

PRINCIPLES THAT ENDURE



Northern Trust Corporation

Frederick H. Waddell

Chairman & Chief Executive Officer

Goldman Sachs US Financial Services Conference 2013

New York

December 11, 2013





Forward Looking Statement

This presentation may include forward-looking statements such as statements that relate to Northern Trust's financial goals, capital adequacy, dividend policy, expansion and business development plans, risk management policies, anticipated expense levels and projected profit improvements, business prospects and positioning with respect to market, demographic and pricing trends, strategic initiatives, re-engineering and outsourcing activities, new business results and outlook, changes in securities market prices, credit quality including allowance levels, planned capital expenditures and technology spending, anticipated tax benefits and expenses, and the effects of any extraordinary events and various other matters (including developments with respect to litigation, other contingent liabilities and obligations, and regulation involving Northern Trust and changes in accounting policies, standards and interpretations) on Northern Trust's business and results. These statements speak of Northern Trust's plans, goals, targets, strategies, beliefs, and expectations, and refer to estimates or use similar terms. Actual results could differ materially from those indicated by these statements because the realization of those results is subject to many risks and uncertainties.

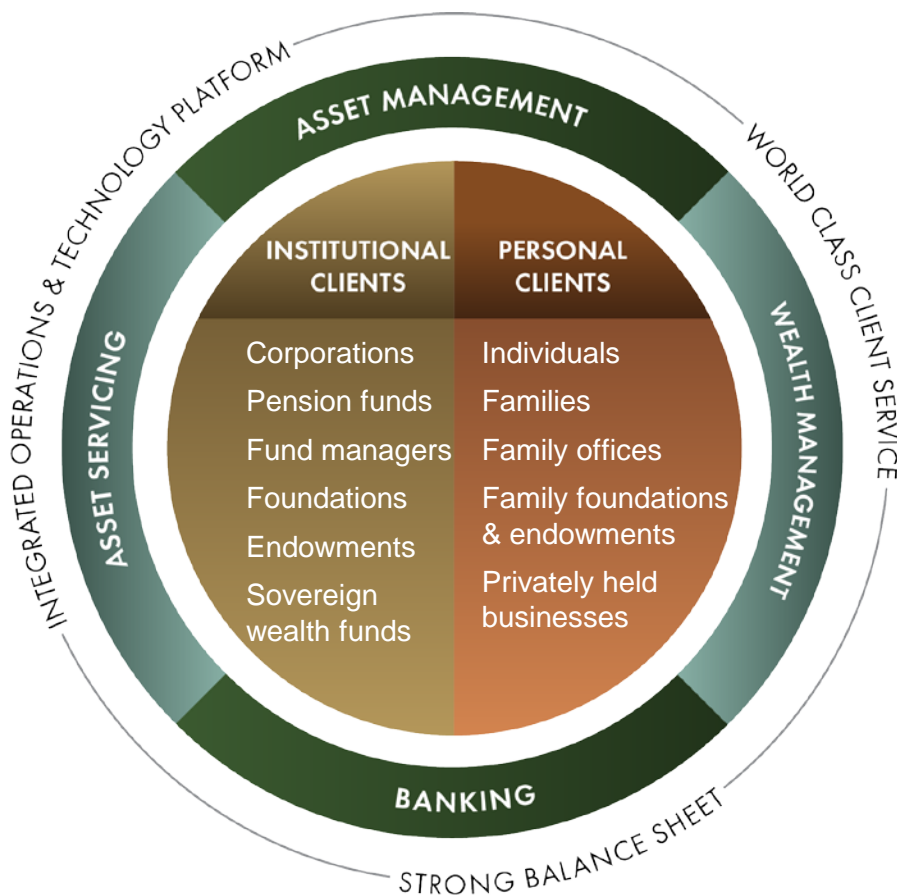
Our 2012 annual report and periodic reports to the SEC contain information about specific factors that could cause actual results to differ, and you are urged to read them. Northern Trust disclaims any continuing accuracy of the information provided in this presentation after today.





A Highly Focused Business Model

Founded in 1889, Northern Trust Corporation is a global leader in asset servicing, asset management, wealth management and banking for personal and institutional clients.



Wealth Management

Leading advisor to affluent market

- AUM \$212 Billion
- AUC \$471 Billion

Corporate & Institutional Services

Leading global custodian

- AUC \$4.8 Trillion
- AUM \$635 Billion

Asset Management

Leading asset manager for personal & institutional clients

- AUM \$846 Billion

Operations & Technology

Integrated global operating platform

- Serving personal and institutional clients
- \$1.7 Billion in technology spending 2010-2012





Cyclical Trends

- Historically low interest rates
- Low foreign exchange volatility
- Low securities lending demand
- Higher equity markets

Secular Trends

- Global wealth creation
- Globalization/cross-border investing
- Expanding use of alternative assets
- Shift from active to passive management
- Increased regulation
- Focus on risk management
- Demand for transparency
- Back and middle office outsourcing





Investing in...

**Capabilities &
Expertise**

**Strategic
Locations**

Technology

**Risk
Management**





Investing in Capabilities & Expertise

Investing in capabilities and expertise to better serve clients



Northern Trust

Hedge Fund
Services



Goals Driven Investing





Investing in Strategic Locations

Investing in new offices



Frankfurt



Saudi Arabia



Fort Worth

Investing in office relocations



Miami



New York



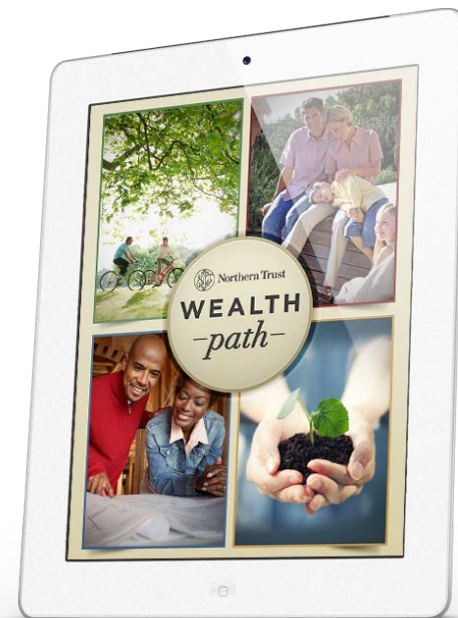
Los Angeles





Investing in technology to enhance client and partner experience

- **Information Delivery**
Mobile and internet
- **Risk Analytics and Reporting**
Integrated analytics, performance & reporting for asset managers
- **Client Administration**
Shared service, automated workflow across personal and institutional clients
- **Availability & Resiliency**
Highly available platforms, converged infrastructures
- **Infrastructure Optimization**
Commodity virtualized servers
Service oriented architectures





Investing in risk management infrastructure and enhancing existing capabilities to meet regulatory requirements

- **Capital Planning**

Transitioning from Capital Plan Review (CapPR) to Comprehensive Capital Analysis and Review (CCAR) under Federal Reserve's Capital Plan Rule

- **Resolution Planning**

Preparing to submit Resolution Plan by December 31, 2013 as required under the Dodd-Frank Act

- **Compliance**

Supporting clients in the European Union under the Alternative Investment Fund Managers Directive and continuing to implement processes to comply with Foreign Account Tax Compliance Act





Investing in...

**Capabilities &
Expertise**

**Strategic
Locations**

Technology

**Risk
Management**





Market Leader in Focused Businesses

Strong History of Organic Growth

Focused on Driving Performance

Investing for the Future





Northern Trust