

22nd Annual Credit Suisse *Virtual Financial Services Forum*

BRIDGET ENGLE

Chief Operations and Technology Officer

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Cautionary Statement

A number of statements in The Bank of New York Mellon Corporation's (the "Corporation") presentation, the accompanying slides and the responses to your questions are "forward-looking statements." Words such as "estimate," "forecast," "project," "anticipate," "likely," "target," "expect," "intend," "continue," "seek," "believe," "plan," "goal," "could," "should," "would," "may," "might," "will," "strategy," "synergies," "opportunities," "trends," "ambition," "objective," "aim," "future," "potentially," "outlook" and words of similar meaning may signify forward-looking statements. These statements relate to, among other things, the Corporation's expectations regarding: capital plans, strategic priorities, financial goals, organic growth, performance, organizational quality and efficiency, investments, including in technology and product development, capabilities, resiliency, revenue, net interest revenue, money market fee waivers, fees, expenses, cost discipline, sustainable growth, company management, human capital management (including related ambitions, objectives, aims, and goals), deposits, interest rates and yield curves, securities portfolio, taxes, business opportunities, divestments, volatility, preliminary business metrics and regulatory capital ratios and statements regarding the Corporation's aspirations, as well as the Corporation's overall plans, strategies, goals, objectives, expectations, outlooks, estimates, intentions, targets, opportunities, focus and initiatives, including the potential effects of the coronavirus pandemic on any of the foregoing. These forward-looking statements are based upon current beliefs and expectations and are subject to significant risks and uncertainties (some of which are beyond the Corporation's control).

Actual outcomes may differ materially from those expressed or implied as a result of a number of factors, including, but not limited to, those discussed in "Risk Factors" in the Corporation's Annual Report on Form 10-K for the year ended December 31, 2020 (the "2020 Annual Report") and in other filings of the Corporation with the Securities and Exchange Commission (the "SEC"). Statements about the effects of the current and near-term market and macroeconomic outlook on the Corporation, including on its business, operations, financial performance and prospects, may constitute forward-looking statements, and 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), including the scope and duration of the pandemic, actions taken by governmental authorities and other third parties in response to the pandemic, the availability, use and effectiveness of vaccines, and the direct and indirect impact of the pandemic on the Corporation, its clients, customers and third parties. All forward-looking statements speak only as of the date on which such statements are made, and the Corporation undertakes no obligation to update any forward-looking statement to reflect events or circumstances after the date on which such forward looking statement is made or to reflect the occurrence of unanticipated events. For additional information regarding the Corporation, please refer to the Corporation's SEC filings available at www.bnymellon.com/investorrelations.

Non-GAAP Measures: In this presentation we discuss certain non-GAAP measures in detailing the Corporation's performance, which exclude certain items or otherwise include components that differ from GAAP. 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 the Corporation's management monitors financial performance. Additional disclosures relating to non-GAAP measures are contained in the Corporation's reports filed with the SEC, including the 2020 Annual Report, and are available at www.bnymellon.com/investorrelations.

BNY Mellon Drives the World's Financial Infrastructure



#1

World's largest custodian^(a)

\$41.1tn

Assets under custody and/or administration^(d)

#1

Sole clearer of US Treasuries

\$3.6tn

Average tri-party collateral management balances

#1

Clearing firm for broker dealers^(b)

>\$2tn

Pershing global client assets

Top 7

Largest asset manager globally^(c)

\$2.2tn

Assets under management^(e)

360k+

Mutual fund accounting NAVs calculated monthly

70mm

Brokerage and custody statements generated annually

>\$40tn

Assets on the Data & Analytics Platform

18mm

Enterprise events monitored monthly

300k+

Virtual meetings monthly

8.4mm

Securities settlements processed monthly

6.8mm

Wire transactions processed monthly

\$9tn

Government securities clearance transactions daily

>7mm

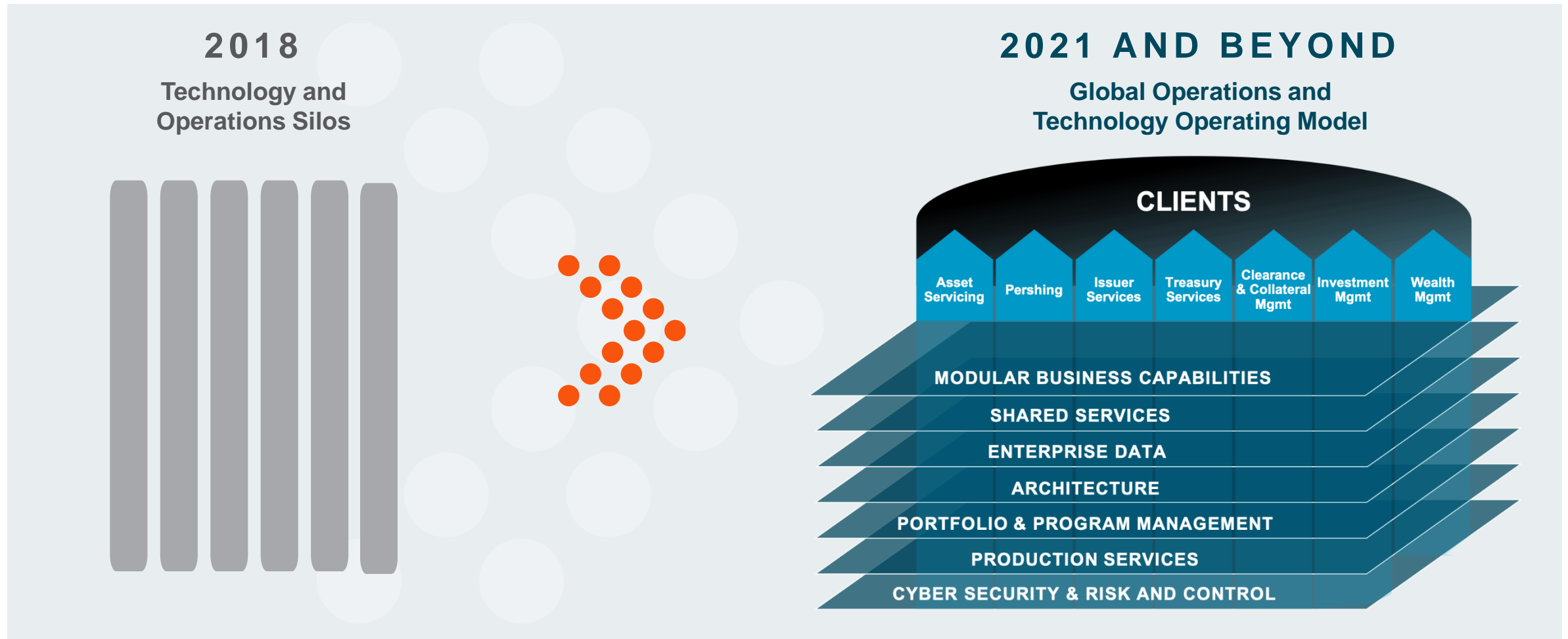
Pershing global investor accounts

\$286bn

Wealth Management client assets^(f)

Evolved Our Operating Model to Build the Capabilities to Grow

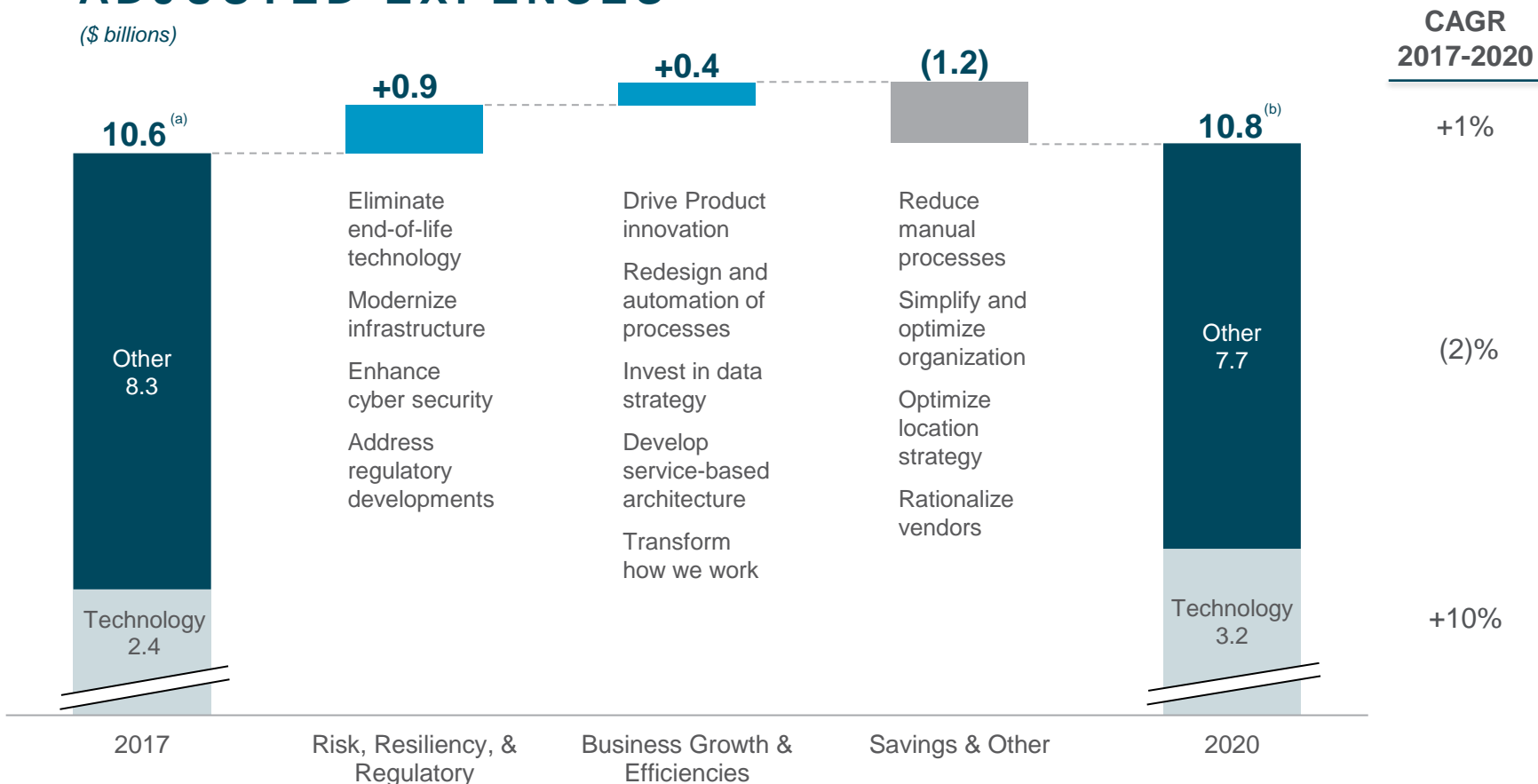
Building on our modernized infrastructure and resiliency, and leveraging our foundation of global technology functions, we are fostering an agile, dynamic operating model



Self-Funding Investments and Creating Reinvestment Capacity

ADJUSTED EXPENSES

(\$ billions)



CAGR
2017-2020

+1%

(2)%

+10%

Volume	
	2017-2020
FX Trades	+36% ↑
Securities Settlements	+18% ↑
Middle Office Trades ^(c)	+18% ↑
Payments	+6% ↑
Accounting Trade Capture ^(d)	+5% ↑

(a) Noninterest expense, excluding notable items of \$0.3 billion, represents a non-GAAP measure. See slide 11 for a non-GAAP reconciliation. Notable items primarily affected "Other". Reported noninterest expense for 2017 was \$11.0 billion.

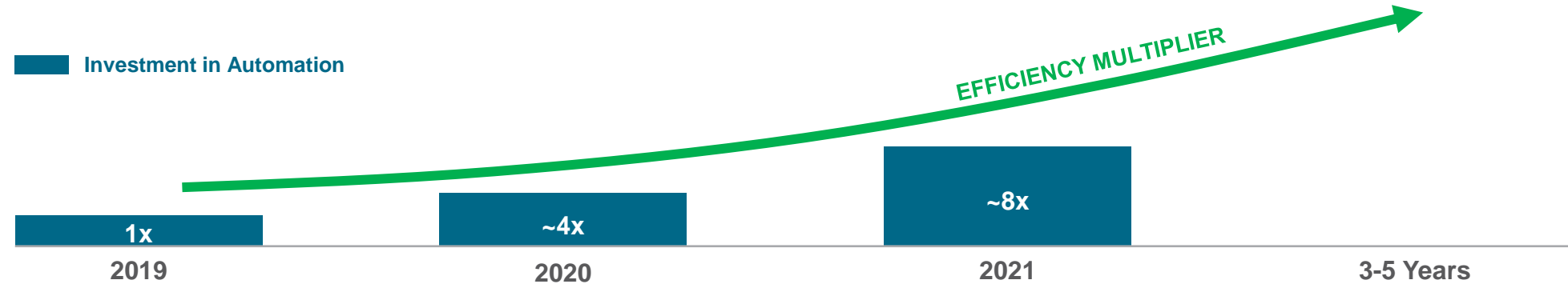
(b) Noninterest expense, excluding notable items of \$0.2 billion, represents a non-GAAP measure. See slide 11 for a non-GAAP reconciliation. Notable items primarily affected "Other". Reported noninterest expense for 2020 was \$11.0 billion.

Note: May not foot due to rounding. See slide 11 for footnotes (c) & (d).

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Accelerating Operational Efficiencies by Investing in Automation

DRIVING INCREASING BENEFITS



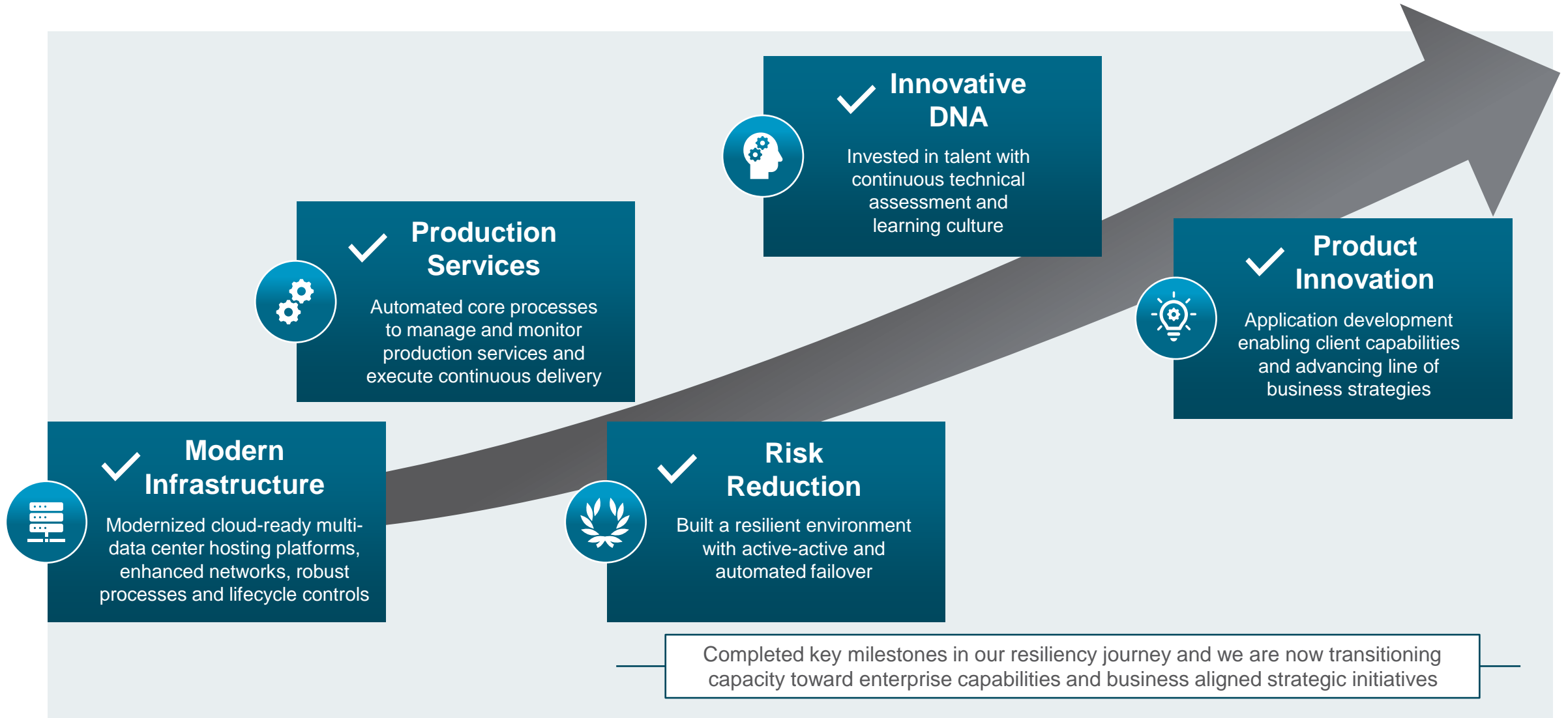
Process Improvements Realized



Efficiency Initiatives Underway

- **Payment Optimization:** Improving the payments process including increasing straight-through rates and automating sanction screening
- **Accounting Services Automation:** Implementing end-to-end workflow to automate and validate the calculation of NAVs ("Hands Free NAVs")
- **Reconciliations Automation:** Leveraging machine learning to automate the end-to-end process from break identification to resolution
- **Custody Transformation:** Delivering a modernized workflow, user interface and capabilities across the custody lifecycle to increase scale, decrease cost to serve and continue to de-risk the business

Implemented a Disciplined Approach to Technology Investments



Powering the Organic Growth of our Businesses

PERSHING

- Empowering Registered Investment Advisors with self-service capabilities such as “Site Builder”, digital end investor capability
- Expanding digital capabilities for lending solutions

WEALTH MANAGEMENT

- Increasing scale and enhancing the client offering to grow assets and offers beyond traditional focus – “Advice Path”

ASSET SERVICING

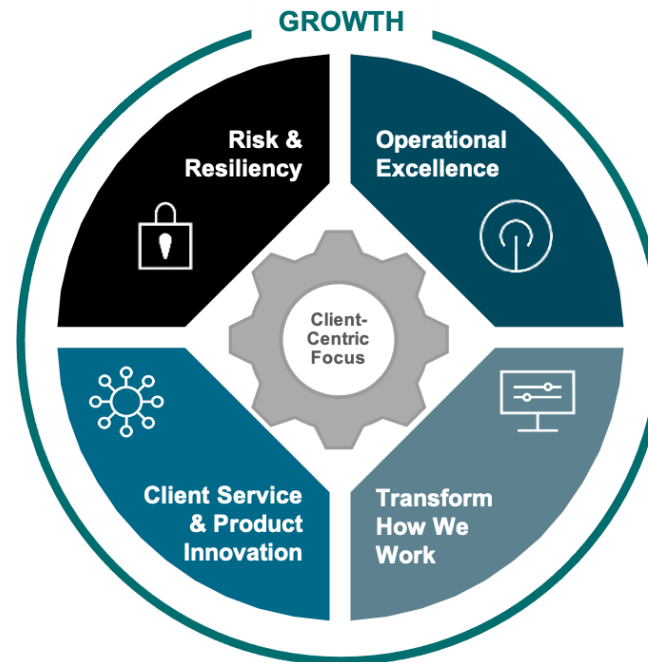
- Expanding client capabilities with Open Modular Network Integration Platform (OMNI)
- Advancing Data and Analytics Solutions products
- Modernizing Custody Platform with enhanced client experience and support for digital assets

TREASURY SERVICES

- Driving digital transformation into real-time payment channels via application programming interfaces
- Advancing market transparency with new operational intelligence platform - “Merlin”

CLEARANCE & COLLATERAL MANAGEMENT

- Building and expanding the Future of Collateral platform
- Innovating the US Treasury Market by applying artificial intelligence and machine learning to model fails predictions



2021 GLOBAL OPERATIONS & TECHNOLOGY STRATEGIC PRIORITIES

Delivering a Best-in-Class Client Experience and Pioneering Innovative Solutions



Delivered a strong foundation with state-of-the-art infrastructure, robust data centers and cyber capabilities on cloud ready platforms



Creating meaningful internal reinvestment capability by driving the efficiency agenda to simplify, automate, and digitize processes



Providing consistent **best-in-class client experience** focused on supporting **product innovation** and expansion of **capabilities**



BNY Mellon Data and Analytics Solutions Wins Several Prestigious Industry Awards

Named Best New Technology Introduced Over the Last 12 Months in the AI, machine learning and analytics category as part of the 16th annual American Financial Technology Awards

BNY Mellon Wins Regional 2020 Gartner Eye on Innovation Award



The award recognizes innovative use of digital technology-enabled capabilities, products or services to highlight “best-in-class” financial industry initiatives launched within the past 12 months and to offer insight about developments in digital innovation. BNY Mellon was selected by industry peers for its artificial intelligence solution for liquidity forecasting



Q&A

BNY Mellon Recognized for Technology Innovation

Award Winner in the Innovation in Technology category for pioneering Fraud Hub capabilities



BNY Mellon | Pershing Recognized for Annuity Order Entry eSignature Functionality and Self-Service Website Creation

This 2020 award recognizes leadership in the advancement of the financial services industry's products, services and platforms through technology innovation



BNY Mellon Recognized for the Use of Leading Technologies and the Team's Unique and Patented Approach to Transaction Processing Lineage

BNY Mellon won for Excellence in Payment Operations for its Transaction Intelligence Platform (TIP), known within BNY Mellon as “Merlin”



BNY Mellon Data and Analytics Solutions Wins ASEAN Award for Fintech Innovation in Asset Management

The award recognizes the group's efforts to empower asset managers and asset owners with innovative and flexible technology solutions



Footnotes

BNY Mellon Drives the World's Financial Infrastructure, Page 3

All figures as of 12/31/20 unless otherwise noted.

- a) Source of ranking based on peer group company filing as of September 30, 2020. Peer group included in ranking analysis: STT, JPM, C, BNP, HSBC, NTRS and RBC.
- b) Ranked #1 in clearing firms by number of broker dealer clients. Source: LaRoche Database, Pershing, introducing firm accounts only as of June 30, 2020.
- c) 7th largest asset manager worldwide. Source: Pensions & Investments, June 1, 2020. Ranked by total worldwide institutional assets under management as of December 31, 2019.
- d) Consists of AUC/A primarily from the Asset Servicing business and, to a lesser extent, the Clearance and Collateral Management, Issuer Services, Pershing and Wealth Management businesses. Includes the AUC/A of CIBC Mellon Global Securities Services Company, a joint venture with the Canadian Imperial Bank of Commerce of \$1.5 trillion at December 31, 2020.
- e) Excludes securities lending cash management assets and assets managed in the Investment Services business.
- f) Includes AUM and AUC/A in the Wealth Management business.

Self-Funding Investments and Creating Reinvestment Capacity, Page 5

- c) Represents volume from 2018-2020.
- d) Represents volume from 2019-2020.

Full Year Results – Impact of notable items on noninterest expense

(\$ millions)	RESULTS – GAAP	NOTABLE ITEMS	RESULTS NON-GAAP
2017 Noninterest expense	\$10,957	\$309 ^(a)	\$10,648
2020 Noninterest expense	11,004	165 ^(b)	10,839

(a) Notable items in 2017 of \$309 million includes severance and an asset impairment recorded in 4Q17 and litigation expense recorded in 2017.

(b) Notable items in 2020 of \$165 million includes litigation expense, severance and real estate charges recorded in 4Q20.

Consider Everything



BNY MELLON