

#EAC2026



Euronext Annual Conference

Strengthening
European capital
markets now

17 MARCH 2026, PARIS





Stéphane Boujnah

CEO and Chairman of the Managing Board of Euronext

Welcome to the 14th edition of the Euronext Annual Conference.

Today, global executives, investors, policymakers and industry leaders gather at a decisive moment for European capital markets, with a clear objective: strengthening European capital markets now.

The global economic and geopolitical order is undergoing unprecedented changes. In an environment marked by renewed strategic competition, trade tensions and shifting alliances, Europe can no longer take its economic security and sovereignty for granted. At the same time, European capital markets remain fragmented. This is both a challenge and an opportunity.

Europe holds a major strategic asset in its long-term savings, with over €13 trillion in private savings accounts. These savings are deep and resilient, yet they are not being channelled into productive investment. Capital must move faster and at greater scale towards Europe's industrial development, digital innovation, defence capabilities and energy transition.

This requires deeper, more efficient and more integrated European capital markets. This requires a European market that supports long-term investment and risk-taking. This requires action now.

Europe must lead in building integrated

financial markets, while ensuring they continue to serve issuers, investors and society.

The discussions taking place today are timely and necessary. Strong and integrated European capital markets are the foundation of Europe's strategic autonomy. In a period of geopolitical uncertainty, they play a central role in financing priorities and reinforcing Europe's capacity to act.

Euronext is fully committed to this ambition. As Europe's leading capital market infrastructure, we connect savings with investment and support the long-term competitiveness of the European economy. Recent developments reflect this role. Our inclusion in the CAC 40® Index recognises the scale, performance and consistency of Euronext's strategy. The acquisition of Athex Group marks another decisive step. It reinforces Euronext's geographical footprint and contributes to more connected capital markets across Europe.

This year's conference underlines a shared conviction: the time for alignment has passed. The time for action has arrived.

Thank you for joining this 14th edition of the Euronext Annual Conference. I wish you insightful sessions and productive discussions as we work together to strengthen European capital markets now.

#EAC 2026

Agenda

AGENDA

Strengthening European capital markets now

09:00 – 18:15 CET | Tuesday 17 March 2026

09:00 – 09:30 Welcome coffee**09:30 – 09:45 Introduction speech**

Stéphane Boujnah, CEO and Chairman of the Managing Board - Euronext

09:45 – 10:35 Annual opening remarks

Business session

- Nicolai Tangen, CEO - *Norges Bank Investment Management*

Government session

- Eelco Heinen, Dutch Minister of Finance
- Kyriakos Pierrakakis, Greek Minister of National Economy and Finance, President of the Eurogroup

10:35 – 11:20**Building integrated European capital markets for the future now**

- Marie-Anne Barbat-Layani, Chair - *AMF*
- Fabrice Croppi, Global Head of Investment Banking & Real Assets - *Natixis Corporate & Investment Banking*
- Nicholas Levy, Partner - *Cleary Gottlieb*
- Verena Ross, Chair - *ESMA*
- Andrea Sironi, Chair - *Generali*

Moderated by Sophie Javary, Vice Chairman CIB EMEA - *BNP Paribas***11:20 – 11:35****Networking break****11:35 – 12:05****Fireside chat**

- Dominique Senequier, CEO & Founder - *Ardian*

Moderated by Alain Gallois, Global Head of Advisory & Coverage and Head of EMEA - *Natixis Corporate & Investment Banking***12:05 – 12:50****Activating financial markets to address the sovereign debt challenges in the EU now**

- Alexis Kohler, Executive Vice President, Chairman of Investment Banking - *Societe Generale*
- Isabelle Mateos y Lago, Chief Economist - *BNP Paribas*
- Dorothee Rouzet, Chief Economist - *Direction générale du Trésor*
- Martin Wagner Toftdahl, Director and Head of the Banking and Markets Department - *Danmarks Nationalbank*
- Dimitrios Tsakonias, Director General - *Greek Public Debt Management Agency*

Moderated by Emmanuelle Trochu, Global Head of Official Institutions - *Crédit Agricole CIB***12:50 – 14:00****Networking lunch**

- 14:00 – 14:35 Euronext Awards**
-
- 14:35 – 14:45 Keynote speech**
- **Nadia Calviño**, President - *EIB*
-
- 14:45 – 15:05 Activating savings in 2026**
- **Fannie Wurtz**, Deputy CEO - *Amundi Asset Management*
- Moderated by *Delphine d'Amarzit*, CEO - *Euronext Paris*
-
- 15:05 – 16:00 Building Europe's strategic autonomy now**
- Introductory remarks by **Admiral Pierre Vandier**, Supreme Allied Commander Transformation - *NATO*
 - **Petr Formánek**, Director of Acquisitions - *CSG Group*
 - **Christian Hadjiminas**, CEO - *Theon International*
 - **Eirik Lie**, CEO - *Kongsberg Defence & Aerospace*
 - **Henri Marcoux**, Deputy CEO - *Tikehau Capital*
- Moderated by *Ramona Bloj*, Co-Founder - *Le Grand Continent*
-
- 16:00 – 16:15 Networking break**
-
- 16:15 – 17:00 From tokenisation to trust: building Europe's next-generation financial ecosystem now**
- **Emmanuelle Assouan**, Secretary General - *Autorité de Contrôle Prudenciel et de Résolution*
 - **Sean Ballard**, Strategic Partnerships/High Frequency trading LATAM and EMEA - *Jump Trading*
 - **Samara Cohen**, Senior Managing Director, Global Head of Market Development - *BlackRock*
 - **Pierre-Olivier Pagnon**, Member of the Executive Committee, Head of Information System & Risks IT - *Crédit Agricole CIB*
 - **Andrea Prampolini**, Head of Financial, Digital and Markets Technology - IMI CIB Division - *Intesa Sanpaolo*
- Moderated by *Anthony Attia*, Global Head of Derivatives and Post-Trade - *Euronext*
-
- 17:00 – 17:10 Who are the shareholders of the CAC 40?**
- **Mathieu Caron**, Head of Primary Markets - *Euronext*
-
- 17:10 – 17:55 Navigating geopolitical uncertainties in 2026**
- **Jean-Marc Chéry**, President & CEO - *STMicroelectronics*
 - **Jean Lemierre**, Chairman - *BNP Paribas*
 - **Florent Menegaux**, CEO - *Michelin*
 - **Florence Parly**, Chair of the Board of Directors - *Air France-KLM Group*
 - **Paul du Saillant**, Deputy CEO - *EssilorLuxottica*
- Moderated by *Luis Vaz Pinto*, Chairman of Equity Capital Markets - *Societe Generale*
-
- 17:55 – 18:15 Closing remarks**
- **Roland Lescure**, French Minister of Economy, Finance, Energy and Industrial Digital Sovereignty

#EAC 2026

Speakers

EAC Speakers 2026



Emmanuelle Assouan

Secretary General

Autorité de Contrôle Prudentiel
et de Résolution



Anthony Attia

Global Head of Derivatives
and Post-Trade

Euronext



Sean Ballard

Strategic Partnerships/High
Frequency trading LATAM and EMEA

Jump Trading



Marie-Anne Barbat-Layani

Chair

AMF



Ramona Bloj

Co-Founder

Le Grand Continent



Stéphane Boujnah

CEO and Chairman of the
Managing Board

Euronext



Nadia Calviño

President

EIB



Mathieu Caron

Head of Primary Markets

Euronext



Jean-Marc Chéry

President & CEO

STMicroelectronics



Samara Cohen

Senior Managing Director, Global
Head of Market Development

BlackRock



Fabrice Croppi

Global Head of Investment
Banking & Real Assets

Natixis Corporate & Investment Banking



Delphine d'Amarzit

CEO of Euronext Paris

Euronext



Paul du Saillant

Deputy CEO

EssilorLuxottica



Charles Fleming

Founder

Mont Cottard Conseil



Petr Formánek

Director of Acquisitions

CSG Group



Alain Gallois

Global Head of Advisory &
Coverage and Head of EMEA

Natixis Corporate & Investment Banking



Christian Hadjiminias

CEO

Theon International



Eelco Heinen

Dutch Minister of Finance

EAC Speakers 2026



Sophie Javary

Vice Chairman CIB EMEA

BNP Paribas



Alexis Kohler

Executive Vice President,
Chairman of Investment Banking

Societe Generale



Jean Lemierre

Chairman

BNP Paribas



Roland Lescure

French Minister of Economy,
Finance, Energy and Industrial
Digital Sovereignty



Eirik Lie

CEO

Kongsberg Defence & Aerospace



Nicholas Levy

Partner

Cleary Gottlieb



Henri Marcoux

Deputy CEO

Tikehau Capital



Isabelle Mateos y Lago

Chief Economist

BNP Paribas



Florent Menegaux

CEO

Michelin



Pierre-Olivier Pagnon

Member of the Executive Committee,
Head of Information System & Risks IT

Crédit Agricole CIB



Florence Parly

Chair of the Board of Directors

Air France-KLM Group



Kyriakos Pierrakakis

Greek Minister of National
Economy and Finance, President
of the Eurogroup



Andrea Prampolini

Head of Financial, Digital and Markets
Technology - IMI CIB Division

Intesa Sanpaolo



Verena Ross

Chair

ESMA



Dorothee Rouzet

Chief Economist

Direction générale du Trésor



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Dominique Senequier

CEO & Founder

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Nicolai Tangen

CEO

Norges Bank Investment Management

EAC Speakers 2026



Martin Wagner Toftdahl
Director and Head of the Banking
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Dimitrios Tsakonas
Director General

[Greek Public Debt Management Agency](#)



Pierre Vandier
Supreme Allied Commander
Transformation

[NATO](#)



Luis Vaz Pinto
Chairman of Equity Capital
Markets

[Societe Generale](#)



Fannie Wurtz
Deputy CEO

[Amundi Asset Management](#)



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speakers and for
the latest agenda,
scan the QR code

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CORPORATE AND
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GÉNÉRALE**

GOLD SPONSORS

CLEARY GOTTLIB

SILVER SPONSORS

BANK OF AMERICA 

 **Rothschild & Co**

Uptevia
CORPORATE TRUST



Where balance becomes value

In 2025, BNP Paribas delivered on its targets and reported excellent performances. The Group is entering a new cycle in 2026, supported by growth drivers already in place.

A robust model at the service of the economy and our clients

€ 51.2 BN
REVENUES
(+4.9%)

€ 12.2 BN
NET INCOME,
GROUP SHARE
(+4.6%)

BALANCE OF
€ 2.57
DIVIDEND PER SHARE¹
REPRESENTING
A TOTAL DIVIDEND OF
€ 5.16
PER SHARE (+7.7%)

12.6 %
CET1 RATIO
as of 31 December 2025

#1
WORLDWIDE
IN SUSTAINABLE
BONDS AND
LOANS FOR THE
3RD CONSECUTIVE YEAR
(with a total amount
of \$69.0 BN in 2025²)

#1
EUROZONE
BANK IN AI
(Evident AI index)



BNP PARIBAS
The bank for a changing world
invest.bnpparibas/en

This document contains forward-looking statements based on current assumptions and forecasts regarding future events. Various known and unknown risks, uncertainties and other factors could lead to significant differences between BNP Paribas Group's actual future results, financial situation, developments or performance and the estimates presented here (for more information, refer to the 2025 Universal Registration Document and its forthcoming amendments, available at: <https://invest.bnpparibas/en>). This document does not constitute an offer or a solicitation to buy or sell securities or other investments. It does not constitute investment advice, nor financial research or analysis. Past performance is not indicative of future results.

¹ Subject to approval by the General Meeting on 12 May 2026; it is specified that an interim dividend of €2.59 per share was paid on 30 September 2025. The balance of the dividend, amounting to €2.57 per share, will detach on 18 May 2026 and be paid on 20 May 2026.

² According to Dealogic 2025, All ESG Bonds, including Green Bonds, Social Bonds, Sustainability Bonds and Sustainability-Linked Bonds as well as all ESG loans, including Green Loans, Social Loans and ESG-Linked Loans/SLL.

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Your trusted partner in transitions

**Green, Social and
Sustainability Bonds**

#1

**Bookrunner Worldwide
2025**

**Pioneer and market leader in sustainable finance,
Crédit Agricole CIB strengthens its commitments to clients
by leveraging its expertise and offering a suite
of products tailored to accompany them
on their decarbonisation journey.**

www.ca-cib.com



The leading European capital market infrastructure

Euronext is the leading European capital market infrastructure, operating at the heart of the continent's financial markets. With its unique federal model as a foundation, Euronext operates eight national markets in Belgium, France, Ireland, Italy, the Netherlands, Norway, Portugal, and, after the acquisition of Athex Group in November 2025, Greece.

Euronext provides listing and trading on regulated markets, clearing via two European multi-asset CCPs, and custody and settlement through a harmonised network of five central securities depositories connected to over 20 international markets. This integrated infrastructure spans the full capital markets value chain, enabling the exchange of capital, risk, and goods while meeting the evolving needs of our customers and users.

Euronext has expanded into new asset classes and services across Europe, including power derivatives through Nord Pool, diversified trading services through MTS, and Corporate & Investor Solutions. The Group's cross-border teams combine deep local market knowledge with harmonised rules and technology, supporting innovation, new business activity and sustainable economic growth. Euronext's entry into the French CAC 40® Index in September 2025 proves that Europeans can successfully build strategic, integrated projects that strengthen the Savings and Investments Union.



8 European exchanges

across Belgium, France, Greece, Ireland, Italy, The Netherlands, Norway and Portugal

2 multi-asset class clearing houses

540m+
cash equity
transactions
cleared

120m+
financial
derivatives
contracts

29m+
commodity
derivatives
contracts

3rd largest CSD network

c.€7.7 trillion

in assets under custody in our post-trade franchise

#1

equity listing venue in Europe

c.1,900
listed companies

€6.8 trillion
in market cap

50
new listings in 2025

cash trading venue in Europe by ADV

29%
of European
lit equity
trading

**€12.6
billion**
Cash ADV

64%
cash market
share

debt listing venue globally

#1
for ESG bonds

56,000
total bonds
listed

3,500+
ESG bonds
listed



Leading power market in Europe

Nord Pool

Day-ahead and intraday trading across 20 European countries

Leading European exchange for agricultural commodities

Global benchmark for European physical milling wheat

115,000+
lots across
contracts
ADV

3rd largest repo clearing business

in Europe in terms of notional cleared

Data as of
December 2025.



A GLOBAL LEADING BANK IN ITS KEY AREAS OF EXPERTISE, POSITIONED AT THE HEART OF TRANSITIONS

GLOBAL EXPERTISE

Global Markets • Investment Banking & Real Assets
Credit Portfolio & Resource Management • Global Trade • M&A

**9 KEY SECTORS and the GREEN & SUSTAINABLE HUB
to support environmental, societal and digital transitions**

Energy Security & Decarbonization / Low-Carbon Energies /
Critical Metals & Minerals / Food, Agriculture and Natural Capital /
Healthcare / Telecom & Tech / Mobility / Environment / Real Estate

A PRESENCE IN NEARLY 30 LOCATIONS / TERRITORIES WORLDWIDE

AMERICAS | EUROPE | ASIA-PACIFIC & MIDDLE EAST

Natixis Corporate & Investment Banking is part of Groupe BPCE (the second largest banking group in France through the Banque Populaire and Caisse d'Epargne retail networks), providing investment banking, capital markets and commercial banking solutions to corporations, financial institutions, institutional investors, financial sponsors and the public sector.

Delivering the Savings and Investments Union

To unlock the full potential of the EU's €13 trillion currently sitting in private savings and strengthen its global competitiveness considering numerous challenges, the Union must urgently address several fundamental barriers that have led to fragmented capital markets. Against this backdrop, the Market Integration and Supervision Package, presented by the European Commission in December 2025, is an important development in building the Savings and Investments Union (SIU). Euronext is firmly committed to continue being part of the rapid and decisive delivery of the SIU, for real.

The proposals represent an important step toward integrating fragmented markets, improving scaling opportunities for EU financial market infrastructures and reducing barriers. We support proposals aiming to increase liquidity, fair competition, investors' choice and consolidation of markets.



1. Liquidity must be more visible

Liquidity is key if capital is to flow seamlessly across borders to boost the attractiveness of EU markets for companies as a preferable place to list where they will achieve optimal valuations. Against this backdrop the measures in the Package should ensure that liquidity is more visible and accessible. There need to be meaningful improvements to level the playing field across execution venues and increase transparency in the market to ensure quality of execution.

2. Post-trade infrastructure is too fragmented

Settlement and custody markets are fragmented across Member States, making cross-border investment costly and inefficient. Europe needs a truly integrated competitive CSD landscape that offers issuers and investors choice. This can be achieved by fully leveraging off the common platform for securities settlement provided by TARGET2-Securities and operated by the European Central Bank.

3. Europe needs a single rulebook and a single supervisor

European market operators need pan-European solutions for pan-European players: a single authorisation enabling them to operate seamlessly across borders. The ability to open branches throughout the Union without duplicative national requirements would eliminate the complexity created by divergent supervisory practices and fragmented oversight, improve consistency of outcomes, and support deeper market integration. Strengthening the role, tools and governance of the European supervisory architecture with ESMA at its heart is essential to ensuring that supervision keeps pace with the EU's strategic ambitions.

4. Simplification is essential for competitiveness

The EU must ensure that its regulatory framework enables companies, especially SMEs, to access public markets without unnecessary procedural or reporting burdens. Today, overlapping, complex requirements discourage companies

from listing and impose avoidable compliance costs on those already listed. A renewed focus on burden reduction and simplification is essential for Europe's competitiveness. The establishment of an electronic central database for regulatory reporting at European level will streamline disclosure, eliminate duplicative or outdated obligations across all listing requirements, and will free up resources for companies to focus on growth and innovation. Simplification and competitiveness should be guiding principles across the entire regulatory framework: rules should be clear, targeted, and stable, creating an environment where companies have confidence in the EU as a viable long-term listing destination.



[Learn more](#)

YOUR GREAT IDEAS SHOULD AND CAN COME TO LIFE WITH US ON YOUR SIDE



Awarded World's Best Bank for ESG*,
we provide you with innovative finance
solutions to meet your ambitions
for a more sustainable future.



**ADVISORY • INVESTMENT BANKING • FINANCING • TRANSACTION BANKING
SECURITIES SERVICES • MARKETS • FLEET AND MOBILITY SOLUTIONS**

*Awarded by Euromoney for 2025.

Societe Generale, S.A. with a share capital of €958 618 482,50 - 552 120 222 RCS PARIS - Registered office:
29, bd Haussmann, 75009 PARIS. February 2026.

Euronext-led initiatives for Aerospace and Defence companies

Euronext is home to the most dynamic and diverse ecosystem of Aerospace and Defence companies in Europe, with 27 issuers listed representing €470bn in market capitalisation, compared with 22 issuers across all other major European exchanges representing €366bn in market capitalisation.

Since 2020, over €19bn in capital has been raised to directly finance Aerospace and Defence companies.

In 2025, Euronext mobilised European capital markets to support critical aerospace, defence and security sectors, reinforcing Europe's long-term strategic autonomy, resilience and competitiveness, through different initiatives.

1. First Aerospace and Defence Funding Days 7-8 July 2025

Event designed to help growing Aerospace and Defence businesses enhance their knowledge of capital markets and connect to investors and advisors from the European financial ecosystem.

25

attending
companies

200

meetings

€1bn

total
turnover

2. IPOready Defence: Preparing future industry leaders for capital markets

IPOready Defence leverages Europe's largest pre-IPO programme to support entrepreneurs in understanding financing options and the path to an IPO. Available across 9 countries in Europe.





First Aerospace and Defence cohort recruited for 2026



30+
Aerospace and
Defence companies

Global partners



3. The European Defence Bond Label: the new solution to facilitate the issuance of defence bonds

- **European Defence Bond Label (EDBL)** launched on 10 July 2025.
- **Establishes a common framework** to identify and label bonds financing eligible European Defence and Security activities.
- **Close collaboration and strong support** from the Debt Capital Markets ecosystem throughout the development phase.
- **3 EDBL Bonds (BPCE, Bpifrance, Exail Technologies)** already listed on Euronext Paris representing **€2.3bn in capital raised**.

4. European Aerospace and Defence Growth Hub powered by ELITE

Powered by ELITE, a European hub to foster the strategic growth of the Aerospace and Defence supply chain in Europe. Launched in November 2025, this initiative is designed to strengthen the supply chain of aerospace and defence companies. Participating companies will benefit from a comprehensive programme that includes executive training, strategic cross-border collaboration, secure access to suitable financing instruments and enhanced European visibility.



With you when
your world
changes

Rely on Europe's **first Trade
Finance bank*** for your global
growth.



BNP PARIBAS
The bank for a changing world

*Source: Coalition Greenwich 2024 - Large Corporate Trade Finance 2024 France.

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Euronext Corporate Solutions

WHO WE ARE

Established in 2016, Euronext Corporate Solutions is a wholly-owned subsidiary of Euronext.

We offer innovative solutions and tailor-made advisory services in the fields of governance, compliance, investor relations and communication.

We have a strong local footprint across Europe and a deep understanding of global capital markets.



400+

Team members across Europe



35+

Countries where we serve organisations

We empower organisations to **Decide** with clarity, **Comply** with ease and **Communicate** with trust.



4,800+

Organisations supported, of which **1,000+** are listed companies



GOVERNANCE

Secure & easy board workflow and committee management



COMPLIANCE

Stay ahead of regulatory requirements



IR & COMMUNICATION

Enhance investor relations and visibility





Acting for your success

2025

BONDS

#1

Bookrunner in France

#4

Worldwide



3500+

Corporate and Financial
Institution clients



35+

Locations worldwide



10,000+

Employees

www.ca-cib.com



CRÉDIT AGRICOLE
CORPORATE & INVESTMENT BANK

A year of strategic milestones achieved for Euronext

2025

JAN

Agreement to acquire Nasdaq's Nordic power futures business

FEB

Credit rating upgrade to A-

S&P recognition of Euronext's financial strength and execution

MAR

€300m share buyback completed

Disciplined capital allocation supporting shareholder value

Crypto ETP clearing expanded

Regulated clearing extended to cryptocurrency-linked products

Settlement consolidation announced

Euronext Securities designated CSD across core markets

APR

European Common Prospectus launched

Simplifying cross-border access to European capital markets

MAY

Admincontrol acquisition completed

Scaling SaaS and Corporate Solutions across the Nordics and UK

€425m

First-ever convertible bonds issued

Strengthening long-term funding and balance sheet flexibility

JUL

Repo Expansion Initiative launched

Extending Europe's sovereign repo clearing model

Discover the full strategic plan
Scan the QR code



SEP

Euronext joins the CAC 40®

A landmark recognition of scale and market leadership

**European Defence Bond Label launched**

Mobilising private capital for defence and security projects

Mini bond futures introduced

Innovative cash-settled derivatives on European government bonds

Sustainability Week 2025 delivered

3,200+ participants advancing sustainable finance in Europe



OCT

Military reserve partnerships signed

Reinforcing Europe's resilience and strategic autonomy

NOV

€250m share buyback announced

Continued disciplined capital management

Aerospace and Defence Growth Hub launched

Supporting strategic industries through ELITE

Athex Group acquisition completed

Expanding Euronext's federal exchange model

€600m bond issuance completed

Tender offer on existing EUR 2026 bonds



DEC

Auction Volume Discovery (AVD) launched

Unlocking new auction liquidity and improving price formation

Government bond settlement streamlined

Improving cross-border efficiency via a T2S-based model

European CSD expansion accelerated

Driving choice, efficiency and integration across EU markets

Delivering the next phase of Innovate for Growth 2027

In 2026, Euronext will continue executing its strategic plan, shaping the future of European capital markets together with issuers, investors and market participants.

March 2026

Launch of Nordic power derivatives market

June 2026

Completion of truly European Repo offering

September 2026

Euronext Securities expands settlement to cash equities from Amsterdam, Brussels and Paris

Strong financial position enables strategic flexibility

1.5x

Net Debt to EBITDA at the end of Dec 2025

€1.5bn

cash position at the end of Dec 2025

excluding the €600m revolving credit facility

€322m

dividend proposed at 2026 AGM



Discover the full strategic plan

Cleary Gottlieb's Capital Markets Practice

14

offices

220+

partners

1,200

lawyers from
more than
50 countries

65

languages
spoken

61K

pro bono
hours

61

"top-tier" practice
and lawyer
rankings in
Chambers Global

Acknowledged leader in international capital markets

- We regularly represent issuers, underwriters, significant shareholders and other market participants on transactional structuring, disclosure and corporate governance, and corporate and securities regulatory issues.
- Our team includes highly experienced lawyers, recognized as leading professionals in markets where we operate.
- In the last 10 years, we have advised on over \$2.9 trillion in capital markets offerings and 200 IPOs valued in excess of \$110 billion. We have advised clients from jurisdictions around the globe, including the United States, Europe, Latin America and Asia.

Trend of innovations

- For decades, we have played an instrumental role on the most significant advances in the capital markets and have developed many of the techniques that now routinely drive capital-raising transactions.

Deep expertise and insight into regulators

- Cleary Gottlieb has benefited from experience gained working inside the SEC.
- Our lawyers have had prominent input into the securities regulators' development of rules, including the SEC and the AMF.
- We have a strong working relationship with the securities regulators in the various jurisdictions, including the SEC, the AMF or the FCA, to cite a few examples.
- We regularly experience collaborating with the regulators on the first application of new rules to execute transactions.

Selected Issues for Boards of Directors 2026

Our 2026 edition of Selected Issues for Boards of Directors examines the critical issues that dominated boardroom discussions in 2025 and identifies the emerging trends that will shape board agendas in the year ahead.

Scan the QR code below to read further.



Fluent in the Latest Capital Raising Trends and Structures

Renowned for cutting edge advice

IPOs, follow-ons, block trades/ABBs, spin-offs, rights issues, ADRs/GDRs, private placements/PIPEs

ESG disclosure requirements and regulations in the context of IPOs

Dual-listings, including the largest UK/U.S. listing in a decade

Dual-track and LBO-exit IPOs

Disclosure, corporate governance, regulatory and trading issues

SPAC IPOs and de-SPAC transactions, including the first London-listed de-SPAC under the new Listing Rules

Capital markets transactions with derivatives components

"The team at Cleary are good at trying to find solutions. They managed a lot of complexity, different stakeholders and different jurisdictions really well"

Chambers Global, 2026

Leading Firm for Capital
Markets: Debt & Equity

Chambers Europe and Legal 500 UK



Who are the shareholders of the CAC 40®?



Scan for the study

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As a global player with a presence in over 35 countries,
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We have been at the heart of the world's financial markets, and the benchmark for outstanding client service, for more than two centuries.

Our Group is made up of over 4,800 talented people on the ground in 50 countries around the world, across three complementary businesses – Global Advisory, Wealth and Asset Management, and Five Arrows, our alternative assets arm.

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Shaping capital markets for future generations



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