Lyle E. Gramley
[redacted]
Potomac, MD 20854
July 11, 2008

Mr. Michael W. Perry
[redacted]
San Marino, CA 91108

Dear Mike:

Today is a sad day for all of us, but for you more than for anyone else. Indymac is your baby. You conceived it; you gave it birth; you nursed it through an almost fatal illness in the fall if 1998 and bought it back to health and strength again.

I do not use the child analogy lightly. I feel a sense of grief akin to what one feels when a family member or close friend dies, and I have shed a few tears this morning. I really can't imagine what you must be going through.

Do I have any regrets? Just one. That is that when the company needed someone to warn that the housing price increase was a bubble that was going to break and bring down the housing industry, the mortgage market, and Indymac, I did not have the wisdom to see what was coming. I know few people did, and those that didn't include individuals more knowledgeable than I, such as Alan Greenspan, but that provides little solace.

There isn't a businessman in my acquaintance for whom I have more respect than I have for you. Your conduct through this difficult period—the enormous effort you have put in to try to save the company, the selflessness with which you approached the task, the integrity you demonstrated every step of the way—are a model for all of us.

I know we will be in touch frequently in the weeks and months ahead as we work our way through the inevitable litigation that lies ahead. But I hope we won't lose touch after that, because working with you over the past 15 years has been one of the highlights of my career.

Sincerely,

Lyle