

Maximizing Returns and Creating Value for Clients and Stockholders

Annual Meeting of Stockholders

April 14, 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: revenue growth; estimated capital ratios; actions to invest in growth and control expenses; benefits of normalized conditions; strategic priorities; first quarter earnings; capital position; technology platforms, infrastructure, spend and benefits; improving business processes, productivity and effectiveness; repurchase plans and dividend payout ratio; 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 April 14, 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 12/31/14 unless otherwise noted.

Investments Company for the World – Powering Investors

Twin Engines of Growth

- Investment Services
- Investment Management

- Largest investment services provider
- Leading market positions in every servicing business
- Leading global custodian with \$28.5T in AUC/A
- \$1.7T in AUM – seventh largest global asset manager; one of three largest asset managers owned by the eight U.S. G-SIB peers

Revenue

- Fee revenue – 80% of total revenue in 2014
- Growth with minimal credit risk or need for incremental capital

Expense

- Improving business processes, productivity and effectiveness
- Noninterest expense^{1,2} – 2% reduction in 2014 vs. 2013

Capital

- Estimated Fully Phased-in (Advanced Approach) Basel III Common Equity Tier 1 Ratio of 9.8%²
- Credit ratings ranked among highest in G-SIB peer group
- 2014 total payout ratio of 98% – top quartile among CCAR Banks

Earnings

- Investing in strategic growth
- Aggressively executing business improvement process, controlling expenses
- Poised to benefit as markets return to normalized conditions

¹ Total noninterest expense is non-GAAP and excludes amortization of intangible assets, M&I, litigation and restructuring charges and the charge related to investment management funds, net of incentives.

² This represents a non-GAAP measure. See Appendix for reconciliation. Additional disclosure regarding non-GAAP measures is available in the Corporation’s reports filed with the SEC, available at www.bnymellon.com/investorrelations.

Powering Investors

Who We Are

Investment Management

Revenue: ~\$4.0B
Pre-tax Income: ~\$1.0B

Investment Services

Revenue: ~\$10.1B
Pre-tax Income: ~\$2.8B

We deliver expertise at each stage of the investment lifecycle

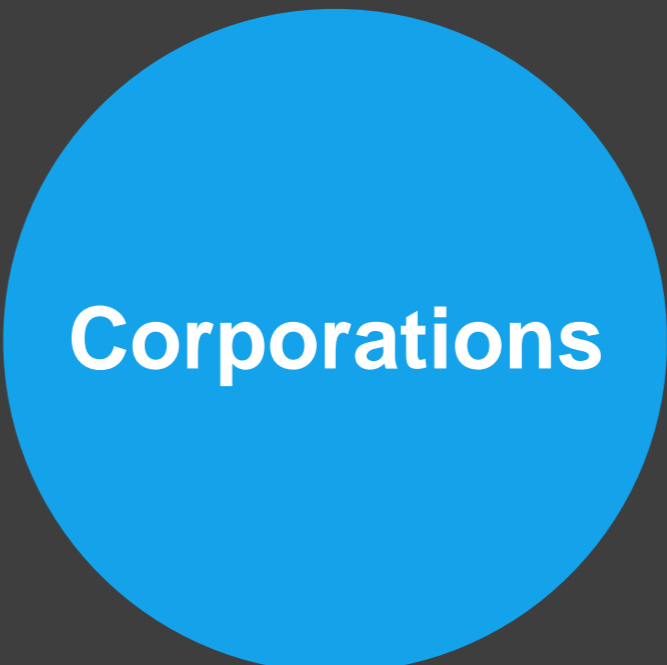
Assets

Create Clear & Settle Distribute Hold Trade Manage Restructure Service

NOTE: Financial data for Investment Management and Investment Services reflect FY 2014 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.

Powering Investors - Delivering Innovative Investment Solutions Globally

Who We Serve



76%
of Fortune 500
Companies

75
Central Banks, whose
assets make up over
90% of global central
bank reserves

67%
of the Top 1,000
Pension and
Employee Benefit
Funds

75%
of the Top 100
Endowments

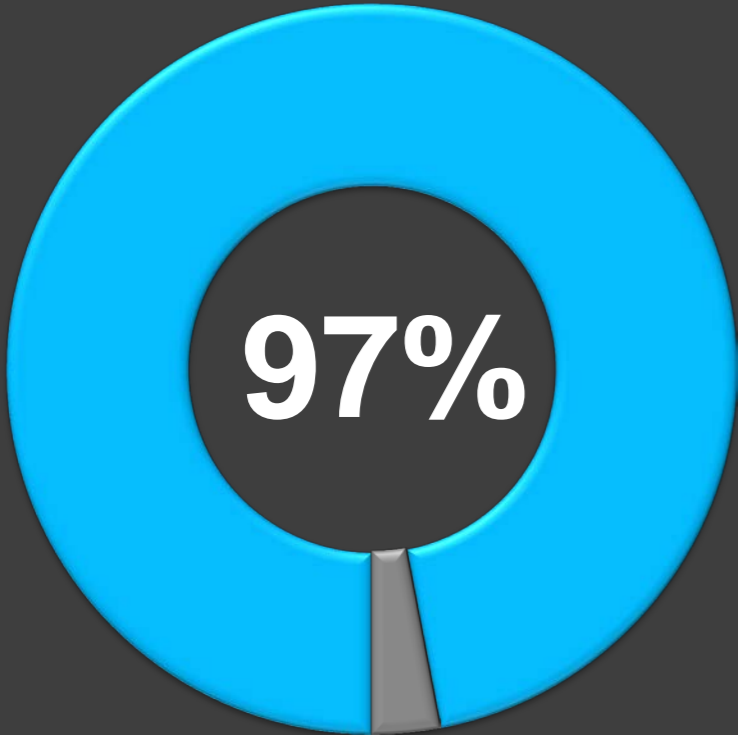
50%
of the Top 200
Life/Health Insurance
Companies

46%
of the Top 50
Universities

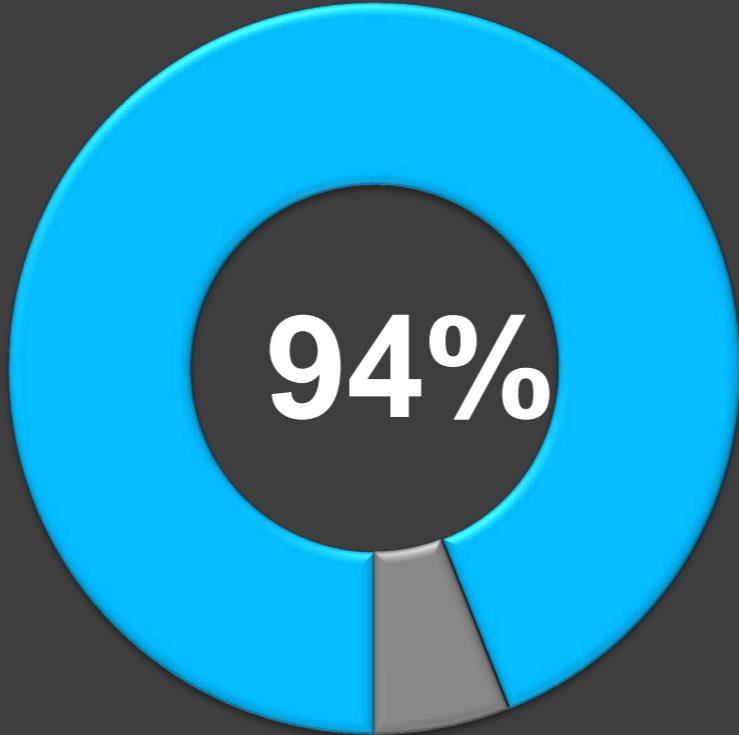
NOTE: See additional disclosures in Appendix.

Strong Client Satisfaction Results

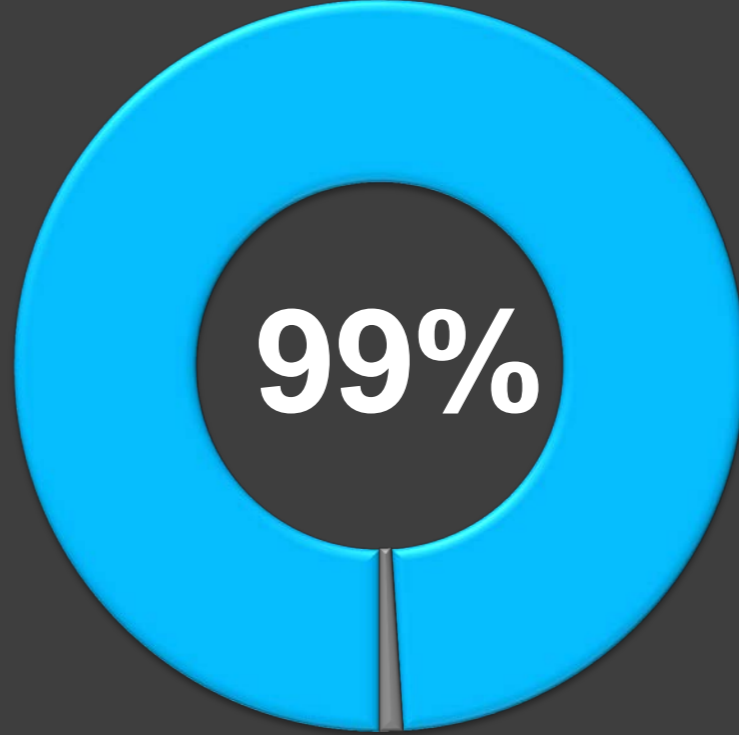
Overall Client Satisfaction



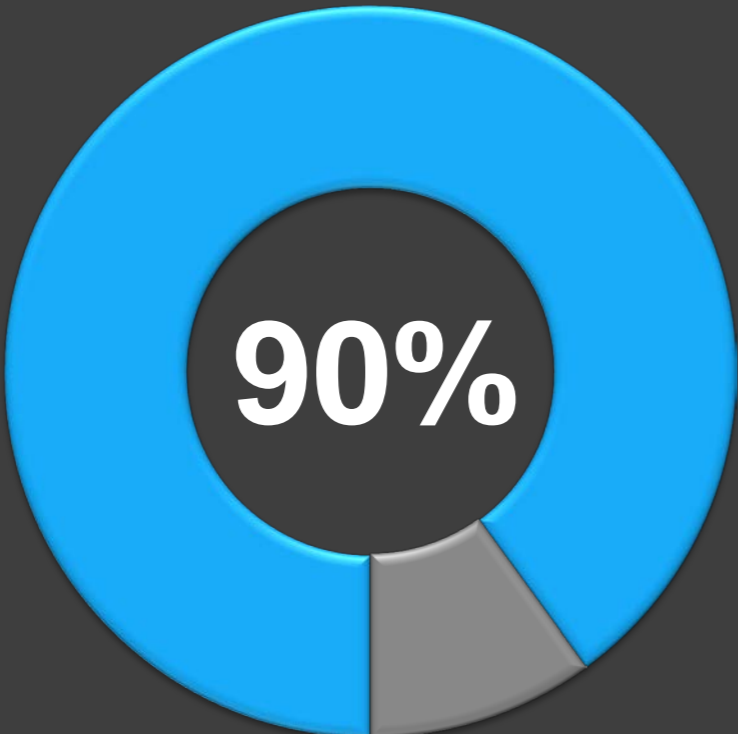
Would Recommend BNY Mellon



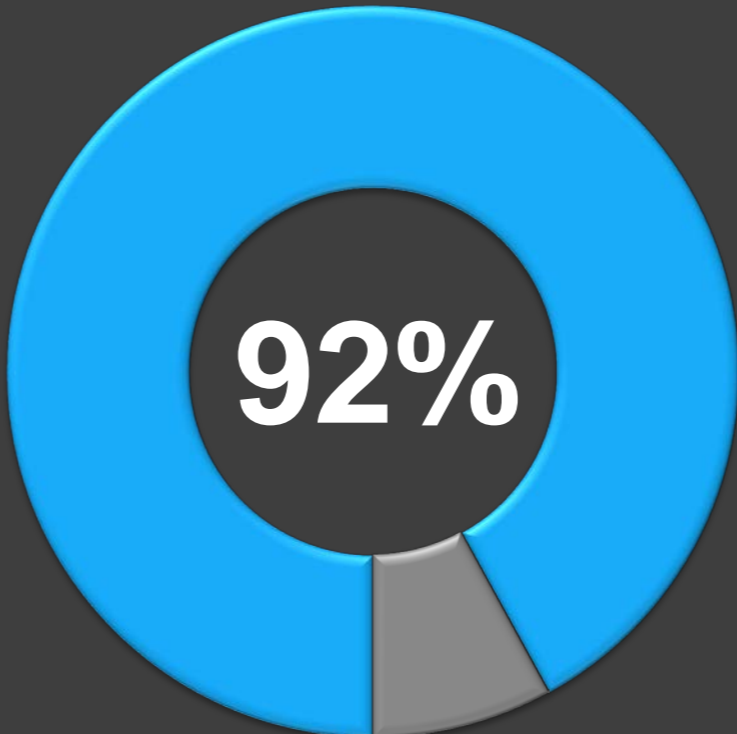
Client Executive Meets / Exceeds Expectations



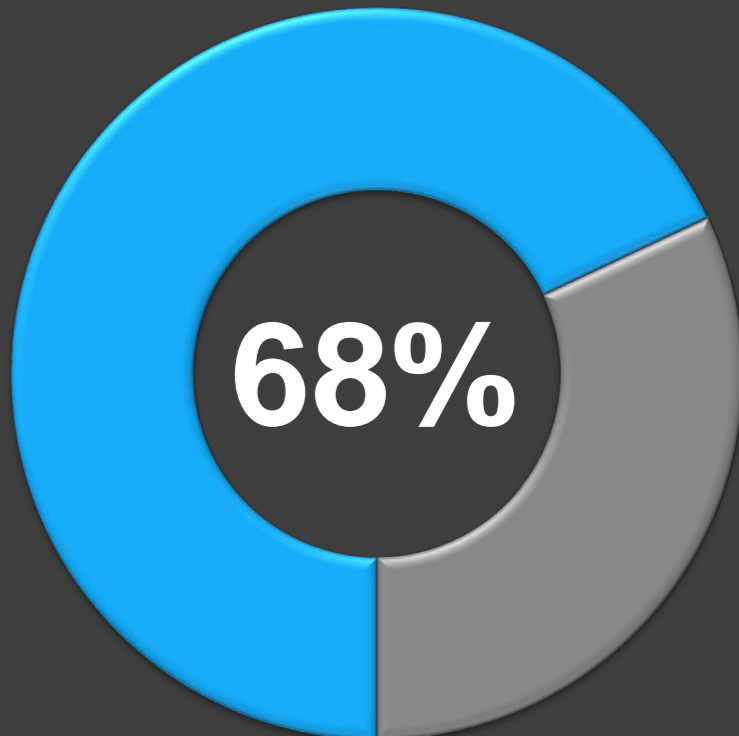
Innovative Solutions



Strategic Partnership



BNY Mellon Better than Competitors



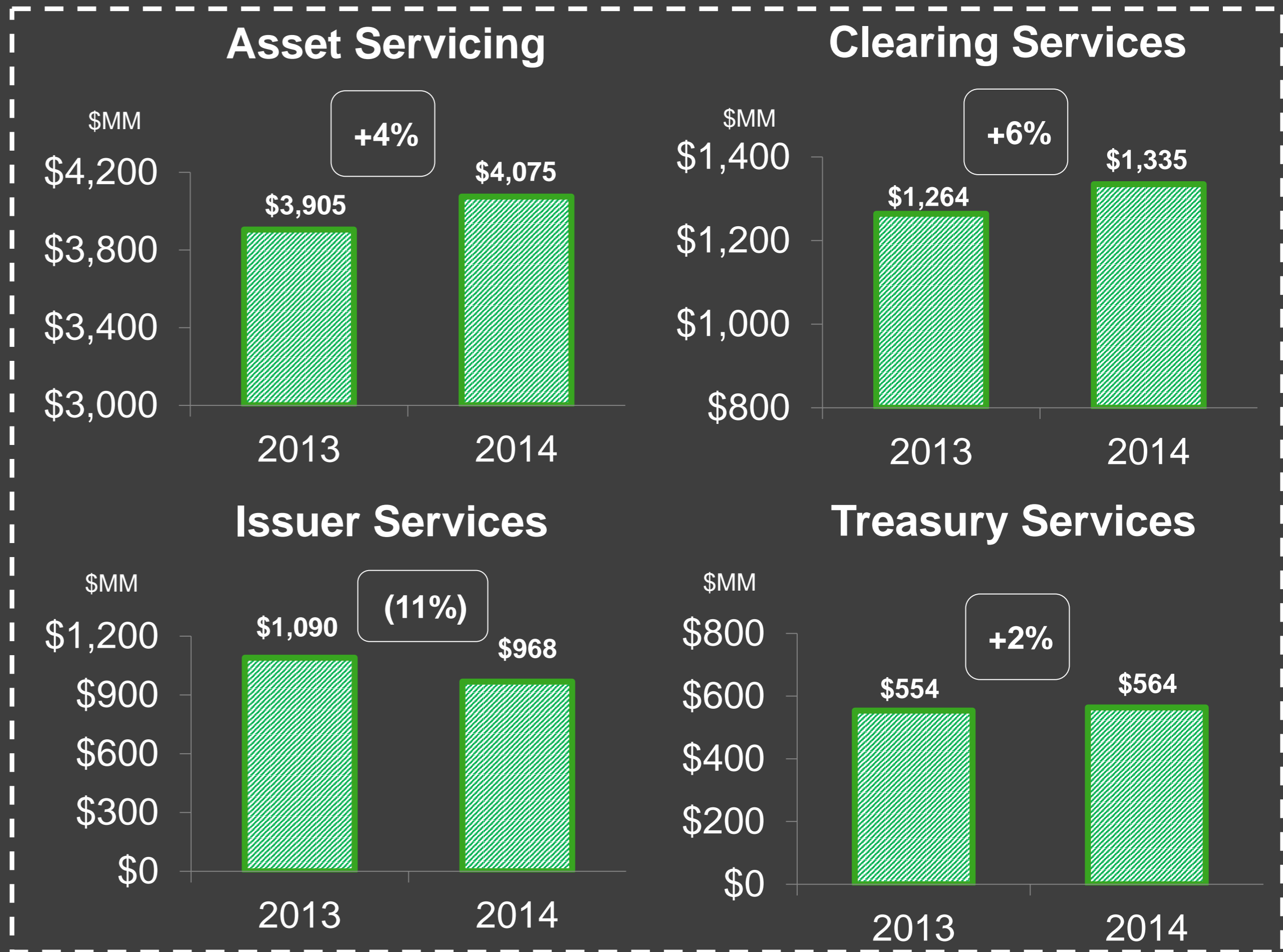
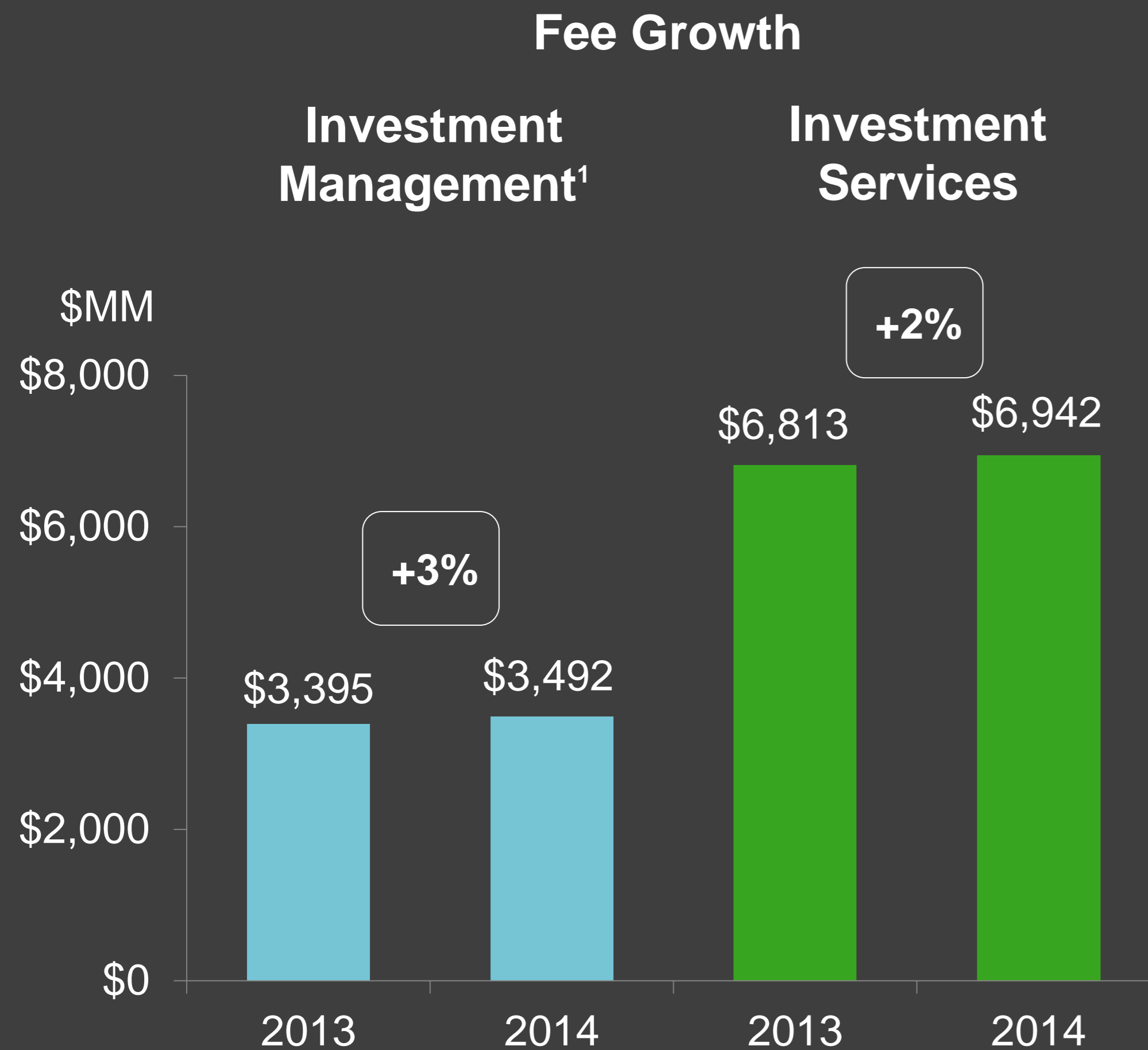
NOTE: Conducted two Global Client Management surveys Nov. 2014 (completed by third-party on Corporation's behalf); 206 strategic client respondents; 49% response rate.

2014 Financial Highlights

| Financial Performance | Growth vs. 2013 | Drivers |
|---|-----------------------|---|
| Investment Management & Performance Fees | +3% | <ul style="list-style-type: none"> AUM +8% Net AUM inflows of \$47 billion |
| Investment Services Fees | +2% | <ul style="list-style-type: none"> AUC/A +3% Estimated new business wins of \$536 billion |
| Net Interest Revenue ¹ | (4%) | <ul style="list-style-type: none"> Lower yields, rates |
| Noninterest Expense ¹ | (2%) | <ul style="list-style-type: none"> Expense control driven by business improvement process |
| Pre-tax Income ¹ | +1% | |
| Operating Leverage ¹ | 87 bps | |
| Shareholder Value | 2014 | |
| Total Shareholder Return | 18% | |
| Return on Tangible Common Equity ¹ | 18% | |
| Share Repurchases | \$1.7B | <ul style="list-style-type: none"> 98% total payout ratio |
| Quarterly Dividend Increase | 13% | |

¹ Represents a non-GAAP adjusted measure. See Appendix for reconciliation. Additional disclosure regarding this measure and other non-GAAP adjusted measures are available in the Corporation's reports filed with the SEC, including our 2014 Annual Report, available at www.bnymellon.com/investorrelations.

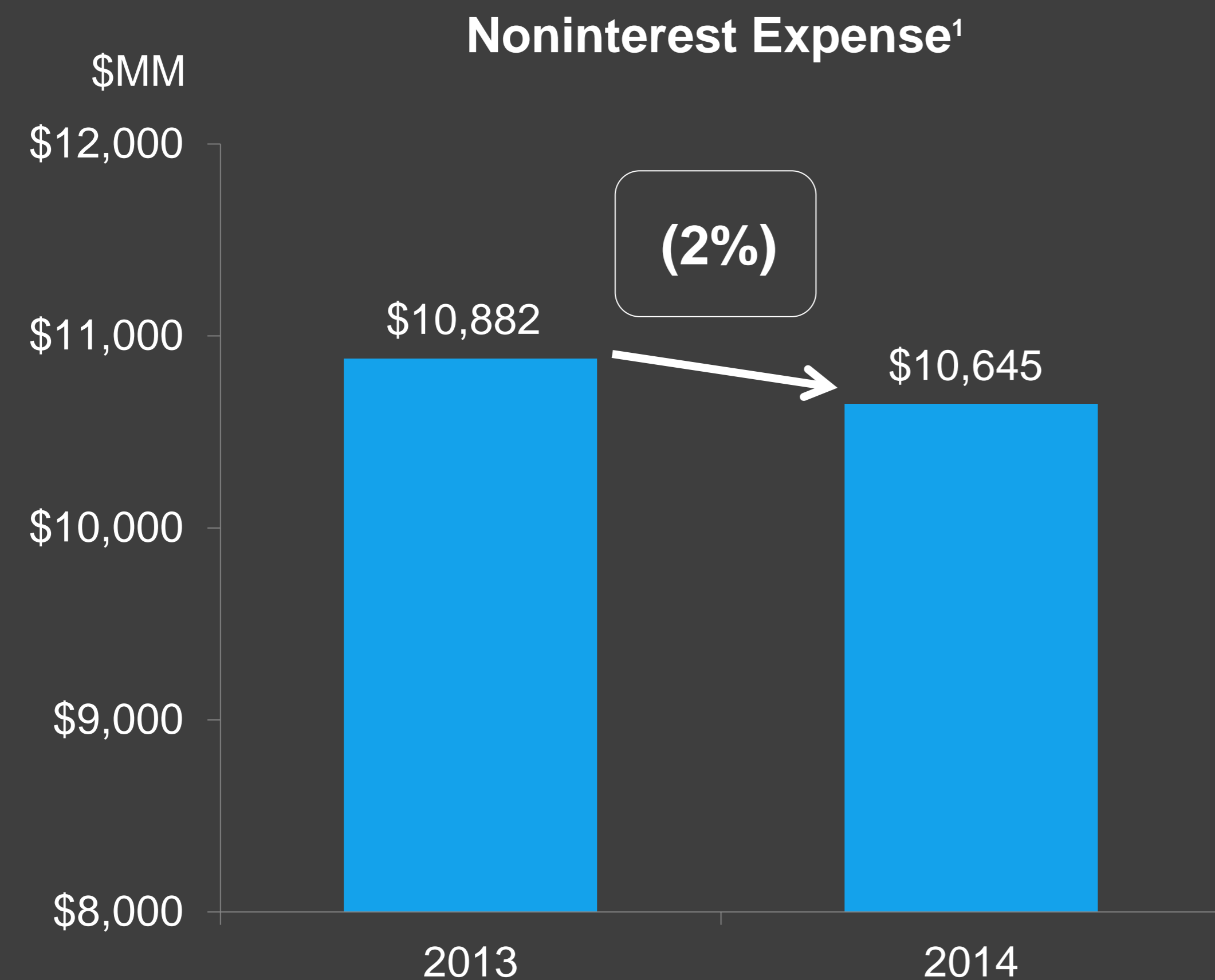
Improving Financial Performance – Continued Fee Growth



Positive Fee Growth Despite Low Rate Environment and Issuer Services Headwinds

¹ Includes performance fees.

Improving Financial Performance – Reducing Structural Costs



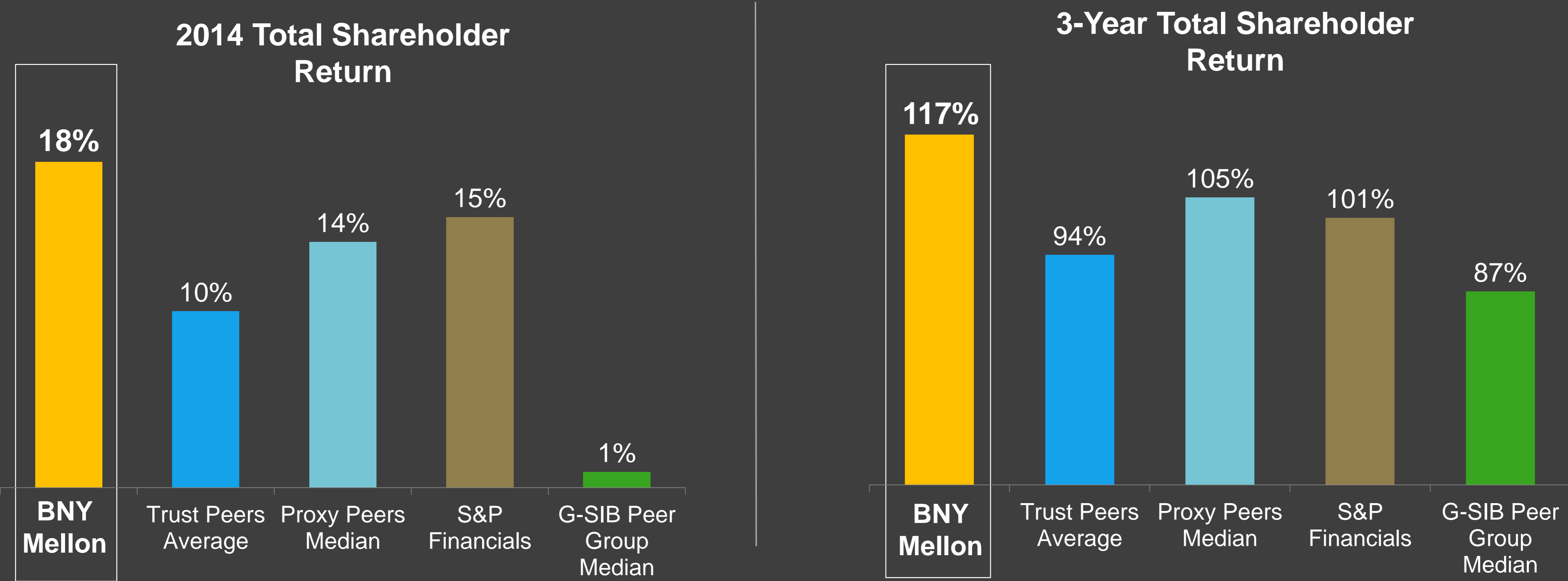
Business Improvement Process

- Simplifying and automating global processes
- Insourcing application development
- Leveraging common architecture
- Rationalizing staffing levels
- Managing benefits expense
- Reducing footprint and consolidating locations
- Reducing discretionary expenses
- Managing regulatory requirements cost effectively

**Significant Progress on Expense Control...
2% Noninterest Expense¹ Reduction in 2014 vs. 2013**

¹ Total noninterest expense is non-GAAP and excludes amortization of intangible assets, M&I, litigation and restructuring charges and the charge related to investment management funds, net of incentives. See Appendix for reconciliations. Additional disclosure regarding non-GAAP measures is available in the Corporation's reports filed with the SEC, available at www.bnymellon.com/investorrelations.

Generating Strong Shareholder Returns Significantly Above Peers



NOTE: G-SIB Peer Group includes: HSBC, JPM, BARC, BNP, C, DBK, BAC, CSGN, GS, ACA, MTU, MS, RBS, UBS, Bank of China, Agricultural Bank of China, BBVA, ICBC, MFG, NDA, SAN, GLE, STAN, STT, SMFG, UCG, WFC. Proxy Peers include: BLK, SCHW, BEN, JPM, MS, NTRS, PNC, PRU, STT, USB, WFC. Please reference Appendix for additional information.

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 |
| Business Improvement Process | <ul style="list-style-type: none"> ➤ Reducing Structural Expense ➤ 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 |

First Quarter Update: Achieving Our Earnings, Expense and Operating Leverage Goals

Driving Revenue Growth

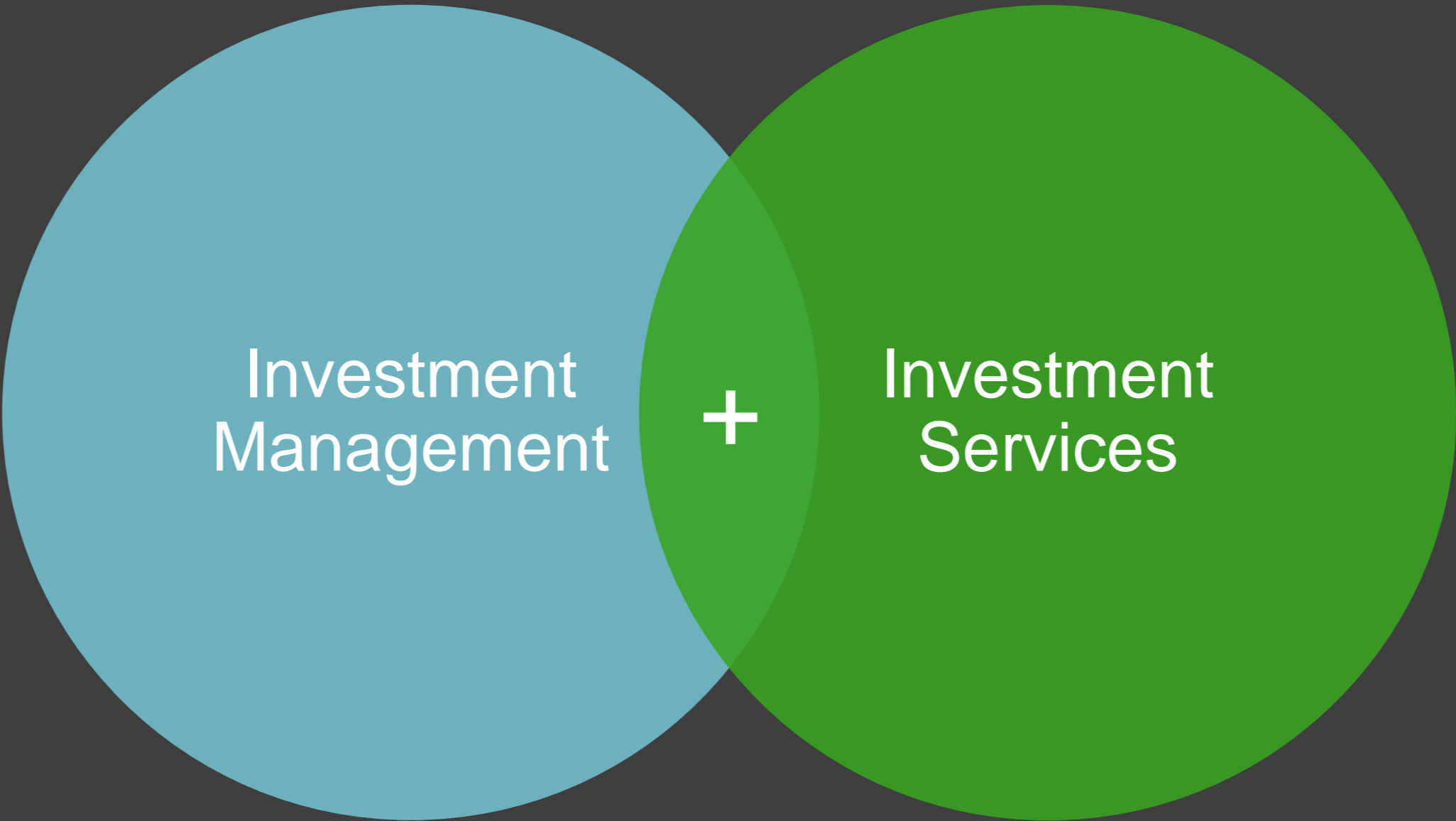
Investing in Revenue Growth Opportunities

Global Collateral Services

Electronic Trading Platforms

Investment Management Distribution

Digital Platforms for Financial Advisors

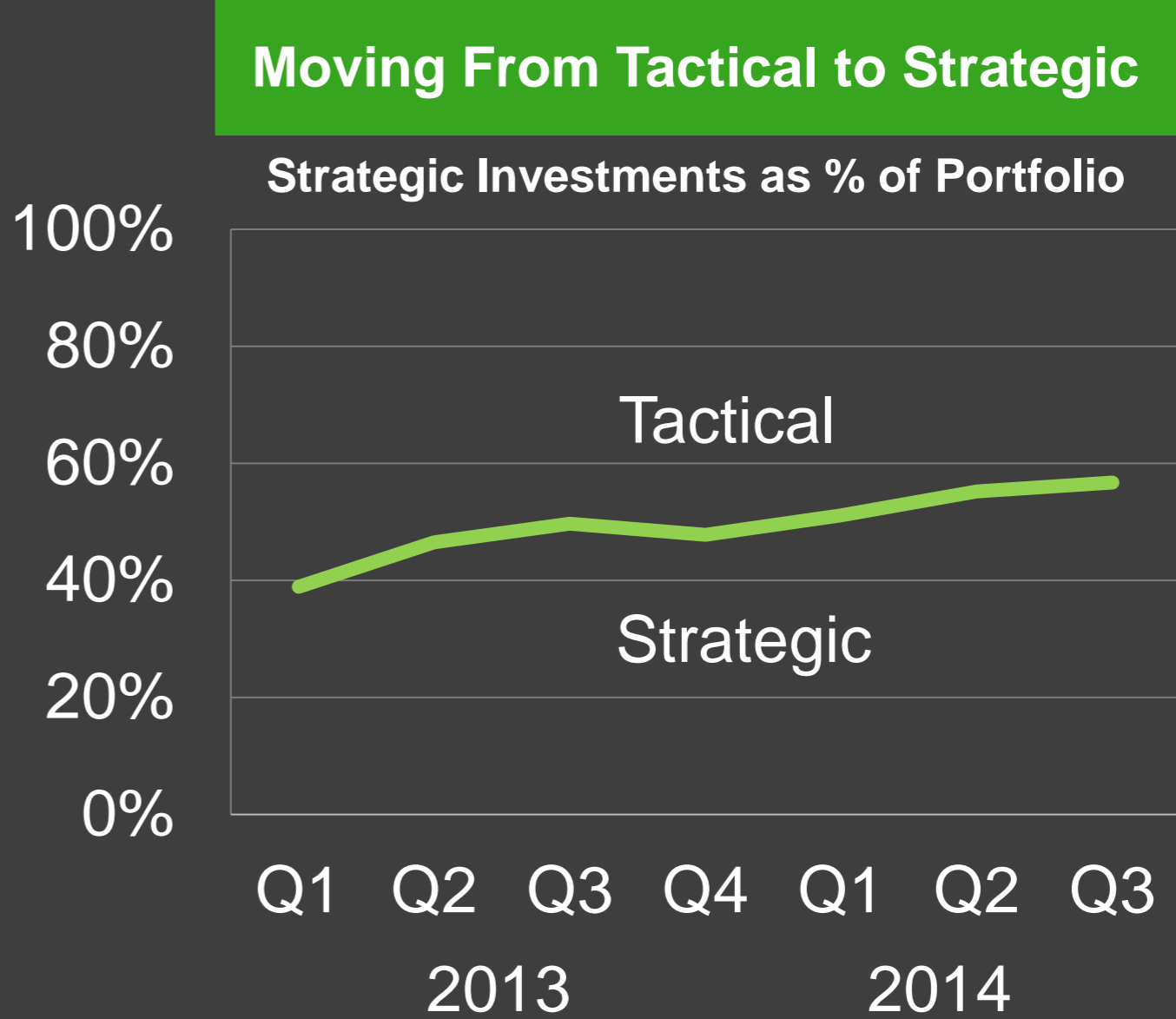


Realizing Opportunities to Deliver Innovative Strategic Solutions to Our Clients

| | | | |
|--|---------------------------------------|--|--|
| Leveraging broad and deep client relationships | Utilizing cross-platform capabilities | Maintaining our strong capital position to be a safe and trusted counter-party for our clients | Capitalizing on intellectual assets – deep insight into the changing needs of asset owners and fiduciaries |
|--|---------------------------------------|--|--|

Managing Technology as a Strategic Asset

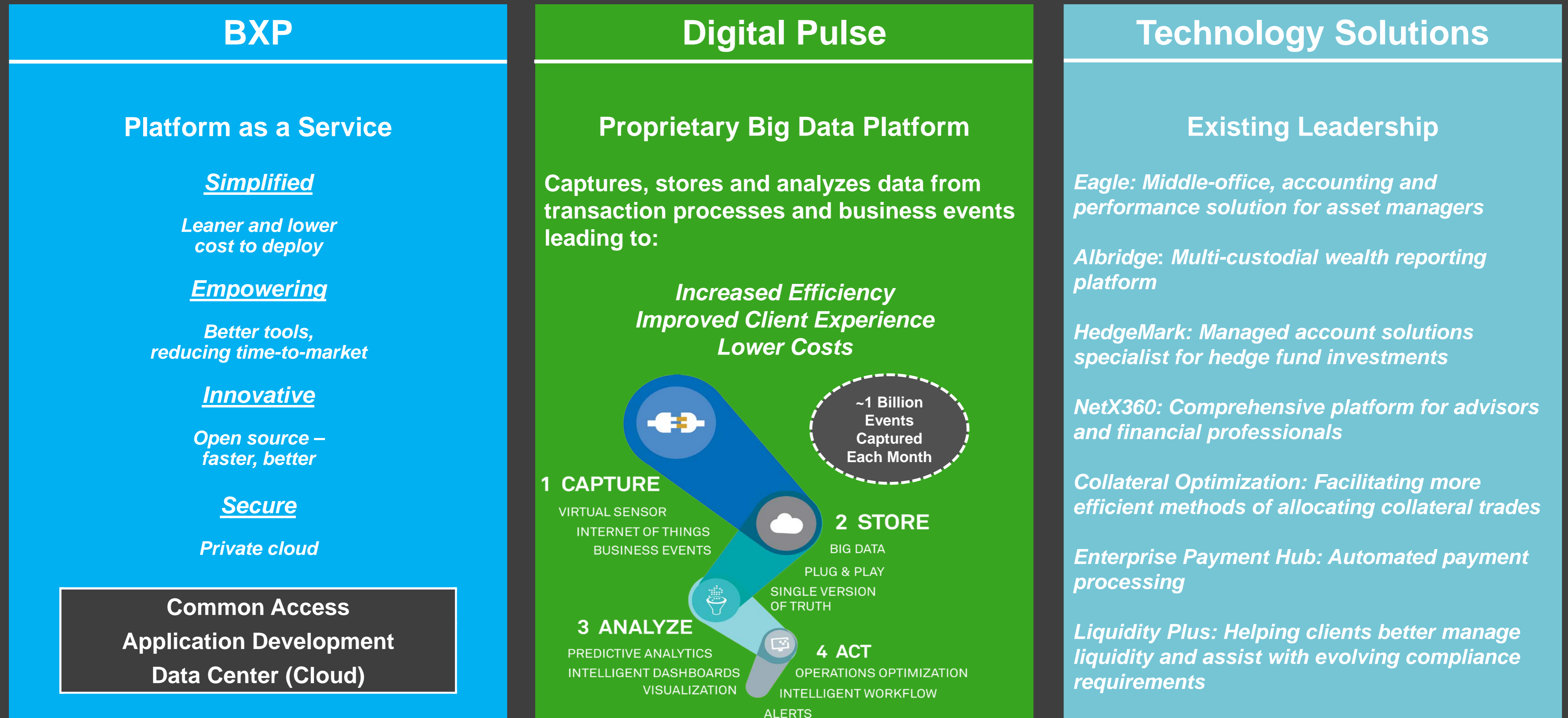
- **Optimizing our infrastructure**
 - **Storage demand up 12%¹**
 - **Demand for computing up 48%¹**
 - **Annual infrastructure cost down 6%¹**
- **Insourcing application development**
 - **Application development resources up 8%¹**
 - **Application development costs down 1%¹**
 - **Application development unit cost down 6%¹**
- **Shifting our investments from tactical to strategic**
 - **Self-funding our strategic technology investments**



**Technology Powers Investors –
Drives Client and Shareholder Value**

¹ Based on indexed amount from 2012 through 2014. Data for 2014 is estimated in some instances.

Strategic Investments to Digitize BNY Mellon



NEXEN: The Next Generation Intelligent Open-Architecture Platform

Technology Awards and Recognition

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

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

**Best Managed
Account Platform - HedgeMark**
HedgeWeek

**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 Tech Awards

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

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

¹ Designation based on interviews by Flmetrix, LLC, with senior level executives at more than 640 banks in nearly 100 countries.
NOTE: See additional disclosures in Appendix.

Business Improvement Process Update

Revenue Initiatives

Completed

- Created Markets Group
- Created direct lending capability through investment management
- Built separately managed accounts platform in Asia
- Created dedicated technology solutions unit to increase return on technology investment

Ongoing

- Promoting Wealth Management brand
- Enhancing collateral management systems and foreign exchange (FX) platforms
- Extending private banking solutions to Pershing clients
- Broadening distribution of investment management strategies
- Growing Dreyfus cash management solutions with Pershing and custody clients
- Aligning drivers of cost with pricing for premium services

Portfolio Review

Operations & Technology
Enhancements

Expense Initiatives

Completed

- Resolved substantially all FX litigation
- Sold One Wall Street headquarters
- Sold Corporate Trust business in Japan & Mexico
- Exited Transition Management and U.S. & European derivatives clearing businesses

Ongoing

- Reducing footprint and consolidating locations
- Managing benefits expense
- Exiting derivatives, sales and trading business
- Rationalizing and retiring applications
- Consolidating custody platforms from 2 to 1
- Streamlining end-to-end processes and improving unit cost
- Streamlining organization and rationalizing staffing

Real Estate &
Procurement

Process Improvement

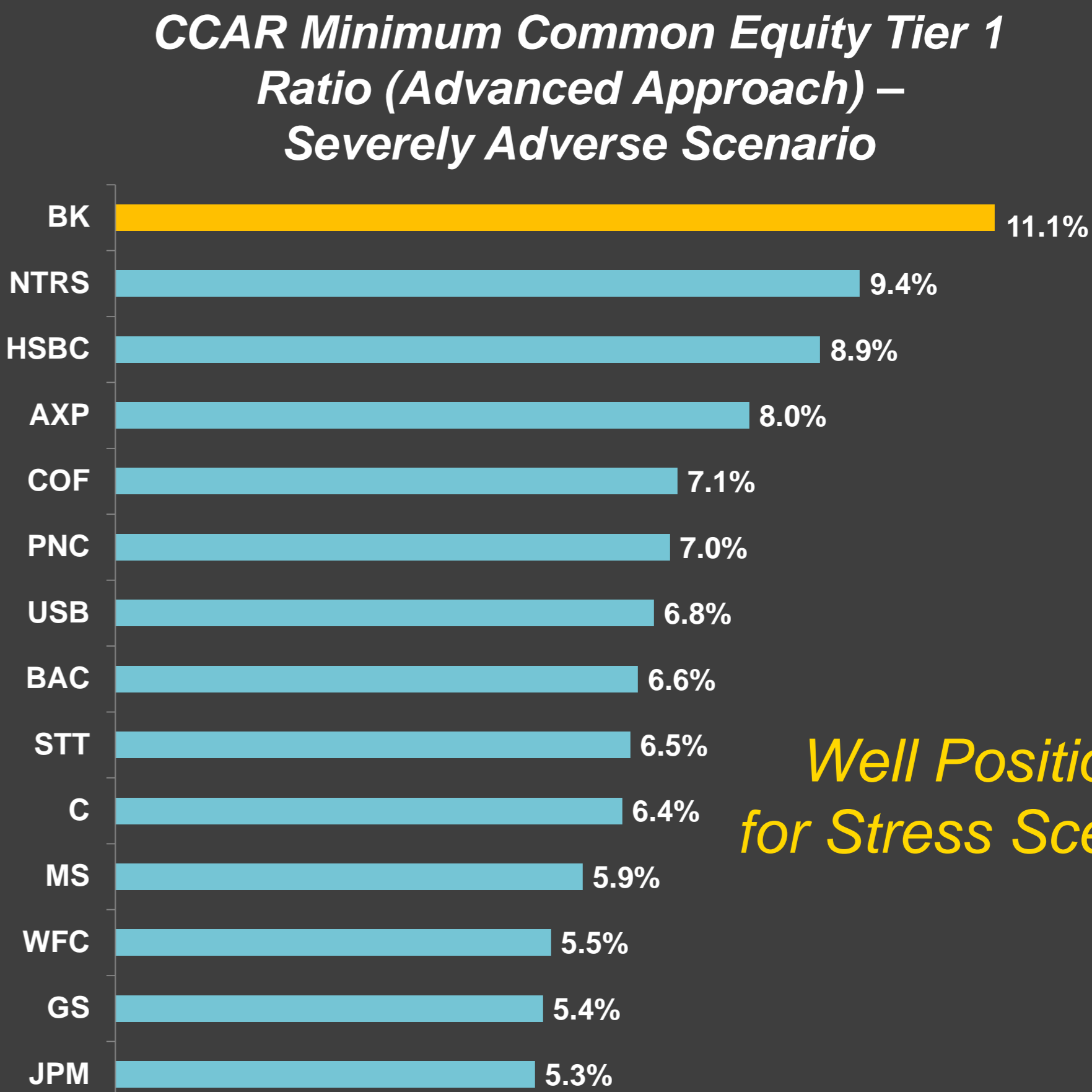
OTC = over-the-counter

FCM = Futures Commission Merchant

Being a Strong, Safe, Trusted Counterparty

| Strong Capital Position and Returns (At 12/31/14) | | |
|---|--------------|----------|
| Basel III Common Equity Tier 1 (Non-GAAP) ¹ | Standardized | Advanced |
| | 10.6% | 9.8% |
| Return on Tangible Common Equity (Non-GAAP) ¹ | 18% | |

¹ Fully phased-in. Represents a non-GAAP adjusted measure. See Appendix for a reconciliation. Additional disclosure regarding this measure and other non-GAAP adjusted measures are available in the Corporation's reports filed with the SEC, including our 2014 Annual Report, available at www.bnymellon.com/investorrelations.

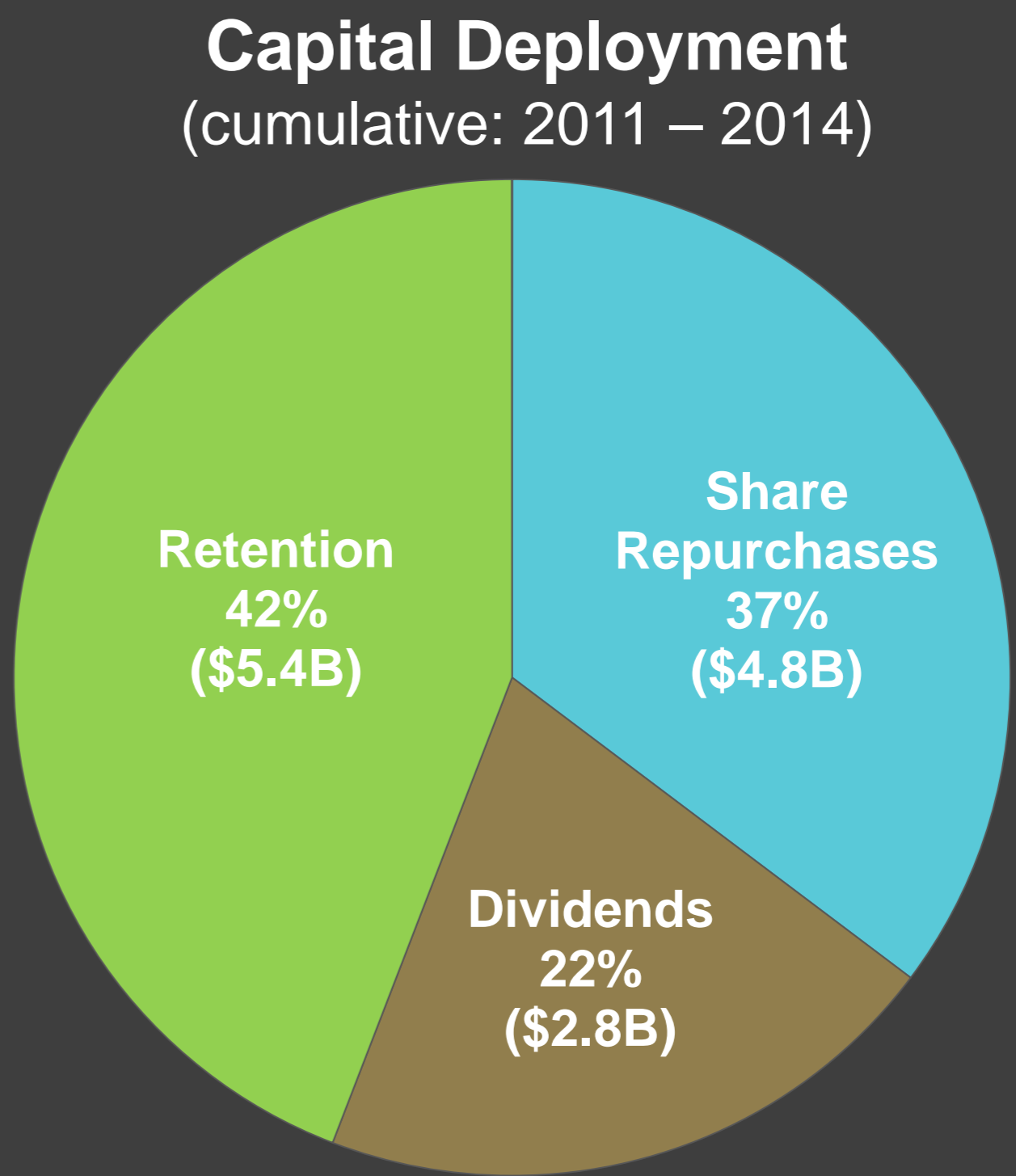
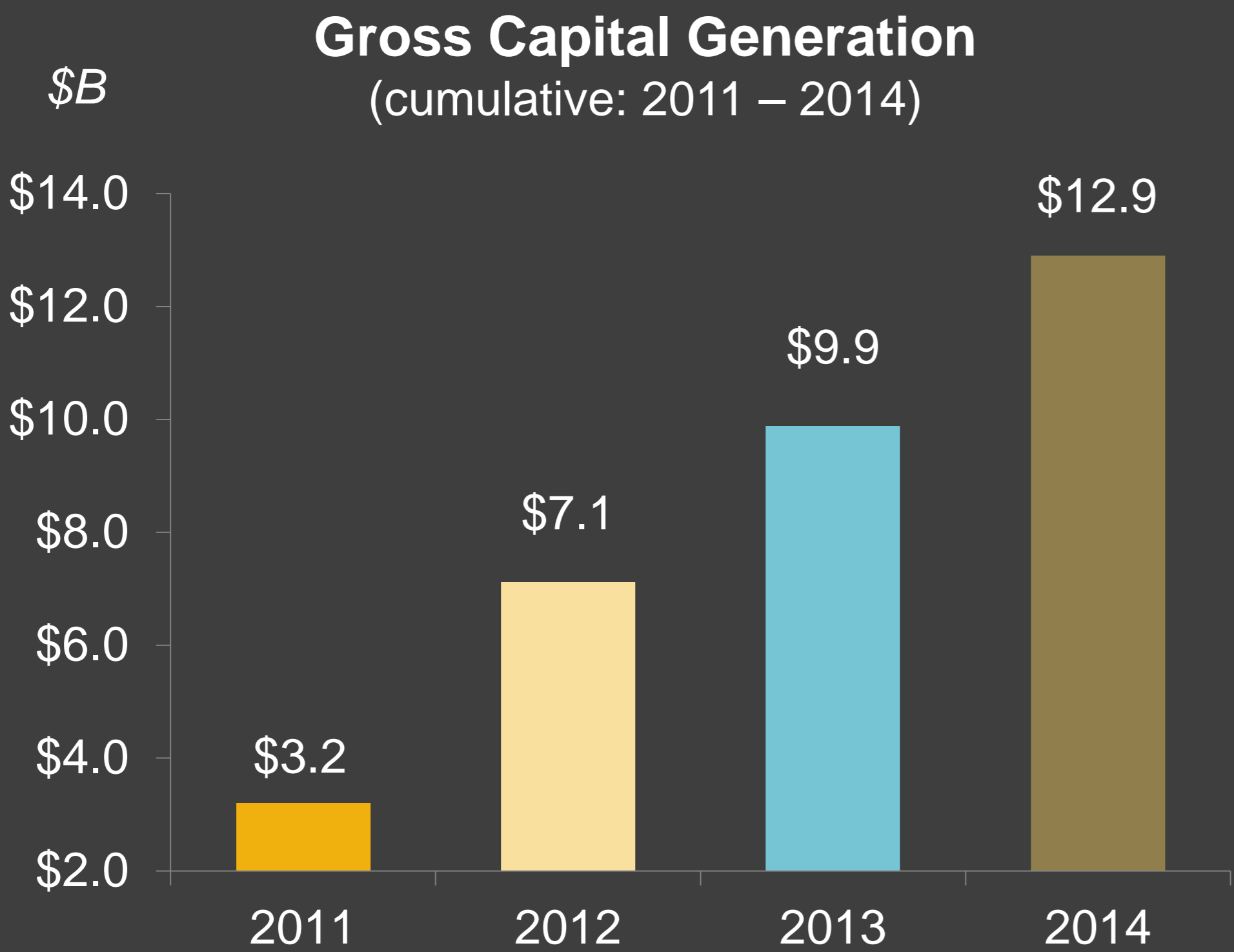


*Well Positioned
for Stress Scenarios*

SOURCE: Federal Reserve – Comprehensive Capital Analysis and Review 2015: *Assessment Framework and Results*. Reflects Advanced Approach for Bank Holding Companies Only. See Appendix for additional detail.

Our Reputation as a Sound and Safe Institution Reflects the Strength of Our Balance Sheet, Overall Liquidity and Capital Position

Generating Excess Capital and Deploying Capital Effectively

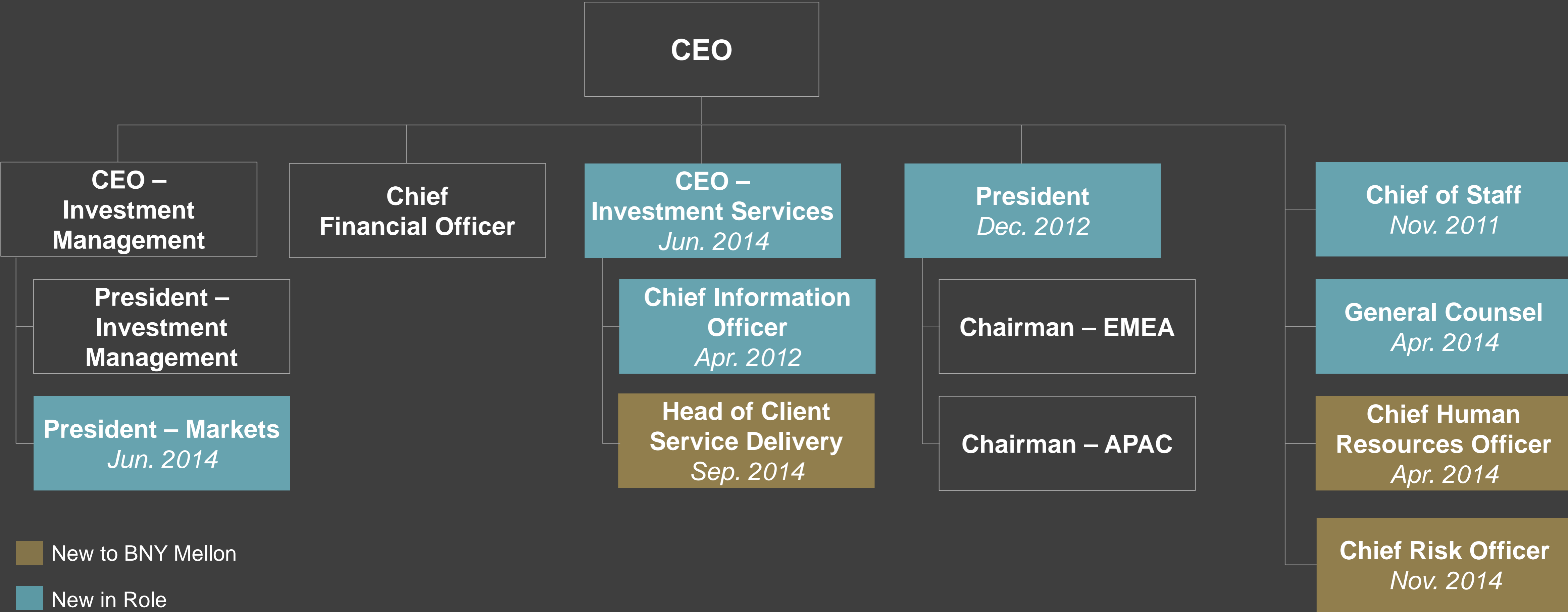


Note: Does not foot due to rounding

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

¹ \$700 million of the common stock repurchases are contingent on the Corporation's issuance of \$1 billion of preferred stock.

Attracting & Retaining Talent – Enhanced Leadership Team



Added New Board Members to Complement Existing Expertise

- Added Four New Members to the Board of Directors

- Joseph J. Echevarria – February 2, 2015
- Edward P. Garden – December 2, 2014
- John M. Hinshaw – September 8, 2014
- Jeffrey A. Goldstein – April 18, 2014

- Created the Finance Committee

- Assists the Board of Directors in fulfilling its responsibilities with respect to the monitoring and oversight of BNY Mellon's financial resources and strategies

Financial Goals – Operating Basis: 2015 Through 2017

| | Flat | Normalizing |
|----------------------------------|--|--|
| Revenue Growth ¹ | 3.5 – 4.5% | 6 – 8% |
| EPS Growth ¹ | 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 | NIM: 125 - 150 bps Operating margin: 30 – 32% |

- 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

¹ Represents compound annual growth rates (CAGR).
 NOTE: Normalizing environment represents current market consensus on rates; Flat environment assumes no rate increase from present. Financial projections are reflected on a non-GAAP basis - excludes merger and integration, restructuring and litigation expenses, and other non-recurring items. Additional disclosure regarding non-GAAP measures is available in the Corporation’s reports filed with the SEC, available at www.bnymellon.com/investorrelations. Actual results may vary materially, please refer to the cautionary statement.

Strategic Priorities to Drive Growth

- **Driving Revenue Growth**
- **Business Improvement Process**
- **Being a Strong, Safe, Trusted Counterparty**
- **Generating Excess Capital and Deploying Capital Effectively**
- **Attracting and Retaining Top Talent**

Maximizing Returns and Creating Value for Clients and Stockholders



BNY MELLON

| **Invested**

Appendix

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

| (\$MM) | 2013 | 2014 | Growth Rate |
|--|----------|----------|-------------|
| Total revenue – GAAP | \$15,048 | \$15,692 | |
| Less: Net income attributable to noncontrolling interests of consolidated investment management funds | 80 | 84 | |
| 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 | \$14,968 | \$14,772 | (131 bps) |
| Total noninterest expense – GAAP | \$11,306 | \$12,177 | |
| Less: Amortization of intangible assets | 342 | 298 | |
| M&I, litigation and restructuring charges | 70 | 1,130 | |
| Charge related to investment management funds, net of incentives | 12 | 104 | |
| 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 | \$10,882 | \$10,645 | (218 bps) |
| Provision for credit losses | (35) | (48) | |
| Income before income taxes, as adjusted – Non-GAAP ¹ | \$4,121 | \$4,175 | |
| Operating Leverage | | | 87 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 related to investment management funds, net of incentives, if applicable.

Total Payout Ratio & Net Interest Revenue

| Total Payout Ratio (\$MM) | | 2014 |
|--|--|-------------|
| Dividends | | \$763 |
| Common stock repurchased | | 1,669 |
| Total Capital Deployed | | \$2,432 |
| Net income applicable to common shareholders of The Bank of New York Mellon Corporation – GAAP | | \$2,494 |
| Total Payout | | 98% |

| Net Interest Revenue (\$MM) | 2013 | 2014 |
|---------------------------------------|-------------|-------------|
| Net interest revenue (non-FTE) | \$3,009 | \$2,880 |
| Tax equivalent adjustment | 63 | 62 |
| Net interest revenue (FTE) – Non-GAAP | \$3,072 | \$2,942 |
| <i>FTE = fully-taxable equivalent</i> | | |

Estimated Fully Phased-In Basel III CET1 Ratio - Non-GAAP

| (\$MM) | 12/31/14 |
|--|------------|
| Total Tier 1 capital ¹ | \$ 20,502 |
| Adjustments to determine estimated fully phased-in Basel III CET1: | |
| Intangible deduction | (2,329) |
| Preferred stock | (1,562) |
| Trust preferred securities | (156) |
| Other comprehensive income (loss): | |
| Securities available-for-sale | 594 |
| Pension liabilities | (1,041) |
| Total other comprehensive (loss) | (447) |
| Equity method investments | (87) |
| Other | 10 |
| Total estimated fully phased-in Basel III CET1 –Non-GAAP | \$ 15,931 |
| <u>Under the Standardized Approach:</u> | |
| Estimated fully phased-in Basel III risk-weighted assets – Non-GAAP | \$ 150,881 |
| Estimated fully phased-in Basel III CET1 ratio – Non-GAAP ² | 10.6% |
| <u>Under the Advanced Approach:</u> | |
| Estimated fully phased-in Basel III risk-weighted assets – Non-GAAP | \$ 162,263 |
| Estimated fully phased-in Basel III CET1 ratio – Non-GAAP ² | 9.8% |

¹ Tier 1 capital at Dec. 31, 2014 is based on Basel III rules, as phased-in.

² Risk-based capital ratios at Dec. 31, 2014 include the net impact of the total consolidated assets of certain consolidated investment management funds in risk-weighted assets.

Business – Revenue and Pre-Tax Income

| <i>Revenue</i> (\$MM) | 1Q14 | 2Q14 | 3Q14 | 4Q14 | FY 2014 |
|--------------------------|------|------|------|------|---------|
|--------------------------|------|------|------|------|---------|

| | | | | | |
|-----------------------|--------|----------|----------|--------|----------|
| Investment Management | \$ 970 | \$ 1,036 | \$ 1,003 | \$ 998 | \$ 4,007 |
| Investment Services | 2,477 | 2,513 | 2,588 | 2,481 | 10,059 |

| <i>Pre-tax Income</i> (\$MM) | 1Q14 | 2Q14 | 3Q14 | 4Q14 | FY 2014 |
|---------------------------------|------|------|------|------|---------|
|---------------------------------|------|------|------|------|---------|

| | | | | | |
|-----------------------|--------|--------|--------|--------|----------|
| Investment Management | \$ 277 | \$ 202 | \$ 276 | \$ 269 | \$ 1,024 |
| Investment Services | 699 | 689 | 753 | 653 | 2,794 |

NOTE: Pre-tax metrics for Investment Services and Investment Management businesses exclude the impact of amortization of intangible assets.

Capital Generation & Deployment

| <i>Capital Generation & Deployment (\$B)</i> | 2011 | 2012 | 2013 | 2014 | Total |
|--|--------------|--------------|--------------|--------------|----------------|
| Net Income | \$2.5 | \$2.4 | \$2.1 | \$2.6 | \$9.7 |
| Other Comprehensive Income | (0.3) | 1.0 | (0.2) | (0.7) | (0.2) |
| Share Issuances (Benefit Plans) | 0.3 | 0.3 | 0.5 | 0.6 | 1.7 |
| Change in Goodwill and Intangibles | 0.4 | 0.2 | 0.4 | 0.5 | 1.4 |
| 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 | \$12.9 |
| Dividends | (\$0.6) | (\$0.6) | (\$0.7) | (\$0.8) | (\$2.8) |
| Share Repurchases (including Benefit Plans) | (0.9) | (1.1) | (1.0) | (1.7) | (\$4.8) |
| Capital Retention | \$1.7 | \$2.1 | \$1.0 | \$0.5 | \$5.4 |

Note: May not foot due to rounding

Disclosures

All statistics are global and represent the minimum number of BNY Mellon client relationships in each category.

- **Fortune 500** *(as of 2/23/15)*
// *Fortune* magazine, Revenue Ranking is Full Year 2013; Global 500 data
- **Central Banks** *(as of June 2013)*
// CIA World Factbook, IMF, annual reports
- **Pensions & EB Funds** *(as of 2/23/15)*
// Reprinted with permission of Pensions & Investments, Copyright 2014 // Metric is Plan Assets, millions (converted in thousands);
Source Date: 9/30/13
- **Endowments** *(as of 2/23/15)*
// Reprinted with permission of NACUBO, Copyright 2014 // Metric is Total Market Value of Endowments, in thousands, as of FYE 2012
// Data source used by *P&I Magazine*
- **Life & Health Insurance Companies** *(as of 2/23/15)*
// Reprinted with permission of A.M. Best Company, Inc., Copyright 2014 // Metric is 2013 Total Admitted Assets, in thousands
- **QS World University Rankings 2014/15 - Top 50** *(as of 2/23/15)*
<http://www.topuniversities.com/university-rankings/world-university-rankings/2014>

Disclosures

| | |
|--|--|
| Broker-Dealer Services: #1 (U.S.), growing globally | Leading provider of U.S. Government securities clearance services Source: Federal Reserve Bank of New York - Fedwire Securities High Volume Customer Report, March 2014 |
| Alternative Investment Services: #1fund administrator | Based on single manager funds and funds of hedge fund assets under administration combined. Source: HFMWeek 23rd Biannual AuA Survey – October 2014 |
| Corporate Trust: #1 Global Corporate Trust Service Provider | Source: Thomson Reuters and Dealogic, FY 2014 For Corporate & Insurance Debt Issuance and Financial Institution and stand-alone debt issuance |
| Depository Receipts: #1 in market share (~60%) | Leader in sponsored global depository receipts programs Source: BNY Mellon. Data as of December 31, 2014 |
| Pershing: #1 U.S. clearing firm | Pershing LLC., ranked by number of broker-dealer customers Source: <i>Investment News</i> , August, 2014 |
| Treasury Services: Top 5 in U.S.D. payments | Fifth largest participant in CHIPS funds transfer volume Fifth largest Fedwire payment processor Source: CHIPS-The Clearing House, December 2014 and Fedwire-The Federal Reserve Bank, December 2014 |
| Asset Management | Seventh largest global asset manager Source: Tower Watson / P&I 2013 Survey, Year-End 2014 (Company Disclosures) |
| Wealth Management | Seventh largest U.S. wealth manager Source: <i>Barron's</i> , Sept 2014 |
| Collateral Management (2014) & Fixed Income Lender (2014) – First Place | Source Global Investor/ISF |
| Securities Lending (2013) and Collateral Optimization (2014) – Roll of Honor | Source: Global Custodian |

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, to be presented in May, 2015. |
| Best Managed Account Platform – 2015 (HedgeMark) | HedgeWeek: 2014. Presented April 2015. |

Return on Tangible Common Equity – Non-GAAP

| (\$MM) | 2014 |
|--|----------|
| Net income applicable to common shareholders of The Bank of New York Mellon Corporation – GAAP | \$2,494 |
| Add: Amortization of intangible assets, net of tax | 194 |
| Net income applicable to common shareholders of The Bank of New York Mellon Corporation excluding amortization of intangible assets – Non-GAAP | 2,688 |
| Less: Gain on the sale of our investment in Wing Hang Bank | 315 |
| Gain on the sale of the One Wall Street building | 204 |
| Benefit primarily related to a tax carryback claim | 150 |
| Add: M&I, litigation and restructuring charges | 860 |
| Charge related to investment management funds, net of incentives | 81 |
| Net income applicable to common shareholders of The Bank of New York Mellon Corporation, as adjusted – Non-GAAP ² | \$2,960 |
| Average common shareholders' equity | \$36,618 |
| Less: Average goodwill | 18,063 |
| Average intangible Assets | 4,305 |
| Add: Deferred tax liability – tax deductible goodwill ¹ | 1,340 |
| Deferred tax liability – intangible assets ¹ | 1,216 |
| Average tangible common shareholders' equity – Non-GAAP | \$16,806 |
| Return on tangible common equity – Non-GAAP adjusted ² | 17.6% |

¹ Deferred tax liabilities are based on fully phased-in Basel III rules. Beginning in 2014, includes deferred tax liabilities on tax deductible intangible assets permitted under Basel III rules.

² Non-GAAP excludes amortization of intangible assets, the gains on the sales of our investment in Wing Hang Bank and the One Wall Street building, the benefit primarily related to a tax carryback claim, M&I, litigation and restructuring charges and the charge related to investment management funds, net of incentives, if applicable.

G-SIB, CCAR and Proxy Peer Groups

| G-SIB Members | | CCAR Banks | | Proxy Peers |
|----------------------------|---|--------------------|-------------------------------|------------------------|
| BNY Mellon* | Bank of China | BNY Mellon | PNC Financial Services | BlackRock |
| Bank of America | Banco Bilbao Vizcaya Argentaria | Northern Trust | SunTrust Banks | Charles Schwab |
| Barclays | BNP Paribas | State Street | Regions Financial Corporation | Franklin Resources |
| Citigroup | Credit Suisse | American Express | JP Morgan Chase | JP Morgan Chase |
| Goldman Sachs | Credit Agricole | Discover Financial | BB&T | Morgan Stanley |
| HSBC | Deutsche Bank | Wells Fargo | Goldman Sachs | Northern Trust |
| JP Morgan Chase | Industrial and Commercial Bank of China | KeyBank | Morgan Stanley | PNC Financial Services |
| Morgan Stanley | Mitsubishi UFJ FG | Capital One | Citigroup | Prudential Financial |
| Royal Bank of Scotland | Mizuho FG | U.S. Bancorp | Bank of America | State Street |
| Standard Chartered | Nordea | Fifth Third Bank | | U.S. Bancorp |
| State Street | Santander | | | Wells Fargo |
| UBS | Societe Generale | | | |
| Wells Fargo | Sumitomo Mitsui | | | |
| Agricultural Bank of China | Unicredit Group | | | |

* Excluded from Total Shareholder Return Calculation

Comprehensive Capital Analysis & Review – Severely Adverse Scenario (Advanced Approach)

| Bank Holding Company | Ticker/ Identifier | Common equity tier 1 ratio (%) | | |
|-----------------------------------|-----------------------|--------------------------------|-------------------|------------------------------|
| | | Actual 2014:Q3 | Projected 2014:Q4 | Projected 2015-16 Minimum |
| American Express Company | AXP | 13.6 | 13.2 | 8.0 |
| Bank of America Corporation | BAC | 12.0 | 10.3 | 6.6 |
| BNY Mellon | BK | 15.1 | 16.5 | 11.1 |
| Capital One Financial Corporation | COF | 12.7 | 12.7 | 7.1 |
| Citigroup | C | 15.1 | 11.4 | 6.4 |
| Goldman Sachs Group | GS | 15.1 | 10.5 | 5.4 |
| HSBC North America Holdings | HSBC | 16.3 | 15.2 | 8.9 |
| JPMorgan Chase & Co. | JPM | 11.1 | 9.6 | 5.3 |
| Morgan Stanley | MS | 15.2 | 10.5 | 5.9 |
| Northern Trust Corporation | NTRS | 12.8 | 12.6 | 9.4 |
| PNC Financial Services Group | PNC | 11.1 | 11.0 | 7.0 |
| State Street Corporation | STT | 15.0 | 14.2 | 6.5 |
| U.S. Bancorp | USB | 9.7 | 9.6 | 6.8 |
| Wells Fargo & Company | WFC | 11.1 | 10.3 | 5.5 |

SOURCE: Federal Reserve – Comprehensive Capital Analysis and Review 2015: *Assessment Framework and Results. Reflects Advanced Approach for Bank Holding Companies Only.*