

Matthew Millett  
Chief Operating Officer, Americas  
Standard Chartered Bank  
One Madison Avenue New York, NY 10010  
Tel (212) 667-0433 Fax (212) 667-0792



March 21, 2008

Mayor David R. Roefaro  
Mayor's Office  
One Kennedy Plaza  
Utica, NY 13501

Dear Mayor Roefaro,

The New York State authorities and the Mayor's office in Utica have put forward a generous and well structured proposal for Standard Chartered Bank to locate some 300 people in a "back office" in Utica. Such a proposal would be very compelling if we were not at present amalgamating American Express Bank into Standard Chartered Bank business, effectively doubling our numbers in the United States.

We have evaluated in conjunction with American Express Bank, and have concluded that we would suffer over 90% attrition if we were to move to Utica. That is not to say Utica's talent pool couldn't replenish over a period of time, which we believe it could. But to lose so many employees at a time of amalgamating two banks, both of whom are very significant participants in the dollar clearing system in the U.S., is a risk that we are not prepared to take. Accordingly, we have decided not to take up premises in Utica but to lease an office within a few miles of our main Manhattan office and that of American Express, where we believe attrition will be minimal.

I would like to genuinely commend the state and city authorities on your enthusiastic and compelling proposition for Utica. The amount of quality work that you and your team put forth in a short period of time was impressive and made our decision very difficult.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "Matthew Millett", with a large, stylized flourish at the end.

Matthew Millett