



Technology Strategy and Digital Transformation

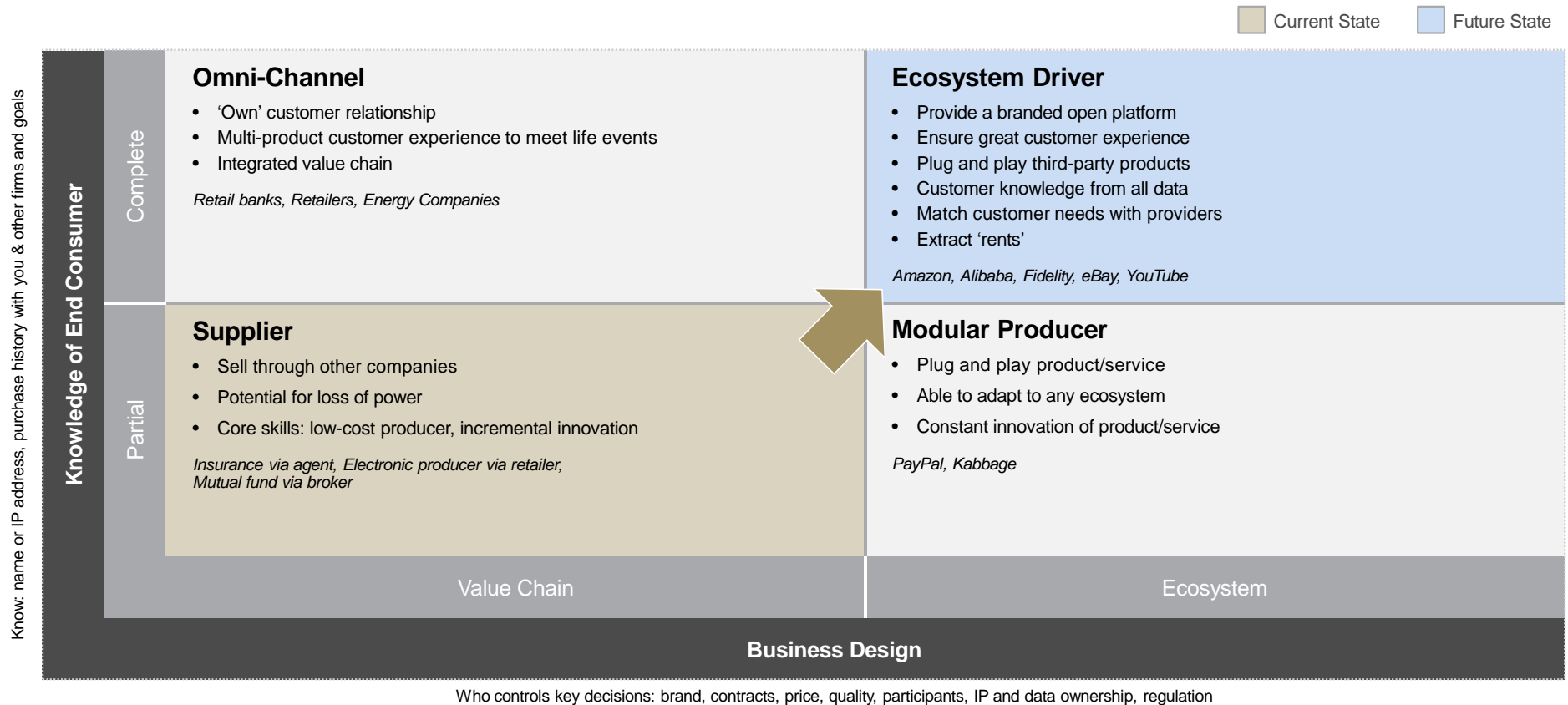
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“Platform of the Future”- Why a Platform / Ecosystem?



Source: MIT Sloan Management – Center for Information Systems Research (CISR)

Benefits of the NEXEN Ecosystem

Clients, Employees and Shareholders

OUTCOME	CHARACTERISTIC	DESCRIPTION
 <p>Efficient and Easy Client Experience</p>	Consistent Access and Experience	<ul style="list-style-type: none"> • Cohesive user interface and platform experience across users and devices • Interaction among BNY Mellon, platform and consumers / developers • Faster client onboarding • Developer, product, and support communities for hybrid platforms and open source software
	User / Developer Communities	
 <p>Increased Return on Technology Investment</p>	Reusable Components	<ul style="list-style-type: none"> • Cost reduction by eliminating duplicate business processes, interoperable business services • Organic growth by building once and re-using for many clients, driving economies of scale • Improved time-to-market • Standard, accessible electronic services via APIs that empower clients
	Open Platforms	
 <p>Innovative Solutions Delivered Quickly</p>	Third-Party Contributors	<ul style="list-style-type: none"> • Third-party providers and developers developing new and innovative solutions on the platform, expanding offerings far beyond core competencies • Easier client transitions to new service lines, and common data sources lead to platform growth • Increased market share due to network effect and lock-in
	Organic Platform Growth	

Sources: *Leading Digital: Turning Technology Into Business Transformation*, 2014, G Westerman, D Bonnet, A McAfee; *Strategic Decisions for Multisided Platforms*, 2014, A Hagiu, *Multi-Sided Platforms*, 2015, A Hagiu, J Wright; *Platform Economy: Technology-driven business model innovation from the outside in*, 2016, Accenture

NEXEN Creates a Powerful Digital Ecosystem Advantage

Currently 12,000+ NEXEN Gateway Users from 950+ Clients

