



THE BANK OF NEW YORK MELLON



May 12, 2009

## **Strength, Scale and Global**

***Bob Kelly – Chairman & CEO***

UBS Financial Services Conference

## Cautionary Statement

A number of statements in our presentations, the accompanying slides and the responses to your questions are “forward-looking statements.” These statements relate to, among other things, the Corporation’s future financial results, including statements with respect to the impact of recent events in the global markets, goals for integration of the merger of The Bank of New York and Mellon Financial as well as the Corporation’s overall plans, strategies, goals, objectives, expectations, estimates, intentions, targets, opportunities and initiatives, and are based on assumptions that involve risks and uncertainties and that are subject to change based on various important factors (some of which are beyond the Corporation’s control).

Actual results may differ materially from those expressed or implied as a result of the factors described under “Forward Looking Statements” and “Risk Factors” in the Corporation’s 2008 Annual Report on Form 10-K and Quarterly Report on Form 10-Q for the quarter ended March 31, 2009 and in other filings of the Corporation with the Securities and Exchange Commission (SEC). Such forward-looking statements speak only as of May 12, 2009, and the Corporation undertakes no obligation to update any forward-looking statement to reflect events or circumstances after that date or to reflect the occurrence of unanticipated events.

**Non-GAAP Measures:** In this presentation we will discuss some non-GAAP measures in detailing the Corporation’s performance. We believe these measures are useful to the investment community in analyzing the financial results and trends of ongoing operations. We believe they facilitate comparisons with prior periods and reflect the principal basis on which our management monitors financial performance. Additional disclosures relating to non-GAAP measures are contained in the Appendix and in the Corporation’s reports filed with the SEC.

## Strategy and Goals

**The provider of choice globally in Asset Management and Securities Servicing**

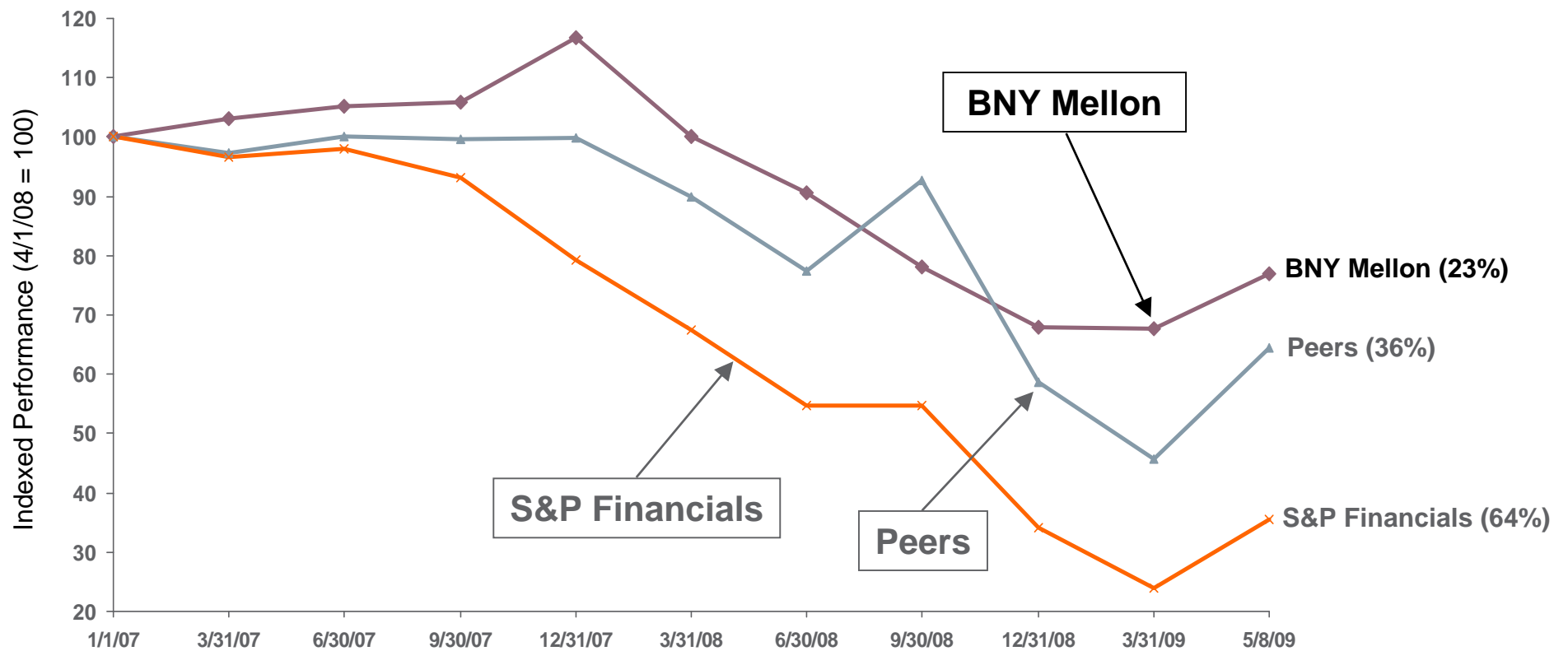
**Revenue-led, driven by organic growth and market share gains; supplemented with incremental acquisitions / divestitures**

**Maintain strong, liquid balance sheet and deploy capital effectively**

**Achieve first quartile EPS growth over time vs. peers**

# Share Price Performance

## BK Outperforming the S&P Financials & Peers



Note: See detailed listing of peers in the Appendix.

# Market Cap for S&P Financials

## Shifting Landscape

### 2007

Rank	Company Name	Mkt Cap 12/31/07
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Top 10 (ranked by '07 Mkt Cap)		\$B
1	Bank of America	183.1
2	American International Group	X 147.9
3	Citigroup	X 146.6
4	JPMorgan Chase	146.6
5	Wells Fargo	101.3
6	Goldman Sachs	85.5
7	Wachovia	X 72.3
8	American Express	60.8
9	Morgan Stanley	56.1
10	BNY Mellon	55.5

X = Out

### 2009

Rank	Company Name	Mkt Cap 5/8/09
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Top 10 (ranked by 5/8/09 Mkt Cap)		\$B
1	JPMorgan Chase	146.4
2	Wells Fargo	132.6
3	Bank of America	90.7
4	Goldman Sachs	72.2
5	BNY Mellon	37.1
6	US Bancorp	+ 36.1
7	Morgan Stanley	34.6
8	American Express	33.2
9	PNC Financial	+ 23.6
10	Charles Schwab	+ 21.7

+ = New

Source: Bloomberg

## 1Q09 Earnings

Strong expense control in a weak revenue environment

	<b>Growth vs. 1Q08</b>	
	<b>Revenue</b>	<b>Expense</b>
<b>Institutional Services</b>	<b>(7)%</b>	<b>(5)%</b>
<b>Asset &amp; Wealth Management</b>	<b>(28)</b>	<b>(23)</b>
<b>Total<sup>1</sup></b>	<b>(13)%</b>	<b>(11)%</b>

- Lower market values, volumes, volatility and interest rates
- + Restructuring the expense base (staff and non-staff)
- + Synergy (expense and revenue) benefits continuing

<sup>1</sup> Excludes the Other segment.

## Strong Capital Foundation

Strengthening in a challenging environment

	<b><u>3/31/09</u></b>	<b><u>Bps Change From 12/31/08</u></b>
<b>Tier 1</b>	<b>13.8%</b>	<b>+60</b>
<b>Excluding TARP</b>	<b>11.2%</b>	<b>+50</b>
<b>Tier 1 common to risk-weighted assets</b>	<b>10.0%</b>	<b>+60</b>
<b>Total shareholders' equity / assets</b>	<b>13.9%</b>	<b>+210</b>
<b>Tangible common / tangible assets (TCE)</b>	<b>4.2%</b>	<b>+40</b>
<b>Excluding AOCI</b>	<b>8.1%</b>	<b>+80</b>

# Passing the Stress Test

## Well-positioned to repay TARP CPP

### Strong Capital Ratios

	3/31/09	Regulatory Guideline	Multiple
<b>Tier 1</b>	<b>13.8%</b>	<b>6.0%</b>	<b>2.3x</b>
<b>Tier 1 common to risk-weighted assets</b>	<b>10.0</b>	<b>4.0</b>	<b>2.5</b>

### Adverse Scenario

- Capital ratios strengthened under conservative operating assumptions
- BK was 1 of 3 banks where resources to absorb losses\* were expected to be greater than write-downs

\* Represents pre-provision net revenue less the change in the allowance for loan and lease losses as calculated by Federal Reserve as part of its Supervisory Capital Assessment Program.

# Market View of BNY Mellon

## Superior debt spreads

<u>Recent Debt Issuances</u>	<u>Date</u>	<u>Amount (\$Billions)</u>	<u>Spread Over Treasury</u>	<u>vs. BNY Mellon</u>
<b><u>5-Year</u></b>				
<b>BNY Mellon</b>	<b>5/5/09</b>	<b>\$1.0</b>	<b>+225</b>	<b>-</b>
Northern Trust	4/27/09	\$0.5	+275	+50
Credit Suisse	4/27/09	\$2.3	+363	+138
BB&T	4/27/09	\$0.4	+385	+160
Morgan Stanley	5/8/09	\$2.0	+390	+165
Goldman Sachs	4/29/09	\$2.0	+410	+185
Bank of America	5/8/09	\$3.0	+538	+313
<b><u>10-Year</u></b>				
<b>BNY Mellon</b>	<b>5/5/09</b>	<b>\$0.5</b>	<b>+230</b>	<b>-</b>
Morgan Stanley	5/8/09	\$2.0	+400	+170

# Superior Credit Ratings

<b>Company Name</b>	<b>Moody's</b>	<b>S&amp;P</b>
<b>BNY Mellon</b>	<b>Aa2</b>	<b>AA-</b>
<b>US Bancorp</b>	<b>Aa3</b>	<b>AA</b>
<b>JPMorgan Chase</b>	<b>Aa3</b>	<b>A+</b>
<b>Wells Fargo</b>	<b>A1</b>	<b>AA</b>
<b>Northern Trust</b>	<b>A1</b>	<b>AA-</b>
<b>State Street</b>	<b>A1</b>	<b>A+</b>
<b>Goldman Sachs</b>	<b>A1</b>	<b>A</b>
<b>PNC Financial</b>	<b>A1</b>	<b>A</b>
<b>Bank of America</b>	<b>A2</b>	<b>A</b>
<b>Morgan Stanley</b>	<b>A2</b>	<b>A</b>
<b>Citigroup</b>	<b>A3</b>	<b>A</b>
<b>American Express</b>	<b>A3</b>	<b>BBB+</b>

**BNY Mellon is the only US financial firm rated triple-A at bank level by Moody's**

Note: Senior debt ratings at the holding company level for all companies as of 5/8/09.

## Scale and Diverse Business Mix

	<b>BNY Mellon</b>	<b>State Street</b>	<b>Northern Trust</b>
Asset Servicing	#1 Globally, <b>\$19.5T</b> AUC	\$11.3T AUC	\$2.8T AUC
Broker Dealer Services	#1 US: 50%+ market share	- 0 -	- 0 -
Asset Management	#9 US, #13 Globally, <b>\$881B</b> AUM	\$1.0T AUM	\$427B AUM
Wealth Management	Top 10 US	- 0 -	Top 5 US
Corporate Trust	#1 Globally, <b>\$11T</b>	- 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 6 US	- 0 -	Top 15

Note: Assets under management / assets under custody and corporate trust data are as of 3/31/09. Peer data from company reports. Peer assets under management have been adjusted for an estimated level of securities lending assets.

## Product Breadth & Revenue Synergies

Creating deeper relationships and growth via cross-selling

<b>Line of Business</b>	<b>Top 500 Client Penetration<sup>1</sup></b>		<b>%</b>
	<b>3Q07</b>	<b>1Q09</b>	<b><u>Increase</u></b>
<b>Asset Management</b>	<b>51%</b>	<b>61%</b>	<b>20</b>
<b>Asset Servicing</b>	<b>64</b>	<b>72</b>	<b>13</b>
<b>Broker-Dealer Services</b>	<b>22</b>	<b>26</b>	<b>18</b>
<b>Corporate Trust</b>	<b>58</b>	<b>65</b>	<b>12</b>
<b>Depository Receipts</b>	<b>7</b>	<b>10</b>	<b>43</b>
<b>Shareowner Services</b>	<b>21</b>	<b>26</b>	<b>24</b>
<b>Clearing Services</b>	<b>15</b>	<b>27</b>	<b>80</b>
<b>Treasury Services</b>	<b>74</b>	<b>78</b>	<b>5</b>

<sup>1</sup> Represents 500 largest clients in major North American and European markets.

## AUM: Solid Organic Growth Rates

(\$ billions)	AUM 3/31/09	Organic Growth <sup>1</sup> 3/31/07 – 3/31/09
<b>BlackRock</b>	<b>\$1,283</b>	<b>28%</b>
<b>BNY Mellon</b>	<b>881</b>	<b>12% #4</b>
<b>Legg Mason</b>	<b>632</b>	<b>(18%)</b>
<b>Alliance Bernstein</b>	<b>411</b>	<b>(5%)</b>
<b>Federated Investors</b>	<b>409</b>	<b>69%</b>
<b>Franklin Resources</b>	<b>391</b>	<b>(1%)</b>
<b>T. Rowe</b>	<b>269</b>	<b>17%</b>
<b>Janus</b>	<b>111</b>	<b>2%</b>

<sup>1</sup> Represents net flows in assets under management (AUM) and excludes the impact of acquisitions / divestitures. Organic growth represents net AUM flows 3/31/07–3/31/09. Peer information obtained from company financial reports.

# U.S. Retail Asset Management

## Dreyfus - Gaining Share

<b>Mutual Fund Rankings</b>	<b>AUM Ranking</b>	
	<b>2006</b>	<b>2008</b>
<b>Vanguard</b>	<b>1</b>	<b>1</b>
<b>Fidelity</b>	<b>2</b>	<b>2</b>
<b>American Funds</b>	<b>3</b>	<b>3</b>
<b>JP Morgan Funds</b>	<b>8</b>	<b>4</b>
<b>BlackRock</b>	<b>5</b>	<b>5</b>
<b>Federated Investors</b>	<b>11</b>	<b>6</b>
<b>Dreyfus</b>	<b>13</b>	<b>7</b>
<b>Barclays Global</b>	<b>6</b>	<b>8</b>
<b>Columbia Funds</b>	<b>7</b>	<b>9</b>
<b>Goldman Sachs</b>	<b>17</b>	<b>10</b>

Source: Strategic Insight – open and closed end mutual funds (4Q08).

## AUC: Outperforming Over Time

(\$ trillions)	Assets Under Custody <u>3/31/09</u>	% Change <u>3/31/07 – 3/31/09</u>
<b>BNY Mellon</b>	<b>\$19.5</b>	<b>(8%) #1</b>
<b>JP Morgan</b>	<b>13.5</b>	<b>(8%)</b>
<b>State Street<sup>1</sup></b>	<b>11.3</b>	<b>(23%)</b>
<b>Northern Trust</b>	<b>2.8</b>	<b>(24%)</b>

Note: Peer information obtained from company financial reports.  
<sup>1</sup> State Street growth rate has been adjusted for the impact of IFIN.

# #1 Client Service Globally

Foundation for revenue growth and retention



## Organic growth

**\$1.9T of new AUC wins in 2008**

## Revenue Synergy Referrals\*

**57% referred by Asset Servicing**

## Client satisfaction\*

**Meeting 98% revenue retention target**

\* All data Full Year 2008.

Note: See Appendix for details of client service awards for all business lines.

# Exceeding Merger Commitments

Delivering expense and revenue synergies

	2008		
	Initial Target	Actual	Outperformance
Expense Synergies	\$350MM	\$550MM	+\$200MM
Revenue Synergies	\$180MM	\$258MM	+\$78MM

# Impact of Operating Environment vs. 2008

Revenue	Potential Impact
Volume related businesses	+/-
Mix of AUM flows	+
FX/Securities lending revenue	-
Low interest rate environment	-
Market values (Asset Management/Seed Capital)	+/-
Securities portfolio (OTTI)	-
Stronger U.S. dollar	-
Operating Expense	
Staff	+
Non-Staff	+
Stronger U.S. dollar	+

+ equals favorable impact - equals unfavorable impact

# Financial Services Industry

## Future trends for success

**BNY Mellon**

**Client service quality**



**Stability and reputation**



**Risk management capabilities**



**Transparency**



**Unbundling**



Source: IBM Corporation, May 2009; 2700 investors and senior executives globally.

# Financial Goals

## **First quartile EPS growth over time vs. corporate peers**

### **Versus sector peers:**

Top ranked client service globally

Strong investment / product performance

Above median revenue growth

Median operating margins

Delivering positive operating leverage over economic cycles



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# Appendix

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## Current Credit Ratings

	<u>Moody's</u>	<u>S&amp;P</u>	<u>Fitch</u>	<u>DBRS</u>
<b><u>The Bank of New York Mellon/ BNY Mellon N.A.</u></b>				
<b>Long-term Deposits</b>	<b>Aaa</b>	<b>AA</b>	<b>AA</b>	<b>AA</b>
<b>Long-term Senior Debt</b>	<b>Aaa</b>	<b>AA</b>	<b>AA-</b>	<b>AA</b>
<b><u>The Bank of New York Mellon Corp.</u></b>				
<b>Long-term Senior Debt</b>	<b>Aa2</b>	<b>AA-</b>	<b>AA-</b>	<b>AA(low)</b>
<b>Subordinated Debt</b>	<b>Aa3</b>	<b>A+</b>	<b>A+</b>	<b>A(high)</b>
<b>Outlook</b>	<b>Stable</b>	<b>Stable</b>	<b>Stable</b>	<b>Stable</b>

# Client-Driven Franchises

## Foundation for revenue growth and retention

### Asset Management

- Newton – #1 Global Equity Manager (Professional Pensions – 2008)
- BNY Mellon Asset Management - #1 UK Large Equity (Lipper Fund Awards)
- Best Asset Manager – Global Emerging Markets (Asia Asset Mgmt Magazine 2008)
- #1 Transition Manager (Global Investor Magazine – 2009, 2008)

### Issuer Services

- #1 Trustee
  - Opal Financial Group
  - ISR Magazine
  - Thomas Financial
- #1 Trustee – Municipal debt (Thomson Financial – 2008/2007)
- #1 Transfer Agent (Group 5 Survey - 2007)
- J.D. Power call center certification

### Asset Servicing

- #1 Global Custodian
  - R&M Consultants Survey (3/09)
  - Global Custodian Survey (12/08)
  - Global Investor Survey (5/08)
- Best Global Custodian (Global Pension Awards 2009)
- Custodian of the Year (ICFA Magazine 2008 Global Awards)
- Best Custody Bank (Global Finance – 2008/2007)
- #1 Ireland Fund Administrator (ICFA Magazine 2008)
- #1 Securities Services Provider (The Banker 2008)
- #1 Tri-party repo provider (ISF Survey – 2008)
- Best Global Custodian – Asia (Asia Asset Magazine – 2009, 2008)
- Best Fund Administrator – Asia (The Asset Magazine - 2008)
- #1 FX Service Overall (Global Investor Magazine - 2008)

### 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)

# Corporate Peer Group

## Asset Managers

**BlackRock**

## Trust Banks

**Northern Trust**

**State Street**

## Other

**American Express**

**Bank of America**

**Charles Schwab**

**Citigroup**

**JP Morgan Chase**

**PNC Financial**

**Prudential Financial**

**US Bancorp**

**Wells Fargo**

# Capital Ratio Definitions

## Tier 1

**Represents common shareholders' equity (excluding certain components of comprehensive income), Series B preferred stock, qualifying trust preferred securities and minority interest in equity accounts of consolidated subsidiaries, less goodwill and certain intangible assets adjusted for deferred tax liabilities associated with non-tax deductible intangible assets and tax deductible goodwill and a deduction for certain non-financial equity investments.**

## Tier 1 (Excluding TARP)

**As defined above with the U.S. government preferred stock investment (\$3 billion @ both 3/31/09 and 12/31/08) excluded from the capital base.**

## Tier 1 Common to Risk-Weighted Assets

**Represents Tier 1 capital excluding the Series B preferred stock and trust preferred securities divided by total risk weighted assets.**

## Tangible Common Equity / Assets (TCE)

**Represents common shareholders' equity less goodwill and intangible assets adjusted for deferred tax liabilities associated with tax deductible goodwill and non-tax deductible intangible assets divided by period-end total assets less goodwill, intangible assets, deposits with the Federal Reserve and other central banks, and U.S. government-backed commercial paper. The Tangible Common Equity / Average Assets ratio is as defined above with the exception that average assets is utilized as the denominator in the calculation. The asset base in the TCE ratios detailed in the presentation were adjusted for deposits placed with The Federal Reserve and other central banks (\$30 billion @ 3/31/09 and \$53 billion @ 12/31/08) and other short-term investments-U.S. government-backed commercial paper (\$0 @ 3/31/09 and \$6 billion @ 12/31/08).**

## Tangible Common Equity / Assets (TCE) – Excluding OCI

**As defined above with other comprehensive income (debit balance of \$6 billion @ 3/31/09 and \$5.4 billion @ 12/31/08) added to the capital base.**

# Capital

## Impact of acquisition related goodwill / intangibles

<u>Segment</u>	<u>Goodwill / Intangible @ 3/31/09</u>
Asset Management	\$9.7B
Asset Servicing	3.6
Issuer Services	3.3
Wealth Management	2.0
Clearing Services	1.6
Treasury Services	0.3
Other (primarily Trademark)	1.0
<b>Total</b>	<b>\$21.5</b>

	<u>3/31/09</u>
<b>Total Common Equity</b>	<b>\$25.4B</b>
<b>Goodwill / Intangible Assets</b>	<b>(21.5)</b>
<b>Acquisition related deferred tax liabilities</b>	<b>2.4</b>
<b>Tangible Common Equity</b>	<b>\$6.3</b>

## Capital Ratio Detail

<b>(\$ billions)</b>	<b><u>3/31/09</u></b>
<b>Tier 1 capital ratio</b>	<b>13.8%</b>
<b>Tier 1 common to risk-weighted assets ratio</b>	<b>10.0%</b>
<b>Tier 1 capital</b>	<b>\$16.2</b>
<b>Tier 1 common equity</b>	<b>\$11.8</b>
<b>Risk-weighted assets</b>	<b>\$117.4</b>
<b>Tangible common equity / assets</b>	<b>4.2%</b>
<b>Tangible common equity</b>	<b>\$6.3</b>
<b>Tangible assets</b>	<b>\$152.3</b>



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