

Confidential Presentation to:

Lehman Brothers Board of Directors

Financial Information

Estimated October 2007

LEHMAN BROTHERS

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Executive Summary

Market Environment

- ◆ Global equity market valuations continued to improve in October, advancing 2% in the month with several indices reaching all time high levels during the month, including the S&P and the Hang Seng. U.S. markets overall were up by 2%, while Europe was up 3% and Asia was up 5%.
 - Global average trading volumes were up 8% versus September, and were 7% higher than average month 2007, led by increases in Asia.
- ◆ Fixed Income credit spreads were mixed in the month. The Lehman Global High Yield Index widened 9 bps while the Global Investment Grade Index tightened slightly by 2 bps. All tranches of the ABX index widened significantly during the month.
- ◆ Treasury yields declined following disappointing existing home sales data during October. The yield on the 2 year Treasury note decreased 4 bps and the yield on the 10 year note declined 12 bps.

Revenues / Expenses

- ◆ Estimated monthly net revenues of \$2,083 million were the second highest monthly revenues ever, 16% better than both budget and average month 2007. *(Some special items)* ✓
- Fixed Income Division revenues of \$440 million were substantially below budget and average month 2007, as continued solid results in Municipals and Commodities were more than offset by continued weakness in Securitized Products and Real Estate. ✓
- Record Equities Division revenues of \$727 million were 77% ahead of budget and 28% better than average month 2007, led by strong results in Execution Services and Derivatives amid record customer flow and successful trading strategies, especially out of Asia. ✓
- Record Banking Division revenues of \$702 million more than doubled budget and average month 2007, driven by improved valuations on Leveraged Finance loans and commitments, as well as strong Advisory revenues. *\$440 M* ✓
(some sales (TXN), rest unrealized)
- Investment Management Division revenues of \$254 million were 2% better than budget but 4% behind average month 2007, as record Private Investment Management revenues were somewhat offset by lower incentive fees in Private Equity. ✓
- Record Principal Investments revenues of \$268 million more than doubled budget and average month 2007, driven by continued strength in Global Trading and Principal Strategies (including strong revenues in M&A Arbitrage, the India portfolio, and Convertible Arbitrage). ✓
- Other revenues included approximately \$180 million of gains resulting from revaluing our structured note liabilities, as our credit spreads widened following Merrill's Q3 earnings announcement. ✓
- Non-U.S. revenues of \$862 million were 38% better than budget and 19% over average month 2007, as record revenues in Asia were partially offset by slightly lower performance in Europe.
- ◆ Personnel expenses were accrued at 49.3% of net revenues, consistent with prior periods.
- ◆ Non-personnel expenses of \$340 million were in line with average month 2007 level.

Profitability

- ◆ Net income of \$506 million and EPS of \$0.89 were 28% and 31% above budget, respectively.
- ◆ Pretax margin was 34.4%, ROE was 28.2% and ROTE was 35.0%.

440
180
620 (Special items)

Nov. has started out as a slower run-rate

Estimated October 2007 Financial Results

	Monthly Performance					Year to Date Performance				
	Estimated October 2007	Monthly Budget	% Δ	Avg. Month 2007	% Δ	2007	Budget	% Δ	2006	% Δ
<i>\$ millions, except per share data</i>										
Segment Revenues										
Investment Banking	317	329	(3)%	358	(11)%	3,557	3,300	8%	2,806	27%
Capital Markets	1,477	1,209	22%	1,160	27%	11,968	12,146	(1)%	10,713	12%
Investment Management	289	256	13%	274	5%	2,769	2,567	8%	2,198	26%
Total Revenues	2,083	1,793	16%	1,792	16%	18,294	18,013	2%	15,717	16%
Expenses										
Personnel	1,027	884	16%	884	16%	9,019	8,880	2%	7,749	16%
Non Personnel	340	319	6%	340	(0)%	3,416	3,208	6%	2,736	25%
Pre Tax Income	716	590	21%	569	26%	5,859	5,924	(1)%	5,232	12%
Income Taxes	211	195	8%	175	20%	1,794	1,955	(8)%	1,730	4%
Net Income Before Accounting Change	506	395	28%	394	28%	4,065	3,969	2%	3,502	16%
Cumulative Effect of Accounting Change	-	-	-	-	nm	-	-	-	47	nm
Net Income After Accounting Change	506	395	28%	394	28%	4,065	3,969	2%	3,549	15%
Additional Data										
Earnings per Common Share	\$0.89	\$0.68	31%	\$0.68	30%	\$7.04	\$6.79	4%	\$6.02	17%
Return on Common Equity	28.2%	21.7%	+6.5pp	21.3%	+6.9pp	22.0%	21.7%	+0.3pp	22.6%	-0.7pp
Return on Tangible Equity	35.0%	26.3%	+8.7pp	26.3%	+8.7pp	27.1%	26.3%	+0.8pp	28.2%	-1.1pp
Pre Tax Margin	34.4%	32.9%	+1.5pp	31.7%	+2.7pp	32.0%	32.9%	-0.9pp	33.3%	-1.3pp
Compensation / Revenue	49.3%	49.3%	-	49.3%	-	49.3%	49.3%	-	49.3%	-
Effective Tax Rate	29.4%	33.0%	-3.6pp	30.8%	-1.4pp	30.6%	33.0%	-2.4pp	33.1%	+2.4pp
Divisional Revenues										
Fixed Income	440	894	(51)%	697	(37)%	6,745	8,983	(25)%	8,125	(17)%
Equities	727	411	77%	569	28%	5,869	4,125	42%	3,594	63%
Banking	702	338	108%	292	141%	3,339	3,392	(2)%	2,893	15%
Investment Management	254	250	2%	264	(4)%	2,646	2,508	6%	2,128	24%
Principal Investments	268	102	163%	106	152%	1,229	1,023	20%	742	66%
Banking & PIM Eliminations / Other	(307)	(201)	nm	(136)	nm	(1,535)	(2,019)	nm	(1,765)	nm
Total Revenues	2,083	1,793	16%	1,792	16%	18,294	18,013	2%	15,717	16%
Regional Revenues										
Europe	408	426	(4)%	481	(15)%	4,757	4,281	11%	3,542	34%
Asia	454	196	131%	242	88%	2,640	1,971	34%	1,513	75%

Capital Markets

Fixed Income

- ◆ Revenues of \$440 million trailed both budget and average month 2007.
- ◆ Securitized Products recorded a loss for the month due to valuation reductions on subprime and second lien whole loan inventory.
- ◆ Real Estate revenues trailed budget and average month 2007 due to valuation reductions, sluggish asset sales and securitization activity, primarily in Americas.
- ◆ Municipals continued to outperform budget and average month 2007, driven by successful trading strategies.
- ◆ Commodities revenues were also strong, driven by natural gas and power trading, including gains from Eagle Energy.

Fixed Income Market Conditions

- ◆ Yields on the U.S., European, U.K. and Japanese government 10 year notes all declined during the month.
- ◆ U.S. Treasury yields declined across the curve following disappointing existing home sales data.
- ◆ Global investment grade spreads tightened by 2 bps while high yield spreads widened by 9 bps. All tranches of the ABX index widened in the month.
- ◆ Brent crude oil futures increased 14% to \$90.29 in the month.
- ◆ The Dollar weakened further against the British Pound (\$2.05/£ to \$2.08/£) and the Euro (\$1.43/€ to \$1.45/€), but appreciated slightly against the Japanese Yen (¥114.8/\$ to ¥115.4/\$).

Equities

- ◆ Record revenues of \$727 million were 77% ahead of budget and 28% ahead of average month 2007.
- ◆ Client activity was a record in October, outperforming September by more than 50% and exceeding average month 2007 by 19%.
- ◆ Execution Services revenues were solid, outperforming budget by more than 60% on record client activity.
- ◆ Derivatives revenues were strong, driven by record customer flow and profitable trading strategies.
- ◆ Convertible revenues more than doubled average month 2007 led by increased customer flow and profitable trading strategies.
- ◆ Equities Strategies had another outstanding month in October, led by gains in Asia on favorable market valuations.

Equity Market Conditions

- ◆ Global equity markets advanced 2% in October, with several indices, including the S&P and the Hang Seng, reaching all time highs during the month.
 - Asia posted a 5% gain as the Hang Seng index continued to soar and advanced 16%, reaching the 30,000 level for the first time ever. The U.S. markets were up 2% and Europe was up 3%.
 - Global average daily trading volumes were up 8% versus September, and 7% higher than average month 2007.
- ◆ The VIX index, which measures U.S. market volatility, increased slightly from 18.0% to 18.5%.

Investment Banking

Revenue Summary

- ◆ Record revenues of \$702 million more than doubled budget and average month 2007, driven by improved revenues in Advisory and Leveraged Finance.
- ◆ M&A revenues were 27% ahead of budget on high level of deal closings.
- ◆ Debt Origination revenues improved substantially, as leveraged financing transactions were executed at better than previously marked levels (including TXU), as well as improved valuations on loan commitments.
- ◆ Fee pipeline of \$949 million was down 1% from September, but up 22% versus the beginning of the year.

Market Environment

- ◆ Announced M&A volume increased 47% in October, which was the busiest month in the past three months. Year-to-date (YTD) announced volume now surpassed 2006 level. On a YTD annualized basis, announced volume is on pace to be 25% higher than 2006.
- ◆ Completed M&A volume in October was the highest this year, and more than double the prior month. On a YTD annualized basis, completed volume is 19% higher than last year.
- ◆ Equity Origination volume was very strong, led by activity in Europe. On a YTD annualized basis, global volume is 19% higher than 2006, with a significant increase in Convertibles.
- ◆ Fixed Income Origination volume in October remained stable. On a YTD annualized basis, origination volumes are slightly ahead of 2006, with increases in corporate investment grade, agency and sovereign issuances, offsetting declines in asset and mortgage backed issuances.

Significant Deals in Pipeline

	Value \$Bn	Description	Gross Fees (Estimated)
Advisory:			
Global Santa Fe	\$17.4	• Merger with Transocean	\$26mm
Actis Capital	0.5	• Sale of Globeleq	22mm
Carlsberg Breweries A/S	17.3	• Hostile bid of Scottish & Newcastle PLC	20mm
Hagemeyer NV	4.7	• Unsolicited competing bids by Sonepar and Rexel	17mm
Equity Origination:			
Project Genesis	\$ -	• Private Placement, joint books	\$45mm
Liberty Acquisition Holdings	1.8	• IPO, co-managed	19mm
OZ Management	1.1	• IPO, joint books	10mm
Caja De Ahorros Del Mediterraneo	1.3	• IPO, joint books	10mm
MF Global	0.6	• Convertible Offering, joint books	10mm
Fixed Income Origination:			
Applebee's International	\$6.4	• ABS, joint lead	\$50mm
Kinder Morgan	3.4	• Senior note issuance, joint lead	13mm
Imperial Tobacco Group PLC	-	• Bridge loan, joint lead	8mm
Houghton Mifflin Riverdeep	8.0	• Bank loan, joint lead	8mm

Global Market Share

	Rank		Lehman Share (%)		Mkt Volume (\$ billion)		
	YTD	CY	YTD	CY	Annualized	CY	Var.
	2007*	2006	2007*	2006	2007	2006	
Fee Share**	9	9	4.3	4.6			
Announced M&A	7	8	18.5	16.0	4,526	3,617	25%
Completed M&A	7	7	19.9	16.0	3,569	3,003	19%
Equity	9	9	3.3	3.8	853	719	19%
IPO	9	11	3.1	2.8	283	265	7%
Secondary	11	10	2.7	3.8	398	330	21%
Convertible	8	8	5.0	6.2	168	122	37%
Fixed Income	6	4	5.3	6.2	7,162	7,121	1%
Investment Grade	9	8	3.9	4.5	2,781	2,639	5%
High Yield	7	9	6.7	5.2	182	185	-1%
ABS	7	5	5.4	6.2	1,282	1,545	-17%
MBS	1	2	8.7	8.9	1,412	1,452	-3%

* 2007 is calendar year-to-date through 10/31/2007

** Through September 2007

Investment Management / Principal Investments / Regional

Investment Management

- ◆ Revenues of \$254 million were 2% above budget but were 4% lower than average month 2007; as record Private Investment Management (PIM) revenues were somewhat offset by lower incentive fees in Private Equity.
- ◆ AUM of \$286 billion was up slightly (\$1 billion) from September month end as market appreciation of \$3 billion was partially offset by net outflows of \$2 billion.
- ◆ Record PIM revenues of \$156 million were 25% above budget and 16% better than average month 2007, led by increased activity in Alternative products.

Principal Investments

- ◆ Record revenues of \$268 million more than doubled both budget and average month 2007 level.
- ◆ Results in Global Trading Strategies were driven by profitable M&A Arbitrage strategies, as well as investment gains in India.
- ◆ Revenues in Global Principal Strategies were also strong, led by performance in Structured Credit and Convertible Arbitrage.
- ◆ Also included in October's strong results were gains from minority investments in hedge fund managers, as well as seed investments in funds.

Europe

- ◆ Europe revenues of \$408 million were 4% lower than budget and 15% lower than average month 2007, mainly due to continued weakness in Fixed Income.
- ◆ Fixed Income results were substantially lower than budget and average month 2007, driven by weakness in Interest Rate, Credit and Securitized Products.
- ◆ Equities results were solid, outperforming budget by more than 30% driven by profitable trading strategies and client activity.

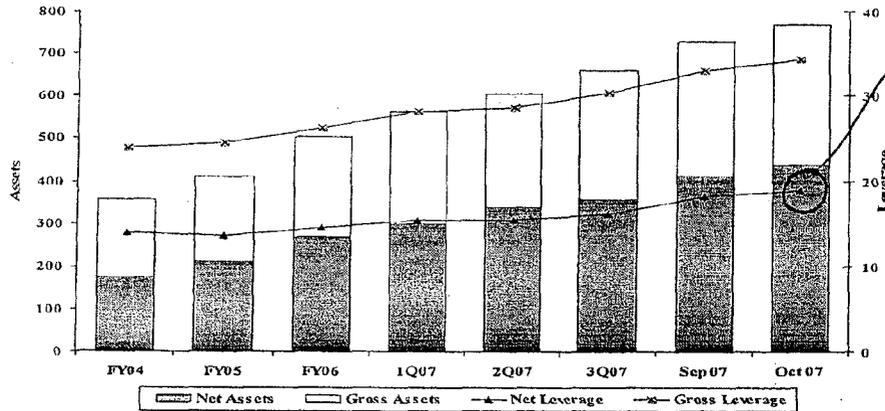
Asia

- ◆ Record Asia revenues of \$454 million more than doubled budget and were 88% higher than average month 2007.
- ◆ Fixed Income results were 24% ahead of budget, as strong results in Real Estate were partially offset by weakness in Interest Rate Products.
- ◆ Record Equities revenues continued to substantially outperform budget and average month 2007, driven by strong customer flow, as well as successful trading strategies as the Hang Seng index soared another 16% in the month.
- ◆ Global Trading and Principal Strategies both made strong contributions to the region's revenues.

Balance Sheet, Capital and Risk

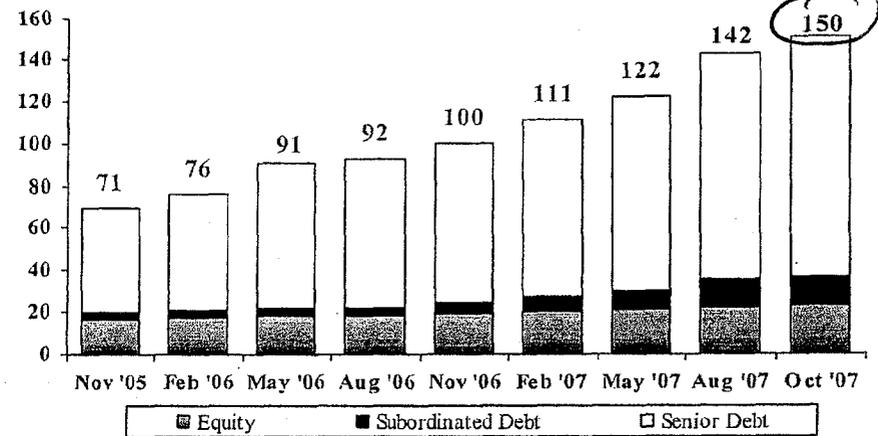
target is 16x at end of yr. 18x right now which we expect to achieve

Balance Sheet (\$ billions) / Leverage

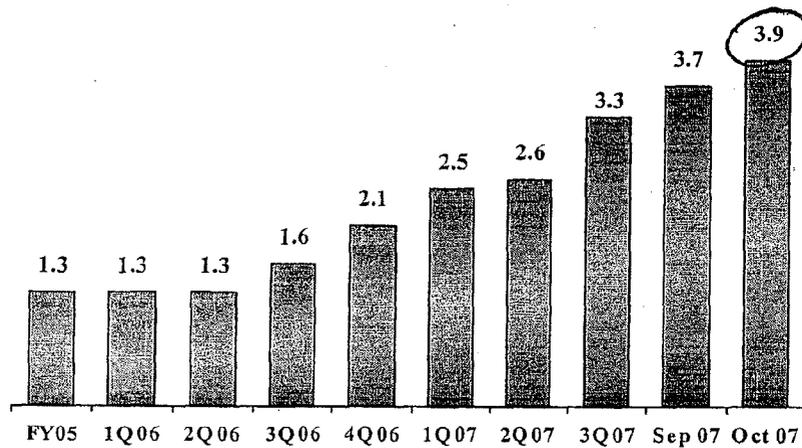


Figures represent period end amounts.

Long Term Capital (\$ billions)



Average Risk Appetite Usage (\$ billions)



Figures represent average daily usage.

Long Term Capital Roll Forward (\$ billions)

	Sep '07	October '07 Activity			Estimated Oct '07
		Issuances	Maturities	Other / Earnings	
Senior Notes	110.8	5.9	(3.1)	-	113.6
Subordinated Debt	13.7			0.1	13.8
Total Long Term Borrowings	124.5	5.9	(3.1)	0.1	127.4
Preferred Stock	1.1				1.1
Common Equity	21.0			0.6	21.6
Total Long Term Capital	146.6	5.9	(3.1)	0.7	150.1

avg. for month. now is 3.756

Competitor Information

	LEH	GS	MS	MER	BSC	C	BAC	JPM
<i>Financial Statistics</i>								
Price to Tangible Book ¹	2.0x	3.1x	2.0x	1.6x	1.1x	3.0x	3.0x	2.5x
Price to Book ^{1,2}	1.6x	2.7x	1.8x	1.4x	1.1x	1.5x	1.5x	1.2x
Price to Earnings ^{1,3}	7.8x	10.1x	7.3x	7.3x	8.2x	8.1x	9.2x	9.0x
Dividend Yield	1.0%	0.6%	1.6%	2.1%	1.1%	5.1%	5.3%	3.3%
Book Value per Share ²	\$38.29	\$84.65	\$32.14	\$39.75	\$91.82	\$25.54	\$30.45	\$35.72
Market Cap (billions)	\$32	\$91	\$63	\$49	\$12	\$188	\$200	\$145
<i>Share Price Performance</i>								
2007 Calendar Year to Date ¹	-23%	15%	-13%	-38%	-37%	-32%	-16%	-11%
Calendar Year 2006	22%	56%	44%	37%	41%	15%	16%	22%
Calendar Year 2005	47%	23%	2%	13%	13%	1%	-2%	2%
2007 Year to Date Annualized ROE ⁴	22%	32%	26%	7%	13%	15%	15%	14%
2007 Year to Date Annualized ROTE ⁴	28%	38%	29%	7%	13%	28%	30%	23%
<i>Ten Year Debt Spreads (Basis Points)</i>								
Spread vs. 1 Month Libor (10/31/07)	153	108	118	138	163	78	73	83
Spread vs. 1 Month Libor (9/28/07)	118	98	93	98	128	63	63	78
Spread vs. 10 Year UST (10/31/07)	215	170	180	200	225	140	135	145
Spread vs. 10 Year UST (9/28/07)	180	160	155	160	190	125	125	140
<i>Long Term Debt Credit Ratings</i>								
Standard & Poors	A+	AA-	AA-	A+	A+	AA	AA	AA-
Moody's	A1	Aa3	Aa3	A1	A1	Aa1	Aa1	Aa2
Fitch	AA-	AA-	AA-	A+	A+	AA+	AA	AA-

1. Share price as of November 2, 2007.

2. Book and Tangible Book values are per latest externally reported quarter.

3. Based on full year 2008 First Call estimates, updated as of November 2, 2007.

4. Excludes the effect of a non-cash charge related to the write-down of Bear Wagner Specialists in 2Q07 for Bear Stearns.

Monthly Financial Performance Trend

<i>\$ millions, except per share data</i>	October 2006	November 2006	December 2006	January 2007	February 2007	March 2007	April 2007	May 2007	June 2007	July 2007	August 2007	September 2007	October 2007 Estimated
Segment Revenues													
Investment Banking	293	354	291	294	265	278	413	459	373	394	304	168	317
Capital Markets	958	1,293	1,184	1,139	1,179	1,117	1,075	1,401	1,329	953	154	961	1,477
Investment Management	217	219	209	283	203	235	259	274	277	314	211	215	289
Total Revenues	1,468	1,866	1,683	1,716	1,647	1,631	1,747	2,134	1,978	1,661	669	1,343	2,083
Expenses													
Personnel	724	920	830	846	812	804	861	1,052	975	819	330	662	1,027
Non Personnel	269	273	275	287	297	307	306	302	313	318	348	322	340
Pre Tax Income	474	673	578	583	538	520	580	779	690	524	(9)	359	716
Income Taxes	157	215	191	192	170	166	186	254	221	157	(59)	106	211
Net Income	318	458	387	391	368	353	395	525	469	367	51	254	506
Additional Data													
Earnings per Common Share	\$0.54	\$0.79	\$0.66	\$0.67	\$0.63	\$0.61	\$0.68	\$0.91	\$0.81	\$0.64	\$0.09	\$0.44	\$0.89
Return on Common Equity	21.2%	30.3%	24.6%	24.3%	22.9%	21.9%	24.1%	31.5%	27.4%	21.0%	2.6%	14.3%	28.2%
Return on Tangible Equity	26.2%	37.3%	30.1%	29.5%	28.1%	26.9%	29.6%	38.6%	33.7%	26.0%	3.2%	17.8%	35.0%
Pre Tax Margin	32.3%	36.1%	34.3%	34.0%	32.6%	31.9%	33.2%	36.5%	34.9%	31.6%	-1.3%	26.7%	34.4%
Compensation / Revenue	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%
Effective Tax Rate	33.0%	31.9%	33.0%	33.0%	31.5%	32.0%	32.0%	32.6%	32.0%	30.0%	NM	29.4%	29.4%
Divisional Revenues													
Fixed Income	565	904	840	650	694	593	655	960	935	481	(169)	668	440
Equities	339	438	407	469	422	610	526	642	545	533	459	529	727
Banking	429	444	224	319	319	286	532	496	471	(112)	(111)	214	702
Investment Management	216	221	199	260	215	225	239	257	255	256	273	213	254
Principal Investments	102	190	181	214	133	68	134	265	60	(65)	(194)	167	268
Banking & PIM Eliminations / Other	(183)	(331)	(167)	(194)	(136)	(151)	(338)	(485)	(287)	568	411	(448)	(307)
Total Revenues	1,468	1,866	1,683	1,716	1,647	1,631	1,747	2,134	1,978	1,661	669	1,343	2,083
Regional Revenues													
Europe	283	523	345	442	436	525	511	657	569	353	243	269	408
Asia	117	146	194	168	179	181	257	305	264	315	40	282	454

Quarterly and Annual Financial Performance Trend

	2005				2006				2007			Full Year		Budget
	Q1 '05	Q2 '05	Q3 '05	Q4 '05	Q1 '06	Q2 '06	Q3 '06	Q4 '06	Q1 '07	Q2 '07	Q3 '07	2005	2006	2007
<i>\$ millions, except per share data</i>														
Segment Revenues														
Investment Banking	683	579	815	817	835	741	726	858	850	1,150	1,071	2,894	3,160	3,600
Capital Markets	2,690	2,227	2,526	2,364	3,046	3,078	2,847	3,035	3,502	3,594	2,435	9,807	12,006	13,250
Investment Management	437	472	511	509	580	592	605	640	695	768	802	1,929	2,417	2,800
Total Revenues	3,810	3,278	3,852	3,690	4,461	4,411	4,178	4,533	5,047	5,512	4,308	14,630	17,583	19,650
Segment Revenues														
Personnel	1,886	1,623	1,906	1,798	2,199	2,175	2,060	2,235	2,488	2,718	2,124	7,213	8,669	9,687
Non Personnel	618	642	653	675	711	738	751	809	860	915	979	2,588	3,009	3,500
Pre Tax Income	1,306	1,013	1,293	1,217	1,551	1,498	1,367	1,489	1,699	1,879	1,205	4,829	5,905	6,463
Income Taxes	431	330	414	394	513	496	451	485	553	606	318	1,569	1,945	2,133
Net Income Before Accounting Change	875	683	879	823	1,038	1,002	916	1,004	1,146	1,273	887	3,260	3,960	4,330
Cumulative Effect of Accounting Change	-	-	-	-	47	-	-	-	-	-	-	-	47	-
Net Income After Accounting Change	875	683	879	823	1,085	1,002	916	1,004	1,146	1,273	887	3,260	4,007	4,330
Additional Data														
Earnings per Common Share	\$1.45	\$1.13	\$1.47	\$1.38	\$1.83	\$1.69	\$1.57	\$1.72	\$1.96	\$2.21	\$1.54	\$5.43	\$6.81	\$7.41
Return on Common Equity	24.5%	18.2%	23.0%	20.9%	26.7%	23.7%	21.0%	22.3%	24.4%	25.8%	17.1%	21.6%	23.4%	21.7%
Return on Tangible Equity	32.0%	23.5%	29.4%	26.5%	33.5%	29.5%	26.1%	27.6%	29.9%	31.6%	21.1%	27.8%	29.1%	26.3%
Pre Tax Margin	34.3%	30.9%	33.6%	33.0%	34.8%	34.0%	32.7%	32.8%	33.7%	34.1%	28.0%	33.0%	33.6%	32.9%
Compensation / Revenue	49.5%	49.5%	49.5%	48.7%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%	49.3%
Effective Tax Rate	33.0%	32.6%	32.0%	32.4%	33.1%	33.1%	33.0%	32.5%	32.5%	32.3%	26.4%	32.5%	32.9%	33.0%
Divisional Revenues														
Fixed Income	2,397	2,053	2,222	1,860	2,365	2,497	2,081	2,086	2,184	2,207	1,247	8,531	9,029	9,800
Equities	661	615	915	927	1,000	1,103	914	1,015	1,297	1,778	1,537	3,117	4,032	4,500
Banking	720	680	847	874	808	740	711	1,079	862	1,314	248	3,121	3,338	3,700
Investment Management	443	486	518	532	554	578	602	615	674	721	784	1,979	2,349	2,736
Principal Investments	191	(58)	138	83	241	86	217	389	528	467	(200)	354	932	1,116
Banking & PIM Eliminations / Other	(602)	(497)	(788)	(586)	(506)	(593)	(346)	(651)	(498)	(975)	692	(2,472)	(2,096)	(2,202)
Total Revenues	3,810	3,278	3,852	3,690	4,461	4,411	4,178	4,533	5,047	5,512	4,308	14,630	17,583	19,650
Regional Revenues														
Europe	883	750	767	757	1,007	949	1,025	1,084	1,222	1,693	1,165	3,157	4,065	4,670
Asia	305	370	358	483	557	413	361	328	541	744	619	1,516	1,659	2,150