

# Powering pan-European capital markets to finance the real economy

Euronext is a leading pan-European marketplace with a unique federal model, uniting market platforms that have been operating since the 17th century.

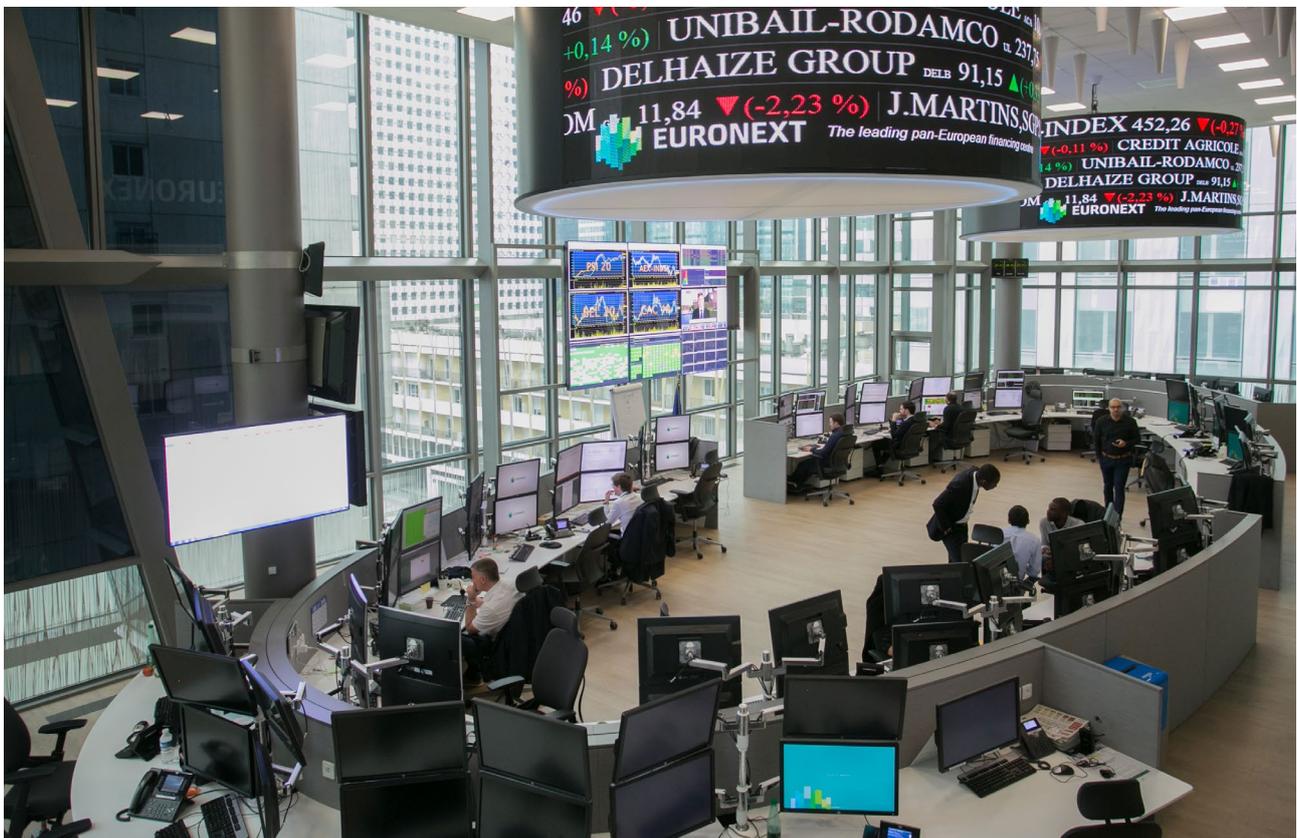
Euronext operates four national regulated securities and derivatives markets in Amsterdam, Brussels, Lisbon, Paris, as well as a UK-based regulated securities market, Euronext London.

Euronext provides a large range of products, services, platforms, technologies, and the deepest pool of liquidity in Europe.

Euronext brings together buyers and sellers in venues that are transparent, efficient and reliable. As the incumbent regulated market, Euronext addresses the needs of all market participants: SMEs and blue chips, retail and institutional investors, buy-side and sell-side, brokers and market makers, long-only and HFT.

Euronext's core mandate is to power pan-European capital markets to finance the real economy, as demonstrated by its leading position in the following segments:

- The largest continental listing venue, with more than 1,300 issuers and a market cap of c.€3.5 trillion.
- The #1 cash market in continental Europe, with an average daily volume of €7.0 billion in 2016.
- The leading commodities business in continental Europe for milling wheat, rapeseed and corn futures, with 13.8 million lots traded in 2016 and numerous growth initiatives in dairy, biomass and vegetable oils.



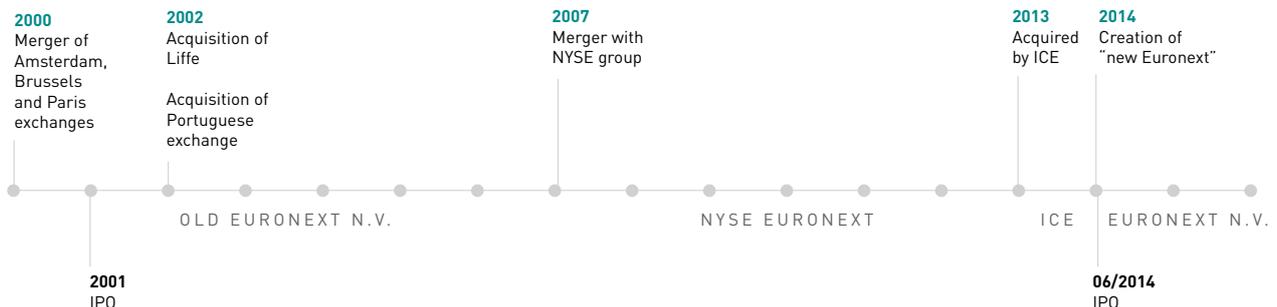


“ Since its IPO in 2014, Euronext has transformed itself into a fully independent pan-European market infrastructure managed by local executives. Euronext offers a great breadth of products, services and platforms, together with a strong international presence. It has demonstrated its ability to play a significant role in the future development of the European markets, while successfully competing on a worldwide stage. Euronext’s model is resilient and delivers consistent top line growth and profitability above that of its comparable peers. Its core mission is to power pan-European capital markets to finance the real economy. ”

**Stéphane Boujnah**

CEO and Chairman of the Managing Board of Euronext N.V.

### Creation of a leading exchange in the Eurozone



<b>Employees</b> <b>589<sup>1</sup></b>	<b>Revenue</b> <b>€496 m<sup>2</sup></b>	<b>EBITDA margin</b> <b>57.2%<sup>2</sup></b>	<b>Market Cap</b> <b>€3.5 bn<sup>3</sup></b>
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<sup>1</sup> As of 31 December 2016

<sup>2</sup> Full year 2016

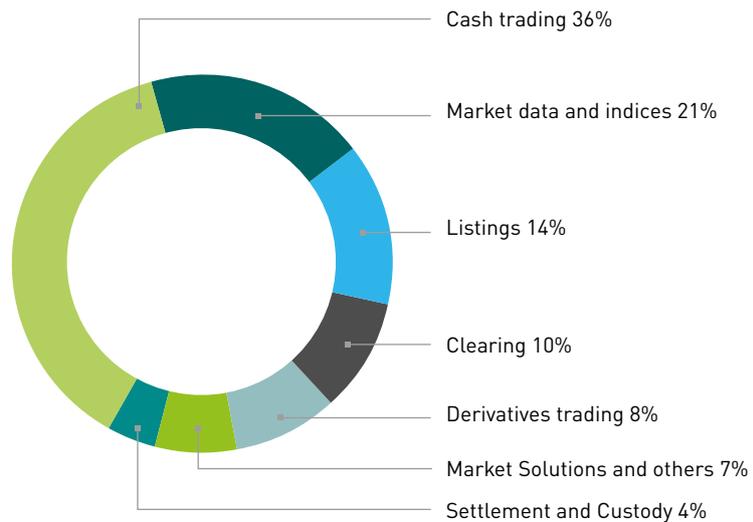
<sup>3</sup> As of 19 April 2017

# A diversified product portfolio

Euronext offers efficient listing and trading services and products, including **Equities, Exchange Traded Funds, Warrants & Certificates, Bonds, Financial Derivatives, Commodities and Indices. Clearing** services are provided through a long-term partnership with our clearing partners.

Euronext also offers custody and settlement services to Portuguese clients through its subsidiary, Interbolsa. Euronext leverages its expertise in operating markets by providing technology and managed services to third parties.

Breakdown of 2016 revenue



## Differentiating assets

Established and diversified source of revenues	A leading pan-European cash and derivatives listing and trading venue creating unrivalled depth and liquidity	Favourable sector dynamics and increasing market activity	Multi asset-class, multi-currency trading platform providing complex functions in low-latency markets	Resilient free cash flow generation and low capital intensity provide for attractive shareholder returns
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# Agility for growth

Our strategic ambitions until 2019: Agility for growth



## Strengthen the resilience of the core business to create value

Continue to meet client obligations today while constantly striving to adapt to the changing world of tomorrow

	Strategy description	Value for clients	Value for shareholders
LISTING	Expand the largest continental European venue to meet client financing needs and deliver a resilient and diversified source of revenue	Largest European venue	Recurring revenues
CASH TRADING	Continue optimisation strategy to drive growth and remain the market of reference with >60% market share	Deepest liquidity pool	Revenue consolidation
DERIVATIVES TRADING	Extend derivatives product mix, maintain >50% market share on equity options in France, strengthen commodities and expand into OTC	OTC, strong commodity offer	Diversification of business
MARKET DATA AND INDICES	Leverage a customisable index business and data service to offset general trends of a decreasing number of screens	Solution for changing needs	Revenue growth

## We have chosen six growth segments selected to diversify revenue streams and scale our business

3-year targets



# Efficient federal governance

## Managing Board and Senior Management Team

01



02



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04



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- 01 **Stéphane Boujnah**  
Group CEO
- 02 **Lee Hodgkinson**  
Head of Markets and Global Sales,  
and CEO of Euronext London
- 03 **Maurice van Tilburg**  
CEO Euronext Amsterdam
- 04 **Vincent van Dessel**  
CEO Euronext Brussels
- 05 **Paulo Rodrigues Da Silva**  
CEO Euronext Lisbon
- 06 **Anthony Attia**  
CEO Euronext Paris and Global  
Head of Listing
- 07 **Giorgio Modica**  
Group CFO
- 08 **Catherine Langlais**  
General Counsel, Executive  
Director of Legal & Regulatory  
Affairs
- 09 **Amaury Houdart**  
Chief Talent Officer
- 10 **Alain Courbebaisse**  
Chief Information & Technology  
Officer

## Supervisory board

**Rijnhard van Tets**, Chairman, Partner at Laaken Asset Management

**Dominique Aubernon**, Head of Strategic Advisory at BNP Paribas Group

**Koenraad Dom**, Member of the Board of Directors and Chairman of the Audit Committee at FHIC

**Ramon Fernandez**, Deputy CEO and Group CFO of Orange

**Manuel Ferreira da Silva**, Executive Member of the Board of Directors of Banco BPI and CEO of its wholly-owned investment bank

**Jim Gollan**, Non-executive director of Bank of America Merrill Lynch International

**Kerstin Günther**, Senior Vice President Technology Europe at Deutsche Telekom

**Lieve Mostrey**, Executive Director and Chief Technology & Services Officer of the Euroclear group

**Dick Sluimers**, Extraordinary councillor at the Dutch Council of State

## Contact

EURONEXT

Pauline Bucaille

Chief Communications Officer

Tel: +33 1 70 48 24 41

[pbucaille@euronext.com](mailto:pbucaille@euronext.com)

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