

INVESTED IN THE FUTURE

Karen Peetz, President

Virun Rampersand, Head of Global Innovation

Lucille Mayer, Chief Information Officer of Global Client Service Delivery

Michael Gardner, Head of Silicon Valley Innovation Center

Karen Peetz: BNY Mellon has been committed to innovation or we wouldn't be 230 years old. Because of the unique position that we have in the world where we are an integral part of the global infrastructure of the financial markets, we have had to change as the markets have changed. So, what's made us successful, I think, number one has been our client focus. The fact that we have through the years really tried to get into what they needed, what they wanted.

Virun Rampersand: We led the way with the Internet in securities processing and most recently in mobile technologies. What we're doing now in innovation is transformative. Use of big data, use of the cloud technology, they're going to pave the way for a new way of doing business in the future.

Karen: A great example of innovation came out of a big industry problem. It had to do with tri-party repo reform. At the time of the financial crisis, intraday credit created instability in the markets. We managed an enormous change going from \$4 trillion in intraday credit down to virtually zero.

Virun: What we try to do is bring diverse perspectives from around the globe. One of the ways we're doing that is by creating innovation centers around the world.

Lucille Mayer: The innovation centers here allow us to work better. They allow us to work much more efficiently. People are just – it's part of the natural state that they just get up and they talk about a problem, and they work it through.

Michael Gardner: A lot of people are talking about Wall Street meets Silicon Valley. We're right in the middle of it. We're figuring out new techniques for how Wall Street will operate. That includes research into wearable computing and mobile computing, crypto-currency and digital payments, general cloud computing and distributed computing architectures, APIs and so forth.

Lucille: One of the most innovative technologies we're doing is our new NEXEN platform. It is going to allow us to deliver both BNY Mellon solutions, third-party solutions and essentially solutions that clients may build on their own, all within a cohesive platform.



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Karen: My very favorite part of our innovation effort is we have this competition called A.C.E., where employees from all over the world really can come forward with creative ideas, get them seen and then, eventually, internationally have a competition for the best ideas. We have incredibly talented, committed, smart and collaborative people who are innovative. It's in them.

Michael: We're investing in ourselves. We're investing in innovation. We're investing in technology.

Virun: And that will be used to help our clients succeed.

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