THE BANK OF NEW YORK MELLON

June 17, 2008

Strategies for Growth and Outperformance

Asset Servicing – Tim Keaney / Jim Palermo

Today's Discussion

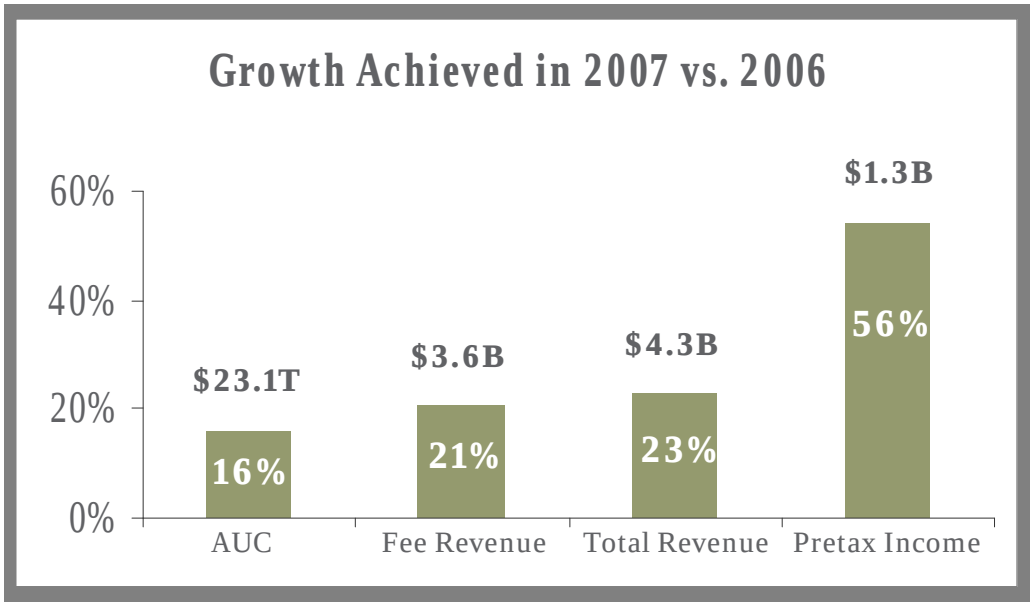
Strong Financial Performance

Competitors & Market Positioning

Integration Goals

Growth Strategies

Executive Summary – Strong Financial Performance

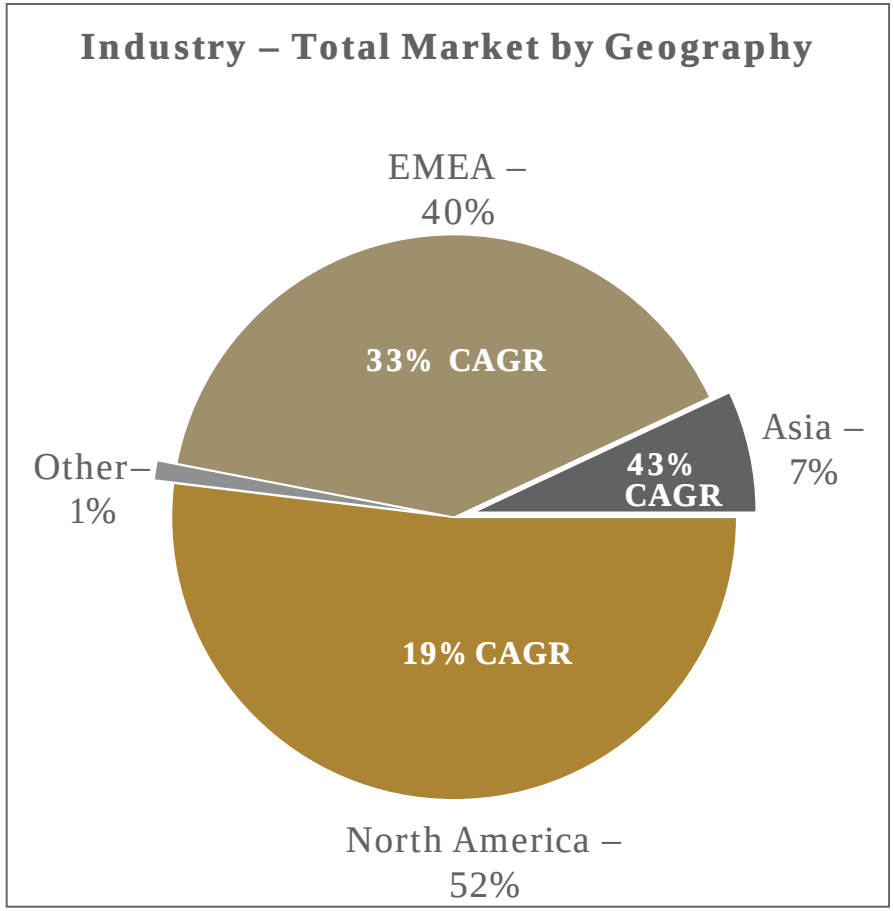


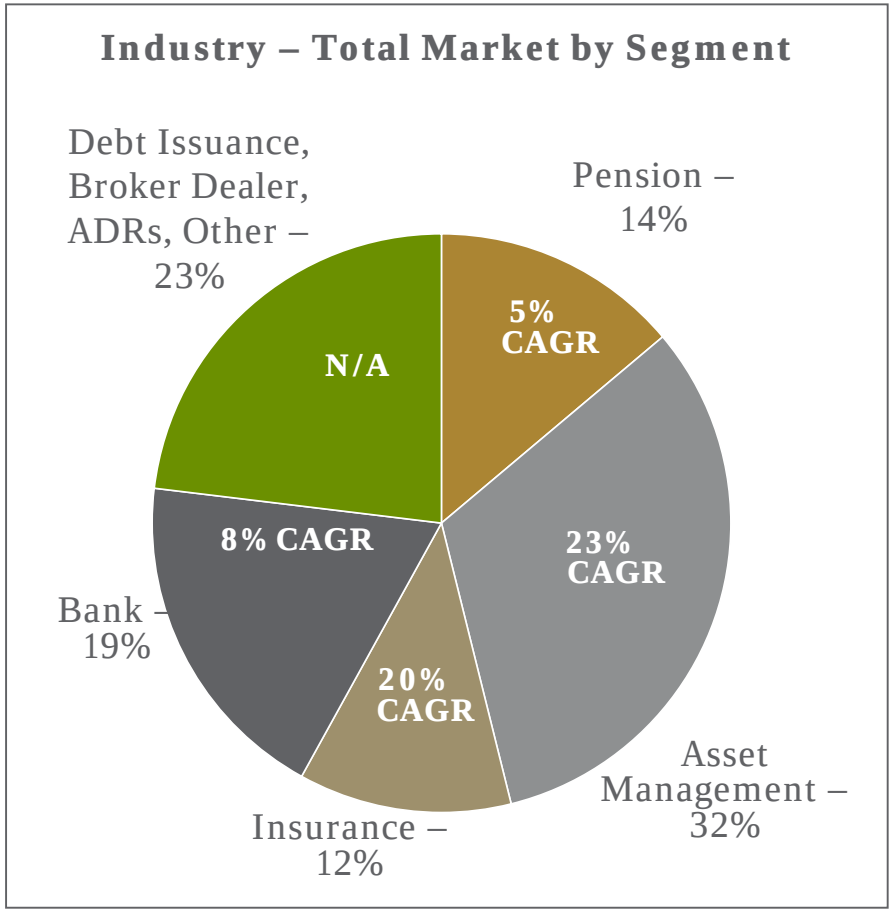
Clients	• #1 in Client Satisfaction • Diverse geographic split – 59% US /41% non-US • Diverse segment split – 68% Financial Inst. / 32% Tax Exempt
Global Presence	• 12,000+ employees in 34 locations • 4,600 clients in 77 countries
Early Integration Success	• Exceeding revenue retention goal of 98% • Exceeding synergy targets • Strong business growth

Build on our global leadership position to successfully outperform our peers

Total Market Opportunity – Big and Getting Bigger

$93 Trillion Assets under Custody* *(as of December 07)*





Source: globalcustody.net; The Greensted Report, March 2008; BNYM analysis

*Institutional assets under custody

Competitors & Market Position

Global Custodians as of December 2007

		AUC $T*	Share	Cumulative Share
1	BNY Mellon	23.1	24%	24%
2	JP Morgan	15.9	17%	41%
3	State Street	15.0	16%	57%
4	HSBC	6.0	6%	63%
5	Northern Trust	4.1	4%	67%
6	UBS AG	3.7	4%	71%
7	Caceis	3.0	3%	74%
8	RBC Dexia	2.9	3%	77%
9	BNP Paribas	2.6	3%	80%
10	Citi	2.1	2%	82%
	Total	93.0		100%

Market	Ranking
North America	
US Public Pension Funds	#1
US Corporate Pension Funds	#2
US Foundations/Endowments	#1
US Mutual Funds	#2
US Unit Investment Trusts	#1
US Government Securities Lending Agent	#1
Canadian Mutual Funds	#1
Asia	
Government/Quasi-Government	#1
EMEA	
Netherlands	#1
UK Pensions	#1
Dublin Fund Administration	#2
Assets Under Measurement	**#1**

* Assets under custody managed directly
Source: globalcustody.net, company reports, BNYM analysis

Integration – How We Are Measuring Success

Client Satisfaction – by 2010

- #1 vs. peers client satisfaction
  - Global Custodian
  - R&M Consultants
  - Global Investor

#1 vs. Peers

Revenue Retention

- Exceed revenue retention goal of 98%

99%+ Achieved (2007)

BNY MELLON
ASSET SERVICING

Synergies

- Exceed revenue and expense synergy plan

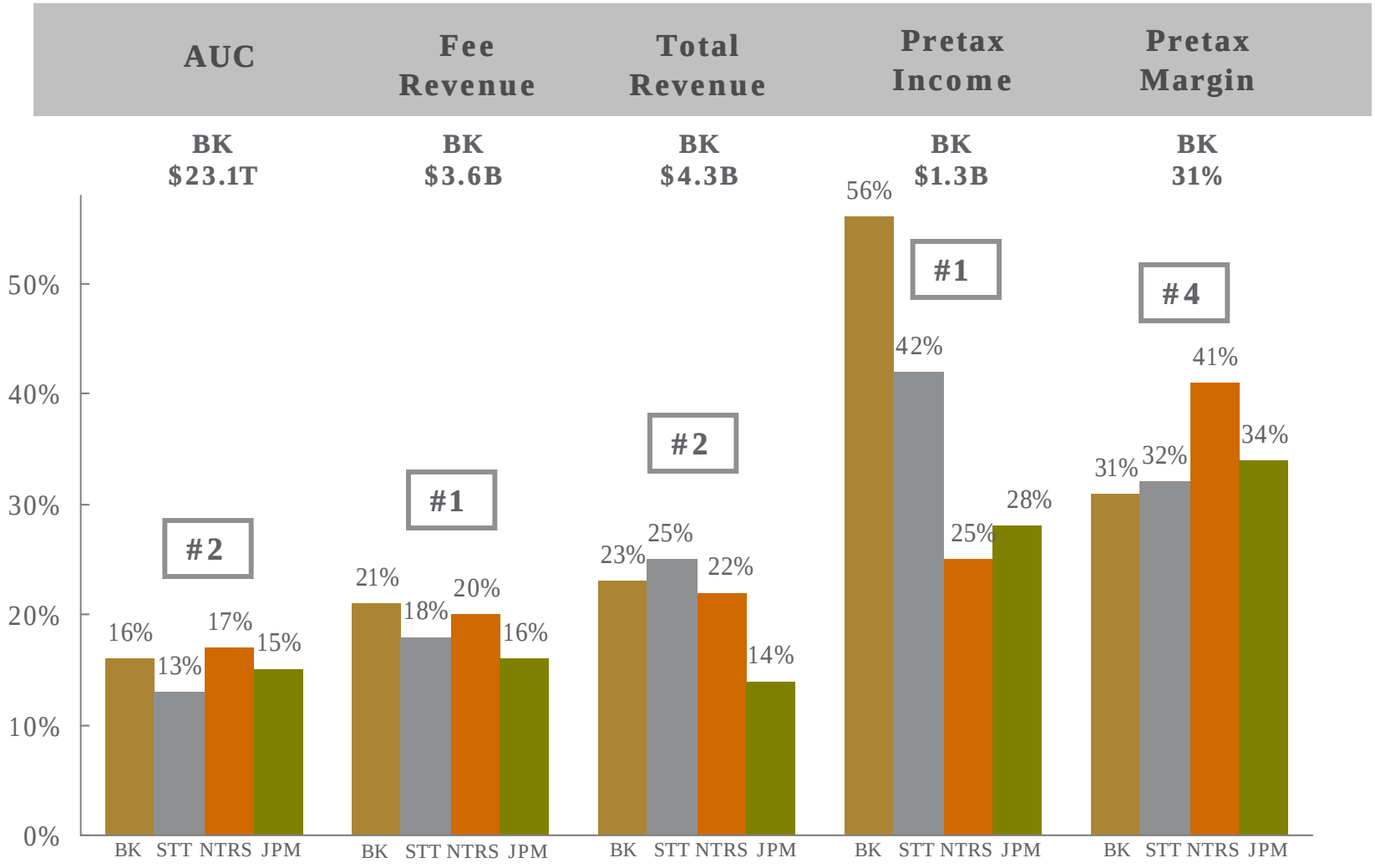
Ahead of Interim Targets

Clients on Target Platform

- 80% by end of 2009

Enhanced Client Experience

Outperforming Peers – 2007 vs 2006



Note: Peer information obtained from company financial reports. BK – Asset Servicing, STT – Investment Services (Excludes IFIN), NTRS – C & IS, JPMC – Treasury & Securities Services.

Asset Servicing Growth Strategies

Client Service Excellence - Foundation for New Revenue Growth

Actions

Client Centric Business Model

Global, 24x7 Operations

Dedicated Integration Team

Rewards and recognition tied to quality and financial results

Results

#1 vs. Peers

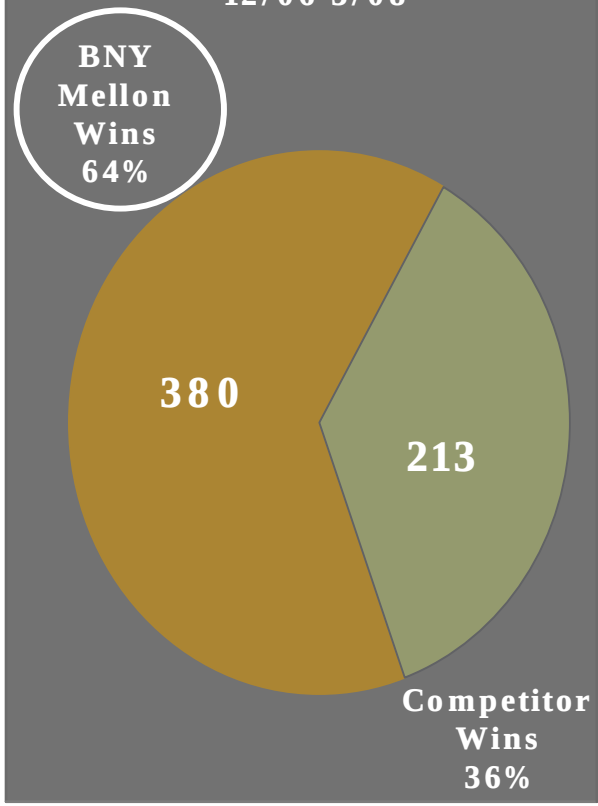
Global Investor Global Custody Survey, *May 2008*

R&M Consultants Global Custody Survey, *March 2008*

Global Custodian Global Custody Survey, *December 2007*

Impact

New Business Opportunities 12/06-3/08



Revenue Synergies – Fueling Organic Growth

Opportunities

Global client base

Increased scale for capital markets activities

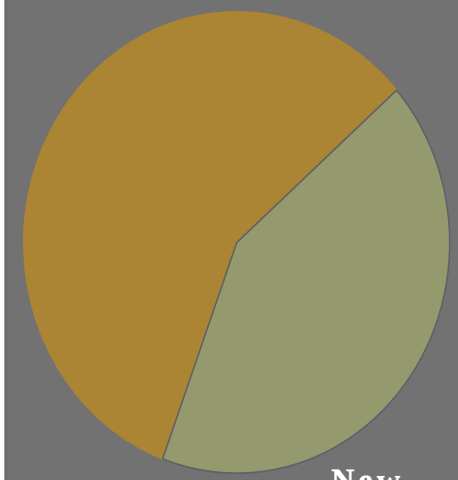
Additional products and services

Actions

- Internalizing cash balances
- FX flows from sub-custodians
- Securities Lending size and scale
- Performance & Risk Analytics
- Eagle data warehouse/ accounting
- Mutual fund and insurance accounting services

Impact

New Revenue Growth 12/06-3/08



Product Extension Opportunities

Opportunities	Catalysts	Actions
Derivatives Servicing	Derivatives transaction volume growing 35+%	Enhancing services for • Trade support • Valuation • Collateral management • Counterparty reconciliations
Alternative Investment Servicing	Growing allocations to alternative assets	Enhancing services for • Private equity • Real estate • Venture capital • 130/30 funds
Global ETF Servicing	ETFs growing at 25+%; to new global markets	Building on US leadership position to create innovative global solutions
Information Management Tools	Increasing need for data transparency and control	• Leveraging Eagle technology • Enhanced Workbench

Geographic Expansion Opportunities

Opportunities

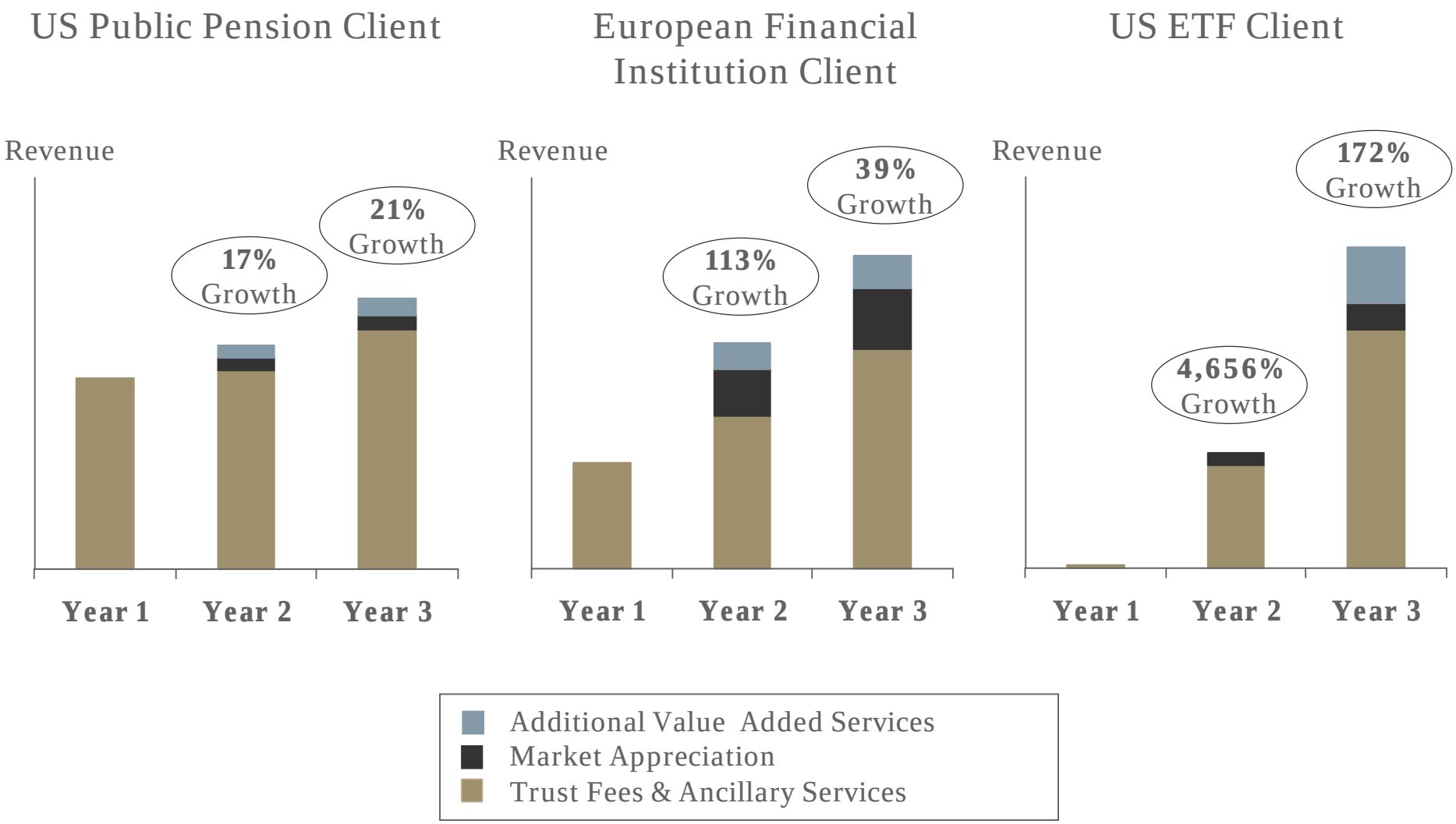
Catalysts

- Infrastructure consolidation
  - Stock exchanges
  - Clearing / settlement
- Increasing cross border investing
- Regulatory reforms and increasing transparency
- Sovereign wealth funds growth
- Pension reform
- Consolidation of clients and providers

Actions

- Targeted local market servicing opportunities
  - Germany
  - Italy
  - France
  - Korea
  - India
  - Taiwan
  - Middle East
- Deploy existing technology internationally
  - Pension accounting
  - Mutual funds
  - ETFs
  - Eagle
- Leverage local sales and service locations to expand relationships
- Maximize existing partnerships

Proof Statement – Client Revenue Growth



Financial Summary

Asset Servicing Goals

#1 in Client Service

Outperform Peer Group Growth

Exceed Revenue and Expense Synergy Goals

Medium-Term Financial Goals

• Revenue Growth	**10-12%**
• Pretax Margin*	**32-36%**

1Q07 -1Q08 Margin		27-43%
	Impact	
Moderated Capital Markets Activity	–	
Revenue and Expense Synergies	+	**4-7%**
Major Investments	–	**(1-2%)**
GOAL		32-36%

* Margins are excluding intangible amortization – if intangible amortization is included, effect on margin is not material