



The **BANK**  
of **NEW YORK**



## **The Bank of New York Mellon Corporation**

### Combined Key Facts and Statistics

#### **Strong Market Positions and Leadership**

- #1 global custodian with more than \$16 trillion in assets under custody
- Top 5 asset manager in the U.S. and top 10 globally, with more than \$1.1 trillion in assets under management
- Top 10 in wealth management with 81 offices in the US and UK
- #1 provider of corporate trust and depositary receipts services
- #1 provider of correspondent and government securities clearing and collateral management services globally
- Leading client service scores in asset servicing, wealth management, issuer, clearing and treasury services

#### **Extensive Global Franchise**

- Operations in 37 countries worldwide – nearly 25% of revenue non-U.S.
  - US – 32,000 employees in 30 states; main locations in New York City, Pittsburgh, NY/NY, California, New Jersey and Texas
  - Europe – 5,500 employees in 16 countries
  - Americas – 700 employees with main locations in Toronto, Montreal, Vancouver
  - Asia-Pacific – 2,300 employees; services 13 countries with more than 20 offices
- High-return businesses with strong organic growth track record and enhanced global opportunities
- Balanced business mix with diversified revenues and earnings across geographies

#### **Financially Attractive**

- Combined annual revenues of \$12.5 billion
- Combined pro-forma market capitalization of \$43 billion
- Immediately accretive to cash earnings per share, accretive on GAAP basis in 2008
- Attractive IRR for both shareholders, materially exceeding cost of capital

#### **Transaction Summary**

<b>Relative Ownership:</b>	63% The Bank of New York/37% Mellon
<b>Board of Directors:</b>	18 Directors — 10 The Bank of New York/8 Mellon; includes 2 insiders from each
<b>Corporate Headquarters:</b>	New York, NY
<b>Pittsburgh:</b>	HQ for several businesses and a center of excellence for technology, operations and administration
<b>Anticipated Closing:</b>	By third quarter of 2007
<b>Dividend:</b>	Quarterly dividend of \$0.235 per share
<b>Cost Savings:</b>	Approximately \$700 million, phased-in over three years
<b>Restructuring Charge:</b>	Approximately \$1.3 billion, pre-tax

The proposed transaction between The Bank of New York Company, Inc. and Mellon Financial Corporation will be submitted to The Bank of New York Company, Inc.'s and Mellon Financial Corporation's shareholders for their consideration. Shareholders are urged to read the joint proxy statement/prospectus regarding the proposed transaction between The Bank of New York Company, Inc. and Mellon Financial Corporation because it will contain important information. Shareholders will be able to obtain a free copy of the joint proxy statement/prospectus, as well as other filings containing information about The Bank of New York Company, Inc. and Mellon Financial Corporation, without charge, at the SEC's Internet site (<http://www.sec.gov>). Copies of the joint proxy statement/prospectus and other SEC filings that will be incorporated by reference in the joint proxy statement/prospectus will also be available, without charge, from Mellon Financial Corporation, Secretary of Mellon Financial Corporation, One Mellon Center, Pittsburgh, Pennsylvania 15258-0001 (800-205-7699), or from The Bank of New York Company, Inc., Investor Relations, One Wall Street, 31st Floor, New York, New York 10286 (212-635-1578).

Directors and executive officers of The Bank of New York Company, Inc. and Mellon Financial Corporation and other persons may be deemed to be participants in the solicitation of proxies from the shareholders of Mellon Financial Corporation and/or The Bank of New York Company, Inc. in respect of the proposed transaction. Information about the directors and executive officers of Mellon Financial Corporation is set forth in the proxy statement for Mellon Financial Corporation's 2006 annual meeting of shareholders, as filed with the SEC on March 15, 2006. Information about the directors and executive officers of The Bank of New York Company, Inc. is set forth in the proxy statement for The Bank of New York Company, Inc.'s annual meeting of shareholders, as filed with the SEC on March 24, 2006. Additional information regarding the participants in the proxy solicitation and a description of their direct and indirect interests, by security holdings or otherwise, will be contained in the joint proxy statement/prospectus when it becomes available.

The information presented here may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including (i) statements about the expected benefits of the transaction between The Bank of New York Company, Inc. and Mellon Financial Corporation, including future financial and operating results, cost savings, enhanced revenues, expected market position of the combined company, and the accretion or dilution to reported earnings and to cash earnings that may be realized from the transaction; (ii) statements about The Bank of New York Company, Inc.'s and Mellon Financial Corporation's plans, objectives, expectations and intentions and other statements that are not historical facts; and (iii) other statements identified by words such as "will," "highly attractive," "expect," "extraordinarily strong and rapidly growing competitor," "synergies," "opportunities," "superior returns," "expect," "well-positioned," "pro forma," and similar phrases. These statements are based upon the current beliefs and expectations of The Bank of New York Company, Inc.'s and Mellon Financial Corporation's management and are subject to significant risks and uncertainties. Actual results may differ from those indicated in the forward-looking statements. We will not update these statements as a result of changes in circumstance or new facts, or for any other reason.

The following risks, among others, could cause actual results to differ materially from the anticipated results or other expectations expressed in the forward-looking statements: (1) the businesses of The Bank of New York Company, Inc. and Mellon Financial Corporation may not be integrated successfully or the integration may be more difficult, time-consuming or costly than expected; (2) the combined company may not realize, to the extent or at the time we expect, revenue synergies and cost savings from the transaction; (3) revenues following the transaction may be lower than expected as a result of losses of customers or other reasons; (4) deposit attrition, operating costs, customer loss and business disruption following the transaction, including difficulties in maintaining relationships with employees, may be greater than expected; (5) governmental approvals of the transaction may not be obtained on the proposed terms or expected timeframe; (6) The Bank of New York Company, Inc.'s or Mellon Financial Corporation's shareholders may fail to approve the transaction; (7) a weakening of the economies in which the combined company will conduct operations may adversely affect our operating results; (8) the U.S. and foreign legal and regulatory framework could adversely affect the operating results of the combined company; and (9) fluctuations in interests rates, currency exchange rates and securities prices may adversely affect the operating results of the combined company. Additional factors that could cause The Bank of New York Company, Inc.'s and Mellon Financial Corporation's results to differ materially

from those described in the forward-looking statements can be found in The Bank of New York Company, Inc.'s and Mellon Financial Corporation's reports (such as Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K) filed with the Securities and Exchange Commission and available at the SEC's Internet site (<http://www.sec.gov>).