

PERFORMANCE, DEVELOPMENT AND REMUNERATION POLICY

Scope		Group wide	
Document Status		Project for approval	
Version	1.0	Effective Date	January 2026
Executive Owner	Amaury Houdart	Policy Owner	Human Resources
Approvals	Managing Board	Approval Date	Managing Board xx February 2026

1.	SCOPE AND OWNERSHIP	1
2.	EURONEXT'S COMMITMENT	1
3.	IMPLEMENTATION PLAN	2
3.1	Performance.....	2
3.2	Remuneration	2

1. SCOPE AND OWNERSHIP

Euronext's Performance, Development and Remuneration Policy is owned by the Chief Talent Officer and implemented with the support of HR and managers, across all relevant departments and business lines.

It is applied comprehensively across all of the company's activities and operations and encompasses all geographies and employees in every jurisdiction in which the Group operates.

2. EURONEXT'S COMMITMENT

Euronext's Performance and Development Policy and its Remuneration processes aim to strengthen the Group's performance culture, develop its skills and talent pipeline, and recognise the contribution of every employee.

Euronext aims to ensure competitive and fair compensation, with a variable component to foster new initiatives, growth and sustainable performance. Euronext is committed to paying salaries that are aligned with those in comparable industries to maintain market competitiveness. The company is dedicated to promoting equal opportunities and ensuring that all employees receive a decent living wage. Euronext complies with at least the minimum wages stated by Law or collective bargaining agreement where applicable. Throughout the employee journey, through recruitment, training, promotion, compensation, the company actively prevents any instances of gender inequality, and more broadly any form of inequality.

Leveraging on its unique federal model, Euronext is committed to a strong decision-making process when taking any compensation-related decision, ensuring that there are several validation levels between country and functional reporting lines. Euronext's Financial Inclusion commitments are implemented and facilitated by the Group Head of Compensation and Benefits and supported by all relevant business lines.

3. IMPLEMENTATION PLAN

3.1 PERFORMANCE

A culture of continuous feedback exists within the Group, encouraging managers and employees to have regular discussions on performance and development.

The annual appraisal process, which introduces formalised milestones to this continuous feedback culture, is implemented each year. This process includes a self-assessment period that provides an opportunity to request feedback from peers and other colleagues. This is followed by an annual appraisal meeting, the setting of new objectives and mid-year reviews. In addition to two-way feedback, each meeting between the employee and the manager is the opportunity to address performance objectives, career opportunities, training and development needs and ways of working. The overall process is supported by the HR system to ensure that a written record is maintained of the performance achievements, development needs and objectives for the coming year.

The Euronext objectives framework is structured so that all employees have objectives aligned with the Group's strategic plan, including ESG objectives for each team member.

3.2 REMUNERATION

The Company provides a competitive annual fixed salary in line with market standards, short term incentive to reward performance, and long-term incentive for some retention situations, in the form of a Performance Shares reward to align the interests of Euronext employees with those of the company and long-term shareholders. All employees are also eligible for local benefits programmes.

Equal pay is ensured through active compensation monitoring throughout the year, and with a dedicated focus during the annual review, making sure each employee with the same level of responsibilities and performance receives the same level of reward.

As part of our commitment to support gender equality throughout the employee journey, we implement specific measures in addition to the usual compensation monitoring during the annual review:

- The performance bonus payouts are not prorated for employees going on paid parental leave, except major performance issue. By doing so, we uphold our Gender Equal Pay approach and prevent pay gaps between female and male employees.
- Women returning from maternity leave have their annual fixed salary reviewed in the year of their return or during the subsequent compensation review process. By doing so, we ensure fair and equitable compensation as they resume their roles after maternity leave.
- Employees may be awarded an annual performance bonus that is discretionary and reassessed every year based on company results, changes in the competitive landscape, personal retention objectives and the assessment of individual performance on a full year basis. Individual performance is assessed based on the achievement of all objectives, including employees' ESG objectives.
- Each Euronext employee also has access to a share ownership programme, with an annual grant of Performance Shares since 2020, reinforcing the message that each member of the team is a co-owner of Euronext's business objectives, working together to grow Euronext in ambition, impact and profitability.