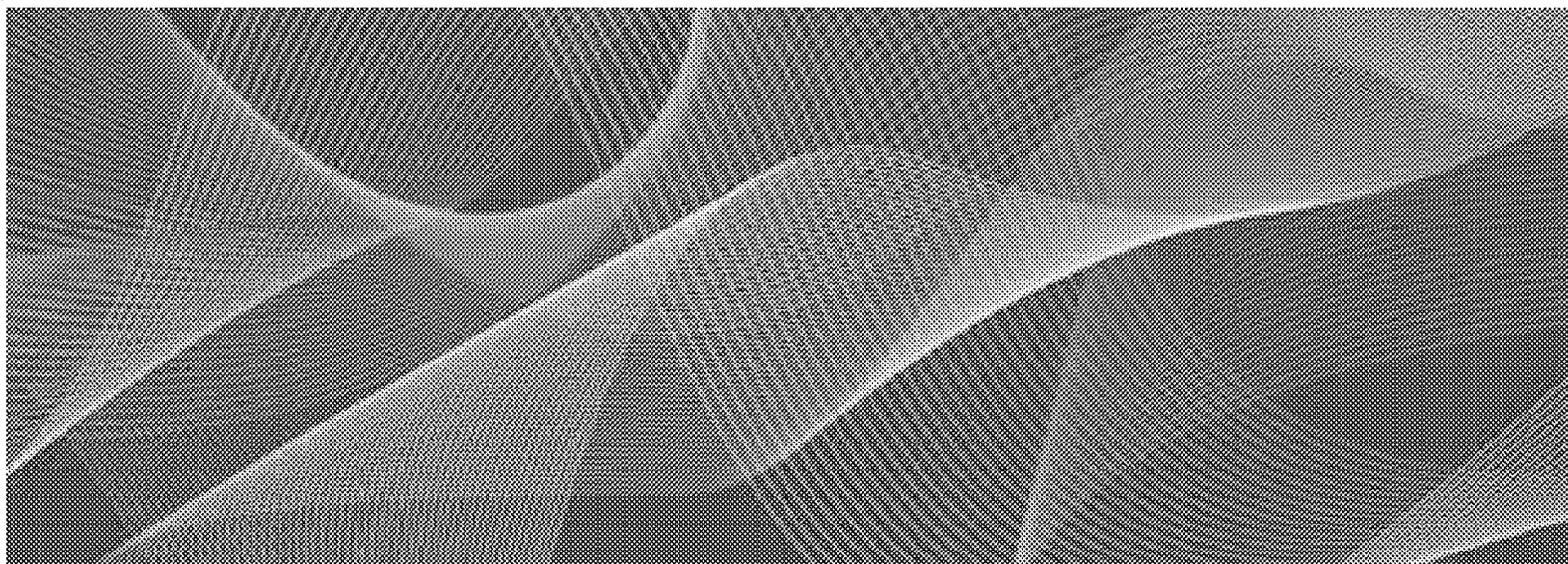


Lehman Brothers Factbook  
Q2 2008



Confidential Presentation

# Lehman Brothers Factbook

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*Second Quarter 2008*

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Lehman Brothers

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## Financial Performance Overview

\$ millions, except per share data

### Annual Data

	Net Revenues	Compensation & Benefits	Non-Personnel Expenses	Special Charges	Pre-Tax Income	Income Taxes	Other <sup>1,2,3</sup>	Net Income	Net Income Applicable to Common Stock	EPS	Comp / Revenues	NPE / Revenues	Pre-Tax Margin	Net Margin	Tax Rate
1994	2,738	1,413	1,132	48	193	67	(13)	113	75	0.17	51.6%	41.3%	7.0%	4.1%	34.7%
1995	3,071	1,544	1,158	97	369	127	-	242	200	0.44	50.3%	37.7%	12.0%	7.9%	34.4%
1996	3,444	1,747	1,060	84	637	221	-	416	378	0.81	50.7%	30.8%	18.5%	12.1%	34.7%
1997	3,873	1,964	972	-	937	290	-	647	572	1.18	50.7%	25.1%	24.2%	16.7%	30.9%
1998	4,113	2,086	975	-	1,052	316	-	736	649	1.30	50.7%	23.7%	25.6%	17.9%	30.0%
1999	5,340	2,707	1,002	-	1,631	457	42	1,132	1,037	2.04	50.7%	18.8%	30.5%	21.2%	28.0%
2000	7,707	3,931	1,197	-	2,579	748	56	1,775	1,679	3.19	51.0%	15.5%	33.5%	23.0%	29.0%
2001	6,736	3,437	1,424	127	1,748	437	56	1,255	1,161	2.19	51.0%	21.1%	26.0%	18.6%	25.0%
2002	6,155	3,139	1,517	100	1,399	368	56	975	906	1.73	51.0%	24.6%	22.7%	15.8%	26.3%
2003	8,647	4,318	1,716	77	2,536	765	72	1,699	1,649	3.18	49.9%	19.8%	29.3%	19.6%	30.2%
2004	11,576	5,730	2,309	19	3,518	1,125	24	2,369	2,297	3.95	49.5%	19.9%	30.4%	20.5%	32.0%
2005	14,630	7,213	2,588	-	4,829	1,569	-	3,260	3,191	5.43	49.3%	17.7%	33.0%	22.3%	32.5%
2006	17,583	8,669	3,009	-	5,905	1,945	47	4,007	3,941	6.81	49.3%	17.1%	33.6%	22.8%	32.9%
2007	19,257	9,494	3,750	-	6,013	1,821	-	4,192	4,125	7.26	49.3%	19.5%	31.2%	21.8%	30.3%
CAGR 1994 - 2007	16%	16%	10%	n/m	30%	29%	n/m	32%	36%	33%	n/m	n/m	n/m	n/m	n/m

### Quarterly Data

	Net Revenues	Compensation & Benefits	Non-Personnel Expenses	Special Charges	Pre-Tax Income	Income Taxes	Other <sup>3</sup>	Net Income	Net Income Applicable to Common Stock	EPS	Comp / Revenues	NPE / Revenues	Pre-Tax Margin	Net Margin	Tax Rate
1Q02	1,606	819	347	-	440	128	14	298	262	0.49	51.0%	21.6%	27.4%	18.6%	29.1%
2Q02	1,663	848	379	-	436	126	14	296	285	1.08	51.0%	22.8%	26.2%	17.8%	28.9%
3Q02	1,347	687	391	-	269	61	14	194	183	0.70	51.0%	29.0%	20.0%	14.4%	22.7%
4Q02	1,539	785	400	100	254	53	14	187	176	0.69	51.0%	26.0%	16.5%	12.2%	20.9%
1Q03	1,711	873	401	-	437	122	14	301	290	1.15	51.0%	23.4%	25.5%	17.6%	27.9%
2Q03	2,291	1,168	418	77	628	173	18	437	426	1.67	51.0%	18.2%	27.4%	19.1%	27.5%
3Q03	2,347	1,174	424	-	749	250	19	480	469	1.81	50.0%	18.1%	31.9%	20.5%	33.4%
4Q03	2,298	1,103	473	-	722	220	21	481	464	1.72	48.0%	20.6%	31.4%	20.9%	30.5%
1Q04	3,144	1,566	527	19	1,032	338	24	670	653	1.11	49.8%	16.8%	32.8%	21.3%	32.8%
2Q04	2,926	1,457	585	-	884	275	-	609	591	1.01	49.8%	20.0%	30.2%	20.8%	31.1%
3Q04	2,623	1,306	594	-	723	218	-	505	487	0.85	49.8%	22.6%	27.6%	19.2%	30.2%
4Q04	2,883	1,401	603	-	879	295	-	585	566	0.98	48.6%	20.9%	30.5%	20.3%	33.5%
1Q05	3,810	1,886	618	-	1,306	431	-	875	856	1.45	49.5%	16.2%	34.3%	23.0%	33.0%
2Q05	3,278	1,623	642	-	1,013	330	-	683	663	1.13	49.5%	19.6%	30.9%	20.8%	32.6%
3Q05	3,852	1,906	653	-	1,293	414	-	879	864	1.47	49.5%	17.0%	33.6%	22.8%	32.0%
4Q05	3,690	1,798	675	-	1,217	394	-	823	807	1.38	48.7%	18.3%	33.0%	22.3%	32.4%
1Q06	4,461	2,199	711	-	1,551	513	47	1,085	1,069	1.83	49.3%	15.9%	34.8%	24.3%	33.1%
2Q06	4,411	2,175	738	-	1,498	496	-	1,002	986	1.69	49.3%	16.7%	34.0%	22.7%	33.1%
3Q06	4,178	2,060	751	-	1,367	451	-	916	899	1.57	49.3%	18.0%	32.7%	21.9%	33.0%
4Q06	4,533	2,235	809	-	1,489	485	-	1,004	987	1.72	49.3%	17.8%	32.8%	22.2%	32.5%
1Q07	5,047	2,488	860	-	1,699	553	-	1,146	1,129	1.96	49.3%	17.0%	33.7%	22.7%	32.5%
2Q07	5,512	2,718	915	-	1,879	606	-	1,273	1,256	2.21	49.3%	16.6%	34.1%	23.1%	32.3%
3Q07	4,308	2,124	979	-	1,205	319	-	887	870	1.54	49.3%	22.7%	28.0%	20.6%	26.5%
4Q07	4,390	2,164	997	-	1,229	343	-	886	870	1.54	49.3%	22.7%	28.0%	20.2%	27.9%
1Q08	3,507	1,841	1,002	-	663	174	-	489	465	0.81	52.5%	28.6%	18.9%	13.9%	26.3%
2Q08	(668)	2,325	1,094	-	(4,087)	(1,313)	-	(2,774)	(2,873)	(5.14)	n/m	n/m	n/m	n/m	32.1%

1 - Includes dividends on trust preferred securities of \$42M, \$56M, \$56M, \$56M, \$75M and \$24M in 1999, 2000, 2001, 2002, 2003 and 2004, respectively

2 - Loss of \$13M in the first quarter of 1994 related to the adoption of SFAS 112

3 - Gain of \$47M in the first quarter of 2006 related to the adoption of SFAS 123R. All other figures reported between 1Q99 & 1Q04 relate to dividends on trust preferred securities.

## Revenues by Business Segment

\$ millions

### Annual Data

	Fixed Income	Equities	Capital Markets	Debt Underwriting	Equity Underwriting	Advisory Services	Investment Banking	Asset Management	Private Investment Management	Investment Management	Total Revenues
1994	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2,738
1995	1,388	610	1,998	179	217	233	629	126	318	444	3,071
1996	1,713	412	2,125	310	282	251	843	111	365	476	3,444
1997	1,626	471	2,097	380	342	328	1,050	288	438	726	3,873
1998	1,396	717	2,113	581	309	511	1,401	76	523	599	4,113
1999	1,668	1,425	3,093	704	456	504	1,664	10	573	583	5,340
2000	2,060	2,629	4,689	585	817	777	2,179	44	795	839	7,707
2001	2,227	1,797	4,024	893	440	592	1,925	120	667	787	6,736
2002	2,619	1,001	3,620	886	420	425	1,731	90	714	804	6,155
2003	4,391	1,627	6,018	980	363	379	1,722	141	766	907	8,647
2004	5,739	1,955	7,694	1,002	560	626	2,188	840	854	1,694	11,576
2005	7,334	2,473	9,807	1,304	824	766	2,894	1,026	903	1,929	14,630
2006	8,447	3,559	12,006	1,424	815	921	3,160	1,432	985	2,417	17,583
2007	5,859	6,398	12,257	1,551	1,014	1,337	3,902	1,877	1,220	3,097	19,257
CAGR 1995 - 2007	13%	22%	16%	20%	14%	16%	16%	25%	12%	18%	18%

### Quarterly Data

	Fixed Income	Equities	Capital Markets	Debt Underwriting	Equity Underwriting	Advisory Services	Investment Banking	Asset Management	Private Investment Management	Investment Management	Total Revenues
1Q02	681	264	945	205	163	91	459	23	179	202	1,606
2Q02	676	324	1,000	266	109	79	454	24	185	209	1,663
3Q02	529	200	729	208	93	117	418	21	179	200	1,347
4Q02	733	213	946	207	55	138	400	22	171	193	1,539
1Q03	891	276	1,167	215	59	92	366	19	159	178	1,711
2Q03	1,186	450	1,636	258	75	93	426	25	204	229	2,291
3Q03	1,191	476	1,667	232	119	102	453	22	205	227	2,347
4Q03	1,123	425	1,548	275	110	92	477	75	198	273	2,298
1Q04	1,601	619	2,220	217	143	148	508	204	212	416	3,144
2Q04	1,431	520	1,951	256	142	148	546	192	237	429	2,926
3Q04	1,381	319	1,700	241	134	151	526	204	193	397	2,623
4Q04	1,326	497	1,823	288	141	179	608	240	212	452	2,883
1Q05	2,068	622	2,690	326	188	169	683	234	203	437	3,810
2Q05	1,753	474	2,227	310	172	97	579	255	217	472	3,278
3Q05	1,889	637	2,526	336	255	224	815	272	239	511	3,852
4Q05	1,624	740	2,364	332	209	276	817	265	244	509	3,690
1Q06	2,102	944	3,046	410	199	226	835	368	212	580	4,461
2Q06	2,200	878	3,078	289	208	244	741	347	245	592	4,411
3Q06	2,010	837	2,847	348	183	195	726	349	256	605	4,178
4Q06	2,135	900	3,035	378	224	256	858	368	272	640	4,533
1Q07	2,172	1,329	3,502	428	175	247	850	416	279	695	5,047
2Q07	1,901	1,692	3,594	540	334	277	1,150	460	308	768	5,512
3Q07	1,058	1,377	2,435	350	296	425	1,071	468	334	802	4,308
4Q07	727	2,000	2,727	233	210	388	831	533	299	832	4,391
1Q08	262	1,410	1,672	322	214	330	867	618	351	968	3,507
2Q08	(2,975)	601	(2,374)	288	330	240	858	496	352	848	(668)

NOTE - Prior to 1999, Lehman's reported business units were Fixed Income, Equity, Corporate Advisory and Merchant Banking. Prior periods have been restated to match current business structure

## Pretax Income by Business Segment

\$ millions

### Annual Data

	Capital Markets	Investment Banking	Investment Management	Total Pretax Income <sup>1</sup>
1994	n/a	n/a	n/a	193
1995	n/a	n/a	n/a	369
1996	n/a	n/a	n/a	637
1997	300	307	330	937
1998	359	530	163	1,052
1999	978	509	144	1,631
2000	1,801	499	279	2,579
2001 <sup>1</sup>	1,322	373	180	1,748
2002 <sup>2</sup>	898	410	191	1,399
2003 <sup>3</sup>	2,007	401	205	2,536
2004 <sup>4</sup>	2,526	587	424	3,518
2005	3,572	855	402	4,829
2006	4,720	660	525	5,905
2007	4,198	1,023	791	6,013
<b>CAGR 1997 - 2007</b>	<b>30%</b>	<b>13%</b>	<b>9%</b>	<b>30%</b>

### Quarterly Data

	Capital Markets	Investment Banking	Investment Management	Total Pretax Income <sup>1</sup>
1Q02	276	118	46	440
2Q02	280	107	49	436
3Q02	130	95	44	269
4Q02 <sup>2</sup>	212	90	52	254
1Q03	342	60	35	437
2Q03 <sup>3</sup>	566	81	58	628
3Q03	593	96	60	749
4Q03	506	164	52	722
1Q04 <sup>4</sup>	840	112	99	1,032
2Q04	629	144	111	884
3Q04	488	135	100	723
4Q04	569	196	114	879
1Q05	1,014	214	78	1,306
2Q05	753	151	109	1,013
3Q05	863	304	126	1,293
4Q05	940	187	90	1,217
1Q06	1,202	230	119	1,551
2Q06	1,213	164	121	1,498
3Q06	1,114	131	122	1,367
4Q06	1,191	135	163	1,489
1Q07	1,369	189	141	1,699
2Q07	1,353	338	188	1,879
3Q07	715	288	202	1,205
4Q07	761	207	261	1,229
1Q08	237	182	245	663
2Q08	(4,509)	193	229	(4,087)

**Total pretax income includes**

- 1 - A \$127M charge stemming from the events of September 11th 2001, which resulted in the displacement and relocation of substantially all of Lehman Brother's New York based employees
- 2 - A \$108M gain associated with September 11th related costs and insurance settlements proceeds, a \$128M charge associated with the decision to reconfigure certain global real facilities and a \$80M charge related to the settlement of alle
- 3 - A \$77M pre-tax charge related to the decision to dispose of certain excess real estate in **2003**;
- 4 - Includes real estate reconfiguration charge of \$19M in the first quarter of **2004**

NOTE - Prior to 1999, Lehman's reported business units were Fixed Income, Equity, Corporate Advisory and Merchant Banking

## Regional Revenues

\$ millions

### Annual Data

	U.S.	Other Americas <sup>1</sup>	Europe & the Middle East	Asia Pacific	Total Revenues
1994	1,927	n/a	542	269	2,738
1995	2,141	n/a	575	355	3,071
1996	2,380	n/a	735	329	3,444
1997	2,779	n/a	812	282	3,873
1998	2,692	n/a	870	551	4,113
1999	3,160	n/a	1,650	530	5,340
2000	4,492	n/a	2,389	826	7,707
2001	4,241	n/a	1,955	540	6,736
2002	3,869	n/a	1,674	612	6,155
2003	5,908	n/a	1,864	875	8,647
2004	8,225	n/a	2,104	1,247	11,576
2005	9,270	109	3,601	1,650	14,630
2006	11,116	122	4,536	1,809	17,583
2007	9,634	182	6,296	3,145	19,257
CAGR 1994 - 2007	13%	n/m	21%	21%	16%

### Quarterly Data

	U.S.	Other Americas <sup>1</sup>	Europe & the Middle East	Asia Pacific	Total Revenues
1Q02	1,057	n/a	417	132	1,606
2Q02	1,105	n/a	428	130	1,663
3Q02	769	n/a	378	200	1,347
4Q02	938	n/a	451	150	1,539
1Q03	1,119	n/a	430	162	1,711
2Q03	1,706	n/a	416	169	2,291
3Q03	1,515	n/a	519	313	2,347
4Q03	1,568	n/a	499	231	2,298
1Q04	2,217	n/a	591	336	3,144
2Q04	2,032	n/a	545	350	2,926
3Q04	1,949	n/a	479	195	2,623
4Q04	2,028	n/a	489	366	2,883
1Q05	2,477	n/a	971	362	3,810
2Q05	1,980	n/a	861	437	3,278
3Q05	2,570	n/a	855	427	3,852
4Q05	2,243	n/a	914	534	3,690
1Q06	2,731	26	1,121	583	4,461
2Q06	2,811	43	1,088	469	4,411
3Q06	2,588	22	1,161	407	4,178
4Q06	2,986	31	1,166	350	4,533
1Q07	3,028	57	1,368	594	5,047
2Q07	2,889	33	1,829	762	5,512
3Q07	2,038	46	1,496	728	4,308
4Q07	1,680	46	1,603	1,061	4,390
1Q08	1,342	57	760	1,348	3,507
2Q08	(290)	64	(499)	57	(668)

1 - Prior to the end of 2006, Asia Pacific and Other Americas were reported as a single number.

## Non-Personnel Expenses

\$ millions

### Annual Data

	Technology & Communications	Brokerage, Clearance & Distribution Fees	Occupancy	Professional Fees	Business Development	Other	Special Charges <sup>1,2,3,4,5</sup>	Total NPE
1994	184	243	160	166	116	248	15	1,132
1995	180	241	174	159	110	197	97	1,158
1996	147	241	151	150	101	270	-	1,060
1997	141	224	141	173	103	190	-	972
1998	146	229	138	171	115	176	-	975
1999	327	232	115	122	116	90	-	1,002
2000	341	264	184	182	135	91	-	1,197
2001	501	308	198	152	183	82	127	1,424
2002	552	329	287	129	146	74	100	1,517
2003	598	367	319	158	149	125	77	1,716
2004	764	453	421	252	211	208	19	2,309
2005	834	548	490	282	234	200	-	2,588
2006	974	629	539	364	301	202	-	3,009
2007	1,145	859	641	466	378	262	-	3,750
CAGR 1994 - 2007	15%	10%	11%	8%	10%	n/m	n/m	10%

### Quarterly Data

	Technology & Communications	Brokerage, Clearance & Distribution Fees	Occupancy	Professional Fees	Business Development	Other	Special Charges <sup>3</sup>	Total NPE
1Q02	122	75	69	20	34	27	-	347
2Q02	142	76	71	34	40	16	100	379
3Q02	140	87	73	36	37	18	-	391
4Q02	148	91	74	39	35	13	-	400
1Q03	143	87	82	29	32	29	-	401
2Q03	147	90	73	41	37	30	77	418
3Q03	150	96	76	35	36	31	-	424
4Q03	158	94	88	53	44	35	-	473
1Q04	170	107	102	47	44	57	19	527
2Q04	185	116	104	70	55	55	-	585
3Q04	195	114	107	74	56	48	-	594
4Q04	214	116	108	61	56	48	-	603
1Q05	200	131	119	62	53	53	-	618
2Q05	195	140	123	69	61	54	-	642
3Q05	217	138	122	72	56	48	-	653
4Q05	222	140	126	79	64	44	-	675
1Q06	228	141	141	72	60	69	-	711
2Q06	238	158	139	83	74	46	-	738
3Q06	247	164	128	90	77	45	-	751
4Q06	260	167	130	119	90	43	-	809
1Q07	266	194	146	98	84	72	-	860
2Q07	287	201	152	120	100	55	-	915
3Q07	282	224	170	128	91	84	-	979
4Q07	311	240	173	120	103	51	-	997
1Q08	302	253	185	98	89	75	-	1,002
2Q08	309	252	188	100	87	159	-	1,094

1 - \$15M in spin-off related expenses in 1994

2 - \$97M restructuring charge in 1995

3 - Real estate reconfiguration charge of \$128M, \$77M and \$19M in 2002, 2003 and first quarter of 2004, respectively

4 - September 11th related recoveries/expenses of \$127M and \$(108)M in 2001 and 2002, respectively

5 - \$80M regulatory charge, in the fourth quarter of 2002, to settle inquiries related to alleged conflicts of interest involving equity research analysts

## Balance Sheet - Assets

\$ millions

### Annual Data

	Cash	Segregated Cash	Inventory	Collateralized Agreements	Customer Receivables	Other Receivables	Other Assets <sup>1</sup>	Goodwill / Intangibles	Total Assets	Net Assets
1994	964	1,420	47,473	48,107	2,794	7,696	1,305	188	109,947	60,232
1995	874	945	53,021	52,524	3,477	2,994	1,288	180	115,303	61,654
1996	2,149	688	61,453	52,991	5,813	4,131	1,199	172	128,596	74,745
1997	1,685	1,149	76,862	57,752	9,105	3,733	1,255	164	151,705	92,640
1998	3,055	1,183	77,000	58,722	7,758	4,207	1,802	163	153,890	93,822
1999	5,186	1,989	89,059	81,619	9,332	3,028	1,893	138	192,244	108,498
2000	5,160	2,434	105,207	98,860	7,585	2,797	2,497	180	224,720	123,246
2001	2,561	3,289	119,362	101,272	12,123	4,934	4,108	167	247,816	141,354
2002	3,699	2,803	119,278	114,838	8,279	5,685	5,541	213	260,336	140,488
2003	7,922	3,100	137,040	138,812	8,809	6,501	6,316	3,561	312,061	163,182
2004	5,440	4,085	149,217	169,829	13,241	5,522	6,550	3,284	357,168	175,221
2005	4,900	5,744	182,413	184,664	12,887	8,756	7,443	3,256	410,063	211,424
2006	5,987	6,091	226,596	225,155	18,470	9,501	8,382	3,362	503,545	268,936
2007	7,286	12,743	313,129	301,234	29,622	13,655	9,267	4,127	691,063	372,959
CAGR 1994 - 2007	17%	18%	16%	15%	20%	5%	16%	27%	15%	15%

### Quarterly Data

	Cash	Segregated Cash	Inventory	Collateralized Agreements	Customer Receivables	Other Receivables	Other Assets <sup>1</sup>	Goodwill / Intangibles	Total Assets	Net Assets
1Q02	2,523	3,322	123,890	110,772	10,595	4,553	4,224	182	260,061	
2Q02	2,170	1,936	125,783	122,725	7,368	3,301	4,308	196	267,787	
3Q02	2,047	2,364	120,284	125,292	6,748	3,658	4,624	196	265,213	
4Q02	3,699	2,803	119,278	114,838	8,279	5,685	5,541	213	260,336	
1Q03	3,091	2,973	123,909	117,122	7,909	7,429	5,624	236	268,293	
2Q03	4,998	3,692	131,091	136,526	11,554	8,595	5,719	235	302,410	
3Q03	11,901	4,473	119,871	127,462	14,324	7,693	5,668	246	291,638	
4Q03	434	1,937	81,871	141,221	6,864	16,991	636	150	250,104	
1Q04	6,022	3,633	147,346	143,563	9,789	7,434	6,667	3,610	328,064	171,600
2Q04	4,673	4,606	147,195	158,441	14,400	6,925	6,635	3,624	346,499	175,452
3Q04	2,832	4,800	150,964	156,661	11,123	4,335	6,517	3,658	340,890	171,308
4Q04	5,440	4,085	149,217	169,829	13,241	5,522	6,550	3,284	357,168	175,221
1Q05	5,931	4,278	156,730	168,986	12,278	5,783	6,432	3,274	363,692	183,387
2Q05	4,702	3,935	168,557	165,178	11,620	6,906	6,411	3,286	370,595	193,989
3Q05	4,293	4,531	172,181	176,875	11,674	5,072	6,407	3,262	384,295	194,208
4Q05	4,900	5,744	182,413	184,664	12,887	8,756	7,443	3,256	410,063	211,424
1Q06	6,682	5,569	196,631	198,896	13,986	7,346	7,404	3,282	439,796	227,048
2Q06	4,457	6,810	202,732	199,994	21,979	9,597	7,336	3,297	456,202	240,719
3Q06	4,167	5,736	209,538	220,167	16,226	6,855	7,684	3,364	473,737	239,424
4Q06	5,987	6,091	226,596	225,155	18,470	9,501	8,382	3,362	503,545	268,936
1Q07	4,116	6,293	263,485	244,815	21,459	9,551	9,033	3,531	562,283	300,797
2Q07	5,293	7,154	294,001	249,071	26,924	10,224	9,542	3,652	605,861	337,667
3Q07	7,048	10,579	302,297	287,427	25,229	13,162	9,366	4,108	659,216	357,103
4Q07	7,286	12,743	313,129	301,234	29,622	13,655	9,267	4,127	691,063	372,959
1Q08	7,564	16,569	326,658	368,681	37,298	15,102	10,052	4,112	786,035	396,673
2Q08	6,513	13,031	268,070	294,526	20,784	20,937	10,131	4,101	638,093	326,435

1 - Other Assets includes property, equipment and leasehold improvements

## Balance Sheet - Liabilities & Stockholders' Equity

\$ millions

### Annual Data

	Short-Term Borrowings	Current Portion of Long-Term Borrowings <sup>1</sup>	Short Inventory	Repurchase Agreements	Securities Loaned	Other Secured Borrowings	Customer Payables	Accrued Liabilities / Other Payables/ Bank Deposits	Long-Term Borrowings	Total Liabilities	Stockholders' Equity
1994	9,807	3,073	17,030	58,419	1,627	n/a	3,060	5,288	8,248	106,552	3,395
1995	6,235	2,761	21,814	59,035	1,966	n/a	5,761	4,029	10,004	111,605	3,698
1996	8,202	2,804	26,364	56,119	6,296	n/a	7,582	4,237	13,118	124,722	3,874
1997	7,818	3,069	30,080	63,204	7,846	n/a	11,702	6,271	17,192	147,182	4,523
1998	6,657	5,676	28,803	67,730	3,165	n/a	9,203	5,578	21,665	148,477	5,413
1999	5,476	8,050	46,610	81,083	4,568	n/a	10,971	5,852	22,641	185,251	6,283
2000	5,800	6,982	35,285	110,225	7,242	n/a	11,637	10,657	28,251	216,079	7,781
2001	3,992	8,534	51,330	102,104	12,541	7,784	13,831	8,764	29,767	238,647	8,459
2002	2,369	7,971	69,034	94,725	8,137	11,844	17,477	8,420	30,707	250,684	8,942
2003	2,331	7,644	75,882	107,304	13,988	14,544	27,666	12,333	35,885	297,577	13,174
2004	2,857	7,121	101,030	105,956	14,158	11,621	37,824	12,316	49,365	342,248	14,920
2005	2,941	8,410	115,552	116,155	13,154	23,116	32,143	27,899	53,899	393,269	16,794
2006	7,760	12,878	125,960	133,547	23,982	19,028	41,695	38,326	81,178	484,354	19,191
2007 <sup>2</sup>	28,066	n/a	149,617	181,732	53,307	22,992	61,206	48,503	123,150	668,573	22,490
CAGR 1994 - 2007	8%	n/m	18%	9%	31%	n/m	26%	19%	23%	15%	16%

### Quarterly Data

	Short-Term Borrowings	Current Portion of Long-Term Borrowings <sup>1</sup>	Short Inventory	Repurchase Agreements	Securities Loaned	Other Secured Borrowings	Customer Payables	Accrued Liabilities / Other Payables/ Bank Deposits	Long-Term Borrowings	Total Liabilities	Stockholders' Equity
1Q02	3,201	n/a	62,490	110,714	12,324	n/a	12,099	11,890	37,985	250,703	8,648
2Q02	2,520	n/a	64,174	116,419	11,493	n/a	14,018	12,904	36,643	258,171	8,906
3Q02	2,395	n/a	69,811	110,976	7,607	n/a	14,765	11,129	38,911	255,594	8,942
4Q02	2,369	7,971	69,034	94,725	8,137	11,844	17,477	8,420	30,707	250,684	8,942
1Q03	3,174	n/a	64,482	94,865	11,080	11,148	23,716	8,714	41,247	258,426	9,157
2Q03	2,499	n/a	74,104	112,458	10,257	8,134	27,508	13,275	43,530	291,765	9,635
3Q03	2,128	n/a	73,138	95,100	9,917	9,570	34,028	14,778	41,693	280,352	10,276
4Q03	2,331	7,644	75,882	107,304	13,988	14,544	27,666	12,333	35,885	297,577	13,174
1Q04	3,268	n/a	84,642	103,346	14,666	16,207	29,930	11,247	50,982	314,288	13,776
2Q04	2,802	n/a	82,684	111,690	17,908	14,806	37,690	12,533	52,380	332,493	14,006
3Q04	2,326	n/a	94,555	107,083	11,804	13,059	34,214	13,385	50,043	326,469	14,421
4Q04	2,857	7,121	101,030	105,956	14,158	11,621	37,824	12,316	49,365	342,248	14,920
1Q05	3,079	n/a	100,976	104,951	14,416	11,340	40,925	12,885	59,366	347,938	15,754
2Q05	2,592	n/a	97,976	101,067	18,338	15,288	46,606	13,041	59,809	354,717	15,878
3Q05	3,627	n/a	102,590	114,176	12,746	16,477	43,082	12,343	62,920	367,961	16,334
4Q05	2,941	8,410	115,552	116,155	13,154	23,116	32,143	27,899	53,899	393,269	16,794
1Q06	4,807	n/a	120,196	133,600	15,246	18,363	53,483	10,512	66,096	422,303	17,493
2Q06	4,532	n/a	127,196	119,590	19,228	15,093	57,423	13,779	81,379	438,220	17,982
3Q06	5,413	12,825	125,917	130,276	16,632	17,809	57,312	15,123	74,034	455,341	18,396
4Q06	7,760	12,878	132,059	133,547	17,883	19,028	41,695	38,326	81,178	484,354	19,191
1Q07	8,021	15,976	147,750	153,332	15,891	23,599	40,727	46,207	90,775	542,278	20,005
2Q07	10,568	17,144	176,332	137,948	27,942	26,639	47,973	39,367	100,819	584,732	21,129
3Q07 <sup>2</sup>	26,314	n/a	140,841	169,302	60,491	26,284	49,079	44,842	120,331	637,484	21,733
4Q07	28,066	n/a	149,617	181,732	53,307	22,992	61,206	48,503	123,150	668,573	22,490
1Q08	34,524	n/a	196,903	197,128	54,847	24,539	72,835	52,142	128,285	761,203	24,832
2Q08	35,302	n/a	140,169	127,846	55,419	24,656	57,251	42,994	128,181	611,818	26,275

1 - In the third quarter of 2006, Lehman Brothers reclassified borrowings maturing within one year of the financial statement date from long-term to short-term borrowings.

Prior fiscal years were calculated using senior notes and subordinated indebtedness maturing one year from the financial statement date

2 - Short-term borrowings and current portion of long-term borrowings are reported as one number starting 3Q07

## Capital

\$ millions

### Annual Data

	Trust Preferred Securities <sup>1</sup>	Euro Perpetual / ECAPS / MCAPS	Junior Subordinated Notes <sup>1</sup>	Common Equity	Preferred Stock	Goodwill / Intangibles	Tangible Equity Capital
1994	-	-	-	2,687	708	188	3,207
1995	-	-	-	2,990	708	180	3,518
1996	-	-	-	3,366	508	172	3,702
1997	-	-	-	4,015	508	164	4,359
1998	-	-	-	4,505	908	163	5,250
1999	710	-	710	5,595	688	138	6,855
2000	860	-	860	7,081	700	180	8,461
2001	710	-	710	7,759	700	167	9,002
2002	710	-	710	8,242	700	213	9,439
2003	1,310	-	1,310	12,129	1,045	3,561	10,923
2004	1,000	-	1,000	13,575	1,345	3,284	12,636
2005	1,225	801	2,026	15,699	1,095	3,256	15,564
2006	1,224	1,514	2,738	18,096	1,095	3,362	18,567
2007 <sup>3</sup>	1,225	3,753	4,977	21,395	1,095	4,127	23,103
CAGR 1994 - 2007	n/m		n/m	17%	3%	27%	16%
CAGR 1999 - 2007	7%		28%	18%	6%	53%	16%

### Quarterly Data

	Trust Preferred Securities	Euro Perpetual / ECAPS / MCAPS	Junior Subordinated Notes	Common Equity	Preferred Stock	Goodwill / Intangibles	Tangible Equity Capital
1Q04	1,310	-	1,310	12,601	1,175	3,610	11,476
2Q04	1,385	-	1,385	12,831	1,175	3,624	11,767
3Q04	1,000	-	1,000	13,076	1,345	3,658	11,763
4Q04	1,000	-	1,000	13,575	1,345	3,284	12,636
1Q05	1,225	-	1,225	14,409	1,345	3,274	13,705
2Q05	1,225	281	1,506	14,783	1,095	3,286	14,098
3Q05	1,225	574	1,799	15,239	1,095	3,262	14,871
4Q05	1,225	801	2,026	15,699	1,095	3,256	15,564
1Q06	1,225	1,398	2,623	16,398	1,095	3,282	16,834
2Q06	1,225	1,492	2,717	16,887	1,095	3,297	17,402
3Q06	1,225	1,467	2,692	17,301	1,095	3,364	17,724
4Q06	1,224	1,514	2,738	18,096	1,095	3,362	18,567
1Q07	1,225	1,788	3,013	18,910	1,095	3,531	19,487
2Q07	1,225	3,297	4,522	20,034	1,095	3,652	21,881
3Q07	1,225	3,689	4,914	20,638	1,095	4,108	22,164
4Q07 <sup>3</sup>	1,225	3,753	4,977	21,395	1,095	4,127	23,103
1Q08	1,225	3,751	4,976	21,839	2,993	4,112	25,696
2Q08	1,225	3,779	5,004	19,283	6,993	4,101	27,179

1 - The CAGR for Trust Preferred Securities and Junior Subordinated Notes are calculated over the period 1999 to 2007.

2 - The CAGR for Euro Perpetual Preferred Securities is calculated over the period 2005 to 2007.

3 - Included in the tangible equity capital total is (238)mm for hybrid equity disqualified from leverage calculation.

## Risk

\$ millions, except where noted

### Annual Data

	Average VaR (Revenue Volatility)	Average VaR (Historical Simulation)	Gross Leverage Ratio	Net Leverage Ratio	Number of Trade Days with Losses
1994	n/a	n/a	32.4x	18.8x	n/a
1995	n/a	n/a	31.2x	17.5x	n/a
1996	n/a	n/a	33.2x	20.2x	n/a
1997	15	n/a	33.5x	21.3x	n/a
1998	19	n/a	28.4x	17.9x	n/a
1999	31	n/a	30.6x	15.9x	n/a
2000	21	n/a	28.9x	14.6x	-
2001	24	n/a	29.3x	15.7x	20
2002	21	n/a	29.1x	14.9x	20
2003	22	n/a	23.7x	15.3x	5
2004	27	29	23.9x	13.9x	7
2005	31	39	24.4x	13.6x	8
2006	35	42	26.2x	14.5x	5
2007	48	91	30.7x	16.3x	33

### Quarterly Data

	Average VaR (Revenue Volatility)	Average VaR (Historical Simulation)	Gross Leverage Ratio	Net Leverage Ratio	Number of Trade Days with Losses
1Q04	23	n/a	23.8x	15.2x	-
2Q04	28	n/a	24.7x	15.2x	4
3Q04	28	n/a	23.6x	14.6x	1
4Q04	27	30	23.9x	13.9x	2
1Q05	29	42	23.1x	13.4x	1
2Q05	30	35	23.3x	13.8x	2
3Q05	32	39	23.5x	13.1x	3
4Q05	34	38	24.4x	13.6x	4
1Q06	35	45	25.1x	13.5x	-
2Q06	35	37	25.4x	13.8x	2
3Q06	35	38	25.8x	13.5x	-
4Q06	36	48	26.2x	14.5x	3
1Q07	35	63	28.1x	15.4x	1
2Q07	37	78	28.7x	15.4x	2
3Q07	44	96	30.3x	16.1x	13
4Q07	75	124	30.7x	16.1x	17
1Q08	103	130	31.7x	15.4x	7
2Q08	143	123	24.3x	12.0x	32

## Assets Under Management

\$ billions

### Annual Data

	Equity	Fixed Income	Money Markets	Alternative Investments	Total Assets Under Management
1994	n/a	n/a	n/a	n/a	n/a
1995	n/a	n/a	n/a	n/a	n/a
1996	n/a	n/a	n/a	n/a	n/a
1997	n/a	n/a	n/a	n/a	n/a
1998	n/a	n/a	n/a	n/a	3
1999	n/a	n/a	n/a	n/a	3
2000	n/a	n/a	n/a	n/a	5
2001	n/a	n/a	n/a	n/a	12
2002	n/a	n/a	n/a	n/a	9
2003	43	49	18	9	120
2004	54	52	19	12	137
2005	75	55	29	16	175
2006	95	61	48	21	225
2007	107	75	66	33	282

### Quarterly Data

	Equity	Fixed Income	Money Markets	Alternative Investments	Total Assets Under Management
1Q04	48	51	20	10	128
2Q04	47	50	23	10	129
3Q04	48	51	21	11	131
4Q04	54	52	19	12	137
1Q05	59	54	22	13	148
2Q05	62	54	21	14	151
3Q05	70	53	26	15	164
4Q05	75	55	29	16	175
1Q06	83	56	32	17	188
2Q06	86	56	38	18	198
3Q06	87	58	43	19	207
4Q06	95	61	48	21	225
1Q07	96	62	56	22	236
2Q07	108	64	64	27	263
3Q07	104	72	69	30	275
4Q07	107	75	66	33	282
1Q08	101	76	65	34	277
2Q08	109	75	54	39	277

## Valuation Data

\$ millions, except per share and debt spread data

### Annual Data

	EPS	Book Value Per Share	Return on Equity	Return on Tangible Equity	Price to Earnings <sup>1</sup>	Price to Book	Debt Spread vs. 1-Month LIBOR	Debt Spread vs. 10-Year U.S. Treasury	Share Price
1994	0.17	6.09	4.0%	3.5%	21.6x	0.6x	n/a	n/a	3.72
1995	0.44	6.42	7.1%	7.6%	12.9x	0.9x	n/a	n/a	5.66
1996	0.81	7.21	12.1%	13.0%	9.0x	1.0x	n/a	n/a	7.28
1997	1.18	8.35	15.6%	16.4%	10.7x	1.5x	n/a	n/a	12.64
1998	1.30	9.27	15.2%	15.8%	9.6x	1.3x	n/a	n/a	12.50
1999	2.04	11.38	20.8%	21.4%	9.4x	1.7x	77	150	19.09
2000	3.19	14.39	26.6%	27.2%	7.8x	1.7x	137	250	24.78
2001	2.19	15.91	15.9%	16.3%	15.1x	2.1x	117	167	33.08
2002	1.73	17.08	11.2%	11.5%	17.7x	1.8x	84	130	30.70
2003	3.18	22.09	18.2%	19.2%	11.4x	1.6x	54	92	36.11
2004	3.95	24.66	17.9%	24.7%	10.6x	1.7x	43	83	41.89
2005	5.43	28.75	21.6%	27.8%	11.6x	2.2x	42	97	63.00
2006	6.81	33.87	23.4%	29.1%	10.8x	2.2x	37	89	73.67
2007	7.26	39.44	20.8%	25.7%	8.6x	1.6x	187	250	62.63
CAGR 1994 - 2007	33%	15%					n/m	n/m	24%

### Quarterly Data

	EPS	Book Value Per Share	Return On Equity	Return On Tangible Equity	Price to Earnings <sup>1</sup>	Price to Book	Debt Spread vs. 1-Month LIBOR	Debt Spread vs. 10-Year U.S. Treasury	Share Price
1Q02	0.49	16.24	13.4%	13.6%	14.6x	1.8x	n/a	n/a	28.61
2Q02	0.54	16.61	14.1%	14.5%	13.8x	1.8x	n/a	n/a	29.74
3Q02	0.35	16.75	8.9%	9.1%	19.6x	1.6x	n/a	n/a	27.41
4Q02	0.34	17.08	8.6%	8.8%	22.9x	1.8x	n/a	n/a	30.70
1Q03	0.57	17.52	13.9%	14.3%	12.3x	1.6x	n/a	n/a	27.69
2Q03	0.83	18.39	19.6%	20.1%	10.9x	1.9x	n/a	n/a	35.82
3Q03	0.90	18.98	20.7%	21.2%	9.2x	1.7x	n/a	n/a	32.87
4Q03	0.86	22.09	18.9%	20.6%	10.6x	1.6x	n/a	n/a	36.11
1Q04	1.11	22.73	21.1%	29.7%	9.8x	1.9x	47	85	43.36
2Q04	1.01	23.53	18.6%	26.0%	9.4x	1.6x	68	115	37.83
3Q04	0.85	24.05	15.0%	20.9%	10.9x	1.5x	53	97	36.95
4Q04	0.98	24.66	17.0%	23.0%	10.7x	1.7x	43	83	41.89
1Q05	1.45	25.88	24.5%	32.0%	7.9x	1.8x	32	70	45.59
2Q05	1.13	26.64	18.2%	23.5%	10.2x	1.7x	44	85	46.10
3Q05	1.47	27.46	23.0%	29.4%	9.0x	1.9x	43	90	52.83
4Q05	1.38	28.75	20.9%	26.5%	11.4x	2.2x	42	97	63.00
1Q06	1.83	30.01	26.7%	33.5%	10.0x	2.4x	37	90	72.98
2Q06	1.69	31.08	23.7%	29.5%	9.9x	2.1x	41	97	66.61
3Q06	1.57	32.16	21.0%	26.1%	10.2x	2.0x	43	99	63.81
4Q06	1.72	33.87	22.3%	27.6%	10.7x	2.2x	37	89	73.67
1Q07	1.96	35.15	24.4%	29.9%	9.4x	2.1x	44	98	73.31
2Q07	2.21	37.15	25.8%	31.6%	8.3x	2.0x	39	97	73.38
3Q07	1.54	38.29	17.1%	21.1%	8.9x	1.4x	140	210	54.83
4Q07	1.54	39.44	16.6%	20.6%	10.1x	1.6x	187	250	62.63
1Q08	0.81	39.45	8.6%	10.6%	15.7x	1.3x	269	337	50.99
2Q08	(5.14)	34.21	-55.9%	-69.8%	-1.8x	1.1x	313	375	36.81

<sup>1</sup> - Annual P/E ratio is calculated using the respective year's EPS. Quarterly P/E ratio is calculated by annualizing the current EPS.

## Commitments

\$ millions

### Annual Data

	High Grade <sup>1</sup>	High Yield <sup>1</sup>	Acquisition Facilities	Private Equity Commitments
1994	n/a	n/a	n/a	n/a
1995	n/a	n/a	n/a	n/a
1996	n/a	n/a	n/a	199
1997	140	1,600	150	498
1998	675	2,000	-	379
1999	2,900	1,400	-	411
2000	4,300	1,300	-	357
2001	4,100	1,400	600	555
2002	3,200	1,700	2,775	672
2003	3,000	2,600	2,549	552
2004	4,100	3,500	5,719	695
2005	5,400	4,400	8,653	927
2006	4,934	5,913	14,684	1,088
2007	12,171	12,800	19,979	2,583

### Quarterly Data

	High Grade <sup>1</sup>	High Yield <sup>1</sup>	Acquisition Facilities	Private Equity Commitments
1Q04	3,100	3,100	2,473	523
2Q04	3,400	3,000	4,685	597
3Q04	3,800	3,200	14,208	602
4Q04	4,100	3,500	5,719	695
1Q05	3,600	2,600	2,456	759
2Q05	4,200	2,800	2,670	880
3Q05	5,500	4,600	9,253	930
4Q05	5,400	4,400	8,653	927
1Q06	5,300	5,600	4,294	951
2Q06	6,500	5,300	12,299	1,012
3Q06	5,000	6,700	18,027	1,111
4Q06	4,934	5,913	14,684	1,088
1Q07	4,879	7,821	23,993	1,645
2Q07	6,647	9,368	50,872	5,379
3Q07	14,427	10,401	31,143	5,016
4Q07	12,171	13,100	19,979	2,583
1Q08	15,400	11,400	10,875	2,443
2Q08				

1 - Represents net credit exposure of high grade and high yield commitments after consideration of hedges

## Less Liquid Assets

\$ millions

### Annual Data

	Commercial Mortgage <sup>1,2</sup>	Real Estate <sup>1,2</sup>	High Yield Funded <sup>4</sup>	Private Equity	Non-Investment Grade Retained Interest
1994	n/a	n/a	1,194	425	n/a
1995	n/a	n/a	1,372	261	n/a
1996	n/a	n/a	1,827	329	n/a
1997	n/a	n/a	3,372	242	n/a
1998	n/a	n/a	2,517	452	n/a
1999	n/a	n/a	3,290	509	n/a
2000	n/a	n/a	4,245	827	n/a
2001	n/a	n/a	4,507	826	1,600
2002	n/a	n/a	5,100	965	1,100
2003	4,100	2,900	4,300	1,303	1,000
2004	2,900	4,100	5,100	1,500	900
2005	3,500	4,800	4,514	1,100	700
2006	3,900	5,900	12,818	2,100	2,000
2007 <sup>5</sup>	38,938	12,800	30,395	4,200	1,600
CAGR 1994 - 2006	n/m	n/m	22%	14%	n/m

### Quarterly Data

	Commercial Mortgage <sup>1,3</sup>	Real Estate <sup>1,3</sup>	High Yield Funded <sup>4</sup>	Private Equity	Non-Investment Grade Retained Interest
1Q04	n/a	n/a	4,900	1,614	900
2Q04	n/a	n/a	4,800	1,858	900
3Q04	n/a	n/a	5,000	1,687	1,200
4Q04	2,900	4,100	5,100	1,500	900
1Q05	3,100	4,500	5,900	1,700	800
2Q05	3,300	5,100	4,900	1,600	900
3Q05	2,700	5,400	5,600	1,500	800
4Q05	3,500	4,800	4,514	1,100	700
1Q06	2,900	4,500	5,800	1,700	700
2Q06	3,700	5,400	6,800	1,900	800
3Q06	3,800	6,200	8,900	2,500	1,400
4Q06	3,900	5,900	12,818	2,100	2,000
1Q07	n/a	5,900	14,705	2,400	1,400
2Q07	n/a	12,500	18,095	3,200	1,800
3Q07	n/a	12,900	26,188	3,500	2,000
4Q07 <sup>5</sup>	38,938	12,800	31,428	4,200	1,600
1Q08	36,110	12,900	29,271	5,000	1,400
2Q08	29,958	10,400			

1 - Represents net investment position

2 - Fair value of commercial mortgage loans and investments and real estate investments was \$6.1B in 2002

3 - Fair value of commercial mortgage loans and investments and real estate investments was \$6.9B, \$7.3B and \$6.6B in 1Q04, 2Q04 and 3Q04, respectively

4 - High Yield debt instruments include long and short positions prior to the fourth quarter of 2005

5 - For FY 2007, the commercial mortgage assets data is taken from the Inventory Disclosure, while, prior to 4Q07, the stated assets are from the Critical Accounting Policy Disclosure

## Inventory

\$ millions

### Annual Data

	Mortgage-Backed / Mortgages / Real Estate	Governments / Agencies	Corporate Equities	Corporate Debt and Other <sup>1</sup>	Physical Commodities <sup>2</sup>	Derivatives / Other Contractual Agreements	Commerical Paper / Other Money Market Instruments	Total Financial Instruments Owned
1994	6,774	24,840	4,549	9,962	n/a	n/a	1,348	47,473
1995	6,847	22,773	6,270	8,679	n/a	5,384	3,068	53,021
1996	8,314	26,638	6,937	8,821	n/a	6,909	3,834	61,453
1997	11,455	33,037	10,877	10,892	n/a	8,353	2,248	76,862
1998	23,680	22,778	8,217	11,160	n/a	9,883	1,282	77,000
1999	22,643	29,959	12,790	11,096	n/a	10,306	2,265	89,059
2000	24,670	27,381	24,042	16,098	n/a	9,583	3,433	105,207
2001	33,210	26,697	23,480	20,969	n/a	11,555	3,451	119,362
2002	34,431	28,543	21,252	15,620	n/a	13,862	5,570	119,278
2003	38,957	31,666	22,889	20,069	n/a	15,766	4,287	133,634
2004	43,831	29,829	26,772	24,948	n/a	17,459	1,629	144,468
2005	62,216	30,079	33,426	30,182	n/a	18,045	3,490	177,438
2006	67,134	47,293	43,087	43,764	n/a	22,696	2,622	226,596
2007	111,023	40,892	58,521	53,789	308	44,595	4,000	313,129
CAGR 1994 - 2007	24%	4%	22%	14%	n/m	n/m	9%	16%

### Quarterly Data

	Mortgage-Backed / Mortgages / Real Estate	Governments / Agencies	Corporate Equities	Corporate Debt and Other <sup>1</sup>	Physical Commodities <sup>2</sup>	Derivatives / Other Contractual Agreements	Commerical Paper / Other Money Market Instruments	Total Financial Instruments Owned
1Q04	45,339	33,742	26,751	20,669	n/a	16,133	4,712	147,346
2Q04	46,868	34,182	24,929	22,117	n/a	15,720	3,379	147,195
3Q04	43,161	37,909	24,161	20,657	n/a	16,547	4,066	146,501
4Q04	43,831	29,829	26,772	24,948	n/a	17,459	1,629	144,468
1Q05	47,603	32,413	25,773	26,483	n/a	19,056	1,635	152,963
2Q05	59,444	30,960	28,408	24,738	n/a	17,020	3,780	164,350
3Q05	60,529	27,715	29,715	26,968	n/a	17,937	3,898	166,762
4Q05	62,216	30,079	33,426	30,182	n/a	18,045	3,490	177,438
1Q06	60,785	41,175	34,282	32,100	n/a	16,614	6,674	191,630
2Q06	67,594	36,287	35,740	34,363	n/a	20,173	3,193	197,350
3Q06	71,622	37,340	36,507	33,069	n/a	21,757	4,197	204,492
4Q06	67,134	47,293	43,087	43,764	n/a	22,696	2,622	226,596
1Q07	81,946	47,764	52,471	48,807	n/a	22,586	3,064	256,638
2Q07	95,524	44,705	58,552	55,298	n/a	28,335	3,270	285,684
3Q07	108,051	37,108	64,283	51,951	200	35,711	4,993	302,297
4Q07	111,023	40,892	58,521	53,790	308	44,595	4,000	313,129
1Q08	107,171	44,574	56,118	59,581	169	55,612	3,433	326,658
2Q08	94,068	26,988	46,210	49,056	n/a	46,991	4,757	268,070

1 - Includes corporate debt and other contractual commitments in 1994

2 - Started reporting Physical Commodities in 3Q07. For 2Q08 Physical Commodities number is included in Corporate Debt and Other.

## Headcount

### Headcount

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2Q08
Fixed Income	2,021	1,670	1,689	1,749	1,811	1,630	1,797	1,975	2,343	2,283	2,552	3,179	3,333	3,785	3,411
Equities	986	912	962	1,002	1,092	1,209	1,740	1,989	1,762	1,692	1,823	1,942	2,162	2,428	2,318
Prime Services													581	699	677
Investment Banking	966	1,013	1,048	1,242	1,419	1,571	2,042	2,262	1,666	1,474	1,638	1,895	2,175	2,542	2,305
Investment Management	905	836	604	606	621	672	1,040	1,143	1,012	1,939	2,098	2,313	2,635	3,041	2,894
Mortgage Capital							55	250	296	3,065	5,190	6,037	5,610	4,418	2,910
Principal Investing		15	13	18	17	18	18	21	24	29	32	41	72	116	135
<b>Total Front Office</b>	<b>4,878</b>	<b>4,446</b>	<b>4,316</b>	<b>4,617</b>	<b>4,960</b>	<b>5,100</b>	<b>6,692</b>	<b>7,640</b>	<b>7,103</b>	<b>10,482</b>	<b>13,333</b>	<b>15,407</b>	<b>16,568</b>	<b>17,029</b>	<b>14,650</b>
Technology		953	954	1,069	1,222	1,126	1,361	1,777	1,704	1,840	2,022	2,641	3,469	4,533	4,470
Operations		1,324	1,394	1,416	1,403	1,275	1,571	1,360	1,242	1,335	1,426	1,597	1,935	2,282	2,330
Finance		603	591	712	697	695	811	905	882	957	1,062	1,267	1,436	1,728	1,720
CAD		188	196	204	209	295	333	354	362	433	544	608	711	836	842
Business Development		21				3	146	582	521	585	527	562	639	587	549
Human Resources		115	218	188	227	228	161	182	173	202	229	295	374	480	466
Risk Management		48	44	68	75	84	119	111	117	111	122	151	197	252	251
Exec & Admin		73	79	66	80	77	57	67	156	136	132	185	172	218	226
PPI													143	60	159
Security													43	54	55
ESS														168	141
Global Data Management															11
Recruiting											63	86	109	113	112
Real Estate											66	63	68	80	75
Strategy (SP&A)							57	85	61	81	33	33	40	45	41
Communications (CM&B)						10	18	27	22	26	20	24	32	91	91
<b>Total Corporate</b>	<b>3,634</b>	<b>3,325</b>	<b>3,476</b>	<b>3,723</b>	<b>3,913</b>	<b>3,793</b>	<b>4,634</b>	<b>5,450</b>	<b>5,240</b>	<b>5,706</b>	<b>6,246</b>	<b>7,512</b>	<b>9,368</b>	<b>11,527</b>	<b>11,539</b>
<b>Total Firm</b>	<b>8,512</b>	<b>7,771</b>	<b>7,792</b>	<b>8,340</b>	<b>8,873</b>	<b>8,893</b>	<b>11,326</b>	<b>13,090</b>	<b>12,343</b>	<b>16,188</b>	<b>19,579</b>	<b>22,919</b>	<b>25,936</b>	<b>28,556</b>	<b>26,189</b>
Americas	6,090	5,334	5,449	5,897	6,316	6,100	7,483	8,504	8,026	11,774	14,164	15,959	16,661	17,015	14,562
Europe	1,653	1,676	1,577	1,707	1,891	2,066	2,920	3,403	3,149	3,278	4,110	4,737	5,492	6,437	5,986
Asia	769	761	766	736	666	727	923	1,183	1,168	1,136	1,305	1,833	2,335	2,843	3,047
India	-	-	-	-	-	-	-	-	-	-	-	390	1,448	2,261	2,594