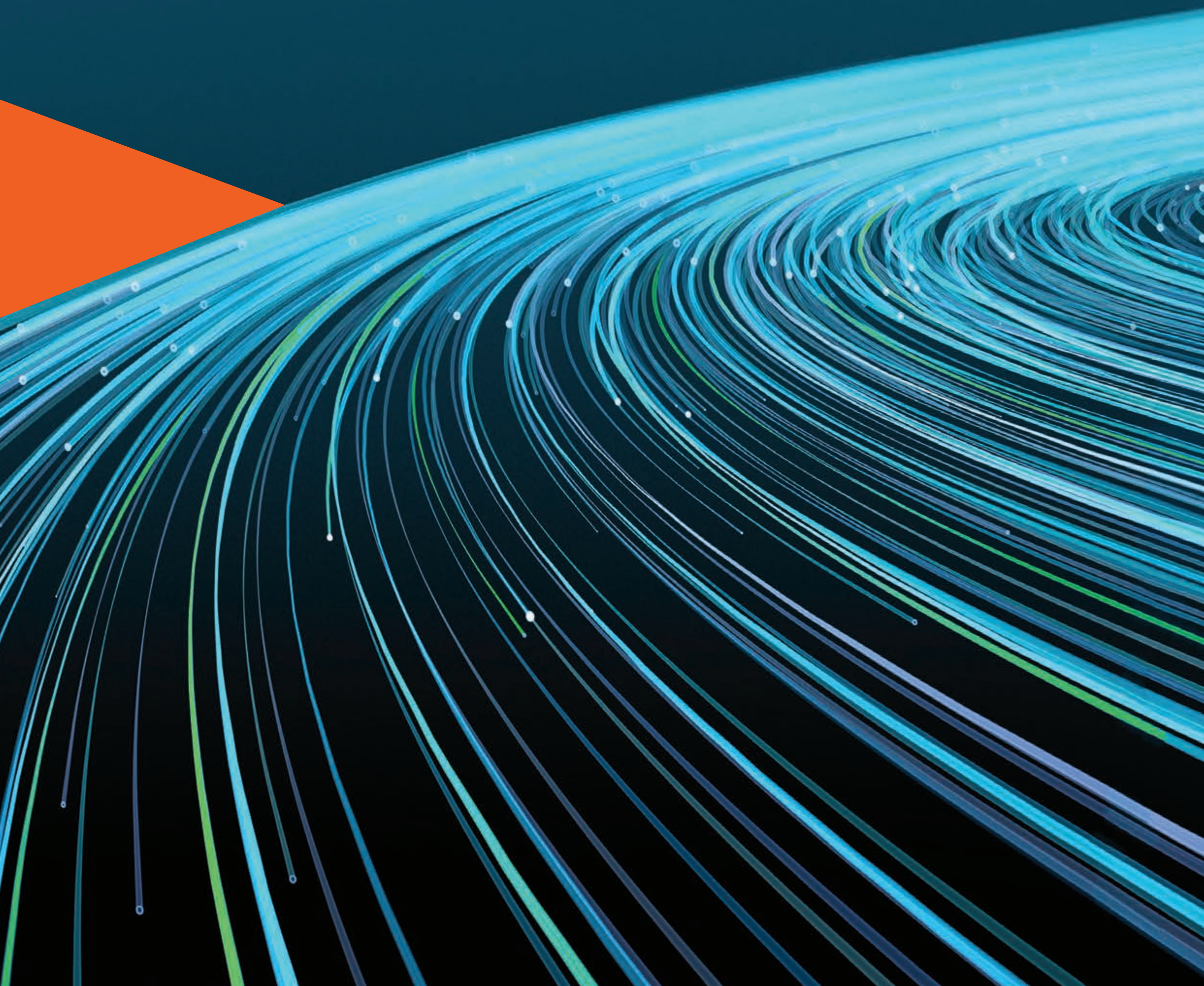
BNY MELLON

An Investment Process for a *New Reality*

THREE TRENDS SHAPING THE BUY-SIDE IN 2021 AND BEYOND



Executive Summary

Although the world has changed in ways nobody could have predicted at the start of 2020, COVID-19 and its attendant changes to the global economy and the future of work have not completely overturned the global investment industry. They have, however, exacerbated and accelerated disruptive forces that were already at work.

Asset owners and investment managers were grappling with long-term structural shifts, stemming from trends such as digital innovation reshaping operating models and business strategy, the democratization of data, and the hunt for yield requiring suitable tools and infrastructure to find new sources of return.

Yet the effect of the pandemic has reinforced the urgency for buy-side leaders to build a future-proof investment process. From investment strategies to operational processes, all aspects of how investors make portfolio decisions today face ever-acute challenges.

These include:
- Muted interest rates putting pressure on yields
- Prolonged volatility and unpredictability in markets
- Heightened concerns over liquidity and correlation in mainstream assets
- Investors' increased expectations related to transparency and user experience
- The need to adapt to frequent regulatory changes across geographies
- Escalating geopolitical instability, trade tensions and de-globalization
- Uncertainty over how long the impact of the pandemic will endure

"The economic and market shockwaves from COVID-19 have left institutional investors at the intersection of a systemic change, technological upheaval and a roller-coaster investment landscape. Digitizing every process and interaction and improving both the client and end-investor experience has shifted from being about differentiation to being essential for survival."

Roman Regelman
Chief Executive of Asset Servicing and Head of Digital
BNY Mellon

Getting Ready for a *New Tomorrow*

The latest World Economic Outlook from the International Monetary Fund (IMF), in October 2020, highlights the importance of preparing for what the Fund predicts will be a "long, uneven and uncertain" recovery – on the back of projections that the global economy will contract by 4.4% in 2020.[1]

Against this backdrop, asset owners and investment managers must adapt by developing the right capabilities and infrastructure across their front, middle and back offices to help them secure positive and sustainable growth.

We had already pinpointed the need for this type of transformation amid the key themes shaping the future of the global investment industry in "*2020 and Beyond: A New Era of Transformation for Buy-side Leaders*".

20 key trends in 2020

SHAPING THE FUTURE OF THE GLOBAL INVESTMENT INDUSTRY

Digitization:
REDEFINING 'BUSINESS AS USUAL'

1. Artificial Intelligence rewriting the future of the investment industry
2. Blockchain moving from hype to reality
3. APIs forming the cornerstone of the client experience
4. Open architecture is defining the future-state operating model

Data Management:
THE DEMOCRATIZATION OF DATA

5. Democratized data empowering strategy and decision-making
6. Client journey reimagined with data-driven innovations
7. Faster growth for investment domains with open data ecosystems
8. Formalized data usage frameworks giving access to broader datasets

Alternative Investments:
COMING TO THE FOREFRONT

9. Role of private equity to grow
10. Real estate ripe for greater digitization
11. Emerging Asia to become a hot spot for alternatives
12. Private credit heading for new levels of transparency

ESG Integration:
A SEISMIC SHIFT BEGINS

13. Climate change transforming the investment industry
14. Impact investing redefining the role of capital
15. Material ESG factors driving positive financial returns

Opportunities Untapped:
CHINA OPENS ITS DOORS

16. Foreign participation will increase
17. Greater harmonization of access schemes
18. Rising influence of the RMB
19. Broadening of the investor base
20. Expansion of investment scope

[1] https://www.imf.org/en/Publications/WEO/Issues/2020/09/30/world-economic-outlook-october-2020

Now, in the wake of COVID-19, not only have these trends endured, three of them have accelerated significantly:

The development of digital-first strategies and mindsets that align with the acceleration of digitalized economies, and with more open and connected information ecosystems.

The role of data and analytics as a key differentiator in driving solutions, reporting and insights, as well as enhancing efficiency, cutting costs and reducing risk.

The search for yield via greater allocations to alternative investments and emerging markets, and the need for infrastructure to support this shift.

Click the icon to jump to that section

"These three trends align with three consistent goals we are hearing from our asset owner and investment manager clients: customers, risk-return trade-off and resiliency."

James Slater
Head of Client Coverage for Asset Servicing
BNY Mellon

Trend 1: Driving a Digital-First Approach

For the buy-side, COVID-19 has further thrust the need for technology-led transformation to the foreground. For example, some investment institutions had to replicate trading environments in living rooms on extremely short notice. New communication and workflow systems quickly became the norm and business continuity and cybersecurity practices were tested like never before.

The need for greater digital evolution became clear very quickly when the pandemic began. In March and April 2020 alone, BNY Mellon migrated 57 clients to digital solutions to process 400,000 transactions that had previously been manual.[2] Various processes have had to adjust to accept digital signatures on many tax-related forms to support remote processing. This has led to expectations that regulators around the world will expand – and make permanent – the use of digital signatures in areas where 'wet' signatures are required today. In BNY Mellon's business alone, digitizing such processes will help around 200,000 clients, and remove roughly 3 million physical documents per year.

[2] https://www.bnymellon.com/us/en/insights/perspectives/three-global-megatrends-affecting-financial-services-podcast.html

Infusing a digital mindset in this way is even more pressing given that more asset owners are insourcing investment functions and activities. Others are outsourcing middle- and back-office functions, in a quest for value, scale and timely solutions. Benefits to this approach include support in navigating changing regulatory regimes, as well as reducing the high costs and burdens of the required infrastructure and human capital.

> "Yet more work needs to be done to leverage the vast benefits digital can offer. Culture and mindset are some of the most critical elements of successful digital change. And part of that is a recognition of the benefits of taking an open-architecture stance."
>
> **Janelle Prevost**
> Head of Strategy and Digital for Asset Servicing, BNY Mellon

Partnerships can offer an effective approach to building and enhancing digital processes and infrastructure. Strategic sourcing is an increasingly viable way to implement an efficient, resilient and adaptable operating model, based on front-to-back technology integration. This is aligned with the fast-growing concept of openness via application programming interfaces (APIs), adds Prevost. This enables integration with multiple service providers to make the infrastructure and operating model more robust, while leveraging support in navigating changing regulatory regimes, and in managing the high costs of infrastructure and human capital.

Part of this involves making more meaningful investments in custody solutions. Typically, asset owners and investment managers allocate the equivalent of only a few basis points of overall AUM to this aspect – compared with between 30 and 40 basis points to the front office. Rather than a quick-fix to plug this gap, open architecture paves the way to future-proof a business by using solution-agnostic integration of best-of-breed tools – in conjunction with the required migration, training and onboarding for IT and operations teams as well as business units, so that legacy systems can make way for new solutions.

The industry is increasingly aware of this need to evolve towards a more open architecture model to meet clients' needs. BNY Mellon OMNI℠, for example, shows the importance of an end-to-end approach that allows clients to customize or plug into legacy systems.

While such extreme circumstances as those of 2020 will hopefully not be repeated in the foreseeable future, they have accelerated the role of digitization in all parts of the investment process. This includes faster implementation of products, streamlining and aggregation of the investment model, and greater efficiencies to lower costs and minimize investment risk. Several technologies are making this possible. Artificial intelligence allows asset owners and investment managers to streamline operations and use predictive capabilities for investment decisions, while blockchain increases transparency in operations and distribution.

Trend 2: **Unlocking the Value of Data**

Just as the power of digitization can transform investment processes and enhance operational efficiency, the power of data can help leaders make better decisions to drive the business. Distribution analytics, for instance, can determine decisions around products and sales. But the industry is faced with a deluge of data in terms of volume, velocity and variety. As a result, investment management organizations face challenges achieving the promise that data offers. A recent survey of 100 heads of investment operations from firms across Europe showed that analyzing data is by far their biggest current challenge.[3]

[3] https://clearingsettlement.wbresearch.com/downloads/a-cross-section-of-invest-ops-data-strategies

That's hardly surprising, as many asset owners and investment managers try to wrest insights from data stored in legacy systems. It's difficult to identify and discover data in their own enterprise, much less in their wider ecosystem. They have learned that the **underlying framework and tools for acquiring, analyzing and managing data matter.**

Previously, organizations tried to centralize their data to simplify analysis. Now, however, data lives in their own systems, in their vendors' systems and in the cloud. What they need are solutions capable of ingesting, tagging, and fingerprinting multi-format, multi-sourced data – essentially, a horizontal capability that can look across all of these verticals of data.

> "Data should be managed as an asset in its own right and treated as a competitive differentiator."
>
> **Charles Teschner**
> Head of Data and Analytics Solutions, BNY Mellon

What's more, **users across functions must be able to engage with and collaborate on data in real time – requiring not just effective data platforms but a shift in the industry's skill sets.** In short, asset owners and investment managers need to be able to respond to market realities with skill and agility.

One area where the challenges and benefits of consistent, readily available data have been on display is in environmental, social and governance (ESG) considerations. The pandemic has created tremendous interest around sustainable investing and ESG. But these are frontier data sets: they're large, they change often, they're maturing quickly and they need to be brought together. Combining customization with accepted practices and standards, as a result of aggregating rich data sets from multiple ESG data sources, is the top choice for the growing number of investors looking to incorporate ESG criteria and preferences into their investment process.[4]

> "More transparency, flexibility and responsiveness to investor needs will yield tremendous gains in advancing ESG standards in a post-pandemic world."
>
> **Corinne Neale**
> Head of Business Applications, Data and Analytics Solutions, BNY Mellon

Recently investment managers have followed one of two paths as they digitize and evolve their technical capabilities. They have either evolved into high-tech firms by hiring programmers, data scientists, and data engineers, or they have preferred to outsource technology and analytics to third-party providers. Ultimately, to ensure data capabilities can contribute to future-proofing the investment process, asset owners and investment managers should:

- Harness cloud technology to remove any constraints of managing data internally
- Apply machine learning and artificial intelligence to drive quality decisions via better insights
- Manage data governance to control the flow and use of data within organizations

[4] https://www.bnymellon.com/us/en/solutions/data-and-analytics/esg-analytics.html

Trend 3:
Finding Alternative Sources of Return

The continued lower-for-longer rates environment has accentuated the importance for investors of achieving performance via two approaches: greater investment in alternative asset classes and greater investment in emerging markets.

The combination of these opportunities bodes well for buy-side institutions seeking higher risk-adjusted returns. However, this requires asset owners and investment managers to review their existing infrastructure and processes for investing in alternatives, and to manage administrative and regulatory challenges within emerging markets.

ALTERNATIVE ASSETS

Data from Preqin, released in November 2020, forecasts alternative assets globally to hit more than US$17 trillion in AUM by 2025[5], up from US$10.74 trillion as of December 2020. Asia Pacific will likely drive the pace of this growth, with its AUM set to increase from US$1.62 trillion to US$4.97 trillion over the next five years.

Among the notable trends, private equity is the fastest-growing asset, expected to account for more than half of the 2025 total at US$9.11 trillion.

But it is not without some hurdles for investors.

> "We are seeing increasing complexity of fund structures; evergreen with liquidity structures and queuing mechanisms; challenged by dry powder and valuations. In addition, asset owners are seeking greater transparency and larger roles in their private equity portfolios."

Mick Murphy
Head of Alternatives, BNY Mellon

In terms of private debt, Preqin data shows it is growing at 11.4% annually, to US$1.46 trillion in five years' time. Part of the appeal is the diversification the asset class offers in terms of the format (liquid, private, direct and fund) and across the product set (real estate, infrastructure, distressed assets and mortgages).[6] "We are seeing demand for capabilities to measure performance and risk in private debt," adds Murphy.

Preqin data suggests that real estate and hedge funds will see more gradual rises from 2020 to 2025 – from US$1.05 trillion to US$1.24 trillion, and from US$3.58 trillion to US$4.28 trillion, respectively. For real estate funds, outsourcing continues, often due to regulatory and technology burdens. And for both real estate and hedge funds, there is greater investor interest in bespoke products, such as dedicated managed accounts and co-investments, a pre-existing trend that accelerated due to COVID-19.

For investors looking at adding more portfolio exposure in the alternatives space, this brings with it a need for more visibility over assets – from portfolio company investments to ESG factors to accounting information on co-investment and direct holdings.[7] In such rapidly evolving and competitive market landscapes, buy-side leaders need to assess whether their existing technology needs to be replaced or updated to manage investments in alternatives. With growing portfolio exposure to such new and, potentially, less liquid assets, specialized tools are essential to monitor them on an ongoing basis.

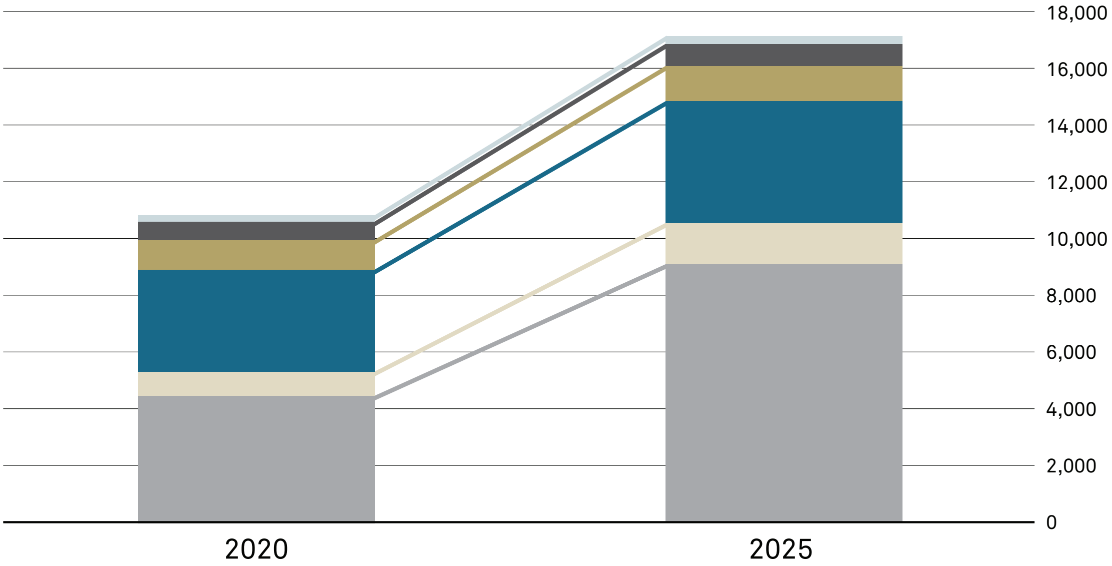
5 https://www.preqin.com/future
6 https://www.bnymellon.com/us/en/insights/all-insights/credit-and-private-debt-performance-and-risk-measurement.html
7 https://info.bnymellon.com/how-COVID-19-is-advancing-alternative-fund-operations.html

In line with this, institutions are seeing greater innovation from alternative asset managers. They have looked to plug the gaps caused by the pandemic in terms of relationship building, communication and due diligence, for example, and have invested in technology across the board that will reshape processes such as investment decision-making, fund reporting, compliance and legal, making them more efficient going forward.

And as more industry players develop their digital offering – including data analytics, automation, blockchain and artificial intelligence – the potential for the buy-side to outsource new activities becomes more viable.

This enables these investors to focus on their areas of expertise and improve understanding of underlying positions, risks and opportunities, rather than tackling new and burdensome operational and cybersecurity challenges.

Alternative assets under management ($bn), 2020 vs. 2025



	2020	2025	%
Private Equity	4,418	9,114	+106
Private Debt	848	1,456	+72
Hedge Funds	3,580	4,282	+20
Real Estate	1,046	1,238	+18
Infrastructure	639	795	+24
Natural Resources	211	271	+28

2020 figure is annualized based on data to October. 2021-2025 are Preqin's forecasted figures.

Source: Preqin

EMERGING MARKETS

Investments in emerging markets are another potential route for generating alpha. China and India, among the top markets by size globally, increasingly attract international participation with their continued efforts to introduce new economic reforms and ease market access.

The Indian government has set a target to become a US$5 trillion[8] economy by 2024. To achieve that, the country has been making efforts to liberalize its capital markets to welcome foreign inflows. For example, it has created two new accessible routes for Foreign Portfolio Investors to channel funds into a wider range of domestic securities – the General Route under the Medium-Term Framework, and the Full Accessible Route. Bond index inclusion opportunities also exist in the country, whose investment-grade debt is valued at close to US$1 trillion.[9]

China, meanwhile, which is home to the world's second-largest bond and equity markets[10,11], is too big to ignore. Regulators are making it easier for foreign investors to tap into domestic capital markets by simplifying regulations and expanding investment scope. China may face a more measured outlook for 2021 amid bond market volatility, stricter oversight on initial public offerings and the uncertain nature of its bilateral relationships, such as the U.S. executive order. It's worth noting that China's latest five-year plan is focused on technology innovation[12] to help create jobs and transform its economy. Much of this innovation may be funded through the capital markets, with new stock listings and bond offerings.

To capture some of the opportunities in these markets, understanding and keeping pace with the slew of new regulations, as well as managing the administration involved with making investments and managing them going forward, are crucial but often overwhelming tasks.

[8] https://economictimes.indiatimes.com/news/economy/policy/pm-modi-calls-for-focussed-effort-to-make-india-5-trillion-economy/articleshow/73173786.cms?from=mdr
[9] https://info.bnymellon.com/Tapping-into-the-rising-potential-of-India-capital-markets.html
[10] https://www.scmp.com/comment/opinion/article/3103528/china-simplifying-access-its-bond-market-its-about-time-too
[11] https://www.bloomberg.com/news/articles/2020-10-13/china-s-stock-market-tops-10-trillion-for-first-time-since-2015
[12] https://info.bnymellon.com/rs/651-GHF-471/images/ArialView%20-%20China%205Y%20Plan_FINAL.pdf

Adapting Quickly to a *New Landscape*

As buy-side leaders assess how best to respond and reposition themselves amid today's challenging market environment, it is clear that a new approach is needed to business models, investment strategies and operational processes.

To future-proof investment processes, asset owners and investment managers must embrace:

1

Digital-first strategies and mindsets in all aspects of how they operate

2

Greater use and application of **data and analytics** to drive insights, enhance efficiency, cut costs and reduce risk

3

Tools and infrastructure to find new sources of return via **alternatives and emerging markets**

While these trends are pervasive, buy-side institutions – supported by their service providers – are rising to these challenges, and we expect continued innovation in 2021.

bnymellon.com

BNY Mellon is the corporate brand of The Bank of New York Mellon Corporation and may be used to reference the corporation as a whole and/or its various subsidiaries generally. This material does not constitute a recommendation by BNY Mellon of any kind. The information herein is not intended to provide tax, legal, investment, accounting, financial or other professional advice on any matter, and should not be used or relied upon as such. The views expressed within this material are those of the contributors and not necessarily those of BNY Mellon. BNY Mellon has not independently verified the information contained in this material and makes no representation as to the accuracy, completeness, timeliness, merchantability or fitness for a specific purpose of the information provided in this material. BNY Mellon assumes no direct or consequential liability for any errors in or reliance upon this material.

The Bank of New York Mellon, a banking corporation organized pursuant to the laws of the State of New York, whose registered office is at 240 Greenwich St, NY, NY 10286, USA. The Bank of New York Mellon is supervised and regulated by the New York State Department of Financial Services and the US Federal Reserve and is authorized by the Prudential Regulation Authority (PRA).

The Bank of New York Mellon operates in the UK through its London branch (UK companies house numbers FC005522 and BR000818) a t One Canada Square, London E14 5AL and is subject to regulation by the Financial Conduct Authority (FCA) at 12 Endeavour Square, London, E20 1JN, UK and limited regulation by the Prudential Regulation Authority at Bank of England, Threadneedle St, London, EC2R 8AH, UK. Details about the extent of our regulation by the Prudential Regulation Authority are available from us on request.

The Bank of New York Mellon SA/NV, a Belgian limited liability company, registered in the RPM Brussels with company number 0806.743.159, whose registered office is at 46 Rue Montoyerstraat, B-1000 Brussels, Belgium, authorized and regulated as a significant credit institution by the European Central Bank (ECB) at Sonnemannstrasse 20, 60314 Frankfurt am Main, Germany, and the National Bank of Belgium (NBB) at Boulevard de Berlaimont/de Berlaimontlaan 14, 1000 Brussels, Belgium, under the Single Supervisory Mechanism and by the Belgian Financial Services and Markets Authority (FSMA) at Rue du Congrès/Congresstraat 12-14, 1000 Brussels, Belgium for conduct of business rules, and is a subsidiary of The Bank of New York Mellon.

The Bank of New York Mellon SA/NV operates in Ireland through its Dublin branch at Riverside II, Sir John Rogerson's Quay Grand Canal Dock, Dublin 2, D02KV60, Ireland and is registered with the Companies Registration Office in Ireland No. 907126 & with VAT No. IE 9578054E. The Bank of New York Mellon SA/NV, Dublin Branch is subject to limited additional regulation by the Central Bank of Ireland at New Wapping Street, North Wall Quay, Dublin 1, D01 F7X3, Ireland for conduct of business rules and registered with the Companies Registration Office in Ireland No. 907126 & with VAT No. IE 9578054E.

The Bank of New York Mellon SA/NV is trading in Germany as The Bank of New York Mellon SA/NV, Asset Servicing, Niederlassung Frankfurt am Main, and has its registered office at MesseTurm, Friedrich-Ebert-Anlage 49, 60327 Frankfurt am Main, Germany. It is subject to limited additional regulation by the Federal Financial Supervisory Authority (Bundesanstalt für Finanzdienstleistungsa ufsicht, Marie-Curie-Str. 24-28, 60439 Frankfurt, Germany) under registration number 122721.

The Bank of New York Mellon SA/NV operates in the Netherlands through its Amsterdam branch at Strawinskylaa n 337, WTC Building, Amsterdam, 1077 XX, the Netherlands. The Bank of New York Mellon SA/NV, Amsterdam Branch is subject to limited additional supervision by the Dutch Central Bank ('De Nederlandsche Bank' or 'DNB') on integrity issues only (registration number 34363596). DNB holds office at Westeinde 1, 1017 ZN Amsterdam, the Netherlands.

The Bank of New York Mellon SA/NV operates in Luxembourg through its Luxembourg branch at 2-4 rue Eugene Ruppert, Vertigo Building – Polaris, L- 2453, Luxembourg. The Bank of New York Mellon SA/NV, Luxembourg Branch is subject to limited additional regulation by the Commission de Surveillance du Secteur Financier at 283, route d'Arlon, L-1150 Luxembourg for conduct of business rules, and in its role as UCITS/AIF depositary and central administration agent.

The Bank of New York Mellon SA/NV operates in France through its Paris branch at 7 Rue Scribe, Paris, Paris 75009, France. The Bank of New York Mellon SA/NV, Paris Branch is subject to limited additional regulation by Secrétariat Général de l'Autorité de Contrôle Prudentiel at Première Direction du Contrôle de Banques (DCB 1), Service 2, 61, Rue Taitbout, 75436 Paris Cedex 09, France (registration number (SIREN) Nr. 538 228 420 RCS Paris - CIB 13733).

The Bank of New York Mellon SA/NV operates in Italy through its Milan branch at Via Mike Bongiorno no. 13, Diamantino building, 5th floor, Milan, 20124, Italy. The Bank of New York Mellon SA/NV, Milan Branch is subject to limited additional regulation by Banca d'Italia - Sede di Milano at Divisione Supervisione Banche, Via Cordusio no. 5, 20123 Milano, Italy (registration number 03351).

BNY Mellon Fund Services (Ireland) Designated Activity Company is registered in Ireland No 218007, VAT No. IE8218007 W with a registered office at One Dockland Central, Guild Street, IFSC, Dublin 1. BNY Mellon Fund Services (Ireland) Designated Activity Company is regulated by the Central Bank of Ireland.

The Bank of New York Mellon (International) Limited is registered in England & Wales with Company No. 03236121 with its Registered Office at One Canada Square, London E14 5AL. The Bank of New York Mellon (International) Limited is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority.

Regulatory information in relation to the above BNY Mellon entities operating out of Europe can be accessed at the following website: https://www.bnymellon.com/RID.

The Bank of New York Mellon has various subsidiaries, affiliates, branches and representative offices in the Asia -Pacific Region which are subject to regulation by the relevant local regulator in that jurisdiction. Details about the extent of our regulation and applicable regulators in the Asia-Pacific Region are available from us on request. Among others, The Bank of New York Mellon, Singapore Branch is subject to regulation by the Monetary Authority of Singapore. The Bank of New York Mellon, Hong Kong Branch (a banking corporation organized and existing under the laws of the State of New York with limited liability) is subject to regulation by the Hong Kong Monetary Authority and the Securities & Futures Commission of Hong Kong. The Bank of New York Mellon, Shanghai and Beijing branches are subject to regulation by the China Banking and Insurance Regulatory Commission. The Bank of New York Mellon, Seoul Branch is subject to regulation by the Financial Services Commission, the Financial Supervisory Service and The Bank of Korea.

Whilst The Bank of New York Mellon (BNY Mellon) is authorised to provide financial services in Australia, it is exempt from the requirement to hold, and does not hold, an Australian financial services license as issued by the Australian Securities and Investments Commission under the Corporations Act 2001 (Cth) in respect of the financial services provided by it to persons in Australia. BNY Mellon is regulated by the New York State Department of Financial Services and the US Federal Reserve under Chapter 2 of the Consolidated Laws, The Banking Law enacted April 16, 1914 in the State of New York, which differs from Australian laws.

The Bank of New York Mellon Securities Company Japan Ltd, subject to supervision by the Financial Services Agency of Japan, acts as intermediary in Japan for The Bank of New York Mellon and its affiliates, with its registered office at Marunouchi Trust Tower Main, 1-8-3 Marunouchi, Chiyoda-ku, Tokyo 100-1005, Japan.

The Bank of New York Mellon has various subsidiaries and representative offices in the Latin America Region which are subject to specific regulation by the relevant local regulator in each jurisdiction. Details about the extent of our regulation and applicable regulators in the Latin America Region are available from us on request.

If this material is distributed in, or from, the Dubai International Financial Centre ("DIFC"), it is communicated by The Bank of New York Mellon, DIFC Branch, regulated by the DFSA and located at DIFC, The Exchange Building 5 North, Level 6, Room 601, P.O. Box 506723, Dubai, UAE, on behalf of The Bank of New York Mellon, which is a wholly-owned subsidiary of The Bank of New York Mellon Corporation. This material is intended for Professional Clients and Market Counterparties only and no other person should act upon it.

Past performance is not a guide to future performance of any instrument, transaction or financial structure and a loss of original capital may occur. Calls and communications with BNY Mellon may be recorded, for regulatory and other reasons.

Disclosures in relation to certain other BNY Mellon group entities can be accessed at the following website: http://disclaimer.bnymellon.com/eu.htm.

This document and the statements contained herein, are not an offer or solicitation to buy or sell any products (including financial products) or services or to participate in any particular strategy mentioned and should not be construed as such. This material is intended for wholesale/professional clients (or the equivalent only), is not intended for use by retail clients and no other person should act upon it. Persons who do not have professional experience in matters relating to investments should not rely on this material. BNY Mellon will only provide the relevant investment services to investment professionals.

Not all products and services are offered in all countries.

If distributed in the UK, this material is a financial promotion. If distributed in the EU, this material is a marketing communication.

This material, which may be considered advertising, is for general information purposes only and is not intended to provide legal, tax, accounting, investment, financial or other professional advice on any matter. This material does not constitute a recommendation or advice by BNY Mellon of any kind. Use of our products and services is subject to various regulations and regulatory oversight. You should discuss this material with appropriate advisors in the context of your circumstances before acting in any manner on this material or agreeing to use any of the referenced products or services and make your own independent assessment (based on such advice) as to whether the referenced products or services are appropriate or suitable for you. This material may not be comprehensive or up to date and there is no undertaking as to the accuracy, timeliness, completeness or fitness for a particular purpose of information given. BNY Mellon will not be responsible for updating any information contained within this material and opinions and information contained herein are subject to change without notice. BNY Mellon assumes no direct or consequential liability for any errors in or reliance upon this material.

This material may not be distributed or used for the purpose of providing any referenced products or services or making any offers or solicitations in any jurisdiction or in any circumstances in which such products, services, offers or solicitations are unlawful or not authorized, or where there would be, by virtue of such distribution, new or additional registration requirements.

© 2021 The Bank of New York Mellon Corporation. All rights reserved.

261 3117_AS__WPAP__2021 and Beyond_1220 01/2021

Consider Everything

BNY MELLON