| Contract ID:   | FA701420D0003                               | Reference IDV:  | -   |
|--|---|---|---|
| Modification Number:   | P00004                                      | Transaction Number:   | _   |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):   | \$0.00  |
| Date Signed:   | Sep 8, 2021                                 | Solicitation Date:  | Mar 11, 2020  |
| Contracting Agency ID:   | 5700  | Contracting Agency:   | DEPT OF THE AIR FORCE   |
| Contracting Office Name:   | FA7014 AFDW PK                              | PSC Type:   | S   |
| PSC:   | R499  | PSC Description:  | SUPPORT- PROFESSIONAL:<br>OTHER   |
| NAICS:   | 541611                                      | NAICS Description:  | ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES                        |
| Entity City:   | WASHINGTON                                  | Entity State:   | DC  |
| Entity ZIP Code:   | 200362427                                   | Additional Reporting Code:  | NONE  |
| Additional Reporting<br>Description:                               | NONE OF THE ABOVE                           | Unique Entity ID:   | N6JZARL64EW5  |
| Ultimate Parent Unique<br>Entity ID:                               | UX5BCLDQKKM8                                | Ultimate Parent Legal<br>Business Name:                           | MCKINSEY & COMPANY INC.   |
| Legal Business Name:   | MCKINSEY & COMPANY, INC.<br>WASHINGTON D.C. | CAGE Code:  | 438P1   |
| Contract ID:   | FA701420D0003                               | Reference IDV:  | -   |
| Modification Number:   | P00009                                      | Transaction Number:   | -   |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):   | \$0.00  |
| Date Signed:   | Mar 31, 2023                                | Solicitation Date:  | Mar 11, 2020  |
| Contracting Agency ID:   | 5700  | Contracting Agency:   | DEPT OF THE AIR FORCE   |
| Contracting Office Name:   | FA7014 AFDW PK                              | PSC Type:   | S   |
|  |   |   |   |
| PSC:   | R499  | PSC Description:  | SUPPORT- PROFESSIONAL:<br>OTHER   |
| PSC:<br>NAICS:   | R499<br>541611                              | PSC Description:<br>NAICS Description:                            |   |
|  |   | -   | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT                                      |
| NAICS:   | 541611                                      | NAICS Description:  | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC         |
| NAICS:<br>Entity City:   | 541611<br>WASHINGTON                        | NAICS Description:<br>Entity State:                               | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC         |
| NAICS:<br>Entity City:<br>Entity ZIP Code:<br>Additional Reporting | 541611<br>WASHINGTON<br>200362427           | NAICS Description:<br>Entity State:<br>Additional Reporting Code: | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC<br>NONE |

| Contract ID:   | FA701420D0003                               | Reference IDV:  | -   |
|--|---|---|---|
| Modification Number:   | P00011                                      | Transaction Number:   | -   |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):   | \$0.00  |
| Date Signed:   | Mar 28, 2024                                | Solicitation Date:  | Mar 11, 2020  |
| Contracting Agency ID:   | 5700  | Contracting Agency:   | DEPT OF THE AIR FORCE   |
| Contracting Office Name:   | FA7014 AFDW PK                              | PSC Type:   | S   |
| PSC:   | R499  | PSC Description:  | SUPPORT- PROFESSIONAL:<br>OTHER   |
| NAICS:   | 541611                                      | NAICS Description:  | ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES                        |
| Entity City:   | WASHINGTON                                  | Entity State:   | DC  |
| Entity ZIP Code:   | 200362427                                   | Additional Reporting Code:  | NONE  |
| Additional Reporting<br>Description:                               | NONE OF THE ABOVE                           | Unique Entity ID:   | N6JZARL64EW5  |
| Ultimate Parent Unique<br>Entity ID:                               | UX5BCLDQKKM8                                | Ultimate Parent Legal<br>Business Name:                           | MCKINSEY & COMPANY INC.   |
| Legal Business Name:   | MCKINSEY & COMPANY, INC.<br>WASHINGTON D.C. | CAGE Code:  | 438P1   |
| Contract ID:   | FA701420D0003                               | Reference IDV:  | -   |
| Modification Number:   | P00005                                      | Transaction Number:   | -   |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):   | \$0.00  |
| Date Signed:   | Nov 24, 2021                                | Solicitation Date:  | Mar 11, 2020  |
| Contracting Agency ID:   | 5700  | Contracting Agency:   | DEPT OF THE AIR FORCE   |
| Contracting Office Name:   | FA7014 AFDW PK                              | PSC Type:   | S   |
| PSC:   |   |   |   |
| FBC.   | R499  | PSC Description:  | SUPPORT- PROFESSIONAL:<br>OTHER   |
| NAICS:   | R499<br>541611                              | PSC Description:<br>NAICS Description:                            |   |
|  |   | -   | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT                                      |
| NAICS:   | 541611                                      | NAICS Description:  | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC         |
| NAICS:<br>Entity City:   | 541611<br>WASHINGTON                        | NAICS Description:<br>Entity State:                               | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC         |
| NAICS:<br>Entity City:<br>Entity ZIP Code:<br>Additional Reporting | 541611<br>WASHINGTON<br>200362427           | NAICS Description:<br>Entity State:<br>Additional Reporting Code: | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC<br>NONE |

| Contract ID:   | FA701420D0003                               | Reference IDV:                              | -  |
|--|---|---|--|
| Modification Number:                                     | P00006                                      | Transaction Number:                         | -  |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):                     | \$0.00   |
| Date Signed:   | Apr 13, 2022                                | Solicitation Date:                          | Mar 11, 2020   |
| Contracting Agency ID:                                   | 5700  | Contracting Agency:                         | DEPT OF THE AIR FORCE  |
| Contracting Office Name:                                 | FA7014 AFDW PK                              | PSC Type:                                   | S  |
| PSC:   | R499  | PSC Description:                            | SUPPORT- PROFESSIONAL:<br>OTHER  |
| NAICS:   | 541611                                      | NAICS Description:                          | ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES |
| Entity City:   | WASHINGTON                                  | Entity State:                               | DC   |
| Entity ZIP Code:   | 200362427                                   | Additional Reporting Code:                  | NONE   |
| Additional Reporting<br>Description:                     | NONE OF THE ABOVE                           | Unique Entity ID:                           | N6JZARL64EW5   |
| Ultimate Parent Unique<br>Entity ID:                     | UX5BCLDQKKM8                                | Ultimate Parent Legal<br>Business Name:     | MCKINSEY & COMPANY INC.  |
| Legal Business Name:                                     | MCKINSEY & COMPANY, INC.<br>WASHINGTON D.C. | CAGE Code:                                  | 438P1  |
| Contract ID:   | FA701420D0003                               | Reference IDV:                              | -  |
| Modification Number:                                     | P00001                                      | Transaction Number:                         | -  |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):                     | \$0.00   |
| Date Signed:   | Sep 11, 2020                                | Solicitation Date:                          | Mar 11, 2020   |
| Contracting Agency ID:                                   | 5700  | Contracting Agency:                         | DEPT OF THE AIR FORCE  |
| Contracting Office Name:                                 | FA7014 AFDW PK                              | PSC Type:                                   | S  |
| PSC:   | R499  | PSC Description:                            | SUPPORT- PROFESSIONAL:<br>OTHER  |
|  |   |   |  |
| NAICS:   | 541611                                      | NAICS Description:                          | ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES |
| NAICS:<br>Entity City:                                   | 541611<br>WASHINGTON                        | NAICS Description:<br>Entity State:         | AND GENERAL MANAGEMENT   |
|  |   | -   | AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC                        |
| Entity City:   | WASHINGTON                                  | Entity State:                               | AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC                        |
| Entity City:<br>Entity ZIP Code:<br>Additional Reporting | WASHINGTON<br>200362427                     | Entity State:<br>Additional Reporting Code: | AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC<br>NONE                |

| Contract ID:   | FA701420D0003                               | Reference IDV:  | -   |
|--|---|---|---|
| Modification Number:   | P00002                                      | Transaction Number:   | -   |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):   | \$0.00  |
| Date Signed:   | Jan 21, 2021                                | Solicitation Date:  | Mar 11, 2020  |
| Contracting Agency ID:   | 5700  | Contracting Agency:   | DEPT OF THE AIR FORCE   |
| Contracting Office Name:   | FA7014 AFDW PK                              | PSC Type:   | S   |
| PSC:   | R499  | PSC Description:  | SUPPORT- PROFESSIONAL:<br>OTHER   |
| NAICS:   | 541611                                      | NAICS Description:  | ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES  |
| Entity City:   | WASHINGTON                                  | Entity State:   | DC  |
| Entity ZIP Code:   | 200362427                                   | Additional Reporting Code:  | NONE  |
| Additional Reporting<br>Description:                               | NONE OF THE ABOVE                           | Unique Entity ID:   | N6JZARL64EW5  |
| Ultimate Parent Unique<br>Entity ID:                               | UX5BCLDQKKM8                                | Ultimate Parent Legal<br>Business Name:   | MCKINSEY & COMPANY INC.   |
| Legal Business Name:   | MCKINSEY & COMPANY, INC.<br>WASHINGTON D.C. | CAGE Code:  | 438P1   |
| Contract ID:   | FA701420D0003                               | Reference IDV:  | -   |
| Modification Number:   | 0   | Transaction Number:   | -   |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):   | \$0.00  |
| Date Signed:   | Jun 17, 2020                                | Solicitation Date:  | Mar 11, 2020  |
| Contracting Agency ID:   | 5700  | Contracting Agency:   | DEPT OF THE AIR FORCE   |
| Contracting Office Name:   | FA7014 AFDW PK                              | PSC Type:   | S   |
|  |   | rac type.   | 5   |
| PSC:   | R499  | PSC Description:  | SUPPORT- PROFESSIONAL:<br>OTHER   |
| PSC:<br>NAICS:   |   |   | SUPPORT- PROFESSIONAL:  |
|  | R499  | PSC Description:  | SUPPORT- PROFESSIONAL:<br>OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT                                      |
| NAICS:   | R499<br>541611                              | PSC Description:<br>NAICS Description:  | SUPPORT- PROFESSIONAL:<br>OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC         |
| NAICS:<br>Entity City:   | R499<br>541611<br>WASHINGTON                | PSC Description:<br>NAICS Description:<br>Entity State:                               | SUPPORT- PROFESSIONAL:<br>OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC         |
| NAICS:<br>Entity City:<br>Entity ZIP Code:<br>Additional Reporting | R499<br>541611<br>WASHINGTON<br>200362427   | PSC Description:<br>NAICS Description:<br>Entity State:<br>Additional Reporting Code: | SUPPORT- PROFESSIONAL:<br>OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC<br>NONE |

| Contract ID:   | FA701420D0003                               | Reference IDV:  | -   |
|--|---|---|---|
| Modification Number:   | P00010                                      | Transaction Number:   | -   |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):   | \$0.00  |
| Date Signed:   | Apr 14, 2023                                | Solicitation Date:  | Mar 11, 2020  |
| Contracting Agency ID:   | 5700  | Contracting Agency:   | DEPT OF THE AIR FORCE   |
| Contracting Office Name:   | FA7014 AFDW PK                              | PSC Type:   | S   |
| PSC:   | R499  | PSC Description:  | SUPPORT- PROFESSIONAL:<br>OTHER   |
| NAICS:   | 541611                                      | NAICS Description:  | ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES                        |
| Entity City:   | WASHINGTON                                  | Entity State:   | DC  |
| Entity ZIP Code:   | 200362427                                   | Additional Reporting Code:  | NONE  |
| Additional Reporting<br>Description:                               | NONE OF THE ABOVE                           | Unique Entity ID:   | N6JZARL64EW5  |
| Ultimate Parent Unique<br>Entity ID:                               | UX5BCLDQKKM8                                | Ultimate Parent Legal<br>Business Name:   | MCKINSEY & COMPANY INC.   |
| Legal Business Name:   | MCKINSEY & COMPANY, INC.<br>WASHINGTON D.C. | CAGE Code:  | 438P1   |
| Contract ID:   | FA701420D0003                               | Reference IDV:  | -   |
| Modification Number:   | P00003                                      | Transaction Number:   | -   |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):   | \$0.00  |
| Date Signed:   | Aug 10, 2021                                | Solicitation Date:  | Mar 11, 2020  |
| Contracting Agency ID:   | 5700  | Contracting Agency:   | DEPT OF THE AIR FORCE   |
| Contracting Office Name:   | FA7014 AFDW PK                              | PSC Type:   | S   |
|  |   |   | -   |
| PSC:   | R499  | PSC Description:  | SUPPORT- PROFESSIONAL:<br>OTHER   |
| PSC:<br>NAICS:   | R499<br>541611                              |   |   |
|  |   | PSC Description:  | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT                                      |
| NAICS:   | 541611                                      | PSC Description:<br>NAICS Description:  | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC         |
| NAICS:<br>Entity City:   | 541611<br>WASHINGTON                        | PSC Description:<br>NAICS Description:<br>Entity State:                               | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC         |
| NAICS:<br>Entity City:<br>Entity ZIP Code:<br>Additional Reporting | 541611<br>WASHINGTON<br>200362427           | PSC Description:<br>NAICS Description:<br>Entity State:<br>Additional Reporting Code: | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC<br>NONE |

| Contract ID:   | FA701420D0003                               | Reference IDV:  | -   |
|--|---|---|---|
| Modification Number:                                     | P00007                                      | Transaction Number:   | -   |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):   | \$0.00  |
| Date Signed:   | Aug 9, 2022                                 | Solicitation Date:  | Mar 11, 2020  |
| Contracting Agency ID:                                   | 5700  | Contracting Agency:   | DEPT OF THE AIR FORCE   |
| Contracting Office Name:                                 | FA7014 AFDW PK                              | PSC Type:   | S   |
| PSC:   | R499  | PSC Description:  | SUPPORT- PROFESSIONAL:<br>OTHER   |
| NAICS:   | 541611                                      | NAICS Description:  | ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES                        |
| Entity City:   | WASHINGTON                                  | Entity State:   | DC  |
| Entity ZIP Code:   | 200362427                                   | Additional Reporting Code:  | NONE  |
| Additional Reporting<br>Description:                     | NONE OF THE ABOVE                           | Unique Entity ID:   | N6JZARL64EW5  |
| Ultimate Parent Unique<br>Entity ID:                     | UX5BCLDQKKM8                                | Ultimate Parent Legal<br>Business Name:                           | MCKINSEY & COMPANY INC.   |
| Legal Business Name:                                     | MCKINSEY & COMPANY, INC.<br>WASHINGTON D.C. | CAGE Code:  | 438P1   |
| Contract ID:   | FA701420D0003                               | Reference IDV:  | -   |
| Modification Number:                                     | P00008                                      | Transaction Number:   | -   |
| Award/IDV Type:  | IDC Indefinite Delivery<br>Contract         | Action Obligation (\$):   | \$0.00  |
| Date Signed:   | Jan 9, 2023                                 | Solicitation Date:  | Mar 11, 2020  |
| Contracting Agency ID:                                   | 5700  | Contracting Agency:   | DEPT OF THE AIR FORCE   |
| Contracting Office Name:                                 | FA7014 AFDW PK                              | PSC Type:   | S   |
| PSC:   | R499  | PSC Description:  | SUPPORT- PROFESSIONAL:  |
|  |   |   | OTHER   |
| NAICS:   | 541611                                      | NAICS Description:  |   |
| NAICS:<br>Entity City:                                   |   | -   | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT                                      |
|  | 541611                                      | NAICS Description:  | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC         |
| Entity City:   | 541611<br>WASHINGTON                        | NAICS Description:<br>Entity State:                               | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC         |
| Entity City:<br>Entity ZIP Code:<br>Additional Reporting | 541611   WASHINGTON   200362427             | NAICS Description:<br>Entity State:<br>Additional Reporting Code: | OTHER<br>ADMINISTRATIVE MANAGEMENT<br>AND GENERAL MANAGEMENT<br>CONSULTING SERVICES<br>DC<br>NONE |