EXHIBIT 4
Corporate Historical Subcontracting Performance

Subcontracting Past Performance - DoD Only

[illegible]	Total		SB		SDB		WOSB		HUBZone		VOSB		SDVOSB	
	$	%	$	%	$	%	$	%	$	%	$	%	$	%
CHPY 2006	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2007	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2008	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2009	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2010	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2011	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2012 Thru June	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	Total		SB		SDB		WOSB		HUBZone		VOSB		SDVOSB	
	$	%	$	%	$	%	$	%	$	%	$	%	$	%
CHPY 2006	[redacted]													
CHPY 2007														
CHPY 2008														
CHPY 2009														
CHPY 2010														
CHPY 2011														
CHPY 2012 Thru June														
[illegible]	Total		SB		SDB		WOSB		HUBZone		VOSB		SDVOSB	
	$	%	$	%	$	%	$	%	$	%	$	%	$	%
CHPY 2006	[redacted]													
CHPY 2007														
CHPY 2008														
CHPY 2009														
CHPY 2010														
CHPY 2011														
CHPY 2012 Thru June														

Subcontracting Past Performance - DoD Only

[illegible]	Total		SB		SDB		WOSB		HUBZone		VOSB		SDVOSB	
	$	%	$	%	$	%	$	%	$	%	$	%	$	%
CHPY 2006	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2007	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2008	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2009	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2010	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2011	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHPY 2012 Thru June	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	Total		SB		SDB		WOSB		HUBZone		VOSB		SDVOSB	
	$	%	$	%	$	%	$	%	$	%	$	%	$	%
CHPY 2006	[redacted]													
CHPY 2007														
CHPY 2008														
CHPY 2009														
CHPY 2010														
CHPY 2011														
CHPY 2012 Thru June														

EXHIBIT 5
Corporate Policy CSP-040 Supplier Diversity Program

Corporate Headquarters
Corporate Policy Statement CPS-040
Revision No: 6
Effective: April 25, 2011

Current policies and procedures are on the Lockheed Martin Intranet

Supplier Diversity Program

General Applicability Statement

(b)(4)

-
-

[redacted]

- [redacted]
- [redacted]

[redacted]

//s// Robert J. Stevens
Chairman & Chief Executive Officer

EXHIBIT 6
GFY 2013 Subcontracting Projections by Business Area (DOD Only)

	[redacted]													
	[redacted]													
	[redacted]													
[redacted]	[redacted]													

EXHIBIT 7
GFY 2013 Products and Services Forecast by NAICs Codes

FY 2013 Principal Products and Services

Lockheed Martin Proprietary Information

NAICS Code	NAICS Description	Total		LB		SB		SDB		WOSB	
		$	%	$	%	$	%	$	%	$	%
[redacted]											
Program Totals											

EXHIBIT 8

[redacted]

[redacted]

	SB				WOSB				VOSB				LARGE				EST SPEND			
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
[redacted]	%	%	$	$	%	%	$	$	%	%	$	$	%	%	$	$	%	%	$	$

LOCKHEED MARTIN

Lockheed Martin Corporation
GFY 2015 Comprehensive Small Business Subcontracting Plan

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

The effective date of this plan is:
October 1, 2014 through September 30, 2015

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

Lockheed Martin Corporation

Comprehensive Subcontracting Plan Administrator:

[redacted]

Nancy H. Deskins Revision: August 15, 2014
Director, Indirect Category Management & Supplier Diversity
Lockheed Martin Corporation
3 Executive Campus, Suite 6SE
Cherry Hill, NJ 08002

Lockheed Martin Executive Sponsor:

[redacted]

Patrick S. Sunderlin Revision: August 15, 2014
Vice President, Global Supply Chain, Missiles and Fire Control
Global Supply Chain Operations Chair

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

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

_____ _____
Margarette Trimble-Williams Date:
Group Chief, Small Business Center
Comprehensive Subcontracting Program Group
Defense Contract Management Agency

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Exhibit 5	Corporate Supplier Diversity Program Procedures (LMAP 12.450 and OPM-002)
Exhibit 6	GFY 2014 Subcontracting Projections by Business Area (Department of Defense Only)
Exhibit 7	GFY 2014 Products and Services Forecast by NAICs Codes
Exhibit 8	(b) (4) [redacted]

Lockheed Martin Corporation
Comprehensive Small Business Subcontracting Plan
GFY 2015

1. INTRODUCTION

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

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

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

2. OVERVIEW

Company Overview

Lockheed Martin, headquartered in Bethesda, Maryland, is a global security and aerospace company that employs about 113,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The corporation reported 2013 sales of $45.4B, with a backlog of $ $82.6B. Sixty-one percent of the corporation's sales are to the DOD with the remainder of the sales attributed to civil and foreign governments, commercial and other customers.

Customer	% of 2013 Sales ($45.4B)
Dept. of Defense	61%
Air Force	25%
Navy/USMC	20%
Army	11%
Other	5%
Civil Government/Homeland Security/Intelligence/Other	22%
International	17%

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

- Aeronautics: Fort Worth, Texas – World leader in air power projection, including combat, air mobility, special mission/reconnaissance aircraft and design and development of advanced systems.

- Information Systems & Global Solutions (IS&GS): Gaithersburg, Maryland – Leading federal services and information technology contractor with a strong heritage of delivering world-class solutions and advanced technology across a broad spectrum of domains.

- Missiles and Fire Control (MFC): Dallas, Texas – Recognized designer, developer and manufacturer of precision engagement aerospace and defense systems for the U.S. and allied militaries.

- Mission Systems and Training (MST): Washington, DC – Recognized provider of surface, air and undersea applications on more than 460 programs for U.S. military and international customers.

- Space Systems: Denver, Colorado – Leading system integrator of space products and services for military, civil and commercial application.

Supplier Diversity Program Objectives

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

Management Commitment

Lockheed Martin senior management recognizes that small business concerns are a critical national resource and are essential 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 Senior Vice President and Chief Technology Officer reports to the Chairman, President and Chief Executive Officer. The Vice President, Global Supply Chain, Missiles and Fire Control, and Global Supply Chain Operations Chair reports to the Senior Vice President and Chief Technology Officer and is responsible for the supplier diversity organization. In this capacity, he is responsible for ensuring that the corporation's policies and business practices do not adversely impact the ability of small business to participate in Lockheed Martin's subcontracting process.

The company employs a Corporate Director of Indirect Category Management and 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, Global Supply Chain, Missiles and Fire Control, and Global Supply Chain Operations Chair and 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 Indirect Category Management and 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. 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. Each business area designates Small Business Liaison Officers (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 and Recognition

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

Lockheed Martin has a history of national, state and local award recognitions for its supplier diversity program performance and regularly promotes and nominates key suppliers for recognition. The awards received from January 1, 2013 through July 15, 2014 are included below:

Government Agency Recognition

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

Industry Affiliations

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

Publication Awards

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

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

3. CORPORATE POLICY

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

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

4. CORPORATE-WIDE GOALS

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

LMC DoD Subcontracting GFY 2015 Goals		
	Dollars	Percent
Small	$2,369,561,752	12.2%
Large	$17,053,075,563	87.8%
Total	**$19,422,637,315**	**100%**
SDB	$396,221,801	2.0%
WOSB	$470,027,823	2.4%
HUBZone	$112,651,296	0.5%
VOSB	$306,877,670	1.5%
SDVOSB	$128,189,406	0.6%

Overview

[redacted]

(b)(4)

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

LM DOD Subcontracting GFY 2015 Base By Business Area and GFY 2014 Comparison				
	2014 Dollars	2014 %	2015 Dollars	2015 %
Aeronautics	(b)(4)			
Information Systems & Global Solutions				
Missiles and Fire Control				
Mission Systems and Training				
Space Systems				
Total LM Projection				

Business Areas at a Glance:

(b)(4)

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

(b) (4) [redacted]

Basis for Establishing Goals

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

(b) (4) [redacted]

Business Area Subcontracting Goals Justification

Aeronautics

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

The table below lists the program estimated dollars fenced to large businesses.

Lockheed Martin Aeronautics Summary of Fenced Large Business by Program	
Program	Estimated Fenced Large Business GFY 2015
TOTAL:	

[redacted]

[redacted]

F-35 Program

[redacted]

F-16 Program

[redacted]

F-22 Program

[redacted]

C-130 Program

b
(
4
)

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

(b) (3)

- **Mature and/or maturing programs**: Programs with noteworthy small business content include:

(b)(4)

[redacted]

- [redacted]

- [redacted]

- **Expiring programs**: Several IS&GS programs with high small business content have a period of performance which ends in or before GFY 2015 includes:

  - [redacted]

    b
)
    (
    4
)

  - [redacted]

  - [redacted]

[redacted]

- **Re-competes**: [redacted]

b
)
(
4
)

- **Limited opportunity contracts**: Several IS&GS programs have requirements that limit the amount of work that can be awarded to small business includes:

b
)
(
4
)

Missiles and Fire Control (MFC)

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

(b) (4) [redacted]

A summary of large business fenced dollars for MFC's major programs that [redacted]

Missiles and Fire Control Summary of Fenced GFY15 Large Business Dollars on Major Programs		
Line of Business	Program	GFY15 Fenced Dollars for Large Business
[redacted]		

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

- [redacted]
  - [redacted]
  - [redacted]

- [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
- [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
- [redacted]
  - [redacted]
  - [redacted]
  - [redacted]

- (b) (4)
  - [redacted]
  - [redacted]
- [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
- [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
  - [redacted]

Other noteworthy forecast impacts:

- (b) (4)
  - [redacted]
  - [redacted]

Mission Systems and Training (MST)

(b) (4)

Space Systems Company

(b) (4)

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

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) [redacted]		

[redacted] 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.

Indirect Allocations

[redacted]

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	[redacted]
Aeronautics	
MFC	
MST	
IS&GS	
Space Systems	

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

- [redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]

Summary

Lockheed Martin recommends the proposed goals be accepted by the contracting officer considering the current defense contracting environment, past performance and opportunities per FAR Subpart 19.705-4. [redacted]

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.

Focus on SDB and SDVOSB Performance Improvement

[redacted]

- [redacted]
- [redacted]
- [redacted]

[redacted]

[redacted]

[redacted]

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

A listing of Lockheed Martin SDB-focused strategies and initiatives is as follows:

Focus on SDB Performance Improvement				
INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONE TARGET
[redacted]			Emily Mann (lead) Suzanne Raheb	09/30/2015
			Marquita Peoples-Gadson	Ongoing 09/30/2015

Focus on SDB Performance Improvement Continued

[redacted]	Suzanne Raheb (lead) Nancy Deskins Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson Emily Mann Pat McHugh	Ongoing 09/30/2015
	Nancy Deskins (lead) Suzanne Raheb	Ongoing 09/30/2015
	Suzanne Raheb	06/30/2015
	Suzanne Raheb Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	Ongoing 09/30/2015
	Nancy Deskins Suzanne Raheb	Ongoing 09/30/2015
	Jim Tanksley (lead) Pat Desanto Phyllis Grant Gary Harrer Bob Thompson	09/30/2015
	Emily Mann (lead) Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	09/30/2015

[redacted]

[redacted]

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

A listing of Lockheed Martin SDVOSB-focused strategies and initiatives is as follows:

INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONE TARGET
[redacted]			Emily Mann (lead) Suzanne Raheb	06/30/2015
			Marquita Peoples-Gadson	Ongoing 09/30/2015
			Suzanne Raheb (lead) Nancy Deskins Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson Emily Mann Pat McHugh	Ongoing 09/30/2015
			Nancy Deskins (lead) Suzanne Raheb	Ongoing 09/30/2015

Focus on SDVOSB Performance Improvement Continued		
[redacted]	Suzanne Raheb	06/30/2015
[redacted]	Suzanne Raheb Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	Ongoing 09/30/2015
[redacted]	Nancy Deskins Suzanne Raheb	Ongoing 09/30/2015
[redacted]	Jim Tanksley (lead) Pat Desanto Phyllis Grant Gary Harrer Bob Thompson	09/30/2015
[redacted]	Emily Mann (lead) Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	09/30/2015

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: [redacted]

[redacted]

[redacted]

Industry Category Initiatives

Industry Category: [redacted]				
INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	TARGETED COMMITMENTS
[redacted]			Marquita Peoples-Gadson (lead), Jim Tanksley Ken Hilderbrand Bob Thompson Phyllis Grant Lisa Coursey	12/31/2014 [redacted] 03/31/2015 [redacted] 06/30/2015 [redacted] 09/30/2015 [redacted] [redacted] [redacted] Dollars / Percent Small [redacted] Large Total SDB WOSB
			Suzanne Raheb (lead), Marquita Peoples-Gadson	

Industry Category: [redacted]	Continued	
[redacted]	Suzanne Raheb (lead) Pat Desanto Phyllis Grant Lisa Coursey Gary Harrer Kim Luker Jim Tanksley Ken Hilderbrand Bob Thompson	
[redacted]	Suzanne Raheb (lead) Pat Desanto Phyllis Grant Lisa Coursey Gary Harrer Kim Luker Jim Tanksley Ken Hilderbrand Bob Thompson	
[redacted]	Suzanne Raheb (lead) Pat Desanto Phyllis Grant Lisa Coursey Gary Harrer Kim Luker Jim Tanksley Ken Hilderbrand Bob Thompson	
[redacted]	Suzanne Raheb (lead) Pat Desanto Phyllis Grant Lisa Coursey Gary Harrer Kim Luker Jim Tanksley Ken Hilderbrand Bob Thompson	
[redacted]	Suzanne Raheb (lead), Emily Mann	
[redacted]	Jim Tanksley Bob Thompson Phyllis Grant	
[redacted]	Emily Mann (lead) Jim Tanksley Ken Hilderbrand Bob Thompson Phyllis Grant Lisa Coursey	

Industry Category: [redacted]

INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	TARGETED COMMITMENTS
[redacted]			Marquita Peoples-Gadson (lead), Pat Desanto Gary Harrer Kim Luker	12/31/2014 [redacted] 03/31/2015 [redacted] 06/30/2015 [redacted] 09/30/2015 [redacted] [redacted] [redacted] Dollars / Percent Small [redacted] Large Total SDB VOSB
			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	
			Suzanne Raheb (lead) Pat Desanto Phyllis Grant Lisa Coursey Gary Harrer Kim Luker Jim Tanksley Ken Hilderbrand Bob Thompson	

Industry Category: [redacted]	Continued	
[redacted]	Suzanne Raheb (lead) Pat Desanto Phyllis Grant Lisa Coursey Gary Harrer Kim Luker Jim Tanksley Ken Hilderbrand Bob Thompson	
[redacted]	Suzanne Raheb (lead), Emily Mann	
[redacted]	Pat Desanto Gary Harrer Kim Luker	
[redacted]	Emily Mann (lead) Pat Desanto Gary Harrer Kim Luker	

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 firms performing under DOD contracts.

Termination or Withdrawal from Program

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

Corporate Plan Administrators

Lockheed Martin Director of Indirect Category Management and Supplier Diversity, Nancy H. Deskins, is assigned responsibility for the development, implementation, and management of this plan, in addition to the responsibility of providing leadership and direction of the supplier diversity program at the corporate level. Susannah L. Raheb, Senior Manager, Supplier Diversity, serves as Nancy H. Deskins' deputy and has the authority to act as the corporate plan administrator on Nancy H. Deskins' behalf. Lockheed Martin 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

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

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

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

INITIATIVES	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONES
[redacted]	[redacted]	[redacted]	Pat McHugh (Lead), Suzanne Raheb, Nancy Deskins	12/31/2014
[redacted]	[redacted]	[redacted]	Pat McHugh (Lead), Suzanne Raheb, Nancy Deskins	06/30/2015
[redacted]	[redacted]	[redacted]	Pat McHugh (Lead), Suzanne Raheb, Nancy Deskins	06/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan (lead) Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	12/31/2014
[redacted]	[redacted]	[redacted]	Orysia Buchan	03/31/2015 09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	09/30/2015
[redacted]	[redacted]	[redacted]	Pat Desanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	03/31/2015 06/30/2015 09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	09/30/2015

INITIATIVES	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONES
[redacted]	[redacted]	[redacted]	Orysia Buchan	12/31/2014 06/30/2015 09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	03/31/2015 09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	06/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	09/30/2015
[redacted]	[redacted]	[redacted]	Pat McHugh Orysia Buchan	12/31/2014
[redacted]	[redacted]	[redacted]	Emily Mann (lead) Pat McHugh Orysia Buchan	09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	Ongoing 09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	12/31/2014
[redacted]	[redacted]	[redacted]	Orysia Buchan Nafiz Karabudak	Ongoing 09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	Ongoing 09/30/2015

INITIATIVES	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONES
[redacted]	[redacted]	[redacted]	Orysia Buchan Pat McHugh	Ongoing 09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	Ongoing 09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	03/31/2015 09/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan	08/30/2015
[redacted]	[redacted]	[redacted]	Orysia Buchan Suzanne Raheb	09/30/2015
[redacted]	[redacted]	[redacted]	Pat McHugh	09/30/2015
[redacted]	[redacted]	[redacted]	Pat McHugh	12/31/2014
[redacted]	[redacted]	[redacted]	Pat McHugh	09/30/2015
[redacted]	[redacted]	[redacted]	Pat McHugh	12/31/2014
[redacted]	[redacted]	[redacted]	Emily Mann (lead) Pat McHugh	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)
- 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
- Department of Defense SBIR Beyond Phase II National Conference
- National Veterans Conference
- National Women's Business Enterprises National Council (WBENC)
- Elite Service Disabled Veteran Owned Small Business Conference
- Navy Opportunities Forum
- Navy Gold Coast Conference
- MDA Small Business Conference
- Other DOD Agencies Small Business Conferences

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

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

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

10. MAKE OR BUY

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

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

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

11. SUPPLIER RECOGNITION

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

the customers benefit by having quality products to support DOD on-time and on-budget needs.

12. RECORD KEEPING

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

(a) Source lists, guides and other resources that enable procurement personnel to identify, develop and provide bid opportunities to small business concerns.
(b) Records of efforts to obtain and utilize small business concern sources through contacts with Government and industry organizations.
(c) Records of all awards $150,000 or more, indicating on each solicitation (1) whether small business concerns, SDB, WOSB, HUBZone, VOSB and SDVOSB were solicited and, if not, why not; and if applicable, the reason the award was not made to these firms.
(d) Records of outreach efforts to contact trade associations, small business, SDB, WOSB, HUBZone, VOSB and SDVOSB concerns.
(e) Records of internal activities implemented to give guidance to procurement and other personal 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 Indirect Category Management and Supplier Diversity 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 (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 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	FA8807 08 C 0010 FA8623 10 C 0002 FA8623 12 C 0004 FA8623 13 C 0001 FA8807 13 C 0002	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	JASSM - Joint Air-to Surface Standoff Missile	FA8682 04 D 0306 In closeout FA8682 06 D 0072 In closeout FA8682 04 C 0060 In closeout FA8682 07 D 0117 In closeout FA8682 08 D 0054 In closeout FA8682 10 C 0018 In closeout FA8682 11 C 0001 FA8682 11 D 0165 FA8682 12 C 0008 FA8682 14 C 0069 FA8682 14 C 0064 FA8682 14 D 0091	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	SBIRS Spaced Based Infrared Systems	F04701 95 C 0017 FA8810 08 C 0002 FA8810 12 C 0001 FA8810 13 C 0001 FA8810 13 C 0002	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	C 130J (Hercules Aircraft)	FA8625 06 C 6450 FYOCIII FA8625 04 D 8452 BUIC FA2504 06 D 0001 Warner Robins LTS FA8625 11 C 6597 FYOCIV F33657 00 C 0018 F33657 03 C 2014 FA8625 14 C 6450 FA8604 14 C 0003 CWB C 130J	Jim Tanksley Ken Hilderbrand	April 20/Oct 17	April 30/Oct 30
Navy	C 130J (Hercules Aircraft)	N00019 09 D 0015 (CLSII) N00019 12 C 0094 (Harvest Hawk) N00019 13 C 0017 USMC LAVRCM N68335 13 C 0330 N00019 09 C 0053 N00019 14 D 0006 BELSS	Jim Tanksley Ken Hilderbrand (Wendy Cox)	April 20/Oct 17	April 30/Oct 30
Air Force	F 22 (Raptor Aircraft)	F33657 99 C 0036 F33657 97 C 0030 F33657 00 C 0020 F33657 01 C 2095 F33657 02 C 0010 FA8611 00 C 2900 FA8611 04 C 2851 FA8611 05 C 2850 FA8611 06 C 2809 FA8611 08 C 2887 F33657 97 C 0031 F33657 91 C 0006 F33657 02 D 0008 FA8611 13 D 2850 FA8604 09 D 7956 FA8604 13 D 7850	Jim Tanksley Ken Hilderbrand	April 20/Oct 17	April 30/Oct 30
Air Force	FAST - Flexible Acq. Sustainment Tool	F09603 01 D 0207 In closeout	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	AEHF Advance Extra High Frequency	F04701 02 C 0002 FA8808 12 C 0010	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	DESPII Design Engineering Support Program	FA8222 06 D 0004 Inactive FA8222 12 D 0014	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	F2AST - Future Flexible Acquisition & Sustainment Tool	FA8530 08 D 0008	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Army	JAGM – Joint Air-to-Ground Missile	W31P4Q 08 C A123 Inactive W31P4Q 12 C 0003	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
MDA	THAAD - Terminal High Altitude Area Defense)	DA9G60 00 C 0072 HQ0147 07 C 0198 HQ0147 10 D 0001 HQ0147 12 D 0001 HQ0147 12 G 9900	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	AEGIS BMD AWS (Aegis Ballistic Missile Defense Program)	N00024 03 C 6110 HQ0276 10 C 0001 HQ0276 10 C 0003	Gary Harrer Teresa Torres	April 20/Oct 17	April 30/Oct 30
MDA	Targets and Countermeasures	HQ0006 04 D 0006	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	C2BMC Command, Control, Battle Management, and Communications	HQ0147 12 D 0003	Pat Destunto Peggy Sue Poe	April 20/Oct 17	April 30/Oct 30
Navy	H 60 R&S (Multi Mission Helo-H-60 Romeo & H-60 Sierra)	N00019 06 C 0098 N00019 11 C 0020	Gary Harrer Sheila Oechslin	April 20/Oct 17	April 30/Oct 30
Navy	AEGIS BMD AWS (Ballistic Missile Defense Program)	N00024 10 C 6126	Gary Harrer Teresa Torres	April 20/Oct 17	April 30/Oct 30
Navy	F 35 JSF Joint Strike Fighter - Fort Worth	N00019 02 C 3002 N00019 06 D 0291 N00019 07 C 0097 N00019 06 C 0028 N00019 04 D 0009 N00019 09 D 0022 N00019 09 C 0010 N00019 10 C 0002 N00019 11 C 0053 N00019 12 C 0070 N00019 12 C 0004 N00019 13 D 0005 (DIQ N00019 13 C 0008 LRIP VIII N00019 13 C 0013 LRIP VIII Israel N00019 13 C 0014 LRIP VIII Japan N00019 14 C 0040 Japan Integration Contract N00019 14 C 0002 LRIP 9 AAC. N00019 14 G 0020	Ken Hilderbrand	April 20/Oct 17	April 30/Oct 30

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 are not required to furnish individual plans, but are required to provide evidence that the appropriate DOD office has approved the plan.

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

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

Lockheed Martin personnel engaged in the procurement of goods and services to ensure subcontractors with subcontracting plans agree to submit the Individual Subcontracting Report (ISR) and/or the SSR using the eSRS. Per Lockheed Martin

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

15. OUTREACH/PUBLICIZING SUBCONTRACTING OPPORTUNITIES

Lockheed Martin publicizes prospective subcontracting opportunities in the following ways:

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

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

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

Suppler Information Sessions (SIS):
Lockheed Martin will continue with its successful, self-sponsored supplier information sessions and target two events 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. It is the expectation that this trend will continue.

16. SUPPLIER DIVERSITY TRAINING

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

In addition, an instructor-led training course has been developed for all new Lockheed Martin suppler 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 will participate in annual DCMA 640 review activities.

EXHIBIT 1
Executive Supplier Diversity Commitment Letter for GFY 2014

Memorandum

DATE: January 15, 2014

TO: All Lockheed Martin Employees

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

SUBJECT: Our Commitment to Supplier Diversity

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

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

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

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

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

EXHIBIT 2

Corporate Reporting Chain

Lockheed Martin Executive Leadership Team

January 1, 2014

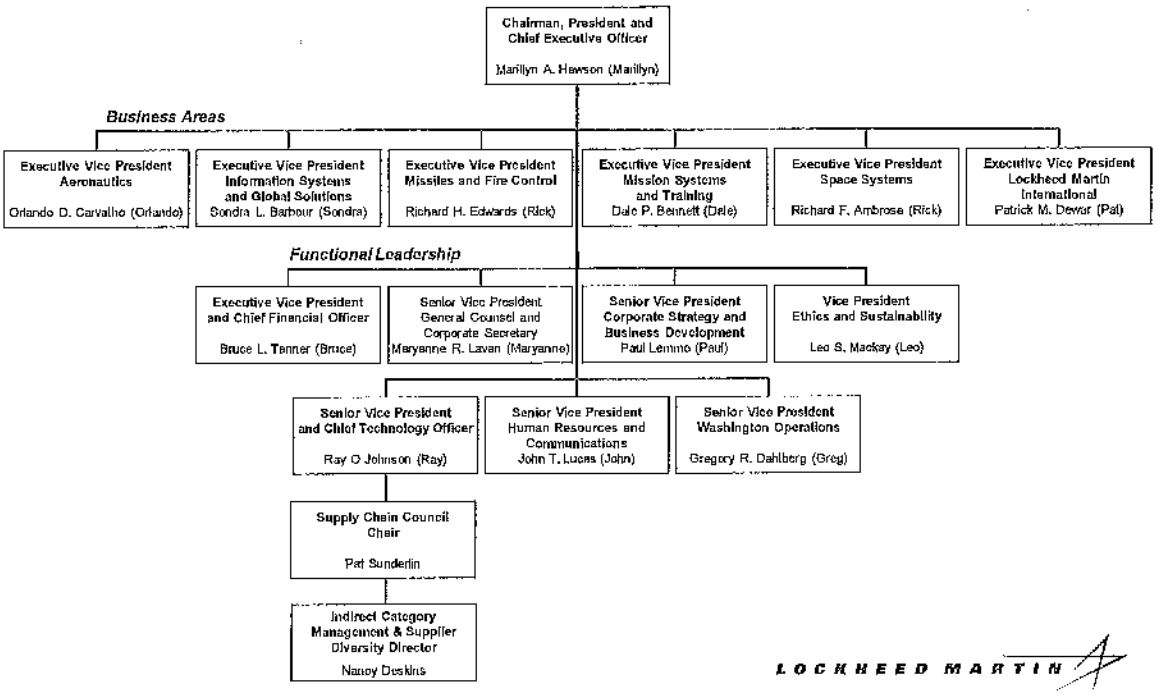

EXHIBIT 3
Supplier Diversity Network/Organization Listing

Supplier Diversity Representatives

LOCKHEED MARTIN

Name	Business Area / Unit Name and Address	E-mail / Web Address	Phone
	Enterprise Operations		
Nancy H. Deskins	[redacted]		
Director			
Susannah Raheb			
Supplier Diversity Sr. Mgr.			
Emily R. Munn			
Business Area Lead			
Orysia Buchan			
SD Program Manager			
Patricia A. McHugh			
Corporate Reporting Lead			
Marquita Peoples Gatson			
SD Support Specialist			
	AERONAUTICS		
Jim Tankeley	[redacted]		
Business Area Lead			
C.J. Anderson			
Diann Salgado			
Dorothy Jarres-McAlister			
Dudley Meeum			
Emma J. Stevens			
Ken Haleybrand			
Mard Hester			
Meshelle Davis			
Miranda Todd			
Sonny Trunell			
Valerie Clinton			
Vanessa Bell			
	MISSILES AND FIRE CONTROL (MFC)		
Phyllis Grant	[redacted]		
Business Area Lead			
Connie Winters			
Lisa Coomey			
Tatiana Santos			
	MISSION SYSTEMS AND TRAINING (MST)		
Gary Harrer	[redacted]		
Business Area Lead			
Claudia Jara			
Kim Linker			
Robyn Snyder			
Sheila Oechsle			
Teresa Torres			
	INFORMATION SYSTEMS & GLOBAL SOLUTIONS		
Pat DeSanto	[redacted]		
Business Area Lead			
Melissa Nouriz			
Paula Jackson			
Penny Sue Poe			
	SPACE SYSTEMS		
Bob Thompson	[redacted]		
Business Area Lead			
Betty L. Padilla			
Diane Garrett			
Michael Chang			
Michelle Bazke			
Pat Roybal			

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

DoD Central Contractor Registration (CCR) Registration (Formerly ProNet): http://www.ccr.gov
B2B Portal: www.exostar.com

Last Updated: 7/16/2014

EXHIBIT 4
Corporate Historical Subcontracting Performance

Subcontracting Past Performance - DoD Only												
CORPORATE	TOTAL		SB		SDB		WOSB		HUBZone		VOSB	SDVOSB
GFY 2007	14,609,947,340	23.5	3,431,350,665	3.2	466,298,030	4.8	659,788,408	0.7	101,303,537	2.4	352,420,178	0.5	70,488,773
GFY 2008	13,355,374,934	29.3	3,910,567,992	5.0	672,787,403	7.5	988,498,137	1.7	226,184,066	3.7	495,800,632	1.1	151,237,838
GFY 2009	12,908,423,771	25.3	3,269,320,639	3.7	476,350,650	6.3	810,736,269	1.8	234,440,150	3.7	478,948,062	1.2	149,043,238
GFY 2010	15,342,885,627	26.6	3,982,899,169	3.4	518,470,888	5.6	864,987,289	1.6	246,317,319	4.0	618,662,662	1.7	264,458,309
GFY 2011	18,520,382,554	23.0	4,261,491,321	3.6	661,320,272	5.3	975,064,105	1.3	249,684,256	4.2	786,372,263	2.0	365,496,404
GFY 2012	16,989,985,760	23.6	4,003,517,557	3.7	630,708,910	5.0	853,581,661	1.3	223,959,773	4.7	714,977,545	1.8	316,453,367
GFY 2013	16,518,938,868	22.5	3,787,130,352	3.8	631,527,311	4.5	741,615,374	1.4	227,046,722	4.8	790,827,130	2.3	410,233,695
GFY 2014 thru June	14,377,279,666	17.5	2,509,633,402	3.5	508,592,291	3.6	514,423,605	1.0	149,851,759	2.9	422,297,390	1.1	157,823,838
AERO VAUTIC	TOTAL		SB		SDB		WOSB		HUBZone		VOSB	SDVOSB
[redacted]												
ELECTRONIC SYSTEMS	TOTAL		SB		SDB		WOSB		HUBZone		VOSB	SDVOSB
[redacted]												
Subcontracting Past Performance - DoD Only												
[redacted]	TOTAL		SB		SDB		WOSB		HUBZone		VOSB	SDVOSB
[redacted]												
SPACE SYSTEMS	TOTAL		SB		SDB		WOSB		HUBZone		VOSB	SDVOSB
[redacted]												

EXHIBIT 5
Corporate Supplier Diversity Program Policy and Procedure

Corporate Headquarters
Corporate Policy Statement CPS-113
Revision No: 8
Effective: March 3, 2014

Current policies and procedures are on the Lockheed Martin Intranet

(b)(4)

b

[redacted]

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[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

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

LOCKHEED MARTIN

Corporate Headquarters
Operations & Program Management Procedure OPM-002
Effective: July 7, 2014
Revision: 9

Current policies and procedures are on the Lockheed Martin Intranet

Supplier Diversity Program

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]

- (b)(3)

(b) (4)

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

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

[redacted]

EXHIBIT 7
GFY 2015 Products and Services Forecast by NAICs Codes

NAICS Code	NAICS Description	Total		LB		HG		EOD		WOEB		NUHZ		VOSB		SDVOSB	
		$	%	$	%	$	%	$	%	$	%	$	%	$	%	$	%
[redacted]		[redacted]															
Program Totals																	

EXHIBIT 8

[redacted]

[redacted]

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

[redacted]

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

[redacted]

[redacted]

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

[redacted]

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

[redacted]

COMPREHENSIVE SUBCONTRACTING TEST PROGRAM
FISCAL YEAR 2017 PLAN AGREEMENT
EFFECTIVE OCTOBER 1 2016 THROUGH SEPTEMBER 30, 2017

BETWEEN

DEFENSE CONTACT MANAGEMENT AGENCY

AND

Lockheed Martin Corporation

Government Official (s)

Tatia M. Evelyn-Bellamy 08/15/2016
Director, Small Business Programs Division
Small Business Center
Small Business Ombudsman
Defense Contract Management Agency

CSP Participant Official (s)*

(b) (6) [redacted]

Amy Gowder 08/15/2016
Vice President, Supply Chain Management, Aeronautics
Chair, Supply Chain Council
Lockheed Martin Corporation

(b) (6) [redacted]

Susannah Raheb 08/15/2016
Corporate Small Business Liaison Officer
Lockheed Martin Corporation

SUMMARY OF FISCAL YEAR 2017 PLAN FOR LOCKHEED MARTIN

- Listing of CAGE Codes and DUNS number(s) (provided with proposed plan on insert 08/15/2016)

- List of Primed Contracts (provided with proposed plan on insert 08/15/2016)

- Target Industries Categories:

  (b) (4) [redacted]

- Target Initiatives:

  (b) (4) [redacted]

FY 17 Goals Summary:

Business Size	Subcontracting Dollars	Subcontracting Percent i.e., 0.5%
Large	$15,406,296,043	85.0%
SB	$2,718,758,125	15.0%
Total	**$18,125,054,168**	**100.0%**
SDB	$388,727,537	2.1%
WOSB	$614,357,635	3.4%
HUBZONE	$161,943,774	0.9%
VOSB	$301,974,907	1.7%
SDVOSB	$126,047,508	0.7%

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EXHIBITS

Exhibit 1	Corporate Reporting Chain
Exhibit 2	Supplier Diversity Network Listing
Exhibit 3	Corporate Historical Subcontracting Performance
Exhibit 4	Principal Products and Services to be Subcontracted by NAICS
Exhibit 5	(b) (4) [redacted]

Lockheed Martin Corporation
Comprehensive Small Business Subcontracting Plan
GFY 2017

1. INTRODUCTION

Lockheed Martin Corporation is pleased to be a corporate-wide participant in the Department of Defense (DOD) Comprehensive Subcontracting Plan Test Program. In accordance with program requirements, the subcontracting goals and objectives outlined herein represent the performance expectations and strategies for utilizing small business, small disadvantaged business (SDB), women-owned small business (WOSB), veteran-owned small business (VOSB), service disabled veteran-owned small business (SDVOSB) and small businesses located in historically underutilized business zones (HUBZones) for the period 1 October 2016 through 30 September 2017. This plan is applicable to all United States-based Lockheed Martin operating companies, but does not apply to joint ventures.

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

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

2. OVERVIEW

Company Overview

Lockheed Martin, headquartered in Bethesda, Maryland, is a global security and aerospace company that employs about 125,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The corporation reported 2015 sales of $46.1B, with a backlog of $99.6B. Seventy-eight percent of the corporation's sales are to the U.S. Government with the remainder of the sales

attributed to foreign governments, commercial and other customers. The following table shows the breakout of distribution by customer:

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

The number of core Lockheed Martin business areas has been reduced from five in GFY 2016 to four in GFY 2017. In GFY 2017, Lockheed Martin will separate from the Information Systems & Global Solutions (IS&GS) business area, which will be combined with Leidos. Small Business performance for all transitioned programs will be reported by Leidos for the period beginning October 1, 2016.

Each of the four business areas is comprised of one or more operating companies located across the United States. Supplier diversity professionals are strategically assigned to report up through the procurement function to support their business area and corporate initiatives. The following is a brief description of the core areas of focus/expertise of each business area:

- Aeronautics: Fort Worth, Texas – World leader in air power protection, including combat, air mobility, special mission/reconnaissance aircraft and design and development of advanced systems.

- Missiles and Fire Control (MFC): Dallas, Texas – Recognized designer, developer and manufacturer of precision engagement aerospace and defense systems for the U.S. and allied militaries.

- Mission Systems and Training (MST): Washington, DC – Recognized provider of surface, air and undersea applications on more than 460 programs for U.S. military and international customers.

- Space Systems: Denver, Colorado – Leading system integrator of space products and services for military, civil and commercial application.

Management Commitment

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

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

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

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

3. CORPORATE POLICY

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

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

4. CORPORATE-WIDE GOALS

Lockheed Martin is committed at the corporate level to achieving goals outlined in this plan. The following goals have been established for GFY 2017.

Business Size	Subcontracting Dollars	Percent of Subcontracting Dollars
Large	$15,406,296,043	85.0%
SB	$2,718,758,125	15.0%
Total	**$18,125,054,168**	**100.0%**
SDB	$388,727,537	2.1%
WOSB	$614,357,635	3.4%
HUBZONE	$161,943,774	0.9%
VOSB	$301,974,907	1.7%
SDVOSB	$126,047,508	0.7%

Overview

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

Lockheed Martin projects its total subcontracting base to remain relatively flat with a slight increase from $17.9B in GFY 2016 to $18.1B in GFY 2017. This increase is mainly driven by (b) (4) [redacted]

A significant change in GFY 2017 is the divesture of Lockheed Martin's IS&GS business area. (b) (4) [redacted]

(b) (4) [redacted]

To demonstrate the impact, the table below shows the contribution IS&GS is projected to make to the Corporation's performance in GFY 2016:

Impact of IS&GS on GFY2016 Performance						
	GFY 2016 IS&GS Outlook		GFY 2016 Total LM Outlook		GFY 2016 LM Outlook excluding IS&GS	
	$M	%	$M	%	$M	%
Small	(b) (4) [redacted]					
Large						
Total						
SDB						
WOSB						
HUBZone						
VOSB						
SDVOSB						

(b) (4) [redacted]

The table below provides Lockheed Martin's projected subcontracting base distribution for GFY 2016 forecast and GFY 2017 by business area: