

MAXIMIZING RETURNS AND CREATING VALUE

Morgan Stanley
Financials Conference 2015

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June 10, 2015

Cautionary Statement

A number of statements in our presentations, the accompanying slides and the responses to your questions are “forward-looking statements.” Words such as “estimate”, “forecast”, “project”, “anticipate”, “target”, “expect”, “intend”, “continue”, “seek”, “believe”, “plan”, “goal”, “could”, “should”, “may”, “will”, “strategy”, “opportunities”, “trends” and words of similar meaning signify forward-looking statements. These statements relate to, among other things, The Bank of New York Mellon Corporation’s (the “Corporation”) expectations regarding: opportunities for us, clients and shareholders; strategic priorities; positioning against Investor Day goals; Investment Services strategic goals, priorities and growth opportunities; strategic platform investments and relationships; technology investments and platforms; business improvement process, operating margin, expenses, business performance and tax rate; capital strategy; financial goals and statements regarding the Corporation's aspirations, as well as the Corporation’s overall plans, strategies, goals, objectives, expectations, estimates, intentions, targets, opportunities and initiatives. These forward-looking statements are based on assumptions that involve risks and uncertainties and that are subject to change based on various important factors (some of which are beyond the Corporation’s control).

Actual results may differ materially from those expressed or implied as a result of the factors described under “Forward-Looking Statements” and “Risk Factors” in the Corporation’s Annual Report on Form 10-K for the year ended December 31, 2014 (the “2014 Annual Report”), and in other filings of the Corporation with the Securities and Exchange Commission (the “SEC”). Such forward-looking statements speak only as of June 10, 2015, and the Corporation undertakes no obligation to update any forward-looking statement to reflect events or circumstances after that date or to reflect the occurrence of unanticipated events. For additional information regarding the Corporation, please refer to the Corporation's SEC filings available at www.bnymellon.com/investorrelations.

Non-GAAP Measures: In this presentation we may discuss some non-GAAP adjusted measures in detailing the Corporation’s performance. We believe these measures are useful to the investment community in analyzing the financial results and trends of ongoing operations. We believe they facilitate comparisons with prior periods and reflect the principal basis on which our management monitors financial performance. Additional disclosures relating to non-GAAP adjusted measures are contained in the Corporation’s reports filed with the SEC, including the 2014 Annual Report available at www.bnymellon.com/investorrelations.

NOTE: All financial data for the Corporation throughout the presentation is as of 3/31/15 unless otherwise noted.

BNY Mellon – The Investments Company for the World

Who We Are

Investment Management	Investment Services
Revenue: ~\$4.0B Pre-tax Income: ~\$1.0B	Revenue: ~\$10.2B Pre-tax Income: ~\$2.9B

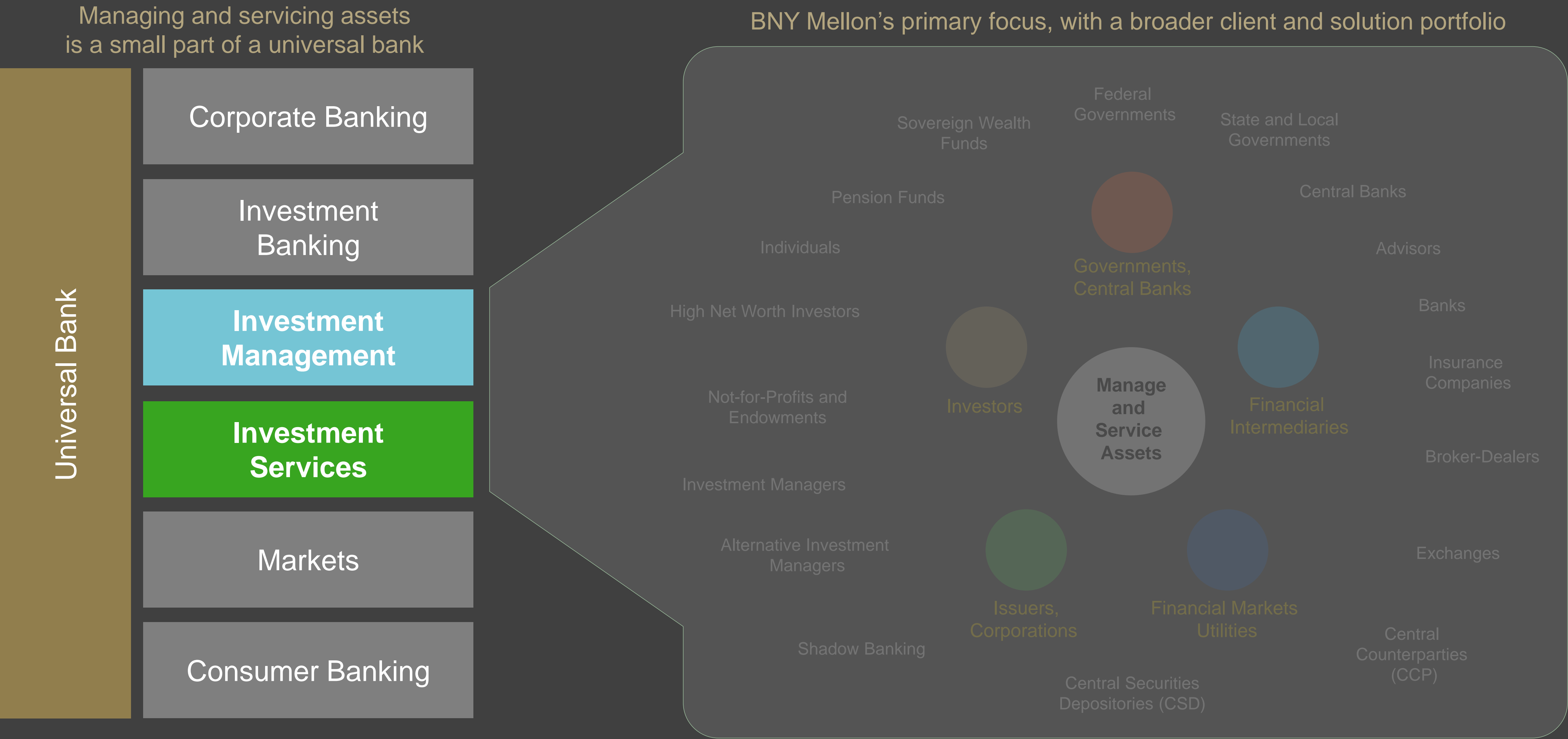
We deliver expertise at each stage of the investment lifecycle



NOTE: Financial data for Investment Management and Investment Services reflect LTM 1Q15 and exclude amortization of intangible assets (Investment Services pre-tax income excludes impact of 4Q14 litigation charge). Revenue and pre-tax income are non-GAAP measures. See Appendix for a reconciliation. Additional disclosure regarding non-GAAP measures is available in the Corporation’s reports filed with the SEC, available at www.bnymellon.com/investorrelations.

Invested in – Delivering Innovative Investment Solutions Globally

Who We Serve



Invested in – Expertise, Scale and Client Experience

Expertise

Scale

Client Experience

MANAGE ASSETS

- Specialist investment talent attracted to multi-boutique model
- Wealth management – institutional grade offerings, strong balance sheet
- Industry knowledge and position

- Central distribution that understands clients' broad needs
- Infrastructure
- Share BNY Mellon's insights to enhance investment and distribution performance

- Reach targeted client segments, engage clients on their terms
- Penetrate resource-intensive distribution channels e.g., retail intermediaries

Power of BNY Mellon

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SERVICE ASSETS

- Highest value provider
- Industry technology leader
- Breadth of solutions
- Global capabilities
- Industry knowledge and position

- Industry productivity leader
- Sustainable cost improvement
- Apply data and analytics
- Leverage our size

- Strategic platform investments
- Extend variable cost solutions
- Simpler, more agile operating model
- Industry quality leader

TRUST

- Integrity and focus on doing what's right
- Financial strength and stability
- Diverse revenue streams, reduced volatility
- High level of reliability and transparency
- Risk management excellence

Strategic Priorities to Drive Growth

Priorities	Progress
Driving Revenue Growth	<ul style="list-style-type: none"> • Leveraging Expertise and Scale • Delivering Innovative Strategic Solutions to Clients • Strategic Platform Investments
Business Improvement Process	<ul style="list-style-type: none"> • Leveraging Scale • Reducing Structural Costs and Risk • Positive Operating Leverage
Being a Strong, Safe, Trusted Counterparty	<ul style="list-style-type: none"> • Strong Capital Position • Excellent Credit Ratings • Well Positioned in Stress Scenarios
Generating Excess Capital and Deploying Capital Effectively	<ul style="list-style-type: none"> • Balance Sheet Strength • Returning Value to Shareholders
Attracting and Retaining Top Talent	<ul style="list-style-type: none"> • Enhanced Leadership Team • Added Expertise to Board of Directors
Achieving Our Earnings, Expense and Operating Leverage Goals	

Investment Services Strategic Goals and Priorities

Goals

1. Highest Value Provider
2. Industry Service Quality and Productivity Leader
3. Industry Technology Leadership

Growth Priorities

- Extend leadership in each business
- Deliver cross-business client solutions
- Strategic platform investments in high growth markets
- Increase return on technology investment
- Drive technology solutions revenue

Performance Priorities

- Manage the business portfolio
- Embrace regulatory change
- Strengthen continuous improvement culture
- Reduce structural costs
- Deliver consistent profitable growth

Continuously Improve Productivity and Quality, Reduce Risk and Structural Costs

Delivering Client Solutions, Creating Growth

Growth Opportunities and Strategies

Asset Servicing

- Fund manager middle-office services
- Insurance accounting
- Alternative investment manager capabilities
- Risk aggregation, managed account solutions
- Technology solutions

Markets

- Securities financing and term lending
- Prime solutions
- Move to quantitative, electronic and client-centric trading models
- Diversify to stable recurring fees
- Broaden distribution

Corporate Trust

- Collateralized loan administration/servicing
- Reinsurance, collateral services for insurers
- U.S. Government entity technology solutions

Broker Dealer Services

- U.S. Government clearance
- U.S. tri-party repo solutions
- Global collateral growth
- Collateral optimization technology

Clearing Services

- Self-clearing firms
- Global wealth platform
- Global advisory solutions
- Multi-custodial technology capabilities
- Private banking solutions for intermediaries

Technology Solutions

- Software and data
- Cloud/platform as a service
- Data integration and management
- Third party partnerships
- Professional services

Treasury Services

- Enhanced global payment capabilities
- Global trade and supply chain finance
- Corporate treasury management solutions

Depository Receipts

- Tax reclaim services
- Emerging market growth
- Hedged depository receipts (ADR Plus)

Strategic Platform Investments in High Growth Markets

	Market Opportunity ¹	Core Principles
Global Private Wealth	<ul style="list-style-type: none"> - \$53T in global high net worth assets, growing at ~10% - Scalable, global solutions 	<p>Anchor clients</p> <p>Scalable platform solutions</p> <p>Cross-business solutions</p> <p>Shared economies of scale for all clients</p>
Fund Manager Middle-Office Services	<ul style="list-style-type: none"> - \$2T AUM potentially in play for middle-office services - Variable cost middle office operations and technology 	
Hedge Fund Middle-Office Services	<ul style="list-style-type: none"> - \$2.5T in global alternative assets, growing at 6% - Shift to alternatives - Multi-asset class, full lifecycle solutions 	
Alternative Investment Services	<ul style="list-style-type: none"> - \$3T in real estate and private equity assets, expanding at 10% - Highly complex servicing needs 	

Strategic Investments to Digitize BNY Mellon

BXP

Platform as a Service

Simplified

*Leaner and lower
cost to deploy*

Empowering

*Better tools,
reducing time-to-market*

Innovative

*Open source –
faster, better*

Secure

Private cloud

Common Access

Application Development

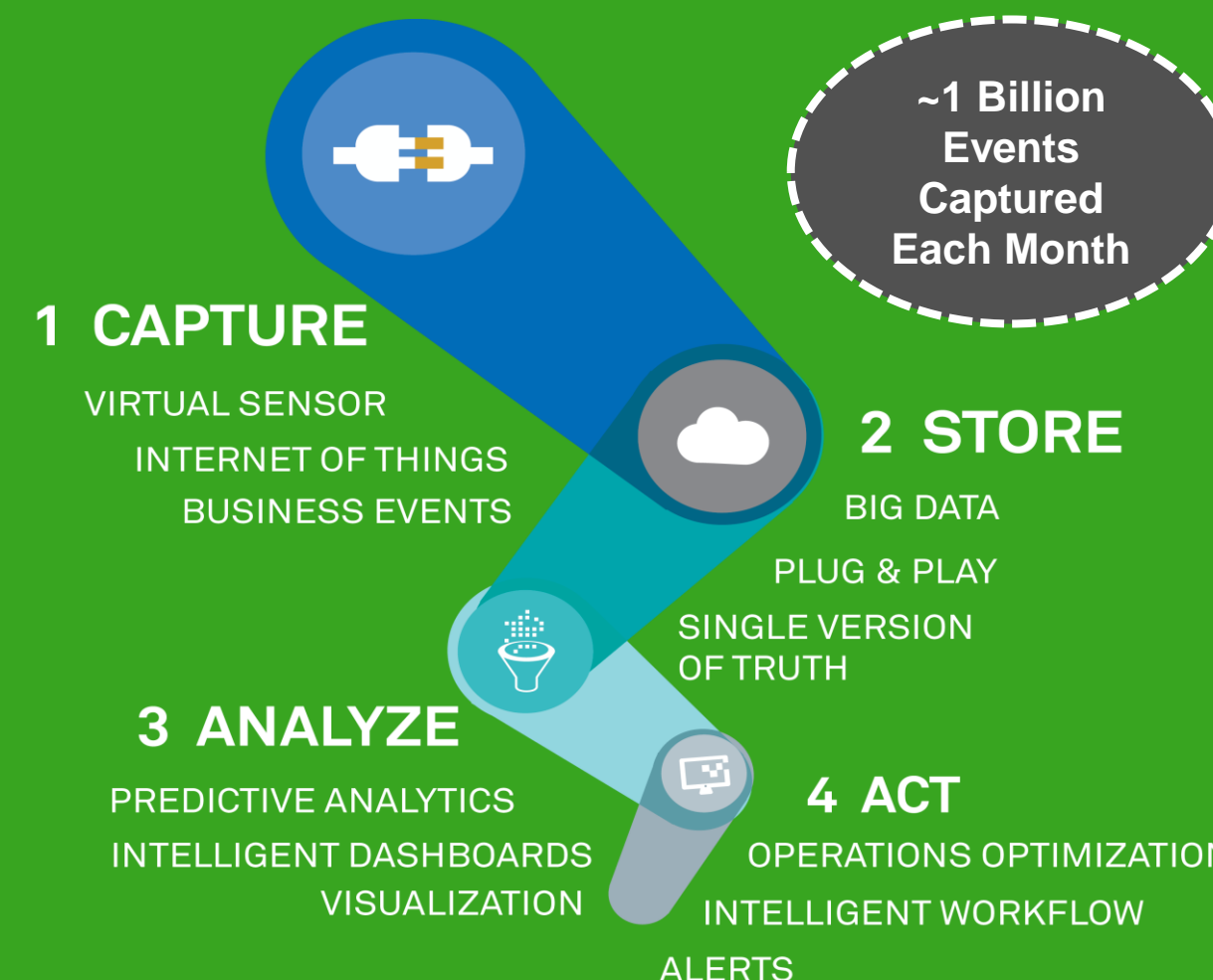
Data Center (Cloud)

Digital Pulse

Proprietary Big Data Platform

Captures, stores and analyzes data from
transaction processes and business events
leading to:

*Increased Efficiency
Improved Client Experience
Lower Costs*



Technology Solutions

Existing Leadership

*Eagle: Middle-office, accounting and
performance solution for asset managers*

*Albridge: Multi-custodial wealth reporting
platform*

*HedgeMark: Managed account solutions
specialist for hedge fund investments*

*NetX360: Comprehensive platform for advisors
and financial professionals*

*Collateral Optimization: Facilitating more
efficient methods of allocating collateral trades*

*Enterprise Payment Hub: Automated payment
processing*

*Liquidity Plus: Helping clients better manage
liquidity and assist with evolving compliance
requirements*

NEXEN: The Next Generation Intelligent Open-Architecture Platform

NEXEN Open-Architecture Platform

A foundation for clients and the industry to build upon

OPERATIONAL BACKBONE

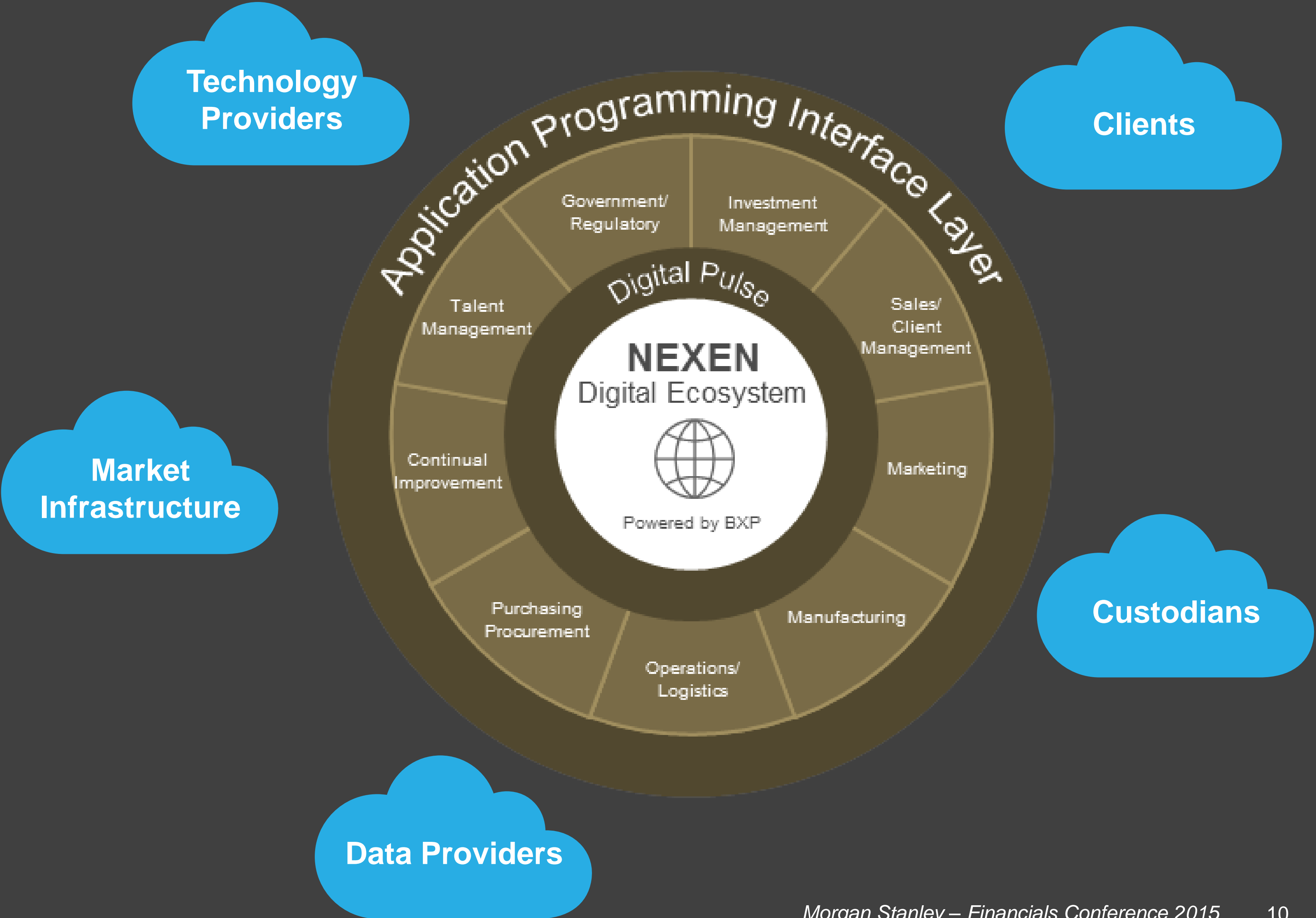
- BNY Mellon eXtreme Platform**
Our secure, private cloud-based platform that lowers our costs and delivers resilient, secure solutions that scale and accelerate time to market
- Application Programming Interface (API) store**
Seamless integration between BNY Mellon services and our clients' solutions
- Digital Pulse**
Reports, predictive analytics and insights generated from the multitude of activities across BNY Mellon

DIGITAL INTERACTIONS

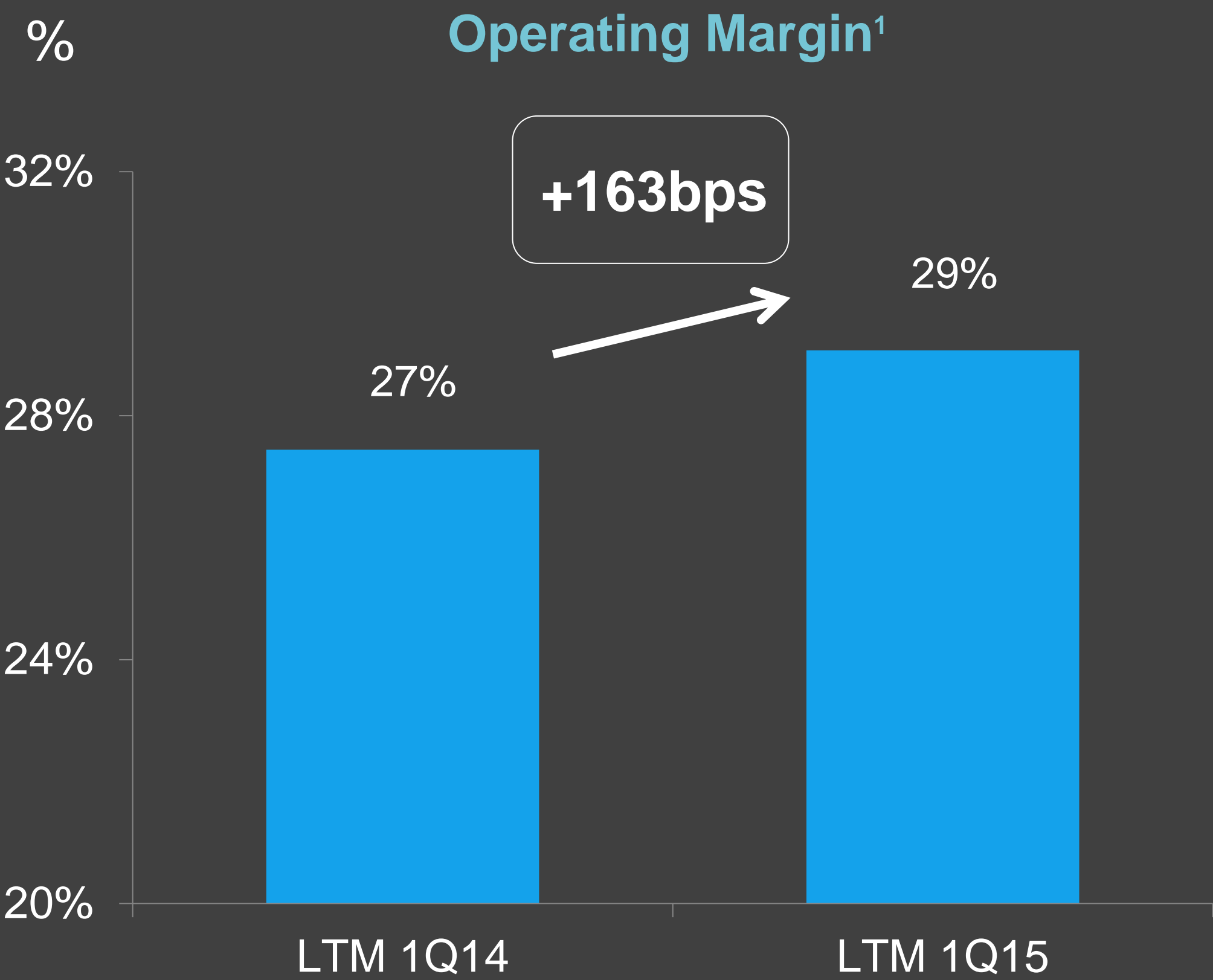
- Gateway** to integrated capabilities and data delivered across all access devices

INNOVATIVE SOLUTIONS

- App store** offers enhanced customization and choice with best-in-class apps from a wide range of providers



Business Improvement Process...



Business Improvement Process

- Business Excellence
- Continuous Process Improvement
- Client Technology Solutions Excellence
- Corporate Services
- Discretionary Activity

... Delivering Operating Margin Improvement

¹ Operating margin is non-GAAP and excludes net income attributable to noncontrolling interests of consolidated investment management funds, the gains on the sales of our investment in Wing Hang and the One Wall Street building, amortization of intangible assets, M&I, litigation and restructuring charges, and a charge (recovery) related to investment management funds, net of incentives, 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.

Transformation Process Driving Productivity Gains and Greater Efficiency

Productivity and Efficiency Gains Funding:

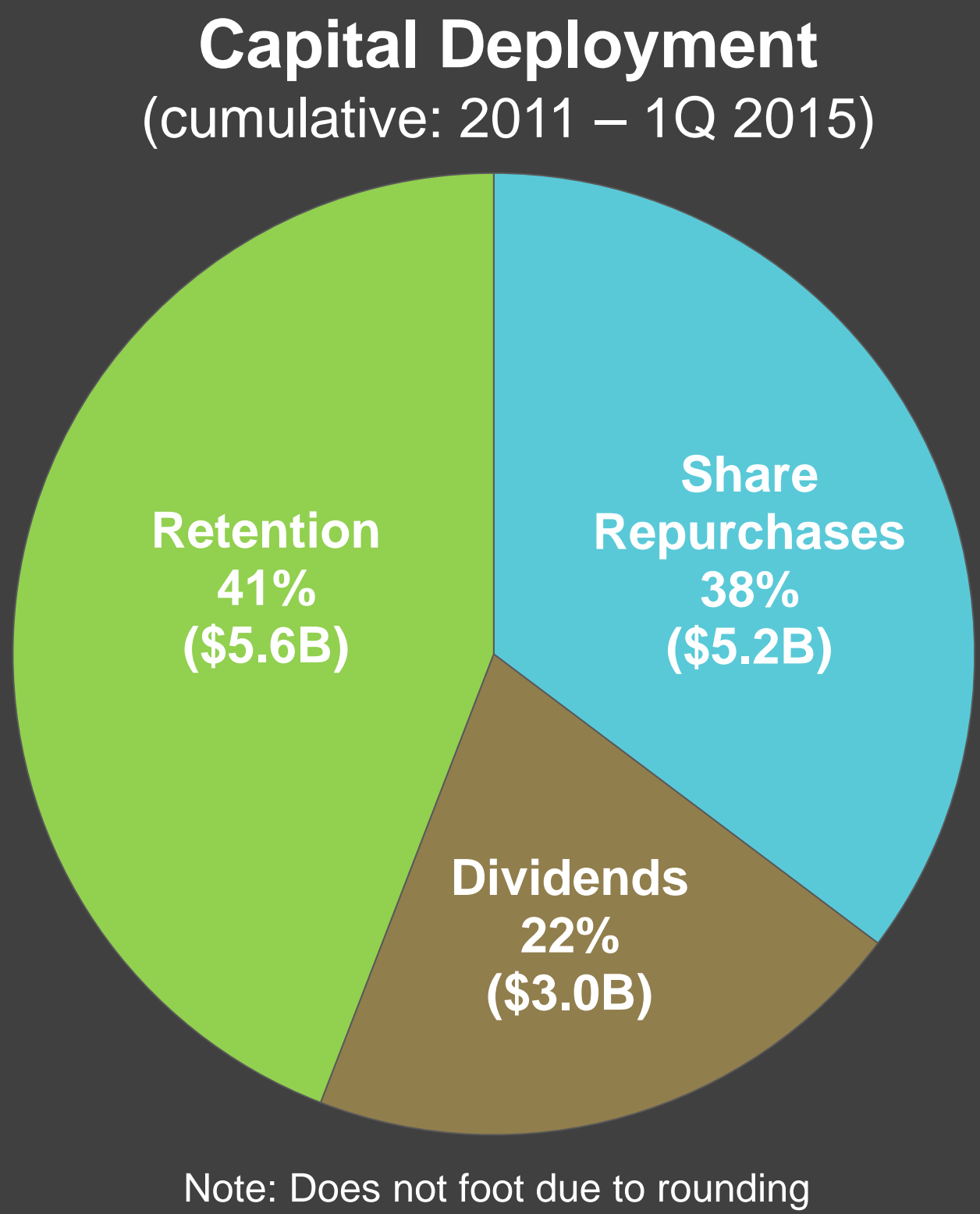
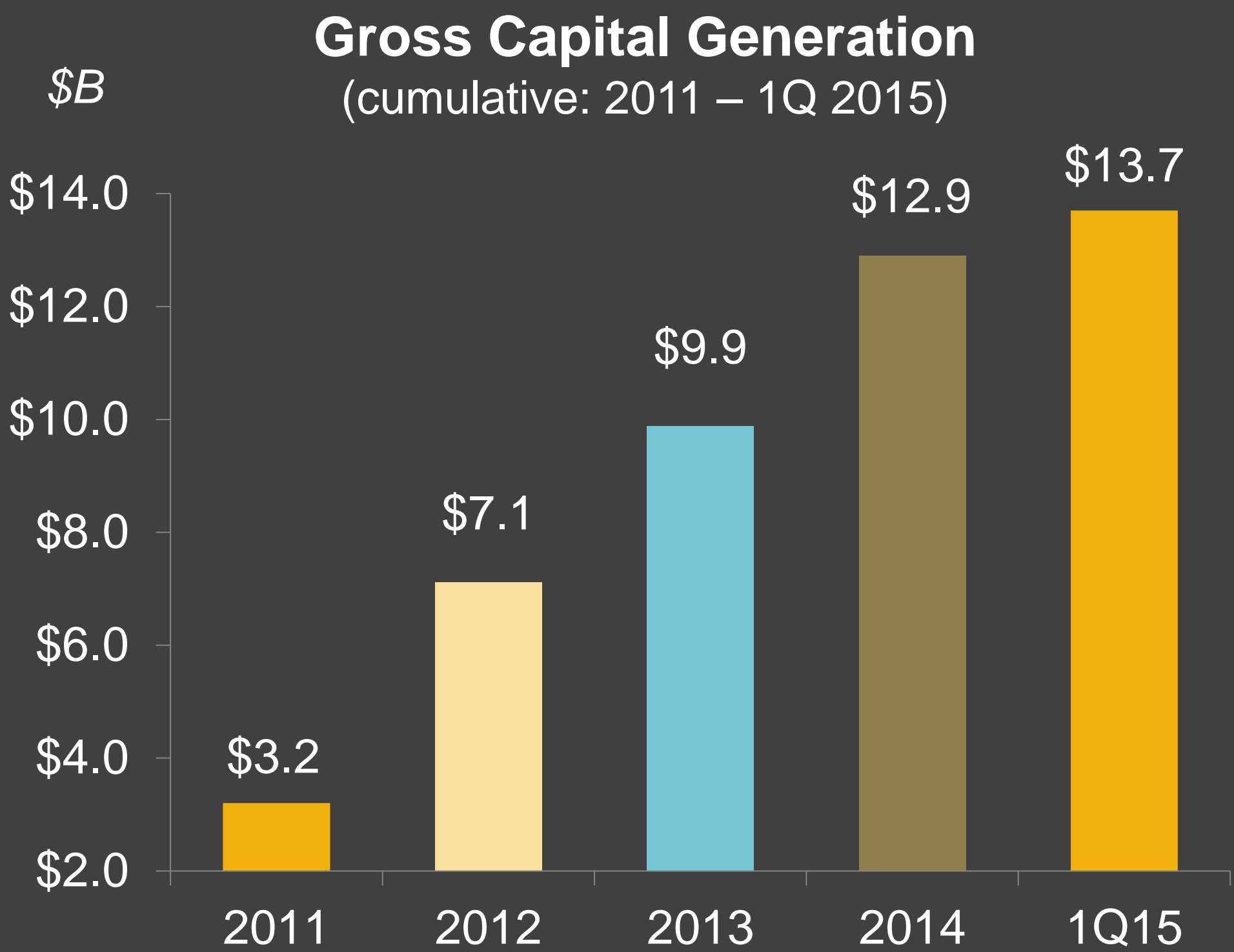
- Organic business growth
- Merit increase (2H15)
- Incremental regulatory compliance costs
 - Resolution Recovery planning in 2H15
 - European Single Resolution Fund expenses of \$50-\$70MM for full-year 2015
- Significant new strategic relationship with \$770B in assets
 - Onboarding expenses; strategic platform investments and headcount growth in 2H15
- Resolution of virtually all outstanding FX litigation
 - Previously disclosed pre-tax charge of ~\$50MM in 2Q15

Expectations Versus 2014:

- 2015 operating expenses: flat to slightly higher
- Improved operating margin

Remain on Track to Meet Investor Day Goals

Generating Excess Capital and Deploying Capital Effectively



**2015 Capital Plan – Repurchase Up to \$3.1B of Common Stock¹
and Maintain Strong Dividend Payout Ratio**

¹ \$700MM of the common stock repurchases are contingent on a prior issuance of \$1B of qualifying preferred stock. On April 28, 2015, the Company completed a \$1B preferred stock offering.

Focused on Achieving our Financial Goals

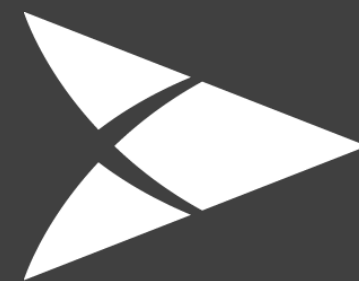
2014 Investor Day

Financial Goals – Operating Basis: 2015 Through 2017

	Flat	Normalizing
Revenue Growth¹	3.5 – 4.5%	6 – 8%
EPS Growth¹	7 – 9%	12 – 15%
Return on Tangible Common Equity	17 – 19%	20 – 22%
Assumptions	NIM: 95 - 100 bps Operating margin: 28 – 30% Environment: no deterioration in volatility, volume, short-term interest rates	
	100% payout ratio Execution on expense and revenue initiatives Equity market, +5% p.a. Reasonable regulatory outcomes Deposits, money market balances and fee waivers recovery as modeled	

Drivers to Achieve Financial Goals

Business performance, net interest revenue and markets	√√
Revenue growth initiatives	√
Expense reduction initiatives	√
Capital management	√
Regulatory expenses	—
Tax rate	√



BNY MELLON

| Invested

Appendix

Business – Revenue and Pre-Tax Income

<i>Revenue</i> (\$MM)	2Q14	3Q14	4Q14	1Q15	LTM 1Q15
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Investment Management	\$ 1,036	\$ 1,003	\$ 998	\$ 1,010	\$ 4,047
Investment Services	2,513	2,588	2,481	2,593	10,175

<i>Pre-tax Income</i> (\$MM)	2Q14	3Q14	4Q14	1Q15	LTM 1Q15
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Investment Management	\$ 202	\$ 276	\$ 269	\$ 289	\$ 1,036
Investment Services	689	753	653	796	2,891

NOTE: Pre-tax metrics for Investment Services and Investment Management businesses exclude the impact of amortization of intangible assets (Investment Services pre-tax income excludes impact of 4Q14 litigation charge.)

Pre-Tax Income, Noninterest Expense & Operating Leverage – Non-GAAP

(\$MM)	LTM 1Q14	LTM 1Q15	Margin Expansion
Total revenue – GAAP	\$15,066	\$15,896	
Less: Net income attributable to noncontrolling interests of consolidated investment management funds	85	154	
Gain on the sale of our investment in Wing Hang Bank	-	490	
Gain on the sale of the One Wall Street building	-	346	
Total revenue, as adjusted – Non-GAAP	\$14,981	\$14,906	
Total noninterest expense – GAAP	\$11,217	\$12,138	
Less: Amortization of intangible assets	331	289	
M&I, litigation and restructuring charges	19	1,139	
Charge (recovery) related to investment management funds, net of incentives	(32)	109	
Total noninterest expense excluding amortization of intangible assets, M&I, litigation and restructuring charges and the charge related to investment management funds, net of incentives – Non-GAAP	\$10,899	\$10,601	
Provision for credit losses	(29)	(28)	
Income before income taxes, as adjusted – Non-GAAP ¹	\$4,111	\$4,333	
Pre-tax operating margin – Non-GAAP ¹	27%	29%	+163 bps

¹Non-GAAP excludes net income attributable to noncontrolling interests of consolidated investment management funds, the gains on the sales of our investment in Wing Hang and the One Wall Street building, amortization of intangible assets, M&I, litigation and restructuring charges and the charge (recovery) related to investment management funds, net of incentives, if applicable.

Capital Generation & Deployment

<i>Capital Generation & Deployment (\$B)</i>	2011	2012	2013	2014	1Q15	Total
Net Income	\$2.5	\$2.4	\$2.1	\$2.6	\$0.8	\$10.5
Other Comprehensive Income	(0.3)	1.0	(0.2)	(0.7)	(0.6)	(0.8)
Share Issuances (Benefit Plans)	0.3	0.3	0.5	0.6	0.3	2.0
Change in Goodwill and Intangibles	0.4	0.2	0.4	0.5	0.3	1.7
Divestitures	0.3	-	0.1	-	-	0.4
Other	(0.0)	(0.0)	(0.1)	-	-	(0.1)
Capital Generation	\$3.2	\$3.9	\$2.8	\$3.0	\$0.8	\$13.7
Dividends	(\$0.6)	(\$0.6)	(\$0.7)	(\$0.8)	(\$0.2)	(\$3.0)
Share Repurchases (including Benefit Plans)	(0.9)	(1.1)	(1.0)	(1.7)	(\$0.4)	(\$5.2)
Capital Retention	\$1.7	\$2.1	\$1.0	\$0.5	\$0.2	\$5.6

Note: May not foot due to rounding

Technology Awards and Recognition

Industry Leadership

- Leading platform for wealth advisors (Pershing, Bank/Broker-Dealer custody)
- Leading platform for investment managers (Custody, Eagle, Encore, Middle-office)
- Leading platform for alternative fund managers (Derivatives, Private Equity, Real Estate, Hedge funds)
- Provides fund administration capabilities to majority of the market
- Largest wealth management platform with 600+ retail websites

Awards

**Best Mobile Initiative –
NETX360 and NETX Investor Mobile**
Waters Sell-Side Technology

**Model Bank in Legacy
& Ecosystems Transformation**
Celent

**Distinguished Provider of
Global Transaction Banking Services
(Second Consecutive Year)**
Interviews by Flmetrix, LLC¹

**Asset Servicing Technology
Vendor of the Year – Eagle**
Custody Risk Americas Awards

**Best White Label System Provider for
Treasury & Cash Management Services**
Global Finance Magazine

**Best Buy-Side
Operations Solution – Eagle**
FTF News Innovation Awards

**“Excellent” Rating for Client
Account Statement – Pershing
(Ninth Consecutive Year)**
DALBAR

**Datacenter Automation
Innovator of the Year – 2014**
BMC Datacenter Award

**Top Company for
Women Technologists**
Anita Borg Institute

Best Compliance Initiative
*American Financial
Technology Awards*

**Best Transactional Bank
for Financial Institutions in EMEA
(Fifth Consecutive Year)**
EMEA Finance Magazine

**Best Bank Trade Services
Provider Excellence Award (Gold)**
Trade & Forfeiting Review Magazine

¹ Designation based on interviews by Flmetrix, LLC, with senior level executives at more than 640 banks in nearly 100 countries.

Disclosures

Best Mobile Initiative – NETX360 and NETX Investor Mobile	Waters Sell Side Technology: Recognized Pershing's Net360® and NetXInvestor® Mobile solutions as best for the second consecutive year in 2014.
Asset Servicing Technology Vendor of the Year – Eagle	Custody Risk Americas Awards: 2014. Award presented April , 2015 .
“Excellent” Rating for Client Account Statement – Pershing	DALBAR: 2013 award announced January, 2014.
Best Compliance Initiative	American Financial Technology Awards: Presented December, 2014.
Model Bank in Legacy & Ecosystems Transformation	Celent: Presented March, 2015.
Best White Label System Provider for Treasury & Cash Management Services	Global Finance Magazine: Recognition March, 2015 issue.
Datacenter Automation Innovator of the Year – 2014	BMC Datacenter Award: 2014 BMC Engage “Innovation Award” for Datacenter Automation & Cloud.
Best Transactional Bank for Financial Institutions in EMEA	EMEA Finance Magazine: Published in EMEA Finance's August-September 2014 edition.
Distinguished Provider of Global Transaction Banking Services	Interviews by FImetrix, LLC: Designation announced by FIMetrix in May, 2014.
Best Buy-Side Operations Solution – Eagle	FTF News Innovation Awards: Awarded June, 2014.
Top Company for Women Technologists Award	Anita Borg Institute, Presented May 2015.
Best Bank Trade Services Provider Excellence Award (Gold)	Trade & Forfeiting Review Magazine: Recognition in July 2014.