

(b) (4) [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC. 552) and other statutes prohibiting disclosure (e.g., 18 USC SEC. 1905).*

(b) (4)

[REDACTED]

[REDACTED]

[REDACTED]

Space Systems Company

(b) (4)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

(b) (4)  
[Redacted text block]

[Redacted text block]

[Redacted text block]

LM Space Systems Summary of Fenced Large Business		
Estimates for GFY 2014 on Major Programs		
Line of Business	Program	Estimated Fenced Large Business for GFY14
(b) (4)		

(b) (4)

#### 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 credit card purchase. P-card suppliers, who do a significant amount of business with Lockheed Martin, are asked to complete a profile self-certifying their business size. When a P-card purchase is made, the spend is counted in the size the supplier self-certified. If there is no self-certification, the spend is counted as large business. Lockheed Martin includes purchases made from the LM Electronic Catalog. The LM Electronic Catalog transactions are ones for which a supplier profile is created in the system and the supplier certifies their small business status consistent with the

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC. 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC. 1905).*

traditional purchase order process. The payment to the LM Electronic Catalog supplier is transacted by credit card versus a check or cash, but the contract itself is a purchase order and is consistent with Lockheed Martin and FAR requirements.

### Indirect Allocations

(b) (4)

\_\_\_\_\_

\_\_\_\_\_

[REDACTED] [REDACTED]

[REDACTED] [REDACTED]

\_\_\_\_\_

[REDACTED] [REDACTED]

[REDACTED]

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

[REDACTED]

The table below identifies the indirect allocation percentages utilized in the GFY 2014 forecasting process:

Business Area	GFY 2014 Forecasted Indirect Allocation Utilized
Enterprise Operations	
Aeronautics	
MFC	
MST	
IS&GS	
Space Systems	

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

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### Summary

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Based on the considerable analysis utilized to establish the Corporation's GFY 2014 Comprehensive Subcontracting Plan, Lockheed Martin believes the GFY 2014 subcontracting goals reflect maximum practicable subcontracting opportunity to small business, small disadvantaged business, women-owned small business, HUBZone

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

small business, veteran-owned small business, and service disabled veteran-owned small business subcontractors and, therefore, are fair and reasonable.

**Focus on SDB and SDVOSB Performance Improvement**

(b) (4)  
 [Redacted text block]

- [Redacted]
- [Redacted]
- [Redacted]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

	FY '10	FY '11	FY '12	FY '13	FY '14
SDB Goals	(b) (4)				
Actual	[Redacted]				

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

Focus on SDB Performance Improvement				
INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONE TARGET
			Suzanne Raheb (lead) Nancy Deskins Pat Desanto Phyllis Grant Gary Harrer Emily Mann Jim Tanksley Bob Thompson	3/31/2014
			Emily Mann (lead) Suzanne Raheb Orysia Buchan	06/30/2014
			Suzanne Raheb	09/30/2014
			Emily Mann (lead) Nancy Deskins	Ongoing, 09/30/2014
			Nancy Deskins (lead) Pat Desanto Phyllis Grant Gary Harrer Emily Mann Jim Tanksley Bob Thompson	12/31/2013
			Suzanne Raheb (lead) Pat Desanto Phyllis Grant Gary Harrer Emily Mann Jim Tanksley Bob Thompson	12/31/2013
			Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	12/31/2013
			Suzanne Raheb	03/31/2014
			Emily Mann	03/31/2014

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*



	FY '10	FY '11	FY '12	FY '13	FY '14
<b>SDVO SB Goals</b>					
<b>Actual</b>					

Focus on SDVOB Performance Improvement				
INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONE TARGET
0003			Suzanne Raheb (lead) Nancy Deskins Pat Desanto Phyllis Grant Gary Harrer Emily Mann Jim Tanksley Bob Thompson	3/31/2014
			Emily Mann (lead) Suzanne Raheb Drysia Buchan	06/30/2014
			Suzanne Raheb	06/30/2014
			Suzanne Raheb	09/30/2014
			Emily Mann	Ongoing, 09/30/2014

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

Focus on SDVOSB Performance Improvement Cont.				
INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONE TARGET
			Nancy Deskins (lead) Suzanne Raheb Pat Desanto Phyllis Grant Gary Harrer Emily Mann Jim Tanksley Bob Thompson	12/31/2013
			Nancy Deskins (lead) Suzanne Raheb Pat Desanto Phyllis Grant Gary Harrer Emily Mann Jim Tanksley Bob Thompson	12/31/2013
			Suzanne Raheb (lead) Pat Desanto Phyllis Grant Gary Harrer Emily Mann Jim Tanksley Bob Thompson	12/31/2013
			Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	12/31/2013
			Suzanne Raheb	03/31/2014
			Emily Mann	03/31/2014

### 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 2014 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 2014: (b) (4)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Industry Category Initiatives

Industry Category: [REDACTED]	
[REDACTED]	<b>ADVOCATES</b> Marquita Peoples-Gadson (lead), Jim Tanksley Bob Thompson Phyllis Grant
	<b>TARGETED COMMITMENTS</b> 12/31/2013 [REDACTED]
	03/31/2014 [REDACTED]
	06/30/2014 [REDACTED]
	09/30/2014 [REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]
Suzanne Raheb	
Emily Mann (lead) Jim Tanksley Bob Thompson	
Suzanne Raheb	

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).

Industry Category: Health		ADVOCATES	TARGETED COMMITMENTS																		
[REDACTED]	[REDACTED]	Marquita Peoples-Gadson (lead), Phyllis Grant Pat Desanto Gary Harrer	12/31/2013 [REDACTED] 03/31/2014 [REDACTED] 06/30/2014 [REDACTED] [REDACTED] 09/30/2014 [REDACTED] 2014 TOTAL GOALS <table><tr><th></th><th>Dollars</th><th>Percent</th></tr><tr><td>Small</td><td>[REDACTED]</td><td>[REDACTED]</td></tr><tr><td>Large</td><td>[REDACTED]</td><td>[REDACTED]</td></tr><tr><td>Total</td><td>[REDACTED]</td><td>[REDACTED]</td></tr><tr><td>SDB</td><td>[REDACTED]</td><td>[REDACTED]</td></tr><tr><td>VOSB</td><td>[REDACTED]</td><td>[REDACTED]</td></tr></table>		Dollars	Percent	Small	[REDACTED]	[REDACTED]	Large	[REDACTED]	[REDACTED]	Total	[REDACTED]	[REDACTED]	SDB	[REDACTED]	[REDACTED]	VOSB	[REDACTED]	[REDACTED]
			Dollars	Percent																	
		Small	[REDACTED]	[REDACTED]																	
		Large	[REDACTED]	[REDACTED]																	
		Total	[REDACTED]	[REDACTED]																	
		SDB	[REDACTED]	[REDACTED]																	
		VOSB	[REDACTED]	[REDACTED]																	
		Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson																			
		Suzanne Raheb																			
		Emily Mann (lead) Pat Desanto Phyllis Grant Gary Harrer																			
Suzanne Raheb																					

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

## **6. Implementation of the Comprehensive Subcontracting Plan**

Lockheed Martin Corporation'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, 2014.

### **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 firms 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 Corporation's Director of Category Management & Supplier Diversity, Nancy H. Deskins, 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. Susannah L. Raheb, Senior Manager, Supplier Diversity, serves as Nancy H. Deskins' deputy and has the authority to act as the corporate plan administrator on Nancy H. Deskins' behalf. Lockheed Martin Corporation 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.

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC. 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC. 1905).

- 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**

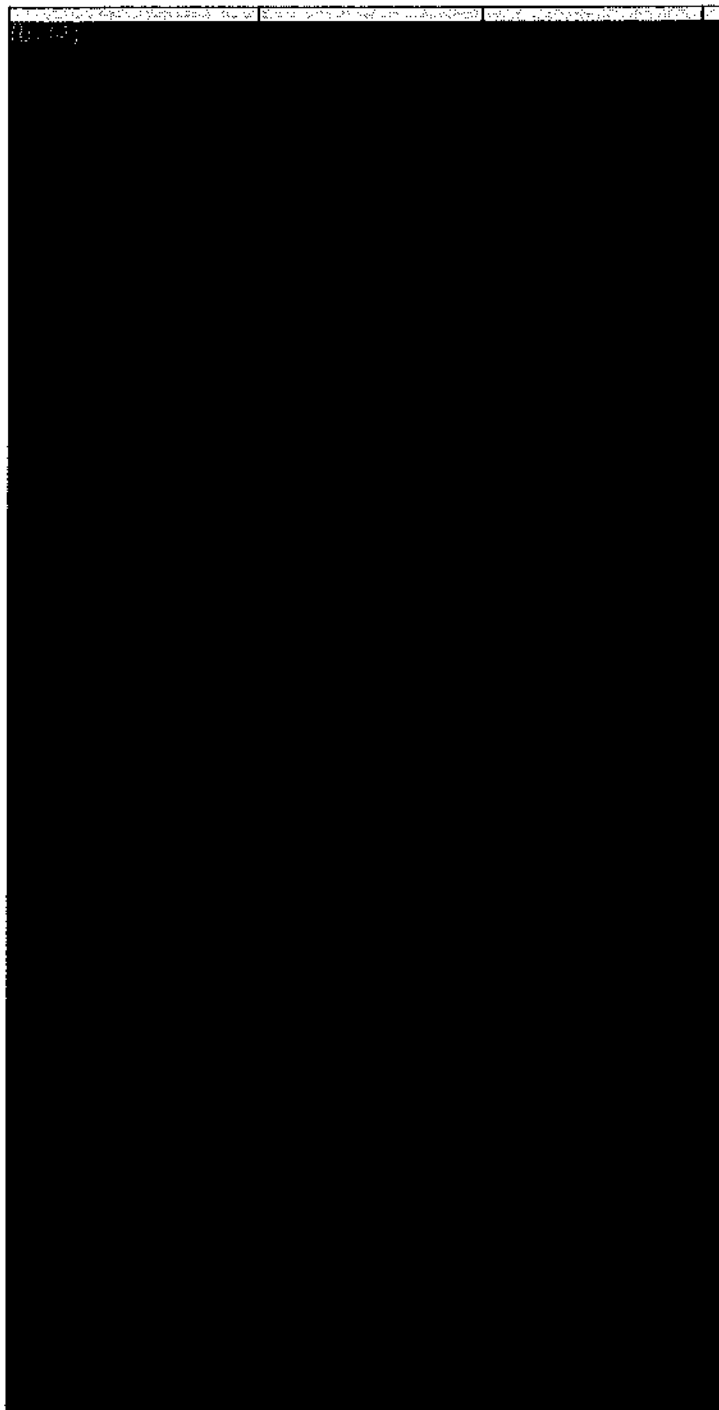
The responsibility for operational implementation and administration of this plan, as well as the implementation of the Supplier Diversity program elements, is vested in the managers of Supplier Diversity at the business area level. These individuals provide overall guidance and support to buyers, engineers, 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 Corporation as a business leader and convey subcontracting opportunities available.
- c) Conducting Mentor-Protégé programs and classes in conjunction with engineering, product assurance, manufacturing and other organizations, designed to enable small businesses to qualify technically and administratively as Lockheed Martin Corporation 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**

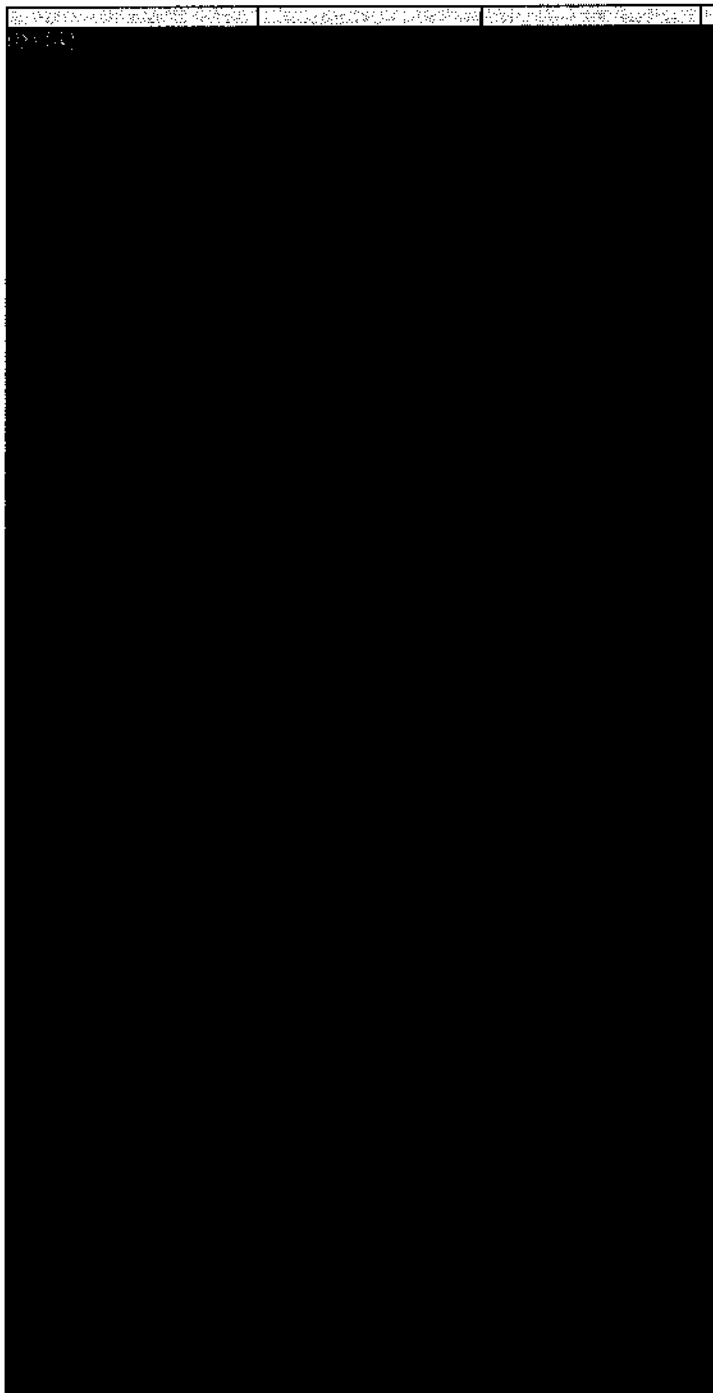
Lockheed Martin Corporation has established three key initiatives to improve subcontracting performance with small business concerns as well as reduce administrative processes and burden, which allow Lockheed Martin small business liaison officers more time to support outreach activities.

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC. 552) and other statutes prohibiting disclosure (e.g., 18 USC SEC. 1905).*

		ADVOCATES	MILESTONES
		Drysia Buchan (lead) Pat Desanto Phyllis Grant Gary Haner Jim Tanksley Bob Thompson	09/30/2014
		Drysia Buchan	12/31/2013
		Drysia Buchan	03/31/2014 09/30/2014
		Lynn Simpkins (lead) Emily Mann	12/31/2013
		Lynn Simpkins (lead) Emily Mann	03/31/2014
		Lynn Simpkins (lead) Emily Mann	03/31/2014
		Emily Mann	09/30/2014
		Lynn Simpkins (lead) Emily Mann	09/30/2014
		Pat Desanto Phyllis Grant Gary Haner Jim Tanksley Bob Thompson	03/31/2014 06/30/2014 09/30/2014
		Drysia Buchan	06/30/2014 09/30/2014
		Drysia Buchan	09/30/2014

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).



			ADVOCATES	MILESTONES
			Orysia Buchan	12/31/2013 06/30/2014 09/30/2014
			Orysia Buchan	09/30/2014
			Orysia Buchan	09/30/2014
			Orysia Buchan	03/31/2014 09/30/2014
			Orysia Buchan (lead) Emily Mann	03/31/2014
			Orysia Buchan	09/30/2014
			Orysia Buchan	Ongoing 09/30/2014
			Orysia Buchan	09/30/2014
			Orysia Buchan	03/31/2014 09/30/2014

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

## 8. SOURCE IDENTIFICATION

Lockheed Martin Corporation SBLOs assist in identifying qualified small business, SDB, WOSB, HUBZone, VOSB and SDVOSB 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 Corporation Databases (Exostar, Supplier Link, Known Small Business Supplier, Proven Suppliers in the Industry)
- 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
- govWin.com

## 9. EFFORTS TO ENSURE EQUITABLE PARTICIPATION

Lockheed Martin Corporation 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 Corporation Supplier Information Sessions
- National Center for American Indian Enterprise Development's Reservation & Economic Summit
- U.S. Department of Commerce – Minority Business Development Agency
- Regional and National Minority Enterprise Development (MED) Week Conference and Trade Fairs
- Department of Defense SBIR Beyond Phase II National Conference
- National Veterans Conference
- National Women's Business Enterprises National Council (WBENC)
- DOD National Mentor Protégé Conference
- Elite Service Disabled Veteran Owned Small Business Conference

A concerted effort will be made by all Lockheed Martin Corporation operating companies to identify and facilitate procurement opportunities, solicit and fairly evaluate

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

all small business concerns. Detailed requirements are outlined in the Lockheed Martin Acquisition Procedures (LMAP). To this end, Lockheed Martin Corporation 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 Corporation subcontract or purchase order.
- Where practical, provide small business concerns with the use of Lockheed Martin Corporation 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 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.

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

## 11. SUPPLIER RECOGNITION

Lockheed Martin believes in recognizing the contributions of suppliers and rewarding excellence across the enterprise. As such, the STAR program and other 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 Corporation 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 Corporation 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, 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 Director of Category Management & Supplier Diversity of any significant performance problems or changes. They shall also ensure that corrective actions directed by the Corporate Director of Category Management & 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 Category Management & 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 Corporate Vice President of GSCO. 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). MDA contract reports (HQ0147-07-C-0196, HQ0147-10-D-0001, HQ0147-12-D-0001, and HQ0276-10-C-0003) 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 Corporation 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 (IRI/R-M)	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 FA8682-06-D-0072 FA8682-04-C-0050 FA8682-07-D-0117 FA8682-08-D-0054 FA8682-10-C-0016 FA8682-11-C-0001 FA8682-11-D-0155 FA8682-12-C-0006	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	SBIRS - Spaced Based Infrared Systems	F04701-96-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-FYOCII FA8625-04-D-6452-BUIC FA8604-06-D-0001-Warner Robins LTS FA8625-11-C-6597-FYOCIV	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	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	Jim Tanksley Ken Hilderbrand	April 20/Oct 17	April 30/Oct 30
Air Force	FAST - Flexible Acq. Sustainment Tool	F09603-01-D-0207	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	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	F2AST - 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 W31P4Q-11-R-0035	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
MDA	THAAD - Terminal High Altitude Area Defense, EMD, FUF, Field Support - Sunnyvale	DAS060-00-C-0072 HQ0147-07-C-0198 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) - Moorsdown	N00024-03-C-0110 HQ0276-10-C-0001 HQ0276-10-C-0003	Gary Harter Teresa Torres	April 20/Oct 17	April 30/Oct 30
MDA	Targets and Countermeasures - Huntsville	HQ0008-04-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) - LMSI - Owego	N00019-06-C-0098 N00019-11-C-0020	Gary Harter Shelia Oechslin	April 20/Oct 17	April 30/Oct 30
Navy	AEGIS BMD AWS (Ballistic Missile Defense Program) - Moorsdown	N00024-10-C-5125	Gary Harter Teresa Torres	April 20/Oct 17	April 30/Oct 30
Navy	F-35 JSF - Joint Strike Fighter - Fort Worth	N00019-02-C-3002 N00019-13-C-0013 N00019-13-C-0014 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 JDIQ N00019-13-C-0008 LRFP VIII	Ken Hilderbrand	April 20/Oct 17	April 30/Oct 30

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC. 552) and other statutes prohibiting disclosure (e.g. 18 USC SBC 1905).

#### 14. FLOWDOWN REQUIREMENTS

Lockheed Martin Corporation 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 Corporation subcontractors. Suppliers who negotiate commercial item plans with their local DOD agency 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, VOSB, SDVOSB, HUBZone, SDB or WOSB. 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

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).

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 Corporation 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 Corporation engineering, program management, manufacturing, and procurement staff
- (c) Maintaining an email address [supplier.communications@lmco.com](mailto: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 Corporation 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 to increase access of small businesses to potential subcontracting opportunities.

### Supplier Information Sessions (SIS):

Lockheed Martin Corporation will continue with its successful, self-sponsored supplier information sessions and target three events in GFY 2014. 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. It is the expectation that this trend will continue.

## **16. SUPPLIER DIVERSITY TRAINING**

Lockheed Martin Corporation 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 has been 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.

## **17. DCMA 640 REVIEW**

Lockheed Martin Corporation will participate in annual DCMA 640 review activities.

## EXHIBIT 1

Executive Supplier Diversity Commitment Letter for GFY 2013

## Memorandum

DATE: December 20, 2012

TO: Lockheed Martin Enterprise Operations Employees

FROM: Marillyn Hewson, President and Chief Operating Officer

SUBJECT: Our Continued Commitment to Supplier Diversity

Small businesses are critical to our success, yet they are often the first impacted in a challenging economy. As we begin 2013, please keep up your focus on these important relationships when making supply chain decisions.

We are doing well in this area. Last year, we spent nearly one third of our total supply dollars on small businesses, totaling \$6.4 billion in fiscal year 2012. In doing so, we exceeded our Department of Defense goals and received an "outstanding" rating -- the highest level given by the Defense Contract Management Agency -- for the second year in a row. We also met or exceeded many of our goals on non-DoD programs.

Still, we must remain vigilant. Small businesses account for half of the nation's private sector jobs and bring tremendous agility to a dynamic business environment. They provide innovative solutions and products, and often work in niche areas that require unique expertise.

Going forward, we want to offer maximum practicable opportunity to suppliers that are Small Business, Small Disadvantaged Business, Woman Owned Small Business, HUBZone certified, U.S. Veteran, and Service Disabled Veteran-Owned Small Businesses.

For assistance in identifying small businesses or to ask questions about the Lockheed Martin Supplier Diversity program, contact Emily Mann, Supplier Diversity Program Manager for Enterprise Operations.

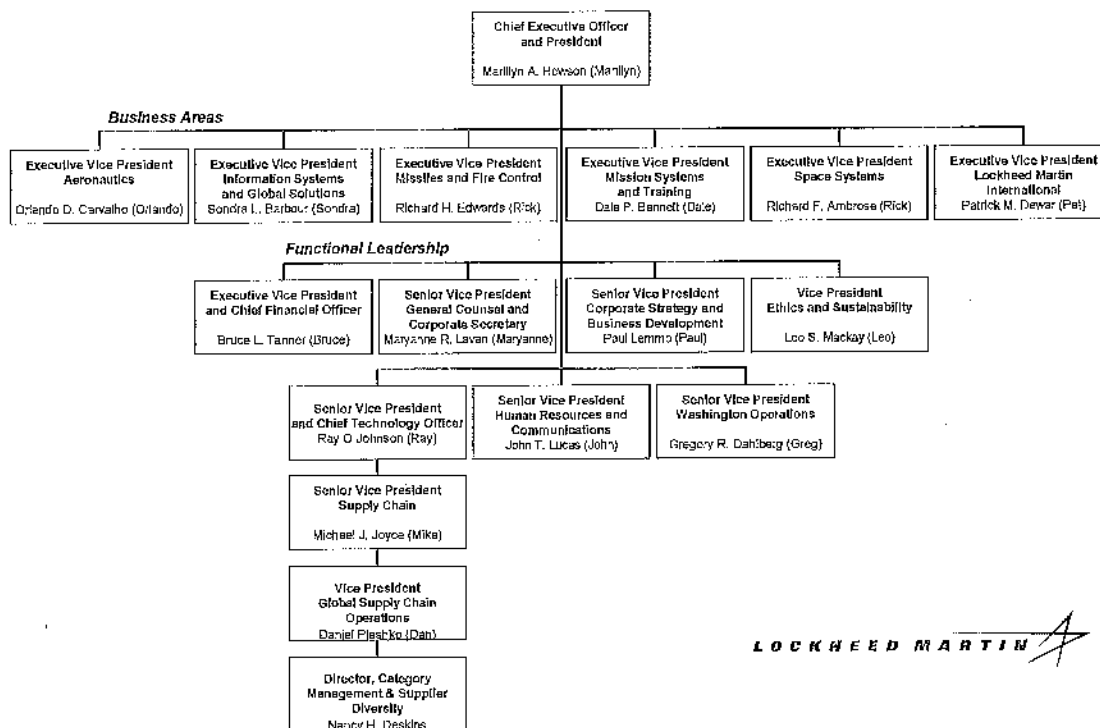
Thanks for your support as we continue to promote small businesses in 2013.


## EXHIBIT 2

## Corporate Reporting Chain

## Lockheed Martin Executive Leadership Team

July 1, 2013



LOCKHEED MARTIN 

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

### EXHIBIT 3 Supplier Diversity Network/Organization Listing

Name	Business Area/ Unit Name and Address	E-mail / Web Address	Phone
Nancy H. Deskins Director Susannah Rahab Supplier Diversity Sr. Mgr. Emily R. Moon Business Area Lead Oryvia Buchanan SD Program Manager Patricia A. McHugh Corporate Reporting Lead Margulita Peoples Gathen SD Support Specialist	[REDACTED]	[REDACTED]	[REDACTED]
<b>AERONAUTICS</b>			
Jim Tankley Business Area Lead C.J. Anderson Danna Salgado Dorothy James-McA Biter Dudley Mecum Erin J. Stevens Ken Hildesbrand Marshall Davis Sonny Trunell Valerie Chalmers Vanessa Bull	[REDACTED]	[REDACTED]	[REDACTED]
Phyllis Grant Business Area Lead Lisa Coursey Connie Winters	[REDACTED]	[REDACTED]	[REDACTED]
<b>MISSION SYSTEMS AND TRAINING (AST)</b>			
Gary Barrer Business Area Lead Kim Linker Claudia Jara Sheila Oechlein Robyn Snyder Teresa Torres Joanna Hake	[REDACTED]	[REDACTED]	[REDACTED]
<b>INFORMATION SYSTEMS &amp; GLOBAL SOLUTIONS</b>			
Pat DeSanto Lockheed Martin IS & CS Supplier Diversity Lead Alicia Daniels Civil / FAA Linda Flowers Melissa Norris Pam Jackson Peggy Sue Poe	[REDACTED]	[REDACTED]	[REDACTED]
<b>SPACE SYSTEMS</b>			
Bob Thompson SSC Small Business Senior Manager Betty L. Padilla Diane Garrett Michael Chang Michelle Butke Pat Roybal	[REDACTED]	[REDACTED]	[REDACTED]

Supplier Information & Registration: [www.lockheedmartin.com](http://www.lockheedmartin.com)  
Supplier Information Line: (877) LMC-SBLO

DoD Central Contractor Registration (CCR) Registration (Formerly ProNet): <http://www.ccr.gov>  
B2B Portal: [www.ccrstar.com](http://www.ccrstar.com)  
FOR UPDATES VISIT [www.lockheedmartin.com/supplierdiversity](http://www.lockheedmartin.com/supplierdiversity)

Last Updated: 8/06/2013

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).

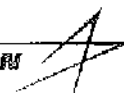
EXHIBIT 4  
Corporate Historical Subcontracting Performance

Subcontracting Past Performance - DOD Only													
CORPORATE	TOTAL	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	
GFY 2006	15,128,087,508	23.2	3,511,718,614	3.3	503,037,661	4.5	681,519,568	0.6	94,151,736	2.5	383,425,747	0.3	46,118,173
GFY 2007	14,609,947,340	23.5	3,431,350,665	3.2	466,298,030	4.8	699,788,408	0.7	101,340,537	2.4	352,420,178	0.5	70,488,773
GFY 2008	13,355,374,934	29.3	3,910,567,992	5.0	672,787,403	7.1	998,468,137	1.7	226,184,066	3.7	495,600,632	1.1	151,237,838
GFY 2009	12,908,423,771	25.3	3,269,320,439	3.7	476,350,650	6.3	810,735,569	1.8	234,449,150	3.7	478,918,652	1.2	149,043,238
GFY 2010	15,342,885,627	26.0	3,587,899,169	3.4	518,470,888	5.6	864,987,289	1.6	245,317,319	4.0	618,662,652	1.7	264,458,309
GFY 2011	18,520,382,554	23.0	4,261,491,321	3.6	661,320,272	5.3	975,064,105	1.3	249,684,256	4.2	786,372,283	2.0	365,496,404
GFY 2012	16,989,985,760	23.6	4,003,517,557	3.7	630,708,040	5.0	853,584,661	1.3	223,959,773	4.2	714,977,545	1.9	316,453,367
GFY 2013 thru June	13,877,780,704	21.5	3,035,234,701	3.7	516,870,634	4.3	594,790,435	1.4	195,092,069	4.7	657,839,437	2.5	343,473,090
GFY 2006													
GFY 2007													
GFY 2008													
GFY 2009													
GFY 2010													
GFY 2011													
GFY 2012													
GFY 2013 thru June													
Subcontracting Past Performance - DOD Only													
CORPORATE	TOTAL	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	
GFY 2006													
GFY 2007													
GFY 2008													
GFY 2009													
GFY 2010													
GFY 2011													
GFY 2012													
GFY 2013 thru June													
Subcontracting Past Performance - DOD Only													
CORPORATE	TOTAL	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	
GFY 2006													
GFY 2007													
GFY 2008													
GFY 2009													
GFY 2010													
GFY 2011													
GFY 2012													
GFY 2013 thru June													

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).

EXHIBIT 5  
Corporate Supplier Diversity Program Policy and Procedure

LOCKHEED MARTIN



Corporate Headquarters  
Corporate Policy Statement CPS-113  
Revision No: 6  
Effective: February 18, 2013  
Copyright 2013 Lockheed Martin Corporation  
Current policies and procedures are on the Lockheed Martin Intranet

(b) (4)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SBC 552) and other statutes prohibiting disclosure (e.g. 18 USC SBC 1905).*

[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]  
 [REDACTED]  
 [REDACTED]

[REDACTED]  
 [REDACTED]  
 [REDACTED]

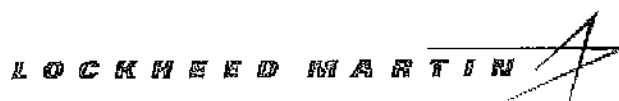
[2] 141

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*



(b) (4)

//s// Dan Pleshko  
Vice President Global Supply Chain Operations



Corporate Headquarters  
Operations & Program Management Procedure OPM-002  
Effective: February 18, 2013  
Revision: 7  
Copyright 2013 Lockheed Martin Corporation  
Current policies and procedures are on the Lockheed Martin Intranet

## Supplier Diversity Program

10.4.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_


[illegible]

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- 

(b) (5)

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).

[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]

//s// Dan Pleshko  
Vice President Global Supply Chain Operations

EXHIBIT 6  
 GFY 2014 Subcontracting Projections by Business Area (DOD Only)

FY 2014 Subcontracting Data												
	Total		IS		CS		VCS		RMS		TOS	
	I	N	I	N	I	N	I	N	I	N	I	N
Automatic												
ASIT												
ATC												
Information Systems AC/Global Subcontract												
Space Systems												
Total GMP Projections												

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

EXHIBIT 7  
 GFY 2014 Products and Services Forecast by NAICs Codes

	Total	LB	SB	SDB	WOSB	HUBZ	VOBB	SDVOSB
NAICS Code NAICS Description								
(b) (4)								
Program Totals								

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

## EXHIBIT 8

(b) (3)

(b) (3)

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

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

(b) (3)

	SB				SDB			
	Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
Search & Detection	%	%	\$	\$	%	%	\$	\$

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

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).



EXHIBIT 9  
SDB and SDVOSB Suppliers Grown to Large Business Table

Category	New Size
SDVOSB	Large Business
SDB	Large Business
SDVOSB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDVOSB	Large Business
SDB	Large Business
SDVOSB	Large Business
SDVOSB, SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDVOSB	Large Business
SDVOSB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDB	Large Business
SDVOSB	Large Business

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

**SUMMARY SUBCONTRACT REPORT**

**Type of Plan:** DoD comprehensive

**DUNS #:** 834951691

**Corporation, Company or Subdivision Covered:**

**Vendor Name:** Lockheed Martin Corporation

**Vendor Physical Address:** 6801 Rockledge Drive  
Bethesda, Maryland 20817

**Vendor Mailing Address:** 6801 Rockledge Dr.  
Bethesda, Maryland 20817

**Date Submitted:** July 13, 2015

**Contact Information:** Suzanne Raheb

**Reporting Period:** Oct 1 - Sept 30

**Year:** 2014

**Agency to which the report is being submitted:** COMPREHENSIVE SUBCONTRACT PROGRAM DIVISION  
(CSP)

**Report Submitted As:** both

**Contractor's Major Products or Service Lines:**

**Product or Service #1:** Advanced Technology Systems Integrator

**Product or Service #2:** Information Technology

LMC0001020

MSJ002323

## SUBCONTRACTING DOLLARS FOR DEPARTMENT OF DEFENSE

	Whole Dollars	Percent
1a. SMALL BUSINESS CONCERNS	1,514	1.0
1b. LARGE BUSINESS CONCERNS	1,000	0.7
1c. TOTAL	2,514	1.7

	Whole Dollars	Percent
2. SMALL DISADVANTAGED BUSINESS (SDB) CONCERNS		
3. WOMEN-OWNED SMALL BUSINESS (WOSB) CONCERNS		
4. HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCU) AND MINORITY INSTITUTIONS (MI)		
<i>* This field is not required for DoD and Coast Guard contracts.</i>		
5. HUBZone SMALL BUSINESS (HUBZone SB) CONCERNS		
6. VETERAN-OWNED SMALL BUSINESS CONCERNS		
7. SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS CONCERNS		
8. ALASKA NATIVE CORPORATIONS (ANCs) AND INDIAN TRIBES THAT HAVE NOT BEEN CERTIFIED BY THE SMALL BUSINESS ADMINISTRATION AS SMALL DISADVANTAGED BUSINESSES		
9. ALASKA NATIVE CORPORATIONS (ANCs) AND INDIAN TRIBES THAT ARE NOT SMALL BUSINESSES		

Remarks:

5, 11

[illegible]**Contractors Official Who Administers Subcontracting Program:**

LMC0001021

MSJ002324

**Name:** Susannah L. Raheb  
**Title:** Senior Manager, Supplier Diversity  
**Phone Number:** (913) 336-1111

**Certification:** Yes

**Chief Executive Officer(CEO):**

**Name:** Marillyn A. Hewson  
**Title:** CEO & President  
**Date:** July 13, 2015

**CEO Approval:** Yes

Please enter the email address of the  
 Government employee(s) and/or other person(s)  
 to be notified that you have submitted this  
 report.:

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

### **SUBCONTRACTING DOLLARS FOR MILITARY SERVICES AND OTHER DEFENSE AGENCIES (Optional)**

Agency: **DEFENSE ADVANCED RESEARCH PROJECTS AGENCY (DARPA) (97AE)**  
 Agency: **DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA) (9763)**  
 Agency: **DEFENSE INFORMATION SYSTEMS AGENCY (DISA) (97AK)**  
 Agency: **DEFENSE LOGISTICS AGENCY (97AS)**  
 Agency: **DEFENSE MEDIA ACTIVITY (DMA) (97F1)**  
 Agency: **DEFENSE THREAT REDUCTION AGENCY (DTRA) (9761)**  
 Agency: **MISSILE DEFENSE AGENCY (MDA) (97JC)**  
 Agency: **NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY (NGA) (97AB)**  
 Agency: **DEPT OF THE ARMY (2100)**  
 Agency: **DEPT OF THE NAVY (1700)**  
 Agency: **DEPT OF THE AIR FORCE (5700)**  
 Agency: **U.S. SPECIAL OPERATIONS COMMAND (USSOCOM) (97ZS)**

### **SUBCONTRACTING DOLLARS FOR PROGRAMS (Optional)**

Program Name: **Aegis BMD MDA**  
 Program Name: **Aegis BMD Navy**  
 Program Name: **AEHF**  
 Program Name: **C2BMC**  
 Program Name: **C130J Air Force**  
 Program Name: **C130J Navy**  
 Program Name: **DESP II**  
 Program Name: **F2AST**  
 Program Name: **F22 Raptor**  
 Program Name: **F35 Joint Strike Fighter**  
 Program Name: **FAST**  
 Program Name: **GPS**  
 Program Name: **H-60 R&S**  
 Program Name: **JAGM**  
 Program Name: **JASSM**

Program Name: **SBIRS**  
 Program Name: **Targets and Countermeasures**  
 Program Name: **THADD**

## SUPPLEMENTAL DOCUMENTATION

**Documents:** Additional Document: File Name: 4QGFY2014 Milestone Summary.xlsx  
 Document Description: **Milestone Summary**  
 Additional Document: File Name: ACAT 1 Program GFY2014 Annual pam.xlsx  
 Document Description: **ACAT-1 Program Summary**  
 Additional Document: File Name: ACAT 1 Detail Report GFY2014 Annual pama.xlsx  
 Document Description: **ACAT-1 Detail Report**  
 Additional Document: File Name: Corporate DoD Report GFY2014 Annual pam 07102015.xls  
 Document Description: **GFY2014 DoD SSR Report Corrected**  
 Additional Document: File Name: DoD RC Sep2014 Corrected 07102015.pptx  
 Document Description: **GFY2014 DoD Report Card Corrected**  
 Additional Document: File Name: ECAT Report GFY2014 Annual pm 10152014 (2).xlsx  
 Document Description: **ECAT Report**  
 Additional Document: File Name: MDA Contracts GFY2014 Annual pam.xlsx  
 Document Description: **MDA Additional Contracts**  
 Additional File  
 Document: Name: Military Report GFY2014 Annual pam 07102015 Army Navy changes.xlsx  
 Document  
 Description: **Military Report Corrected**

**CEO Signature:** \_\_\_\_\_

LMC0001023

MSJ002326

**SUMMARY SUBCONTRACT REPORT****Type of Plan:** DoD comprehensive**DUNS #:** 834951691**Corporation, Company or Subdivision Covered:****Vendor Name:** Lockheed Martin Corporation**Vendor Physical Address:** 6801 Rockledge Drive  
Bethesda, Maryland 20817**Vendor Mailing Address:** 6801 Rockledge Dr.  
Bethesda, Maryland 20817**Date Submitted:** October 30, 2015**Contact Information:** Susannah L. Raheb**Reporting Period:** Oct 1 - Sept 30**Year:** 2015**Agency to which the report is being submitted:** COMPREHENSIVE SUBCONTRACT PROGRAM DIVISION  
(CSP)**Report Submitted As:** both**Contractor's Major Products or Service Lines:****Product or Service #1:** Advanced Technology Systems Integrator**Product or Service #2:** Information Technology

LMC0001024

MSJ002327

## SUBCONTRACTING DOLLARS FOR DEPARTMENT OF DEFENSE

	Whole Dollars	Percent
1a. SMALL BUSINESS CONCERNS		
1b. LARGE BUSINESS CONCERNS		
1c. TOTAL		

	Whole Dollars	Percent
2. SMALL DISADVANTAGED BUSINESS (SDB) CONCERNS		
3. WOMEN-OWNED SMALL BUSINESS (WOSB) CONCERNS		
4. HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCU) AND MINORITY INSTITUTIONS (MI) <i>* This field is not required for DoD and Coast Guard contracts.</i>		
5. HUBZone SMALL BUSINESS (HUBZone SB) CONCERNS		
6. VETERAN-OWNED SMALL BUSINESS CONCERNS		
7. SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS CONCERNS		
8. ALASKA NATIVE CORPORATIONS (ANCs) AND INDIAN TRIBES THAT HAVE NOT BEEN CERTIFIED BY THE SMALL BUSINESS ADMINISTRATION AS SMALL DISADVANTAGED BUSINESSES		
9. ALASKA NATIVE CORPORATIONS (ANCs) AND INDIAN TRIBES THAT ARE NOT SMALL BUSINESSES		

Remarks:

Contractors Official Who Administers Subcontracting Program:

LMC0001025

MSJ002328

**Name:** Susannah L. Raheb  
**Title:** Corporate SBLO  
**Phone Number:** (b) (6)

**Certification:** Yes

**Chief Executive Officer(CEO):**

**Name:** Marilyn A. Hewson  
**Title:** Chairman and CEO  
**Date:** October 30, 2015

**CEO Approval:** Yes

Please enter the email address of the Government employee(s) and/or other person(s) to be notified that you have submitted this report.:

(b) (6)

(b) (6)

### **SUBCONTRACTING DOLLARS FOR MILITARY SERVICES AND OTHER DEFENSE AGENCIES (Optional)**

: Agency: **DEFENSE ADVANCED RESEARCH PROJECTS AGENCY (DARPA) (97AE)**  
 Agency: **DEFENSE INFORMATION SYSTEMS AGENCY (DISA) (97AK)**  
 Agency: **DEFENSE LOGISTICS AGENCY (97AS)**  
 Agency: **DEFENSE MEDIA ACTIVITY (DMA) (97F1)**  
 Agency: **DEFENSE THREAT REDUCTION AGENCY (DTRA) (9761)**  
 Agency: **MISSILE DEFENSE AGENCY (MDA) (97JC)**  
 Agency: **NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY (NGA) (97AB)**  
 Agency: **DEPT OF THE ARMY (2100)**  
 Agency: **DEPT OF THE NAVY (1700)**  
 Agency: **DEPT OF THE AIR FORCE (5700)**  
 Agency: **U.S. SPECIAL OPERATIONS COMMAND (USSOCOM) (97ZS)**

### **SUBCONTRACTING DOLLARS FOR PROGRAMS (Optional)**

: Program Name: **Aegis BMD AWS - MDA**  
 Program Name: **Aegis BMD AWS - Navy**  
 Program Name: **AEHF - Advance Extra High Freque**  
 Program Name: **C2BMC**  
 Program Name: **C130J Hercules Aircraft - Air Fo**  
 Program Name: **C130J Hercules Aircraft - Navy**  
 Program Name: **DESPII**  
 Program Name: **F2AST**  
 Program Name: **F22 Raptor Aircraft**  
 Program Name: **F35 Joint Strike Fighter**  
 Program Name: **FAST**  
 Program Name: **GPS - Global Positioning System**  
 Program Name: **H-60 R&S Multi Mission Helo**  
 Program Name: **JAGM - Joint Air to Ground Missi**  
 Program Name: **JASSM - Joint Air to Surface Sta**  
 Program Name: **SBIRS - Spaced Based Intrared Sy**  
 Program Name: **Targets & Countermeasures**



Program Name: **THADD - Terminal High Altitude A**

## **SUPPLEMENTAL DOCUMENTATION**

**Documents:** Additional Document: File Name: ACAT\_1\_Detail\_Report\_10162015.xlsx  
Document Description: **ACAT-1 Detail Report**  
Additional Document: File Name: ACAT\_1\_Program\_Summary\_CSP\_2015\_10152015\_pam.xlsx  
Document Description: **ACAT-1 Program Summary**  
Additional Document: File Name: Additional\_MDA\_Contracts\_10152015\_pam.xls  
Document Description: **MDA Additional Contracts**  
Additional Document: File Name: Corporate\_DoD\_September\_10152015\_pam.xls  
Document Description: **Corporate DoD SSR Report**  
Additional Document: File Name: DoD\_RC-GFY2015\_10152015\_pam.pptx  
Document Description: **GFY2015 September Report Card**  
Additional Document: File Name: ECAT\_Report\_GFY2015\_Annual\_10162015\_pam.xlsx  
Document Description: **ECAT Report**  
Additional Document: File Name: Military\_Report\_10152015\_pam.xls  
Document Description: **Military Report**  
Additional Document: File Name: 4QGFY2015\_Milestone\_Summary.xlsx  
Document Description: **Milestone Summary**

**CEO Signature:** \_\_\_\_\_

**LMC0001027**

**MSJ002330**

**SUMMARY SUBCONTRACT REPORT****Type of Plan:** DoD comprehensive**DUNS #:** 834951691**Corporation, Company or Subdivision Covered:****Vendor Name:** Lockheed Martin Corporation**Vendor Physical Address:** 6801 Rockledge Drive  
Bethesda, Maryland 20817**Vendor Mailing Address:** 6801 Rockledge Dr.  
Bethesda, Maryland 20817**Date Submitted:** April 29, 2015**Contact Information:** Susannah L. Raheb**Reporting Period:** Oct 1 - Mar 31**Year:** 2015**Agency to which the report is being submitted:**COMPREHENSIVE SUBCONTRACT PROGRAM DIVISION  
(CSP)**Report Submitted As:** both**Contractor's Major Products or Service Lines:****Product or Service #1:** Advanced Technology Systems Integrator**Product or Service #2:** Information Technology

LMC0001028

MSJ002331

## SUBCONTRACTING DOLLARS FOR DEPARTMENT OF DEFENSE

	Whole Dollars	Percent
1a. SMALL BUSINESS CONCERNS		
1b. LARGE BUSINESS CONCERNS		
1c. TOTAL		

	Whole Dollars	Percent
2. SMALL DISADVANTAGED BUSINESS (SDB) CONCERNS		
3. WOMEN-OWNED SMALL BUSINESS (WOSB) CONCERNS		
4. HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCU) AND MINORITY INSTITUTIONS (MI) <i>* This field is not required for DoD and Coast Guard contracts.</i>		
5. HUBZone SMALL BUSINESS (HUBZone SB) CONCERNS		
6. VETERAN-OWNED SMALL BUSINESS CONCERNS		
7. SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS CONCERNS		
8. ALASKA NATIVE CORPORATIONS (ANCs) AND INDIAN TRIBES THAT HAVE NOT BEEN CERTIFIED BY THE SMALL BUSINESS ADMINISTRATION AS SMALL DISADVANTAGED BUSINESSES		
9. ALASKA NATIVE CORPORATIONS (ANCs) AND INDIAN TRIBES THAT ARE NOT SMALL BUSINESSES		

Remarks:

(b) (4)

[REDACTED]

## Contractors Official Who Administers Subcontracting Program:

Name: Susannah L. Raheb  
 Title: Corporate SBLO  
 Phone Number: (b) (6)

Certification: Yes

Chief Executive Officer(CEO):

LMC0001029

MSJ002332

**Name:** Marillyn A. Hewson

**Title:** Chairman and CEO

**Date:** April 30, 2015

**CEO Approval:** Yes

Please enter the email address of the Government employee(s) and/or other person(s) to be notified that you have submitted this report.:

(b) (6)

(b) (6)

### **SUBCONTRACTING DOLLARS FOR MILITARY SERVICES AND OTHER DEFENSE AGENCIES (Optional)**

: Agency: **DEFENSE ADVANCED RESEARCH PROJECTS AGENCY (DARPA) (97AE)**

Agency: **DEFENSE INFORMATION SYSTEMS AGENCY (DISA) (97AK)**

Agency: **DEFENSE LOGISTICS AGENCY (97AS)**

Agency: **DEFENSE MEDIA ACTIVITY (DMA) (97F1)**

Agency: **DEFENSE THREAT REDUCTION AGENCY (DTRA) (9761)**

Agency: **MISSILE DEFENSE AGENCY (MDA) (97JC)**

Agency: **NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY (NGA) (97AB)**

Agency: **DEPT OF THE ARMY (2100)**

Agency: **DEPT OF THE NAVY (1700)**

Agency: **DEPT OF THE AIR FORCE (5700)**

Agency: **U.S. SPECIAL OPERATIONS COMMAND (USSOCOM) (97ZS)**

### **SUBCONTRACTING DOLLARS FOR PROGRAMS (Optional)**

: Program Name: **MDA Aegis Ballistic Missile Defe**

Program Name: **Navy Aegis Ballistic Missile Def**

Program Name: **AEHF Advance Extra High Frequenc**

Program Name: **C2BMC - Command, Control Battle**

Program Name: **AF C-130J Hercules Aircraft**

Program Name: **Navy C-130J Hercules Aircraft**

Program Name: **DESPH - Design Engineering Supp**

Program Name: **F2AST - Future Flexible Acquisit**

Program Name: **F-22 Raptor Aircraft**

Program Name: **F-35 JSF Joint Strike Fighter**

Program Name: **FAST - Flexible Acq. Sustainment**

Program Name: **GPS - Global Positioning System**

Program Name: **H-60 R&S - Multi Mission Helo**

Program Name: **JAGM Joint Air-to-Ground Missile**

Program Name: **JASSM - Joint Air-to-Surface Sta**

Program Name: **SBIRS - Spaced Based Infrared Sy**

Program Name: **Targets and Countermeasures**

Program Name: **THAAD - Terminal High Altitude A**

### **SUPPLEMENTAL DOCUMENTATION**

LMC0001030

MSJ002333

**Documents:** Additional Document: File Name: MDA Additional Contract Reports SemiAnnual pam 04272015.xls  
Document Description: **MDA Additional Contracts**

Additional Document: File Name: GFY2015 March Report Card SemiAnnual pam 04272015.pptx  
Document Description: **GFY2015 March Report Card**

Additional Document: File Name: ECAT Report GFY2015 SemiAnnual pam 04272015.xlsx  
Document Description: **ECAT Report**

Additional Document: File Name: Corporate DoD SSR Semi Annual pam 04272015.xls  
Document Description: **Corporate DoD SSR Report**

Additional Document: File Name: ACAT1 Detail Report March 31 2015 pm.xls  
Document Description: **ACAT-1 Detail Report**

Additional Document: File Name: ACAT 1 Program Summary CSP 2015.xlsx  
Document Description: **ACAT-1 Program Summary**

Additional Document: File Name: 2QGFY2015 Milestone Summary OB.xlsx  
Document Description: **Milestone Summary**

Additional Document: File Name: Military Report 03312015 pm.xls  
Document Description: **Military Report**

Additional Document: File Name: LM CSP quarterly breakdown March2015.xlsx  
Document Description: **Non-classified contracts**

**CEO Signature:** \_\_\_\_\_

LMC0001031

MSJ002334

## SUMMARY SUBCONTRACT REPORT

Type of Plan: DoD comprehensive

DUNS #: 83495 69

Corporation, Company or Subdivision Covered:

Vendor Name: Lockheed Martin Corporation

Vendor Physical Address: 680 Rockledge Drive  
Bethesda Maryland 208 7Vendor Mailing Address: 680 Rockledge Dr  
Bethesda Maryland 208 7

Date Submitted: April 26 20 8

Contact Information: Susannah L Raheb

Reporting Period: Oct Mar 3

Year: 20 8

Agency to which the report is being submitted: COMPREHENSIVE SUBCONTRACT PROGRAM DIVISION (CSP)

Report Submitted As: both

Contractor's Major Products or Service Lines:

Product or Service #1: Advanced technology Systems integrator

Product or Service #2: information technology

## SUBCONTRACTING DOLLARS FOR DEPARTMENT OF DEFENSE

	Whole Dollars	Percent
1a. SMALL BUSINESS CONCERNS		
1b. LARGE BUSINESS CONCERNS		
1c. OTHER		
2. SMALL DISADVANTAGED BUSINESS (SDB) CONCERNS		
3. WOMEN OWNED SMALL BUSINESS (WOSB) CONCERNS		
4. HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCU) AND MINORITY NATIONAL ORGANIZATIONS (MNOs) * This field is not required for DoD and Coast Guard contracts		
5. HUBZone SMALL BUSINESS (HUBZone SB) CONCERNS		
6. VETERAN OWNED SMALL BUSINESS CONCERNS		
7. SERVICE DISABLED VETERAN OWNED SMALL BUSINESS CONCERNS		
8. ALASKA NATIVE CORPORATIONS (ANCs) AND NATIVE RESERVATION TRIBES NO BEEN CERTIFIED BY THE SMALL BUSINESS ADMINISTRATION AS SMALL		

LMC0001032  
MSJ002335

D ADVAN AGED  
BUS NESSES

9. ALASKA NA VE  
CORPORA ONS (ANCs) AND  
NDAN R BES HA ARE NO  
SMALL BUS NESSES

Remarks

#### Contractors Official Who Administers Subcontracting Program:

Name: Susannah L Raheb

Title: Corporate SBLO

Phone Number

Certification: Yes

Chief Executive Officer (CEO):

Name: Marilyn A Hewson

Title: Chairman and CEO

Date: April 26 20 8

CEO Approval: Yes

Please enter the email address of the Government employee(s) and/or other person(s) to be notified that you have submitted this report:

#### SUBCONTRACTING DOLLARS FOR MILITARY SERVICES AND OTHER DEFENSE AGENCIES (Optional)

:Data Not Entered

#### SUBCONTRACTING DOLLARS FOR PROGRAMS (Optional)

:Data Not Entered

#### SUPPLEMENTAL DOCUMENTATION

Documents:

Additional Document	File Name	<u>GFY18_Semi-Annual Numbers 20180417 final pam.xlsx</u>
Document Description	Semi Final SSR commitments with MP credit	
Additional Document	File Name	<u>Attachment F - Miscellaneous Data.xlsx</u>
Document Description	Miscellaneous Data	
Additional Document	File Name	<u>ECAT Report GFY2018 Semi-Annual 04172018 pam.xlsx</u>
Document Description	ECAT Report	
Additional Document	File Name	<u>Attachment D - Subcontracts by NAICS 01-10-2017 04182018 pam.xlsx</u>
Document Description	Attachment D - Subcontracts by NAICS	
Additional Document	File Name	<u>Attachment C - Dollars Subcontracted by Specific Contracts 01-10-2017.xlsx</u>
Document Description	Attachment C - Dollars Subcontracted by Specific Contracts	
Additional Document	File Name	<u>Tiger Controls and LM MP SAR Report Form.xlsx</u>
Document Description	Tiger Controls SAR Oct-March GFY2018	
Additional Document	File Name	<u>Quarterly Milestone Report Apr 2018 - LMC.xlsx</u>
Document Description	Quarterly Milestone Report	
Additional Document	File Name	<u>Corporate DoD March 2018.xlsx</u>
Document Description	Corporate DoD SSR Report prior to MP credits being added	
Additional Document	File Name	<u>Attachment B - MDAP - MAIS Programs 01-10-2017 (002).xlsx</u>
Document Description	Attachment B MDAP MAIS Programs	
Additional Document	File Name	<u>Attachment E - Dollars Subcontracted by Military Departments and MDA 01-10-2017.xlsx</u>
Document Description	Attachment E - Dollars Subcontracted by Military Departments and MDA	

LMC0001033  
MSJ002336

Additional Document: File Name: Attachment A - Contracts under CSP 2Q18 PD.xlsx

Document Description: Attachment A - Contracts under CSP 2Q18

Additional Document: File Name: DoD\_RC-06Mar2018.png

Document Description: Semi-Annual GFY2018 Report Card

CEO Signature:

LMC0001034

MSJ002337





**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 101-109 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

[Redacted]

Susannah Raheb      Revision: July 9, 2015  
Corporate Small Business Liaison Officer  
Lockheed Martin Corporation  
100 Global Innovation Circle  
Orlando, FL 32825

Lockheed Martin Executive Sponsor

[Redacted]

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

BMELC000 Comprehensive Subcontracting Plan signed by EVELYN-  
BELLAMY.TATIA.M.1228577665  
DN: cn=US, o=U.S. Government, ou=DoD, ou=PKI,  
ou=DCMA, cn=EVELYN-BELLAMY.TATIA.M.1228577665  
Date: 2015.07.10 17:29:00 -0400

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

[Redacted]

Charles Sharp      Date: July 10, 2015  
Acting Assistant Director, Small Business Center  
Comprehensive Subcontracting Program Group  
Defense Contract Management Agency

## TABLE OF CONTENTS

1. Introduction	4
2. Overview	4
Company Overview	
Supplier Diversity Program Objectives	
Management Commitment	
Past Performance, Awards & Recognitions	
3. Corporate Policy	8
4. Corporate-Wide Goals	8
Overview	
Basis for Establishing Goals	
Business Area Subcontracting Goals Justification	
Purchasing Cards and LM Electronic Catalog	
Indirect Allocations	
Comprehensive Subcontracting Plan Summary	
Principal Products and Services to be Subcontracted	
5. Selected North American Industry Classification System (NAICS)	28
6. Implementation of the Comprehensive Subcontracting Plan	32
Applicability	
Review Process	
Termination or Withdrawal from Program	
Corporate Plan Administrator	
Program Administrators - Supplier Diversity Business Area Leads	
7. Initiatives to Improve Subcontracting Performance	34
8. Source Identification	36
9. Efforts to Ensure Equitable Participation	37
10. Make or Buy	38
11. Supplier Recognition	38
12. Record Keeping	39
13. Reports	39
14. Flowdown Requirements	42
15. Outreach/Publicizing Subcontracting Opportunities	43
16. Supplier Diversity Training	44
17. DCMA 640 Review	44

**EXHIBITS**

- Exhibit 1 Executive Supplier Diversity Commitment Letter for GFY 2014
- 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)

**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.

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

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

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).

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.

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).

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*

This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).

- 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

(b) (4)

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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				
	2014 Dollars	2014 %	2015 Dollars (May)	2015 %
Aeronautics	[REDACTED]			
IS&GS				
MFC				
MST				
Space Systems				
Total LM Projection	[REDACTED]			

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

(b) (1) [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

(b) (1)  
[REDACTED]

[REDACTED]

#### 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.

(b) (1)  
[REDACTED]

[REDACTED]

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

(b) (4)

**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)

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


Lockheed Martin Aeronautics Summary of Fenced Large Business by Program	
Program	Estimated Fenced Large Business, GEY 2015
(b) (4)	(b) (4)
TOTAL:	

(b) (4)

(b) (4)

#### F-35 Program

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

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1903).*

- (b) (7) [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

#### F-16 Program

- (b) (7) [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

#### F-22 Program

- (b) (7) [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

#### C-130 Program

- (b) (7) [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- (b) (7) [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]


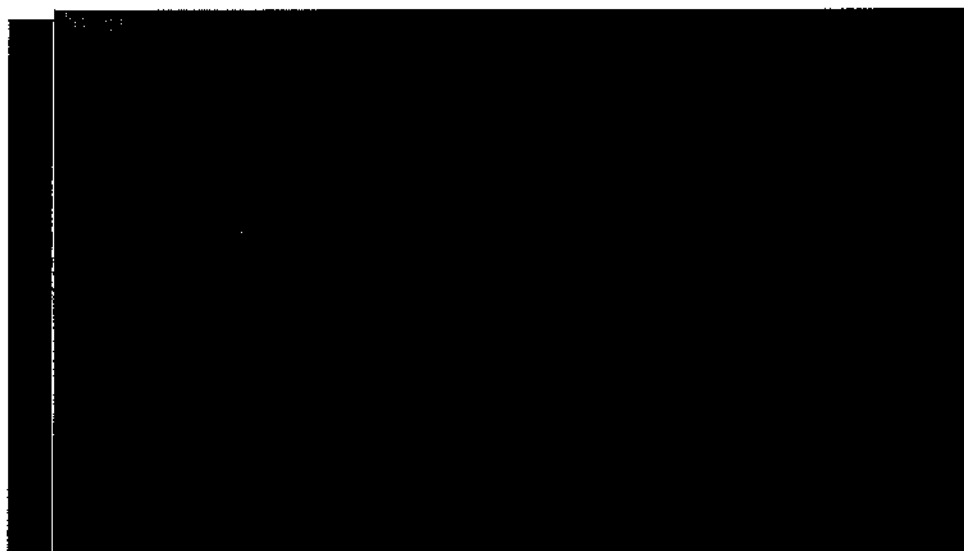









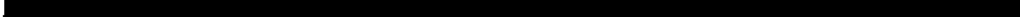
(b) (1)



(b) (1)


(b) (1)

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

(b) (4)

### 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)

- Mature and/or maturing programs:

- (b) (4)

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*



(b) (4)  
[REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

• Expiring programs:

• (b) (4)  
[REDACTED]

■ [REDACTED]

- (b) (4) [REDACTED]

Looking forward, IS&GS is anticipating potential awards for GFY 2015, specifically SilverQuarter and Phantom Proton, under the Defense & Intelligence Solutions Product Line. (b) (4) [REDACTED]

- **Re-competes:**

- (b) (4) [REDACTED]

- **Limited opportunity contracts:**

- (b) (4) [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

(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 of Global Supply Chain.

(b) (4)

A summary is on the next page of fenced large business dollars for MFC's major programs (b) (4)

**Missiles and Fire Control Summary of Fenced GFY15 Large  
Business Dollars on Major Programs**

GFY15 Fenced Dollars

(b) (5)

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

An evaluation of base change, large business content and decrease in small business content is provided by line-of-business as follows:

(b) (4)

- [REDACTED]
- [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Other noteworthy forecast impacts:

- (b) (4) [REDACTED]
- [REDACTED]

(b)(1)  
[Redacted]  
[Redacted]  
[Redacted]

#### Mission Systems and Training (MST)

(b)(1)  
[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]

(b) (5)  
[Redacted text block]

[Redacted text block]

[Redacted text block]

#### Space Systems Company

(b) (5)  
[Redacted text block]

[Redacted text block]

[Redacted text block]

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*

Space Systems Company GFY 2015  
Sourcing Reductions by Program (\$K)

(b) (1)

(b) (1)

[REDACTED]

[REDACTED]

[REDACTED]

*This document contains trade secrets and commercial or financial information that is privileged or confidential. The disclosure of such information is prohibited under the Freedom of Information Act (5 USC SEC 552) and other statutes prohibiting disclosure (e.g. 18 USC SEC 1905).*