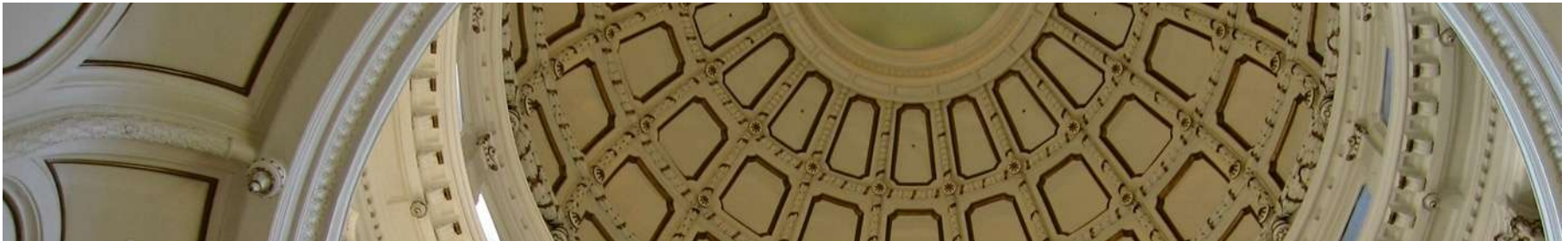




BNY MELLON



May 24, 2011

# Growing Revenue with a Superior Balance Sheet

*Presented by: Tim Keaney – Vice Chairman & CEO,  
BNY Mellon Asset Servicing*

# 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”) future financial results, including statements with respect to the outlook for the operating environment, market trends, the Corporation’s growth opportunities and future focus, the Corporation’s focus on global growth centers, the implementation of Basel III and our Tier 1 common ratio, expectations with respect to returning capital to shareholders in 2011, 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 March 31, 2011 and in other filings of the Corporation with the Securities and Exchange Commission (the “SEC”). Such forward-looking statements speak only as of May 24, 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 March 31, 2011, available at [www.bnymellon.com](http://www.bnymellon.com).

# BNY Mellon Strategy

- ✓ Focused business model – leading manager and servicer of global financial assets
- ✓ Revenue-led, driven by international organic growth; supplemented with acquisitions that expand product / distribution capabilities
- ✓ Deepen client relationships – product and geography
- ✓ Build a strong global brand
- ✓ Improve efficiency utilizing superior technology platforms and infrastructure
- ✓ Maintain strong balance sheet

# BNY Mellon: Attractive Business Model

Focus, excellence & scale

## Focus

### **The leading manager and servicer of global financial assets**

- ✓ Benefiting from long-term secular trends of globalization and growth of financial assets
- ✓ Client base focused on the world's leading financial institutions, corporations, governments and wealthy individuals

## Excellence

### **Commitment to excellence**

- ✓ Top-ranked client service versus peers
- ✓ Broadest product breadth
- ✓ Strong investment performance

## Scale

### **Global scale**

- ✓ A leading global investment manager, >\$1.2T AUM
- ✓ Largest global custodian, ~\$25.5T in AUC/A
- ✓ Largest global trustee, ~\$11.9T in outstanding debt serviced

# BNY Mellon: Attractive Business Model

## Balance sheet strength and capital generation

### Balance Sheet Strength

- **Low level of risk-weighted assets**
- **Highest debt ratings among U.S. banks**
- **Tight debt spreads versus U.S. banks**

### Capital Generation

- **Tier 1 Common\*: 12.4%; +60 bps versus 4Q10**
- **Return on tangible capital\*: 24% in 1Q11**
- **Strong capital generation: ~\$3 billion in 2010**

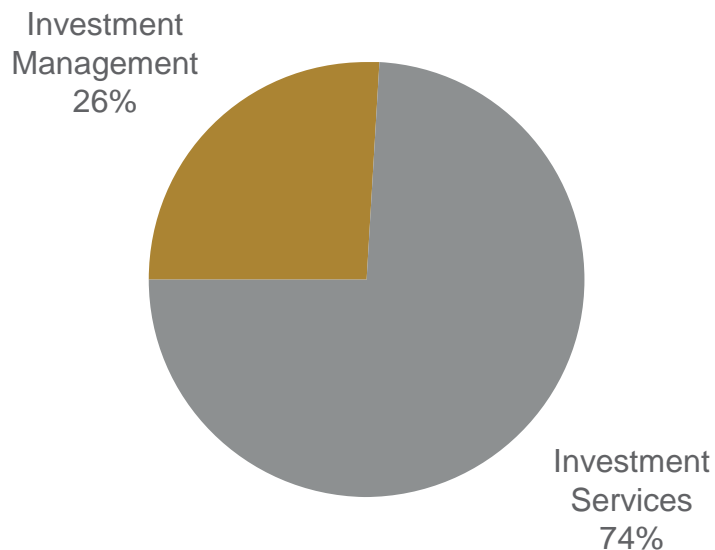
\*Represents non-GAAP measure. See Appendix for reconciliation. Additional disclosure on the calculation of this number is available in our reports with the SEC, including our quarterly report on Form 10-Q for the quarter ended March 31, 2011, available at [www.bnymellon.com](http://www.bnymellon.com).

# Focused Business Model

## Investment management and services

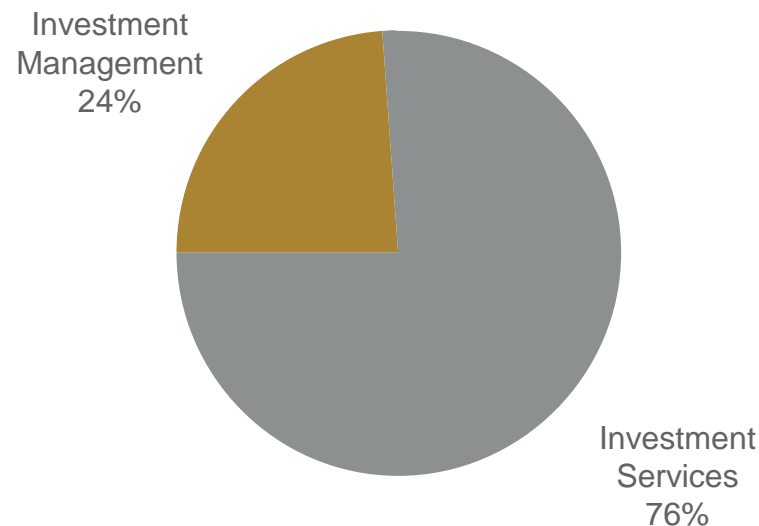
**LTM 2011 (as of 3/31)**  
**Revenue - \$13.5 B\***

**% of Total**



**LTM 2011 (as of 3/31)**  
**Pretax Income - \$4.3 B\***

**% of Total**



**AUC: +14%**  
**AUM: +11%**  
(year over year)

\* Totals exclude the Other segment. See Appendix for additional details.

# Top-Ranked Quality and Client Service

## Embedded in our culture

Investment Management	Investment Services	
<b>#1 Global Equity Manager</b>	<b>#1 Global Custodian</b>	<b>#1 Trustee</b>
Professional Pensions <i>(Newton)</i>	R&M Consultants Survey Global Investor Survey KBW Survey	Opal Financial Group ISR Magazine Thomson Financial
<b>Best Asset Manager - Global Emerging Markets</b>	<b>Best Global Custodian</b>	<b>#1 DR House</b>
Asia Asset Mgmt Magazine	Global Pension Awards	<i>emeafinance Magazine</i> <i>(Depositary Receipts)</i>
<b>#1 UK Large Equity</b>	<b>Best Global Custodian (Asia)</b>	<b>Best Trade Outsourcing Bank</b>
Lipper Fund Awards <i>(BNYM Asset Management)</i>	Asia Asset Magazine	Global Trade Review <i>(BNYM Treasury Services)</i>
<b>Best Eurozone Fixed Income Manager</b>	<b>Leader in Innovation - Securities Services Provider</b>	<b>#1 U.S. Clearing Firm</b>
Asian Investor Magazine <i>(Standish Mellon)</i>	<i>Financial-i Magazine</i>	Investment News <i>(Pershing)</i>

N.A. – North America

# Increasingly Global

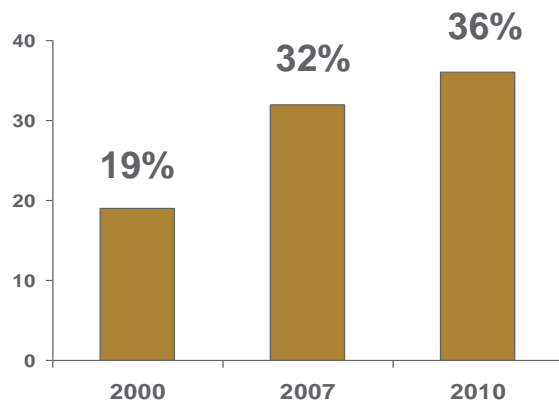
Non-U.S. revenue: 37% in 1Q11, 32% in 2007

Operating in:

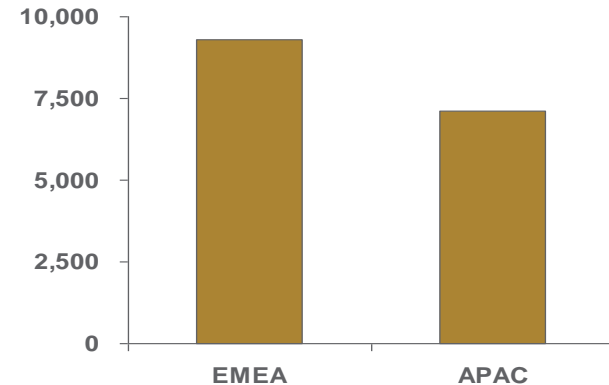
- 6 continents
- 36 countries
- 17,000+ non-U.S. employees



**Non-U.S. Revenue Base**



**Employees Outside North America\***



\*As of 3/31/11

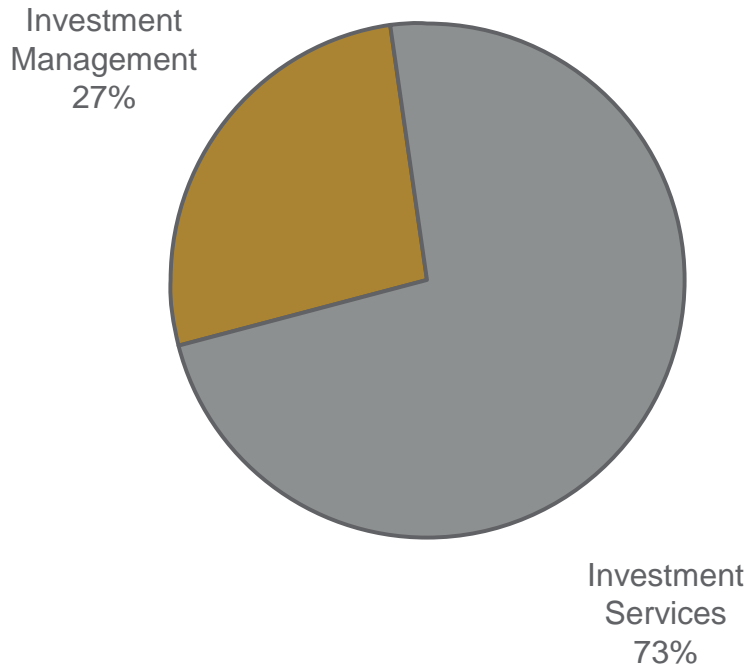
Note: Percent of non-U.S. revenue for year 2000 is pro forma for The Bank of New York Company, Inc. and Mellon Financial Corporation combined.



# Investing in Global Growth – Europe, Middle East, Africa

2010 revenue - \$3.5B

## Revenue by Business



## Key Opportunities

*Clients seeking management of capital, assets, collateral and liquidity*

Development of local competencies and entrenchment in market infrastructure

- Asset servicing: Germany - BHF Asset Services
- Development of depot bank, fund administration, local issuer services competencies
- Enhance our position in European securities infrastructure

Industry segment client approach: bespoke solutions for key sectors

- Insurance: capital, asset and liability management, reporting and controls
- Pensions: industry shift from DB to DC; Insight AM
- Fund managers: outsourcing non-core activities; technology to support pan-European expansion; prime custody service model for alternatives
- Broker/Dealers: increased importance of collateral management; value-added services to support DR activity

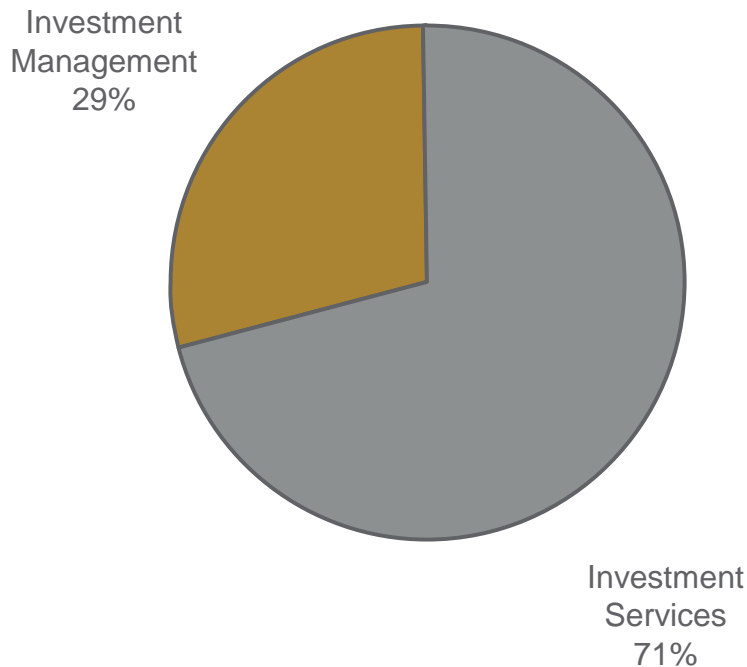
Enabler in financial markets

- Growth in DR's outstanding; robust IPO/corporate action pipeline
- Consultative, bundled solutions for "non-traditional" debt capital market offerings

# Investing in Global Growth – Asia Pacific

2010 revenue - \$745MM, 11% growth versus 2009

## Revenue by Business



Note: Totals exclude the Other segment.

## Key Opportunities

*Strong growth in regional financial assets and development of capital markets*

Innovative approaches to investing financial assets

- Best of 9 Fund in Japan
- Qualified Domestic Institutional Investor (QDII)
- Strong institutional distribution (focused on Japan and Australia)
- JV in China, *BNY Mellon Western Fund Management*

Safeguarding a growing pool of financial assets

- 34% growth in AUC, '09 to Q1 '11
- Voted #1 Global Custodian by Asia Asset Management and The Asset Magazine

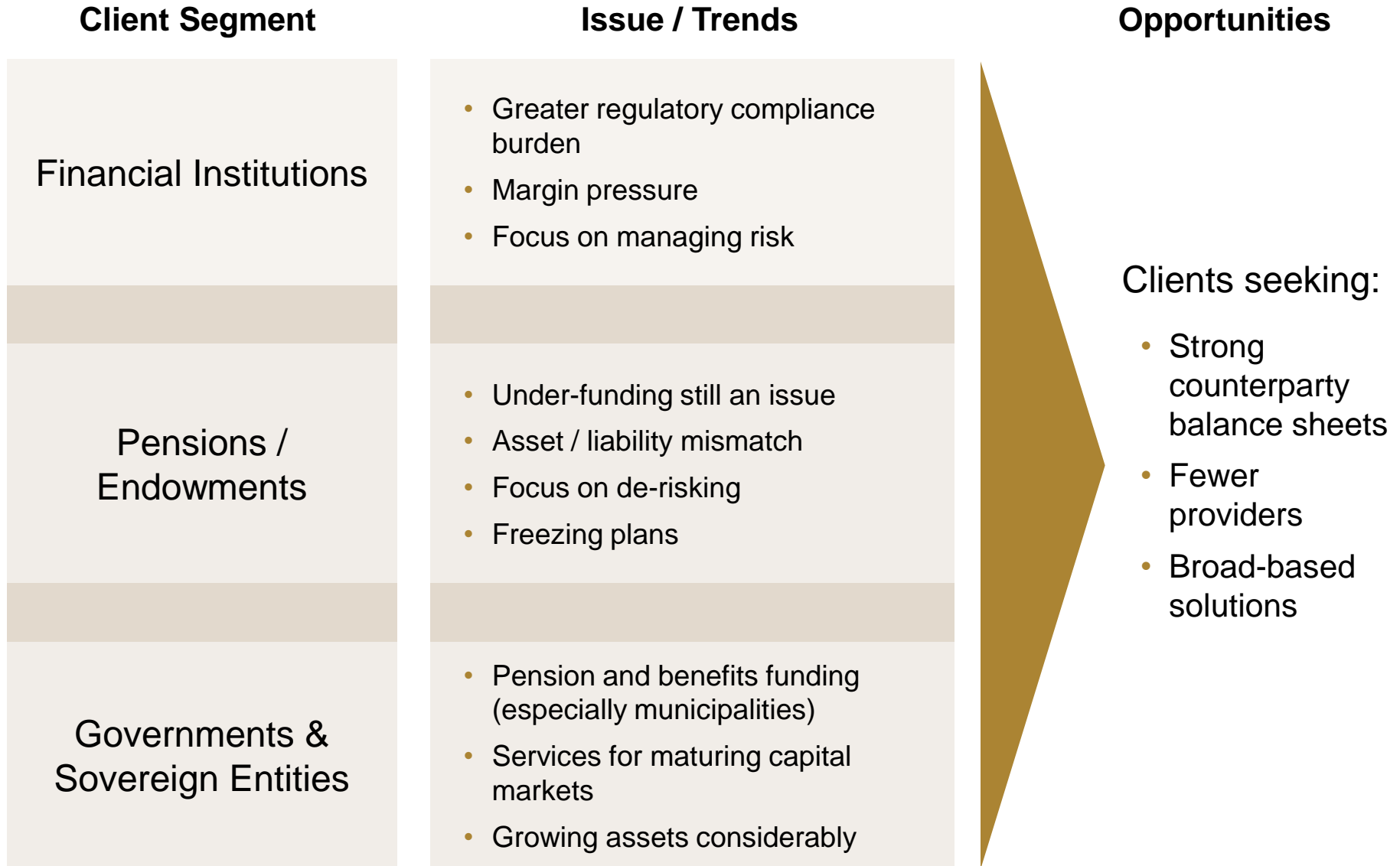
Supporting the growth of global equity markets through Depository Receipts

- In 2010, 35 billion DRs valued at \$859B traded globally
- BNY Mellon serves as depository for 55% of all issuers in the region

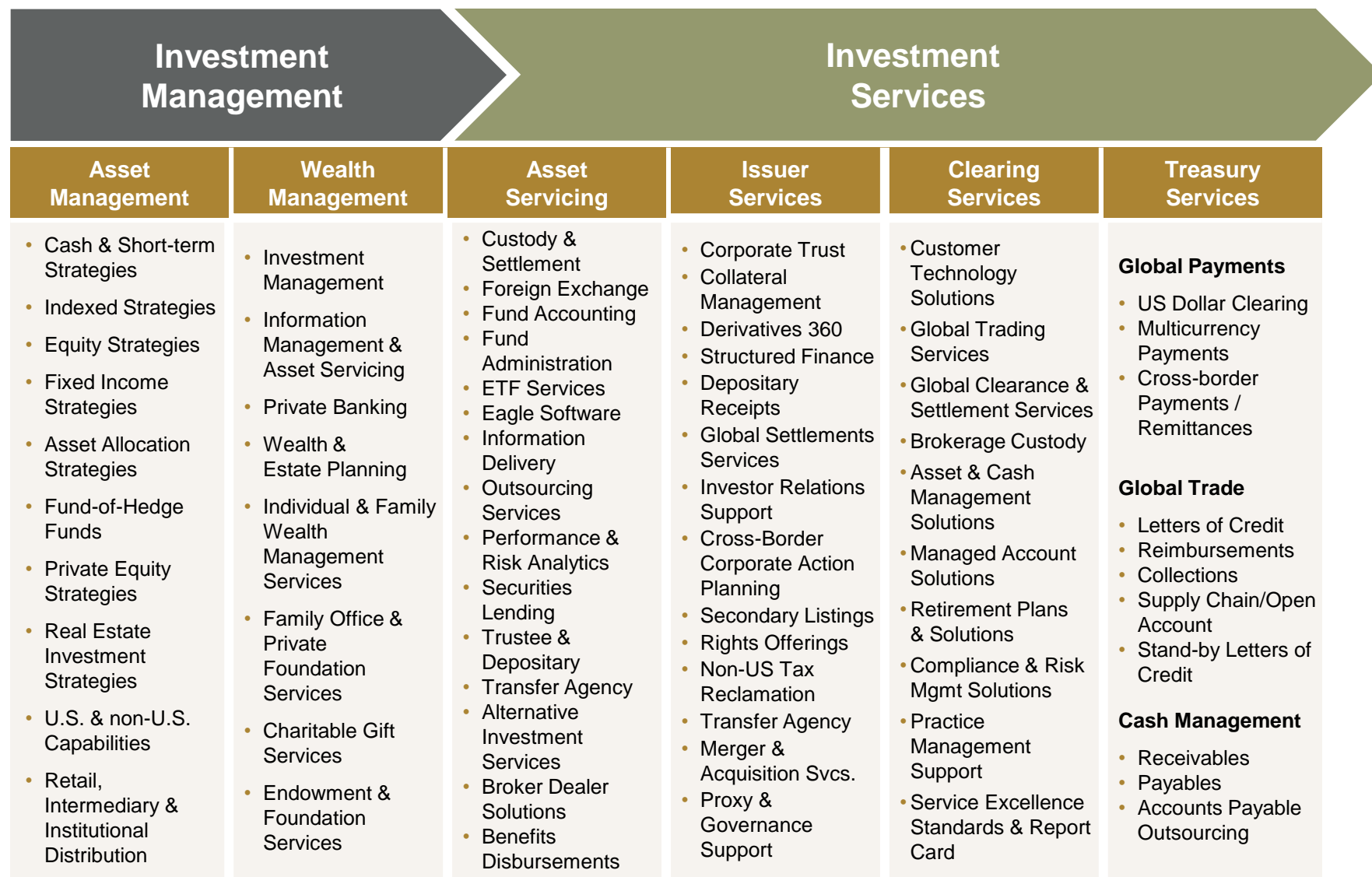
Facilitating global payments

- BNY Mellon #1 share of USD commercial payments (CHIPS/Fed wire)

# Client Needs Are Evolving in Post-Crisis World

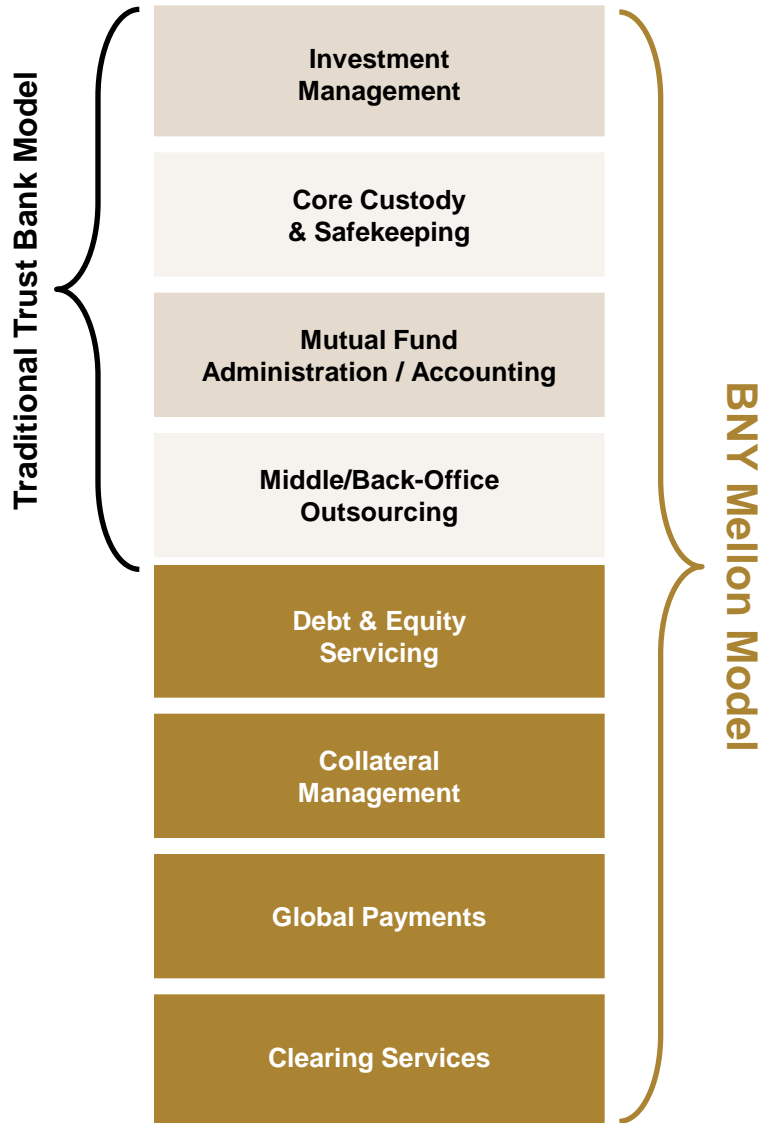


# Extending the Value Chain

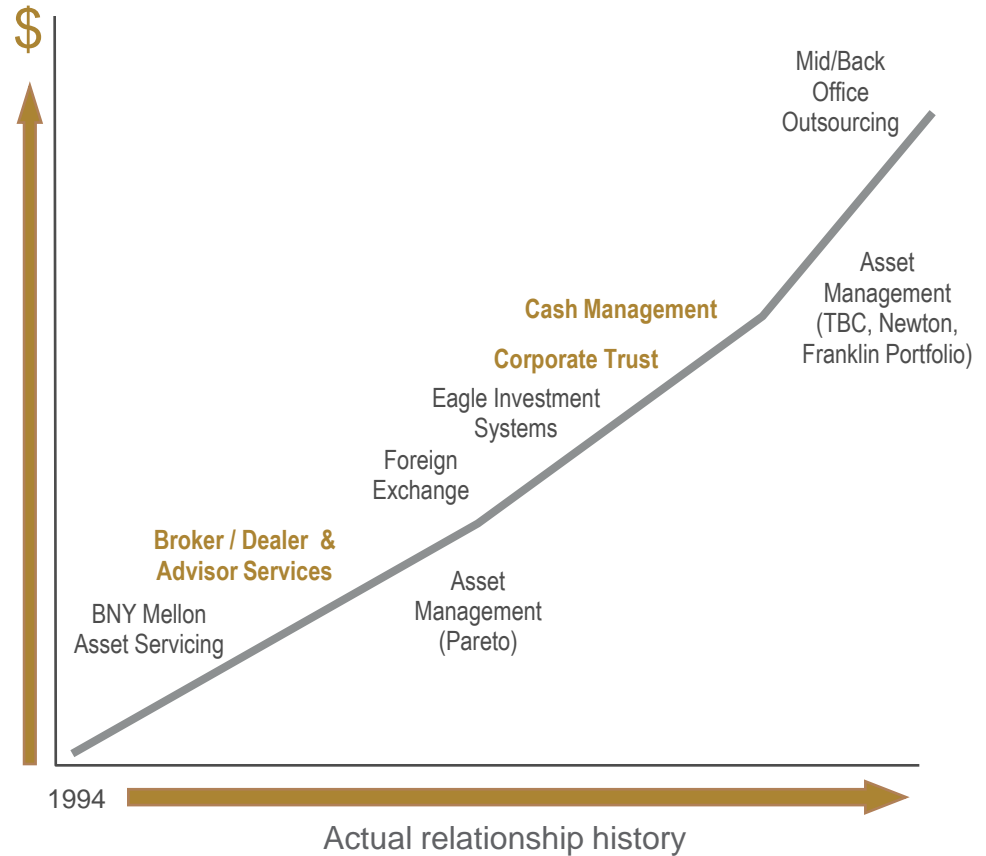


# Business Model Aligned With Client Needs

Breadth matters



Client: Global Financial Institution



# Revenue Growth

Outperforming peers, even with lower net interest revenue

1Q11 vs 1Q10			2010 vs 2009	
BNY Mellon	12-member Peer Median		BNY Mellon	12-member Peer Median
9%	5%	<b>Total revenue*</b>	6%	1%
(9)%	(10)%	Net interest revenue	0%	3%
12%	7%	Fee revenue	6%	0%
78%	59%	Fee revenue as % of total revenue	78%	59%

Peer Group:

American Express, Bank of America, BlackRock, Charles Schwab, Citigroup, JPMorgan Chase, Northern Trust, PNC Financial, Prudential Financial, State Street, U.S. Bancorp and Wells Fargo.

Note: Fee revenue excludes securities losses/(gains) and material non-operating items where disclosed.

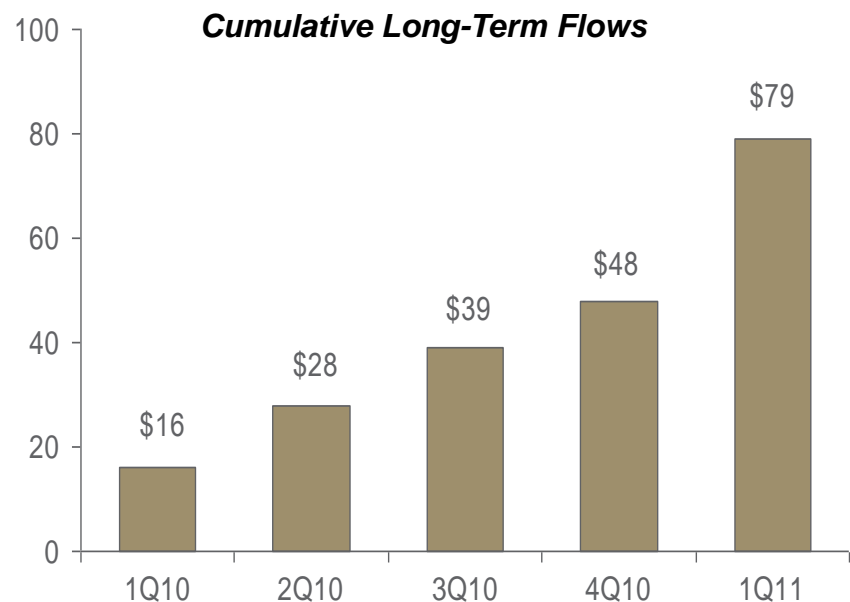
\*Represents non-GAAP measure. See Appendix for reconciliation. Additional disclosure on the calculation of this number is available in our reports with the SEC, including our quarterly report on Form 10-Q for the quarter ended March 31, 2011, available at [www.bnymellon.com](http://www.bnymellon.com).

# Investment Management Fees

Growth driven by net long-term flows, acquisitions and market lift

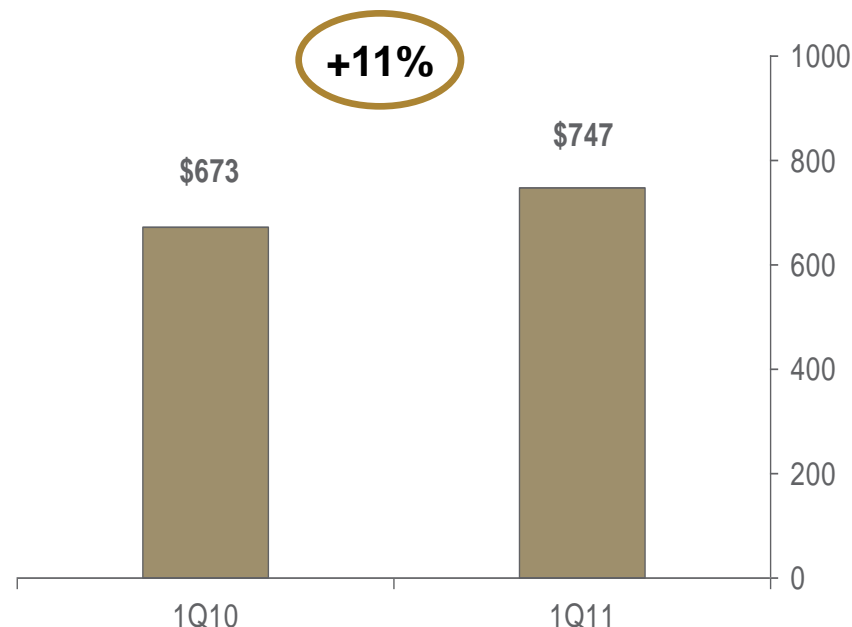
## Strong Long-Term Flows

(\$ billions)



## Investment Management Fees\*

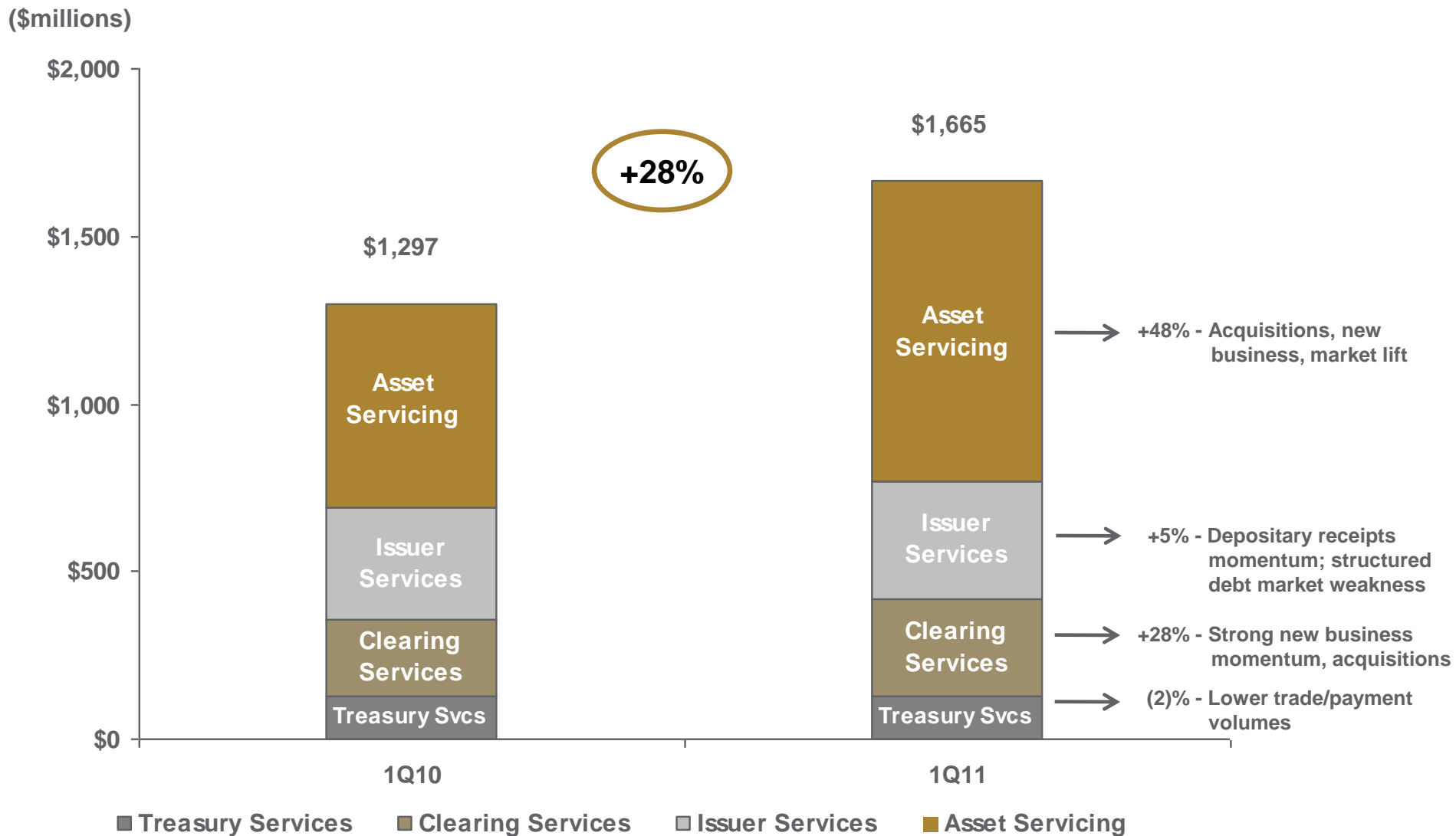
(\$ millions)



\* Excludes performance fees and is adjusted for revenue from consolidated asset management funds, net of noncontrolling interests

# Investment Services Fees

Growth driven by acquisitions, new business and market lift





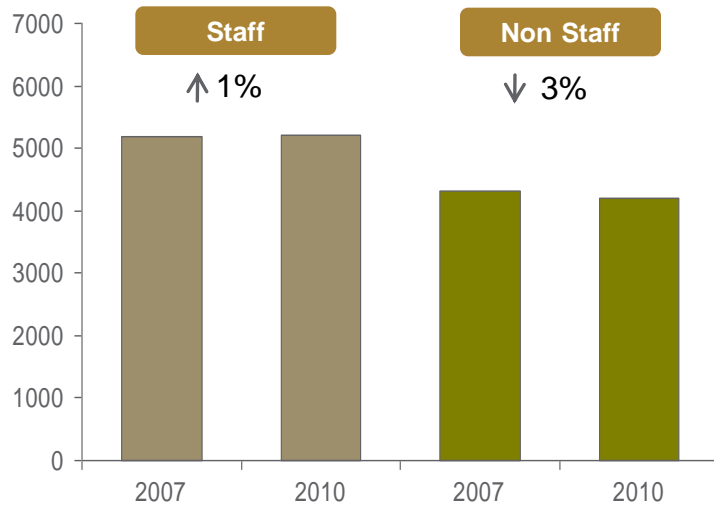
# Expense Control

Focused on global growth centers

## Expense Growth

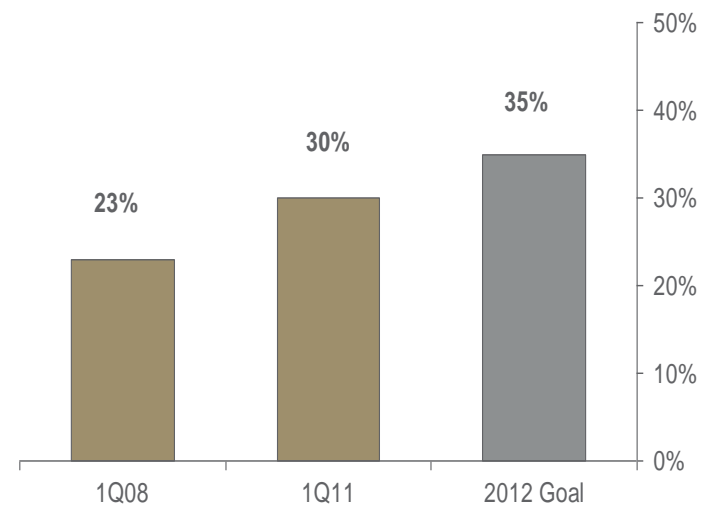
2010 vs 2007

(\$ millions)



## % Headcount

Global Growth Centers\*



\* Pittsburgh (U.S.), Manchester (U.K.) and Chennai / Pune (India)

Note: Expense growth rates represent non-GAAP measure and are adjusted for intangible amortization, special litigation reserves, restructuring and M&I expenses. See Appendix for reconciliation.

# Superior Credit Ratings

Company Name	Moody's	S&P
<b>BNY Mellon</b>	<b>Aa2 (#1)</b>	<b>AA- * (#1)</b>
JPMorgan Chase	Aa3	A+
US Bancorp	Aa3	A+
Northern Trust	A1	AA- *
Wells Fargo	A1	AA- *
State Street	A1	A+
Goldman Sachs	A1	A
Bank of America	A2	A
Morgan Stanley	A2	A
Citigroup	A3	A
PNC Financial	A3	A
American Express	A3	BBB+

## Secondary Market Debt Spreads<sup>1</sup>

	5 Year	10 Year
<b>BNY Mellon</b>	<b>50</b>	<b>81</b>
Large Bank Peer Median	122	147

<sup>1</sup>As of 4/19/11

**BNY Mellon is the only U.S. 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 4/30/11.

\* Shared top rank.

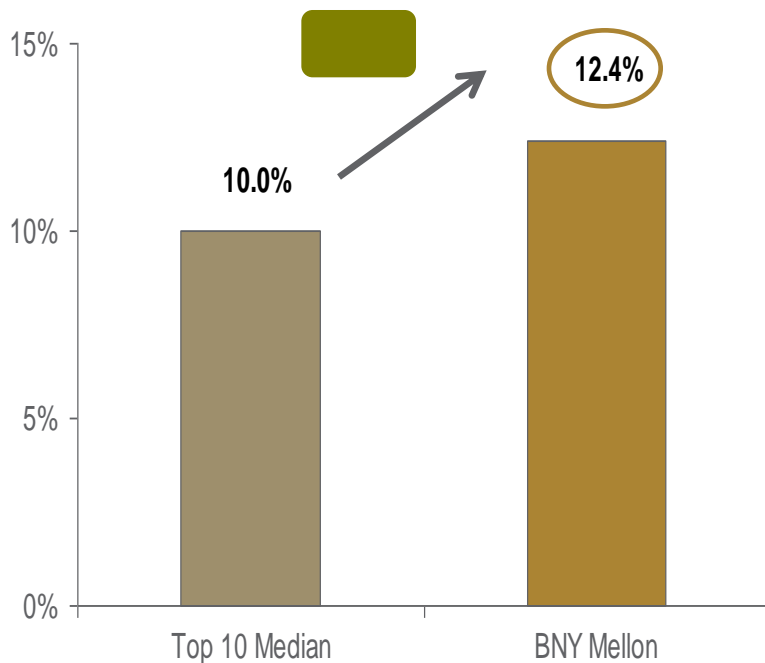
\*\* Applicable to U.S. financial firms with long-term senior debt and/or long-term deposits.

# Tier 1 Common Equity

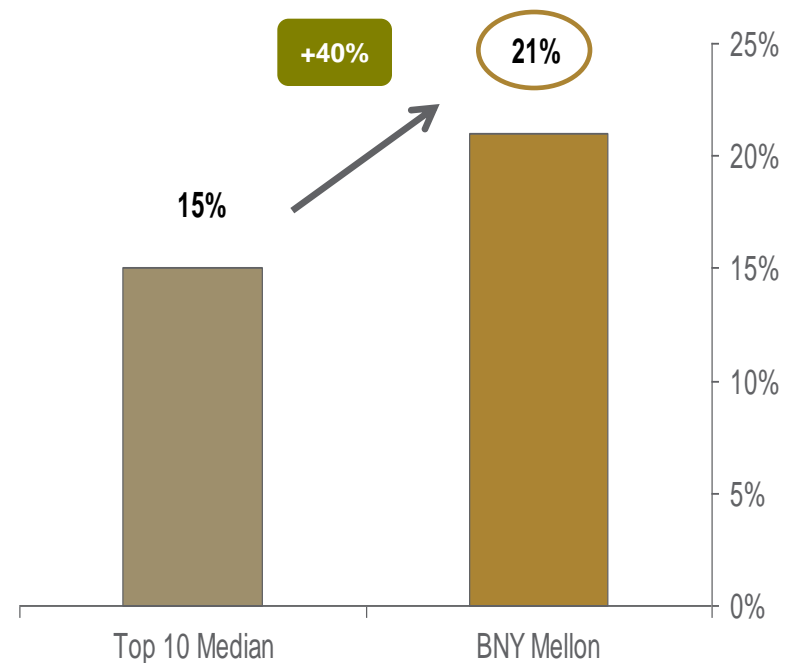
Strong capital and higher returns

## Top 10 U.S. Banks\*

**Tier 1 Common Equity Ratio  
(Basel I)**



**Return on Tier 1 Common Equity  
(Annualized)**



\*As ranked by market capitalization at 3/31/11. Additionally, top 10 Median excludes BNY Mellon.

Note: Return on Tier 1 common equity reflects 1Q11 reported continuing operations net income (annualized) divided by average Tier 1 common equity.

# Global Leader in Asset Servicing

(\$ in trillions)	AUC/A*	Share	Cumulative Share
<b>1 BNY Mellon</b>	<b>\$25.5</b>	<b>20%</b>	<b>20%</b>
2 State Street	22.6	17%	37%
3 JP Morgan	16.6	13%	50%
4 Citi	13.0	10%	60%
5 HSBC <sup>1</sup>	8.4	7%	67%
6 BNP Paribas <sup>1</sup>	7.2	6%	73%
7 Soc Gen <sup>1</sup>	5.1	4%	77%
8 Northern Trust	4.4	3%	80%
	<b>\$102.8</b>		
<i>All Other</i>	26.4		
<b>Total</b>	<b>~\$129.2</b>		<b>100%</b>

Global Custodians as of March 31, 2011

\*Sources: globalcustody.net and company reports.

<sup>1</sup>As of Dec. 31, 2010

Market	Ranking
<b>North America</b>	
U.S. Public Pensions	#1
U.S. Foundations/Endowments	#1
U.S. Corporate Pensions	#1
U.S. Govt Securities Lending Agent	#1
Assets Under Performance Measurement	#1
Canadian Mutual Funds	#1
U.S. Fund Accounting/Administration	#2
U.S. Transfer Agency	#2
Alternative Investments	#3
<b>EMEA</b>	
U.K. Pensions	#1
Netherlands	#1
Dublin Fund Administration	#1
Germany	#2
<b>Asia</b>	
Asia Government Funds	#1
<b>Brazil</b>	
Fund Administration	#2

# Sharp Focus

## Global opportunities and financial institutions

Servicing 4,700 clients in 77 locations globally

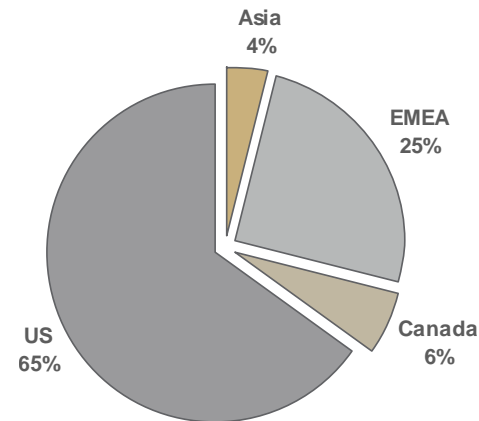
40% of revenue generated outside the U.S.

~16,500 employees in 36 countries

Sub-custodian network covering more than 100 markets

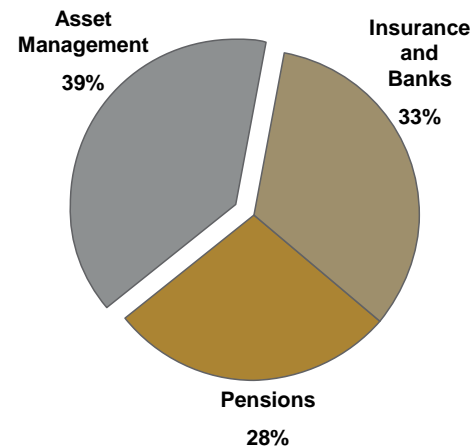
Servicing 30% of U.K. pension funds

### 1Q11 AUC/A by Geography



Non-U.S. AUC:  
**35%**

### 1Q11 AUC/A by Client Segment



Financial Institutions:  
**72%**

# #1 Client Service

2011 R&M Global Custody Survey	
Rank	Name Overall
1.	BNY Mellon
2.	Brown Brothers Harriman
3.	State Street
4.	JP Morgan

2010 Global Custodian Global Custody Survey	
Rank	Name North America
1.	BNY Mellon
2.	Northern Trust
3.	State Street
4.	Citi
5.	JP Morgan

2010 Global Investor Global Custody Survey	
Rank	Name versus Peers
1.	BNY Mellon
2.	Citi
3.	State Street Corporation
4.	Northern Trust
5.	JP Morgan

2010 KBW Survey	
Top Core Custody & Related Services	
1.	BNY Mellon
2.	State Street
3.	JP Morgan
4.	Northern Trust

# Key Strategic Initiatives – Growth Drivers

Expand Presence in Key Geographic Markets

Leveraging Opportunities with Global Financial Institutions

Maximize the Value of Acquisitions

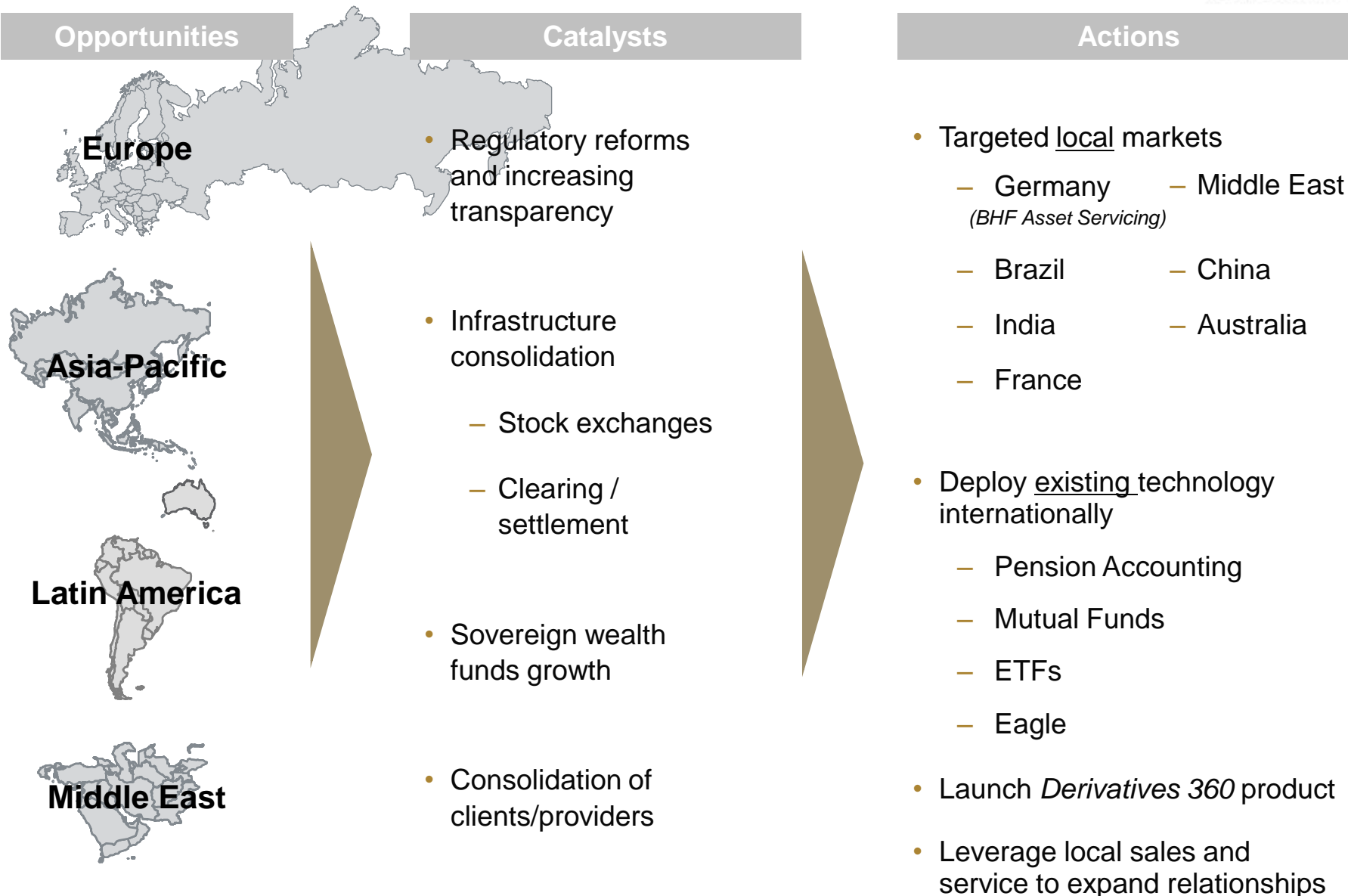
Aggressively Manage Costs

# Expand Presence in Key Geographic Markets

## Opportunities

## Catalysts

## Actions





# Leveraging Opportunities with Global Financial Institutions

## Opportunities

Global Financial Institutions

Fund Servicing

Outsourcing

## Catalysts

- Consolidation among large Financial Institutions
  - Search for global service providers
  - Regulatory reform
- 
- Compelling size and growth
    - \$23T in Mutual Funds globally, \$9T in Europe
    - US Mutual Funds 13 – 16% expected growth\*
    - ETFs 30%/yr since 2001 and expected to continue
    - Growth fueled by changing retirement programs
- 
- Challenging capital markets
  - Examining business models

## Actions

- Created business group focused on Global Financial Institutions
  - Invested \$2.7B to expand Global Financial Institutions capabilities
  - Enhanced distribution services
- 
- Presence in major onshore and offshore fund markets
  - Adapt operating model to address new regulations
  - Further enhance active and fixed income ETF support
- 
- Created integrated outsourcing business unit
  - Leveraging Eagle's suite of capabilities

\* Reflects BNY Mellon's estimate for expected annual growth rate over 5-year period from 2010 through 2015.

# Maximize the Value of Acquisitions

## Global Investment Servicing

### Rationale

- Creates unmatched suite of product solutions for asset management sector
- Added \$719B in AUA and doubles funds administered

### Highlights

- Highly complementary business that strengthens market share with asset managers and financial advisors
- Significant wins included core asset services, transfer agency and sub-accounting services

### New Business

- 74 wins since acquisition
- Most recent announced win – Virtus Investment Partners for Transfer Agency

## BHF Asset Servicing

### Rationale

- Expands capabilities to include the provision of German domestic custody and KAG fund administration
- Added \$428B AUC/A and depotbanking volume of \$128B

### Highlights

- New business wins in the area of Asset Servicing, Collateral Management and Corporate Trust
- Robust pipeline includes prospects for Asset Servicing, Global Markets, Corporate Trust and Treasury Services

### New Business

- 56 wins since acquisition
- 26 clients in the pipeline

# Aggressively Manage Costs

Areas of focus in a low revenue growth environment

Areas of Focus	Examples
Physical Footprint	<ul style="list-style-type: none"><li>• Global Growth Centers<ul style="list-style-type: none"><li>– 43% of operational staff as of 1Q11 versus 26% in 3Q07</li><li>– ~\$40K savings per position moved</li></ul></li></ul>
Re-engineering	<ul style="list-style-type: none"><li>• Fund Accounting</li></ul>
Infrastructure Rationalization	<ul style="list-style-type: none"><li>• Technology Applications</li></ul>

# BNY Mellon: Attractive Business Model

## Growth strategies

- ✓ Expand our global footprint, product capabilities and brand
- ✓ Deepen relationships with our major clients
- ✓ Strengthen and streamline our operations
- ✓ Maintain one of the strongest balance sheets



BNY MELLON

# Appendix

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# Reconciliation Schedule

## Business – revenue

<i>(\$millions)</i> Revenue	LTM 2011	% of Total
Investment Management	\$3,535	26%
Investment Services	9,973	74%
<b>Total</b>	<b>\$13,508</b>	

Note: Totals exclude the Other segment and includes the impact of the GIS and BHF acquisitions.

LTM = last 12 months ending 3/31/11

# Reconciliation Schedule

## Business – pre-tax income

<i>(\$millions)</i> <b>Pretax Income</b>	<b>LTM 2011</b>	<b>% of Total</b>
<b>Investment Management</b>	<b>\$1,015</b>	<b>24%</b>
<b>Investment Services</b>	<b>3,300</b>	<b>76%</b>
<b>Total</b>	<b>\$4,315</b>	

Note: Pre-tax metrics exclude the impact of historical intangible amortization.

LTM = last 12 months ending 3/31/11



# Capital Ratio Definitions

## Tier 1

Represents common shareholders' equity (excluding certain components of comprehensive income) and qualifying trust preferred securities, adjusted for goodwill and certain intangible assets, deferred tax liabilities associated with non-tax deductible intangible assets and tax deductible goodwill, pensions, securities valuation allowance, merchant banking investments and deferred tax asset.

## Tier 1 Common to Risk-Weighted Assets (Basel I)

Represents Tier 1 capital excluding qualifying 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 assets of consolidated asset management funds less goodwill, intangible assets and cash on deposit with the Federal Reserve and other central banks. The asset base in the TCE ratios detailed in the presentation were adjusted for deposits placed with the Federal Reserve and other central banks (\$24.6 billion @ 3/31/11 and \$18.5 billion @ 12/31/10).

# Capital Ratio Detail

(\$ in billions)

3/31/11

<b>Tier 1 capital ratio</b>	<b>14.0%</b>
<b>Tier 1 common to risk-weighted assets ratio<sup>1</sup></b>	<b>12.4%</b>
<b>Tier 1 capital</b>	<b>\$14.4</b>
<b>Tier 1 common equity</b>	<b>\$12.7</b>
<b>Risk-weighted assets</b>	<b>\$102.9</b>
<b>Tangible common equity / assets<sup>1</sup></b>	<b>5.9%</b>
<b>Tangible common equity<sup>1</sup></b>	<b>\$12.0</b>
<b>Tangible assets<sup>1</sup></b>	<b>\$203.4</b>

<sup>1</sup> Represents non-GAAP measure. Additional disclosure on the calculation of these numbers is available in the Corporation's reports with the SEC, including the Quarterly Report on Form 10-Q for the quarter ended March 31, 2011, available at [www.bnymellon.com](http://www.bnymellon.com).

# Reconciliation Schedule

## Return on tangible capital - 2010

(\$millions) Tangible Net Income	2010	(\$millions) Tangible Equity	2010
Net income – continuing operations	\$2,584	Average shareholders equity	\$31,100
Intangible amortization – after-tax	264	Adjustments:	
<b>Tangible Net Income</b>	<b>\$2,848</b>	Average goodwill/intangibles	(22,693)
Adjustments:		Deferred tax liabilities	2,441
Litigation expense	98	<b>Average Tangible Shareholders Equity</b>	<b>\$10,848</b>
M&I expense	91		
Restructuring charge	19		
Securities gains	17		
	<b>\$3,039</b>	<b>Return on tangible common equity:</b>	<b>28%</b>

Note: See page 69 of the Company's 2010 Annual Report for additional details related to the return on tangible capital reconciliation.

# Reconciliation Schedule

## Return on tangible capital – 1Q11

(\$millions) Tangible Net Income	1Q11	(\$millions) Tangible Equity	1Q11
Net income – continuing operations	\$625	Average shareholders equity	\$32,827
Intangible amortization – after-tax	68	Adjustments:	
<b>Tangible Net Income</b>	<b>\$693</b>	Average goodwill/intangibles	(23,785)
		Deferred tax liabilities	2,520
		<b>Average Tangible Shareholders Equity</b>	<b>\$11,562</b>
		<b>Return on tangible common equity (annualized):</b>	<b>24%</b>

Note: See page 44 of the Company's Quarterly Report on Form 10-Q for additional details related to the return on tangible capital reconciliation.

# Reconciliation Schedule

## Return on Tier 1 common equity

(\$millions)	4Q10	1Q11
<b>Tier 1 Common Equity to Risk-Weighted Assets</b>		
<b>Tier 1 capital</b>	<b>\$13,597</b>	<b>\$14,405</b>
Trust preferred securities	(1,676)	(1,686)
<b>Total Tier 1 common equity</b>	<b>\$11,921</b>	<b>\$12,719</b>
<b>Total risk-weighted assets</b>	<b>\$101,407</b>	<b>\$102,963</b>
<b>Tier 1 common equity to risk-weighted assets ratio</b>	<b>11.8%</b>	<b>12.4%</b>

(\$millions)	1Q11	(\$millions)	1Q11
<b>Net Income</b>		<b>Tier 1 Common Equity</b>	
<b>Net income – continuing operations</b>	<b>\$625</b>	4Q10	<b>\$11,921</b>
		1Q11	<b>12,719</b>
<b>Net Income applicable to common shareholders</b>	<b>\$625</b>	<b>Average Tier 1 Common Equity</b>	<b>\$12,320</b>
		<b>Return on Tier 1 common equity (annualized):</b>	<b>21%</b>

Note: See page 12 of the Company's 1Q11 Earnings Release for additional details related to the return on Tier 1 common equity reconciliation.

# Reconciliation Schedule

## Revenue Growth

<i>(\$millions)</i> Revenue	1Q10	1Q11	FY 2009	FY 2010
<b>Total Revenue (reported)</b>	<b>\$3,359</b>	<b>\$3,646</b>	<b>\$7,654</b>	<b>\$13,875</b>
Securities Losses/(Gains)	(7)	(5)	5,369	(27)
<b>Total Revenue (ex. securities losses/(gains))</b>	<b>\$3,352</b>	<b>\$3,641</b>	<b>\$13,023</b>	<b>\$13,848</b>
<b>Total Revenue (1Q11 vs 1Q10):</b>	<b>9%</b>			
<b>Total Revenue (FY2010 vs FY2009):</b>	<b>6%</b>			

# Reconciliation Schedule

## Expense Growth

(\$millions) Expenses	2007	2010
<b>Total Staff Expense</b>	<b>\$5,181</b>	<b>\$5,215</b>
<b>Total Non-Staff Expense (reported)</b>	<b>\$5,181</b>	<b>\$4,955</b>
Special Litigation Reserves	-	(164)
Intangible Amortization	(339)	(421)
Restructuring Charges	-	(28)
Merger & Integration	(529)	(139)
<b>Total Non-Staff Expense (operating)</b>	<b>\$4,313</b>	<b>\$4,203</b>
<b>Total Staff Expense (2010 vs 2007):</b>	<b>1%</b>	
<b>Total Non-Staff Expense (2010 vs 2007):</b>	<b>(3)%</b>	

# BNY Mellon Peer Group and Top 10 U.S. Banks

## 12-Member Peer Group

**American Express**  
**Bank of America**  
**BlackRock**  
**Charles Schwab**  
**Citigroup**  
**JPMorgan Chase**  
**Northern Trust**  
**PNC Financial**  
**Prudential Financial**  
**State Street**  
**U.S. Bancorp**  
**Wells Fargo**

## Top 10 U.S. Banks\*

**BNY Mellon**  
**Bank of America**  
**Citigroup**  
**JPMorgan Chase**  
**Northern Trust**  
**PNC Financial**  
**State Street**  
**SunTrust**  
**U.S. Bancorp**  
**Wells Fargo**

\*As ranked by market capitalization at 3/31/11, excluding Goldman Sachs and Morgan Stanley.