

3Q14

# AT A GLANCE

## INSIGHTS THAT MATTER

### Millennials: Making the Missed Connection

Financial institutions must find new ways to engage millennials, according to a new study by BNY Mellon and Oxford University entitled *The Generation Game: Savings for the New Millennial*. We surveyed adults born after 1980 across several countries and found that almost 60% don't believe financial products are targeted to them. However, less than 1% want financial firms to contact them via social media. For more, go to [bnymellon.com](http://bnymellon.com).

### Dreyfus Launches Strategic Beta Funds

Dreyfus, a BNY Mellon company, has recently launched three new mutual funds—providing core market exposure to US equity, global equity and emerging market equity, respectively—which employ a strategic beta strategy to select stocks. Each fund seeks to provide consistent excess returns with downside protection relative to a benchmark index. The funds are sub advised by Mellon Capital, a BNY Mellon company with a long history of innovative solutions.

### An 'A' for Our Environmental Efforts

Our CSR sustainability efforts are gaining recognition. We recently received an 'A' for performance and perfect 100 for disclosure from CDP's S&P 500 Climate Indices, making us the only US financial company and one of only two S&P 500 companies to achieve the top score two years in a row. Also, we were recently named to the Dow Jones Sustainability World Index, a prestigious benchmark of sustainability-driven companies worldwide.

## 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
<b>\$1.65 trillion</b> Assets under management <sup>1</sup>	<b>\$28.3 trillion</b> Assets under custody and/or administration	Workforce: <b>50,900</b> Markets served: <b>100+</b> Countries: <b>35</b>

## 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 September 30, 2014	REVENUE Nine months ended September 30, 2014	CAPITAL RATIOS At September 30, 2014
<b>\$386.3 billion</b> Total assets	<b>\$9,714 million</b> Total fee and other revenue	<b>12.4%</b> Tier 1 capital ratio <sup>3,4,5</sup>
<b>\$38.5 billion</b> Total shareholders' equity	<b>\$2,168 million</b> Net interest revenue	<b>12.7%</b> Total capital ratio <sup>3,4,5</sup>
<b>\$43.6 billion</b> Market capitalization	<b>\$12,003 million</b> Total revenue <sup>2</sup>	<b>10.0%</b> Est. CET1 ratio fully phased-in advanced approach <sup>3,4,6</sup>

## 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.<sup>7</sup>

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

\*For The Bank of New York 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.



## 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.<sup>9</sup>

## 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.

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

# 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.



### INVESTMENT MANAGEMENT<sup>10,11</sup>

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 STRATEGIES

- Global Equities
- Specialized Fixed Income & Credit
- Alternatives (liquid/illiquid)
- Cash & Currency Management
- Global/Tactical Asset Allocation
- Outcome-Oriented Solutions

### INVESTMENT VEHICLES

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

### WEALTH MANAGEMENT

- Investment Management<sup>10</sup>
- Wealth and Estate Planning
- Private Banking<sup>12,13</sup>
- Asset Servicing and Information Management

### 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.

### 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

## OUR GLOBAL MEASURE

\$28.3 trillion

Assets under custody and/or administration

\$1.65 trillion

Assets under management<sup>1</sup>

\$2.1 trillion

Average tri-party repo balances

\$187 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

### -Best in Collateral Management

#### -Best in Securities Lending

Triple A Asset Servicing Awards  
*The Asset, 2014*

### -Best US Private Bank

#### -Best Private Bank for Family Offices

Family Wealth Awards  
*Family Wealth Report, 2014*

### -#1 Overall

#### -#1 Collateral Management

Tri-Party Survey  
*Global Investor/ISF, 2014*

### -Best FX Research

#### -Best Technical Analysis

#### -Best Forecasts

World's Best Foreign Exchange Providers  
*Global Finance, 2014*

### -#1 Overall Corporate Trust Service Provider, Globally

*Thomson Reuters, Dealogic, Clearstream, 1Q2014*

### -#1 Global Custodian

Global Custody Survey  
*R&M Global Custody.net, 2014*

### -Most Innovative Project of the Year

Wholesale Margin Segregation<sup>SM</sup>  
Americas Awards  
*Custody Risk, 2014*

### -Best Buy-Side Technology Provider

Eagle Investment Systems  
*Buy-Side Technology Awards, 2013*

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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 nine months ended September 30, 2014 includes \$121 million of income from consolidated investment management funds.
- 3 September 30, 2014 regulatory capital ratios are preliminary. The estimated fully phased-in Basel III CET1 ratios are based on our interpretation of the final rules released by the Federal Reserve on July 2, 2013 (the "Final Capital Rules," which are being gradually phased-in over a multi-year period. The estimated fully phased-in Basel III CET1 ratios assume all relevant regulatory model approvals. The Final Capital Rules require approval by banking regulators of certain models used as part of risk-weighted asset calculations. If these models are not approved, the estimated fully phased-in capital ratios would likely be adversely impacted.
- 4 Beginning with June 30, 2014, risk-based capital ratios include the net impact of including the total consolidated assets of certain consolidated investment management funds in risk-weighted assets. These assets were not included in prior periods.
- 5 The Collins Floor comparison of the Tier 1 and total risk-based regulatory capital ratios which is calculated based on Basel III components of capital, as phased-in, and asset risk-weightings using the general risk-based guidelines included in the Final Capital Rules (which for 2014 look to Basel I-based requirements) were 16.3% and 17.0%, respectively, at September 30, 2014.
- 6 Represents a non-GAAP measure. The estimated common equity Tier 1 (CET1) ratio, fully phased-in, using Standardized Approach is 10.8%. Additional disclosure regarding these measures and other non-GAAP measures is available in the Company's reports filed with the SEC, including our earnings release furnished to the SEC as an exhibit to the current report on form 8-K on October 17, 2014.
- 7 Credit ratings shown are for The Bank of New York Mellon as of September 30, 2014. 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.
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- 9 A Global 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.
- 10 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.
- 11 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 • Insight Investment does not offer services in the US. 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).
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