



BNY MELLON

POWERING GLOBAL INVESTMENTS

Goldman Sachs U.S. Financial Services Conference 2013

Gerald Hassell

Chairman and CEO

December 11, 2013

The Investments Company for the World

Expertise Across the Investment Lifecycle



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

The Investments Company for the World

Leading Servicer and Manager of Global Financial Assets

(Combined Revenue of ~\$13.9B and Pretax Income of ~\$4.0B) – LTM 9/30/13*

Investment Services

(36% non-U.S. revenue)

Asset Servicing	Largest global custodian ranked by Assets Under Custody / Administration	Corporate Trust	#1 Global corporate trust service provider
Alternative Investment Services	#3 fund administrator	Treasury Services	Top 5 in U.S.D. payments
Broker-Dealer Services	#1 (U.S.), growing globally	Global Markets	Client driven trading
Pershing	#1 clearing firm U.S., U.K., Ireland, Australia	Global Collateral Services	Leveraging global custody leadership
Depository Receipts	#1 in market share (~60%)		

Investment Management

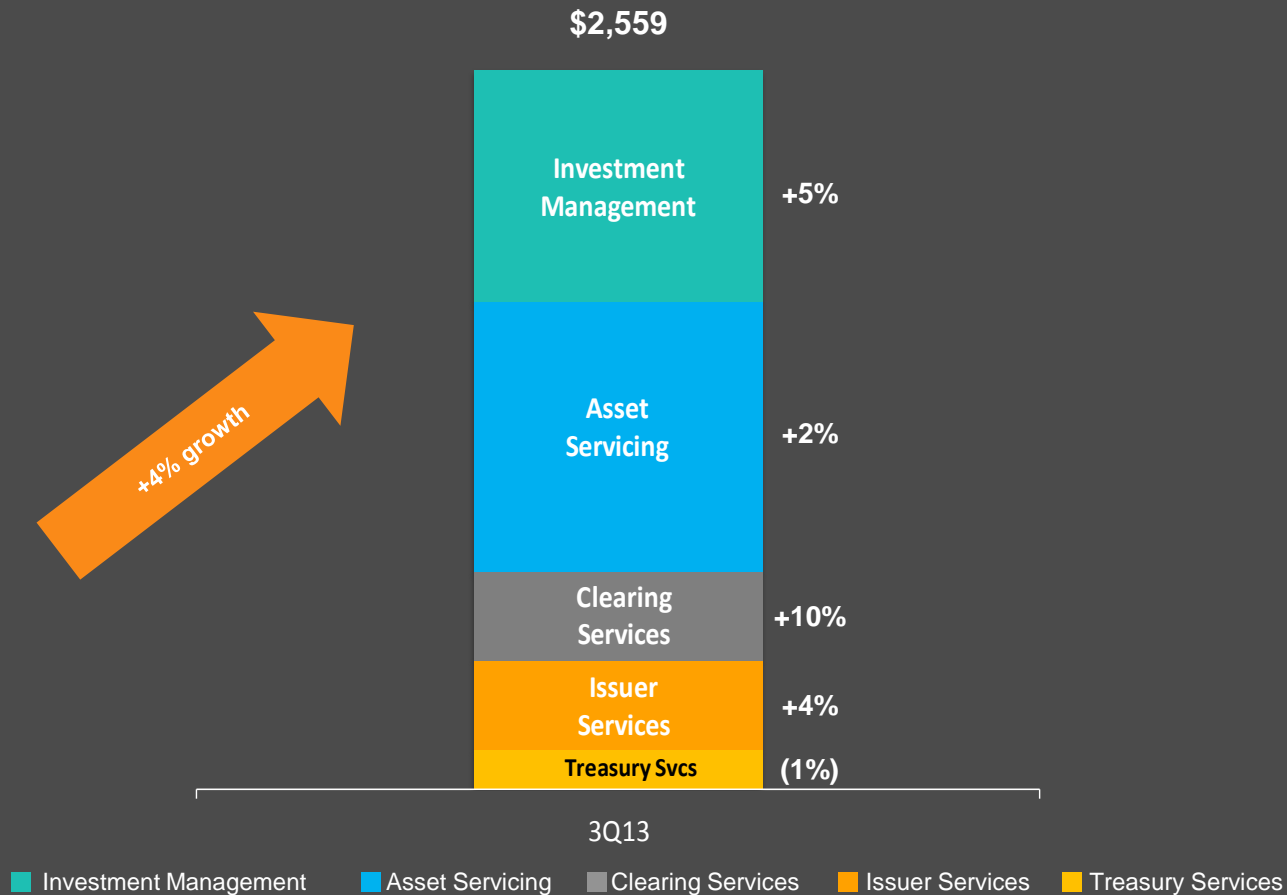
(46% non-U.S. revenue)

Asset Management	Top 10 global asset manager	Wealth Management	#8 U.S. wealth manager
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* Totals exclude the Other segment. Pretax income excludes amortization of intangible assets. See Appendix for revenue and pretax income reconciliation. LTM = Last twelve months
 Rankings reflect BNY Mellon's size in the markets in which it operates and are based on internal data as well as BNY Mellon's knowledge of those markets.
 For additional details regarding these rankings, see Appendix and / or pages 23-24 of our Form 10-Q for the quarter ended September 30, 2013, available at www.bnymellon.com/investorrelations.

3Q13 – Broad-Based Fee Revenue Growth

Core Fee Growth vs. 3Q12
(\$millions)



3Q13 Core Fee Growth vs. 3Q12

Investment Management	Higher equity market values; net new business – Long-term flows of \$107B LTM 9/30/13 – ^{\$771}
Asset Servicing	Higher market values, organic growth, net new business – Gross AUC/A wins of \$706B LTM 9/30/13
Clearing Services	Higher mutual fund and asset-based fees and volumes
Issuer Services	Higher Depository Receipts revenue – corporate actions
Treasury Services	Higher cash management fees offset by divestiture

Priorities in Current Operating Environment

Priorities	Focus
Organic Revenue Growth	<ul style="list-style-type: none">• Growth initiatives• Cross-business client solutions• Positioning our brand
Transforming for Success	<ul style="list-style-type: none">• Operational excellence• Business excellence• Continuous process improvement• Client Technology Solutions excellence
Disciplined Capital Deployment	<ul style="list-style-type: none">• Business investment• Returning capital to shareholders

Investment Management

Driving Organic Growth

Multi-Boutique Model & Wealth Management



Growth Opportunities

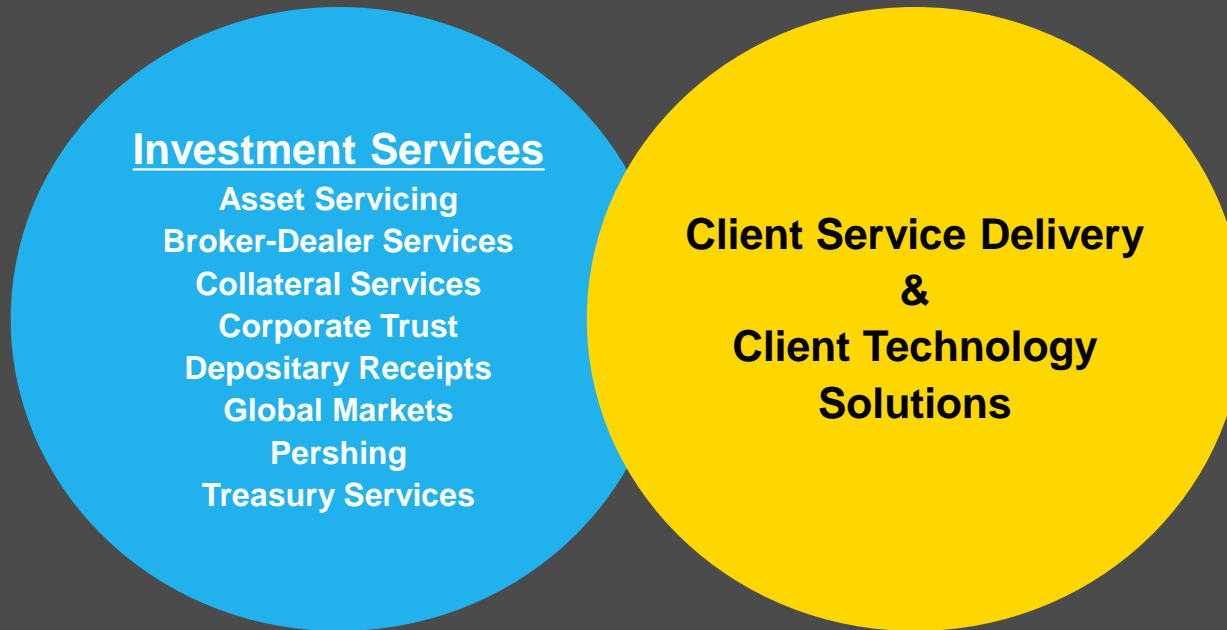
- Retail and retirement market distribution
- Deepening global investments presence
- Expanding Wealth Management footprint
- Satisfying global demands for alternatives
- Cross-business client solutions

Investment Services

Driving Organic Growth

Aligning Investment Services, Client Service Delivery and Client Technology Solutions

Growth Opportunities



- Global Collateral Services
- Global Markets
- Outsourcing to BNY Mellon – Investment Managers and large self-clearing broker-dealers
- European Central Securities Depository
- Cross-business client solutions

Investment Management + Investment Services

Delivering Cross-Business Client Solutions

Solution

- Bank and Brokerage Trust Custody
- Global Partnered Sales
- Asia Separately Managed Accounts platform
- Increased money market distribution
- Outsourced CIO for Asset Servicing clients
- Leverage Pershing platform for Investment Management product distribution
- Intermediary Private Banking solution



Synergy

- Pershing & Wealth Management
- Investment Management & Investment Services
- Pershing & Investment Management
- Investment Management & Investment Services
- Investment Management & Asset Servicing
- Pershing & Investment Management
- Pershing & Wealth Management

CIO = Chief Investment Officer


Driving Organic Revenue Growth

Positioning Our Brand as “Investments Company for 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

FINANCIAL TIMES

Wednesday March 13 2013 UK £2.50 Channel Islands £2.80 Republic of Ireland €3.00

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

PA

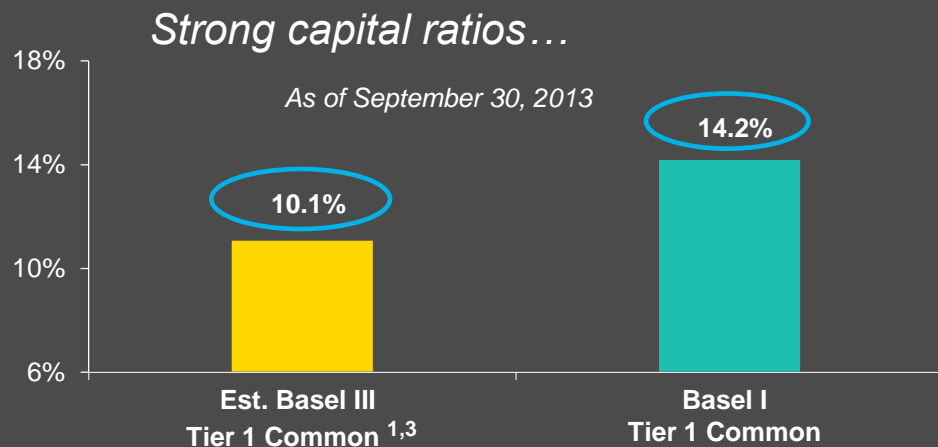
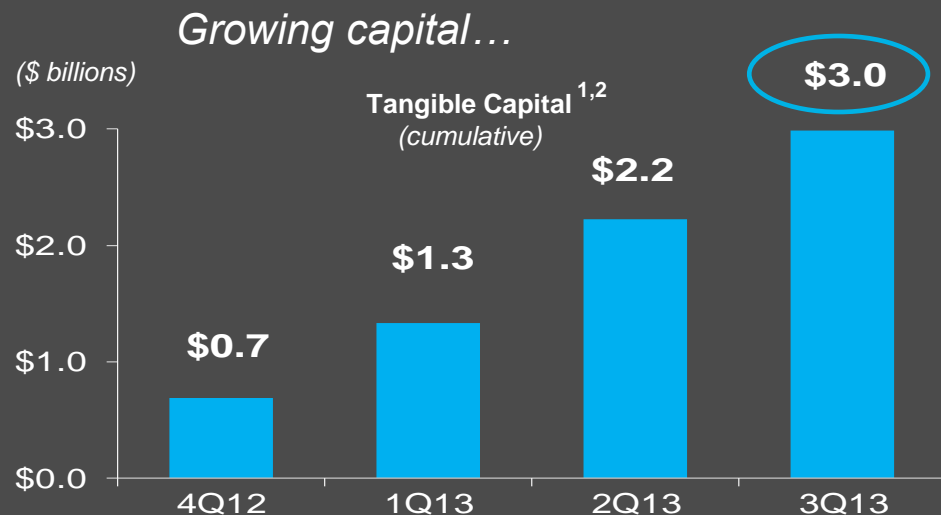
Transforming for Success

	Potential Opportunities
Operational Excellence	<ul style="list-style-type: none">• Building on Operational Excellence plan
Business Excellence	<ul style="list-style-type: none">• Portfolio, expense and process management improvements
Continuous Process Improvement	<ul style="list-style-type: none">• Automation of manual processes• Reengineering processes to drive productivity• Horizontal centers of excellence
Client Technology Solutions Excellence	<ul style="list-style-type: none">• Simplifying infrastructure• Rationalizing business applications• Insourcing IT application development
Corporate Strategies and Procurement	<ul style="list-style-type: none">• Delivering the global location strategy• Consolidating offices and reducing real estate portfolio• Vendor management

Expect to realize significant financial benefit over the next 3 to 4 years

Capital Strength

Strong Capital Generation and Disciplined Deployment



Our business model is resilient and performs well in stresses scenarios

- Fee-based revenue drives consistent earnings
 - Revenue ~80% fees / ~20% net interest revenue
- Relatively lower exposure to equity market fluctuations
 - AUC/A mix: ~65% fixed income and ~35% equity
 - AUM mix: ~39% fixed income; ~35% equity; ~19% money-market; and ~7% alternative/other
- Excellent balance sheet credit quality
 - Investment Securities portfolio at September 30, 2013
 - ~59% agencies and treasuries
 - ~95% investment grade
 - High quality loan portfolio
 - Primarily investment grade and short-term in nature
 - Relatively low exposure to consumer risks
- Our business model does not require significant growth in risk-weighted assets in order to drive our underlying business

¹ Represents a non-GAAP measure. See Appendix for a reconciliation. Additional disclosure regarding this measure and other non-GAAP measures are available in the Corporation's reports filed with the SEC, including our Form 10-Q for the quarter ended September 30, 2013, available at www.bnymellon.com/investorrelations. ² Tangible capital in 1Q13 and 3Q13 adjusted for a net charge (benefit) related to the disallowance of certain foreign tax credits. See Appendix for reconciliation. ³ Estimated Basel III Tier 1 common equity ratio is based on our interpretation of and expectations regarding the Final Capital Rules released by the Federal Reserve on July 2, 2013, on a fully phased-in basis, calculated under the Standardized Approach.

Disciplined Capital Deployment



- Growth initiatives
- Compliance / Risk / Control / Regulatory

- Repurchased ~33.5 million shares (~\$1B) YTD 11/7/13
- Increased quarterly dividend ~15% in 2Q13
- Total payout ratio of 76% YTD 9/30/13

Size of triangle components for illustrative purposes only

Note: Total shares repurchased and the shares repurchased component of total payout ratio reflect open market purchases only.

Our Business Model Drives Value

- ✓ Business mix is well diversified across clients, services and geographies
- ✓ Global market leadership
- ✓ Benefiting from globalization and long-term growth of financial assets
- ✓ Broadest capabilities of traditional trust bank competitors, delivering holistic client solutions
- ✓ Generates significant levels of capital that can be returned to shareholders
- ✓ Building on a culture of quality and continuous process improvement
- ✓ Strong relative performance in challenging markets; significant upside when markets normalize

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 opportunities for future growth; the success of our expense control efforts; our capital position and capital deployment plans; the expansion of our Wealth Management function; our market distribution improvement plan; our global investments presence; our foreign exchange capabilities; outsourcing opportunities; our ability to leverage existing client relationship; our ability to strengthen the recognition of our brand; our ability to recruit talent; Basel III and our estimated Basel III Tier 1 common equity ratio; the success of our business model; driving a return on our investments in Client Service Delivery and Client Technology Solutions; our high level strategic goals for Investment Services, Client Service Delivery and Client Technology Solutions; our Operational Excellence Initiatives, including progress and the timeline to meet our target; our broader transformation process (Transforming for Success); and cross-business solutions and expected financial benefit; our ability to create profitability and expense savings; our business excellence plan; our continuous process improvement plan; strategic priorities for client technology solutions; 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 December 11, 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 Quarterly Report on Form 10-Q for the quarter ended September 30, 2013, available at www.bnymellon.com/investorrelations.



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APPENDIX

Reconciliation Schedule

Business - Revenue and Pretax Income

REVENUE \$ MILLION	4Q12	1Q13	2Q13	3Q13	LTM 3Q13
INVESTMENT SERVICES	2,345	2,515	2,604	2,566	10,030
INVESTMENT MANAGEMENT	987	953	985	987	3,912
TOTAL					13,942
PRETAX INCOME \$ MILLION					
INVESTMENT SERVICES	576	718	778	800	2,872
INVESTMENT MANAGEMENT	274	249	311	290	1,124
TOTAL					3,996

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

LTM = last twelve months

Reconciliation Schedule

Tangible Capital Generation

(\$millions)	4Q12	1Q13	2Q13	3Q13	LTM 3Q13
Tangible Net Income					
Net income – continuing operations ¹	\$622	(\$266)	\$833	\$967	\$2,156
Intangible amortization – after-tax	65	56	59	52	232
Tangible Net Income	\$687	(\$210)	\$892	\$1,019	\$2,388

(\$millions)	4Q12	1Q13	2Q13	3Q13	LTM 3Q13
Tangible Net Income (Adjusted)					
Net income – continuing operations ¹	\$622	(\$266)	\$833	\$967	\$2,156
Intangible amortization – after-tax	65	56	59	52	232
Net charge (benefit) – disallowance of certain foreign tax credits		854		(261)	593
Tangible Net Income	\$687	\$644	\$892	\$758	\$2,981
Tangible Net Income (cumulative)	\$687	\$1,331	\$2,223	\$2,981	

¹ Represents a non-GAAP measure. Additional disclosure regarding this and other non-GAAP measures is available in the Corporation's reports filed with the SEC, including our Form 10-Q for the quarter ended September 30, 2013, available at www.bnymellon.com/investorrelations.

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