



BNY MELLON

BARCLAYS

GLOBAL FINANCIAL SERVICES CONFERENCE

Presented by

CURTIS ARLEDGE, CEO, INVESTMENT MANAGEMENT

September 10, 2013

WHAT WORKS NOW

THE PRINCIPLES DRIVING OUR GROWTH

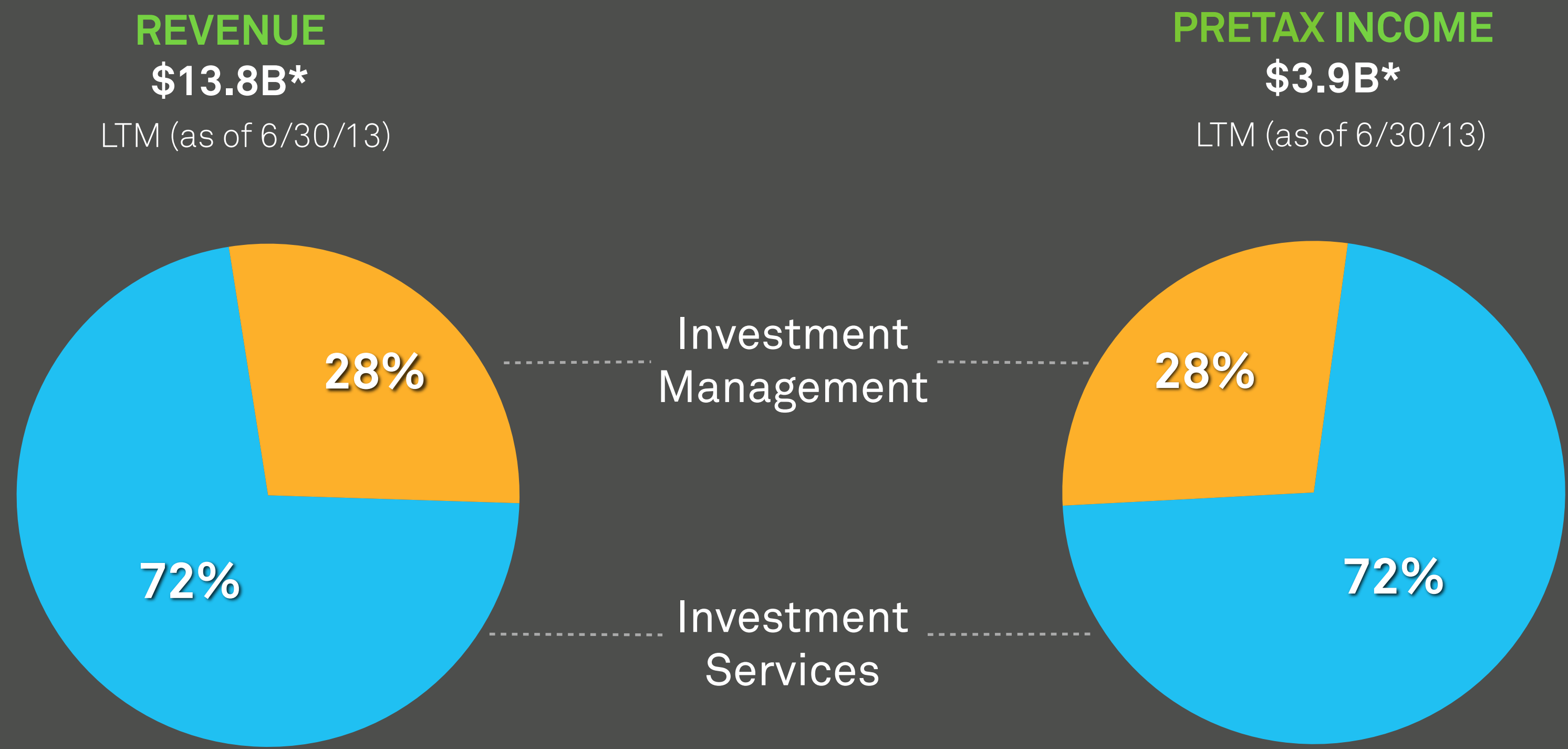
WHAT WORKS NOW IS
SCALE
SCOPE
FOCUS

THE INVESTMENTS COMPANY FOR THE WORLD



* Securities transactions are effected, where required, only through registered broker-dealers.

INVESTMENT SERVICES + INVESTMENT MANAGEMENT



* Totals exclude the Other segment. Pretax income excludes amortization of intangible assets. See Appendix for revenue and pretax income reconciliation.

SCALE INVESTMENT SERVICES

Asset Servicing

Largest global custodian ranked by Assets Under Custody and / or Administration

Broker-Dealer Services

#1 (U.S.), growing globally

Alternative Investment Services

#3 fund administrator

Corporate Trust

#1 Global Corporate Trust Service Provider

Depository Receipts

#1 in market share (~60%)

Pershing

#1 U.S. clearing firm

Treasury Services

Top 5 in USD payments

Rankings reflect BNY Mellon's size in the markets which it operates and are based on internal data as well as BNY Mellon's knowledge of those markets. For additional details regarding those rankings, see Appendix and / or pages 22-25 of our Form 10-Q for the quarter ended June 30, 2013, available at www.bnymellon.com/investorrelations.

SCALE INVESTMENT MANAGEMENT

P&I Towers Watson World 500: The World's Largest Managers

Ranked by Total Assets as of December 31, 2011
(Published October 29, 2012)

Rank	Manager	Assets (US bns)
1	BlackRock	\$3,513
2	Allianz Group	\$2,117
3	State Street Global	\$1,857
4	Vanguard Group	\$1,848
5	Fidelity Investments	\$1,716
6	J.P. Morgan Chase	\$1,341
7	BNY Mellon	\$1,260
8	BNP Paribas	\$1,206
9	Capital Group	\$1,082
10	UBS	\$946
11	Prudential Financial	\$901
12	Amundi Asset Mgmt	\$853
13	HSBC Holding	\$847
14	Goldman Sachs Group	\$828
15	Natixis	\$706

Barron's 2012 Ranking of U.S. Wealth Managers

Ranked by Total Assets as of June 30 2012
(Published September 17, 2012)

Rank	Manager	Assets (US bns)
1	BofA/Merrill	\$792
2	Morgan Stanley Smith Barney	\$673
3	J.P. Morgan	\$518
4	Wells Fargo and Co.	\$379
5	UBS Wealth Management	\$322
6	Fidelity	\$188
7	Goldman Sachs	\$182
8	BNY Mellon Wealth Management	\$147
9	Northern Trust	\$129
10	Charles Schwab	\$119
11	Citigroup Global Markets	\$82
12	Credit Suisse	\$71
13	PNC Wealth Management	\$67
14	Deutsche Bank Private Wealth Management	\$65
15	RBC Wealth Management	\$61

SCOPE

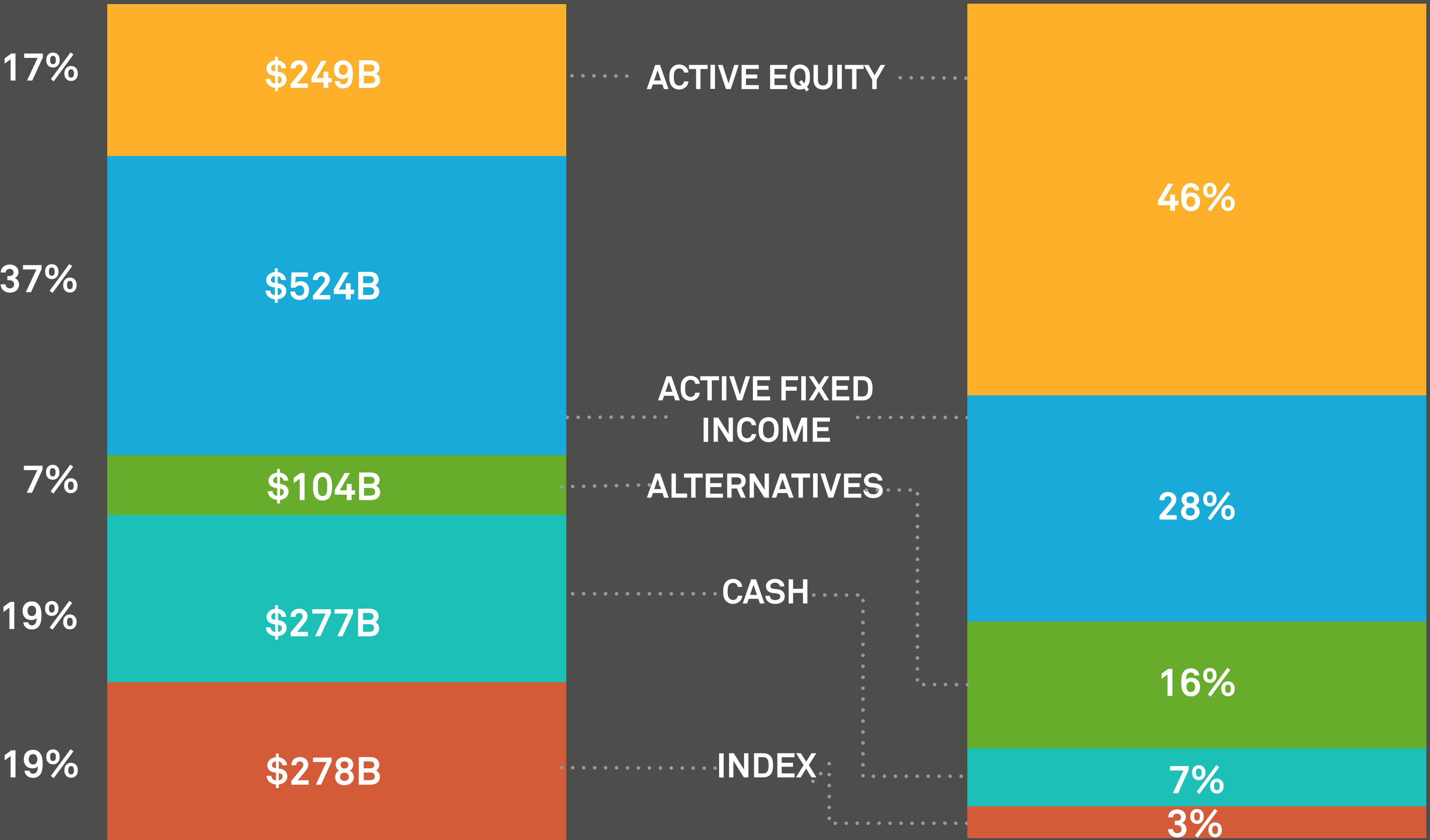
INVESTMENT MANAGEMENT: DIVERSIFICATION MATTERS

ASSETS UNDER MANAGEMENT¹

\$1.4 trillion (6/30/2013)

FEE REVENUE (Non-GAAP)²

\$3.1 billion



Notes: (1) AUM mix does not foot to 100% due to rounding.

(2) Fee revenue is calculated as follows: Total 2Q13 Investment management fees (excluding performance fees), distribution fees and transfer fees, net of distribution expense, annualized; plus Performance fees for the time period 3Q12-2Q13. See Appendix for fee revenue reconciliation.

INVESTMENT MANAGEMENT

THE ADVANTAGE OF DIVERSITY

LDI SOLUTIONS &
ABSOLUTE RETURN

GLOBAL THEMATIC
INVESTING

GLOBAL EQUITY

MULTI-ASSET
INVESTMENT
MANAGEMENT

FIXED INCOME

GLOBAL
CORPORATE CREDIT

PRIVATE EQUITY &
DIRECT
INVESTMENT

BRAZILIAN
CAPITAL MARKETS

REAL ESTATE

FUND OF
HEDGE FUNDS

CHINESE CAPITAL
MARKETS

MONEY MARKET &
LIQUIDITY

EUROPEAN
EQUITIES
& FIXED INCOME

ACTIVE
FUNDAMENTAL
EQUITIES

ASIAN EQUITIES

Strategies may not be available in all markets.

INVESTMENT MANAGEMENT

THE ADVANTAGE OF FOCUSED EXPERTISE



NEWTON
The Power of Ideas

Walter
Scott
Global Investment
Management

Mellon
it

STANDISH 

 Alcentra 

SIGULER
 **GUFF***

BNY MELLON
 ARX

 **CenterSquare**
INVESTMENT MANAGEMENT

EACM
advisors 

 BNY MELLON
WESTERN FMC *

BNY MELLON
CAS 

Meri
INVESTMENT
MANAGEMENT

THE BOSTON COMPANY
ASSET MANAGEMENT, LLC

HAMON*

*Minority ownership or joint venture. See additional disclosures in Appendix.

INVESTMENT MANAGEMENT

THE ADVANTAGE OF SCALE AND SCOPE + FOCUS

Investment Oversight and
Broad, Global Market Perspective

**DISTINCTIVE
INVESTMENT RESULTS**

Multiple Specialized & Focused
Investment Boutiques

Global Client Management
& Insight for Large Strategic
Relationships

**CLIENT RELATIONSHIP
MANAGEMENT
EXCELLENCE**

Direct Boutique Relationships

Institutional-Grade Infrastructure
& Management / Risk Oversight

**DRIVING OPERATIONAL
EXCELLENCE**

Strategically Important,
Proprietary Infrastructure

**“OUT-NIMBLE” LARGE COMPETITORS
OUT-SCALE STANDALONE BOUTIQUES**

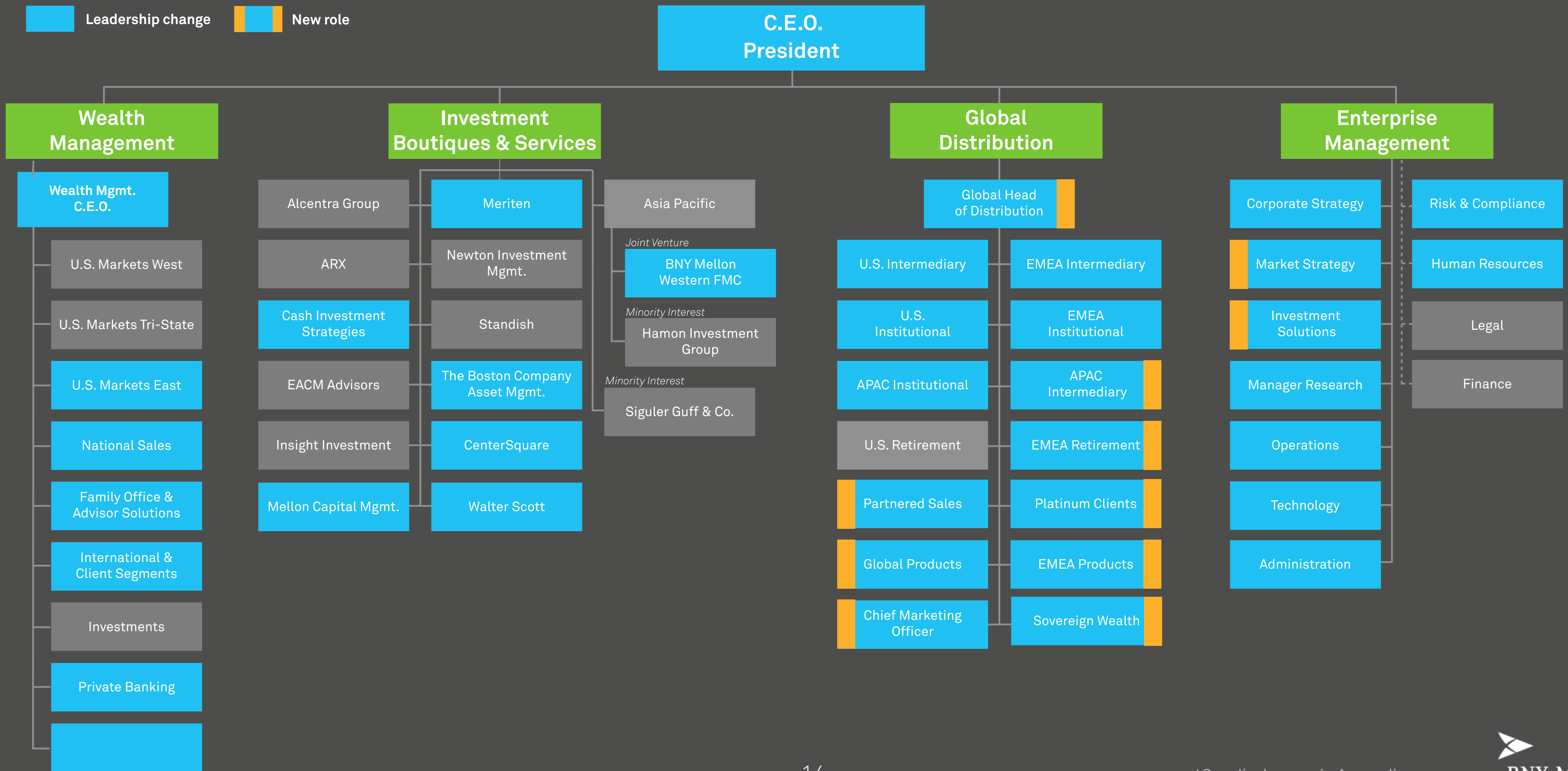
WHAT WORKS NOW IS

AN ENTERPRISE
BUILT FOR GROWTH

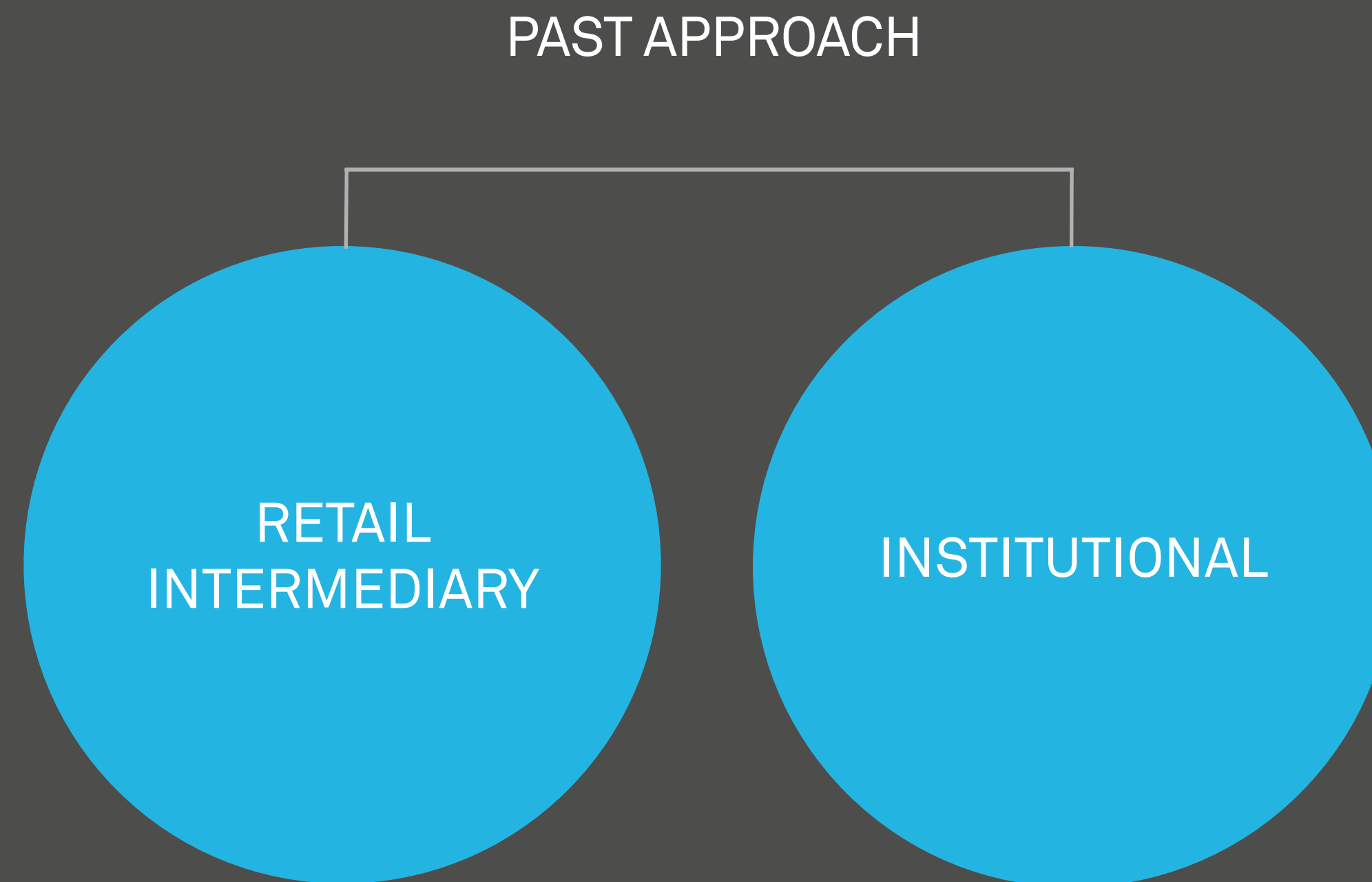
INVESTMENT MANAGEMENT AN ENTERPRISE BUILT FOR GROWTH

- 1 Strengthening Leadership & Talent
- 2 Establishing Coordinated Distribution Strategy
- 3 Expanding Wealth Management Footprint
- 4 Deepening Global Investment Presence
- 5 Elevating Existing Alternatives Investment Capabilities
- 6 Evolving as a Leading Holistic Solutions Provider
- 7 Positioning Our Brand as “Investments Company for the World”

1 STRENGTHENING LEADERSHIP & TALENT STRENGTHENING INVESTMENT MANAGEMENT LEADERSHIP

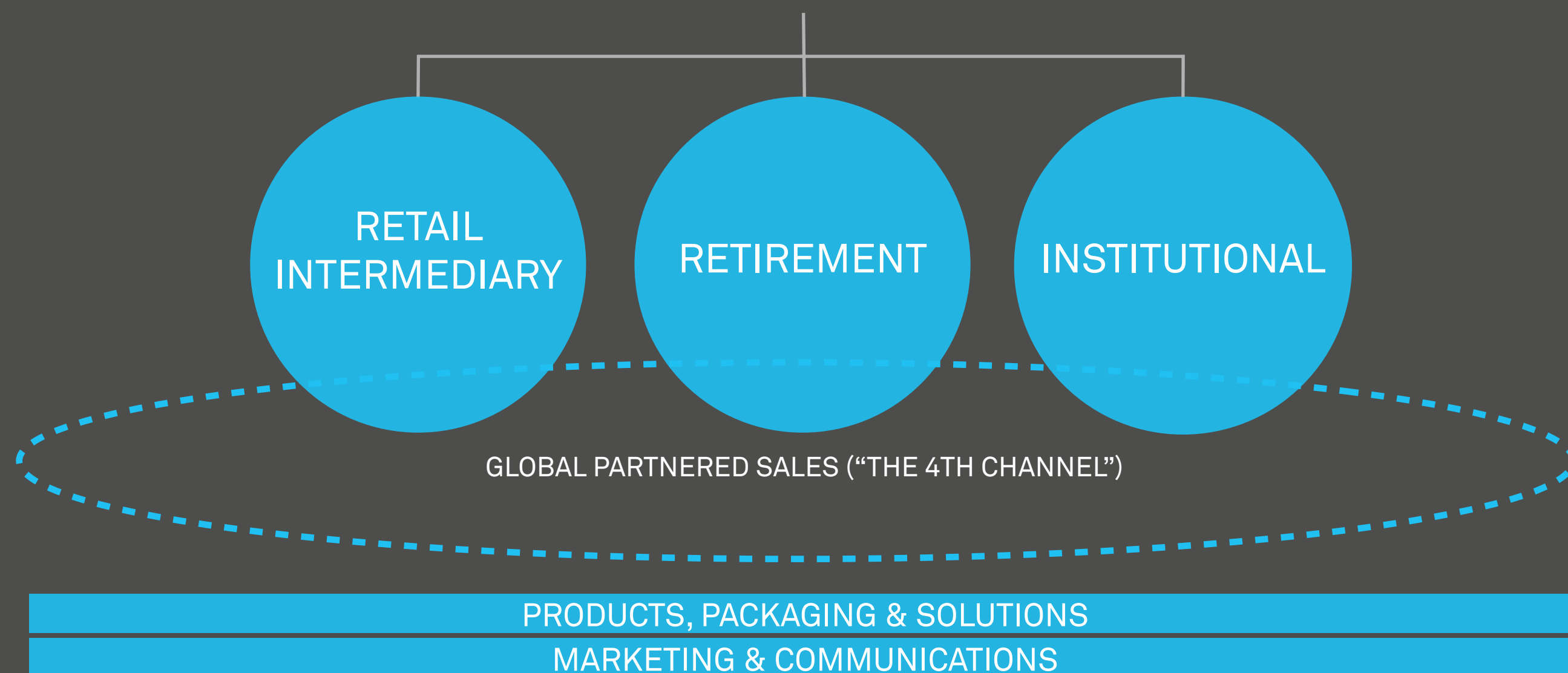


2 ESTABLISHING COORDINATED DISTRIBUTION STRATEGY REVITALIZING OUR APPROACH TO DISTRIBUTION

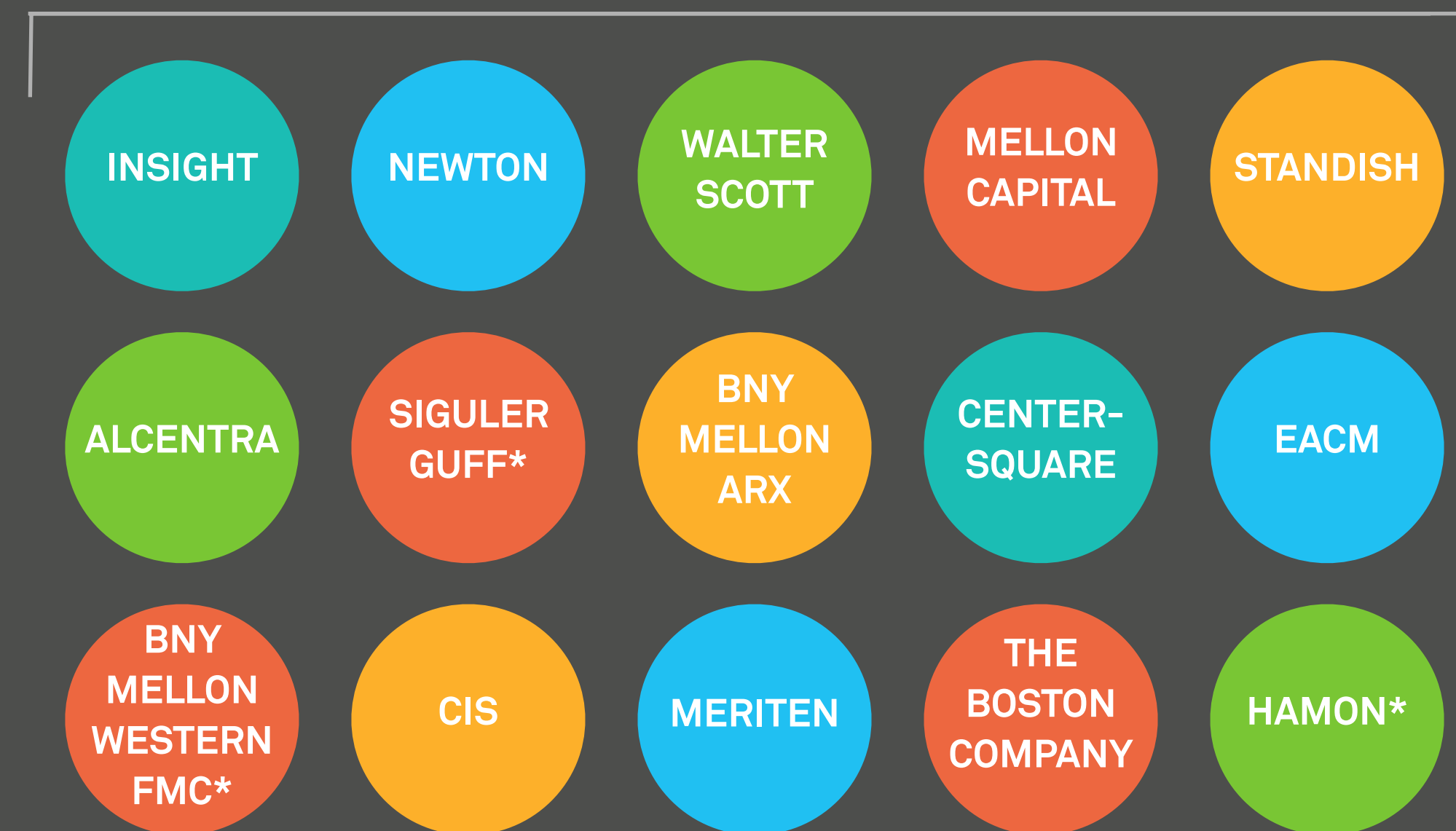


2 ESTABLISHING COORDINATED DISTRIBUTION STRATEGY REVITALIZING OUR APPROACH TO DISTRIBUTION

BNY MELLON INVESTMENT MANAGEMENT DISTRIBUTION

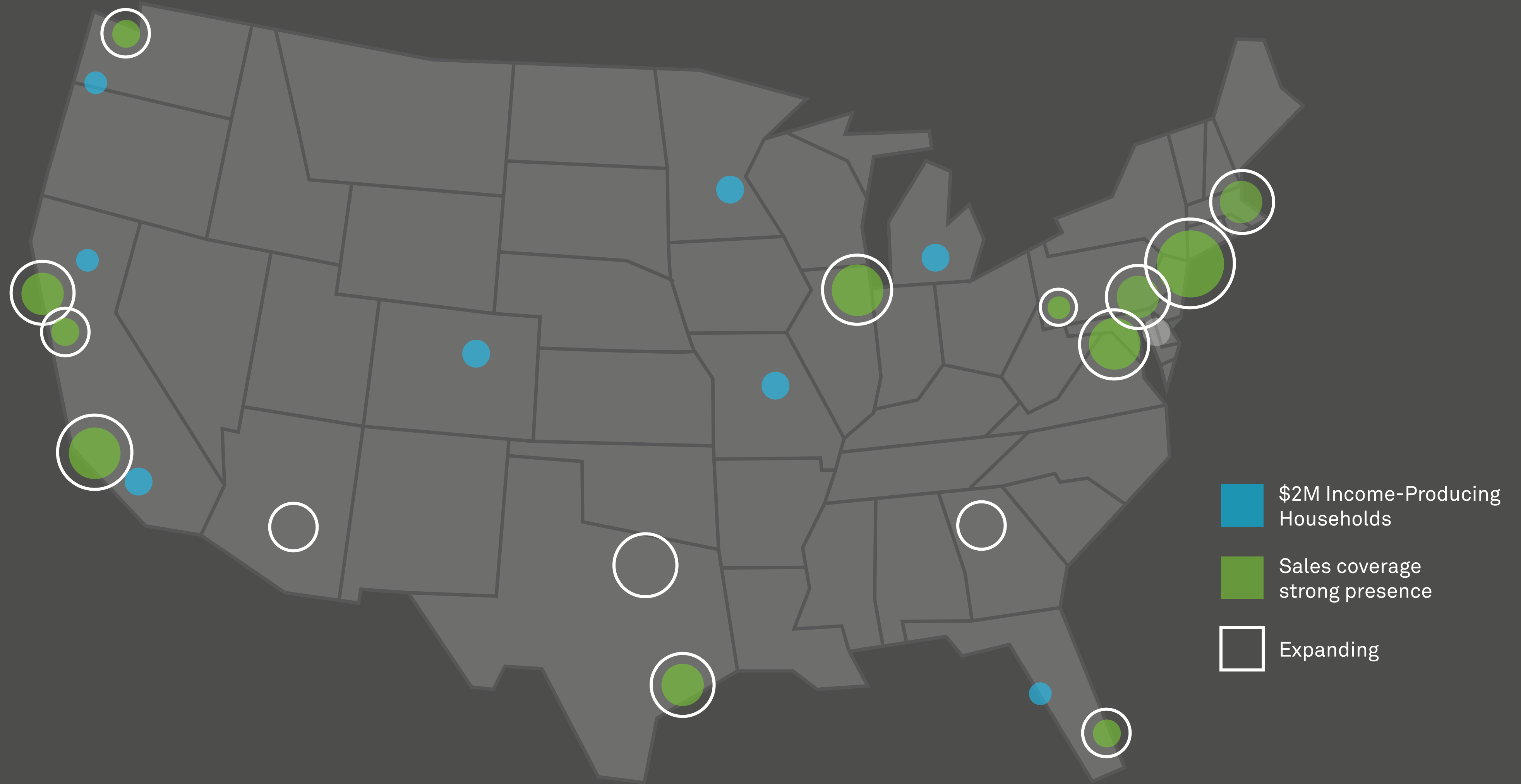


BOUTIQUE-LED DISTRIBUTION



*Minority ownership or joint venture. See additional disclosures in Appendix.

3 EXPANDING WEALTH MANAGEMENT FOOTPRINT FILLING IN THE GAPS



4 DEEPENING GLOBAL INVESTMENT PRESENCE EXPANDING OUR INVESTMENT FOOTPRINT



4 DEEPENING GLOBAL INVESTMENT PRESENCE EXPANDING OUR INVESTMENT FOOTPRINT

North America

Alcentra
CIS
Boston Company
EACM
Insight
Mellon Capital
Newton
Standish
CenterSquare
Siguler Guff*

LATAM

ARX

EMEA

Alcentra
CIS
EACM
Insight
Mellon Capital
Meriten
Newton
Standish
Walter Scott
Siguler Guff*

APAC

Boston Company
Insight
Mellon Capital
Standish
CenterSquare
Hamon*
BNY Mellon Western FMC*

5

ELEVATING EXISTING ALTERNATIVES INVESTMENT CAPABILITIES SATISFYING GLOBAL DEMANDS FOR ALTERNATIVES

LIQUID

Equity Long/Short
Relative Value
Currency
Global Macro
Interest Rate Arbitrage
Global/Tactical
Asset Allocation
Commodities

CREDIT

Distressed
Mezzanine
Structured Credit
Direct Lending

ILLIQUID

Private Equity/
Direct & Fund of Funds
Emerging Market
Private Equity
Real Estate
Buyouts
Venture Capital
Farmland

6 EVOLVING AS A LEADING HOLISTIC SOLUTIONS PROVIDER TURNING INFORMATION & INSIGHT INTO SOLUTIONS

TRANSPARENCY

Robust positions, pricing, indicative data across all asset classes and strategies

INSIGHT

Tools and reports that deliver insight into risks, returns and liabilities

ASSESSMENT

Interpretive analysis of risks and strategy, given investment objectives

ADVICE

Investment advice, market insight, guidance and portfolio construction

SOLUTIONS

Advise, design and implement investment solutions

INVESTMENT SERVICES INVESTMENT MANAGEMENT

6 EVOLVING AS A HOLISTIC SOLUTIONS PROVIDER BECOMING THE SOLUTIONS PROVIDER OF CHOICE

SOLUTIONS

Advise, design
and implement
investment
solutions

ADVISE

Needs assessment
Thought partner
Refinement of objectives
Customized research

DESIGN

Asset allocation
Portfolio construction
Capital market research
Sensitivity analysis

IMPLEMENT

Manager research
Trading and rebalancing
Reporting and analysis
Risk management

7 POSITIONING OUR BRAND AS “INVESTMENTS COMPANY FOR THE WORLD” CONNECTING THE BRIGHTEST MINDS



UNIVERSITY OF
CAMBRIDGE



UNIVERSITY OF
OXFORD



Cambridge blues Oxford win 159th boat race



Oxford beat Cambridge by a length and a half to win the 159th boat race on the Thames in London yesterday. This year's event passed without controversy after 2012's race was disrupted by a protester and a broken oar hampered Oxford's efforts

7

POSITIONING OUR BRAND AS “INVESTMENTS COMPANY FOR THE WORLD” VISIBILITY WITHIN KEY MARKET SEGMENTS



BNY MELLON

OFFICIAL INVESTMENTS COMPANY
OF THE SAN FRANCISCO 49ERS





7 POSITIONING OUR BRAND AS “INVESTMENTS COMPANY FOR THE WORLD” INVESTED IN THE WORLD

It's as simple as this: At BNY Mellon
our business is investments. That's why we've

invested in

the brightest minds,
experts who create powerful strategies for a country's
investments. Which help it build new schools, to build
more bright minds. Investment Management and
Investment Servicing. Together, they give us our unique
view of the investment universe. Invested in the world.




BNY MELLON
INVESTMENT MANAGEMENT + INVESTMENT SERVICING


BNYMELLON.COM


BNY Mellon's business is investments. We're

invested in

putting insights into action.

So when the Peruvian anchovy harvest shrinks, we see
a trend toward rising food prices. From fishmeal, to
cattle feed, to beef. It leads to a powerful strategy for a
university endowment, which funds a marine biologist.
She studies the Peruvian anchovy. Proving small fish
can lead to big insights. Invested in the world.



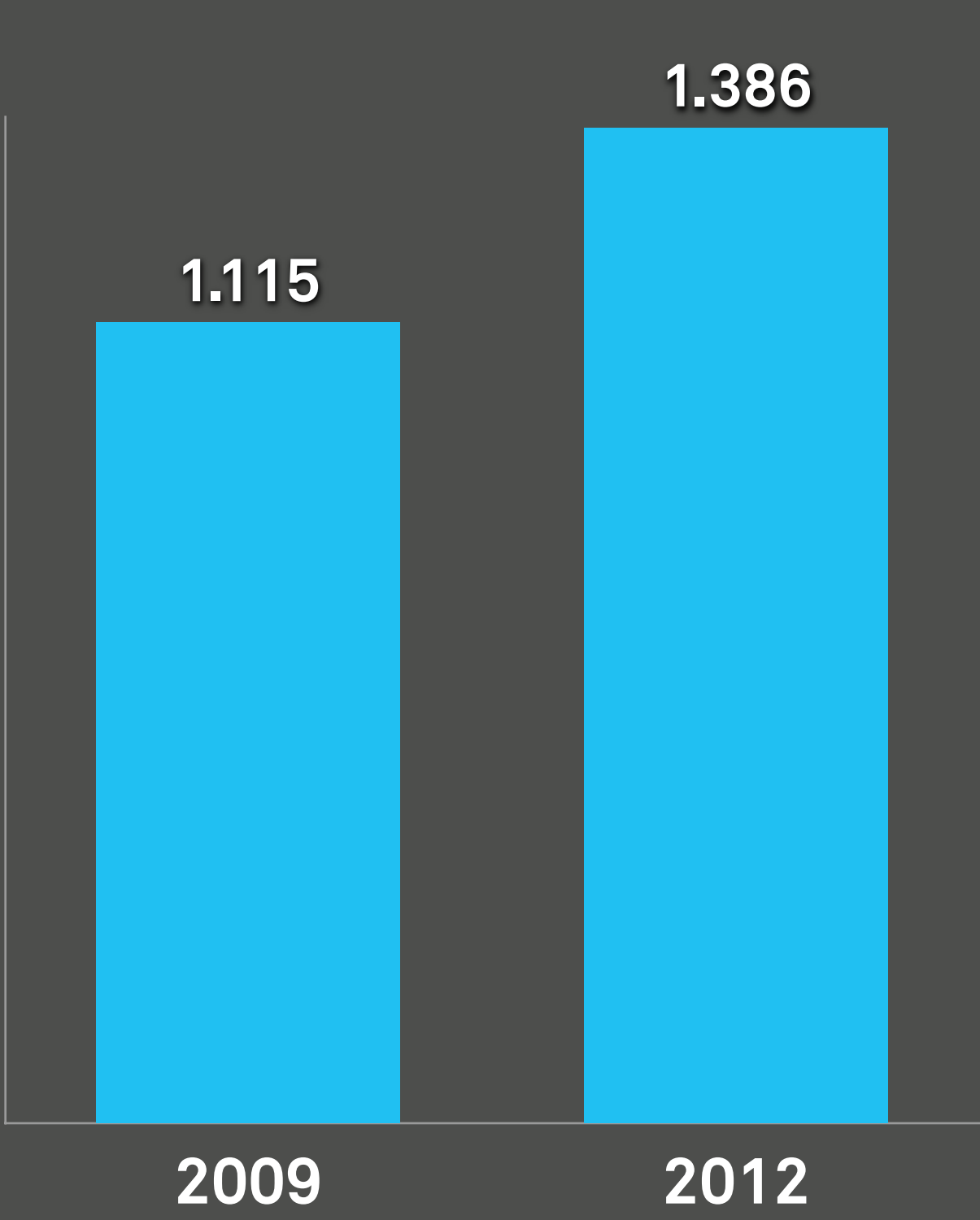

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INVESTMENT MANAGEMENT + INVESTMENT SERVICING

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WHAT WORKS NOW IS
DELIVERING
RESULTS

STRONG FINANCIAL PERFORMANCE

STRONG AUM GROWTH (\$TRILLION)



\$ MILLION	2010 - 2012
NET AUM FLOWS	\$135
LONG-TERM FLOWS	\$187
MONEY MARKET FLOWS	(\$52)
LONG TERM AUM ORGANIC GROWTH ¹	8%

Notes:
(1) Long-term organic growth over the 3-year time period 2010-2012.
(2) Represents FY2012 3-year compounded annual growth rate.
(3) Expense and pretax CAGR exclude intangible amortization expense.

STRONG FINANCIAL PERFORMANCE

	FY2012 3-YR CAGR ²
REVENUE	7%
EXPENSE ³	5%
PRE-TAX ³	10%

CAUTIONARY STATEMENT

A number of statements in our presentations, the accompanying slides and the responses to your questions are “forward-looking statements.” These statements relate to, among other things, The Bank of New York Mellon Corporation’s (the “Corporation”) expectations regarding: our Investment Management business; 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 2012 Annual Report on Form 10-K for the year ended December 31, 2012 (the “2012 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 September 10, 2013, 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.

Non-GAAP Measures: In this presentation we may discuss some non-GAAP 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 measures are contained in the Corporation’s reports filed with the SEC, including the 2012 Annual Report, available at www.bnymellon.com.



BNY MELLON

APPENDIX

RECONCILIATION SCHEDULE

BUSINESS - REVENUE AND PRETAX INCOME

REVENUE \$ MILLION	3Q12	4Q12	1Q13	2Q13	LTM 2Q13
INVESTMENT SERVICES	2,484	2,345	2,515	2,605	9,949
INVESTMENT MANAGEMENT	920	987	953	985	3,845
TOTAL					13,794
PRETAX INCOME \$ MILLION					
INVESTMENT SERVICES	754	579	718	781	2,832
INVESTMENT MANAGEMENT	276	274	249	311	1,110
TOTAL					3,942

* Totals exclude the Other segment. Pretax metrics exclude the impact of intangible amortization.

RECONCILIATION SCHEDULE

FEE REVENUE RECONCILIATION

\$ MILLION	2Q13	
INVESTMENT MANAGEMENT FEES (EXCLUDING PERFORMANCE FEES)	\$820	
DISTRIBUTION AND SERVICING FEES	\$44	
TRANSFER FEES	(8)	
DISTRIBUTION AND SERVICING EXPENSE	(110)	
SUBTOTAL	\$746	X4= \$2,984
PERFORMANCE FEES 3Q12 - 2Q13		115
TOTAL		\$3,099

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- Rankings include assets managed by BNY Mellon's investment boutiques and BNY Mellon Wealth Management. Each ranking may not include the same mix of firms.
- Alcentra Limited, Insight Investment Management Limited, Newton Capital Management Limited, Newton Investment Management Limited and Walter Scott & Partners Limited are authorized and regulated by the Financial Conduct Authority. The registered address for Alcentra Limited is 10 Gresham Street, London, EC2V7JD, England. The registered address for Insight Investment and Newton is BNY Mellon Centre, 160 Queen Victoria Street, London, EC4V 4LA, England. The registered address for Walter Scott is One Charlotte Square, Edinburgh, EH2 4DR, Scotland.
- BNY Mellon owns over 95% of the parent holding company of The Alcentra Group, which is comprised of the following affiliated investment advisers: Alcentra Ltd. and Alcentra NY, LLC. Assets under management include assets managed by both companies.
- BNY Mellon ARX is the brand used to describe the Brazilian investment capabilities of BNY Mellon ARX Investimentos Ltda.
- BNY Mellon Cash Investment Strategies (CIS) is a division of The Dreyfus Corporation.

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- BNY Mellon owns 90% of The Boston Company Asset Management, LLC and the remainder is owned by employees of the firm.
- BNY Mellon owns a 19.9% minority interest in The Hamon Investment Group Pte Limited, the parent company of Blackfriars Asset Management Limited and Hamon Asian Advisors Limited which both offer investment services in the U.S.
- Insight Investment's assets under management are represented by the value of cash securities and other economic exposure managed for clients. Services offered in the U.S., Canada and Australia by Pareto Investment Management Limited under the Insight Pareto brand.
- Meriten Investment Management GmbH does not offer services in the U.S. It was formerly known as WestLB Mellon Asset Management KAG mbH.
- The Newton Group ("Newton") is comprised of the following affiliated companies: Newton Investment Management Limited, Newton Capital Management Limited (NCM Ltd), Newton Capital Management LLC (NCM LLC), Newton International Investment Management Limited and Newton Fund Managers (C.I.) Limited. NCM LLC personnel are supervised persons of NCM Ltd and NCM LLC does not provide investment advice, all of which is conducted by NCM Ltd. Only NCM LLC and NCM Ltd offer services in the U.S. AUM for the Newton Group include assets managed by all of these companies (except NCM LLC). In addition, AUM for the Firm may include assets managed by the firm's officers as dual officers or employees of The Bank of New York Mellon and assets of wrap fee account(s) and high net worth client model(s) for which Newton Capital Management Limited provides advice in the form of non-discretionary model portfolios.
- BNY Mellon owns a 20% interest in Siguler Guff & Company, LP and certain related entities (including Siguler Guff Advisers, LLC).
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DISCLOSURES

Asset Servicing: Largest global custodian ranked by Assets Under Custody and / or Administration

Source: Globalcustody.net, 2013, data as of June 30, 2013 or as otherwise noted by relevant ranked entity.

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 2013

Alternative Investment Services: #3 fund administrator

Based on single manager funds and funds of hedge fund assets under administration combined.
Source: *HFMWeek* 20th Biannual AuA Survey - June 2013

Corporate Trust: #1 Global Corporate Trust Service Provider

Source: Thomson Reuters and Dealogic, first quarter, 2013

Depository Receipts: #1 in market share (~60%)

Leader in sponsored global depository receipts programs
Source - BNY Mellon. Data as of June 30, 2013

Pershing: #1 U.S. clearing firm

Pershing LLC., ranked by number of broker-dealer customers
Source: Investment News, 2012

Treasury Services: Top 5 in USD payments

Fifth largest participant in CHIPS funds transfer volume
Fifth largest Fedwire payment processor
Source: CHIPS High Volume Customer Report, June 2013 and Fedwire High Volume Customer Report, June 2013