001	98897	003268869

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
N0038311D006N7023	03538	158140041
N0038311D006N7021	03538	158140041
N0038311D006N7022	03538	158140041
FA852513D00010001	98897	003268869
FA881013C0001	06887	872978978
N0002413C4208	16331	001690924
N0001913D00050004	81755	008016958
W58RGZ13C0029	04939	196189385
N0003010G0029VX14	56232	075796037
N0001913D00050008	81755	008016958
FA881806D00240166	3YXP0	147329176
N0025311D00030037	52088	019710586
N0038309G002H7077	98897	003268869
N0001913C0141	0L1E5	619434590
N6339413C1307	6C8L3	828041934
FA850414C0003	98897	003268869
HM157213C0002	3VUS0	147460526
W31P4Q13D00300002	64059	794571448
FA875013C0121	3VUR8	147459577
N0010409GRS301437	52088	019710586
N0002413C4105	6C8L3	828041934
FA854013C0016	1Q1J8	170204544
W31P4Q13C0100	64059	794571448
HC102812D00210005	3VTD1	147286699
SPE4A113G0007	563J1	827429312
W81XWH08D00390015	77609	834951691
FA852513D0004	98897	003268869
FA852513D00040001	98897	003268869
W58RGZ13C0112	03640	002232973
N0003013C0043	06887	872978978
SPRMM113CWB09	02769	848028494
FA865008D38580034	81755	008016958
FA854013C0025	04939	196189385
N0003013C0039	06887	872978978
FA852209D00040038	04939	196189385
W31P4Q13D00300005	64059	794571448
N0001913D00110001	03640	002232973
SPRPA109G002Y0004	03640	002232973
F4262001D00581344	81755	008016958

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F4262001D00581374	81755	008016958
N0001913D00050021	81755	008016958
F4262001D00581119	81755	008016958
SPRPA109G002Y5101	03640	002232973
SPRPA109G002Y5102	03640	002232973
N0025311D00030051	52088	019710586
N0001913D00050024	81755	008016958
FA865013C5209	0L1E5	619434590
SPRWA113D2000THA0	03640	002232973
SPRWA113D2000THA1	03640	002232973
SPRWA113D2000THA2	03640	002232973
HQ014712D00030010	3VQB0	147286186
HQ014712D00030011	3VQB0	147286186
HDTRA108D00160020	4X260	836196972
HDTRA108D00160019	4X260	836196972
F4262001D00581390	81755	008016958
FA852113C0009	06887	872978978
F4262001D00581391	81755	008016958
FA852513D00030007	98897	003268869
FA850406D00010814	98897	003268869
N0038313G004N7000	04939	196189385
FA852712G002210051005	3VRZ1	147286418
FA852712G002210061006	3VRZ1	147286418
SPRWA113D2000THA4	03640	002232973
SPRWA113D2000THA5	03640	002232973
SPRWA113D2000THA6	03640	002232973
N0001913D00110005	03640	002232973
HQ014712D00030009	3VQB0	147286186
SPRWA113D2000THA7	03640	002232973
FA862610D21330005	04939	196189385
W900KK13D00020003	16331	001690924
FA853008D00080027	1WQX4	031480416
N0001913C0152	98897	003268869
HDTRA108D00160021	4X260	836196972
N0025311D00030052	52088	019710586
FA862612D21380005	04939	196189385
W900KK13D00020004	16331	001690924
HQ014712D00030008	3VQB0	147286186
GS00Q09BGD0039W81XWH-13-F-0231	4X260	836196972

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
FA862610D21330006	04939	196189385
N0003011G0049QX11	06887	872978978
FA881806D00240176	3YXP0	147329176
FA881806D00240177	3YXP0	147329176
N6339412G12400002	52088	019710586
N6523613D49040001	4MZH8	790552504
FA853008D00080029	1WQX4	031480416
FA821311D00070007	94271	602634834
N0038311D006N7028	03538	158140041
N0038311D006N7029	03538	158140041
N0038313G004N7001	04939	196189385
F4262001D00581230	81755	008016958
FA852712G002210071007	3VRZ1	147286418
FA821714C0001	6WZB6	078416354
N0001913D00050039	81755	008016958
W31P4Q14C0066	64059	794571448
F4262001D00581250	81755	008016958
W31P4Q14C0022	64059	794571448
FA873013D00060004	3VPT9	147285949
N0025311D00030058	52088	019710586
W31P4Q14C0043	64059	794571448
SPRPA109G002Y5104	03640	002232973
W25G1V14C0016	03538	158140041
SPRMM109G10001075	02769	848028494
FA300214C0003	16331	001690924
FA865014C7467	02769	848028494
N0038313G004F7003	26629	019543677
FA852807D00150037	0L1E5	619434590
FA865008D38580035	81755	008016958
HC102812D00210010	3VTD1	147286699
N0002414C5114	02769	848028494
N0025311D00030056	52088	019710586
F4262001D00581411	81755	008016958
SPM4A109G0002THA5	04939	196189385
SPM7M511D00020009	02769	848028494
F3460199D00020092	1FGL4	125456652
F3460199D00020093	1FGL4	125456652
F4262001D00581421	81755	008016958
201413121100008	3VRH3	147286269

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
W58RGZ14C0020	04939	196189385
W31P4Q15C0085	64059	794571448
N0001913D00050032	81755	008016958
N0002412G51230014	02769	848028494
HC102812D00210008	3VTD1	147286699
N0001414C0094	16331	001690924
SPRWA113D2000THAA	03640	002232973
W911QY14C0027	16331	001690924
HDTRA108D00160022	4X260	836196972
N6833514C0003	81755	008016958
SPRWA113D2000THAB	03640	002232973
N6339413D13010005	02769	848028494
N0001913D00110009	03640	002232973
SPRPA109G002Y5106	03640	002232973
SPM7M511D00020010	02769	848028494
SPRPA114CW009	04939	196189385
FA855314C0004	98897	003268869
SPRWA113D2000THAC	03640	002232973
N0002412G51230016	02769	848028494
F4262001D00581400	81755	008016958
FA862014C4007	3VPT9	147285949
FA865014C2444	2J881	149375479
W9113M14C0008	0WMS3	801518747
N0042110D00030006	52088	019710586
HC102812D00210011	3VTD1	147286699
FA852712G002210091009	3VRZ1	147286418
N0038313G004N7002	04939	196189385
N3943014C1438	16331	001690924
F4262001D00581440	81755	008016958
F4262001D00581401	81755	008016958
SPRWA113D2000THAD	03640	002232973
F4262001D0058SCE8	81755	008016958
N0001913D00110012	03640	002232973
N0001914C0040	81755	008016958
SPRWA113D2000THAE	03640	002232973
SPRWA113D2000THAG	03640	002232973
F3365700D20600008	04236	926784042
FA862014C4005	3VPT9	147285949
FA862610D21330007	04939	196189385

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
W81XWH08D00390016	77609	834951691
FA850914C0005	04939	196189385
FA820209D00020016	03640	002232973
N0038313G004F7005	26629	019543677
W909MY12D00170008	1UMJ7	135776545
HR001114C0053	65113	121371538
F4262001D00581451	81755	008016958
F4262001D00581453	81755	008016958
SPRPA109G002YGCAR	03640	002232973
N0001414C0017	81755	008016958
SPRWA113D2000THAJ	03640	002232973
N0001913D00050044	81755	008016958
HC102812D00210012	3VTD1	147286699
N0038312G010F7026	03640	002232973
N0010409GRS301734	52088	019710586
FA852513D00040004	98897	003268869
W91QUZ12D0001NSO1	3VTD1	147286699
M6785410D22000036	03538	158140041
W31P4Q13D00300006	64059	794571448
W31P4Q13D00300007	64059	794571448
W31P4Q13D00300008	64059	794571448
W31P4Q13D00300009	64059	794571448
W31P4Q13D00300010	64059	794571448
FA862612D21380006	04939	196189385
F4262001D00581454	81755	008016958
SPRWA113D2000THAH	03640	002232973
N0038312G010F7027	03640	002232973
SPRPA109G002YGCAT	03640	002232973
W911W611D00080004	03640	002232973
N0001913D00110013	03640	002232973
N0001914D00320001	03640	002232973
N6893610D00440005	98897	003268869
FA852712G002210101010	3VRZ1	147286418
N0003013G0045VX04	56232	075796037
FA881806D00240186	3YXP0	147329176
SPRWA113D2000THAK	03640	002232973
SPRWA113D2000THAM	03640	002232973
W31P4Q13D00300011	64059	794571448
W31P4Q14C0124	64059	794571448

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
FA852712G002210111011	3VRZ1	147286418
W909MY12D00170009	1UMJ7	135776545
N6833514C0282	81755	008016958
FA300214C0011	6FB22	078604247
N0001913D00110011	03640	002232973
W912HQ15C0003	64059	794571448
F4262001D00581407	81755	008016958
HR001114C0117	0L1E5	619434590
FA853008D00080032	1WQX4	031480416
HC102808D20226S01	4X260	836196972
SPRHA214C0005	3VPT9	147285949
FA881806D00240190	3YXP0	147329176
SPRWA113D2000THAQ	03640	002232973
SPRWA113D2000THAR	03640	002232973
N0001914G00194000	03640	002232973
W31P4Q13D00300012	64059	794571448
W31P4Q14C0136	64059	794571448
FA851913D00030007	16331	001690924
N6339413D13010006	02769	848028494
N0003014C0039	06887	872978978
SPRPA113G001Y5010	03538	158140041
M6785414C0200	3VPT9	147285949
N6554014D00130001	16331	001690924
SPRPA113G001Y5012	03538	158140041
FA853008D0008BS01	1WQX4	031480416
FA865014C5608	81755	008016958
N0001914G00194001	03640	002232973
N0001913D00110018	03640	002232973
N0038312G010F7029	03640	002232973
FA865114D0208	64059	794571448
FA865008D38580039	81755	008016958
W900KK11D00030007	16331	001690924
W31P4Q15C0038	64059	794571448
SPRMM114CWB11	16848	032046666
FA865114D02080001	64059	794571448
SPRWA113D2000THAX	03640	002232973
FA865014C5609	81755	008016958
FA865014C5607	81755	008016958
N0003014G0051QX01	06887	872978978

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
FA824014C2138	3VUS0	147460526
HC102812D00210013	3VTD1	147286699
FA865014C7434	81755	008016958
SPRPA109G002Y5124	03640	002232973
SP470112D00060084	77609	834951691
SPRWA113D2000THB6	03640	002232973
SPRWA113D2000THB7	03640	002232973
F4262001D00581536	81755	008016958
SPRWA113D2000THB8	03640	002232973
SPRWA113D2000THB9	03640	002232973
FA875014C0176	81755	008016958
FA852814D00150007	0L1E5	619434590
N0001913D00110016	03640	002232973
FA851913D00030009	16331	001690924
SPRPA109G002Y5125	03640	002232973
SPRWA113D2000THB0	03640	002232973
W909MY14C0037	04939	196189385
SPRWA113D2000THB1	03640	002232973
FA862610D21330014	04939	196189385
F4262001D00581538	81755	008016958
F4262001D0058SCE7	81755	008016958
SPRPA109G002YGCAU	03640	002232973
F4262001D00581485	81755	008016958
SPRWA113D2000THBK	03640	002232973
F4262001D00581483	81755	008016958
HC102812D00210016	3VTD1	147286699
SPRTA114C0134	03640	002232973
W31P4Q15C0023	64059	794571448
FA851913D00030010	16331	001690924
F4262001D00581480	81755	008016958
F4262001D00581530	81755	008016958
W911N214D00120001	64059	794571448
F4262001D00581531	81755	008016958
FA852513D00040006	98897	003268869
N0002412G43290020	38597	003419090
W31P4Q14C0174	04939	196189385
N0010412G07260003	25500	945757268
N0001913D00110020	03640	002232973
N0003014G0051QX02	06887	872978978

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
SPRAL115C0004	03538	158140041
SPRWA113D2000THAV	03640	002232973
SPRWA113D2000THAW	03640	002232973
SPRWA113D2000THAZ	03640	002232973
SPRWA113D2000THBL	03640	002232973
SPRMM114CWB27	52088	019710586
N0038312G010F7034	03640	002232973
SPRWA113D2000THBP	03640	002232973
SPRWA113D2000THBM	03640	002232973
N0001915C0031	81755	008016958
N0001914G00205500	81755	008016958
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N0025311D00030070	52088	019710586
SPRWA113D2000THBN	03640	002232973
SPE4A615C0026	16848	032046666
SPRPA109G002Y5129	03640	002232973
N0038312G010F7035	03640	002232973
FA852814D00150005	0L1E5	619434590
FA812415D00020001	1FGL4	125456652
SPRMM114G10010007	02769	848028494
N0001914G00200003	81755	008016958
H9223615D000100001	64059	794571448
W31P4Q15C0003	65113	121371538
N0010414GA1011026	52088	019710586
N0010410GA1090019	52088	019710586
N0010415DZD21	38597	003419090
N0038312G010F7037	03640	002232973
FA852513D00030016	98897	003268869
N0038312G010F7036	03640	002232973
F4262001D00581560	81755	008016958
F4262001D00581460	81755	008016958
F4262001D00581564	81755	008016958
N0010415DZD210001	38597	003419090
N0038311D006N7071	03538	158140041
FA862610D21330015	04939	196189385
SPRWA113D2000THC3	03640	002232973
SPRPA109G002YGCAW	03640	002232973
FA881806D0024195	3YXP0	147329176
W31P4Q15C0028	64059	794571448

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
FA852513D00030017	98897	003268869
GS23F0113NFA6643-15-F-0001	77609	834951691
FA881806D00240197	3YXP0	147329176
FA860415D79510001	98897	003268869
F4262001D0058SCE9	81755	008016958
HC102812D00210015	3VTD1	147286699
W909MY12D0017ZS01	1UMJ7	135776545
FA860415D7951EF01	98897	003268869
N6339413D13010010	02769	848028494
FA852814D00150011	0L1E5	619434590
N0002415C5332	38597	003419090
FA852814D00150009	0L1E5	619434590
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SPRMM114G10011000	02769	848028494
N0018915PZ099	6FB22	078604247
FA865008D38580040	81755	008016958
FA852513D00030018	98897	003268869
SPRMM115CWA30	52088	019710586
HC102812D00210021	3VTD1	147286699
FA881915C0002	65113	121371538
N0025311D00030073	52088	019710586
HQ014712D00030012	3VQB0	147286186
N0002412G51230020	02769	848028494
FA930212D00020006	81755	008016958
FA852814D00150010	0L1E5	619434590
HC102812D00210014	3VTD1	147286699
N0038312G010F7038	03640	002232973
N6833509D00060148	16331	001690924
SPRMM114G10011002	02769	848028494
N0018912DZ0100140	6C8L3	828041934
SPRWA113D2000THC4	03640	002232973
W909MY12D00170012	1UMJ7	135776545
N0038312G010F7039	03640	002232973
FA852513D00030019	98897	003268869
W31P4Q15C0043	04939	196189385
N0038313G004N7007	04939	196189385
N6339413D13010011	02769	848028494
HC102812D00210022	3VTD1	147286699
F4262001D00581526	81755	008016958

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
F4262001D00581456	81755	008016958
N0025311D00030072	52088	019710586
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N0001914G00200017	81755	008016958
FA850407D00030020	98897	003268869
FA862015C3009	3VQD6	147285386
SPRMM115CWA65	16848	032046666
FA850407D00030021	98897	003268869
N0001914G00205504	81755	008016958
FA877111D10060119	3VUS0	147460526
SPRPA113G001Y5031	03538	158140041
SPRPA113G001Y5032	03538	158140041
SPRPA113G001Y5030	03538	158140041
FA881806D00240196	3YXP0	147329176
W909MY12D00170013	1UMJ7	135776545
FA865014D24080002	81755	008016958
W81XWH08D00390017	77609	834951691
W900KK15D00010002	6C8L3	828041934
N0002415C5327	38597	003419090
SPRMM115CWA80	52088	019710586
N0003015C0016	06887	872978978
N6339413D13010012	02769	848028494
F4262001D00581547	81755	008016958
FA300214D00040002	6C8L3	828041934
F4262001D00581595	81755	008016958
N0002412G51230022	02769	848028494
SPRPA109G002Y5137	03640	002232973
FA821715C0001	03538	158140041
SPRMM114G10011006	02769	848028494
SPRMM114G10011007	02769	848028494
N0001915C0101	52088	019710586
W900KK15D00010003	6C8L3	828041934
FA852513D00030021	98897	003268869
W909MY12D00170014	1UMJ7	135776545
F4262001D00581505	81755	008016958
F4262001D00581501	81755	008016958
N0001914G00200019	81755	008016958
SPRMM114G10011005	02769	848028494

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
F4262001D0058SCEB	81755	008016958
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N0038313G004F7008	26629	019543677
W31P4Q13D00300014	64059	794571448
W31P4Q13D00300013	64059	794571448
N6339413D13010013	02769	848028494
SPRMM114G10011009	02769	848028494
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N000157508	80070	002106276
SPRPA115G002YGCA1	03640	002232973
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SPRPA114CZ124	03640	002232973
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HC102812D00210020	3VTD1	147286699
N0025311D00030077	52088	019710586
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F4262001D00581461	81755	008016958
W58RGZ15C0045	04939	196189385
W31P4Q13D00300015	64059	794571448
F4262001D00581455	81755	008016958
N0001414C0137	02734	091645606
FA821915C0006	79272	112279778
FA862015C3008	3VQD6	147285386
W909MY15C0005	04939	196189385
W900KK13D00020005	16331	001690924
N6339413D13010015	02769	848028494
FA865008D38580041	81755	008016958
HQ014715C0015	06887	872978978
SPRMM115CWA97	55316	942512757
W58RGZ15C0009	04939	196189385
FA855315C0001	98897	003268869
W909MY12D00170015	1UMJ7	135776545
FA868214D00290008	04939	196189385
N0001914G00194005	03640	002232973
N0003013G0045VX06	56232	075796037

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W31P4Q15C0103	64059	794571448
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SPRWA113D2000THCD	03640	002232973
SPRWA113D2000THCC	03640	002232973
N0001913D00110024	03640	002232973
SPRWA113D20000001	03640	002232973
SPE4A115G0005TH00	04939	196189385
F4262001D00581512	81755	008016958
FA812415D00020002	1FGL4	125456652
FA853008D00080033	1WQX4	031480416
N0002415C5352	03538	158140041
W58RGZ15D00020001	04939	196189385
W58RGZ15C0008	04939	196189385
W900KK15C0026	16331	001690924
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W31P4Q15C0099	6C8L3	828041934
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N6339413D13010014	02769	848028494
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HC102812D00210023	3VTD1	147286699
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FA852814D00150012	0L1E5	619434590
FA852513D00040007	98897	003268869
W31P4Q13D000300017	64059	794571448
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F4262001D00581527	81755	008016958
FA862515D65910003	98897	003268869

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N0001914G00205507	81755	008016958
SPRHA515C0004	03538	158140041
SPRWA113D2000THCF	03640	002232973
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W909MY12D00170016	1UMJ7	135776545
GS23F0150SFA8730-15-F-0054	3VUR8	147459577
FA868214D00290009	04939	196189385
N0018912DZ0100171	6C8L3	828041934
N0002412G43294L30	38597	003419090
N0010414GA1011071	52088	019710586
W909MY12D0017ZS03	1UMJ7	135776545
FA825115D00880001	03640	002232973
N0002410D42030065	52088	019710586
W31P4Q13D00300019	64059	794571448
N0025311D00030082	52088	019710586

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Map to Lockheed Martin Aeronautics Company Main Facility From D/FW Airport



Directions From D/FW Airport to Lockheed Martin

1. Leave D/FW Airport through south entrance. Go west on Hwy 121 to Loop 820 West. Stay on Loop 820 until you reach White Settlement Rd. Exit. Go east on White Settlement Rd. about 2 miles to Lockheed Martin Blvd. Turn left and continue down Lockheed Martin Blvd. through the main gate until you reach Building 200. Visitor parking is in front.
2. Leave D/FW Airport through south entrance. Go west on Hwy 183/121 (Airport Freeway) until you reach I 35W. Go south on I 35W 1 mile and exit west on I30 at the mix master. Go west on I30 and exit Spur 341 (Lockheed Martin Blvd.) and proceed north through the main gate until you reach Building 200. Visitor Parking is in front.

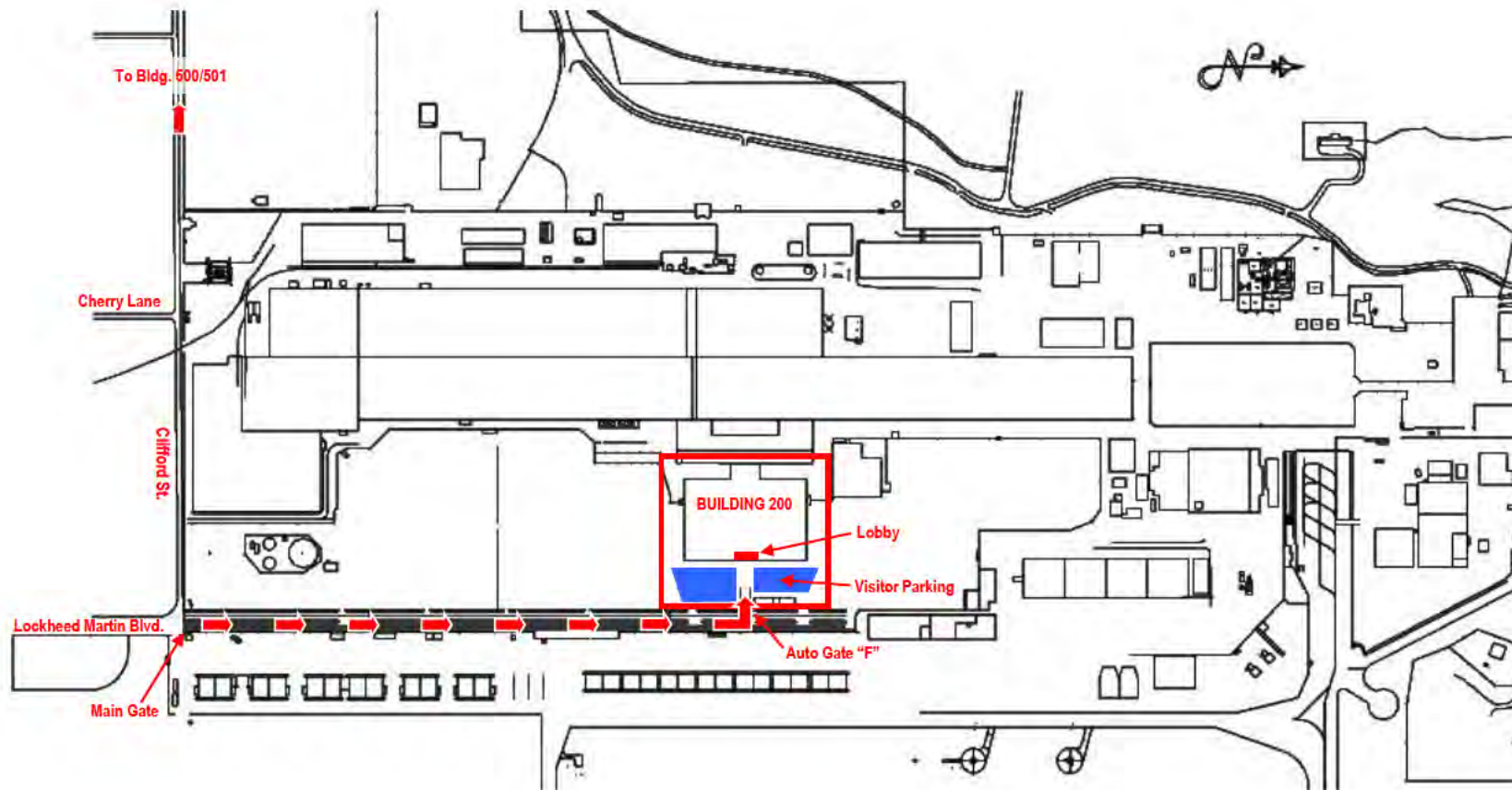
USA00151

Lockheed Martin Aeronautics Company



MSJ000465

Visitor Parking



USA00152

Lockheed Martin Aeronautics Company



MSJ000466

Local Hotels

- **Ashton Hotel**
610 Main Street
(817) 332-0100
www.theashtonhotel.com
- **Best Western Fort Worth Inn & Suites**
201 West Loop 820
(817) 246-8777
www.bestwestern.com
- **Courtyard by Marriott Downtown/Blackstone**
601 Main Street
(817) 885-8700
www.marriott.com
- **Courtyard by Marriott University**
3150 Riverfront Drive
(817) 335-1300
www.marriott.com
- **Courtyard by Marriott * West/Lands End**
6530 West Freeway
(817) 737-6923
www.marriott.com
- **Fairfield Inn by Marriott**
1505 South University
(817) 335-2000
www.marriott.com
- **Hampton Inn & Suites ***
2700 Green Oaks Road
(817) 732-8585
www.hamptoninn.com
- **Hilton Fort Worth**
815 Main Street
(817) 870-2100
www.hilton.com
- **Holiday Inn Express**
2730 South Cherry Lane
(817) 560-4200
www.holidayinn.com
- **Embassy Suites**
600 Commerce Street
817-332-6900
www.embassysuites.com
- **Quality Inn & Suites**
2700 South Cherry Lane
(817) 560-4180
www.qualityinn.com
- **Renaissance Worthington Hotel**
200 Main Street
(817) 870-1000
www.marriott.com
- **Residence Inn by Marriott**
1701 South University
(817) 870-1011
www.marriott.com
- **Sheraton Fort Worth**
1701 Commerce
(817) 335-7000
www.sheraton.com
- **Stockyards Hotel**
109 East Exchange Avenue
(817) 625-6427
www.stockyardshotel.com

* Close to FW facility

USA00153

Lockheed Martin Aeronautics Company



MSJ000467

List of Contracts Currently Under the Comprehensive Subcontracting Plan

Name of Contractor:

Date of Submission:

Prime Contract Number	Prime Contract Meets Criteria for Subcontracting Plan (yes or no)	Period of Performance (Start)	Period of Performance (End)	Contract Value	Obligated Dollars through last modification	Dollars expended to-date
F4262001D0058	Yes	03/01/2002	10/31/2025	.00	.00	
F3365702D0009	Yes	03/12/2003	02/29/2016	.00	.00	
N0017804D4079	Yes	04/05/2004	04/04/2019	.00	.00	
W15P7T06DE405	Yes	03/02/2006	03/01/2016	.00	.00	
F3365701D2072	Yes	07/05/2001	07/04/2015	.00	.00	



**Lockheed Martin Corporation
GFY 2015 Comprehensive Small Business Subcontracting Plan**

**For Utilization of Small, Small Disadvantaged,
Women-Owned, Historically Underutilized, Veteran, and Service Disabled
Veteran-Owned Small Businesses
on Department of Defense Contracts**

The effective date of this plan is:

October 1, 2014 through September 30, 2015

This plan is prepared in accordance with Section 834 of Public Law 101-189 and is pursuant to Federal Acquisition Regulation (FAR) Subpart 19.7 and FAR 52.219-9, Defense Federal Acquisition Regulation Supplement (DFARS) 252.219-7004 and is applicable to all Department of Defense prime contract and subcontracts entered into by all Lockheed Martin operating companies.

Lockheed Martin Corporation

Comprehensive Subcontracting Plan Administrator

(b) (6) (b)(6)

Susannah Raheb Revision: July 9, 2015
Corporate Small Business Liaison Officer
Lockheed Martin Corporation

(b) (6) (b)(6)

Lockheed Martin Executive Sponsor

(b) (6) (b)(6)

Lee Sorenson Revision: July 9, 2015
Vice President, Global Supply Chain, Information Systems & Global Solutions
Global Supply Chain Operations Chair

The signature of the following authorized cognizant Government representative evidences approval of this Comprehensive Subcontracting Plan.

Tatia M. Evelyn-Bellamy Date: _____
Director, Small Business Division and Center
Defense Contract Management Agency

Charles Sharp Date: _____
Acting Assistant Director, Small Business Center
Comprehensive Subcontracting Program Group
Defense Contract Management Agency

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EXHIBITS

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Exhibit 2	Corporate Reporting Chain
Exhibit 3	Supplier Diversity Network/Organization Listing
Exhibit 4	Corporate Historical Subcontracting Performance
Exhibit 5	Corporate Supplier Diversity Program Procedures (CSP-113 and OPM-002)
Exhibit 6	GFY 2015 Subcontracting Projections by Business Area (Department of Defense Only)
Exhibit 7	GFY 2015 Products and Services Forecast by NAICs Codes
Exhibit 8	(b) (4) (b)(4)

**Lockheed Martin Corporation
Comprehensive Small Business Subcontracting Plan
GFY 2015**

1. INTRODUCTION

Lockheed Martin Corporation is pleased to be a corporate-wide participant in the Department of Defense (DOD) Comprehensive Subcontracting Plan Test Program. In accordance with program requirements, the subcontracting goals and objectives outlined herein represent the performance expectations and strategies for utilizing small business, small disadvantaged business (SDB), women-owned small business (WOSB), veteran-owned small business (VOSB), service disabled veteran-owned small business (SDVOSB), and small businesses located in historically underutilized business zones (HUBZones) for the period 1 October 2014 through 30 September 2015. This plan is applicable to all United States-based Lockheed Martin operating companies, but does not apply to joint ventures.

The Lockheed Martin executive management team is committed to the successful execution of this plan and supports the U.S. government's policy requiring maximum practicable subcontracting opportunity for small business consistent with the efficient performance of all government contracts. To reinforce that commitment, Chairman, President and Chief Executive Officer, Marillyn A. Hewson, annually issues a letter of commitment to Supplier Diversity (see Exhibit 1).

Lockheed Martin recommends the goals be accepted by the contracting officer considering the past performance and opportunities per FAR subpart 19.705-4. The goals are based on the ability of the business areas to expend good faith effort to use small business, SDB, WOSB, VOSB, SDVOSB and HUBZone small business contractors to the maximum extent possible. The recommended goals are in accordance with past performance and the subcontracting opportunities available and commensurate with the efficient and economical performance of DOD contracts. Rationale is included for large business spend, details on business area subcontracting base, key business challenges by major program and delta changes from prior-year goals.

2. OVERVIEW

Company Overview

Lockheed Martin, headquartered in Bethesda, Maryland, is a global security and aerospace company that employs about 112,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The corporation reported 2014 sales of \$45.6B, with a backlog of \$ \$80.5B. Fifty-nine percent of the corporation's sales are to the DOD with the remainder of the sales attributed to civil and foreign governments, commercial and other customers.

Customer	% of 2014 Sales (\$45.6B)
Dept. of Defense	59%
Air Force	25%
Navy/USMC	19%
Army	10%
Other	5%
Civil Government/Homeland Security/Intelligence/Other	21%
International	20%

The corporation has five core business areas. Each is comprised of one or more operating companies, which are located throughout the United States. Supplier diversity professionals are strategically assigned to support the procurement functions within each business area. The following is a brief description of the core areas of focus/expertise of each business area:

- Aeronautics: Fort Worth, Texas – World leader in air power protection, including combat, air mobility, special mission/reconnaissance aircraft and design and development of advanced systems.
- Information Systems & Global Solutions (IS&GS): Gaithersburg, Maryland – Leading federal services and information technology contractor with a strong heritage of delivering world-class solutions and advanced technology across a broad spectrum of domains.
- Missiles and Fire Control (MFC): Dallas, Texas – Recognized designer, developer and manufacturer of precision engagement aerospace and defense systems for the U.S. and allied militaries.
- Mission Systems and Training (MST): Washington, DC – Recognized provider of surface, air and undersea applications on more than 460 programs for U.S. military and international customers.
- Space Systems: Denver, Colorado – Leading system integrator of space products and services for military, civil and commercial application.

Supplier Diversity Program Objectives

The objectives of the Lockheed Martin supplier diversity program are to: 1) ensure that small businesses of all types are afforded the maximum practicable opportunity to participate in the corporation's subcontracting process; and 2) provide Lockheed Martin personnel involved in the acquisition of materials and services adequate tools, support

and training to enhance their ability to meet the company's supplier diversity goals and objectives.

Management Commitment

Lockheed Martin senior management recognizes that small business concerns are a critical national resource and are essential elements in the successfully delivery of products and services (see Corporate Reporting Chain in Exhibit 2). Performance to the goals and objectives will be reviewed during executive performance reviews conducted periodically throughout the reporting year.

Corporate: The Senior Vice President of Corporate Engineering, Technology and Operations reports to the Chairman, President and Chief Executive Officer. The Vice President, Global Supply Chain, Information Systems & Global Solutions, and Global Supply Chain Operations Chair reports to the Senior Vice President of Corporate Engineering, Technology and Operations and is responsible for the supplier diversity organization. In this capacity, he is responsible for ensuring that the corporation's policies and business practices do not adversely impact the ability of small business to participate in Lockheed Martin's subcontracting process.

The company employs a Corporate Small Business Liaison Officer to manage the operational activities of the program and to maintain appropriate strategic focus on supplier diversity initiatives. This leader dually reports to the Vice President, Global Supply Chain, Information Systems & Global Solutions, and Global Supply Chain Operations Chair as well as to the Director, Supply Chain Strategy and Operations, and provides direction to the corporation's supplier diversity team and is the administrator of this plan.

Business Area: The senior sourcing executive of each business area is required to designate a manager of supplier diversity. These individuals are responsible for managing the supplier diversity-related activity of their respective businesses. They are also responsible for ensuring that all subcontracting goals for their business areas are met and that emphasizing the development of small business concerns in each of the designated industry and special initiative categories. Each business area designates Small Business Liaison Officers (SBLO) to serve as the primary points of contact for small businesses and corporate personnel, and provides additional site and program support as required. These individuals are also responsible for generating performance reports and managing outreach activities. Subcontracting forecasts, mentor-protégé selection and program management, special initiatives and supplier interaction all originate at this level. The Supplier Diversity Network/Organization Listing is shown in Exhibit 3.

Past Performance, Awards and Recognition

The corporation's DOD subcontracting performance since entering the Comprehensive Subcontracting Plan Test Program is shown in Exhibit 4. Past performance by business area is also included.

Lockheed Martin has a history of national, state and local award recognitions for its supplier diversity program performance and regularly promotes and nominates key suppliers for recognition. The awards received from January 1, 2013 through September 30, 2014 are included below:

Government Agency Recognition

- Lockheed Martin honored with the Small Business Administration's Dwight D. Eisenhower Award for Excellence – Manufacturing Category
- Lockheed Martin selected by the Department of Commerce for its Distinguished Supplier Diversity Organization Award for 2013
- Lockheed Martin named NASA's Large Business Prime Contractor of the Year

Industry Affiliations

- Lockheed Martin named among Div50 – America's Top Corporation for Multicultural Business Opportunities by DiversityBusiness.com (2013 and 2014)
- Lockheed Martin named among the Best 10 Corporations for Veteran-Owned Businesses by National Veteran-Owned Business Association (NaVOBA) (2013 and 2014)
- Lockheed Martin honored as America's Top Diversity Champions by DiversityBusiness.com (2013 and 2014)
- Nancy Deskins and Emma Stevens were named among the Top 50 Women Leaders in Corporate Supplier Diversity by Women's Enterprise USA
- Robyn Snyder named among America's Top Diversity Champions for 2013 by DiversityBusiness.com
- Lockheed Martin selected for Champions of Veteran Enterprise for SDVOSB by the National Veteran Small Business Coalition (NVSBC) (2013 and 2014)
- Aeronautics received a certificate of appreciation in support of Cross Timbers Procurement Center by the University of Texas, Arlington
- Aeronautics recognized for its best practices in promoting subcontracting opportunities to Minority Business Enterprises by the Dallas/Fort Worth Minority Supplier Development Council

Publication Awards

- Lockheed Martin named among the Best of the Best – Top Supplier Diversity Programs by *Black EOE Journal* (2013 and 2014)
- Mark Miller named among the Top 75 Leading Men in Corporate Supplier Diversity by *MBN USA*
- Nancy Deskins named among the Top 25 Women in Power Impacting Diversity by *DiversityPlus Magazine*
- Lockheed Martin named among the Best of the Best – Top Supplier Diversity Programs by *Hispanic Network Magazine* (2013 and 2014)
- Lockheed Martin named Best Diversity/Supplier Diversity Company by *Diversity/Careers in Engineering & Information Technology*
- Lockheed Martin selected for 2013 Best of the Best Awards as a Top Veteran-Friendly Company and a Top Supplier Diversity Program by *U.S. Veterans Magazine*

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- Lockheed Martin recognized as "Best of the Best" supplier diversity companies by *The Professional Woman's Magazine* (2013 and 2014)
- Lockheed Martin selected as one of the top companies to be included in its annual Corporate 101 list by *Minority Business News (MBN) USA*
- Jim Tanksley and Mark Miller named among the Top 50 Supplier Diversity Leaders of the Year by *Women's Enterprise Texas Magazine*
- Lockheed Martin named among the 2014 *WE USA* 100 Corporations of the Year

3. CORPORATE POLICY

Lockheed Martin has established corporate policy statement CPS-113: Acquisition of Goods and Services addressing its key business processes and initiatives including Supplier Diversity shown in Exhibit 5. The policy statement is issued under the authority of the executive office and establishes standards of execution for the entire corporation.

Lockheed Martin has further established Supplier Diversity Procedure OPM-002. The procedure describes the methodology for forecasting and establishing supplier diversity goals and identifies measures for monitoring and addressing deficiencies in performance to these goals.

4. CORPORATE-WIDE GOALS

Lockheed Martin is committed at the corporate level to achieving goals outlined in this plan. The following goals have been established for GFY 2015.

LMC		
DoD Subcontracting GFY 2015 Goals		
	Dollars	Percent
Small	\$3,225,038,915	16.9%
Large	\$15,858,031,587	83.1%
Total	\$19,083,070,502	100.0%
SDB	\$572,492,115	3.0%
WOSB	\$572,492,115	3.0%
HUBZone	\$114,498,423	0.6%
VOSB	\$419,827,551	2.2%
SDVOSB	\$152,664,564	0.8%

Overview

The defense market landscape continues to change as the Government makes strategic decisions on program adjustments in order to meet budgetary challenges. As a result, Lockheed Martin's base continues to fluctuate in accordance with Government's direction. Lockheed Martin is experiencing a dichotomy of impact to its programs. Whereas many programs are being impacted by cuts, delays and cancellations, others are experiencing substantial budget increases. The programs experiencing budget cuts are those with greater percentages of small business opportunities in the subcontracting base. Programs experiencing substantial budget increases are those with fewer percentages of small business opportunities in the subcontracting base because of

teaming agreements, technical capabilities and other limiting factors. The combined impact of these changes to the program base is a significant decrease in small business

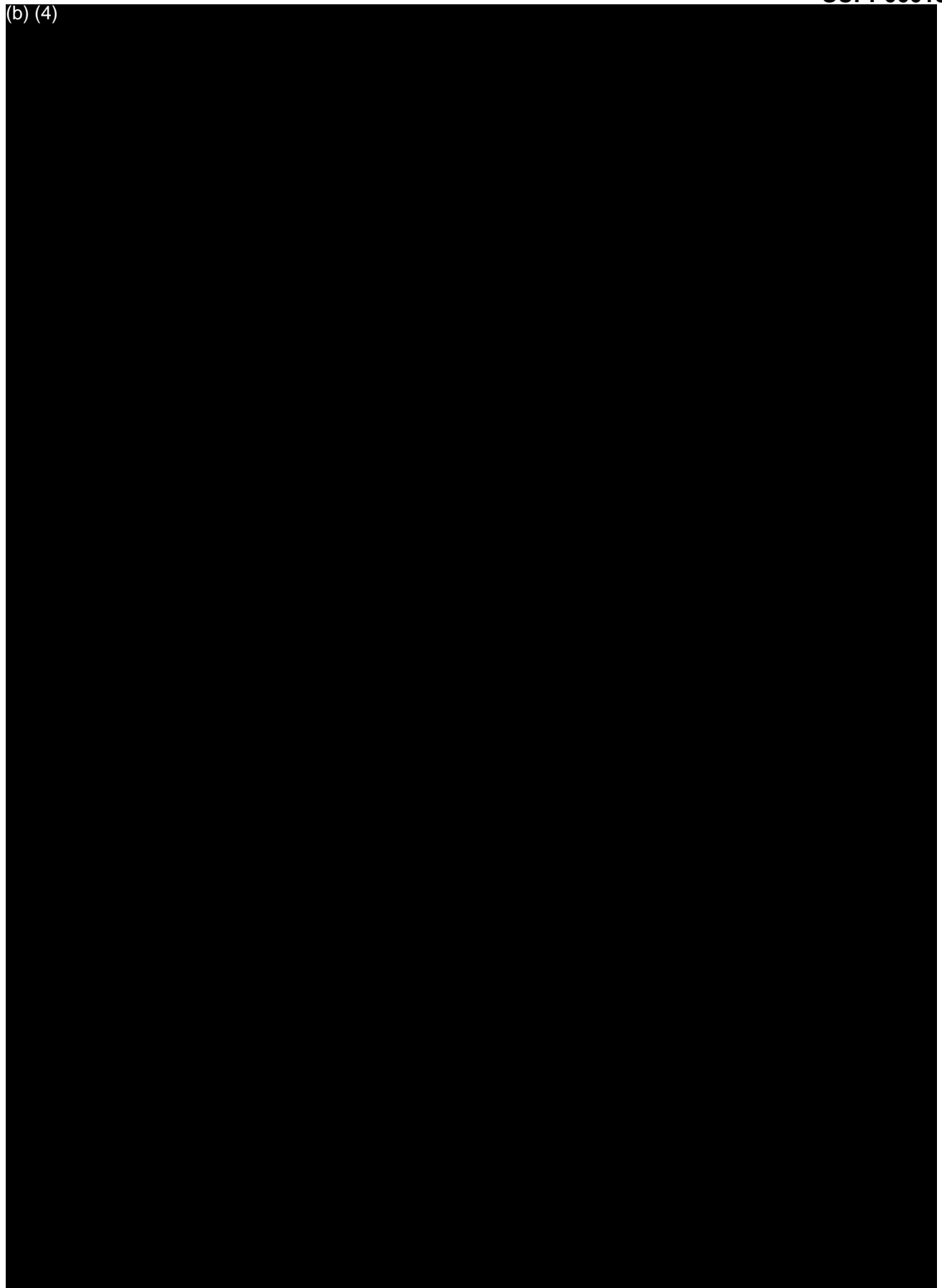
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The table below depicts Lockheed Martin's subcontracting base distribution by business area as well as shows a projected subcontracting base comparison from GFY 2014 and GFY 2015:

LM DOD Subcontracting Base By Business Area				
			2015 Dollars	
	(b) (4)			
Aeronautics				
IS&GS				
MFC				
MST				
Space Systems				
Total LM Projection				

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Lockheed Martin reaffirms its reputation as an industry leader that achieves high standards of operational excellence with a focus on execution, affordability and the

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Basis for Establishing Goals

Lockheed Martin requires its business areas to develop annual DOD, other federal government agency and commercial business subcontracting forecasts. The forecasts are reviewed with the vice presidents of the Global Supply Chain Operations business area organizations and challenging goals are established by anticipated program spend and opportunities for the fiscal year (see GFY 2015 Subcontracting Projections by Business Area shown in Exhibit 6). A final review of all forecasts is conducted with the Vice President, Global Supply Chain, Missiles and Fire Control, and Global Supply Chain Operations Chair as well as the Global Supply Chain Council. The performance and accomplishments toward goals achievement are tracked in the executive performance reviews on a monthly basis.

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Business Area Subcontracting Goals Justification**Aeronautics**

Aeronautics is known for building the finest military aircraft in the world. Aeronautics' aircraft leadership is earned through relentless research and development of high-performance combat, air mobility and reconnaissance and surveillance aircraft. As a premier systems integrator, the company also provides world-class training, focused logistics support and technologies to enable its customers to accomplish their missions. (b)(4)

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The table below lists the program estimated dollars fenced to large businesses. (b)(4)

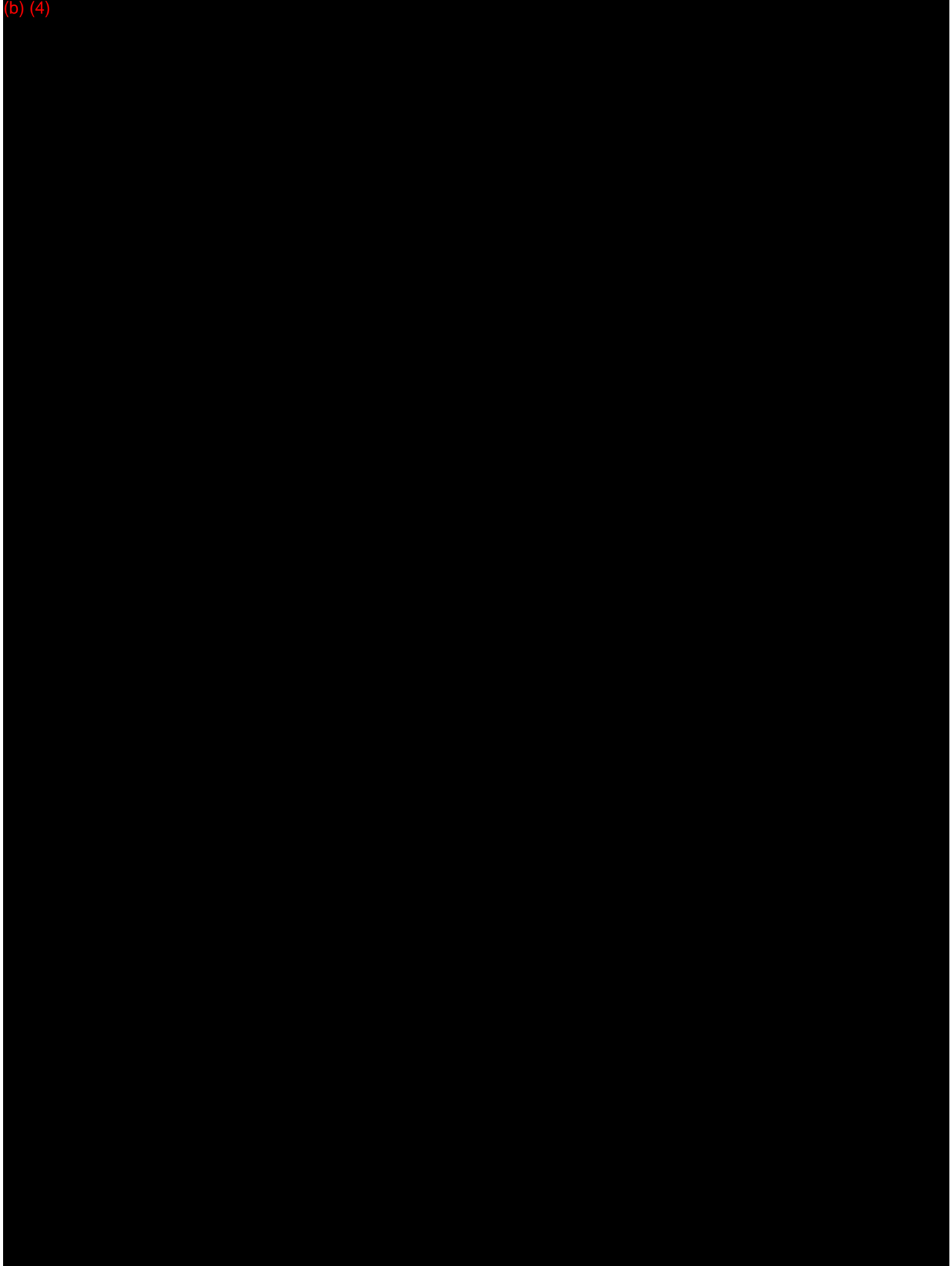
**Lockheed Martin Aeronautics
Summary of Fenced Large Business by**

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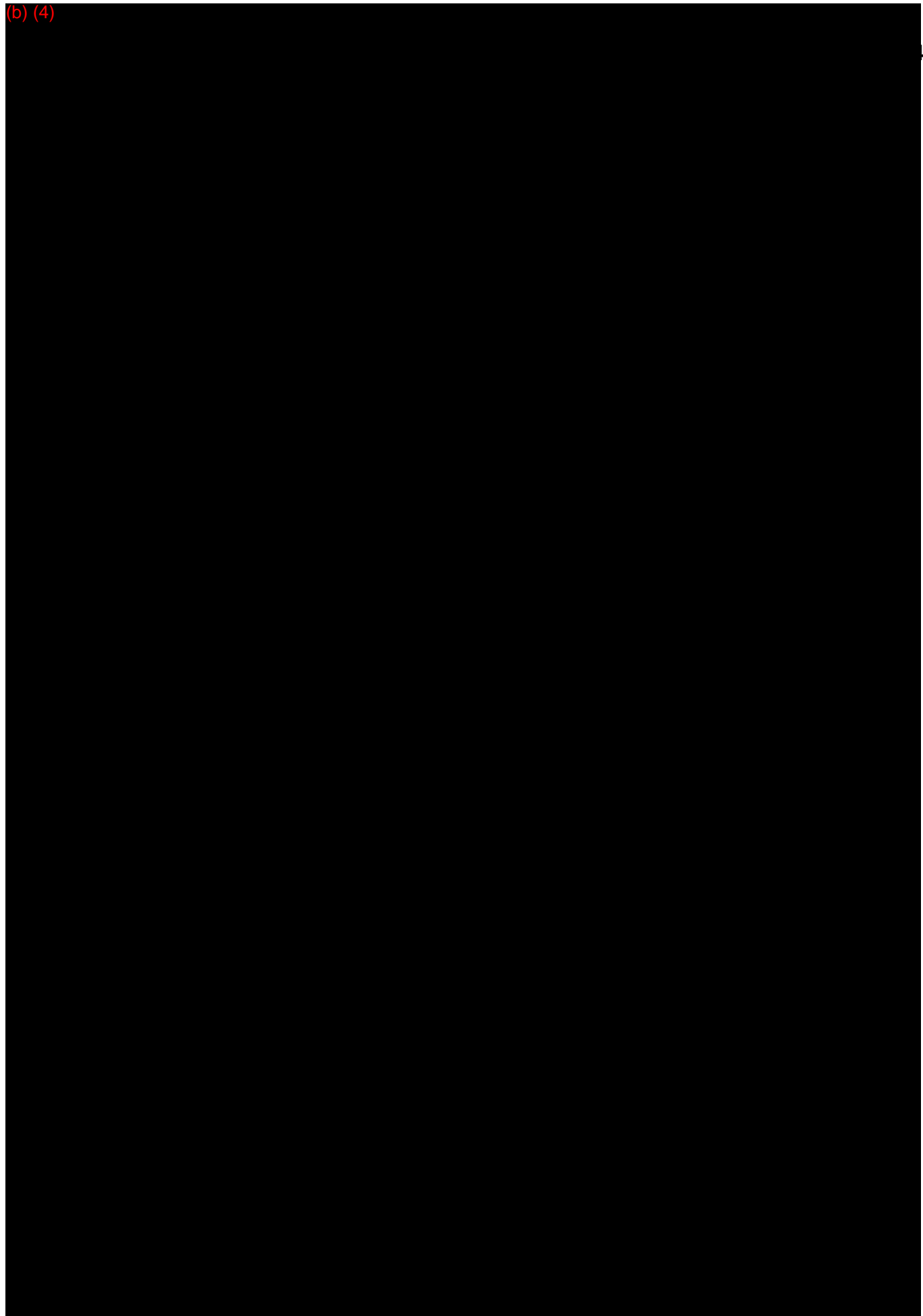
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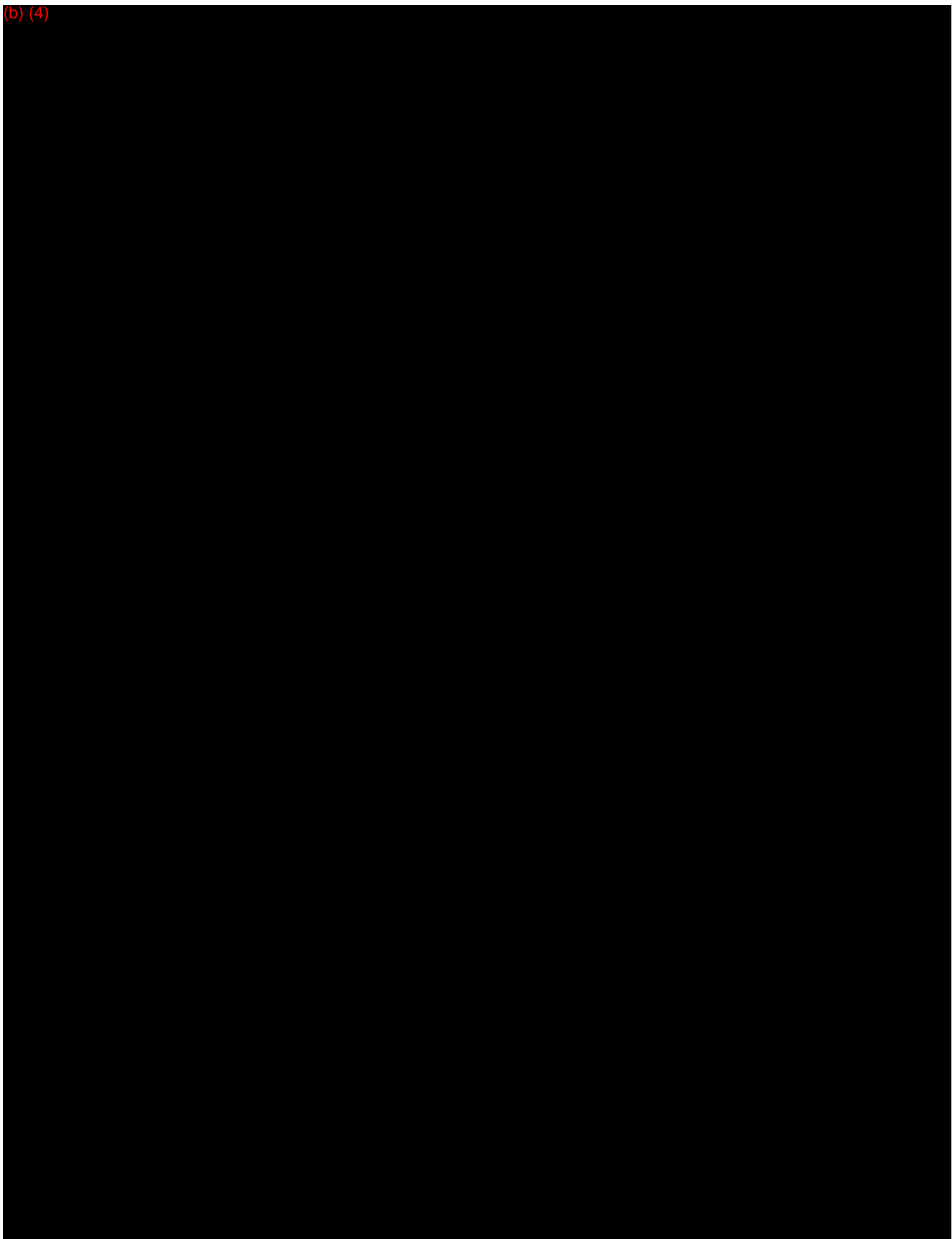
Information Systems & Global Solutions (IS&GS)

IS&GS is a leading federal services and information technology contractor with a strong heritage delivering world-class solutions and advanced technology across a broad (b)(4)

(b) (4)

(b) (4)





(b) (4)

Missiles and Fire Control (MFC)

MFC's GFY 2015 forecast is generated from a detailed, bottoms-up process to assure the most realistic procurement goals in each of the supplier categories. Each line-of-business procurement group evaluates their respective on-contract efforts, plus proposals with high win probability, to develop the procurement forecast by program to create subcontracting goals. A review is conducted with each line-of-business director and concurrence of goals is obtained followed by a final review with the vice president (b)(4) of Global Supply Chain.

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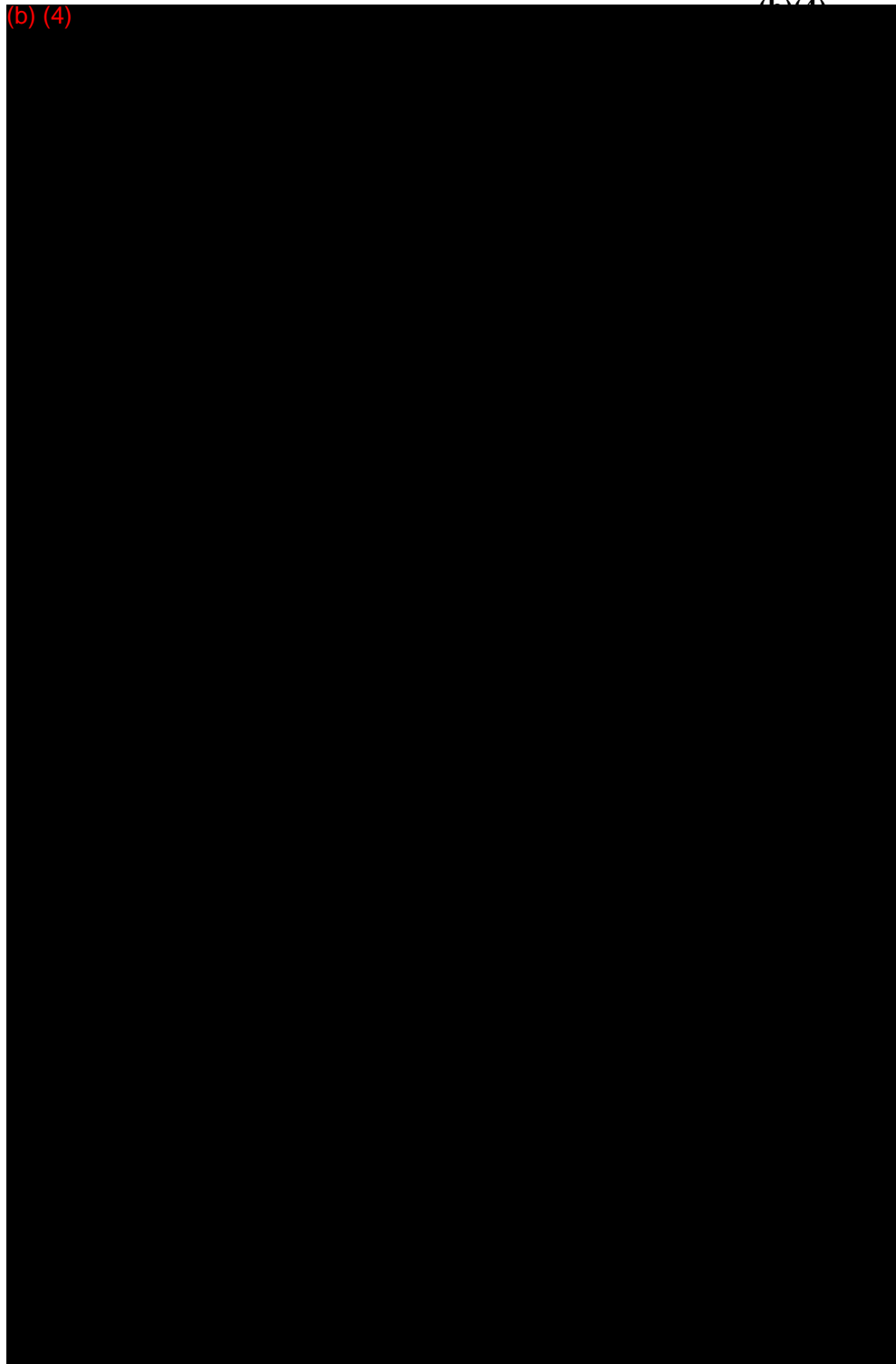
MFC is diligent in its effort to provide small businesses the opportunities to compete for procurement opportunity. (b) (4)

A summary is on the next page of fenced large business dollars for MFC's major programs that are sole or single source, customer named sources or program approved sources.

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Mission Systems and Training (MST)

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MST forecasted material placements in GFY 2015 are in support of MST's DOD sponsored programs aligned to five lines of business which are: Integrated Warfare Systems & Sensors, Ship and Aviation Systems, Undersea Systems, Training and Logistics Solutions and new ventures.

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Purchasing Cards and LM Electronic Catalog

Lockheed Martin utilizes a purchasing card (P-card) for certain low dollar procurements that are acquired outside of the company's procurement system. Purchases made via the P-card are made from both large and small businesses and are strictly a contract by

(b) (4)

Indirect Allocations

The subcontracting goals outlined in this plan include a proportional allocation of indirect procurement dollars, which are based on the percentage of direct DOD dollars subcontracted by business areas, individual business units and the proportional percentage of the Corporate Enterprise Operations entity's indirect spend.

Where the business unit performs their own indirect procurement the allocation is made

(b) (4)



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The table below identifies the indirect allocation percentages utilized in the GFY 2015

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The following listing is representative of the various products and services that comprise indirect procurements:

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 - (b) (4)
 - (b) (4)
- 

• (b) (4)
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Summary

Lockheed Martin recommends the proposed goals be accepted by the contracting officer considering the current defense contracting environment, past performance and opportunities per FAR Subpart 19.705-4. The goals consider new program wins as well as DOD budget actions and known program cancellations, suspensions or funding reductions and the ability of the business areas to expend good faith effort to use small businesses to the maximum extent possible. The recommended goals are in accordance with past performance for programs that still exist and the subcontracting opportunities available and commensurate with the efficient and economical performance of the government contracts.

Based on the considerable analysis utilized to establish the corporation's GFY 2015 Comprehensive Subcontracting Plan, Lockheed Martin believes the GFY 2015 subcontracting goals reflect maximum practicable subcontracting opportunity to small business, SDB, WOSB, VOSB, SDVOSB and HUBZone subcontractors and, therefore, are fair and reasonable.

Comprehensive Subcontracting Plan Summary

Due to the uncertainty of the extension of the CSP that was set to expire on December 31, 2014, participants received a memorandum from the DCMA on September 24 stating that the GFY 2014 CSP was extended to cover the period of October 1 through December 31. A second extension memo was received from the DCMA on January 26, 2015 extending the GFY 2014 CSP coverage period from January 1 through March 31. A third extension memo was received from the DCMA on March 27 extending the GFY 2014 CSP coverage period through September 30, 2015. Upon approval this GFY 2015 CSP will supersede the GFY 2014 CSP and cover the entire government fiscal year.

The following tables show the DOD performance from October 1 through March 31, 2015 and the forecast projection from April 1 through September 30, 2015. It should be noted that the performance to goals in the October 1 through December 31, 2014 reporting period are merely a snapshot in time and do not reflect the subcontracting opportunities for the full fiscal year. Lockheed Martin procurements are placed to support delivery schedule and lead time. Significant large business procurements slated for release later this year are expected to drive down the small business percentages before the reporting period closes.

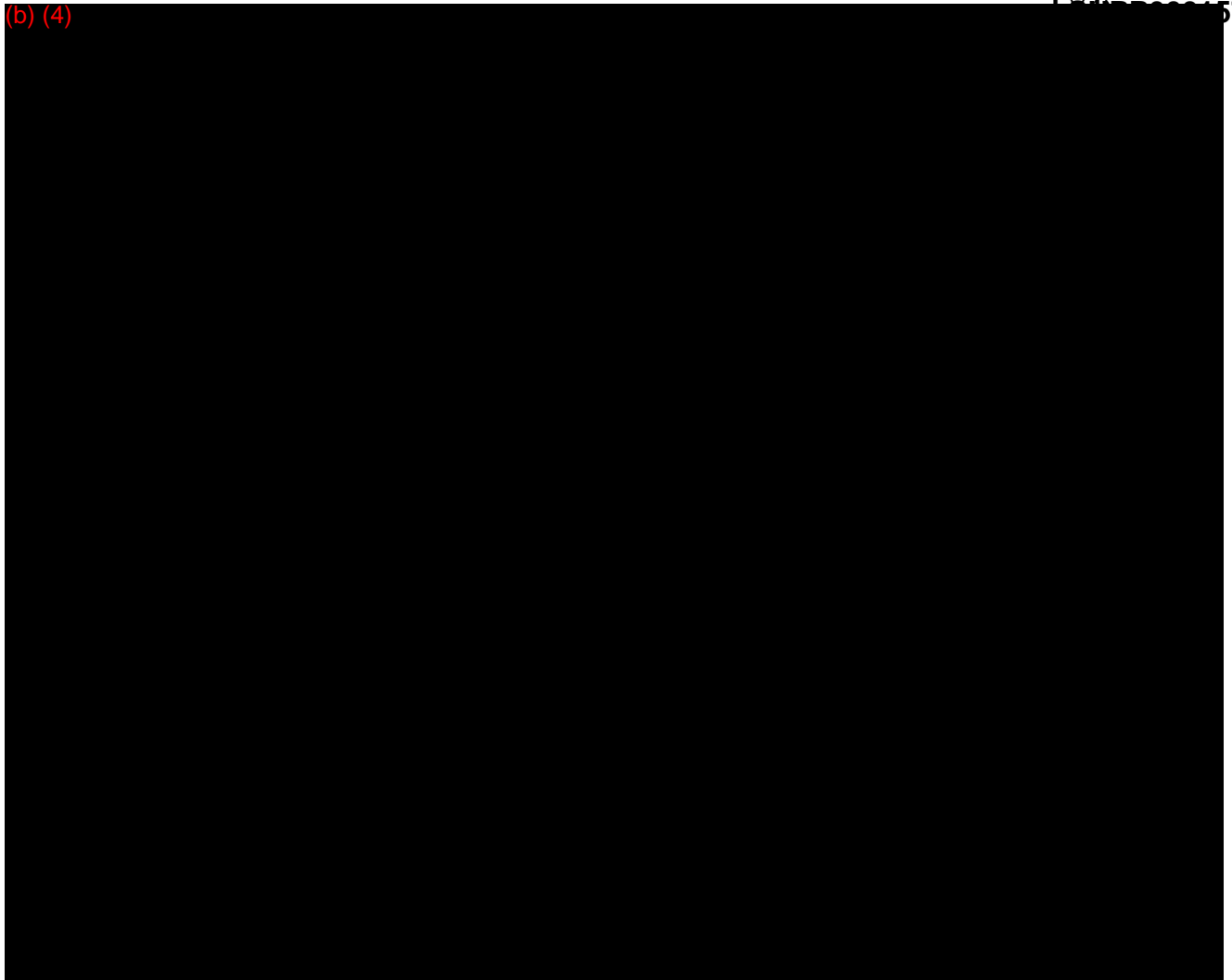
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subsequently reproduced on 5/16/2019 as
MSJ002001.**

**The information previously withheld under
an Exemption b(3) assertion was released.**

business area. Each business area reviewed data for the last two fiscal years of the NAICS spend of several categories. Supplier subcontracting dollar commitment for each business size within each NAICS was compared with forecast projections for GFY 2015.

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6. Implementation of the Comprehensive Subcontracting Plan

Lockheed Martin's Comprehensive Subcontracting Plan complies with the elements and requirements of Federal Acquisition Regulation (FAR), Subpart 19 and DFARS 252.219-7004.

Applicability

This Comprehensive Subcontracting Plan shall apply to all DOD Lockheed Martin prime contracts and subcontracts existing at the time of approval and awarded through September 30, 2015.

Review Process

The DCMA will conduct annual reviews of Lockheed Martin's performance under the Comprehensive Subcontracting Plan utilizing its Risk Management Process. Lockheed Martin will also support additional customer reviews, as required, to determine the effectiveness of the Comprehensive Subcontracting Plan in increasing opportunities for small businesses performing under DOD contracts.

Termination or Withdrawal from Program

Upon expulsion from the program or program termination, the contractor shall negotiate and establish individual subcontracting plans on all future DOD contracts that otherwise meet the requirements of Section 211 of Public Law 95-507.

Corporate Plan Administrators

Lockheed Martin Corporate Small Business Liaison Officer, Susannah Raheb, is assigned responsibility for the development, implementation, and management of this plan, in addition to the responsibility of providing leadership and direction of the supplier diversity program at the corporate level. Lockheed Martin will notify the DCMA in writing if reassignment and/or replacement is required.

Duties of the Corporate Plan Administrator include, but are not limited to the following:

- a) Serve as the corporation's chief advocate for Supplier Diversity.
- b) Manage and oversee the corporation's network of small business liaison officers and provide advocacy for Supplier Diversity program objectives.
- c) Develop and execute strategic plans for the corporation's Supplier Diversity program.
- d) Represent the corporation in all supplier diversity-related matters, including serving as the corporation's primary points of contact with government agencies, small business advocacy groups, etc.
- e) Participate in key associations, workshops, seminars and trade shows that are national in scope.
- f) Develop supplier diversity policies, procedures and special programs.
- g) Prepare and negotiate annual Comprehensive Subcontracting Plan including corporate-wide subcontracting goals and objectives with business areas.
- h) Ensure Comprehensive Subcontracting Plan reporting as required is submitted semi-annually into the eSRS system.
- i) Consult with business areas regarding supplier diversity program compliance, training, customer audits and other related matters.
- j) Maintain a database of supplier diversity-related information.

Program Administrators - Supplier Diversity Business Area Leads

Responsibility for operational implementation and administration of this plan, as well as the implementation of the supplier diversity program elements, is vested in the managers of supplier diversity at the business area level. These individuals provide overall guidance and support to buyers, engineers, and others involved in the source selection process. The duties of these individuals include, but are not limited to, the following:

- a) Identifying areas where subcontract awards may be made, such as contract or independent research and development programs, scientific and technical studies, and other subcontracts in support of program and general administrative activities and plant operations.
- b) Participating in appropriate industry association activities, local trade associations, and community awareness programs designed to promote the

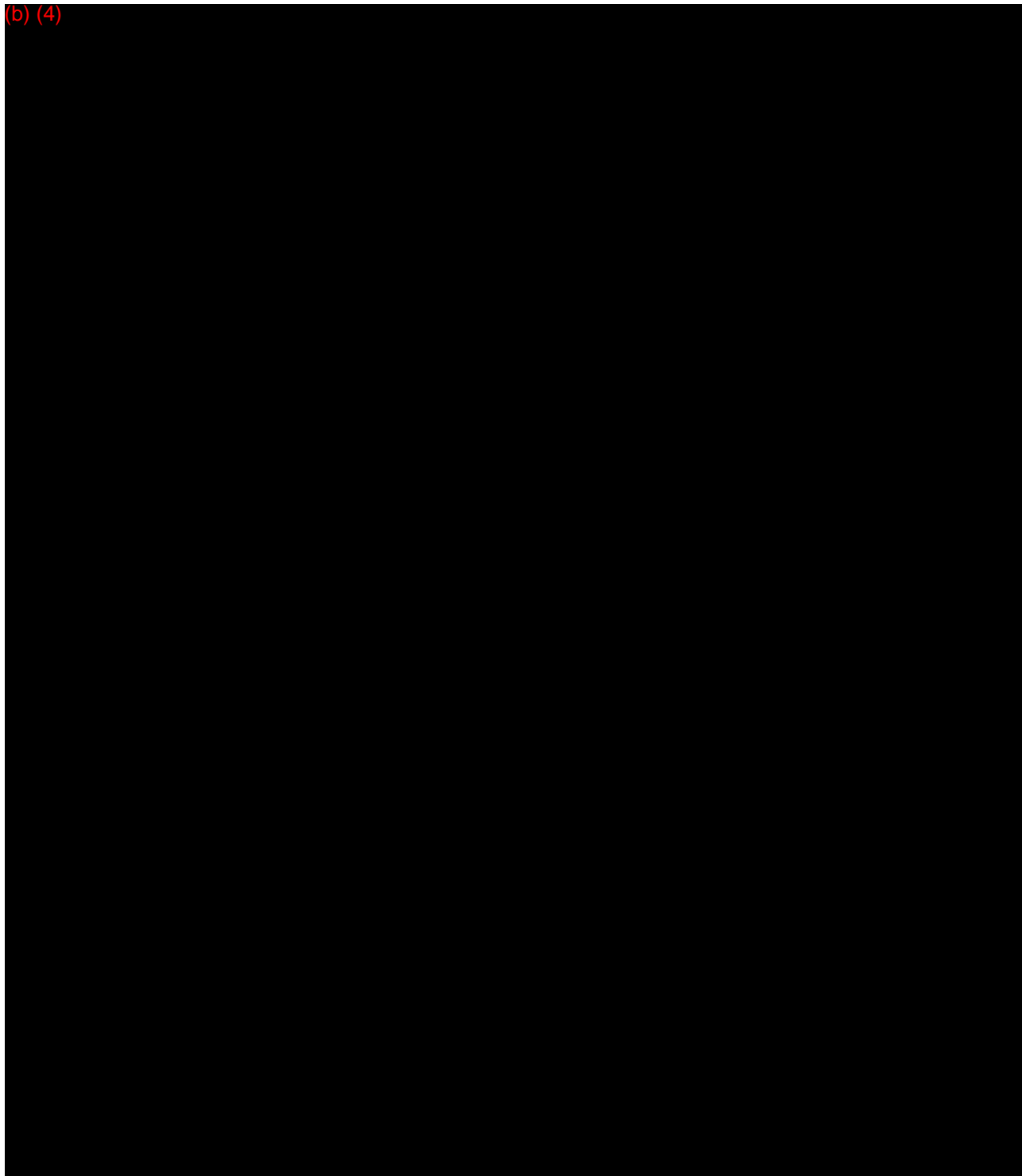
merits of Lockheed Martin as a business leader and convey subcontracting opportunities available.

- c) Promoting and supporting Government Outreach Programs in conjunction with engineering, product assurance, manufacturing and other organizations, to enable small businesses to qualify technically and administratively as Lockheed Martin suppliers.
- d) Coordinating with the supplier diversity organization to:
 - Share best practices, lessons learned, and information regarding high quality sources.
 - Provide qualified suppliers with appropriate opportunities.
 - Advocate corporate-wide procurements when beneficial to the corporation and to small businesses.
 - Form action teams dedicated to joint process improvement activities.
 - Institute other initiatives that will increase opportunities for small businesses.
- e) Supporting the corporation's small business suppliers to sustain the required performance levels.
- f) Implementing supplier diversity policies and procedures within the business area.

7. INITIATIVES TO IMPROVE SUBCONTRACTING PERFORMANCE

Lockheed Martin has established and outlined three key initiatives that will support small businesses by increasing small business opportunities while also reducing administrative burdens on Lockheed Martin. Resources otherwise needed for administrative tasks can be redirected to providing support to small businesses at outreach events, with mentoring and training opportunities such as those outlined in the key initiatives and by allowing more time for SBLOs to seek out opportunities for small businesses within its programs through direct communication with the Lockheed Martin buying organizations.

A listing of Lockheed Martin strategies and initiatives to improve subcontracting performance can be found on the next page.



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8. SOURCE IDENTIFICATION

Lockheed Martin SBLOs assist in identifying qualified small business, SDB, WOSB, VOSB, SDVOSB and HUBZone concerns as potential sources for participation in procurement opportunities. Commonly used resources include:

- U.S. Small Business Administration's System for Award Management (SAM) database
- The U.S. Department of Veterans Affairs Center for Veterans Enterprise
- National Regional Purchasing Council's Certified Supplier Listings
- National and State Chapter sponsors of National Minority Supplier Development Council (NMSDC), including various Board of Director positions held and sponsorships of Minority Business Enterprise (MBE) leadership programs
- Lockheed Martin Databases (Exostar, Supplier Marketing Portal and Known Small Business Supplier)

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- Directories for Women's Business Enterprises
- Directories for Veteran Owned Businesses
- Diversity Resources National Resources Directory
- Procurement Technical Assistance Centers
- Local Chambers of Commerce, Business Trade Associations
- Supplier Connection

9. EFFORTS TO ENSURE EQUITABLE PARTICIPATION

Lockheed Martin supplier diversity professionals will work with buyers, strategic sourcing teams and technical organizations to ensure that small business concerns are afforded the maximum practicable opportunity to participate in the corporation's subcontracting process. In an effort to identify capable firms, Lockheed Martin will participate as sponsors, exhibitors, counselors and/or guest speakers at the following events:

- U.S. Small Business Administration Small Business Week Conference
- National Minority Supplier Development Council Annual Conference and Trade Fair
- Lockheed Martin Supplier Information Sessions
- National Center for American Indian Enterprise Development's Reservation & Economic Summit
- National Minority Enterprise Development (MED) Week Conference and Trade Fairs
- Government Procurement Conference
- Department of Defense SBIR Beyond Phase II National Conference
- National Veterans Conference
- National Women's Business Enterprises National Council (WBENC)
- Navy Opportunities Forum
- Navy Gold Coast Conference
- MDA Small Business Conference
- Other DOD Agencies Small Business Conferences

A concerted effort will be made by all Lockheed Martin operating companies to identify and facilitate procurement opportunities and to solicit and fairly evaluate all small business concerns. Detailed requirements are outlined in the Lockheed Martin Acquisition Procedures (LMAP). To this end, Lockheed Martin will:

- Ensure that bidding period, delivery schedules, and all other elements of solicitations do not include provisions that unfairly restrict or eliminate inclusion of small business concerns.
- Where appropriate, subdivide requirements to facilitate small business participation.
- Ensure that make-buy deliberations consider the potential impact on small business subcontracting.
- Work with the engineering and program personnel to evaluate small business concerns during the design and development phase.

- Ensure that specifications, drawings and other relevant data are made available to small business concerns in a timely manner.
- Where appropriate and practical, use restricted competition.
- Provide counseling and other forms of assistance to small business concerned to the extent that it does not compromise the integrity of the corporation's procurement process.
- Authorize progress payments and performance-based payments to small business concerns in instances where considerable investment is required to perform under a Lockheed Martin subcontract or purchase order.
- Where practical, provide small business concerns with the use of Lockheed Martin-owned tooling and equipment.
- Host supplier information and chat sessions whereby potential suppliers can meet key members of the engineering, program management, manufacturing and procurement staff.

10. MAKE OR BUY

Lockheed Martin Corporate Policy Statement (CPS-018), Make or Buy, requires the corporation to provide the best value to the customers, and apply competitive principles in the determination to make or buy goods and services. A strategic Make or Buy Committee manages the strategic products and services list. The committee includes members from Corporate Engineering & Technology, Corporate Strategy & Business Development, Corporate Contracts, and the business areas. SBLOs may be engaged depending upon the nature of the discussion and their responsibility scope. It should be noted that the Corporate Senior Vice President of Supply Chain (the organization in which Supplier Diversity resides) has the overall responsibility for the committee.

Make or Buy programs comply with all applicable government regulations and consider the inclusion of small businesses:

- Requirements are reviewed, consistent with sound business practices, for possible breakout for requirements from all small business concerns.
- Make-or-Buy deliberations include adequate and timely consideration of all small business concerns capabilities.
- Development work, likely to lead to production, is examined for possible small business opportunities.

11. SUPPLIER RECOGNITION

Lockheed Martin believes in recognizing the contributions of suppliers and rewarding excellence across the enterprise. As such, business area supplier recognition programs are designed to recognize suppliers for their accomplishments for quality, schedule, affordability, management, process and improvements. Suppliers benefit from these programs by the increased subcontracting opportunities that result from the recognition of being a top performing supplier. Lockheed Martin benefits by having a more capable supply base, one that produces quality products and performs on-time deliveries. Last, the customers benefit by having quality products to support DOD on-time and on-budget needs.

12. RECORD KEEPING

Lockheed Martin shall maintain records to demonstrate that policies and procedures have been implemented to track performance and assure compliance with the requirements and goals reflected by the subcontract plan. Such records include the following:

- (a) Source lists, guides and other resources that enable procurement personnel to identify, develop and provide bid opportunities to small business concerns.
- (b) Records of efforts to obtain and utilize small business concern sources through contacts with Government and industry organizations.
- (c) Records of all awards \$150,000 or more, indicating on each solicitation (1) whether small business concerns, SDB, WOSB, HUBZone, VOSB and SDVOSB were solicited and, if not, why not; and if applicable, the reason the award was not made to these firms.
- (d) Records of outreach efforts to contact trade associations, small business, SDB, WOSB, HUBZone, VOSB and SDVOSB concerns.
- (e) Records of internal activities implemented to give guidance to procurement and other personnel through workshops, seminars, training, etc., and monitoring performance to evaluate compliance with the program's requirements.
- (f) Purchase order documentation will be maintained in accordance with both corporate and business unit operating procedures. The statistical records of the dollars and percentages of awards made to small business concerns are maintained. Purchase order documentation including the name, address, and business size of each subcontractor traceable back to a DOD contract are available for review by government agencies, such as the Defense Contract Management Agency and the Small Business Administration. It is also anticipated that the small business representative of such agencies will conduct periodic site reviews.

13. REPORTS

Supplier diversity professionals at all levels will monitor compliance with this plan and will promptly notify the Corporate Small Business Liaison Officer of any significant performance problems or changes. They shall also ensure that corrective actions directed by the Corporate Director of Indirect Category Management and Supplier Diversity or other cognizant management are implemented.

Business area managers of supplier diversity will submit the following performance reports (consolidated by business unit as applicable) to the Corporate Director of Indirect Category Management and Supplier Diversity:

- (a) Monthly performance report
- (b) Quarterly report of performance of targeted and focused initiatives
- (c) Quarterly recovery plan to establish corrective action for any subcontracting goals or objectives that are not being met

This information will be aggregated to determine the subcontracting performance for the corporation and provided to the Vice President, Global Supply Chain, Missiles and Fire Control, and Global Supply Chain Operations Chair. A copy will also be provided to the DCMA Comprehensive Subcontracting Plan Manager.

Lockheed Martin will file required semi-annual and annual Summary Subcontracting Reports (SSR) using the Electronic Subcontracting Reporting System (eSRS).

Lockheed Martin will also report subcontracting performance for the agency specified ACAT-1 programs into eSRS (see table on the next page). MDA contract reports

(b) (4) (4)

will also be provided via an attachment in eSRS. Additional reports will be forwarded to DCMA per request on the progress of performance and initiatives.

Lockheed Martin will cooperate in special studies and/or surveys conducted to assess the effectiveness of the Comprehensive Subcontracting Plan and submit reports to allow DOD to assess the corporation's compliance with the provisions of this agreement.

ACAT-1 Program Table

Srv.	Program	Prime Contract #	Report POC	LM Due Date	DCMA Due Date
Air Force	GPS - Global Positioning System	FA8807-08-C-0010 FA8823-10-C-0002 FA8823-12-C-0004 FA8823-13-C-0001 FA8807-13-C-0002	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	JASSM - Joint Air-to-Surface Standoff Missile	FA8682-04-D-0306 - in closeout FA8682-06-D-0072 - in closeout FA8682-04-C-0060 - in closeout FA8682-07-D-0117 - in closeout FA8682-08-D-0054 - in closeout FA8682-10-C-0016 - in closeout FA8682-11-C-0001 FA8682-11-D-0155 FA8682-12-C-0006 FA8682-14-C-0069 FA8682-14-C-0084 FA8682-14-D-0091	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	SBIRS - Spaced Based Infrared Systems	F04701-95-C-0017 FA8810-08-C-0002 FA8810-12-C-0001 FA8810-13-C-0001 FA8810-13-C-0002	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	C-130J (Hercules Aircraft)	FA8625-06-C-6456-FYOCIII FA8625-04-D-6452-BUIC FA8504-06-D-0001-Warner Robins LTS FA8625-11-C-6597-FYOCIV F33657-00-C-0018 F33657-03-C-2014 FA8625-14-C-6450 - FA8504-14-C-0003-CWB C-130J	Jim Tanksley Ken Hilderbrand	April 20/Oct 17	April 30/Oct 30
Navy	C-130J (Hercules Aircraft)	N00019-09-D-0015 (CLSI) N00019-12-C-0094 (Harvest Hawk) N00019-13-C-0017 USMC LAIRCM N00019-13-C-0030 N00019-09-C-0053 N00019-14-D-0006 - SELSS	Jim Tanksley Ken Hilderbrand (Wender Cox)	April 20/Oct 17	April 30/Oct 30
Air Force	F-22 (Raptor Aircraft)	F33657-99-C-0036 F33657-97-C-0030 F33657-00-C-0020 F33657-01-C-2095 F33657-02-C-0010 FA8611-09-C-2900 FA8611-04-C-2851 FA8611-05-C-2850 FA8611-06-C-2899 FA8611-08-C-2897 F33657-97-C-0031 F33657-91-C-0006 F33657-02-D-0009 FA8611-13-D-2850 FA8604-09-D-7956 FA8604-13-D-7950	Jim Tanksley Ken Hilderbrand	April 20/Oct 17	April 30/Oct 30
Air Force	FAST - Flexible Acq. Sustainment Tool	F09603-01-D-0207 - in closeout	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	AEHF - Advance Extra High Frequency	F04701-02-C-0002 FA8808-12-C-0010	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	DESPII - Design Engineering Support Program	FA8222-06-D-0004 - inactive FA8222-12-D-0014	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	F2AST - Future Flexible Acquisition & Sustainment Tool	FA8530-08-D-0008	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Army	JAGM - Joint Air-to-Ground Missile	W31P4Q-08-C-A123 - inactive W31P4Q-12-C-0003	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
MDA	THAAD - Terminal High Altitude Area Defense	DASG60-00-C-0072 HQ0147-07-C-0196 HQ0147-10-D-0001 HQ0147-12-D-0001 HQ0147-12-G-9000	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	AEGIS BMD AWS (Aegis Ballistic Missile Defense Program)	N00024-03-C-6110 HQ0276-10-C-0001 HQ0276-10-C-0003	Gary Harrer Teresa Torres	April 20/Oct 17	April 30/Oct 30
MDA	Targets and Countermeasures	HQ0006-04-D-0006	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	C2BMC - Command, Control, Battle Management, and Communications	HQ0147-12-D-0003	Pat Desanto Peggy Sue Poe	April 20/Oct 17	April 30/Oct 30
Navy	H-60 R&S (Multi Mission Helo-H-60 Romeo & H-60 Sierra)	N00019-06-C-0098 N00019-11-C-0020	Gary Harrer Sheila Oechslein	April 20/Oct 17	April 30/Oct 30
Navy	AEGIS BMD AWS (Ballistic Missile Defense Program)	N00024-10-C-5125	Gary Harrer Teresa Torres	April 20/Oct 17	April 30/Oct 30
Navy	F-35 JSF - Joint Strike Fighter - Fort Worth	N00019-02-C-3002 N00019-06-C-0291 N00019-07-C-0097 N00019-08-C-0028 N00019-04-D-0009 N00019-09-D-0022 N00019-09-C-0010 N00019-10-C-0002 N00019-11-C-0083 N00019-12-C-0070 N00019-12-C-0004 N00019-13-D-0005 IDIQ N00019-13-C-0008 LRIP VIII N00019-13-C-0013 LRIP VIII Israel N00019-13-C-0014 LRIP VIII Japan N00019-14-C-0040 - Japan Integration Contract N00019-14-C-0002 - LRIP 9 AAC. N00019-14-G-0020	Ken Hilderbrand	April 20/Oct 17	April 30/Oct 30

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14. FLOWDOWN REQUIREMENTS

Lockheed Martin included the following provisions on all purchase orders and subcontracts issued in support of DOD, except where such inclusion is exempted by the terms of the affected clause:

1. FAR 52.219-9, Small Business Subcontracting Plan, and 252.219-7003, Small Business Subcontracting Plan (DOD contracts), when the Contracting Officer has included these clauses in the contract for purposes of flow down to subcontractors, or
2. 52.219-9, Small Business Subcontracting Plan, with its Alternate III, and 252.219-7003, Small Business Subcontracting Plan (DOD contracts), with its Alternate I, when the Contracting Officer has included these clauses in the contract for flow down to subcontractors to allow for submission of SF 294s in lieu of ISRs, or
3. 252.219-7004, Small Business Subcontracting Plan (test program), in subcontracts with subcontractors that participate in the test program described in DFARS 219.702.

Lockheed Martin requires its large business subcontractors who receive subcontracts in excess of the \$650,000 threshold to adopt a plan that meets the requirements of FAR 25.219-9. Lockheed Martin requires subcontractors to submit an individual subcontract plan demonstrating compliance to this requirement. SBLO personnel review each plan to ensure it meets the applicable requirements. The provisions of the Comprehensive Subcontracting Plan Test Program are not flowed down from Lockheed Martin subcontractors. Suppliers who negotiate commercial item plans with their local DOD agency or who are Comprehensive Subcontracting Plan Test Program participants are not required to furnish individual plans, but are required to provide evidence that the appropriate DOD office has approved the plan.

Lockheed Martin requires all subcontractors to certify their status as small, SDB, WOSB, HUBZone, VOSB or SDVOSB. Lockheed Martin's Procure to Pay (P2P) system is the corporation's record of authority for supplier unique data and information including supplier size. Upon registering and certifying in the system, suppliers receive the following notification regarding small business size representation:

Notice: Under 15 U.S.C. 645 (d), any person who misrepresents a firm's status as a small business concern in order to obtain a contract to be awarded under the preference programs established pursuant to sections 8 (a), 8 (d), 9, or 15 of the Small Business Act or any other provisions of Federal Law that specifically reference section 8 (d) for a definition of program eligibility, shall (1) be punished by imposition of a fine, imprisonment, or both; (2) be subject to administrative remedies, including suspension and debarment; and (3) be ineligible for participation in programs under the authority of the Act.

Lockheed Martin personnel engaged in the procurement of goods and services to ensure subcontractors with subcontracting plans agree to submit the Individual

Subcontracting Report (ISR) and/or the SSR using the eSRS. Per Lockheed Martin Acquisition Procedure 9.120, Issuing Contracts, when the contract includes a small business subcontracting plan with eSRS requirements, Lockheed Martin will provide its contract number, DUNS number and the e-mail address of the contractor's official responsible for acknowledging or rejecting the ISR to all first-tier subcontractors required to submit ISRs. In addition, suppliers receive the requirement that if their offer, including option, exceeds the threshold in FAR 52.219-9, they must resubmit a small business subcontracting plan that fully meets the requirements of FAR 52.219-9 and that small business reporting will be required via the eSRS. Further, acceptance of the purchase order is an acknowledgement of accepting the full terms and conditions of the offer.

15. OUTREACH/PUBLICIZING SUBCONTRACTING OPPORTUNITIES

Lockheed Martin publicizes prospective subcontracting opportunities in the following ways:

- (a) Participating in federal procurement conferences, trade fairs, industry conferences and related functions
- (b) Hosting trade fairs and conferences; whereby, potential suppliers can meet key members of the Lockheed Martin engineering, program management, manufacturing, and procurement staff
- (c) Maintaining an email address supplier.communications@lmco.com for submittal of supplier's electronic brochures and capability. This information is transmitted internally to the appropriate buyer, program office, and business unit Supplier Diversity Lead
- (d) Using social networking tools/capabilities (Twitter and govWin) and the Lockheed Martin Immediate Needs Bulletin Board to promote opportunities and events
- (e) Maintaining the Lockheed Martin Supplier Diversity web site, Supplier Wire (<http://www.lockheedmartin.com/supplierwire>)

In recognizing the limited resources available to small businesses for travel expenses and in an effort to embrace the company's "Go Green" initiatives, Lockheed Martin will be conducting a number of meetings and events virtually.

As Lockheed Martin has evolved its supplier diversity program, enhancements have been implemented to ensure Lockheed Martin's strategic focus is on increasing access for small businesses to potential subcontracting opportunities.

Supplier Information Sessions (SIS):

Lockheed Martin will continue with its successful, self-sponsored supplier information sessions with three events targeted in GFY 2015. Subcontracting with SDB, HUBZones and SDVOSB will be a major focus for the sessions.

To determine the effectiveness of these events, the corporation will continue to track the value of subcontracts awarded to session attendees every six months for two years after each event. Historically, Lockheed Martin has realized numerous new contracting opportunities with small business concerns as a result of these sessions, a trend that is expected to continue.

16. SUPPLIER DIVERSITY TRAINING

Lockheed Martin strives to increase awareness of the importance of supplier diversity through its training initiatives. Supplier diversity has a corporate-wide web-based training module, which is available for all indirect employees assigned to the corporation's GSCO organization, procurement, business development and all leadership in the corporation. The course highlights the value and importance that supplier diversity brings to the corporation and customers.

In addition, an instructor-led training course was developed for all new Lockheed Martin supplier diversity professionals and is offered on an as needed basis. Lockheed Martin also offers live training courses on an annual basis for all procurement and business development professionals.

All employees new to the supplier diversity organization are matched with a mentor in the supplier diversity program. The goal of this program is to provide key information, support and assistance to the new supplier diversity professional.

These courses aid in increasing awareness of Lockheed Martin's supplier diversity program. The courses familiarize employees with the Supplier Diversity program objectives; provide insight on the impact of the daily decisions on the corporation's supplier diversity performance; illustrate the benefits of an inclusive/diverse supplier base; and motivate employees to help enhance the corporation's performance.

Lockheed Martin will also begin developing resources to provide employees involved in the acquisition of materials and services with the necessary tools, support and training to enhance their ability to find small businesses. Such resources include:

- Designing a "Small Mall" concept that provides employees with essential Supplier Diversity resources.
- Promoting Immediate Needs Bulletin Board to employees.
- Alert Business Development personnel of national small business events through forum to proactively offer assistance.
- To increase the visibility of Lockheed Martin's participation in the AbilityOne program, an internal webinar through Supplier Wire for NIB and Source America will be conducted to introduce AbilityOne firms and their services to procurement organization.

17. DCMA 640 REVIEW

Lockheed Martin will participate in annual DCMA 640 review activities.

EXHIBIT 1

Executive Supplier Diversity Commitment Letter for GFY 2014

Memorandum

DATE: January 15, 2014

TO: All Lockheed Martin Employees

FROM: Marillyn Hewson, Chairman, President and Chief Executive Officer

SUBJECT: Our Commitment to Supplier Diversity

As we begin the New Year, I'd like to reaffirm Lockheed Martin's commitment to helping our suppliers succeed. Almost two-thirds of our products and services are provided by our suppliers, and a healthy and diverse supply chain is critical to our success.

Even in a challenging business environment, it's important that we all do our part to identify and team with a diverse group of suppliers on current and future programs. Supporting them fosters innovation and performance excellence that will help us meet the critical needs of our customers.

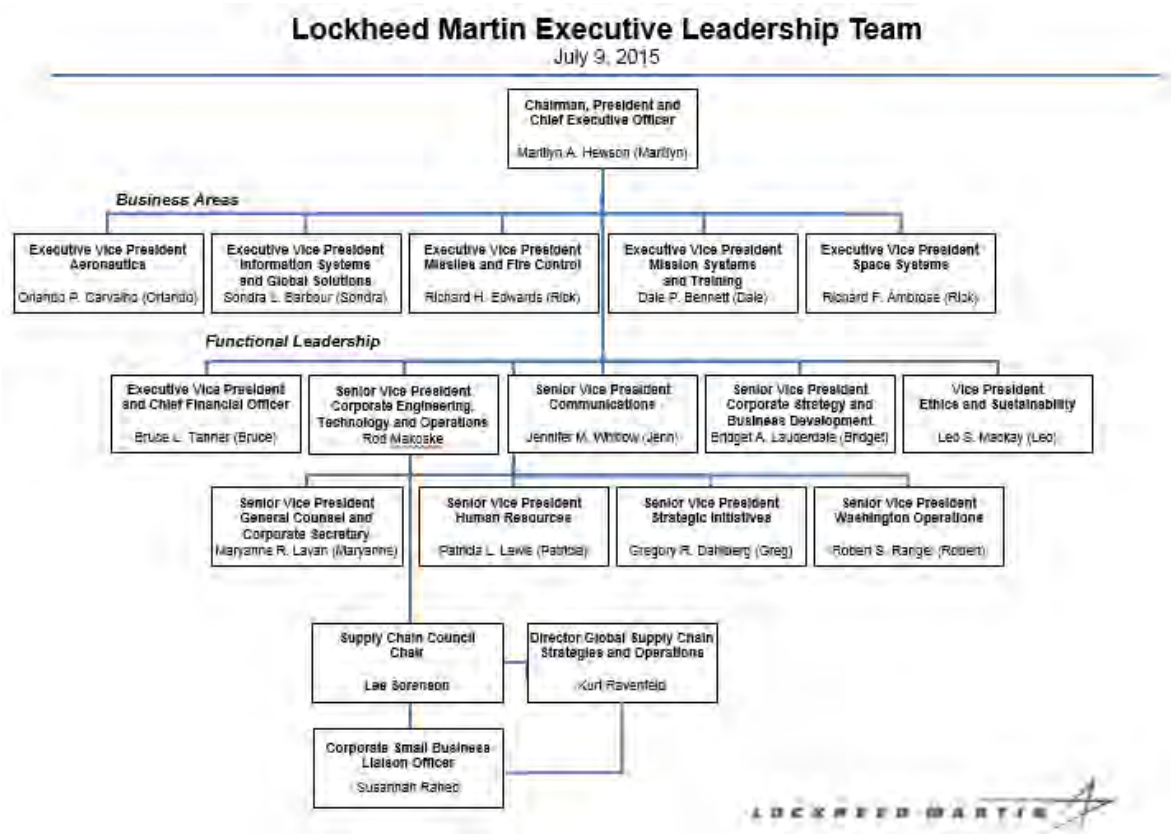
Our customers not only value our support of a robust supply chain, they reward prime contractors like us that go above and beyond in strengthening small businesses.

Lockheed Martin is committed to the utilization of small business, which includes Small, Small Disadvantaged, Women-Owned, Historically Underutilized Business (HUB) Zone small businesses, Historically Black Colleges and Universities and Minority Institutions, and U.S. Veteran and Service Disabled Veteran-owned businesses.

Supplier diversity is good for our business, good for our industry and good for our customers. Thank you for your support as we continue to promote small businesses in 2014 and beyond.

EXHIBIT 2

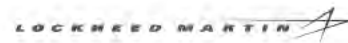
Corporate Reporting Chain



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EXHIBIT 3
Supplier Diversity Network/Organization Listing

Supplier Diversity Representatives



Name	Business Area / Unit Name and Address	E-mail / Web Address	Phone
Susannah Raheb Corporate Small Business Liaison Officer	(b) (6)		(b)(6)
Emily R. Mann Business Area Lead			
Orysla Buchan SD Program Manager			
Patricia A. McHugh Corporate Reporting Lead			
Marquita Peoples Gadsen SD Support Specialist			
Jim Tanksley Business Area Lead	(b) (6)		(b)(6)
C.J. Anderson			
Diana Salgado			
Dorothy James-McAlister			
Dudley Mccum			
Emma J. Stevens			
Ken Hilderbrand			
Marti Hostler			
Meshele Davis			
Minanda Todd			
Sonny Truett			
Valerie Chittiman			
Vanessa Bull			
Phyllis Grant Business Area Lead	(b) (6)		(b)(6)
Lisa Coursey			
Connie Winters			
April Jackson			
Gary Harrer Business Area Lead	(b) (6)		(b)(6)
Chudini Jara			
Kim Luker			
Robyn Snyder			
Shelia Occhino			
Teresa Torres			
INFORMATION SYSTEMS & GLOBAL SOLUTIONS			
Pat DeSanto Business Area Lead	(b) (6)		(b)(6)
Melissa Norris			
Paula Jackson			
Bob Thompson Business Area Lead	(b) (6)		(b)(6)
Betty L. Padilla			
Diane Garrett			
Michael Chung			
Michelle Butzke			
Pat Royhal			

The page MSJ000519 (USA00214) was subsequently reproduced on 5/16/2019 as MSJ002002.

The information previously withheld under an Exemption b(3) assertion was released.

EXHIBIT 5

Corporate Supplier Diversity Program Procedures (CSP-113 and OPM-002)

Corporate Headquarters

Corporate Policy Statement CPS-113

Revision No: 8

Effective: March 3, 2014

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Current policies and procedures are on the Lockheed Martin Intranet

Acquisition of Goods and Services

[Compliance and Authority](#)[Standard Terms and Conditions, Corporate Agreements](#)[Supplier Diversity Program](#)[Supply Chain Security Program](#)[Make or Buy](#)[Sustainable Products](#)[Procurement/Sourcing Systems](#)[General Applicability Statement](#)

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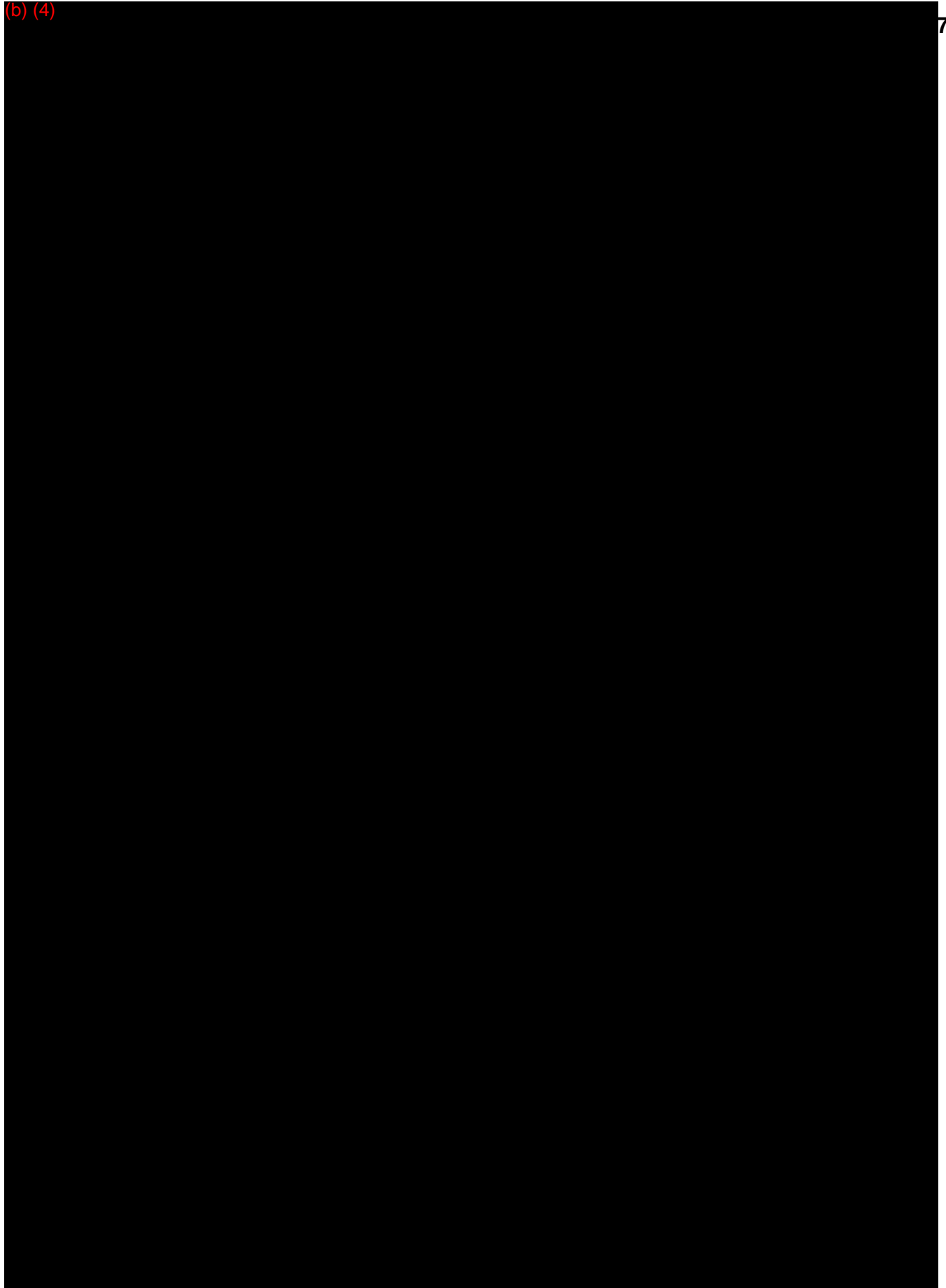
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//s// Patrick S. Sunderlin
Global Supply Chain Operations Chair

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Corporate Headquarters
Operations & Program Management Procedure OPM-002
Effective: July 7, 2014
Revision: 9
Copyright 2014 Lockheed Martin Corporation
Current policies and procedures are on the Lockheed Martin Intranet

Supplier Diversity Program

(b)(4)

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(b) (4)



//s// Patrick S. Sunderlin
Global Supply Chain Operations Chair

EXHIBIT 6
 GFY 2015 Subcontracting Projections by Business Area (DOD Only)

Subcontracting													
	TOTAL	SB		SDB		WOSB		HUBZone		VOSB		SDVOSB	
(b) (4)													
Aeronautics													
MST													
MFC													
IS&GS													
Space Systems													
DCMA Stretch													
Total LMP Projection													

(b)(4)

EXHIBIT 7
GFY 2015 Products and Services Forecast by NAICs Codes

NAICS	Total	LB	SB	SDB	WOSB	HUBZ	VOSB	SDVOSB
(b) (4)								

(b)(4)

EXHIBIT 8

(b)(4)

(b)(4)

(b)(4)

GFY 2014

		SB		SDB		WOSB	
		Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual

(b)(4)

LARGE				EST SPEND			
Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
%	%	\$	\$	%	%	\$	\$

(b)(4)

(b)(4)

(b)(4)

GFY 2015 (AS OF DECEMBER 31, 2014)

		SB		SDB		WOSB	
		Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual
%	%	\$	\$	%	%	\$	\$

(b)(4)

(b)(4)

LARGE				EST SPEND			
Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
%	%	\$	\$	%	%	\$	\$

(b)(4)

(b)(4)

(b)(4)

GFY 2014 (b)(4)

		SB		SDB		VOSB	
		Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual
%	%	\$	\$	%	%	\$	\$

(b)(4)

LARGE				EST SPEND			
Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
%	%	\$	\$	%	%	\$	\$

(b)(4)

(b)(4)

(b)(4)

(b)(4)

GFY 2015 (AS OF DECEMBER 31, 2014)

		SB		SDB		VOSB	
		Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual
%	%	\$	\$	%	%	\$	\$

(b)(4)

(b)(4)

LARGE				EST SPEND			
Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
%	%	\$	\$	%	%	\$	\$

(b)(4)

(b)(4)

**COMPREHENSIVE SUBCONTRACTING TEST PROGRAM
FISCAL YEAR 2016 PLAN AGREEMENT
EFFECTIVE OCTOBER 1, 2015 THROUGH SEPTEMBER 30, 2016**

BETWEEN

DEFENSE CONTACT MANAGEMENT AGENCY

AND

LOCKHEED MARTIN CORPORATION

Government Official (s)

CSP Participant Official (s)*

Tatia M. Evelyn-Bellamy 04/18/2016
Director, Small Business Programs Division
Small Business Center
Small Business Ombudsman
Defense Contract Management Agency

(b) (6)
Amy Gowder 04/18/2016
Vice President, Supply Chain Management,
Aeronautics
Global Supply Chain Operations Chair
Lockheed Martin Corporation

(b) (6)
Susannah Raheb 04/18/2016
Corporate Small Business Liaison Officer
Lockheed Martin Corporation

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SUMMARY OF GOVERNMENT FISCAL YEAR 2016 PLAN FOR LOCKHEED MARTIN CORPORATION, PREPARED BY

(b) (6)

04/18/2016

- A listing of CAGE Codes and DUNS number(s) covered by this GFY 16 Plan are found in Exhibit 9. A listing of prime contracts are found in Exhibit 10.
- GFY 2016 Target Industries and Initiatives:

- (b) (4)

-

(b) (4)

GFY 2016 Goals Summary:

SB	16.9%
SDB	3.0%
WOSB	3.7%
HUBZONE	0.7%
VOSB	2.2%
SDVOSB	1.0%

Focused GFY 2016 Initiatives Summary:

1. (b) (4)

- 2.

- 3.

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EXHIBITS

- Exhibit 1 Executive Supplier Diversity Commitment Letter for GFY 2015
- Exhibit 2 Corporate Reporting Chain
- Exhibit 3 Supplier Diversity Network/Organization Listing
- Exhibit 4 Corporate Historical Subcontracting Performance
- Exhibit 5 Corporate Supplier Diversity Program Procedures (CSP-113 and OPM-002)
- Exhibit 6 GFY 2016 DOD Subcontracting Projections by Business Area
- Exhibit 7 GFY 2016 Products and Services Forecast by NAICs Codes
- Exhibit 8 (b) (4)
- Exhibit 9 Lockheed Martin CAGE Codes and DUNS Numbers Listing
- Exhibit 10 Listing of Open Contracts Covered Under the CSP

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Lockheed Martin Corporation
Comprehensive Small Business Subcontracting Plan
GFY 2016

1. INTRODUCTION

Lockheed Martin Corporation is pleased to be a corporate-wide participant in the Department of Defense (DOD) Comprehensive Subcontracting Plan Test Program. In accordance with program requirements, the subcontracting goals and objectives outlined herein represent the performance expectations and strategies for utilizing small business, small disadvantaged business (SDB), women-owned small business (WOSB), veteran-owned small business (VOSB), service disabled veteran-owned small business (SDVOSB) and small businesses located in historically underutilized business zones (HUBZones) for the period 1 October 2015 through 30 September 2016. This plan is applicable to all United States-based Lockheed Martin operating companies, but does not apply to joint ventures.

The Lockheed Martin executive management team is committed to the successful execution of this plan and supports the U.S. government's policy requiring maximum practicable subcontracting opportunity for small business consistent with the efficient performance of all government contracts. To reinforce that commitment, Chairman, President and Chief Executive Officer, Marillyn A. Hewson, annually issues a letter of commitment to Supplier Diversity (see Exhibit 1).

Lockheed Martin recommends the goals be accepted by the contracting officer considering the past performance and opportunities per FAR subpart 19.705-4. The goals are based on the ability of the business areas to expend good faith effort to use small business, SDB, WOSB, VOSB, SDVOSB and HUBZone small business subcontractors to the maximum extent possible. The recommended goals are in accordance with past performance and the subcontracting opportunities available and commensurate with the efficient and economical performance of DOD contracts. Rationale is included for large business spend, details on subcontracting base by business area, key business challenges by major program and delta changes from prior-year goals.

2. OVERVIEW

Company Overview

Lockheed Martin, headquartered in Bethesda, Maryland, is a global security and aerospace company that employs about 126,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The corporation reported 2015 sales of \$46.1B, with a backlog of \$99.6B. Seventy-eight percent of the

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corporation's sales are to the U.S. Government with the remainder of the sales attributed to foreign governments, commercial and other customers. The following table shows the breakout of distribution by customer:

Customer	% of 2015 Sales (\$46.1B)
U.S. Government	78%
International	21%
Commercial/Other	1%

The corporation has five core business areas. Each is comprised of one or more operating companies located across the United States. Supplier diversity professionals are strategically assigned to support the procurement functions within each business area. The following is a brief description of the core areas of focus/expertise of each business area:

- Aeronautics: Fort Worth, Texas – World leader in air power protection, including combat, air mobility, special mission/reconnaissance aircraft and design and development of advanced systems.
- Information Systems & Global Solutions (IS&GS): Gaithersburg, Maryland – Leading federal services and information technology contractor with a strong heritage of delivering world-class solutions and advanced technology across a broad spectrum of domains.
- Missiles and Fire Control (MFC): Dallas, Texas – Recognized designer, developer and manufacturer of precision engagement aerospace and defense systems for the U.S. and allied militaries.
- Mission Systems and Training (MST): Washington, DC – Recognized provider of surface, air and undersea applications on more than 460 programs for U.S. military and international customers.
- Space Systems: Denver, Colorado – Leading system integrator of space products and services for military, civil and commercial application.

Supplier Diversity Program Objectives

The objectives of the Lockheed Martin supplier diversity program are to: 1) ensure that small businesses of all types are afforded the maximum practicable opportunity to participate in the corporation's subcontracting process; and 2) provide Lockheed Martin personnel involved in the acquisition of materials and services adequate tools, support

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and training to enhance their ability to meet the company's supplier diversity goals and objectives.

Management Commitment

Lockheed Martin senior management recognizes that small business concerns are a critical national resource and are essential elements in the successful delivery of products and services (see Corporate Reporting Chain in Exhibit 2). Performance to the goals and objectives will be reviewed during executive performance reviews conducted periodically throughout the government fiscal year.

Corporate: The Senior Vice President of Corporate Engineering, Technology and Operations reports to the Chairman, President and Chief Executive Officer. The Vice President, Global Supply Chain, Aeronautics, and Chair, Supply Chain Council, reports to the Senior Vice President of Corporate Engineering, Technology and Operations and is responsible for the supplier diversity organization. In this capacity, she is responsible for ensuring that the corporation's policies and business practices do not adversely impact the ability of small businesses to participate in Lockheed Martin's subcontracting process.

The company employs a Corporate Small Business Liaison Officer to manage the operational activities of the program and to maintain appropriate strategic focus on supplier diversity initiatives. This leader dually reports to the Vice President, Global Supply Chain, Aeronautics, and Chair, Supply Chain Council, as well as to the Director, Global Supply Chain Operations, and provides direction to the corporation's supplier diversity team and is the administrator of this plan.

Business Area: The senior sourcing executive of each business area is required to designate a manager of supplier diversity. These individuals are responsible for managing the supplier diversity-related activity of their respective businesses. They are also responsible for ensuring that all subcontracting goals for their business areas are met, and emphasizing the development of small business concerns in each of the designated industry and special initiative categories. Each business area designates Small Business Liaison Officers (SBLO) to serve as the primary points of contact for small businesses and corporate personnel, and provides additional site and program support as required. These individuals are also responsible for generating performance reports and managing outreach activities. Subcontracting forecasts, mentor-protégé selection and program management, special initiatives and supplier interaction all originate at this level. The Supplier Diversity Network/Organization Listing is shown in Exhibit 3.

Past Performance, Awards and Recognition

The corporation's DOD subcontracting performance since entering the Comprehensive Subcontracting Plan Test Program is shown in Exhibit 4. Past performance by business area is also included.

Lockheed Martin regularly promotes and nominates key suppliers for recognition of their subcontracting support. Lockheed Martin's national, state and local recognitions for its supplier diversity program performance are available on the Lockheed Martin Supplier Wire website. The awards received from January 1, 2014 through July 15, 2015 are as follows:

Government Agency Recognition

- Johnson Space Center (JSC) named Lockheed Martin Contractor of the Year (2015)
- Lockheed Martin and Protégé IERUS Technologies honored with Nunn-Perry Award by the Department of Defense (2014)
- NASA named Lockheed Martin Center-Level Small Business Industry Award in the category of "Large Prime Contractor of the Year" (2014)

Industry Affiliations

- Lockheed Martin selected as one of America's Top Corporations by the Women's Business Enterprise National Council (WBENC) (2014 and 2015)
- Lockheed Martin among Diversity Inc.'s 25 Noteworthy Companies (2014 and 2015)
- Lockheed Martin named Military Friendly Supplier Diversity Programs by NaVOBA (2014 and 2015)
- Susannah Raheb was recognized by Florida Minority Supplier Development Council for the Chapter of the Year Award (2015)
- Robert Wilson was recognized by Armed Forces Communications and Electronics Association International as the group's "Small Business Advocate" (2015)
- Lockheed Martin Aeronautics recognized for its "Best Practices" in promoting subcontracting opportunities to Minority Business Enterprises by the Dallas/Fort Worth Minority Supplier Development Council (2015)
- Lockheed Martin honored as America's Top Diversity Champions by DiversityBusiness.com (2014 and 2015)
- Lockheed Martin selected for Champions of Veteran Enterprise for SDVOSB by the National Veteran Small Business Coalition (NVSBC) (2014 and 2015)
- Lockheed Martin received Champions of Veteran's Enterprise for its IS&GS business area for both its SDVOSB and VOSB achievements by the National Veteran Small Business Coalition (NVSBC) (2014 and 2015)
- Kay Beighley named Volunteer of the Year by Women's Business Center of North Alabama (WBCNA) (2014)

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- Emma Stevens recognized by Pan Asian American Chamber of Commerce-Southwest for her outstanding ongoing support and mentoring to USPAACC business members (2014)

Publication Awards

- Lockheed Martin named among the *WE USA* magazine Corporations of the Year (2014 and 2015)
- Lockheed Martin named among the Annual Fortune 500s Best by *Asian Enterprise Magazine* (2015)
- Lockheed Martin named among the Top Supplier Diversity Programs by U.S. *Veterans Magazine* (2015)
- Lockheed Martin named among the Best of the Best – Top Diversity Employers; Top Supplier Diversity Programs, by *Black EOE Journal* (2015)
- Nancy Deskins named among the Top 100 leaders in Corporate Supplier Diversity by *WE USA* (2015)
- Jim Tanksley and Mark Miller named among the Top 50 Supplier Diversity Leaders of the Year by *Women's Enterprise Texas Magazine* (2014)
- Lockheed Martin named among the Top Supplier Diversity Programs by *Hispanic Network Magazine* (2014)
- Lockheed Martin named 2014 Best of the Best – Top Supplier Diversity Programs for Women by *Professional Woman's Magazine* (2014)
- Lockheed Martin named among America's Most Admired Corporations by *MBN USA* (2014)
- Nancy Deskins named Supplier Diversity Executive of the Year by *MEA Magazine* (2014)

3. CORPORATE POLICY

Lockheed Martin has established corporate policy statement CPS-113: Acquisition of Goods and Services addressing its key business processes and initiatives including Supplier Diversity shown in Exhibit 5. The policy statement is issued under the authority of the executive office and establishes standards of execution for the entire corporation.

Lockheed Martin has further established Supplier Diversity Procedure OPM-002. The procedure describes the methodology for forecasting and establishing supplier diversity goals and identifies measures for monitoring and addressing deficiencies in performance to these goals.

4. CORPORATE-WIDE GOALS

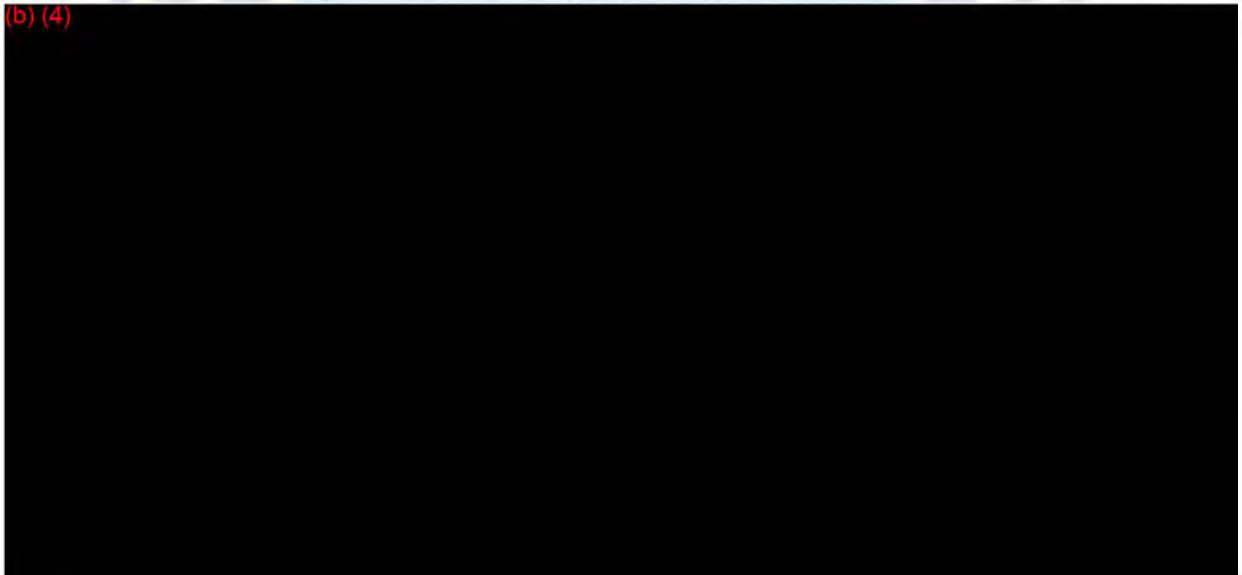
Lockheed Martin is committed at the corporate level to achieving goals outlined in this plan. The following goals have been established for GFY 2016.

Lockheed Martin		
DoD Subcontracting GFY 2016 Goals		
	Dollars	Goals
Small	\$3,088,961,825	16.9%
Large	\$15,188,918,806	83.1%
Total	\$18,277,880,630	100.0%
SDB	\$548,336,419	3.0%
WOSB	\$676,281,583	3.7%
HUBZone	\$127,945,164	0.7%
VOSB	\$402,113,374	2.2%
SDVOSB	\$182,778,806	1.0%

Overview

Lockheed Martin's goals are based on a thorough forecast process that consists of evaluating the following: current defense contracting environment; past performance; technology opportunities; changes to existing program and supplier base; new program wins; and high potential program wins. Lockheed Martin's programs span a wide variety of government offices and organizations, providing many small business suppliers ongoing subcontracting opportunities for decades to come.

(b) (4)



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The table below provides Lockheed Martin's projected subcontracting base distribution for GFY 2015 and GFY 2016 by business area:

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Lockheed Martin recognizes the cumulative impact of ever increasing constraints placed on practicable opportunity for small businesses, including subcontracting base reserved for large business, the changing defense contracting environment and how programs are being funded as well as moving large business spend to GFY 2016. Therefore, Lockheed Martin will be more aggressive in pursuing opportunities to include small business in procurement opportunities whenever possible. Lockheed Martin's GFY 2016 small business initiatives will focus on inventive approaches to proactively seek and secure the best small and diverse businesses available and identify non-traditional opportunities to allow them to compete for contracts. Lockheed Martin remains committed to small business and realizes it is now more important than ever that the supplier base continue to be diversified.

Basis for Establishing Goals

Lockheed Martin requires its business areas to develop annual subcontracting forecasts for the DOD, other federal government agencies and commercial customers. These forecasts are reviewed with the Vice Presidents of the Global Supply Chain Operations business area organizations and challenging goals are established based on anticipated program commitments and opportunities for the government fiscal year (see GFY 2016 DOD Subcontracting Projections by Business Area shown in Exhibit 6). A final review of all forecasts is conducted with the Vice President, Global Supply Chain, Aeronautics, and Chair, Supply Chain Council as well as the Global Supply Chain Council. The performance and accomplishments realized in support of achieving the negotiated subcontracting goals are tracked in the executive performance reviews on a monthly basis.

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The goals included in this CSP are based on Lockheed Martin's known and forecasted business as of the effective date of this plan. The following were not included in establishing the goals:

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(1) On July 20, 2015, Lockheed Martin publically announced that it had entered into a definitive agreement to acquire Sikorsky Aircraft from United Technologies Corporation. This acquisition closed on November 6, 2015. Sikorsky remains on a separate CSP plan for GFY 2016.

(2) On July 20, 2015, Lockheed Martin publically announced that it is conducting a strategic review of alternatives for IT and technical services businesses that reside within IS&GS and MFC business areas. On January 26, Lockheed Martin announced a definitive agreement to separate and combine the realigned businesses with Leidos, in a tax-efficient Reverse Morris Trust transaction. Any impacts to the GFY 2016 CSP are contingent upon the final date of this merger.

(3) (b) (4)
(b) (4)

Should any or all of the foregoing events be implemented during the period of this CSP, Lockheed Martin's business base will be significantly and materially impacted. Lockheed Martin and DCMA agree to negotiate in good faith an amendment to the portions of this CSP, including goals, affected by any of these changes should they occur during the effective period of this CSP.

Business Area Subcontracting Goals Justification

Aeronautics

Aeronautics is known for building the finest military aircraft in the world and strives to be the partner of choice for government and industry to help them reach new horizons in their air combat, mobility and sustainment needs. Aeronautics' products play an important role in the defense of the U.S. and more than 70 other countries, ensuring peace and stability around the world in today's complex global security climate. The long list of dependable and highly regarded Lockheed Martin aircraft includes the world's only 5th Generation fighters, F-35 Lightning II and F-22 Raptor, the proven and affordable 4th Generation fighter, the F-16 Fighting Falcon, the versatile airlifter, the C-130J; and the largest military cargo plane, the C-5B.

Aeronautics is committed to continuous process improvement, including the development of the annual CSP. Process improvements for GFY 2016 include revisions to the forecast process training to its buying organizations and development of additional forecasting tools to determine projected subcontracting commitments. The Aeronautics Supplier Diversity Office works closely with its programs and buying organizations, including indirect and non-production, using a "bottoms up" approach to review changes to the supplier base, the program base, and the impact these changes have on subcontracting opportunities.

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The following charts shows Aeronautics' overall breakdown of large business spend summary and projected small business spend as well as reserved large business dollars by program and includes teaming agreements, competitively bid, beyond small business capability and sole source:

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The information previously withheld under an Exemption b(3) assertion was released.

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