

Supplier's Guide

A guide for identifying
business opportunities



BNY MELLON





Welcome Suppliers

BNY Mellon believes in forging strong supplier relationships. We rely on our suppliers for a multitude of products and services to support all of our business lines and entities. In the financial services arena developing sound supplier relationships helps to improve performance and market position.

We are interested in the value you can bring to our company. We not only want to know what products and services you offer, we also want to be sure our relationship will be a good fit for both your business and ours.

The objective of this brochure is to give current and prospective suppliers an overview of our procurement philosophy including methods we use to achieve our goals as well as general information. You will also find our expectations of suppliers including ways you can communicate your value proposition to our company.

We are pleased to share this information and hope it helps you to identify business opportunities at BNY Mellon.

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Answering the following questions will help you to better define your company's value proposition:

- What products and services does your company provide?
- How do your products and services compare with your competitors?
- How do you stay competitive in your industry?
- How do you measure and continuously improve quality, cost, service and cycle time?
- What role does technology play in helping your customers?
- What innovative methods have you used to solve business challenges?
- What benefits can your company bring to BNY Mellon?

1. Question

What's Your Value Proposition?

Your value proposition is the way in which you define and demonstrate your company's position in the marketplace today. It expresses what value you can bring to the businesses you service. It also shows that you understand your customers' needs and have strategies to meet them.

Looking for the right fit for BNY Mellon

BNY Mellon is a diverse organization with hundreds of locations throughout the world. Our offices range in size from thousands of employees in our New York

headquarters, to single-person home offices in some of our remote locations. Likewise, our suppliers range from large to small, global to local, broad-based to single function. Sometimes the right supplier is another large corporation, and sometimes it's a small, local business. Because we have such a variety of needs, there is not a single profile befitting a typical supplier for BNY Mellon. However, a common denominator among our current suppliers is that they present a sound value proposition and offer the right combination of products/services and expertise.

2. Strategy

Supply Management at BNY Mellon

Our procurement strategy is based on the concept of supply management. As supply chain managers, we examine every facet of buying which includes much more than just the price. We consider the total cost of buying a product or service which may include other costs such as: transportation, usage, training, maintenance, administrative, customer service and life expectancy. Focusing on total cost and not just price enables us to consistently obtain the best overall value for BNY Mellon.

Supply Management follows four key principles:

It's a cross-company process

BNY Mellon consists of many businesses in many locations worldwide. Our ultimate goal is to streamline procurement across the company as a whole, to operate efficiently internally — while maximizing our buying leverage externally. We look to use suppliers who can meet our needs on a company-wide basis. This generally simplifies the

buying process for our employees, greatly reduces the administrative costs associated with ordering and bill payment and affords us the broadest possible buying leverage.

It's a standardized supply process

BNY Mellon utilizes electronic systems to facilitate most ordering activities. This includes requests for products and services, purchase-order generation and invoice processing.

It's built on both internal and external alliances

Good business relationships are essential. Global Procurement strives to streamline and facilitate the procurement process, build strong relationships and bridge any gaps between BNY Mellon users and suppliers.

It's continuous improvement

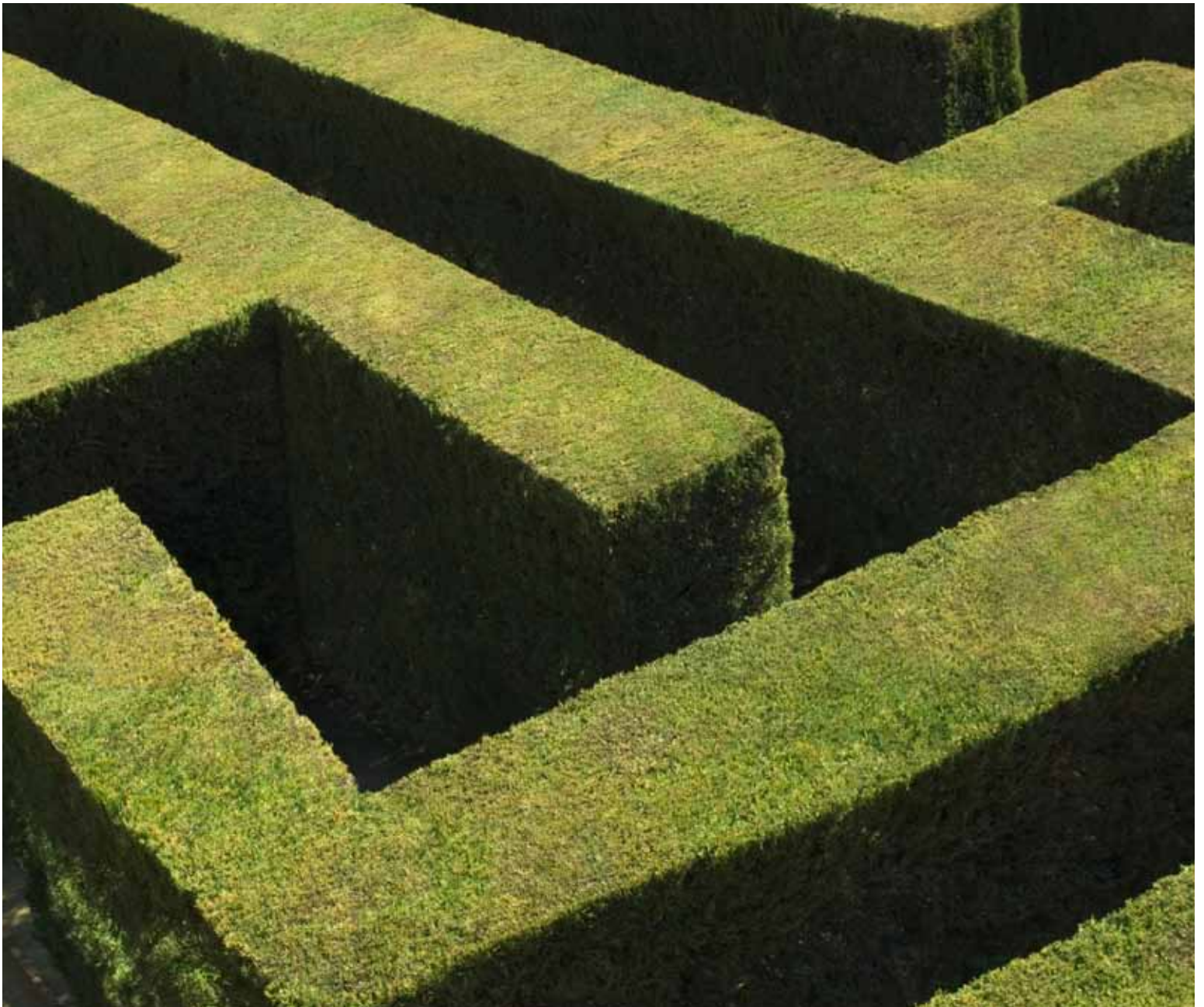
We never stop looking for ways to better meet the needs of our internal customers — BNY Mellon's many business lines.



About Global Procurement

Global Procurement is BNY Mellon's procurement agent responsible for establishing purchasing methods and procuring goods and services for the entire company. To carry out this service, Global Procurement employs a strategy known as The Sourcing Process (detailed on the next page).

Corporate supplier agreements originate from Global Procurement offices in New York, Pittsburgh and London. Global Procurement also generates regional agreements and meets the day-to-day needs of internal users within their designated areas.



The Sourcing Process

Global Procurement employs a standard yet flexible process for procuring products and services for the company. This process varies in complexity depending on the particular project and each business area's needs. Additionally, this process includes managing and measuring our suppliers' performance.

The Sourcing Process consists of four main phases:

- Procurement planning
- Procurement management
- Risk mitigation
- Supply management

Procurement Planning

Supplier involvement begins immediately after the procurement planning phase in which we perform internal analyses to define our business needs.

- Establish procurement project team
 - Analyze customer expenditure data
 - Define customer needs
 - Define project workscope
 - Interview stakeholders
 - Perform benchmarking studies
 - Perform market analyses
 - Perform cost analyses
-

Procurement Management

Appropriate suppliers are identified and requirements are communicated. This phase may include a formal bidding process.

- Identify relevant suppliers
 - Codify requirements
 - Create and issue requests for proposal (RFPs)
 - Evaluate supplier responses
 - Choose top contenders
 - Negotiate pricing
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Risk Mitigation

Possible risks are mitigated and contract award occurs during this phase.

- Ensure compliance with company policies and regulatory requirements
 - Evaluate financial stability of leading contenders
 - Negotiate contract terms and conditions
 - Formally award supplier contracts
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Supply Management

Contracts are implemented during the supply management phase and supplier measurements and goals are established.

- Implement supplier contracts
 - Define supplier performance measurements
 - Manage supplier relationships
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3. Tactics

Suppliers' Responsibilities

BNY Mellon requires its suppliers to abide by the same standards we set for our employees. We are looking for suppliers who share our vision and who strive to build long-lasting relationships that will benefit both companies.

Our suppliers should think total quality and:

- provide consistent, timely, formalized feedback
- take the initiative in building trust
- think in terms of long-term, mutual benefit
- be proactive in providing business solutions
- improve processes, as well as quality of products and services
- address customer needs and concerns promptly
- share future strategies
- communicate proactively with BNY Mellon
- propose system improvements and upgrades
- invoice accurately and in a timely manner
- understand total cost of ownership
- provide incentives to reduce total cost
- promote continuous improvement and innovation
- define clear measurements, goals and objectives
- seek a competitive advantage in the marketplace

Presenting Your Products and Services

Suppliers who would like to establish contact with BNY Mellon and present their products and services will benefit by first learning about our company's history, vision and organizational structure. Visit BNY Mellon's Web site at www.bnymellon.com to view our annual report and other pertinent information about our company.

After familiarizing yourself with our company you may:

1. Complete the Supplier Profile form in full
2. Provide additional information about your company
 - Product brochures or other company literature
 - Product samples (if appropriate)
3. Present your company's value proposition

(Refer to Section 1. Keep in mind that we are interested in how you can bring value specifically to BNY Mellon.)

All of the above information can be directed to:

supplier.info@bnymellon.com or
BNY Mellon
Global Procurement - Supplier Info
Two BNY Mellon Center, Suite 153-1900
Pittsburgh, PA 15259-0001



Our extensive expertise in our businesses and global markets, combined with broad and deep capabilities, enables us to provide our clients with intelligent solutions.

Above all, we are relentlessly focused on the client, and helping them get the results they deserve.

4. General

About BNY Mellon

BNY Mellon is a global financial services company focused on helping clients manage and service their financial assets. The company is a leading provider of financial services for institutions, corporations and high-net-worth individuals, providing superior asset management and wealth management, asset servicing, issuer services, clearing services and treasury services through a worldwide client-focused team. It has more than \$25.9 trillion* in assets under custody and administration, more than \$1.1 trillion* in assets under management and services, \$11.9 trillion* in outstanding debt. Additional information is available at bnymellon.com.

For Institutions and Corporations

We help organizations build assets, enhance performance, improve operating efficiency and reduce risk through a wide range of asset management and securities service solutions.

For Private Clients

We provide sophisticated financial solutions such as investment and wealth management; we provide private banking services to individuals, families and family office organizations. We also offer financial advice and services to charitable gift programs, endowments and foundations.

For Consultants and Advisors

We work closely with consultants and advisors to help them select and present the services that best meet the needs of the clients they serve.

Our extensive expertise in our businesses and global markets, combined with broad and deep capabilities, enables us to provide our clients with intelligent solutions. Above all, we are relentlessly focused on the client, and committed to delivering the highest level of quality service to help our clients get the result they want, need and deserve.

For more information on BNY Mellon, visit: www.bnymellon.com.

Ethics

BNY Mellon's suppliers and employees are expected to abide by stringent ethical, legal and moral standards in all business relationships. Both parties should avoid activities that could create a conflict of interest throughout the procurement process.

Gifts and Entertainment

Suppliers are asked to avoid offering gifts or items of value that may influence, or have the appearance of influencing, the business decisions of our employees. Items of value include cash, gift cards that are convertible to cash, gift certificates/cards, securities, business opportunities, goods, services, discounts on goods or services, and entertainment and food or drink outside the normal course of doing business.

Confidentiality

Certain financial and non-financial information developed by BNY Mellon — such as business plans, customer lists, methods of doing business, computer software, source code, databases and related documentation — is proprietary and confidential. Suppliers with access to such information are asked not to disclose it to anyone outside BNY Mellon or to others inside our company who do not need it to perform their business functions. Such suppliers will be required to execute a non-disclosure agreement.

As you conduct business with BNY Mellon, we ask your cooperation in helping us maintain our high standards.





Supplier Development Program

Supplier diversity is an important component of BNY Mellon's corporate business strategy. Through our Supplier Development Program, established in 1994, we continue to take positive steps in building and maintaining a diverse supplier base. We work closely with small and diverse businesses to expand their opportunities with the company providing our guidance and support as needed to prepare them to bid on new business with us. We collaborate with organizations focused on the economic development and growth of companies. This commitment has the full support of our company's leadership.

Small and diverse businesses — such as those owned and operated by women, minorities, veterans, the disabled, and other qualifying small businesses — play a critical role in helping BNY Mellon achieve its objectives as a leading financial institution. These firms supply quality products and services that allow us to remain efficient and innovative in our business and the global marketplace. We value their contributions and are committed to continuing our support for diversity firms that wish to participate in our procurement process.

Interested suppliers who meet established diversity criteria are encouraged to complete the Supplier Profile form and return it to Global Procurement for consideration.



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