

## Hill Lee

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**From:** [REDACTED]  
**Sent:** 30 May 2012 08:32  
**To:** [REDACTED] @uber.com'  
**Cc:** [REDACTED] @uber.com'; [REDACTED] @uber.com'  
**Subject:** RE: Follow up

[REDACTED]

We are presently awaiting the inspection result and once that has been received and is satisfactory, we can proceed with issuing a licence. I will chase-up with the Compliance Team.

Regards

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 30 May 2012 05:32  
**To:** [REDACTED] @uber.com'; [REDACTED]  
**Cc:** [REDACTED] @uber.com'; [REDACTED] @uber.com'  
**Subject:** Re: Follow up

Ryan

Sorry about the "lack of transparency", its something I get very frustrated about and we need to address.

Normally once a pre licensing inspection has taken place a report will be submitted to the licensing team who the progress with the license issue process. Timescales can depend on whether any follow ups are required.

[REDACTED] - anything we can advise?

[REDACTED] - can we pick up with [REDACTED] Would seem a simple "what happens next" factsheet might assist for new applicants for the Officers to give out.

[REDACTED]

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**From:** Ryan Graves, Uber [mailto:[REDACTED]@uber.com]  
**Sent:** Tuesday, May 29, 2012 11:19 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED] Richard Howard <[REDACTED]@uber.com>; [REDACTED]@uber.com>  
**Subject:** Re: Follow up

[REDACTED] -

I really appreciate your help thus far. We had our inspection on Monday and passed, but it doesn't sound like our team has much transparency into the process going forward.

Is there any way you could let us know what the next steps might be, or how we will know when the license has been issued?

Again, appreciate the support thus far.

Cheers,  
RG

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Ryan Graves  
twitter: @ryangraves  
cell: [REDACTED]  
Uber Technologies, Inc.

On Thursday, May 24, 2012 at 2:08 AM, Richard Howard wrote:

[REDACTED]

Thanks very much for the below. I've spoken to [REDACTED] and arranged a time for the inspection. I really appreciate your help in the application process.

Many Thanks,  
Richard

On 24 May 2012, at 08:37, [REDACTED] wrote:

Good morning Ryan

Apologies for the delay in coming back to you.

Your submitted documents have been processed and your application is now deemed complete. As a result, the next stage of the process is to arrange a pre-licensing inspection of your proposed premises. Attempts have been made by one of our Compliance Officers to arrange the inspection, but they have been unable to do so thus far.

I would therefore appreciate it if you could please pass on the below contact details of our officer to Richard Howard, who has been highlighted as the Nominated Representative for the licence and will have day to day responsibility for the running of the business.

TfL Compliance Officer: [REDACTED] – Tel No. [REDACTED]

The necessary arrangements can then be made for the inspection to be carried out.

Thanking you in advance and if you have any other questions, please do let me know.

Michael

[REDACTED]  
**Licensing Manager**

**Transport for London – London Taxi & Private Hire**

4th Floor Green, Palestra, 197 Blackfriars Road, London SE1 8NJ

[REDACTED]  
[REDACTED]  
[REDACTED]  
E-mail: [REDACTED]

<image001.jpg>

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**From:** Ryan Graves, Uber [redacted] [@uber.com](mailto:[redacted]@uber.com)  
**Sent:** 22 May 2012 15:28  
**To:** [redacted]  
**Cc:** [redacted] Richard Howard (Google Docs)  
**Subject:** Re: Follow up

Thanks very much [redacted] I'll look for your follow up.

Cheers,  
RG

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Ryan Graves  
twitter: @ryangraves  
cell: [redacted]  
Uber Technologies, Inc.

On Tuesday, May 22, 2012 at 12:26 AM, [redacted] wrote:

Good morning Ryan

I am currently arranging for one of my team to locate the submitted documents. I will update you with regards to the next stage of the process when found and processed.

Kind regards  
Michael

[redacted]  
**Licensing Manager**  
**Transport for London – London Taxi & Private Hire**  
4th Floor Green, Palestra, 197 Blackfriars Road, London SE1 8NJ  
**T:** [redacted]  
**M:** [redacted]  
**F:** 0203 054 5314 (Auto 85314)  
**E-mail:** [redacted]

<image001.jpg>

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**From:** Ryan Graves, Uber [redacted] [@uber.com](mailto:[redacted]@uber.com)  
**Sent:** 22 May 2012 04:36  
**To:** [redacted]  
**Cc:** [redacted] Richard Howard (Google

Docs)

**Subject:** Re: Follow up

██████████ -

Also just tracked down the delivery confirmation on our personal declarations... hope this help to confirm.

Again, thanks for all the help.

Cheers,  
RG

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Ryan Graves  
twitter: @ryangraves  
cell: ██████████  
Uber Technologies, Inc.

On Monday, May 21, 2012 at 12:19 PM, Ryan Graves, Uber wrote:

Thanks for the support ██████████

Hey ██████████ - The personal declarations were returned just prior to my conversation with ██████████ last week. They should be in the hands of your office as of Wednesday (5/16) or Thursday at the latest.

Any insight into the process from here going forward would be extremely helpful.

Thanks,  
RG

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Ryan Graves  
GM / VP Operations  
twitter: @ryangraves  
cell: ██████████  
Uber Technologies, Inc.

On Monday, May 21, 2012 at 8:00 AM, ██████████ wrote:

Ryan

Yes I did. Apparently we are awaiting the correct number of personal declarations to be provided. We requested on 10 May.

██████████ (copied) can assist if needed.

██████████

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**From:** Ryan Graves, Uber [REDACTED]@uber.com]  
**Sent:** Monday, May 21, 2012 03:02 PM  
**To:** Mason John (TPH)  
**Subject:** Follow up

Hey [REDACTED]

Just wanted to make sure you received my email last week regarding Uber's PHV Operators license.

Any news on a follow up would be awesome!

Thanks in advance,  
Ryan

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Ryan Graves  
VP Operations  
cell: [REDACTED]  
twitter: @ryangraves  
Uber Technologies Inc.

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