



UNITED SPACE ALLIANCE
The Space Operations Companysm

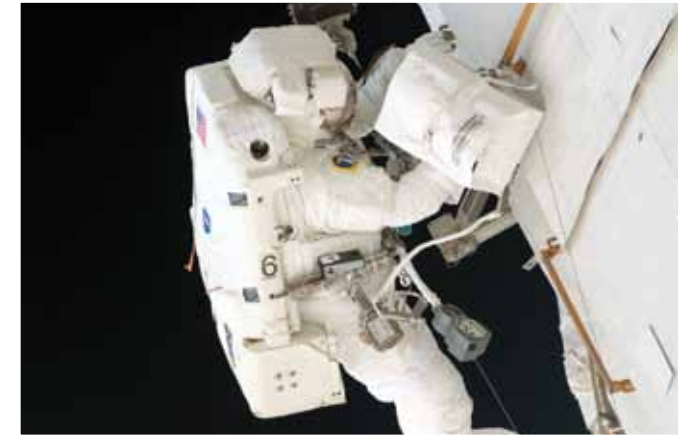
**VERSATILE
INNOVATIVE
EXPERIENCED**

An industry leader in space operations, United Space Alliance is the only company in the world with experience in all aspects of processing, maintaining and operating a reusable launch vehicle. Our deeply-rooted commitment to safety, quality and mission success has been the foundation for our support of NASA's Space Shuttle Program since 1996.

Now, United Space Alliance is offering our unparalleled expertise and exceptional service to customers in the defense, civil and commercial space industries. We stand ready to develop and implement high-quality, safe, efficient, reliable and innovative solutions that will launch a new generation of space operations and exploration.

DIVERSE SERVICES CUSTOMIZED FOR YOU

Your ground and on-orbit operations require a broad spectrum of skills. We offer unmatched expertise in the operability, sustainability and affordability of space systems and possess the innovative thinking required to adapt current and emerging technologies, and ultimately provide you with a wide range of services to meet your unique needs.



Mission Operations

USA plans, trains for and executes complex mission operations for multi-vehicle, multi-crew space missions. We excel in improving overall program efficiency and reliability, and enhancing mission success.

Services include

- ▄▄▄▄ Mission Planning & Execution
- ▄▄▄▄ Launch & Entry Vehicle Operations
- ▄▄▄▄ Trajectory Design & Analysis
- ▄▄▄▄ Rendezvous, Proximity Operations & Docking
- ▄▄▄▄ Space Systems & Operations Training
- ▄▄▄▄ Extravehicular Activity Planning & Execution
- ▄▄▄▄ On-Orbit Assembly
- ▄▄▄▄ Payload Deployment & Servicing

Ground Operations and Processing

USA has extensive experience in all aspects of maintaining, servicing and launching reusable launch vehicles. We offer innovative concepts for ground operations processes, facilities and infrastructure of the future.

Services include

- ▄▄▄▄ Launch, Landing & Recovery Operations
- ▄▄▄▄ Flight Hardware Processing, Modification & Testing
- ▄▄▄▄ Ground Systems Facilities and Equipment Operations & Maintenance
- ▄▄▄▄ Payload Integration
- ▄▄▄▄ Environmental Quality Management



Integration & Program Management

USA's in-depth knowledge and experience provides our customers with top-level design engineering, systems engineering and integration, and overall program management. Our comprehensive program integration and management capabilities include

- ▄▄▄▄ Mission Feasibility Definition
- ▄▄▄▄ Payload Analysis & Integration
- ▄▄▄▄ Systems Engineering & Integration
- ▄▄▄▄ Systems Verification & Certification
- ▄▄▄▄ Flight Management & Integration
- ▄▄▄▄ Configuration Management

Flight Software

You demand best-value design, development, test and evaluation of your critical software. Our long history in quality control and our experience integrating new technologies with legacy systems enable rapid systems startup and reduced total cost of ownership. Our capabilities include

- ▄▄▄▄ Space Flight & Ground Systems Software Engineering
- ▄▄▄▄ High Fidelity Software & Hardware-in-the-Loop Simulation Test Systems
- ▄▄▄▄ Real-Time Mission Support & Rapid In-Flight Anomaly Resolution

Integrated Logistics

At the heart of any large-scale operation is an unbroken chain of suppliers, materials, repairs and maintenance that keeps the system moving along smoothly and on time. USA operates a world-class supply chain management system. Our highly skilled logistics team members are certified to perform unique repair and manufacturing tasks that strictly adhere to your program schedules and requirements. Our expertise includes

- ▄▄▄▄ Logistics & Supply Chain Management
- ▄▄▄▄ Equipment Inventory Management, Planning & Control
- ▄▄▄▄ Maintenance, Modification & Overhaul
- ▄▄▄▄ Avionics Testing & Inspection
- ▄▄▄▄ Flight Crew Equipment Management



INNOVATION GROUNDED IN EXPERIENCE

Put to work, innovation is the creative application of human knowledge and ingenuity to meet goals and achieve success. United Space Alliance encourages innovation in all aspects of our business to improve efficiency and reliability, and create value for our customers. Our experience gives us unique insight into the operability, sustainability and affordability of space systems while our diverse workforce creatively applies proven skills to meet our customers' goals. USA is already developing technological concepts and prototypes for future space operations, and is ready to provide unique and innovative solutions to customers in the defense, civil and commercial space industries.

Some of our most exciting innovations include

- ▄▄▄▄ A new, dual-layer thermal protection system that is easier to manufacture, lighter and less expensive than other systems
- ▄▄▄▄ A human engineering modeling and performance lab which uses 16 cameras and an ergonomic software package to capture human motions and identify the potential risks and hazards associated with performing specific tasks
- ▄▄▄▄ A uniquely small laser probe to inspect and certify fuel systems for flight by detecting leaks or cracks that would endanger safety
- ▄▄▄▄ Solar array management technology for laptops to manage power use in space
- ▄▄▄▄ Virtual laboratory that simulates hazardous environments and remote habitats
- ▄▄▄▄ A Universal Launch Complex capable of facilitating multiple launches of different vehicle types carrying both humans and cargo to space

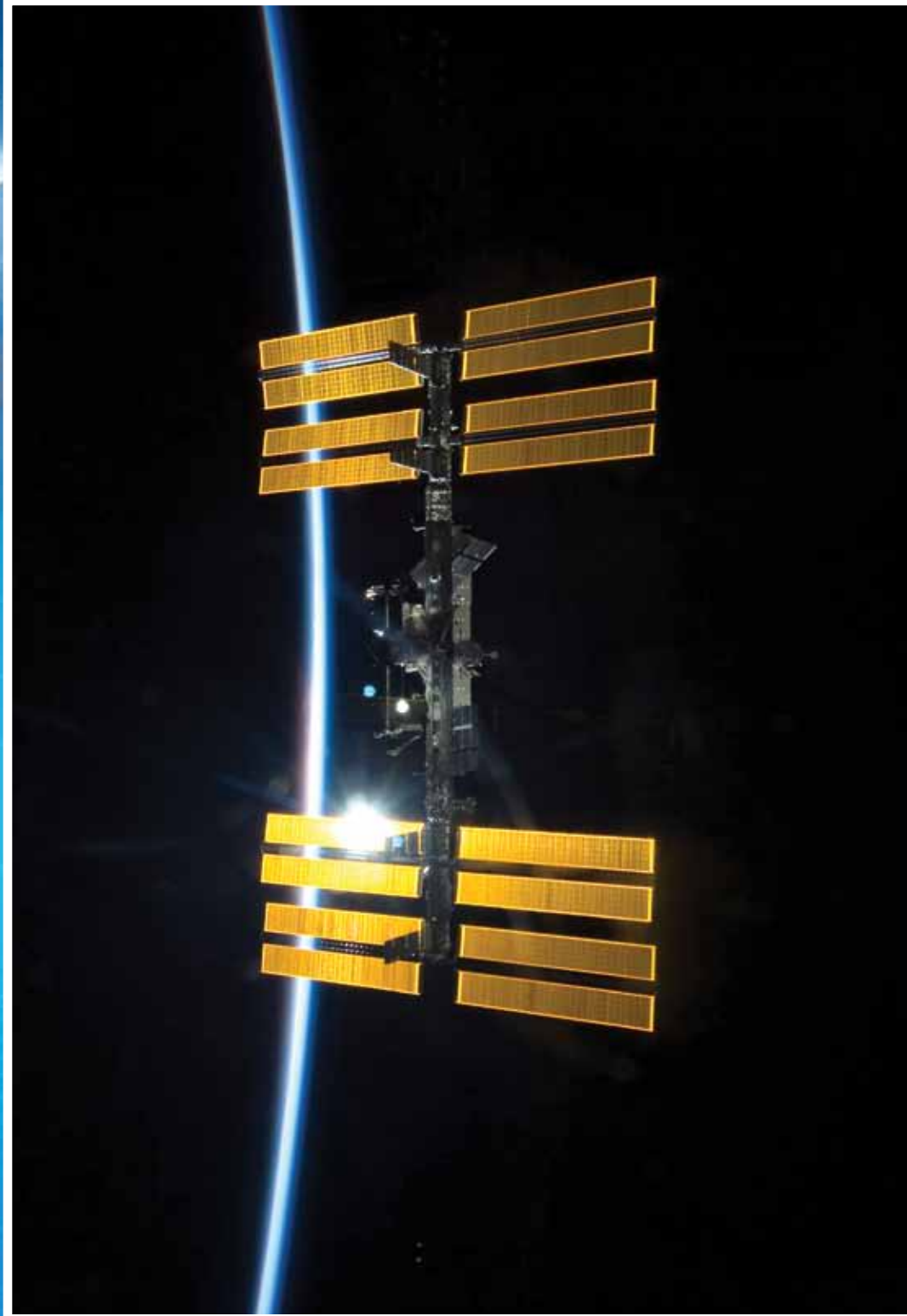
PERFORMANCE YOU CAN RELY ON

United Space Alliance is the only company in the world with experience in all aspects of processing, maintaining and operating a reusable launch vehicle. We are proud of our long record of outstanding performance and exceptional customer support to the Space Shuttle and International Space Station programs. We look forward to contributing our skills and expertise to ensure safe, reliable, high quality and best value operations, services and technologies for future operations on Earth and above it.

At USA, we only succeed when we surpass our customer's expectations. Your goals are our top priority. Our performance record speaks for itself:

- |||| Met NASA's major mission objectives 99 percent of the time on the Space Flight Operations Contract and Space Program Operations Contract
- |||| Delivered 99.5 percent of the Shuttle hardware without deficiencies; achieved 99 percent on-time product delivery
- |||| Produced almost 600 advanced thermal protection tiles, six major manufacturing tools, more than 100,000 software lines of code and designed and demonstrated an "at sea" capsule recovery system for the Orion crew vehicle
- |||| Developed a world-class Supply Chain Management System that controlled more than 1.3 million spare parts for the Space Shuttle and International Space Station Programs
- |||| Trained more than 400 astronauts and astronaut candidates using a dynamic blend of classroom lessons and workbooks, computer-based training, stand-alone simulator training and integrated team simulations





PARTNERSHIPS THAT ACHIEVE SUCCESS

Operating in space takes the cooperation and support of an integrated and multifaceted team which can work seamlessly across organizational, commercial and even international boundaries. United Space Alliance is actively building upon its already well-established worldwide network of partners and team members to expand this capability and capitalize on this cooperative approach.

Trusted

In addition to being a trusted NASA partner, our experience supporting the International Space Station has generated solid partnerships within the Russian, Japanese, Canadian and European space agencies. We are the first U.S. company to receive a contract with the European Space Agency.

Our operational expertise makes us a desired partner for work in the defense, commercial space and civil space sectors. Whether it's existing space program operations or developmental projects that require working with multiple agencies and companies to integrate the design, assembly, testing and processing of flight hardware, USA's record as a trustworthy, reliable, effective and efficient performer is unmatched.

Committed

The foundation for all of these partnerships is the relationships we develop and foster with our customers. The customer's success is our primary objective, and that success is built on a deeply-rooted commitment, at all levels of the company, to safety and quality in all aspects of our work.



DEDICATED TEAM THAT WORKS FOR YOU

USA's strength rests in its people ... a talented group of experts dedicated to leveraging their decades of experience as well as today's technology to serve customers worldwide. The USA team brings together people with an array of expertise, skills and project management capability – all of whom work seamlessly together to provide an integrated performance dynamic to achieve the customer's goals. Let's discuss about how we can put our versatile, innovative and experienced team to work for you.



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