



EURONEXT INVESTOR TOOLBOX



EURONEXT

Updated on 31 July 2026



Who we are



Euronext is the leading diversified European market infrastructure

#1 equity listing venue in Europe

1,800+ listed companies

€7.4tn in market cap

#1 cash trading venue in Europe

>25% of shares traded in the European region in 2025

Q2 2026 - Cash ADV: €16.7bn

#1 debt listing venue globally

56,500+ total number of bonds listed

#1 ETF trading venue in Europe

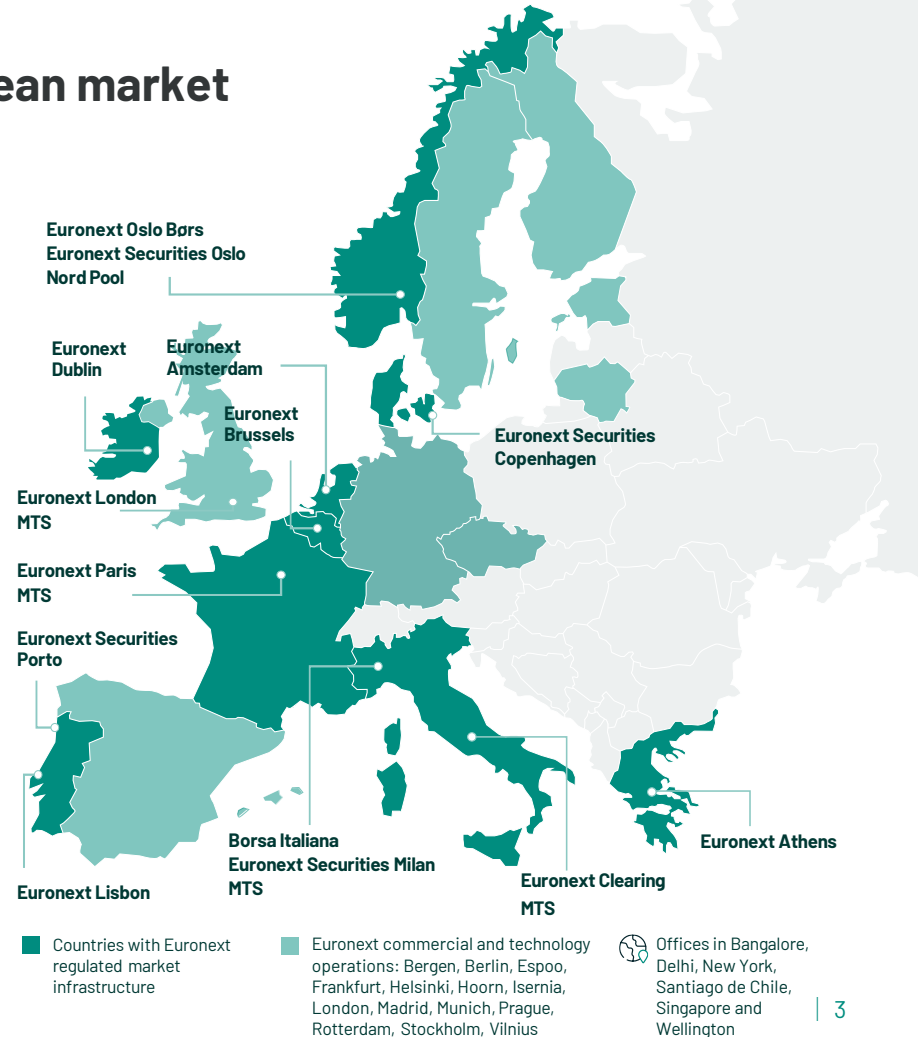
c.5,000 ETFs listed

Leading multi-asset class clearing house

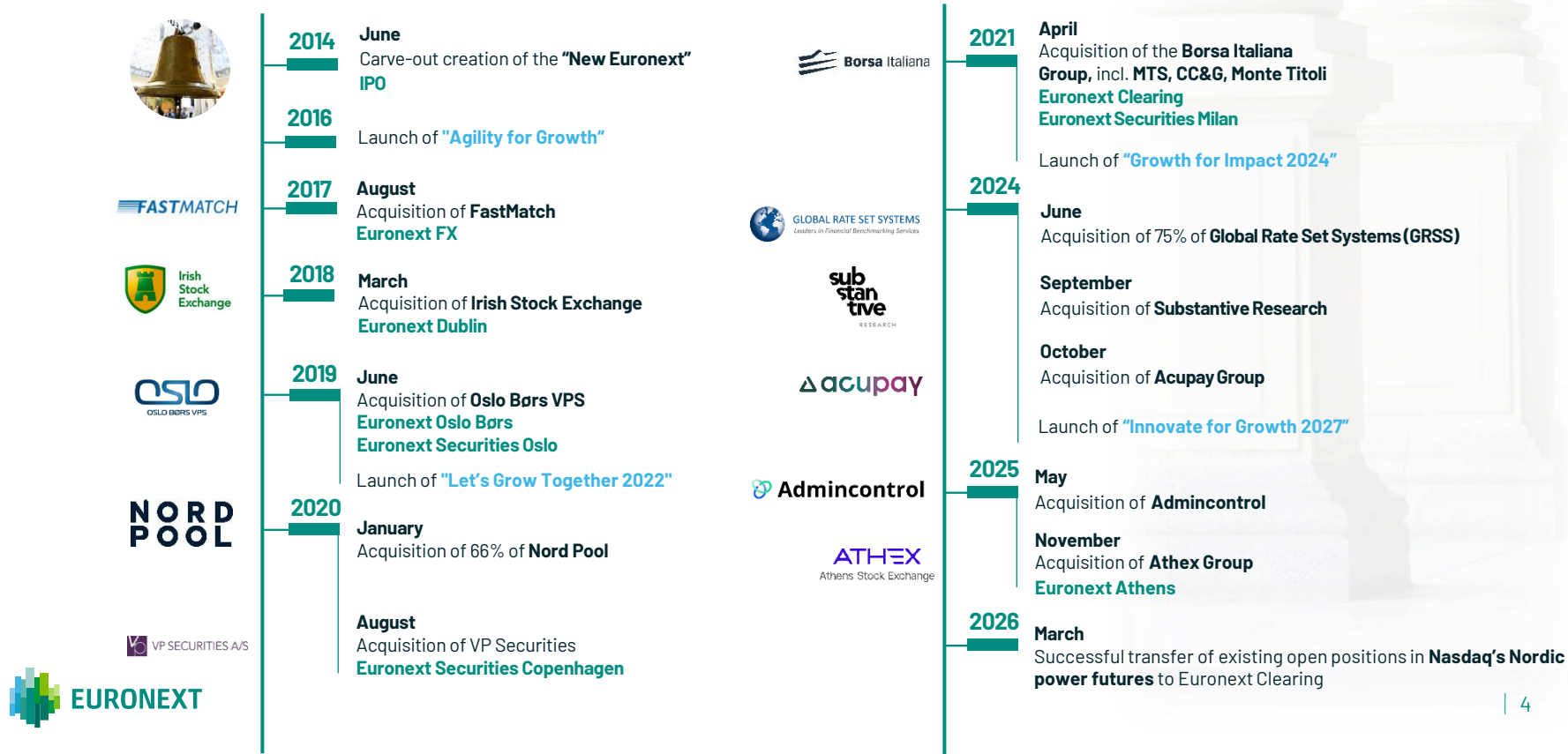
272m equity contracts cleared (single counted)⁽¹⁾

3rd largest CSD network

€8.1tn in assets under custody in Euronext Securities



Euronext's transformation journey since IPO



Euronext has significantly scaled-up since the IPO

CHANGE OF SCALE		JUNE 2014		TODAY
 FINANCIAL PROFILE	Market capitalisation	€1.4 billion	x11	€15.5 billion ⁽¹⁾
	Revenue	€458 million	x4.3	€1.97 billion ⁽²⁾
	EBITDA margin	42.0%		63.6% ⁽²⁾
 GEOGRAPHICAL FOOTPRINT AND VALUE CHAIN	Non-volume related revenue	44%	+14pts	58% ⁽²⁾
	Local exchanges	4	4	8
	CSDs	1	4	5
	Clearing house	0	2	2
 BUSINESS ACTIVITY	Listed companies	c.1,300		1,800+
	Cash trading ADV	€6.5 billion		€16.7 billion
	Bonds listed	5,000+		56,500+
	Indices managed	430		2,400+
 OPERATIONS	Employees	760	+2,340	3,100+
	IT	UTP		Optiq® Single trading platform Single liquidity pool

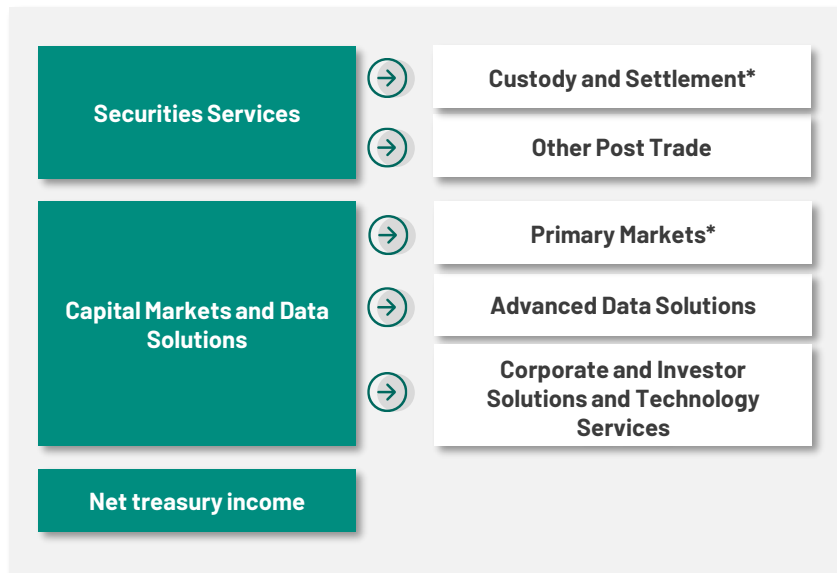


Our operating model

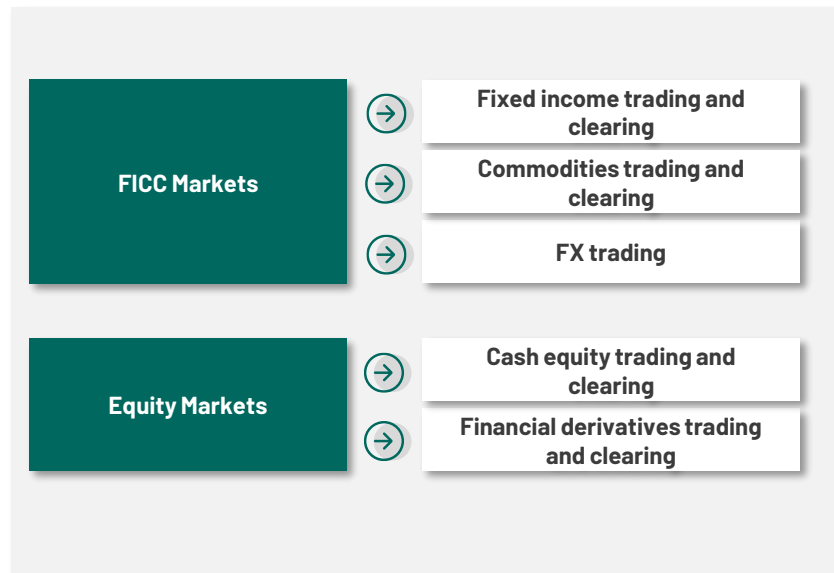


Euronext is well positioned to capture value through the cycle

Activities with no direct correlation to trading volumes



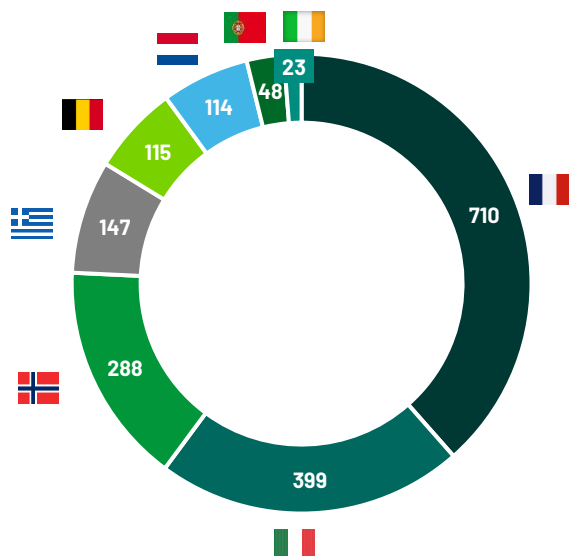
Activities correlated to trading volumes



*Correlated with equity market level

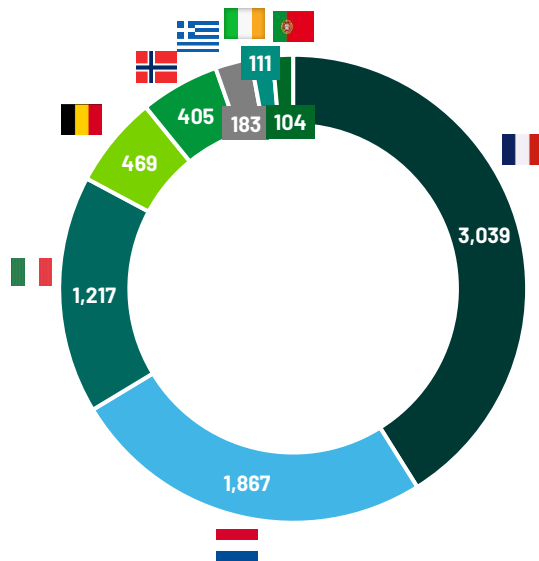
Geographic breakdown of equity activities

Number of listed companies



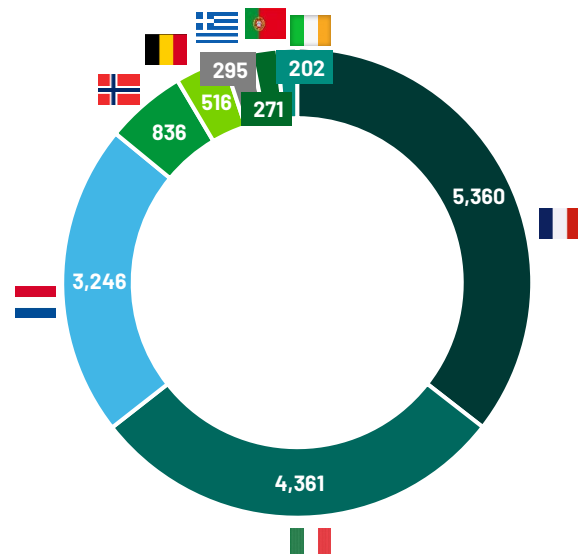
■ Paris
 ■ Milan
 ■ Oslo
 ■ Athens
 ■ Brussels
 ■ Amsterdam
 ■ Lisbon
 ■ Dublin

Aggregated market capitalisation (in €bn)



■ Paris
 ■ Amsterdam
 ■ Milan
 ■ Brussels
 ■ Oslo
 ■ Athens
 ■ Dublin
 ■ Lisbon

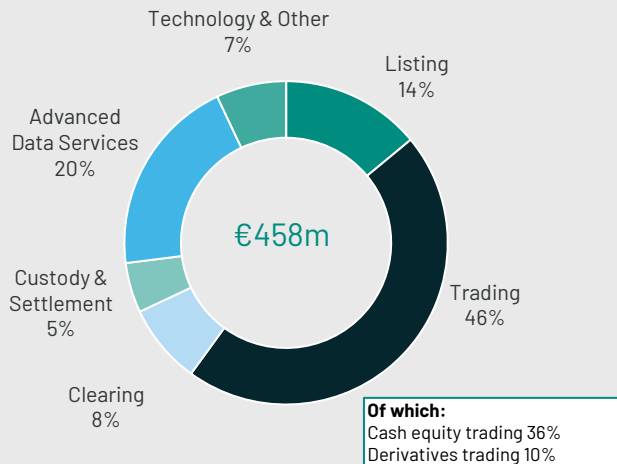
Equities ADV (in €m)



■ Paris
 ■ Milan
 ■ Amsterdam
 ■ Oslo
 ■ Brussels
 ■ Athens
 ■ Dublin
 ■ Lisbon

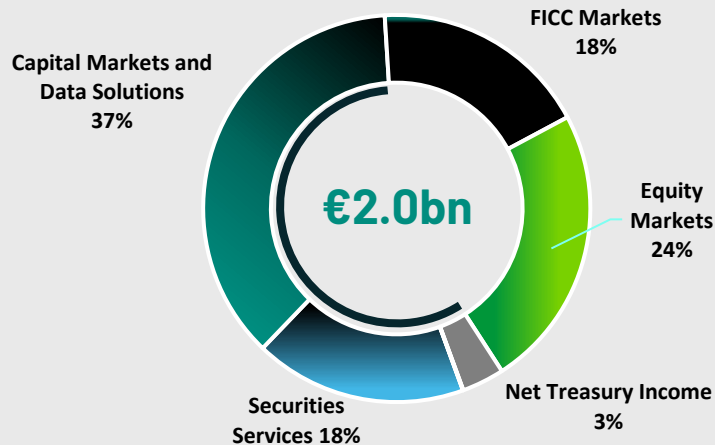
Successful diversification of the topline drove growth through cycles

FY2014 Revenue



Non-volume related revenue
44%

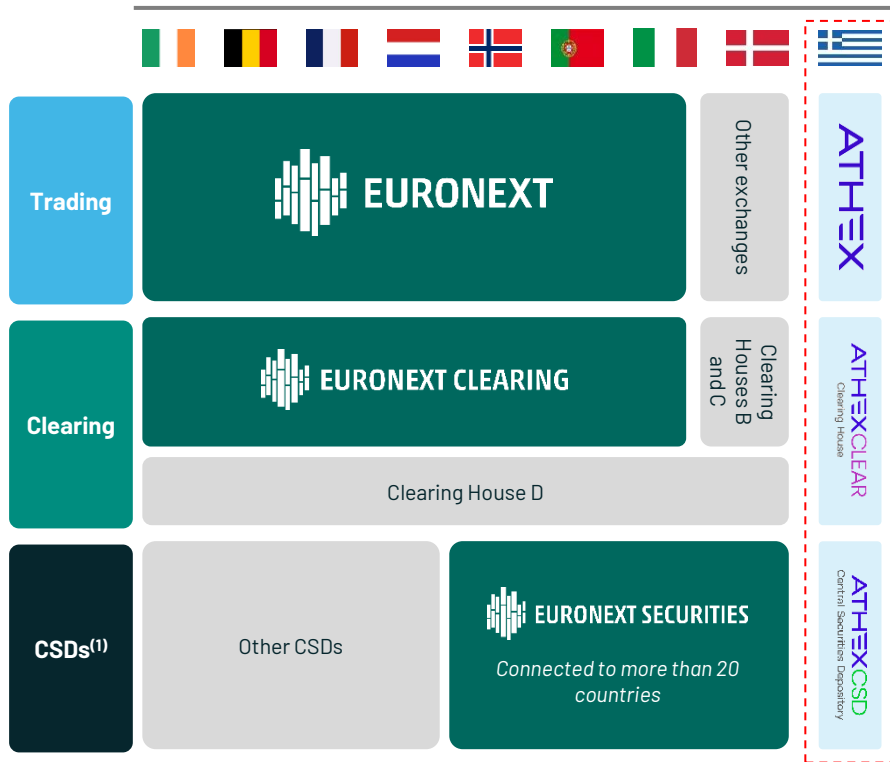
LTM Revenue and Income



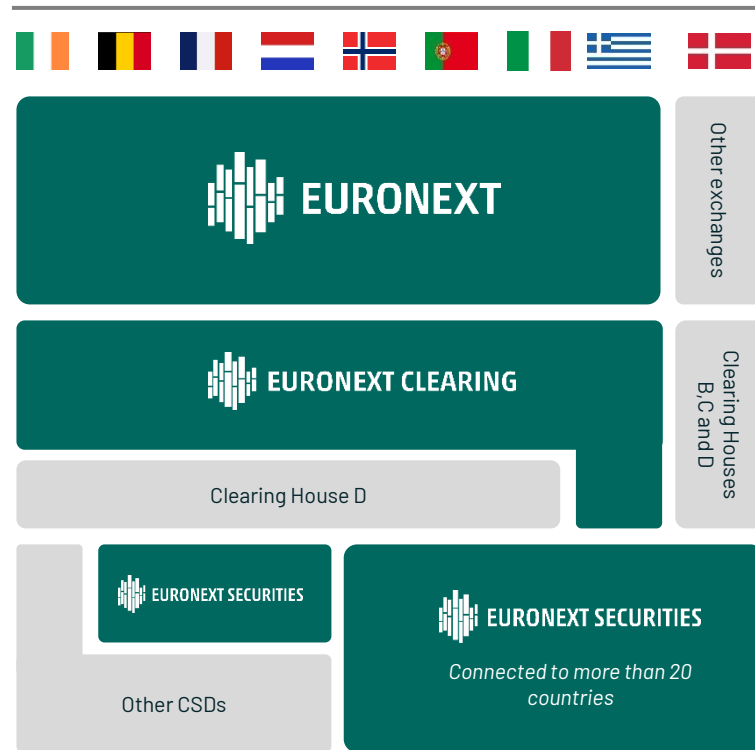
Non-volume related revenue
58%

Euronext has built a powerful and integrated position across the value chain (1/2)

Value chain today



Value chain post-integration

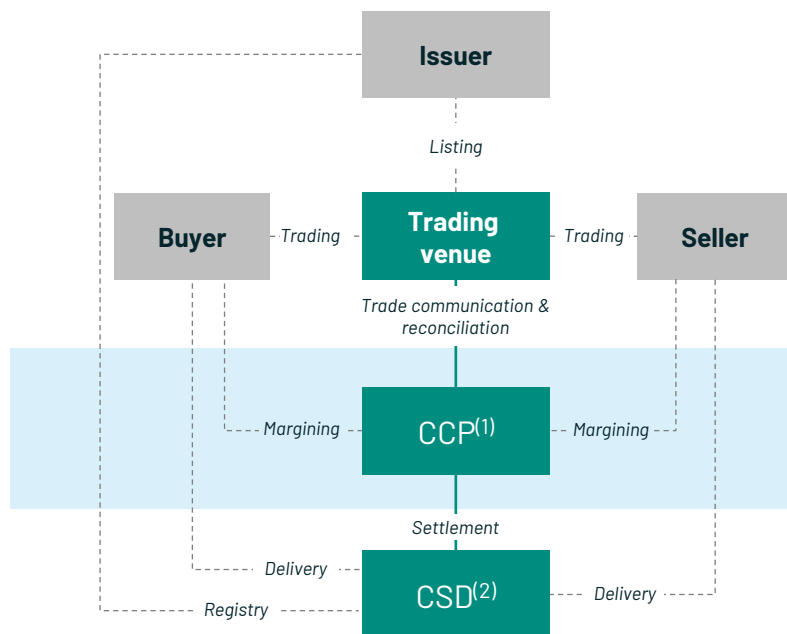


EURONEXT

| Note: For illustrative purpose only
(1) Central Security Depository

Euronext has built a powerful and integrated position across the value chain (2/2)

Capital market value chain



Asset classes

Cash Equity	ETF	Derivatives ⁽³⁾	Fixed income	Power spot	FX
← Optiq® →					
✓	✓	✓	✓	✓	✓
				 MTS	 NORD POOL A EURONEXT COMPANY
				 EURONEXT FX	
✓	✓	✓	✓	Asset classes usually not centrally cleared	
Full integration completed in 2024					
✓	✓		✓		

A unique track record of successful integration and operational leverage

	Initial targets		Achievements	As % of initial targets	Timing
 2014/2016 efficiency programme	€60 million	▶	€85 million	140%	1 year in advance
 2016/2018 efficiency programme	€22 million	▶	€24 million	110%	1 year in advance
 Euronext Dublin	€6 million ⁽¹⁾	▶	€8 million ⁽¹⁾	130%	1 year in advance
 Oslo Børs VPS	€12 million ⁽¹⁾	▶	€14 million	115%	1 year in advance
 VP Securities	€7 million ⁽²⁾	▶	€8 million	109%	2 years in advance
 Borsa Italiana Group	€60 million in April 2021 (€115 million in February 2023)	▶	▪ €121 million of run-rate cumulated EBITDA synergies reached in Q3 2024 ▪ ~2x initial targeted synergies of €60 million announced in April 2021		

Total

€167 million

(€223 million as revised in February 2023)

€260 million



⁽¹⁾Run-rate cost synergies; ⁽²⁾Run-rate cash cost synergies

The Savings and Investments Union is strongly aligned with Euronext's vision of integrated European capital markets

Market Integration and Supervision Package (MISP)

Savings & Investment Accounts Pan-European personal pension product

Listing Act

Impact of initiatives on Euronext

The MIP's core objective is to deepen EU market integration and improve the operating environment for Euronext across trading, clearing and settlement value chain.

- **Central supervision and PEMO** reinforce Euronext's federal model and reduce regulatory fragmentation through central ESMA supervision and Pan-European Market Operator status, with one licence.
- **Post-trade integration (T2S)** boosts efficiency and competitiveness of Euronext Securities.
- **Stricter transparency & SI rules** are expected to shift more flow back to lit markets to create stronger Euronext liquidity and better price formation across European equity markets.

Major EU Member States increasingly backing these measures in line with Euronext's SIU objectives

Currently - MISP amendments are discussed by European Parliament and Council

Higher retail activity

SIAs would channel new retail investments into shares, bonds and ETFs, increasing liquidity, turnover and market depth on Euronext markets. The following countries have launched work to design SIAs:



Stronger competitive positioning: intended cross-border portability aligns with Euronext's pan-EU model and reduces fragmentation linked to host-state rules.

Post-trade benefits

SIA features like cost-basis portability and simplified tax reporting could increase demand for Euronext Securities services, especially settlement, custody and cross-border movements.

PEPP reform will enable a simpler EU-wide savings product ("EU 401K") that allows retail investors to invest directly in listed instruments and thereby support liquidity and long-term investment.

The Listing Act package is already being rolled out across the EU, with measures directly improving access to market financing (started in June 2026)

- Higher thresholds and other regulatory simplification significantly **reduce issuer costs** and make Euronext more competitive for SMEs and mid-caps.
- New streamlined prospectus tools **reduce friction for repeat issuances**, while harmonised MVS rules further support Euronext's cross-border model.



Q2 2026 highlights



Ninth consecutive quarter of double-digit growth driving record results

€544.4m

Underlying revenue and income
+16.9%

58%

Non-volume driven⁽¹⁾ revenue

€184.4m

Underlying costs excl. D&A

€360.0m

Adjusted EBITDA
+21.1%

66.1%

Adjusted EBITDA margin
+2.3pts

€245.0m

Adjusted net income
+19.9%

€2.42

Adjusted⁽²⁾ EPS
+19.8%

€185.5m

Net operating cash flow

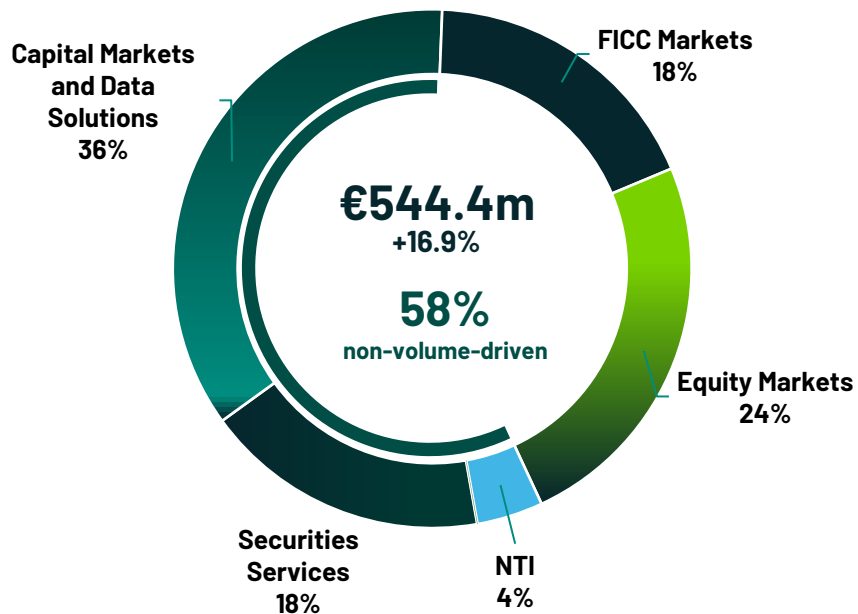
1.3x

Net Debt to EBITDA⁽³⁾

Euronext recorded double-digit growth in all five reporting segments

Q2 2026

Underlying revenue and income



Non-volume-related revenue and income

Securities Services	→	€96.9m +12.5%
Capital Markets and Data Solutions	→	€193.8m +17.2%
Net Treasury Income	→	€22.5m +12.5%

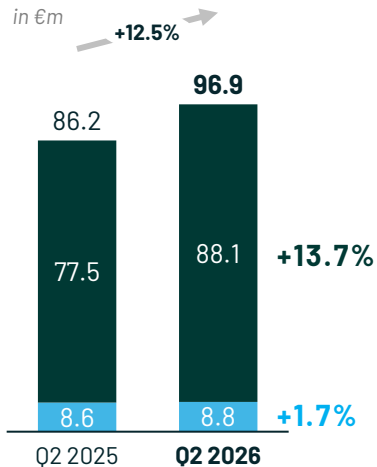
Volume-related revenue

FICC Markets	→	€98.4m +12.3%
Equity Markets	→	€132.7m +24.9%

Revenue and income of non-volume-related businesses reached a new record (+15.2%), driven by strategic execution (1/2)

Securities Services

in €m



Custody and Settlement (€88.1m, +13.7%)

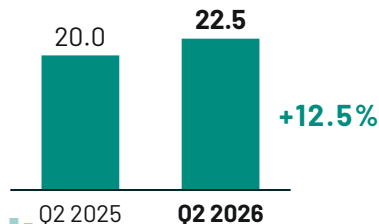
- Strong performance was supported by record levels of assets under custody and growing demand for value-added services

Other Post Trade (€8.8m, +1.7%)

- Increase of Other Post Trade revenue is mainly explained by higher guarantee deposit and the contribution from power futures

Net Treasury Income

in €m



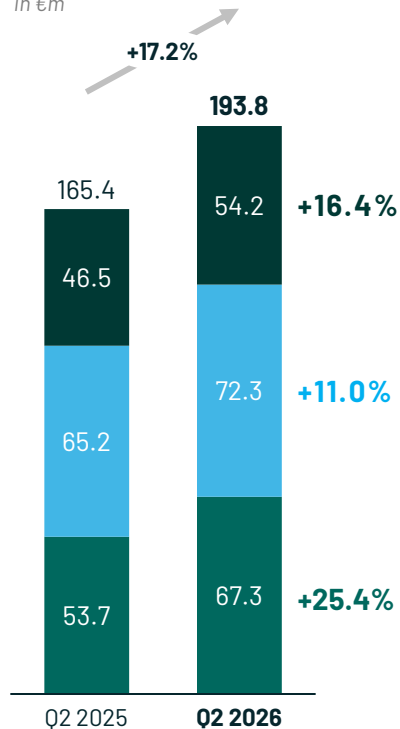
Net Treasury Income (€22.5m, +12.5%)

- Strong performance was mostly driven by a combination of higher cash deposit linked to power futures clearing, higher volatility and higher average spread

Revenue and income of non-volume-related businesses reached a new record (+15.2%), driven by strategic execution (2/2)

Capital Markets and Data Solutions

in €m



Primary Markets (€54.2m, +16.4%)

- Strong growth in primary markets was driven by the strongest admission and follow-on activity since 2023
- First listing of a global shipping company on Euronext Athens and the largest follow-on capital raise in more than a decade in Greece

Advanced Data Solutions (€72.3m, +11.0%)

- The performance reflects record retail demand, strong growth of the index franchise and the successful commercialisation of new data products

Corporate and Investor Solutions and Technology Services (€67.3m, +25.4%)(underlying)

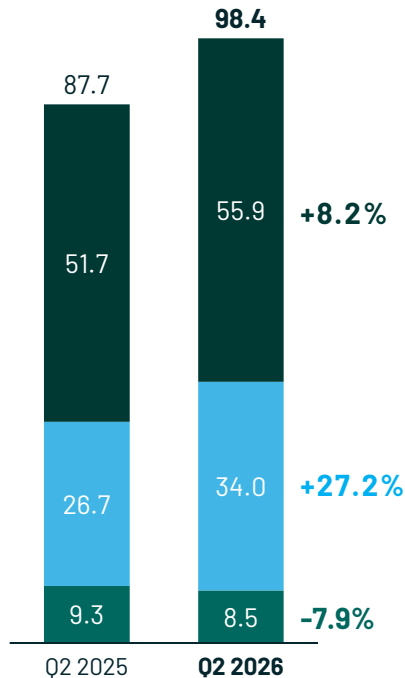
- The strong performance was driven by growth in SaaS activities, record revenue in Investor Solutions and a steady upward trend in colocation services

Sustained double-digit growth in volume-related revenue (+19.2%), driven by broader product and geographic footprint (1/2)

FICC Markets

in €m

+12.3%



Fixed income trading and clearing (€55.9m, +8.2%)

- MTS Cash trading reached record ADV of €64.9 billion (+9.7%)
- MTS Repo reached €574.5 billion TAADV (-6.2%)
- Strong performance was supported by growing non-Italian volumes and expansion in D2C

Commodities trading and clearing (€34.0m, +27.2%)

- Record results reflect structural growth in intraday power trading and first full quarter of contribution from Euronext Nord Pool Power Futures

FX trading (€8.5m, -7.9%)

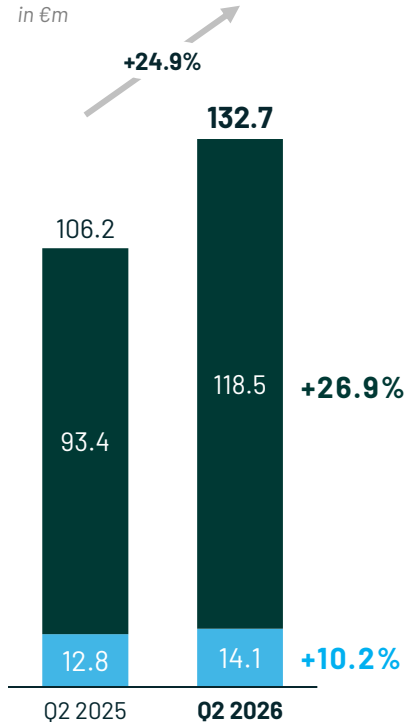
- Performance reflects normalisation in volatility and the impact from US dollar depreciation on reported figures
- Like-for-like at constant currencies, revenue was down -5.6%



Sustained double-digit growth in volume-related revenue (+19.2%), driven by broader product and geographic footprint (2/2)

Equity Markets

in €m



Cash equity trading and clearing (€118.5m, +26.9%)

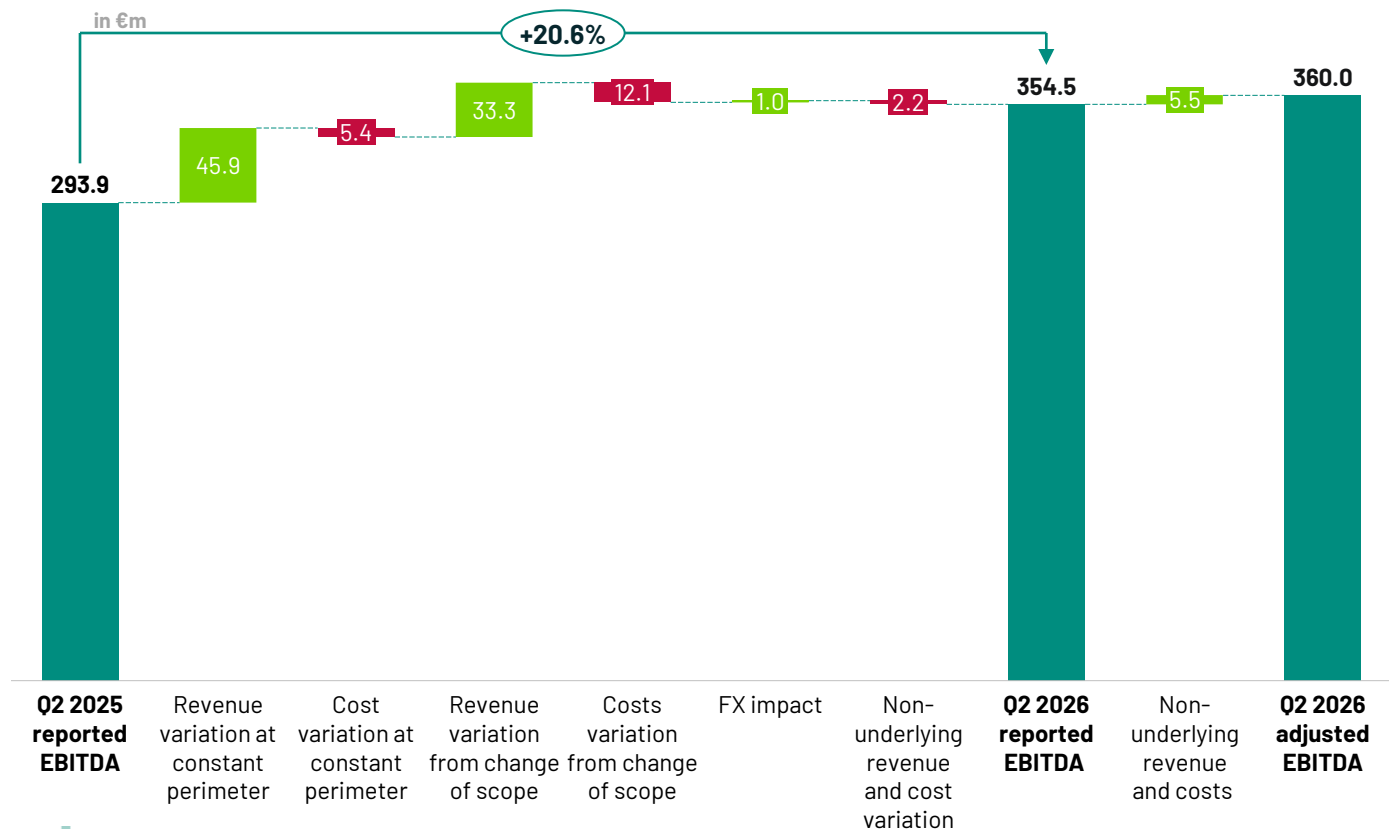
- Strong performance reflects continued market volatility, strong growth in ETFs and the contribution of Euronext Athens
- Euronext recorded average daily cash trading volumes of €16.7 billion
- Euronext reached resilient average revenue capture on cash trading of 0.50 bps and an average market share of 66.2%

Financial derivatives trading and clearing (€14.1m, +10.2%)

- Growth reflects resilient revenue capture and the contribution from Euronext Athens



Q2 2026 adjusted EBITDA grew +21.1% to €360.0 million

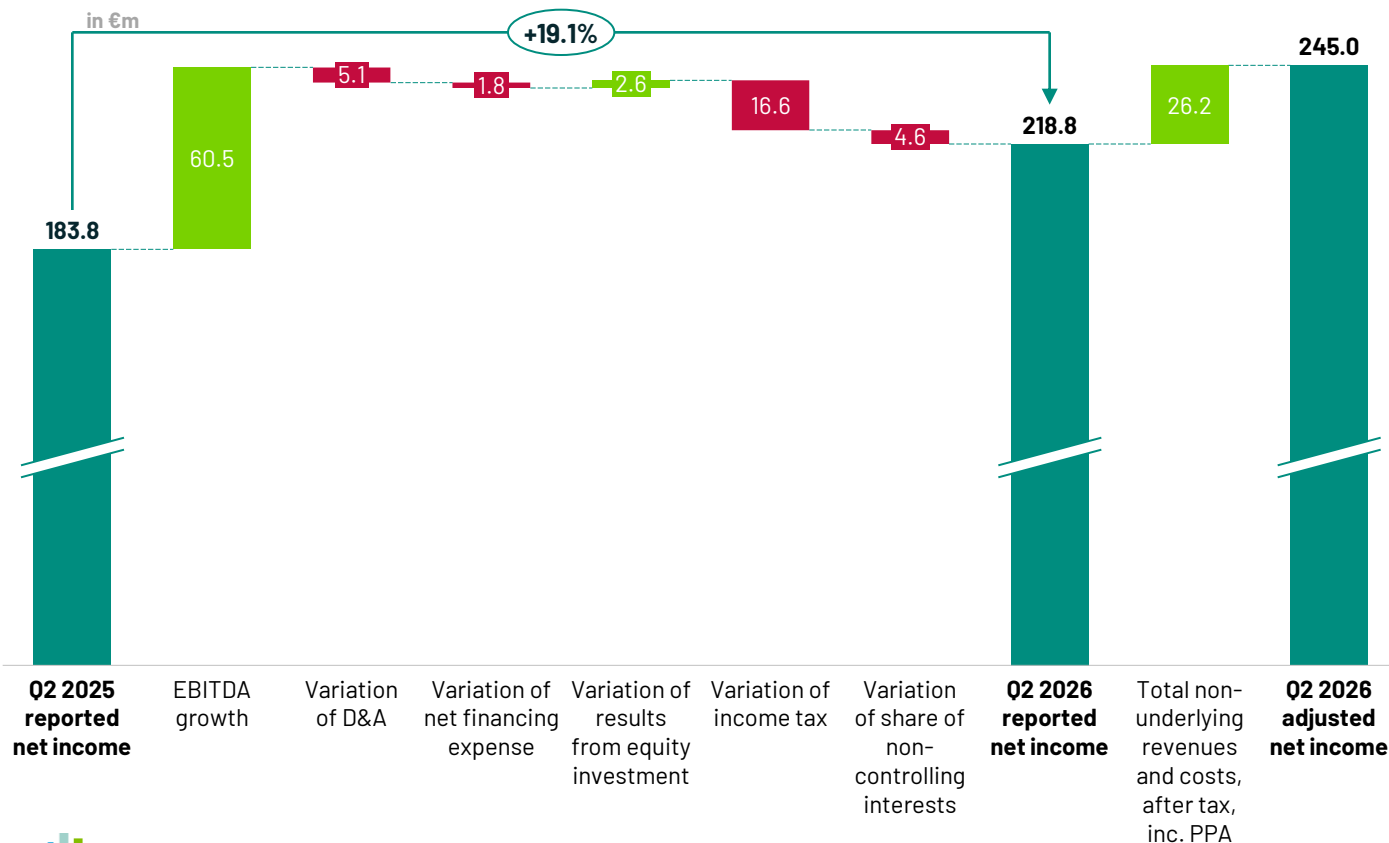


66.1%
Adjusted EBITDA
margin
+2.3pts

Underlying costs
up +9.5%,
including
acquisitions

€360.0m
Adjusted EBITDA
+21.1%

Q2 2026 adjusted net income grew +19.9%, to €245.0 million



€218.8m
Reported net income
+19.1%

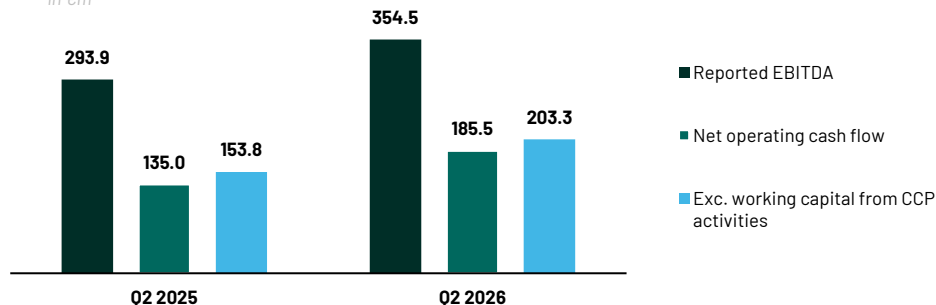
€245.0m
Adjusted net income¹⁾
+19.9%

€2.42
Adjusted EPS¹⁾
+19.8%

A strong financial position at end of June 2026

CASH FLOW GENERATION

in €m

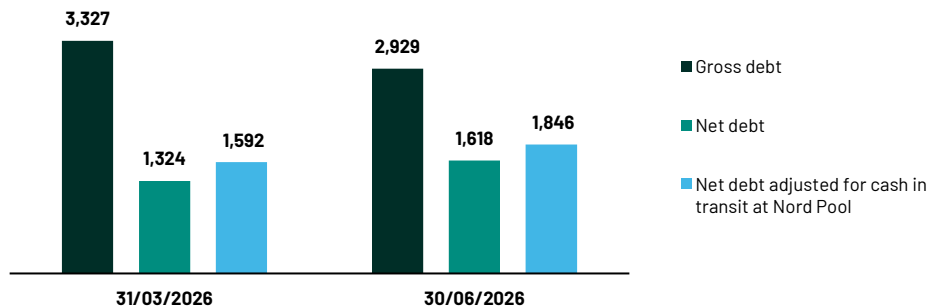


Q2 2026 EBITDA to net operating cash flow conversion rate impacted by:

- Impact of changes in working capital related to Nord Pool and Euronext Clearing CCP activities of -€17.8 million
- Excluding the impact on working capital from Nord Pool and Euronext Clearing CCP activities, net operating cash flow accounted for 57.3% of EBITDA

DEBT AND LEVERAGE

in €m



- Net debt to adjusted and reported last twelve months EBITDA at **1.3x** (1.5x excluding cash in transit)
- Weighted average life to maturity of **6.1 years**

Liquidity at end of Q2 2026





2026 cost guidance

- In 2025, Euronext reported underlying expenses excluding D&A in line with the revised guidance of €660 million. This compares to an initial guidance of €670 million, which did not take into account the impact of any acquisitions executed over the course of 2025. Including the acquisitions of Admincontrol and Athex Group, Euronext recorded €680 million of underlying expenses excluding D&A in 2025.
- **Euronext expects its total underlying expenses excluding D&A for 2026 to be around €770 million.** 2025 was a year of investments, with new hirings to support the delivery of the strategic growth initiatives. Euronext expects its underlying expenses excluding D&A for 2026 to be stable compared to the normalised annualised Q4 2025 expenses, at around €720 million. In addition, Euronext expects around €35 million of operating expenses from Athex Group and plans to invest around €15 million of underlying expenses to deliver strategic growth projects.



Innovate for Growth 2027

Strategic plan



EURONEXT

Continued progress with the delivery of strategic milestones

Milestones achieved

Upcoming strategic milestones

September 2025

Launch of **Euronext ETF Europe**

December 2025

Euronext Securities **partners with leading issuing agents** to accelerate CSD expansion

March 2026

Transfer of 100% of open positions in **Nasdaq's Nordic power futures** to Euronext Clearing

July 2026

Completion of **European Repo offering**
Client onboarding started in May 2026

September 2026

Euronext Securities **extends settlement** to cash equities for Amsterdam, Brussels and Paris

May 2025

Acquisition of **Admincontrol**

November 2025

Acquisition of **Athex Group**

January 2026

Expansion of **Admincontrol** offering to France

Launch of a **Competence Assessment module** aligned with European Banking Authority requirements

April 2026

Rebranding of **Euronext Athens** and inauguration of the **Technology and Support Centre** in Athens

Greek capital markets reclassified to **developed market status** by S&P and MSCI

Migration to Optiq planned by June 2027

€12 million annual cash synergies expected by 2028

Refinancing secured until 2028

€1.7 billion in liquidity at the end of March 2026

1.1x leverage ratio of net debt to last twelve months adjusted EBITDA at the end of March 2026

Today, Euronext has

an integrated, powerful set of assets...

- with scale and liquidity;
- an unparalleled network of issuers, custodians, clearers and trading firms, across geographies;
- a unique coverage of the whole value chain

...supported by strong tailwinds

- with renewed client appetite for harmonised pan-European solutions across the board;
- need for balance sheet optimisation;
- and increasing demand for digitisation and simplification

Tomorrow, Euronext will

I. Accelerate growth in non-volume business

II. Expand the FICC trading and clearing franchise

III. Build upon our leadership in trading



Strategic priorities of “Innovate for growth 2027”

I.

**Accelerate
growth in non-
volume business**

II.

**Expand the FICC
trading and clearing
franchise**

III.

**Build upon our
leadership in trading**

Empower sustainable finance through ambitious ESG commitments

Enhance operational excellence through AI

Deliver value-accretive M&A

I. Accelerate growth in non-volume business



I. Accelerate growth in non-volume business

Securities Services

Position Euronext Securities as the CSD of choice in Europe

Become a global champion in listing

Capital Market & Data solutions

Scale up SaaS offering

Ramp up the monetisation of diversified datasets

Position Euronext Securities as the CSD of choice in Europe

Growth tailwinds

Client demand for **European solutions**

Policy push for a **European Savings & Investments Union**

Increasing and stimulated **retail participation**, including cross-border

2027 roadmap

- **Expand European footprint** through open architecture, existing network of links and T2S gateway
- **Extend value-added services** to capture further business along the value chain, especially on tax and data services
- **Integrate the operating model** of Euronext Securities to deliver best-in-class client experience

Become a global champion in Listing

Growth tailwinds

Increasing **financing needs**

Regulatory developments to support EU competitiveness

Demand of **international issuers and investors** for deeper liquidity pools

Wider **retail participation**

2027 roadmap

- **Grow Euronext's listing franchise globally** to attract international equity and debt issuers
- **Become the listing venue of reference for Tech companies in Europe**
- **Improve access to capital** with streamlined listing process across markets to reinforce competitiveness, notably for SMEs
- **Provide retail investors with simplified access to primary and secondary issuances** of listed companies



Scale up our SaaS offering

Growth tailwinds

Increased **software adoption** in governance, compliance, and investor relations processes

Regulatory push for **greater transparency and broader data access**

Strong **brand**, extensive **issuer community**, and proven **track record of client acquisition**

2027 roadmap

- **Conquer European market leadership in corporate solutions** through SaaS investments
- **Enhance our product portfolio** with innovative solutions. Deliver greater value to existing customers and prospects, staying ahead of market demands
- **Launch a unified client portal** integrating multiple SaaS applications to boost client engagement and loyalty. Drive opportunities for upselling and cross-selling
- **Expand market reach through strategic partnerships**, unlocking new revenue streams

Ramp up the monetisation of Euronext's diversified datasets

Growth tailwinds

Increasing demand for data fostered by compliance, regulation and automated decision-making driving growth for quant research, analytic products and static data

Rise of passive and thematic investing continues to drive demand for custom index solutions across asset classes

2027 roadmap

- **Scale and expand data business**, further cross-sell and **monetise data** from diversified assets and expanded value chain
- **Expand calculated indices franchise**, leveraging open architecture and strong index structuring capabilities to deploy innovative strategies across asset classes
- **Grow contributed indices**, leveraging on the acquisition of GRSS to increase leadership in Interbank Offered Rate (IBOR) indices, and deploy new benchmark solutions

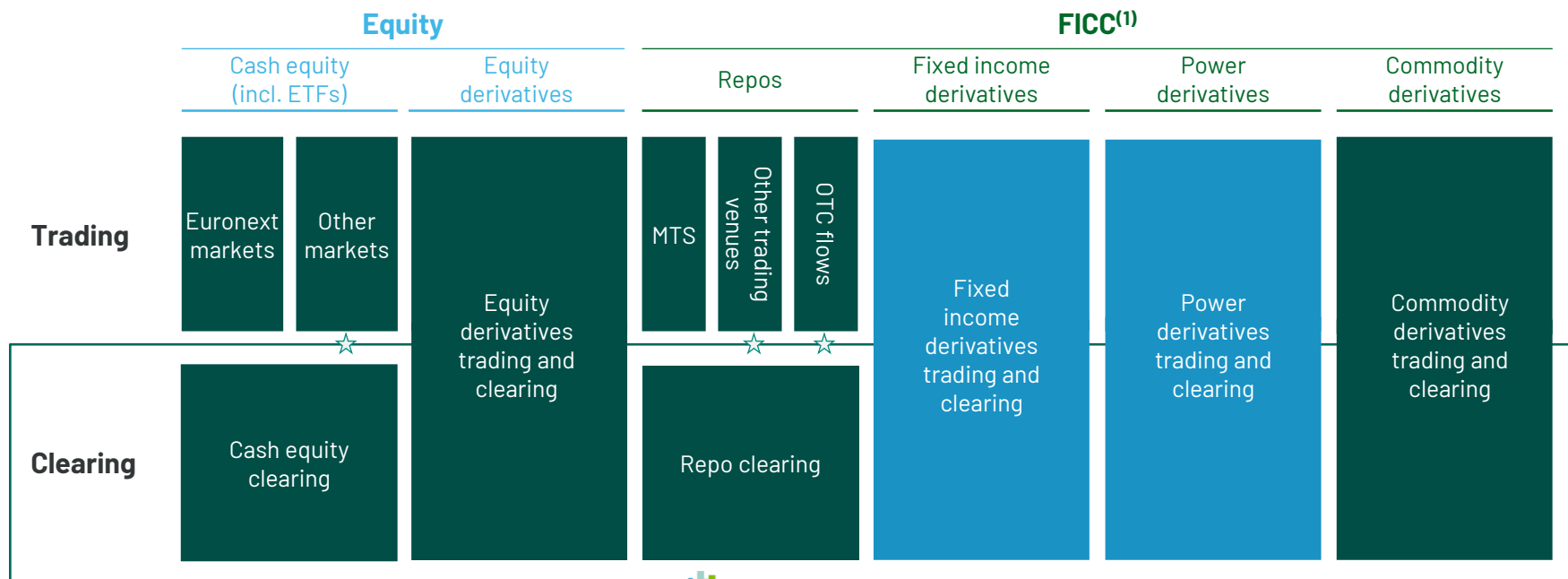
II. Expand the FICC trading and clearing franchise



II. Expand the FICC trading and clearing franchise



Leverage comprehensive clearing capabilities for growth



Open-access to Euronext Clearing



Geographic, product and/or service expansion



New offering launched



EURONEXT CLEARING



EURONEXT

⁽¹⁾ Fixed income, currencies and commodities

Leverage comprehensive clearing capabilities for growth

Growth tailwinds

Client need for **balance sheet optimisation** and **counterparty risk reduction** through CCP

Client demand for **European solutions**

Regulatory action mandating clearing for specific products

2027 roadmap

- **Launch a compelling European value proposition for repo clearing and collateral management** and leverage leading positioning on Italian Repos
- **Expand and diversify cash equity, equity derivatives as well as commodities derivatives franchises**
- **Expand the leadership of Nord Pool to derivatives contracts** trading and clearing, leveraging on Euronext's integrated value chain
- **Launch an innovative set of fixed income derivatives** leveraging on our strong fixed income Italian market footprint

Expand the Repo clearing franchise

Growth tailwinds

Untapped reservoir of **~50% of the European repo market not cleared**

Increasing demand for **direct buy side** clearing participation

European **regulatory action** catalysed by SEC mandate for UST repo clearing

2027 roadmap

Expansion of repo clearing footprint across Europe to bring an **efficient value offering** to European and international clients

- **Expand the coverage to multiple European govies**
- **Capture uncleared flows**
- **Offer sponsored access to buy-side clients**
- **Provide collateral optimisation solutions, notably through tri-party partnerships**

Further integrate the European energy market with power derivatives

Growth tailwinds

Electronification of usage in **renewables and energy transition**

Volatility across timeframes requires more **hedging and trading**

Clients call for **comprehensive offers** to access all services at the same place

Algo trading and data analytics as powerful tools to navigate market complexity

2027 roadmap

- **Reinforce the leadership of Nord Pool** as the key marketplace for trading European power spot markets
- **Diversify the offering**, including new geographies, new data products and services
- **Expand to power derivatives contracts**, leveraging on Euronext's integrated value chain and Nord Pool leadership, starting in the Nordics through strong Nord Pool local anchor
- **Scale-up** and expand spot and derivatives trading and clearing services across Europe

Expand the leading fixed income franchise in Europe

Growth tailwinds

Policy rates to remain **supportive** and **debt issuances high**

Enhanced **liquidity and transparency for sovereign issuers**

Participation of **institutional** and **retail investors** will further expand

2027 roadmap

- **Expand in Dealer-to-Client electronic trading** through strategic partnerships to increase BondVision market share across Rates, Credit and Repo
- **Further activate MTS' winning model** of electronic liquidity, transparency and efficiency in Europe
- **Launch an innovative set of fixed income derivatives** leveraging on our strong fixed income footprint



III. Build upon our leadership in trading





III. Build upon our leadership in trading

● ————— ●

Equity markets

Expand cash equity
leadership through new
trading services

Build the leading ETF
market in Europe

Expand cash equity leadership through new trading services

Growth tailwinds

Increasing and stimulated **retail participation** in EU equity market

Growing **sophistication of asset owners and asset managers**

Active, diversified and flourishing **community of quant and proprietary trading firms**

2027 roadmap

- **Diversify trading offering with tailored solutions** for local and global brokers, asset owners and asset managers, leveraging Euronext's cutting-edge trading technology
- **Offer cost-effective and best-quality EU wide services to retail investors.** Expand Best-of-Book programme and GEM, with improved post trade set-up
- **Expand best-in class liquidity management programmes,** tailored to changing liquidity patterns

Build the leading ETF market in Europe

Growth tailwinds

European ETF market continuous growth, catching up with the US

Vehicle of choice for the **growing retail investor community**

Emergence of **algorithmic ETF trading solutions** favouring lit markets

Strong demand for a **truly pan-European offering** lowering cost of distribution

2027 roadmap

- **Launch a unique European listing, trading and post-trade solution** for ETFs leveraging on Euronext's value chain and retail network
- **A unique European solution, with:**
 - **A single order book** with deep liquidity,
 - **An efficient post trade solution** addressing current complexity and fragmentation,
 - **An enhanced access** notably for local and retail investors



Transversal growth enablers





Transversal enablers to deliver our strategic priorities

I.

Accelerate
growth in non-
volume business

II.

**Expand the FICC
trading and
clearing franchise**

III.

Build upon our
leadership in trading

Empower sustainable finance through ambitious ESG commitments

Enhance operational excellence through AI

Deliver value-accretive M&A

Empower sustainable finance through ambitious ESG commitments

86% of our employees feel their job contributes to Euronext's purpose and strategy

A work environment
naturally designed for diversity

Home to **65+ nationalities in 21 countries**, embracing **all forms of diversity**

A collaborative and entrepreneurial environment

Where employees are empowered
to develop their full-potential

Access to cutting-edge technologies and expertise, encouraging innovation and creativity

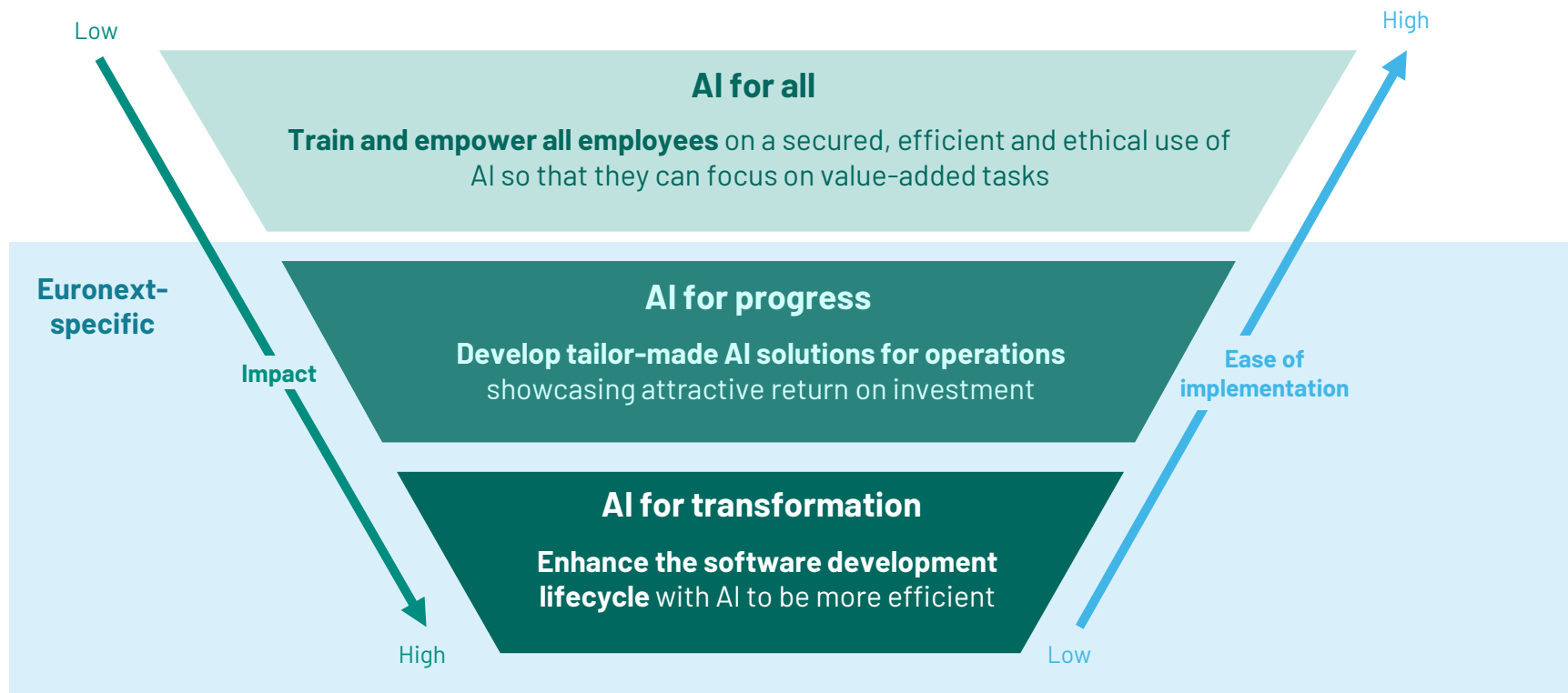
Customised career growth, international opportunities and skills development

2027 roadmap

- **Ensure fair opportunities for all**, from recruitment, development to equal pay, with at least 30% female representation in local boards and senior management
- **Engage our ecosystem** with « Ring the Bell » and awareness sessions, embarking all our clients, employees and partners
- **Prepare new generations from all backgrounds to join the capital markets** ecosystem by leveraging the Euronext Foundation
- **Empower employees to take the lead** with two days dedicated to societal actions



Enhance operational excellence through AI



Capital allocation and 2027 financial guidance



"Innovate for Growth 2027" unleashes Euronext's organic revenue growth potential

2027 targets

Revenue and income growth

Above +5% CAGR '23-'27e

Adjusted EBITDA growth

Above +5% CAGR '23-'27e

Capex / Sales

4-6% investments in growth

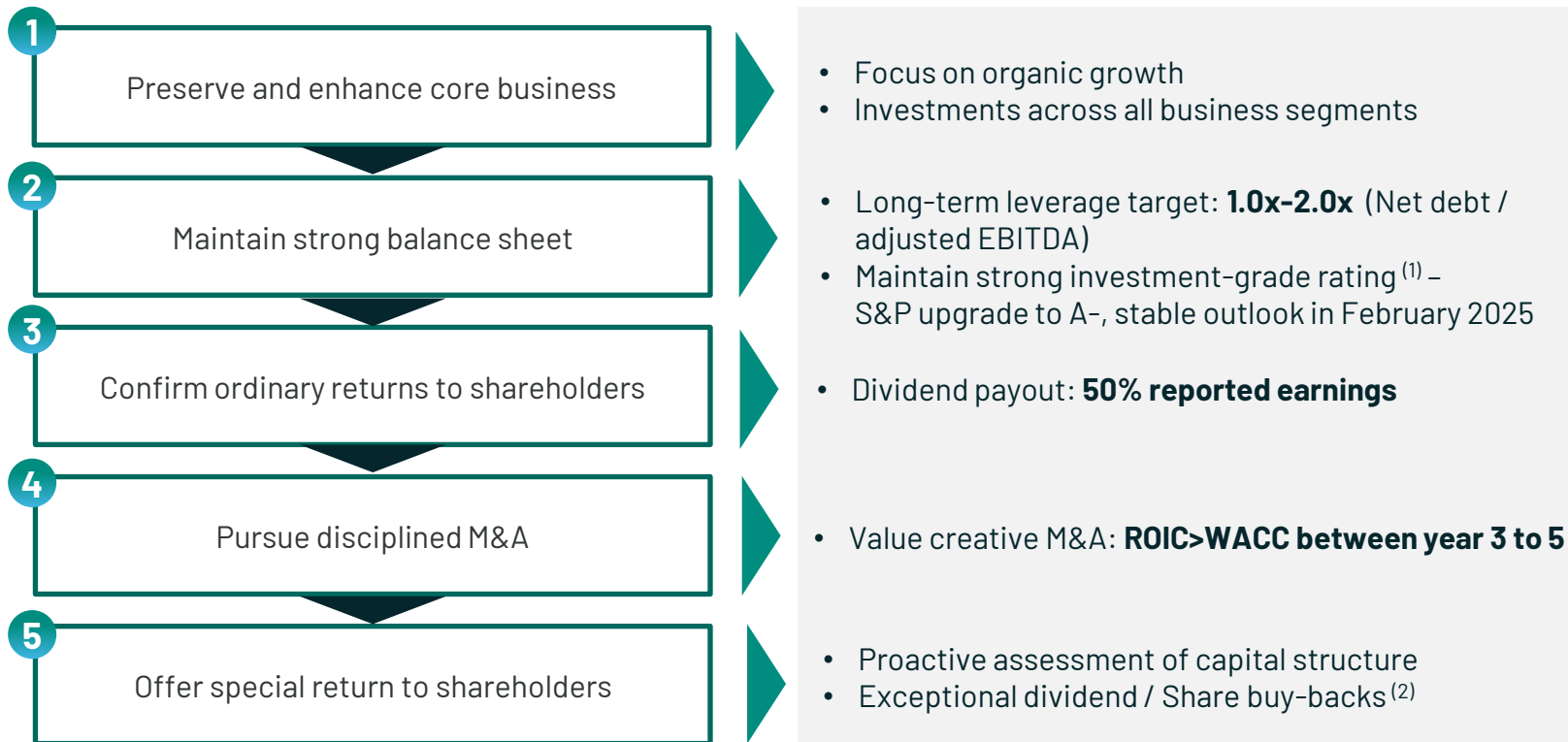
Target long-term net leverage

Net debt / Adjusted EBITDA:
targeted range of **1.0-2.0x** ⁽¹⁾

Capital distribution

Dividend Payout **50%** ⁽²⁾ + special returns to
shareholders depending on leverage ⁽³⁾

An updated capital allocation policy with a focus on shareholders' returns and strategic flexibility (1/2)



An updated capital allocation policy with a focus on shareholders' returns and strategic flexibility (2/2)

Organic capital generation '24-'27 (€bn) – Illustrative

~ 3bn

Post-tax cash flow conversion⁽¹⁾

Capital distribution potential '24-'27 (€bn) – Illustrative, No M&A scenario

~ 1bn

~ 2bn

≥ 3bn

Ordinary
dividend

Excess
capital

Total

~1/4 of current Market Cap⁽²⁾

M&A Firepower '24-'27 (€bn) – Illustrative, No special return scenario

~ 2bn

~3/4bn⁽³⁾

Excess
capital

New debt⁽³⁾

Total

Meaningful M&A firepower

M&A optionality to accelerate the delivery of strategic priorities (1/2)



Solid financial
profile

- **Highly cash generative** core business enabling rapid de-leveraging
- **Strong investment-grade rating** and leverage potential
- **Disciplined and flexible capital allocation policy**



Significant
sector
opportunities

- **Still fragmented industry**
- **Fixed cost business industry** with **high operational leverage**
- **Clients' demand for integrated end-to-end solutions**



Strong
M&A capabilities

- Undisputed **M&A and synergy delivery track record**
- **Embedded acquisition discipline and agility**
- **Robust integration framework** for newly acquired companies

M&A optionality to accelerate the delivery of strategic priorities (2/2)

Deal type	Key features
Transformational deals	▪ Full integration ▪ Strong value proposition for existing clients ▪ Focus on synergies and integration
Mid-size deals	▪ Diversification opportunities ▪ Focus on growth and recurring revenues
Bolt-on deals	▪ “Quasi-CapEx”, speed up time-to-market ▪ Strengthening our presence across the value chain ▪ Unlocking market opportunities

Unchanged Euronext's recognised rigorous capital allocation policy

Investment criteria	→ ROCE > WACC in year 3 to 5
	→ Contribute to higher organic revenue growth
	→ Provide scalability and/or improved exposure to non-volume related businesses



Financial profile



Diversified revenue generation model with 58% of revenue non-related to volumes

Non-volume-related revenue and income

Securities Services | 18% of revenue

Custody & Settlement | 16% of revenue

- Fees based on the number of settlement instructions
- Fees charged on the assets under custody, based on market value for equities and nominal value for bonds
- Other fees based on number of securities, corporate actions, retail accounts, subscription fees

Other Post Trade | 2% of revenue

- Non-volume-related clearing fees, including membership fees

Net Treasury Income | 3% of revenue

Net Treasury Income generated through Euronext Clearing CCP activities.

Capital markets and Data Solutions | 37% of revenue

Primary Markets | 10% of revenue

- Initial admission fees based on market cap. and money raised, fees on money raised for follow-ons (both capped)
- Annual fees based on market cap. / outstanding securities

Advanced Data Solutions | 14% of revenue

- Fees based on access to real-time data, on licenses charged for non-display use of proprietary market data
- License fees from data vendors distributing data
- Index license fee to financial institutions and fees charged for third party index calculation
- Additional revenue from the provision by MTS and Nord Pool of data services

Corporate and Investor Solutions and Technology Services | 13% of revenue

Corporate Solutions

- Subscription based SaaS Corporate Solutions offering as well as advisory mandate and one-off mission fees

Investors Solutions

- Recurring software license fees

Technology Services

- Software license fees
- IT services provided to third-party market operators
- Connection services and data center co-location services based on the numbers of cabinets and technical design
- Technology services provided by Nord Pool

Volume-related revenue and income

FICC Markets | 18% of revenue

Fixed income trading and clearing | 10% of revenue

- Transaction-based fees for executing trades on Euronext fixed income market and on MTS markets
- Membership fees to trade on Euronext and MTS markets

Commodities trading and clearing | 6% of revenue

- Annual membership fees to trade on Nord Pool markets
- Variable trading and settlement fees charged based on volume traded on Nord Pool markets

FX trading | 2% of revenue

- Transaction-based fees for executing trades charged per executed order and based on value traded

Equity Markets | 24% of revenue

Cash equity trading and clearing | 21% of revenue

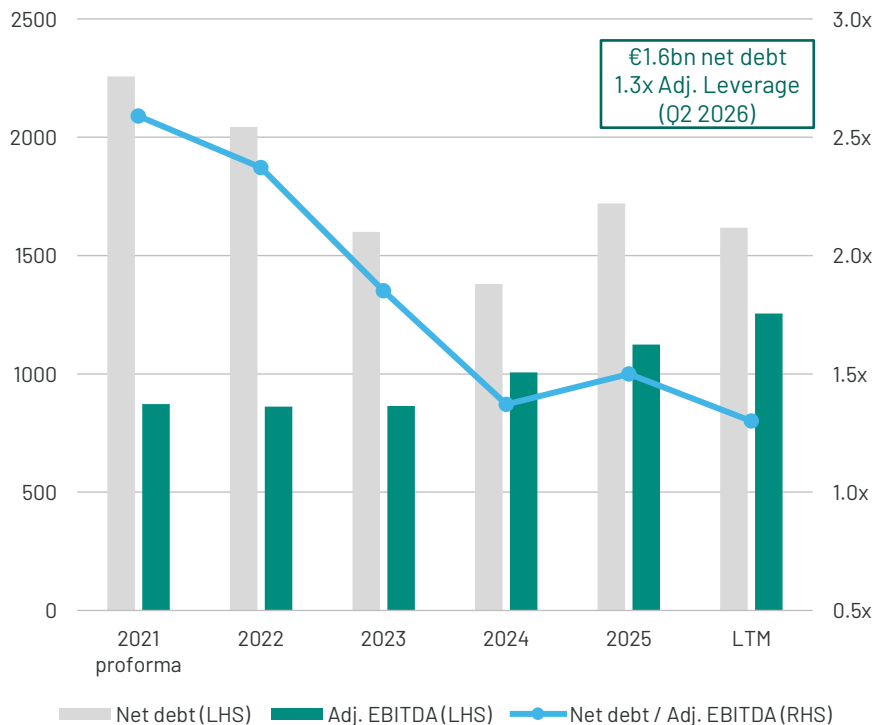
- Transaction-based fees for executing trades on Euronext cash market and charged per executed order and based on value traded in cash equities, clearing fees based on volumes cleared

Financial derivatives trading and clearing | 3% of revenue

- Transaction-based fees for executing and clearing trades on Euronext derivatives market and charged per lot in derivatives

Strong and improved financial profile

Last twelve months leverage in line with capital allocation principles



S&P Global
Ratings

A- (stable outlook)
since February 2025

Amount	Coupon	Maturing on	Maturity
€600 million	2.625%	26/11/2028	3 years
€750 million	1.125%	12/06/2029	10 years
€600 million	0.750%	17/05/2031	10 years
€425 million	1.500%	30/05/2032	7 years
€600 million	1.500%	17/05/2041	20 years



€3.0 billion

Total outstanding debt

1.5%

Weighted average
fixed coupon

6.1 years

Weighted average life
to maturity



Governance and Capital Structure



Open federal governance model

Euronext N.V. is a Dutch public company with a two-tier governance

Supervisory Board

Piero Novelli	 Chairman (Independent)
Dick Sluimers	 Vice-Chairman (Independent)
Francesca Scaglia	 Representative of the reference shareholders
Koen Van Loo	 Representative of the reference shareholders
Olivier Sichel	 Representative of the reference shareholders
Fedra Ribeiro	 Independent
Muriel De Lathouwer	 Independent
Nathalie Rachou	 Independent
Morten Thorsrud	 Independent
George Handjinicolaou	 Independent

Extended Managing Board

Stéphane Boujnah	 CEO and Chairman of the Managing Board
Simon Gallagher	 CEO of Euronext London and Head Global Sales
Divind Amundsen	 CEO of Oslo Børs
Daryl Byrne	 CEO of Euronext Dublin
Delphine d'Amarzit	 CEO of Euronext Paris
René van Vlerken	 CEO of Euronext Amsterdam
Isabel Ucha	 CEO of Euronext Lisbon
Benoit van den Hove	 CEO of Euronext Brussels
Fabrizio Testa	 CEO of Borsa Italiana and Head of Fixed Income Trading
Yianos Kontopoulos	 CEO of Euronext Athens
Manuel Bento	 COO
Sylvia Andriessen	 General Counsel
Giorgio Modica	 CFO
Jakub Michalik	 Chief Policy Officer
Angelo Proni	 CEO of MTS
Camille Beudin	 Head of Diversified Services
Amaury Houdart	 Chief Talent Officer
Tatyana Valkova	 Head of Compliance and Risk
Daniela Melato	 Head of Group Data Services
Nicolas Rivard	 Global Head of Cash Equity and Data Services
Pierre Davoust	 Head of CSDs
Mathieu Caron	 Head of Primary Markets

- Prior to the IPO in 2014, a group of European institutions (who now owns 24.02%) acquired shares in Euronext. These are known as the Reference Shareholders
- The agreement of Euronext Reference Shareholders has been renewed and amended on 29 April 2024, for a period of 4 years
- The Reference Shareholders have 3 representative at the Supervisory Board
- Each local exchange has its own Board of Directors

Experienced management team

Managing Board



Stéphane Boujnah
Chief Executive Officer,
Chairman of the Managing
Board



Delphine d'Amarzit
CEO Euronext Paris



Isabel Ucha
CEO Euronext Lisbon



Divind Amundsen
CEO Oslo Børs



Simon Gallagher
CEO Euronext London and
Head of Global Sales



Benoit van den Hove
CEO Euronext Brussels



Manuel Bento
Chief Operating Officer



Yianos Kontopoulos
CEO Euronext Athens



René van Vlerken
CEO Euronext Amsterdam



Daryl Byrne
CEO Euronext Dublin



Fabrizio Testa
CEO Borsa Italiana and Head
of Fixed Income Trading

Permanent attendees to the Managing Board



Sylvia Andriessen
General Counsel



Camille Beudin
Head of Diversified Services



Mathieu Caron
Head of Primary Markets



Pierre Davoust
Head of Euronext Securities



Amaury Houdart
Chief Talent Officer



Daniela Melato
Head of Group Data Business
Development and Data Solutions



Jakub Michalik
Chief Policy Officer



Giorgio Modica
Chief Financial Officer



Nicolas Rivard
Global Head of Cash Equity
and Data Services

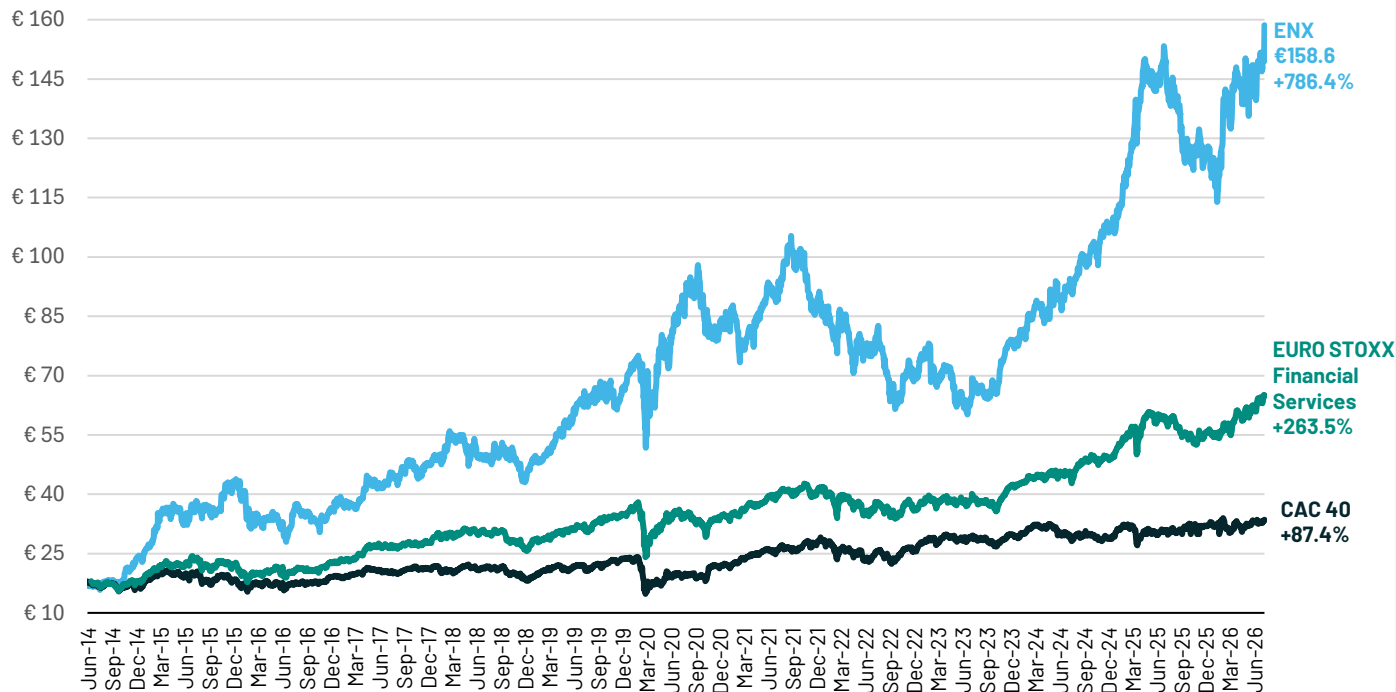


Angelo Proni
CEO of MTS



Tatyana Valkova
Head of Compliance and Risk

Euronext share and capital structure

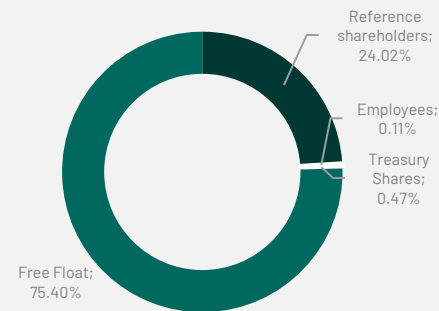


- Market capitalisation as of 31 July 2026: **€16.1bn**
- Bloomberg / Reuters: **ENX:FP / ENX:PA**
- Indices presence: **SBF120, NEXT 150, CAC Large 60, CAC 40, CAC 40 ESG, MSCI Standard Series, Stoxx 600 Financial Services, Euronext Equileap Gender Equality France 40, CAC SBT 1.5**



1) As of 31 July 2026
2) Share price until 31 July 2026

Capital structure¹⁾



Reference shareholders¹⁾

	Ownership
Caisse Des Dépôts & Consignations	8.23%
CDP Equity	8.23%
SFPI-FPIM	5.44%
Intesa Sanpaolo	1.58%
ABN AMRO Bank NV	0.53%
Total reference shareholders	24.02%



Appendix



Number of outstanding shares used for EPS computation

For comparative purposes, average numbers of outstanding shares (basic) for previous comparative periods were restated using the bonus fraction.

- **For the first semester of 2026, the average number of outstanding shares (basic) is 101,318,098**

- For the first quarter of 2026, the average number of outstanding shares (basic) is 101,310,087
- For the full year of 2025, the average number of outstanding shares (basic) is 101,352,825
- For the first nine months of 2025, the average number of outstanding shares (basic) is 101,294,214
- For the first semester of 2025, the average number of outstanding shares (basic) is 101,374,346

As a reminder, Euronext EPS for periodic reporting is computed as follow:

- Q1 EPS = Net income for Q1 / Average number of outstanding shares over Q1
- **Q2 EPS = (YTD-H1 Net income / Average number of outstanding shares over YTD-H1) – Q1 EPS**
- Q3 EPS = (YTD-9M Net income / Average number of outstanding shares over YTD-9M) – (Q2 EPS + Q1 EPS)
- Q4 EPS = (FY Net income / Average number of outstanding shares over the year) – (Q3 EPS + Q2 EPS + Q1 EPS)

Adjusted EPS for Q2 2026

in €m unless specified otherwise

	Q2 2026	Q2 2025
Net income reported	218.8	183.8
EPS reported (€)	2.16	1.81
Adjustments for non-underlying items included in :		
Revenue and income	(0.9)	-
Operating expenses excl. D&A	(4.6)	(3.4)
Depreciation and amortisation	(30.8)	(25.6)
Non-controlling interests	1.2	0.8
Tax related to adjustments	8.9	7.5
Adjusted net income	245.0	204.4
Adjusted EPS (€)	2.42	2.02

Last twelve month income statement

in €m unless specified otherwise

	Q3 2025	Q4 2025	Q1 2026	Q2 2026	LTM
Underlying revenue and income	438.1	460.8	528.5	544.4	1,971.8
Reported revenue and income	438.1	456.4	526.7	543.5	1,964.7
Securities services	77.3	83.9	91.6	96.9	349.6
Custody and Settlement	70.6	76.7	84.4	88.1	319.9
Other Post Trade	6.7	7.2	7.2	8.8	29.8
Capital markets and Data Solutions (underlying)	168.4	178.2	185.9	193.8	726.3
Primary Markets	46.2	48.1	52.3	54.2	200.7
Advanced data solutions	66.2	67.0	69.3	72.3	274.8
Corporate and Investor Solutions and Technology Services (underlying)	56.0	63.0	64.3	67.3	250.7
FICC markets	81.9	82.6	95.5	98.4	358.4
Fixed income trading and clearing	46.8	46.3	52.0	55.9	201.0
Commodities income trading and clearing	27.6	28.8	33.8	34.0	124.2
FX trading	7.5	7.4	9.8	8.5	33.2
Equity markets	93.7	101.6	138.9	132.7	466.9
Cash equity trading and clearing	82.5	89.4	123.0	118.5	413.4
Financial derivatives trading and clearing	11.2	12.3	15.9	14.1	53.6
Net treasury income	16.7	14.4	16.4	22.5	70.0
Other income	0.2	0.1	0.2	0.1	0.6
Operating expenses excluding D&A	(162.9)	(195.5)	(187.7)	(189.0)	(735.1)
Underlying operating expenses excluding D&A	(161.4)	(185.8)	(185.3)	(184.4)	(716.9)
Adjusted EBITDA	276.7	275.0	343.2	360.0	1,255.0
<i>Adjusted EBITDA margin</i>	63.2%	59.7%	64.9%	66.1%	63.6%
EBITDA	275.2	260.8	339.0	354.5	1,229.6
D&A	(49.3)	(54.2)	(50.2)	(53.3)	(207.0)
Total expenses	(212.2)	(249.8)	(237.9)	(242.2)	(942.1)
Operating profit	226.0	206.6	288.8	301.2	1,022.6
Adjusted operating profit	253.5	253.2	321.7	337.6	1,165.9
Net financing expense	(6.8)	(4.3)	(6.6)	(7.5)	(25.2)
Results from Equity investments	0.0	10.9	0.2	27.0	38.1
Income tax	(58.5)	(56.8)	(74.6)	(84.7)	(274.6)
Non-controlling interests	(11.0)	(11.7)	(15.5)	(17.3)	(55.5)
Net profit	149.7	144.7	192.3	218.8	705.6

Balance sheet as of 30 June 2026

In €million

30 June 2026

31 March 2026*

Non-current assets

Property, plant and equipment	119.3	121.4
Right-of-use assets	90.7	75.1
Investment property	6.3	6.3
Goodwill and other intangible assets	6,826.1	6,845.1
Deferred income tax assets	20.9	20.6
Investments in associates and joint ventures	16.8	16.4
Financial assets at fair value through OCI	453.5	431.3
Other non-current assets	11.5	11.5

Total non-current assets **7,545.0** **7,527.7**

Current assets

Trade and other receivables	517.1	520.3
Income tax receivable	14.9	7.2
Derivative financial instruments	-	0.3
CCP clearing business assets	405,561.6	377,578.3
Other current financial assets	71.5	71.8
Cash & cash equivalents	1,311.2	2,003.1

Total current assets **407,476.3** **380,180.9**

Total assets **415,021.3** **387,708.7**

Equity

Shareholders' equity	4,613.1	4,728.8
Non-controlling interests	188.7	222.8

Total equity **4,801.8** **4,951.6**

Non-current liabilities

Borrowings	2,917.9	2,915.7
Lease liabilities	79.7	65.6
Other non-current financial liabilities	1.3	3.5
Deferred income tax liabilities	510.1	519.7
Post-employment benefits	23.2	23.3
Contract liabilities	73.0	67.5
Other provisions	5.8	7.0

Total non-current liabilities **3,611.0** **3,602.3**

Current liabilities

Borrowings	11.4	411.5
Lease liabilities	22.0	20.0
Other current financial liabilities	24.9	102.1
Derivative financial liabilities	405,584.7	377,596.8
CCP clearing business liabilities	85.7	116.4
Income tax payable	699.5	700.4
Trade and other payables	178.4	205.9
Contract liabilities	1.8	1.6
Other provisions	406,608.5	379,154.8

Total current liabilities **415,021.3** **387,708.7**

Total equity and liabilities **415,021.3** **387,708.7**

unaudited, in € million

As of 30/06/2026

CCP clearing business assets

CCP trading assets at fair value	173,119.6
Assets under repurchase transactions	198,545.3
Other financial assets traded but not yet settled	128.1
Debt instruments at fair value through other comprehensive income	151.0
Other instruments held at fair value	169.8
Other receivables from clearing members	6,904.1
Cash and cash equivalents of clearing members	26,543.7

Total assets **405,561.6**

CCP clearing business liabilities

CCP trading liabilities at fair value	173,119.6
Liabilities under repurchase transactions	198,545.3
Other financial liabilities traded but not yet settled	128.1
Other payables to clearing members	33,791.7

Total liabilities **405,584.7**

Outstanding debt issued

Amount	Maturity	Interest
€600 million	2028	Fixed
€750 million	2029	Fixed
€600 million	2031	Fixed
€425 million (convertible)	2032	Fixed
€600 million	2041	Fixed

* Comparative figures were adjusted following the recognition of the Athex PPA at the acquisition date of 24 November 2025

Q2 2026 cash flow statement

<i>in €m</i>	Q2 2026	Q2 2025
Profit before tax	320.8	264.5
Adjustments for:		
- Depreciation and amortisation	53.3	48.2
- Share-based payments	4.9	5.6
- Results from equity investments	(26.7)	(24.5)
- Share of profit from associates and joint ventures	(0.3)	-
- Changes in working capital	(39.0)	(43.8)
Cash flow from operating activities	312.9	250.0
Income tax paid	(127.4)	(115.1)
Net cash flows from operating activities	185.5	135.0
Cash flow from investing activities		
Business combinations, net of cash acquired	-	(400.4)
Proceeds from sale of associate	0.9	-
Proceeds from disposal of equity investment at FVOCI	11.6	-
Purchase of current financial assets	(0.2)	(0.4)
Redemption of current financial assets	0.2	(0.2)
Purchase of property, plants and equipment	(3.5)	(3.2)
Purchase of intangible assets	(32.8)	(28.1)
Interest received	6.7	7.3
Asset acquisitions	(76.6)	(27.7)
Dividends received from equity investments	26.7	24.5
Net cash flow from investing activities	(66.9)	(428.2)
Cash flow from financing activities		
Proceeds from borrowings, net of transaction fees	-	846.2
Repayment of borrowings, net of transaction fees	(385.5)	(925.0)
Interest paid	(25.7)	(29.2)
Payment of lease liabilities	(4.0)	(3.4)
Transactions in own shares	(39.7)	-
Transactions with non-controlling interests	(3.5)	-
Withholding tax paid at vesting of shares	(3.6)	(1.9)
Dividends paid to the company's shareholders	(322.8)	(293.4)
Dividends paid to non-controlling interests	(26.4)	(18.2)
Net cash flow from financing activities	(811.2)	(424.9)
Total cash flow over the period	(692.6)	(718.1)
Cash and cash equivalents - Beginning of period	2,003.0	1,642.3
Non-cash exchange gains/(losses) on cash and cash equivalents	0.8	(4.9)
Cash and cash equivalents - End of period	1,311.2	919.3

Balance sheet (reported)

in €m

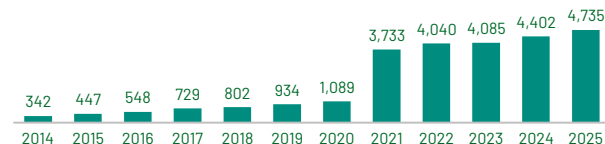
Assets

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Goodwill and other intangible asset	321.3	321.4	321.2	515.1	705.6	1,458.80	1,536.10	6,178.10	6,205.8	6,108.2	6,096.2	6,776.9
Other non-current assets	151	163.2	172.6	266.2	360.4	399.5	405.0	532.8	524.5	469.9	555.4	681.9
Total non-current assets	472.2	484.6	493.8	781.4	1,066.10	1,858.30	1,941.10	6,710.8	6,730.3	6,578.0	6,651.6	7,458.8
CCP Clearing Business Assets								137,750.9	166,842.5	183,715.2	270,288.7	318,063.5
Other current assets	143.2	106.7	89.2	96.4	134.4	170.3	314	596.1	563.3	495.3	488.1	514.3
Cash and cash equivalent	241.6	158.6	174.5	187.8	398	369.8	629.5	804.4	1,001.1	1,448.8	1,673.5	1,593.7
Total current assets	384.8	265.3	263.7	284.2	532.4	540.1	943.5	139,151.3	168,407.0	185,659.3	272,450.3	320,171.4
Total assets	857.1	749.9	757.5	1,065.6	1,598.5	2,407.2	2,884.6	145,868.5	175,137.3	192,237.3	279,101.8	327,630.2

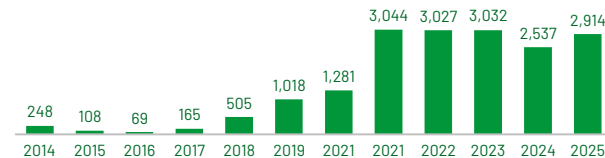
Equity and liabilities

Total equity	341.8	447.2	548.0	729.5	802.3	933.8	1,089.0	3,732.9	4,040.3	4,085.3	4,402.0	4,734.9
Borrowings	248.4	108.2	69.0	164.7	504.9	1,011.5	1,272.5	3,044.4	3,027.2	3,031.6	2,537.0	2,913.5
Other non-current liabilities	49.3	15.8	20.3	46.6	97	206.9	213.6	754.3	664.7	659.2	631.2	676.5
Total non-current liabilities	297.7	124	89.3	211.3	601.9	1,218.3	1,486.1	3,798.8	3,691.8	3,690.8	3,168.2	3,590.0
CCP Clearing Business Liabilities								137,732.4	166,858.7	183,832.2	270,357.9	318,085.4
Total current liabilities	217.6	178.7	120.2	124.8	194.2	255.1	309.6	138,335.5	167,405.2	184,461.1	271,531.7	319,305.3
Total equity and liabilities	857.1	749.9	757.5	1,065.6	1,598.5	2,407.2	2,884.6	145,131.6	175,137.3	192,237.3	279,101.8	327,630.2

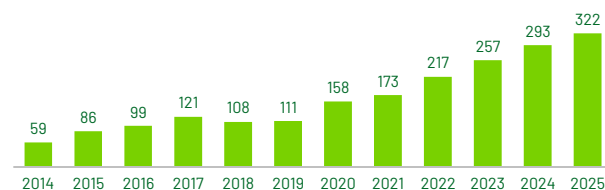
Total equity (in €m)



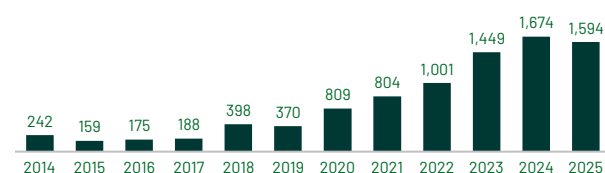
Total debt (in €m)



Dividend paid (with regards to fiscal year, in €m)



Cash and cash equivalents (in €m)





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