

Space Systems Company Summary of Fenced Large Business Estimates for GFY 2015 on Major Programs		
Line of Business	Program	Estimated Fenced Large Business
(b) (4)		

(b) (4)

Space Systems will continue to search for and develop opportunities in challenging categories of HUBZone and SDVOSB as well as engage, mentor and develop small business suppliers based upon future opportunities.

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, spend is counted in the size the supplier self-certified. If there is no self-certification, 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 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.

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Indirect Allocations

(b) (7)(C), (b) (7)(D)

[REDACTED] [REDACTED]

[REDACTED]

[REDACTED]

CONFIDENTIAL

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

[illegible]

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

Business Area	GFY 2015 Forecast Indirect Allocation % Utilized
Enterprise Operations	5.00%
Aeronautics	
MFC	
MST	
IS&GS	
Space Systems	

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

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

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- (b) (4)
-
-

Summary

(b) (4)

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

Comprehensive Subcontracting Plan Summary

(b) (4)

The following tables show the DOD performance from October 1 through March 31, 2015 and the forecast projection from April 1 through September 30, 2015. It should be noted that the performance to goals in the October 1 through December 31, 2014 reporting period are merely a snapshot in time and do not reflect the subcontracting opportunities for the full fiscal year. Lockheed Martin procurements are placed to support delivery schedule and lead time. (b) (4)

(b) (4)

DOD Subcontracting Performance (Oct. 1 – March 31, 2015):

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

HUBZone				VOSB				SDVOSB			
Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
%	%	\$	\$	%	%	\$	\$	%	%	\$	\$

DOD Subcontracting Performance Projection (April 1 through Sept. 30, 2015):

	TOTAL		SB		SDB		WOSB		HUBZone		VOSB		SDVOSB	
	Goal		Goal		Goal		Goal		Goal		Goal		Goal	
Corporate	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$

Principal Products and Services to be Subcontracted

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

5. SELECTED NORTH AMERICAN INDUSTRY CLASSIFICATION

Lockheed Martin has designated the following commodity areas for special focus in GFY 2015: (b) (5)

(b) (5)

(b) (5)

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(b) (4)

Industry Category Initiatives

Industry Category: (b) (4)		ADVOCATES	TARGETED COMMITMENTS
(b) (4)		Marquita Peoples-Gadson (lead), Jim Tanksley Ken Hilderbrand Bob Thompson Phyllis Grant Lisa Coursey	12/31/2014 (b) (4)
			03/31/2015 (b) (4)
			06/30/2015 (b) (4)
			09/30/2015 (b) (4)
			(b) (4)
			(b) (4)
			(b) (4)
			(b) (4)
			(b) (4)
			(b) (4)
		Jim Tanksley (lead) Ken Hilderbrand	

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Industry Category: (b)(4) (b)(7)(C)		Continued	
		Suzanne Raheb (lead) Pat Desanto Phyllis Grant Lisa Coursey Gary Harrer Kim Luker Jim Tanksley Ken Hilderbrand Bob Thompson	
		Suzanne Raheb	
		Jim Tanksley Bob Thompson Phyllis Grant	
		Emily Mann	
		Emily Mann	

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Industry Category: (b) (4)		ADVOCATES	TARGETED COMMITMENTS
(b) (4)		Marquita Peoples-Gadson (lead), Pat Desanto Gary Harrer Kim Luker	12/31/2014 ████████████████████ ████████████████████ 03/31/2015 ████████████████████ ████████████████████ 06/30/2015 ████████████████████ ████████████████████ 09/30/2015 ████████████████████ ████████████████████ <div> <div>CPY 2015 TOTAL GOALS</div> <div> <div>Dollars</div> <div>Percent</div> </div> <div> <div>Small</div> <div>Large</div> <div>Total</div> <div>SDB</div> <div>VOSB</div> </div> <div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> </div> </div>
		Suzanne Raheb	
		Suzanne Raheb (lead), Marquita Peoples-Gadson	
		Suzanne Raheb (lead) Pat Desanto Phyllis Grant Lisa Coursey Gary Harrer Kim Luker Jim Tanksley Ken Hilderbrand Bob Thompson	

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Industry Category: (b) (4)		Continued	
		Pat Desanto Gary Harrer Kim Luker	
		Emily Mann (lead) Pat Desanto Gary Harrer Kim Luker	
		Emily Mann	

6. Implementation of the Comprehensive Subcontracting Plan

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

Applicability

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

Review Process

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

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Termination or Withdrawal from Program

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

Corporate Plan Administrators

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

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

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

Program Administrators - Supplier Diversity Business Area Leads

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

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

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

7. INITIATIVES TO IMPROVE SUBCONTRACTING PERFORMANCE

Lockheed Martin has established and outlined three key initiatives that will support small businesses by increasing small business opportunities while also reducing administrative burdens on Lockheed Martin. Resources otherwise needed for administrative tasks can be redirected to providing support to small businesses at outreach events, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

	ADVOCATES	MILESTONES
	Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	09/30/2015
	Orysia Buchan	12/31/2014 06/30/2015 09/30/2015
	Orysia Buchan	09/30/2015
	Orysia Buchan	03/31/2015 09/30/2015
	Orysia Buchan	09/30/2015
	Orysia Buchan	06/30/2015
	Orysia Buchan	12/31/2014
	Orysia Buchan	Ongoing 09/30/2015
	Orysia Buchan	12/31/2014
	Orysia Buchan	Ongoing 09/30/2015
	Orysia Buchan Pat McHugh	Ongoing 09/30/2015

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		ADVOCATES	MILESTONES
		Drysia Buchan	Ongoing 09/30/2015
		Drysia Buchan	03/31/2015 09/30/2015
		Drysia Buchan	06/30/2015
		Drysia Buchan Suzanne Raheb	09/30/2015
		Drysia Buchan (lead) Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	09/30/2015
		Drysia Buchan	09/30/2015
		Drysia Buchan	12/31/2014
		Drysia Buchan	03/31/2015 09/30/2015
		Drysia Buchan	09/30/2015

8. SOURCE IDENTIFICATION

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

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

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

9. EFFORTS TO ENSURE EQUITABLE PARTICIPATION

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

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

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

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

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

10. MAKE OR BUY

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

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

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

11. SUPPLIER RECOGNITION

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

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12. RECORD KEEPING

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

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

13. REPORTS

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

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

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

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

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

(b) (7)) will also be provided via an attachment in eSRS. Additional reports will be forwarded to DCMA per request on the progress of performance and initiatives.

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

ACAT-1 Program Table

Svc.	Program	Prime Contract #	Report POC	LM Due Date	DCMA Due Date
Air Force	GPS - Global Positioning System	FA8897-06-C-0010 FA8223-10-C-0002 FA8223-12-C-0004 FA8223-13-C-0001 FA8207-13-C-0002	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	JASSM - Joint Air-to-Surface Standoff Missile	FA6682-04-D-0005 - In closeout FA6682-06-D-0072 - In closeout FA6682-04-C-0060 - In closeout FA6682-07-D-0117 - In closeout FA6682-08-D-0054 - In closeout FA6682-10-C-0016 - In closeout FA6682-11-C-0001 FA6682-11-D-0155 FA6682-12-C-0006 FA6682-14-C-0009 FA6682-14-C-0054 FA6682-14-D-0091	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	SMIRS - Spaced Based Infrared Systems	F04701-95-C-0017 FA819-08-C-0002 FA819-12-C-0001 FA819-13-C-0001 FA819-13-C-0002	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	C-130J (Hercules Aircraft)	FA8225-06-C-0456-FYOCIR FA8225-04-D-0452-BULG FA8504-06-D-0001-Warner Robbins LTS FA8225-11-C-0597-FYOCIV F33557-09-C-0018 F33557-03-C-2014 FA8225-14-C-0450 FA8504-14-C-0003-CWB C-130J	Jim Tankesley Ken Hildebrand	April 20/Oct 17	April 30/Oct 30
Navy	C-130J (Hercules Aircraft)	N00019-08-D-0015 (CLSI) N00019-12-C-0094 (Harvest Hawk) N00019-13-C-0017 USMC LAROM H06035-13-C-0030 N00019-09-C-0053 N00019-14-D-0006 - SELSS	Jim Tankesley Ken Hildebrand (Wender Cox)	April 20/Oct 17	April 30/Oct 30
Air Force	F-22 (Falcon Aircraft)	F33557-09-C-0035 F33557-07-C-0030 F33557-06-C-0020 F33557-01-C-2095 F33557-02-C-0010 FA8611-09-C-2800 FA8611-04-C-2851 FA8611-05-C-2850 FA8611-06-C-2850 FA8611-09-C-2897 F33557-07-D-0031 F33557-01-C-0006 F33557-02-D-0009 FA8611-13-D-2850 FA8604-09-D-7956 FA8604-13-D-7950	Jim Tankesley Ken Hildebrand	April 20/Oct 17	April 30/Oct 30
Air Force	FAST - Flexible Acq. Sustainment Tool	F05693-01-D-0207 - In closeout	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	AERF - Advance Extra High Frequency	F04701-02-C-0002 FA8208-12-C-0010	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	DESPII - Design Engineering Support Program	FA8222-06-D-0004 - Inactive FA8222-12-D-0014	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	P2AST - Future Flexible Acquisition & Sustainment Tool	FA8230-09-D-0008	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Army	JAGM - Joint Air-to-Ground Missile	W51P40-08-C-A123 - Inactive W51P40-12-C-0003	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
MDA	THAAD - Terminal High Altitude Area Defense	DAS060-09-C-0072 HQ0147-07-C-0106 HQ0147-10-D-0001 HQ0147-12-D-0001 HQ0147-12-C-0000	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	AEGIS BMD AWS (Aegis Ballistic Missile Defense Program)	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	HQ0006-04-D-0006	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	C2BMC - Command, Control, Battle Management, and Communications	HQ0147-12-D-0003	Pat Desanto Peggy Sue Poe	April 20/Oct 17	April 30/Oct 30
Navy	H-60 RAS (Anti Mission Helo-H-60 Romeo & H-60 Storm)	N00019-06-C-0058 N00019-11-C-0020	Gary Harter Shelia Cochran	April 20/Oct 17	April 30/Oct 30
Navy	AEGIS BMD AWS (Aegis Ballistic Missile Defense Program)	N00024-10-C-0125	Gary Harter Teresa Torres	April 20/Oct 17	April 30/Oct 30
Navy	F-35 JSF - Joint Strike Fighter - Fort Worth	N00019-02-C-0002 N00019-06-C-0291 N00019-07-C-0097 N00019-09-C-0023 N00019-04-D-0009 N00019-08-D-0022 N00019-09-C-0010 N00019-10-C-0002 N00019-11-C-0003 N00019-12-C-0070 N00019-12-C-0004 N00019-13-D-0005 IDIQ N00019-13-C-0008 LRIP VII N00019-13-C-0013 LRIP VIII Israel N00019-13-C-0014 LRIP VII Japan N00019-14-C-0040 - Japan Integration Contract N00019-14-C-0002 - LRIP 9 AAO N00019-14-C-0020	Ken Hildebrand	April 20/Oct 17	April 30/Oct 30

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14. FLOWDOWN REQUIREMENTS

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

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

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

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

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

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

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

15. OUTREACH/PUBLICIZING SUBCONTRACTING OPPORTUNITIES

Lockheed Martin publicizes prospective subcontracting opportunities in the following ways:

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

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

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

Supplier Information Sessions (SIS):

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

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

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16. SUPPLIER DIVERSITY TRAINING

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

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

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

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

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

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

17. DCMA 640 REVIEW

Lockheed Martin will participate in annual DCMA 640 review activities.

EXHIBIT 1

Executive Supplier Diversity Commitment Letter for GFY 2014

Memorandum

DATE: January 15, 2014

TO: All Lockheed Martin Employees

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

SUBJECT: Our Commitment to Supplier Diversity

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

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

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

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

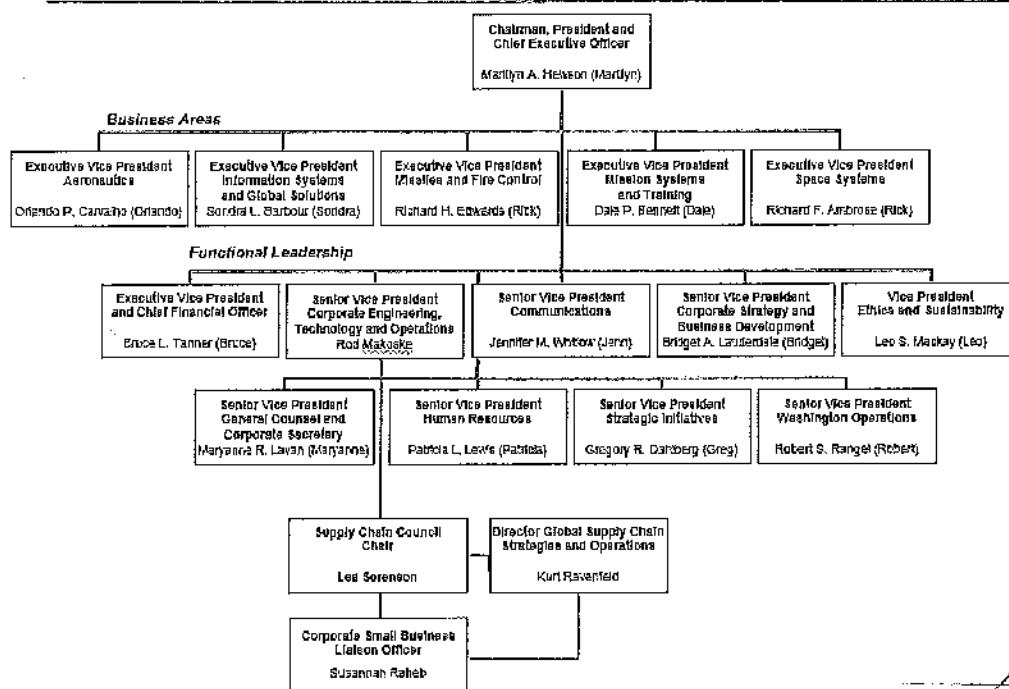
Supplier diversity is good for our business, good for our industry and good for our customers. Thank you for your support as we continue to promote small businesses in 2014 and beyond.

EXHIBIT 2

Corporate Reporting Chain

Lockheed Martin Executive Leadership Team

July 9, 2015



LOCKHEED MARTIN

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EXHIBIT 3 Supplier Diversity Network/Organization Listing

Supplier Diversity Representatives

LOCKHEED MARTIN 

Name	Business Area / Unit Name and Address	Email / Web Address	Phone
Susan Rabe Corporate Small Business Liaison Officer Kathy R. Mason Business Area Lead Crystal Burdon SIS Program Manager Patricia A. McHugh Corporate Reporting Lead Marquita Peoples Cochran SIS Support Specialist	[REDACTED]	[REDACTED]	[REDACTED]
Jean Trankley Business Area Lead C.J. Anderson Diana Sigala Dorothy James McAlister Daisy Mccum Patricia I. Niccum Ken Halket Mark Hester Michelle Davis Minerva Todd Sony Threlk Vickie Chatham Verna Holl	AERONAUTICS [REDACTED]	[REDACTED]	[REDACTED]
Thyllis Grant Business Area Lead Lisa Conway Cecilia Weston April Jackson	MISSILES AND FIRE CONTROLS [REDACTED]	[REDACTED]	[REDACTED]
Gary Haver Business Area Lead Charles Jara Karl Baker Rafaela Snyker Shah Cochran Teresa Torres	MISSION SYSTEMS AND TRAINING [REDACTED]	[REDACTED]	[REDACTED]
Pat DeSanto Business Area Lead Melissa Norris Paula Jackson	INFORMATION SYSTEMS & GLOBAL SOLUTIONS [REDACTED]	[REDACTED]	[REDACTED]
Bob Thompson Business Area Lead Betty L. Paffin Diane Garret Michael Chang Michelle Burke Pat Royal	SPACE SYSTEMS [REDACTED]	[REDACTED]	[REDACTED]

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EXHIBIT 4
Corporate Historical Subcontracting Performance

Subcontracting Past Performance - DoD Only													
REPORT DATE	TOTAL	DO	DD	DD	DD	DD	DD	DD	DD	DD	DD	DD	
GFY 2007	14,609,947,189	23.3	3,431,330,665	3.2	466,298,030	4.8	699,188,408	8.1	101,301,537	2.4	352,420,178	0.5	70,433,773
GFY 2008	13,355,374,934	29.3	3,910,367,992	5.0	672,787,403	7.5	998,498,137	12.7	226,183,066	3.7	495,890,632	1.1	191,237,838
GFY 2009	12,908,423,771	25.3	3,269,320,439	3.7	476,130,650	6.3	810,736,369	10.8	234,440,130	3.7	478,918,062	1.2	149,043,238
GFY 2010	15,342,855,627	26.0	3,982,899,169	3.4	518,470,888	3.4	864,927,289	1.0	246,317,119	4.0	618,662,667	1.7	264,458,300
GFY 2011	18,320,382,554	23.0	4,261,491,321	3.6	661,331,272	5.3	915,064,105	1.3	249,634,256	4.2	786,372,263	2.0	365,496,404
GFY 2012	16,959,983,760	23.6	4,003,517,537	3.7	690,708,049	5.0	853,584,661	1.3	223,959,773	4.2	714,977,545	1.9	316,433,367
GFY 2013	16,548,038,568	22.9	3,787,130,352	3.6	631,527,311	4.5	741,615,371	1.2	237,046,722	4.8	790,877,130	2.5	410,233,696
GFY 2014	19,528,707,044	17.2	3,353,250,726	3.4	861,146,201	3.5	691,105,332	1.1	306,362,293	2.9	530,364,846	1.1	312,300,304
GFY 2015													
GFY 2007													
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EXHIBIT 5
Corporate Supplier Diversity Program Procedures (CSP-113 and OPM-002)

Corporate Headquarters
Corporate Policy Statement CPS-113
Revision No: 8
Effective: March 3, 2014
Copyright 2014 Lockheed Martin Corporation
Current policies and procedures are on the Lockheed Martin Intranet

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

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

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

Subcontracting													
	TOTAL	SB		SDB		WDB		IBBZone		VOB		SDBVDB	
	\$	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
by location													
AFST													
AFMC													
IS-AGE													
Space Systems													
DCMA-Schedule													
Total USDP Production													

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EXHIBIT 7
 GFY 2015 Products and Services Forecast by NAICs Codes

NAICS Code	NAICS Description	Total		LB		SB		SDB		WFOB		HAKZ		VOSB		SOWOSB	
		\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Program Totals																	

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EXHIBIT 8

(b) (7)

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

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

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

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

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

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

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

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

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LOCKHEED MARTIN

**Lockheed Martin Corporation
GFY 2013 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, 2012 through September 30, 2013

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

Lockheed Martin Corporation

Comprehensive Subcontracting Plan Administrator:

Nancy H. Deskins Revision: September 21, 2012
Director, Category Management & Supplier Diversity
Lockheed Martin Corporation
3 Executive Campus, Suite 6SE
Cherry Hill, NJ 08002

Lockheed Martin Executive Sponsor

Dan Plosko Revision: September 21, 2012
Vice President, Global Supply Chain Operations

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

Mark G. Olson
Director, Small Business

Date:

9-25-2012

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

Date:

9-25-2012

TABLE OF CONTENTS

1. Introduction	4
2. Overview	4
Company Overview	
Supplier Diversity Program Objectives	
Management Commitment	
Past Performance, Awards & Recognitions	
3. Corporate Policy	7
4. Corporate-Wide Goals	8
Overview	
Basis for Establishing Goals	
Business Area Subcontracting Goals Justification	
Purchasing Cards and LM Electronic Catalog	
Indirect Allocations	
Summary	
Focus on SDB & SDVOSB Performance Improvement	
Principal Products and Services to be Subcontracted	
5. Selected North American Industry Classification System (NAICS)	26
6. Implementation of the Comprehensive Subcontracting Plan	30
Applicability	
Review Process	
Corporate Plan Administrator	
Program Administrators - Supplier Diversity Business Area Leads	
7. Initiatives to Improve Subcontracting Performance	32
8. Source Identification	35
9. Efforts to Ensure Equitable Participation	35
10. Make or Buy	36
11. Supplier Recognition	37
12. Record Keeping	37
13. Reports	38
14. Flowdown Requirements	40
15. Outreach/Publicizing Subcontracting Opportunities	41
16. Supplier Diversity Training	43
17. DCMA 640 Review	43

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EXHIBITS

- Exhibit 1 Vice Chairman, President and Chief Operating Officer Supplier Diversity Commitment Letter for GFY 2012
- Exhibit 2 Corporate Reporting Chain
- Exhibit 3 Supplier Diversity Network/Organization Listing
- Exhibit 4 Corporate Historical Subcontracting Performance
- Exhibit 5 Corporate Policy CPS-040 Supplier Diversity Program
- Exhibit 6 GFY 2013 Subcontracting Projections by Business Area (Department of Defense Only)
- Exhibit 7 GFY 2013 Products and Services Forecast by NAICs Codes
- Exhibit 8 (b) (4)

Lockheed Martin Corporation
Comprehensive Small Business Subcontracting Plan
GFY 2013

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 expectation and strategies for utilizing small business (SB), 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 2012 through 30 September 2013. 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, Vice Chairman, President and Chief Operating Officer, Christopher Kubasik 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, women-owned small business, small disadvantage business, veteran-owned small business, services disabled veteran-owned small business 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 base, key business challenges by major program and delta changes from prior year goals.

2. OVERVIEW

Company Overview

Lockheed Martin Corporation is headquartered in Bethesda, Maryland, and is a global security and aerospace company that employs approximately 123,000 people worldwide. Lockheed Martin is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The Corporation reported 2011 sales of \$46.5 billion, with a backlog of \$80.7 billion. Sixty-one percent of the Corporation's sales are to the

Department of Defense with the remainder of the sales going to civil and foreign governments, commercial and other customers.

Dept. of Defense	61%
Air Force	25%
Navy/USMC	20%
Army	11%
Other	5%
Civil	22%
Government/Homeland	
Security/Intelligence/Other	
International	17%

The corporation has four core business areas. Each is comprised of one or more operating companies (also known as business units), 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 projection including combat, air mobility, special mission/reconnaissance aircraft and design and development of advanced systems.
- Electronic Systems: Bethesda, Maryland – Premier systems and software engineering capability in air and missile defense, precision munitions, force transformation and homeland security.
- Information Systems & Global Solutions (IS&GS): Gaithersburg, Maryland – A 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.
- Space Systems: Denver, Colorado – World's 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) to provide Lockheed Martin personnel involved in the acquisition of materials and services adequate tools and training to enhance their ability to meet the company's supplier diversity goals and objectives.

Management Commitment

Lockheed Martin Corporation senior management recognizes that small business concerns are a critical national resource and are essential to the ability to successfully deliver 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 calendar year.

Corporate: The Vice Chairman, President and Chief Operating Officer of Lockheed Martin Corporation reports to the Chairman of the Board and Chief Executive Officer. The Senior Vice President of Operations & Program Management reports to the Vice Chairman, President and Chief Operating Officer and has executive responsibility for the Corporation's supplier diversity function. The Vice President of Global Supply Chain Operations (GSCO) reports to the Senior Vice President of Operations & Program Management and is responsible for the Supplier Diversity organization and ensuring operation activity. 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 Director of Category Management & Supplier Diversity to manage the operational activities of the program and to maintain appropriate strategic focus on supplier diversity initiatives. This leader reports directly to the Vice President of GSCO, provides direction to the Corporation's supplier diversity team and is the administrator of this plan. The Senior Manager, Supplier Diversity, reports directly to the Corporate Director of Category Management & Supplier Diversity and assists with the management, operation activities and strategic focus on supplier diversity initiatives.

Business Area: The senior sourcing executive of each business area is required to designate a manager of supplier diversity to represent their respective business area. 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 emphasis is placed on developing small business concerns in each of the designated industry and special initiative categories.

Operating Company (Business Unit): The senior sourcing executive at each Lockheed Martin Corporation operating company is responsible for the supplier diversity program performance of their organization. Each is required to designate a Small Business Liaison Officer (SBLO) to serve as the primary point of contact for small businesses and corporate personnel, and provide 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 & Recognition

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

Lockheed Martin Corporation 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 through July 23, 2012 are included below:

Government Agency Recognition

- Mershelle Davis received 2012 Corporate Advocate Award by the U.S. Department of Veterans Affairs
- Lockheed Martin received People's Choice Award by the Navy SBIR Transition Assistance Program
- Mershelle Davis named 2012 Small Business Administration (SBA) Veteran Small Business Advocate of the Year for Region VI

Industry Affiliations

- Lockheed Martin named one of the 2012 Best 10 Corporations for Veteran Owned Businesses by the National Veteran-Owned Business Association (NaVOBA)
- Nancy Deskins named Champion of Diversity by diversitybusiness.com
- Lockheed Martin listed among Top 50 companies for Diversity by Diversity, Inc.
- Lockheed Martin received 2012 Champions of Veteran's Enterprise for the IS&GS business area by the National Veteran Small Business Coalition (NVSCB)

Publication Awards

- Mershelle Davis received Women of Color Science, Technology, Engineering and Math (STEM) Special Recognition Award, Women of Color Magazine
- Lockheed Martin named 2012 Best Diversity Company by Diversity/Careers in Engineering & Information Technology
- Nancy Deskins named 2012 Top 25 Women in Power Impacting Diversity Award by DiversityPlus Magazine

3. CORPORATE POLICY

Lockheed Martin has established corporate policy statements covering its key business processes and initiatives including Supplier Diversity shown in Exhibit 5. These policy statements are issued under the authority of the Executive Office and establish standards of execution for the entire Corporation.

Lockheed Martin has further established Supplier Diversity Procedure SDV-01 entitled Establishing & Monitoring Supplier Diversity Goals. This procedure describes the

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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 2013.

LMC		
DoD Subcontracting GFY 2013 Goals		
	Dollars	Percent
Small	\$3,107,022,732	18.6%
Large	\$13,597,400,557	81.4%
Total	\$16,704,423,289	100.0%
SDB	\$548,269,690	3.3%
WOSB	\$682,148,172	4.1%
HUBZone	\$167,044,233	1.0%
VOSB	\$409,918,104	2.5%
SDVOSB	\$159,508,758	1.0%

Overview

[REDACTED]

[REDACTED]

[REDACTED]

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[illegible]

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

[illegible][illegible][illegible]

Lockheed Martin Corporation 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 GSCO business area organizations and challenging goals are established by anticipated program spend and

9

opportunities for the fiscal year (see GFY 2013 Subcontracting Projections by Business Areas shown in Exhibit 6) and a final review of all forecasts is conducted with the Corporate Senior Vice President of Operations and Program Management and Corporate Vice President of GSCO. The performance and accomplishments toward goals achievement are tracked in the Lockheed Martin Corporate Executive Vice President performance reviews on a quarterly basis. Business areas report on their goals, achievements and progress on a monthly basis to their respective GSCO vice presidents.

(b) (1)
[Redacted text block]

[Redacted text block]

Business Area Subcontracting Goals Justification

Electronic Systems

Electronic Systems is a world leader in premier systems and software with engineering capability in air and missile defense, precision munitions, force transformation, simulation, training, logistics and homeland security. Electronic Systems supports customer programs around the world and is represented in 46 states in the U.S including 23 locations with 200 or more people.

(b) (4)
[Redacted text block]

(b) (4)

[REDACTED]

[REDACTED]

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(b) (7) [REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

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10. The following information was obtained from the records of the Department of Social Services, New York City, for the period from January 1, 1964, to December 31, 1964:

[illegible][illegible][illegible]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
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(b) (7)
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(b) (4)

Information Systems & Global Solutions (IS&GS)

IS&GS is a 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.

(b) (4)

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■

■

- Mature and/or maturing programs – Programs with noteworthy small business content that have already begun to wind down include:

• (b) (4)

■

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(b) (4)

- Expiring programs – Several programs have a period of performance which ends in or before GFY 2013:

(b) (4)

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

[REDACTED]

[REDACTED]

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(b)(7)(C)

Space Systems Company

Space Systems is a world leader in the design, development, and production of spacecraft and missiles where the future takes flight, through partnerships that raise strategic defense, global communications, weather forecasting, space exploration and national security to new levels. Partnering with military, civil government and commercial customers, we develop space-based solutions and strategic and defensive missiles to help protect lives, preserve freedom, and advance the cause of civilization.

(b)(7)(C)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

Below is a summary of the primary Space Systems' line of business fenced large-business dollars.

LM Space Systems Summary of Fenced Large Business		
Line of Business	Program	Estimated Fenced Large Business GEY 2013
[REDACTED]		

(b) (4)
 [REDACTED]
 [REDACTED]
 [REDACTED] Space Systems will continue to engage, mentor, and develop small business suppliers and proactively identify maximum practicable opportunities for small and diverse suppliers.

Aeronautics

Aeronautics is a global leader in the design, development, systems integration, production, and support of advanced military aircraft. This includes research and development of high-performance combat, air mobility and reconnaissance and surveillance aircraft.

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

[REDACTED]
[REDACTED]
[REDACTED]

Key Business Challenges by Program (by Greatest \$ Impact):

Aeronautics' two largest programs are F-35 (b) (4) and C-130 (b) (4)

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

Other key business drivers include:

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

The table below identifies the indirect allocation percentages utilized in the GFY 2013 forecasting process:

Business Area	GFY 2013 Forecast Indirect Allocation % Utilized
Enterprise Operations	[REDACTED]
Aeronautics	
Electronic Systems	
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]

Based on the considerable analysis utilized to establish the corporation's GFY 2013 Comprehensive Subcontracting Plan, Lockheed Martin believes the GFY 2013 subcontracting goals reflect maximum practicable subcontracting opportunity to small business, small disadvantaged business, women-owned small business, HUBZone small business, veteran-owned small business, and service disabled veteran-owned small business subcontractors and, therefore, are fair and reasonable.

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[REDACTED]

[REDACTED]
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	FY '10	FY '11	FY '12	FY '13	FY '14
SDB Goals	[REDACTED]				
Actual	[REDACTED]				

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INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONE TARGET
[REDACTED]	[REDACTED]	[REDACTED]	Suzanne Raheb (lead), Emily Mann	03/29/2013
			Marquita Peoples-Gadson (lead), Suzanne Raheb	12/31/2012 03/29/2013 06/28/2013 09/30/2013 [REDACTED] [REDACTED] [REDACTED] [REDACTED]
			Emily Mann	03/29/2013
			Suzanne Raheb	09/30/2013

[REDACTED]

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

	FY '10	FY '11	FY '12	FY '13	FY '14
SDVOSB Goals	[REDACTED]				
Actual	[REDACTED]				

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INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONE TARGET
			Marquita Peoples-Gadson (lead), Suzanne Raheb	12/31/2012 03/29/2013 06/28/2013 09/30/2013 [REDACTED] [REDACTED] [REDACTED] [REDACTED]
			Suzanne Raheb, Orysia Buchan	03/29/2013
			Emily Mann	03/29/2013
			Orysia Buchan	12/31/2012 06/28/2013 09/30/2013
			Suzanne Raheb (lead), Emily Mann	03/29/2013
			Suzanne Raheb	03/29/2013

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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 2013 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 2013: (b) (5)

[REDACTED]

[REDACTED]

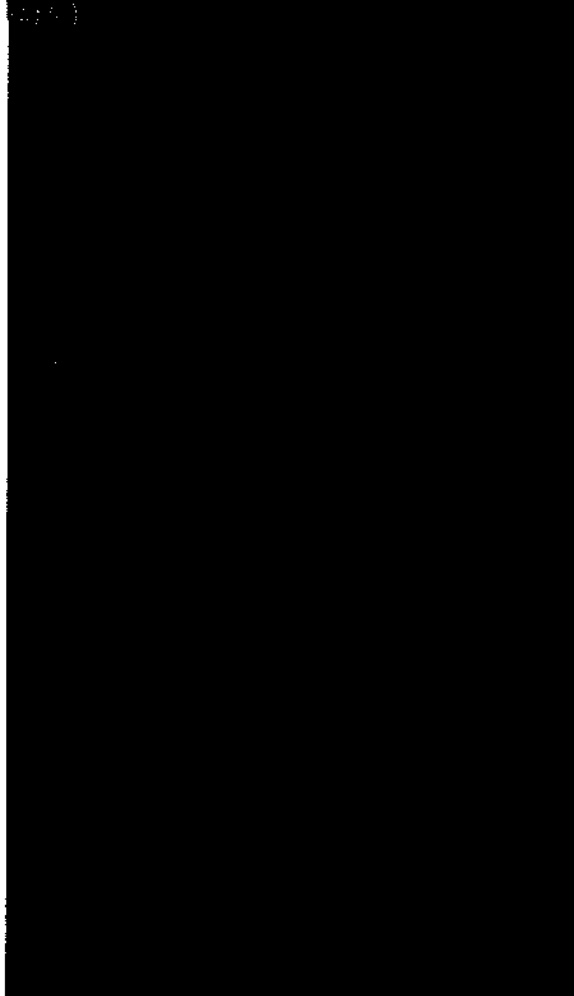
[REDACTED]

[REDACTED]

Industry Category Initiatives

INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	TARGETED COMMITMENTS Responsible: Business Area leadership team																			
			Marquita Peoples-Gadson (lead), Suzanne Raheb	12/31/2012 [REDACTED]																			
				3/29/2013 [REDACTED]																			
				6/28/2013 [REDACTED]																			
				9/30/2013 [REDACTED]																			
				FY 2013 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>WOSB</td><td>[REDACTED]</td><td>[REDACTED]</td></tr></table>			Dollars	Percent	Small	[REDACTED]	[REDACTED]	Large	[REDACTED]	[REDACTED]	Total	[REDACTED]	[REDACTED]	SDB	[REDACTED]	[REDACTED]	WOSB	[REDACTED]	[REDACTED]
					Dollars	Percent																	
				Small	[REDACTED]	[REDACTED]																	
				Large	[REDACTED]	[REDACTED]																	
				Total	[REDACTED]	[REDACTED]																	
SDB	[REDACTED]	[REDACTED]																					
WOSB	[REDACTED]	[REDACTED]																					
Vince Ciampa, Jim Tanksley (leads), Elaine Mayfield, Michele Entrekin, Ken Hilderbrand																							
Vince Ciampa, Jim Tanksley (leads), Elaine Mayfield, Michele Entrekin, Ken Hilderbrand																							

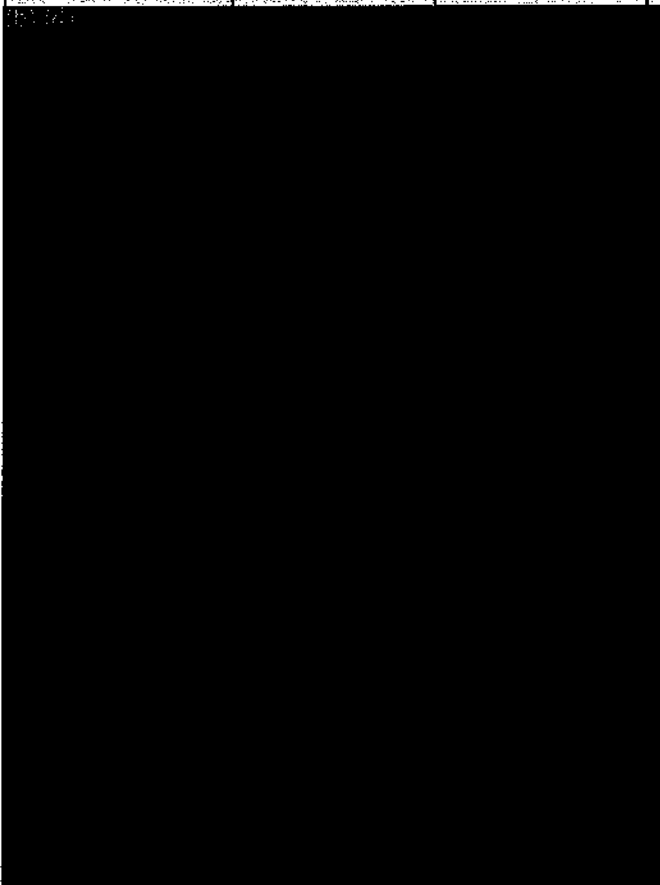
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INITIATIVE (Cont.)	STRATEGY	OBJECTIVES	ADVOCATES	TARGETED COMMITMENTS Responsible: Business Area leadership team
			Vince Ciampa, Jim Tanksley (leads), Elaine Mayfield, Michele Entrekin, Ken Hilderbrand	
				Vince Ciampa, Jim Tanksley (leads), Elaine Mayfield, Michele Entrekin, Ken Hilderbrand
				Vince Ciampa, Jim Tanksley (leads), Elaine Mayfield, Michele Entrekin, Ken Hilderbrand

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INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	TARGETED COMMITMENTS Responsible: Business Area leadership team	
[REDACTED]	[REDACTED]	[REDACTED]	Marquita Peoples-Gadson (lead), Suzanne Rahob	12/31/2012 [REDACTED]	
				3/29/2013 [REDACTED]	
				6/28/2013 [REDACTED]	
				9/30/2013 [REDACTED]	
				[REDACTED]	
				FY 2012 TOTAL GOALS	
				Dollars	Percent
				Small	[REDACTED]
				Large	[REDACTED]
				Total	[REDACTED]
SDB	[REDACTED]				
VOSB	[REDACTED]				
[REDACTED]	[REDACTED]	[REDACTED]	Elaine Mayfield, Michele Entrekin (leads), Vince Ciampa, Jim Tanksley, Ken Hilderbrand		
[REDACTED]	[REDACTED]	[REDACTED]	Elaine Mayfield, Michele Entrekin (leads), Vince Ciampa, Jim Tanksley, Ken Hilderbrand		

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INITIATIVE (Cont.)	STRATEGY	OBJECTIVES	ADVOCATES	TARGETED COMMITMENTS Responsible: Business Area leadership team
			Elaine Mayfield, Michele Entrekin (leads), Vince Clampa, Jim Tanksley, Ken Hilderbrand	
			Elaine Mayfield, Michele Entrekin (leads), Vince Clampa, Jim Tanksley, Ken Hilderbrand	
			Elaine Mayfield, Michele Entrekin (leads), Vince Clampa, Jim Tanksley, Ken Hilderbrand	

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, 2013.

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Review Process

The DCMA will conduct annual reviews of Lockheed Martin Corporation's performance under the Comprehensive Subcontracting Plan utilizing its Risk Management Process. Lockheed Martin Corporation 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.

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 for 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 associations, workshops, seminars, and trade shows that are national in scope
- f) Develop supplier diversity policies, procedures, and special programs
- g) Prepare and negotiate annual Comprehensive Subcontracting Plan including corporate-wide subcontracting goals and objectives with business areas
- h) Ensure Comprehensive Subcontracting Plan reporting as required is submitted semi-annually into eSRS system
- i) Consult with business areas and business units 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

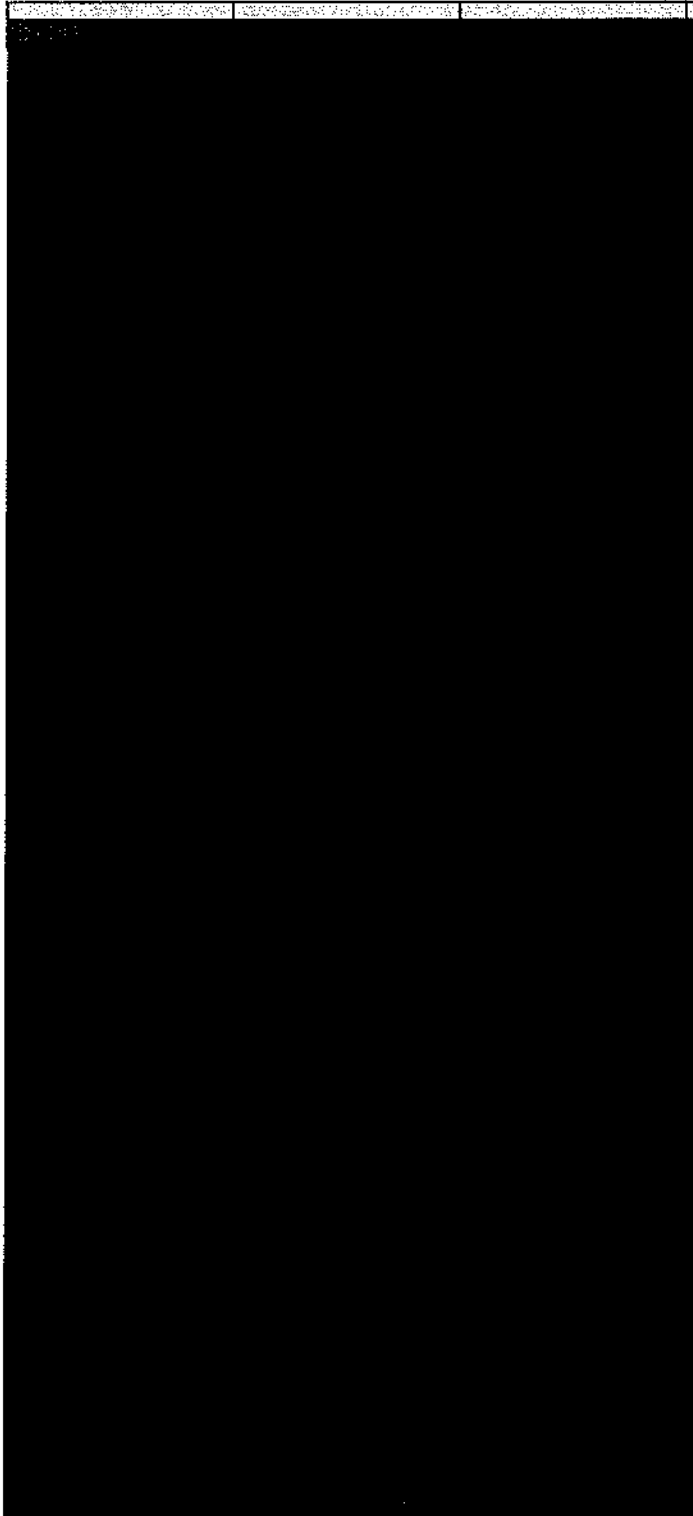
The responsibility for operational implementation and administration of this plan, as well as the implementation of the Supplier Diversity program elements, is vested in the managers of Supplier Diversity at the business area level, and the small business liaison officers at the operating company (business unit) level. These individuals provide overall guidance and support to buyers, engineers, and others involved in the source selection process. The duties of these individuals include, but are not limited to, the following:

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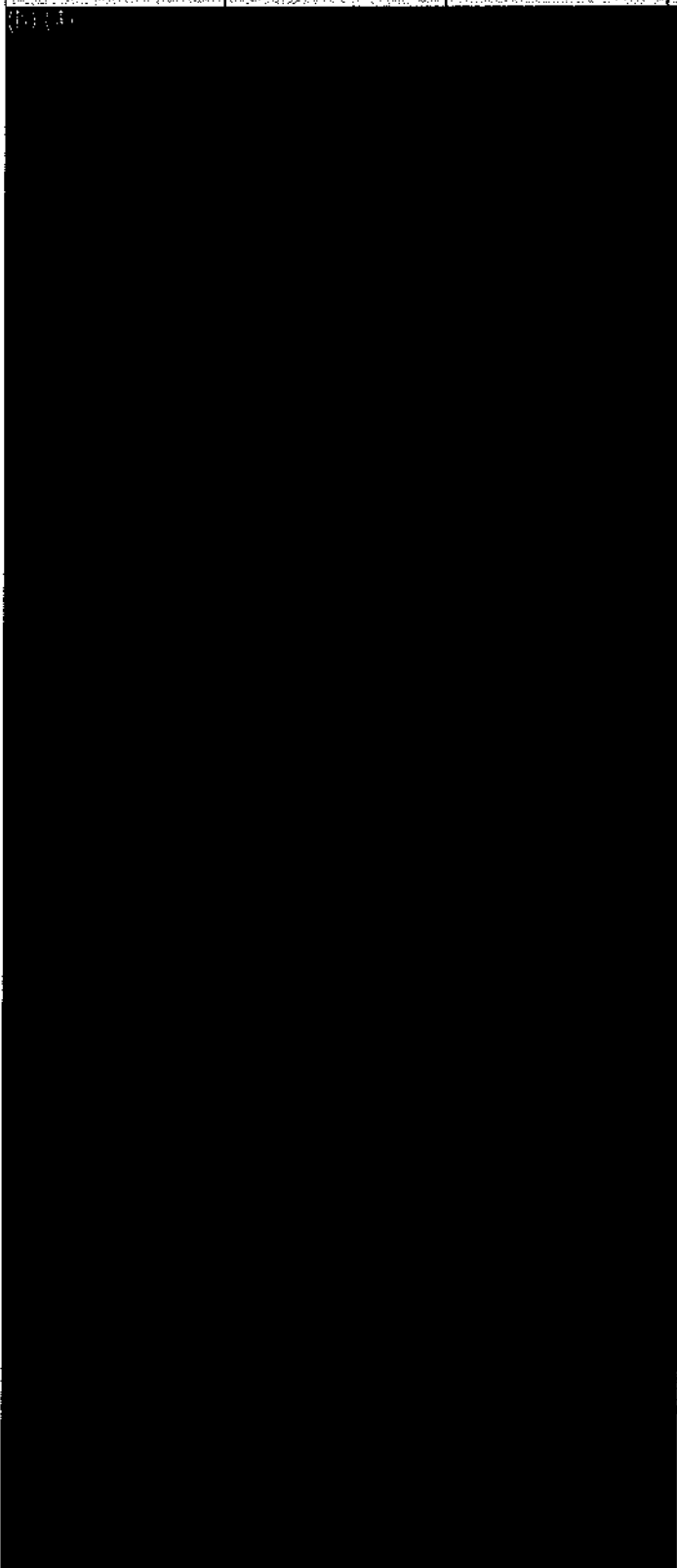








- a) Identifying areas where subcontract awards may be made, such as contract or independent research and development programs, scientific and technical studies, and other subcontracts in support of program and general administrative activities and plant operations
- b) Participating in appropriate industry association activities, local trade associations, and community awareness programs designed to promote the merits of Lockheed Martin 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 the appropriate opportunities
 - Advocate corporate-wide procurements when beneficial to the corporation and to small businesses
 - Form action teams dedicated to joint process improvement activities
 - Contribute to the development of cross-business area or business unit Mentor-Protégé programs and classes
 - 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.

		ADVOCATES	MILESTONES
		Suzanne Raheb (lead), Emily Mann	12/31/2012
		Dryslia Buchan (lead), Suzanne Raheb	12/31/2012 03/29/2013 06/28/2013 09/30/2013
		Pat McHugh (lead), Suzanne Raheb, Emily Mann	03/29/2013 06/28/2013 09/30/2013
		Suzanne Raheb (lead), Emily Mann	12/31/2012
		Emily Mann (lead), Suzanne Raheb	12/31/2012
		Emily Mann (lead), Suzanne Raheb	03/29/2013

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		ADVOCATES	MILESTONES
		Emily Mann (lead), Suzanne Raheb, Nancy Deskins, Business Area leads (Michele Entrekin, Vince Ciampa, Elaine Mayfield, Jim Tanksley)	09/30/2013
		Pat McHugh (lead), Suzanne Raheb, Orysia Buchan	09/30/2013
		Marquita Peoples- Gadson (lead), Suzanne Raheb	12/31/2012 03/29/2013 08/28/2013 09/30/2013    
		Business Area leads (Jim Tanksley, Elaine Mayfield, Michele Entrekin, Vince Ciampa)	03/29/2012 08/28/2013 09/30/2013
		Orysia Buchan	03/29/2013 08/28/2012 09/30/2012
		Orysia Buchan	12/31/2012 08/28/2013 09/30/2013
		Orysia Buchan	12/31/2012 03/29/2013 08/28/2012 09/30/2012    
		Orysia Buchan	09/30/2013

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8. SOURCE IDENTIFICATION

Lockheed Martin Corporation small business liaison officers assist in identifying qualified small business, women-owned small business, small disadvantage business, HUBZone, veteran-owned small business and services disabled veteran-owned small business 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 Councils 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)
- 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, Trade Fair and Matchmaking Event
- 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 Phase II and National Conferences
- National Veteran's Conference
- National Women's Business Enterprises National Council (WBENC)
- DOD National Mentor Protégé Conference

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- 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 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 trade fairs and conferences 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 Operations & Program Management (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:

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

11. SUPPLIER RECOGNITION

Lockheed Martin believes in recognizing the contributions of suppliers and rewarding excellence across the enterprise. As such, 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 product to support the 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, small disadvantaged business, women-owned, HUBZone, veteran-owned, and service disabled veteran-owned small business 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, small disadvantaged business, women-owned small business, veteran-owned small business, and service-disabled veteran-owned small business 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

Srvc.	Program	Prime Contract #	Report POC	LM Due Date	DCMA Due Date
Air Force	GPS - Global Positioning System (IRNSS-1A)	FA8667-08-C-0010 FA8823-10-C-0002	Vince Ciampa Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	JASSM - Joint Air-to-Surface Standoff Missile	FA8882-04-D-0006 FA8882-06-D-0072 FA8882-04-C-0060 FA8882-07-D-0117 FA8882-08-D-0054 FA8882-10-C-0016 FA8882-11-C-0001 FA8882-11-D-0155	Elaine Mayfield Cathy Uszlan- Bedford	April 20/Oct 17	April 30/Oct 30
Air Force	SBIRS - Space Based Infrared Systems	F04761-95-C-0017 FA8810-06-C-0002	Vince Ciampa Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	C-130J (Hercules Aircraft)	FA8625-06-C-6456-FY00R FA8625-04-D-5452-BUIC FA8504-06-D-0001-Werner Robins ITS FA8625-11-C-6597-FY00V	Jim Tankley Ken Hilderbrand	April 20/Oct 17	April 30/Oct 30
Navy	C-130J (Hercules Aircraft)	N00019-09-D-0015 (CLSI) N00018-09-C-0053 (Harvest Hawk) N00019-04-D-0001	Jim Tankley Ken Hilderbrand (Wendy Cox)	April 20/Oct 17	April 30/Oct 30
Air Force	F-22 (Falcon Aircraft)	F33657-99-C-0008 F33657-97-C-0030 F33657-00-C-0020 F33657-01-C-2095 F33657-02-C-0010 FA8511-09-C-2900 FA8511-04-C-2851 FA8511-03-C-2850 FA8511-06-C-2859 FA8511-08-C-2837 F33657-97-C-0031 F33657-01-C-0066 F33657-02-D-0068	Jim Tankley Ken Hilderbrand	April 20/Oct 17	April 30/Oct 30
Air Force	FAST - Flexible Acq. Sustainment Tool	F08509-01-D-0267	Elaine Mayfield Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	ABHF - Advanced Base High Frequency	F04761-02-C-0002	Vince Ciampa Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	DESPII - Design Engineering Support Program	FA8222-05-D-0004	Phyllis Grant Elaine Mayfield	April 20/Oct 17	April 30/Oct 30
Air Force	FEAST - Future Flexible Acquisition and Sustainment Tool	FA8530-08-D-0008	Phyllis Grant Elaine Mayfield	April 20/Oct 17	April 30/Oct 30
Army	JAGM - Joint Air-to-Ground Missile	W31P40-08-C-A123 W31P40-11-H-0035	Elaine Mayfield Cathy Uszlan- Bedford	April 20/Oct 17	April 30/Oct 30
MDA	THAAD - Terminal High Altitude Area Defense/EAD, FUF, Field Support - Sunnyvale	DA5066-05-C-0072 H00147-07-C-0198 H00147-10-D-0001 H00147-12-D-0001 H00147-12-G-9900	Vince Ciampa Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	AEGB BMD AYS (Aegis Ballistic Missile Defense Program) - Worcester	N00024-05-C-6110 H00276-10-C-0001 H00276-10-C-0003	Elaine Mayfield Teresa Torres	April 20/Oct 17	April 30/Oct 30
MDA	Target and Countermeasures - Huntsville	H00000-04-D-0008	Vince Ciampa Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	Standard Missile-3 Block 8B (NGAM Next Generation Aegis Missile) - Sunnyvale	H00147-11-C-0008	Vince Ciampa Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	GBAD - Command, Control, Battle Management, and Communications	H00147-12-D-0003	Michelle Hinkle Peggy Sue Poe	April 20/Oct 17	April 30/Oct 30
Navy	H-60 R&S (Anti-Missile Helo) H-60 Romeo & H-60 Sierra) LMSI - Oswego	N00019-09-G-0005 N00019-09-C-0058 N00019-09-C-0005 N00019-04-C-0028 N00019-11-C-0020	Elaine Mayfield Shelia Ochoaiz	April 20/Oct 17	April 30/Oct 30
Navy	AEGB BMD AYS (Aegis Ballistic Missile Defense Program) - Worcester	N00024-10-C-5125	Elaine Mayfield Teresa Torres	April 20/Oct 17	April 30/Oct 30
Navy	F-35 JSF - Joint Strike Fighter - Fort Worth	N00019-02-C-3002 N00019-06-D-0291 N00019-07-C-0097 N00019-08-C-0025 N00019-04-D-0009 N00019-06-D-0022 N00019-09-C-0010 N00019-10-C-0002 N00019-11-C-0003 N00019-12-C-0070 N00019-12-C-0064	Ken Hilderbrand	April 20/Oct 17	April 30/Oct 30

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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, veteran-owned small business, service disabled veteran-owned small business, HUBZone, small disadvantaged business or women-owned small business. 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 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, its DUNS number, and the e-mail address of the contractor's official responsible for acknowledging or rejecting the ISR to all first tier subcontractors, who will be required to submit ISRs, so they can enter this information into the eSRS when submitting their reports. 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 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) to promote opportunities and events
- (e) Maintaining the Lockheed Martin Corporation Supplier Diversity website, (<http://www.lockheedmartin.com/us/suppliers/supplier-diversity-k.html>)

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 four events in GFY 2013. Subcontracting with small disadvantaged businesses, HUBZones and service disabled veteran-owned small businesses 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.

SBIR Program:

- Lockheed Martin will maintain a Corporate SBIR team with lead representatives from each business area and approximately 130 additional members
- Corporate SBIR team all-hands meetings will be held on a bi-annual basis
- A SharePoint SBIR team space will be utilized for members to exchange information
- Supplier Diversity team leads will manage the SBIR mailbox via the Lockheed Martin web site and promote SBIR partnership opportunities
- Corporate SBIR team will establish a Lockheed Martin topics of interest directory with Lockheed Martin point of contacts and release the directory to small business distributions during DOD SBIR solicitation periods
- Lockheed Martin will sponsor multiple SBIR conferences, including Beyond Phase II and National SBIR conferences, and will participate in the Navy Opportunities Forum and MDA SBIR conference
- Lockheed Martin will participate in industry and services committees, surveys and share information per requested by DOD, DCMA and other Services program offices
- Lockheed Martin will report on SBIR partnerships semi-annually
- Corporate SBIR team will establish a Frequently Asked Question (FAQ) repository to assist in sharing information across business areas
- Lockheed Martin will utilize the DOD SBIR/STTR Awards custom search listing to track and target solicitation topic winners
- Lockheed Martin will host a webinar with an SBIR company with whom we do not currently partner
- Supplier Diversity team will lead a chat feature for SBIR on Supplier Wire
- Lockheed Martin will participate in the Industry-led SBIR Consortium (ISCo)

Mentor-Protégé Program:

- Corporate Mentor Protégé leads team meetings will be held on a quarterly basis
- Three Protégé 101 webinar-based training course will be offered to current and past protégés in key focus developmental areas
- Lockheed Martin will increase educational awareness of Mentor Protégé program
- Lockheed Martin will promote and maintain Supplier Diversity Mentor-Protégé Procedure on Supplier Link
- Lockheed Martin will participate at the DOD Mentor-Protégé Conference
- Lockheed Martin will submit three (3) DOD Mentor-Protégé submittals

Ability One Program:

- Lockheed Martin will help connect AbilityOne agencies with SBLOs local to their area to learn about product and service offerings and seek targeted opportunities
- Lockheed Martin will increase internal education awareness of AbilityOne

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- A directory of AbilityOne agencies showing locations and products/services will be promoted to all internal stakeholders
- Lockheed Martin will participate in AbilityOne conferences and training
- Current Lockheed Martin AbilityOne suppliers will be reviewed for potential future protégé candidates

Indian Incentive Program (IIP):

- Lockheed Martin will conduct a month-long internal celebration in November 2012, to promote Native American business and the IIP
- Lockheed Martin will continue with a rewards and recognition program to recognize participants in the IIP
- IIP meetings with business area leads will be held on an as needed basis
- Lockheed Martin will submit IIP rebates to the appropriate DOD agencies

HBCU/MI:

Lockheed Martin will continue to promote and leverage HBCU/MIs and the schools capabilities through Government Outreach Programs and proposal efforts. Lockheed Martin is aware that subcontract awards will be reflective in large contract base.

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

Vice Chairman, President and Chief Operating Officer Supplier Diversity Commitment Letter

Memorandum

DATE: December 1, 2011

TO: Lockheed Martin Enterprise Operations Employees

FROM: Chris Kubasik, President and Chief Operating Officer

SUBJECT: Continued Commitment to Supplier Diversity

Lockheed Martin's diverse supplier base fosters open innovation and solid performance to help meet the demands of our customers. We spent \$6.5 billion with 12,000 small businesses during the 2011 federal budget calendar, and that's a testament to how we enlist ingenuity and talent from a variety of small and disadvantaged businesses to help solve complex global security challenges.

Just as diversity across teams within our Corporation promotes creativity and effective problem-solving, diversity in our industrial base leverages knowledge around the world. Our support of small businesses aligns us with our U.S. Government customers, and also supports job growth and small business prosperity. These are strong and dependable partnerships that strengthen the supply chain for tomorrow's challenges.

No matter your job code, you should feel empowered to contribute to this effort. I encourage you to seek out strong business partners that will help us deliver quality products and meet our supplier diversity goals. We remain committed to providing maximum opportunity to small business suppliers. Working with Small Businesses, Small Disadvantaged Businesses, Woman Owned Small Businesses, HUBZone certified businesses, U.S. Veteran and Service Disabled Veteran-Owned Small Businesses is an opportunity, and it's where we thrive as a Corporation.

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

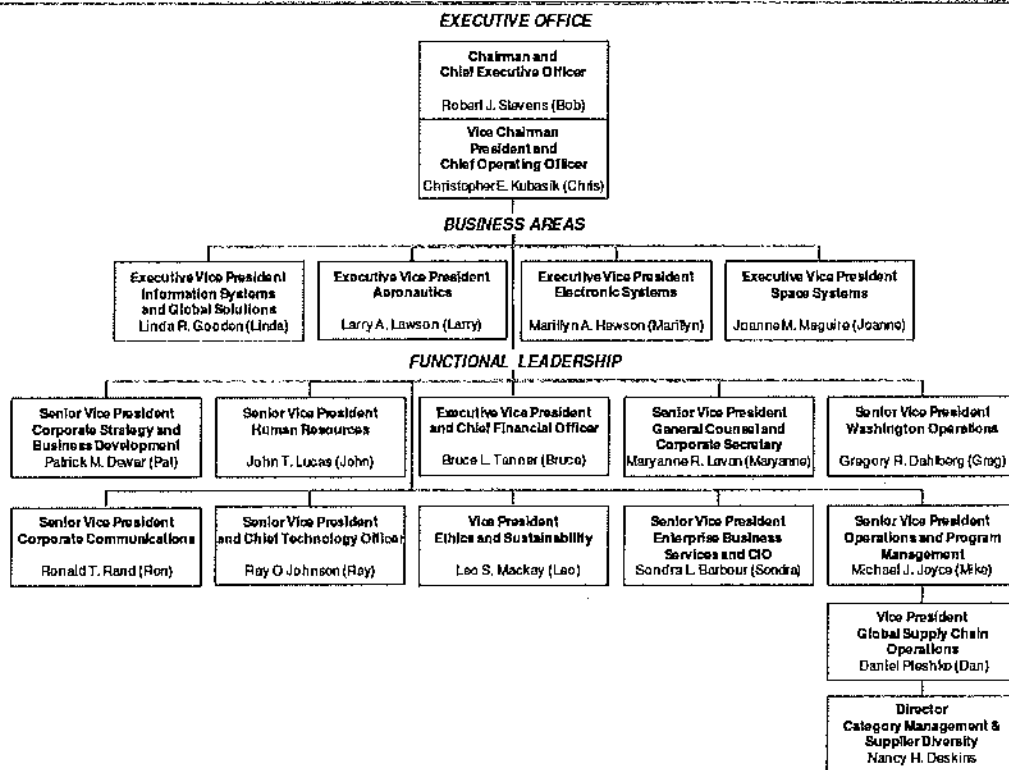
Thanks for your support of this important effort.

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EXHIBIT 2
Corporate Reporting Chain

Lockheed Martin Executive Team

June 28, 2012



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EXHIBIT 3 Supplier Diversity Network/Organization Listing

Supplier Diversity Representatives

LOCKHEED MARTIN

Name	Business Area/ Title Name and Address	Email / Web Address	Phone
Nancy H. Jenkins Director Supplier Diversity Sr. Mgr. Emily R. Adams Business Area Lead Orlynn Watkins SD Program Manager Patricia A. McHugh Corporate Reporting Lead			
Jim Tamsky Business Area Lead Abigado Sanchez Diana Salgado Dorothy James McAllister Ron McWhorter Mercedes Davis Senny Tuncel Valerie Chastman Vernice Wolf	AERONAUTICS		
Phine Mayfield Business Area Lead Cathy Uzzell-B-Hed Chandra Iara Cecilia Elmer Dun Deotil Cary Hamey Greg Popak Teresa Roka Cam Linker Leola (Lee) Williams Lisa Hawley Phyllis Grant Robyn Snyder Shella Ocklin Teresa Torres	ELECTRONIC SYSTEMS		
Michelle Karpella Business Area Lead Allison Daniels, CIVIL FAA Kara Whitman, SD Linda Flamer, SBLO Max DeShaw, SD Melissa Rector, SBLO Nancy Green, SD Paula Jackson, SBLO Peggy Sue Post, SBLO	INFORMATION SYSTEMS & GLOBAL SOLUTIONS		
Bob Thompson Business Area Lead Vicki Guepka Alicia Williams Area Lead Barry L. Padilla Dana Gifford Patricia Myers James Wild Michael Chang Don Raynor	SPACE SYSTEMS		

Supplier Information & Registration: www.lockheedmartin.com DOD General Contractor Registration (CGR) Registration (formerly GenNet): <http://www.ecc.gov>
 Supplier Information Line: (877) LMC-5810 IIRB Portal: www.eccstar.com Last Updated: 7/31/2012
 FOR UPDATES VISIT www.lockheedmartin.com/supplierdiversity

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