



THE BANK OF NEW YORK MELLON



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Strategies for Growth and Outperformance

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Agenda

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Overview

Strengths

Improvements

Strategy and Goals

**Global Growth,
Financial Strength and Effective Integration**

Strengths

Simple business model: manage and service assets globally

Attractive long-term trends

Strong financial results versus peers

Compelling scale, expertise and high barriers to entry

Global growth

Leading client service

Values-led

Merger clearly succeeding

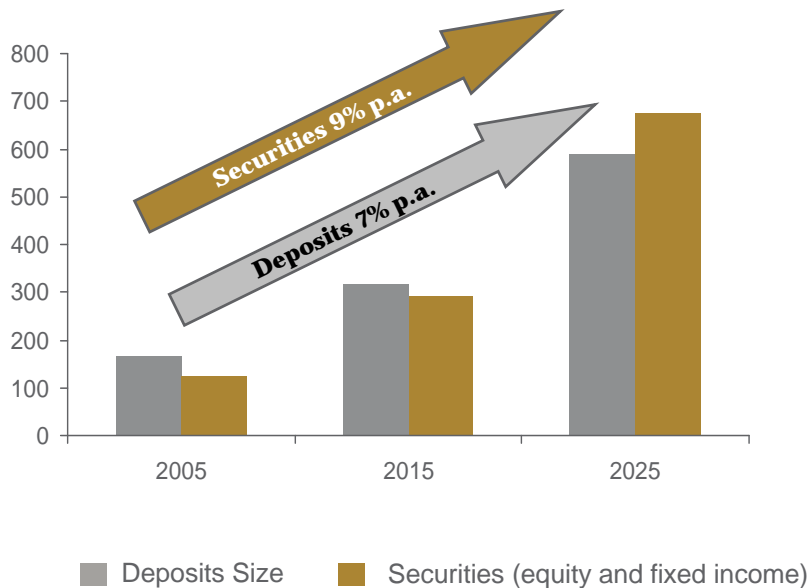
Strong / liquid balance sheet and excess capital generation

Strengths: Managing and Servicing Assets Globally

Simple business model and attractive trends

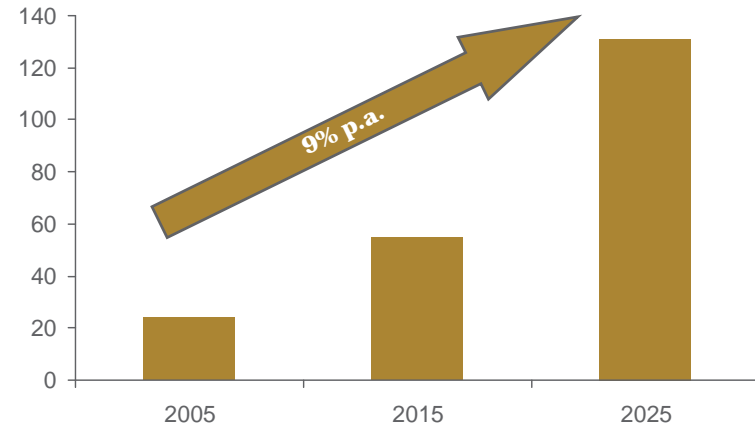
Global Financial Assets, 2005-2025

Growth in securities outpacing deposits and 2x GDP



Global Flows of Securities, 2005-2025

Cross border growth reflects strong global demand for securities



Source: IBM / EIU Macro Model, 2007; IBM Institute for Business Value analysis

Strengths: Financial Performance

Strong growth, operating leverage and returns

Exceeding
Growth
Expectations

	2007 Pro forma Combined	
		Growth
Revenue:	\$14.2 billion	+17%
Operating Leverage:	+500 bps	n/a
Pretax Margin (FTE):	34%	+300 bps
Assets under Management:	\$1.1 trillion	+11%
Assets under Custody / Administration:	\$23.1 trillion,	+16%
Tangible Return on Equity:	46%	n/a
Total Shareholder Return:	19.4%	n/a

Note: Growth rates are 2007 vs. 2006. See Appendix for details of revenue growth, operating leverage and pretax margin calculations.

Strengths: Revenue-Led

Double digit growth and outperforming peers

2007 vs. 2006	Growth	Peer ** Median
Revenue		
Asset Management*	14%	21%
Wealth Management (fee revenue)	8%	6%
Asset Servicing	23%	22%
Issuer Services	14%	n/a
Clearing & Execution	14%	n/a
Treasury Services	9%	6%
Total Revenue	17%	13%

1st / 2nd Quartile

* 2004-2006 revenue CAGR for Asset Management (legacy Mellon only) was 24% compared to a peer median of 22%

** Peer detail obtained from First Call. A detailed peer listing is contained in the Appendix.

Strengths: Compelling Scale & Expertise in Our Businesses

High barriers to entry and “stickier” client relationships

The Bank of New York Mellon			State Street	Northern Trust
Asset Management	>\$1.1T	#9 US, #13 Globally	\$1.3T AUM	\$0.5T AUM
Wealth Management		Top 10 US	- 0 -	Top 5 US
Asset Servicing	>\$23.0T	#1 Globally	\$14.9T AUC	\$4.0T AUC
Broker Dealer Services		#1 US: 50% market share	- 0 -	- 0 -
Corporate Trust	>\$12.0T	#1 Globally	- 0 -	- 0 -
Depository Receipts		#1 Global	- 0 -	- 0 -
Stock Transfer		#1 US	- 0 -	- 0 -
Clearing Services		#1 US, UK and Ireland	- 0 -	- 0 -
Global Payments		Top 5 Globally	- 0 -	- 0 -
Cash Management		Top 10 US	- 0 -	- 0 -

Note: Assets under management / assets under custody and corporate trust data are as of 3/31/08. Peer assets under management have been adjusted for an estimated level of securities lending assets.

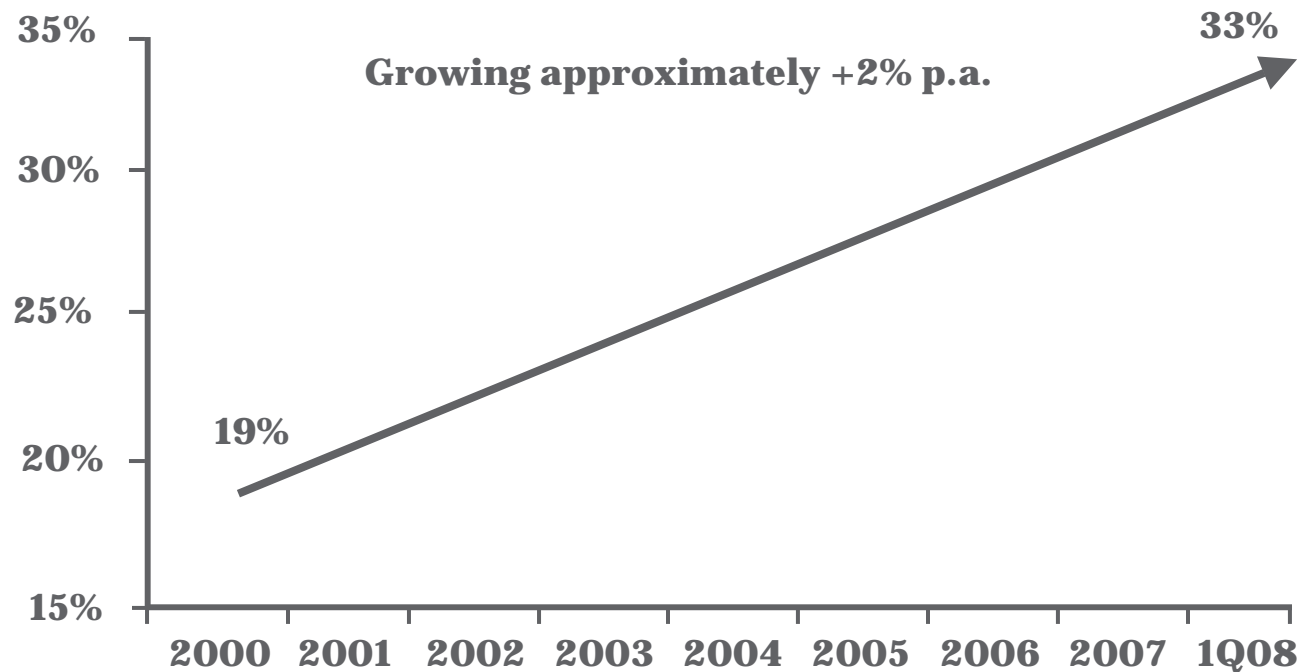
Strengths: Accelerating Our Global Growth

6 continents, 34 countries and 11,000+ non-U.S. employees

% of Non U.S. Revenue
2000 thru 1Q08

Non U.S. Revenue (1Q08)

- Asset Management 39%
- Asset Servicing 43%
- Issuer Services 35%



Strengths: Industry Leading Client Service Globally

Increases cross-sell and referrals

Asset Management

- Newton – #1 Equity Manager (Financial News – 2007)
- WestLB Mellon-Multi-Manager of the Year (Professional Pension Awards – 2007)
- #1 Transition Manager (Global Investor Magazine – 2008)

Issuer Services

- #1 Trustee
 - Opal Financial Group
 - ISR Magazine
 - Thomas Financial
- #1 Trustee – Municipal debt (Thomson Financial - 2007)
- #1 Transfer Agent (Group 5 Survey - 2007)
- J.D. Power call center certification

Asset Servicing

- #1 Global Custodian
 - Global Investor Survey (5/08)
 - R&M Consultants Survey (3/08)
 - Global Custodian Survey (12/07)

- Custodian of the Year (UK Pensions Awards 2007)
- Best Custody Bank (Global Finance - 2007)
- #1 Global Custody – Tri-Party Survey (Global Custodian Magazine)
- Best Global Custodian – Asia (The Asset Magazine - 2008)
- Best Fund Administrator – Asia (The Asset Magazine - 2008)
- #1 FX Service Overall (Global Investor Magazine - 2008)
- Best ETF Service Provider-Americas (Exchangetradedfunds.com - 2007)

Clearing Services

- 98% customer retention
- #1 Brokerage Workstation (Aite Group - 2008)
- Top ranked "Excellent" Customer Statement (DALBAR – 2007)

Wealth Management

- Industry leading:
 - Client satisfaction (93%)
 - Client retention (96%)

Treasury Services

- #1 Customer satisfaction (Bank Leader Survey 2007)
- Best White Label System Provider (Global Finance Magazine - 2008)
- #1 Provider - accounts payable outsourcing (Brown Wilson – 2007)

Strengths: Our Values and Behaviors

Strong values = great service and accountability

Client focus

Being our clients' "partner of choice" by delivering the world's best client service

We will set the standard for world-class client service

We will present the entire firm to all our clients

We will be proactive and treat our clients as partners

We will put ourselves in the client's shoes

Trust

Acting with the highest standards of integrity and openness to ensure the trust of those we serve

We will be open and honest

We will operate with integrity

We will conduct business with the highest ethical standards

We will be mindful of our actions

Teamwork

Fostering diversity and collaboration, and empowering employees to deliver our very best

We will seek and engage a diverse workforce

We will value different perspectives

We will promote collaboration and innovation

We will entrust our employees with appropriate authority

Outperformance

Consistently exceeding the expectations of our clients, employees, communities and shareholders

We will compete to win against our peers

We will enable our employees to grow and excel

We will be responsible members in our communities

We will consistently deliver top-quartile results

Strengths: Balance Sheet and Capital Generation

Differs from a bank model

Financial Strength

Strong / liquid balance sheet

- Driven by client deposits

Strong credit ratings

Generating significant excess capital

- 25-30bps tangible capital generation/qtr
- 35-40% dividend payout

Strengths: Merger Tracking Well

Executing on our commitments

Effective
Integration

On schedule

Strong fit culturally / operationally

Excellent client retention

Delivering on
Merger Goals

Revenue synergies: Targeted run rate of \$250-400MM by 2011

Expense synergies: Delivered 25% of \$700MM goal (vs. 15% target in 2007)

Client satisfaction: Clear client support for merger with Asset Servicing retention > 99%

Improvements: Building Market Awareness



Success in today's markets calls for a partner whose expertise aligns with your goals. Someone who listens, works with you, finds solutions, and stays as nimble as you need to be. The Bank of New York Mellon. Together, we can put your highest goals within reach.

Unaided brand awareness

	<u>BK</u>
U.S.:	32%
Europe:	9%

Goal: be within 3% of market leaders in each geographical region in the next 2 – 3 years

Improvements: Business Mix

Business review process largely completed

	Incremental Capital	
	“Invest”	“Harvest”
Revenue Growth (long-term)	High	Average / Low
Synergies across businesses	High	Low
Scale	Leader	Follower / Hobby
Geographic reach	Global	Regional
Capital intensity	Low / Moderate	High
Return on Equity	High	Moderate / Low

Improvements: Financial Performance

Mix changes and refocusing, results encouraging

	2003-06	2007	1 st Qtr 2008	2008 Consensus
<u>Revenue Growth CAGR</u>				
BK*	12%	17%	14%	
12 peer median*	13%	13%	4%	
Relative Performance	(1)	+4	+10	
<u>EPS Growth CAGR</u>				
BK*	12%	13%	16%	15%
12 peer median*	15%	7%	(16%)	(4%)
Relative Performance	(3)	+6	+32	+19

* 1st Quarter 2008 and 2007 growth rates are versus the prior quarter/year. BK revenue and EPS for 2007 and 2006 are on a pro forma combined basis. BK revenue CAGR for 2003-2006 represents continuing operations for The Bank of New York only. BK EPS growth 2007 vs. 2006 is adjusted for material acquisitions/divestitures. BK EPS CAGR for 2003-2006 represents continuing operations for The Bank of New York only. See Appendix for listing of 12 member peer group.

Improvements: Employee Engagement

Culture drives growth, service quality and accountability

Benchmarking performance against a wide array of companies, in a variety of global industries

Pre-merger - surveyed 42,000 employees, 70+% responded (best in class)

Enhancing global career development across businesses and shared services

- New performance management systems
- Training and talent development programs
- Low turnover and better training = best service + high growth globally

Increase engagement from 2nd quartile to 1st quartile by end of 2010

Improvements: Strengthening Risk Management

Protecting our growth – ongoing commitment

Delivering transparency to clients and shareholders

Aligning economic capital with business risks

Rationalizing non-core activities and credit capital (ongoing)

Maintaining a strong / liquid balance sheet through cycles

Participation is company-wide

Board of Directors ↔ Executive Management ↔ Businesses and Shared Services

Strategy and Goals

Be the global provider of choice for Asset Management and Securities Servicing

- Recognized for our broad and deep capabilities, superior service and consistent outperformance versus peers

Revenue-led: organic growth and market share gains supplemented with incremental acquisitions / divestitures

Deploy capital effectively

Strong / liquid balance sheet

First quartile EPS growth over time vs. peers