

# “NOT A HOBBY ... AN ABSOLUTE BUSINESS IMPERATIVE.”

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It really is a privilege to be part of the investment services company of the world. What that means is we at BNY Mellon, we customize or administer almost \$30 trillion, which represents about 20% of the world's financial assets. So one out of five people in this world have their financial assets with us here at BNY Mellon. I think that's a privilege and it's an honor to actually be able to service that. I think we know a thing or two about success. It really is about being able to adapt and change to the circumstances, being innovative, having the best people, the best ideas that are relevant to the marketplace. I think that's what it takes to survive. Diversity inclusion is not a hobby; it's an absolute business imperative. It is the key to our success. It is the reason why we have survived for the last 230 years. It is our ability to adapt, change, get the best people and the best ideas to the forefront. Our vision is to improve lives through inclusion, innovation and investment. That's what we're about at BNY Mellon. Our people are our greatest asset. It's the diversity of our people that really differentiates us from everybody else.

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