

Technology Strategy and Digital Transformation

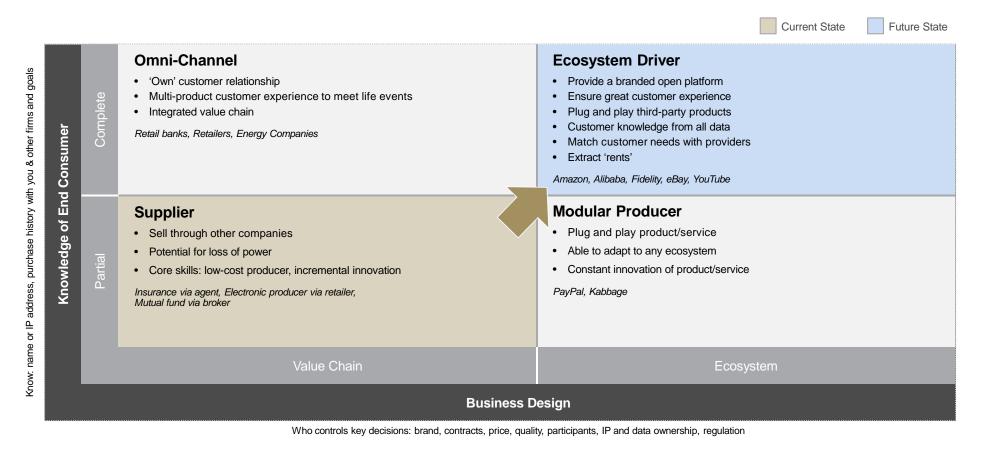
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"Platform of the Future"- Why a Platform / Ecosystem?



Benefits of the NEXEN Ecosystem

Clients, Employees and Shareholders

OUTCOME	CHARACTERISTIC	DESCRIPTION
Efficient and Easy Client Experience	Consistent Access and Experience	 Cohesive user interface and platform experience across users and devices Interaction among BNY Mellon, platform and consumers / developers Faster client onboarding
	User / Developer Communities	 Developer, product, and support communities for hybrid platforms and open source software
Increased Return on Technology Investment	Reusable Components	 Cost reduction by eliminating duplicate business processes, interoperable business services
		 Organic growth by building once and re-using for many clients, driving economies of scale
	Open Platforms	Improved time-to-market
		Standard, accessible electronic services via APIs that empower clients
Innovative Solutions Delivered Quickly	Third-Party Contributors	 Third-party providers and developers developing new and innovative solutions on the platform, expanding offerings far beyond core competencies
		 Easier client transitions to new service lines, and common data sources lead to platform growth
	Organic Platform Growth	Increased market share due to network effect and lock-in

Sources: Leading Digital: Turning Technology Into Business Transformation, 2014, G Westerman, D Bonnet, A McAfee; Strategic Decisions for Multisided Platforms, 2014, A Hagiu, Multi-Sided Platforms, 2015, A Hagiu, J Wright; Platform Economy: Technology-driven business model innovation from the outside in, 2016, Accenture

NEXEN Creates a Powerful Digital Ecosystem Advantage

Currently 12,000+ NEXEN Gateway Users from 950+ Clients

