

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

**BETWEEN**

**DEFENSE CONTACT MANAGEMENT AGENCY**

**AND**

**LOCKHEED MARTIN CORPORATION**

**Government Official (s)**

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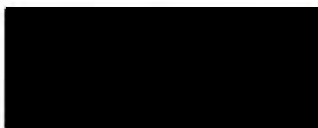
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**CSP Participant Official (s)\***



Amy Cowder 05/05/2016  
Vice President, Supply Chain Management,  
Aeronautics  
Global Supply Chain Operations Chair  
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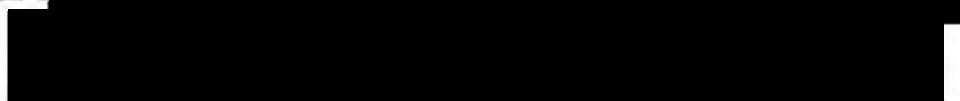


Susannah Raheb 05/05/2016  
Corporate Small Business Liaison Officer  
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**SUMMARY OF GOVERNMENT FISCAL YEAR 2016 PLAN FOR  
LOCKHEED MARTIN CORPORATION, PREPARED BY  
SUSANNAH RAHEB, 04/18/2016**

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



GFY 2016 TOTAL GOALS	
Dollars	Percent
Small	
Large	
Total	
SDB	
WOSB	

**GFY 2016 Goals Summary:**

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

**Focused GFY 2016 Initiatives Summary:**




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**EXHIBITS**

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

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**Lockheed Martin Corporation**  
**Comprehensive Small Business Subcontracting Plan**  
**GFY 2016**

## **1. INTRODUCTION**

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

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

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

## **2. OVERVIEW**

### **Company Overview**

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

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

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

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

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

#### **Supplier Diversity Program Objectives**

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

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

### **Management Commitment**

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

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

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

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

### **Past Performance, Awards and Recognition**

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

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

#### **Government Agency Recognition**

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

#### **Industry Affiliations**

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

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

### Publication Awards

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

### 3. CORPORATE POLICY

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

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

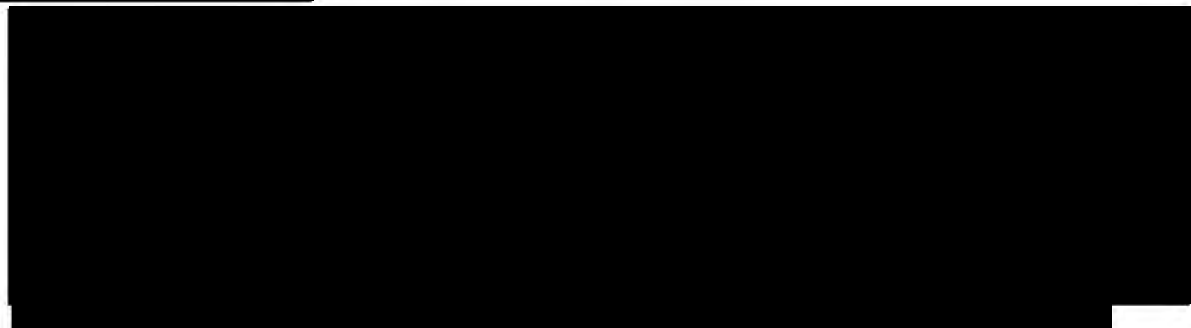
#### 4. CORPORATE-WIDE GOALS

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

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

#### Overview

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




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

LM DoD Subcontracting Base By Business Area				
	GFY 2015 Actual		GFY 2016 Goals	
	\$	%	\$	%
Aeronautics				
MST				
MFC				
IS&GS				
Space Systems				
Total LM Projection				

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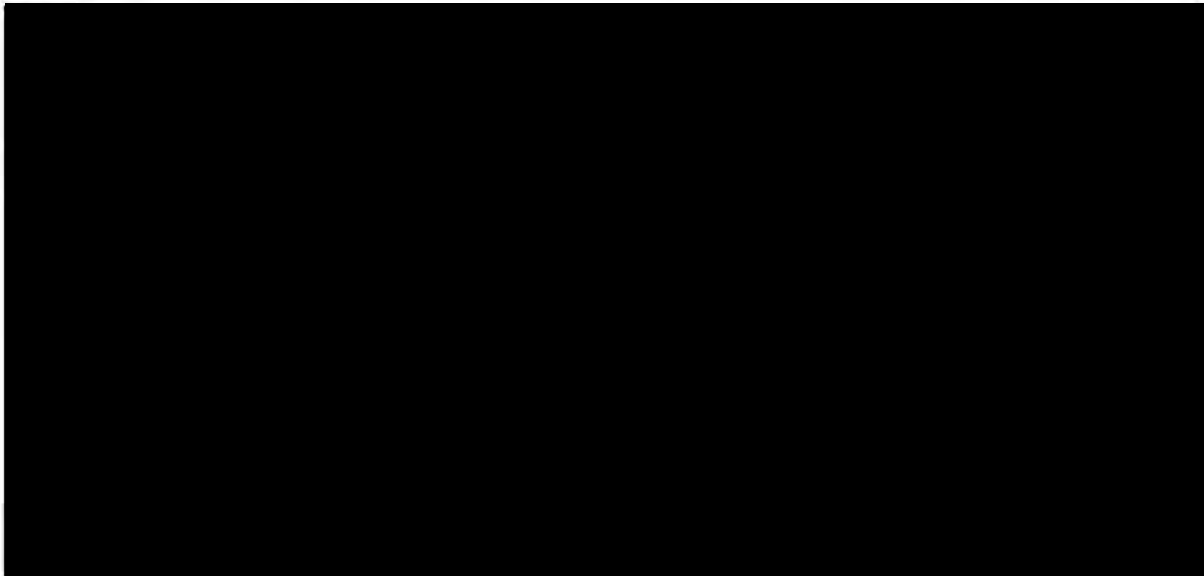




Lockheed Martin remains committed to small business and realizes it is now more important than ever that the supplier base continue to be diversified.

### **Basis for Establishing Goals**

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



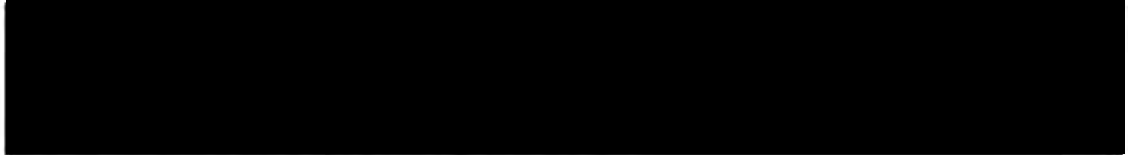
The goals included in this CSP are based on Lockheed Martin's known and forecasted business as of the effective date of this plan. The following were not included in establishing the goals:

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

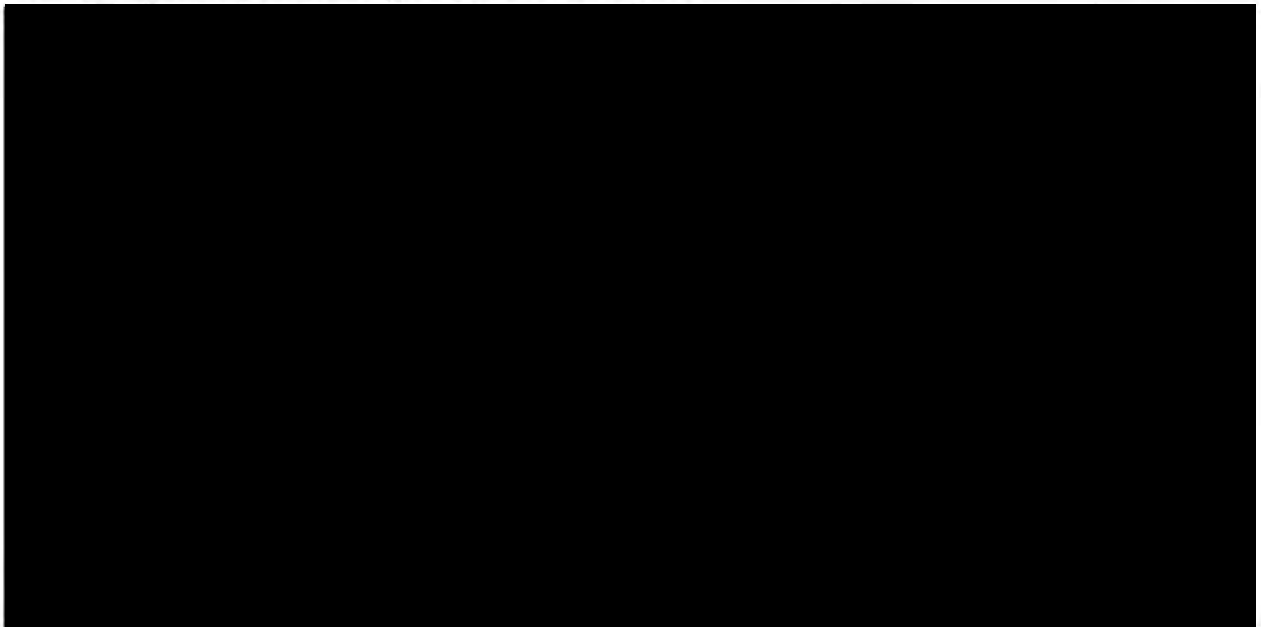
(2) On July 20, 2015, Lockheed Martin publically announced that it is conducting a strategic review of alternatives for IT and technical services businesses that reside within IS&GS and MFC business areas. On January 26, Lockheed Martin announced a definitive agreement to separate and combine the realigned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



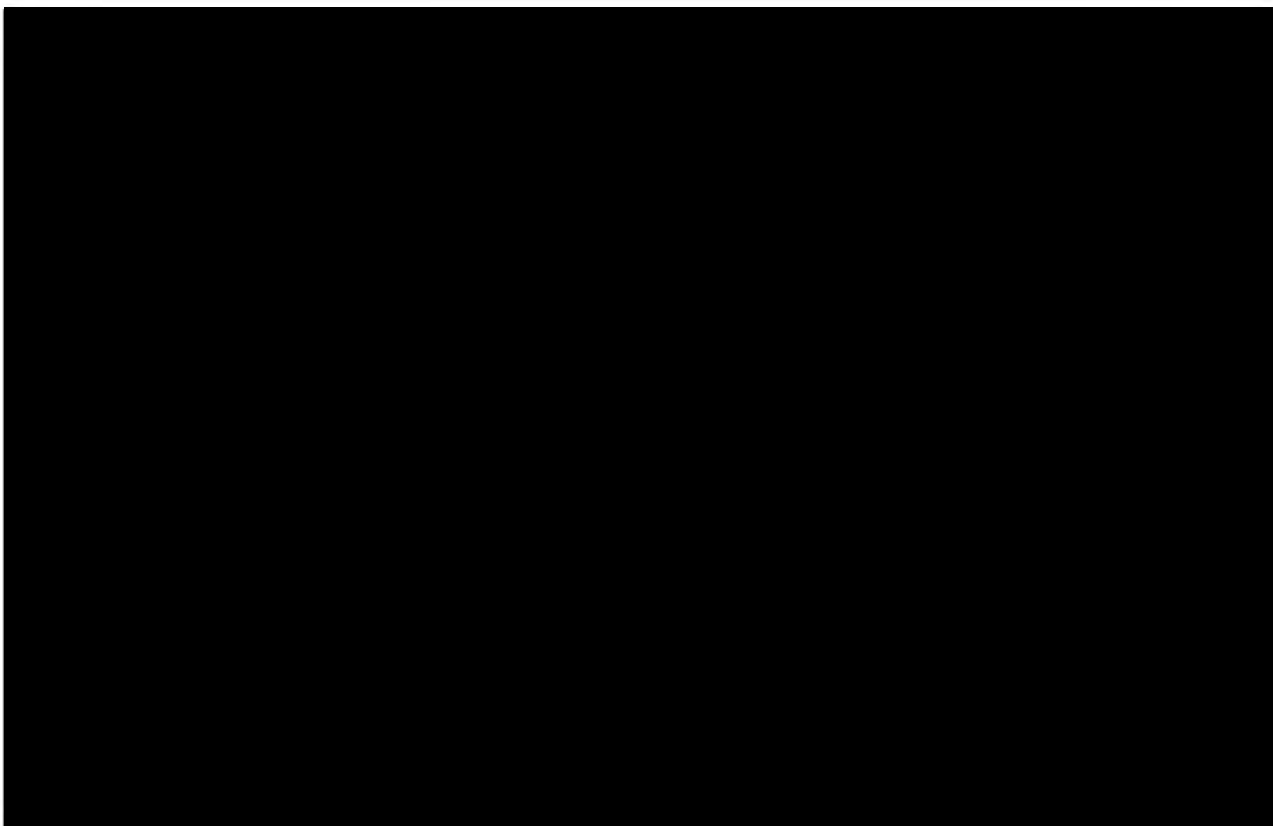
### **Business Area Subcontracting Goals Justification**

#### **Aeronautics**

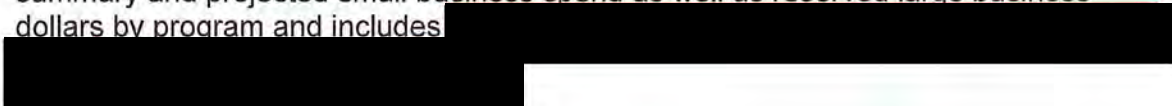
Aeronautics is known for building the finest military aircraft in the world and strives to be the partner of choice for government and industry to help them reach new horizons in their air combat, mobility and sustainment needs. Aeronautics' products play an important role in the defense of the U.S.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



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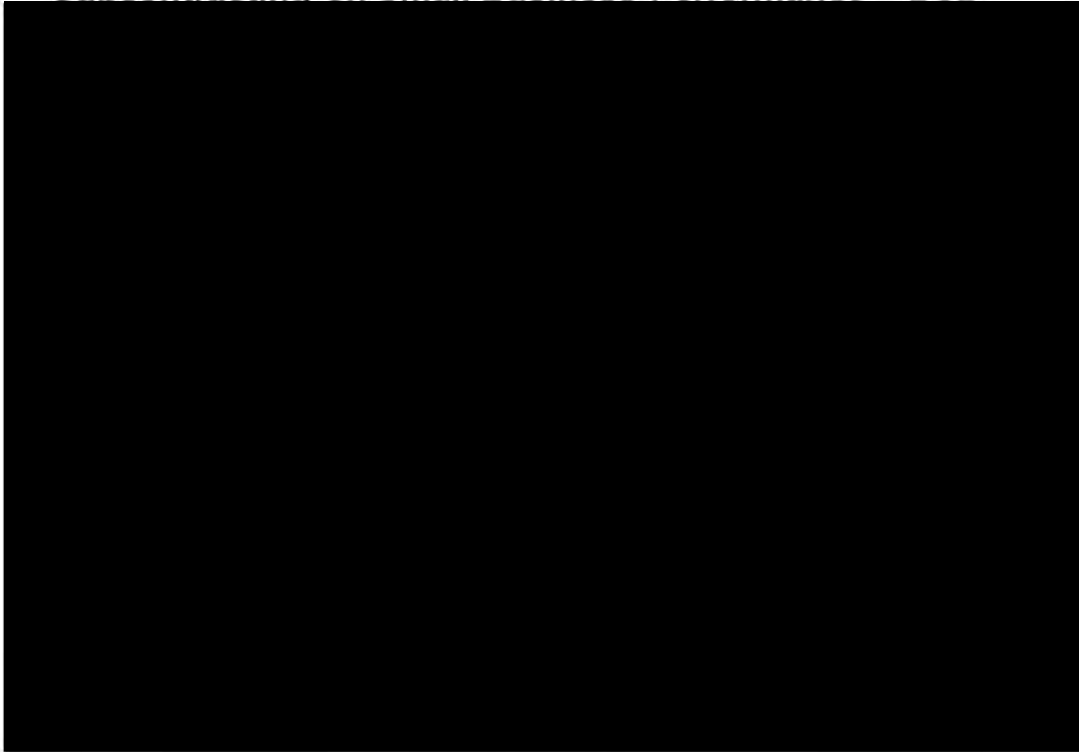



The following charts shows Aeronautics' overall breakdown of large business spend summary and projected small business spend as well as reserved large business dollars by program and includes



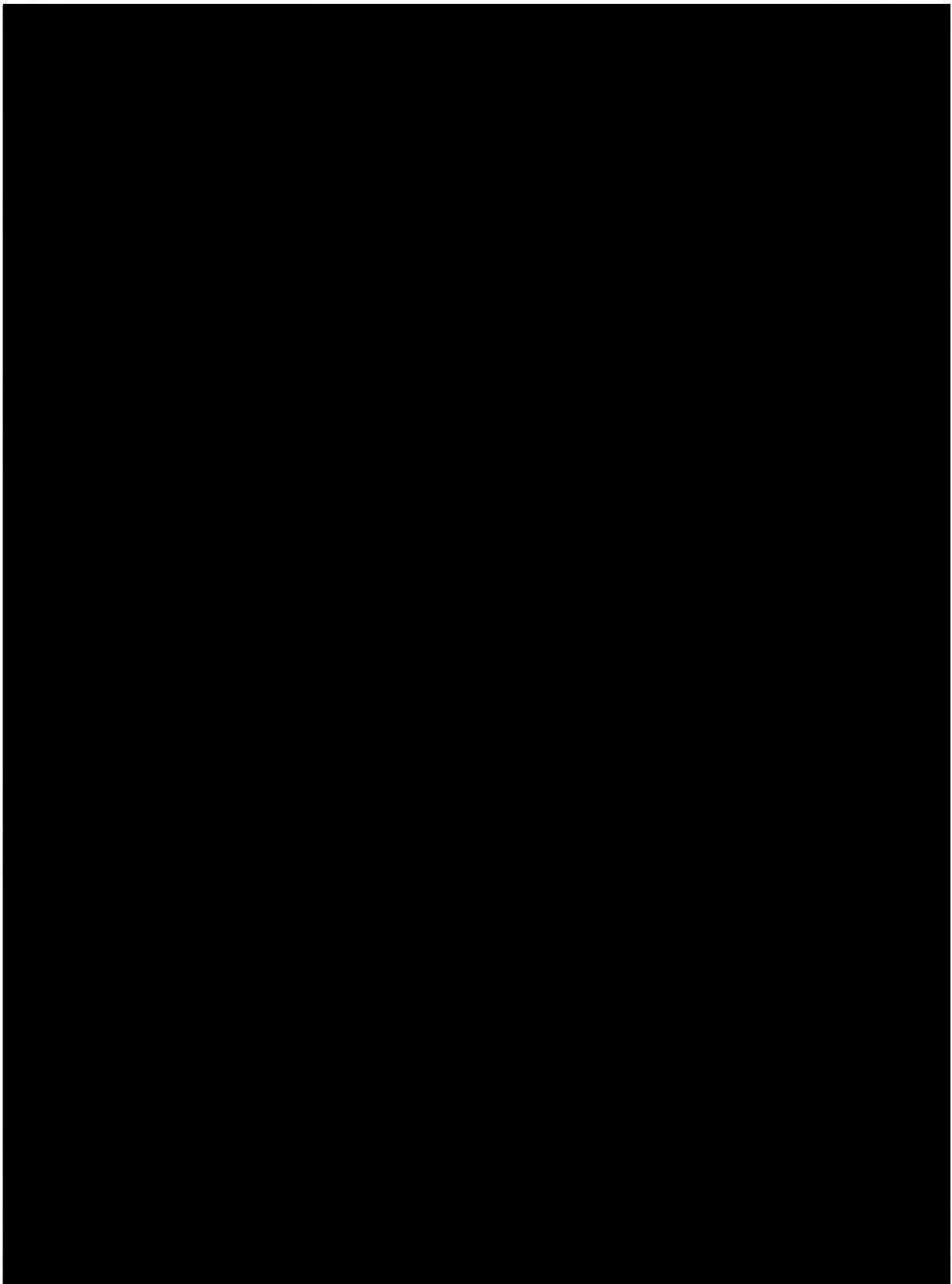
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**Impact of DoD GFY '16 Non-Discretionary Large Business  
Subcontracting on Small Business Performance – DoD**



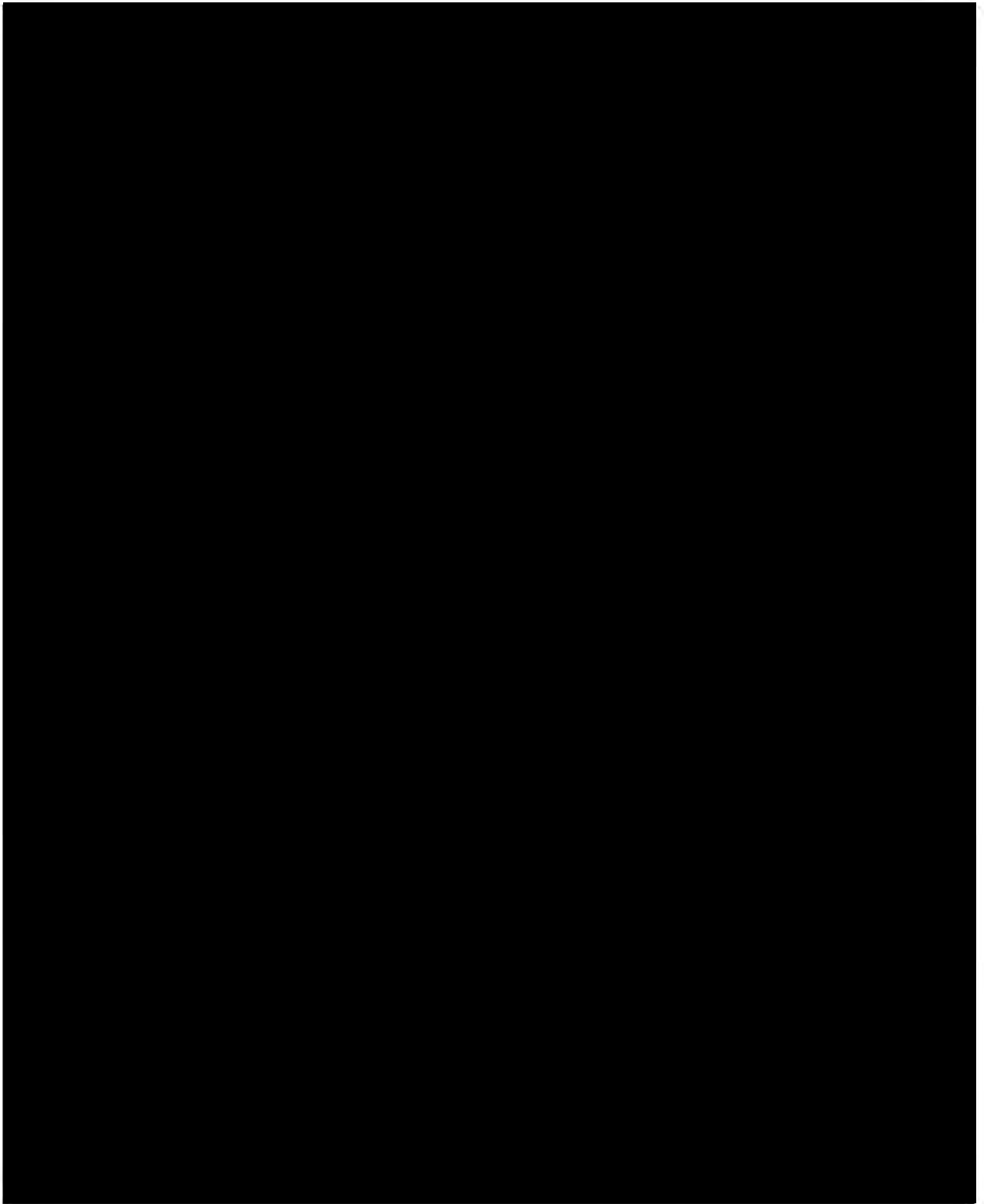
Lockheed Martin Aeronautics Company Summary of Fenced Large Business by Program	
Program	Estimated Fenced Large Business GFY 2016
	
<b>TOTAL:</b>	

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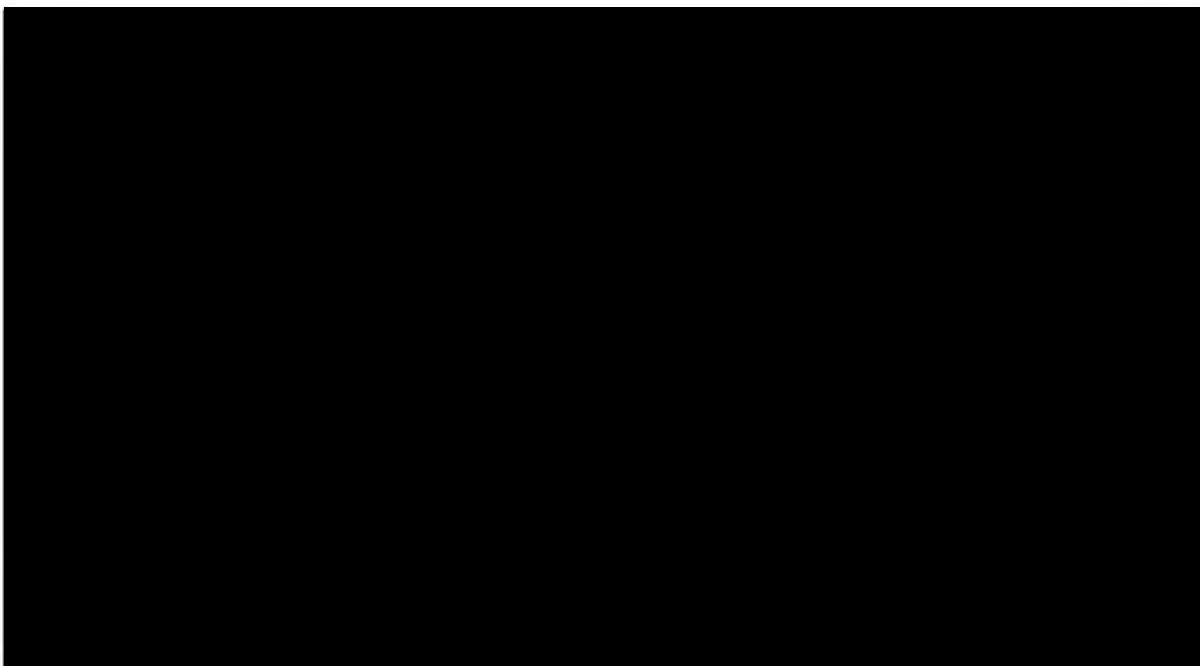


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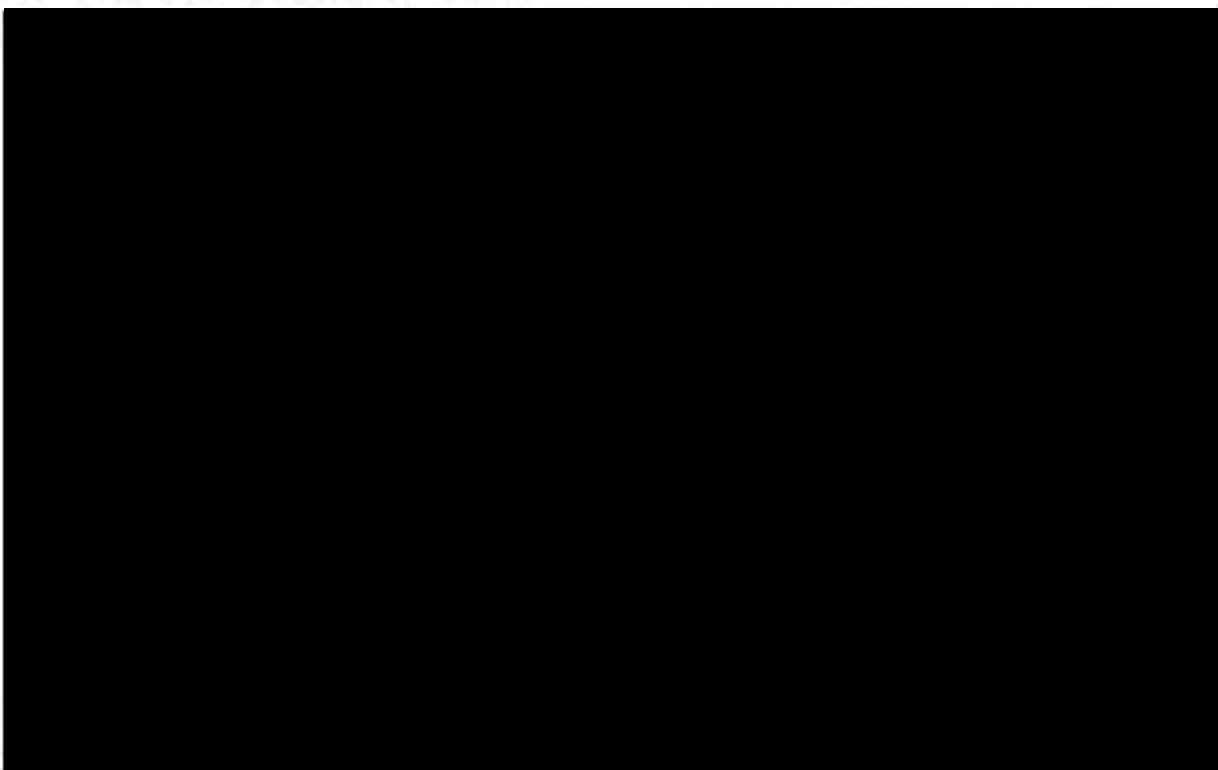




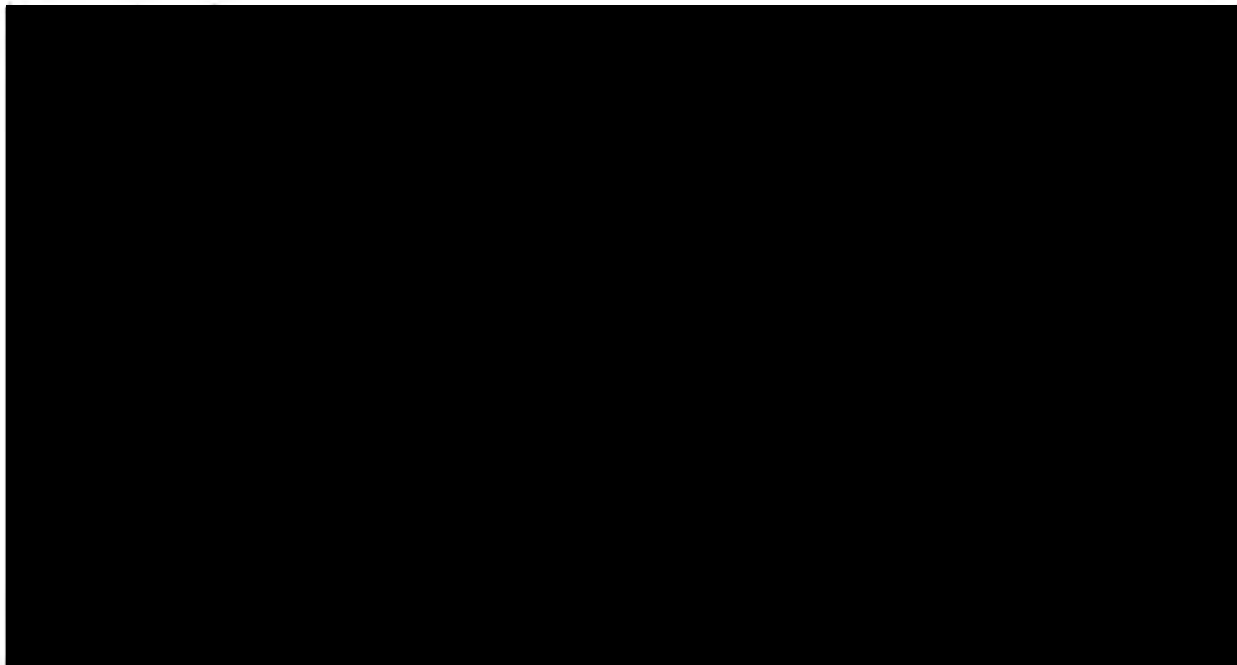
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**Information Systems & Global Solutions (IS&GS)**

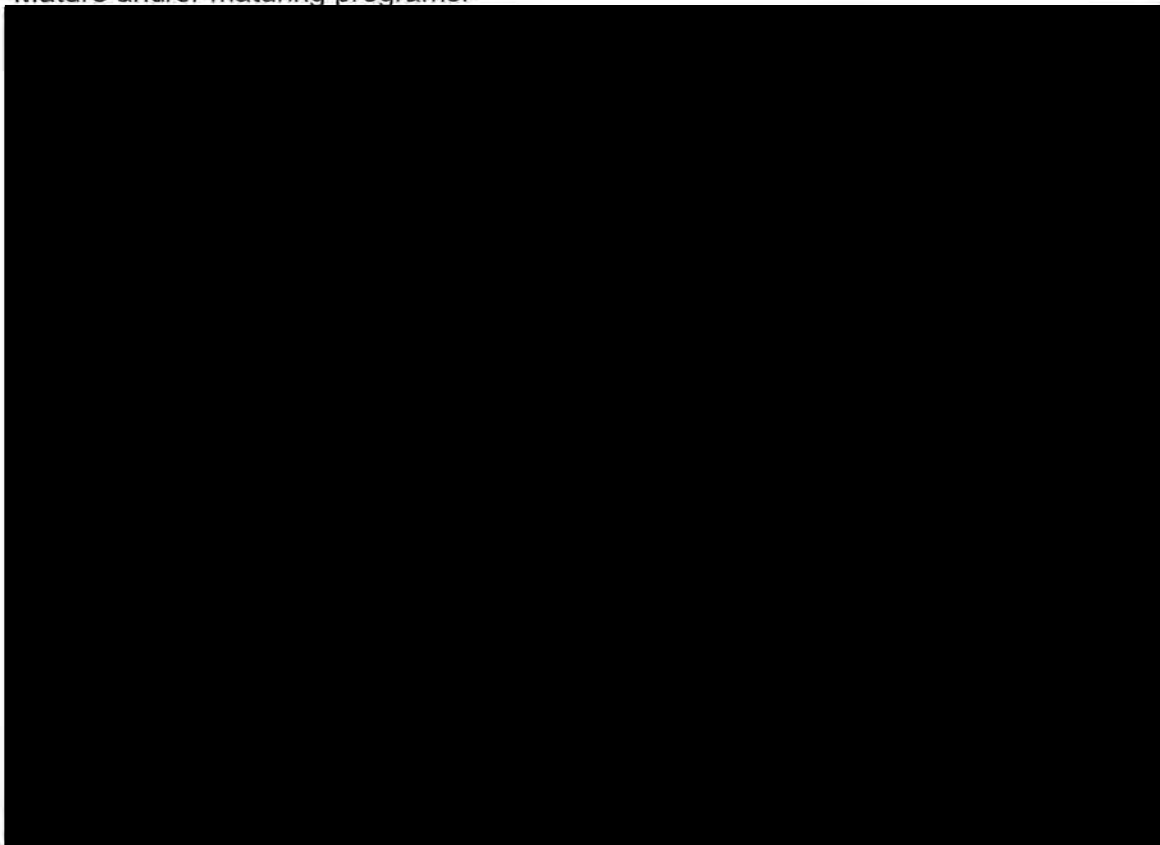
IS&GS is a leading federal services and information technology contractor with a strong heritage delivering world-class solutions and advanced technology across a broad spectrum of civil and defense domains.



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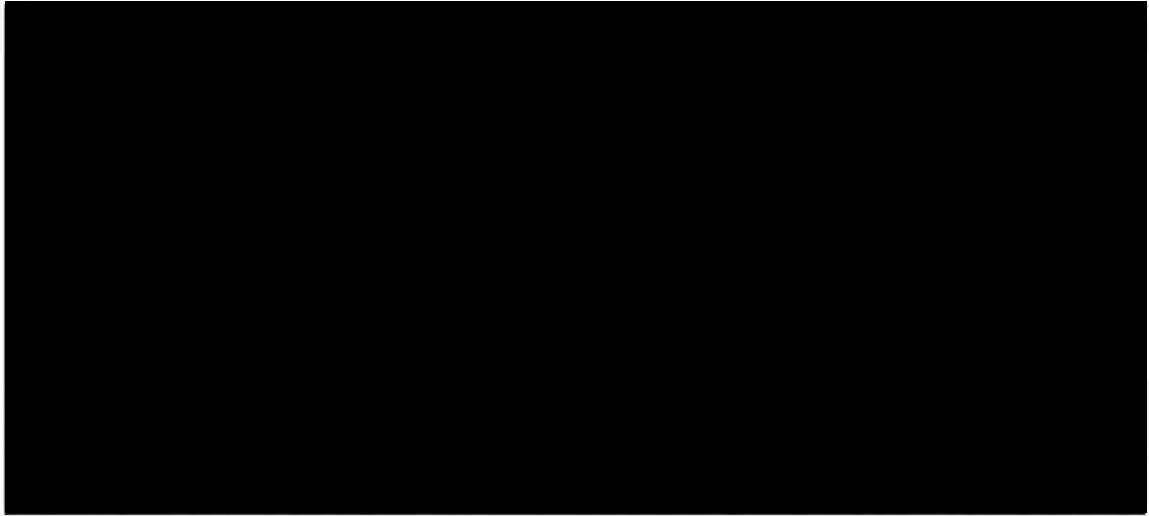


- Mature and/or maturing programs:



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- Expiring programs:

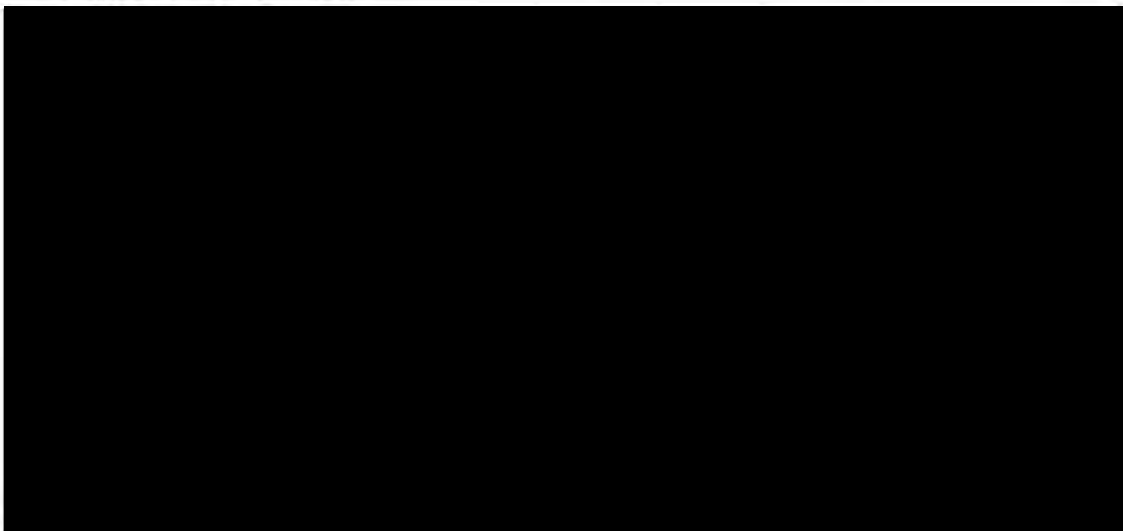


Looking forward, IS&GS is anticipating numerous potential awards for GFY 2016 under the Defense & Intelligence Solutions Product Line. However, the estimated amount of these awards does little to offset the expirations mentioned above.

- Re-competes:

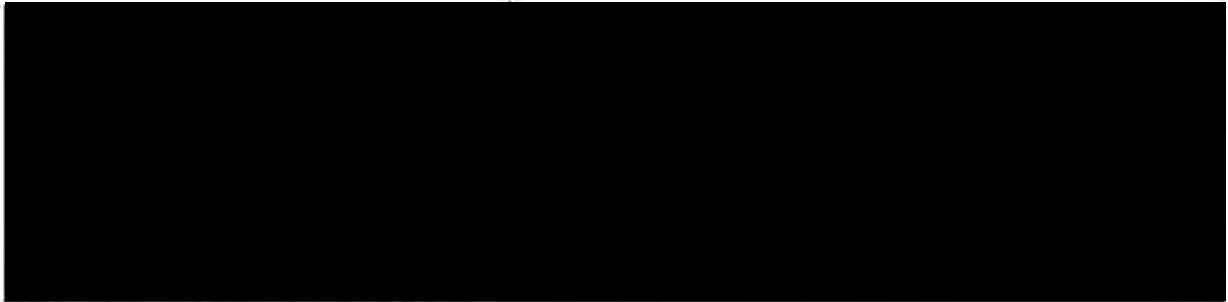


- Limited opportunity contracts:



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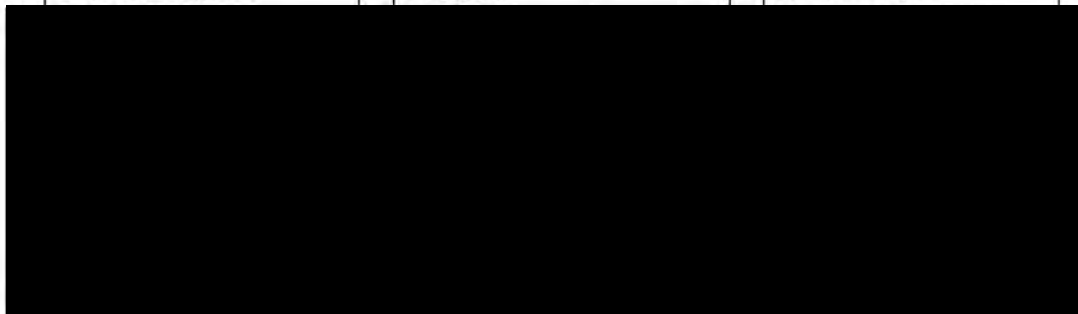


**Missiles and Fire Control (MFC)**

Below is a summary of large business reserved dollars for MFC's major programs that

**M&FC Reserved GFY 2016 Large Business Dollars on Major Programs**

Line of Business	Program	Reserved \$\$
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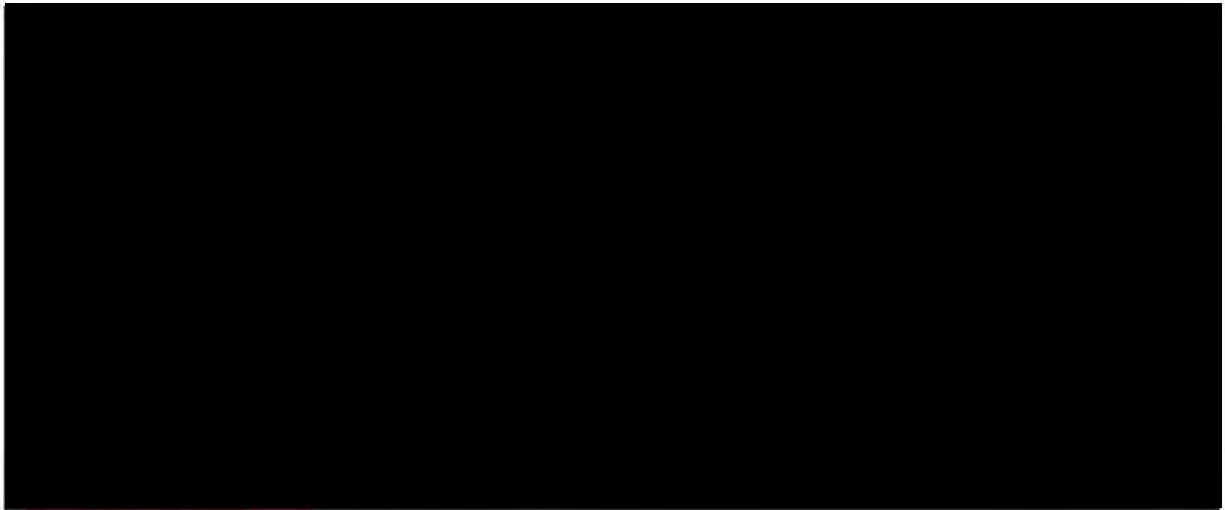
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	MLD	250,000
Line of Business	Program	Reserved \$s

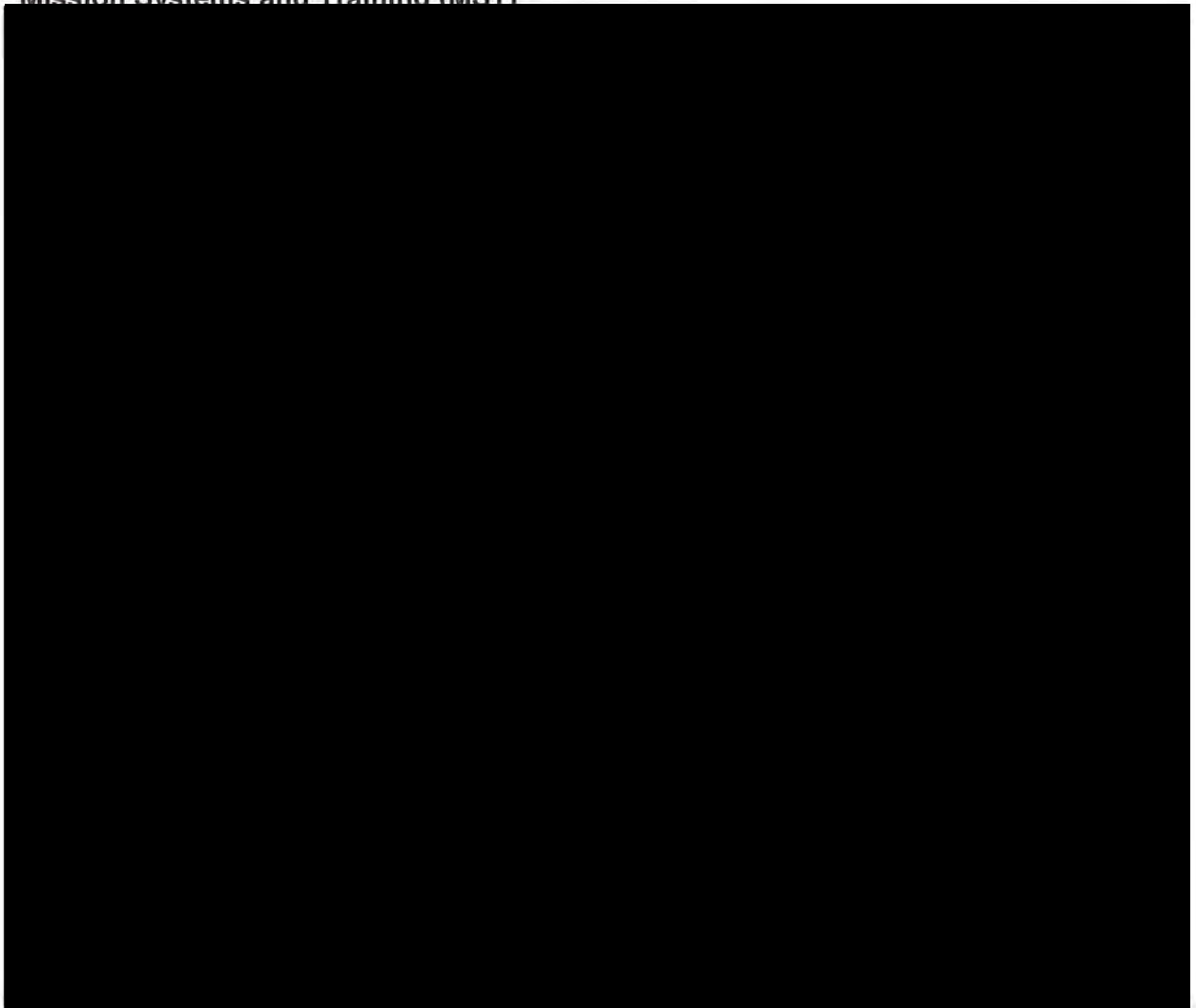
	Total Reserved Large \$s
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MFC is diligent in its effort to provide small businesses practicable opportunity to compete for procurements. When requirements surface in the research and development or engineering manufacturing development phases of a new program, the procurement managers target small businesses, both current and potential new suppliers.

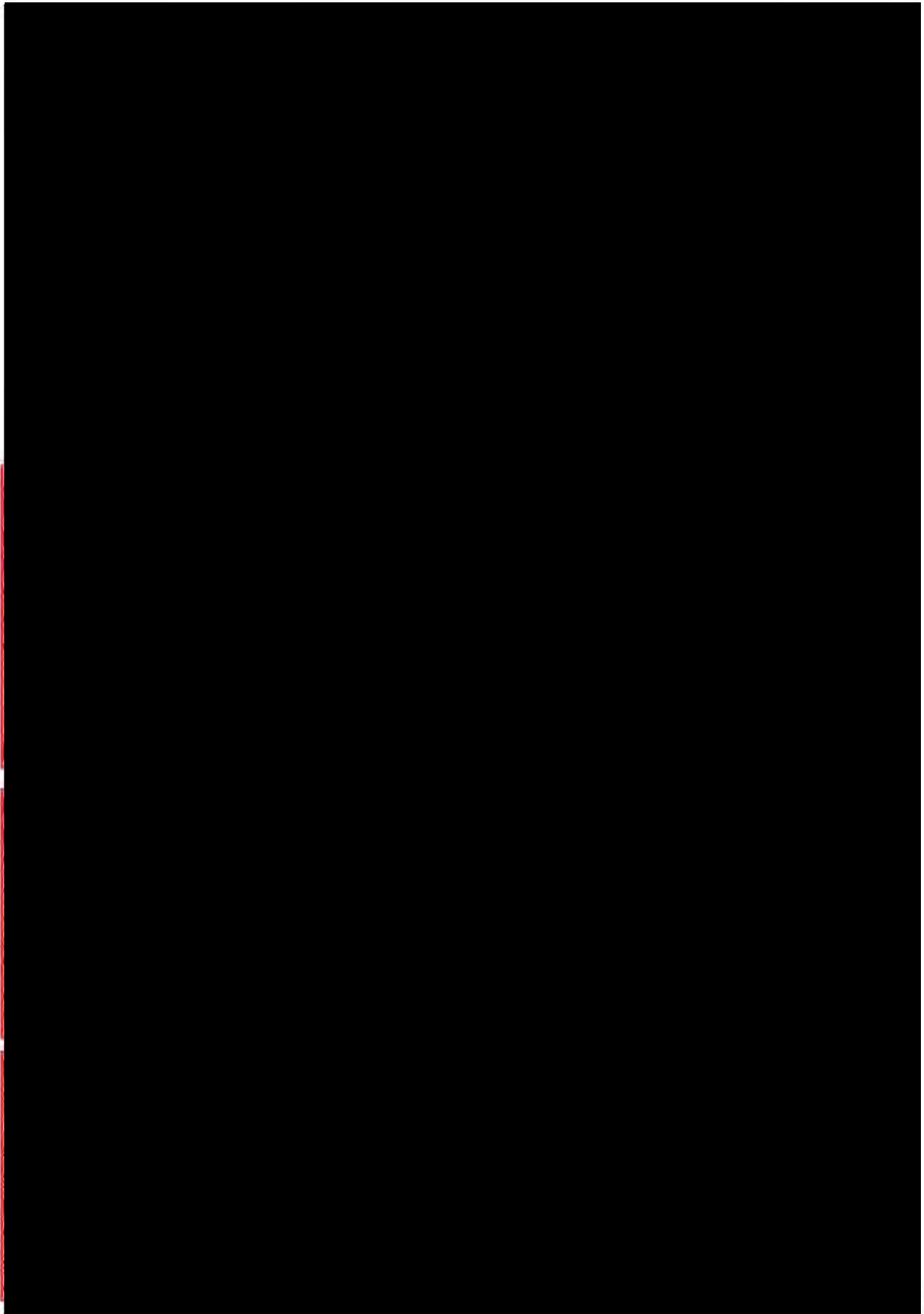
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**Mission Systems and Training (MST)**

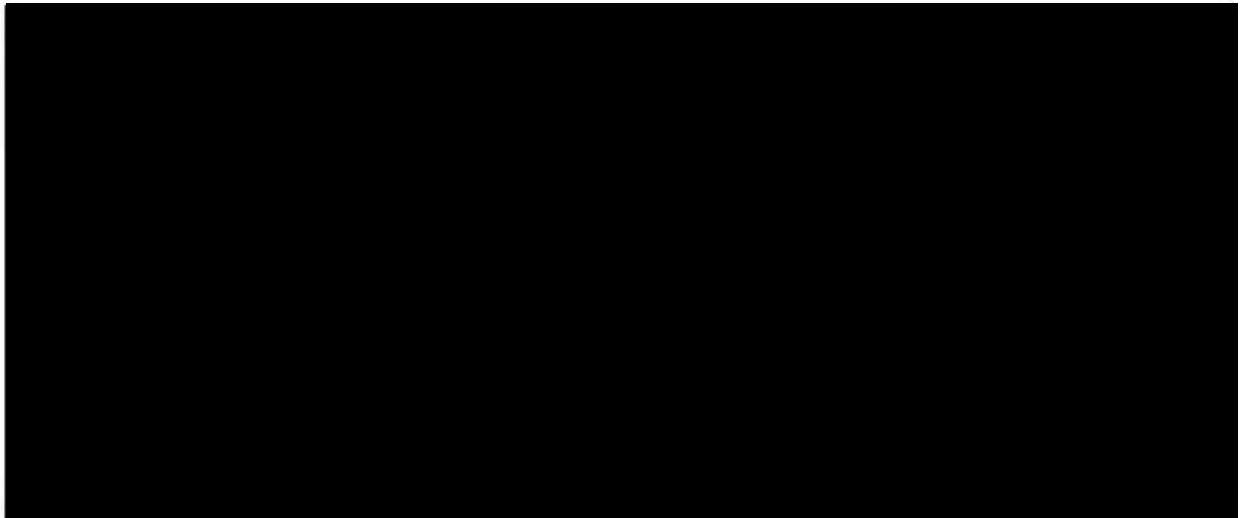
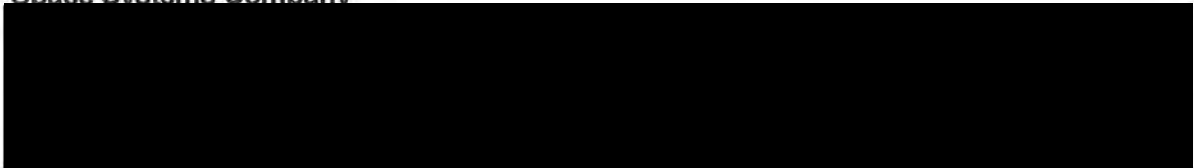


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**Space Systems Company**

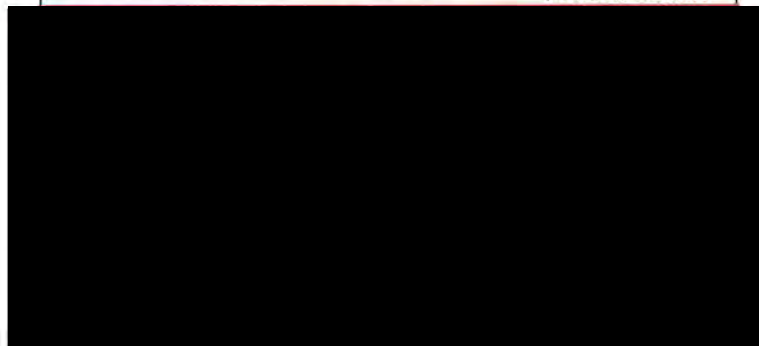
Space Systems designs, develops, tests, manufactures and operates technology systems for space flight systems with numerous large business teaming partners



Below

is a summary of large business reserved dollars.

Space Systems Reserved GFY 2016 Large Business Dollars on Major Programs		
Line of Business	Program	Large Business Fenced Dollars



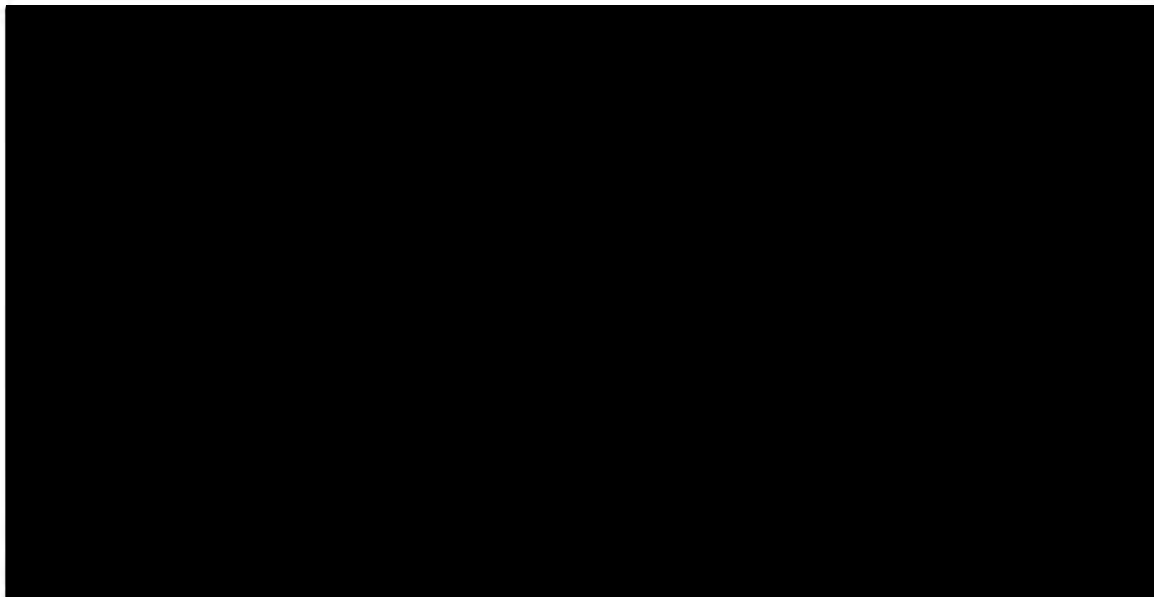
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Space Systems is diligent in its effort to provide small businesses practicable opportunity to compete for procurements. [REDACTED]

[REDACTED] Space Systems is committed to providing small business opportunities and will continue to search, engage, develop and mentor small business suppliers.

#### Indirect Allocations

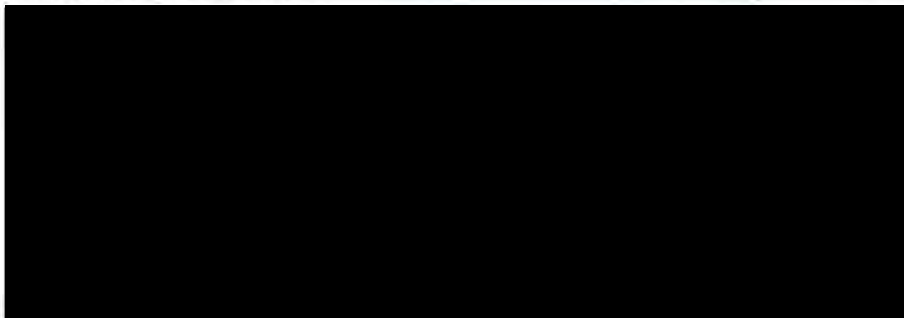
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The following table identifies the indirect allocation percentages utilized in the GFY 2016 forecasting process:

Business Area	GFY 2016 Forecast Indirect Allocation % Utilized
Enterprise Operations	
Aeronautics	
MFC	
MST	
IS&GS	
Space Systems	

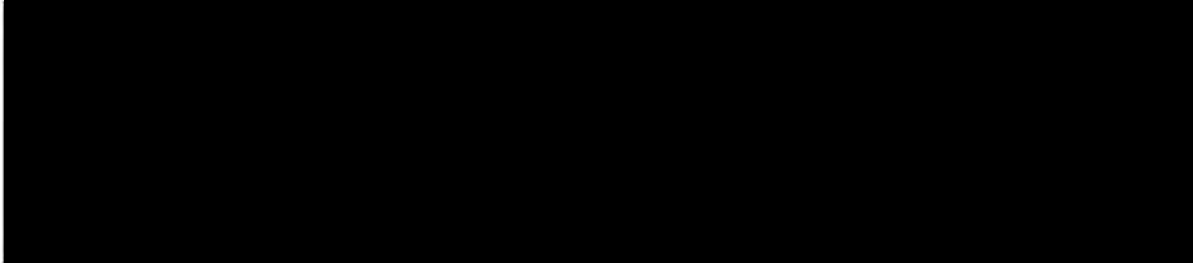
The following listing is representative of the various products and services that comprise indirect procurements:



### 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.

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

#### **Principal Products and Services to be Subcontracted**

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

#### **5. SELECTED NORTH AMERICAN INDUSTRY CLASSIFICATION**



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[REDACTED]	
GFY 2016 TOTAL GOALS	
Dollars	Percent
Small	[REDACTED]
Large	[REDACTED]
Total	[REDACTED]
SDB	[REDACTED]
WOSB	[REDACTED]

## Cumulative base by Quarter

12/31/2015

03/31/2016

06/30/2016

09/30/2016

## Industry Category: [REDACTED]

INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	TARGETED COMMITMENTS
[REDACTED]			Jim Tanksley	09/30/2016
			Marquita Peoples-Gadson (lead), Jim Tanksley Phyllis Grant Bob Thompson	09/30/2016
			Suzanne Raheb (lead) Pat DeSanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	09/30/2016
			Jim Tanksley	09/30/2016
			Orysia Buchan	09/30/2016
			Suzanne Raheb (lead) Jim Tanksley Bob Thompson Phyllis Grant	09/30/2016

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INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	TARGETED COMMITMENTS
			Suzanne Raheb	09/30/2016
			Jim Tanksley Bob Thompson Phyllis Grant	09/30/2016



GFY 2016 TOTAL GOALS	
	<u>Dollars</u> <u>Percent</u>
Small	
Large	
Total	
SDB	
VOSB	

## Cumulative base by Quarter

12/31/2015



03/31/2016



06/30/2016



09/30/2016



Industry Category [REDACTED]				
INITIATIVE	STRATEGY	OBJECTIVES	ADVOCATES	TARGETED COMMITMENTS
[REDACTED]			Marquita Peoples-Gadson (lead), Pat DeSanto Gary Harrer Kim Luker	09/30/2016
			Suzanne Raheb (lead) Pat DeSanto Phyllis Grant Gary Harrer Jim Tanksley Bob Thompson	09/30/2016
			Suzanne Raheb	09/30/2016
			Suzanne Raheb (lead) Pat Desanto Gary Harrer Kim Luker	09/30/2016
			Pat Desanto Gary Harrer Kim Luker	09/30/2016

## 6. Implementation of the Comprehensive Subcontracting Plan

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

### Applicability

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

### Review Process

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

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

### **Termination or Withdrawal from Program**

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

### **Corporate Plan Administrators**

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

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

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

### **Program Administrators - Supplier Diversity Business Area Leads**

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

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

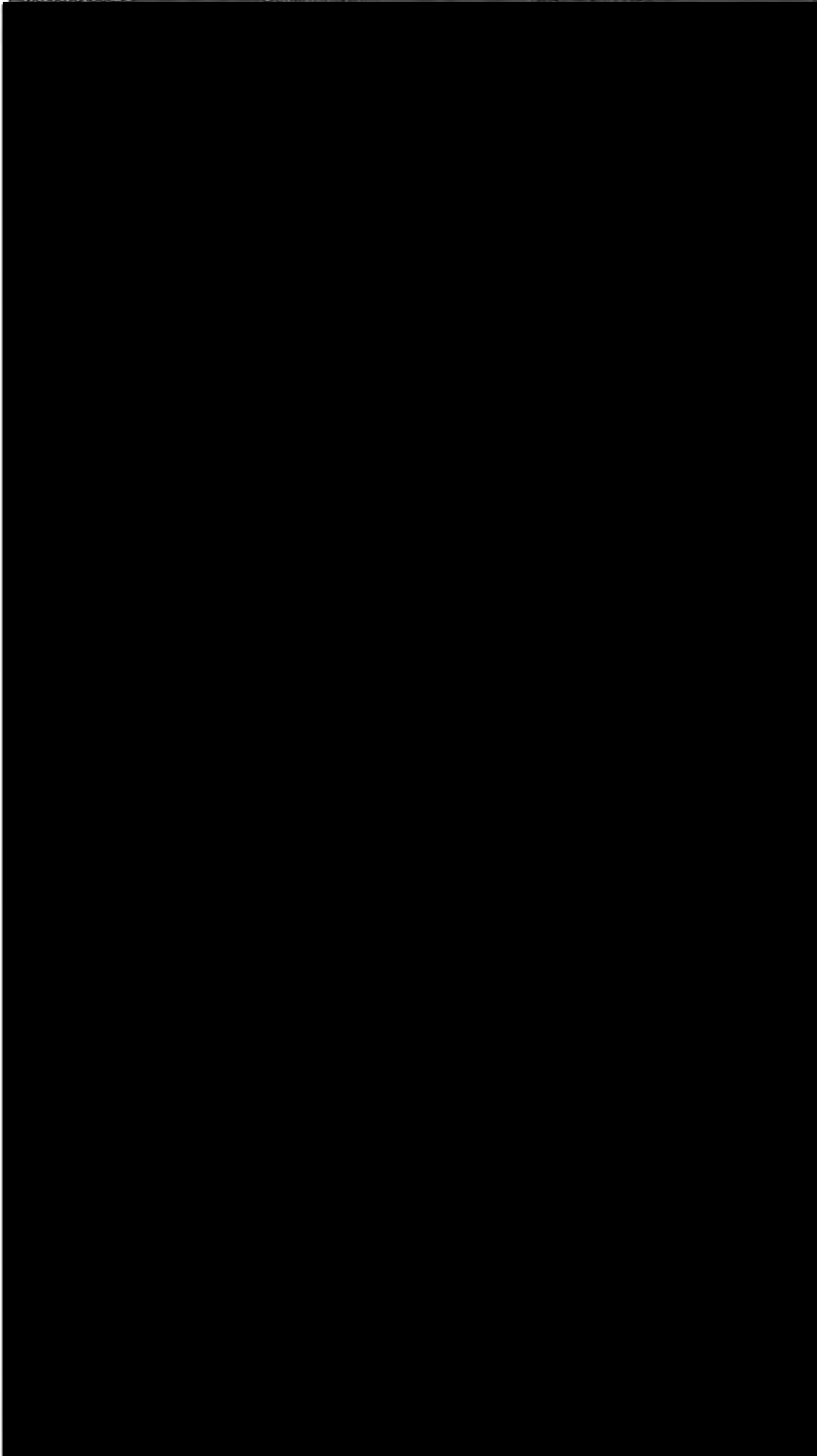
## 7. INITIATIVES TO IMPROVE SUBCONTRACTING PERFORMANCE

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

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

INITIATIVES	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONES
			Orysia Buchan	03/31/2016
			Orysia Buchan	06/30/2016

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INITIATIVES	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONES
			Orysia Buchan	09/30/2016
			Orysia Buchan	Ongoing 09/30/2016
			Nafiz Karabudak	09/30/2016
			Orysia Buchan	09/30/2016
			Nafiz Karabudak	09/30/2016
			Orysia Buchan (lead) Pat McHugh	Ongoing 09/30/2016
			Orysia Buchan	12/31/2015 03/31/2016 06/30/2016 09/30/2016
			Orysia Buchan	Ongoing 09/30/2016
			Jim Tanksley Kate Connolly	12/31/2015
			Jim Tanksley Kate Connolly	06/30/2016

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INITIATIVES	STRATEGY	OBJECTIVES	ADVOCATES	MILESTONES
			Jim Tanksley Kate Connolly	03/31/2016
			Jim Tanksley Kate Connolly	06/30/2016

## 8. SOURCE IDENTIFICATION

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

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

## 9. EFFORTS TO ENSURE EQUITABLE PARTICIPATION

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

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

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

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

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

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

## 10. MAKE OR BUY

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

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

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

## 11. SUPPLIER RECOGNITION

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

## 12. RECORD KEEPING

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

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

### 13. REPORTS

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

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

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

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

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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

[REDACTED] 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; FA8823-10-C-0002; FA8823-12-C-0004; FA8823-13-C-0001; FA8807-13-C-0002	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	JASSM - Joint Air-to-Surface Standoff Missile	FA8682-04-D-0306 - in closeout; FA8682-06-D-0072 - in closeout; FA8682-04-C-0060 - in closeout; FA8682-07-D-0117 - in closeout; FA8682-08-D-0054 - in closeout; FA8682-10-C-0016 - in closeout; FA8682-11-C-0001; FA8682-11-D-0155; FA8682-12-C-0006; FA8682-14-C-0069; FA8682-14-C-0084; FA8682-14-D-0029; FA8682-14-D-0091	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	SBIRS - Spaced Based Infrared Systems	F04701-95-C-0017; FA8810-08-C-0002; FA8810-12-C-0001; FA8810-13-C-0001; FA8810-13-C-0002	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	C-130J (Hercules Aircraft)	FA8625-06-C-6456-FYOCIII; FA8625-04-D-6452-BUIC; FA8504-06-D-0001-Warner Robins LTS; FA8625-11-C-6507-FYOCIV; F33657-00-C-0018; F33657-03-C-2014; FA8625-14-C-6450 MY; FA8604-14-C-0003- CWB C-130J	Jim Tanksley	April 20/Oct 17	April 30/Oct 30
Navy	C-130J (Hercules Aircraft)	N00019-09-D-0015 (CLSI); N00019-12-C-0094 (Harvest Hawk); N00019-13-C-0017 USMC LAIRCM; N68335-13-C-0330; N00019-09-C-0053; N00019-14-D-0006 - SELSS	Jim Tanksley	April 20/Oct 17	April 30/Oct 30
Air Force	F-22 (Raptor Aircraft)	F33657-99-C-0036; F33657-97-C-0030; F33657-00-C-0020; F33657-01-C-2095; F33657-02-C-0010; FA8611-09-C-2900; FA8611-04-C-2851; FA8611-08-C-2850; FA8611-06-C-2899; FA8611-08-C-2897; F33657-97-C-0031; F33657-91-C-0006; F33657-02-D-0009; FA8611-13-D-2850; FA8604-09-D-7950; FA8604-13-D-7950	Jim Tanksley	April 20/Oct 17	April 30/Oct 30
Air Force	FAST - Flexible Acq. Sustainment Tool	F09603-01-D-0207 - in closeout	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Air Force	AEHF - Advance Extra High Frequency	F04701-02-C-0002; FA8808-12-C-0010	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
Air Force	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 and Sustainment Tool	FA8530-08-D-0008	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
Army	JAGM - Joint Air-to-Ground Missile	W31P4Q-08-C-A123 - inactive W31P4Q-12-C-0003	Phyllis Grant	April 20/Oct 17	April 30/Oct 30
MDA	THAAD - Terminal High Altitude Area Defense	DASG60-00-C-0072; HQ0147-07-C-0198; HQ0147-12-D-0001; HQ0147-12-G-0000 HQ0147-10-D-0001; HQ0147-14-C-0011	Space Systems Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	AEGIS BMD AWS (Aegis Ballistic Missile Defense Program) - Moorestown	N00024-03-C-0110; HQ0276-10-C-0001; HQ0276-10-C-0003	MFC Phyllis Grant Gary Harrer Teresa Torres	April 20/Oct 17	April 30/Oct 30
MDA	Targets and Countermeasures	HQ0006-04-D-0006	Bob Thompson Diane Garrett	April 20/Oct 17	April 30/Oct 30
MDA	C2BMC - Command, Control, Battle Management, and Communications	HQ0147-12-D-0003	Pat Desanto Melissa Norris	April 20/Oct 17	April 30/Oct 30
Navy	H-60 R&S (Multi Mission Helo-H 60 Romeo & H-60 Sierra) - LMSI - Owego	N00019-06-C-0098; N00019-11-C-0020	Gary Harrer Sheila Oechslin	April 20/Oct 17	April 30/Oct 30
Navy	AEGIS BMD AWS (Ballistic Missile Defense Program) - Moorestown	N00024-10-C-5125	Gary Harrer Teresa Torres	April 20/Oct 17	April 30/Oct 30
Navy	F-35 JSF - Joint Strike Fighter - Fort Worth	N00019-02-C-3002; N00019-06-C-0291; N00019-07-C-0097; N00019-08-C-0026; N00019-04-D-0009; N00019-05-D-0022; N00019-09-C-0010; N00019-10-C-0002; N00019-11-C-0083; N00019-12-C-0070; N00019-12-C-0004; N00019-13-D-0005 IDIQ; N00019-13-C-0008 LRIP VIII; N00019-13-C-0013 LRIP VIII Israel; N00019-13-C-0014 LRIP VIII Japan; N00019-14-C-0040 - Japan Integration Contract; N00019-14-C-0002 - LRIP 9 AAC; N00019-14-G-0020; N00019-15-C0116; N00019-15-C-0016 LRIP 2 & # Block 28 Upgrade; N00019-15-C-0031 - FY15 Annual Sustainment; N00019-15-C-0105 - ACURL	Jim Tanksley	April 20/Oct 17	April 30/Oct 30

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#### 14. FLOWDOWN REQUIREMENTS

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

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

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

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

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

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

## 15. OUTREACH/PUBLICIZING SUBCONTRACTING OPPORTUNITIES

Lockheed Martin publicizes prospective subcontracting opportunities in the following ways:

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

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

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

### Supplier Information Sessions (SIS):

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

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

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

## **16. SUPPLIER DIVERSITY TRAINING**

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

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

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

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

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

#### **17. DCMA 640 REVIEW**

Lockheed Martin will participate in annual DCMA 640 review activities.



## EXHIBIT 1

## Executive Supplier Diversity Commitment Letter for GFY 2015

January 29, 2015

To Lockheed Martin U.S. Employees:

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

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

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

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

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

Thank you for supporting supplier diversity in 2015.



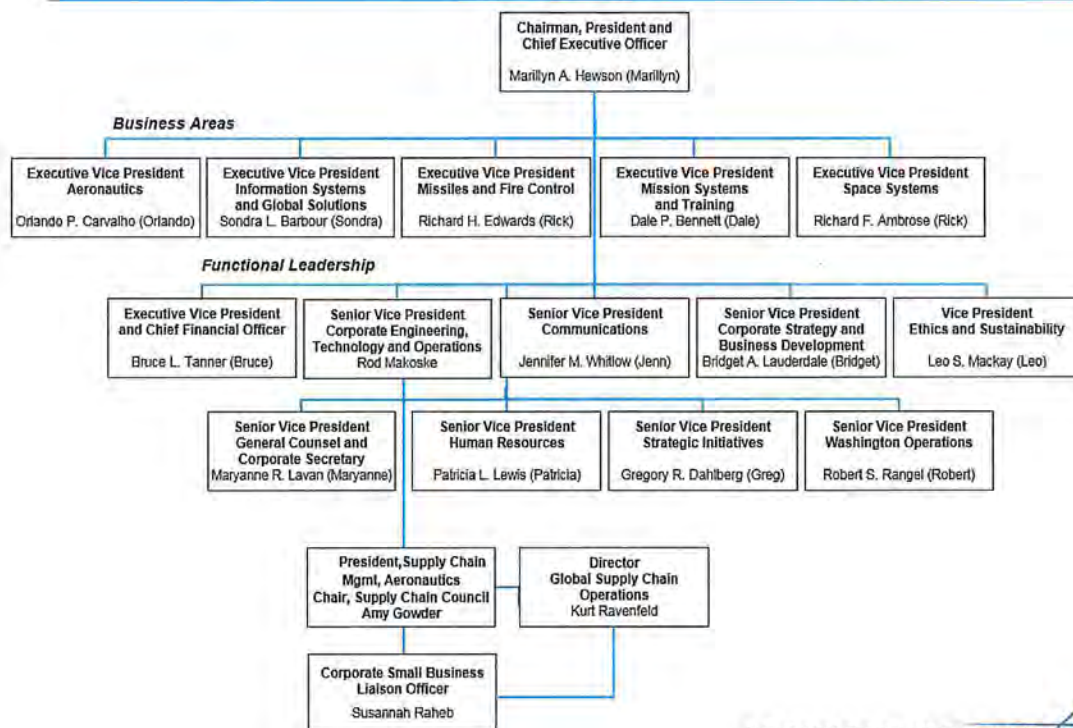
Marilyn A. Hewson  
Chairman, President and CEO

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EXHIBIT 2  
Corporate Reporting Chain

### Lockheed Martin Executive Leadership Team

April 11, 2016



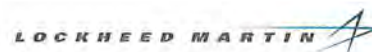
LOCKHEED MARTIN 

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EXHIBIT 3  
Supplier Diversity Network/Organization Listing

## Supplier Diversity Representatives



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

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**EXHIBIT 4**  
**Corporate Historical Subcontracting Performance**

Subcontracting Past Performance - DoD Only												
CORPORATE	TOTAL	SB	SDS	WOSB	HUBZone	VOSB	SDVOSB					
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
GFY 2008	13,355,374,934	29.3	3,910,567,992	5.0	672,787,403	7.5	998,498,137	1.7	226,184,066	3.7	495,800,632	1.1
GFY 2009	12,908,423,771	25.3	3,269,320,439	3.7	476,350,650	6.3	810,736,269	1.8	234,440,150	3.7	478,918,062	1.2
GFY 2010	15,342,885,627	26.0	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
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
GFY 2012	16,989,983,760	23.6	4,003,517,557	3.7	630,708,040	5.0	853,584,661	1.3	223,939,773	4.2	714,977,545	1.9
GFY 2013	16,548,938,868	22.9	3,787,130,352	3.8	631,527,311	4.5	741,615,374	1.4	227,046,722	4.8	790,827,130	2.5
GFY 2014	20,068,707,044	17.2	3,353,250,726	3.4	653,794,640	3.3	691,109,252	1.1	206,362,293	2.8	539,564,846	1.1
GFY 2015	16,116,296,890	21.2	3,412,387,824	4.0	648,478,397	4.5	717,352,942	1.2	201,402,257	3.5	561,570,832	1.9
ARRONAUTICS	TOTAL	SB	SDS	WOSB	HUBZone	VOSB	SDVOSB					
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
GFY 2008												
GFY 2009												
GFY 2010												
GFY 2011												
GFY 2012												
GFY 2013												
GFY 2014												
GFY 2015												
ELECTRONIC SYSTEMS	TOTAL	SB	SDS	WOSB	HUBZone	VOSB	SDVOSB					
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
GFY 2008												
GFY 2009												
GFY 2010												
GFY 2011												
GFY 2012												
GFY 2013												
GFY 2014 MST												
GFY 2014 MPC												
GFY 2015 MST												
GFY 2015 MPC												
ISSUES	TOTAL	SB	SDS	WOSB	HUBZone	VOSB	SDVOSB					
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
GFY 2008												
GFY 2009												
GFY 2010												
GFY 2011												
GFY 2012												
GFY 2013												
GFY 2014												
GFY 2015												
SPACE SYSTEMS	TOTAL	SB	SDS	WOSB	HUBZone	VOSB	SDVOSB					
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
GFY 2008												
GFY 2009												
GFY 2010												
GFY 2011												
GFY 2012												
GFY 2013												
GFY 2014												
GFY 2015												

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## EXHIBIT 5

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



Corporate Headquarters

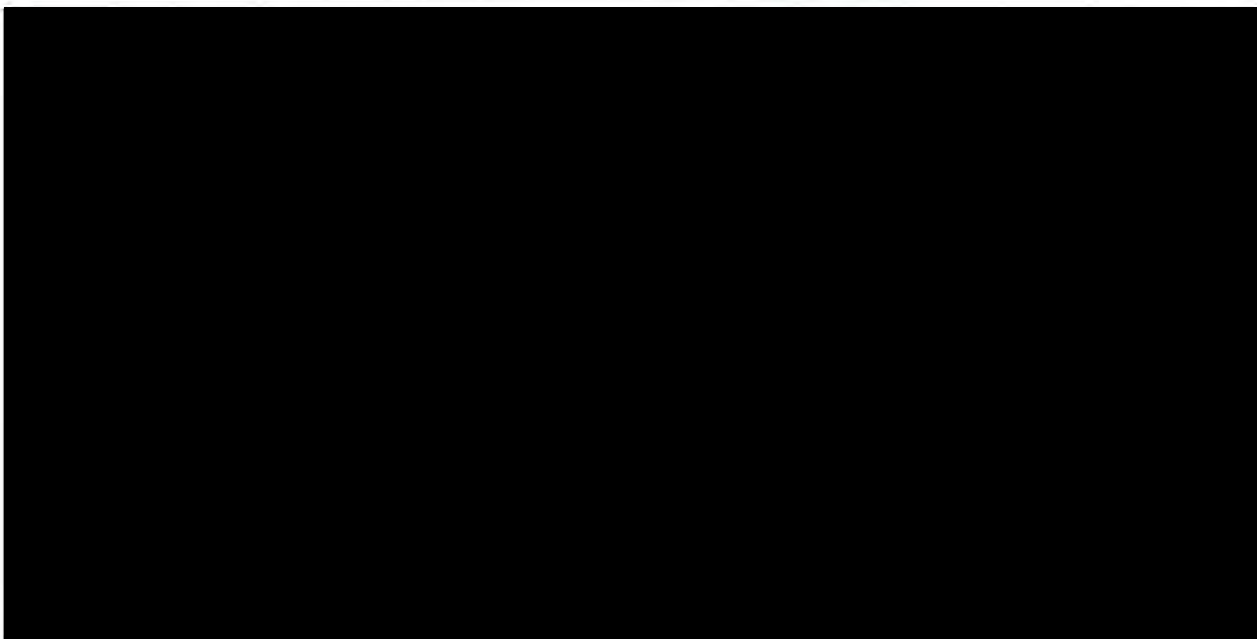
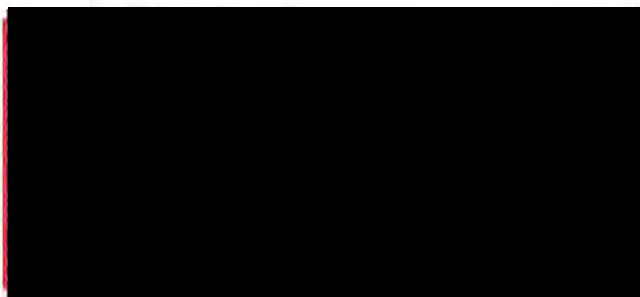
Corporate Policy Statement CPS-113

Revision No: 10

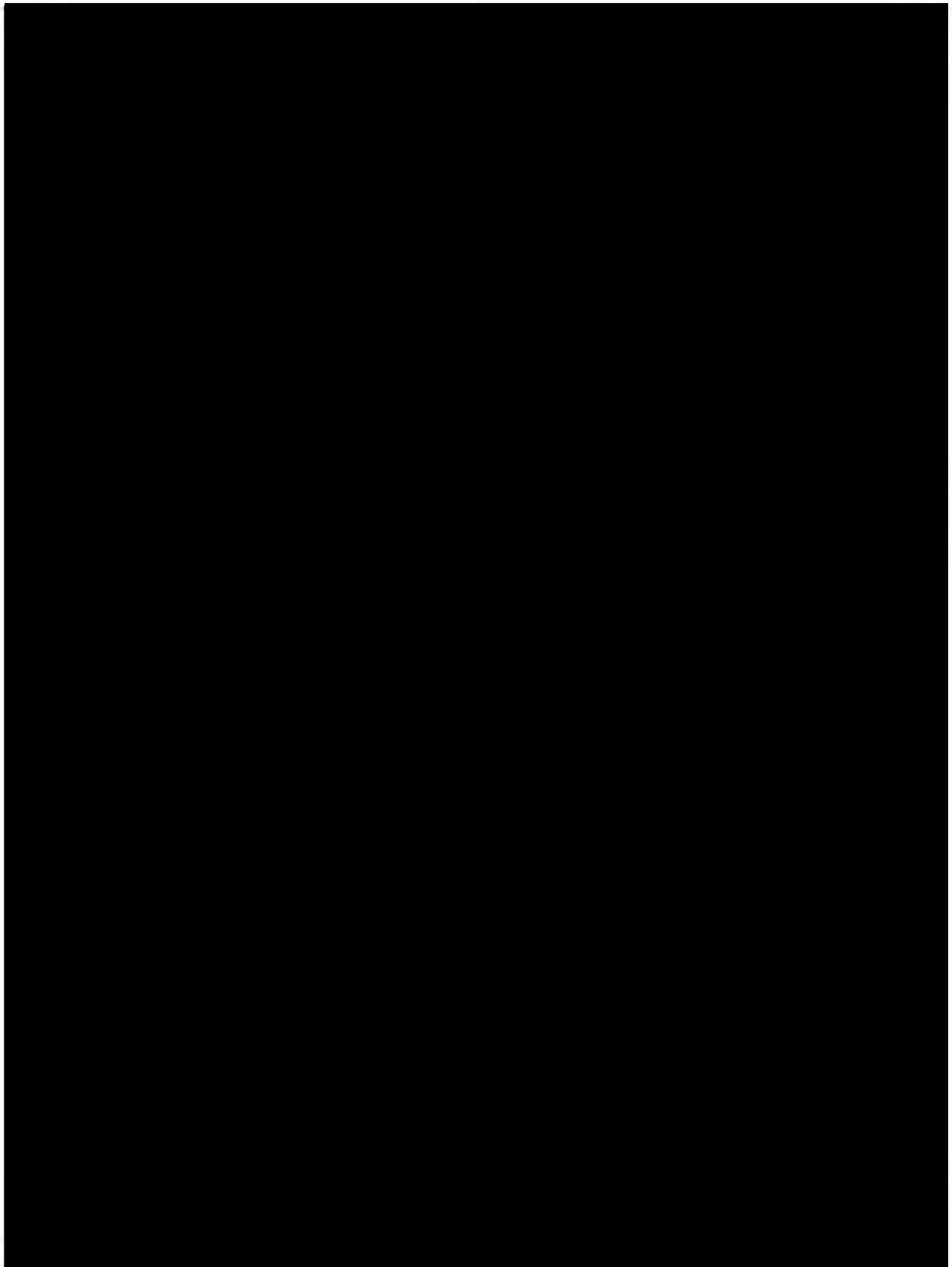
Effective: May 5, 2015

Copyright 2015 Lockheed Martin Corporation

Current policies and procedures are on the Lockheed Martin Intranet

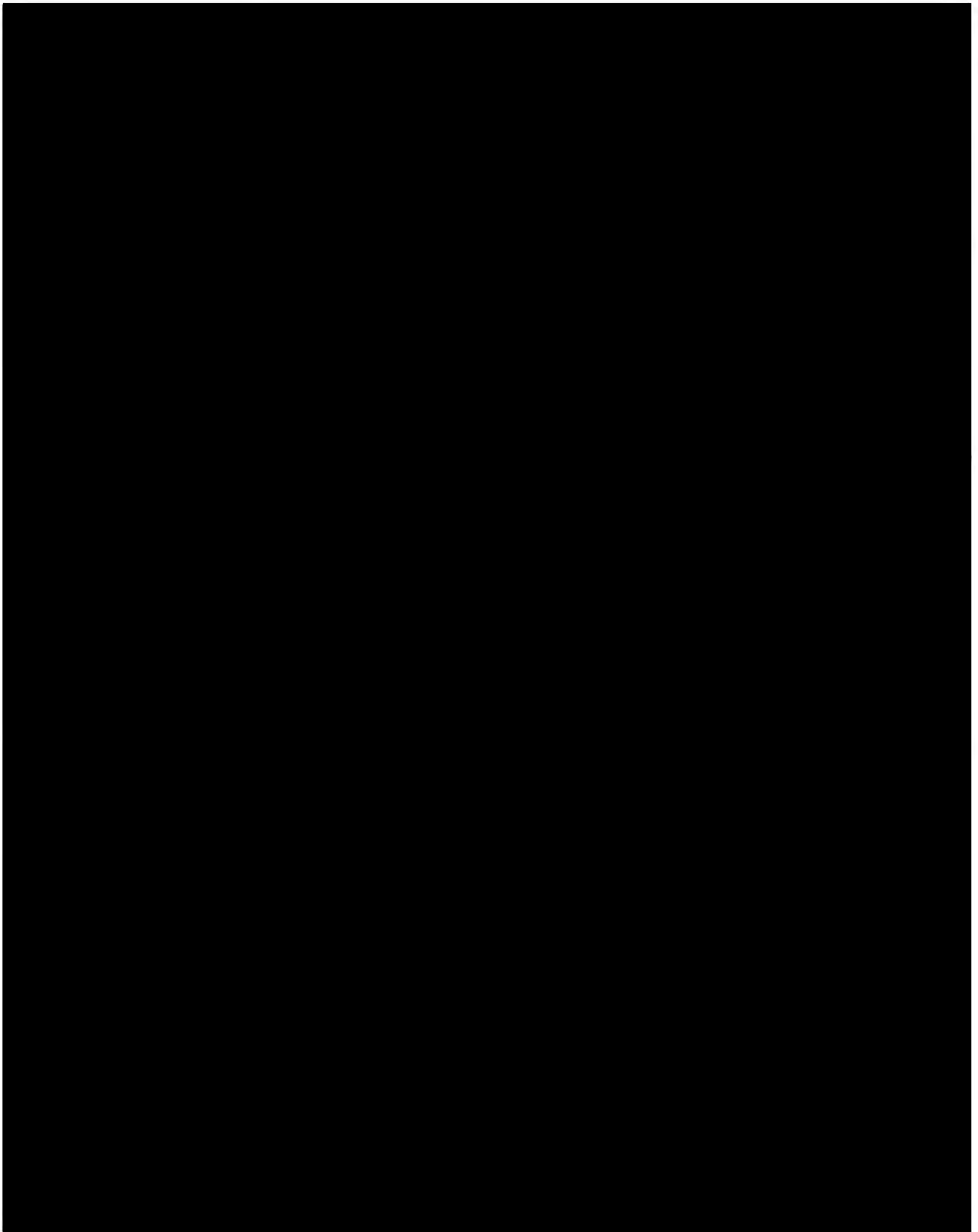


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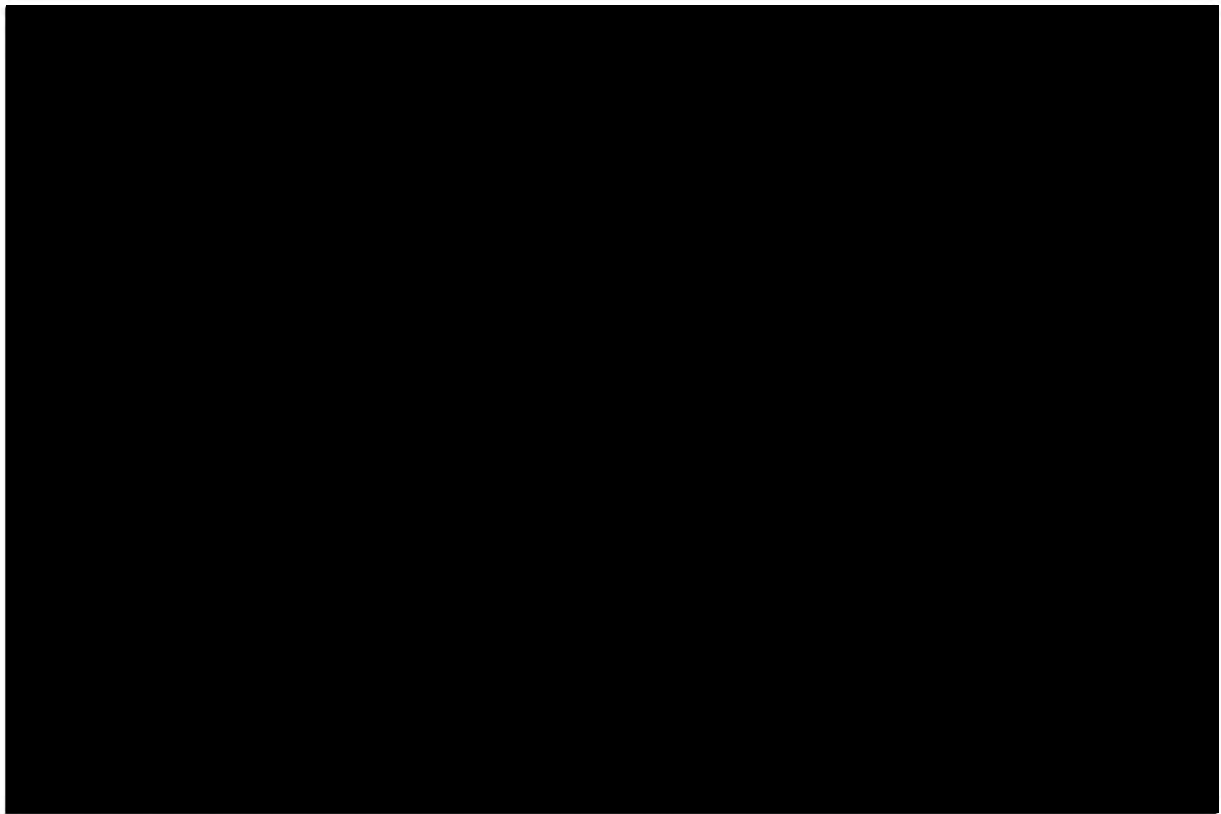


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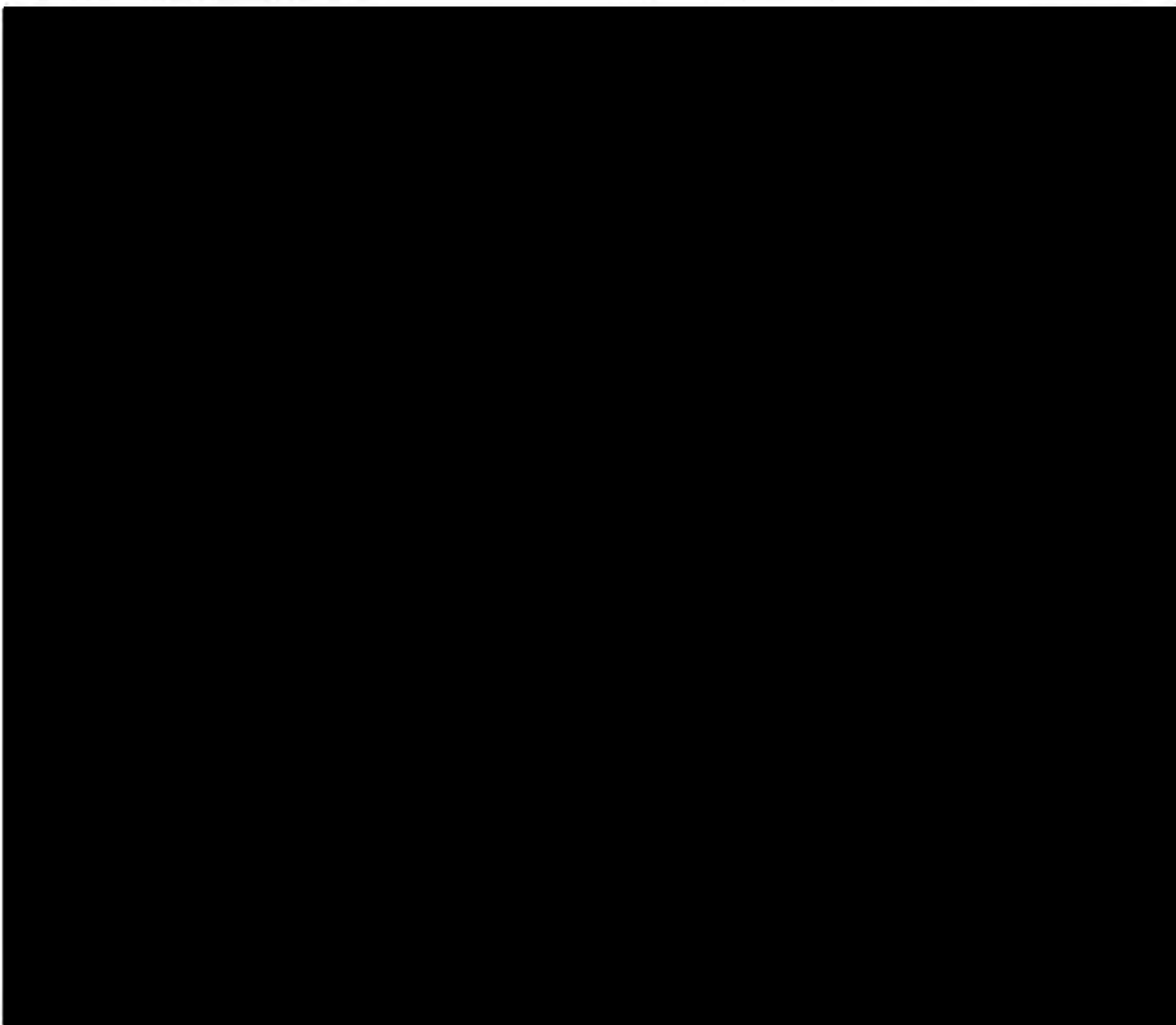
//s// Patrick S. Sunderlin  
Global Supply Chain Operations Chair

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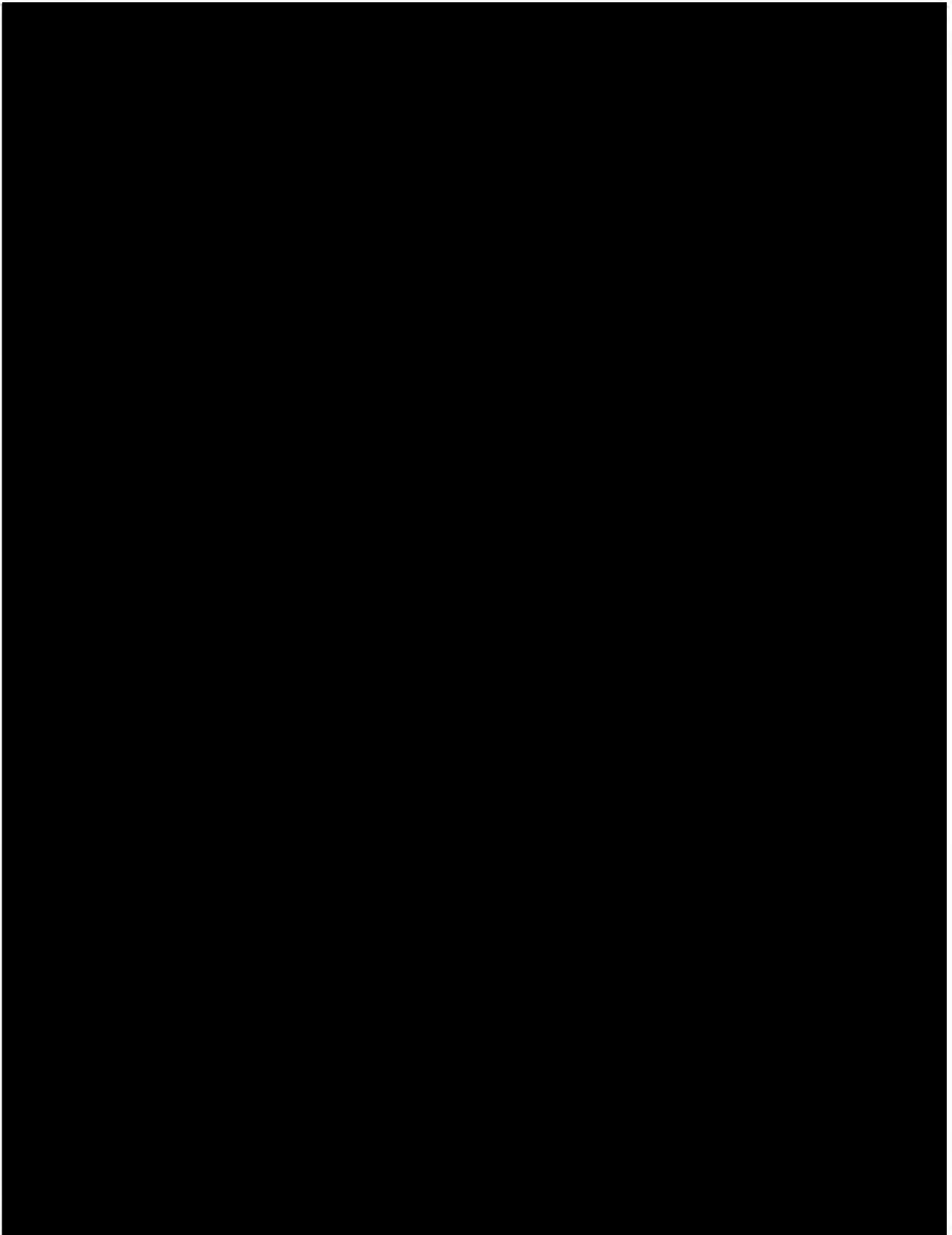


Corporate Headquarters  
Operations & Program Management Procedure OPM-002  
Effective: May 5, 2015  
Revision: 10  
Copyright 2015 Lockheed Martin Corporation  
Current policies and procedures are on the Lockheed Martin Intranet

## Supplier Diversity Program

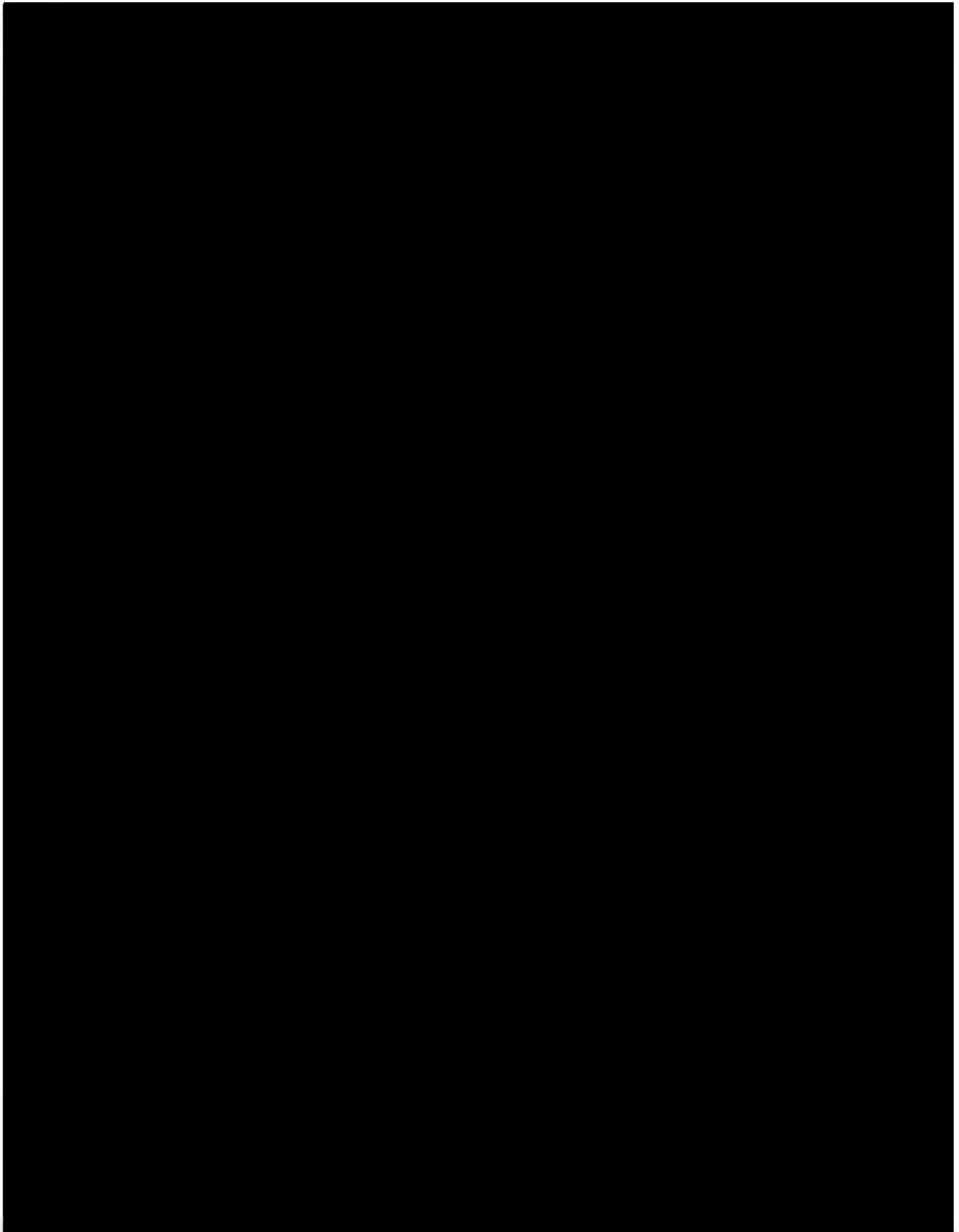


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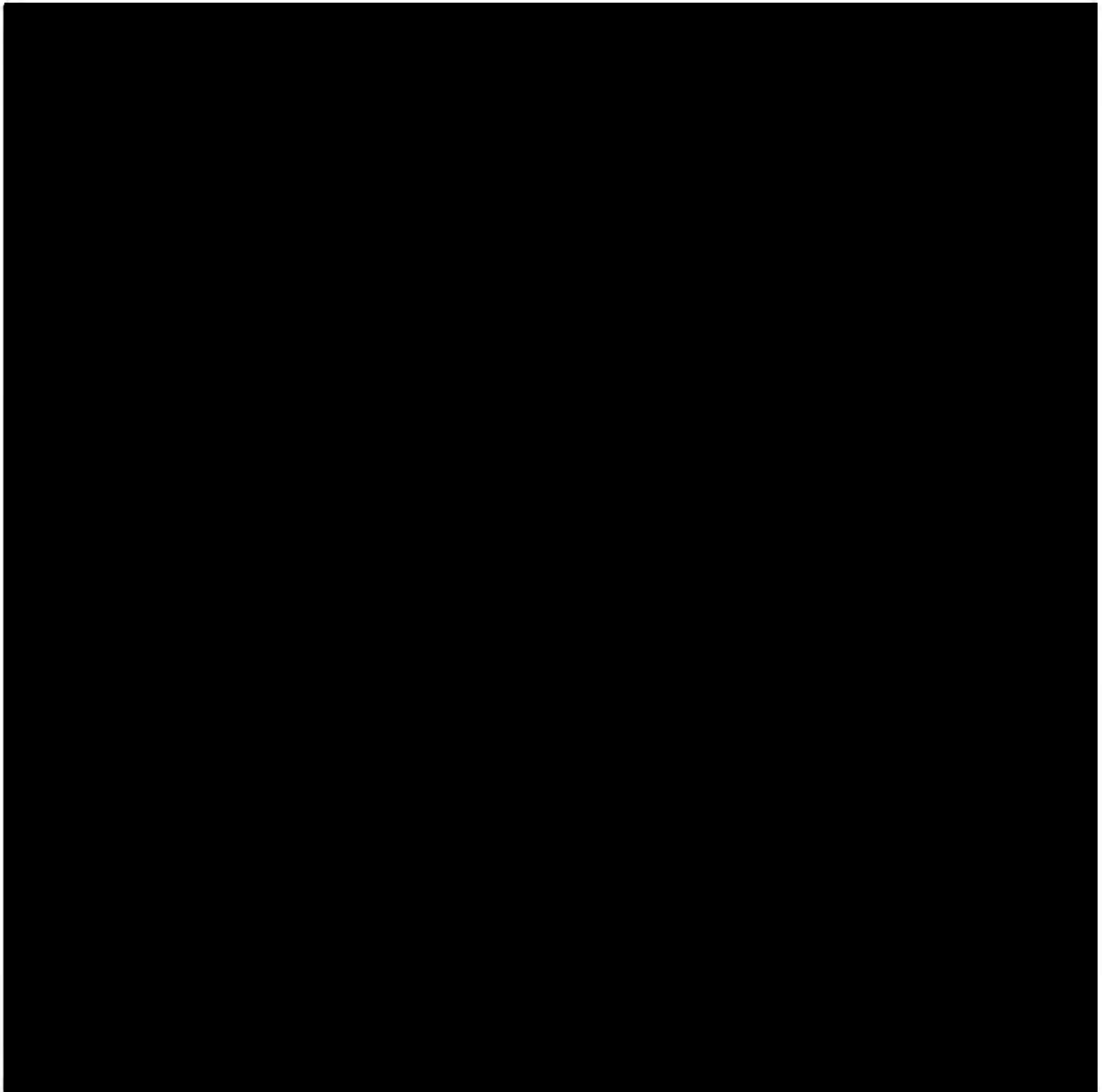


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//s// Amy Gowder  
Global Supply Chain Operations Chair

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EXHIBIT 6  
 GFY 2016 DOD Subcontracting Projections by Business Area

GFY 2016 Subcontracting Goals													
	TOTAL	SB		SDB		WDSB		HDBZone		VDSB		SDVDSB	
	\$	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Aeronautics													
MST													
MFC													
IS &GS													
Space Systems													
Corp Challenge/Rounding													
Total LM Projection													

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# EXHIBIT 7 GFY 2016 Products and Services Forecast by NAICs Codes

## Products and Services

Lockheed Martin Proprietary Information

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

Program Totals																	

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## EXHIBIT 8

	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			
	Goal / Actual		Goal / Actual		Goal / Actual		Goal / Actual	
	%	%	\$	\$	%	%	\$	\$

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

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

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

## Exhibit 9

## Lockheed Martin CAGE Codes and DUNS Numbers Listing

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

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

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

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D&B DUNS NUMBERS	CAGE CODES	VENDOR	STREET	CITY	STATE	ZIP CODE
149375479	2J881	Lockheed Martin Coherent Technologies, Inc.	135 S TAYLOR AVE	LOUISVILLE	Colorado	80027-3025
149769754	74703	Lockheed Martin Aeronautical Systems Support Company	86 S COBB DR SE	MARIETTA	Georgia	30063-0001
150049880	1TC51	Lockheed Martin Corporation	P.O. BOX 8048	PHILADELPHIA	Pennsylvania	19101
150049880	1TC51	Lockheed Martin Corporation	199 BORTONS LANDING RD	MOORESTOWN	New Jersey	08057-3048
153249859	1Y2P4	Lockheed Martin Desktop Solutions, Inc.	2700 PROSPERITY AVE	FAIRFAX	Virginia	22031-4339
155109184	06CL8	Lockheed Martin Corporation	1111 LOCKHEED MARTIN WAY	SUNNYVALE	California	94089-1212
155797108	6MF21	Lockheed Martin Global Inc.	6801 ROCKLEDGE DR	BETHESDA	Maryland	20817-1803
158140041	3538	Lockheed Martin Corporation	497 ELECTRONICS PKWY # 5	LIVERPOOL	New York	13088-5394
170204544	1Q1J8	Lockheed Martin Global Telecommunications Inc.	5600 W SAND LAKE RD	ORLANDO	Florida	32819-8907
175951300	59671	Lockheed Martin Corporation	3201 JERMANTOWN RD	FAIRFAX	Virginia	22030-2874
176325579	23991	Lockheed Martin Corporation	230 MALL BLVD	KING OF PRUSSIA	Pennsylvania	19406-2902
179351267	58691	Lockheed Martin Corporation	6304 SPINE RD	BOULDER	Colorado	80301-3320
181814575	0A489	Lockheed Martin Aeroparts, Inc.	211 INDUSTRIAL PARK RD	JOHNSTOWN	Pennsylvania	15904-1961
181814575	0A489	Lockheed Martin Aeroparts, Inc.	211 INDUSTRIAL PARK RD	JOHNSTOWN	Pennsylvania	15904-1961
182949776	8Y381	Lockheed Martin Training Solutions, Inc.	100 GLOBAL INNOVATION CIR	ORLANDO	Florida	32825-5003
187858907	7Y124	Lockheed Martin Corporation	400 VRGNIA AVE SW STE 400	WASHINGTON	District of Columbia	20024
188160782	23917	Lockheed Martin Corporation	1111 LOCKHEED MARTIN WAY	SUNNYVALE	California	94089-1212
192193647	5D687	Lockheed Martin Internationals Services Corp.	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328
195328133	0BHW2	Lockheed Martin Technical Operations Company	1309 MOFFETT PARK DR	SUNNYVALE	California	94089-1134
196189385	4939	Lockheed Martin Corporation	5600 W SAND LAKE RD	ORLANDO	Florida	32819-8907
196596688	0RDP9	Lockheed Martin Corporation	1111 LOCKHEED MARTIN WAY	SUNNYVALE	California	94089-1212
199845736	36090	Lockheed Martin Librascope Corporation	811 SONORA AVE	GLENDALE	California	91201-2433
361163384	1M3P9	Lockheed Martin Corporation	7 FRANKFORD AVE BLDG 680	ANNISTON	Alabama	36201-4199
557216512	0PV88	Lockheed Martin Unmanned Integrated Systems, Inc.	133 WEST PARK LOOP	HUNTSVILLE	Alabama	35806
557216512	0PV88	Lockheed Martin Unmanned Integrated Systems, Inc.	133 W PARK LOOP NW	HUNTSVILLE	Alabama	35806-1745
602634834	94271	Lockheed Martin Corporation	459 KENNEDY DR	ARCHBALD	Pennsylvania	18403-1598
612084574	0WVN8	Lockheed Martin Corporation	35 CORPORATE DR STE 250	BURLINGTON	Massachusetts	01803-4244
617379607	75538	Lockheed Martin Technical Services, Inc.	55 S HINCHMAN AVE	HADDONFIELD	New Jersey	08033-3725
617379607	75538	Lockheed Martin Technical Services, Inc.	700 N FREDERICK AVE	GAITHERSBURG	Maryland	20879-3328

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

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

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Exhibit 10  
Listing of Open Contracts Covered Under the CSP

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

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

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

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

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

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
N0038311D006N7023	03538	158140041
N0038311D006N7021	03538	158140041
N0038311D006N7022	03538	158140041
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FA881013C0001	06887	872978978
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N0001913D00050004	81755	008016958
W58RGZ13C0029	04939	196189385
N0003010G0029VX14	56232	075796037
N0001913D00050008	81755	008016958
FA881806D00240166	3YXP0	147329176
N0025311D00030037	52088	019710586
N0038309G002H7077	98897	003268869
N0001913C0141	0L1E5	619434590
N6339413C1307	6C8L3	828041934
FA850414C0003	98897	003268869
HM157213C0002	3VUS0	147460526
W31P4Q13D00300002	64059	794571448
FA875013C0121	3VUR8	147459577
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HC102812D00210005	3VTD1	147286699
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W81XWH08D00390015	77609	834951691
FA852513D0004	98897	003268869
FA852513D00040001	98897	003268869
W58RGZ13C0112	03640	002232973
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FA865008D38580034	81755	008016958
FA854013C0025	04939	196189385
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FA852209D00040038	04939	196189385
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SPRPA109G002Y0004	03640	002232973
F4262001D00581344	81755	008016958

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
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F4262001D00581119	81755	008016958
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SPRPA109G002Y5102	03640	002232973
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FA865013C5209	0L1E5	619434590
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SPRWA113D2000THA1	03640	002232973
SPRWA113D2000THA2	03640	002232973
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HQ014712D00030011	3VQB0	147286186
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FA852113C0009	06887	872978978
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FA852513D00030007	98897	003268869
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FA852712G002210051005	3VRZ1	147286418
FA852712G002210061006	3VRZ1	147286418
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SPRWA113D2000THA5	03640	002232973
SPRWA113D2000THA6	03640	002232973
N0001913D00110005	03640	002232973
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FA862610D21330005	04939	196189385
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FA862612D21380005	04939	196189385
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GS00Q09BGD0039W81XWH-13-F-0231	4X260	836196972

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
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FA853008D00080029	1WQX4	031480416
FA821311D00070007	94271	602634834
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FA852712G002210071007	3VRZ1	147286418
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W31P4Q14C0022	64059	794571448
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FA300214C0003	16331	001690924
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N0038313G004F7003	26629	019543677
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F4262001D00581411	81755	008016958
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SPM7M511D00020009	02769	848028494
F3460199D00020092	1FGL4	125456652
F3460199D00020093	1FGL4	125456652
F4262001D00581421	81755	008016958
201413121100008	3VRH3	147286269

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
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SPRWA113D2000THAA	03640	002232973
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N6339413D13010005	02769	848028494
N0001913D00110009	03640	002232973
SPRPA109G002Y5106	03640	002232973
SPM7M511D00020010	02769	848028494
SPRPA114CW009	04939	196189385
FA855314C0004	98897	003268869
SPRWA113D2000THAC	03640	002232973
N0002412G51230016	02769	848028494
F4262001D00581400	81755	008016958
FA862014C4007	3VPT9	147285949
FA865014C2444	2J881	149375479
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HC102812D00210011	3VTD1	147286699
FA852712G002210091009	3VRZ1	147286418
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N3943014C1438	16331	001690924
F4262001D00581440	81755	008016958
F4262001D00581401	81755	008016958
SPRWA113D2000THAD	03640	002232973
F4262001D0058SCE8	81755	008016958
N0001913D00110012	03640	002232973
N0001914C0040	81755	008016958
SPRWA113D2000THAE	03640	002232973
SPRWA113D2000THAG	03640	002232973
F3365700D20600008	04236	926784042
FA862014C4005	3VPT9	147285949
FA862610D21330007	04939	196189385

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FA820209D00020016	03640	002232973
N0038313G004F7005	26629	019543677
W909MY12D00170008	1UMJ7	135776545
HR001114C0053	65113	121371538
F4262001D00581451	81755	008016958
F4262001D00581453	81755	008016958
SPRPA109G002YGCAR	03640	002232973
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SPRWA113D2000THAJ	03640	002232973
N0001913D00050044	81755	008016958
HC102812D00210012	3VTD1	147286699
N0038312G010F7026	03640	002232973
N0010409GRS301734	52088	019710586
FA852513D00040004	98897	003268869
W91QUZ12D0001NSO1	3VTD1	147286699
M6785410D22000036	03538	158140041
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W31P4Q13D00300010	64059	794571448
FA862612D21380006	04939	196189385
F4262001D00581454	81755	008016958
SPRWA113D2000THAH	03640	002232973
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N6893610D00440005	98897	003268869
FA852712G002210101010	3VRZ1	147286418
N0003013G0045VX04	56232	075796037
FA881806D00240186	3YXP0	147329176
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SPRWA113D2000THAM	03640	002232973
W31P4Q13D00300011	64059	794571448
W31P4Q14C0124	64059	794571448

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N6833514C0282	81755	008016958
FA300214C0011	6FB22	078604247
N0001913D00110011	03640	002232973
W912HQ15C0003	64059	794571448
F4262001D00581407	81755	008016958
HR001114C0117	0L1E5	619434590
FA853008D00080032	1WQX4	031480416
HC102808D20226S01	4X260	836196972
SPRHA214C0005	3VPT9	147285949
FA881806D00240190	3YXP0	147329176
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W31P4Q13D00300012	64059	794571448
W31P4Q14C0136	64059	794571448
FA851913D00030007	16331	001690924
N6339413D13010006	02769	848028494
N0003014C0039	06887	872978978
SPRPA113G001Y5010	03538	158140041
M6785414C0200	3VPT9	147285949
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SPRPA113G001Y5012	03538	158140041
FA853008D0008BS01	1WQX4	031480416
FA865014C5608	81755	008016958
N0001914G00194001	03640	002232973
N0001913D00110018	03640	002232973
N0038312G010F7029	03640	002232973
FA865114D0208	64059	794571448
FA865008D38580039	81755	008016958
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SPRMM114CWB11	16848	032046666
FA865114D02080001	64059	794571448
SPRWA113D2000THAX	03640	002232973
FA865014C5609	81755	008016958
FA865014C5607	81755	008016958
N0003014G0051QX01	06887	872978978

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FA824014C2138	3VUS0	147460526
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FA865014C7434	81755	008016958
SPRPA109G002Y5124	03640	002232973
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SPRWA113D2000THB6	03640	002232973
SPRWA113D2000THB7	03640	002232973
F4262001D00581536	81755	008016958
SPRWA113D2000THB8	03640	002232973
SPRWA113D2000THB9	03640	002232973
FA875014C0176	81755	008016958
FA852814D00150007	0L1E5	619434590
N0001913D00110016	03640	002232973
FA851913D00030009	16331	001690924
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SPRWA113D2000THB0	03640	002232973
W909MY14C0037	04939	196189385
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F4262001D00581485	81755	008016958
SPRWA113D2000THBK	03640	002232973
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HC102812D00210016	3VTD1	147286699
SPRTA114C0134	03640	002232973
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F4262001D00581531	81755	008016958
FA852513D00040006	98897	003268869
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W31P4Q14C0174	04939	196189385
N0010412G07260003	25500	945757268
N0001913D00110020	03640	002232973
N0003014G0051QX02	06887	872978978

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SPRWA113D2000THAW	03640	002232973
SPRWA113D2000THAZ	03640	002232973
SPRWA113D2000THBL	03640	002232973
SPRMM114CWB27	52088	019710586
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SPRWA113D2000THBP	03640	002232973
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N0001914G00205500	81755	008016958
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SPRWA113D2000THBN	03640	002232973
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SPRPA109G002Y5129	03640	002232973
N0038312G010F7035	03640	002232973
FA852814D00150005	0L1E5	619434590
FA812415D00020001	1FGL4	125456652
SPRMM114G10010007	02769	848028494
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N0010415DZD21	38597	003419090
N0038312G010F7037	03640	002232973
FA852513D00030016	98897	003268869
N0038312G010F7036	03640	002232973
F4262001D00581560	81755	008016958
F4262001D00581460	81755	008016958
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FA881806D0024195	3YXP0	147329176
W31P4Q15C0028	64059	794571448

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FA860415D7951EF01	98897	003268869
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FA852814D00150011	0L1E5	619434590
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N0025311D00030073	52088	019710586
HQ014712D00030012	3VQB0	147286186
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FA930212D00020006	81755	008016958
FA852814D00150010	0L1E5	619434590
HC102812D00210014	3VTD1	147286699
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SPRMM114G10011002	02769	848028494
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N6339413D13010011	02769	848028494
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F4262001D00581526	81755	008016958

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N6339413D13010012	02769	848028494
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F4262001D00581595	81755	008016958
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SPRMM114G10011006	02769	848028494
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FA852513D00030021	98897	003268869
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F4262001D00581505	81755	008016958
F4262001D00581501	81755	008016958
N0001914G00200019	81755	008016958
SPRMM114G10011005	02769	848028494

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F4262001D0058SCEB	81755	008016958
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W31P4Q13D00300014	64059	794571448
W31P4Q13D00300013	64059	794571448
N6339413D13010013	02769	848028494
SPRMM114G10011009	02769	848028494
N0002412G43290021	38597	003419090
N0010410GA1091195	52088	019710586
N000157508	80070	002106276
SPRPA115G002YGCA1	03640	002232973
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N0038311D006N7088	03538	158140041
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H9223615D0001	64059	794571448
F4262001D00581461	81755	008016958
W58RGZ15C0045	04939	196189385
W31P4Q13D00300015	64059	794571448
F4262001D00581455	81755	008016958
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FA821915C0006	79272	112279778
FA862015C3008	3VQD6	147285386
W909MY15C0005	04939	196189385
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FA865008D38580041	81755	008016958
HQ014715C0015	06887	872978978
SPRMM115CWA97	55316	942512757
W58RGZ15C0009	04939	196189385
FA855315C0001	98897	003268869
W909MY12D00170015	1UMJ7	135776545
FA868214D00290008	04939	196189385
N0001914G00194005	03640	002232973
N0003013G0045VX06	56232	075796037

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
W31P4Q15C0103	64059	794571448
N0003910D00020003	52088	019710586
SPRWA113D2000THCD	03640	002232973
SPRWA113D2000THCC	03640	002232973
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SPRWA113D20000001	03640	002232973
SPE4A115G0005TH00	04939	196189385
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FA812415D00020002	1FGL4	125456652
FA853008D00080033	1WQX4	031480416
N0002415C5352	03538	158140041
W58RGZ15D00020001	04939	196189385
W58RGZ15C0008	04939	196189385
W900KK15C0026	16331	001690924
N0018907DZ0460119	77609	834951691
W31P4Q15C0099	6C8L3	828041934
FA851913D00030014	16331	001690924
N0001914G00200031	81755	008016958
N6339413D13010014	02769	848028494
W31P4Q13D00300018	64059	794571448
N0001914G00200035	81755	008016958
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HM047615D00020001	4MZH8	790552504
FA852814D00150012	0L1E5	619434590
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HDTRA108D00160025	4X260	836196972
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SP470112D00060103	77609	834951691
W911QY15C0098	64059	794571448
F4262001D00581506	81755	008016958
W91WMC07D00011803	4V FY5	806840729
SPRPA115G002YGCA7	03640	002232973
F4262001D00581527	81755	008016958
FA862515D65910003	98897	003268869

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LIST OF NON-CLASSIFIED CONTRACTS COVERED UNDER CSP CONTINUED	RELATED CAGE CODE	RELATED DUNS NUMBER
N0001914G00205507	81755	008016958
SPRHA515C0004	03538	158140041
SPRWA113D2000THCF	03640	002232973
HDTRA108D00160026	4X260	836196972
W909MY12D00170016	1UMJ7	135776545
GS23F0150SFA8730-15-F-0054	3VUR8	147459577
FA868214D00290009	04939	196189385
N0018912DZ0100171	6C8L3	828041934
N0002412G43294L30	38597	003419090
N0010414GA1011071	52088	019710586
W909MY12D0017ZS03	1UMJ7	135776545
FA825115D00880001	03640	002232973
N0002410D42030065	52088	019710586
W31P4Q13D00300019	64059	794571448
N0025311D00030082	52088	019710586

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**TEST PROGRAM FOR COMPREHENSIVE SMALL BUSINESS  
SUBCONTRACTING PLANS  
FISCAL YEAR 2018 PLAN AGREEMENT  
EFFECTIVE OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018**

**BETWEEN**

**DEFENSE CONTRACT MANAGEMENT AGENCY**

**AND**

---

***Lockheed Martin Corporation***

---


**Government Official (s)\***

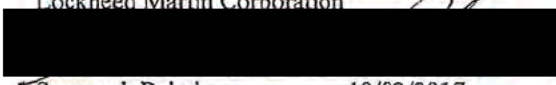
EVELYN-  
BELLAMY.TATIA.M.122857  
7665

Digitally signed by EVELYN-  
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DN: c=US, o=U.S. Government, ou=DoD, ou=PKI,  
ou=DCMA, cn=EVELYN-  
BELLAMY.TATIA.M.1228577665  
Date: 2017.10.11 10:54:31 -0400

Tatia M. Evelyn-Bellamy  
Director, Small Business Office  
Small Business Compliance Center  
Defense Contract Management Agency

**CSP Participant Official (s)\***

  
Philip Goslin 10/03/2017  
Vice President, Global Supply Chain,  
Rotary and Mission Systems, and  
Chair, Supply Chain Council  
Lockheed Martin Corporation

  
Susannah Raheb 10/03/2017  
Corporate Small Business Liaison Officer  
Lockheed Martin Corporation

\*Authorized CSP Participant with authority to "bind" and  
negotiate the agreement.

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## SUMMARY OF GOVERNMENT FISCAL YEAR 2018 PLAN FOR LOCKHEED MARTIN

- List of CAGE Codes and DUNS number(s) (provided with proposed plan on insert 08/11/2017)
- List of Primed Contracts (provided with proposed plan on insert 08/11/2017)
- Target Industry Categories:

- Target Initiatives:

### GFY 2018 Goals Summary:

Business Size	Subcontracting Dollars	Subcontracting Percent i.e., 0.5%
Large	\$17,260,560,097	84.1%
Small	\$3,263,157,000	15.9%
<b>Total</b>	<b>\$20,523,717,096</b>	<b>100.0%</b>
SDB	\$430,983,000	2.1%
WOSB	\$533,598,000	2.6%
HUBZone	\$109,290,540	0.5%
VOSB	\$336,817,682	1.6%
SDVOSB	\$205,230,000	1.0%

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## EXHIBITS

- Exhibit 1 Corporate Reporting Chain
- Exhibit 2 Supplier Diversity Network Listing
- Exhibit 3 Supplier Diversity Strategic Framework
- Exhibit 4 Corporate Historical Subcontracting Performance
- Exhibit 5 Principal Products and Services to be Subcontracted by NAICS Codes
- Exhibit 6 

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**Lockheed Martin Corporation  
Comprehensive Small Business Subcontracting Plan  
GFY 2018**

## **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 2017 through 30 September 2018. 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 approximately 97,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. We also provide

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a broad range of management, engineering, technical, scientific, logistics, system integration and cybersecurity services. The corporation reported 2016 sales of \$47.2B, with a backlog of \$96.2B.

In 2016, 71% of our \$47.2 billion in net sales were from the U.S. Government, 27% were from international customers (including foreign military sales (FMS) contracted through the U.S. Government), and 2% were from U.S. commercial and other customers. Our main areas of focus are in defense, space, intelligence, and homeland security.

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 (AERO): 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.
- Rotary and Mission Systems (RMS): Moorestown, New Jersey – Provides surface, air and undersea applications for U.S. military and international customers.
- Space Systems (SSC): 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 1). Performance to the goals and objectives are reviewed by executives throughout the government fiscal year.

**Corporate:** The Senior Vice President of Corporate Engineering, Technology and Operations, reports to the Chairman, President and Chief Executive Officer. The Vice President, Global Supply Chain, Rotary and Mission Systems, 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, he is responsible for ensuring the

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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 to two individuals: 1) The Vice President, Global Supply Chain, Rotary and Mission Systems, and Chair, Supply Chain Council, for all responsibilities related to supply chain policy, enterprise initiatives and cross business area collaboration; and 2) The Vice President, Global Supply Chain, Missiles and Fire Control, for all Global Supply Chain Operations activities.

**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 activities 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 2.

### 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.

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#### 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 2018.

Business Size	Subcontracting Dollars	Subcontracting Percent i.e., 0.6%
Large	\$17,260,560,097	84.1%
Small	\$3,263,157,000	15.9%
<b>Total</b>	<b>\$20,523,717,096</b>	<b>100.0%</b>
SDB	\$430,983,000	2.1%
WOSB	\$533,598,000	2.6%
HUBZone	\$109,290,540	0.5%
VOSB	\$336,817,682	1.6%
SDVOSB	\$205,230,000	1.0%

#### Overview

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

Lockheed Martin projects its total subcontracting base to increase from \$17.5B in GFY 2017 to \$20.5B in GFY 2018. This increase is driven primarily by

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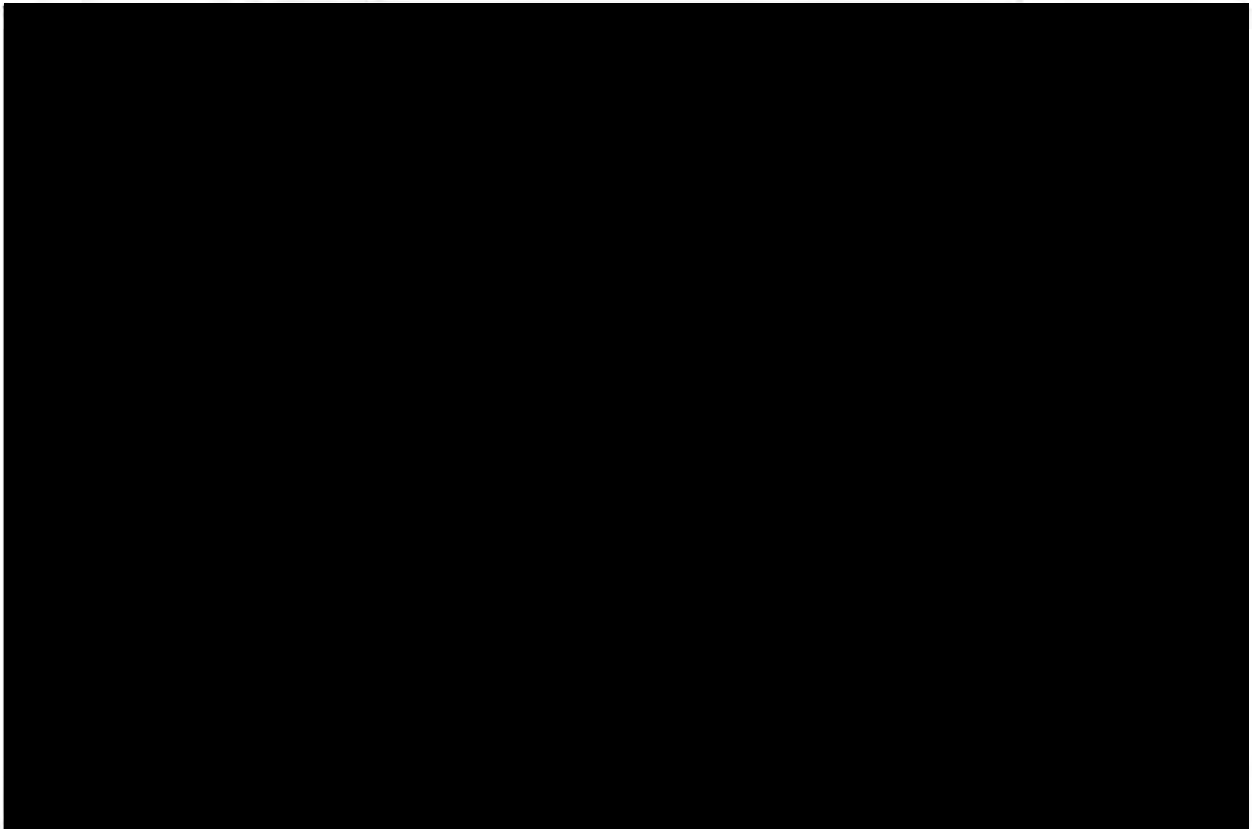
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To demonstrate the impact, the table below shows the MSP contribution to the Corporation's performance in GFY 2016:

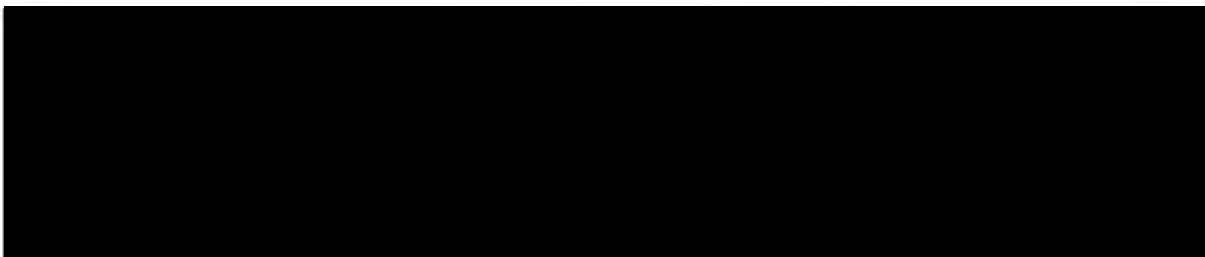
Impact of MSP on GFY2016 Performance					
	GFY 2016 Total LM Performance		GFY 2016 MSP	GFY 2016 LM Performance with MSP as LB	
	\$M	%	\$M	\$M	%
Small					
Large					
<b>Total</b>					
SDB					
WOSB					
HUBZone					
VOSB					
SDVOSB					



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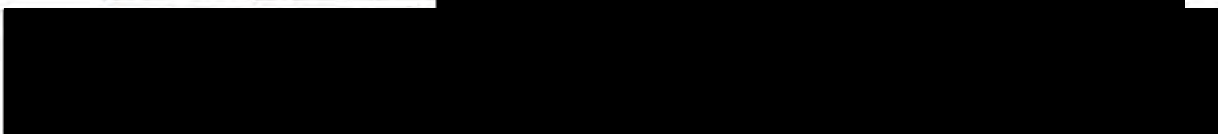
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The table below provides Lockheed Martin's projected subcontracting base distribution for GFY 2017 estimate at completion and GFY 2018 forecast by business area:

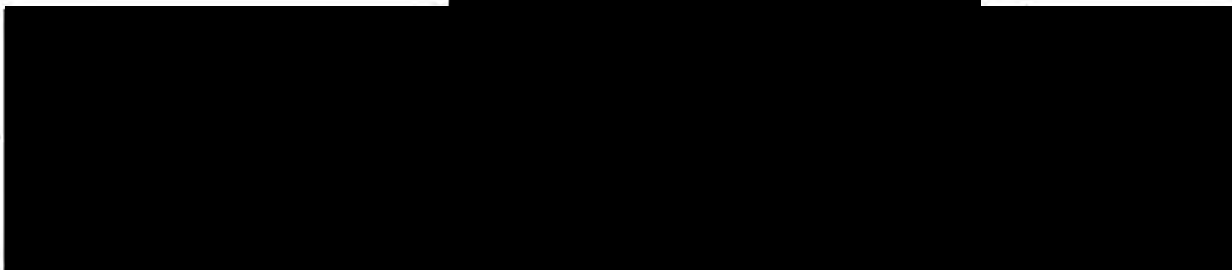
LM DoD Subcontracting Base By Business Area				
	GFY 2017 Outlook		GFY 2018 Goals	
	\$	%	\$	%
Aeronautics				
Missiles and Fire Control				
Rotary and Mission Systems				
Space Systems				
Enterprise Operations				
Total LM Projection				



The table below shows GFY 2017 Lockheed Martin procurements by DOD agency through June 2017:

#### GFY 2017 Agency Mix (\$M)

DOD Agency	YTD Q3 2017 Base	% of Total
------------	------------------	------------



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Total Large Fenced by Business Area	
Aeronautics	
Missiles and Fire Control	
Rotary and Mission Systems	
Space Systems	
Enterprise Operations	
Total LM	

Lockheed Martin Procurements Reserved to Large Business	
Program	Estimated LB Base GFY2018

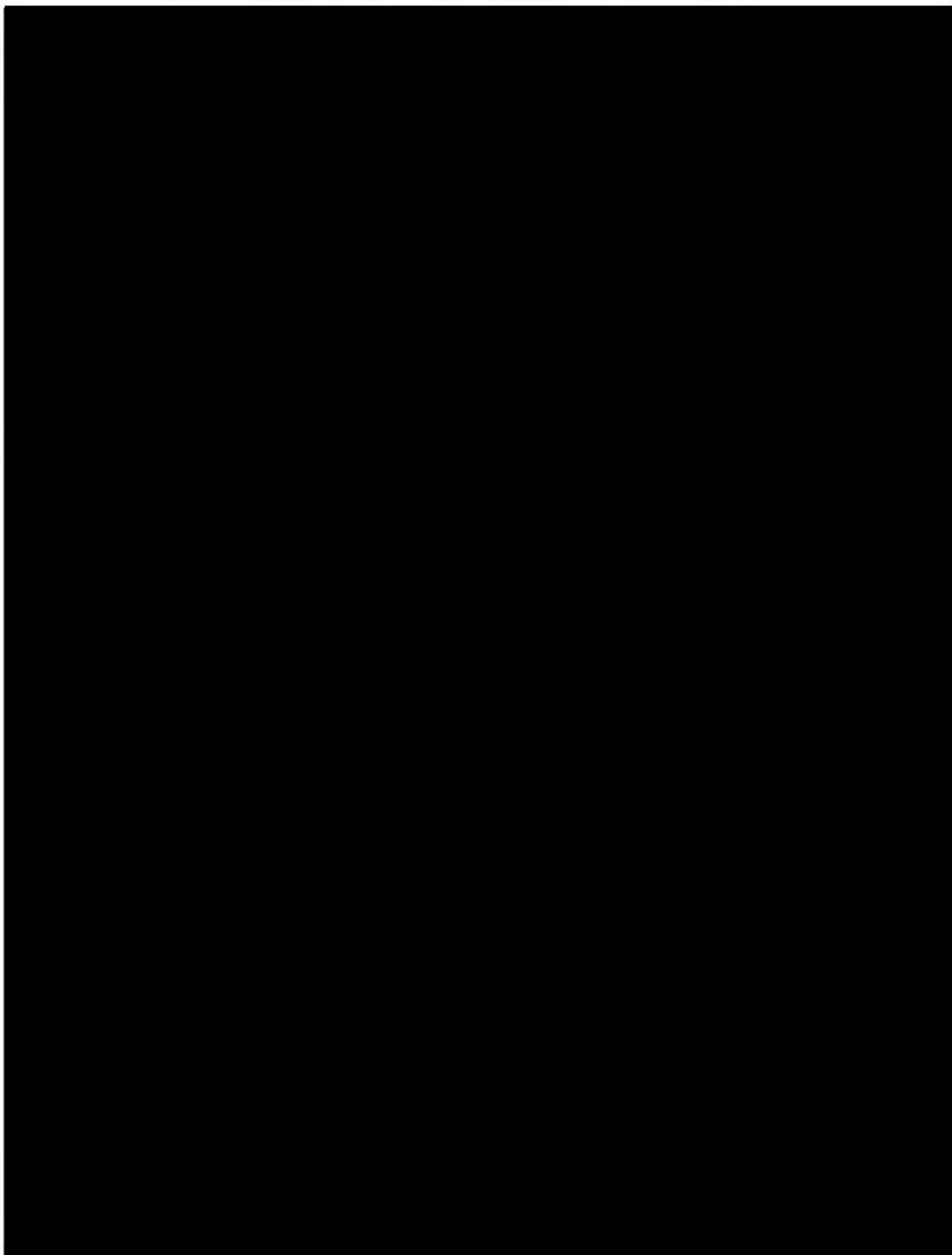
**TOTAL:**

Lockheed Martin recognizes the cumulative impact of ever increasing constraints placed on practicable opportunity for small businesses, including subcontracting base reserved for large business and the changing defense contracting environment. As a result, Lockheed Martin has recently implemented strategic and non-traditional initiatives to aggressively pursue opportunities to include small business in procurement opportunities whenever possible. [REDACTED]

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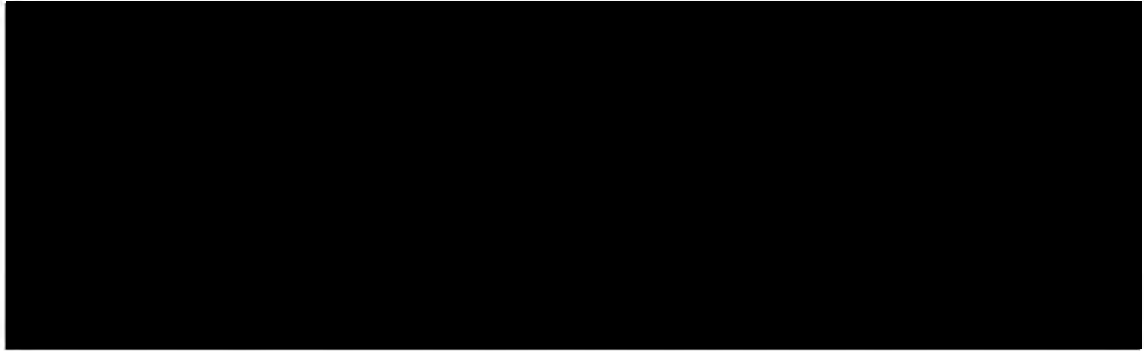
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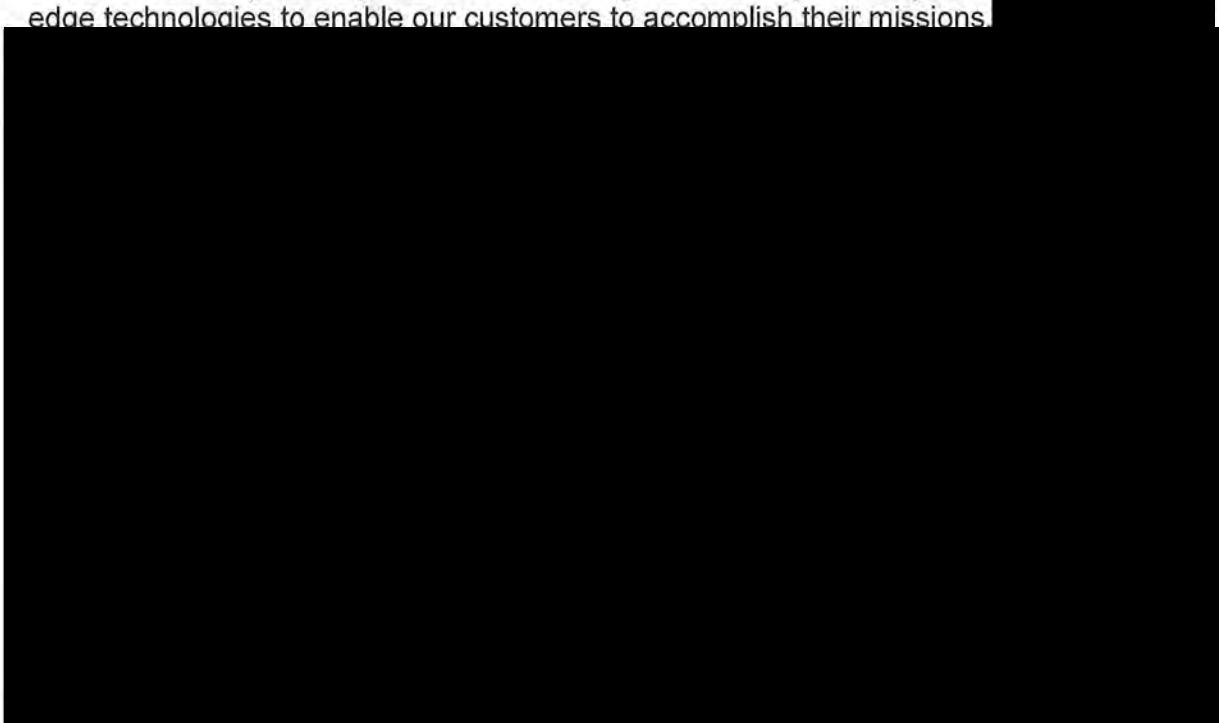


Lockheed Martin's GFY 2018 small business initiatives will continue focus on strategic approaches to proactively seek and secure the best small and diverse businesses available, identify non-traditional opportunities to allow them to bid on contracts and provide the necessary training and development to help them compete and sustain business. Lockheed Martin remains committed to small businesses and realizes it is now more important than ever that the supplier base continue to be diversified.

### **Business Area Overviews**

#### **Aeronautics**

Aeronautics is a premier system integrator known for building the finest military aircraft in the world and providing world-class training, focused logistics support, and leading edge technologies to enable our customers to accomplish their missions.

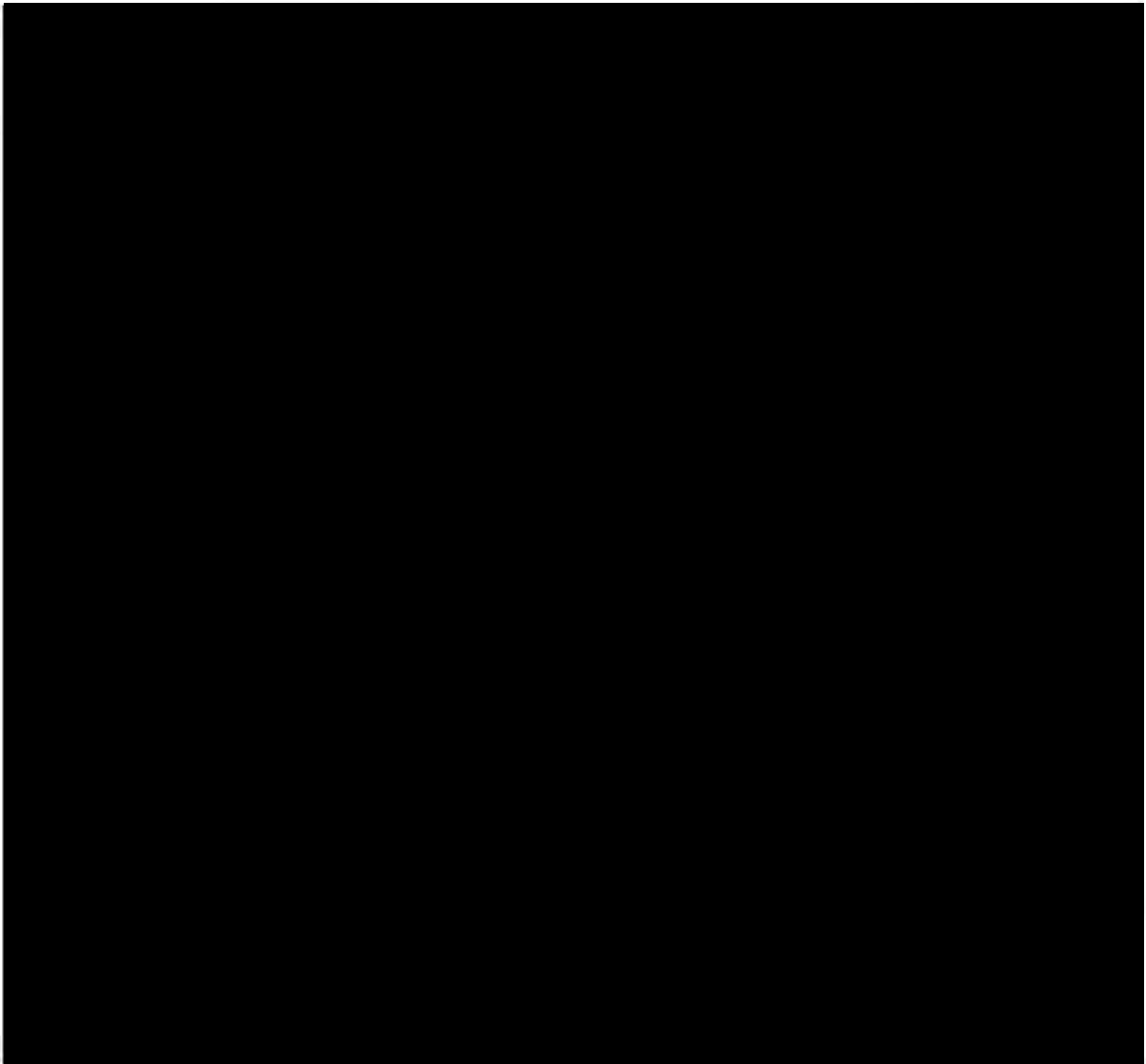


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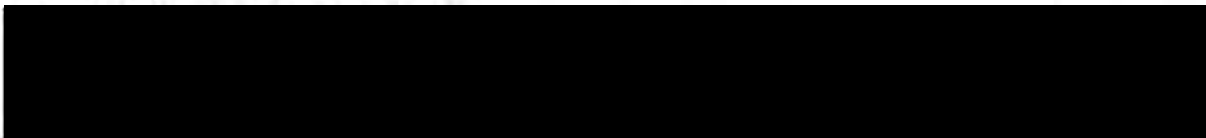


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### **Missiles and Fire Control (MFC)**

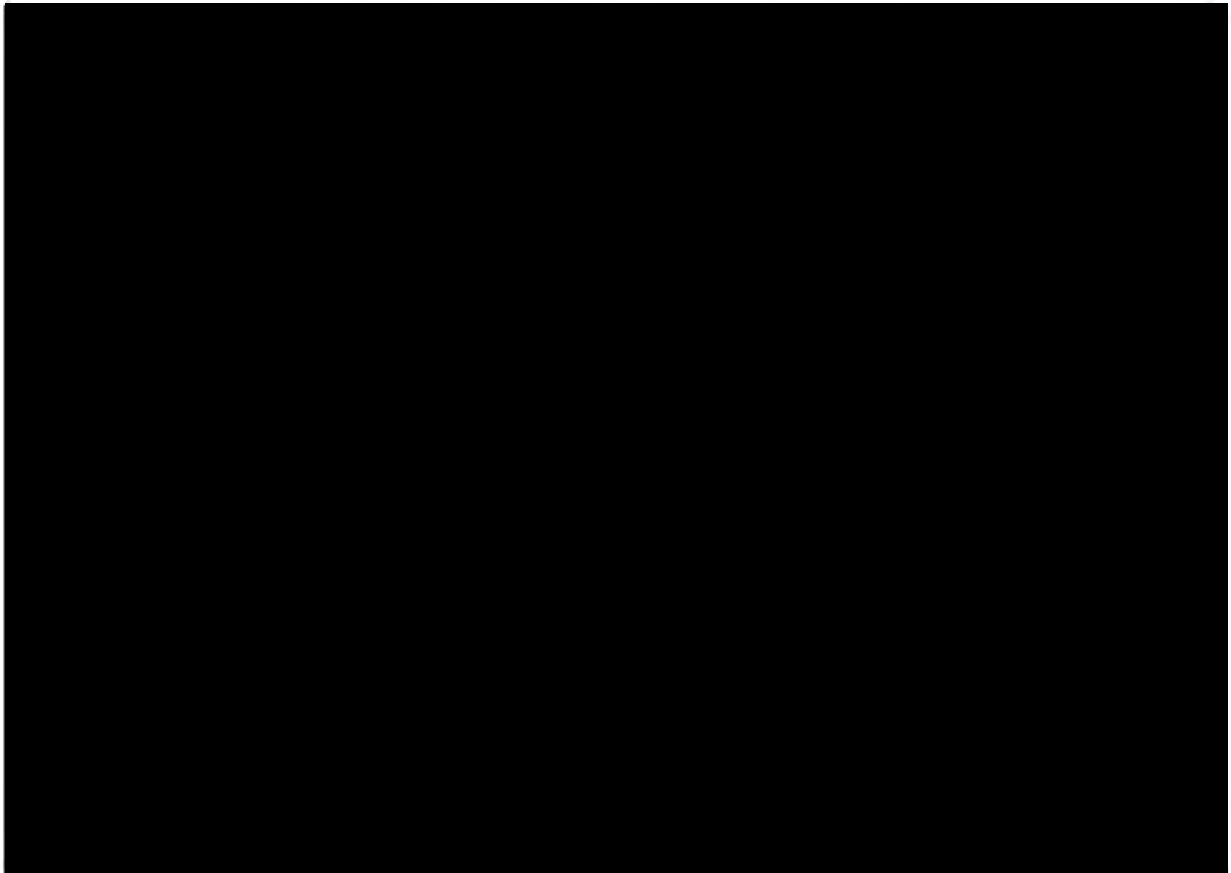
MFC designs, develops, produces and supports precision engagement aerospace and defense systems for the U.S. and allied militaries. MFC provides advanced combat, missile, rocket, manned and unmanned systems, in addition to products and services for the global civil nuclear power industry and the military's green power initiatives. The business area is a recipient of the Department of Commerce's Malcolm Baldrige Quality Award for performance excellence.



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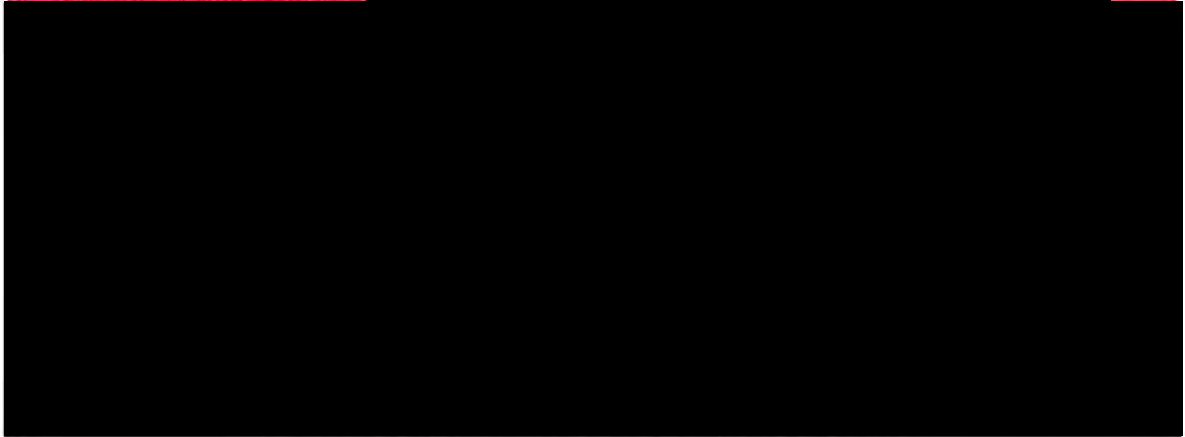
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### **Rotary and Mission Systems (RMS)**

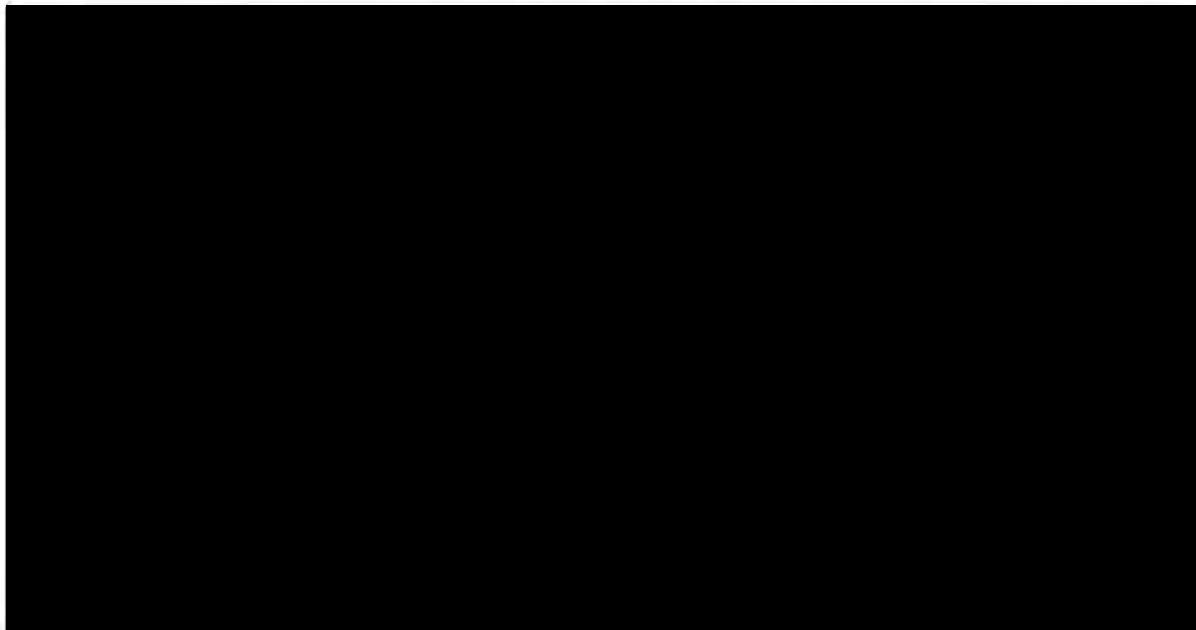
RMS provides systems engineering, software development, training solutions and complex program management for global security, civil and commercial markets. RMS draws on its core capabilities in advanced platforms and weapons, C4ISR, global sustainment, training and sensors. RMS also has leveraged its globally recognized systems engineering and software expertise to provide solutions to command and control rail system markets



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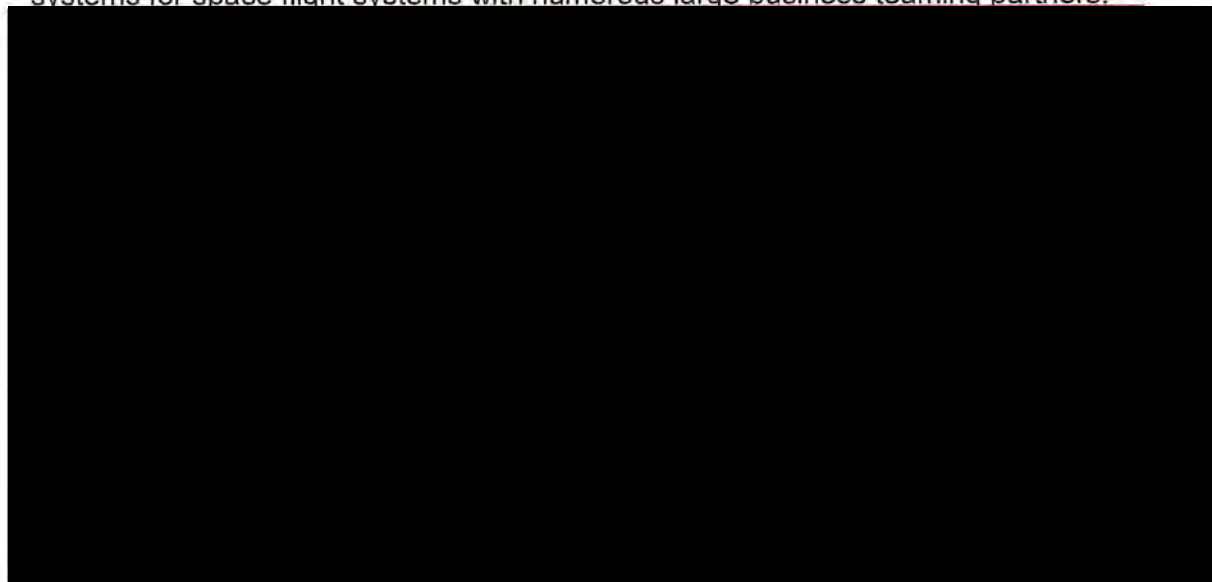
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### **Space Systems Company (SSC)**

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



### **Basis for Establishing Goals**

Lockheed Martin requires its business areas to develop annual subcontracting forecasts for the DOD, other federal government agencies and commercial customers. These forecasts are reviewed with the vice presidents of the Global Supply Chain Operations


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business area organizations and challenging goals are established based on anticipated program commitments and opportunities for the government fiscal year. A final review of all forecasts is conducted with the Vice President, Global Supply Chain, Rotary and Mission Systems, and Chair, Supply Chain Council. The performance and accomplishments realized in support of achieving the negotiated subcontracting goals are tracked in the executive performance reviews.



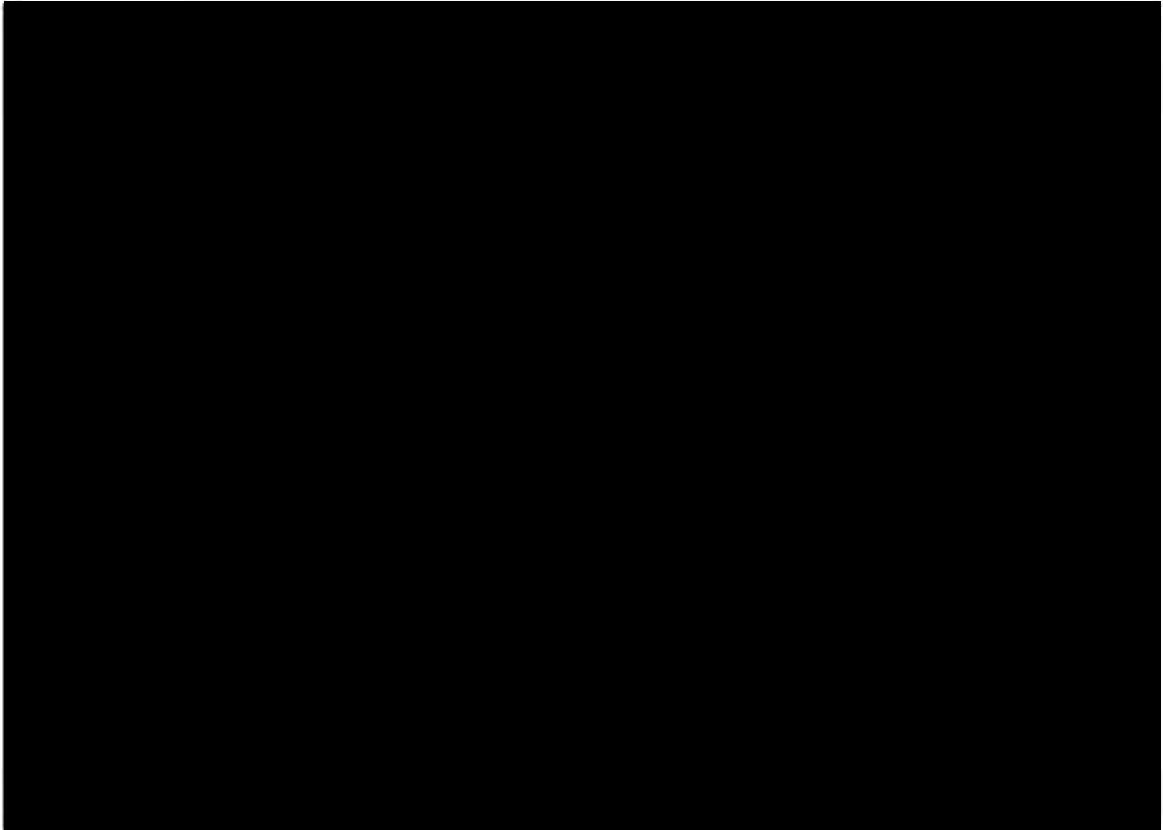
#### Other Factors and Risks



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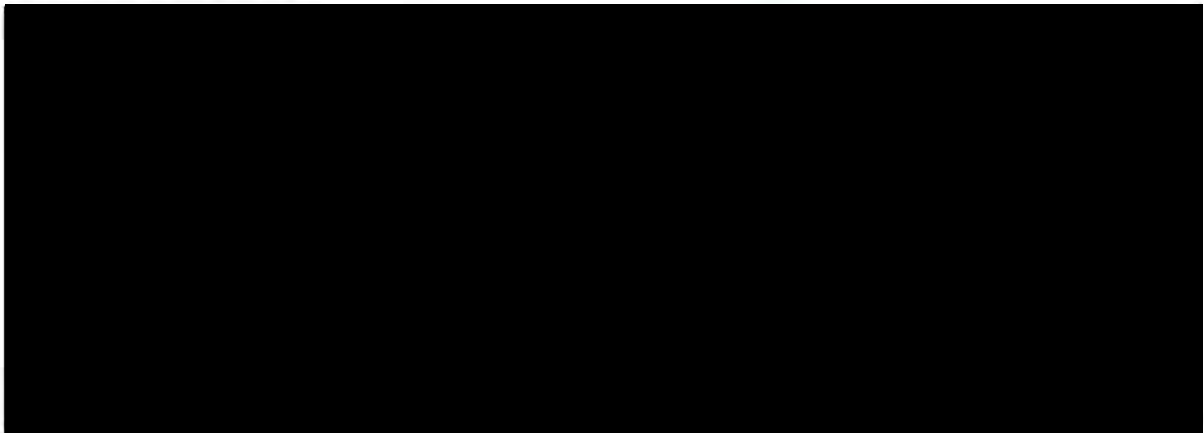
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7. Lockheed Martin acquired Sikorsky Aircraft from United Technologies Corporation on November 6, 2015. Sikorsky will remain on a separate CSP for GFY 2018 since the two companies are currently operating as two separate wholly-owned subsidiaries.

**Indirect Allocations**



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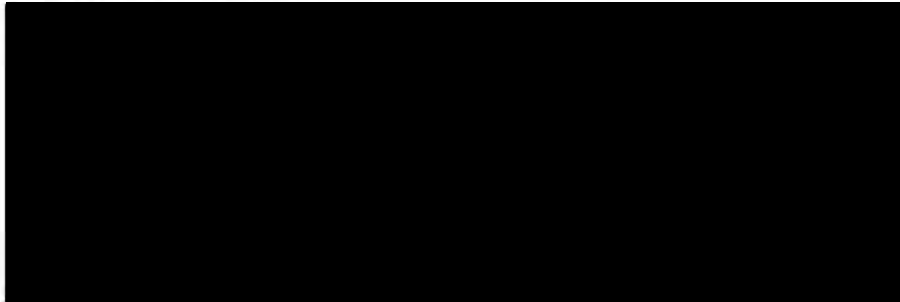
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The following table identifies the indirect allocation percentages utilized in the GFY 2018 forecasting process:

Business Area	GFY 2018 Forecast Indirect Allocation % Utilized
Enterprise Operations	
Aeronautics	
Missiles and Fire Control	
Rotary and Mission Systems	
Space Systems	

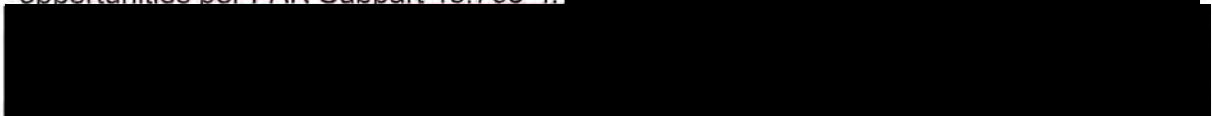
The following listing is representative of the various products and services that comprise indirect procurements:



A complete list of top principal products and services to be subcontracted by NAICS Codes can be found in Exhibit 5.

### 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.



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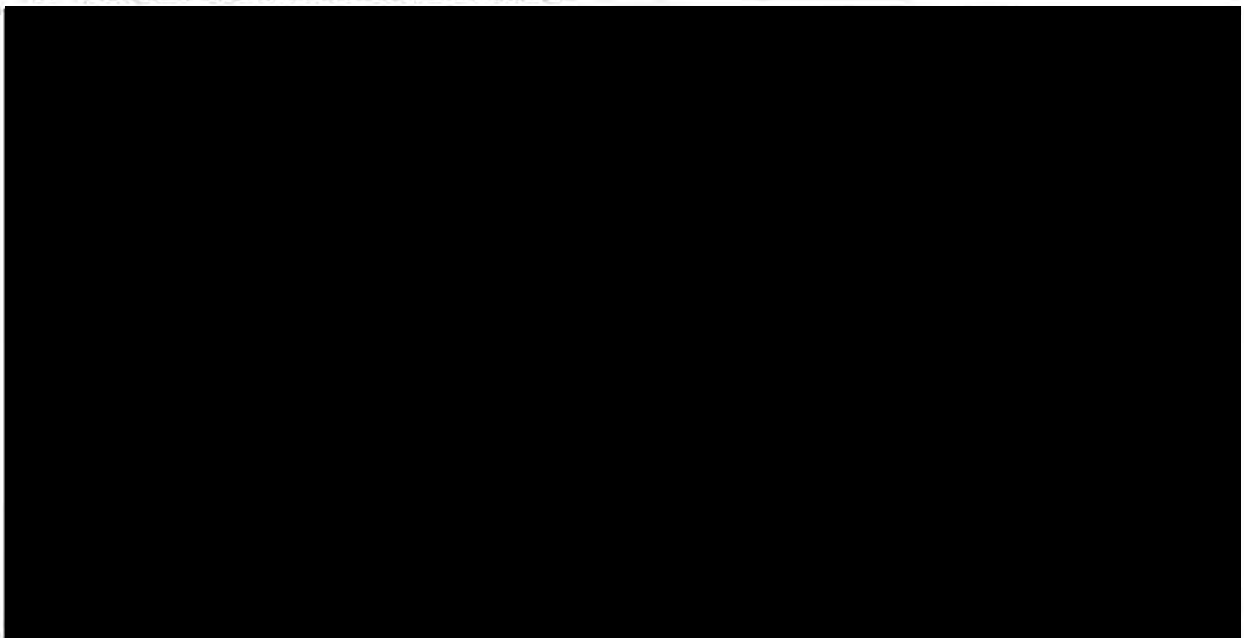


Based on the considerable analysis utilized to establish the corporation's GFY 2018 Comprehensive Subcontracting Plan, Lockheed Martin believes the GFY 2018 subcontracting goals reflect maximum practicable subcontracting opportunity to small business, SDB, WOSB, VOSB, SDVOSB and HUBZone subcontractors and, therefore, are fair and reasonable.

#### **Principal Products and Services to be Subcontracted**

Lockheed Martin is a global security company principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. A representative listing of items procured in support of Lockheed Martin business areas is shown in GFY 2018 Products and Services Forecast by NAICs Codes listing in Exhibit 4. 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. TARGET INDUSTRY CATEGORIES**



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GFY 2018 TOTAL GOALS	
Dollars	Percent
Large	
Small	
Total	
SDB	
WOSB	

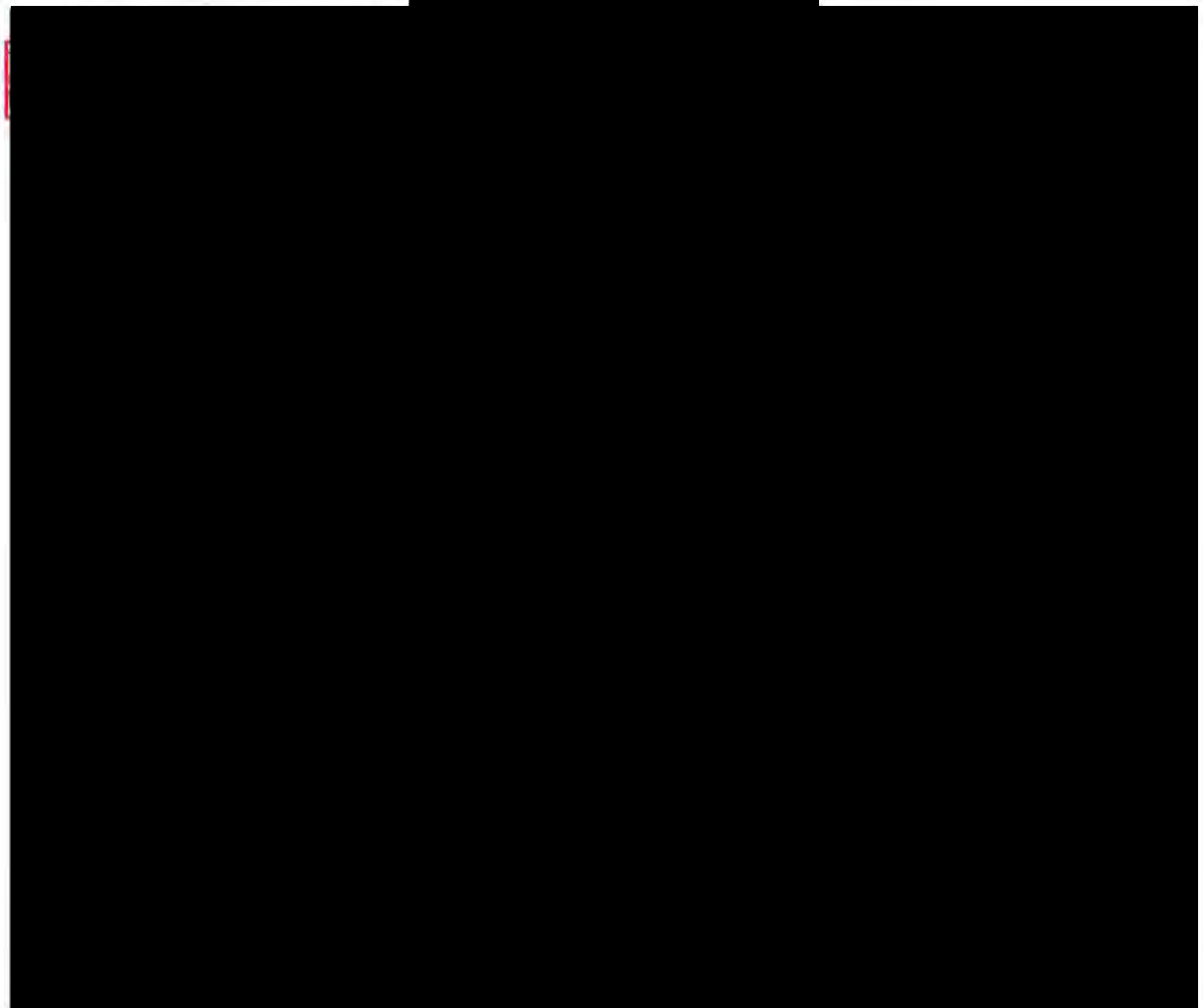
Cumulative base by Quarter

12/30/2017

03/31/2018

06/30/2018

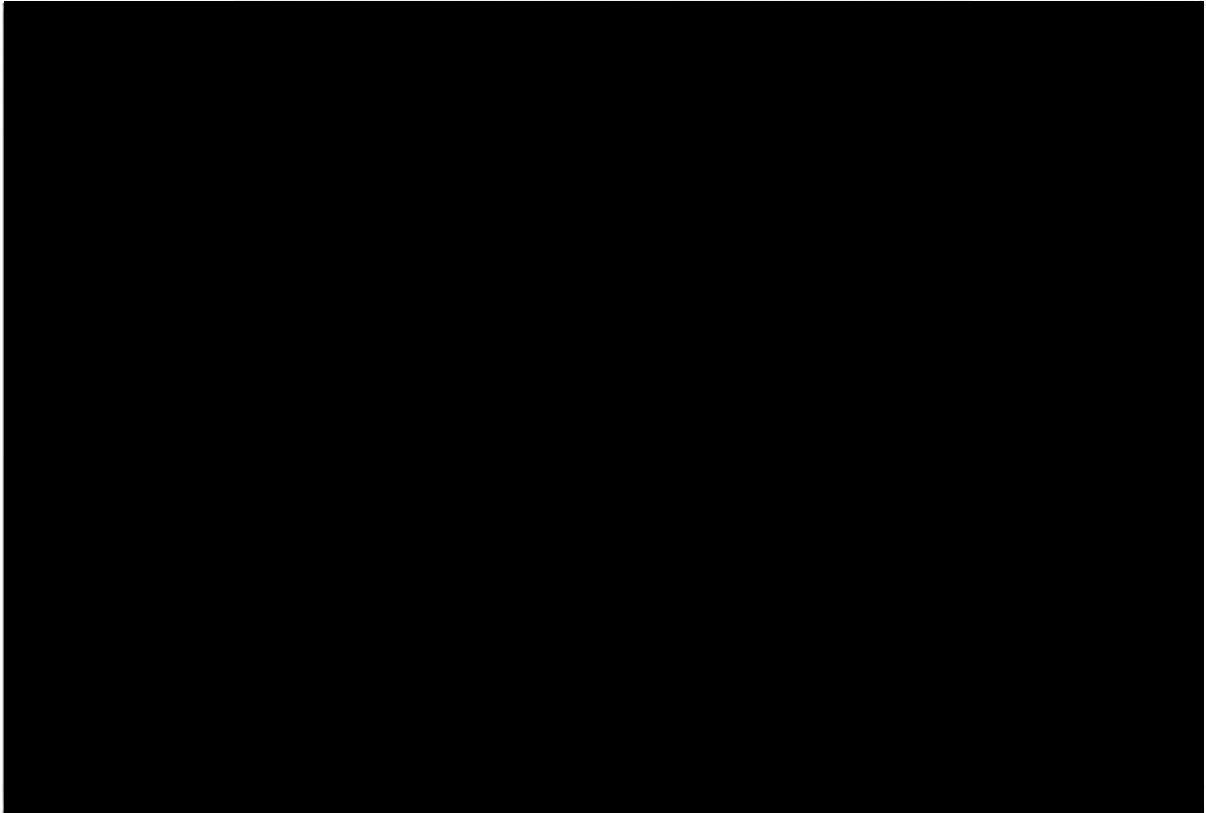
09/29/2018



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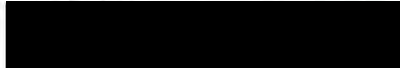
[REDACTED]		
GFY 2018 TOTAL GOALS		
	Dollars	Percent
Large	[REDACTED]	
Small		
Total		
SDB		
VOSB		

Cumulative base by Quarter

12/30/2017



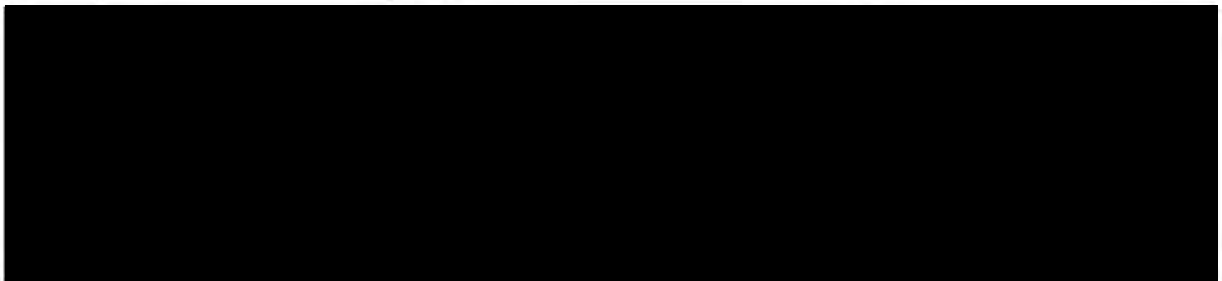
03/31/2018



06/30/2018



09/29/2018

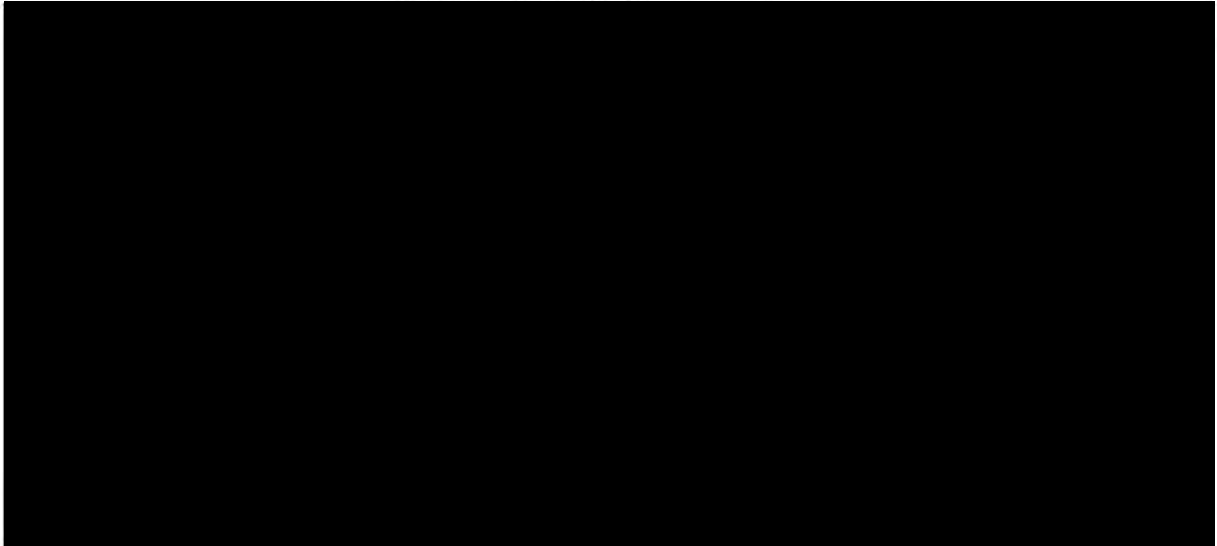


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## **6. Implementation of the Comprehensive Subcontracting Plan**

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

### **Applicability**

This Comprehensive Subcontracting Plan shall apply to all DOD Lockheed Martin prime contracts and subcontracts existing at the time of approval and awarded through September 30, 2018.

### **Review Process**

The DCMA will conduct annual reviews of Lockheed Martin's performance under the CSP utilizing its risk management process. Lockheed Martin will also support additional customer reviews, as required, to determine the effectiveness of the CSP in increasing opportunities for small businesses performing under DOD contracts.

### **Termination or Withdrawal from Program**

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

### **Corporate Plan Administrators**

Lockheed Martin Corporate Small Business Liaison Officer, Susannah Raheb, is assigned responsibility for the development, implementation and management of this plan, in addition to the responsibility of providing leadership and direction of the supplier

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diversity program at the corporate level. Lockheed Martin will notify the DCMA in writing if reassignment and/or replacement is required. Pat DeSanto, Supplier Diversity Program Manager, serves as Susannah Raheb's deputy and has the authority to act as the corporate plan administrator on Susannah Raheb's 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 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 CSP including corporate-wide subcontracting goals and objectives with business areas.
- h) Ensure CSP reporting as required is submitted by scheduled deadlines.
- 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.

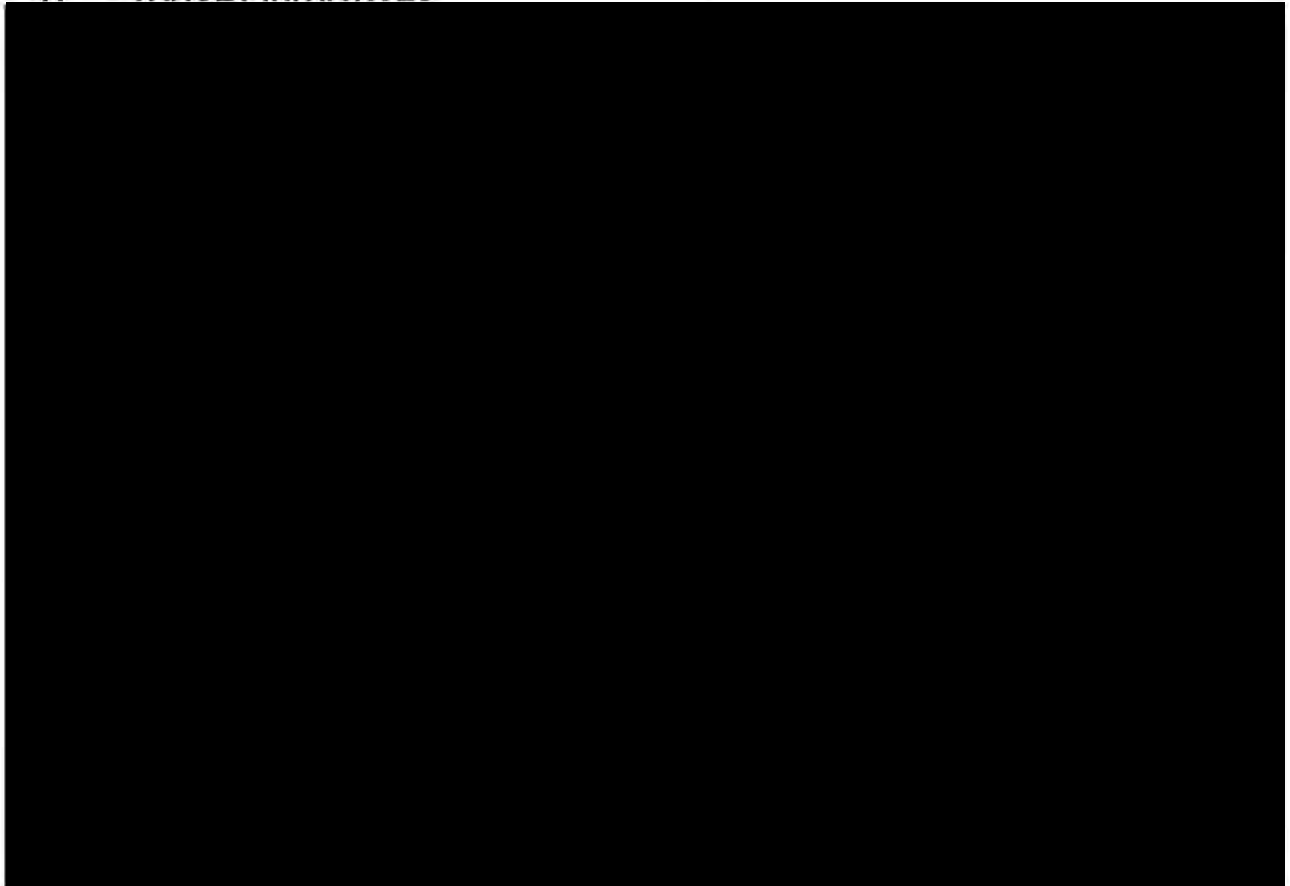
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- c) Promoting and supporting Government Outreach Programs in conjunction with engineering, product assurance, manufacturing and other organizations, to enable small businesses to qualify technically and administratively as Lockheed Martin suppliers.
- 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. TARGET INITIATIVES

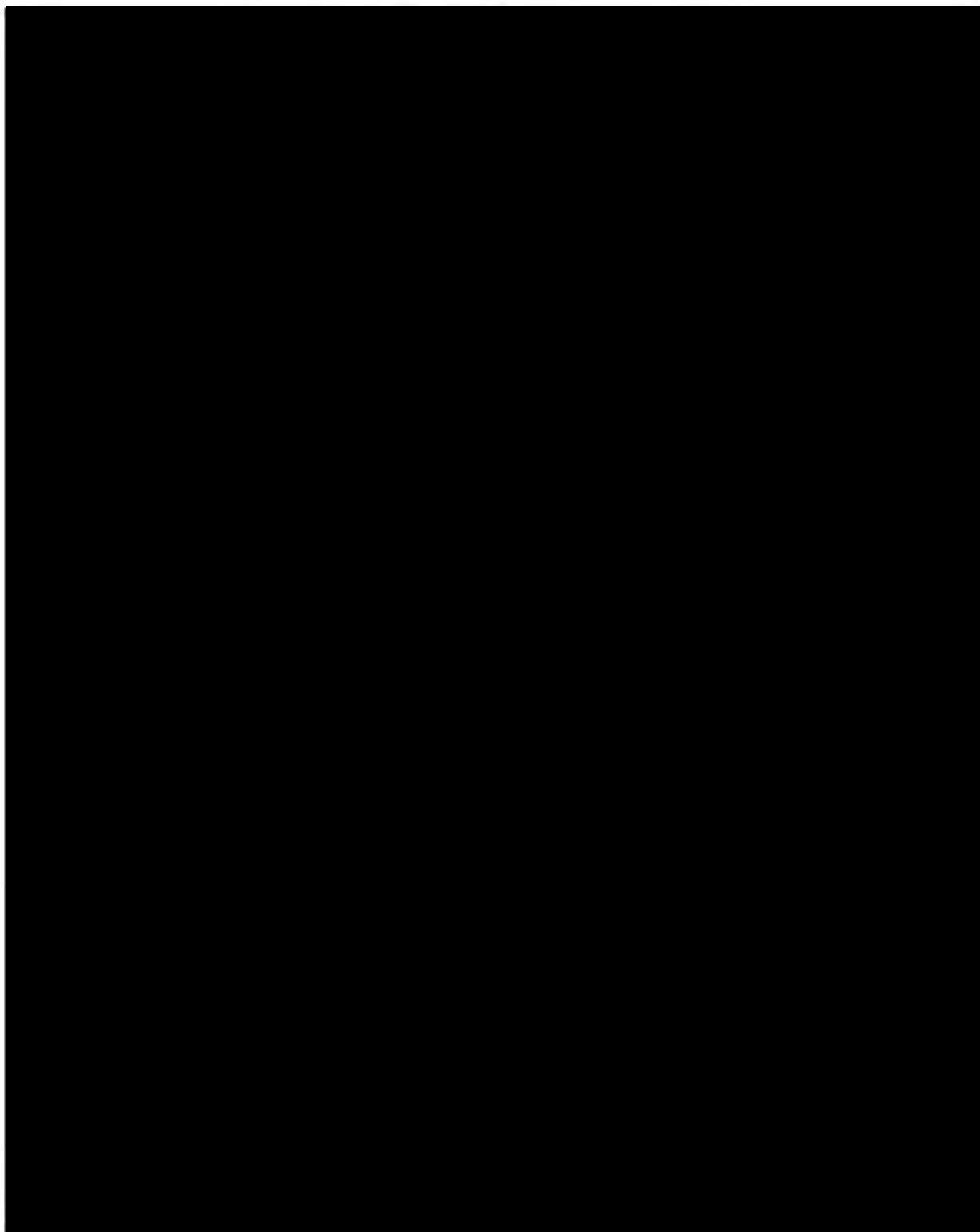


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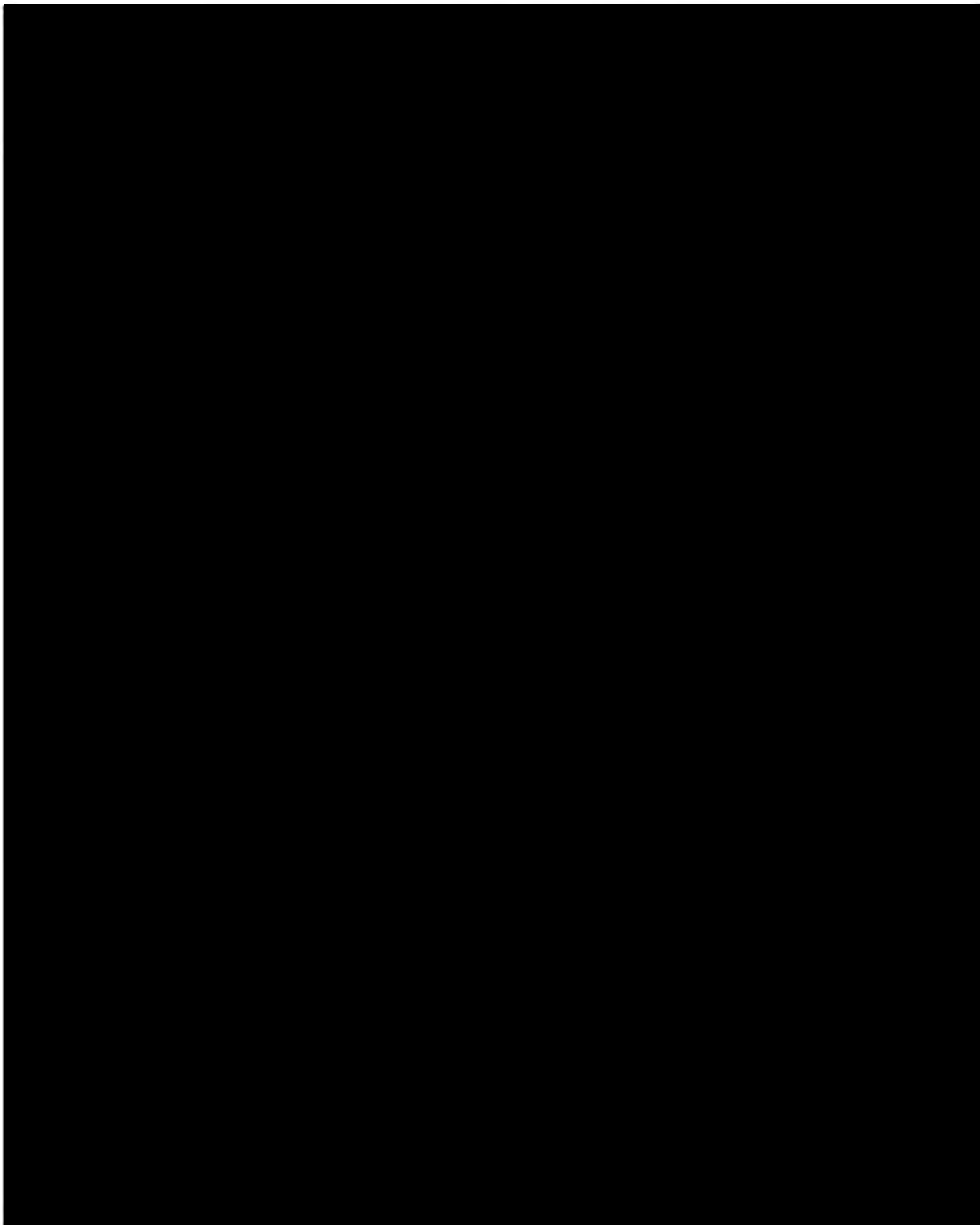
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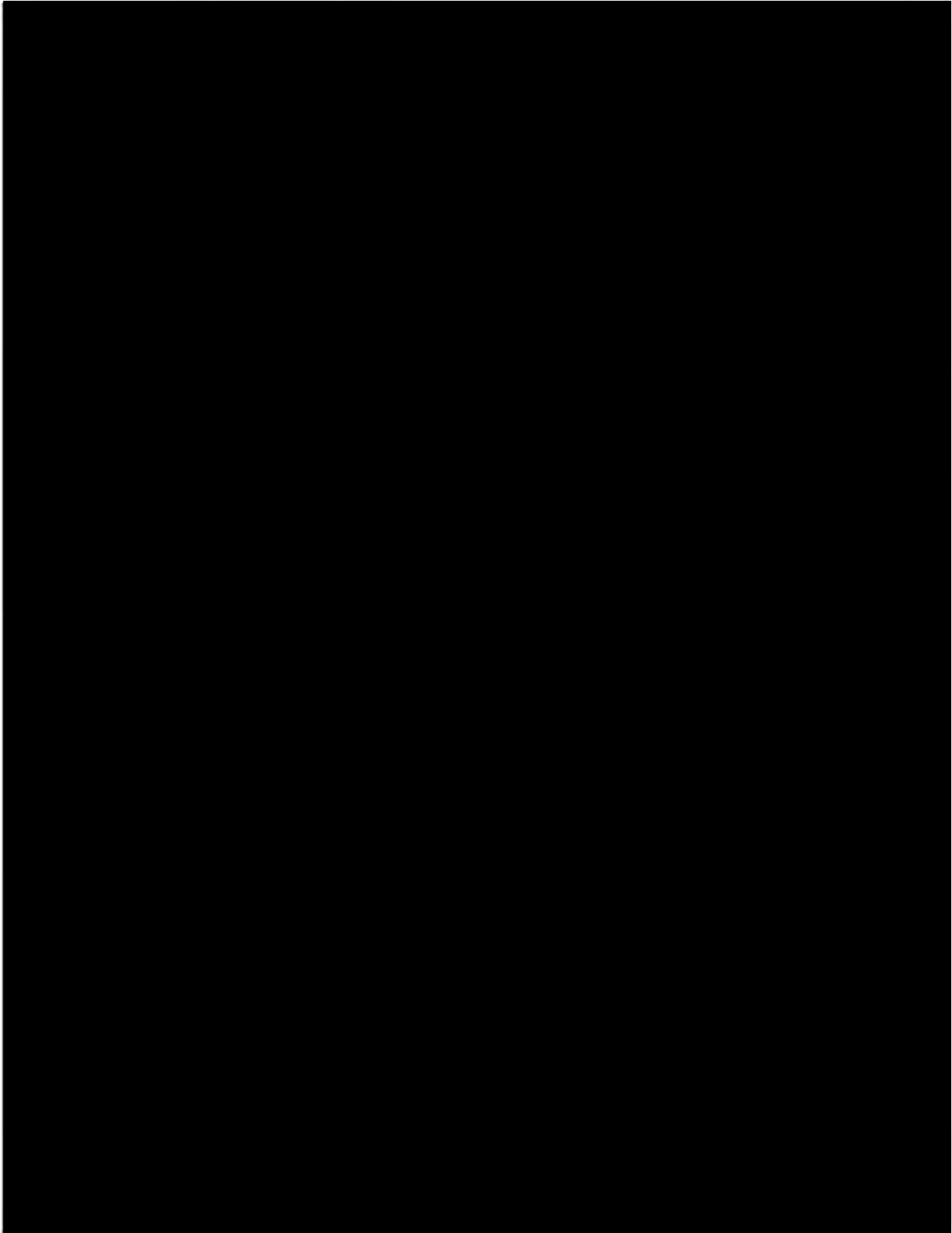


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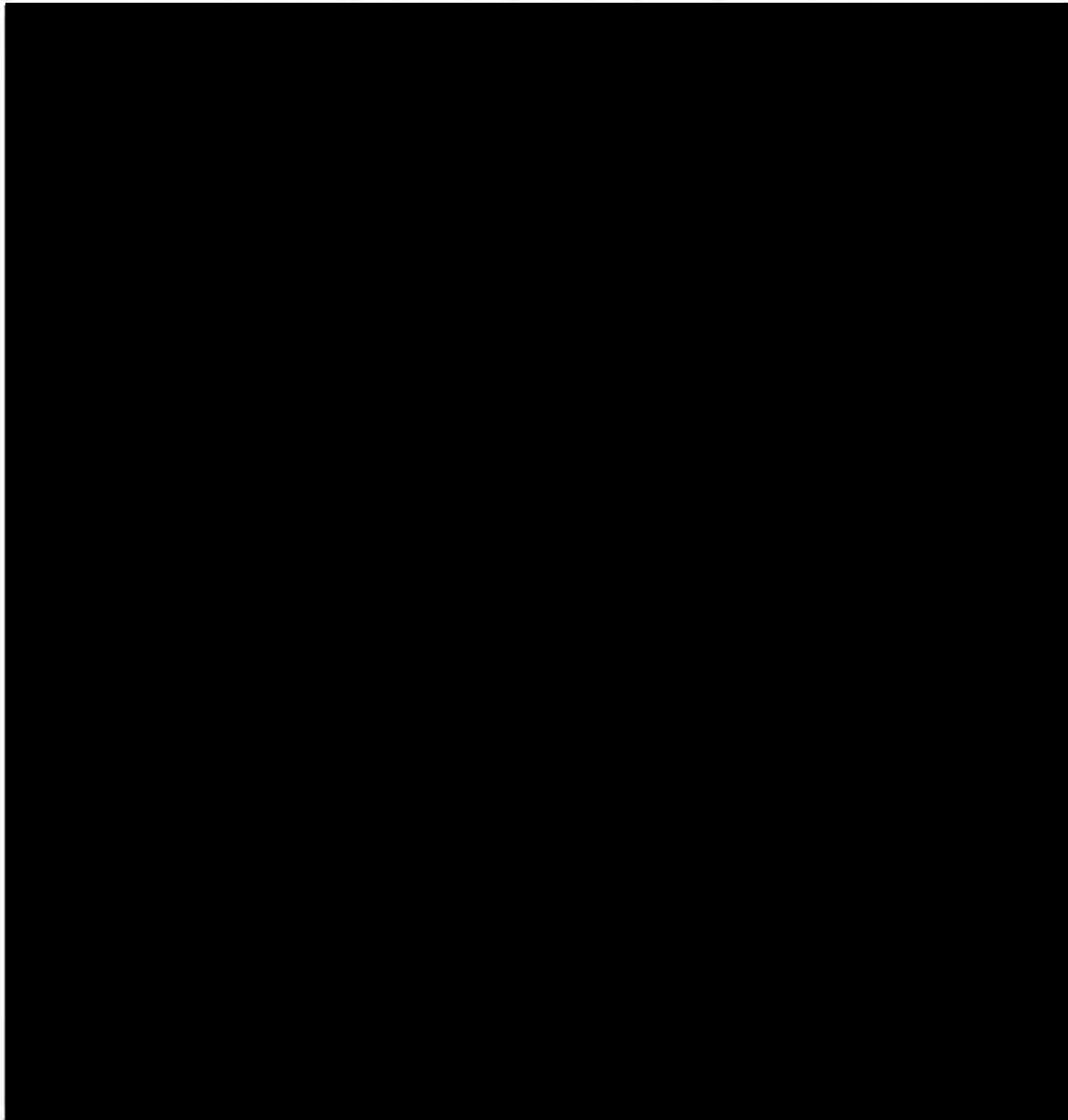
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## 8. SOURCE IDENTIFICATION

Lockheed Martin small business liaison officers 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: the Lockheed Martin Databases, including Exostar and the Supplier Marketing Portal, the U.S. Small Business Administration's System for Award Management database, and through direct contact with local and national affiliations.

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## 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 as offered:

- U.S. Small Business Administration Small Business Week Conference
- National Center for American Indian Enterprise Development's Reservation & Economic Summit
- National HUBZone Conference
- Department of Defense SBIR Beyond Phase II National Conference
- National Veterans Conference
- Navy Gold Coast Conference
- MDA Small Business Conference
- Other DOD Agencies Small Business Conferences
- Lockheed Martin hosted supplier events

A good faith effort will be made by all Lockheed Martin operating companies to identify and facilitate procurement opportunities associated with articles, equipment, supplies, services, materials or construction and to solicit and fairly evaluate all small business concerns. In the event a small business concern is formally called out in a bid or proposal, Lockheed Martin will make a good faith effort to utilize those named suppliers. 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.

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- 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 Lockheed Martin Connect events whereby potential suppliers can meet key members of the engineering, program management, manufacturing and procurement staff.

In the event Lockheed Martin does not acquire articles, equipment, supplies, services, materials or construction work from small business concerns that are formally identified in a bid or proposal, Lockheed Martin will notify the contracting officer in writing within 30 days of contract closure.

## 10. MAKE OR BUY

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

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

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

## 11. SUPPLIER RECOGNITION

Lockheed Martin believes in recognizing the contributions of suppliers and rewarding excellence across the enterprise. As such, business area supplier recognition programs are designed to recognize suppliers for their accomplishments for quality, schedule, affordability, management, process and improvements. Suppliers benefit from these programs by the increased subcontracting opportunities that result from the recognition of being a top performing supplier as well as provided exposure through press releases.

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Lockheed Martin also leverages other types of recognition to nominate suppliers (i.e., U.S. Small Business Administration's Supplier Awards) to give them further visibility.

## 12. RECORD KEEPING

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

- (a) Source lists, guides and other resources that enable procurement personnel to identify, develop and provide bid opportunities to small business concerns.
- (b) Records of efforts to obtain and utilize small business concern sources through contacts with Government and industry organizations.
- (c) Records of all awards \$150,000 or more, indicating on each solicitation (1) whether small business concerns, SDB, WOSB, HUBZone, VOSB and SDVOSB were solicited and, if not, why not; and if applicable, the reason the award was not made to these firms.
- (d) Records of outreach efforts to contact trade associations, small business, SDB, WOSB, VOSB, SDVOSB, HUBZone, 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. PAYMENTS

Lockheed Martin's acquisition policies ensures the corporation pays its small businesses on time and will notify the contracting officer if there is a reduced or untimely payment. To reinforce our commitment, Lockheed Martin was one of the first companies to take the SBA's Supplier Pay pledge in 2014 to pay small businesses on an accelerated basis and is still an active practice.

Per Lockheed Martin's internal policies, the corporation does not prohibit suppliers from discussing payment or utilization matters with the contracting officer.

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#### 14. 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 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 Small Business Liaison Officer:

- (a) Monthly performance report;
- (b) Quarterly report of performance of targeted and focused initiatives; and
- (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, Supply Chain Management, Rotary and Mission Systems and Chair, Supply Chain Council. A copy will also be provided to the DCMA Comprehensive Subcontracting Plan Manager.

Lockheed Martin will also submit the following reports to the DCMA:

- 1. Attachment A - Contracts Covered under the CSP
- 2. Attachment B - MDAP - MAIS Programs with Associated Contract Numbers
- 3. Attachment C - Dollars Subcontracted by Specific Contracts
- 4. Attachment D - Dollars Subcontracted by NAICS
- 5. Attachment E - Miscellaneous Data
- 6. Attachment F - Quarterly Report (revised)
- 7. Attachment G - Dollars Subcontracted by Military Departments/agencies
- 8. Summary Subcontracting Reports (SSR) using the Electronic Subcontracting Reporting System (eSRS)

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

#### 15. 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:

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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 Individual Subcontracting Report (ISR), 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 \$700,000 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. Small business liaison officers review each plan to ensure it meets the applicable requirements. The provisions of the CSP 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.

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, 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.

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## 16. 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](mailto:supplier.communications@lmco.com) for submittal of supplier's electronic brochures and capability. This information is transmitted internally to the appropriate decision maker;
- (d) Using Lockheed Martin Immediate Needs Bulletin Board to post and distribute unique procurement opportunities to small businesses through various supplier diversity affiliations distribution channels; and
- (e) Maintaining the Lockheed Martin Supplier Diversity web site, Supplier Wire (<http://www.lockheedmartin.com/supplierwire>).

### Lockheed Martin Small Business Events

Lockheed Martin realizes the many benefits of hosting self-sponsored small business events. In the past, Lockheed Martin has had great success with its Supplier Information Sessions. In GFY 2017, the corporation instituted Lockheed Martin Connect sessions as part of a new outreach strategy initiative. The events focus on targeted socioeconomic categories (SDVOSB, HUBZone and SDB) that are challenged as well as define internal targeted needs for small business improvement opportunities, whether within programs, proposals or other areas of opportunity. Lockheed Martin will host at minimum three self-sponsored small business Lockheed Martin Connect events in GFY 2018.

To determine the effectiveness of these events, the corporation will continue to track the value of subcontracts awarded to session attendees. 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.

## 17. 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 employees. The course highlights the value and importance that supplier diversity brings to the corporation and customers. The training module was recently revamped to include a pass/fail quiz, refreshed content and more sophisticated functionality.

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In addition, Lockheed Martin offers instructor-led training course for all new supplier diversity professionals. Lockheed Martin also offers various live training courses for procurement and business development professionals. 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 maintains 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 through Small Mall, a Sharepoint site. Lockheed Martin also promotes Immediate Needs Bulletin Board to employees and alerts BD personnel of national small business events through forums to offer assistance.

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

## **18. DCMA 640 REVIEW**

Lockheed Martin will participate in annual DCMA 640 review activities.

### **EXHIBIT 1 Corporate Reporting Chain**

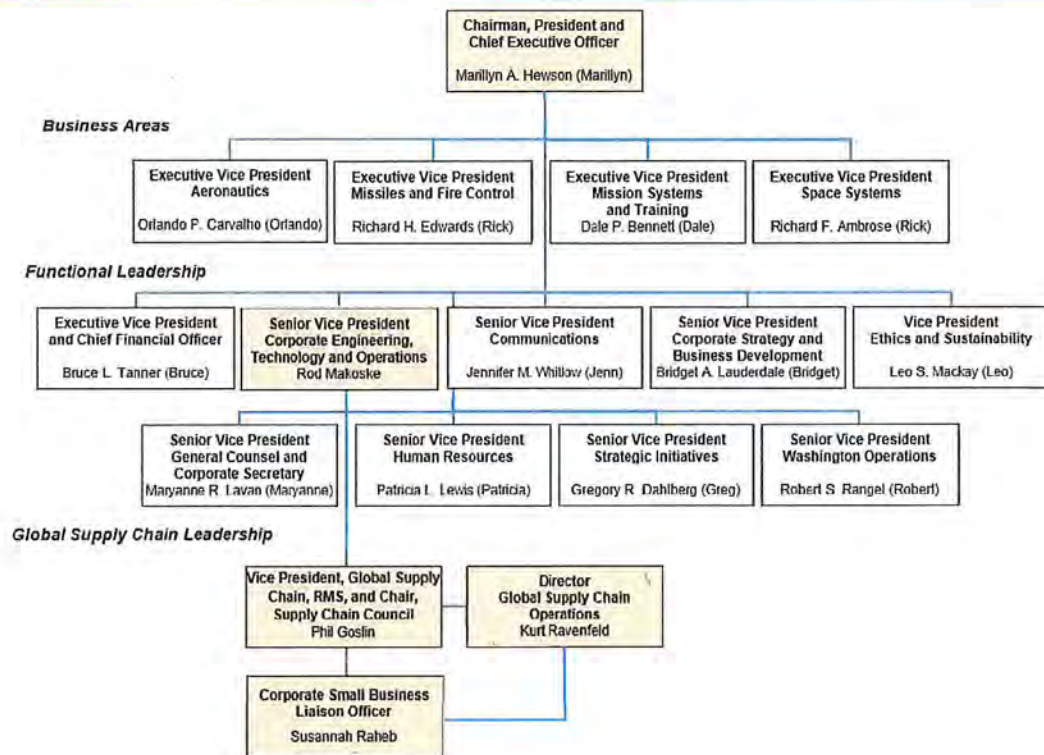
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## Lockheed Martin Executive Leadership Team



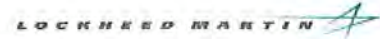
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EXHIBIT 2  
Supplier Diversity Network Listing

## Supplier Diversity Representatives



Name	Business Area / Unit Name and Address	E-mail / Web Address	Phone
ENTERPRISE OPERATIONS			
Suzanneh Raheb Corporate Lead			
Orysia Buchan			
Patricia A. McHugh			
Marquita Peoples Gadsen			
Pat DeSanto			
	AERONAUTICS		
Kate Connolly Business Area Lead			
C.J. Anderson			
Cole Etheredge			
Diana Salgado			
Dorothy James-McAllister			
Dudley Macum			
Emma J. Stevens			
John Snelson			
Lesley Schiffman			
Merhelle Davis			
Mirenda Todd			
Raven Smith			
Sonny Trunell			
Valerie Chalmers			
Chantay White-Taylor			
Fayliss Grant Business Area Lead			
Lisa Courney			
Jorzhim Adama			
Connie Winters			
	ROTARY AND MISSION SYSTEMS (RMS)		
Gary Harter Business Area Lead			
Claudia Jara			
Kim Luker			
Robyn Snyder			
Shella Oschalin			
Melissa Norris			
Teresa Torres			
	SIKORSKY LOCKHEED MARTIN (SLM)		
Martha L. Crawford			
Bob Thompson Business Area Lead			
Betty L. Padilla			
Darna G. Clardy			
Diane Garrett			
Michelle Butzke			

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### EXHIBIT 3 Supplier Diversity Strategic Framework



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EXHIBIT 4  
Corporate Historical Subcontracting Performance

Subcontracting Past Performance - DoD Only													
Total Corporation	TOTAL	SB		SDB		WOSB		HUBZone		VOSB		SDVOSB	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$
GFY 2008	13,355,374,934	29.3	3,910,567,992	5.0	672,787,403	7.5	998,498,137	1.7	226,184,066	3.7	495,800,632	1.1	151,237,838
GFY 2009	12,908,423,771	25.3	3,269,320,439	3.7	476,350,650	6.3	810,736,269	1.8	234,440,150	3.7	478,918,062	1.2	149,043,238
GFY 2010	15,342,885,627	26.0	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	630,708,040	5.0	853,584,661	1.3	223,959,773	4.2	714,977,545	1.9	316,453,367
GFY 2013	16,548,938,868	22.9	3,787,130,352	3.8	631,527,311	4.5	741,615,374	1.4	227,046,722	4.8	790,827,130	2.5	410,233,695
GFY 2014	19,528,707,044	17.2	3,353,250,726	3.3	653,794,640	3.5	691,109,252	1.1	206,362,293	2.8	539,564,846	1.1	212,300,304
GFY 2015	16,116,296,890	21.2	3,412,387,824	4.0	648,478,397	4.5	717,352,942	1.2	201,402,257	3.5	561,570,832	1.9	301,953,168
GFY 2016	15,576,695,410	21.8	3,394,428,329	4.3	671,000,916	4.4	691,159,462	1.5	235,603,634	3.3	517,289,691	1.7	264,927,790
GFY 2017 Outlook	18,801,244,142	18.1	3,410,206,142	2.7	507,699,198	3.7	699,675,645	1.1	212,889,808	2.4	446,318,918	1.4	254,591,108

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## EXHIBIT 5

## Principal Products and Services to be Subcontracted by NAICS Codes

NAICS Code	NAICS Description	LB	SB	SDB	WOSB	HUBZ	VOSB	SDVOSB
All Others	All other NAICS codes							

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## EXHIBIT 6

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

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				VOSB			
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				VOSB			
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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