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United States Senate
COMMITTEE ON ARMED SERVICES
WASHINGTON, DC 20510-6050

CHRISTIAN D. BROSE, STAFF DIRECTOR
ELIZABETH L. KING, MINORITY STAFF DIRECTOR

January 10, 2017

Ms. Marillyn Hewson
Chairman, President, & CEO
Lockheed Martin Corporation
6801 Rockledge Drive
Bethesda, MD 20817

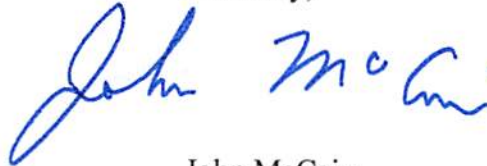
Dear Ms. Hewson:

Following your meeting with President-elect Donald Trump on December 21, 2016, you stated in a press release, "I've heard his message loud and clear about reducing the cost of the F-35...I gave him my personal commitment to drive down costs aggressively," and, "we're ready to deliver."

Yet, the Department of Defense recently notified the committee of a delay of seven months for the completion of the F-35 System Development and Demonstration phase, accompanied by a cost overrun of at least \$500 million. I am having difficulty reconciling this apparent disconnect with regard to driving down F-35 program costs.

If Lockheed Martin Corporation has new initiatives that are "ready to deliver" to reduce the F-35 program costs, I expect you to detail your plans for accomplishing this objective to the committee as soon as possible. I look forward to your response.

Sincerely,



John McCain
Chairman