

NYSE Euronext  
Form 425  
April 27, 2011

NASDAQ OMX / ICE Superior Proposal  
to Acquire NYSE Euronext  
Key Investor Considerations  
April 26, 2011  
Filed by IntercontinentalExchange, Inc.

Edgar Filing: NYSE Euronext - Form 425

(Commission File No. 001-32671)  
Pursuant to Rule 425 under the  
Securities Act of 1933, as amended  
Subject Company:  
NYSE Euronext  
(Commission File No. 001-33392)

2

Disclaimer

Information set forth in this communication contains forward-looking statements that involve a number of risks and uncertainties, including but not limited to, (i) no guarantee of future performance and that actual results could differ materially from those contained in the forward-looking information, (ii) statements about future financial results, growth, trading volumes, tax benefits and achievement of synergy targets, (iii) statements about the integrations of recent acquisitions, and (iv) other statements that are not historical facts. Forward-looking statements involve a number of risks and uncertainties, including but not limited to, the ability to implement its strategic initiatives. These factors include, but are not limited to, NASDAQ OMX's and ICE's ability to implement its strategic initiatives.

regulation, interest rate risk, U.S. and global competition, and other factors detailed in each of NASDAQ OMX's and ICE's Form 10-K and quarterly reports on Form 10-Q that are available on NASDAQ OMX's website at <http://www.nasdaqomx.com> and ICE's website at <http://theice.com>. NASDAQ OMX's and ICE's filings are also available on the SEC's website at <http://www.sec.gov>. The proposed transaction include: NASDAQ OMX, ICE and NYSE Euronext will not enter into any definitive agreement with respect to the transaction until the terms of the transaction can be obtained on satisfactory terms and in a timely manner, if at all; the proposed transaction will not be consummated; the anticipated benefits of the transaction may not be realized; the transaction may be delayed or may not occur; the transaction may be more costly or difficult to complete than anticipated; and the transaction may have an adverse effect on NYSE Euronext's operations with those of NASDAQ OMX or ICE will be materially delayed or will be more costly or difficult to complete than anticipated. This is only a general forward-looking statement, whether as a result of new information, future events or otherwise.

Subject to future developments, additional documents regarding the transaction may be filed with the SEC. This material is not intended to be relied upon in connection with the transaction. NASDAQ OMX, ICE and NYSE Euronext would file with the SEC. Such documents, however, are not currently available. INVESTORS SHOULD READ THIS COMMUNICATION CAREFULLY AND SHOULD CONSULT WITH THEIR INVESTMENT ADVISORS REGARDING THE PROPOSED TRANSACTION AND ANY OTHER DOCUMENTS NASDAQ OMX, ICE AND NYSE Euronext MAY FILE WITH THE SEC. THIS COMMUNICATION IS NOT BEING FILED WITH THE SEC. ADDITIONAL INFORMATION IS AVAILABLE, BECAUSE SUCH DOCUMENTS WILL CONTAIN IMPORTANT INFORMATION. Investors will be able to obtain copies of such documents, if and when such document becomes available, and other relevant documents filed by NYSE Euronext, ICE and/or NASDAQ OMX, without charge, at the time and when such document becomes available may be obtained, without charge, by directing a request to NASDAQ OMX at One Liberty Plaza, New York, New York 10048, Attention: Investor Relations, or ICE, at 2100 RiverEdge Parkway, Suite 500, Atlanta, Georgia, 30328, Attention: Investor Relations. This communication shall not constitute an offer to sell or the solicitation of an offer to buy any securities, nor shall there be any offer of securities in any jurisdiction where it is unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offering of securities shall be made in any jurisdiction where it is unlawful under the U.S. Securities Act of 1933, as amended.

In addition to disclosing results determined in accordance with GAAP, NASDAQ OMX and ICE also disclose certain non-GAAP earnings per share, operating expenses, and operating income that make certain adjustments or exclude certain charges and gains. Management of each company believes that this non-GAAP information provides useful information to assess NASDAQ OMX's and ICE's operating performance by making certain adjustments or excluding costs or expenses. Management of each company uses this non-GAAP and pro forma non-GAAP information, along with GAAP information, in preparing financial statements. This non-GAAP information was prepared in accordance with GAAP and may not be comparable to non-GAAP information used by other companies. The non-GAAP information was not prepared in accordance with GAAP.

NASDAQ OMX, ICE, and their respective directors, executive officers and other employees may be deemed to be participants in the transaction. You can find information about NASDAQ OMX and NASDAQ OMX's directors and executive officers in NASDAQ OMX's proxy statement for its 2011 annual meeting of stockholders, filed with the SEC on April 15, 2011.

You can find information about ICE and ICE's directors and executive officers in ICE's Annual Report on Form 10-K, filed with the SEC on April 1, 2011.

Additional information about the interests of potential participants will be included in the joint prospectus/proxy statement, if applicable.

#### Forward-Looking Statements

#### Important Information About the Proposed Transaction and Where to Find It:

#### Non-GAAP Information

#### Participants in the Solicitation:

#### Website Disclosure

We

intend

to

use

each

of

our

websites,

[www.nasdaqomx.com](http://www.nasdaqomx.com)

and

[www.theice.com](http://www.theice.com)

as

a

means

for  
disclosing  
material  
non-public  
information  
and  
for  
complying  
with  
SEC  
Regulation  
FD  
and  
other  
disclosure  
obligations.

These  
disclosures will be included on our website under Investor Relations  
Events and Presentations.

3

**Key Stockholders Issues**

A Superior Proposal is available to stockholders, reflecting a 14% premium or \$1.4 billion of additional value (as of 4/25/2011)

The  
actions  
of

the  
NYSE  
Euronext  
Board  
hide  
behind  
Delaware  
case  
law,  
rather  
than  
align  
with  
the  
interests  
of  
its  
stockholders

Antitrust risks exist in both transactions, though only NASDAQ OMX and ICE included a reverse break-up fee. For the NYSE Euronext / Deutsche Börse (DB) transaction, NYSE Euronext stockholders are still required to vote before antitrust approvals or conditions are determined

HSR  
review  
of  
NASDAQ  
OMX  
and  
ICE  
proposal  
is  
underway  
and  
NASDAQ  
has  
received  
and  
is  
responding  
to  
a

Second Request for information in connection with NASDAQ OMX's filing

The Deutsche Börse agreement allows for discussions and due diligence to occur in the event NYSE Euronext receives a proposal that may possibly be determined to be superior, yet NYSE Euronext refuses to engage with NASDAQ OMX / ICE

The strategy for the lower-value combination with Deutsche Börse has not been articulated or differentiated from the current strategy, which has underperformed

3-year  
EPS  
CAGR  
of  
(8)%  
for  
NYSE  
Euronext  
and  
(6)%  
for  
Deutsche  
Börse  
(1)  
The  
strategy  
of  
the  
NASDAQ  
OMX/ICE  
proposal  
is  
to  
create  
two  
strong  
pure  
play  
exchanges  
which  
will  
be  
operated  
by  
management  
teams  
who  
have  
consistently  
delivered  
industry  
leading  
results

3-year  
EPS  
CAGR  
of  
+10%



for  
NASDAQ OMX and +17% for ICE

(1)  
NASDAQ OMX and ICE stand ready to meet with the NYSE Euronext Board to discuss the proposal and begin due diligence in an expedient manner with appropriate safeguards to protect competitively sensitive information, and work toward a superior outcome for NYSE Euronext stockholders

Our proposal offers substantially greater short and long-term value. Meeting to discuss

our  
superior  
proposal  
presents  
no  
downside  
risk  
and  
only  
upside  
for  
stockholders

(1) For FY2007 to FY2010.

4  
NASDAQ OMX / ICE Proposal vs. Deutsche Börse Proposal  
Comparison of Key Financial Metrics  
NASDAQ OMX / ICE  
NASDAQ OMX / ICE  
Deutsche Börse / NYSE Euronext  
Deutsche Börse / NYSE Euronext

FINANCIAL PERFORMANCE

PRICE PERFORMANCE

(4/25/11)

TRANSACTION

PREMIUM (4/25/11)

TRANSACTION SYNERGIES

\$740mm

\$533mm (recently revised to \$728mm)

DB Offer (%):

DB Offer (\$):

Unaffected NYX Price (2/8/11):

14%

\$5.14 / Share

28%

Unaffected NYX Price (2/8/11):

13%

ICE

NASDAQ

DB

NYSE

07A

10A CAGR:

Revenue

EPS

26%

17%

23%

10%

(1)%

(6)%

(2)%

(8)%

07A

10A CAGR:

Revenue

EPS

ICE

NASDAQ

DB

NYSE

CAGR Since IPO

(1)

Mkt Cap Growth Since 1/1/07

33%

43%

20%

39%

12%

(25)%

(12)%

(43)%

CAGR Since IPO

(1)

Mkt Cap Growth Since 1/1/07

RECENT ACQUISITION

IMPAIRMENT CHARGES

ICE

NASDAQ

DB

NYSE

\$1.2bn

\$1.6bn

2008

2010:

2008

2010:

PRO FORMA NYSE

INVESTMENT PROFILE

(2)

61%

39%

Derivatives (ICE)

Cash Equities (NDAQ)

Derivatives

Cash Equities & Other

37%

63%

PRO FORMA DERIVATIVES

BUSINESS MIX

(2010 VOLUMES)

(3)

BREAKUP FEES

250mm

\$350mm

Breakup Fee

Antitrust Reverse Breakup Fee

Breakup Fee

Antitrust Reverse Breakup Fee

250mm

(1) NASDAQ OMX performance based on 2/11/05 offering price of \$9.00; NYSE Euronext performance based on 5/10/06 offering price of \$10.00

(2) ICE / NASDAQ OMX figures based on equity consideration mix. Deutsche Börse / NYSE Euronext figures based on pro forma volumes

(3) Excludes ICE OTC CDS volumes and Bclear volumes.

5

Retain local management and governance

Respond strategically to evolving market dynamics

×

Entrench current management teams

Comparison of Strategies

TECHNOLOGY

EXCHANGE

CONSOLIDATION

BRANDING

Focus on markets and businesses that leverage management's expertise

Expand geographically into complementary markets with clear product, distribution and customer benefits

Leverage a single, best-in-class technology platform across regions and products to drive efficiencies and lower cost structures

Disciplined approach to acquisitions

Focused on creating shareholder value

Concentrate on integration and delivering synergies to drive additional value

×

Bigger is better

×

Support and operate multiple platforms

×

Increase scale through acquisitions regardless of impact on shareholder value

EXCHANGE MODEL

Pure play exchange model

Efficient, low cost operations with superior technology

Rapid product innovation for customers and markets

×

Conglomerate approach

×

Supermarket

exchange model

NASDAQ OMX / ICE vs. Deutsche Börse / NYSE Euronext

GLOBAL FOOTPRINT

NASDAQ NYSE EURONEXT

Retain local brand names and market presence

×

Unknown

PRODUCT / ASSET

CLASS EXPANSION

Deep, end-to-end coverage within respective markets

Promote innovation in new markets and products such as OTC and clearing

Focus on diversity of products and lines of business

×

Concentrated product offering

MANAGEMENT /

GOVERNANCE

PRO FORMA

DERIVATIVES BUSINESS

MIX (2010 VOLUMES)

Balanced exposure to all derivatives product families

×

Focused on interest rates and equity options

NASDAQ OMX / ICE

NASDAQ OMX / ICE

Deutsche Börse / NYSE Euronext

Deutsche Börse / NYSE Euronext

6  
A Strategically Superior Offer  
NASDAQ OMX / ICE  
NASDAQ OMX / ICE  
Deutsche Börse / NYSE Euronext  
Deutsche Börse / NYSE Euronext  
GLOBAL GROWTH



PROSPECTS

MANAGEMENT TRACK

RECORD

MARKET EFFICIENCIES

Creates two entrepreneurial global exchanges that will remain highly nimble to better capitalize on international growth opportunities

Creates a leading global, end-to-end derivatives franchise with a more diverse product set spanning energy, commodities, interest rates, credit and foreign exchange products

Proven ability to successfully integrate businesses

Consistently meet or exceed synergy targets on or ahead of schedule

Top performers in the industry, delivering double-digit revenue and earnings growth in the last three years

Facilitates deeper liquidity pools, greater market stability, better price discovery and greater transparency in the U.S. equity markets

Strengthens European equity markets by creating a new, truly pan-European equity trading platform

Will maintain a competitive European derivatives market run on a highly efficient and proven trading platform

×

Results in a conglomerate with dual headquarters, reducing its ability to quickly respond to evolving market dynamics and business opportunities

×

Results in high concentration in European derivatives with high product concentration in interest rate products

×

Acquisitions have resulted in write downs of over \$2.5 billion combined in the last three years

×

Proven inability to realize stated synergies in prior acquisitions

×

Underperformed the industry, posting negative revenue and earnings growth in the last three years

×

Onerous governance and management structure

×

Continued fragmentation of U.S. equity market

×

Increased execution risks

×

Will create a derivative behemoth with over 90% share

FRANCHISE VALUE

Creates two pure play global exchanges run by separate best-in-class operators in cash equities and derivatives  
Greater potential upside given superior growth prospects and significant realizable combined synergies

Offers investors cash and over 60% exposure to the high growth derivatives sector

×

Results in a conglomerate of businesses run by management with failed integration history

×

Limited upside given uncertain long-term prospects and lower probability of synergy realization

×

Offers investors no cash and over 60% exposure to cash equities and other businesses

The NASDAQ OMX/ICE offer is strategically superior to the proposed Deutsche Börse/NYSE Euronext combination and will unlock greater long-term value for NYSE Euronext stockholders and all market participants

7  
A Fair and Balanced Merger Agreement  
1)  
Why  
is  
March  
2012

set  
as  
the  
expiration  
on  
the  
reverse  
break-up  
fee?

The  
March  
2012  
deadline  
is  
simply  
a  
holdover  
from  
the  
date

included in the Deutsche Börse agreement for their own timelines. If NYSE Euronext is concerned about the date, we can negotiate a different date or find another way to address their concern about the antitrust break-up fee. We note that despite significant antitrust concerns acknowledged by NYSE Euronext in the Deutsche Börse transaction, there is no reverse break-up fee in that deal.

2)  
What  
are  
the  
financing  
conditions?

There  
are  
no  
financing  
conditions.

NASDAQ  
OMX  
and  
ICE  
are  
required  
to  
show  
up  
with  
the  
funds  
at  
closing  
and

because  
there  
is  
no  
financing  
condition

failing  
to  
close  
when  
all  
conditions  
are  
met  
is  
a

willful  
and  
material  
breach  
for  
which

NYSE Euronext would have full recourse. A reverse break-up fee for failure to obtain financing would have just capped NASD's potential exposure.

3)

Why

include

a

change

in

Fiduciary

Recommendation?

This

provision

mirrors

that

included

in

the

Deutsche

Börse

proposal

to

which

NYSE Euronext has agreed. This term is forced by Delaware law.

4)

Why

include

a

double  
Break-Up  
Fee?  
This  
is  
not  
an  
issue  
for  
Deutsche  
Börse

Deutsche  
Börse  
has  
a  
5  
business  
day  
matching  
right  
and

therefore will never have to pay a double break-up fee if it is prepared to match us. If any other bidder is interested, it is free to  
bidder tops the NASDAQ OMX/ICE deal, our consolation prize should not be to receive a single break-up fee that just covers  
Börse termination fee and leaves us empty handed on a net basis.

5)  
Why  
does  
NYSE  
Euronext  
not  
have  
the  
right  
to  
Specific  
Performance?  
NYSE  
Euronext  
has  
no  
right  
to  
specific  
performance  
in  
the

Deutsche Börse deal either. We look forward to discussing this with the NYSE Euronext Board and altering the provision as a

6)  
What

improvements  
did  
you  
make?

In  
addition  
to  
a  
Superior  
Offer,  
we  
added  
a  
\$350mm  
reverse  
break-up  
fee  
and  
removed  
the

burdensome force the vote

obligation that NYSE Euronext agreed to with Deutsche Börse. Furthermore, we only require approval by holders of a majority of the outstanding NASDAQ OMX and ICE shares, unlike the DB / NYSE transaction which is conditioned by the holders of at least 75% of the outstanding DB shares.

Without the benefit of a dialog with the NYSE Euronext Board, NASDAQ OMX and ICE presented a fair and balanced Merger Agreement based largely on the existing Deutsche Börse agreement. The companies remain open to discussing and addressing any legitimate concerns NYSE has on execution and negotiating a merger agreement that is acceptable to each of our companies

8

DB's Additional Synergies Are Not Credible

NYSE Euronext investors should be highly skeptical that after two years of exploratory merger discussions, including more than six months dedicated to finalizing the transaction, NYSE Euronext has suddenly found a reported \$100 million in additional synergies

This



increase

appears

not

to

be

a

matter

of

sharpening

a

pencil,

but

an

unexplained

shift

in

strategy

The discovery that initial synergies were understated by one-third comes after receiving a Superior Proposal from NASDAQ OMX and ICE that achieves greater synergies

If there are additional synergies to be found after the merger economics have been agreed, then it has to come at the expense of NYSE Euronext stockholders because there has been no increase in the price they are being offered

NYSE

Euronext

should

describe

these

newly-found

synergies

in

detail

in

order

to

support

the

credibility

of

these

revised estimates, particularly in light of commitments to retain two technology platforms and two headquarters

Increasingly it appears that NYSE Euronext is more focused on protecting the transaction than its stockholders

NASDAQ OMX and ICE have described in detail our proven and focused long-term strategy from which stockholders would benefit and our companies demonstrated outperformance relative to their proposed strategy of creating a financial supermarket

We look forward to having the same opportunity when the NYSE Euronext Board agrees to due diligence

9

Key Points for NYX Stakeholders to Consider

What NYSE Euronext Will Tell You

What NYSE Euronext Will Tell You

The Reality

The Reality

NASDAQ / ICE

PROPOSAL FACES

UNACCEPTABLE

ANTITRUST RISKS

NASDAQ OMX / ICE proposal recognizes the global nature of competition for listings and trading and the dramatic increase in off-exchange trading

A combined NASDAQ OMX / NYSE will create a global listing franchise that can attract issuers from around the world, create deeper and more liquid markets, improve transparency, increase market access and connectivity, enhance effectiveness of regulation and create a better advocate for issuers on regulatory matters

The U.S. listings business is tightly regulated by the SEC Listing location is independent of where a stock actually trades HSR review of NASDAQ OMX and ICE proposal is underway and NASDAQ OMX has received and is responding to a Second Request for information in connection with NASDAQ OMX's filing

The DB proposal will be subject to a lengthy and extensive regulatory and competition review due to combined Euronext / Liffe market position in European derivatives and provides no protection for NYSE Euronext stockholders in the event that DB fails to receive regulatory approval

Unlike the DB proposal, NASDAQ OMX / ICE proposal includes a \$350mm reverse breakup fee in the event of a failure to obtain required antitrust or competition approval

The NASDAQ OMX / ICE proposal will not survive review by antitrust regulators antitrust issues regarding U.S. listings cannot be overcome

Potential European competition issues with DB proposal will be easily resolved

Distinguishing Between NYSE Euronext's Stated Myths vs. the Reality

REVERSE BREAKUP

FEE IS ILLUSORY

The reverse breakup fee is illusory as the fee would merely offset NYSE Euronext's termination fee paid to DB NASDAQ OMX and ICE will pay the termination fee to DB provided for in the business combination agreement and the reverse breakup fee of \$350mm will be an incremental fee to NYSE Euronext stakeholders if antitrust and competition approvals were not obtained

10  
Key Points for NYX Stakeholders to Consider  
DB PROPOSAL  
DELIVERS GREATER  
LONG-TERM  
STAKEHOLDER  
VALUE

NASDAQ OMX / ICE proposal offers far greater long-term value from synergy opportunities

\$740mm of anticipated synergies vs. DB proposal of \$533mm (revised to \$728mm) NYSE Euronext and DB management have been unable to realize stated synergies in past acquisitions NYSE Euronext and DB's poor integration and execution have resulted in meaningful value destruction for shareholders with over \$2.5bn of write-downs since 2008 NASDAQ OMX / ICE proposal creates two global exchanges under proven and specialized management teams with strong track records of achieving synergies and integrating acquisitions NASDAQ OMX and ICE have superior track records of creating stakeholder value

both have delivered double-digit earnings growth over the past 3 years while NYSE Euronext's and DB's businesses have declined

Size and being a diversified conglomerate

does not ensure success or an increase in shareholder value

NYSE acquired Euronext for \$10bn - the same value DB is

offering for both NYSE and Euronext Merger-of-equals structure gives stakeholders exposure to the strongest global exchange group The DB proposal delivers greater capital efficiency savings to the market participants

DB and NYSE Euronext have a strong track record of delivering on synergies and efficiently integrating acquisitions

NASDAQ OMX / ICE proposal may offer higher short-term value but will result in significantly lower long-term value for stakeholders

Distinguishing Between NYSE Euronext's Stated Myths vs. the Reality

What NYSE Euronext Will Tell You

What NYSE Euronext Will Tell You

The Reality

The Reality

SYNERGIES

EXPECTED IN NYX /

DB COMBINATION

ARE CONSERVATIVE

After sharpening their pencils, NYSE and DB found 100 million in additional synergies. Total synergies could reach approximately 500mm (\$728mm) compared with \$740mm in the NASDAQ OMX/ICE proposal

NYSE and DB have historically failed to achieve targeted synergy levels and implementation timing

DB failed to integrate the ISE technology platform 3 years following the transaction

NYSE failed to realize over \$100mm in promised synergies in the Euronext acquisition

NASDAQ OMX and ICE management teams have proven track records of achieving synergies and integrating acquisitions

Any additional synergies now discovered represent lost value for NYX stockholders with no change in merger economics

11

Key Points for NYX Stakeholders to Consider

Distinguishing Between NYSE Euronext's Stated Myths vs. the Reality

What NYSE Euronext Will Tell You

What NYSE Euronext Will Tell You

The Reality

The Reality

NASDAQ OMX / ICE  
PROPOSAL IS  
STRATEGICALLY  
UNATTRACTIVE AND  
LACKING IN  
BUSINESS LOGIC

NASDAQ OMX / ICE proposal creates two nimble entrepreneurial global exchanges run by two best-in-class operators in cash equities and derivatives that are better positioned to compete globally and adapt to rapidly changing industry dynamics

NASDAQ OMX / ICE proposal unlocks greater value and provides stakeholders with exposure to two leading pure play exchanges and over 60% exposure to the high growth derivatives sector, while the DB proposal offers exposure to a single exchange that will likely receive a conglomerate discount

A combined DB / NYSE Euronext will be an inefficient, bureaucratic

supermarket

exchange

model

with

an

entrenched management team

Combination with DB is consistent with NYSE

Euronext's long-term strategy

Breaking up NYSE Euronext into its pieces will destroy value and create an unattractive portfolio of businesses

Globally diversified exchanges are more competitive and provide superior value for stakeholders

NASDAQ OMX would be highly concentrated in cash equities which is becoming a low-growth, low-margin business

NYSE EURONEXT IS

NOT FOR SALE

The proposed DB transaction is not a sale of the NYSE Euronext but rather a merger-of-equals

The NASDAQ OMX / ICE proposal is a takeover that undervalues the pieces of the company

The DB / NYSE transaction is a low-premium takeover (only a 10% premium to unaffected share price at announcement)

DB will control the Board and each Board Committee; DB CEO will be responsible for group strategy and global relationship management; DB President will become Deputy CEO and President of the combined entity; DB CFO will become CFO of the combined entity

If NYSE's different businesses are undervalued as claimed, then NYSE has grossly mismanaged its businesses and has failed to pursue a strategy that increases shareholder value



12  
Key Points for NYX Stakeholders to Consider  
NASDAQ OMX / ICE  
PROPOSAL WILL  
RESULT IN  
UNACCEPTABLE JOB  
LOSSES

The NASDAQ OMX / ICE proposal destroys the  
invaluable

human

capital

at

NYSE

Euronext

NASDAQ OMX will close the NYSE floor

The majority of synergies in the NASDAQ OMX / ICE

proposal will be realized through job losses in New

York

NASDAQ OMX is committed to preserving the NYSE floor

Consistent with the cultures at NASDAQ OMX and ICE, as well

as in prior transactions, NYSE Euronext employees will be

evaluated based on a pure meritocracy as this serves the best

interests of the combined business and ultimately creates

shareholder value

The majority of synergies will be derived from eliminating

redundant

technologies

and

systems

-

not

employees

DB has stated that job losses will be minimal in Germany

which leaves the U.S. as the primary venue for down-sizing in

order to achieve the announced synergy targets

Distinguishing Between NYSE Euronext's Stated Myths vs. the Reality

What NYSE Euronext Will Tell You

What NYSE Euronext Will Tell You

The Reality

The Reality

U.S. IS NOT AT RISK

OF LOSING ITS

COMPETITIVENESS IN

THE GLOBAL

MARKETS

The U.S. equities market is currently efficient and

successfully competing on a global basis

Developing global capabilities are more important

than building an American stronghold

From 1995 to 2010, listings on U.S. exchanges shrank by 38%

from 8,000 to 5,000 while listings on non-U.S. exchanges grew

by 74% from 23,000 to 40,000

Since 2006, only 9 of the 100 largest IPOs listed in the U.S.

A combined NASDAQ OMX / NYSE will strengthen the U.S.

market while increasing its global competitiveness

A combined NASDAQ OMX / NYSE will ensure that the U.S.

remains a relevant financial center and a focus of U.S. capital

formation

13  
Key Points for NYX Stakeholders to Consider  
NASDAQ OMX DOES  
NOT HAVE ENOUGH  
COMMITTED  
FINANCING IN THE  
EVENT OF A

**DOWNGRADE**

NASDAQ OMX's post-transaction capital structure will result in a downgrade of its credit rating which will trigger the repayment of the assumed NYSE Euronext debt

NASDAQ OMX will be unable to fund the additional financing requirement

NASDAQ OMX has received fully committed financing from a syndicate of banks including Bank of America, Nordea Bank AB (publ), Skandinaviska Enskilda Banken AB (publ) and UBS Investment Bank

NASDAQ OMX can obtain the necessary financing in the event of a downgrade since pro forma leverage levels would remain unchanged

NASDAQ OMX is committed to a prudent use of leverage to finance the transaction and is focused on maintaining its investment grade rating

Distinguishing Between NYSE Euronext's Stated Myths vs. the Reality

What NYSE Euronext Will Tell You

What NYSE Euronext Will Tell You

The Reality

The Reality

**NASDAQ OMX WILL  
BE HIGHLY LEVERED  
WITH NO STRATEGIC  
FLEXIBILITY**

The NASDAQ OMX / ICE proposal will burden the new company with high levels of debt

Levered NASDAQ OMX will be strategically limited and unable to compete going forward due to high debt burden

NASDAQ OMX and ICE are committed to a prudent use of leverage

NASDAQ OMX is focused on maintaining its investment-grade credit rating and expects to reach its target leverage ratio of 2.5x within 18 months of closing

NASDAQ OMX has a strong track record of achieving synergies much faster than expected and using excess cash flow to pay down debt ahead of schedule

14

Key Points for NYX Stakeholders to Consider

Distinguishing Between NYSE Euronext's Stated Myths vs. the Reality

What NYSE Euronext Will Tell You

What NYSE Euronext Will Tell You

The Reality

The Reality

NASDAQ OMX / ICE  
PROPOSAL IGNORES  
TAX LEAKAGE FROM  
BREAKUP OF  
BUSINESS

NASDAQ OMX / ICE  
PROPOSAL WILL NOT  
BE TAX-FREE TO  
STAKEHOLDERS

The NASDAQ OMX / ICE proposal will result in a taxable transaction to NYX stakeholders

NASDAQ OMX and ICE expect their proposal can be structured as a tax-free transaction to NYSE Euronext stakeholders with respect to the stock consideration to be issued, subject to due diligence and the co-operation of NYSE Euronext

The NASDAQ OMX / ICE proposal will result in a significant taxable event to the pro forma businesses that will destroy shareholder value

NASDAQ OMX and ICE have studied publicly available information regarding the NYSE/Euronext combination in 2007 and do not anticipate a significant tax cost associated with the separation of the European derivatives business in the proposed transaction, subject to confirmation through due diligence

Further, the DB/NYSE Euronext Combination Agreement contemplates a restructuring of the European businesses from U.S. to European ownership which may face similar tax issues and thus, may reflect their own view that any tax leakage is not prohibitive

15

Key Provisions in the DB / NYX Agreement Favor DB

ANTITRUST REVERSE

BREAK FEE

COMPETING BID AND

FAILURE TO PERFORM

FORCE THE VOTE



## EXECUTION RISK

The following conditions to DB / NYSE transaction create execution risks that do not impact the proposed NASDAQ OMX/ ICE transaction, and therefore introduce additional deal uncertainty not present in the NASDAQ OMX/ICE transaction:

The DB / NYSE transaction is conditioned on approval, in the form of tendering into an exchange offer, by the holders of at least 75% of the outstanding DB shares. In contrast, the NASDAQ OMX/ICE transaction only requires approval by holders of a majority of the outstanding NASDAQ OMX and ICE shares

The DB / NYSE transaction is conditioned on there not being any circumstances relating to NYSE Euronext that, according to the assessment of an independent expert, has or have resulted in, or would reasonably be expected to result in, a decrease in the consolidated net revenues of NYSE Euronext of at least \$300,000,000 in the 2011 financial year and/or 2012 financial year, to the extent the decrease is recurrent. There is no similar condition in the NASDAQ OMX/ICE proposal

In the event that the DB / NYSE transaction is unable to close as a result of a failure to obtain antitrust or competition approvals, DB can walk away from the transaction without having to compensate NYSE Euronext. In contrast, NASDAQ OMX and ICE will share a \$350 million reverse break-up fee if their transaction does not close as a result of a failure to obtain antitrust or competition approvals

The DB / NYSE agreement does not provide for a termination fee to NYSE Euronext in the event that DB receives an acquisition proposal and then breaches the agreement, thus creating a backdoor way to get out of the transaction without paying a breakup fee. The NASDAQ OMX/ICE proposal does not give NASDAQ OMX or ICE this loophole

The DB / NYSE agreement requires NYSE Euronext to take the DB / NYSE transaction to a stockholder vote even if NYSE receives a superior proposal that it would prefer and even if it changes its recommendation