

## Management's Discussion and Analysis

We allocate a portion of our GCE to ensure we would be able to make the additional collateral or termination payments that may be required in the event of a two-notch reduction in our long-term credit ratings, as well as collateral that has not been called by counterparties, but is available to them. The table below presents the additional collateral or termination payments that could have been called at the reporting date by counterparties in the event of a one-notch and two-notch downgrade in our credit ratings.

<i>in millions</i>	As of December	
	2011	2010
Additional collateral or termination payments for a one-notch downgrade	\$1,303	\$1,353
Additional collateral or termination payments for a two-notch downgrade	2,183	2,781

The Basel Committee on Banking Supervision's international framework for liquidity risk measurement, standards and monitoring calls for imposition of a liquidity coverage ratio, designed to ensure that the banking entity maintains an adequate level of unencumbered high-quality liquid assets based on expected cash outflows under an acute liquidity stress scenario, and a net stable funding ratio, designed to promote more medium- and long-term funding of the assets and activities of banking entities over a one-year time horizon. The liquidity coverage ratio is not expected to be introduced as a requirement until January 1, 2015, and the net stable funding ratio is not expected to be introduced as a requirement until January 1, 2018. While the principles behind the new framework are broadly consistent with our current liquidity management framework, it is possible that the implementation of these standards could impact our liquidity and funding requirements and practices.

### Cash Flows

As a global financial institution, our cash flows are complex and bear little relation to our net earnings and net assets. Consequently, we believe that traditional cash flow analysis is less meaningful in evaluating our liquidity position than the excess liquidity and asset-liability management policies described above. Cash flow analysis may, however, be helpful in highlighting certain macro trends and strategic initiatives in our businesses.

**Year Ended December 2011.** Our cash and cash equivalents increased by \$16.22 billion to \$56.01 billion at the end of 2011. We generated \$23.13 billion in net cash from operating and investing activities. We used net cash of \$6.91 billion for financing activities, primarily for repurchases of our Series G Preferred Stock and common stock, partially offset by an increase in bank deposits.

**Year Ended December 2010.** Our cash and cash equivalents increased by \$1.50 billion to \$39.79 billion at the end of 2010. We generated \$7.84 billion in net cash from financing activities primarily from net proceeds from issuances of short-term secured financings. We used net cash of \$6.34 billion for operating and investing activities, primarily to fund an increase in securities purchased under agreements to resell and an increase in cash and securities segregated for regulatory and other purposes, partially offset by cash generated from a decrease in securities borrowed.

**Year Ended December 2009.** Our cash and cash equivalents increased by \$24.49 billion to \$38.29 billion at the end of 2009. We generated \$48.88 billion in net cash from operating activities. We used net cash of \$24.39 billion for investing and financing activities, primarily for net repayments in unsecured and secured short-term borrowings and the repurchases of Series H Preferred Stock and the related common stock warrant from the U.S. Treasury, partially offset by an increase in bank deposits and the issuance of common stock.