



Welcome – Investor Relations Innovation Center Experience

Todd Gibbons

Chief Financial Officer

August 24, 2016





Agenda

10:45 AM – 11:15 AM

Executive Remarks

- **Welcome** – Todd Gibbons
- **Business Strategy** – Brian Shea
- **Technology Strategy and Digital Transformation** – Suresh Kumar

11:15 AM – 11:30 AM

Innovation Center and User Experience Lab Tour

11:30 AM – 12:00 PM

Lunch

12:00 PM – 1:00 PM

NEXEN Ecosystem Solutions Overview

- **NEXEN Ecosystem Foundation Introduction** – Lucille Mayer
 - **Gateway** – Neil DiCicco
 - **Digital Pulse** – Gerald Verrilli
 - **Application Programming Interface (API) Store** – Matt Joseph
 - **BNY Mellon eXtreme Platform (BXP) / Cloud Technology** – John Wetherill
- **NEXEN Ecosystem - Business Solutions** – Mike Keslar
- **NEXEN Ecosystem - Collaboration** – John Lehner

1:00 PM – 1:20 PM

Q&A

1:20 PM – 2:35 PM

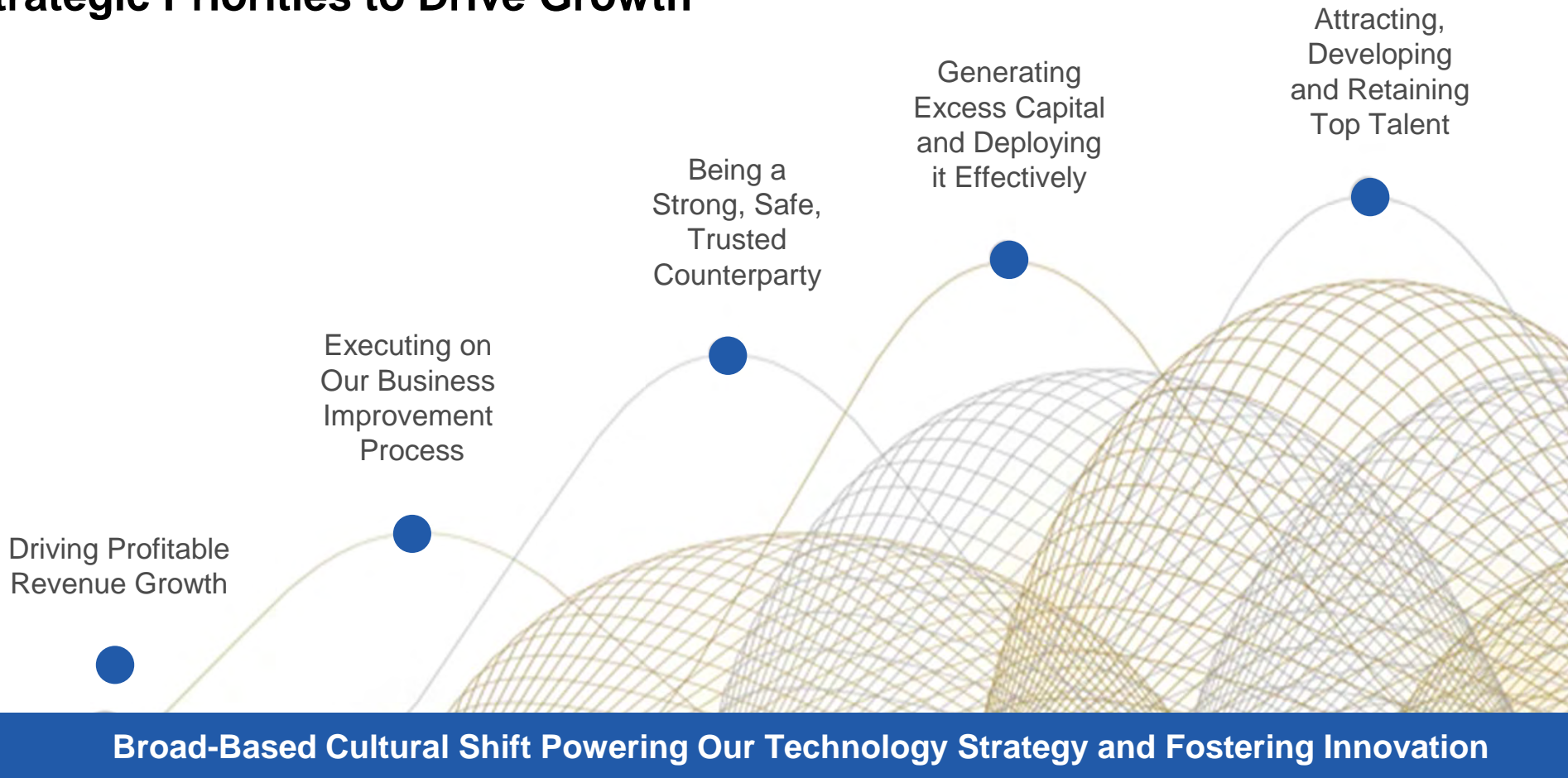
NEXEN Ecosystem Solutions Demonstrations

- Business Solutions (Town Hall Area)
- Collaboration (Training Room)
- Research and Development (Backyard)

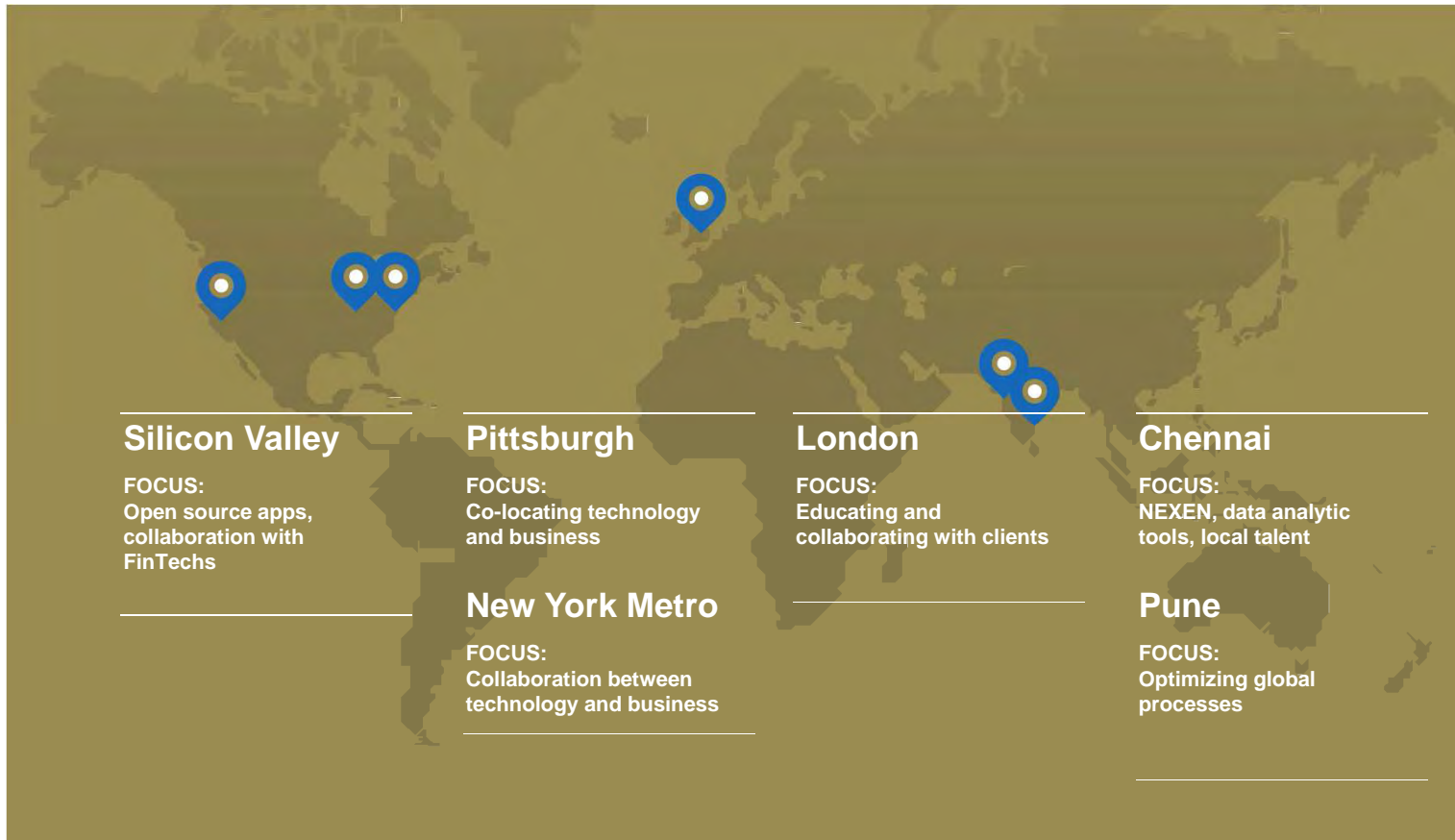
2:35 PM – 3:00 PM

Q&A Session and Closing Remarks

Strategic Priorities to Drive Growth



Global Innovation Centers Drive Collaboration and Agility



- Attracting and retaining top IT talent, emerging technology expertise
- Enabling collaboration with clients and third-parties
- Enabling more agile innovation
- Developing and integrating new solutions and services

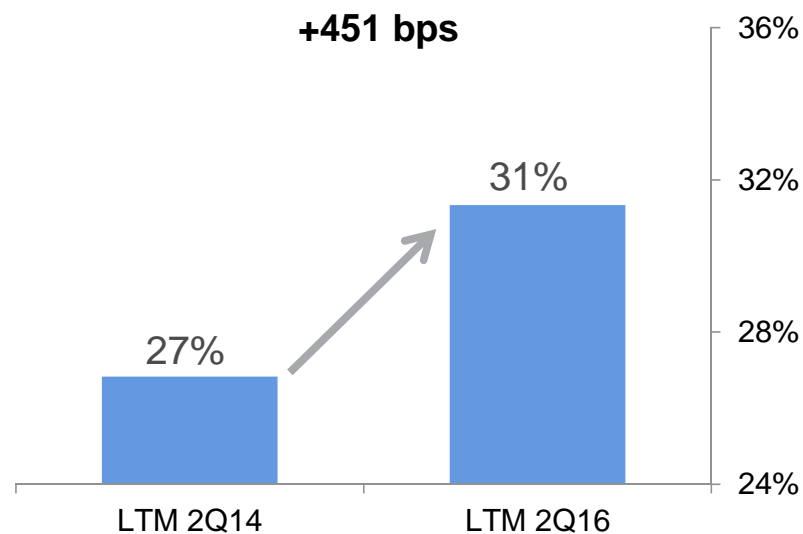
Business Improvement Process Driving Productivity Gains and Greater Efficiency

Productivity and Efficiency Gains Funding

- Technology platform for the future
 - Strategic platform investments
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- Strategic growth initiatives
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- Incremental regulatory compliance costs
 - Resolution and recovery planning
 - Bank assessment expenses
 - Total Loss Absorbing Capacity (TLAC) alignment
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- Enhanced client experience
 - Reduced risk and greater resiliency
 - Improved returns for shareholders
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Operating Margin¹

+451 bps



... Delivering Significant Operating Margin Improvement

¹ Operating margin is non-GAAP and excludes net income attributable to noncontrolling interests of consolidated investment management funds, amortization of intangible assets, M&I, litigation and restructuring charges, a charge (recovery) related to investment management funds, net of incentives and the impairment charge related to a recent court decision if applicable. Additional disclosure regarding non-GAAP measures is available in the Corporation's reports filed with the SEC, available at www.bnymellon.com/investorrelations. See Appendix for details.