Keynote Address

Quarter Century Club Induction

Sr. Executive, Major Chicago Bank

Thank you, LaDonna.

Good evening, everyone—and congratulations to my fellow inductees. Thank you, Bill, and members of the Reception and Inductees' Committees for our watches—and all of the thoughtful details and effort that created this memorable evening for us.

In the (bank name) tradition, this is a first-class event. You've made my classmates and me feel quite treasured.

All of us have celebrated the 25th anniversaries of some important events in our lives. But none compares with this.

In fact, the only similarity between those milestones and this one is that we probably screamed, "It's been 25 years? You're kidding!"

Jimmy Carter was in the White House, for goodness sakes, when we joined (bank name)! That was a big deal for me, since he's from my home state of Georgia. And tonight is a big deal, too.

Think about it: How many people do we know that have stayed at one company for as long as we have?

We live in an age when people no longer expect to spend 25 years with one company. In our parents' generation, it was very common. Right, Mom?

My mom flew in from Atlanta to celebrate with me tonight. And I would like her to stand. Stand up, Mom, and say hello to some friends that I've spent a lot of time with during the past 25 years.

(Pause)

My mother retired in 1995, after a 31-year career as a waitress at the Capital City Club in Atlanta.

Tonight is actually her second (bank name) event. During the 1980s, (bank name) traditionally sponsored a breakfast at the ABA Convention each year and in 19____, the breakfast was held at the Capital City Club.

Knowing her daughter worked at (bank name)my mother approached several of the senior managers in her shy manner. She told Don H_____, Bill T_____, and Charlie B_____ who she was and asked if they knew her daughter. Fortunately—or unfortunately, they *all* knew me!

I think that must have been the proudest day of my mother's life—next to this one. Also, it speaks to the many reasons why I chose (bank name) as a place to work.

Looking back over her 31-year career, I think my mother would be the first to tell us that the reasons we JOIN a company are not the same reasons we STAY there.

That's what I'd like us to reflect on tonight: why we stayed at (bank name).

We all took different paths here. Twenty-five years ago, I was fresh out of Northwestern, with an MBA in Finance and a degree in economics from Wellesley College. My academic credentials attracted a variety of great job offers.

The one I selected was from (bank name). I had excellent reasons.

But I was curious why some of my classmates chose (bank name)—as well as, why they stayed for a quarter of a century.

What they told me merely reinforced what a special place we found 25 years ago.

If you'll indulge me, I'd like to share some of their responses with you.

Wally W_____ had other job offers when he interviewed with the bank as an analyst 25 years ago. He says that choosing (bank name) turned out to be a great decision.

During the last 25 years, Wally says not only did he meet and work with a lot of terrific people. He feels that he's been able to contribute to the bank's successes.

Arch K____'s introduction to (bank name) was so impressive that he still remembers his interviewers' names: Perry P____ and Jim D_____!

Arch says that (bank name)'s constant growth meant new opportunities for his career. But as important, the bank always maintained its integrity, held onto good people, and fostered a team atmosphere.

When I asked Art J_____ why he came and why he stayed, he cut right to the chase: It was our reputation, our people and our products.

Penny P_____ started working with us part-time on the second shift to pay off some bills. After two years, she quit her day job and joined us full-time.

Her reason for staying is almost universal among (bank name)ers. Do you mind if I quote you, Penny? She says, "There were people here at (bank name) that saw something in me that I did not see. They challenged me by placing me in a variety of roles over the years. I owe that same type of

mentoring to people coming up through the ranks."

Edith B____ felt that (bank name) offered a wide range of growth and career opportunities and she came to realize that (bank name) truly wanted her to succeed!

I found it amazing that so many of us recall our early mentors and interviewers, after so many years.

For Debbie D_____, it was Bronson H___ who made the difference between accepting a job at (bank name) or at the other banks that offered her positions. Debbie also met her husband at Northern. And Tom R_____

met his wife at the bank. For both of them and many others, (bank name) is a place where we've made long-lasting friendships.

And, as Tom said, "(bank name) has meant far more than just a good place to work over the last 25 years."

Just one more: I have to tell you about Carmine M____.

Carmine was introduced to (bank name) at a Bogan High School job fair, where he recalls that recruiter Linda H_____ convinced him to come onboard as a teller.

Over the years, he says, "I had the opportunity to work with and for partners with many years of experience.

"They helped me understand what it means to be a (bank name) employee, as it relates to the core values of the organization. Now, I feel a similar obligation to ensure the (bank name) culture continues for many more years."

I don't know about you, but I was amazed by the similarities of their responses.

Time after time, my classmates mentioned (bank name)'s stellar reputation attracted them to the bank. But most of us had the same reason for coming on board: The partners we met during the hiring process—partners that many of us still remember by name!

(Bank name)attracts stellar people who are genuinely committed to platinum-level customer service, as well as employee satisfaction.

Their pride in being a member of the (bank name) family was so contagious that we wanted to be a part of it, too.

The Class of '79 also seems to have the same reason for STAYING: The culture of the organization and the potential for progress.

Of course, progress means different things to different people. (bank name)'s progress is reflected in some very impressive statistics. And some of those statistics played a major role in our decisions to stay the course.

We arrived at (bank name) in a rough economic environment. Remember? Business expansion was crawling in '79. Inflation was sprinting. And the prime rate that year leaped to a whopping 15-3/4 percent! And unemployment was 5.8 percent!

Still, (bank name) prospered.

We opened banks in Naples and Palm Beach, Florida that year, which increased our total subsidiary banks to four. Today, we have 82 offices in 15 states.

That year, we formed a new Agriculture and Commodities Division.

And we were lending in international markets and performing cash management studies around the globe.

(bank name) has always been on the leading edge of technology.

In 1979, we developed Cashline, a new electronic cash management service that enabled clients to initiate money transfers through a computer terminal or their office telephone.

Do you remember that it was 1979 when the state legislature first allowed limited expansion of ATMs in Illinois?

Can you imagine how we would survive today without ATM machines?

In fact, since we arrived in 1979, (bank name) has become a leading provider of global custody and investment services—with operations in Europe, the U.K., Canada and the Asia-Pacific region.

Trust assets under administration have reached a record $2.2 trillion and assets under management have climbed to a record $479 billion.

Twenty-five years ago, our total assets were $5 billion. At the end of 2003, they were $39 billion.

The bank has grown in other important ways, too. Namely, in its staunch commitment to hiring and promoting employees, based on individual excellence—no matter what their color, gender, or sexual preference.

Before we arrived at (bank name) the bank had begun to make some strides in this area.

In the brief period between 1970 and 1979, employees of color had nearly quadrupled, to comprise nearly 29% of the staff. At the time, there were 31-hundred-50 employees.

In my management development training class that year, there were three persons of color. There was no one who looked like us in senior management. No one.

That changed in 19__, when Randall H____ became the first person of color promoted to Senior Vice President, followed by Guy S_____ and Bert E____.

In 1998, I became the bank's first black female senior vice president.

Today, there are 20 minority senior vice presidents and 12 African-American Senior Vice Presidents.

There was no minority Vice President in 1979. Today, we have 228.

That's due, in great part, to (bank name)'s commitment to establishing itself as an institution that places a high premium on diversity.

Bill, thank you for all your support and leadership over the years. You have been personally committed to increasing the numbers of minorities and women in senior management positions.

(bank name) has nurtured an environment that is very supportive of women.

Women, at all levels, have continued to rise through the organization. Today, I am among the 29.4% women who hold the title of senior vice presidents and above.

Those of you who know me are KEENLY aware that golf is one of my passions.

I love the game as much as I love winning a huge corporate account!

As a golfer, a sales executive, and a person of color, I often measure my progress by statistics, scores, and numbers.

But what I've learned from golf and from life is that statistics are merely symbols.

Sure, they can tell you whether you've succeeded or failed to reach your goal.

But symbols can't capture or measure the inner rewards of the game, the true essence of the quest.

At the end of the day, it's really about the QUALITY of play, isn't it? Have we done our best?

Have we given our customers our best effort?

Are we so visionary that we consistently create win/win scenarios for all parties in the deal? Or are we so short sighted that we go for the quick sale—without having our clients' best interest at heart?

What I've learned at (bank name) is that good business is like good golf:

You grow into your game. You never get so good that you're too good. You stay focused. You remain disciplined. You show consideration for all of the players on the course. You adhere to a code of ethics. You study the masters. And of course, you practice, practice, practice.

Incumbent members of (bank name)'s Quarter Century Club, you are the masters for tonight's inductees. You helped to create and sustain the culture and the progress that kept us on course. You mentored and personified excellence. You took pride in the contribution you made to (bank name)'s success. We appreciate you so much.

We are proud and honored to join your ranks. Like you, we want (bank name) to remain an exemplary, highly respected leader in the world's financial services community.

Your continued support for this organization sets another standard for us and encourages us to follow your path. We accept your challenge.

During the past 25 years, we have seen how much stronger (bank name) has become by expanding our customer base to include different cultures. And we've seen how much more nimble the company has become by broadening the cultural diversity of its internal staff to reflect the larger community it serves.

That community is growing and we must grow with it, so that 25 years from now, the Class of 2004 will reflect on (bank name)'s record strength in the financial markets. And they will be able to attribute that strength to the bank's continued practice, practice, practice of embracing diversity at all levels of the organization.

Thanks again for this absolutely wonderful evening. I am humbled, to have been given the honor of representing the 83 members of the Class of '79. I am in such good company.

Enjoy the rest of your evening—and have a great weekend!