

From: Nadler, Mirey S <mirey.nadler@lehman.com>
Sent: Friday, December 1, 2006 5:57 PM (GMT)
To: Steinberg, Fred E <fsteinbe@lehman.com>
Cc: Besen, Elizabeth R <ebesen@lehman.com>; Butler, Shaun K <sbutler@lehman.com>
Subject: FW: Documents for 4 PM Meeting on Thursday, 11/30 - Competitor Analysis and New Banking Model
Attach: 2006 Report 11.28.06.doc;Banking model 13.ppt

Fred -

We wanted to pass along to you a few additional suggestions, based on our review of the peer disclosures.

1. Peers disclose "assets by segment" -- which investors could use to calculate returns for each segment
2. GS and MS have detailed tables showing historical and current volumes and MS also shows market share and ranking by investment banking product
3. MS breaks down its net-flows into "net flows from money markets" and "net flows excluding money markets"

Please let us know your thoughts on the feasibility of applying these to Lehman's disclosures.

Regards,
Mirey

> _____
> From: Steinberg, Fred E
> Sent: Wednesday, November 29, 2006 4:13 PM
> To: O'Meara, Chris M (NY); Amat, Richard J; Butler, Shaun K;
> Corsalini, Enrico; Echtermann, Heidemarie; Grieb, Edward; Reilly,
> Gerard; Tonucci, Paolo; Umlauf, Erik G; Besen, Elizabeth R; DiPaolo,
> Barrett; Killerlane, James J; Azerad, Robert; Axelrod, Ari; Gentile,
> Joseph; Neave, Jon; Fox, Gary J; Dolan, Stephanie E; Younis, Nahill;
> Smith, Kristine; Wong, Sally; Deegan, Christopher J; Rathgeber, Lisa;
> Leng, Manhua
> Subject: Documents for 4 PM Meeting on Thursday, 11/30 -
> Competitor Analysis and New Banking Model
>
> To All:
>
> Please find attached two documents to be discussed at the "All Hands"
> meeting on Thursday at 4 PM.
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> The first document summarizes the results of our review of selected
> sections of our competitors' most recent 10-Qs and 10-Ks, to determine

> if our disclosures are comparable to theirs, and whether or not there
> are any worthwhile revisions to make to our reports. We plan to focus
> on the high level summary at the front of this document (the first few
> pages), which were the more meaningful considerations that came from
> our review, though we are happy to discuss anything else requested.
>
> <<2006 Report 11.28.06.doc>>
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> The second document is a summary of the proposed changes under the new
> banking model, including the related impact to the Firm's segment
> results for Q2, Q3, Q4 and FY 2006. The main result of this change is
> to split revenues between principal transactions and banking fees
> recorded in the banking segment as disclosed in our reported
> financials.
>
> <<Banking model 13.ppt>>
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> Thank you, Fred