

Department of Finance
Sectoral Policy Division
Attn of: *Donal McNally, Second Secretary*
Government Buildings
Upper Merrion Street
Dublin 2
Ireland

M Perkins

*Also send usual
reply*

Done 23/3

23 March 2011

Subject: *Review Group on State Assets & Liabilities*

Dear Mr McNally

The purpose of this letter is to inform you that we are interested in meeting you in order to discuss potential options that the Irish State may have in respect of the State Assets and Liabilities, and how these can be implemented.

We understand that as one of the key members of the Review Group on State Assets and Liabilities, this is precisely the question you are addressing as part of the review.

You have undoubtedly received a number of requests for meetings on this topic, hence we felt it important to highlight why it makes sense for you to meet us:

- Firstly, as an organisation we are highly committed to being trusted adviser to government clients across the financing and advisory spectrum, and have extensive experience in this respect. The success of this approach is evidenced by the “Best Global Sovereign Adviser” award HSBC received in 2010 by Euromoney (see appendix for a full list of HSBC’s relevant government advisory experience);
- Secondly, we have advised the Irish Government on high-profile transactions, including our advisory role to the NTMA on the establishment of NAMA. As such we have direct knowledge of the relevant dynamics related to the Irish State and economy;

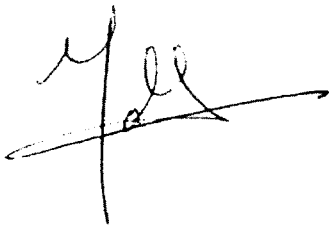
HSBC Bank plc
Global Banking and Markets
Level 19, 8 Canada Square, London E14 5HQ
Tel: +44 207 991 8888

- Thirdly, we have relevant transaction experience for many of the assets that are being assessed as part of the Review Group's remit. HSBC has significant experience in the broader infrastructure sector and is one of the largest and most active banks in the UK / Irish utilities market; and
- Finally, we have recent experience in advising governments subject to the framework imposed by the EU-IMF troika, and have excellent access to and understanding of the EFSF (as we were one of the three bookrunners of the inaugural EFSF bond issue).

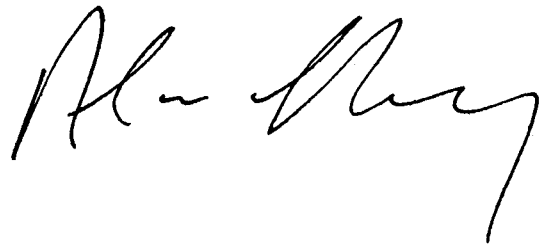
We sincerely hope that on the basis of the points above, you understand that HSBC can add value to the work you and the Review Group are undertaking in respect of the State Assets and Liabilities.

We will be in touch with your assistant in the next few days to arrange a suitable date for a meeting, which might well take place after the report by the Review Group has been published.





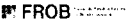










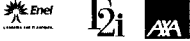


Yours sincerely,



Jurriaan de Munck
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<p>2010</p>  <p>Euromoney Awards for Excellence 2010. Best Global Sovereign advisor</p>	<p>2010</p>  <p>The Banker Investment Banking Awards 2010. Top 3: Most Innovative Investment Bank for Sovereign Advisory</p>	<p>Ongoing</p>  <p>Setting up of a National Asset Management Agency (NAMA)</p> <p>Sole Financial Advisor</p>	<p>Ongoing</p>  <p>Advisor to the French Government for the privatisation/IPO</p> <p>Advisor</p>	<p>Ongoing</p>  <p>Pre-qualified to act as an advisor to the FROB in relation to a bail-out situation</p>	<p>2011</p>  <p>€2.7bn</p> <p>Sole financial advisor to the French Government for the capital increase of La Poste</p> <p>Advisor</p>
<p>2010</p>  <p>€4.7bn</p> <p>Advisor to EDF on the disposal of its 45.01% stake in ENBW</p> <p>Advisor</p>	<p>2010</p> <p>Hellenic Republic</p>  <p>Advising the Greek Government on the national banking sector</p> <p>Advisor</p>	<p>2010</p>  <p>€400 million</p> <p>Financial adviser to Qatar Holding on the acquisition of a strategic stake in Hochtief</p> <p>Advisor</p>	<p>2010</p>  <p>€900 million</p> <p>Advisor to the French Government on the capital increase of Areva subscribed for by KIA and the French State</p> <p>Advisor</p>	<p>2010</p>  <p>Undisclosed</p> <p>Advisor to Qatar Government re Qatar Navigation and Qatar Shipping merger</p> <p>Advisor</p>	<p>2010</p>  <p>Sole financial advisor to FSI in relation to the planned acquisition of Alcan Engineered Products along side Apollo</p> <p>Advisor</p>
<p>2010</p>  <p>Sole financial advisor to the French Government on the disposal of two spectrum blocks</p> <p>Advisor</p>	<p>2010</p>  <p>Sole financial advisor to the French Government for the change of legal states of the La Poste in to a SA</p> <p>Advisor</p>	<p>2009</p>  <p>€2.4 billion</p> <p>Financial advisor to SNI on the acquisition of the Icade residential portfolio by a consortium led by SNI</p> <p>Advisor</p>	<p>2009</p>  <p>€1.5 billion</p> <p>HSBC acted as Co-Financial Adviser and MLA to F2i and Axa PE on their acquisition of 80% of Enel Rete Gas</p> <p>Co-Financial Advisor and MLA</p>	<p>2009</p>  <p>€20 billion</p> <p>Sole Financial advisor to the French State in the creation of a strategic investment fund</p> <p>Sole Advisor to the French State</p>	<p>2009</p>  <p>€4.1 billion</p> <p>Advisor to the French Government for the disposal by Areva of its Transportation and Distribution division</p> <p>Advisor</p>