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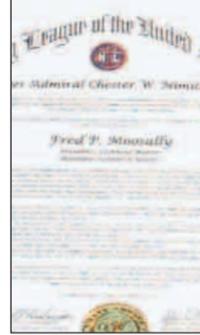
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Today

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IRADical Concepts

Corporate-wide research and development approach balances near-term payoff with long-term vision

From networking to nanotechnology. From radar to rocket fuel. With hundreds of research and development projects spanning a broad spectrum of technologies and lines of business, Lockheed Martin's R&D approach appears to be as complex as the challenges it tackles.

But look more closely, and you'll see a carefully considered portfolio of projects that are designed to advance an overarching strategy.

"Our research and development portfolio reflects what we are as a Corporation," says Jack Hammond, vice president of technology. "We are primarily an integrator of high technologies. We can't do everything ourselves, so we have to be good technology buyers and good technology developers —

and we have to be smart enough to know what we want to buy and what we want to make."

That "smart" approach to R&D has enabled the Corporation to become increasingly effective at sharing ideas and new technology development across multiple domains, coordinating at both the business area and corporate levels. It includes pursuing internally and customer-funded projects, partnering with outside laboratories and universities, and staying current on the latest breakthroughs and game-changing ideas around the world.

All of this activity results in a corporate-wide collection of more than 500 projects and programs that can be *See R&D p. 2*



An example of R&D work in the area called disruptive technologies is the development of microelectromechanical systems at Lockheed Martin Advanced Technology Center and Sandia National Laboratories. Here, Sandia researcher Doug Adkins examines one-quarter cubic-inch mini-robots weighing less than one ounce.



International Pride

Chile and Lockheed Martin share commitment to Chilean F-16 program

For Chilean air force officials, the nation's first F-16 to roll off of the assembly line at Lockheed Martin Aeronautics Company in Fort Worth, Texas, last month represented a milestone in a new era of modernization for an air force with a proud tradition and a bright future.

For LM Aero, the completion of the first of 10 Chilean F-16s represented an important step in wel-

coming another nation to the F-16 family, and the emotion was no less sincere for LM Aero program leaders than for the Chilean officials.

"We understand the importance of this program to Chile, and we recognize the tremendous amount of effort and investment that this represents for the Chileans," says John Balderston, Chile F-16 program director. "They are a great customer. They're incredibly resourceful, hard-working and professional. And I share the pride *See F-16 p. 8*

Lockheed Martin Aeronautics Company delivers the first of 10 F-16 aircraft to Chile (above).

Model Behavior

Business areas turning Diversity Maturity Model results into road map to success

Lockheed Martin defines diversity as one team that encourages the individuality of each employee to achieve mission success. But diversity is more than just a buzzword; it's a commitment that business areas across the Corporation are taking seriously.

The Diversity Maturity Model (DMM), introduced last fall, tracks the progress Lockheed Martin has made in building the most inclusive work environment possible. As an enterprise, the company now has a consistent benchmark with a common set of criteria to measure maturity levels and identify opportunities for improvement.

Lockheed Martin as a Corporation received an initial DMM assessment of 2.0 or *Enlightened* on a scale of 1-5 that also included 1) *Foundational*, 3) *Embraced*, 4) *Integrated*, and 5) *Institutionalized Inclusion*. This fall, the company will complete a second DMM assessment, and the overall corporate objective is to move the bar to 2.5.

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thought of as the R&D equivalent of an individual investment portfolio, one that contains a balance of investments with varying risk and return potential.

Many projects — the majority, in fact — are aimed at delivering direct, predictable results, just as an effective investment portfolio is anchored by a solid group of core assets. Other efforts are targeted at longer-range payoffs in new products that might not yet be clearly defined — investments with higher risk but also higher return potential. And yet another set of projects — the smallest in number but with the potential to radically alter the competitive landscape — is aimed at maintaining contact with the leading edge of futuristic technology development.

“We see three basic types of R&D,” Hammond explains. “One is requirements pull, where we have a defined set of requirements that you need and they’re pulling you to improve an existing product or system.”

The speech-recognition technology that is being incorporated into the F-35 Joint Strike Fighter is one example. When Lockheed Martin Aeronautics Company identified a need for the technology, it contracted with the Lockheed Martin Advanced Technology Laboratories (ATL) in Cherry Hill, N.J., to develop it.

“Another area is further out and more strategic,” Hammond continues. “That’s technology push, where we’re developing technologies that could potentially benefit many different products and lead to new ways of thinking about our products and the capabilities we can offer our customers.”

At Lockheed Martin Integrated Systems & Solutions (IS&S), for instance, R&D investments over the course of several years led to the development of an information integration architecture, which in turn led to the capture of three contracts related to homeland security and intelligence.

“And the third area, which is even further out, is what we call disruptive technologies,” Hammond says. “We don’t know yet how they might change future products, but we do know that we need to be prepared for them if we want to continue to be an industry leader.”

Two examples are the work being done in microelectromechanical systems

IRAD funding is controlled and invested by the business areas that are closest to the programs and have the most intimate knowledge of customer needs.

Nevertheless, many technologies have applications across all business areas, and that’s where the corporate Engineering and Technology organization provides the high-level guidance that maximizes information sharing and avoids program duplication.

Top-level representatives from all business areas are members of the corporate Research and Technology Board, which provides a forum for business areas to review each others’ IRAD budgets and coordinates R&D activity

“...many technologies have applications across all business areas, and that’s where the corporate Engineering and Technology organization provides the high-level guidance that maximizes information sharing and avoids program duplication.”

(MEMS) and nanotechnology at Lockheed Martin Advanced Technology Center (ATC) in Palo Alto, Calif., and Sandia National Laboratories, managed by Lockheed Martin for the Department of Energy, in Albuquerque, N.M.

R&D projects are funded in two primary ways: with Lockheed Martin dollars (independent research and development projects, or IRADs) and with customer dollars (contract research and development projects, or CRADs.)

Because the Corporation strives to tie its R&D investments as closely as possible to its business plan, the majority of

to ensure it is non-repetitive and aligned with the Corporation’s strategic plan.

In this way, the overall R&D program is similar to the approach the Corporation has taken in the area of horizontal integration of military communication, information and battle management systems, which touches many lines of business in nearly every business area. The work of the Corporation’s 17 Technology Focus Groups also helps guide R&D investment.

The many IRAD programs that are underway at any given time are tracked in the corporate-wide Technology Investment

Plan on the Lockheed Martin Intranet. The TIP repository is a valuable resource not only for the technical community, but also for competitive bid teams interested in learning where applicable research is being performed anywhere across the Corporation.

“Just like the rest of the Corporation, the IRAD philosophy has become much more one-company oriented,” Hammond says. “We have increased the level of cooperation.”

In addition to coordinating IRAD efforts, the corporate Engineering and Technology office also funds key R&D efforts that span business areas. The funding is provided through several initiatives.

One is the Shared Vision Program, through which the Corporation contracts with the GE Global Research Center in Niskayuna, N.Y., and with Sandia National Labs. Both labs have areas of expertise and capabilities that aren’t available within the Corporation and would not be cost-effective to develop.

Another vehicle managed at the corporate level is the University Grants Program, which provides grants to university researchers to perform basic research that can then be transitioned into product applications.

The Corporation also funds several Transformational Technology Programs each year, and recently it has launched a Disruptive Technologies Program through which it is funding research into those emerging technology areas with potential to greatly alter the playing field in the Corporation’s lines of business.

While the corporate level provides overall R&D guidance and coordination, the business units retain a high degree of control over the amount of funding they allocate to R&D and the way they administer their R&D programs. With the exception of Information and Technology

Systems, whose development work is managed differently, here’s a brief overview of how R&D is handled in each business area:

High-Profile Success

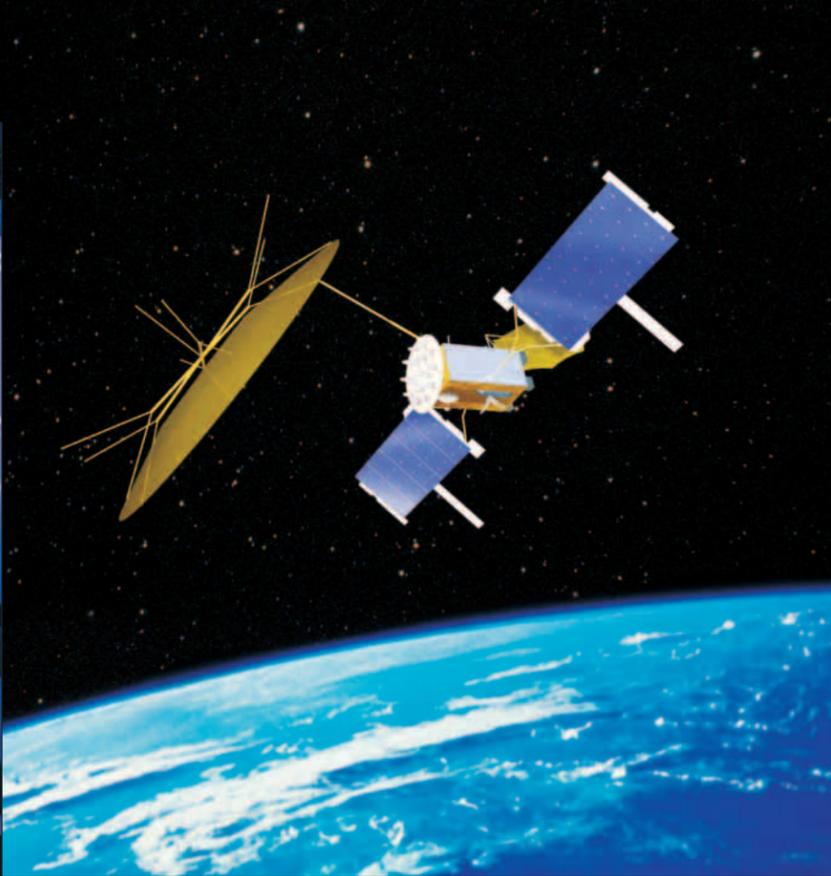
Technology research and development at LM Aero is managed by the company’s Advanced Development Programs (ADP) group, also known as the Skunk Works, in Palmdale, Calif. The emphasis of the LM Aero approach, says Neil Kacena, deputy vice president at ADP, is to invest in IRAD programs that bring new technologies to the point that they merit customer-funded research.

Sometimes those IRAD programs don’t pan out, but the tolerance for risk that is the heritage of the ADP group has enabled the organization to achieve many memorable successes. The most recent example is the shaft-driven lift fan that turned out to be a major contributor to the F-35 Joint Strike Fighter win. The idea for the lift fan originated in 1990 with two engineers who persuaded management to fund an IRAD long before there was a JSF program.

While there have been high-profile successes (stealth technology developed for the F-117 is another one), the smaller IRAD programs also add up to big results. Dozens of technologies now in use on the JSF program began with IRAD programs over the past 10 years, Kacena reports.



A recent example of IRAD success is the shaft-driven lift fan that turned out to be a major contributor to the F-35 Joint Strike Fighter win.



(Above) Electronic Systems' Advanced Technology Laboratories has developed advanced user-interface software for the Lockheed Martin-developed Aegis Weapon System.

(Upper Right) IRAD programs have been instrumental in Space Systems' development of several commercial and military satellite programs, including the Mobile User Objective System next-generation satellite communications system depicted here.

(Right) Research and development at Lockheed Martin Integrated Systems and Solutions resulted in development of an information integration architecture that was instrumental in capturing homeland security-related contracts.



In addition to its core group at Palmdale, the ADP organization has Improvement and Derivative Teams co-located with each major LM Aero program, distributed across the three Aero sites. The I&D teams strengthen the research and development organization's ties to the programs and help ensure IRAD dollars are being targeted in areas where they can have the most impact.

IRAD programs growing out of those areas tend to be requirements pull, but at the same time, Kacena says the ADP group recognizes the need to ensure a certain portion of the company's research dollars are allocated to technology push.

"Most institutions that focus on innovation understand that requirement pull is infinite," he says. "It will always eat up all of your resources, because the need is near-term and easy to identify. But if you want to capture an edge in innovation that will ultimately allow you to identify and win programs in the future, you have to maintain a commitment to investing in technology push." At LM Aero, that commitment represents 30 percent of the company's IRAD dollars.

Another emphasis of LM Aero's R&D approach is flexibility. The aeronautics industry is so dynamic that projects approved for funding at the start of the year are continually re-evaluated up

until the time they are ready to begin. In most years, the number of anticipated CRAD opportunities increases by four to six times over the original estimate. The IRAD portfolio is then adjusted to support and enhance the continually evolving CRAD opportunities list.

"That gives you an idea of how dynamic the front end of our business is," Kacena says. "And we have to be flexible to stay tightly aligned with it."

Extensive Diversity

More so than other Lockheed Martin business areas, Electronic Systems' companies have extensive diversity in their lines of business. As a result, individual companies within the business area have greater responsibility at the local level for identifying and funding R&D priorities.

However, the Electronic Systems business area (ESBA) recently assigned Advanced Technology Laboratories,

which is part of its organization, to play a greater role in monitoring the overall direction of those efforts.

"Our role is to coordinate, but not direct ESBA research and development," says Jim Marsh, ATL's director. "We want to eliminate redundancy and add rigor into tying IRADs into the business area's strategic focus. The ultimate goal is a sharper competitive edge that a more efficient enterprise provides."

"We look farther out than the business units and bring technologies to the point where they enable those defining moments for our defense and Lockheed Martin customer communities."

ATL also has a portfolio of business of its own, consisting primarily of programs with the Defense Advanced Research Projects Agency (DARPA). To prepare itself to compete successfully for DARPA contracts, ATL invests in IRAD programs and partners with universities.

"DARPA's role is to develop technologies for the Services that are too risky for them to undertake," Marsh explains. "ATL parallels that approach. We look farther out than the business

units and bring technologies to the point where they enable those defining moments for our defense and Lockheed Martin customer communities. Our job is to take university research, add innovation and application experience, and transition the result to the field."

Using this approach, ATL, which specializes in software development, recently developed "advanced reflective middleware software," which is a key element of the technology systems aboard the Navy's DD(X) next-generation destroyer. The program that produced the software was DARPA funded. ATL also has recently developed advanced user-interface software for the Lockheed Martin-developed Aegis Weapon System with funding from the Naval Research Laboratories. In each case, ATL R&D is transitioning enabling, competitive technology into key Lockheed Martin programs.

Lockheed Martin product programs make the best use of ATL as a resource when they incorporate the organization at the competitive bid level, Marsh says. "When we can lay a 75-year legacy of research, development, and integration successes along side the superior technology of this Corporation, the result is usually a win for our customer and for our shareholders."

See R&D p. 4

R&D

Continued from p. 3

Disciplined Approach

Although IS&S has a focused mission, its distribution over 30-some sites requires the business area's research organization to have a disciplined approach to managing its research and development program.

Beginning in early July, the organization begins collecting IRAD proposals that are prioritized and assembled into the beginnings of a program in August. Then, five teams evaluate the proposals for technical feasibility, alignment with business strategy, potential return on investment, potential for customer funding, and alignment with Lockheed Martin's integrating concepts.

This "scrubbed" Technology Investment Plan is then incorporated in

the business area's operating plan for the upcoming year and continues to be adjusted and modified. At the beginning of the year, approved IRAD programs receive 10 percent of their funding to get started, but the full funding is withheld until a formal program plan is submitted by the end of January.

The composition of the overall IS&S research and development plan closely follows the portfolio approach, says Larry Alexander, who heads the business area's R&D organization.

"About 60 percent of our IRAD is expected to have impact on a program within 12 months," Alexander explains. "But we also want to have some longer range investments that might not pay off for one to three years. That's where we usually bring in the universities."

IS&S also makes use of the Shared Vision Program, working with the GE Global Research Center and Sandia National Laboratories, and it has set up a Radical Technology Innovation Center to push beyond current thinking and identify technologies that could someday make existing IS&S products obsolete.

Another unique element of the IS&S research and development approach is its Creative Development Program, which twice a year solicits employee ideas that can be developed into products and sold. The program is part of the business area's Employer of Choice initiative.

As it earmarks IRAD money, IS&S is careful to be aware of the latest work being done throughout the information technology industry. As Alexander points out, nearly all of the technologies utilized by IS&S come from the commercial world. IS&S integrates those technologies in new and powerful ways.

"The commercial world is pouring hundreds of billions of dollars into information technology, so we don't want to invest in something and then six months later see that you can buy it at Comp USA," Alexander says. "We need our people to stay current in what these commercial investments are, because most of our systems are made up of those commercial components."

Focused Development

Like the other business areas, Space Systems has developed an approach to research and development that reflects the unique aspects of its business. Most of the business area's development is focused on near-term "tactical" technology, but its goal is to invest a minimum of 15 percent on strategic R&D.

See R&D p. 12



Dozens of technologies now in use on the Joint Strike Fighter program began with IRAD programs over the past 10 years.

Employees Named In Hispanic Top 50

Four Lockheed Martin employees are named on the list of the 50 Most Important Hispanics in Technology and Business by the editors of *Hispanic Engineer and Information Technology* magazine. The recipients are Frank Figueroa, vice president, Business Management & Facilities Services and Chief Financial Officer at Sandia National Laboratories; Sid Gutierrez, director, Systems Assessment and Research at Sandia National Laboratories; Lenny Martinez, vice president, Manufacturing Systems, Science and Technology, at Sandia National Laboratories; and Ralph Tourino, vice president, Space Support Programs, Lockheed Martin Integrated Systems & Solutions. The awards are based on leadership qualities and engineering excellence. More information on these technology leaders can be found on the intranet at <http://pageone.lmco.com> in the "LM Today Newsletter" section. In the photos are, from left, Tourino; Figueroa and Gutierrez on the Sandia campus; and Martinez in his office.





The Glenn L. Martin Aviation Museum in Baltimore, Md., is home to an extensive collection of historical data, from photographs and film to aircraft and production tools.

All In Good Time

Corporation seeking historical and memorabilia items

The story of Lockheed Martin is a story of people who were the first in the skies with flying machines, whose dedication helped to win a world war, and who have served as sentinels of the Cold War and pioneers of the Space Age.

It's a world of rocket pioneers, supersonic recordbreakers, electronics inventors and interplanetary travel guides. It's also a world of routine daily activities and events that, with the passing of time, can symbolize an era or crystallize a moment in time.

If everything old is new again, then Lockheed Martin is a treasure trove of time-honored material that chronicles the past century.

In an effort to capture and commemorate the significant achievements of nearly 100 years, the Lockheed Martin board of directors has requested a review of historical and memorabilia items related to the Corporation's people, key products, programs and events.

"Our overall objective is to preserve and share the rich history of Lockheed Martin," says Frank Menaker, the Corporation's senior vice president and general counsel, who has been appointed to lead the project. "We are looking for notable historical documents, records, hardware and similar materials of legacy and heritage."

"Since the merger of Lockheed and Martin Marietta in 1995, we have been focused on the present and future of our company," Menaker says. "Having matured to a healthy, strong enterprise, we want to continue to look

forward, but also look back at the innovation and integrity of the hundreds of thousands of employees who have contributed to the corporation we are today. We want to preserve our powerful history, and to build on it."

Shelly Paup, director, Corporate Internal Audit, who is coordinating the effort, says the project has several key elements. First is locating these types of historical or educational materials.

"Having matured to a healthy, strong enterprise, we want to continue to look forward, but also look back at the innovation and integrity of the hundreds of thousands of employees who have contributed to the corporation we are today. We want to preserve our powerful history, and to build on it."

Secondly, the materials will need to be reviewed. Thirdly, locations will be identified for the possibility of setting up facilities, museums or educational centers that showcase the material.

"The project is now in an exploratory phase," Paup said. "We want to understand the kinds of historical materials that are out there, and what is already in our archives."

Paup says the Corporation is looking for artifacts from all of the heritage companies, such as Ford Aerospace, GE Aerospace, General Dynamics, IBM, RCA, and Goodyear,

to name a few, in addition to Lockheed and Martin Marietta.

Some valuable items have come to light, including correspondence and artifacts about legendary pilot Amelia Earhart, aviator and businessman Howard Hughes, and famed aerospace designer Clarence "Kelly" Johnson.

One of the most exemplary memorials is the Glenn L. Martin Aviation Museum located near Lockheed Martin Maritime Systems & Sensors in Baltimore, Md. The museum has 13 historic aircraft, thousands of original motion picture films, plans, documents, research models, aircraft tools, and a collection of more than 200,000 aviation and company photographs. A nonprofit organization, the museum receives support from Lockheed Martin.

Paup said the members of the memorabilia project will study existing collections, and then make determinations of the best ways to exhibit new materials.

The Lockheed Martin retiree community is a strong supporting element of the effort, Paup said.

Employees who would like to volunteer information about their own personal or company memorabilia are encouraged to contact the appropriate person in the box at right. Material reported by the end of June will be reflected in a presentation to the board of directors scheduled for August. "Of course, the task of identifying significant items will be ongoing," Paup said. "This is just the beginning. Lockheed Martin will continue to have a place in history." ■



For more information on the Corporation's memorabilia project and to share items of interest, contact the person listed for your business unit in the box at right.

Contact Information For Corporation's Memorabilia Project

To submit information about personal or company memorabilia, contact the person representing your business area or business unit from the list below.

Aeronautics

Fort Worth

Joe Stout (817) 763-4086

Marietta

Jeff Rhodes (770) 494-3895

Palmdale

Steve Justice (661) 572-7650 and
Dianne Knippel (661) 572-4153

Corporate

Jim Denapoli (410) 468-1020

Shelly Paup (301) 897-6928

Barbara Reinike (301) 897-6601

Gail Rymer (301) 897-6934

Integrated Systems & Solutions

Emily Donovan (301) 240-6691

Information & Technology Services

Wendy Owen (856) 486-5126 (all)

Aircraft & Logistics Centers

David Jewell (864) 422-6303

Systems Management

Jeanine Zeitvogel (856) 810-5130

Electronic Systems

Maritime Systems & Sensors

Kate Dunlap (330) 796-2122

(MS2-Akron)

Sheri Grone (651) 456-2210

(MS2-Eagan)

Fred Henney (703) 367-4440

(MS2-Manassas)

Roger Mason (410) 682-0330

(MS2-Baltimore)

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Mike Drake (607) 751-4524

Transportation and Security

Solutions

Anna Dipaola (301) 640-3336

Space Systems

Advanced Technology Center

Amy Burks (650) 424-2883

Commercial Space Systems

Barry Noakes (215) 497-2008

Integrated Launch Services

Liz Prestridge (571) 633-7478

Space Systems—Denver

Martha Hirschfield (303) 971-4068

Space Systems—Sunnyvale

Ken Popovich (408) 742-1757 and

Russ Underwood (408) 742-0933



Center Of Innovation Focuses On Creative Solutions For Defense And Homeland Security

The Corporation formally opened its Center for Innovation in April. The Center is a unique, collaborative laboratory that is intended to serve as a critical new asset in the nation's war on terrorism, homeland defense and transformation of other government operations. Located in Suffolk, Va.,

the Center has proximity and connectivity to a number of military commands, national security and other government customers. More information on the Center for Innovation can be found on the intranet at <http://pageone.lmco.com> in the "LM Today Newsletter" section.

And The Winner Is...

Third annual Ethics Film Festival showcases employees' talents

The judges have reached their decision.

First place in the 2005 Ethics Film Festival goes to a team from Aeronautics Company in Marietta, Ga., for their entry, "The Eth-X Files: Case of the Disappearing Aircraft Parts."

The video, a spoof on the television show "The X-Files," depicts Agents Fax Folder and DonnaLook Silly

interviewing suspected thief Lars Perp. As in the TV show, Agent Folder "suspects extraterrestrials" in the theft of aircraft parts and tools from the fictional "Lochness Aero" plant.

"We were excited to be in the finals and elated to have won," said Karen Butler, one of the winning team members. "The Ethics Film Festival was

a great team-building experience, with each member having an important role in the making of the film."

Butler, a software verification lead on the C-27J program, developed the video's concept, wrote the script and directed the action. "Our topic of theft in the workplace is a serious problem in business today," said Butler. "Our villain in the video takes this concept to the extreme and highlights the problem in a humorous way."

Valerie Gressett, who played the role of Agent Silly in the video, joined Butler at a recognition event held recently in Bethesda, Md., to accept the first place awards on behalf of their team. Additional team members were Mark Caston, Kevin Craddock, David Marks, Brian McKnight and Tom Wetherall.

"Making this video was not only a good opportunity to do something outside of my usual job, it offered a new outlet for creativity and a chance to collaborate with a different group of people in an unusual way," said Gressett, who also supports the C-27J as a program integrator.

"The videos in this competition reflect the perspectives of the 'troops at the working level.' To me, this expands the ethics message that is communicated each year in training, something that engages us, not only because of the humor, but because of the realism with which we can all identify."

The Ethics Film Festival is an annual event in which

employees are invited to produce short videos containing an ethics theme. Employees must use their own time and resources, away from company or customer facilities. Independent judges evaluate the entries and select the top three videos based on creativity and relevance to ethics. The top three entrants are invited to attend a recognition event held in Bethesda where prizes are awarded.

The other finalists were teams from Missiles and Fire Control in Ocala, Fla., and their entry "The Ethics Apprentice," and from Integrated Systems & Solutions in San Jose, Calif., with "Ethics Affects All of Us."

Honorable mention went to the Aeronautics Company in Fort Worth, Texas, team for "Ethicollar 5000," the Lockheed Martin Canada team for its entry "Second Best," and the father/daughter team of Walter and Addie Osadciw for their entry "The Work Ethic." Walter Osadciw is an employee at Maritime Systems & Sensors in Syracuse, N.Y.

"We were very impressed with the quality of the videos, and all participants are to be congratulated," said Maryanne Lavan, vice president, Ethics and Business Conduct. "We want to encourage all employees to consider entering the next Ethics Film Festival."

The 2006 film festival will kick off in November 2005, with entries due in mid-February of 2006. ■



First place in the 2005 Ethics Film Festival goes to a team from Aeronautics Company in Marietta, Ga., for their entry, "The Eth-X Files: Case of the Disappearing Aircraft Parts." Shown are team members, from left to right, Mark Caston, Karen Butler, Tom Wetherall, Valerie Gressett and Brian McKnight. Not shown are David Marks and Kevin Craddock.

INFO For contest rules, helpful hints, an entry form, or to view prior entries, visit the Ethics Film Festival Web site at <http://ethics.corp.lmco.com/ethics/filmfestival.html>.

Formula For Success

Presidential award-winner Tamara Kolda shares enthusiasm for math and science

Editor's Note: Career Paths appears periodically featuring individuals with unique, interesting and successful careers at Lockheed Martin.

If information is a wonderful thing — and most people would agree that it is — we certainly live in wonderful times. Never before have we been able to measure so many things, generate so much data, and provide access to so much information as we do today.

But making sense of all this information is a whole different matter, and that's where Lockheed Martin's Tamara Kolda comes in. A researcher at Sandia National Laboratories' Livermore, Calif., campus, Kolda is a bright new star in the constellation of mathematicians who are helping a wide array of scientists — and even non-scientists who simply use search engines — to analyze and understand data more effectively.

Still in her 30s, Kolda has already developed several new computational algorithms that are in widespread use, and she is currently working on mathematical techniques that are useful in finding patterns and relationships in what may seem like random data, something that has great potential to assist homeland security efforts, for example. She has authored or co-authored dozens of journal articles, conference papers, and technical reports.

The scientific community recognized Kolda for the quality of her work by selecting her for a Presidential Early Career Award for Scientists and Engineers. She was one of only 57 young scientists to receive the award in 2004.

Kolda has been fascinated with mathematics since childhood, when she attended several summer camps geared toward science, including one sponsored by NASA at the Goddard Space Flight Center. But she adds that she didn't decide on a college major until she realized that

she kept filling up her schedule with math courses. Since then, her career has been anything but happenstance.

En route to earning a Ph.D. in applied mathematics from the University of Maryland in 1997, she joined professional organizations and attended many conferences. She didn't just show up, but rather made it a point to introduce herself to leaders in the field and to tell them a little bit about her and her interests, so they would be more likely to remember her.

The approach worked. "I went to my first professional conference in 1996, and many people I met there say they remember me from that conference," she says. "When you introduce yourself and put yourself in context — not just your name, but where you're from and what you do — and then send a follow up e-mail reminding them that you met them and again putting yourself in context, that's an amazingly effective tool for getting people to remember you."

That's one of the tips that Kolda passes along to the next generation of up-and-coming young mathematicians in

"Now I find myself meeting young people and trying to remember who they are. They're the up-and-coming people, and it won't be long before they're the people to know."

her role as a mentor to 12 post-doctoral students and interns at Sandia, and as a featured speaker at universities, including the University of Maryland, New York University, Princeton and Stanford.

"Sometimes I give practical advice about how to meet people whose papers you've read, and sometimes I share stories about my career," she says. "Mostly I'm just supportive of them and I listen to what they're doing."



Tamara Kolda, a researcher at Sandia National Laboratories' Livermore, Calif., campus, is helping a wide array of scientists and engineers to analyze and understand data more effectively.

She also contributes to her field by participating in professional organizations. She's secretary of the Society for Industrial and Applied Mathematics (SIAM) Activity Group on Computational Science and Engineering and serves on the editorial board of the SIAM Journal of Scientific Computing. She also is active in the Association for Women in Mathematics.

Setting an example is something that comes naturally to Kolda because of the enthusiasm she has for her work. A principal member of the technical staff, Kolda came to the Computational Sciences and Mathematics Research Department at Sandia-California, a Department of Energy facility operated by Lockheed Martin, in 1999, after completing a postdoctoral fellowship at Oak Ridge National Laboratory.

"There's an excellent group of researchers here, and the quality of the work being done is outstanding," she says. Plus, she has been able to see directly the value that her work has for

researchers and scientists in a variety of fields.

For example, engineers often are faced with the challenge of needing to optimize a certain aspect of a system, such as safety. Many variables affect safety, from system design to strength of materials, and Kolda has written software that automatically changes the parameters and "searches in the design space" for the optimal combination.

As her profile has risen in her peer community, Kolda has found that she no longer has to exercise her techniques for meeting leaders in her field, because in most cases she already knows them. But that doesn't mean there still aren't important new names to remember.

"Now I find myself meeting young people and trying to remember who they are," Kolda says. "They're the up-and-coming people, and it won't be long before they're the people to know." ■

INFO For more information about Tamara Kolda, as well as links to her articles and papers, visit her homepage at <http://csmr.ca.sandia.gov/~tgkolda>.



Moorestown, N.J., Student Wins National Space Day Contest

Ian DiMedio, a fourth-grade student at Moorestown Upper Elementary School in Moorestown, N.J., was named the winner of this year's national Space Day T-Shirt Art Contest sponsored by Lockheed Martin. In the photo at bottom left, he presents his design, which will appear on the official 2005 Space Day t-shirt. At top left, his grandfather Ronaldo DiMedio shares the excitement of winning. More than 800 students in 10 states participated in the contest, which was judged by the national Space Day program. Students in grades four through six submitted artwork that reflected the theme "Return to the Moon." The artwork of the seven finalists will



be displayed at the 2005 Space Day celebration on May 5 at the National Air and Space Museum's Steven F. Udvar-Hazy Center in Chantilly, Va. As the overall Space Day T-Shirt contest winner, DiMedio will receive an all-expenses paid trip to the celebration, where he will be recognized. Space Day, an educational initiative established by Lockheed Martin in 1997, uses space-related activities to inspire and prepare young people to pursue careers in science, technology, engineering and mathematics.

F-16

Continued from p. 1

they feel for what this program represents for their country.”

That pride was evident in the remarks of Chile’s Minister of National Defense Jaime Ravinet, who joined other Chilean and U.S. officials in celebrating the completion of his country’s first F-16.

“This is an important moment in the history of the national defense of Chile,” Ravinet said. “The state-of-the-art capabilities of the F-16 will contribute significantly to the modernization of our armed forces. It will also provide interoperability with the F-16s of other nations. This program also benefits our country technically through the industrial cooperation program.”

The Chilean success story is an example of how LM Aero’s F-16 programs have continued to grow around the world by recognizing the unique needs, challenges and resources of each customer in each region. It also has reflected the importance of teamwork between those customers, the U.S. Air Force, and Lockheed Martin, in executing foreign military sales programs.

Of the 24 nations that have purchased F-16s, 14 have become repeat customers, notes Rod Rodriguez, LM Aero’s business development director for fighter aircraft in South America.

“The number one salesman for the F-16 is the F-16 itself. It’s the world’s standard,” Rodriguez says. “But every country is different, even within regions, and you have to understand and appreciate those differences. South America, for

example, is not monolithic, and we have great respect for each country’s culture and priorities.”

Chile, for instance, places high importance on professionalism in all aspects of its business dealings. The nation is among the most respected in the world for its business transparency, a reputation it has earned through its commitment to integrity at all levels.

On the F-16 program, Balderston and his team developed a strong working relationship with the Chilean Air Force officials who maintain a presence in the United States at Wright-Patterson Air Force Base in Ohio.

Developing Chile’s F-16 required close coordination, both with the customer and with industry suppliers, on the development effort to incorporate Chile’s weapons and sensor systems and to customize their cockpit displays.

“This is very much a Chilean aircraft,” says Balderston, who took a Spanish language immersion course to improve his communication skills with the customer. “There has been a lot of constructive give and take, and the results to date show the success of that dialogue.”

Following closely on the heels of major F-16 development programs for Greece, Israel and the United Arab Emirates, the program has remained



June Shrewsbury, Aeronautics Company vice president for F-16 programs, at right, talks with Chile’s Minister of National Defense, Jaime Ravinet, at the ceremony to mark completion of the first F-16 produced for the Chilean Air Force.

solidly on schedule, and all 10 aircraft are now in production.

“We were able to incorporate lessons learned and work together across engineering, manufacturing and the business side to make this happen,” Balderston says. “The entire F-16 team deserves credit for this success.”

In the months ahead, the first Chilean F-16 will undergo flight testing to identify and fix any software issues. All 10 aircraft are scheduled for delivery to Chile in 2006.

The delivery of the F-16s will come approximately nine years after Chile opened competition for the aircraft that

would be the flagship of its modernized military. Although there have been personnel changes for LM Aero over the years, the continuity of the program, drawing on many years of experience, has remained solid.

“These efforts can take a long time, and that’s where our history and stability as a corporation become very important to international customers,” Rodriguez says. “They know we’re going to meet our commitments.” ■

INFO For more information about the Chilean F-16 program, contact Rod Rodriguez at 817-777-9596.



Cutting-Edge Facilities Open In United Kingdom

Lockheed Martin UK opened advanced laboratory facilities at its UK Integrated Systems site in Havant, Hampshire, in March. The System Development Integration Facility will be used to develop and test future technologies and systems for military mission and networked systems – and will support contracts that Lockheed Martin UK has with the Ministry of Defense. It will initially be used in the design, development and testing of a new open architecture mission system for the Royal Navy’s Merlin

helicopter, for which Lockheed Martin UK is the prime contractor and systems integrator. In the photo, from left, David Willetts, member of Parliament for Havant; Steve Ramsey, executive vice president, Systems Integration-Owego Helicopter Systems; and Ron Christenson, group managing director of Lockheed Martin UK Integrated Systems; discuss technical capabilities at the high-resolution video wall.



The Sky's The Limit For Engineer John MacGuire

Lockheed Martin Aeronautics Engineer John MacGuire has been named an Employee of the Year by *CAREERS & the DisABLED* magazine for his professional and advocacy efforts on behalf of people with disabilities in the workplace. In 1993, MacGuire, an experienced pilot of aerobatics aircraft, broke his back after his plane malfunctioned and crashed during a practice. Unable to walk again, MacGuire pursued his goal to return to aerobatic flying. Now, he donates the money he receives for his performances to various charities, is a featured speaker on rehabilitation, appears in an inspirational public service video and provides free floor plans he designed for his own handicapped-accessible home. More information about MacGuire can be found on the intranet at <http://pageone.lmco.com> in the "LM Today Newsletter" section. In the photos, MacGuire is shown at work, where his engineering expertise keeps him on advanced development programs, and heading out to fly his Clipped-Wing Piper Cub.



Diversity Maturity Model

Continued from p. 1

But how does the company plan on improving the results? The first step is to formulate a strategy and encourage all areas to support diversity as a business objective at the local levels.

"When we leverage our diversity, we create excitement, energy and creativity that provides a competitive advantage," says Shan Carr, Lockheed Martin's vice president of Diversity and Equal Opportunity. "The business case for diversity is clear."

Across the Corporation, business units have taken their DMM results and turned them into action plans. "Creating an inclusive and diverse work environment is a team effort that will require all of the business units to work together," says Carr.

While all business units are working on response plans specific to their needs, the Corporation as a whole has identified three key focus areas — employee retention, customer focus and a productive and innovative work climate.

Employee retention

The DMM survey found a direct correlation between an employee's feeling of inclusiveness and that individual's level of excitement in staying with the business to develop a career and help the company grow. Business areas across the enterprise are responding by creating retention strategies to engage employees and ensure they have every opportunity to succeed.

"Employee retention is the outcome of effective leadership," said Karen Gardner, the corporate retention team lead and regional HR director for Integrated Systems and Solutions. "Employees are the foundation of our business."

Gardner's team is utilizing existing retention tools, such as the Learning Management System and Total Value Web site in developing an overall retention plan for the Corporation. "We want employees to know that their job is more than a paycheck. We want them to feel valued and respected and to provide them with the tools to succeed," explains Gardner.

Customer focus

The DMM results also showed that higher levels of diversity maturity

provide a competitive advantage. Diversity was a key aspect of securing the win for the Corporation to provide the new "Marine One" helicopters.

"Thanks to the ability of our diverse population to think outside of the box, we were able to reach out in a new direction and take a different approach that helped us succeed," says Steve Ramsey, System Integration-Owego's executive vice president for Helicopter Systems.

Ramsey created Team US101, a diverse group of employees and external partners who will build and equip the helicopters that will serve the nation's president. "We looked for the right people who were the right fit, without having any preset determinations. Each employee brings their unique perspectives to our business and helps to create more innovative solutions for our customer," said Ramsey.

Customer focus is always Ramsey's key priority. "The more inclusive we are, the more we can benefit from our intellectual capital and deliver the best product to the customer."

Productive and innovative work climate

New hires joining Michoud Operations in New Orleans, La., may soon be

exposed to a new "think tank" concept. The innovative think tank would help promote inclusiveness by allowing new employees to solve existing challenges within the business. Assessment results showed that employees feel a higher level of satisfaction and loyalty when formalized processes exist to foster inclusion.

"We found that new hires often have some down time when they first join the company," said Zuyapa Jackson, a human resources representative who is developing the new concept. "The think tank concept would allow these employees to contribute a fresh perspective to the challenges that we are facing."

Jackson hopes the think tank concept, which is set to begin in 2006, would engage new employees and leverage diversity to help with general problem solving. "It's about creating an environment that welcomes and respects new employees and leverages our differences as a competitive strength." ■



Learn more about how the DMM works at <http://diversity-community.global.lmco.com/divcomm/DMMMain.asp> on the Lockheed Martin Intranet.

Lockheed Martin Foundation Awards Annual Scholarships



The Lockheed Martin Corporation Foundation announced in April this year's Lockheed Martin Merit Scholarship recipients. The scholarship program awards \$3,000 per year for up to four years of undergraduate study to National Merit Finalists who are the children of Lockheed Martin employees. Selections are made for Lockheed Martin by the National Merit Scholarship Corporation.

Lockheed Martin's scholarship recipients were chosen from a pool of students whose scores on their junior year Preliminary SAT/National Merit Scholarship Qualifying Test (PSAT/NMSQT) qualified them as National Merit Semifinalists and who subsequently identified themselves on the National Merit Scholarship Application as children of Lockheed Martin employees.

Merit Scholarship winners are selected on the basis of their academic record throughout high school, significant activities and contributions to the school and community, test scores, the school's recommendation of the candidate, and the student's essay about personal characteristics, activities, plans and goals.

The National Merit Scholarship Corporation administers this highly competitive program and notes that the Corporation's 49 winners, in earning the designation of National Merit Scholars, have placed themselves academically within the top one-half of 1 percent of all U.S. high school graduates.

The high school seniors from the class of 2005 who have been awarded Lockheed Martin Merit Scholarships, which are funded by the Lockheed Martin Foundation and awarded through the National Merit Scholarship Corporation, are listed at right.

To be considered for the Lockheed Martin Merit Scholarship, high school students must take the PSAT/NMSQT in the fall of their junior year. (A junior year entry application form is no longer required.) Students whose scores qualify them as National Merit Semifinalists are notified through their schools in the fall of their senior year and invited to complete the National Merit Scholarship Application, on which they name Lockheed Martin as a parent's employer. ■

INFO Additional information about the scholarship program can be found at <http://www.lockheedmartin.com/scholarships.html>.

MS2 President Receives Award For Maritime Contributions

Fred Moosally, president of Lockheed Martin Maritime Systems & Sensors, standing at right, is presented the Navy League's Fleet Admiral Chester W. Nimitz Award by General Michael Hagee, Commandant of the U.S. Marine Corps, during the recent Sea-Air-Space Exposition in Washington, D.C. The Nimitz Award honors a leader of industry who has made a major contribution to the nation's maritime strength.



2005 SCHOLARSHIP AWARDS

Student	Hometown	Parent	Parent's Work Location
1 Anthony, Jason P.	Maple Glen, PA	Robert B. Anthony	Space Systems, Valley Forge
2 Baize, Lauren A.	Thousand Oaks, CA	Deborah Baize	Calabasas (Retired)
3 Ballard, Katelyn R.	Albuquerque, NM	Sanford Ballard	Sandia National Laboratories
4 Beauvilliers, Lily M.	Phoenixville, PA	Paul E. Beauvilliers	Integrated Systems & Solutions, King of Prussia
5 Bevill, Aaron M.	Houston, TX	Terrie J. Bevill	Space Operations, Houston
6 Black, Jason L.	Livermore, CA	Kenneth L. Black	Sandia National Laboratories, CA
7 Bogorad, Andrew, M.	Bedminster, NJ	Alexander Bogorad	Commercial Space, Newtown
8 Bunker, Ross C.	Albuquerque, NM	Bruce Bunker	Sandia National Laboratories
9 Carlson, Elise T.	Chuluota, FL	James C. Carlson	Simulation, Training & Support, Orlando
10 Carter, Lauren P.	Fort Worth, TX	Gregory Carter	Aeronautics, Fort Worth
11 Chang, Sharon F.	Fort Worth, TX	Francis Chang	Aeronautics, Fort Worth (Retired)
12 Chen, Anthony A.	Albuquerque, NM	Martin M. Chen	Sandia National Laboratories
13 Chen, Lily	Palo Alto, CA	Qiong J. Xia	Space Systems, Sunnyvale
14 Ciarlo, Christie A.	Orlando, FL	Philip Ciarlo	Maritime Systems & Sensors Material Acquisition Center, Moorestown
15 Clauss, Charles A.	Albuquerque, NM	John M. Clauss	Sandia National Laboratories
16 Cooper, Sarah A.	Cedar Crest, NM	Philip J. Cooper	Sandia National Laboratories
17 Cordwell, Robert T.	Albuquerque, NM	William R. Cordwell	Sandia National Laboratories
18 Cox, Stephen E.	Fort Worth, TX	John E. Cox	Aeronautics, Fort Worth
19 Crossno, Rachel E.	Albuquerque, NM	Patricia Joyce Crossno	Sandia National Laboratories
20 Daily, Jonathan P.	Shepherdstown, WV	Diane Taylor	Information Technology, Woodlawn, MD
21 Gallagher, Katherine M.	Orlando, FL	Charles F. Gallagher	Integrated Systems (I&TS), Orlando
22 Harper-Slaboszewicz, Jon	Albuquerque, NM	Victor Harper-Slaboszewicz	Sandia National Laboratories
23 Heywood, Christopher	Potomac, MD	David Heywood	Corporate, Bethesda
24 Hoang, Van N.	Keller, TX	Dinh N. Hoang	Aeronautics, Fort Worth
25 Hollandsworth, Brian J.	Littleton, CO	Paul C. Hollandsworth, Jr.	Integrated Systems & Solutions, Waterton-Denver
26 Huang, Jingbo	New Orleans, LA	Xueqiao Huang	Lockheed Martin Information Technology, New Orleans
27 Jameson, Carl D.	Wilmington, DE	Stephen M. Jameson	Advanced Technology Labs, Cherry Hill, NJ
28 Jones, Emmalee M.	Albuquerque, NM	Tracy K. Jones	Sandia National Laboratories
29 Lay, Chris B.	Palo Alto, CA	Jen-Nan Lay	Space Systems, Sunnyvale
30 Lee, Alex J.	Albuquerque, NM	Moo Y. Lee	Sandia National Laboratories
31 Mai, Chi L.	Fort Worth, TX	Viet L. Mai	Aeronautics, Fort Worth
32 Mehling, Stephan A.	Westampton, NJ	John A. Mehling	Maritime Systems & Sensors, Moorestown, NJ (Retired)
33 Miller, Andrew M.	Marlton, NJ	Michael J. Miller	Maritime Systems & Sensors, Moorestown, NJ (Deceased)
34 Miller, Samuel E.	Apple Valley, MN	Richard M. Miller, Jr.	Maritime Systems & Sensors, Eagan, MN
35 Mitchell, Dianne M.	Geneva, NY	Ellen Mitchell	Maritime Systems & Sensors, Syracuse, NY
36 Mitchell, Dorothy A.	Geneva, NY	Ellen Mitchell	Maritime Systems & Sensors, Syracuse, NY
37 Morton, Jennifer A.	Owens Cross Roads, AL	Maribel F. Morton	Space Systems, Huntsville
38 Nelson, Jeremy S.	Baldwinsville, NY	John Nelson	Maritime Systems & Sensors, Syracuse, NY
39 Nguyen, Christina T.	Sunnyvale, CA	Long H. Nguyen	Space Systems, Sunnyvale
40 Payne, Joelle M.	Melbourne, FL	Dwight G. Payne	Maritime Systems & Sensors, Melbourne, FL
41 Pham, Tanya T.	San Diego, CA	Dam T. Pham	Space Systems, Sunnyvale
42 Rasheed, Saad W.	Short Hills, NJ	Javed Rasheed	Integrated Systems & Solutions, Tinton Falls, NJ
43 Sheffield, Thomas Y.	Fort Worth, TX	Scott Sheffield	Aeronautics, Fort Worth
44 Snow, Sara F.	Albuquerque, NM	Kelly Snow	Sandia National Laboratories
45 Strunz, Eric C.	Orlando, FL	Harry C. Strunz	Missiles and Fire Control, Orlando
46 Supancic, Sara J.	Bristol, RI	Carl M. Supancic	Maritime Systems & Sensors, Newport, RI
47 Vaughn, James R.	Albuquerque, NM	Mark R. Vaughn	Sandia National Laboratories
48 Wagner, Kristyn A.	Fort Worth, TX	Randell G. Wagner	Aeronautics, Fort Worth
49 Yang, Katy	Houston, TX	Yao-Kuei Yang	Space Operations, Houston

Continued from p. 4

“The idea is to keep part of the research and development effort focused on longer-term goals and company strategy,” says Ron Clark, director of Technology Planning and Analysis. “It’s like a basketball player going down the court. He’s dribbling the ball but he’s also keeping his head up to see what’s happening ahead of him.”

To maintain leading-edge capabilities in missions that are well established and require focused development, Space Systems develops three-year budgets for its IRAD programs and performs annual reviews of their progress. The programs are reviewed for their alignment with the business area’s strategic plan, any near-term acquisitions or tactical campaigns, the company’s competitive position, and the core competencies it is striving to maintain and strengthen. These periodic reviews provide opportunities to make changes and insert new projects.

A significant portion of Space Systems’ IRAD funds are spent on programs conducted at the organization’s Advanced Technology Center, in Palo Alto, Calif. The ATC’s capabilities span a wide range of technologies that are vital for space programs, such as space sensors and phenomenology, advanced electro-optical technology, communication technologies, and space sciences.

Space Systems’ R&D efforts have yielded several significant successes in recent years and are positioning the company for future business captures.

IRAD programs in target discrimination and seeker technologies, for example, led to a win of the Miniature Kill Vehicle program that is vital to the nation’s ballistic missile defense initiative. Other IRAD investments were instrumental in Space Systems’ development of the IKONOS commercial remote sensing satellite, the U.S. Navy’s Mobile User Objective System (MUOS) next-generation narrowband tactical

Another R&D initiative, in the area of “transformational communications,” or T-SAT, is augmenting the best commercial telecommunications technology with unique Lockheed Martin developments to lay the foundation for a wireless space-based network that rivals the flexibility of terrestrial commercial systems.

satellite communications system, and a wide range of civil space programs, including the Mars Reconnaissance Orbiter, Mars Telecom Orbiter, and many other NASA missions.

Currently, the business area is performing leading-edge IRAD work in the area of advanced reconfigurable processors that allow satellite owners to add functionality after the hardware has been built, a technology that is especially attractive in the commercial line of business. Another R&D initiative, in the area of “transformational communications,” or T-SAT, is augmenting the best commercial telecom-

munications technology with unique Lockheed Martin developments to lay the foundation for a wireless space-based network that rivals the flexibility of terrestrial commercial systems.

Plus, the Space Systems R&D group is developing active phased arrays that can provide users with significantly more flexibility in managing satellite signals, which is a critical

technology for the company’s future competitiveness.

“At the same time we’re doing IRAD programs,” Clark adds, “we’re also maintaining a balance with external CRAD funding. The customer’s willingness to spend money on technology is always a good indicator of the types of capabilities seen as being valuable to their missions.”

Coordinating research and development programs across an organization as large and diverse as Lockheed Martin is not an easy task, says Jack Hammond in the corporate office, but doing the job

well benefits the Corporation, its customers and its shareholders.

The Corporation’s R&D approach includes long-term as well as near-term investments and draws on resources from outside as well as inside the company. The approach strengthens Lockheed Martin’s ability to anticipate customers’ needs, in addition to responding to them, and it enables the Corporation to increase the effectiveness of its R&D spending.

“We’re the eyes and ears of our customers in the realm of evolving technology,” Hammond says. “We’re constantly aware of the work that’s being done across the nation and around the world at universities, in the national laboratories, at small businesses and among large commercial technology developers. It’s one of the

primary ways we add value for our customers and ensure that Lockheed Martin will continue to be the technology leader in our industry.” ■

INFO To view the Lockheed Martin portfolio of research and development projects, go to the Technology Investment Plan site at <http://tip.global.lmco.com>. Because of the proprietary nature of the information, access is controlled by the business areas. To gain access, follow the prompts after attempting to log into the system with your NT User ID and password. Contacts for general R&D questions are: Corporate, Jack Hammond, 301-897-6571; Aero, Neil Kacena, 661-572-7238; Electronic Systems, Jim Marsh, 856-792-9820; Integrated Systems & Solutions, Larry Alexander, 610-354-6208; and Space Systems, Ron Clark, 408-743-2269.



Lockheed Martin Sponsors Special Stamp Exhibit At Smithsonian

Lockheed Martin is a primary sponsor for the Stamps Take Flight exhibition on display at the Smithsonian National Postal Museum in Washington, D.C., now through mid-March 2006. The exhibition showcases technology and mail delivery, and features materials from the Postmaster General’s Collection of the United States Postal Service. Artifacts are used to tell the story of several special stamps in the collection, each representing a major stamp printing method. A second part of the exhibition includes other rare and unusual holdings – including the mail pouch that the Apollo 15 astronauts took to the Moon. In the photo, from left, U.S. Postmaster General John Potter, Smithsonian Institution Government Relations Director Nell Payne, Lockheed Martin Distribution Technologies President Judy Marks, and U.S. Postal Service Board of Governors Chairman James Miller officially open the exhibit at a ribbon-cutting ceremony in April.

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