



BNY MELLON

BNY Mellon
2016 Barclays Global Financial
Services Conference

Gerald Hassell
Chairman and Chief Executive Officer

September 14, 2016



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: our strategic priorities, business improvement process, technology solutions, Nexen, capital 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).

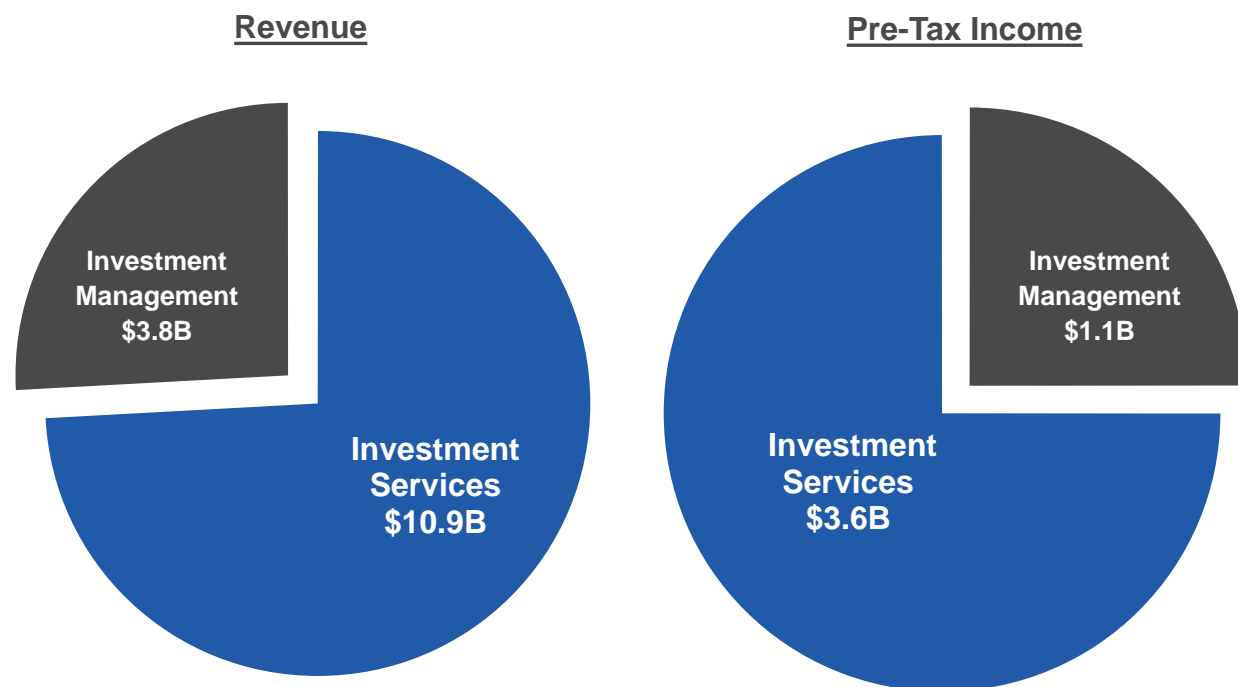
Actual outcomes may differ materially from those expressed or implied as a result of the factors described under “Forward-Looking Statements” and “Risk Factors” in the Corporation’s Annual Report on Form 10-K for the year ended December 31, 2015 (the “2015 Annual Report”) and our Form 10-Q for the period ended June 30, 2016, and in other filings of the Corporation with the Securities and Exchange Commission (the “SEC”). Such forward-looking statements speak only as of September 14, 2016, 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 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 10-Q available at www.bnymellon.com/investorrelations.

NOTE: All financial data for the Corporation throughout the presentation is as of 6/30/16 unless otherwise noted.

BNY Mellon is the Investments Company for the World

Who We Are



What We Do

We deliver expertise at each stage of the investment lifecycle

Primarily focus on Investment Management and Investment Services, allowing us to:

- Provide solutions for both the buy-side and the sell-side
- Serve leading clients globally
- Develop multiple revenue streams

NOTE: Segment data for Investment Management and Investment Services reflect LTM 2Q16 and exclude amortization of intangible assets.

Powering Investors – Delivering Innovative Investment Solutions Globally

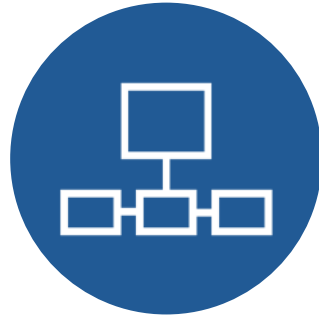
Our Clients



Institutions



Investors



Corporations

80%

of Fortune 500
Companies

51%

of the Top 200
Life/Health
Insurance
Companies

90%

of Global Central
Bank Reserves
are Held by Our
Central Bank Clients

50%

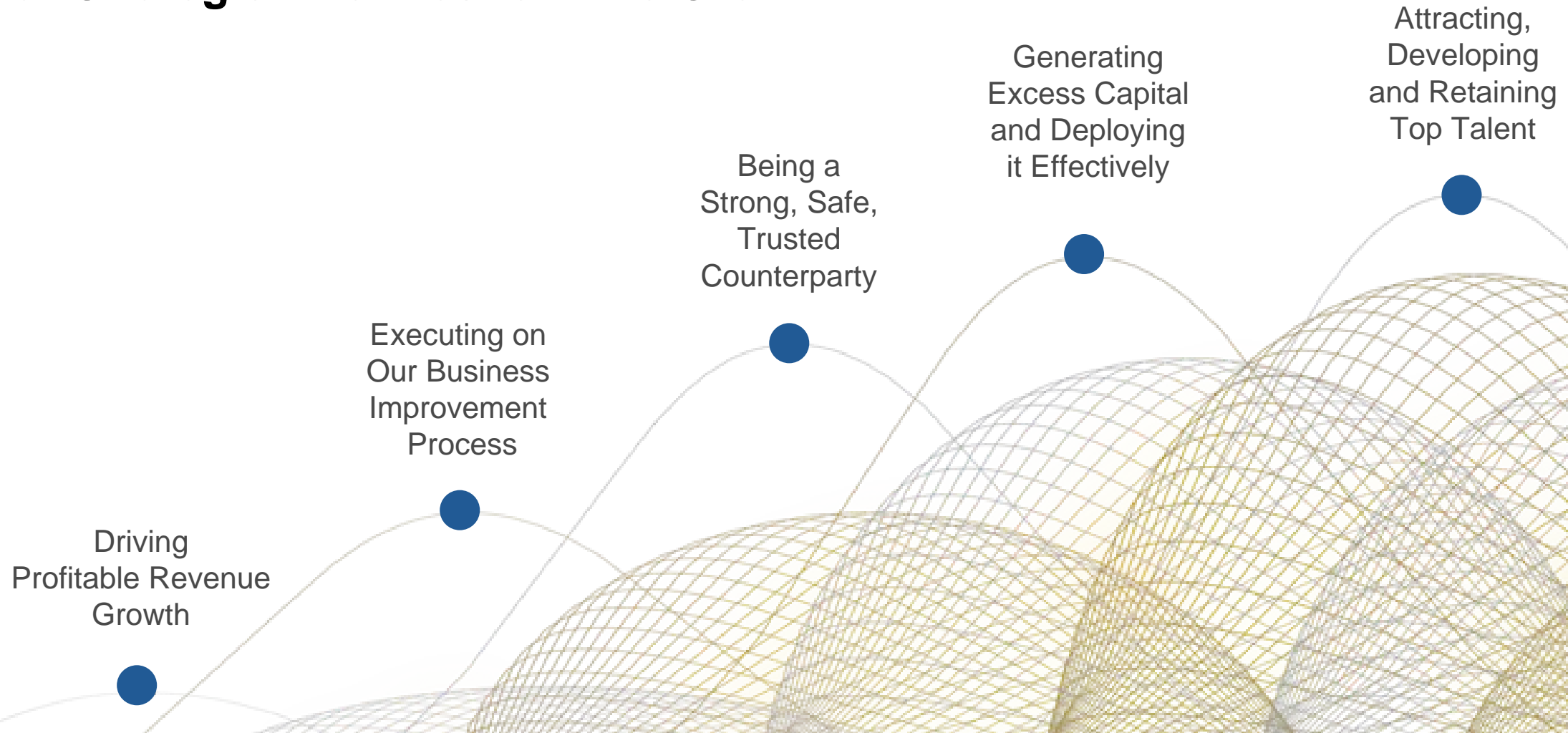
of the Top 50
World Universities

77%

of the Top 100
Endowments

NOTE: See additional disclosures in Appendix.

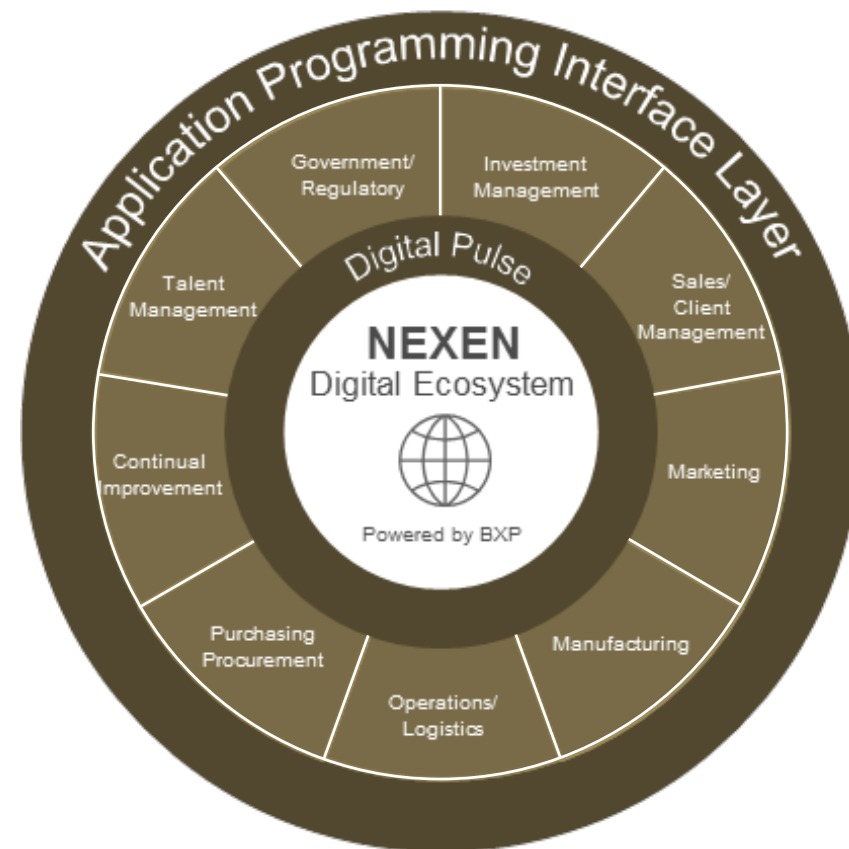
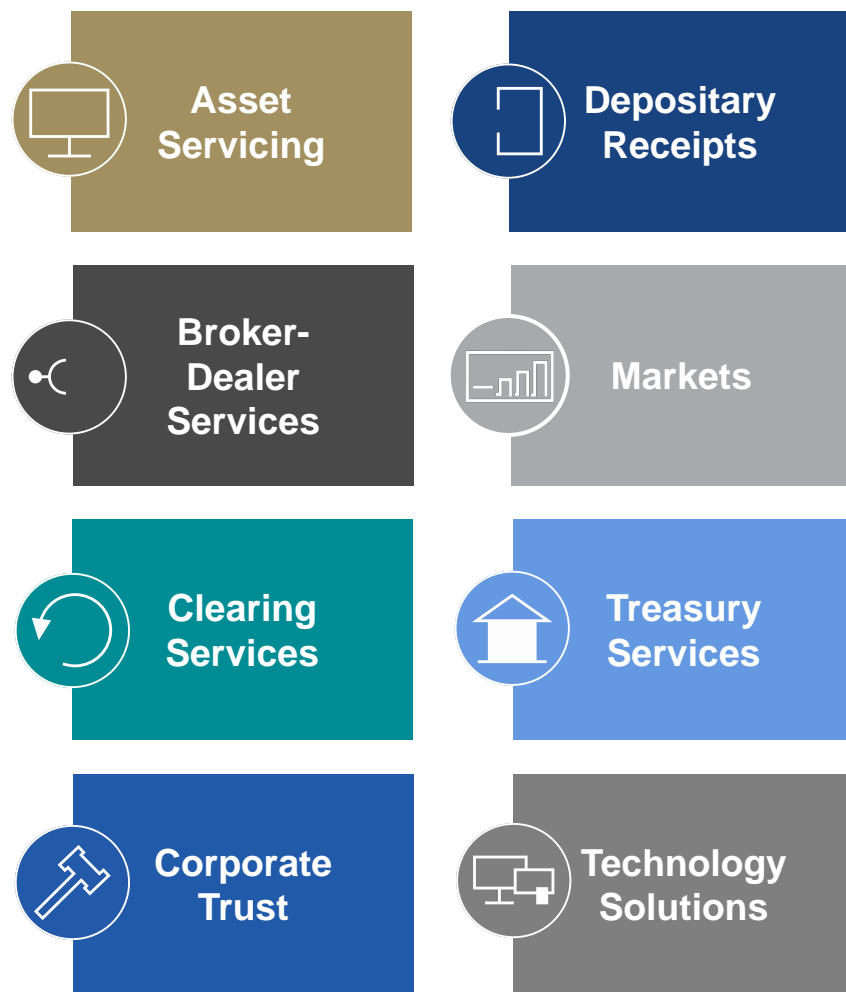
Our Strategic Priorities to Drive Growth



Maximizing Returns and Creating Value for Clients and Shareholders

One Firm, One Platform – Driving Growth


Aligning Business and Technology Strategy to Deliver for Clients



BNY Mellon Technology Solutions - Driving Growth

DATA ANALYTICS

- Data aggregation
- Wealth performance reporting
- Distribution analytics



Powered by
Albridge™

GOVERNMENT TECHNOLOGY SOLUTIONS

- Government housing agencies
- Small business administration



Powered by
Government Technology Services

RISK AND DATA MANAGEMENT

- Data management
- Performance and risk
- Middle office solutions



Powered by
Eagle

BASIC TECHNOLOGY SERVICES

- Professional services
- Partner integration (App store)
- Content partners
- Strategic client development projects



Powered by
BNY Mellon Technology Solutions

BIG DATA SOLUTIONS

- Collateral optimization
- Liquidity and cash management
- Securities lending optimization
- Predictive data analytics



Powered by
Digital PulseSM

Our NEXEN Gateway to a Transformed Client Experience

Milestones

12K+

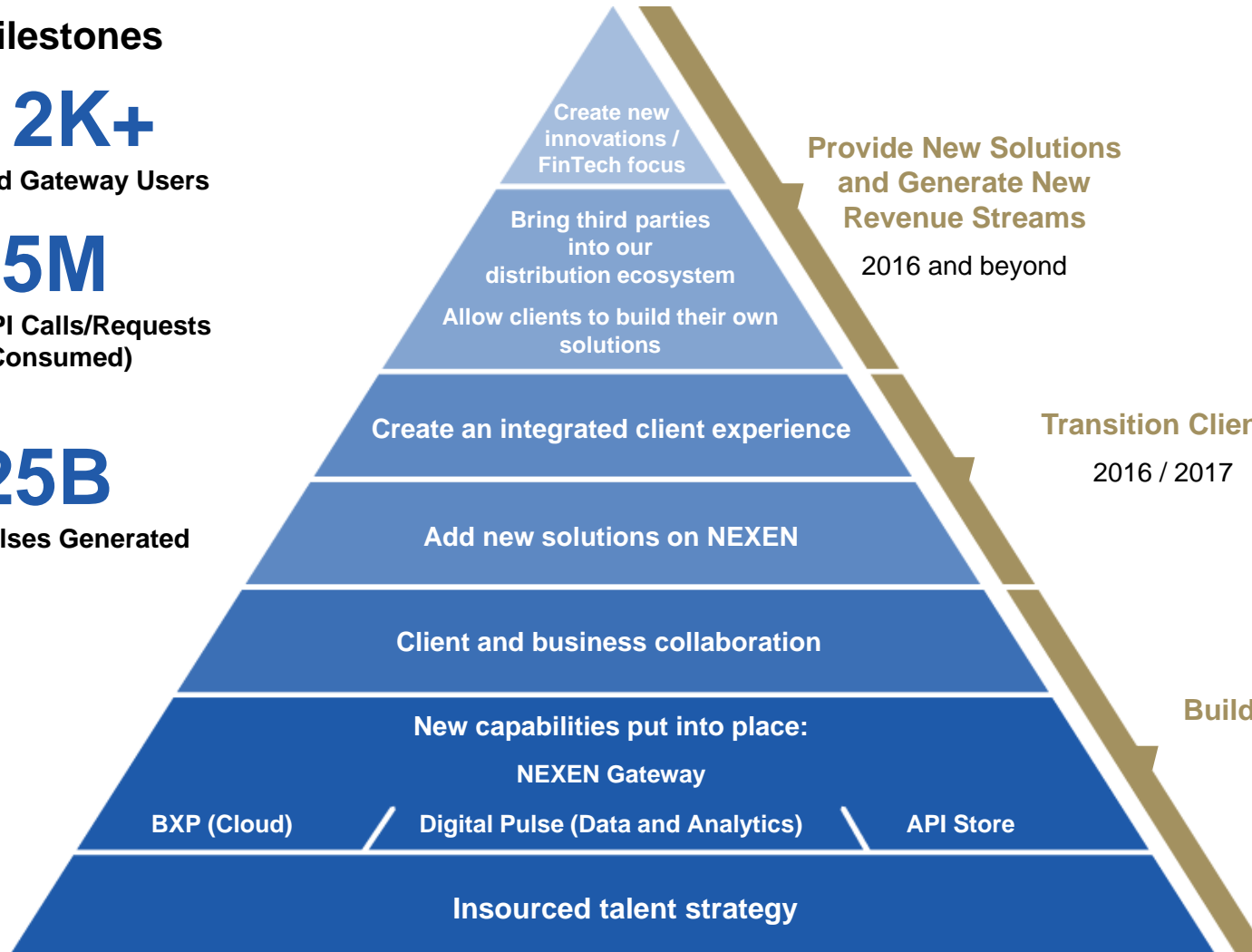
Entitled Gateway Users

5M

Total API Calls/Requests
(Consumed)

25B

Total Pulses Generated



Key Benefits to Clients

- Deliver one digital ecosystem experience
- Provide faster speed to market for existing and new applications
- Enable greater ease of use
- Increase productivity
- Achieve cost savings

Business Improvement Process

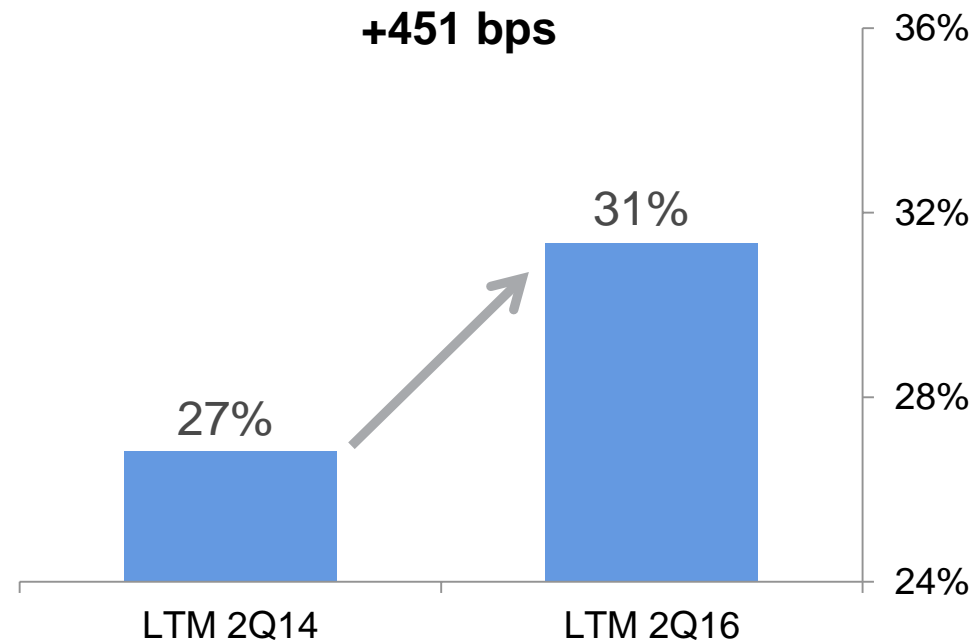
Driving Productivity Gains and Greater Efficiency

Productivity and Efficiency Gains Funding

- Technology platform for the future
 - Strategic platform investments
-
- Strategic growth initiatives
-
- Incremental regulatory compliance costs
 - Resolution and recovery planning
 - Bank assessment expenses
 - Total Loss Absorbing Capacity (TLAC) alignment
-
- Enhanced client experience
 - Reduced risk and greater resiliency
 - Improved returns for shareholders
-

Operating Margin¹

+451 bps



... Delivering Significant Operating Margin Improvement

¹ Operating margin is non-GAAP and excludes net income attributable to noncontrolling interests of consolidated investment management funds, amortization of intangible assets, M&I, litigation and restructuring charges, a charge (recovery) related to investment management funds, net of incentives and the impairment charge related to a recent court decisions 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. See Appendix for reconciliation.

Being a Strong, Safe, Trusted Counterparty



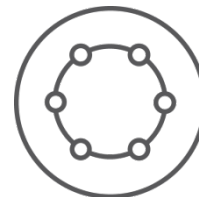
High Credit Ratings

- Among the highest rated systemically important financial institutions globally



Excellent Balance Sheet Credit Quality

- Securities portfolio: 98% investment grade¹
- High-quality loan portfolio that is primarily investment grade, secured and short-term in nature



Resilient Business Model

- Fee-based, recurring revenue stream that drives consistent earnings performance
- Strong capital generation
- Relatively lower exposure to equity market fluctuations



Strong Liquidity

- Liquidity Coverage Ratio (LCR) of 106%^{1,2}
- \$191B of high-quality liquid assets (HQLA)^{1,3}

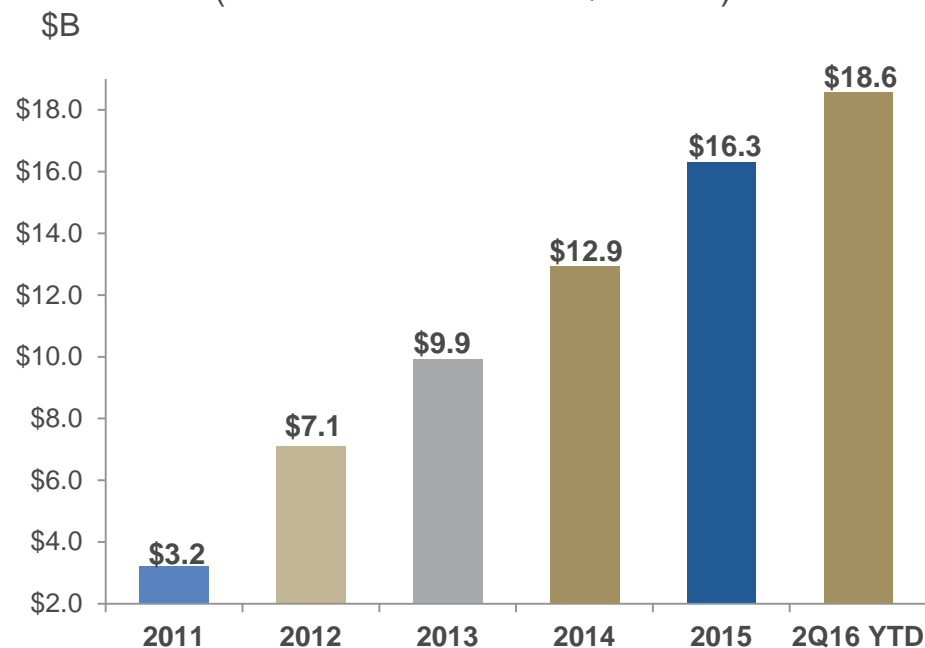
¹ As of June 30, 2016.

² Based on our interpretation of the final rule issued by the U.S. federal banking agencies to implement the LCR in the U.S. ("Final LCR Rule").

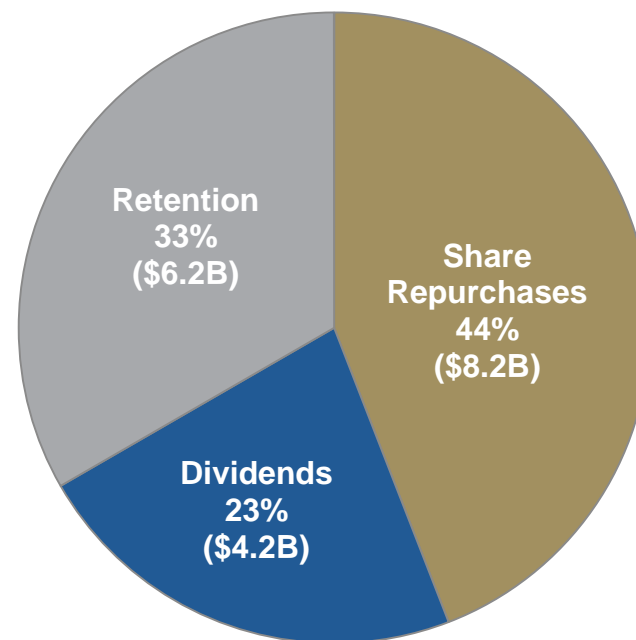
³ Consolidated HQLA presented before haircuts. After haircuts, consolidated HQLA totaled \$170B.

Generating Excess Capital and Deploying it Effectively

Gross Capital Generation¹
(cumulative: 2011 – 2Q16 YTD)



Capital Deployment¹
(cumulative: 2011 – 2Q16 YTD)



2Q16 year-to-date
we returned

\$1.5 Billion

of capital to
our shareholders

Returning Capital and Creating Value for Shareholders

¹Non-GAAP measure. See Appendix for a reconciliation.



Appendix



Business – Revenue and Pre-Tax Income

<i>Revenue (\$MM)</i>	3Q15	4Q15	1Q16	2Q16	2Q16 LTM
Investment Management	\$926	\$999	\$895	\$938	\$3,758
Investment Services	2,796	2,621	2,709	2,744	10,870

<i>Pre tax Income (\$MM)</i>	3Q15	4Q15	1Q16	2Q16	2Q16 LTM
Investment Management	\$260	\$314	\$236	\$253	\$1,063
Investment Services	936	822	925	932	3,615

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

Pre-Tax Operating Margin – Non-GAAP

(\$MM)	2Q14 LTM	2Q16 LTM
Income before income taxes - GAAP	\$3,467	\$4,236
Less: Net income (loss) attributable to noncontrolling interests of consolidated investment management funds	(62)	3
Add: Amortization of intangible assets	313	246
M&I, litigation and restructuring charges	128	53
Charge (recovery) related to investment management funds, net of incentives	104	
Impairment charge related to a court decision regarding Sentinel		170
Income before income taxes, as adjusted – Non-GAAP ¹	\$3,950	\$4,708
Fee and other revenue – GAAP	\$11,656	\$11,972
Income (loss) from consolidated investment management funds – GAAP	150	(2)
Net interest revenue – GAAP	2,980	3,052
Less: Net income (loss) attributable to noncontrolling interest of consolidated investment management funds	(62)	3
Total revenue, as adjusted – Non-GAAP ¹	\$14,724	\$15,025
Pre-tax operating margin ²	23.4%	28.2%
Pre-tax operating margin – Non-GAAP ^{1,2}	26.8%	31.3%

¹ Non-GAAP excludes net income (loss) attributable to noncontrolling interests of consolidated investment management funds, amortization of intangible assets, M&I, litigation and restructuring charges (recoveries), charge (recovery) related to investment management funds, net of incentives and the impairment charge related to a recent court decision, if applicable.

² Income before taxes divided by total revenue.

Capital Generation & Deployment

<i>Capital Generation & Deployment</i> (\$B)	2011	2012	2013	2014	2015	YTD 2Q16	Total
Net Income	\$2.5	\$2.4	\$2.1	\$2.6	\$3.2	\$1.7	\$14.5
Other Comprehensive Income	(0.3)	1.0	(0.2)	(0.7)	(1.0)	0.0	(1.2)
Share Issuances (Benefit Plans)	0.3	0.3	0.5	0.6	0.6	0.3	2.7
Change in Goodwill and Intangibles	0.4	0.2	0.4	0.6	0.5	0.2	2.3
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	\$3.4	\$2.3	\$18.6
Dividends	(0.6)	(0.6)	(0.7)	(0.8)	(0.9)	(0.5)	(4.2)
Share Repurchases (including Benefit Plans)	(0.9)	(1.1)	(1.0)	(1.7)	(2.4)	(1.1)	(8.2)
Capital Retention	\$1.7	\$2.1	\$1.0	\$0.5	\$0.1	\$0.7	\$6.2

Note: May not foot due to rounding.

Disclosures

All statistics on slide 3 (“Powering Investors – Delivering Innovative Investment Solutions Globally”) are global and represent the minimum number of BNY Mellon client relationships in each category.

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- **QS World University Rankings 2015**

<http://www.topuniversities.com/university-rankings/world-university-rankings/2015>



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Invested