

From The Office Of
Ian King
Chief Executive Officer

03 June 2011

VIA EMAIL AND COURIER

Steven A. Shaw, Esq.
Deputy General Counsel (Contractor Responsibility)
Department of Air Force, SAF/GC
4040 North Fairfax Drive, Suite 204
Arlington, VA 22203-1613

Our Ref:IGK/pb/jmj/137

Re: Present Responsibility Review

Dear Mr Shaw,

Thank you for your letter of May 23, 2011 summarising the progress of the Air Force's present responsibility review since your initial letter of October 30, 2009.

In your letter, you kindly identified the supplemental information you require to bring the review to a close. This falls broadly into two categories: ELG's findings as to the implementation measures taken by the company in response to the Woolf Report recommendations and the company's response to ELG's recommendations. In response to the former, I have attached the following:

Attachment 1 – Supplemental Information produced by ELG clarifying their specific finds as they concern the implementation by the company of recommendations of the Woolf Report;

Attachment 1A – ELG Transmittal Letter relating to Attachment 1

We are in the process of finalising the company's response to each of the ELG "High Priority" recommendations and I have asked Philip Bramwell to send these to you as soon as the process is completed, which I anticipate will be towards the end of next week.

As you are aware, the company has reported that it has taken action to implement each of the Woolf Recommendations. I am confident that there are no "gaps" in these implementing actions and I am comfortable that the company has received an appropriate level of assurance of this from Deloitte and ELG. The company is also committed to implementing at the earliest practicable opportunity all of the High Priority recommendations identified by ELG in its report. That is not to say, of course, that the company believes that it has completed the journey that it embarked upon some four years ago; we recognise that achieving the recognition that we aspire to obtain will take time, patience and continuing resolve. Together with my executive team, I remain absolutely committed to achieving our stated goal.

I have also attached for your records the final published version of ELG's Summary of its Report (Attachment 2) and the final published version of their full Report (Attachment 3).

In closing, I would like to thank you and Mr Robbins personally for the very significant personal time and effort that you have both expended in carrying out the review on behalf of the United States Air Force. We have appreciated the thoroughness of your scrutiny of the company and, most of all, the fact that the process was at all times carried out in a measured, thoughtful and constructive manner, which I believe to have been an object lesson in rigorous but effective regulatory review and oversight.

Sincerely,

A handwritten signature in black ink, appearing to be 'Ian G King', with a stylized flourish at the end.

Ian G King