

Client Technology Solutions

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Chief Information Officer

Leading financial services
technology company

Accelerating technology development to enable client solutions

Priorities

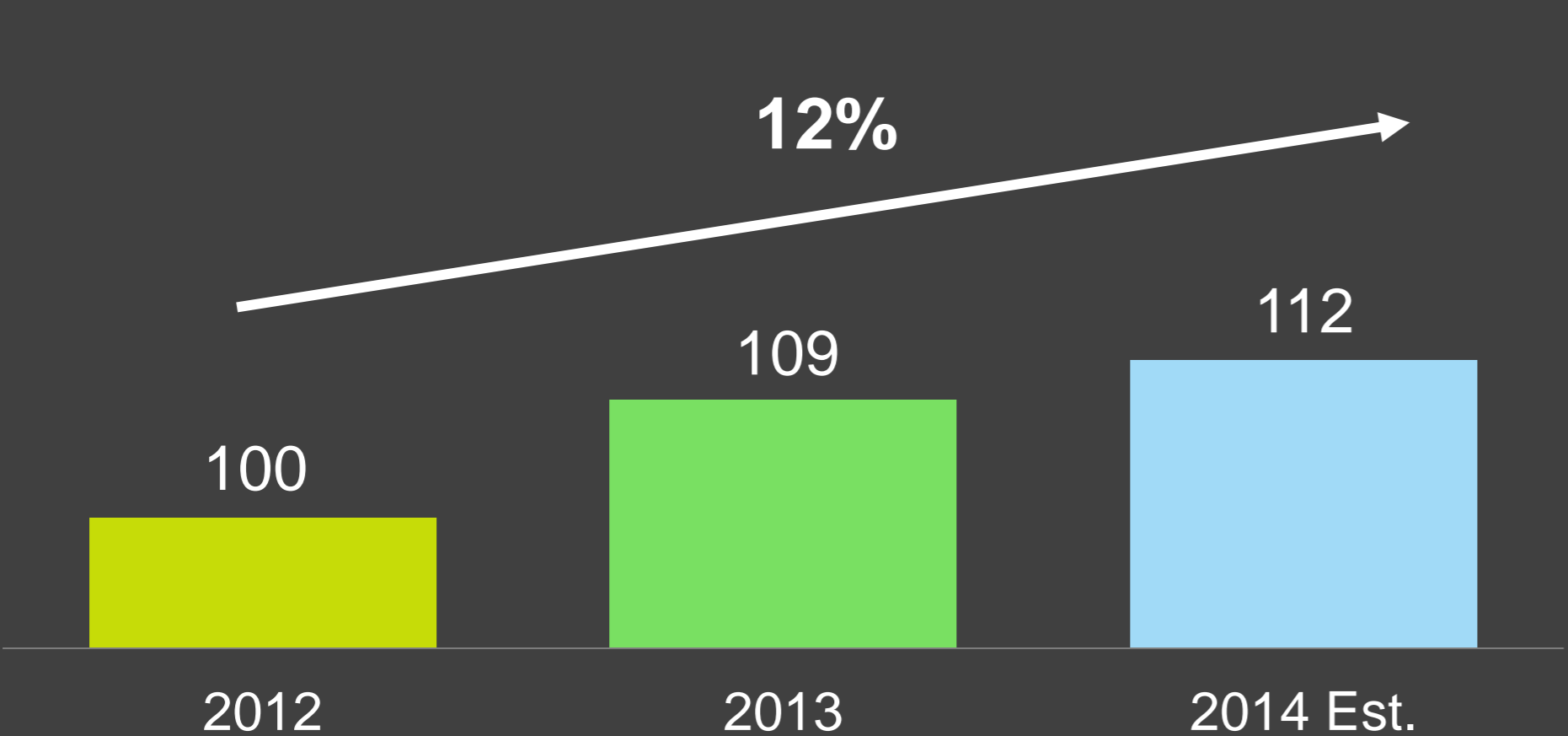
- **Simplifying our technology** offerings and driving higher returns
 - Consolidating operations into Global Delivery Centers to reduce complexity and costs
- **Getting more** out of infrastructure and application development spend
- Shifting our investment from **tactical to strategic**
 - Enhancing client experience
 - Expanding common architecture
 - Providing tools to help clients and employees work smarter
 - Leveraging Big Data
 - Extending and monetizing technology platforms and solutions

Doing more for less

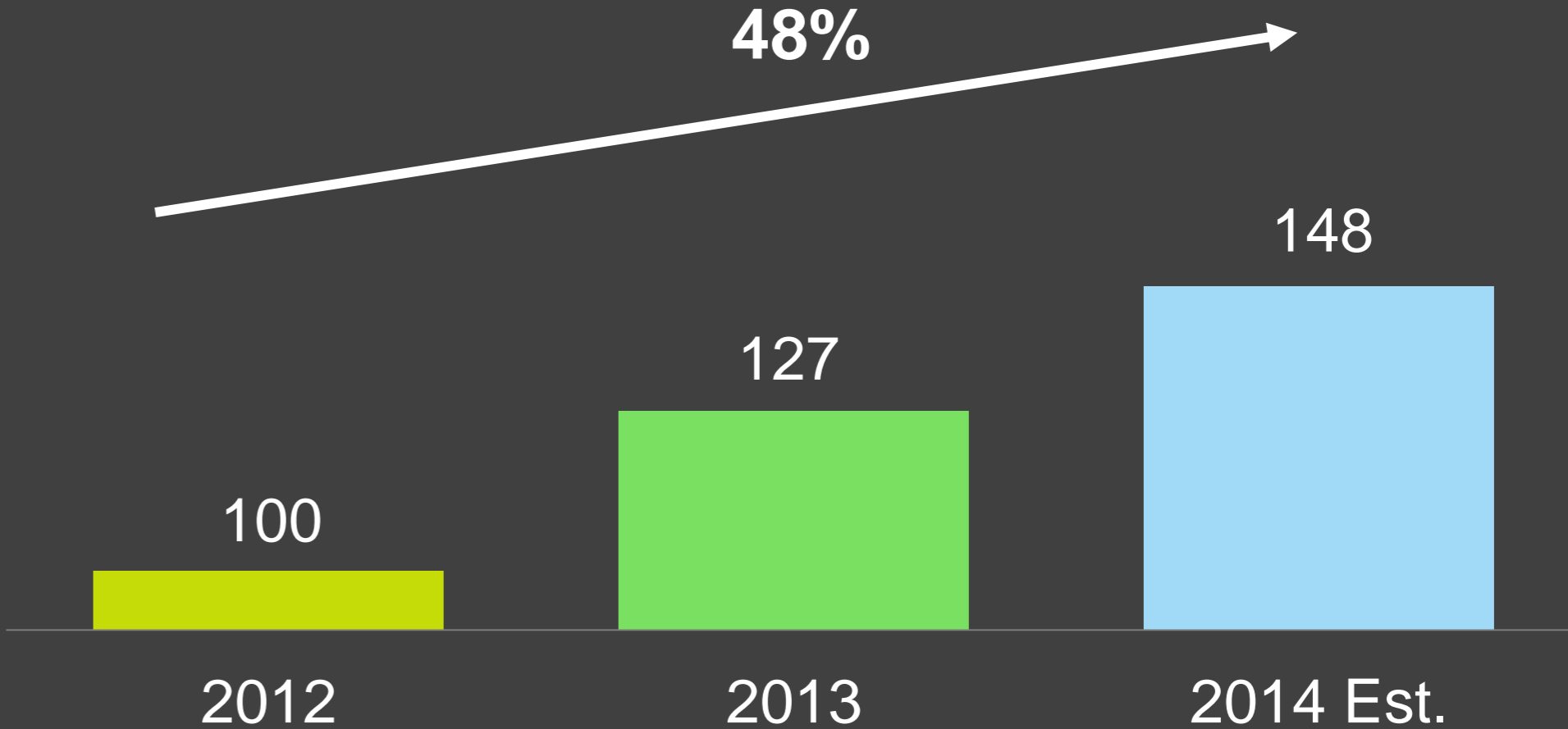
Driving Higher Return on Infrastructure Investment

In an Era of Increasing Demand for Technology Services...

Storage Demand (Indexed petabytes)

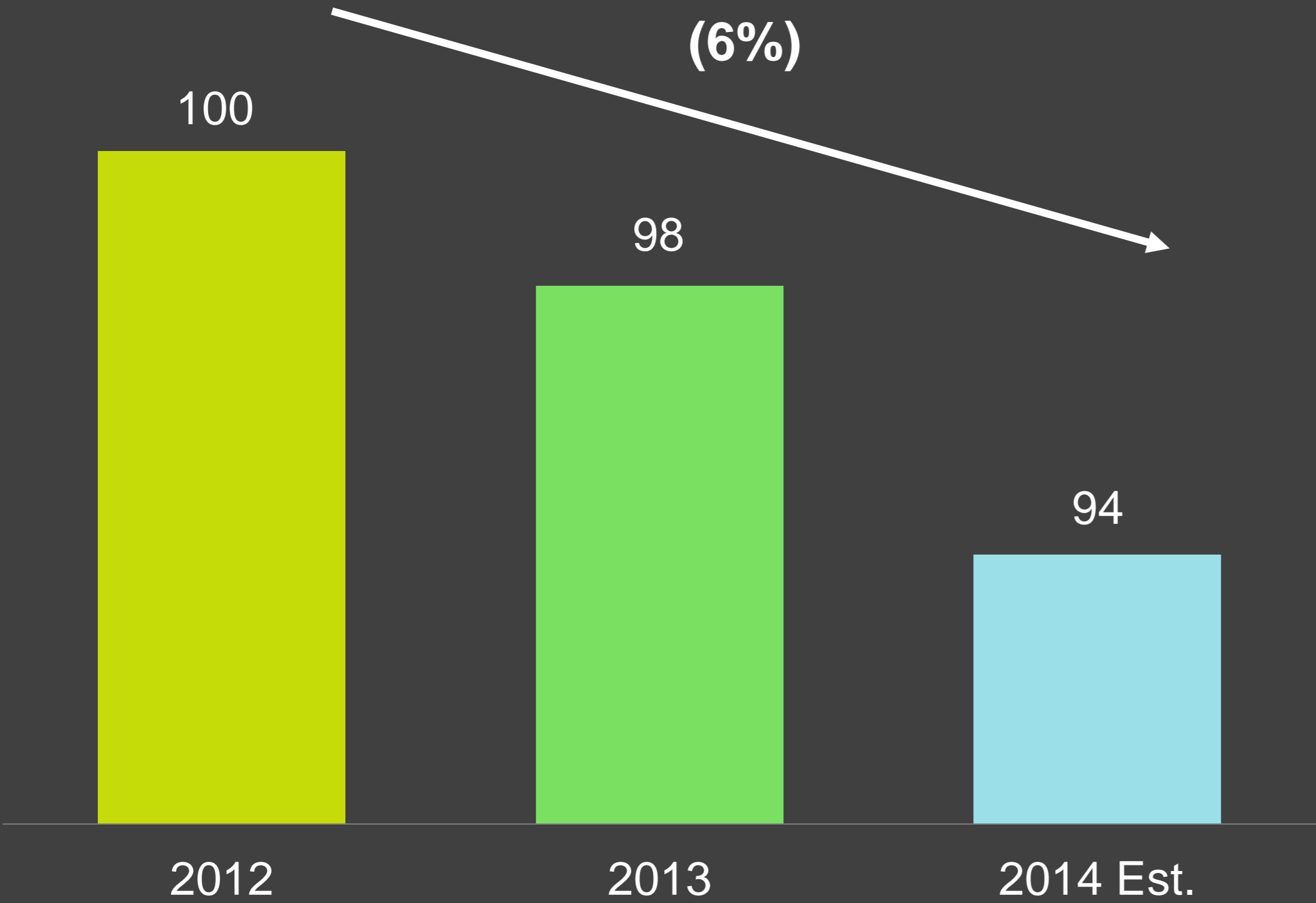


Demand for Computing (Indexed # of server instances)



Driving Higher Return on Infrastructure Investment

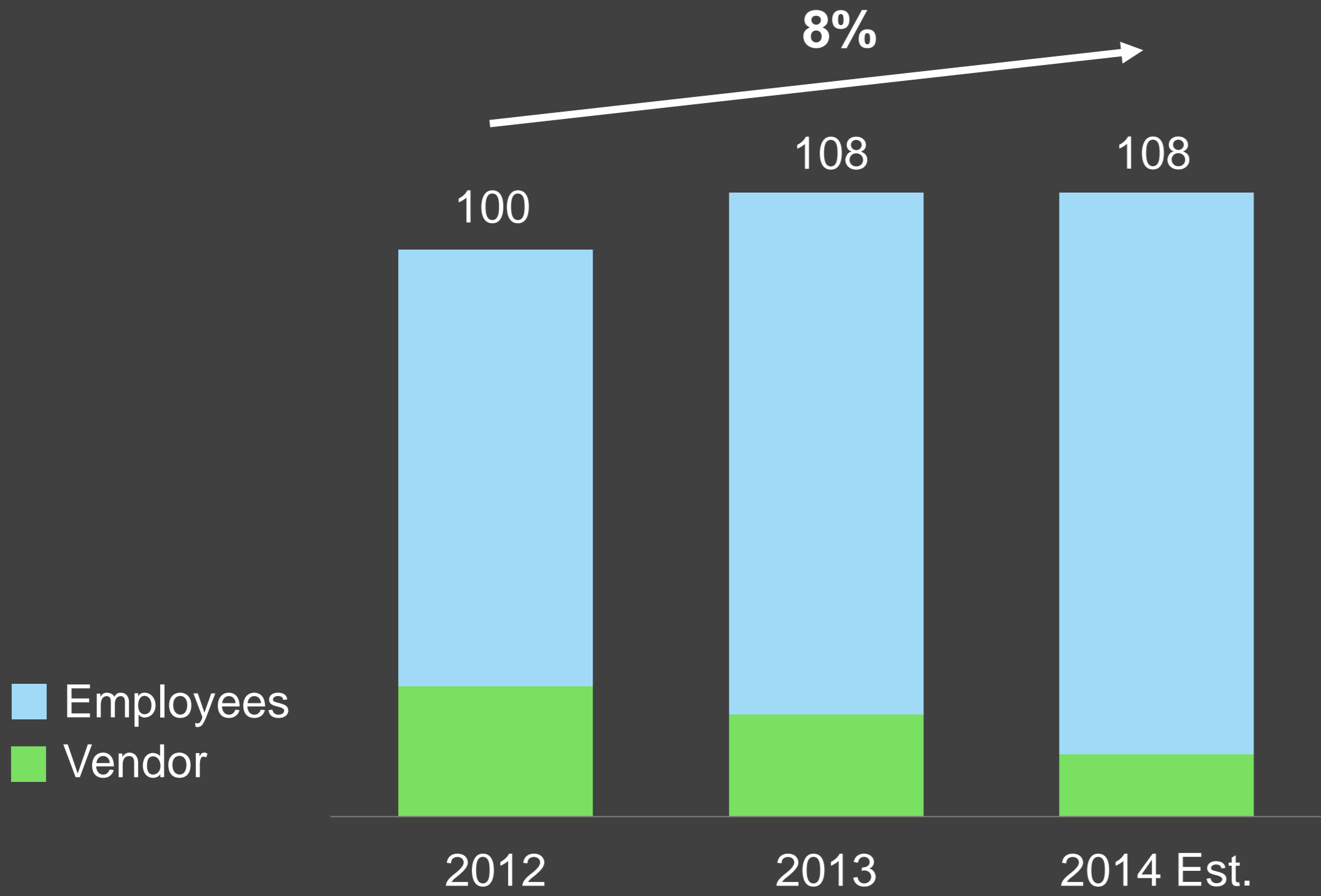
Annual Infrastructure Spend Reduction
(Indexed \$)



- Enhancing service levels
- Modernizing infrastructure
- Managing technology risk

Insourcing Application Development

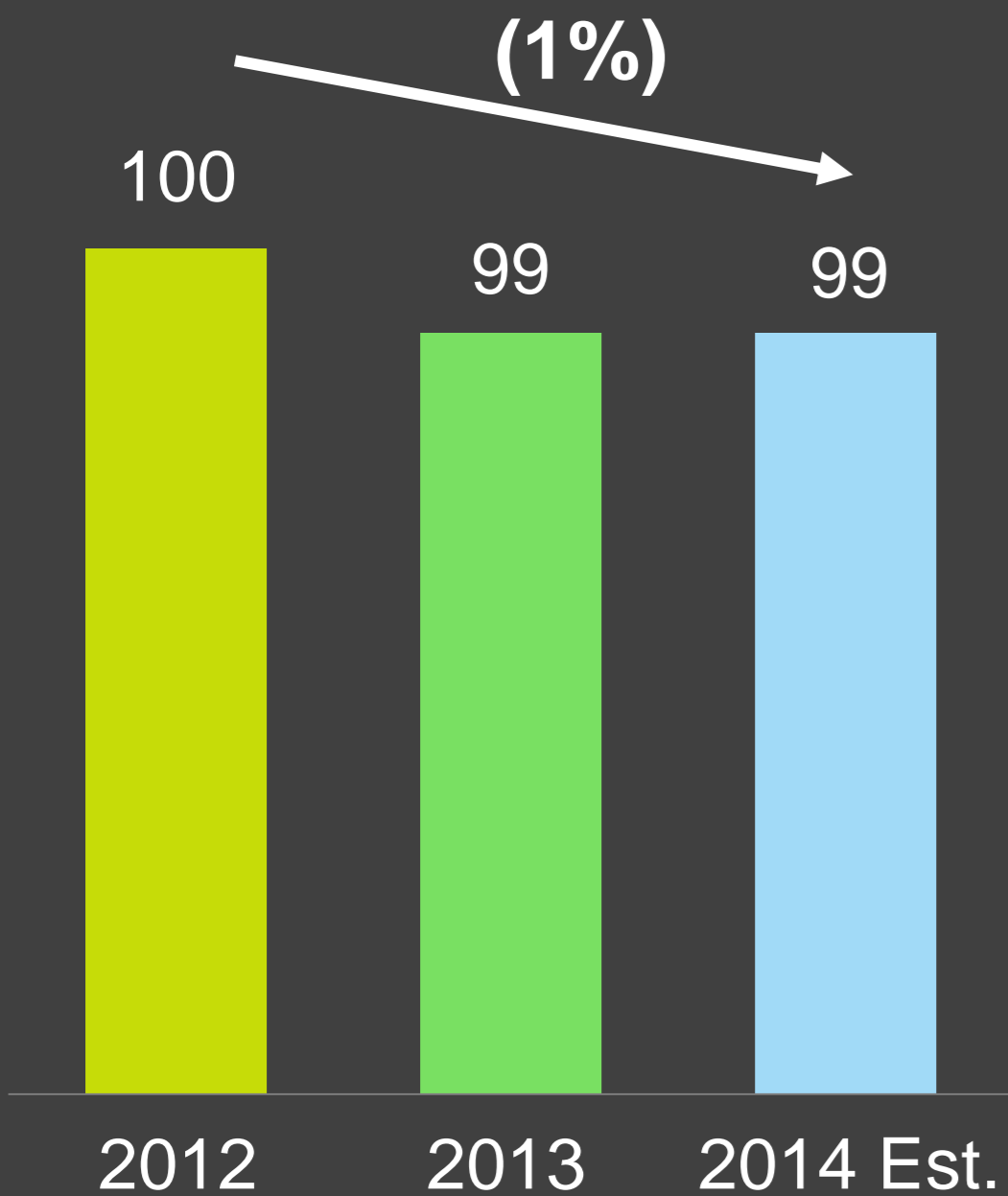
Application Development Resources
(Indexed Headcount)



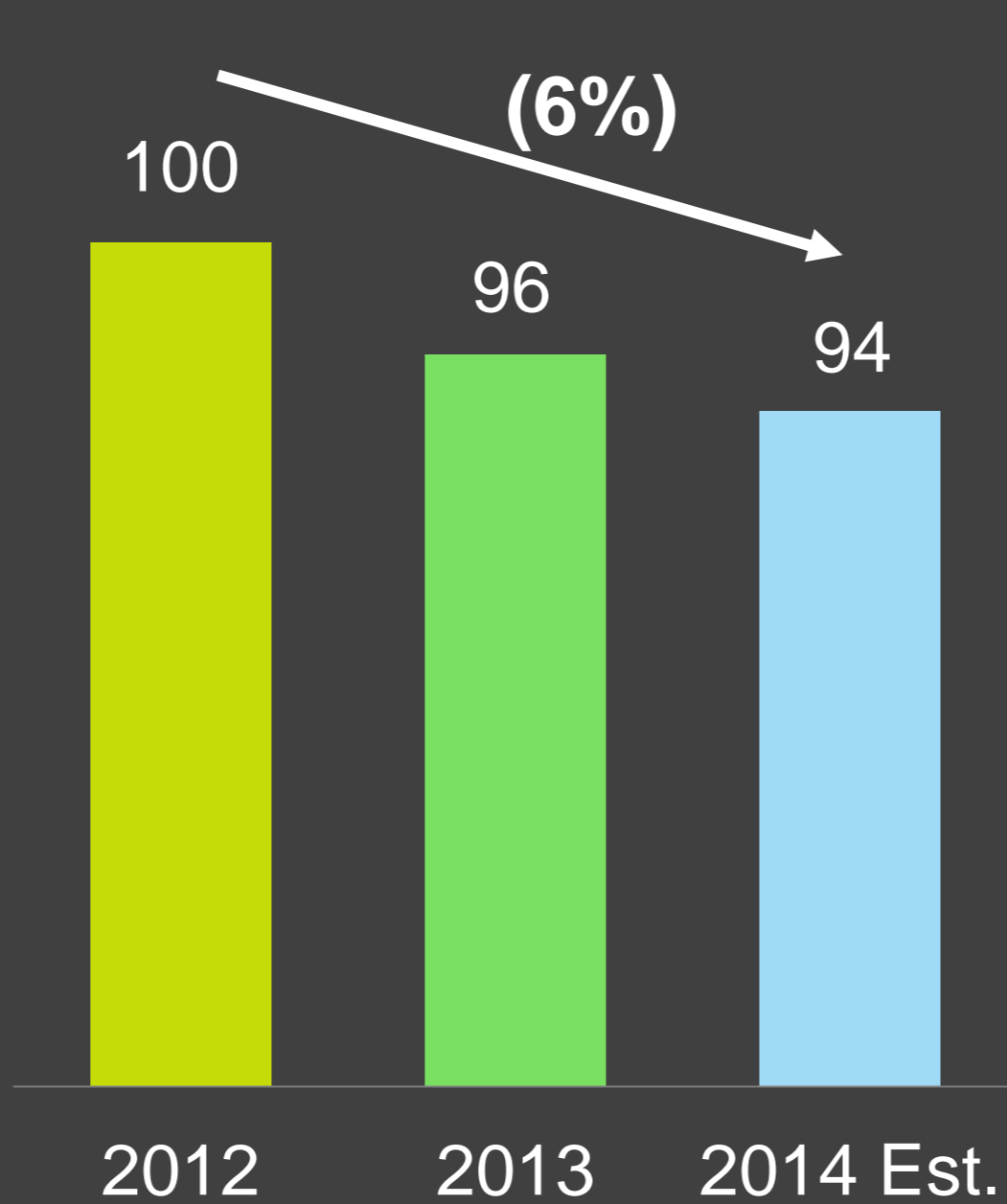
- Enhancing capacity and shifting demand toward internal resources
- Greater flexibility and control over resource deployment
- Training our team to leverage common component-based architecture
- Accelerating time to market by optimizing software development processes
- Powering innovation and creating intellectual capital by owning our domain knowledge

Reducing Application Development Cost

**Application Development
Total Cost**
(Indexed \$)



**Application Development
Unit Cost**
(Indexed \$/Resource)



- Enhancing talent pipeline through campus recruiting and establishing innovation centers
- Improving productivity by defining performance-based outcomes
- Increasing reusability of development components by leveraging common architecture

NOTE: Includes Employees, Professional & Purchased Services Expenses.

Shifting from Tactical Expense to Strategic Investments

Shifting Technology Investments

Strategic Investments as % of Portfolio

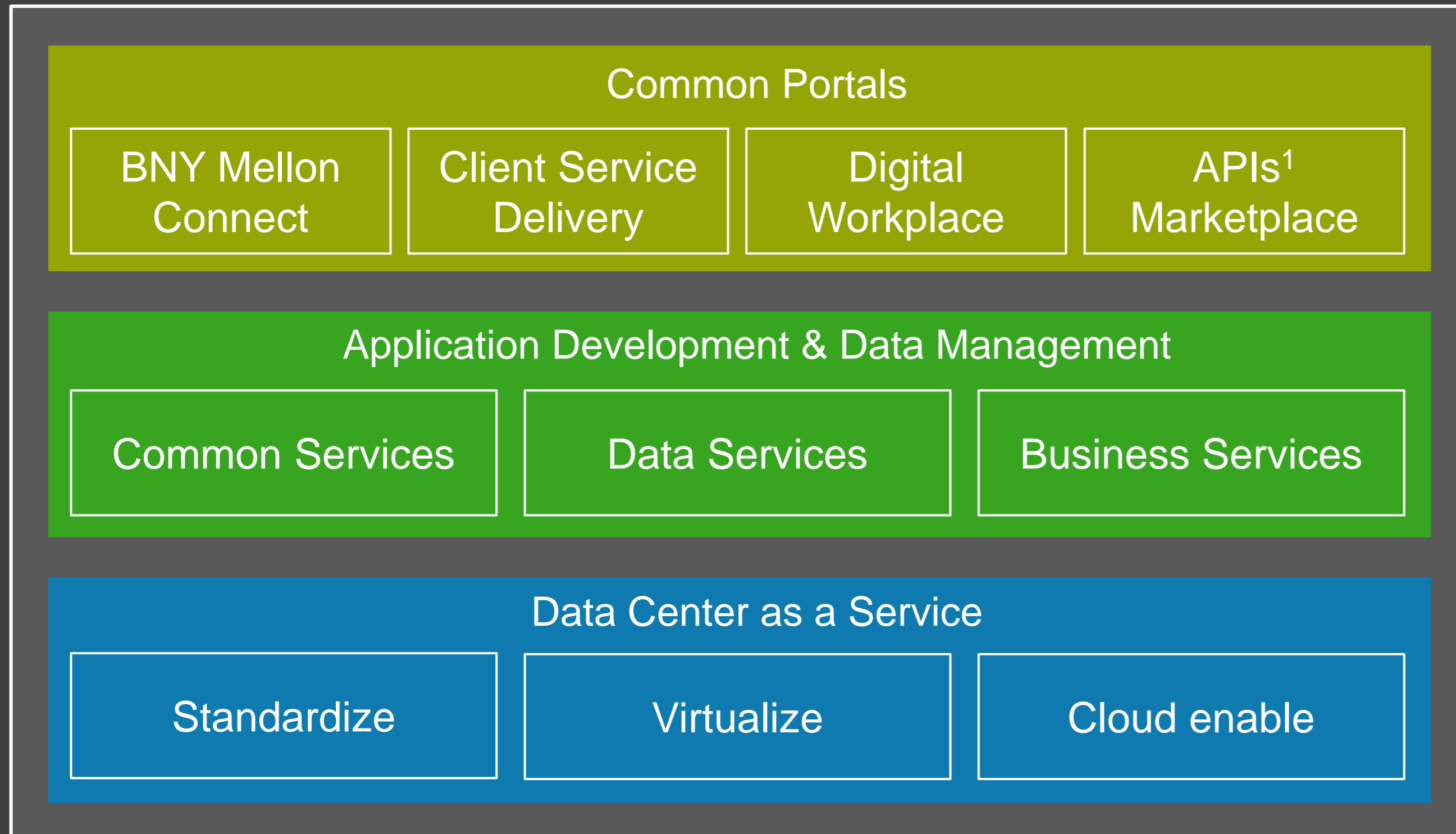


Select Strategic Investments

- 1** Digitizing BNY Mellon: Powering the world's investments through our private cloud, BXP (BNY Mellon Extreme Platform)
- 2** Digital Pulse: Achieving excellence through data-driven insights
- 3** Technology-Driven Business Solutions: Eagle, Albridge, HedgeMark

NOTE: Strategic Investments includes projects focused on strategic architecture and growth, strategic client commitments, solution development and transformation and efficiency programs.

1 Simplifying Our Technology: Digitizing BNY Mellon



Benefits

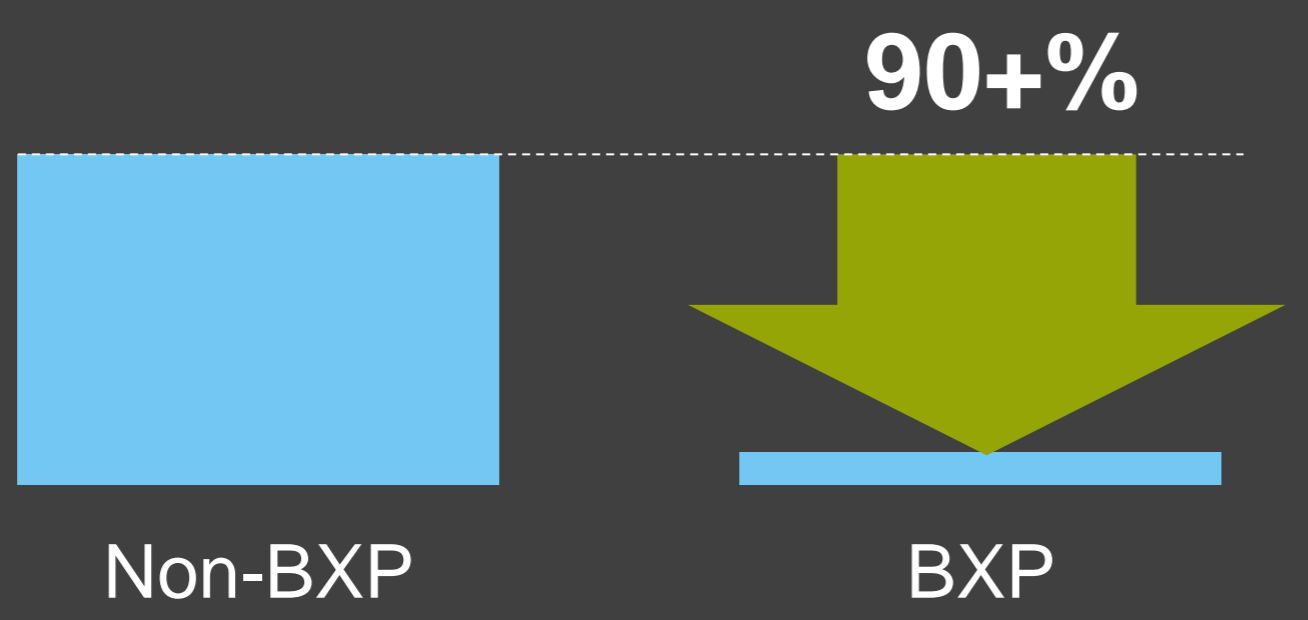
- Enhanced client and employee experience
- Strengthen service levels at lower cost
- Consolidated number of applications
- Access to 3rd party solutions
- Using Cloud and Virtualization for faster time to market
- Leveraged Big Data to generate insights

Our platform as a service, BXP, ties these layers together and enables us to capture the benefits of our architecture

1 Simplifying Our Technology: Digitizing BNY Mellon

Deploying BXP, our Platform as a Service – Simplifying infrastructure and providing capacity on demand at a lower cost

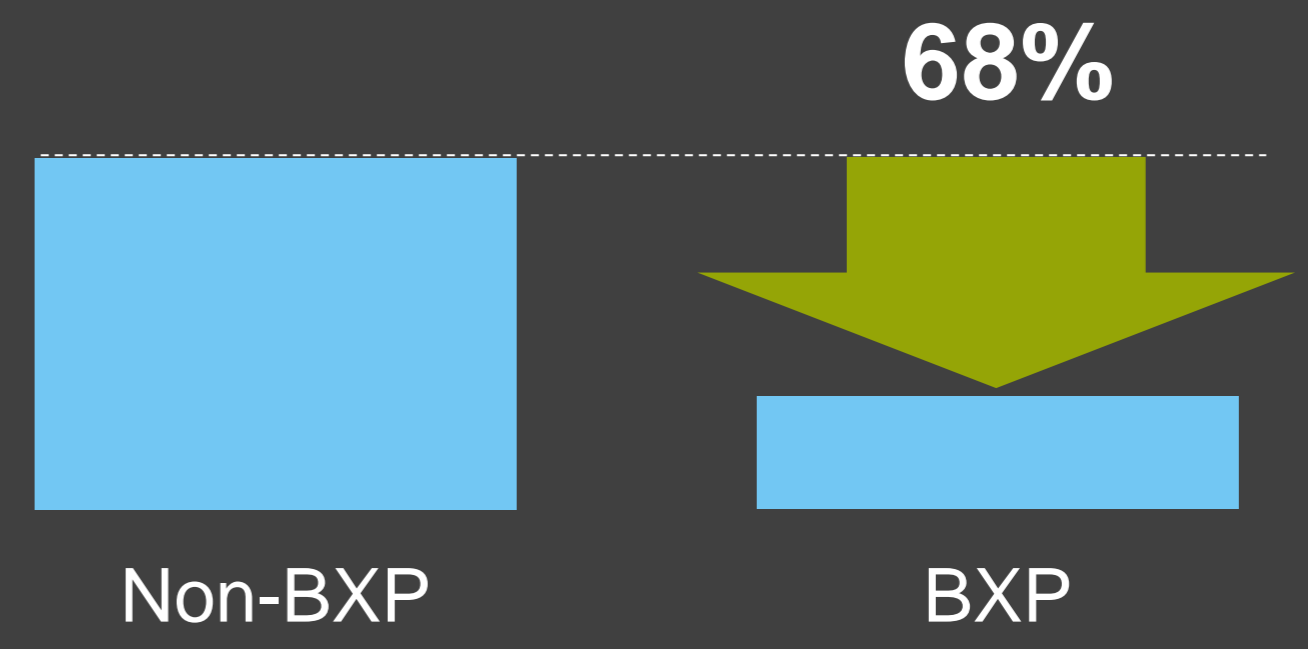
Decreasing Time to Market
(Indexed time to provision server)



Leverage and protect existing investments

Simplify environment, consolidate applications

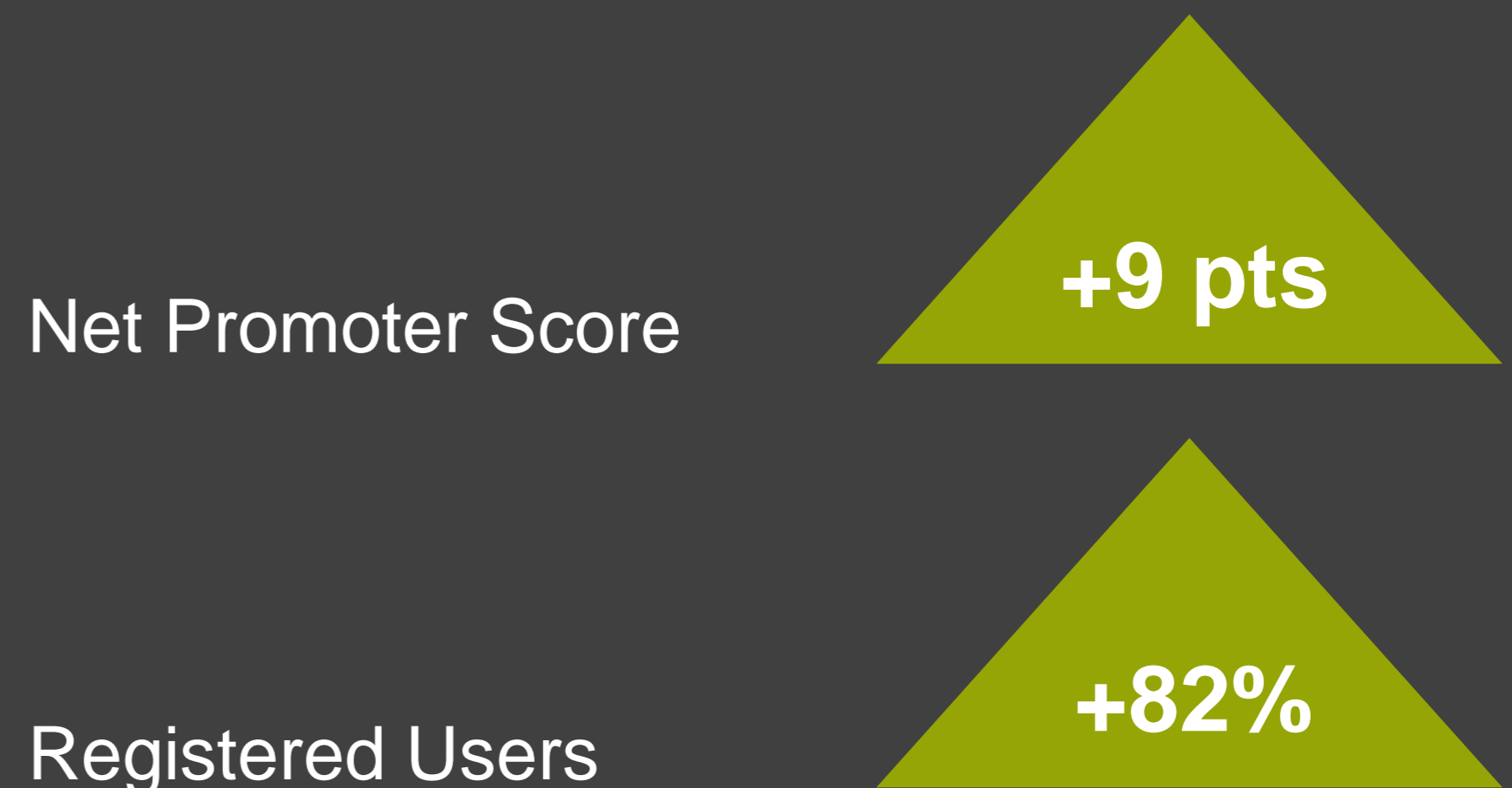
Reducing Total Cost of Ownership
(Indexed cost per CPU core)



Improve responsiveness to changing needs and markets

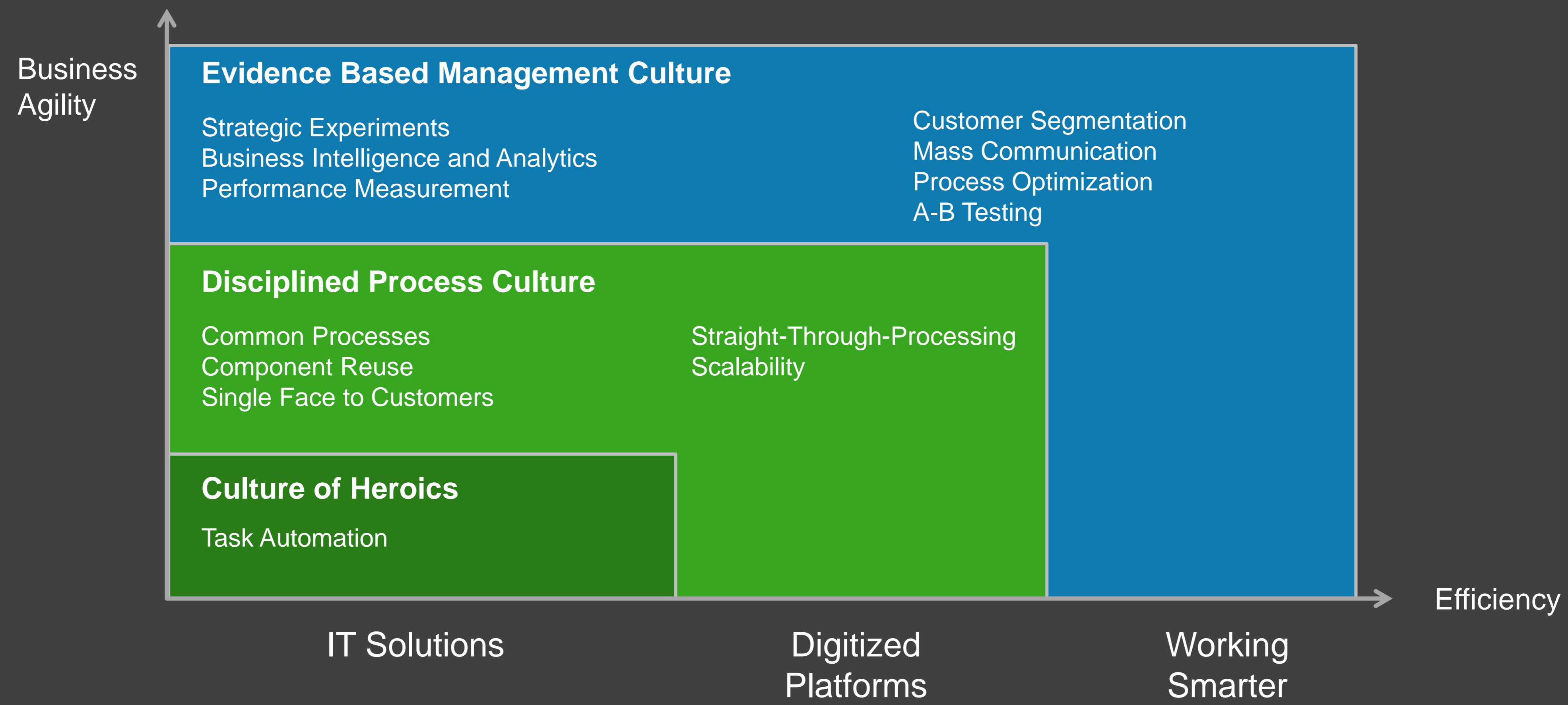
1 Simplifying Our Technology: Digitizing BNY Mellon

Client Experience Continues to Strengthen¹



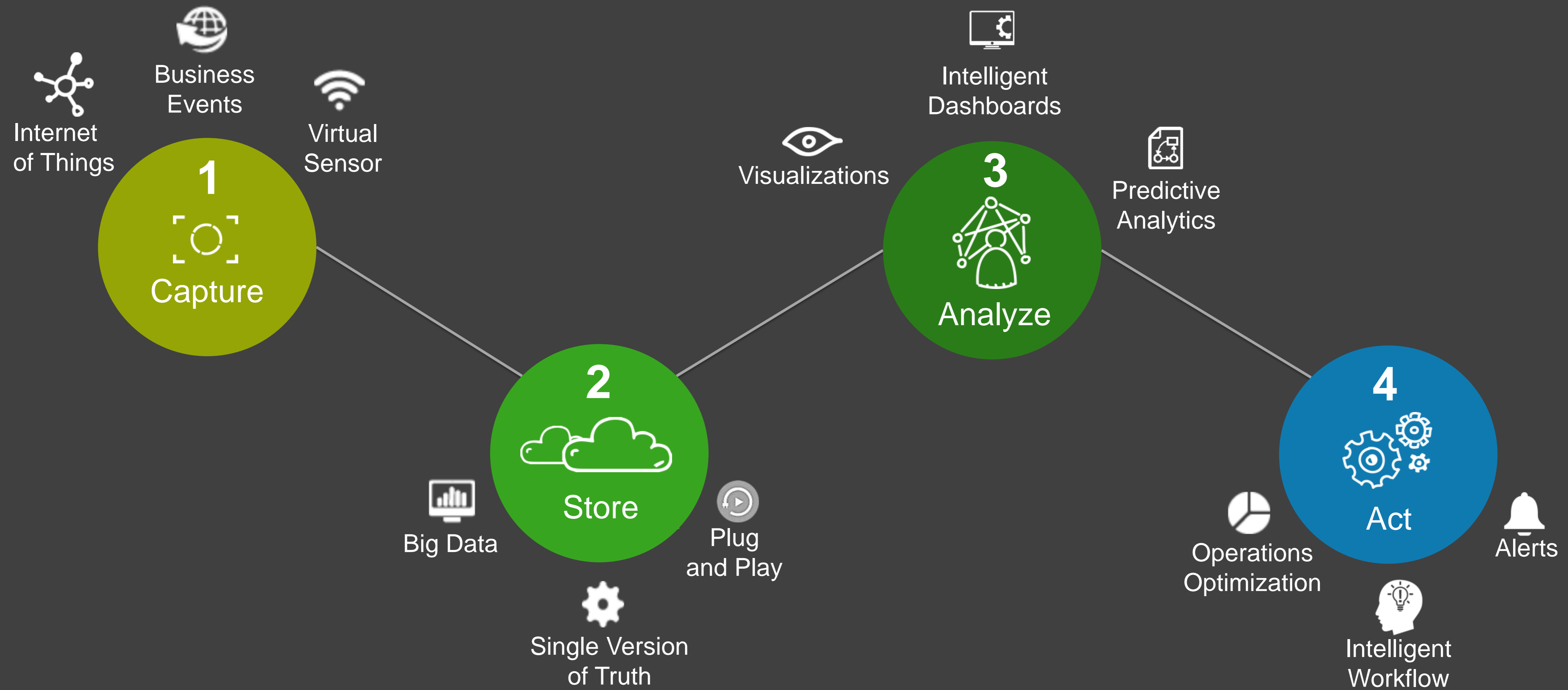
SOURCE: Client surveys
¹ Improvement observed in past 12 months.

2 Digital Pulse: Working Smarter Through Evidence-Based Decision Making



SOURCE: Dr. Jeanne W. Ross, Center for Information Systems Research (CISR), MIT Sloan School of Management, 2013.

2 Digital Pulse: Our Big Data Ecosystem



2

Digital Pulse: Leveraging Big Data for Continuous Improvement

Digital Pulse is our proprietary Big Data analytics platform, enabling us to generate actionable insights to improve processes and business performance

Makes analytics accessible

Empowers employees with real-time insight

Identifies waste

Creates analytics platform that works across enterprise

Leverages Cloud, Big Data and Internet of Things

Digital Pulse

Outcomes

- Improves client experience
- Reduces structural costs
- Increases client and product profitability
- Reduces risk
- Improves service level management

3 Technology Drives Our Business

Delivering leading platforms

- Leading custody platform
- Provides fund administration capabilities to majority of the market
- Largest wealth management platform with 600+ retail websites



Providing clients access to third-party offerings

- Empowering clients to access a broad range of market leading solutions
- 250+ integrated partners provide solutions on our platform



BNY MELLON

Maximizing return on technology investments

- Revenue from targeted business solutions, consulting and outsourcing services
- Enabling clients to leverage our scale to 'variablize' and reduce costs



Come See Our Technology at Work

Visit the Technology Expo

