



BNY MELLON



November 14, 2011

Powering Investment Success

2011 Investor Day

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 Bank of New York Mellon Corporation’s (the “Corporation”) financial outlook and future financial results, including statements with respect to the outlook for the operating environment, balance sheet capital, market trends, the macro economic outlook, customer preferences, the Corporation’s growth opportunities, future focus and global expansion, the Corporation’s focus on operations, technology and corporate services, expectations regarding the implementation of Basel III, our timeline to meet the proposed Basel III capital guidelines and our Tier 1 common equity ratio under Basel III, expectations with respect to returning capital to shareholders, acquisitions and long-term return targets, anticipated actions to support Net Interest Revenue, projected expense savings and anticipated incremental expenses related to efficiency initiatives, 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).

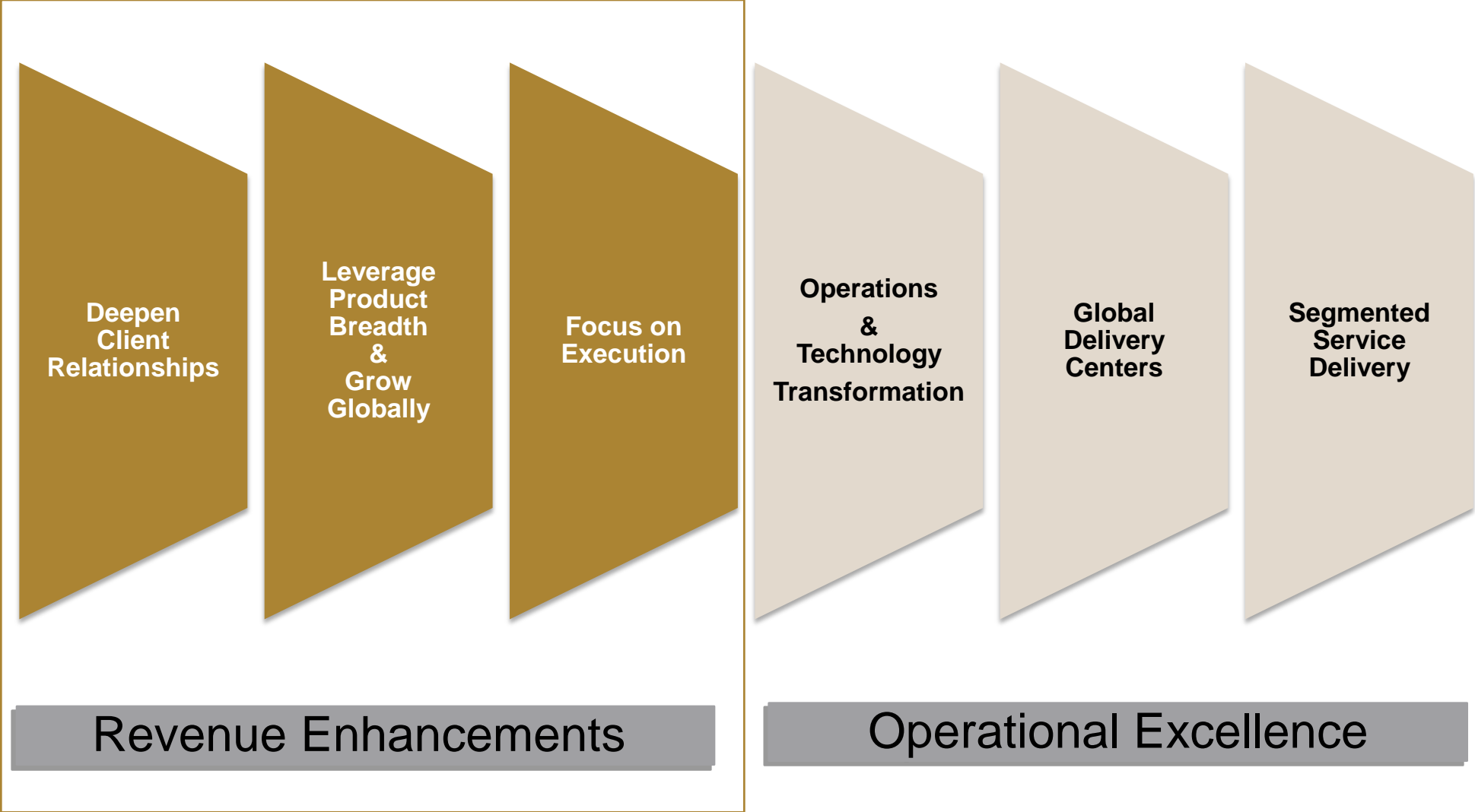
Actual results may differ materially from those expressed or implied as a result of the factors described under “Forward Looking Statements” and “Risk Factors” in the Corporation’s 2010 Annual Report on Form 10-K for the year ended December 31, 2010, the Corporation’s Quarterly Report on Form 10-Q for the quarter ended September 30, 2011 and in other filings of the Corporation with the Securities and Exchange Commission (the “SEC”). Such forward-looking statements speak only as of November 14, 2011, 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, including the 2010 Annual Report and the Quarterly Report on Form 10-Q for the quarter ended September 30, 2011, available at www.bnymellon.com.

III. Driving Revenue & Operating Margins

Karen Peetz – CEO, Financial Markets and Treasury Services

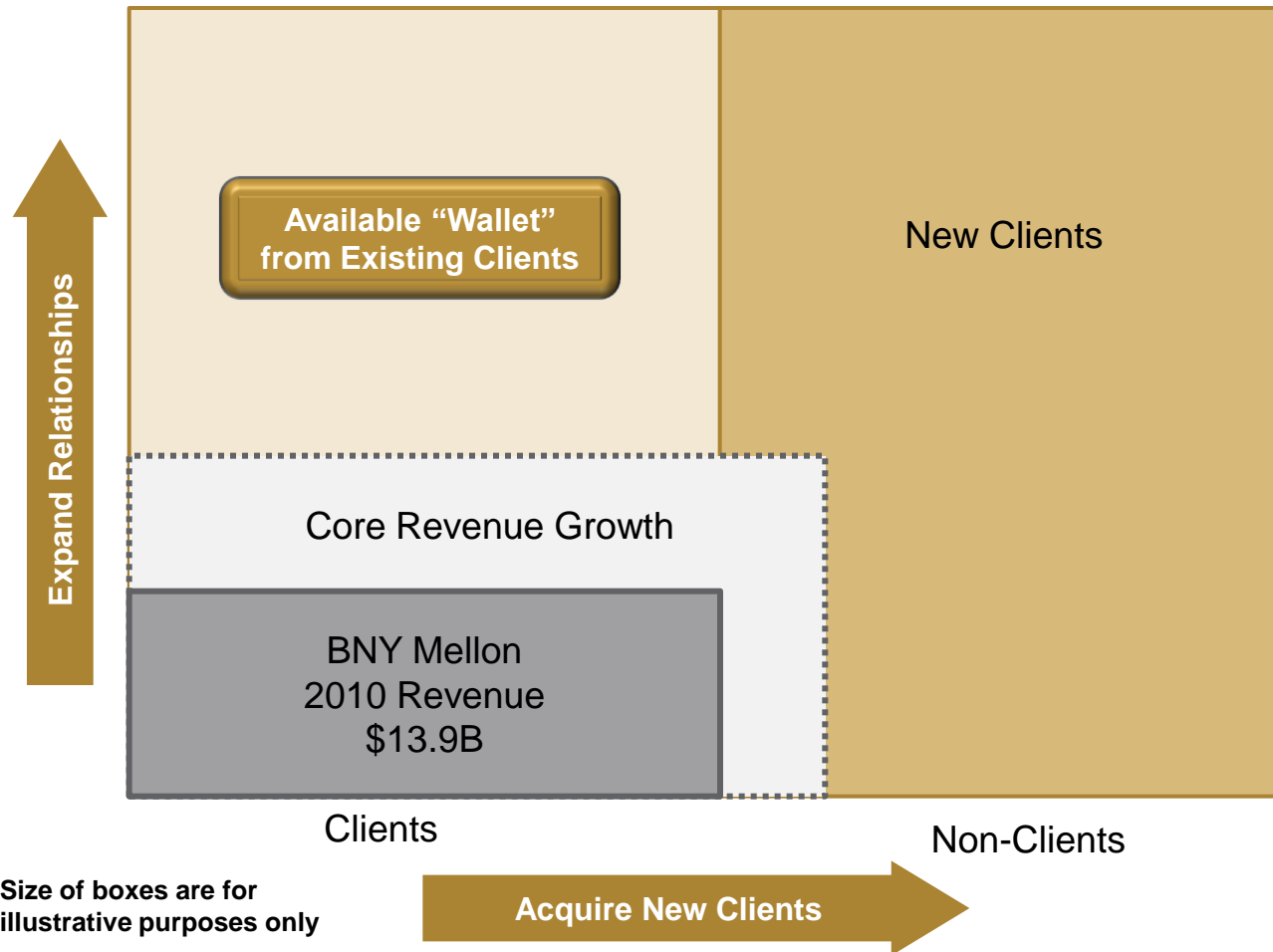
Transforming the Business to Drive Revenue Growth and Margins



Revenue Strategy Will Drive Outperformance

Increase wallet share and develop new client relationships

Market size: \$370B Revenue¹

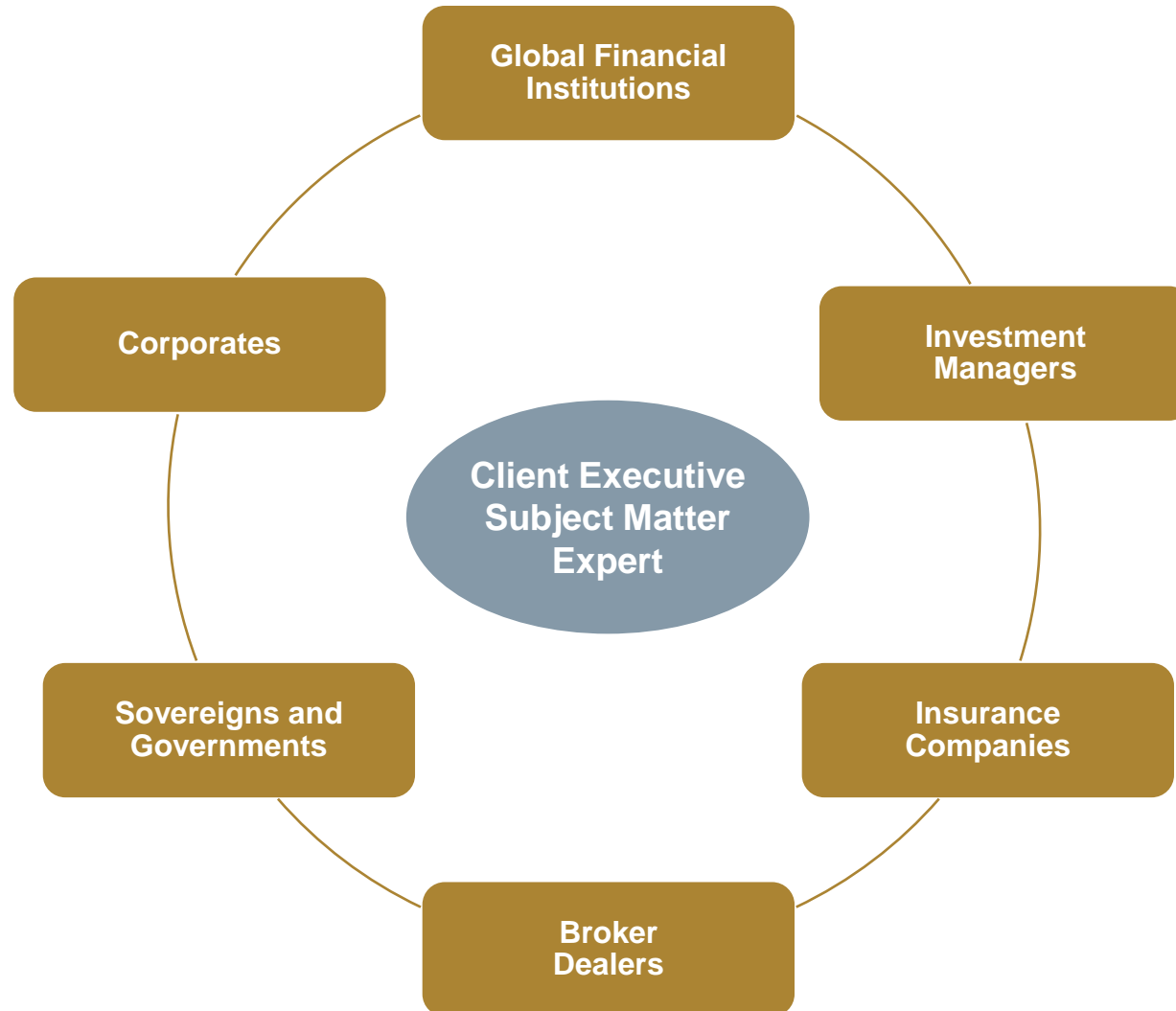


- ✓ **Opportunity to grow wallet share from our largest relationships**
 - Currently, revenue from top 40 clients comprise only ~2.5% of their aggregate wallet

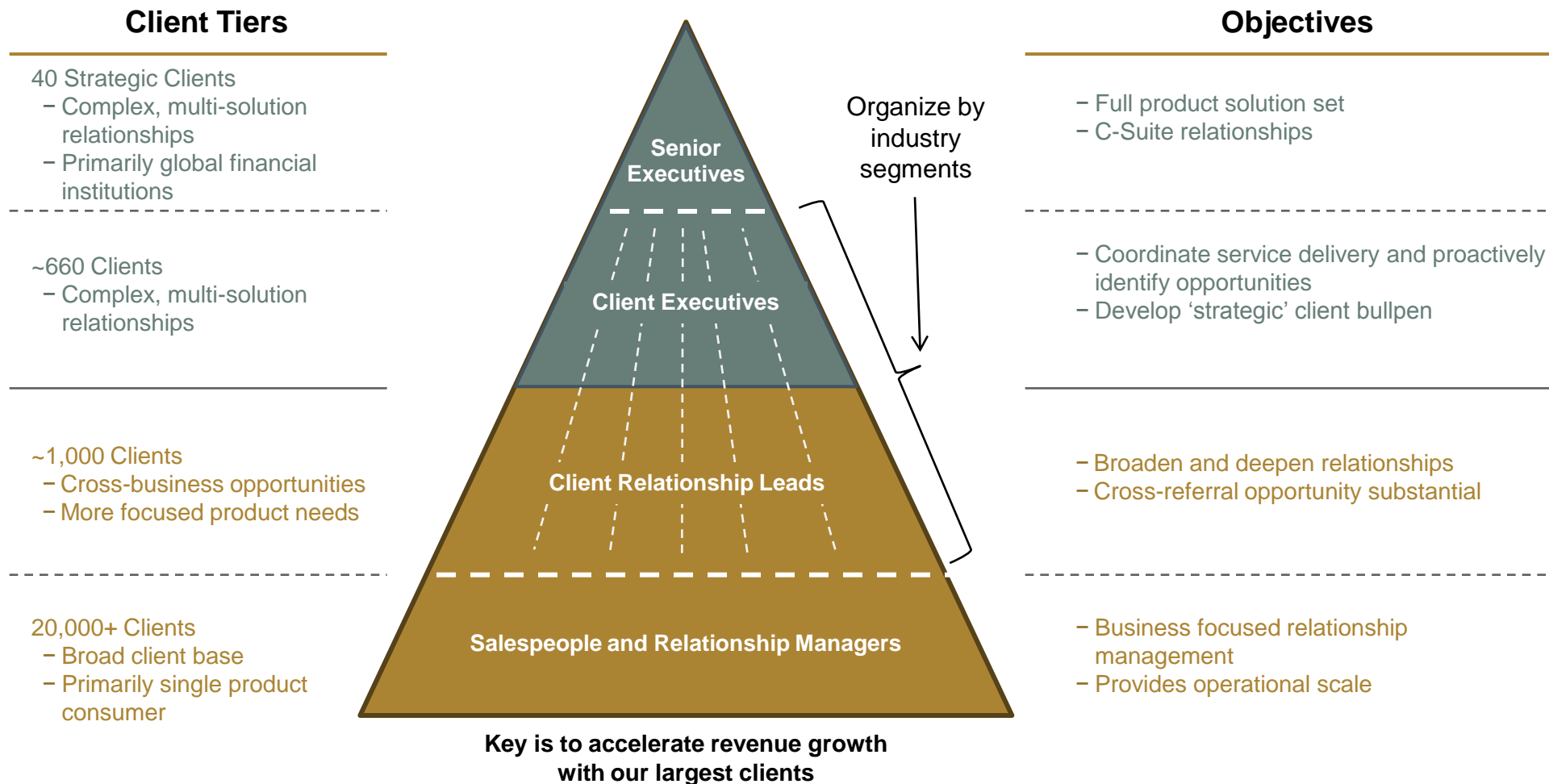
¹ Represents McKinsey Global Institute's 2010 estimated Investment Management and Security Services revenue, and the applicable portion of Treasury Services revenue that is comparable to BNY Mellon's business model.

Aligning Coverage Model Around 6 Key Industry Segments

Largest owners, managers and issuers of global financial assets

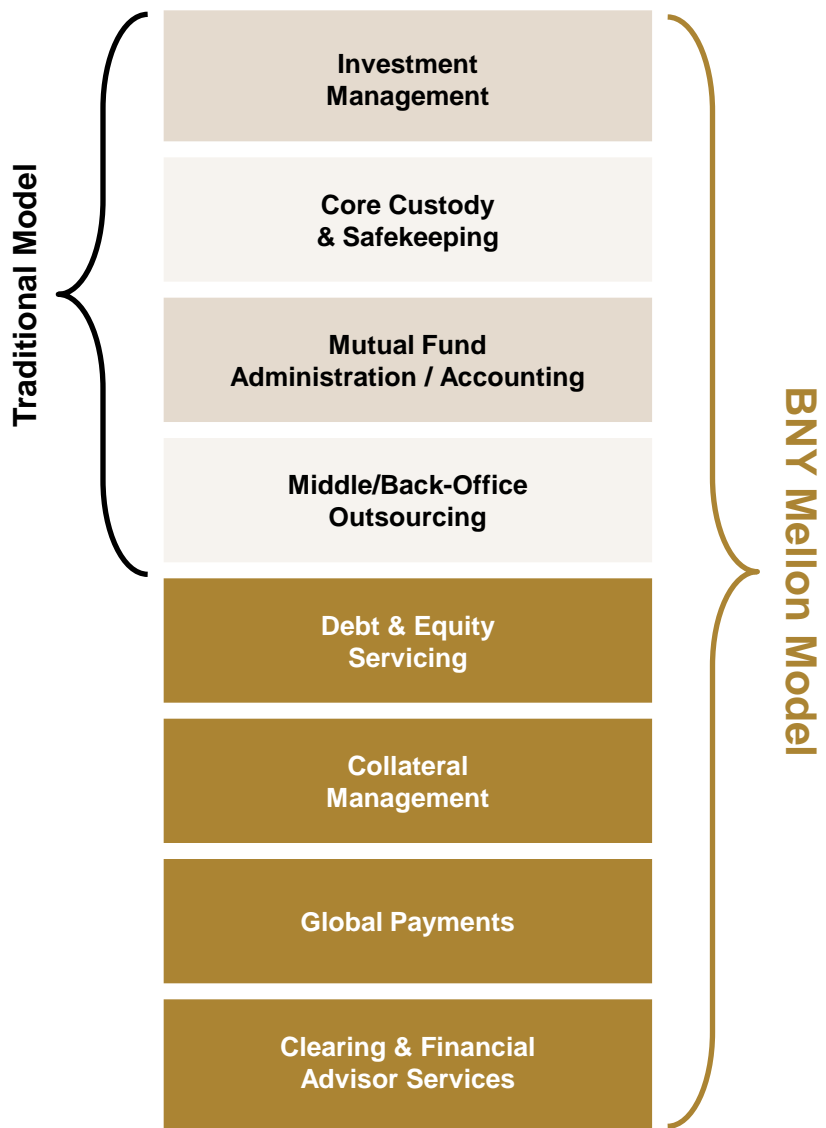


Concentrating Client-Facing Resources With Best Revenue Opportunities

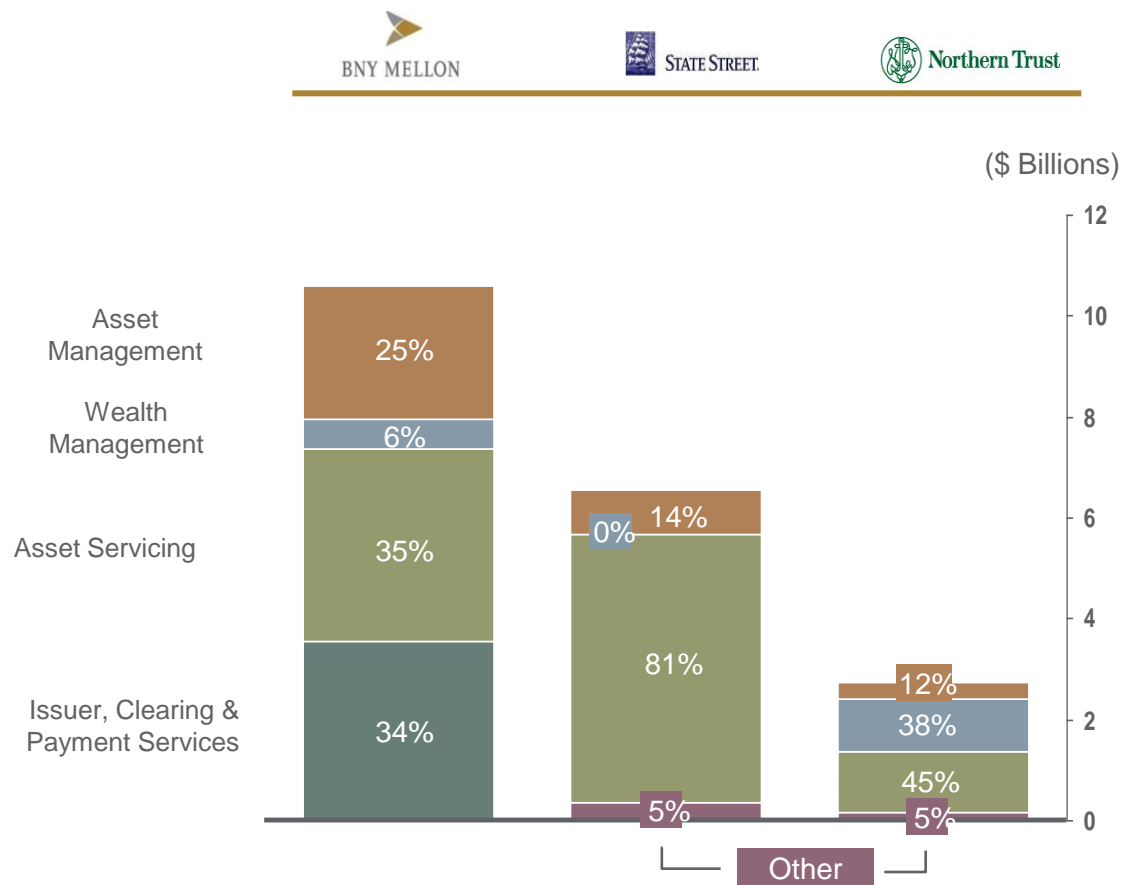


Product Breadth is a Major Competitive Advantage

Comprehensive client solutions



2010 Fee Revenue Breakdown by Business Segment
Percent of fee revenue



Note: Peer data estimated based on company reports.

The Power of our Business Model

Helping our clients succeed

| Client Challenges | Area of Focus | BNY Mellon Solution | | |
|--|---------------------|---|------------------------|--|
| <ul style="list-style-type: none"> ➤ Margin pressure ➤ Liquidity ➤ Increasing regulatory compliance | Capital & Liquidity | <ul style="list-style-type: none"> ✓ Corporate Trust ✓ Depository Receipts ✓ Collateral Management | | |
| | | <ul style="list-style-type: none"> ➤ Risk management ➤ Need to grow revenue | Execution & Processing | <ul style="list-style-type: none"> ✓ Pershing (Clearing) ✓ Broker-Dealer Services ✓ Treasury Services |
| | | | | Investments |

Outsourcing

Driving Innovation

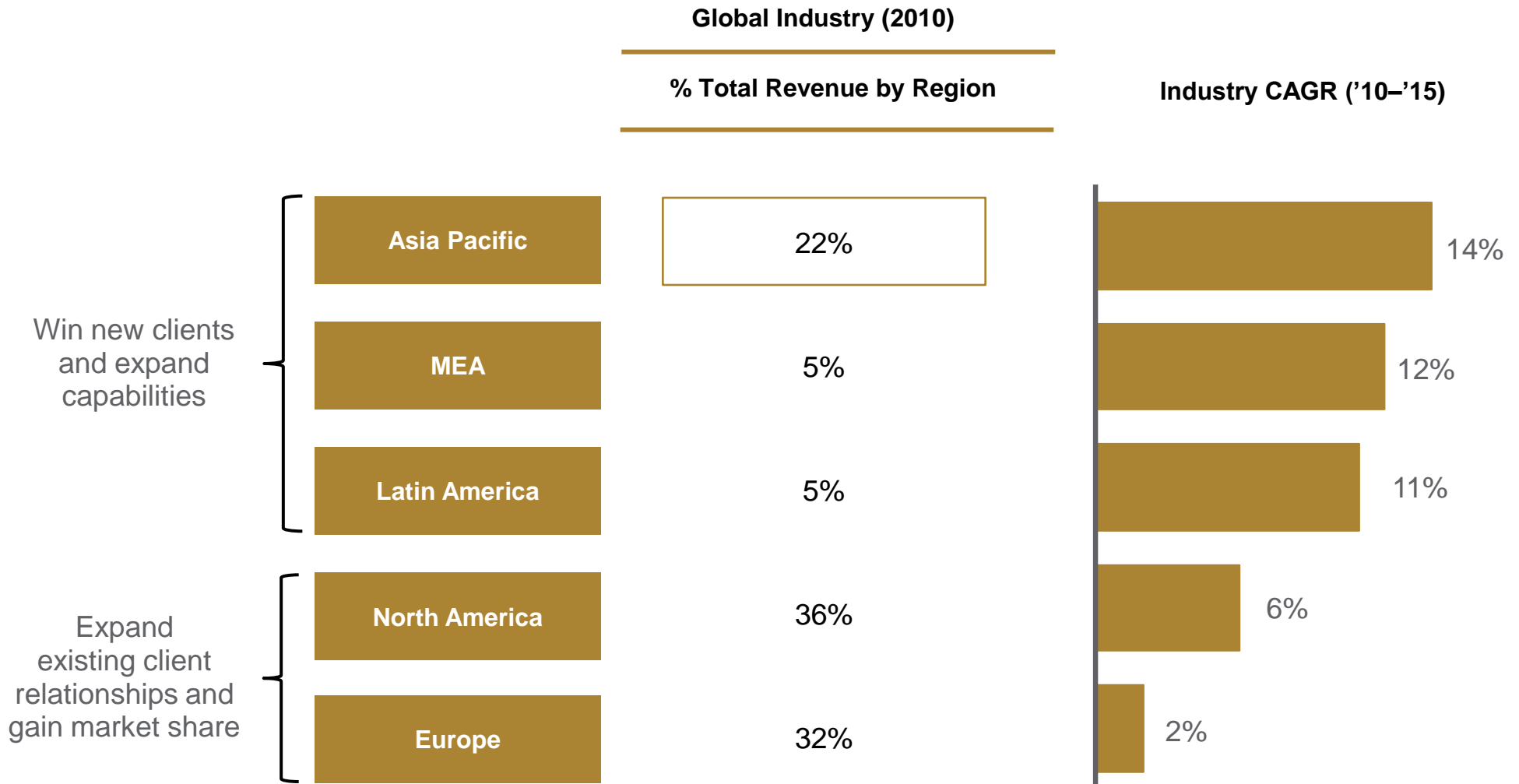
Enhanced delivery of integrated client solutions

Product development teams, aligned with industry segments ...



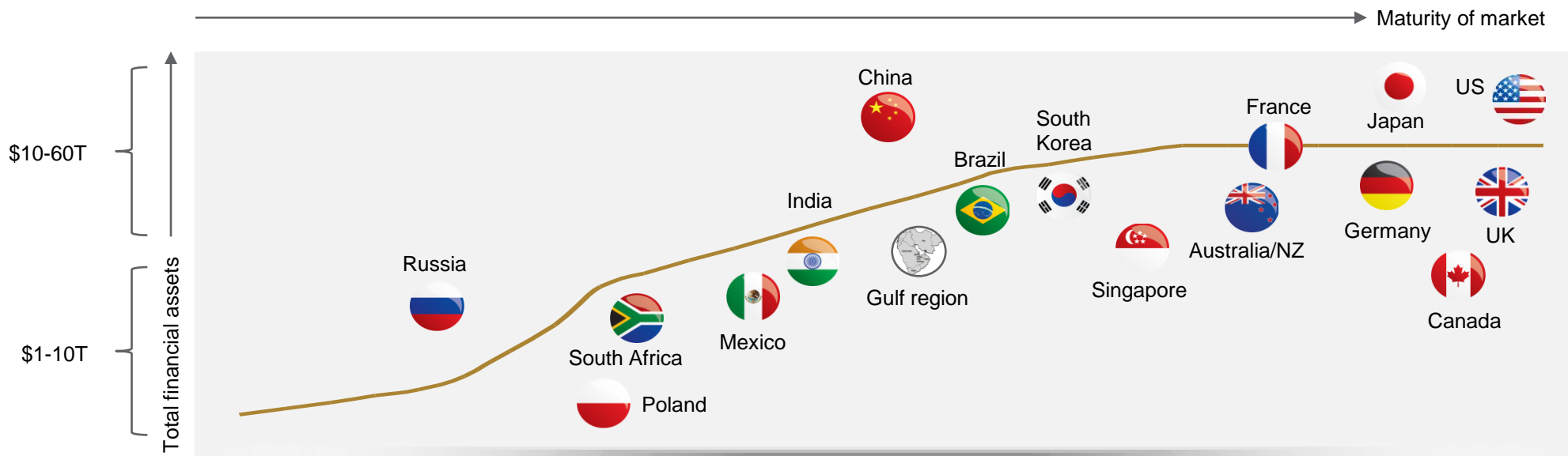
... will institutionalize innovation and provide higher-value products and services

Focused on Fastest Growing Global Markets



SOURCE: McKinsey Global Banking Pools database

Solutions to Match the Evolution of Financial Markets



BNY Mellon Solutions

Trade Finance
Cash & Credit
Depository Receipts
Corporate Trust



Fund Administration
Asset Management
Asset Servicing
Wealth Management



Asset Management
Asset Servicing
Wealth Management
Clearing Services
Alternative Investment Services

SOURCE: McKinsey Global Banking Pools database

Growing Globally and Executing Locally

Demonstrated track record of success

Nearer-Term Opportunity

Country

Delivering capabilities from multiple businesses

Brazil



Years: 1998 – 2005

- Established:
 - *Mellon Brascan* Asset Management
 - *Servicos Financeiros* fund administration business
 - *Mellon Global Investments*

Years: 2006 – 2010

- Converted acquired Corporate Trust business
- Acquired *ARX Capital Management*
- Integrated local fund administration business

Revenue: ~\$270MM in 2010 versus ~\$1MM in 1998

Germany



Years: 2005 – 2007

- Joint ventures (JV) with:
 - BHF Bank to offer local and global asset servicing
 - West LB to offer asset management

Years: 2008 – 2010

- Purchased remaining stake in ABN AMRO asset servicing joint venture
- Acquired BHF Asset Servicing

Revenue: ~\$190MM in 2010 versus ~\$40MM in 2005

China



Years: 1993 – 2006

- Opened Shanghai Representative Office with first Depository Receipts client
- Opened Shanghai Branch (1993)
- Opened Bank and Asset Management offices in Beijing (2003/06)

Years: 2007 – 2010

- Opened Beijing Branch
- BNY Mellon Western Fund Mgmt, offering RMB mutual funds
- RMB license active in Shanghai
- Largest QDII servicer

Revenue: ~\$100MM in 2010 versus ~\$19MM in 2005

Successful Execution Will Lead to...

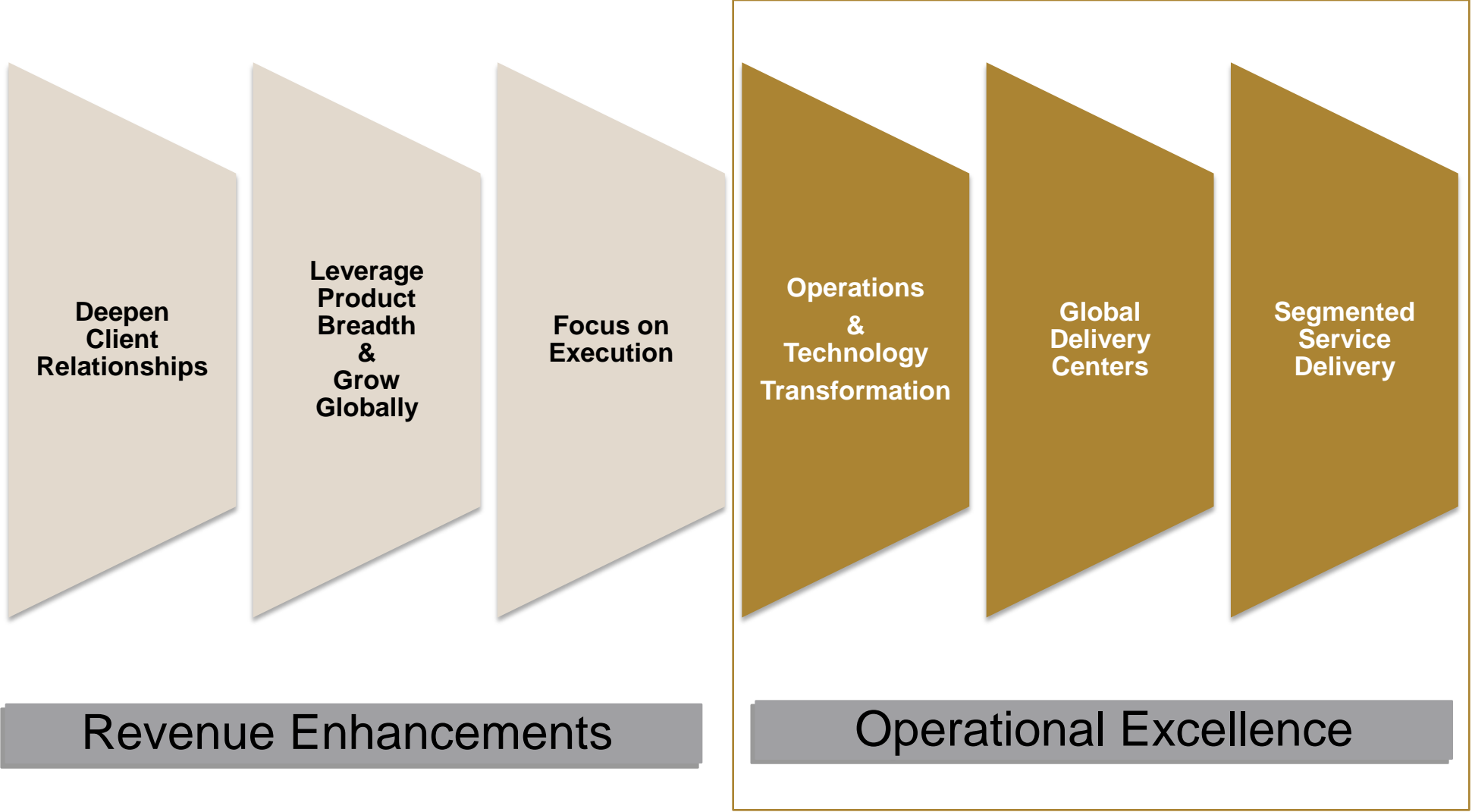
- ✓ Greater share of existing client wallet
- ✓ New client relationships
- ✓ Expanded presence in the fastest growing markets

... Enhanced Revenue Growth

III. Driving Revenue & Operating Margins

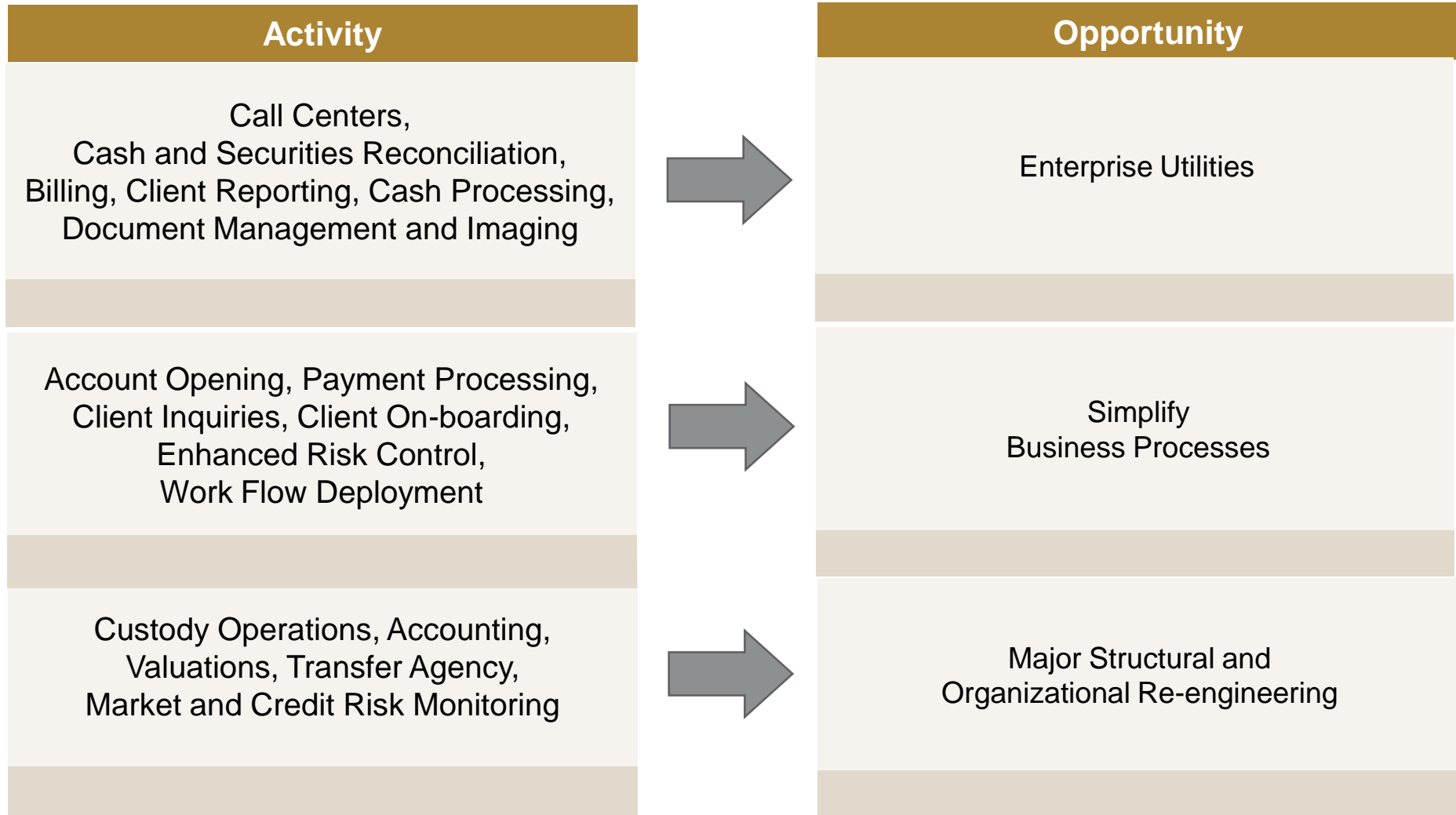
Tim Keaney – CEO, Asset Servicing

Transforming the Business to Drive Revenue Growth and Margins



Driving Operational Excellence

Enhancing process efficiency



Driving Operational Excellence

Optimizing technology

Actions

- Infrastructure
 - Utilizing commoditized hardware
 - Eliminating underutilized software products
 - Standardizing desktops
 - Reducing storage demands
 - Outsourcing non-core functions
 - Exploiting cloud technology
- Business Applications
 - Elimination of redundant business applications
 - Higher utilization of internal software developers
 - Broad deployment of Portal Technology

Goals & Benefits

- Reduction in maintenance costs
 - Reduction in technology labor costs
 - Higher service levels
 - Accelerated product innovation
-
- Lower maintenance costs
 - Lower labor costs
 - Broader use of online services
 - Accelerated product innovation

Driving Operational Excellence

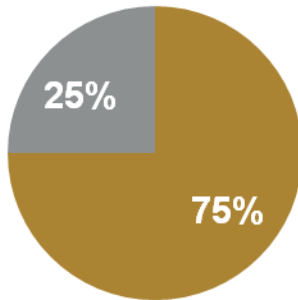
Leveraging our global delivery centers

Key Actions

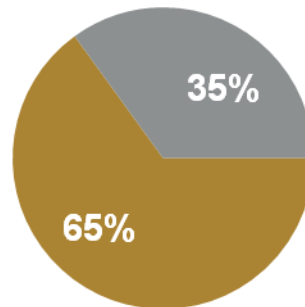
- Continued expansion of our global delivery centers
- Expand global delivery centers in the U.S., European and Asian time zones
- Shrink our physical footprint and reduce space in higher cost locations

Goals and Benefits

- Enhanced client experience
- Fewer physical locations
- Reduced cost
- Lower turnover, enhanced careers
- 24/7 coverage
- Improved productivity and quality

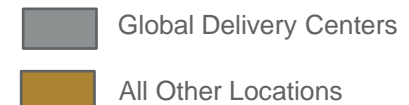


2007



2011

% Investment Services Operations Headcount



Aligning our Service Model

Asset Servicing business

Client Attributes

Strategic Clients

- Major revenue producers
- Significant strategic growth potential

Broad, Multi Product Clients

- Large revenue producers
- Growth opportunities
- Domestically focused

Single Product Clients

- Medium/Low revenue producers
- Limited service requirements

Partnership Attributes

- Dedicated Subject Matter Expert (SME) coverage
- Global account plans
- Customized solutions

Relationship Attributes

- Shared Coverage – Client Service and Relationship Management
- Tiered service model
- Detailed Account Plans

Service Level Attributes

- Standard high quality product offering
- Minimum pricing levels

Investment Services

Rebalancing the business to serve a dynamic market

Industry and Market Outlook

- “Lower for longer” macro environment
 - Interest rates and economic forecasts
- Uncertain global markets and trade flows
- Changing investor behaviors
 - Alternatives, ETFs, Derivatives
- Surge in outsourcing demand
- Increased expectations for innovation
- Heightened regulatory obligations
- Expectations of ‘More for Less’

What we are doing

- Improving margins
 - Creating operational utilities
 - Structural process redesign
 - Optimize and consolidate technology
 - Leveraging global footprint
- Enhancing the **core** business profitability and changing the income mix
 - Aligning client coverage model
 - Pricing – charging for non standard services and increasing minimums
 - Tiered approach for different clients – size, segment, geography