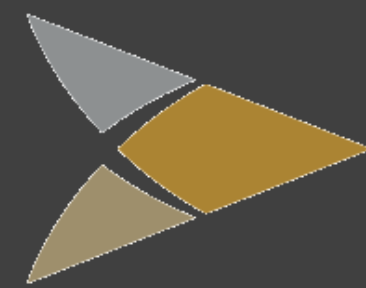


Q&A

## Summary

- **Creating solutions and value for our clients**
- **Driving profitable revenue growth**
- **Delivering operating leverage**
- **Generating strong returns on tangible capital, enabling**
  - **Investment in our businesses**
  - **Dividend increases**
  - **Share repurchases**

	Flat	Normalized
<b>EPS Growth</b>	<b>7 – 9 %</b>	<b>12 – 15 %</b>



**BNY MELLON**