

AT A GLANCE

4Q2013

INSIGHTS THAT MATTER

BKU: Building a Strong Risk Culture

BNY Mellon University (BKU) is enhancing the knowledge and skills of our employees in the pursuit to provide outstanding service to our clients. In 2014, we'll launch several initiatives that strengthen our dynamic risk culture. This provides the flexibility to adapt to changing regulatory environments, contributes to maintaining positive shareholder value, and strengthens the trust that our clients place in us.

Emerging Markets 2014: Uncertainty Ahead

A key investment theme in the 2014 BNY Mellon *Global Market Outlook*, which features views from across our investment boutiques, is growing political uncertainty in emerging markets. Several countries, including Brazil, India, Turkey and South Africa, are facing national elections that could have significant market implications. Brazil, in particular, has a restless electorate concerned about the country's direction after a period of subpar growth.

BNY Mellon Employees Drive Positive Change

In 2013, BNY Mellon employees volunteered approximately 105,000 hours and donated more than \$34 million to help our community partners drive positive change around the world. In celebration of World Food Day, employees planned over 100 volunteer activities, which included building giant canned-food sculptures and donating the cans to local food banks, volunteering at soup kitchens, and teaching farmers sustainable agricultural techniques.

OUR BUSINESS THE INVESTMENTS COMPANY FOR THE WORLD

BNY Mellon is an investments company. We provide investment management and investment services that help individuals and institutions to invest, conduct business and transact in markets all over the world.

INVESTMENT MANAGEMENT	INVESTMENT SERVICES	GLOBAL REACH
\$1.6 trillion Assets under management ¹	\$27.6 trillion Assets under custody and/or administration	Workforce: 51,100 Markets served: 100+ Countries: 35

OUR FUNDAMENTALS STRENGTH AND STABILITY

Our ability to manage and service our clients' investments is a reflection of how we manage our own business. Our balance sheet shows consistent strength, with assets, revenues and a capital position that point to success.

ASSETS At December 31, 2013	REVENUE Twelve months ended December 31, 2013	CAPITAL RATIOS* At December 31, 2013
\$374.3 billion Total assets	\$11,791 million Total fee and other revenue	16.2% Basel I tier 1 capital ratio
\$37.5 billion Total shareholders' equity	\$3,009 million Net interest revenue	17% Basel I total capital ratio
\$39.9 billion Market capitalization	\$14,983 million Total revenue ²	10.6% Basel III tier 1 common equity ratio ³

*Estimated ratios

OUR CREDIT RATINGS* STRONG ACROSS AGENCIES AND CATEGORIES

Supporting all that we do in investment management and investment services are credit ratings that are among the highest in the financial services industry. BNY Mellon has consistently received high ratings from all four major credit rating agencies and for key credit categories.⁴

CREDIT CATEGORY	S&P	MOODY'S	FITCH	DBRS
Long-term deposits	AA-	Aa2	AA	AA
Long-term senior debt	AA-	Aa2	AA-	AA
Short-term deposits	A-1+	P1	F1+	R-1 (high)
Outlook	Stable	Stable	Stable	Stable (long-term/short-term)

*For The Bank of New York Mellon



BNY MELLON

OUR CAPABILITIES

EXPERTISE THROUGHOUT THE INVESTMENT LIFECYCLE

BNY Mellon delivers expertise at each stage of the investment lifecycle. Whether you're looking to create, trade, hold, manage, distribute, or restructure investments, we can help.



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

GLOBAL REACH

With a dedicated business presence on six continents, 35 countries and over 100 markets, BNY Mellon delivers global scale at the local level. As a Global Systemically Important Financial Institution (G-SIFI), we are one of only 29 financial institutions designated as essential to a functioning global economy.⁶

CLIENT FOCUS

In developing and delivering innovative investment solutions, we put clients at the center of everything we do. Through a collaborative effort, we work closely with you to understand your particular challenges and respond with customized solutions at every phase of the investment lifecycle.

TECHNOLOGY

Innovation at BNY Mellon begins with our proprietary technology, which provides you with comprehensive control over your investments. Our state-of-the-art data centers are designed to provide critical business continuity all around the world.

THE INVESTMENTS COMPANY FOR THE WORLD

INVESTMENT MANAGEMENT + INVESTMENT SERVICES

BNY Mellon is a provider of investment management and investment services and we are a world-renowned leader in each. When combined, the power of our extensive capabilities can help drive your success in markets around the world.

Alcentra



BNY MELLON
CASH INVESTMENT STRATEGIES

BNY MELLON
WESTERN FMC

THE BOSTON COMPANY
ASSET MANAGEMENT, LLC

CenterSquare
INVESTMENT MANAGEMENT

Dreyfus

EACM
advisors

HAMON INVESTMENT GROUP

Insight
INVESTMENT

Mellon
Capital

Meriten
INVESTMENT MANAGEMENT

NEWTON
The Power of Ideas

SIGULER
& GUFF

STANDISH

Walter
Scott
Global Investment Management

INVESTMENT MANAGEMENT^{7,8}

We combine the scale of a full service investment manager with the focused expertise of autonomous investment boutiques, each with their own style, strategy and management team. All together, we have the skill to deliver uncorrelated alpha, and the scale to deliver diversified beta.

INVESTMENT SERVICES

BNY Mellon provides a comprehensive range of investment services that are unrivaled in scale, precision and quality. Our services have the power to enhance transparency, maximize liquidity and mitigate risks. We help you make the most of your investments.

INVESTMENT STRATEGIES

- Equity and Asset Allocation Strategies
- Specialized Fixed Income, Cash and Currency Solutions
- Alternative and Absolute Return Strategies

INVESTMENT VEHICLES

- Institutional and Retail Mutual Funds
- Collective Funds
- Separate Accounts
- Sub-Advisory

WEALTH MANAGEMENT

- Investment Management⁷
- Wealth and Estate Planning
- Private Banking^{9,10}
- Asset Servicing and Information Management

CAPITAL AND LIQUIDITY

- Access global markets
- Optimize funding and operating capital
- Maximize liquidity and cash flow

EXECUTION AND PROCESSING*

- Conduct, clear and settle trades
- Enhance trading transparency
- Mitigate operational risk
- Execute interest rate, equity and currency transactions

SERVICING INVESTMENTS

- Safekeep and secure assets
- Improve operational efficiency
- Outsource middle office functions
- Facilitate collateral movement and optimization

* Execution and clearing services for derivative products are offered separately.

OUR GLOBAL MEASURE

\$27.6 trillion

Assets under custody and/or administration

\$1.6 trillion

Assets under management¹

\$2 trillion

Average tri-party repo balances

\$185 billion

Private client assets

OUR CLIENTS

- Asset Managers
- Banks
- Broker-Dealers
- Central Banks
- Corporations
- Family Offices
- Financial Intermediaries
- Governments
- High-Net-Worth Individuals
- Insurance Companies
- Investment Advisors
- Non-Profit Organizations
- Pension Funds
- Sovereign Institutions

AWARDS AND RECOGNITION

-Collateral Services Provider of the Year

Americas Awards
Custody Risk, 2013

-Best FX Research

-Best Technical Analysis

-Best Forecasts

World's Best Foreign Exchange Providers
Global Finance, 2013

-Safest Bank in the US

World's 50 Safest Banks
Global Finance, 2013

-Best Global Custodian

-Best in Securities Lending

-Best Corporate Trust Mandate

Triple A Asset Servicing Awards
The Asset, 2013

-Custodian of the Year

-Collateral Service Provider of the Year

-Most Innovative Project of the Year

Americas Awards
Custody Risk, 2013

-#1 Global Corporate Trust Service Provider

Thomson Reuters and Dealogic, 2013

-Top Rated: North America

Tri-Party Survey
Global Custodian, 2013

-Best Buy-Side Technology Provider

Eagle Investment Systems
Buy-Side Technology Awards, 2013

-Best Depository Receipt House

Achievement Awards
EMEA Finance, 2012

-Mutual Fund Administrator of the Year

Americas Awards
Custody Risk, 2012

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- 1 Assets under management include assets from all of BNY Mellon's investment boutiques in addition to the company's Wealth Management assets.
- 2 Total revenue for the twelve months ended December 31, 2013 includes \$183 million of income from consolidated investment management funds.
- 3 Our estimated Basel III Tier 1 common equity ratio at December 31, 2013 is based on our interpretation of and expectations regarding the final rules released by the Board of Governors of the Federal Reserve on July 2, 2013 on a fully phased-in basis and presented under the Standardized Approach. Additional disclosures relating to non-GAAP measures are contained in BNY Mellon's reports filed with the SEC, including our Form 10-K for the year ended December 31, 2013.
- 4 Credit ratings shown are for The Bank of New York Mellon as of December 31, 2013. A credit rating is not a recommendation to buy, sell, or hold securities. The rating may be subject to revision or withdrawal at any time by the assigning rating organization. Each rating should be evaluated independently of the other ratings.
- 5 Pershing is the umbrella name for Pershing LLC (member FINRA, SIPC, NYSE), Pershing Advisor Solutions LLC (member FINRA, SIPC), Pershing Prime Services, Pershing Limited (UK), Pershing Securities Limited, Pershing Securities International Limited (Ireland), Pershing (Channel Islands) Limited, Pershing Securities Canada Limited, Pershing Securities Singapore Private Limited and Pershing Securities Australia Pty Ltd.
- 6 A Globally Systemically Important Financial Institution (G-SIFI), as indicated by the Basel Committee, is a financial institution whose distress or failure, because of its size, complexity and systemic interconnectedness, would cause significant disruption to the global financial system and economic activity.
- 7 **Investment products (other than deposit products) referenced in this brochure (including money market funds) are not insured by the FDIC (or any other state or federal agency), are not deposits of or guaranteed by BNY Mellon or any bank or non-bank subsidiary thereof, and are subject to investment risk, including the loss of principal amount invested.**
- 8 Unless noted, all investment boutiques are wholly-owned subsidiaries of BNY Mellon. BNY Mellon owns over 95% of the parent holding company of The Alcentra Group which is comprised of the following affiliated investment advisors: Alcentra Ltd. and Alcentra NY, LLC. • BNY Mellon Cash Investment Strategies is a division of The Dreyfus Corporation. • The Dreyfus Corporation does not offer products outside of the US. • BNY Mellon Western Fund Management Company Limited, Insight Investment Management Limited and Meriten Investment Management GmbH do not offer services in the US. This brochure does not constitute an offer to sell, or a solicitation of an offer to purchase any of these firms' services or funds to any US investor. • BNY Mellon Western Fund Management Company Limited is a joint venture between BNY Mellon (49%) and China based Western Securities Company Ltd (51%). The firm does not offer services outside of the People's Republic of China. • 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 ("Blackfriars"), Hamon Asset Management Limited and Hamon Asian Advisors Limited ("HAAL"). Only Blackfriars and HAAL offer investment services in the US • Insight Investment does not offer services in the U.S. Services offered in the US, Canada and Australia by Pareto Investment Management Limited under the Insight Pareto brand. • 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 US • BNY Mellon owns a 20% interest in Siguler Guff & Company, LP and certain related entities (including Siguler Guff Advisers, LLC).
- 9 Consumer credit services, which are subject to application and credit approval, and banking services are provided by BNY Mellon, N.A., member FDIC. Commercial credit services, which are subject to application and credit approval, may be provided by The Bank of New York Mellon or BNY Mellon, N.A. Mortgage services are subject to credit approval and are provided by BNY Mellon, N.A. Brokerage services are provided by BNY Mellon Wealth Advisors, a division of MBSC Securities Corporation ("MBSC"). MBSC is a dually registered investment advisor/broker-dealer and member FINRA and SIPC and is a wholly-owned subsidiary of BNY Mellon. BNY Mellon is an equal housing lender.
- 10 SIPC protects securities in customer accounts of its members up to \$500,000 in securities (including \$250,000 for claims for cash). Explanatory brochure available upon request or at www.sipc.org. SIPC does not protect against loss due to market fluctuation. SIPC protection is not the same as, and should not be confused with, FDIC insurance.

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