



March 10, 2017

**The Honorable Paul Ryan**

Speaker of the House  
H-232 U.S. Capitol Building  
Washington, D.C. 20515

**The Honorable Mitch McConnell**

Senate Majority Leader  
S-230 U.S. Capitol  
Washington, D.C. 20510

**The Honorable Nancy Pelosi**

House Minority Leader  
H-204 U.S. Capitol Building  
Washington, D.C. 20515

**The Honorable Charles Schumer**

Senate Minority Leader  
S-221 U.S. Capitol building  
Washington, D.C. 20510

Dear Speaker Ryan, Leader McConnell, Leader Pelosi, and Leader Schumer:

The Aerospace Industries Association of America (AIA) and our leaders wish to express strong support for your efforts to assemble and pass the first comprehensive reforms of our tax code since the mid-1980s. We urge you to enact legislation that modernizes our tax system, allows America's businesses to better compete in the global marketplace, and encourages job creation and innovation in the United States.

AIA is comprised of over 330 Aerospace and Defense (A&D) companies, large and small, engaged in the development and manufacturing of cutting edge systems and technologies for commercial and government customers around the world. The A&D sector constitutes fully 13% of America's manufacturing base. Between direct employment and the impact of our workforce on the broader economy, A&D manufacturing and services support nearly 2.8 million jobs in the United States. On a comparative basis, the A&D sector is the second largest gross exporter among major U.S. industries and our exports include commercial items such as satellites, aircraft, and engines in addition to major defense and civil platforms and systems. American A&D companies are facing increasing competition from international companies who have benefited from modernized tax systems while the United States has stood still.

Tax reform should encourage companies to invest and locate quality jobs and manufacturing in the United States. This will raise the standard of living for all Americans and grow the economy. The current U.S. tax system is not globally competitive. In fact, it is broken. Without change, the ability of our U.S.-based companies to grow and to create and sustain U.S. jobs will likely weaken. The United States needs a modern system which creates a level playing field with the rest of the world in order to locate jobs, manufacturing, and profits inside the United States. We believe that these are the principles which drive the Better Way tax blueprint being discussed in the United States House of Representatives.

We endorse the positions taken by the American Made Coalition including border adjustability and encourage you to act now to enact a tax reform system which will create a globally competitive system for U.S. businesses of all sizes.

Sincerely,

David F. Melcher  
Lieutenant General, USA (Ret.)  
President & CEO  
Aerospace Industries Association

Dennis A. Muilenburg  
Chairman, AIA  
Chairman, President, & CEO  
The Boeing Company

Thomas A. Kennedy  
Vice Chairman, AIA  
Chairman & CEO  
Raytheon Company

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PRINT NAME: Tamarca Ludford

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PRINT NAME: SHERWOOD EOBERT

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COMPANY: LAM SYSTEMS, INC.

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PRINT NAME: Carol Ludford

TITLE: Marketing & Sales Manager


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SIGNATURE: 

PRINT NAME: STEPHAN R. WIAN

TITLE: PRESIDENT


COMPANY: NEAP INC.

SIGNATURE: 

PRINT NAME: Elisabeth Smith

TITLE: President + CEO

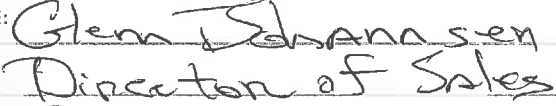
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SIGNATURE: 

PRINT NAME: Peter Zieve

TITLE: President


COMPANY: Electroimpact

SIGNATURE: 

PRINT NAME: Glen Johansen

TITLE: Director of Sales


COMPANY: Celestica Inc.

SIGNATURE: 

PRINT NAME: M.L. CROSIER

TITLE: MANAGER BUSINESS DEVELOPMENT


COMPANY: DENISON INDUSTRIES

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PRINT NAME: WAYNE FLORY

TITLE: VP, MATERIAL

COMPANY: ROCKWELL COLLINS


SIGNATURE: 

PRINT NAME: JERRY HOWELL

TITLE: V.P. BUSINESS DEVELOPMENT

COMPANY: PRIMUS AEROSPACE


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TITLE: Analytics Leader


COMPANY: IBM

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PRINT NAME: Patrick J. Genczmaeker

TITLE: President + CEO


COMPANY: LAI International

SIGNATURE: 

PRINT NAME: Rao TELLA

TITLE: VP. Business Development

COMPANY: Enderbrook, KS.

SIGNATURE: 

PRINT NAME: John Costello

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COMPANY: Microsemi Corp

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TITLE: VP. Supply Chain


COMPANY: Packie Associates

SIGNATURE: 

PRINT NAME: Will Austin

TITLE: Dir. Government Affairs


COMPANY: Lord Corporation

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COMPANY: TECH MANUFACTURING

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COMPANY: WSI Industries

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COMPANY: Diversified

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COMPANY: Rodica Industries



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COMPANY:

Alken Inc

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CLARE E. MCGARREY

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COMPANY:

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Paul Neve

TITLE:

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COMPANY:

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DIRECTOR, GLOBAL SUPPLY CHAIN OPS

COMPANY:

LOCKHEED MARTIN

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PRINT NAME:

DAW KORTE


TITLE:


CEO


COMPANY:


LMI AEROSPACE


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SIGNATURE:  
  
 PRINT NAME: Mark K Miller  
 TITLE: Sr. Sourcing Leader  
 COMPANY: GE Aviation

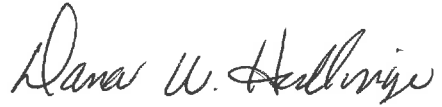
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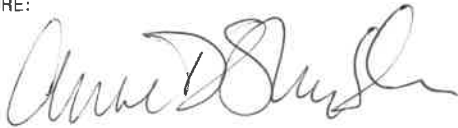
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 COMPANY: Northrop Grumman Supply Chain


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 TITLE: VP GST  
 COMPANY: Honeywell


SIGNATURE:  
  
 PRINT NAME: MICHAEL MOWINS  
 TITLE: President - Global  
 COMPANY: Phillips Screw Company

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 PRINT NAME: Gregory Bloom  
 TITLE: President  
 COMPANY: Seal Science, Inc.


SIGNATURE:  
  
 PRINT NAME: DANA W Hollinger  
 TITLE: DIRECTOR OF SUPPLIER MANAGEMENT  
 COMPANY: THE BOEING COMPANY

SIGNATURE:  
  
 PRINT NAME: Anne D. Shybunko  
 TITLE: President/owner  
 COMPANY: GSE Dynamics Inc.

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 PRINT NAME: VINCENT J. HRENIAK  
 TITLE: VICE PRESIDENT SUPPLY CHAIN  
 COMPANY: RAYTHEON COMPANY

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 PRINT NAME: GEORGE HAWKE III  
 TITLE: DIR. SUPPLY CHAIN  
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TR

SIGNATURE: 

PRINT NAME: Paul Pasquier

TITLE: VP Supplier Management


COMPANY: Boeing

SIGNATURE: 

PRINT NAME: KARL E. JEPPESEN

TITLE: VP SUPPLIER MGMT

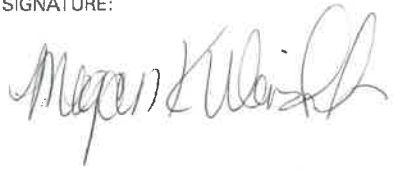
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SIGNATURE: 

PRINT NAME: Paul L Bell

TITLE: Sr. Manager Supplier Mgmt


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PRINT NAME: MEGAN K WEINSTOCK

TITLE: DIRECTOR SUPPLIER MGMT


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COMPANY: ALBANY ENGINEERED COMPOSITES


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