

IN DIFFICULT TIMES, STAYING THE COURSE is often the best option. Doing so takes leadership and courage. From the profiles of Visa and Harry Winston to the global governance piece on page 16, this edition of *nyse magazine* illustrates how leaders of NYSE Euronext companies are strategically positioning themselves despite the market uncertainty.

At NYSE Euronext, with all eyes upon us, we're doing all that we can to move markets forward while delivering on a global strategic plan. In the U.S., we rolled out our futures business, NYSE Liffe, which trades gold and silver futures and will introduce exciting products and services this year. As reported on page 42, we launched NYSE Market Access Center, a comprehensive investor-relations and market-intelligence service. We expect these and other advancements in our customer-service offerings to continue to enhance our listings franchise for newly public companies and transfers, such as Monster Worldwide, pictured at right, which recently transferred from Nasdaq.

In Europe, we're launching NYSE Arca Europe, a multilateral trading facility for the most active pan-European stocks not listed on our exchanges, in early 2009, and SmartPool, a facility for block trading pan-European stocks. We're excited about products such as the Low Carbon 100 Europe Index, the basis of a new ETF from BNP Paribas, and our Liffe derivatives arm's new solution for the clearing of credit default swaps based on indexes.

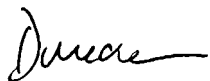
The page 8 article about our investor conference in Tokyo shows our growing footprint in Asia. We recently signed memorandums of understanding with two Chinese derivatives exchanges to help develop the futures and options markets in China and internationally.

Our global expansion emphasizes the need for diversity. This month we're pleased to celebrate the 10th anniversary of our Diversity Council, an employee group with a mission to foster a barrier-free environment that attracts and retains a diverse work force. Since its establishment, we've rolled out a number of significant programs, such as flexible work arrangements, mentoring circles, employee resource groups and community outreach events.

With our community now extending well beyond U.S. borders, NYSE Euronext joined The Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria. I had the pleasure of participating in this issue's CEO roundtable (see page 28) and furthering the discussion on what companies can do in the fight against the world's most lethal epidemics.

This year will be a challenging one, but opportunities will present themselves, and the savviest companies will seize them. On page 7 you'll read about our sponsorship of Global Entrepreneurship Week, an event that gave me optimism about the bright spots ahead as businesses, large and small, fuel our global economic engine and steer us along a road to recovery.

Sincerely,




EXECUTIVES OF MONSTER WORLDWIDE INC. (MWW), INCLUDING CHAIRMAN, PRESIDENT AND CEO SAL IANNUZZI, RING THE OPENING BELL<sup>SM</sup> TO CELEBRATE THE COMPANY'S TRANSFER FROM NASDAQ.

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Report on Form 10-K and other periodic reports filed with the U.S. Securities and Exchange Commission or the French Autorité des Marchés Financiers. In addition, these statements are based on a number of assumptions that are subject to change. Accordingly, actual results may be materially higher or lower than those projected. The inclusion of such projections herein should not be regarded as a representation by NYSE Euronext that the projections will prove to be correct. This article speaks only as of Dec. 8, 2008. NYSE Euronext disclaims any duty to update the information herein.