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July 2, 2018

Via FedEx and E-mail

The Honorable Lamar Smith, Chairman,
The Honorable Dana Rohrabacher, Member,
Committee on Science, Space, and Technology,
U.S. House of Representatives,
2269 Rayburn House Office Building,
Washington, DC 20515-0549.

Re: June 14, 2018 Request to Volkswagen AG

Dear Chairman Smith and Representative Rohrabacher:

On behalf of Volkswagen AG ("Volkswagen"), we respond to your letter to Dr. Herbert Diess, dated June 14, 2018.

As discussed during our meeting with the Committee's staff on May 10, 2018, we are concerned that the Committee's interest in Volkswagen is the result of a campaign by a non-U.S. national to try to pressure the company into paying him an unreasonable amount to settle a commercial dispute in Egypt that he has with Skoda, a Volkswagen subsidiary.

This foreign national, Mohamed Shafik Gabr, is the chairman and managing director of the ARTOC Group for Investment and Development, a private conglomerate that was Skoda's longstanding distribution partner in Egypt until late 2016, when Skoda ended the relationship after providing proper notice of termination because ARTOC would not sign a standard importer agreement.

In response, Mr. Gabr has not only sued Skoda in Egypt, but he has retained three U.S. lobbying firms, Covington & Burling LLP, Holland & Knight LLP and Ballard Partners, to try to influence Members of Congress and the media, both directly and through a series of misleading online op-ed articles and television ads. This campaign misrepresents the terms of Volkswagen's settlements with the U.S. authorities and is full of falsehoods.

Volkswagen has strong reason to believe that the Committee's inquiries are the result of this attempted coercion. We are aware from multiple sources that Mr. Gabr has openly boasted that he is manipulating actions in Congress against Volkswagen. Indeed, Volkswagen has received a series of threatening emails from individuals that we believe to be associated with ARTOC and Mr. Gabr, indicating that they have instigated these inquiries. Here are two examples of the content and tone of these emails:

- An email that the company received on June 21, 2018 is in the form of a conversation among three people. A person named "Jeffrey" asks whether it is true that Volkswagen and Dr. Diess are "in the radar of US Congress" and why that is the case. A person named "Mahmoud" responds with references to the dispute in Egypt with ARTOC and then states that "it can all go away" if Skoda and Volkswagen settle. Another email on June 14, 2018 states that "we need to focus on VW's weak spots" such as a "Congressional Committee hearing," and then asks "[i]s all this needed or can this file be closed and all settled[?]" The June 14, 2018 email lists eight signatory names, one of which is the same as the name of a 2015 recipient of a fellowship awarded by an initiative (www.eastwestdialogue.org) run by Mr. Gabr's U.S.-registered nonprofit, through which he maintains significant personal connections in the United States.

We also have strong reason to believe that ARTOC and Mr. Gabr are behind a series of television attack advertisements that falsely accuse Volkswagen of vehicle "dumping" and recently aired in the Washington, D.C., and New York areas in the name of a little-known consumer organization with an address in Arlington, VA (www.caseforconsumers.org). Similarly, we are aware of a website set up by an anonymous registrant (www.holdvwaccountable.com) that purportedly seeks to encourage Americans to contact their Senators and Representatives to ask them to "hold VW accountable" for the diesel emissions issue in the U.S., but then features the ARTOC dispute, which has questionable relevance to U.S. consumers, as supposed evidence of corruption.

These email communications, relevant filings under the Lobbying Disclosure Act and political ad filings with the Federal Communications Commission are attached to this letter as Exhibits A, B and C. We anticipate that these exhibits will be relevant to any investigation by appropriate law enforcement or ethics officials into Mr. Gabr's efforts to misuse members of Congress to exert pressure on Volkswagen to settle a commercial dispute in Egypt for an unreasonable amount.

Beyond Mr. Gabr's improper tactics, the Committee's document requests as listed in your letter of June 14, 2018, specifically with regard to documents and communications between Volkswagen and Robert Bosch GmbH, are plainly overly broad. We also see no reason why Dr. Diess should appear at a hearing that would advance Mr. Gabr's scheme to try to extract an unreasonable financial settlement in a foreign commercial dispute that has no connection to the United States.

Moreover, the latest document requests in your letter of June 14, 2018 continue to fail to take into account Volkswagen's extensive efforts to make things right and to prevent any recurrence of the conduct that led to the use of defeat devices in certain vehicles sold in the United States. The requests likewise fail to take into account the ongoing role of the Department of Justice ("DOJ") in ensuring that requirements of the civil settlements and Plea Agreement are appropriately implemented, including through the oversight of an Independent Compliance Monitor, former Deputy Attorney General Larry D. Thompson. Because DOJ's investigation of individuals relating to the diesel emissions issue is ongoing, we have forwarded the Committee's letter of June 14, 2018 to the appropriate DOJ officials for consideration of the possible impact of the document requests on that ongoing investigation.

The Committee's Requested Timeline

In an effort to provide you with information relevant to the Committee's purview, we provide below a timeline outlining key actions that Volkswagen has taken in response to the diesel emissions issue generally and the civil settlements and Plea Agreement in particular. These Court-approved consumer, federal and state settlement agreements we have concluded total some $23 billion, including up to $11.233 billion to affected customers in the form of TDI vehicle buybacks and early lease terminations, and other payments and benefits. These agreements provide nearly $3 billion to communities across America for environmental remediation, a $2 billion investment to support the use of zero emission vehicles and nearly $1 billion to U.S. states to resolve their environmental and consumer claims.

1. Criminal Resolution with DOJ.

On January 11, 2017, VWAG entered into a Plea Agreement with DOJ and EPA pursuant to which it agreed to pay a $2.8 billion criminal fine and plead guilty to conspiracy, obstruction of justice, and introducing imported articles in the United States by means of false statement. Pursuant to its Plea, VWAG agreed to a three-year term of probation, and to continue its cooperation with DOJ in its criminal investigation of individuals. Volkswagen is also subject to compliance oversight by an Independent

Compliance Monitor for a period of three years with respect to its ethics and compliance program. To assist the monitor and his team, the Group Board of Management member responsible for Integrity and Legal Affairs established a new "Central Coordination Monitorship" group to liaise directly with the monitor team and assist in implementing the monitor's recommendations. In addition, the monitor and his team have access to certain documents, officers and employees of Volkswagen.

2. Civil Resolution with DOJ, EPA and State of California.

On the same day as it entered into the Plea Agreement on January 11, 2017, Volkswagen also concluded a civil settlement with DOJ and EPA related to certain violations of the Clean Air Act with regard to certain Model Year 2009-2015 2.0-liter diesel vehicles and Model Year 2009-2016 3.0-liter diesel vehicles. Under this Third Partial Consent Decree, Volkswagen agreed to pay a $1.45 billion penalty resolving civil claims of EPA and of U.S. Customs and Border Protection, as well as to injunctive relief to prevent similar violations in the future. On July 21, 2017, Volkswagen entered into a settlement with the California Air Resources Board ("CARB") and the California Attorney General ("CA AG") similar to the Third Partial Consent Decree with DOJ (the "Third California Partial Consent Decree"). The Third California Partial Consent Decree resolves certain civil environmental claims, providing for both monetary remediation and injunctive relief that includes monitoring, auditing and compliance obligations.

In response to the internal audit team's findings and recommendations, as well as various requirements of the Plea Agreement, the Third Partial Consent Decree and the Third California Partial Consent Decree, Volkswagen has made substantial improvements to its internal processes and procedures relating to both product development, in particular engine control unit software and emissions, and internal ethics and compliance, and continues to do so.

- **Implementation of Improved Processes Relating to Development of Engine Control Unit Software & Emissions Testing.** Prior to entering into settlements with the U.S. authorities, Volkswagen used its Internal Audit team's findings to develop a set of "Golden Rules" to improve business processes for development of engine control unit software, emissions approval, testing and certification and escalation management in Volkswagen's Product Safety Committee. The relevant business units began implementing improvements in 2016 and the Internal Audit team has continued to monitor the initial implementation. By October 10, 2017, Volkswagen implemented these Golden Rules by establishing new internal controls and rules of procedures, and defining tasks, authorities and responsibilities within the relevant business units.

    - In 2016 and 2017, Volkswagen revised its rules of procedure, internal controls and tasks, authorities and responsibilities related to engine control unit software development to better manage modifications to engine control unit software, including the introduction of the four-eyes principle (i.e., review by at least two individuals), standardized documentation of change requests, and enhanced controls related to software provided by third-party suppliers.

    - In 2016 and 2017, Volkswagen revised its rules of procedure, internal controls and tasks, authorities and responsibilities related to emissions approval to improve compliance in its certification processes, including initial certification testing and in-use testing (where applicable). These measures include a segregation of duties between the vehicle development and certification departments, improved documentation and protection of test data, and additional testing designed to discover potential defeat devices.

- In 2016 and 2017, Volkswagen revised its rules of procedure, internal controls and tasks, authorities and responsibilities related to the Product Safety Committee to improve the systematic recording, documentation and processing of safety-related reports, as well as implementing a system for performing plausibility checks of safety-related reports, and improved tracking of reports and decisions within the committee.

The relevant business units are also responsible for providing regular trainings related to these improved processes. In accordance with the Third Partial Consent Decree and Third California Partial Consent Decree, Volkswagen will continue to monitor implementation of these improved processes through its existing Governance, Risk and Compliance processes.

- **Improvements in Compliance and Ethics Program.** Since 2015, Volkswagen has taken significant steps to enhance its ethics and compliance infrastructure, both prior to and since entering into the Plea Agreement, the Third Partial Consent Decree and the Third California Partial Consent Decree. Many of these steps are voluntary, and are not mandated under Volkswagen's civil settlements and VWAG's Plea Agreement with U.S. authorities. For example:
    - In 2016, Volkswagen established a Sustainability Council, which includes leading experts in research, academia, society and politics, empowered to make recommendations to Volkswagen's Group Board of Management on social responsibility and integrity issues.

- Beginning on January 1, 2016, Volkswagen established a new position for Integrity and Legal Affairs on VWAG's Board of Management. This board member is responsible for planning, preparing and implementing programs and projects focused on raising, clarifying and improving a collective awareness of integrity within the Group and its brands.

- In January 2016, Volkswagen updated its internal risk assessment system to provide more frequent reporting on operational risks and to include additional focus areas.

- In September 2016, Volkswagen launched an Integrity Campaign designed to enhance the culture of integrity throughout the Group and its brands and to create employee awareness of integrity at all levels, using a series of activities designed to encourage employees to engage with the topic. The first step of the campaign involved offering "food for thought" quotations on posters throughout certain Volkswagen premises, designed to introduce the concept of integrity and stimulate curiosity. The next phase focused on engaging employees in a direct dialogue about integrity with the goal of achieving a shared understanding of what integrity means and where it is called for in an employee's work. As part of the initiative, employees could choose to become voluntary integrity ambassadors and play a key role in managing change and serving as a liaison between the Group Board of Management's integrity management team and the workforce.

- In October 2016 and May 2017, respectively, Volkswagen established two new Group Steering Committees for monitoring and complying with current and future U.S. laws regarding vehicle certification and vehicle emissions.

- In January 2017, Volkswagen adopted an enhanced whistleblower system to ensure Group-wide standards for reporting, investigating and responding to reports of potential misconduct, and subsequently has launched additional improvements. For example, in August 2017, Volkswagen Group's Board of Management approved an enhanced version of the whistleblower policy that reduces the number of Group-wide contact points for whistleblowers, and streamlines and accelerates the processing of tips and the execution of internal investigations. The enhanced program, which became effective on November 1, 2017, enables employees to contact Volkswagen's Investigation Office by phone, mail, in person or use of an Internet-based communication platform. Employees may also make reports through external ombudspersons appointed by Volkswagen to act as special counsel to accept reports of potential statutory or internal violation of regulations or any other kind of harmful conduct. The system contains procedural protections aimed at building trust in the system, including by protecting the whistleblower, presuming innocence of accused individuals, protecting against retaliation and ensuring procedural fairness.

- From February through November 2017, Volkswagen installed new leadership in departments within Integrity and Legal Affairs.

- In July 2017, Volkswagen engaged a third-party auditor to audit Volkswagen's Environmental Management System pursuant to an industry-recognized standard for product development processes for vehicles to be certified for sale in the United States. The auditor has completed its audit for calendar year 2017 and published its findings in a report that can be found at www.vwcourtsettlement.com. Pursuant to the terms of the Third Partial Consent Decree, the auditor will also complete an audit in calendar years 2018 and 2019, the results of which will be publicly posted on the VW Court Settlement website when they are available.

- Beginning in September 2017, Volkswagen began including in its Annual Employee Survey a question designed to assess the progress of the Integrity Campaign, as required by the Third Partial Consent Decree and Third California Partial Consent Decree. Volkswagen continues to monitor and assess the result of that survey.

- By October 2017, Volkswagen designed and implemented further changes to the manner in which vehicles are developed and certified, including by establishing a new Certification Group that is organizationally separate from product development and is responsible for managing, supervising and conducting certification testing and monitoring, including ensuring that Volkswagen has policies, procedures, practices and processes for vehicle development that include emission control systems designed to comply with U.S. laws and regulations related to vehicle certification and emission standards.

- In October 2017, Volkswagen released a revised Code of Conduct, which is Volkswagen's first Group-wide code of conduct and uses less technical language, adds new subject matter content and includes a section on environmental protection. The Code of Conduct is broken down into three sections: (1) Volkswagen's responsibility as a member of society, (2) Volkswagen's responsibility as a business partner, and (3) Volkswagen's responsibility in the workplace, which includes workplace behavior and ethics. Within each section, the Code provides further background on the specific responsibilities, including the corporate principles behind those responsibilities, a plain language explanation of how a Volkswagen employee may be expected to live up to that responsibility and an example that illustrates how the responsibility may arise and the appropriate course of action. A printed copy of the revised Code of Conduct was distributed to each of Volkswagen's 620,000 employees, and each new employee is provided with a personal printed copy of the Code of Conduct as well as training on adherence to the Code. Volkswagen has also released a Code of Cooperation, which aims to streamline collaboration among employees at the Group's brands and stresses trust, communication and unified goals.

3. **Consumer Remediation.**

As noted in our May 1, 2018 letter, since the fall of 2015, Volkswagen has engaged with U.S. government authorities, including DOJ, EPA, CA AG, CARB and the Federal Trade Commission ("FTC") to remediate any potential environmental and consumer impact related to the diesel emissions issue. Volkswagen reached swift nationwide settlements with the vast majority of current owners and lessees, and certain former owners and lessees, of the affected 2.0-liter and 3.0-liter vehicles in the U.S. Under the 2.0-liter and 3.0-liter agreements, Volkswagen offered to buy back (or allow an early lease termination without termination fees) or modify affected vehicles owned or leased by eligible consumers with generous restitution payments that the Court found were fair and reasonable and would make these consumers whole.

- **Consumer Claims Program.** As of June 8, 2018, Volkswagen has restricted or removed from commerce or modified more than 432,435 affected 2.0-liter vehicles and approximately 63,315 affected 3.0-liter vehicles.[1] These counts constitute approximately 88.7% of all eligible 2.0-liter vehicles in the United States, 74.2% of all eligible 3.0-liter Generation One vehicles in the United States and 78.0% of all eligible 3.0-liter Generation Two vehicles in the United States. In addition, Volkswagen has paid more than $8.6 billion to consumers who have elected to participate in the claims program.

- **Development of Emissions Modifications.** In addition to buying back certain affected vehicles, Volkswagen has worked diligently over the course of more than two years to develop emissions modifications for all 2.0-liter vehicles other than a very small number of Generation 2 (Model Year 2012-2014 Passat) manual transmission vehicles[2] that bring vehicles emitting NOx in excess of applicable standards into compliance with the settlement agreements with DOJ. Volkswagen has also developed an emissions compliant repair for all 3.0-liter Generation 2 vehicles that bring these vehicles into compliance with the emissions standards to

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[1] While Volkswagen reacquired the majority of affected vehicles through the consumer settlement program, these numbers also include vehicles reacquired through other channels (*e.g.*, employee vehicles or vehicles for which leases matured and the consumer did not opt for the early lease termination remedy) and vehicles that appear to have been scrapped based on their non-registration status.

[2] The Generation Two manual transmission vehicle population is approximately 7,100 and, as of April 25, 2018, Volkswagen had already repurchased all but approximately 1,400 of these vehicles.

which they originally were certified as well as an emissions modification for Generation 1.1 vehicles. Volkswagen is working diligently to secure approval of a proposed emissions modification for Generation 1.2 SUV vehicles (Model Year 2011-2012 Touareg and Q7).

As described in our May 1, 2018 letter, the process of developing these emissions modifications was time-consuming and resource-intensive, and required the involvement of numerous individuals in Germany and the United States. As shown below, Volkswagen worked quickly and devoted thousands of hours to developing and obtaining approval of these technical solutions, which account for 95.5% of affected vehicles in the United States. EPA and CARB rigorously tested the modifications and reviewed extensive documentation about them for several months prior to granting approval. Volkswagen remained in regular contact with EPA and CARB throughout this process and continues to have frequent discussions with EPA and CARB regarding aspects of the modifications.

In addition to the extensive testing and review prior to approval of an emissions modification, Volkswagen is also responsible for ensuring that modified vehicles in customers' hands continue to comply with emissions standards. For five years following the First and Second Partial Consent Decrees, Volkswagen must conduct in-use testing on modified vehicles, invite EPA and CARB to observe the testing, and submit the testing results. Volkswagen must collect and submit both pre- and post-testing onboard diagnostic ("OBD") information to EPA and CARB. Volkswagen's testing must include emissions data from the test vehicles from four test cycles that are required by EPA and CARB to initially certify a vehicle to U.S. and California emissions standards. In addition to this annual testing, Volkswagen must also provide EPA and CARB with an annual report on in-use compliance assurance for modified vehicles that summarizes the testing performed as well as quarterly reports notifying EPA and CARB of post-modification repairs or alterations conducted to remedy OBD non-compliances or other defects in an approved emissions modification. Volkswagen has submitted six 2.0-liter quarterly reports, four 3.0-liter quarterly reports and one 2.0-liter annual report. To date, Volkswagen has reported a handful of issues for both 2.0-liter and 3.0-liter vehicles that it continues to investigate and discuss with EPA and CARB.

Vehicle	**EPA/CARB Approval Date**
2.0L Generation 1	December 28, 2017
2.0L Generation 2 Automatic Transmission	May 19, 2017
2.0L Generation 3, Phase 1	January 6, 2017
2.0L Generation 3, Phase 2	April 18, 2018
3.0L Generation 1.1	May 8, 2018
3.0L Generation 2 SUV	October 20, 2017
3.0L Generation 2 Passenger Cars	December 18, 2017

4. Environmental Remediation.

In addition to the consumer benefits outlined above, under the First Partial Consent Decree, Volkswagen also agreed to remediate any environmental harm attributable to the affected vehicles in two ways:

- **Zero Emission Vehicle ("ZEV") Technology.** As part of the First Partial Consent Decree, Volkswagen agreed to invest $2 billion over 10 years in ZEV technology, including $1.2 billion nationwide and $800 million towards infrastructure, education and access activities to support increased adoption of ZEV technology in California. Under the California First Partial Consent Decree, Volkswagen agreed to pay an additional $25 million to CARB to support ZEV-related projects. To fulfill its ZEV-related commitments, Volkswagen established Electrify America, LLC ("Electrify America"), a wholly-owned subsidiary of Volkswagen.

- **Nationwide ZEV Investments.** On April 9, 2017, Volkswagen submitted its first ZEV-investment cycle plan to EPA, which was approved on April 12, 2017. Pursuant to this plan, Volkswagen will focus on three activities aimed at increasing the use of ZEVs and showing more Americans that going electric is possible and beneficial today. First, Volkswagen will spend approximately $250 million on charging infrastructure, including approximately $190 million for highway fast charging and $40 million towards community charging. Second, Volkswagen will spend approximately $25 million on brand-neutral public education initiatives that will simultaneously communicate the benefits of ZEVs and address barriers to adoption (the "National Outreach Plan"). Third, Volkswagen is developing ZEV access initiatives. Electrify America submitted the National Outreach Plan to EPA on November 9, 2016 and, between December 9, 2016 and January 16, 2017, solicited proposals and recommendations from outside parties to help substantiate and improve this plan. Beginning on March 13, 2017, Electrify America began to follow up with proposal and recommendation submitters to clarify submissions, discuss specific ideas and incorporate some or all of the recommendations into Electrify America's plans.

In 2017, Electrify America and its partner EVgo completed 32 DC fast charging stations in nine states across the Boston, Houston, New York, Philadelphia and Washington metro areas. On December 18, 2017, Electrify America announced that by June 2019, it will install more than 2,800 workplace and residential charging stations at approximately 500 sites in the biggest metropolitan areas in the United States. Electrify America has also announced that it will install electric vehicle DC fast chargers at more than 100 Walmart locations across 34 states by June 2019.

- **California ZEV Investments.** Pursuant to the California First Partial Consent Decree, Volkswagen has paid $25 million to CARB. On March 14, 2017, Volkswagen submitted its first California ZEV Investment Plan (the "First CA Plan"), which was approved by CARB on July 27, 2017 following Electrify America's provision of additional information to CARB. VWGoA and CARB will meet bi-annually and Volkswagen will submit an annual report detailing its progress in implementing the California ZEV Investment Plan. Volkswagen's $800 million commitment will be spent in $200 million increments over 30-month cycles. Pursuant to the First CA Plan, Volkswagen will spend $120 million on approximately 350 neighborhood charging stations and 50 network fast charging stations, approximately $20 million on a multi-media, multi-stage ZEV Awareness Program, and $44 million on various ZEV access projects in its first "Green City," which is Sacramento, California. Electrify America has launched a robust procurement and real estate acquisition process in order to establish its statewide ultra-fast DC charging network. Electrify America also hired highly qualified and experienced vendors to deploy and maintain charging stations at workplaces and multiunit dwellings. Electrify America already has ordered all of the more than 600 chargers needed in California for the first investment cycle, and these chargers are scheduled to be delivered straight to California station construction sites in this year. Electrify America has also started to implement several Green City initiatives, including negotiating agreements with two vendors to provide car share services in Sacramento, continuing site acquisition efforts for charging stations and requesting information to identify partnership opportunities to deploy public or private ZEV shuttles and/or buses in the Sacramento area. Electrify America also began its ZEV Awareness Program, including creating the first television spot, which it anticipates airing this year, developing a media plan to target appropriate audiences and conducting experiential education "Discover and Drive" events in California, which allow individuals to experience ZEVs without having to purchase one.

- **Environmental Mitigation Trust.** As part of the First Partial Consent Decree, Volkswagen agreed to put $2.7 billion into a NOx mitigation trust (the "Trust") to fund NOx emissions-reducing projects across the country. Under the First Partial Consent Decree, Volkswagen is required to fund the Trust in three $900 million deposits (one per year for three years). Volkswagen timely deposited the first two $900 million fundings. All 50 states plus Washington, D.C. and Puerto Rico submitted the required applications to be considered beneficiaries of the NOx mitigation trust. Once the funds are deposited in the Trust, each beneficiary is responsible for selecting eligible mitigation actions and certifying that any such action meets the requirements of the Trust.

5. Settlements with U.S. State Authorities.

In addition to the above 2.0-liter and 3.0-liter settlements, Volkswagen has reached agreements with State Attorneys General to resolve potential claims under state consumer protection and environmental laws. To date, Volkswagen has reached agreements totaling nearly $1 billion with 49 states plus the District of Columbia and Puerto Rico. Under the Second California Partial Consent Decree, the Maryland Consent Decree and the Second Multistate Partial Settlement Agreement with 10 states, Volkswagen is required to increase the availability of ZEVs in these states by introducing three additional battery electric vehicle ("BEV") models to the United States in 2019 and 2020, which must be sold until at least 2025. Volkswagen is working to meet these requirements.

* * *

Volkswagen continues to work diligently to make things right with its customers, U.S. authorities and the American public. In light of Volkswagen's extensive cooperation with the investigation by U.S. authorities of the diesel emissions issue, the various agreements it has reached with U.S. authorities and affected consumers, and Volkswagen's substantial progress to date, there is no basis for a hearing nor any justification for the overly broad document requests set forth in your June 14, 2018 letter.

Since the first Beetle arrived more than six decades ago, Volkswagen has had a deep commitment to the United States. The Company's operations now span manufacturing, distribution and sales, with approximately 8,000 direct employees and a 1,000-strong dealer network. Volkswagen is proud of its engagement with America's communities and committed to earning back the trust of the U.S. public.

We are disappointed that allegations contained in your April 12, 2018 and June 14, 2018 letters appear to have been instigated by a campaign of misinformation that is funded and directed by a non-U.S. national, related to events with no connection to the United States and aimed at causing Volkswagen harm as a result of a commercial dispute in Egypt.

We welcome an opportunity to meet with you or confer again with your staff to discuss Volkswagen's many efforts to make things right in the United States and the serious concerns that your inquiries have raised.

Sincerely,

Robert J. Giuffra, Jr.

Robert J. Giuffra, Jr.

cc: Honorable Eddie Bernice Johnson
(U.S. House of Representatives)

Honorable Barbara Comstock
(U.S. House of Representatives)

David Geanacopoulos, Senior EVP, Public Affairs & Public Policy
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(Enclosures)