Section 1: 8-K (8-K)
Item 2.02. Results of Operations and Financial Condition.

On February 12, 2019, at 11:20 a.m. (EST), Andrew Erickson, State Street Corporation’s head of Global Services and Executive Vice President, will participate as a presenter at the Credit Suisse Annual Financial Services Forum in Miami. The slides that Mr. Erickson will present are furnished with this Current Report on Form 8-K as Exhibit 99.1 for purposes of the below Item 7.01.

Slide 4 of Exhibit 99.1 includes summary line of business information with respect to the completed 2018 fiscal year and is separately furnished with this Current Report on Form 8-K within Exhibit 99.1 and incorporated by reference in this Item 2.02.

Item 7.01. Regulation FD.

The slides that Mr. Erickson will present today at 11:20 a.m. (EST) at the Credit Suisse Annual Financial Services Forum are furnished with this Current Report on Form 8-K as Exhibit 99.1 and are incorporated by reference in this Item 7.01. The webcast of the presentation will be accessible on State Street's Investor Relations website at http://investors.statestreet.com.

The information in these Items 2.02 and Item 7.01, and in Exhibit 99.1 attached to this Form 8-K, shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, nor shall Item 2.02, Item 7.01, such Exhibit 99.1 or any of the information contained therein be deemed incorporated by reference in any filing under the Securities Exchange Act of 1934 or the Securities Act of 1933, except as shall be expressly set forth by specific reference in such filing.

Item 9.01. Financial Statements and Exhibits.

(d) Exhibits.

Exhibit No. Description

99.1 Slides for the presentation by Andrew Erickson at the Credit Suisse Annual Financial Services Forum on February 12, 2019 (such Exhibit 99.1 is furnished and not filed)
SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

STATE STREET CORPORATION

By: /s/ Ian W. Appleyard
Name: Ian W. Appleyard,
Title: Executive Vice President, Global Controller and Chief Accounting Officer
Date: February 12, 2019

Section 2: EX-99.1 (EXHIBIT 99.1)

Credit Suisse Financial Services Forum

Andrew Erickson
Executive Vice President, Head of Global Services

Tuesday, February 12, 2019
Preface and forward-looking statements

This presentation (and the conference call accompanying it) contains forward-looking statements as defined by United States securities laws. These statements are not guarantees of future performance, are inherently uncertain, are based on assumptions that are difficult to predict and have a number of risks and uncertainties. The forward-looking statements in this presentation speak only as of the time this presentation is first furnished to the SEC on a Current Report on Form 8-K, and State Street does not undertake efforts to revise forward-looking statements. See “Forward-looking statements” in the Appendix for more information, including a description of certain factors that could affect future results and outcomes.

Certain financial information in this presentation is presented on both a GAAP-basis and on a basis that excludes or adjusts one or more items from GAAP. The latter basis is a non-GAAP presentation. Refer to the Appendix for explanations of our non-GAAP financial measures.
Uniquely positioned in a secularly attractive business

STATE STREET GLOBAL SERVICES.
- **2nd** largest global custody bank with ~$32T AUC/A
- Trusted with more than 10% of world’s assets
- Operates globally in more than 100 geographic markets
- Market leading Middle-office provider
- **#1** in ETF servicing

2018 Total Revenue Mix

- NII 22%
- Management fees 15%
- Servicing fees 45%
- FX trading 10%
- Sec Finance 5%
- Data & Other (incl. CRD) 3%

STATE STREET GLOBAL ADVISORS.
- Strong investment capabilities, managing ~$2.5T globally
- **3rd** largest ETF provider globally with AUM of ~$600B

STATE STREET GLOBAL MARKETS.
- **#1** FX provider to asset managers
- Liquidity provider with over $3.5T in lendable assets

Proven business model with FY2018 12% ROE and 22% EPS growth

Refer to the Appendix included with this presentation for exhibits 1 to 11, and exhibit 1 for sources.
## Investment Servicing summary results

<table>
<thead>
<tr>
<th>(SM, except where otherwise noted)</th>
<th>FY2012</th>
<th>FY2017</th>
<th>&quot;12-17 CAGR (%)&quot;</th>
<th>FY2018</th>
<th>YoY % △</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Servicing fees</strong></td>
<td>$4,414</td>
<td>$5,365</td>
<td>4%</td>
<td>$5,429</td>
<td>1%</td>
</tr>
<tr>
<td>Foreign exchange trading services</td>
<td>838</td>
<td>999</td>
<td>1%</td>
<td>1,071</td>
<td>7%</td>
</tr>
<tr>
<td>Securities finance</td>
<td>405</td>
<td>606</td>
<td>8%</td>
<td>543</td>
<td>(10%)</td>
</tr>
<tr>
<td>Processing fees and other</td>
<td>235</td>
<td>240</td>
<td>0%</td>
<td>294</td>
<td>23%</td>
</tr>
<tr>
<td><strong>Total fee revenue</strong></td>
<td>$5,992</td>
<td>$7,210</td>
<td>4%</td>
<td>$7,337</td>
<td>2%</td>
</tr>
<tr>
<td>Net interest income</td>
<td>2,464</td>
<td>2,309</td>
<td>(1%)</td>
<td>2,691</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>$8,456</td>
<td>$9,480</td>
<td>2%</td>
<td>$10,034</td>
<td>6%</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$6,058</td>
<td>$6,717</td>
<td>2%</td>
<td>$7,034</td>
<td>5%</td>
</tr>
<tr>
<td>Income before income tax expense</td>
<td>$2,407</td>
<td>$2,761</td>
<td>2%</td>
<td>$2,995</td>
<td>8%</td>
</tr>
<tr>
<td>AUCA (SB)</td>
<td>$24,371</td>
<td>$33,119</td>
<td>6%</td>
<td>$31,520</td>
<td>(5%)</td>
</tr>
</tbody>
</table>

### Fee Revenue
- Historical CAGR of 4% servicing fee growth compares to 1% YoY growth in 2018.
- 2016 servicing fees impacted by fee pressure, lower net new business with one major client transition, weaker flows and lower client activity.

### Net interest income
- Historical NII growth impacted by balance sheet de-risking and global interest rate changes during the period.
- 2016 NII performance driven by disciplined liability pricing and the rising interest rate environment.

### Expenses
- On a 5 year CAGR basis, fee revenue growth exceeded expense growth.
- 2016 expenses driven by higher technology costs, investments to support new business, merit increases and $57M related to CRD, partially offset by Beacon savings and lower performance based incentive compensation.

---

Footnotes:

1. FY2019 total fee revenue includes $121M of CRD revenue and Total expenses include CRD operating expense of $38M and CRD intangible asset amortization costs of $10M.
2. Effects of the new revenue recognition standard (ASU 2014-09) increased FY2018 Total fee revenue and Total expenses by $24M each.
3. Represents Investment Servicing segment line of business results and does not include notable items that are presented within the Other segment. Notable items included in the Other segment consist of $8M of contra revenue and $360M of expenses.

Refer to the Appendix included with this presentation for an index of 1 to 11.
Servicing fee revenue drivers

Revenue drivers

Products including custody, accounting, fund administration, middle-office

<table>
<thead>
<tr>
<th>FY2012 – FY2017</th>
<th>Market levels</th>
<th>Flows &amp; activity</th>
<th>Net new business</th>
<th>Client pricing</th>
<th>=</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>~2%</td>
<td>~2%</td>
<td>~2%</td>
<td>~2%</td>
<td>~+4% CAGR³</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY2017 – FY2018</th>
<th>Market levels</th>
<th>Flows &amp; activity</th>
<th>Net new business</th>
<th>Client pricing</th>
<th>=</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>~2%</td>
<td>~1%</td>
<td>~1%</td>
<td>~(4)%</td>
<td>~+1% YoY</td>
</tr>
</tbody>
</table>

Refer to the Appendix included with this presentation for endnotes 1 to 11.
Key execution priorities to expand servicing business

1. Increase focus on Global Giant client segment
2. Deploy the leading front-to-back platform
3. New client coverage program
4. Strengthen pricing discipline
5. Capitalize on growth markets and distinct product capabilities
6. Foster a higher performing and leaner organization
# Increase focus on Global Giant client segment and wallet share gains

<table>
<thead>
<tr>
<th>Global Giant Asset Managers</th>
<th>State Street has significant penetration and market share</th>
</tr>
</thead>
</table>
| **Global Giant Asset Managers**: ~30 firms | • Fast-growing asset and revenue pools  
• Strong market share position; room to grow share of wallet from ~35%  
• Client sophistication aligns with value proposition |
| **AUM CAGR 2012-2017** |  
| 6% | ~100% |
| 9% |  
| Global Giant Asset managers |  
|  
| Other Asset Managers |  
| Global Giant Asset managers |

| Global Giant Insurance Firms |  
|-----------------------------|----------------------------------------------------------|
| **Global Giant Insurance Firms**: ~30 firms | • Second largest asset pool across segments  
• Well positioned with funds managed by insurance companies; opportunity to grow overall share of wallet from ~35%, including insurance company parent |
| **AUM CAGR 2012-2017** |  
| 4% | ~90% |
| 5% |  
| Global Giant Insurance Firms |  
|  
| Other Insurance Firms |  
| Global Giant Insurance Firms |

| Global Giant Asset Owners |  
|---------------------------|----------------------------------------------------------|
| **Global Giant Asset Owners**: ~50 firms | • Large and growing asset pool  
• Segment becoming increasingly sophisticated aligning with our value proposition  
• Opportunities for both penetration and share of wallet increases from ~30% |
| **AUM CAGR 2012-2017** |  
| 4% | ~55% |
| 8% |  
| Global Giant Asset Owners |  
|  
| Other Asset Owners |  
| Global Giant Asset Owners |

---

Refer to the Appendix included with this presentation for endnotes 1 to 11, and endnote 8 for additional definitions and details related to the terminologies used above.
### New approach to doing business: Enhanced client executive program and pricing governance

<table>
<thead>
<tr>
<th>Client executives will lead cross-functional teams focused on maximizing servicing opportunities...</th>
<th>...and improving service quality and innovation to drive profitable growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>🌍 Global delivery of a “One State Street” experience</td>
<td>🌍 Coverage aligns with global giants, transitioning from a regional and siloed construct</td>
</tr>
<tr>
<td>💬 Single voice for State Street with client C-Suite, improving strategic dialogue and speed of decision-making</td>
<td>🔒 Management and prioritization of State Street products throughout their lifecycle to drive profitable growth</td>
</tr>
<tr>
<td>📊 Increased accountability driven by ownership of client P&amp;L and client share of wallet</td>
<td>![icon]</td>
</tr>
<tr>
<td>🗾 Shared goals and measures that track mutually-determined priorities</td>
<td>![icon]</td>
</tr>
<tr>
<td>🧑‍💼 Compensation based on client profitability and total State Street relationship</td>
<td>![icon]</td>
</tr>
</tbody>
</table>

---

**State Street.**
Navigating servicing fee headwinds

### Case study: Servicing client contribution post-fee renegotiation*

<table>
<thead>
<tr>
<th>Metric</th>
<th>Initial Revenue</th>
<th>Client Pricing</th>
<th>Incremental Revenues</th>
<th>Estimated New Revenue Run Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (~$M)</td>
<td>75</td>
<td>10</td>
<td>15</td>
<td>80</td>
</tr>
<tr>
<td>**Revenue ** &lt;small&gt;~7%&lt;/small&gt;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Additional metrics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AUC (~$B)</td>
<td>$115</td>
<td></td>
<td>+ $25</td>
<td>$140</td>
</tr>
<tr>
<td>~# of funds</td>
<td>275</td>
<td></td>
<td>+ 70</td>
<td>345</td>
</tr>
<tr>
<td>~# of products</td>
<td>6</td>
<td></td>
<td>+ 4</td>
<td>10</td>
</tr>
<tr>
<td>~# of countries</td>
<td>4</td>
<td></td>
<td>+ 2</td>
<td>6</td>
</tr>
</tbody>
</table>

* For illustrative purposes only. Figures are approximations and estimates. In addition to asset servicing products, incremental revenues also include additional services such as Securities finance, FX trading services and Net Interest Income. This case study represents an indicative blend of 2 clients.

### General renegotiation themes

- Opportunity for client executives to revisit State Street’s client relationship
- Extend original term
- Add funds and additional AUC/A
- Add new products and services
  - Securities finance, FX and deposit gathering all significant revenue opportunities outside of servicing fees
  - CRD presents an exciting opportunity for potential front-to-back office needs
- Further expansion of wallet share over time can drive higher client revenue contribution and profitability
- Standardize client processes and reduce manual activity
- Fee renegotiation creates an immediate headwind, offsets occur on average over an 18-month implementation period
Capitalize on strong presence in high-growth markets

### Targeting high-growth geographies

**Investment Servicing – Servicing fee geographic mix ($M)**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>$4,14</td>
<td>$5,365</td>
<td>$5,429</td>
</tr>
<tr>
<td>International</td>
<td>58%</td>
<td>45%</td>
<td>47%</td>
</tr>
<tr>
<td>2012</td>
<td>42%</td>
<td>45%</td>
<td>47%</td>
</tr>
</tbody>
</table>

### Market leaders in the fastest growing product segments

**Global ETF AUM**
- 2012: 1.9
- 2017: 4.8
- +20%
- Market size
- STT ranked #1

**EMEA Offshore AUM**
- 2012: 4.9
- 2017: 7.8
- +10%
- STT ranked #1

**Global Private Equity / Real Assets AUM**
- 2012: 3.2
- 2017: 4.7
- +8%
- STT ranked #1

---

*Represents Investment Servicing segment line of business results and does not include notable items that are presented within the Other segment, which is included at the consolidated State Street level. Consolidated State Street servicing fees for 2012, 2017 and 2018 were $4,365M, $5,385M and $5,021M, respectively. Refer to the Appendix included with this presentation for endnotes 1 to 11.*
Foster a higher performing and leaner organization

**Expense management**

Consolidated STT, $M

- Targeting a 1% reduction in FY2019 underlying expenses
- ~4% productivity savings
- ~3% investments

2018 Underlying Expenses
- Resource Discipline (Headcount Oriented): ~1.0%
- Resource Discipline (Non-Headcount Oriented): ~1.0%
- Process Re-engineering & Automations: ~2.0%
- Business Investments & Infrastructure: ~1.0%
- Technology: ~3.0%

2019 Underlying Expense Target

**Expense savings program**

2019 State Street expense savings program expected to generate productivity savings of ~$350M through resource discipline (~$160M) and process re-engineering & automation (~$190M)

- **Resource discipline**
  - Reducing senior managers by 15% through management delayering and aligning global organization
  - Rollout of rigorous performance management system
  - Vendor management with initial focus on subcustody and professional services
  - Real estate footprint optimization; increasing occupancy rates

- **Process re-engineering & automation**
  - Reducing workforce by 8%, or 1,500 employees, in high cost locations as we take advantage of automation and standardize globalized processes
    - Limit regional or client operating differences, reducing the number of manual and bespoke activities
    - Standardize processes and products, eliminating redundant activities
  - Streamlining three operational hubs and two joint ventures
  - Move to common platforms, retire legacy applications

---

*a* Underlying expenses are calculated using GAAP expenses, which includes seasonal deferred incentive compensation for retirement-eligible employees, less notional items and CRD operating expenses and CRD-related intangible asset amortization. Underlying expenses are non-GAAP measures. Refer to exhibit 10 for further details.

*b* FY2019 GAAP expense of $8.98B includes notional item of $140M and CRD & related expenses including CRD operating expenses of $35M and CRD intangible asset amortization costs of $18M. Excluding this, underlying expenses would be $8.52B. Underlying expenses are non-GAAP measures. Refer to the Appendix for explanations of our non-GAAP financial measures.
Well positioned to reignite servicing fee growth

Focused on expanding the investment servicing franchise through six key execution priorities:

- Increase focus on Global Giant client segment
- Deploy the leading front-to-back platform
- New client coverage program
- Strengthen pricing discipline
- Capitalize on growth markets and distinct product capabilities
- Foster a higher performing and leaner organization

Increasing efficiency through resource discipline and process re-engineering
Credit Suisse Financial Services Forum

Andrew Erickson, Executive Vice President, Head of Global Services
Eric W. Aboaf, Chief Financial Officer

Tuesday, February 12, 2019
# Appendix

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment services client segment revenue opportunities</td>
<td>15</td>
</tr>
<tr>
<td>Endnotes</td>
<td>16–17</td>
</tr>
<tr>
<td>Forward-looking statements</td>
<td>18</td>
</tr>
<tr>
<td>Non-GAAP measures</td>
<td>19</td>
</tr>
<tr>
<td>Definitions</td>
<td>20</td>
</tr>
</tbody>
</table>
Investment services client segment revenue opportunities
Top four sub-segments represent approximately 2/3rd of industry asset pools.

For illustrative purposes only

Global Giants
1. Global Asset Managers
2. Large, Sophisticated Asset Owners
3. Global Insurance Firms

Established Firms
4. Regional Asset Managers
5. Regional Retirement Systems
6. Corporate Pension Funds
7. Regional Insurance Firms

Focused Alternative Investors
8. Hedge Funds
9. Private Equity / Real Assets

Asset Allocators
10. Endowments & Foundations
11. Corp Treasury Assets / Small Pensions
12. Other Insurance Firms

Emerging Institutions
13. Wealth Management Firms (US RIAs)
14. Developed Market Institutional Investors
15. Boutique Asset Managers

A: State Street estimate. For illustrative purposes only. Refer to endnote 11 included in the Appendix of this presentation for additional details.
Endnotes

Several of the below notes indicate that source data is drawn from one or more sources, including State Street, or that analyses, calculations, compilations or similar exercises are applied to data presented by one or more sources, including by State Street. These data and analyses, calculations, compilations and similar exercises, in all cases, inherently include and involve assumptions, estimations and some omissions and therefore, in general, are to be treated as approximate, indicative and for illustrative purposes only.

1 Sources:
   a. "Trusted with more than 10% of world’s assets": State Street and McKinsey Global Institute, Global Capital Markets, December 31, 2016. This represents State Street’s AUMIA (S2IT) as a proportion of total global financial assets ($27T), "updated in January 2018 per bespoke McKinsey report.
   b. "Market leading Middle-Office provider": State Street data and analysis to identify firms outsourcing middle office. Based on assets that are fully outsourced to a middle office service provider and does not include certain component services, in which only a portion of middle-office activity is performed. Analysis based on the 100 largest Asset Managers per Pensions & Investments rankings as of December 2017.
   c. "3rd largest ETF provider globally": Bloomberg, as of December 31, 2018.
   d. "4th largest FX provider globally": Bloomberg, as of December 31, 2018.
   e. "4th largest FX provider to asset managers": 2018 Euromoney (Real Money) FX Survey

2 AUMIA, AUM, and Invenerible assets as of period-end December 31, 2018

3 Chart based on FY2018 total revenue line items

4 FX trading services comprises FX trading revenue, as well as brokerage and other trading services.

5 Data & other revenue includes Charles River Development (CRD) beginning October 1, 2018

6 Compound annual growth rate (CAGR) based on a 5-year period from December 31, 2012 to December 31, 2017.

7 Data presented across all investment servicing products in aggregate. Excludes the impact of foreign exchange. Narrative is approximate and not exhaustive. The percentage change is the component driver as a percentage of prior year servicing fees. FY2012-2017 is the average percentage change of the component drivers as a percentage of average servicing fees, each on an annual basis, during the 5-year period December 31, 2012 to December 31, 2017. Market levels are defined as the approximate estimated revenue impact of client asset growth due to market performance and fluctuations. Flow & client activity are defined as the approximate estimated not revenue impact due to client fund redemptions and subscriptions, together with client transaction levels. Not new business is defined as the revenue impact of the net sum of newly estimated business wins and lost client assets post-transition. Client pricing is defined as estimated revenue impact from a change in fees for existing clients across all services.

8 Segments are not comprehensive and do not represent State Street’s entire client base. Definitions for certain terminologies and sources used:
   a. Global Giant Asset Managers consists of ~50 firms and is defined as asset managers with AUM of >$300B excluding insurance firms with asset management arms. "Other asset managers" defined as key regional asset managers with AUM of between <$20-$300B and tococia asset managers with AUM of <$20B. Compound annual growth rate (CAGR) based on total market size using PwC and Cerulli data and asset manager AUM from Willis Towers Watson’s "The world’s largest 500 asset managers" and Pensions & Investments data.
   b. Global Giant Insurance Firms consists of ~50 firms and is defined as insurance firms with 3rd party assets of >$300B in AUM or both lines assets >$300B. "Other insurance firms" includes regional insurance firms with 3rd party assets of between $20-$300B and insurance firms without 3rd party assets. CAGRs based on "firms" assets from Willis Towers Watson "The world’s largest 500 asset managers"/Pensions & Investments (AUM) and S&P Market Intelligence (balance sheet assets).
   c. Large Sophisticated Asset Owners consists of ~50 firms and is defined as sovereign wealth funds (SWFs) and leading pension plans with AUM >$100B. "Other asset owners" includes all other retirement (excl. US IRA) and SWFs. CAGRs based on "assets" from Willis Towers Watson "The world’s largest 500 asset managers"/Pensions & Investments (AUM) from Investments and Pensions Europe "Top 1000 Global Institutional Investors", and company websites.
   d. Penetration refers to a State Street estimate of client penetration based on firm count (and not market share) within each Global Giant segments as defined above. It is the approximate percentage of firms that State Street generates revenue from divided by the total number firms in the Global Giant client segment.
   e. Share of wallet (SoW) defined as the approximate percentage of specific Global Giant segment revenue generated by State Street divided by the estimated total available revenue from services that State Street actively markets to the specific Global Giant segment. Estimates are based on multiple industry data sources and State Street internal data and analysis.
   f. Market share percentages were compiled based on multiple industry data sources and State Street internal data and analysis. Without limitation, client segmentation is non-exhaustive and purely directional in nature.
   g. The product of firm penetration and share of wallet does not equal market share as penetration metric is based on firm count and not revenue share.
Endnotes

Several of the below notes indicate that source data is drawn from one or more sources, including State Street, or that analyses, calculations, compilations or similar exercises are applied to data presented by one or more sources, including by State Street. These data and analyses, calculations, compilations and similar exercises, in all cases, inherently involve and involve assumptions, estimations and some omissions and therefore, in general, are to be treated as approximate, indicative and for illustrative purposes only.

9 Market rankings were compiled based on multiple industry data sources and State Street internal data and analysis. See below for sources used for each product segment:
   a. "Global ETF AUM": Market size source: ETFGI Global ETF Insights; State Street ranking source: ETFGI Global ETF Insights, fund regulatory filings, and internal analysis
   b. "EMEA Offshore AUM": Market size source: ETFGI Global ETF Insights; State Street ranking source: ETFGI Global ETF Insights, fund regulatory filings, and internal analysis
   c. "Global Private Equity / Real Assets AUM": Market size source: Preqin; State Street ranking source: eVestment Alternative Fund Administration Survey 2018

10 Underlying expenses exclude notable items, CDO operating expenses and CDO-related intangible asset amortization. Underlying expenses are non-GAAP measures. 1Q18 GAAP and underlying expenses of $2,205M included seasonal deferred incentive compensation for retirement-eligible employees of $148M. 1Q18 underlying expenses excluding these items were $2,157M, 2Q18 GAAP and underlying expenses of $2,106M included $71M of notable items related to repositioning charges. Excluding these items, 2Q18 underlying expenses were $2,035M. 3Q18 GAAP and underlying expenses were $2,079M, 4Q18 GAAP expenses of $2,079M included notable items of $313M (consisting of $229M of repositioning charges, $22M of acquisition and restructuring charges, $22M of expenses related to a business exit, and $42M of legal and related expenses) and CDO-related expense of $57M (consisting of $39M of operating expenses and $18M of intangible asset amortization). Excluding these notable items, 4Q18 underlying expenses were $2,104M. Refer to slide 19 for further information on our non-GAAP financial measures.

11 Compiled based on multiple industry data sources and State Street data and analysis. Without limitation, client segmentation is non-exhaustive and purely directional in nature. Projected AUM market growth rate ranges from low single-digit to low double-digit percentages. Industry revenue pool estimates range from high millions to high single-digit billions of dollars. Revenue pools include back office (e.g., custody, fund accounting and fund administration), middle office and value-added services (e.g., FX, securities lending).
Forward-looking statements

This presentation and the discussion accompanying it contain forward-looking statements within the meaning of the United States Securities laws, including our statements about our goals and expectations regarding our business, financial and capital condition, results of operations, the strategic and financial market outlook, dividend and stock repurchase programs, governmental and regulatory initiatives and developments, and the business environment. Forward-looking statements are often, but not always, identified by such forward-looking terminology as "will", "should", "may", "believe", "expect", "anticipate", "future", "expected", "impact", "target", "forecast", "intend", "estimate", "project", "predict", "believe", "likely", "could", "plan", "vision", "strategy", "believe", "goal", "potential", "intend", "will", "may", "must", "shrink", "contraction", "weak", "slow", "soften", "taper", "ramp", "slow", "reduce", "impact", "trailing", and similar adjectives or variations of such terms. These statements are not guarantees of future performance, are inherently uncertain, are based on current assumptions that are difficult to predict and involve a number of risks and uncertainties. Therefore, actual outcomes could differ materially from those anticipated. In addition, these statements should not be relied upon as representing our expectations or beliefs as of any time subsequent to this time on February 12, 2023 when this presentation is first issued.

Important factors that may affect future results and outcomes include, but are not limited to: the forecast strength of the economy; changes in the level of the U.S. and global interest rates, the U.S. and global economies, the performance of our customers, and the impact of any changes in credit and other economic conditions and events. These factors, among others, may change as we engage in business transactions, including changes in internal or external data, form, models, scenarios, or other advanced systems used in the calculation of our capital or liquidity ratios that may cause changes in these ratios as they are measured from period to period; requirements to obtain the prior approval or non-consents of the Federal Reserve or the OCC; and changes in operational risk, our infrastructure, and the performance of our customers. The above factors, along with certain risks and uncertainties associated with our business and/or operations, including the effects of global economic conditions and events, may cause our actual results, performance, and achievements to differ significantly from those expressed or implied by our forward-looking statements. We are not obligated to update these statements or to publicly announce any update or revision resulting from any unanticipated events, except as required by applicable law.

We may make forward-looking statements in our filings with the SEC, including our Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K, and any amendments to or supplements of those reports.

We also make forward-looking statements in press releases and other public statements. These forward-looking statements are inherently subject to risks and uncertainties, including, without limitation, those specifically described in our quarterly and annual reports and in other filings we make with the SEC.

Any forward-looking statements that we make reflect our current expectations, are based on assumptions that may prove to be unreasonable and involve known and unknown risks, uncertainties, and other factors beyond our control. There can be no assurance that any future results, performance, or achievements of WACH or our subsidiaries will be realized, or that any forward-looking statements will prove to be correct. Given these uncertainties, you should not place undue reliance on forward-looking statements. Additional factors that could cause actual results to differ materially from our expectations are described in the "Risk Factors" section of our annual and quarterly reports and in our current reports on Form 8-K.
Non-GAAP measures

In addition to presenting State Street's financial results in conformity with U.S. generally accepted accounting principles, or GAAP, management also presents certain financial information on a basis that excludes or adjusts one or more items from GAAP. This latter basis is a non-GAAP presentation. In general, our non-GAAP financial results adjust selected GAAP-based financial results to exclude the impact of revenue and expenses outside of State Street’s normal course of business or other notable items, such as acquisition and restructuring charges, repositioning charges and gains/losses on sales. Management believes that this presentation of financial information facilitates an investor's further understanding and analysis of State Street's financial performance and trends with respect to State Street's business operations from period-to-period, including providing additional insight into our underlying margin and profitability. In addition, Management may also provide additional non-GAAP measures. For example, we present capital ratios, calculated under regulatory standards scheduled to be effective in the future or other standards, that management uses in evaluating State Street’s business and activities and believes may similarly be useful to investors. Additionally, we may present revenue and expense measures on a constant currency basis to identify the significance of changes in foreign currency exchange rates (which are variable) in period-to-period comparisons. This presentation represents the effects of applying prior period weighted average foreign currency exchange rates to current period results.

Non-GAAP financial measures should be considered in addition to, not as a substitute for or superior to, financial measures determined in conformity with GAAP.
# Definitions

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUCIA</td>
<td>Assets under custody and/or administration</td>
</tr>
<tr>
<td>AUM</td>
<td>Assets under management</td>
</tr>
<tr>
<td>Bps</td>
<td>Basis points, with one basis point representing one-hundredth of one percent</td>
</tr>
<tr>
<td>CCAR</td>
<td>Comprehensive Capital Analysis and Review</td>
</tr>
<tr>
<td>CRD</td>
<td>Charles River Development</td>
</tr>
<tr>
<td>Diluted earnings per share (EPS)</td>
<td>Net income available to common shareholders divided by diluted average common shares outstanding for the noted period</td>
</tr>
<tr>
<td>ETF</td>
<td>Exchange-traded fund</td>
</tr>
<tr>
<td>Fee operating leverage</td>
<td>Rate of growth of total fee revenue less the rate of growth of expenses, relative to the successive prior year period, as applicable</td>
</tr>
<tr>
<td>FX</td>
<td>Foreign exchange</td>
</tr>
<tr>
<td>FY</td>
<td>Full year</td>
</tr>
<tr>
<td>GAAP</td>
<td>Generally accepted accounting principles in the United States</td>
</tr>
<tr>
<td>Medium-term targets</td>
<td>Financial targets defined as targets to be met by year-end 2021</td>
</tr>
<tr>
<td>Net interest income (NNI)</td>
<td>Income earned on interest bearing assets less interest paid on interest bearing liabilities. Net interest income was disclosed as net interest revenue prior to 1Q17</td>
</tr>
<tr>
<td>nm</td>
<td>Not meaningful</td>
</tr>
<tr>
<td>Operating leverage</td>
<td>Rate of growth of total revenue less the rate of growth of total expenses, relative to the successive prior year period, as applicable</td>
</tr>
<tr>
<td>Pre-tax operating margin</td>
<td>Income before income tax expense divided by total revenue</td>
</tr>
<tr>
<td>%Pts</td>
<td>Percentage points is the difference from one percentage value subtracted from another</td>
</tr>
<tr>
<td>Quarter-over-quarter (QoQ)</td>
<td>Sequential quarter comparison</td>
</tr>
<tr>
<td>Return on equity (ROE)</td>
<td>Net income less dividends on preferred stock divided by average common equity</td>
</tr>
<tr>
<td>UCITS</td>
<td>Undertakings for Collective Investment in Transferable Securities</td>
</tr>
<tr>
<td>Year-over-year (YoY)</td>
<td>Current period compared to the same period a year ago</td>
</tr>
<tr>
<td>Year-to-date (YTD)</td>
<td>The cumulative amount of time within a fiscal year up to the end of the quarter indicated (i.e., 4Q19YTD is equivalent to the twelve months ending December 31, 2019)</td>
</tr>
</tbody>
</table>