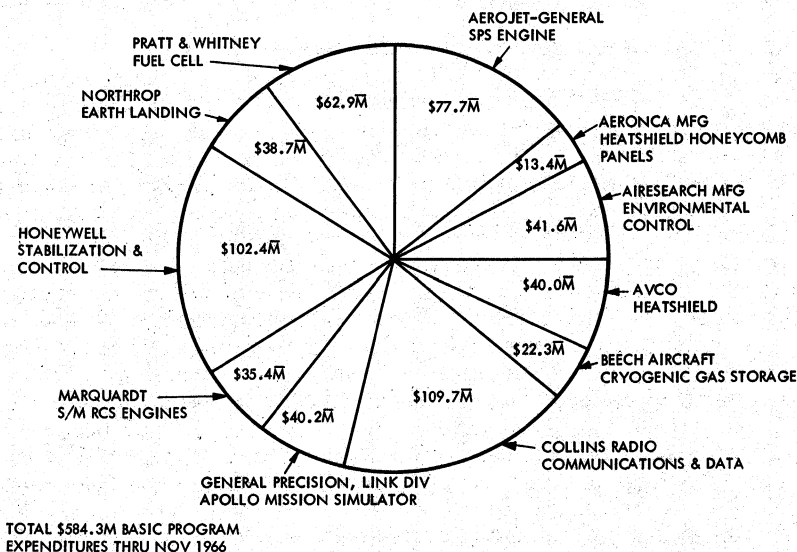


you some of the larger subcontract activities (slide 28). Honeywell, for example, the last time I saw their activity, was about 40 percent subcontracted below them. So, in that sense, the breakdown stays fairly much in the same pattern. I think the nature of the command module tends to break into these fairly heavy subcontracts and tiers of subcontractors below, as opposed to the boosters where there is so much basic fabrication involving a single contractor.

Here are the big ones for us: Honeywell, for stabilization and control of the spacecraft; Aerojet-General for the engine that brings us back from the moon. This is the service propulsion system engine, 22,000 pounds thrust, that's the bell that you see on the back of the service module. Collins supplies all the radio communications and data equipment for us. Other elements of the program: cryogenics storage, built by Beech in Colorado; AiResearch, over here at the Garrett Corp., builds our environmental control system; Northrop does the parachutes for us; Pratt & Whitney the fuel cells, and so on in these smaller groups. These have been the big ones, and these are the ones that we have the very special management system for within the division. We call it designated subsystem program management. Reporting to me, they do technical and funding management of these major subcontractors. We also have a lot of what we call associate contractors (slide 29). They are not subcontractors to us, but are primes to the NASA, and we have many pieces that fit together with other pieces supplied by these people. For example, MIT does the guidance and navigation equipment technical management; AC Electronics actually builds the guidance and navigation equipment, and we

APOLLO MAJOR SUBCONTRACTORS



SLIDE 28. APOLLO MAJOR SUBCONTRACTORS