

DURING MY EXTENSIVE TRAVELS in the first half of this year, my priority was to meet with corporate leaders — many among the 4,000 great companies we're proud to list. These visits allowed me to hear firsthand some of the challenges our listed companies are facing, particularly during these uncertain economic times. In this issue's Special Report, *nyse magazine* shares the results of the fourth annual CEO survey, revealing how NYSE Euronext companies are navigating the waters of a more connected global economy.

In fact, *nyse magazine* traveled to Paris in May to host a CEO roundtable on the topic of global competition. The discussion, excerpts of which begin on page 34, reinforces the fact that a global marketplace has truly emerged, intensifying competition but also creating endless opportunities, so long as overregulation doesn't preclude them.

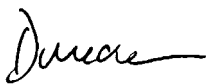
The roundtable dialogue also centered on the political landscape worldwide, and a new topic for this year's study was the U.S. presidential election. It discusses CEO hopes for a new administration, while the article starting on page 9 provides commentary from the candidates themselves. In their own words, Senators McCain and Obama share their positions as they relate to business, including the economy, regulation and trade.

In our business, NYSE Euronext is diversifying into new products — and new regions — despite the market turbulence. In May, in addition to trips to London, Paris, Kiev and Moscow (on the heels of trips to China and Japan in April), I was in Belfast to announce our commitment to add 75 to 100 new jobs at our Wombat development center by the end of 2010 (see photo). As you'll read on pages 42 and 43, Wombat is a crucial component of our new NYSE Euronext Advanced Trading Solutions division, which provides connectivity, market-data management and transaction technologies to trading firms, vendors and financial markets throughout the world. This new business has already produced deals that will lend our tech expertise to the Abu Dhabi Securities Market, the Bursa Malaysia and the Tokyo Stock Exchange.

Beyond that, our recently announced equity partnership with the State of Qatar and the Doha Securities Market gives us a presence in the Middle East. As we continue to expand internationally, we remain committed to being the most integrated, diversified, customer-focused and innovative company in the global exchange industry. Recently we were honored to be named one of the "World's Most Ethical Companies" by the Ethisphere Institute, and to be the only exchange to receive this designation.

When we complete the acquisitions of the American Stock Exchange and Atos Euronext Market Solutions this summer, NYSE Euronext will become the amalgamation of nearly 15 companies. We will be concentrating on product innovation while reinforcing a multicultural organization that rewards teamwork and customer service.

Sincerely,



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NYSE EURONEXT CEO DUNCAN NIEDERAUER (RIGHT) IS PICTURED WITH DANNY MOORE, CO-HEAD OF NYSE EURONEXT'S NEW ADVANCED TRADING SOLUTIONS DIVISION AND FORMER CEO OF WOMBAT, OUTSIDE WOMBAT'S ENGINEERING CENTER OF EXCELLENCE IN BELFAST, IRELAND.

"RECENTLY WE WERE NAMED ONE OF THE WORLD'S MOST ETHICAL COMPANIES, THE ONLY EXCHANGE TO RECEIVE THIS DESIGNATION."

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