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PARTICIPANTS

Corporate Participants

John Sweeney – Vice President-Investor Relations

Robert Greifeld – Chief Executive Officer and President

Anna M. Ewing - Chief Information Officer & Executive VP

John L. Jacobs - CMO & Executive VP-Global Index Products

Brian Hyndman – Senior Vice President-Global Data Products

Hans-Ole Jochumsen – Executive VP-Transactions Services Nordics

Bruce E. Aust – Executive Vice President-Corporate Client Group

Eric W. Noll – Executive Vice President-Transaction Services

Lee Shavel - Chief Financial Officer and Executive Vice President, Corporate Strategy

Other Participants

Michael Roger Carrier – Analyst, Deutsche Bank Securities, Inc. **Roger Anthony Freeman** – Analyst, Barclays Capital, Inc.

- MANAGEMENT DISCUSSION SECTION

John Sweeney, Vice President-Investor Relations

I think we've got a great program today, and we're going to kick it off. Our CEO, Mr. Bob Greifeld, is going to start off, and then we're going to go through the different businesses. I'm sure you're going to find it a very compelling portfolio of opportunities here at NASDAQ OMX, and we're very excited to tell you about it today.

And so we' would like to kick it off. Bob, if you would, you're up, and here we go.

Robert Greifeld, Chief Executive Officer and President

Thank you, John, and welcome. There are bright lights here. So I want to start with probably a new premise, but it's not really a new premise. The concept here is at the end of the day, management matters in terms of the success of an institution over a time. Forget the business models. Forget to get strategic advantage. It's about the management team. And when you look at the exchange space, it's my contention that in the first guarter of 2012, you saw the first true manifestation of that.

And when we look at the public exchange space over the last five years, a lot of the performance has been dictated to by the absolute quality of the business model that exchanges have typically received as a result of their regulatory license or licenses. So certain licenses had different advantages over other. Obviously, the most notable is if you have vertical silo and you have a monopoly position in that vertical silo, it gave you some relative advantages. So we saw in the last five years as exchanges became public, especially here in the U.S., the market had become to understand the absolute value of the franchise they received.

Now it's certainly our contention that in the next five years, the performance is going to be on a relative basis. We've level-set the advantages of the licenses. Now the question is what can management do on a relative basis to their peers to really succeed in life. In the first quarter of 2012, with volumes as low as we haven't seen since 2007, NASDAQ OMX had its fourth best quarter ever, where we did \$0.61. As we said on the earnings call, if we look back to 2007 where

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we had similar volume, we earned \$0.38. So that \$0.38 to \$0.61 was a tribute, to me, to the quality of the management team and clearly the diversification strategies that we've implemented. And when you look at our peers on a relative basis to their performance in 2007, there is nobody that can make the claim that we can in terms of the performance. So we think this will become the norm in the next five years. What has the management team done to achieve greater success in a relatively difficult environment?

Now when you think about the management team, you have to then think about how the management team operates within the culture of the organization, and I want to spend a couple of minutes talking about the culture of the NASDAQ OMX management team. So the first thing we always say is that if we can weigh, measure, and count something, we need to weigh, measure, and count that item. And in NASDAQ OMX, we have probably the most sophisticated internal accounting system that the world has seen, and we call it our PPM system, product, profitability. And we have the ability to weigh, measure, and count everything we do.

Another hallmark of the culture is that we believe that we have to judge people actually on what they do and not what they say. And we certainly believe in most corporations, articulation is over-rewarded. And we want to live in an objective world where people at the beginning of the year say this is what I need to accomplish. And then at the end of the year if they've accomplished it, there's really no reason to have a discussion. You either earned your particular pay or you did not. And a common maxim would be we want to, obviously, plan the work and work the plan; simple concepts, but not that easy to do in practice. So I think we excel in that regard. And when you look at what that culture brings to us, it obviously brings a management team that has a quite strong discipline, is forward looking with respect to what they have to accomplish, and puts us in a position where you can achieve \$0.61 in a difficult environment.

Now when we think about this structure, we also realize that like anything else, we have to evolve over time, and we recognize that your strength can be your weakness. And when we look at our culture here, we said we have excelled at what I'll call the plus-ones, the organic growth efforts within our organization. We've excelled at the acquisitions within our organization, and we'll talk a little bit more about that. But we wanted to get better at what we call new business initiatives. And as I've said to most of you folks, we established what we recall a gift council. And this is probably in the second and a half year of its development. And I would say that 2012 is the first year that we can hold it up to world-class standards.

Now the gift council has taken us away from some of the product management disciplines and allowed people to invest in the future without that affecting their PPM. So in certain ways it's a free lunch. To get that free lunch, they give up elements of sovereignty and of the business unit. And then it has to go before a council with respect to whether they get approval for these funds. And this council has a charter, and that charter is to ensure that our product management disciplines improve dramatically, and we're able to run the whole organization as one of our leading venture capital funds would run it that we have strong supporters on the West Coast.

So when you look at the gift council over the last number of years, we have had some notable successes. We've had some notable failures, and we've had some in the middle. But we know that when you start new initiatives, you're not going to go one for one. If you do, it's pure blind luck. And you have to obviously fund a number of different flowers. So you'll hear more of that through the course of the day. But I would say that is working exceedingly well for us here as NASDAQ OMX has a number of announcements you'll see sprinkled through day is there. And as we said for the 2012 plan, there was a dramatic increase, the largest increase we ever had in one category, in funding for gift initiatives.

So we look at the three legs of the stool. We have what I'll call the plus-ones, the organic growth within the organization, which is funded by the units itself. We have obviously then the gift initiatives

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that we speak about. And then we have acquisitions, which will, obviously, and has been and will be continue to be part of our DNA in terms of what we do.

Now with respect to the culture, clearly we weigh, measure, and count everything. We tend to be cost conscious. We tend to be cheap. But it's also important to recognize that we're keenly conscious of who we are as NASDAQ OMX. And we're first very protective of: one, our reputation, our reputation in this public arena, our reputation with the regulators. And we're certainly immensely proud of the fact that we run 22 markets, 10 clearinghouses on a global basis, and we do it in a pristine basis. And our reputation, our brand awareness on a global basis has never been higher based on the studies we track.

An example of where the culture has to recognize that, in 2010 going to 2011 we, like many companies, had info security attacks happening on an increasing rapidity. And that's the point in time where you throw out the budget and you do what you have to do to make sure that you're protecting your name, your reputation, your brand. So in 2011, we had an unplanned almost \$10 million, Anna, spending that was outside the budget. But again, the culture is not so rigid that we can't respond to those kind of situations as we look at it.

So with respect to how we've done, as I said, on a relative or absolute basis, we do want to brag a little bit. When you see 2005 with revenue, just around \$500 million; and we did -2011 we were over \$1.6 billion, heading towards \$1.7 billion, 221% growth in revenue, clearly impressive. We're also proud of the fact through these efforts, our EPS number grew at a higher percent at 277%. And I can't see the exact number, but it was obviously low and we went to \$2.56 last year. And most impressively, the free cash flow grew by 500%. So obviously, we had to have a bit of organic growth and some very successful acquisitions, and next slide.

And you look at it – now this is from 2007, not 2005. But you see from 2007 to 2011, net exchange revenue at the start of the period was \$800 million, \$133 million in organic growth, \$745 million through acquisition, landing up at the \$1.69 billion. So when you look at that free cash flow growth and EPS growth – and, John, can you go back for a second? And you have listed here a number of the different acquisitions. Obviously, our acquisition discipline has served us well. And as we've said to many of you folks before but we'll repeat it again, when we look at an acquisition: one, we want it to accrete within 12 months and we want a reasonable period of time before we have the return on the invested capital.

Now why do we get so hard up about the accretion within 12 months? And we say for a very large acquisition we'll go little bit longer. One thing we're keenly aware of is we have a very limited ability to predict the future. And to the extent as you are going further out with when you think the accretion will happen, external events will get in the way of your internal plans. So you can still do everything the way you thought and execute perfectly, but the world has changed a lot and then you never get to that accretion number. So we have that one discipline.

Two is we've seen many acquisitions where they can meet financial metrics. But if they're not leveraging the mother ship in some fundamental way, then it's not something we should be doing. And that's actually a bigger topic of discussion than you might realize. But we have to have a point of leverage; the financial return by itself is not enough. And if you do that well with these acquisitions, obviously, then your EPS can grow faster than your revenue, your cash flow can grow dramatically faster than both. So we feel very good about that, and you'll hear about that from the different business units today, [ph] and two of those (12:58).

All right, now shifting gears, what I did want to talk about is a question that's on our minds and your minds is, do you live in a volume based environment? Bob, you and the team have done a better job than most if not all of diversifying your revenues in your businesses. We saw the example of that in the first quarter where you did \$0.61, but still volume is a good thing. We like more of it, and we're obviously living through a low volume period of time. And what is your prediction for volume,

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how do you guess it? Now we don't really know. But we obviously do spend some time thinking about it. I just wanted to spend a minute or two to step you through a couple different factors that we look at, and then you can make your own value judgments with respect to what's transpiring. So let's go one forward and then we'll come back to this.

The first thing you see is, obviously, U.S. GDP growth. And if you see the flow of GDP growth from 2008 as a trough or the beginning of 2009 to 2011, it has obliviously increased. Volumes have not moved up, so we'd have to say that GDP and its correlation to volume is not as strong as you might think. Then we look at the unemployment rate, and that starts to look more like the volume curve. And then we look at consumer confidence, and this chart really I think masks health. You've gone from 100 to 75, so that's a fairly substantial drop. So those two charts start to map to the volume chart. Let's move back a second.

And then another factor is volatility versus volume, and that's on the top right. And you see the red is the VIX index and the blue is the volume, and that chart starts to line up fairly closely. It's a multiple, and we'll spend another second on that in a minute. And the other thing we look at is investor confidence, and we certainly see that being even more important than consumer confidence. So GDP not so correlated; investor confidence, consumer confidence correlated more; unemployment rate correlated more. Get down to investor confidence, then you see it tracking pretty closely to equity mutual fund inflows. And we know that when there are equity mutual fund inflows, that has a ripple effect on our market. So as we look it volumes, we first look at investor confidence. We look at equity fund inflows, then obviously some correlation between the VIX and volume, and let's go through the detailed slide on VIX.

Now to bore people a little bit more with this is we had our economists spend some time looking at correlations here. And you'd see, to give you one example, is if VIX is, let's just pick a number at 31.93, in the middle of the chart, we have a pointer on that chart. Maybe you don't. Okay, so in the middle of the chart, you see 31.93. So what this chart is saying is: one, I had 103 observations of the VIX being around that level. And when it's around that level, the volume tends to be between 9.5 billion and 10.5 billion shares. Now the deviation is 12.7 and the absolute max we've seen is 80 and the minimum is 15. So it's not exact; it's obviously not perfect, but it gives you some indication of where we are.

Let's go back to, current volume is 6.5 billion to 7.5 billion, VIX around 21 – just stay on this slide, John. So we've got a lot of observations there, 253, and the deviation is a lot less. So this is getting to be a pretty good number to look at. And the max is 40, which is not that far off, and then the min is only 14 there. So there is a clear number you can get towards volume based upon the VIX. Now, we don't want, we don't take any one of these factors as the gospel, but this obviously is helpful. The investor confidence number is helpful. The equity inflow number or bond outflow number is helpful.

So the point being is that when we look at the numbers today – and again, this is just one person's prediction. We're not here to say – you have to make your own judgments. With respect to volume, it certainly appears that you have a bias towards the upside based upon historical trend lines and norms. And from a volatility perspective, what brings volatility to the market is a particular event and we think there are biases towards events happening in the next six months. And as I've said publicly, what's important for us based upon our business model, and you witnessed it in 2010 and 2011, is if we have a month of good volume or six weeks of good volume, then that really makes the year within a reasonable percentage. Now obviously, would we like three months of good volume, four months of good volume, five months of good volume? We would, and that will happen in time. We're not here to predict when. But certainly if you look at 2012 as we study these tea leaves, and they're available in the presentation, and we'd be happy to follow up with you because it's really up to every one person to come up with their own determination, but we look at that.

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So our conclusion is looking at our tea leaves, there is a bias to the upside on volumes. And it would appear that there are some on the low end, and we have some correlations which in time will definitely prove correct which are not correct today, so we'll leave it at that.

But just rehashing, the management team matters. I'm obviously very proud of the management team you're going to see here today. This is a team that is executed quite successfully over both turbulent and calm waters, and that's truly the mark. This team will matter more than the business model in the next five years. The last five years have been more about the business model that has been handed to them. We have a wonderful deck of cards. We're in a position to hit on all three cylinders with respect to plus-one, new initiatives, and obviously continued strategic acquisitions.

So I do thank you for coming here today. I think you'll find the time well spent and certainly look forward to your very forthright questions. And I will now turn the program over to somebody who has been with NASDAQ OMX I think a year longer than I have. I've been fortunate to have her as part of the senior team. She runs both our Market Technology business. It's a business which is one of our shining stars and has a small part-time job of being the CIO, Anna Ewing. Thank you.

Anna M. Ewing, Chief Information Officer & Executive VP

Good morning, everyone, and it's a pleasure to stand here today and give you an update on our technology and our technology business.

I was really hoping to give you a breakdown on all the great technology that we build and operate. But I was told by Bob I wasn't allowed to do that. So what I would like to do instead is really start off by telling you about how we think about technology at NASDAQ OMX, and it's actually pretty simple. We really believe that technology is the beating heart at NASDAQ OMX. It's as simple as that. And you will see through the presentations that you will get presented by my peers today that our business success is really built from our technology excellence. Not that I'm trying to take credit, it's a true partnership.

And if you think of our trading platform, and we're well known for our technology, no trading platform in the world can operate faster or at the scale that we operate. And to put it in perspective, we can operate – we can process, and we do on peak days, more than 1 million messages per second at speeds of sub-40 microseconds. And to put in perspective, for those of you who can remember what a microsecond is, it's 0.000001 second, just to give you some context. And you know our technology can trade and clear really any instrument on the planet. And in fact, we power one in ten securities transactions around the world through our own markets and through our market technology customers.

We are the world's largest technology exchange provider, with over 22 years of experience, and that is through our market technology business that we acquired through OMX. We have unique capability that is unmatched by any other exchange in the world. And it's really not just about the technology itself. As Bob said, it's about our ability to execute. There are a lot of logistics up here to work through.

Okay, so the first one, as you know, we have done a lot of acquisitions. And we're very proud of our success both from an accretion perspective, from an ROI, but also from our ability to actually deliver on the promise. So at the same time we're building out new products and services, we've been acquiring and integrating all these different companies. And we have done, we have met all of on schedule, all of our deliverables, all of our IT deliverables. And in every single case, we have either met or exceeded our cost synergy estimates.

In our business, operational excellence is really table stakes, and we really set the standard here. We have five nights availability. We process billions of transactions in a day at sub-microsecond

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speeds to millions of customers. And as much as that's table stakes, that's hard work just to make sure you have that reliability and capability. And we're proud of not just our excellence but how we set the standard around the world as far as that excellence.

For example, and I've personally experienced this as I've rolled out some of our technology around the world, one of the first markets that are becoming more competitive, more algorithmic trading, they all want our ITCH Feed. So our ITCH Feed for market data is really the world's de facto standard for algorithmic trading. And certainly my peers and Eric Noll will talk about all the innovative stuff we're doing, and Co-Lo is another example. But you'll see examples of our technology not just from an innovation perspective, but also from an operational excellence perspective as well.

Efficiency culture is a core part of our DNA. And what this allows us to do as we cut our costs, it allows to really reinvest some of those savings into all these growth initiatives that you're going hear about today. We have, as an example, a continuous efficiency program to reduce our baseline costs by 5% every year. We call it our own Moore's Law. And we do that by being smarter, what we do leveraging new technologies, leveraging more to ourselves. And so it's an ongoing part of our target and our plans. We have a proven track record for the cost synergies that we've achieved, new products and services all at the same time as reducing costs.

We believe an asset-light strategy as far as our CapEx investments. So where we can limit the exposure in terms of heavy investment, we will do that. For example, we lease our data centers, as many of you know, but at the same time have full control over that infrastructure. We also will, where we can, buy capacity on demand or on a real-time basis. And what this allows us to do, as I said, is minimize our cost, reinvest. And if you think of our development resources, and a lot of what we do is around our software, a third of that, which is world-class by the way, a third of that effort is directly attributed to new growth opportunities rather than just run the shop.

In addition to our ongoing annual program of cost reduction, we have introduced this year a new technology roadmap. And the specific goal of the technology roadmap is to reduce our costs in 2013 by 10% rather than just 5%. And we believe we want to do that because we can – we want to do that for obvious reasons. But we think there are some opportunities in some key IT trends that we are leveraging. Cloud computing is one example where we are looking at some of our non-core applications on our trading platforms that are some of our non-core corporate systems, websites, et cetera, and moving it to the cloud. We are looking at alternate sourcing models. We are in multiple cities, not just Stockholm and New York and Sydney, and we want to leverage some of those lower cost centers for development. Platform consolidation is a never-ending journey for us. It's a continuous part of our product roadmap; and then what we call LEAN IT, which is always looking at how to reduce our footprint, reduce our power consumption, et cetera.

At NASDAQ OMX, technology is the catalyst for growth. And you can see this as we go ahead, and it's really across all our businesses. What I'd like to now do is actually spend some time giving you an update on our Market Technology business, which is the business that I run; I have the pleasure of running. And we provide as part of market technology, we provide value-added technology to exchanges, clearinghouses, regulators, and brokers around the world. And this is typically core, strategic, mission-critical technology such as older trading platforms, other clearing platforms, other risk management, and market surveillance platforms. So these aren't commoditized widgets. I'm not selling feed handlers or FIX engines per se. That's just an extended part of our offering. These are core, strategic, sticky technology that we implement, manage, support, extend.

I'm very proud of this graph. And those of you who have taken the journey with us since 2008 know that when we first acquired Market Technology, the business, we were intrigued, strategic was around the world that made us more global. But we were concerned about our ability to make the business a profitable business and ensure that we have the type of ROI that Bob expects us to.

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And I'm delighted to say we are absolutely on track not just to grow the business, but to expand the margin of the business in a significant way.

We today represent – this is in 2011, we had \$183 million, and we are on track this year. We in our 2010 Analyst Day forecast revenue in 2012 more the size of \$200 million, with a margin exiting run rate of 25%. And I'm happy to say that we're on track for that, we're going to say the range is \$190 million to \$200 million because there are risk factors that may come into play, as you all know, so we're going to give you the range of \$190 million to \$200 million. But we will be exiting 2012 at a 25% margin and with continued margin expansion as we go through the next year.

Just a brief breakdown of how we report our revenue for those of you who may not be as familiar. But just real quick, we have three categories. The first category, which is the light blue, is our licenses, support, and facility management services revenue. Thank you. So that is – I guess that means you want me to point. Here we go, okay. What's that? That's the slide. Sorry, John, I didn't mean to point at your forehead. So that's first of all, as you can see, on all these fronts we're growing our revenue pretty nicely. But this first category is license, support, fees that are based, the annual fees; they're part of our long-term contracts. And what we do is we recognize the revenue over the life of the contract, which is typically five years or sometimes longer.

The next category, which is in this dark blue, is what we call delivery projects. And delivery projects are really as we implement these, again, strategic, complex systems, there are one-time costs around the project delivery, around customization for the customer, et cetera. And those one-time costs also get recognized over the life of the support contract. The support contract tends to be five years in nature, obviously. But the reason we want to distinguish that is because a support contract can get renewed. The delivery costs do not at the end of that five-year period. So even though project costs are recognized over the life of the initial contract, we don't think of it as recurring.

And then finally, we have this last category, which is more short-term recognized revenue such as change requests, CRs we call them, advisory services. And it's also our fast growing subscription revenue from our broker, our SMARTS broker, and I'll talk about that in a minute.

We are growing and diversifying our customer base. In addition to having our technology and expanding our footprint with that technology, we're really diversifying who our customer base is. So if you look at the exchanges, we have 74 exchanges, clearinghouses, and depositories. We've actually grown more than that. We've actually from 2010 brought on nine new customers, but we also had some planned exits through some low-margin, non-performing contracts that when they expired we didn't renew with the customer, and the consolidation, M&A consolidation, more specifically ISE and Borsa Italiana.

With the SMARTS acquisition, we have been introduced to the regulator community and the broker community. So we are operating, and these are all Who's Who, by the way, as you can see by all the icons. We all have to have our icons, but the Who's Who in the exchange world. And with the regulators and SMARTS, we have been growing substantially, and there is the domino effect when you think of what's happening on the regulatory landscape. When you're providing market integrity, technology to the regulator, there is the domino effect of that technology also being adapted by the broker community and more often than not by the market itself in that region.

The other keynote, and we talked about this last time, is our revenue mix by region. We have been growing overall, as you know. But in particular, we've been growing in Asia-Pacific, which represents 41% of our revenue mix today. And if you look, think of it from 2010 to today. That revenue base has grown 45%.

We think of technology for our own markets, the markets that we operate, and also for our Market Technology customers in very much the same way. How do we help drive alpha growth? And we're very much true partners with our customers. So for example, if you think about what's happening

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around the world with electronic trading, with increased competition, with fragmentation, those are all opportunities for us. And what we have been doing as some – a very quick example, again, this is more of a leave-behind than for me to read these slides for you, in Australia or in Singapore or in Switzerland, where fragmentation, competition entering, our low-latency, reliable technology was introduced by that market to take that competition head-on. You don't get much more strategic than trying to protect the mother ship, right, so that's the nature of the relationships that we have; ICAP in the U.S., another example.

But we also work with new entrants. So what's happening in Japan with the PCS landscape competition, Japannext wanted to improve their technology so they can compete in that market. We work with them, got them up and running in less than six months on our platform and they have been increasing their market share. Kuwait, another example of an emerging country; and most recently we announced the work we're doing with Nigeria. Where you want to build your capital markets, you want to comply with international standards and best practices, we are their partner. And so these are, again, our long-term strategic relationships.

I also wanted to highlight real quick some of the examples of what we do in the clearing and risk management space. TOCOM has to comply with SPAN and international standards in Japan using our technology. KDPW wanted to introduce clearing of OTC instruments, including interest rate swaps in Poland, using our risk management technology. So again, opportunities of markets, new markets that are forming, existing markets that are growing, markets that are being challenged, those are all opportunities to us.

SMARTS has been a brilliant acquisition, if I do say so myself. We acquired SMARTS right at the pinnacle of the regulatory changes, debates that have been going on, new legislation, uncertainty. All those things that have been driving costs for the industry up has been an opportunity for SMARTS and the business. And as you can see by our revenue – wrong button – we have increased our revenue from 2010 to 2012 by 51%. So, Bob, I think that matched your expectations for the accretion guidelines. But again, it's not just the fact that the revenue is growing so dramatically well because we don't see that ending. We see this as just the beginning of the opportunity. The pipeline that we have is very strong. And in particular, if you look at SMARTS broker and as you look at the number of markets we cover, so these are the actual markets that we connect to, and then the number of broker subscriptions, which has doubled in two years, and we're on the same track with our pipeline. This is a very, very strong business. And these are the type of acquisitions that we're interested in doing in the future, but we've set the bar pretty high.

I'd like to point out to you, if the numbers aren't obvious in and of themselves, let me just reiterate that the Market Technology business, we feel very committed to this business. We're very happy. We're very proud of what we've achieved. And it has a strong business outlook for continued growth. We're on track, as I mentioned, to reach our target for 2012, both for revenue \$190 million to \$200 million as well as margin expansion, exiting the year with 25%. In fact, 85% of our revenue is already contracted in 2012, so the downside risk is minimal. And again, this is long-term, strategic, sticky contracts, and our CAGR over the last five years is 14%.

In addition to having a strong business outlook and growth, we also have a very stable business model. So as I described earlier, our annual license fees and support fees as well as our broker subscription fees is what we consider recurring revenue. Sixty-five percent of our revenue is recurring in nature, so that's a pretty significant percentage. And not only are they recurring in nature, it gets extended because of the stickiness of and the strategic aspect of the technology and how it's being used.

We also have strong growth in our order intake. It's 30% growth from last year over to this year. Order intake is the value of new contracts that are brought into the business that will get recognized over the life of the contract. So we're very confident with this number, \$174 million. There are always the caveat risks. But again, we're on track to achieve that. And what we call total order

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value, or sometimes we call it order backlog, it's the same thing. That is the value of contracts that are in place but the revenue hasn't been recognized. So I know some of you look at that as a leading indicator to future revenue. But again, we are at \$496 million as of Q1 2012. And with some of the deals that we haven't announced yet in the second quarter, which we will at our next earnings release, hopefully we'll be in the position to be able to announce them. You'll see that that is a very healthy number and also growing.

So I'd just like to summarize the Market Tech business. If you can get the sense that I'm proud, it's because I am. But I just want to leave you with a couple of points. The Market Technology business has a strong outlook of continued growth, both revenue and margin. We have a growing and diversifying customer base. We have long-term strategic relationships that are sticky in nature. And we have a stable business model with mainly recurring revenue.

With that, I would love to answer any of your questions. Can I talk to you about my technology products?

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<Q>: I was just wondering. It has been a little bit more difficult in the technology segment recently. But I was curious about opening up some opportunities for you guys in terms of assets you may have been looking at that were maybe more pricey than you wanted to pay and maybe if things are rationalizing now.

<A – Anna Ewing – The NASDAQ OMX Group, Inc.>: So if I can understand your question, are there assets on the market for sale that we are contemplating? I want to make sure I got your question right.

<Q>: Yes, and maybe just given the fact that it has been a little bit more difficult recently on the technology side of the business. Just the prices of those assets, will they be coming into the range where you guys would be more interested?

<A – Anna Ewing – The NASDAQ OMX Group, Inc.>: First and foremost, you can imagine with our brand, we have a lot of opportunity and we have looked at a lot of deal books, and we did that on a continuous basis. But we are very disciplined. First of all, can we leverage the mother ship? From a technology point of view, I'd like to say we don't own dog food. But first of all, even with Market Tech, we're not necessarily diverging into providing technology or services that we don't use ourselves somehow as an exchange. And that's part of our value-add; that's part of our domain expertise. So I was looking at both, and if there is a strategic fit and a good ROI, we will consider it. So we are looking at various assets, but our first driver is how does it leverage the franchise and then what is the ROI.

<Q>: Thanks. Obviously, there has been some pretty impressive growth, driven by SMARTS. I'm just wondering. Maybe you could frame what's the opportunity set from here in terms of the overall market and who your competitors are and what are the plans to continue to drive growth in that area.

<A – Anna Ewing – The NASDAQ OMX Group, Inc.>: Sure. So when you look at as the SMARTS business and the growth trend that I displayed is really what I see in the foreseeable future. The landscape is, again, continually dynamic, not just in the U.S., not just in Europe. Clearly, there are a lot of regulatory changes and requirements going on in those regions, but also in Australia and Asia-Pac. So we're seeing it consistently around the world. In Latin America, we're doing work with Bovespa as an example. What's unique to our business is you can slice SMARTS and say okay, how does this relate in the broker space or the regulator space, whatever. What unique to us is that our technology, and it's in essence the same technology that's across all spectrums of our marketplace, the broker community, the regulator, the market. And so when you have that and if you think of what SMARTS is, right, what is SMARTS? It builds in all the IP, all the rules, all the requirements, regulatory requirements of that marketplace, of that region into the technology. So it's an intelligent technology that has all that IP built in. So the stance of integrity, the stance of endorsement, especially as a regulator in that marketplace using the technology, is what differentiates us from everywhere else.

If you take Australia and Canada as two quick examples of where that is the case, the regulator is using it. The marketplace is using it. When Chi-X set up shop in Australia, we had to add the Chi-X marketplace to their technology for ASIC. The broker community, over 60% of the broker community is using SMARTS. Wouldn't you want to use SMARTS if you know your regulator and your market is using the same technology and their expectation is built into that IP?

So that's how we look at the landscape. And really there is no competitor to us when you look at it from that test. If you look at specific verticals, the broker compliance, yes, there are some players there that are in that space that are doing other things besides compliance, money laundering and other things. And so we also from a product development point of view, going back to the question

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on how to expand our product suite, we will look at bolt-on acquisitions to expand some of these offerings, in particular in the SMARTS space because it's got such growth potential.

<Q>: Hi. Thanks for the color on the portion of business coming from Asia. It was really helpful. And you said there was 45% growth as well. When you take a step back and you look at the structural changes in those markets, is there still a lot of opportunity in Asia? I guess rule changes and regulatory system changes drive a lot of these exchanges to have to update because there's competition coming. Are you done with most of the growth, the strong growth there, or is there another region that we could think about, or are you still in early innings do you think?

< A - Anna Ewing - The NASDAQ OMX Group, Inc.>: We certainly hope we're not done. No. I think we're actually in the very early innings. And one of them, if I could just segue a little bit and talk about the sticky nature of our business, so we're in Australia, Osaka, Singapore, Philippines, Thailand, Indonesia, Hong Kong. So when you think of the markets that we're in and we're operating in and you think of what's happening to those markets from a growth and diversification perspective, just staying with those markets, there is tremendous opportunity. And us, what's really unique about our technology, and all business folks talk about technology today, but it's a multiasset trading and clearing platform that can trade anything and clear anything, and I mean that.

So when you actually go to each of our Market Tech customers and see what they're actually using the technology for, the asset classes are tremendous. So part of what we're seeing, and OTC is a great example of what's happening in the OTC space, asset diversification so that's one trend and that's a growing opportunity. The other, especially with markets where competition is, Australia, Japan et cetera, we see new market players, so the addressable market is actually growing. So definitely, we continue to see growth in Asia, but we're seeing it across the board, Latin America, Africa, we have a significant presence in Africa and the Middle East. They're smaller and more emerging markets in some cases, but we dominate that region; so we definitely see growth on all fronts, but certainly Asia continues to be the area where some of the trends. And even some of the trends whether it's trading regulation et cetera are going into the Asia landscape, another key driver why we see we're in the early innings in Asia.

<Q>: Thanks, just a guestion on slide 23 on the customer footprint between the exchanges. regulators, and brokers. Can you give us a sense of – maybe you're not going to give the exact numbers if you don't want to, but the revenue composition of the technology business across that customer base? And then if you could just talk maybe a little bit about whether you are seeing slowdown in the sales cycle in general, given the market environment, some of these customers potentially pulling back versus the organic growth opportunities that you outlined and whether we can still get close to double-digit type of top line growth over the next couple years.

< A - Anna Ewing - The NASDAQ OMX Group, Inc.>: Sure, okay. So I'll start with the first part of your question, which is the customer footprint. And I would break it down because we look at our SMARTS technology, SMARTS revenue holistically. It's a growing percentage right now. Right now, it's about 20% of our overall revenue mix. And the accelerated growth of the broker business is the key driver of the growth itself. But from a composition, it's about 20%.

The next question was do we see the ability to continue on with the type of growth as the market is slowing down due to some of the economic factors. Obviously, we see growth. It's interesting. The macroeconomic landscape drives more the time to decision, not necessarily the decision itself. So if you go forward and if you look at, for example, the order intake by year, and you can see 2011 went down and then we're going up by 30% this year, part of that, guite frankly, is driven by timing of decisions that got deferred into 2012. So less is more, and that's why we hedge and give you ranges sometimes because timing is what would impact the opportunity, not so much whether there's an opportunity itself. So we are on track with our projections, our forecasts, to continue on the growth curve that we're on today.

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<Q>: Just on pricing, so when we look at all the products and the services that you offer, there is where you have pricing power versus products in areas where you have a lot of competition; any incremental data points over the past two to five years in terms of trend in product areas?

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<A – Anna Ewing – The NASDAQ OMX Group, Inc.>: So you may not believe me when I say this, but I'm going to say it anyway. We don't compete on price. I don't sell commoditized technology. I don't sell market data feeds or FIX handlers or white space in a data center. That's not the business I'm in. I'm in providing value-added software technology, in some cases hosted, but software technology that runs the core operations of a market or exchange clearinghouse or CSD. So where we tend to win is where that customer is looking for our domain expertise at NASDAQ OMX. And our biggest competitor, quite frankly, is really in-house development because if you think if it's so strategic, do you really want to partner with a third party. So it's not a commoditized deal, it's a very customized deal. The pricing is very much – yes, are we competing with others on the RFP? Of course, but we're not competing on price. We're competing on being price effective, of course, but on our domain expertise and is this a strategic relationship? Is this something that we want to put our scarce and valuable resources against, and is it sticky and is it long term? So I would say it's very much a customized pricing model because of all of the above. I don't have a price list.

<Q>: In terms of the margin expectations, can you refresh us as to where they are now to get to the end of the year? And then are there still some lower margin contracts that are expected to roll off to get you there?

- <A Anna Ewing The NASDAQ OMX Group, Inc.>: Sure, we do have a couple left. They're insignificant enough that it's not that material, but there are a couple. I believe at the end of first quarter, we're around the 12% range. And through the quarters we're improving through exiting it at 25%. If I have to average out this year, it will probably be around 20% 21%. And then next year, we'll start the year of 25%, and there's still some margin expansion opportunity through some of the technology roadmap initiatives that I described earlier, in particular a sourcing model.
- <A Robert Greifeld The NASDAQ OMX Group, Inc.>: Anna, certainly I get to ask you a question.
- <A Anna Ewing The NASDAQ OMX Group, Inc.>: Oh no.
- < A Robert Greifeld The NASDAQ OMX Group, Inc.>: So any further questions for Anna? Okay, thank you, Anna.
- < A Anna Ewing The NASDAQ OMX Group, Inc.>: Thank you.

MANAGEMENT DISCUSSION SECTION

Robert Greifeld, Chief Executive Officer and President

So I'll just make a couple comments before introducing the next speaker. One is we call Anna's business Market Technology. But the other business units probably resent that a little bit because we feel that each and every one of our businesses are in the technology business itself. As Anna said, it's the beating heart of NASDAQ OMX. It runs through everything we do. You heard about that.

In respect to Anna's tremendous performance, I would just highlight that order backlog, and I heard the question about other software companies having difficulties in these times. Order backlog went from \$134 million to \$174 million. I don't think there are too many people out there who can say that, so that's certainly a great indicator. And just in last month or so, I've approved so many press releases with successful installations. We had Kuwait just the other day; Nigeria last week. The

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week before that, the Swiss Exchange went live, TOCOM, and Hong Kong. So it has been a truly outstanding year for Anna so far. The only thing I would also mention is we do have a contract for the Asia strategy. We have now had our first penetration into Mainland China with some contracts, so we feel good about where that is going.

And regarding the price question, as we said at the last Analyst Day, we have been getting fair revenue now from our contracts. And our issue was more to get the operations in place where we can get to the 25% margins. Anna is obviously doing a wonderful job there.

The next speaker is John Jacobs. He is the institutional memory of NASDAQ OMX. He heads a business that has been too neglected by the investor community. So I ask you to pay close attention. It's certainly one of our growth drivers in the future. So, John, it's all yours.

John L. Jacobs, CMO & Executive VP-Global Index Products

Thanks, Bob, for that kind introduction. Institutional, I'm not sure I'm that, but I have been around a long time. I do bleed NASDAQ blue. Thank you, ladies and gentlemen, for coming today. It is a pleasure to talk about the NASDAQ OMX Global Index business. It is a very exciting time to being an indexer. The index industry is undergoing fundamental change and will continue to undergo fundamental change as we all experience every single day.

And I want to make a very bold statement now. The NASDAQ OMX Global Index Group, this business is absolutely the best positioned business on this planet, bar none, to move forward in this industry. We're not going to just survive. We're not going to fly. We're going to disrupt and redefine indexing, and we are going to be the index business that every other indexer has to react to and has to drive their model to. So it's a very, very exciting, opportunistic time for us. And when you look at how a modern index business is going to be defined in the future, it's going to be built on brand, technology, breadth of offering and value. And no one, not MSCI or [ph] S&P (56:10) or anyone else will be able to compete with us as effectively as we will be across those four attributes. So now I'm going to walk you through our relentless march forward as we disrupt and redefine this business moving forward.

So I don't get to speak about this business too often because Jackie broke it up a couple different places the way we report it. I did get to speak about it at Analyst Day last in September 2010, and we'll talk about our path from there to now and now into the future.

So let's talk about brand for a moment. Millions, tens of millions of times today around the planet people say how is the market doing, how is the sector doing, how is this section doing in some other part. And the answer is NASDAQ or OMX or PHLX or one of our other benchmarks. We move from 1,000 to 3,000 indexes, and we're going to talk about all the rest coming online shortly. Our indexes are widely used by people who create products like BlackRock, iShares, and PowerShares and CME and other markets out there that create different types of products. And they're also used by pension plans and pension folks and portfolio managers.

So let's talk about the revenue and you look at the numbers for a second. So in 2010, one of the premises I told you was we were going to move from being a specialty niche indexer with a couple hot indexes to become this institutional player as well so we could start monetizing our data in a far more efficient manner. Most indexes, major indexes have a ratio of index data that's twice the license data is. And we're just starting on that journey and we've had great opportunities, as you could see from this chart here to start with.

So let me tell you how to map these back-door financials. So if you look at the orange area at the bottom, this is what you could see in the 10-K, in the 10-Q, under the Issuer Services segment under Global Index. This is our license revenue and custom calcs. And this is the number that you

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see and this is where the licensees you get paid for by the CME or PowerShares or BlackRock or Fidelity, whoever it is, the 165 licensees we have around the world. That number fits right there.

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If you look at the blue area, the blue area is Index Data. Index Data is Index Data that people subscribe to, and that is found under Market Services within U.S. Data. Brian is the follow up speaker to me.

The next section at the top is Visibility. Visibility is – as you know, we run multiple web properties for NASDAQ OMX. But NASDAQ.com is a website that is designed to attract financial advisors and investors and index investors and so on. And we're still advertising that model and drive more and more content to support that. That business you'll find under the Issuer Services segment again, but within Corporate Solutions-Other. So it's hard to you to pull out these numbers. That's why we're giving you the clarity today at 14% CAGR since 2007 and great opportunities for us in all those categories.

So let's talk about from last Analyst Day when I spoke to you and put a little bit clarity into it and a little bit more discussion of the growth. So since last Analyst Day, we've launched 2,000 indexes, 44 additional ETFs. When I started this ETF business, and I started this ETF business essentially by myself and grabbed a couple of people, and I still feel like it's just a couple of people, we have built this business to be a very lean – Bob is laughing, I'm pitching for the next budget round. That's a very lean, mean operation. But it's organic, and we've built this business from scratch. We had four ETFs; now we have 77. We have 9,000 structured products against our indexes around the world now. It's \$1 trillion in notional value. So you see how that has played out in the number.

So again, the orange area is the growth in license revenue. And licensing is again – those licensees, that has been 19% growth. You'll see that one little bar there that we normally include in licensing, which is custom calculation. We are purposely not extending that business at this point in time until we finish our technology build, which I'll talk about in a minute. And then you see Visibility Services. That has been growing at 20% and Index Data at 26%. That is from September 2010 to the end of 2011.

Now I think this is going to be a very interesting conversation as we drive more – I want to give you more clarity and more definition, granularity into the revenue. But I also want to talk about some of these different relationships that we have. So again, when you're investing in a business many times you have to take up temporarily stay the top line revenue or margin pressure. We've had to do neither. We've been able to continue to grow the top line while we continued to move down this path investing in this, our new technology, and continued to enjoy very healthy margins in this business.

But I'm often asked the question as I keep talking about the idea of Index Licensing versus Index Data, the license fee you get from PowerShares or BlackRock versus the subscription fee you get from a portfolio manager and how those two work together. They're both important, and our goal is to get them from a one-to-two ratio to one-to-one ratio to two-to-one ratio and normalize it. So here are a couple of examples, and this shows you the reason why we're the ones who are going to redefine indexing in the future.

So let's pick an example, so iShares had an index, had an ETF out there on the S&P Semiconductor Index. And we walked in to them and said we can give you a better index; you should switch your benchmark. And they said tell me, what do you mean by a better index. It's better constructed. It has a broader following, and is already the basis for product on the PHLX and NOM Options. It is already the basis for structured products. It is already the basis for levered up and down ETFs. So we walked and said you can get a far more adopted, highly more adopted ETF, index for your ETFs. So you certainly increased the value of that, increased the visibility. So this sets our benchmark and we can do that. That index costs us absolutely nothing more to calculate than our other indexes. And we can do that at a far better value to them than they were paying at

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the current time. So it was our ability to go and replace that benchmark. And everything has worked. They've gotten more visibility, more volume. Everything has worked about that switch, and that's an advantage I have.

Being part of the NASDAQ OMX Group, I can lever other parts of this business. I can turn to Tom Wittman and Eric Noll at any time and say I have an index; put an option on it, and they will. For our customer, they'll put an option on it. It may not sustain but they can put it on there. No other indexer can say that. I can turn to Hans-Ole and say please, give us a derivative. Remember, the third most heavily traded or fourth most heavily traded derivative in Europe is OMXS30. We have the ability to lever other parts of our business. So that's one great example of how we can go in and get a better value and undercut a competitor.

The second one I think is even more interesting. This shows the adoption of licensees to data. So we went to PowerShares and said you've got some water indexes that are the basis for ETFs. We can give you a superior water index. It's better constructed. It can support multiple types of products, has better data. We can give you five years back history. We can do better dissemination, all the things that a big indexer does. So they picked us and they did it. And we didn't have to discount it; we got full fare. Immediately, within 96 hours, four major firms on the buy side had started subscribing to our Green family of index data because water is part of Green. So immediately we started seeing data subscriptions, and after that and within next week the number is doubled and so on and so forth. So the point is the higher adoption you get for your indexes on the ETF side and the visible retail product side, the more people will buy your data on the other side and do the analysis they need to do.

It also works the other way. The more people start adopting your index data that's used for benchmarking and risk analysis, the more that there will be demand created on the side of the product launches. So again, the goal is to create a comprehensive offering at a low cost with a brand that gives you integrity and credibility with better construction, and that is how you define the indexes.

So again, what we've launched just this year in order to start driving that data business we've talked about is we've launched our first commodities, two commodity families this year. We launched a commodity based on futures and an equity commodity family with Axioma. We have launched a U.S. All Market family. We have launched the first fixed income offering with a treasury offering that we have with PC-Bond, a joint venture with TMX. And we launched the Green Family. The other thing, those first four families come with ten years of back half data. That's a very quantitative business today. Ten years of back half data, Green Economy comes with five, so it's a very, very great opportunity for us. And it's working, obviously. We've seen the uptick in data revenue and so forth and so on as we drive more data subscriptions.

We have two more things that are really going to redefine this business and help us redefine this business. We'll take a minute to talk about technology. So we're going to pick up where Anna left off on her last slide and her last comments. Anna can trade or clear anything on the planet, ETF on the planet, because she can do that. I can index it. I can benchmark it. I can distribute it. I can monetize it. Because INET is the absolute fastest and most scalable transaction technology, she's building me a brand new index platform, and we'll have gone through the first two phases, two more phases this year and we'll complete it next year. I will have the absolute more scalable index platform, which gives me the unbelievable competitive advantage against every other incumbent out there.

So for example, we have 1,000 to 3,000 indexes. Later on this year we're launching 15,000 more of global equity families. By next year, I should have 150,000 indexes. The cost of those indexes of going five times and 50 times more than today is incremental cost. I have a some slight data acquisition cost depending on the assets classes, but it's incremental cost. My next 50,000 indexes are cheap as the first 3,000 indexes. That's a huge advantage. We do not have a very expensive

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base. So I can go in there and I can sell my indexes and my index data far less expensive than anyone else.

But very interesting is right now Anna has assigned 14 technologists to our business. We have 14 technologists. Some are supporting the business on an ongoing basis and some are building the new platform and migrating of our two legacy platforms. When we're done next year, I'll have 50 times the indexes and half the number of technologists. That's scale. That only comes because I can leverage the advantage of being the absolute technology leader in this space and the overall exchange space and the technology leader in the index space.

So what's our focus today on? Our focus is across the board. So again, I've talked about the change in environment. So we've all seen, first CME bought Dow and now S&P is going to acquire essentially the Dow and CME index business through a big JV. LSE bought the rest of FTSE from Pearson. There's clearly consolidation. If you look at just the ETF market today, the top three ETF providers account for over 70% of the assets in ETFs. The top 10 indexers account for those same 70% of the assets that are in ETFs. It's clearly an issue of consolidation. It's clearly an issue of competition and moving to those major companies. There are dozens of other indexes out there. They're not going to be relevant. And there are dozens of other ETF providers out there, and they're going to work their own channels. But we know where the bulk of the business is going to be, and we're best positioned to move forward there.

So as we continued to drive forward, we have to focus what we're measured on. What does Bob measure me on every week? He measures me on new ETFs, whether we continue to launch new products, which we did, three last week. Okay, I'm sorry, three on Monday we launched three new ETFs Monday to bring us to 44 since Analyst Day, up to 77. He has measured me on how many times we get somebody to switch their index to our index, how many more data subscriptions that we get. These are all alpha drivers. This is an addition to all that great revenue we're already getting from all those legacy products like the NASDAQ 100 and the Q's and things like that.

But the other thing that's a great opportunity for us now is this has been an organic story. And we are in a great opportunity now in order to start doing judicious acquisitions. And those judicious acquisitions can really speed us along this path. We can get new asset class exposure faster through an acquisition or a partnership. Same thing you'd see with deeper geographic coverage and driving licensed assets under management. We can buy them in bulk; we can get them individually, and give exposure to new customer segments for our weightings data. So every avenue is open to us now because this business is run so lean and this business has got that high level of operational excellence and such penetration. It's all about execution for us over the next 18 months moving forward.

So looking forward, we're going to continue to expand our capabilities, our index offerings. You'll see more and more index offerings coming out. We're going to be multi-asset class. We will be equities. We'll be fixed income. We'll be commodities. We'll be whatever Anna finds to trade on the planet, we'll be able to index it and create a family with ten years of back data and a very quantitative driven business and send that out. We will be able to – we will continue to focus on sales and [ph] talk about end (1:10:08) research.

Let me tell you, our index dissemination, we disseminate index data away. We have price dissemination, and Brian will talk a bit about this. Price dissemination, our news offering later on this year, GIDS 2.0, we'll be 23 hour/5 days dissemination of prices. Our Grade 2 component is the way we distribute the weight to components. There are obviously weight to components in the index, and they're weighted to each index, which is what people need to do to benchmark it and do risk analysis. We're going to launch the All World family, so our U.S. family was launched earlier this year. It goes down to four sub-sectors using ITB. We're going to launch the World family that covers all equities across the planet, again going down the sector. So we'll have a very comprehensive list against ten years of back data.

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So our index calculator, going to the top of the page, Phase I and Phase II are done. Phase III and Phase IV this year. Phase V will be done by next year. We will be rolling out a far more robust offering to fixed income by next year. As I said, the next 50,000 indexes cost me almost nothing compared to the first 3,000 indexes. It is built on our proven NASDAQ OMX INET technology. It is absolutely scalable far beyond anyone else in the business. And we have the ability to do not just scale, but multi-frequency types of calculations. So when you look out there and see an MSCI or S&P say we do 400,000 indexes, most of those indexes are end of day. Most of the indexes are end of day. We don't do any end of day today. We can; we're going to do a few. And it depends on the asset class and the feed whether or not you want to go there. We'll be able to do end of day.

All of our indexes are either 15 second or 1 second. Most markets of the world define real-time indexes as 15 seconds. We've already moved our indexes like the NASDAQ 100 and those indexes to 1 second. But with our ability with our OMX platform, our INET platform, we will be doing indexes tick by tick as well. So we'll be able to do every single tick. Imagine the OMXS30; imagine the NASDAQ 100 going tick by tick at the open or the close and that information feed going out to different customers for a fee at the same time as the index is being disseminated on a second-bysecond basis, a great opportunity to bring even more people in to use those indexes and benchmarks.

So we'll be able to do multi-frequency in multi-asset classes and multi-currencies, and this should interest anyone on the planet. As I said in the beginning, there are customers who are selling our products in 30 countries, and index consumers are consuming our data in every country in the world. So we are well positioned in order to define indexing. Everyone is going to have to come and compete with our model, as we absolutely will be able to offer more for less across the board.

And so as I take you down this path, this path of relentlessly moving forward on this path, it is not just about adapting our model to what's changing out there. We are going to be the model that everyone adapts to.

Questions, yes, sir, you right there.

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QUESTION AND ANSWER SECTION

<Q>: Getting back to your point that normally the index data is round 2x licensing data.

<A - John Jacobs - The NASDAQ OMX Group, Inc.>: Yes.

<Q>: Even absent any growth in the licensing revenues, it implies a pretty big uptick in index revenue.

< A - John Jacobs - The NASDAQ OMX Group, Inc.>: Yes.

<Q>: And I guess how long is the timeframe to achieve that? Where are the margins in the business now, and where will they be if you hit that normalized ratio?

< A – John Jacobs – The NASDAQ OMX Group, Inc.>: So let me defer the answer on margin, we should take that first, so how transparent should I be?

< A - John Sweeney - The NASDAQ OMX Group, Inc.>: High.

<A – John Jacobs – The NASDAQ OMX Group, Inc.>: I would say north of 60% is our margin today. But we don't believe that we're going to have to have any margin compression at all on that particular piece on the index data. Index data does require some work. And I didn't address it, but I should have addressed it back on slide 33, strategic redesign of index data packaging and delivery. Here is how index data people – customers want their index data. They want to get it directly. They want to get it through a vendor like Bloomberg. They want to get it through a risk analytics engine like Risk Metrics or Axioma. They want to get it in a variety of different ways. And they want to get it in a variety of different technology solutions. They want to incorporate it into their own model or into other models that they have.

That is another effort that we're taking right now, undertaking right now to redesign that indexed dissemination of data and to optimize that and make that faster, make that better. So that's part of the ongoing work over the next 18 months. Parallel to the calculator, parallel to designing all these new families, and parallel to designing all the visibility and support for that, there is still index dissemination. So our goal is to continue to grow that index data number healthy, a healthy growth in index data number, especially relative to licensing over the next 18 months, so you should see continued growth in that over the next 18 months. Yes, sir?

<Q>: When you look at the global opportunities of the Market Technology group help pull you to potential customers, exchanges, and is that a competitive advantage over a traditional index provider like S&P or MSCI?

<A – John Jacobs – The NASDAQ OMX Group, Inc.>: Absolutely, the answer is unequivocally yes, but it's based in the reality that Market Technology is out there with different marketplaces. They're looking solutions, and those markets are looking to realize that they can go it alone and be one those little niche indexes out there or they can become part of a bigger family. So it gives us great opportunity to look at partnership on a variety of levels. I consider Market Technology part of my global sales force, and the same thing with Bruce's team in Corporate Solutions, the Corporate Client Group. The ability to be part of a bigger company that has relationships that cannot be underestimated is a huge factor of differentiation. It gives great opportunity to have conversation that's our competitors can't have. I get to leverage every part of this company. Every part of this company I get to leverage. Okay, next question. Yes, sir?

<Q>: The comments you made on the tick-by-tick calculation, how are indices – how often are they generally recalculated?

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<a href="<"><A – John Jacobs – The NASDAQ OMX Group, Inc.>: Today indexes, S&P is 15-seconds dissemination. S&P 500 is 15 seconds, every 15 seconds for new value. We moved out to once every second. Others are moving to one second. Most of the indexes out there are end of day because they're an asset class required at end of day. But tick by tick is very, very rare, and we're going to be the ones who will be able to do it across the board. But most today is 15 second or 1 second.

<Q>: What's the implication of that? What's the demand for it? I'm thinking about...

<A – John Jacobs – The NASDAQ OMX Group, Inc.>: At the open of the market, the NASDAQ 100 could have 100,000 upticks in a second, 100,000, and those ticks are not being captured expect at a second intervals. So if you think about the ability to be able to analyze and parse that through if you're very quantitatively driven, you can look and see within that. So there are people who are very, very astute at the analysis, at the portfolio analysis who are looking at those kinds of things who want better indications or faster indications of data, sir.

<Q>: What I was trying to get is there much high frequency volume today that are part of the underlying versus the index? And if you were to go tick by tick you could cut into the ability to...

<A – John Jacobs – The NASDAQ OMX Group, Inc.>: Probably it's a better question for Eric to answer when Eric talks in transactions. I don't think that what's going on today I think people more look at not the underlying, the arbitrage there. I think it's more around index reconstitution events, rerating events. I think you'll find and we do there's whether on NASDAQ or we did the NASDAQ 100 new ranking or we did the rebalance for Apple last year, I think that's where you find more the arbitrage opportunities less so. But we don't know what opportunities we'll create until you actually get that product out of the marketplace. Other questions? Yes, sir?

<Q>: How much of your revenue is actually driven by the largest index products that you have, call it the top three or top five?

<A – John Jacobs – The NASDAQ OMX Group, Inc.>: The key is still, the key is that ETFs obviously over \$30 billion in assets, and that probably drives the majority of revenue of the ETF licensing. The most successful, derivative product is the NASDAQ 100 feature on the CME. It's one of the most heavily traded futures products here, and then there are other products as well. We don't have to disclose and don't publish our fee schedules. The other side of revenue are the fee schedules. So we get different amounts for different products. And we like that because those are very stable. They're great. They continue to drive, help us drive the business. But the growth is going to be, obviously as we said, in these other new opportunities that we have to roll out these index subscriptions. These are indexes subscriptions we're doing and we're getting out new indexes and new index families. So it's great to have that core, but our goal is to go beyond that and become a very broad based institutional business.

Other questions, great; thank you very much.

MANAGEMENT DISCUSSION SECTION

Robert Greifeld, Chief Executive Officer and President

Great job, John. So just as a follow-up and, Roger, you kind of get to it. So we and our R&D function has had the need for speed. And when we look at our change peers around the world, we have distance; the distance between us and them increases year by year. And it's one of the few things we do where it's not a direct definable economic benefit. So when we went from 80 microseconds to 40, what does that do? We still like doing it. So we spend the money to get there, and we're unique in the world.

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Now clearly the index business is going to ride upon that core technology due to introducing this tick by tick capability, which is not what John is focused on right now as he redefines the industry, but it is a latent capability there. The uses for that data, Eric and Brian can speak to it. We don't really know because you're going to be able to do something that has not been done before. And in a real sense, it can give you a view into the future in terms of where it's going to go if somebody who is doing it at 15 seconds, index calculation, we're going to be doing it tick by tick. So it's going to be an exciting second-stage benefit from this effort. But John's effort by itself speaks I think volumes in terms of the opportunity set we have there. We're obviously very excited about it and it is a high margin business.

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So that being said, we're on schedule and we want to introduce part of the next generation. Brian, are you part of the next generation? Brian works for Hans-Ole, who will be speaking later. But we moved him in to run the data business about a year ago, so lot of great things with it. And obviously, data is a large business for us, very profitable, with a tremendous opportunity set, and Brian will speak to it. Brian?

Brian Hyndman, Senior Vice President-Global Data Products

Thanks, Bob. So prior to going into the data business I spent about 13 years on the transaction side. And when Hans-Ole and Bob presented the idea to me about a year ago, I wasn't too thrilled. I said it's not exactly part of the business. And Bob you're wrong, it's changing and I can go in there and be a change agent. So he said if I wanted to keep the status quo, I would have kept existing management in place. So it has been a fun year and I hate to say it, but Bob is right

Okay, so what I'd like to do today is give you an overview of Global Data Products, then get into our growth for the past four years, then give an overview of the current operating landscape. And then we'll really get into the meat of the presentation, and that's how I'm going to strategically grow the business over the next four years.

Okay, so in the data world it's broken up really into three components right now, but we're expanding it. So one is we administer the U.S. Tape plan. That's really Tape C, which includes U.S. equity bid/offer and last sale information. We sell this product out to the industry and the we redistribute the revenue based on a very complex formula, but it tracks really closely to market share. We then sell U.S. proprietary market data and European proprietary market data. Both those products provide depth and transparency. As we move forward though, more of our products will be driven by technology like with our machine-readable acquisition that we had at the latter part of last year and also with our UltraFeed product.

If you take a look at the bottom left-hand corner, you would see that Global Data Products is about \$333 million in revenue. That's 20% of NASDAQ OMX's overall revenue pie, and we've had a four-year CAGR of 9%.

So where is the growth coming from over the last four years? So in 2007, we had about \$240 million in revenue. We then had some headwinds where we lost about \$35 million, and that's primarily coming from Tape plan losses. The bulk of that is coming from market share losses and to a much a lesser fewer eyeballs looking at the data. We then have \$83 million in new revenue coming in from acquisitions. About \$80 million of that came from the OMX acquisition and \$3 million of that came from the PHLX acquisition. We then have \$45 million in what I call powerful growth, and that's really coming from our proprietary products. A lot of that's coming from our index data that John recently spoke about, in particular the index weightings and components and our GIDS data feeds, our flagship product TotalView, along with our mutual fund data feed. So two years ago I didn't present at Investor Day. But since then, we've had a 9% growth, and the bulk of that growth is coming from our U.S. proprietary products.

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So what does the current operating landscape look like today? Still, we're seeing big demand for low-latency data feeds as algorithmic trading is still a big part of the equity markets. The amount of eyeballs continues to shrink slightly, but we're seeing a big increase in non-displayed or machine driven business. There is big demand for different data sets and new sources as customers look to drive alpha. Customers are extremely sensitive to price given that volumes are down 15% to 20%, and Eric will talk about that later. The cloud is becoming a bigger part of the solutions both here and over in Europe. Customers' demand for global data sets, they're demanding global data sets as they're trading across many geographies. And the industry is focused on alpha solutions and expense reduction solutions. So when I go out and speak to customers, they want to know what tools I'm going to give them to generate more alpha in their trading strategies or what tools I'm going to give them to reduce their overall expense base.

So management's focus, really we're going to grow revenue by 8% to 10% over the next three years. And if you go back to that base of \$333 million, that says that we're going to get up to roughly \$440 million in revenue. And we're going to do it through this three-legged stool strategy that I have in Global Data Products. Fifty percent of it will come from the first two legs. The other 50% will come from the third leg, which are really the acquisitions.

So in the first leg of this stool, I call it maximizing existing products. This is really right-sizing our pricing for our data products to make sure that we're getting revenue that's commensurate with the value of the feed. It's my belief that the algorithmic customers are underpaying for the value of the data that they're using today, and we're in the process of right-sizing that. We're also putting a tremendous amount of resources behind selling the indices that John is creating. We're upping our audit efforts to ensure that our customers are accurately reporting their data usage. The way it works in the data world is that they self-report monthly. We'll then go back in a year, two years later and conduct audits. So we pulled in somewhere around \$10 million or \$11 million from audit revenue last year alone.

We're also creating new policies to ensure that we're being flexible as technology continues to evolve. So what does that mean? Basically, when someone is looking at a Bloomberg terminal today, they're using our data. Those terminals have gotten very sophisticated. You could now pull data feeds off of those terminals and power other order management systems. So we've come up with policies to make sure that we're getting that revenue.

The second leg of the stool is new products and services. So we announced our UltraFeed product back in October. That's where we're leveraging our technology and aggregating and normalizing U.S. equities, options, futures data feeds into one easy to read format for our customers. It's an expense reduction strategy for them. The second one is leveraging, again, our technology and getting into FPGA. That's the same feed where we're seeing hardware accelerated. Basically, we're using hardware to accelerate our data feeds where historically we've used software. This gives our algorithmic customers a more deterministic price. We're then focused on selling NASDAQ Basic as an expense reduction strategy for our customers. It's a Level 1 replacement product that's really at a third of the cost and it gives the customers pretty much 99.8% of the data that they're looking at today. We've tripled our usage last year in NASDAQ Basic and we'll probably double or triple it again this year. We're also looking at storing tick information in our data center and giving customers tools to do complex event processing. That's basically giving them tools again to gain greater alpha in their trading strategies.

So most of the efforts in the first leg of the stool are underway and the execution probability is extremely high. In the second leg of the stool, again, many of those efforts are underway. We've built the products. We're selling them and the execution probability is extremely high.

The third leg of the stool is really why Bob and Hans-Ole brought me in. That's really the focus on the acquisitions and how we get data to the next level. So we had our first acquisition in 2011, December of 2011. The company was called RapiData. It's really a machine-readable company.

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We strongly believe that our customers want additional data and new sources, again, to create more alpha. We have a partnership with Russell where we distribute their index data on our data feeds, leveraging our distribution. We have our Data-on-Demand product where we get tick information on the cloud, partnering with Amazon and a company called Xignite. And we're also leveraging our audit team and conducting audits for other exchanges around the world, and we're auditing common customers.

So we've begun to look at many acquisitions. We certainly want to measure twice and cut once here. I've hired two business development folks to focus on it. They're here today. [ph] Mom (1:29:50) is over on the right; Vince Palmiere, whom you from his IR days. We are keenly focused on looking at acquisitions where we can either reduce expense or generate alpha for our customers.

So just to reiterate, a tremendous amount of growth can come from the first leg and the second leg. We had our first acquisition in December. It's a micro acquisition. But nonetheless, we are delivering a product that we think can generate alpha for our customers. We want to leverage our core strength, which is our world-class technology, our brand, and distribution. Keep in mind we are predicting 8% to 10% growth over the next three years, even when the markets and the volumes are in a bit of downturn. If the volumes in the equity and option markets do turn around we certainly see that we can see some upside on those data drivers. We believe that there is a great opportunity in data to take that \$333 million and bring it up to \$440 million through executing this strategic outline here and really leveraging the three legs at the stool. Like I said, the first two high probability of execution; the third one we're going to work on over the next 12 to 24 months.

That's my formal presentation. I'd like to open it up for questions and answers.

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QUESTION AND ANSWER SECTION

<**Q>:** Thanks, Brian. Can you just talk a little bit about the Tape plan revenue source? Obviously, you've grown the proprietary data business substantially over the last several years. Going forward, how do you look at whether there will be any structural changes in how they compute the Tape plans? Do you see maybe if you can talk about the growth of the proprietary side of the market data business versus the actual Tape plan revenues within that 8% to 10%?

<A – Brian Hyndman – The NASDAQ OMX Group, Inc.>: Sure, so the Tape plan revenues, we've certainly took some losses over the last four years, and that's when our market share was closer to 27% or 28% and now it's down closer to 20%. So I don't anticipate, and I'm sure Eric will back me up later. I don't anticipate any further market share or losses. If anything, we've seen some gain recently, which is only going to help that revenue. I don't anticipate any changes here in the U.S. to the Tape plan. They are considering a Tape plan over in the European markets with [ph] Smithy 2 (1:32:25). I think there is very low probability of execution on that. So I think it's pretty static revenue. I don't really see it growing dramatically or increasing over the next three to four years.

<Q>: Great. And just of the 8% to 10%, would you say that's static, the proprietary side will start double-digit growth?

< A – Brian Hyndman – The NASDAQ OMX Group, Inc.>: The proprietary side, the first two legs of the stool which includes proprietary data is going to produce 50% of that growth.

<Q>: Okay, great. Thank you.

< A – Brian Hyndman – The NASDAQ OMX Group, Inc.>: Any another questions, that was too easy.

<Q>: I'm not done yet. The Basic data I think is something you've been pitching for a while now. Where is that taking share from? Is that pulling people off the TotalView product, or where are those customers coming from?

<A – Brian Hyndman – The NASDAQ OMX Group, Inc.>: Good question. It is certainly starting to get some traction. I always tell Bob that the flywheel is starting to move. We've tripled usage last year. We have over 20,000 users today, probably closer to 25,000. I think we can get that closer to 50,000 by the end of the year. That's really coming from the plan data that all the exchanges are sharing. So right now, it's slightly revenue neutral to us, maybe positive depending on our market share. In the future, I think that there's an opportunity to up price and actually make a significant amount of revenue, but the money is coming out of the plan data. So as we stay revenue neutral, the other exchanges out there are getting less money in plan data revenue

<Q>: Are you not getting less money on plan data revenue too?

– The NASDAQ OMX Group, Inc.>: We're actually getting it from Basic, so we're saying even while the other exchanges are actually getting less.

<**Q>:** Okay, thank you.

MANAGEMENT DISCUSSION SECTION

Robert Greifeld, Chief Executive Officer and President

Okay, thank you, Brian. And just to follow up with that, so yes, great job; so the strategy is pretty self-evident. So we calibrate the Basic price today so we are revenue neutral. We get to a critical

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mass of users, as Brian says, we're at 20,000 - 25,000 today, so it's a dramatic improvement over the last time we spoke to you. We have expectations to get to 50,000 exit 2012. That's probably an aggressive number, but it's going to be some number there. So you could see in 2013, we'd be in a position to incrementally raise the price on Basic as it's institutionalized in the community, so then we come out ahead. Obviously, the other exchanges have just had a net loss of revenue.

So we're running ahead of schedule, which is great. We have time for a break right now. So the management team is here to answer any questions but we'll try to move the day along quickly as we can also and then take more time at lunch for questions. Thanks.

We're missing a speaker now. All we're missing now is a speaker. So we're changing the order a little bit. Bruce is out with a client, but Hans-Ole will be the next speaker. And as I spoke about the culture, we have a very strong culture which also has to evolve over time. So, Hans-Ole obviously came to us as part of the OMX transaction. And he, I think like a fish to water, came to the NASDAQ OMX culture, but in his own way has helped expand and grow it in a very positive way. So it's my pleasure to introduce Hans-Ole.

Hans-Ole Jochumsen, Executive VP-Transactions Services Nordics

Thank you very much. Good then I attribute then also to navigate, so thank you very much for the welcome, Bob. I guess today at this time, I'm happy that I have a passport from a northern European country and not from south of Europe. Last year, we talked a little bit last time for the ones of you being here in intent. We presented the European business with three different nationalities. Today, we try to do a little bit shorter, so I'll try to cover all of it. So today you need to listen just to a day. And we decided to start a little bit with Europe. But before we do that, what do our clients talk about? What do I want you to remember when you come back?

Two things, opportunities within fixed income, opportunities within commodities. So you will find out that I will come back to that a couple of times during the next 20 minutes, so that is the story I would like you to remember. But coming to New York every month, I realize that that Europe is a long, long way from the U.S. So I would like to spend a couple of minutes on Europe, and this slide is just to demonstrate that we are talking about us having the main activities in these four Nordic-based countries and they are far away from the south of Europe. It also means what Anna was talking about, exports and being the pattern on these countries is very limited.

So where are these countries from an economic point? Where [ph] would you pick first (1:38:28)? Germany, of course, and that's of course good for us because Germany is one of the countries with economic growth, or at least a better situation within the Eurozone than the other countries. And the other thing which is relatively important to remember is that only one of the four countries are part of the Eurozone. That's Finland. One of the four countries is outside the European Union. That's Norway. The two remaining, Sweden and Denmark, they have their own currency. So we are talking about three countries with own currency and one having the euro.

So if you then look a little bit on the situation, you will find out that when it comes to economic growth, they are pretty okay. But even perhaps in this situation and more important is that their public debt level is very modest compared with the European average. And now the average has also been impacted by the fact that some countries are low and some countries are extremely high.

Within the Eurozone, a key number is that you should be below 60% in debt ratio. So you will see that these three European countries being part of the European Union and only one being inside Eurozone are well below this. So definitely our operations, our core revenue in Europe are coming from countries which are in a very safe harbor.

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Now some of you would argue isn't that just something is coming and talking about. And what do the markets say? And yes, why not listen a little bit to the markets? So now I've said that two of these countries have their own currency, Sweden and Denmark, being part of European Union. So what do the markets say about that? Yes, the long interest rate is nearly very, very close to the German because it's historically very, very unseen. And what about Finland, they're inside the Eurozone. Finland are the country with the lowest yields to Germany of all European Eurozone countries. So I would argue that even the markets can prove that we are right in being in the right part of Europe for the time being.

So enough about Europe and macroeconomics; as an educated economist, I could talk about that for 20 minutes, so I'll try to avoid that. So where do we have our exchange business? So we have exchanges in seven of these eight Nordic Baltic countries, as you can see on this slide. And there, the main volume, the main revenue is coming out of Sweden, Finland, and Demark. Then with our commodity business, it's a little bit different because there we are very large also in Norway, where we even have and exchange license for what we're doing in the energy space. And in the commodity space, the main bulk of our revenues are coming from the Norway, Sweden, Finland, and Demark.

So enough about these conditions about Europe and let me move into the business. I'd like to start to give you just a short overview, and then I'll try to go into the different equities and products we are working within. So \$275 million is our revenue in these businesses. You will see that the biggest single area is Nordic equities. But combined our revenue from trading and clearing equities, fixed income, and commodities is higher than what we earn from the cash business. You will also see that we've been able during the last couple of years to grow our sources of revenue with 10%, and we decided to show you the split on the different areas. I suspect that, of course, the competition is Europe in our exchange space are primarily within the cash stocks. And yes, we have lost from a revenue perspective some revenue. But please also look at what we have been able to build up on Access Services, a business model from scratch and with relatively nice numbers during the last couple of years. And obviously, with the growth we have in derivatives, we believe that we have a growth story also going forward.

Again a little bit, and I promise not to say too much about this because even European regulations can take a long time to say a lot about. But Europe, of course, still influenced by the fact that there is still more and more entrants to the markets. Every quarter you will see a new player a new MTF that's somewhere in Europe. It also means that the European markets are being more and more fragmented. It is already fragmented by the fact that there are also many countries, and each country has their own exchange. But on top of that, you have a lot of MTFs coming into the market. So there is reason to believe that you will see some consolidation going forward at a time.

But more important is to understand what is happening on the regulatory front. Number one is definitely what is called EMIR. That is Dodd-Frank. That is what will mandate clearing of OTC products. And that is well away, the legislation is in place. We expect that the rest of the rule-setting will be ready during the end of this year or we say at the latest very, very early next year. So we will see mandatory clearing end of the year, beginning of next year.

MiFID II is an update of the first and last regulations of the exchange market in Europe, a market which has created competition. And in relative, legislators would like to address and adjust the situation in some areas. One of the things at least based on what is in the proposal for the time being is that there will be a new excess life, which in reality means that you will be able to see competition in trading of derivatives not in clearing.

And on the energy side, and I mention that because that's important for our strategy in the commodity space. There is a continuous dislike for deregulation of the European markets. And to put it simple, what it is about is instead of every country having its own electricity market, what is happening is that you connect the markets. And when you connect the markets, then electricity can

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be traded across Europe. If that is possible, then of course you can create also a financial market based on that. So that is a very important driver for us.

So if I should try to – in fact, I could even stop here and make it very fast, but I'll try to summarize it. So what are we going to do? We are going to double our revenue coming from clearing related activities. And we call it clearing related because we would like to improve those revenues coming from trading and clearing. We believe that we will be able to double that, from 10% to 14% based on revenue and our activities in the three asset classes, equities, fixed income, and commodities. And of course, it means that we have to work on also markets we are not in today. We need to work with products we do not offer today, and we need to have more clients for us to be able to execute our distribution.

And you can see that there are a lot of things mentioned here, and I'm not planning to go into all these products. But at any time, that is today, I'm prepared to talk about this, and I'm also coming to New York to meet very often. So if any one of you through the year would like to have more insight into one or all of these asset classes, you can always reach out to John and me and set up a meeting in New York.

So let me tell you a little about what an exchange is known for, to execute the business. We're happy with that. So this is, as I mentioned, the competitive scene we have, satisfied that we now have been in a very competitive situation since 2006. We still have, as you can see, a relatively high market share, and that is attributed to exchanges, market exchanges in Europe. This is the high market share. We also, and that's a quite interesting thing. We have to explain what I started to explain about Europe because you would take the trading in all the listed companies at our exchanges, then that share of European trading had gone up. So many of our shares are traded on OBX, of course, because there is competition. So I think if I take all the volumes, then these listed companies in Bruce's area are so important that more and more are trading them. So we're up now at 8.4% of European equity trading is happening at NASDAQ OMX listed companies in the Nordics. That is up from 7.4% in 2011. I don't want to come up with a lot of explanation on that part. But of course, it could be that the Nordic countries are seeing also some more EC safe harbor in Europe. If you want to invest in Europe, why not invest in companies in that part of Europe?

We have also introduced Access Services, as I mentioned. If I take a look at the next slide, you will see that at the time we have the best EBBO and the best price in the market is extremely high in the markets we operate. So that is, of course, very important. We have as a part of the consequence of the competition reduced our capital rate, but still keep it at a high level compared with the ones who more or less offer free trading. So all in all, I think we have been able to execute this relatively okay given the circumstances. But the good question is of course, are we able to move this forward? Are we able to increase, can we increase the revenues?

One of the things is, of course, the same discussions we have with our U.S. equities. What about the volume in Europe? Will it come back and when? We made some interesting small analyses you can find here, the first diagram up there. It's hard to say. But if you look here, you will see that there is tremendous correlation between the trading volumes in the U.S. and development in the trading volumes in the U.S. and Europe. So Europe and the U.S. are really correlated when it comes to development in volumes. So we definitely believe that the day we see an uptick in the market in U.S. areas, then we will also benefit in Europe. So that's a very important thing.

The other thing is that we still have a very healthy inflow of new members who want to trade in our markets, and our pipeline is also very strong in this area. We have succeeded to build a business with Access Services, as I mentioned. And this data point is to increase our product range in that area and also to get more customers. And then as you can see here, we also have a market share in Oslo with 7%, and we believe that that grow during the year. We're also considering whether we should take the step and offer trading in all Norwegian shares. And the reason for that is that we

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have some customers who definitely would like us to do it because then they could avoid to trade on the Norwegian Exchange and can trade with us in fact, and thereby they can save cost.

Yes, that was a little bit about our captive business. And before I go into each of the three asset classes as far as the risk side, I would like to say a little bit about our clearing because there are a lot of things that are happening in that space. I think number one is to understand that we are strong about clearing in all three asset classes in the same clearinghouse that you're talking not only about derivative products but also OTC products. So relative we have a full scale equipped clearinghouse to do all these kind of things. And you can also see there is a split sharing that the biggest area today is the equity derivatives followed by commodities and then fixed income. But I have already mentioned to you that the potential is definitely in the two smaller of the three, and I will come back to that.

So the strategy for us is definitely that last European clearinghouse should to be recharged number one by our Nordic based customers. And of course, there will be areas where we will also go into other products where we could be in competition. These companies hit by the fact that Finland is a euro denominated country. If you would like to have products for that country, you obviously need to have it in euros. It does not mean that for all European euro denominated products, but we could go into it. But with the spending, increased spending in many countries' currencies, you should expect us to be active.

And I also wondered whether that is Peter Strandell organizing things very well, but the reality May 7 we got the new report from Standard & Poor's. So this clearinghouse, which is within the legal entity called NASDAQ OMX Stockholm, got an upgrade from Standard & Poor's from stable and affirming of the rating A+ and A1. So this is in reality the highest possible rating a subsidiary can have given the rating of the mother ship. Of course, we are very proud of that. Why do I mention it? I mention it not only to be proud because we of course are, but the augmentation for why they see this clearinghouse to be so strong, and that is because of two changes we have made. The one relating to it is to implement a default thoughts, so in relative you have similar to that the risk of the clearinghouse and share that with our customers. And as they are writing in this report, this is a very strong commitment given the circumstances that our customers have been prepared to pay in cash to our clearinghouse so we can free up capital.

The second reason is that we will also have started to do that, offer that we can take care of collateral management instead of outsourcing it. They see that as a very strong thing also because the clearinghouses are so strong. And it's interesting that the clearinghouse rating is now better than some the banks with our customers. So maybe we'd probably also like to have the cash in the clearinghouse. So that was a little bit about clearing as such.

And let me then say a little bit but not too much about each of the three asset classes. This is our picture of our business on the equity side. You can see that we are all over in a way that we have both futures and options in the same clearinghouse. I know you're not used to that, but that's the European side. On the index side, of course, the Stockholm index product is the dominant one.

So what is our play in this area? We are number one. It is that end of last year we had our systems and our product offering ready. So we are able also in this area to offer equity based trading. So equity based trading can now grow in this market because all what is needed are available here including co-location and Access Services.

The second element is, of course, that the mandatory clearing will also hit the equity business. Now yes, I know it is not as big as the fixed income, but still there are a lot of business out there which is bilateral which will come into the clearinghouse. And of course we are prepared to tap that part of it. And with this very strong position we have with our clearinghouse, we believe of course also based on the dialogues we have all the time that there are partners and customers out there who in selected areas within the European scene would like to do something with us. So we can leverage

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on our trading technology, on our clearing technology, and our risk technology, all delivered by OMX, by the way.

So the fixed income, now it's beginning to be very interesting because now we're going to talk about very interesting potential. So just a few facts; our business here is all the way from listing, as you can, see relatively large listings. That is because, especially in Sweden and Demark, we have a lot of bonds and they are listed on the exchange and that gives us very interesting revenue which does not change that much from year to year. That is an ongoing trend all the time. We even have some trading. It could be that the trading has also got potential. One of the reasons is, of course, that it is expected that the mandatory clearing with these products also were clearing, so the trading in the products where it's relevant to have trading. And I mean especially from the U.S., there is a lot of pressure from the U.S. to regulators, European regulators to make sure that Europe follow up and also make relevant products traded in another all cleared. So that's something we are already ready to do.

And then the clearing business, of course, is the last part already today. You can also see what is our ambition here. Of course, it is to be the venue for clearing of Scandinavian based currencies and then in selected areas also clear other products. So what about the potential and where are we? Yes, I think it goes without saying in this group that the OTC fixed income markets worldwide are huge and many, many times larger than equity cash markets. I think that is number one. And sometimes you still come with each of the numbers and if I can find out to push on this one. Try to look at these numbers. It's roughly speaking, this is the daily turnover according to BIS. So, it's a lot of speaking \$4 billion U.S. a day is the last number.

By the way, if you should try to find out what is then the potential, what is the type of that, then I guess you guys could do it in a way that you will try to say okay, what is the possible fee you can get in these circumstances, and then you try to calculate the possible fee of this. So if you use the fees taken out there, and they work today for the ones clearing these products, you will find out that this could generate revenue in the size of \$60 million U.S. But please remember I have never said that that is our target. I'm just saying that that is the potential. Because there will, of course, be competition in Europe [ph] financial. I have to try to subtract it (2:00:50).

Now this is just the Nordic currencies. The euro currency is even larger. So probably many will have focused on euro currency. And then we can concentrate on what can we get of this revenues and potential here. The good news is that we already do it in Swedish krona. We could do much more. Now it's more a question about the Swedish banks need to have their systems and back office and so on ready to do this. We are also working on catering the two other Nordic currencies when they're ready. They will be ready midyear. So we're already now working with the banks, so you can get them ready to use these opportunities and be ready for the mandatory situation which will happen within plus one more year.

So all in all, if you have a look here, what are the products and what is not clear today? You will see mandatory clearing will increase the new products that we're coming in with, also a lot of potential the things we are not offering today but are going to offer within the next six to nine months, a lot of potential. We even have responsibility of our niche areas with the cash side and FX side.

On FX, one of the things we, of course, are aware of is that some FX products, the long ones, will probably also be hit by mandatory clearing. So we'd even like to offer our customers clearing in all products where it is mandatory, you have to clear. [ph] We need to stronger (2:02:30), so that is our ambition. Of course, why should Nordic banks need to go anywhere else than NASDAQ OMX?

Let me move on to commodities, and that's also a very, very interesting area. Already today, we are the number one exchange in Europe when it comes to electricity trading when we talk about financial markets. So we are number one. We in March finalized our Genium roadmap in the Nordic area. The last stage was to move our commodifications business to Genium trading, Genium

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clearing, and Genium risk. So now we are able to do everything in the same technical setup. That, of course, gives us a lot of opportunities also to cross-selling.

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Another important element is also in the same area, there is a correlation between some of the different product areas. So our starting point is the power. We definitely see gas as a very interesting next step. And why is that? That is because you can use gas to produce electricity. And if that is it, what are we doing in this case? You're taking gas up from the North Sea and using gas to produce electricity. So these two things are extremely correlated.

And then, of course, it goes without saying that then you're very close to oil and coal because you can also use that for power production. And then, of course, emissions are related to these products. And if you are into this, then there are some of these products will need to be transported and then you'll be into freight.

So far a logical way into this, and then you need to be also clever in the way you do it because you need to be able to use the correlation. The new clearinghouse is so mature that the customer gets the efficiency coming out of you being able to offer correlated products in the same clearinghouse in the risk markets. And then, of course, what we are here to do now, our new risk model as we make this trend for remark is the pure spend model in Chicago, so everybody in the commodity space are well aware of this new risk model. So I think all in all, that is a little bit the strategy what we are in.

Then let us try to go to the next slide and have a look on the potential in this area. Where we are today is in this corner up here. Our Nordic business is based on that we are clearing, roughly speaking 1,700 terawatt hours a year. That is a little bit a low point. Why, then what is the driver? Let me talk about it electricity. One of the main drivers is, of course, economical growth because if you have growth, you have a lot of production. Then you need energy and also retailers are spending more using more electricity. So economic growth you'll see that use of electricity will increase. So we are a little bit by macro factors, then we are a little bit at a lower point. Our high mark point is a little bit higher than 2,000 terawatt hours, which in reality means that if you look at it today, we are clearing, roughly speaking, four times the consumption in these four countries. And we believe based on our other markets that long term there is the potential to grow this step by step. So you can have definitely, in this market with this consumption, you can have much more trading of the ForEx products.

And that's brings us to the next step, the UK market, where we've been invited to try to create an efficient market. And I need to admit that sometimes [ph] we do it fully it's on a branded (2:07:00) because step one, step one is you need to have a very strong spot market because the financial product is based on that. The UK didn't have that. So they asked us, together we're not going to spot. These are the ones that were running this spot market in the Nordic area. And we have nothing to do with that; that is government owned by the four countries. But together with them we have a joint venture called N2EX.

They had established now during the last two years a relatively well functioning spot market. And based on that spot market, we have been able to establish a futures market. And of course, we have done it in such a way that it's the same system, the same clearing, the same risk business. So it means that all of our customers who already are trading and clearing the Nordic electricity contracts can do it in the same setup. So there you see it and they got the margin offset also.

So we definitely have seen this starting up. In revenue terms, we are still talking about a small number, roughly speaking, around \$3 million U.S. last year. And we're not doubling it this year, but probably close to that. So we are on a growth path in this area, and we don't see any reason for us long term to be able to reach this level.

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I mentioned this with gas and UK, and we have been invited also to move into the gas space. There already will be more competitors because there is already clearance in that area. But some of these customers believe that we have a very strong offering. So we are definitely looking into the timing on when we should be going to gas in the UK. So that is definitely on the plan.

And there is also all the products we're looking into if we go into gas. It will also be relevant to have what the market calls a spot contract. An easy way to explain it is it's a little bigger than the difference between gas and power. So the market participants, the producers, and so on would like to have that. So when we go after this, we'll probably go out with a gas contract, with a spot contract, so our customers can trade against gas and electricity in one setup. And nobody can offer that in the UK today.

So we definitely see some opportunities, and I decided not to try to put all these numbers together because then the potential will be too high and we are in a competitive world. But I still believe that this shows that long term there are numerous opportunities to grow the commodity which we are in Europe, and we are starting from, you can say, the heart of the commodity space, and that is what we will be concentrating on going forward.

And I should first mention that we, a couple of weeks ago – we have acquired – there is still the closing, but we bought a small clearinghouse in Norway. It's harbor and freight. So I mentioned freight earlier, and certainly there was an opportunity. But even if it was not the next step in our strategy, we decided why not buy it. And we believe we have made a very good deal buying at the bottom of the freight market, so that could be good. And then on top of that, we also have moved into seafood. [ph] Dick Nyack (2:10:50) was very cautious about it because of physical delivery, but I could assure him that this is also a financial clearing product. So we are in relativity clearing salmon in Norway. Salmon is a very huge product in Norway. It sells to the whole world and we have a future on that product and if he wants that agreement is something we need see. It's not in the strategy, but sometimes you need to take it.

So we're moving and taking opportunities when it is in this space. So organic growth is, of course, the number one here, but when you see an opportunity to do an acquisition which fits into our longterm strategy and you can get it at the right price, then we're definitely out there looking at it.

So with these words, I'll try to finalize. So please remember our European business has definitely found ways to grow in the derivative space in what is clear and traded. The biggest opportunities are within the fixed income area and really in commodities. And we should have very good opportunities to execute on these strategies in the next two years.

Thank you very much for listening, and you are welcome to ask questions.

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QUESTION AND ANSWER SECTION

<**Q>:** Hi, good morning.

< A – Hans-Ole Jochumsen – The NASDAQ OMX Group, Inc.>: Good morning.

<Q>: I think one of the things you didn't touch upon a lot was Access Services. I mean, 28% growth over the last couple of years, that's I think the fastest growing in Europe in terms of Access Services. So maybe can you frame for us where we are in that process in terms of getting more folks involved with co-lo and so forth? If I look at the U.S. side, I think Access Services are a much bigger component of the overall revenue pie there. So where are we in terms of – like how could that shake out over time, match versus non-match, or however Bob likes to call it? Thank you.

<A – Hans-Ole Jochumsen – The NASDAQ OMX Group, Inc.>: Thank you very much. It's an extremely relevant question, so now even Bob will be listening carefully. So I would say that we have been extremely successful when it comes to having customers sign up. If you take the number of our customers using co-location Access Services, then the eye would [ph] level and right (2:12:25). So we do have a great potential in number of customers. It's not the same that you do not have a pipeline. We have a pipeline. We have a clear goal to increase number of customers this year. But in the U.S. market, we are much more advanced in the product portfolios. So we are going to start it with the basic products. And then we aspire to increase, also when our customers learn to use co-location Access Services, we are able to sell them new products.

So that is what is happening now and we have been relatively successful by selling in, you can say, more high end products with a higher margin to our existing customers. So while we are focused on making sure that we keep customers in so we can sell up has been very successful. So what is in the potential? It's difficult to say. I think it's important to have in mind that in the U.S. the trading fee is extremely low compared with European levels. So that has disturbed a little bit the picture when you look upon it. So I think it's more relevant to look upon the fact that we have a very high number of all kinds already being there. So there are opportunities, but the money is not big. Okay, thank you. There is one more down there.

<Q>: Hi, thanks. You seen to be fairly optimistic about the opportunities in fixed income clearing arising from the new regulations, as are most in the industry. But I was wondering if you could just comment on specific product areas that you see as most promising and what your competitive positioning is relative to some of the larger EU players? And then, secondly, if you could comment on some of the regulatory guidance you're getting around OTC execution and whether you have an opportunity to participate there?

<A – Hans-Ole Jochumsen – The NASDAQ OMX Group, Inc.>: Yes, let me start with your first question. Definitely, the biggest opportunity is interest rates swaps. These probably are the biggest in the world. And where are we with that? We are in a position where we have default management contracts in place with the largest Nordic banks for the Swedish krona market. So it's not just something we're talking about. This is real. The product is available. We have already cleared 15 contracts. I think the nominal value on them are SEK 6 billion. We have extremely strong support from the Swedish government, from the Central Bank. The Central Bank are pushing other the banks to get this up and running, and the Central Bank and the government would like to see this sooner than later. So if the banks would like to wait until they're pushed finally by regulations, then regulators would like to have to do it earlier.

So I'm quite convinced that we'll be successful in the Swedish krona market; also because the Swedish banks have a very long tradition to clear their fixed income Swedish krona products with us. And 95% of our clearing revenue and fixed income are coming from Swedish krona. So we are really confident in this area and also the fact that we have committed also to be able to clear all the [ph] more advanced selling price basic swaps (2:16:52) and so on.

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All the ways we see the respectively mandatory, we have a roadmap for developing these products. Some of them will be ready this year, and the last one I think will be ready the beginning of next year. So we will have a clearinghouse which will be able to clear all these products when the Nordic banks are forced to clear them. And that will happen and there is a very clear path in Europe, and that could probably bring [ph] Melissa (2:17:25) into this through the next cycle of regulation.

Now usually, when you hear about Europe, it is normally what is called a directive. A directive is a decision by the council which is rather sensitive for all countries making a decision. And then the parliament in all 27 countries [ph] must ratify it (2:17:45). That's the normal procedure. Very seldom will the parliament [ph] counteract it (2:17:50). And that is actually what they call regulation. And this regulation in this area called [ph] immediate (2:18:00) regulation. So it means that when this is put in place, then this is law in all 27 countries. So we are not in a process where we have to wait for 27 parliaments to implement something. This is in place.

So we are waiting for a few things. One of them is a process related to all European banks. The clearinghouses will need to be reapproved. And if they don't do that, if they're not reapproved, then they could face regulatory [ph] disapproval (2:17:55) in part of the market. But even more important is that the new regulator in Europe, ESMA [European Securities and Markets Authority], are going to come out with decisions on exactly which products are going to be cleared mandatory. And they a relatively limited time to do that. The clearing regulation finalizes this year.

So I'll just say that I think they will do that at least on 80% of the products relevant. And then it could be that it could take a little bit longer time on some smaller product areas to further finalize that. So it is tough for a new regulator with only a couple years behind itself to do this. So there is a clear path and it's much more, you can be much more sure on the outcomes because of this different way to implement it compared to the judicial situation we have. I hope that responds to your question. Another one, please?

<Q>: Yeah, you laid out basically from 2010 to 2014 a doubling of the revenue opportunity. I'm just wondering what kind of environment that builds in going forward from an industry perspective, whether it's from volumes or economic growth. I'm just trying to figure out what's dependent on new products, new services, and what can be driven just in your mind by growth in the overall market right now?

<A – Hans-Ole Jochumsen – The NASDAQ OMX Group, Inc.>: I would say that the –I think that the regulatory changes is driver number one. And I'm saying it because these mandatory rules that are coming in place now, it means that my customers are having a lot of activity with me with equity, they need to do something else with all the OTC stuff they have in equities. Some of that they do at all the banks, all the Nordic banks, or with our bank. They need to put that into clearing, and some of them are only using one clearinghouse, and that is our clearinghouse.

On the fixed income side, we have these huge, huge opportunities, and we have this very strong factor point that they're used to work with us. So they like to work with us and they are coming where we are a little ahead of then, we can be ready faster than they can. And I think for them, it also plays into this; that their possibility to work and be a large player where we are able to listen to them, is of course relevant there. If they go anywhere else, they will be a small fish. So I think that's also a strong driver. And then in accordance with the commodity sales again probably also some of the mandatory rules are probably also ineffectual. Some of this business philosophy is mandatory here, but not to the same extent as in the fixed income area.

So I will say on the fixed income, the main driver is regulation. On commodities, is a little bit more the development you see. One driver there is also regulation. The push in the UK is from the regulator saying that if the market cannot find out to come up with a lot of this works, then we will mandate something. So that's another kind of driver. It's not fully directive, but it's a strong driver.

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So it helped us a little bit on the timeline. And I will say that the size of the spot market for electricity in the UK hasn't been seen in over two years. It took by working to take eight years to build the service, five of the markets in the Nordic area. So if we take the hit about building the biggest, most functional electricity market in the world, it took really to eight years to have a very strong spot market. So there we have done that in two years with a lot of support from the regulator who pushed [indiscernible] (2:22:20) the space to get it done. So I'm comfortable when I look at, and these various discussions whether some of these things will be late half a year or something of that kind, but this thing will happen. We have a question here.

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<Q>: It looks like just from the slide that you have up there that a good portion of your longer-term growth in the commodities market is driven by, I guess, increasing the churn or the turnover. Can you just walk us through how you view that? What steps can you take as an exchange to make people trade more and increase velocity? I know technology might be one of them.

<A – Hans-Ole Jochumsen – The NASDAQ OMX Group, Inc.>: Yes, but if we try to look at this slide and take a little bit step by step, you can say we would prefer to just to do it from a technology point of view. So starting with the base the spot markets for Nordic electricity. Then obviously the UK electricity is round number two. That will bring us into gas. Once we're into gas, we are into a more competitive field. Once we're into gas, the next step will be to consider terrific things. We'd like also to be into the central European gas market and the players would like also for us to be there. So it is a step-by-step and very much also driven by our activity to work with our customers.

Now in Europe, as in the U.S., we'll always have some rare case also on the indexes site. For example, in Europe, the CDX is one who are working in separate European countries. And key for us, of course, is that we are able to have a product offering and a service level. So they would like to work with us also to develop products and have the market to work in a live way. Very often, they are market makers in some of these markets. Especially when you have these startups you need to have a market maker. So we're working closely with them to teach the market.

So I would say that behind the success is definitely the ability from our commodity organization to be able to work so closely with customers. They feel that we are aligned to their market, so they want to be there. But we need to take it a little bit step by and not start to be stronger too much ahead of them also because I think we are now in a position where we can do things relatively fast. The customers are not able to get there, as they have things to do, to work that fast.

And I was very welcome, that is one of the main differences on the financial companies we are used to working with, the banks and so on. And the commodities market, because in a commodity market the biggest players are not financial institutions. Sometimes they're government-owned electricity companies or gas companies. It can also be very big users of electricity who use the market directly. So it's another type of customers and then there are markets that simply are different from a Nordic bank. So there are a lot of things we need to be careful about. But working closely with them, we will be able to develop.

In some of these areas, we are not necessarily making decision in all of these areas where what we would like to do. Some of you and you're talking about the European CBs, are used to costs to take down. But I guess it goes without saying with the stock account we have, so I said what we would like to do in next three years. Of course, we have a lot of discussions. What is the strategy you have with that and are we prepared to invest in some of this. And for example, if you want to do that, I think our cash program is something talk about will be an obviously ready for us to try to invest into this. So what we have decided to do is to go into the UK on the electricity side and then as an extra step gas, but the timing of gas is not decided yet.

MANAGEMENT DISCUSSION SECTION

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Robert Greifeld, Chief Executive Officer and President

I have just a couple comments from Hans-Ole's presentation; one, Access Services, what I'm excited about is the fixed income part of Access Services, the clearing, is at a very early stage. So the equity part, as Hans-Ole said, a lot of upsell opportunities to existing customers, fixed income beginning stages. And then when you talk about Access Services for the commodities side, we're not even on the ball field yet. Clearly, that would be growth. And right now on the commodities business, the amount of on-exchange trading as opposed to just clearing is increasing year by year. So as that number gets higher, then the opportunity to sell Access Services increases quite dramatically.

On the clearing question, and can speak as an American here, there is a clear bias for the home team with respect to the clearing efforts that we have in the Nordics. And as part of the success at NASDAQ OMX is our commitment to the Nordics. We have resisted the siren call of London. We have invested in the Nordics. And in terms of the turmoil that's happening in Europe, that also helps us. So we have to execute well with respect to our OTC clearing strategy. We're clearly ahead of the game in terms of product and capabilities. And we think we're in a great position to take that entire ecosystem, the entire market that's happening.

With respect to your question, understand the equity market, the ratio of trading between the naturals and the intermediaries, I'm afraid to say what the actual number is and I don't really know. But it's, call it 100-to-1, probably higher. I don't know, but it's some very high number. So right now you see in the commodity market you're getting up to maybe three or four or five to one. So as the market matures and evolves, you'll see the intermediaries being a larger percent of the volume. And, obviously, the volume will increase. As we're starting into this today as compared to even the Nordic market, it is really the natural power producers who are the participants in the marketplace. So that will — and they're driving the market and you need them at the point of creation because they are the naturals and, as Hans-Ole said, the government is helping and the regulators with that. But that will evolve in time, and that will drive, as as we say, to the tenfold. And that ten is not a hard stop ceiling if you look at, obviously, the most developed markets.

So moving forward from there, Bruce Aust has been running the CCG business for a long period of time. It certainly took a village for us to win Facebook. But to the extent of any one person who is responsible for it, it's Bruce. So let's give him a round of applause as he comes up here to the podium.

Bruce E. Aust, Executive Vice President-Corporate Client Group

Good morning, everyone. Thank you, Bob. So as we get into the Global Listing Services business, we are pleased with the growth that we've had in 2010 to 2011 despite a pretty volatile IPO market. So as you can see, listings grew by \$227 million. Corporate Solutions was \$90 million. And I think what's great about that it really does show that we've accomplished our goal of trying to diversify our revenues of our Corporate Solutions business, and that's going to make up a bigger piece of our overall revenues as we go forward.

As we look at the listing market, we do operate in several markets, as Hans-Ole talked about, in Europe as well as in the U.S. We're proud of the fact that we have 3,400 companies around the globe that we're responsible for. And two of the three largest companies, Apple and Google, are listed with NASDAQ in the U.S. We also have three of the most admired brands according to Fortune, with Apple, Google and Amazon. So over the last 41 years, we've built a franchise that does really represent growth companies and we're proud of the companies that list with us.

We've also been very hard at work on our Corporate Solutions Business. We think that owning the Corporate Solutions Business really does differentiate what is listing on NASDAQ OMX. And we

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focus on three key areas in the Corporate Solutions Business, the areas of: investor intelligence, communications and marketing, governance and risk compliance. And we'll touch on those further because I think that's an exciting growth opportunity that we have in the Listing Service business going forward.

When we look at the opportunities in 2012, there is lot of information on this slide, but I think it does show, one, the diversity of our revenues, it also shows our geographic diversity and our sector diversity. We have a very strong IPO pipeline in 2012, and we are hopeful that the markets will cooperate. We'll get a lot of these companies in the pipeline actually to the market. The JOBS Act which was recently passed does create a new opportunity for us on the listing side. We do hope that companies that had been delaying going public because of the heavy regulatory requirements in the U.S. will now have access to the U.S. capital markets sooner. So we're excited about the opportunity to go after those companies and help them become public companies.

On the Corporate Solutions side, we have really innovated in the space. We're seen as a leader in the space, and we are winning against our competition at a 15-to-1 win rate. We feel like when we go up against the competition, whether it be Thomson or Business Wire or PR Newswire, we are winning against our competitors. So we feel like we've got a great product in the market, and we'll continue to build off of those wins. And then we've always introduced new products into the suite of services. We feel like we are the innovator in the exchange space and we will continue to do that in the Corporate Solutions space.

When I look at my challenges for 2012, at our last Analyst Day we did talk about China. We still see China as an opportunity for us once investors get excited about China again from a listings standpoint. It's our largest market outside the U.S. with 125 companies. We do hope one will price tonight and start trading on the NASDAQ tomorrow from Hong Kong. So we do feel that Asia is still a big market for us and one that will be in the future, but it has somewhat been delayed.

As you all know, competition for listings here in the U.S. is very fierce, so we see that as a constant challenge. And we look constantly at ways to differentiate our product from our competitors. And then the Corporate Solutions business, there are a lot of new players that come into the market, so we are always competing on price. But we think we are building the best-in-class product in Corporate Solutions. And we're no longer just a low cost provider; we are the best provider in the marketplace. So, we're confident of our position in Corporate Solutions.

From the listing side, I'll just cover the number of new listings that we have from 2010, 2011. You can see it did go down in the U.S. We had 195 in 2010. With the volatility of the market in 2011, that did go down to 151. And in Europe, we did see more listings, but it was probably on the ETF side that we saw most of those listings. But we are proud of the fact that in the U.S., where we have a very competitive market, we won 53% of the IPOs for 2011. And we won some of the bigger IPOs, with Yandex being the largest internet IPO to that date at \$1.3 billion raised. Zynga raised \$1 billion.

We have other great brands like Dunkin, which listed with us last year. So far this year, we've had some great brands like Splunk and The Carlyle Group, which just listed with us last week. So we feel like we definitely winning the major brands in the listings arena. And just to give you an example of how this affects our revenues, if we have 100 new listings in a given year, that could translate to roughly \$7.5 million per year going forward for the listings business. So we do hope that the pipeline I'm about to show you does become a reality.

So, obviously, as Bob mentioned, the most anticipated IPO that we have in the pipeline is Facebook, which we welcome to NASDAQ next week. But we have some other great brands that are coming to market as well: Kayak, Fender Guitars in the consumer space, Norwegian Cruise Line, Gogo Wireless. As you can see from the pipeline, we have 109 companies that have filed to come to NASDAQ to active S1 filings. And we have 13 S1 filings that we're still battling it out over I

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guess with our competition. We're winning 57% of the total current pipeline, and we hope to increase that with the ones that have not decided where they're going to list.

I think one other thing I wanted to point out on this slide is that if you look at the top of the pipeline, it's in the sectors that NASDAQ is really known for: telecom, healthcare, technology. Those are our strong points. So those are majority of the IPOs that we see coming to market, and we have a nice position in those industries.

Another point you guys have heard us talk about is our transfers to NASDAQ from other markets. And so one thing on this slide, when I first took over the listings business nine years ago, it was unheard of for companies to transfer from our competitor to us. So we are very proud of the fact that over the last five years, we've had \$420 billion in market cap switch. And if you look at the numbers here, I think you'll find interesting that the average market capitalization of the companies that have switched to us is around \$6 billion, and the average daily volume is around 5 million shares. So we are seeing larger cap companies that have higher trading volumes switch to us versus the companies that did move away, unfortunately, are smaller cap and are lower volume stock. So we feel good about our results here, and we want to continue that as we move forward in 2012.

As mentioned with Facebook, I think it does further cement that we are home for technology, but I wanted to give you a few stats to reinforce that we are the natural home for technology. And as we see more of these internet companies, social media companies come to market, we hope that we'll be the natural place for them to list. You can see that there are 683 technology companies on NASDAQ. Roughly, we've captured 62% of the technology IPOs since 2007. And I think the interesting thing on the slide is that of the companies that have transferred to us, over \$230 billion in that market capital was in the tech sector. So we are the dominant player in tech, and we expect to remain so.

I want to spend probably most of my time today on Corporate Solutions because we are really excited about this business and the opportunity that we have to really make a difference in our revenues and continue to grow the Listing Services revenues and diversify Listing Services revenue. As mentioned, we break it down to three categories, with Investor Relations tools, communications and marketing tools, the governance, risk and compliance tools. And when we look at those markets and individually pick them one by one, in the IR tools market, we see that it's being around a \$500 million market opportunity. In the communications and marketing, that's even a larger market opportunity. We see that as about \$1.5 billion. And in the governance, risk and compliance business, we have the Directors Desk product which we've be selling for years, and I'll show you some numbers on how that's performing in a minute. But now with the acquisition of BWise, we do see it as a very large market opportunity that we can start to penetrate.

So if you look at that, it's roughly \$2 billion in revenues that we have. If we just capture 10% of that market, we'll have \$200 million in additional revenues on the Listing Services side. So we think it's a great opportunity. The numbers on the left really just point to the fact that we are a credible player in the marketplace; we have some penetration but we do have ability to expand into those relationships and sell all of our products.

So we're excited about the opportunity and we're really excited about next slide, which is the growth. We've done several acquisitions over the last five years, a total of six. And you can see we've added \$44 million of organic growth based on \$31 million of acquired revenue. So we feel like we've got a really great growth strategy. We've got a great distribution channel in place with our sales forces, which are located around the country working with not only the 30 foreign companies that are listed on NASDAQ OMX but private companies and companies that are public in other markets. So we see tremendous opportunity to continue to grow this business.

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And I've broken out some of the acquisitions just so you can see how we're performing since the acquisitions. So you can see, so for Shareholder.com, which we brought in 2006, that's got a 15% CAGR. And our GlobeNewswire business, that has grown 22% CAGR. That was also bought in 2006. And the Directors Desk, which we bought in 2006, has got a tremendous growth rate, 112%. As more and more boards are looking to get away from paper, they want to have a secure board portal and really have their documents on an iPad or another mobile device. We really are taking a leadership position in that space, and that space has exploded for us, and we see it will continue to do so as we go forward. On the IR side we have Bloom Partners, which we acquired in 2007. And that has had a nice growth rate as well, 42%.

So these all have been bolt-on acquisitions. We are on our target that we committed to at the last Analyst Day of around 18% growth. We're actually exceeding the target slightly, and we think that we have done a great job of really developing these products, leveraging our distribution channel, and growing the business, so far so good.

I'll talk about the last two acquisitions that we did most recently just to give you a little bit more flavor as far as what they're all about because we're very excited about these two acquisitions. Glide Technologies we acquired in October of last year. And when we look at Glide, it is a media marketing business that ties in nicely with our GlobeNewswire business, where we have a great distribution channel there. But it really does allow companies and something we launched this week which we're excited about is social media marketing. So as companies and brands want to understand what's being said about their brands on Twitter or Facebook or the other social media platforms, we now have a tool that they can measure that. They can measure not only what's being said, they can look at the sentiment analysis as well.

And thus, what we liked about this technology that we acquired in October is it was the best-of-class technology that has some great clients such as Virgin Media, General Electric. And we are very happy that one of our first customers here in the U.S. that used Glide media was Facebook. So we feel like we've got the ability to really take that technology and leverage our distribution channel here in the U.S. and grow that business, and we will continue to innovate in this space and integrate it with all our other products.

BWise, which we just closed last week, is a company in the Netherlands. They do have a large presence in Europe. Some of their companies, they focus a lot on life insurance companies and other highly regulated industries: Swiss Life, Marathon Oil, LeapFrog here in the U.S., an education company. But we're excited about BWise because this really is a tremendous opportunity from a revenue standpoint. We have the ability as more and more boards and internal audit committees, CFOs are really concerned with risk. They are looking for solutions so they can become more efficient and actually outsource this solution to a provider that has expertise in the area.

So we feel like risk is something that is with us for the long term now, and more and more companies are going to want to measure that risk. And so we're well positioned with BWise. We've spent about a year really trying to understand the governance and risk compliance space, and they were truly a leader in the space. So we're excited about the opportunity to synchronize this with our other Corporate Solutions products. We are talking to the C-suite, and we think it's going to be a product that we'll be able to leverage highly for our sales force. So we're excited about BWise and Glide going forward.

I've left most of my time for questions, but I will just end on the fact that we are looking to – really, there are three key areas on our roadmap for 2012. We do want to continue to expand on the current market that we have. So when you look at our customer penetration down below, I think we have a lot of opportunity to continue to sell and cross-sell products into our existing customers. So just down below, if you look at the U.S. alone, over 50% of public companies are only buying one product from us, and so there is tremendous opportunity to continue to expand into those relationships and cross-sell products.

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On the product innovation side, we are leveraging the technology that we've acquired to develop new products. We're excited about our Virtual Data Room, which we'll be launching here in the second quarter and the leverage you've got with Directors Desk, that technology, and we think that will be something that our companies have asked for and will be another opportunity for us to grow our revenues. We also see a lot of these products want to be utilized through mobile devices, so we're ahead of the competition in a lot of the areas around mobile. So we'll continue to innovate in that space as well.

And lastly, we'll look at strategic investments where it makes sense. We are going to digest the last two that we've made. We feel like they're great acquisitions. They fit nicely into our portfolio of companies. That's what we really see is a convergence between the three key areas that I talked about today, Investor Relations, corporate communications, and corporate governance. They all want to talk together. They all want to use the same tools and we've got the ability, unlike anybody else in the marketplace, to really allow them to do that.

So we think we're going to leverage our platforms and really grow this business and take it to the next level. And as I said, it will really help us realize our initial goal when we got into Corporate Solutions, which is to help us diversify our revenues, so we're not just dependent on the number of companies that list every year. And I think we've come a long way for the last five years.

So with that, I'll answer some questions. I see a few hands already.

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QUESTION AND ANSWER SECTION

<Q>: Thanks. Can you talk a little bit more about the interaction between the new listings effort and the, I guess, Corporate Solutions side? So I guess I can ask it in a couple of ways. But when you go in and pitch a new listing, how much of the pitch involves the Corporate Solutions in terms of saying hey, by the way, when you list here, we also have this whole set of tools and maybe it's part of value proposition. I think a couple of years you actually started giving some of these things away. So what are you giving away right now? How often do you maybe throw something in for free for a couple years? And how quickly do you actually, when you get the listing, the other team comes in and says, by the way, now that you're a public company, you should really do this, too?

<A – Bruce Aust – The NASDAQ OMX Group, Inc.>: Well, as I mentioned, the competition here in U.S. is very fierce. We've probably filed – what is an IPO package for a company, so you can go and see the SEC filings to see what each company by size group did. We see that as we're early to this market with the IR or PR or the growth of the corporate governance world. This gives us a great entre into these companies to help them be better public companies. So it's a one-stop solution that a CFO once they file their S1, they're barraged with phone calls from every vendor in the world trying to sell them something.

And we have a relationship with them and we have the best solution for them. So it has been well received. It's a differentiator in the marketplace. And we've seen our competition react because we have the better solution. But again, we own the assets. So our customers like the fact that they know if they have a problem with a webcast or a press release, they know that these businesses all report to NASDAQ and are owned by NASDAQ. So we're very confident in our position, and I think it is a true differentiator. And as we continue to build out more and more services, we think it will be a larger differentiator in the marketplace.

<Q>: Thanks, just a question on the IPO market generally. If you consider the two factors of regulation and just general economic and market confidence, which factor or a combination of factors do you think is weighing on new IPOs the most? And what do you think needs to change kind of kick start upstart companies from going public?

<A – Bruce Aust – The NASDAQ OMX Group, Inc.>: Yeah, we definitely think, as we see the tremendous pipeline we have of 109 companies that are looking to go public, a lot of it is left over from last year. And a lot of those companies were discouraged because of the IPO market that we saw last year. The truth of the matter is a lot of the companies that are in the pipeline don't necessary have to go public. They're generating revenue; they don't need access to the capital market, so they've been able to wait.

What we're encouraged about is the JOBS Act gives a lot of companies that were smaller but didn't go public because they had to deal with Sarbanes-Oxley and other regulations, gives them the opportunity to have that early on-ramp. So we're hoping that opens up a whole new market of companies that would have traditionally waited three or four years before they went public as they're growing their business. So I think that the dynamic you have is that companies aren't go to take less for their company than they have to if they're able to keep going, and that what we're seeing in the marketplace. We're encouraged about the fact that we have eight companies this week that are looking to IPO on NASDAQ. So that's the biggest week we've had since the fall of 2011. So hopefully all those eight companies will get out and that will help the market.

I also do think Facebook is obviously the most anticipated IPO in history. And once that IPO comes out, I think we'll see several companies look to take advantage of the IPO market. So we're encouraged by this year. Again, we can't control the unforeseen factors. So if market volatility is going to play into it and the company is seeing less investors' appetite to give them true value, they're not going to go, so we can't control that.

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<Q>: Thanks, Bruce. On your challenges for this year, China came up. Can you walk me through what changes have you made around listing Chinese companies or accounting centers and working with the SEC? What have you done over the last few years to get more comfortable that there's still going to be a pipeline and demand for companies coming in to list on NASDAQ in China?

<a href="<"><A – Bruce Aust – The NASDAQ OMX Group, Inc.>: Sure. We are proud of the fact that we listed the largest companies from China like Baidu, Ctrip, Sina. Those are some of the early companies that listed with us and continue to do quite well in their marketplace. And let's face it, China is a huge market. There is huge, tremendous opportunity for companies to grow over there. So we think there will be an opportunity for those companies to come back to the market.

We work closely with the SEC, the PCAOB. We're working with the Stanford Directors College. We're creating a corporate governance program. This is being actually held in Beijing this month. So we're working on education, on corporate governance now, which we think is going to be helpful. But at the end of the day, this is working with the SEC and the PCAOB to make sure we have the right standards in place. And also, this is just a few bad apples, and we think there's a ton more opportunity of companies that are great companies that will come to the market. And we have several that have tried to go out that haven't been successful. So I think they'll wait until the market conditions change, and I think they will change. This is a huge opportunity for those companies.

<Q>: In your presentation, you said it was 5% of the 3,400 listed companies. About how much of your revenue is coming from China-based companies?

< A – Bruce Aust – The NASDAQ OMX Group, Inc.>: We'll get you that at the breakout. I don't have the exact number on top of my head. One over here?

<Q>: Thanks, just two things. One, how big of an opportunity do you think the JOBS Act – I know it's still little bit early, but when you look at your listing requirements versus what qualifies as a file under the emerging growth designation, is there a lot of – there's plenty of room, or a lot of those companies are not even qualified for NASDAQ? And the second thing was on – I think you mentioned that there's an ideal backlog. There are 13 that are still being thought over. How do we read the number? That's not a big number. Is that because there's more that are either clearly in your camp? And if that is, is that reflective or an ideal backlog?

<a href="<"><A – Bruce Aust – The NASDAQ OMX Group, Inc.>: Yes, these are filed companies. So 13 of those have filed S1s. They just haven't designated which market they're going to go to. So we won 57% of the ones that have filed and have designated a marketplace. There's 13 that haven't designated a marketplace, so we're still fighting for those 13. So of the overall market that has filed, we won 57% where they indicated an exchange. There's 13 that haven't indicated an exchange.

<Q>: What about the unfiled market?

< A – Bruce Aust – The NASDAQ OMX Group, Inc.>: The unfiled market is huge. There is still a huge pipeline of companies. We are busier than we've ever been.

<Q>: How many?

<A – Bruce Aust – The NASDAQ OMX Group, Inc.>: Yes, I would say a couple of hundred, 200 or 300 probably that are – if you go to Silicon Valley, I go out there pretty much every other week because it is just a huge opportunity when we look at what's going on with social media, what's going on with Apple and the applications and the ecosystem that's being created by that, the gaming industry that's being created by social media, there's just tremendous opportunity, and we're meeting with 20 to 30 companies a week.

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<Q>: Do they expect to be filers within the next few months?

<a href="<"><A - Bruce Aust - The NASDAQ OMX Group, Inc.>: Next six to twelve months there will be filers, yeah. We're extremely encouraged by with the number of new companies when you look at cloud computing, data mining, all these things that are new to the market, they'll all be looking for access to capital and we'll be there for them.

On the JOBS Act, we have a capital market which has relatively low standards. We just got a bid price approved and lowered to \$2.00 for those companies to come to market. We are seeing already with the JOBS Act recently being passed that there is an ecosystem being created of law firms and the banks that are trying to figure out how to help these companies come to market earlier. So we're encouraged by that. We ourselves will be a player in that. We're doing a lot of education, webinars and IPO seminars around accessing the capital markets. So we think it's building, and we think that they will take advantage of it. We've seen some companies that have taken advantage of some of the benefits of the filing already.

<Q>: Thanks, a question on the Corporate Solutions. So when I look at the organic growth, so the \$44 million, and when you look at that growth over the last three to four years, what portion is being created from like the IPO pipeline versus current NASDAQ clients versus non-NASDAQ clients? And then when you look at that target, I think that total number might be around – I don't know, 75 or so for 2011. When you look at that going to that 200, if you get that 10% of the market share, where do you see the most growth opportunity among that in that segment? Is it mainly the IPOs, the current clients, the outside NASDAQ clients?

<A – Bruce Aust – The NASDAQ OMX Group, Inc.>: Sure. As we mentioned, we do have give free services in an IPO package. So for a certain period of time, they're going to get those services free. But then, obviously, we have to lock in and earn that business going forward, so it is a revenue channel for us going forward. So pretty much IPO will use our product.

We do see that there's missed opportunity within our current customers already. A lot of our customers only buy one product from us. We have the ability to expand that into other areas, especially as we continue to innovate in the space. So with social media and the Glide platform, we think that's a tremendous opportunity. Combining Glide with GlobeNewswire is just a tremendous opportunity. So we're excited the corporate communications space. In there, we were small player with GlobeNewswire, Glide really gives us the opportunity to take that to the next level. We can do newsrooms, media monitoring, social media monitoring. It just changes the game for us in corporate communications. So we've just scratched the surface. We just did the acquisition in October, and we're excited about where that could take us.

And the Directors Desk is one that's just really scaling very nicely. This is a business where I think two to three years from now, every board will be doing their board meeting on a device. And we're the leaders in the space. We have a very secure portal. We're leveraging that technology to launch a new product with the VDR program, which will give us another opportunity to sell additional products to those customers that are using our Directors Desk today. So we see those businesses as ones we're very excited that tie in the risk component to which device. If you think about Directors Desk, if we can tie in some risk models that will help those board members understand their risk at their company, that's a huge opportunity for us to expand that platform as well. So, I think we're very well positioned not only to continue to penetrate in the current customers that we have, but to really steal market share from the other players.

MANAGEMENT DISCUSSION SECTION

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Robert Greifeld, Chief Executive Officer and President

Thank you, Bruce. Just a couple of side points, one in terms of the switches, we have gained 5 million shares per day in our transactions business from the switches, and they have gained 1 million. So it shows you the quality of listings we've won. And obviously, that accrues to everyone there.

Bruce committed to – I heard what, \$200 million of additional revenue in the existing markets. But what's important to me is the BWise acquisition again solidifies our position in the GRC space and restores Directors Desk's truly outstanding CAGR to over 100%. The market for risk is infinitely larger than anything else he's addressing today. And we feel that Bruce has again been ahead of the curve like he was with Directors Desk in that three to five years from now every single public board activity will demand management has some sort of GRC system in place, especially during these uncertain times. So we're nowhere near that state of being today. We're in this space early. We've got the best-of-breed provider, so we're excited about that.

And the backlog, you're talking about the IPOs. That's where we're giving stuff away for selling future business. At the time Bruce said it has been here since the SEC filings, but that's latent revenue coming to us. And our turn rate when they come off the three service periods is quite high, as we do a great job.

And the last point I'll make ties back to Anna's business with BWise, and this really ties into SMARTS because we think with SMARTS with respect to real-time surveillance. That is an industry specific GRC service. So you tie that in with the global case management type of capabilities with BWise, it really crosses our silos quite effectively. So that's again a great opportunity for us.

Now we saved the U.S. transaction business for last. I didn't know if anybody cared about it, so I wasn't sure. So Eric begged to get on the agenda so we did get him on the agenda. So Eric Noll was here a short period of time. It feels like forever, and I think that's a good thing, almost three years. So, Eric?

Eric W. Noll, Executive Vice President-Transaction Services

Thank you, Bob, and good morning everyone. I wasn't quite sure whether I was going to get a shot to talk it all today or not, but I'm happy to be here and I'll leave time for questions at the end.

When we think about our strategic vision for this business, we look at it as a match to what we do in the transaction side of the business, which is we employ efficient, security agnostic matching technology, and security agnostic is the important part, where we really believe that we have opportunity to trade any number of asset classes, matching technology to offer innovative trading experiences and facilitate low-cost trading.

We're a scale player. We do it very, very well, and we see opportunities for us to continue to expand that business as we move forward and beyond. So we want to take the technology platforms that we've built, we want to take the relationships we have with our customer base, and we want to provide services and offerings to them that surround the broker-dealer and the match. More importantly and more specifically, it's about outsourcing to us their non-alpha needs in infrastructure that we can provide to them in a much higher and much more effective way than they can provide it for themselves.

We break our business out in three main buckets in the way we think about it, when we manage it today; U.S. equities, which is the matching and routing of cash equities and ETFs; U.S. options and futures, which is the trading of equity options and ETF options, index options, and foreign currency options as well as gold and currency futures, a relatively new product for us; and finally, Access

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Services in FTEN. We have FTEN fully integrated into our Access Services business, but I will talk about it specifically as we go through the rest of the presentation.

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So let's talk about U.S. equities. So we have today three equity platforms that we operate. Each one has an innovative market model compared to the others. This is the revenue since 2007; 2008 was the high water mark in terms of volume and pricing power in the U.S. equities market. We see there has been a decline from then, but I do think we've done a terrific job at maintaining revenue in a very, very weak trading environment. Since January of 2011, we've grown market share on each one of our platforms, including our newest platform, NASDAQ OMX PSX, and we see that as a trend that we want to continue as we move forward.

It's a challenging environment out there given the volume setting. If you look at the top chart there, you'll see that we have narrowed the gap between ourselves and NYSE Euronext in terms of market share. We intend to continue to follow that path and continue to try to grow our business compared to our peers. There is, however, a long-term increase in long-term trade, off-exchange trading, dark trading that continues to trouble the markets and trouble us as to what that means for prices as we move forward, but we think that we are an effective and innovative competitor in that space. Most importantly, I think loyalty in trading on our platforms is driven not necessarily by price, but it's about the efficiency, the product enhancements, the innovation, and the functionality that we have there. We'll talk a little bit more about price on the next slide.

So this the capture story in equities. So I would and I do point this out to Bob. When I joined NASDAQ we had some very positive spikes, and you see that we managed to increase capture over the last couple years and then we've had a fall-off in the latter part of 2011 and a part of 2012. Some of that fall-off was deliberate on our part, which was we were trying to change the mix of business so that we made the trading experience on NASDAQ a much more fruitful one for all of our members and attracted more and more flow. Unfortunately, that coincided with what was a very low volume and low volatility environment, so the positive effect that we saw from it overwhelmed our capture story.

So effective on May 1, we have actually adjusted pricing. And at the end of this quarter and going into third and fourth quarter, you will see that line start to move back up towards the high water mark. And that was because that the incentives that we put in place to resegment our market and attract the right mix of business to our marketplace, we overshot that, and the rest of the marketplace just wasn't trading as much. And so as we adjust our pricing around that, we expect that capture number to improve and continue to move back up towards the high water mark.

Again, we seek to compete here not just on price but on quality and performance of our marketplace. Competitors remain intense out there, but I do think there is rationality in pricing or increased rationality in pricing, particularly in the equity space. I think every market participating realizes that the race to zero is a long-term bad strategy for them, and so we have seen people become much more rational about their pricing as they move forward.

This is the stuff that we're pretty excited about though. This is the future. This is the stuff that we're trying to build out for the rest of this year. So all of this I will caveat by saying it's all pending SEC approval, so we need our regulators to approve these new innovative things that we're doing here, but we expect and have had good feedback from them so far.

The first one is our retail investor auction. So our competitor, our largest lit competitor, the New York Stock Exchange, has made somewhat of a big deal about their RLP [Retail Liquidity Provider] program. We think that there are some problems with the structure and what they're trying to do and, ultimately, some problems with the way that process will work. So we have created what we believe is a much more innovative and effective competitive tool there, which is to resegment the market, attract flow from the dark pools to retail investors, give them a live auction process for them to get price improvement on the lit exchange, with competitive market makers competing to provide

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that prices improvement for them. We expect that to add about 1% to 2% market share when we grow it out, again pending SEC approval and market conditions. So we're pretty excited about that. We think it's an opportunity for us to segment the market in a realistic, competitive, transparent way that adds value.

The most interesting thing I think we're doing this year is the introduction in what we call benchmark orders. So when we think about the way we run our business and how it grows, what we do I think best is provide low-cost, effective, transparent solutions in what is becoming commodity spaces. So we take businesses that have been innovated elsewhere and we provide that low-cost, highly efficient, highly transparent solution to the larger marketplace. We think algos and algo executions belong in that bucket. More specifically, we think VWAP, TWAP, and percent of volume strategies have become relatively commoditized in the algo space. So what we intend to do is offer those as order types on our exchange.

This is not to go directly to the buy side customer. What this is intended to do is to provide order functionality to our broker-dealer base that allows us to provide a cheaper, better, faster product than having them all develop their own algo offerings and go out into the marketplace and compete for that low-end commodity business. This is not intended to compete with the high-end, high-touch, highly sophisticated algo providers, but is instead addressed to the largest part of the market, which is the VWAP and TWAP market, and say we can do this for you better, faster, cheaper than you can do it for yourself. We expect to roll that out in the second quarter. We think that has the potential to be a 3% to 7% market share gain for us as we go forward in time.

And then the last one is making additional changes to our PSX model. So as many of you know, PSX started out as the price-size exchange, still is a price-size exchange. One of the issues with that is that the rest of the market is really a price-time market, and this exchange is locked into that national market system. The advantages of quoting on size haven't really been inherent to the liquidity providing community. So while we've had some modicum of success, in the last month we see up the market share up in that market to 1% - 1.5%. It hasn't grown the way we wanted it to, and it's really intended to provide services to core institutional users who are looking more for liquidity than for speed.

So what we're proposing to the SEC is that we create a speed bump in that system that allows our liquidity providers to really provide size quote without being exposed in a way that had them at risk for capital for fast moving orders. This is not to violate the best price in the marketplace. It's also not intended to bust Reg. NMS in any serious way. What it's intended to do is address with some real concern which is how can I quote a large size in the marketplace and not be taken advantage of. And so we hope that we will have some success with this. There's some interest in the end-user community in it and there's a quite bit of interest in the market, the broker-dealer community to provide markets in that. So we think that that should over the long term grow to be a 3% to 5% market share marketplace as we go out in time. Again, all of this is pending SEC approval.

Turning to the options business, we've been very happy with our U.S. options performance, particularly in a low trading volatility and volume environment. Our 2011 revenue in that business was \$185 million. That is a 17% two-year CAGR. You can see that our market share had a spike in 2010 and has remained relatively high though there has been some fall-off because of price competition that we refused to engage in. And you've seen our revenues continue to show some ramp despite, of course, our high volatility quarters where volumes were exceedingly high.

The bottom chart is our market share. And you'll see that the NASDAQ market share started out in July 2008 as being the smallest of the exchange families, and has grown today in U.S. equity options to being the biggest. There's some variation in that, of course, having to do with pricing and volume. But for the most part it has been a steady upward trend in that business.

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There are some challenges in this business coming from the regulatory side, like in all of our Transaction Services business. The business tends to be run by several very large, vertically integrated consolidators. So you have to spend a lot of time meeting their needs as well as the needs of their end customers to be successful, and we think we're very good at that. Customer orders are highly price sensitive, and they aggressively seek rebates to complement their shrinking broker payment for order flow pools. So they're looking to replace other functionality and other sources of income with what they're getting directly in terms of payment for order flow. So they are aggressive rebate seekers.

What we're seeing happening out there in terms of customer attributes, there is an increasing demand for low latency and fast, low-cost execution. That's relatively new for the options market as they're probably a generation behind the equities market in that respect. There's an increasing demand for co-lo services in market data. So we'll talk more about this in the Access Services part of our business, but the split right now of Access Services for options and equities is about 80% equities and 20% options. So we do think that there is real space to grow that side of our business as we go forward with the option piece of it.

There is a shift from OTC markets to regulated markets. This is hard to quantify with numbers. A lot of this is anecdotal information. But as Dodd-Frank has rolled out particularly with OTC individual equity product, we are seeing more and more of that flow coming on exchanges. So the largest growth that we have seen in that business is what we would call our complex order flow, which are complex spreads often stocked high, and they're coming from brokers who have traditionally done this business in the over-the-counter market. So they're ones starting to address their Dodd-Frank concerns by getting this in the clearinghouse and getting in on the transparent market. But not only are they trying to do that, they're also bringing more transparency and lower cost. So we expect that business to continue growing.

That, of course, is linked to the last point there, which is our voice business and our floor business remains surprisingly robust. So we would have expected or I would have expected over the long term that business to start to wither as electronic trading became more and more prevalent in options. The floor remains quite active for us. And with the growth of complex order flow, it remains an important part of our business.

Just a real quick touch on what we offer our customers on our platforms. As you can see as you go down those different kinds of primary features, we're the only exchange family that offers all of those as opposed to our competitors. The one functionality that we haven't effectively offered yet is this bottom one, which is an electronic crossing and facilitation and solicitation system. We will have that rolled out in fourth quarter of this year. And at that point we will have exchange offerings that meet all of those primary features, being the only exchange family out there that can do that.

This is the most exciting thing we're doing in the options business this year in terms of growing it. So we're introducing our third options license. As many of you know, we own the Boston Stock Exchange, and for a number of years, BOX, one of our competitors in the options space, had been using the options portion of that license. Effective at the end of this month, they go onto their own license, freeing up that options license for us to introduce a new model. So we have a rule filing going down at the SEC to launch this market.

We're excited about it in a couple of ways. One is it gives us a chance to be the first options exchange to offer this kind of model out there, which is to pay takers of liquidity as opposed of makers of liquidity. So why it's interesting in the options space is as payments for order flow have become increasing opaque and has become increasing difficult for earners of payment for order flow to know what they're getting paid, how they're getting paid, the transparency of how they're getting paid, this is a model that actually makes the rebate for taking liquidity transparent, competitive, and certain. And we think that has real value to them. So every other market model

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that operates out there operates primarily to the benefit of the provider of liquidity. This is going to be the first model out there that operates to the benefit of the taker of liquidity.

The other thing we're excited about is it's using the very same technology software APIs, functionality that we have developed elsewhere. So the cost for us to introduce this model is incredibly low. We're leveraging everything else we have: our existing customer relationships, our existing regulatory infrastructure, and our existing technology infrastructure. So the benefits of what we're gaining here with having built everything on the same technology platform and building that infrastructure is for us to hang a new model on there is a low cost venture for us. So we're pretty excited about that. We think we're going to hit about a 3% market share by the end of 2013. We expect that it will be accretive very quickly as we grow our business. And we think that gives us a chance to continue to expand our footprint in the equity option space.

Switching gears very quickly, we have started to grow very slowly and quietly our futures business. Some of you may remember when we bought the Philadelphia Stock Exchange, it also came with a commodities exchange, the old Philadelphia Board of Trade, now called the NASDAQ Futures Exchange. And we introduced in February of this year our first real product on that exchange that has had customer interest, and that is a retail-based spot gold futures product. So what this product does essentially is in response to the Dodd-Frank Act, which eliminates the ability of retail investors to do leveraged spot gold transactions. And we have recreated with a futures product the ability to buy and sell spot gold with a futures product.

So when we launched this product, it had an immediate uptake. It sold retail 10 Troy ounces. It started out at about 1,000 contracts a day. By April we were at 3,500 contracts a day. So far in May, we're exceeding 4,000 contracts a day, so it has had tremendous growth since we introduced it. We have low connectivity to it so far from our customer mix. There are a limited number of firms. So starting next week, this will be resident in our Carteret data facility. We will increase the number of people connected to it, and it will be the basis on which we continue our futures strategy.

So I want to be clear about what our futures strategy there. In the words of Wee Willie Keeler, the baseball player, "We want to hit 'em where they ain't." So we don't intend to use this platform to compete with the CME or the ICE in the big institutional euro dollar or crude oil contracts. What we have found with the spot gold contract is there is a demand and an appetite for innovative products, particularly those that are retail focused as opposed to institutionally focused, that is not being met in the marketplace today.

We think we have the best platform for that and the best team to get that out to our customer base. And so our strategy here is not to invest a lot of money and time in this effort, but to find those innovative products, introduce them on this platform, and to continue to grow this business as we grow over time. So while this is accretive to NASDAQ now, it's not material yet. But we hope as we grow our business over time, it will become an increasingly important part of our Transaction Services business.

Real quickly, other new opportunities in the options space, we continue to add functionality. We've talked about the crossing and solicitation network. We're continuing to look at improving our price improvement auction. We're spending a lot of time now in developing what we would call proprietary options product linked to specific indexes. We intend to introduce options on U.S. Treasuries in the third quarter of this year. This will be individual Treasuries, so not a cheapest-to-deliver structure but keyed to identified Treasuries, our relaunched ForEx options program, and our Alpha Index program. We think if we're successful with those product introductions that they could add between \$6 million and \$12 million a year to our P&L on the options side. And we think this is also just the beginning of an effort for us in the proprietary options space.

Moving on to Access Services, this has been an interesting growth story for us and an exciting one given the current market conditions. So our 2011 revenue is up 29% year over year. It has shown

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growth in the face of a declining volume environment and a declining volatility environment. We do a lot of things in Access Services. And it's probably interesting to note that co-location, we also provide data center facilities for some of our clients, our broker-dealer clients, market connectivity and protocol for the ports, business connectivity to other markets, business connectivity to other broker-dealers. And we provide cross-connect services in our data centers to them; membership, people who have joined us and joined our exchanges.

Ironically enough, the downside to increased dark trading for us is that we operate the FINRA/NASDAQ Trade Reporting Facility, which has about a 97.5% market share. So we do get some economic benefits from trades that take place off-exchange that uses our ACT technology system, reality system. We also sell other co-location services with that, and this is a surprisingly robust business for us; a workstation business and, of course, our FTEN real-time, low latency risk management system.

So these are the successes in 2011. We expanded our 10G network. Low latency connectivity choices to other venues, other value-added services. We had a 17% increase in our memberships, primarily PSX and NOM. Our port revenues were up 7% year over year, with people connecting to new venues through us. Front-end applications, we developed a short sale monitor for people to remain in compliance with the short sale rule. And we introduced the PRM system, which is a low latency pre-trade risk management system on every port to make sure that you're not violating any pre-trade risk management requirement; and on the post-trade side, of course, ACT and FTEN, often in integration with the SMARTS business as well.

Where are we going in 2012? So we've already rolled out and we're to first exchange to offer 40G connectivity in our data center. We're also the first to offer 17.3 kilowatts of power in a single cabinet. So I want to just stop there for one minute to talk about that. So we've early on made a strategic bet than bricks and mortar and co-location and Access Services were not the long-term route to go down. So what we chose to do really was outsource the bricks and mortar to providers, leaving us to concentrate on providing those flexible services that our customers were ultimately going to need. So our strategy here has really been to concentrate on where the business is going, not where it has been.

So I'll just use this as an illustrative example. I had a chance when I joined NASDAQ to review the co-location plan that we put in place when we moved out to other Verizon facility. In that plan, 90% of the boxes that we expected to sell in co-location were a 5G. 10% of the boxes were sold to be 10G. When I look out at that plan now, we have about 2% of the boxes are 5G. About 97% of the boxes are 10G, and we have people coming in to take 40G. So if you want to envision it in this way, at some point in the future with FPGA power usage, our facility is going to have one box in the middle using all the power of North Jersey and a lot and lot of open space. But that doesn't put us at risk because we built our model in a way where we can take advantage of those trends.

Other front-end applications, we developed QView for real-time order flow tracking, a virtual service deck, so that it allows you to outsource all the needs to us about connectivity to the end market. Additional membership for promotions; the newest thing we're looking at is wireless connectivity. So, so far, connectivity between data centers and connectivity just proves the liquidity has been fiber. The technology that's rolling out now on the wireless side is actually faster than fiber. There are some issues with it yet. But for the most part we think we're the leader in providing the opportunity for wireless providers to bring those services to our clients and to their clients on a worldwide basis. And then additional post-service trade services, particularly around the ACT dashboard and what we do with the TRF. We talked about much of this before so I'll skip over that.

I just wanted to talk about FTEN. Like Anna, we're incredibly pleased with our purchase of the FTEN asset. So we have it fully integrated into our Access Services business. What we think it did for us are a couple of important things. It has changed the discussion points with our customers from a way from providing them with matched services to providing them with services that they

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need to provide for themselves and their customers and outsource that to us. So it opened up a whole new avenue of business opportunities for us with those customers.

The most important thing on this thing is really the last one, point five, which is the development of functionality that enables brokers to calculate their portfolio risk exposure in a real-time basis across all asset classes and control their own in-house and third-party gateways. So the technology that we're now developing and now rolling out the customers essentially is venue agnostic, firm agnostic. So we can actually penetrate a marketplace that doesn't need to come to NASDAQ but needs our pre-trade risk management services. And that's going to be across equities, options, bonds, futures, the whole gamut. And we're rolling that out on a global basis, talking to customers right now about that. And we'll probably have some announcement on customers with those services as we go forward for the next quarter or so.

So with that, I'm happy to take your questions.

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QUESTION AND ANSWER SECTION

<Q>: Thanks. You talked about a little bit about how there is significant growth in TRF market share, obviously attracting a lot of liquidity. NYX has talked about some of the algo traders moving from lit to dark markets. I'm wondering if there is any validity to that. And then the second part of the question would be where you think share could go in that marketplace assuming there is not a whole lot of volatility. Might we see 40% – 50% share in here?

<a - Eric Noll - The NASDAQ OMX Group, Inc.>: I think if you look carefully at the numbers, there are some securities and actually a large number of securities, over 1,000, that have 50% - 60% off-exchange trading. So it has a significant impact in today's, particularly in today's volume and volatility environment of off-exchange trading.

I think the key things for us that we worry about and that we spend time on is I think we can compete very effectively with segmenting the market, particularly with things like TFX or algo system retail auctions. Some of the pricing things that we've done allow us to remain competitive about dark trading. But on a larger macro issue, we're concerned about the primacy of price discovery. So we want to make sure that as we're managing our business and the regulatory postures that we're taking in Washington, keep in mind that making sure that price discovery remains the highest priority of our lit markets, remains front and center of everyone's mind as they're thinking about how these markets evolve.

More to your point about whether algo traders or high frequency traders are showing up in dark pools, they clearly are. Most of our electronic market makers and algo traders are venue agnostic. They go where they think they can make money. They had been attracted into dark pools by dark pool operators because they bring necessary liquidity. So they are quite active on and off exchange. And so that's definitely something that has happened. Michael? Go ahead, Michael, okay.

- <Q Michael Carrier Deutsche Bank Securities, Inc.>: Just on some of the new initiatives that you have on the cash side, you mentioned some market share gain potentials if some of the strategies get approved. It seems pretty big.
- <A Eric Noll The NASDAQ OMX Group, Inc.>: It is pretty big.
- <Q Michael Carrier Deutsche Bank Securities, Inc.>: I mean the range I think if I add it up is somewhere between 7% or 10% plus. So I guess one is, is there something that competitors have done and you're looking at their strategies and you can use these new initiatives to gain some of that market share back? And then I guess any of those new strategies from a pricing standpoint, does it have a negative impact on pricing; so from a revenue standpoint, it's not those numbers aren't additive?
- <A Eric Noll The NASDAQ OMX Group, Inc.>: Yes, it's a little bit of a static analysis about market share growth because it assumes that competitors don't come out of competing products and we get it approved from a regulatory point of view and things like that. But given all of that, I think what we've been able to do which some of our competitors have either chosen strategically not to do or have not executed as well as we think we have is to figure out how to segment the market to meet the needs of some of the other market participants in there. So some of our competitors have chosen look, we don't segment at all, so one side's football strategy is we're going to follow down that path, and they've had some measured success with that. I ultimately don't think that that's a long-term growth strategy.

Other competitors have tried segmentation strategies that have not – really haven't been successful yet. I think we've demonstrated our ability to attract different kinds of order flow through our platform. Those products are products that will do that. We think we can deliver them with the same

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capture we do today as we go forward. We think they're value added to customers and customer needs, and we expect to see a fairly significant uptake for them.

- <Q>: I think probably all my questions were answered. But just to follow on to that, should we basing that offer of the 22% market share that you have now with the government market so that you're looking for 7% to 14% incremental growth in that market share? And that is a sizeable number, obviously. Assuming there is, obviously, there will be a competitive response. Assuming there weren't and you hit, relevant to that goal, what type of timeframe are you thinking about?
- <a Eric Noll The NASDAQ OMX Group, Inc.>: I think as we roll these products out, they should all come out we hope this year. We would start to see the impacts probably immediately in some of them. So we would expect to see significant progress to that goal in 2013, certainly by the end of 2013 and finishing up in 2014.

I want to be clear about this as well. So they're not just designed, and it's easy to think about the stuff we do as competing with our other lit menus. These are products that are really designed to take flow back from dark trade by providing a better solution to what other people have gone to the dark to do. So this is really, this isn't so much directed as packet, moving share from one our lit competitors, although we certainly hope to do that. It's really designed to answer some of the dark trading push, which is we're going to provide you with some additional functionality services, needs, price discovery, cost that will pull that business out of the dark side of the marketplace back onto the lit menus.

- <Q>: And just assuming if there were no competitive response or no effective competitive response, should we consider revenue capture to be...
- < A Eric Noll The NASDAQ OMX Group, Inc.>: About the same as it is today.
- <Q>: Okay, thank you.
- < A Eric Noll The NASDAQ OMX Group, Inc.>: Roger, I know you had a question.
- <Q Roger Freeman Barclays Capital, Inc.>: Thanks. Just on the VWAP order type that you were talking about, is that something that the dealers really have a need for? As far as what algo type trade, it's the oldest one in the book.
- <A Eric Noll The NASDAQ OMX Group, Inc.>: It is the oldest one in the book. It's also the one that's most used, which is why we think it's right for us. So everybody offers it one way or another. So some of the high end firms or larger firms that develop it offer it themselves and maintain their own VWAP engine. The lower level broker-dealers actually outsource that to somebody else and use third-party labeled algos.
- <Q Roger Freeman Barclays Capital, Inc.>: So you can do that cheaper then?
- <a Eric Noll The NASDAQ OMX Group, Inc.>: We're going to do it cheaper than they can do it and offer it in a quick, transparent way to the customer base. And so we think it's a real competitive tool in the marketplace that we're very excited about.
- <Q Roger Freeman Barclays Capital, Inc.>: Okay, thanks.
- < A Eric Noll The NASDAQ OMX Group, Inc.>: Go ahead.
- <Q>: Thanks. So we recently saw that there's another option exchange filed for Medallion here in the States. It plans to launch I believe a pro rata allocation model later this year in the fall. In light of that, I guess we know how competitive the price-time business has been. But it seems to have

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been pretty stable on the allocation side. I'm just wondering what your thoughts are on the competitive environment and where you see that headed longer term?

<A – Eric Noll – The NASDAQ OMX Group, Inc.>: I think it's fair to say that the option business and the equity business are competitive businesses in the U.S. The options business is characterized, as I think many of you know that in order to trade equity options in the U.S., your print has to happen on an exchange, so there is no off-exchange trading in equity options. So in order to penetrate that market, the only way you can bring a new model to market is to actually get a new options license and bring that to the marketplace out. I would expect – you mentioned one that was recently filed. I would expect to see at least another one from another operator at some point in the very near future.

It raises a question of how many of these is too many, and whether anyone can effectively gain share and value-add out of that. I think what we like about our model and what we think it brings the value to us is we can do it cheaper than anyone else can do it. So we're hanging it on our existing infrastructure. We're using our existing platforms. Everything is essentially, this is a marginal growth for us, it's not brand new. So we don't have the expenses of trying to compete by redeveloping an entire new structure to do this. So it's a marginal sense for us and a relatively modest one at that.

The other point I'd make about is we're going to be first out of the box here with this model. So we're to going to set the standards. We are going to attract the order flow in. I think we've demonstrated, particularly over the last couple years, our ability to effectively manage the next segmentation, pricing, and functionality in the business to compete successfully against our competitors. So yes, while there are going to be other competitors coming, I would like to bet we're making much better and I like the fact that we're making it.

<Q>: I have a question on the efforts on the retail auction project.

<A - Eric Noll - The NASDAQ OMX Group, Inc.>: Yes.

<Q>: I can totally understand why U.S exchanges would love to get the U.S. retail business back on the exchanges. It seems like variable order flow they're currently have been participating in our price discovery for a bit. When I think about the other parts of the equation, it seems like retail customers are relatively oblivious to the routing practices and it doesn't seem like they're particularly engaged on the issue while retail brokers seem extremely satisfied with the status quo. How do you overcome that?

<A – Eric NoII – The NASDAQ OMX Group, Inc.>: That's a very good question, so let me talk specifically what we think this does that's going to help people in the marketplace. Leave aside the benefits of price improvement for retail investors for a second. So if I am a liquidity provider to retail equity order flows today, as part as the arrangement of me providing liquidity to that retail order flow provider, I have to guarantee them a certain percentage of price improvement. So I have to execute all my orders within the [ph] NGBL (3:36:35). I'm also telling them I'm going to price improve x-amount of your orders as they come in, and I have to use my own capital to do that today.

So what this model allows them to do, however, is to say you know what, I don't want to use my own capital to price improve those orders because either I don't know where the market is going, I'm capital constrained, I want to go to more of an agency model. But I do want that order flow. I want to continue to service that retail broker-dealer and that retail customer. What this model does though is it opens up the price improvement process for that order consolidator to every liquidity provider on the street. So they can route the orders in NASDAQ. We will run that retail auction, price improvement auction. Market makers who won't otherwise get a chance to interact with that retail order flow will continue to offer price improvements. The consolidator gets to pass that price improvement number back to their retail brokers, meeting their obligations to the retail broker.

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So I think you're absolutely correct that the individual retail investor probably doesn't understand how their orders get routed. He probably isn't paying that much attention to it. But the people in the intermediaries in effect, they do. And this allows them access to a much larger pool of liquidity and a much larger pool of price improvers that they wouldn't otherwise have access to. I was hoping that I could avoid this, but go ahead.

<**Q>:** I was going to say I have a high frequency trading question. How about a goody, Facebook? Google and Microsoft, these guys are huge drivers of options trading going on across the industry. Does the fact that you have then the IPO, that doesn't necessarily give you an advantage, or does it for maybe getting out there with the options first?

<A – Eric Noll – The NASDAQ OMX Group, Inc.>: There's not a lot of advantage on the option side. But there clearly is some advantage for listings on the equity side. So as I think everybody knows, every exchange family trades everybody else's listings, and so they're freely tradable. So I do think the advantage we gain from having those kind of listings on our market is that we typically get the opening and closing auction rotation. So as the market continues to grow, institutional investors focus a lot on their opening trades and their closing trades, and they like to participate in those auction processes. And so a listing in those names actually drives that flow to the listing market. So having Apple, Amazon, Priceline, Google, and now Facebook on our exchange, we actually get the benefit of an almost 100% market share in the opens and closes in those names, and that is a real benefit to us.

<Q>: Fair enough. And then to be predictable, the SEC, we've seen a lot in the headlines, but I haven't seen any specific proposals yet. Europe hasn't done a lot; I expect Washington. Do you get a sense that there's anything coming soon with respect to customer growth?

<A – Eric NoII – The NASDAQ OMX Group, Inc.>: I don't think that we really should expect to see a lot of rule making in the HFT space. So I think a couple of things that we have noticed; one is I think to a large extent the problem is correcting itself. We've seen high frequency trading becoming a less and less important part of our position. It's still a very important part of our business in electronic market making. But if you look at who our large liquidity providers are, and we publish that every quarter on our website, you will note that the firms Morgan Stanley, Merrill Lynch, BarCap, Deutsche Bank are at the top of that list. Five years ago, it was primarily high frequency firms. And so to the extent that they're volume driven, volatility driven story, but to a large extent is the marketplace is maturing.

We on the exchange side have provided incentives to attract a richer mix of order flow providers to our exchanges, which mixes it up. We've seen firms that traditionally were not high on those liquidity provider lists becoming very high on those liquidity provider lists. And so and as we've announced earlier, we're going to put in an accepted messaging team chart so the industry is directing some of these concerns itself. I think the commission recognizes that as they go forward in time and may or may not need to do any kind of rule making here.

I think it's also important to note that high frequency trading has real value and there is real liquidity provided by high frequency traders, and the commission recognizes that. Other market participants recognize that. When there are issues, they tend to typically be the same issues. In other words, there's nothing new under the sun. So if you were engaging in manipulative stock behavior in person on a NASDAQ trading desk or as a New York specialist, you could still do that electronically. We surveil for that. We catch them, we turn them over to FINRA for prosecution. So to the extent it's not a high frequency problem, there is a bad actor. If you're a bad actor, you get caught and get prosecuted. It doesn't really have anything to do with high frequency trading. So we have the ability to do that. We do that very effectively under Ed Knight's leadership on the regulatory side and the surveillance side.

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And so clearly the remaining large issues are about market structure, increasing dark trading. Is high frequency trading good or bad? Can you identify what high-frequency trading is? Do you know what it is? And those issues will remain out there and will be debated. But I think we've positioned ourselves that we can provide the services we need for the marketplace. We don't expect there to be any dramatic rule making in this particular space. We haven't seen any sign of it. There has been no conflict recently on it. There has been no particular effort on this. The SEC clearly has a watching brief on the quality of our markets, and they'll continue to exercise that. Thank you very much.

— MANAGEMENT DISCUSSION SECTION

Robert Greifeld, Chief Executive Officer and President

So, Eric, we did hear you say 7% to 10% market share, I heard that right? Good, did everybody hear that? That's good. He is a man of his word.

The other thing I'll add is the ISP program, which we highlighted during the earnings call, pricing changes went into effect May 1, so we do expect some increase in capture. That's good news. So as I said, we have a strong culture at NASDAQ OMX that has to be receptive to new people coming in. Lee joined us how long ago?

Lee Shavel, Chief Financial Officer and Executive Vice President, Corporate Strategy

One year ago.

Robert Greifeld, Chief Executive Officer and President

One year ago, so certainly you've been a great addition to the culture in addition to his day job of being the CFO, right? There, Lee, it's all yours.

Lee Shavel, Chief Financial Officer and Executive Vice President, Corporate Strategy

Great, thank you everyone. I know it's a tough slot. Hang in there; almost through this. I want to make sure everybody saw the podium. I don't know if it's just me, but do we look like we're standing in a water goblet here, a little bit, right? So keep an eye on it, if you see a giant hand with ice cubes, somebody gave me the high sign. But I'm not sure I'm going to use the podium.

So you had a chance to hear from Anna on Market Technology and what she has been able to deliver in terms of growth there. You heard from John on the index side and the growth potential for that business; from Brian on the market data front; from Hans-Ole in terms of what we're doing in fixed income and the commodities business; from Bruce on the Corporate Solutions business that continues to grow well for me; and finally from Eric Noll the growth in Access Services as well as in many of our trading venues.

And so what I'd like to do is to try to tie a lot this together and translate it into the financial impact that it has had in our business. Now in September of 2010, our last Analyst Day, we talked a lot about the growth potential that we had. And if we hadn't delivered on it and if it hadn't had an impact on our financial results, then I wouldn't be making these points, but I think they're worth hearing out.

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And so if we go to the first slide, the first thing that I want to emphasize is that our performance through the financial crisis we think has been exceptional. Notwithstanding the fact that average daily volumes in a general sense and as typified by the U.S. equity average daily volume dropping in 2010 and 2011, down 13% and down 8%, we successfully grew our non-GAAP EPS by 9% in 2010 and 27% in 2011. This is a function of everything that you heard today from our business leaders and how they've been able to grow all of their businesses.

Now we're very proud of that, we think it exemplifies what we set out to do. But we're also particularly glad that we were differentiated relative to our competitors in this regard. And if you look in the upper left-hand corner, you can see that our indexed non-GAAP EPS, or the blue line here, stayed relatively stable through this declining period. We actually increased in 2011, whereas our hybrid, equity, and derivative exchange peers suffered clear deterioration and have rebounded but clearly not to the level that we've been able to achieve.

In addition, if you look at our three-year cumulative annual growth rate in non-GAAP net income and non-GAAP EPS relative to our peers, we've been able to grow net income 4% on an annual basis the past three years and grow EPS 9% over that period in comparison to on average for our peers a decline of a 5% in net income and a decline of 4%. Now that's the function of the fact that we have a much better business mix; it's more resilient; it's more recurring. The fact that only a third of our revenues here in the dark blue are directly driven by volume and all of these other businesses are more stable and recurring has driven this performance. I think it's worth noting I made the point on our first quarter earnings call that despite drops in revenues in our equity trading and our derivatives trading businesses, every single one of these other businesses grew, nearly offsetting the revenue decline that we experienced on the trading side.

Now the core of our financial strength at NASDAQ is the fact that we have consistently through this period grown our free cash flow excluding Section 31 fees. Now the reason we take those out is that they're purely a pass-through cash flow. We collect fees on behalf of the SEC and we give them to the SEC. They have no impact on our operational cash flows. And you can see the consistency of the growth in this cash flow. It has been a function of the organic growth of our business, investments in the new initiatives, and the acquisitions that we had made with very strict discipline that we'll talk about later.

Now it's certainly great to generate the cash flows, but very legitimate for you to ask us what we have been doing with the cash flows. And I think this where reality diverges a little bit from perception. If you noticed, for the period from 2009 to the first quarter of 2012, we generated nearly \$1.6 billion of free cash flow. And our deployment of that included \$947 million nearly \$1 billion. It certainly will be \$1 billion after we fully execute our share repurchase program, which is about 57% of this total, we've given back to you, the investors. We've utilized approximately 30%, and I think its \$506 million, for net repayment of debt that brought our leverage levels back down to approximately 2.1 times debt-to-EBITDA level, which we intend to maintain; and have utilized only \$218 million or about 13% on four acquisitions, consisting of in 2010 the FTEN and the SMARTS acquisition and then in 2011 the Glide acquisition.

We think in terms of the proportion of what we're doing with our capital, this was a pretty good mix. And importantly, it's fundamentally dedicated on a discipline of making certain that if we are going to be utilizing cash flow in new initiatives or acquisitions, we're going to be doing it with the expectation that we're generating good returns in excess of our cost of capital.

So to give you sense of how we think about looking ahead, and this is a conservative estimate. We've obviously given the growth dynamics and are anticipating continued and strong growth within our businesses. But conservatively, we generate, and I think you'll see it in a future slide, fairly consistent cash flow of between \$125 million to \$150 million in our operations. We're utilizing about \$15 million to \$20 million in CapEx. That was slightly elevated in 2011 due to some of the info security investments that we made, but that is coming back down and evidenced by and the

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level that you saw in the first quarter of 2012, leaving us available capital of \$110 million to \$130 million.

Now the dividend, which is a new capital stream that we were very pleased to announce in the first quarter, will be about \$23 million. And the investment capital that we will allocate to our new initiatives, as we've indicated, about \$40 million to \$50 million from an expense standpoint will translate into about \$11 million a quarter, leaving us about — call it roughly \$75 million to \$100 million of deployable capital. And our strategy with that, as it has been for the past couple quarters, has been to evaluate. Do we see applications of that capital either through acquisitions or through new initiatives, but we're confident we'll generate good returns in excess on risk-adjusted basis to our cost of capital.

Now everybody here from the NASDAQ side will tell you they spend a lot of time talking about return on invested capital. In fact, I think I'm reaching the point where Bob is going to punch me in the mouth pretty soon. And he came close last night, but I survived. We spend a lot of time developing this supplemental discipline. As you know, NASDAQ always had an extraordinary cost discipline on focusing on its businesses. And with the cash flow that we're generating, this is very important that we are looking at return on invested capital in each of our incremental investments. In M&A, every one of our deals requires an examination of return on invested capital and ROE on an annual basis. It's very easy to go down the path of looking at five-year IRRs or NPVs that rely heavily on five-year — on terminal multiples. We want to know what are we generating in terms of return on capital each year, and it has to exceed that or expectations that will exceed that within a two to three-year period.

Now as many of you know, we have a very clear discipline that any acquisition that we do has to be accretive within one year. And as you know accretive deals aren't necessarily high return deals. That's the objective, but our return ramp up we expect will be within that timeframe. And we monitor those deals both from a management standpoint and ultimately with the Board to make certain that they understand what we've been able to generate from those transactions.

On the new initiatives front, similarly, all of them require this analysis. They have to exceed an adequate risk-adjusted return within a shorter timeframe. And the reason we use a shorter timeframe in this context is that we're often leveraging our internal infrastructure. Our ability to leverage the mother ship allows us to accelerate the returns in those instances and are monitored with escalating intensity if they are below the return hurdles. And if they don't reach these returns by a certain time period, we will shut down those investments and cut off the capital supply. But we do believe based upon our historical performance and the deals that we have right now that we will be able to generate attractive returns well in excess of our cost of capital.

Now I do want to touch on – I'm not going to rehash the merits of each of those deals. You've certainly heard about Glide from Bruce and on SMARTS from Anna. But I do want to make clear one very thing. Obviously, we believe that we create value through acquisitions. The reason that we believe we've been able to do that successfully is that we often take acquisitions or companies that are relatively small scale companies; as you can see, \$22 million for Glide, \$77 million for SMARTS, but have established products. So they've proven the validity, the value of their technology, and we're able to leverage them effectively either through our distribution strength or through our technology platform.

With Glide, our ability to take that business, it was a technology centered business that didn't have access to the broad universe of public companies and to leverage it across the 3,400 listed companies that we have, utilizing our brand and the established infrastructure that we have in our Corporate Solutions business run by Demo to sell those products effectively, allowed us to accelerate that business and generate revenues and returns well in excess than the pure return on capital that we get from the business itself. And we're often able to also add to the operating efficiency through the natural efficiency focus that we bring from our operating strategy. Similarly,

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SMARTS allows us to extend our customer base to regulators. But we've also been able to turn that around and with SMARTS Broker expand our dialogue and expand the distribution of that product to the broker business.

So turning to more recent performance, what we're showing here is quarterly performance of overall volumes and then our P&L. You can see on the upper right, clearly volumes have been bouncing around. We had a great third quarter in 2011. Since then, volumes have dropped off. But you can see while we've had certainly more dramatic, we're still generating \$400 million a quarter plus. From a revenue standpoint, operating profit on a non-GAAP basis still around the \$200 million level, and non-GAAP net income also pretty consistently above \$100 million. That consistency is, of course, driven by the stability of our market data revenues, our listing revenues, Access Services and all of the other services subscription businesses. Now I do also want to point out that volume so far in April remained relatively weak and our revenues in the second quarter are generally tracking to about the second quarter level.

Now we certainly see reason to be optimistic: declining unemployment, increase in consumer confidence; and we think general trends for GDP growth that encourage us that at some point we will see some recovery in overall volumes. But we can't know for certain when that's going to occur. Consequently, we need to be prepared to operate in a sustained low volume environment. As many of you know, we announced in the first quarter a cost reduction plan by which we are expecting to generate \$50 million in run rate savings by the end of 2012. We set very specific targets. We have very specific plans both from head count, restructuring, technology, and other facility savings that give us a high degree of confidence that we'll be able to achieve that by the end of 2012, with \$25 million in savings to be realized during the course of 2012.

Next, I just wanted to reiterate and try to pull together where we are relative the goals that we set at the last Analyst Day. Our goal back in September 2010 was for a three-year revenue cumulative annual growth rate of 9%. In 2011 we were able to beat that. Our objective was to do that while maintaining an operating margin of 46% to 47%. We're at 46% on a non-GAAP basis. CapEx we intended to keep proportionate to where we were. As I mentioned, info security bumped that up in 2011, but we do expect that we'll return to more traditional levels in 2012 and beyond.

Now as you all know but bears repeating, we were assuming a market environment on those generating 9 billion to 10 billion in average daily volume and an accelerated economic recovery. In reality, our volume was clearly below that, and the economic recovery has been somewhat more choppy and flow. So we certainly think this performance in 2011, one year of a three-year target, is great performance and a testament to all the efforts of the managers and my colleagues that have built these businesses.

Turning to each of the business lines, these were all of the targets that we set for the individual businesses that they put out. What you will see going down is that we're slightly behind, usually 2% or 3% behind the revenue growth rates. Nordic derivatives 15%, we were at a 13% level. But we are reaffirming our expected 15% cumulative annual growth rate. Corporate Solutions 15% in 2011 relative to 18% as a target, but we remain confident reaffirming that growth rate. Really across the board, I won't go through all of these in detail. But despite the challenges that we saw in 2011, we continue to be optimistic based upon the opportunities that we see within the businesses that through our 2013 goals that we will be able to continue to achieve these transactions.

Now finally, I want to spend a few minutes talking about valuation and hopefully give you something interesting to chew on. I think it's important for us that from 2007 to 2011, we generated a higher cumulative annual growth rate on revenues than the S&P 500, and that our non-GAAP EPS of 14% over that period was substantially higher than the S&P 500. At the same time, given the strength of our cash flows, we're also generating a 14% free cash flow yield. Yet despite that performance, that outperformance, we have gone from a 30% premium to the S&P 500 valuation in 2007 to a 30%

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discount at this point. And to us, there's a natural disconnect. We're performing better than the market. We certainly think that we have delivered on our objectives, but we still have this challenge.

Now an additional perspective that we'd offer, and I think this is going to be something new for a lot of you, is that we've prepared on this slide a sum of the parts valuation. And what we've done for each of our businesses is provide our 2011 non-GAAP net income by the business segments that report in an additional level of detail. And we have put together with the assistance of an outside party a set of comparables for each of those business lines. And you'll be able to see the specific comparables on the next page. And what we're presenting here is that we're presenting the low multiple for that group of relevant companies and the mean multiple for that group of companies and then the implied value range from the low to the midpoint.

So for instance, if we go to the Access Services business – Access & Broker Services, with 2011 non-GAAP net income of \$68 million – I think my battery is dying here – and apply the 13.3 to 18.4 multiple, it suggests a value between \$900 million and \$1.3 billion for the Access Services and Broker business.

Now if you also – and moving down to Global Information Services, \$160 million in 2011 non-GAAP net income. So looking for Global Information Services, the \$160 million in 2011 non-GAAP net income at a 14.9 to 21.9 multiple range gives us a \$2.4 billion to \$3.5 billion valuation for these businesses.

Now look, it's up to each of you to evaluate these businesses based upon what you've heard, look at comparable companies, and evaluate whether these multiples and comparable companies are relevant or not. We certainly think they are. But if you come to the bottom line, the low value for our company on this basis is \$6.1 billion and the mean multiple is approximately \$8.5 billion. Now that's a 50% to 100% premium to where we trade right now. And I think the fundamental disconnect is we're obviously perceived as an exchange. And when you think that, you tend to think U.S. equities. But one thing that's absolutely clear from today is that we have a very broad set of businesses that have been very stable and have been growing through this period. And certainly on many of these businesses, that stability should be reflected, we think, in stronger multiples.

So I'll stop there. Hopefully, that gives you something to think about. And we certainly appreciate all of your time and effort in understanding our story today. And I'll hand it back over to Bob. Yes. Thank you. I'm happy to take any questions.

And I do want to clarify, I do think I misspoke. April revenues are tracking at second quarter levels with the April volumes. What I meant to say is we're really tracking the first quarter levels that we had generated. Yes, here we go, take one at a time.

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QUESTION AND ANSWER SECTION

<Q>: Just on the ROIC discussion, you provided a lot of detail about how you think about incremental ROIC on just new initiatives. But I'm just curious how you view the overall business ROIC. I think it's somewhere between 8% and 10%, and I'm just wondering. Do you think that's an acceptable level? Would you like it to go higher? Are there opportunities on the financial engineering side to help, or is it going to be truly a P&L type initiative to get that higher?

<A – Lee Shavel – NASDAQ OMX Group, Inc.>: It's a great question, certainly a very easy question. We certainly expect the ROIC to go up over time. And all of the discipline that I talked about is important here. I think it's important to state that when you look at the business as a whole, our capital level, it's not like a bank where you have more real capital. Our capital levels are really driven by the net assets, which in large part reflected the goodwill from the acquisitions that we've made, and that's certainly one use of capital. But I think it doesn't necessarily reflect the economic capital in the business. Each of our core businesses, certainly U.S. transaction services, Nordic transaction service, and market data listing services are all capital generating businesses. And so they technically don't have except in very specific regulatory circumstances, capital requirements to them. And so capital from an overall enterprise level is a little bit of an accounting exercise.

So consequently, when I came in and wanted to focus on this issue, I focused very much on the incremental capital. So knowing what we're generating and then determining how we allocate it to new initiatives within the business or the acquisition became to me the relevant mechanic for improving our return on investment over time. And so that's where we're focused right now. We have been engaged in the project of thinking about what is really the economic capital that should be allocated to the business, but that's somewhat more of a theoretical exercise. We're going to spend some time thinking about it. But for the time being, I think the important issue is that we're looking very specifically at that incremental capital that we're generating and using that as a tool to make certain we're investing it wisely and with the expectation of good returns. Roger?

- <Q Roger Freeman Barclays Capital, Inc.>: Just quickly following up on that, is the way to think about it maybe in the past, Bob, you said to think about acquisitions say versus buyback as anything, anything you have to do to get more creative on buyback as one of the to deploy capital for, I was going to say acquisitions? That's one way to look at your cost of equity is what buying back your equity does for you. Is it still fair to think about that's your hurdle?
- <A Lee Shavel NASDAQ OMX Group, Inc.>: The way I would address it is I think when you look at a buyback, we view that as in one sense, you can certainly look at the EPS accretion of buying back those shares. But you're doing that on a very different scale than a potential acquisition, which can create if you can invest \$50 million in a transaction that generates 20% 30% return on capital in excess of our cost of capital, it's difficult to compare that against buying \$1 million of shares at a given price. So the way we think about share repurchases is that share repurchase is returning capital that we can't generate an adequate return in excess of our 10% to 11% cost of equity.

And so to your point, Roger, I think that we view the share repurchase as a return of capital and a benchmark for us to evaluate it. And we do spend time thinking about where is the stock trading from a value standpoint? Is it at a high valuation and how does that influence where we want to allocate capital? But I think fundamentally, we think about it as a return at our cost of equity. I think Chris has a question.

<Q>: My question was basically in the same vein. I guess just following up on that, looking at your deployable capital, \$75 million to \$100 million a quarter, so \$300 million to \$400 million annually, which included the new initiatives, I think you've talked about M&A in the past at the current thinking about \$50 million on an annual basis. I'm just looking at this slide of the sum of the parts valuation. From my perspective and I think a lot of others, your stock is at – it shouldn't be trough

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valuation levels. I'm just wondering how aggressive you are from a share buyback perspective right now or at least thinking about it.

< A – Lee Shavel – NASDAQ OMX Group, Inc.>: Hopefully, we've given you some evidence of what we did in the fourth quarter and what we did in the first quarter, obviously at higher levels than where we're trading right now. And given the cash flow that we are generating, you can expect we're going to be continuing to repurchase shares.

The aspect of M&A opportunities that they are somewhat episodic, we have a certain level of smaller transactions that we look at. You can't really completely budget for them. But what we do is we look at the pipeline. I spend time with my colleague, Jean-Jacques Louis, who is responsible for corporate strategy and M&A, and we evaluate what we anticipate the needs are going to be over the next 12 months and evaluate that relative to the cash that we're generating and what we can deploy through share repurchases. But I think what the bottom line is for the near term, I think you can expect that share repurchase is going to continue to be a significant part of our capital return strategy in addition to the dividend.

<Q>: Just one more on that. If you look at — I think it's slide 97 where it's the historical uses of cash flow, so obviously, on the buyback side there was a strategic reason why the buybacks were so significant in the past. When you look at going forward, let's say two-thirds of your cash flow is used for the buyback. Is there anything different now on the M&A front? When you think about these foldin acquisitions, that makes it — you're going to be more aggressive. Aren't you going to see more opportunities out there versus the past three years when you put up that data?

<A – Lee Shavel – NASDAQ OMX Group, Inc.>: It's very difficult to answer that question because it really depends upon the merits of the transactions as they present themselves. So the thing I want to emphasize is we're going to continue to be very disciplined about what we decide to do. In terms of overall opportunities, I think the challenges that the environment has presented for many smaller and midsized companies has probably created more opportunities for us to look at and at valuation ranges that are more interesting and will generate higher returns for us. So I think that environment, I think which has helped to generate transactions like Glide and BWise and SMARTS and FTEN, it continues to exist. But I think it has just been a function of the financial crisis environment that we've gone through. I haven't seen that really change. I think it's still probably a relatively more attractive environment for us.

<Q>: Maybe just one other, just on the expense side.

<A - Lee Shavel - NASDAQ OMX Group, Inc.>: Yes.

<Q>: You guys announced the 5% reduction. From a scenario standpoint, if we remain at this level of volumes across product, is that like the right expense base? Or maybe put another way, if we fall another 5% or 10%, do we have another look at the cost structure?

<A – Lee Shavel – NASDAQ OMX Group, Inc.>: Cost efficiency is something that for us is part of our ongoing culture. And I think as has been said before, we view all fixed costs as being variable over the long term. And if we come to the conclusion that the environment is going to be weak, it becomes weaker, it's going to be sustained, then we're going to look for additional opportunities to manage that cost base. We think this is appropriate to what we're dealing with right now, but certainly wouldn't be – if these circumstances change, then we would take another look and evaluate what do we need to operate in this environment.

Thank you very much. I'll turn it back over to Bob.

MANAGEMENT DISCUSSION SECTION

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Robert Greifeld, Chief Executive Officer and President

A couple follow-up comments; one is in terms of the businesses that we look at, we have a philosophy that we don't want to be in arms-length businesses. We want to be in technology businesses that are fundamentally scalable. So when you're in that mindset, then if you are successful in your chosen business endeavor, then the returns are quite attractive. If you're not, then you're not. It's that straightforward.

In terms of the expense base, as Anna going back to her earlier presentation, we have a goal to get more efficient every year, and that's independent of volume. Obviously, when you're in a scalable business, the flip side of scalability is that the scale is not there and you cannot contract the cost on an equal basis there.

But let me wrap up by tying back to the opening comments I made, and that is that the next stage of exchange evolution for the next three to five years will be determined by the quality of the management teams and the quality of the cultures within that management team operates. Now today, you've got to see the management team of NASDAQ OMX. I'm particularly proud of them. And when you think about what they said, and I'll take you through it in two seconds. I'm in a hurry because I normally eat lunch at 11:30 and it's quite late for me right now, so I'm quite hungry.

But think about when Anna started off. She talked about the fact that SMARTS was a home run acquisition for us, and she talked about the fact that total backlog had grown by \$30 million quite dramatically. That is not a first stage management set of progress, not likely what you're going to see for many other companies in this current environment. And John Jacobs, clearly excited, clearly has a fundamental opportunity for us to be a big player; we have technology which will redefine this industry. We have a brand and established credibility based upon the Qs that we have built up over time, and we do have competitive advantage with respect to how we're going to construct these indexes over time; again, I think a second-stage type of opportunity, not the type of thing you talked about five years ago. Five years ago, it was what was volume going to peak? We're in a more nuanced, more sophisticated world that we have today.

Brian Hyndman spoke of data and he spoke about going from \$330 million to \$440 million. Three pillars, the first two pillars are going to be 50% of it; the second pillar was going to be what we have to do to acquire assets in this space with similar type of margin. There's nobody in the exchange space that has taken this I think a comprehensive look at the opportunities with data. And we have this great business here, great margin. And we are not – Brian is not satisfied. Hans-Ole is not satisfied just to get the revenue associated with the margin, with the license. And NASDAQ Basic is a great example. The flywheel is in fact engaged and we're certainly very excited about that.

Bruce was late, so he didn't come up right after Brian. But certainly when we look at all our exchange peers around the world, we're at step eight and they're not even at step one in terms of what we're doing to maximize that distribution channel. It's really remarkable. The size of market that he is now going after is staggering, where it has the ability to change in some fundamental way what NASDAQ OMX is about. And we've been on a growth path in terms of building our confidence index. And right now, again, the flywheel is engaged. We're starting to see it make a difference to our numbers.

Hans-Ole, when you talk about the over-the-counter market having no centrally cleared, very simply leave this room with the thought that we have that fundamental opportunity in the Nordics where we'll leverage our home field advantage, our technology advantage, and basically clean up fixed income interest rate swaps. We're going to be the place where that market goes to, a great opportunity.

Commodities, again, we are ahead of the curve in some fundamental way. We're leveraging for those who followed from a European context. The Nordics was the first market established. We're

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there and we're leveraging that certainly into the UK market today then we're going to leverage that into gas, and we've got a clear growth path going there. And again, this is not first-stage exchange evolution. This is an engaged, highly capable management team that has been focused on this for a long period of time.

And Eric, Wee Willie Keeler; where is he? That's a great analogy. I'm a baseball fan but he dug that one up. And he mentioned it, but Eric redefined the space with respect to equity trading in the U.S. Before he came here, we and everybody else were in this downward path on the capture rate. It's no coincidence that when he came into the exchange space and thought in a comprehensive way of what it meant to compete, and we're getting a return from this price war, he changed our strategy. The world has changed around that. And so when you look at the capture rate in the U.S. equity marketplace, it's quite healthy right now. It has been quite healthy for a period of time. We obviously believe that volume will come back at some period of time. Again, we encourage you to look at the charts that we've provided. We certainly will make our economic team available to you and you can come up with your own view of the world there.

When Eric says that he believes he's got 5%, 7%, 8% market share available to him, you've got to believe it. And the point is that Eric and his team can effectively compete against the dark trading environment. These three endeavors that he put up there really represent an intelligent way to compete against dark trading that has nothing to do with capturing. It's about intelligent use of the market structure that we have here.

So the only other person, is Ed still here? The other person from the senior management who do not get to talk today who keeps us all straight and narrow is obviously our General Counsel. But I stand by my statements. The management stands by the statements, the management teams who are going to matter the most over the next three to five years and I'm proud of. So hopefully you feel that same way. Should I take a question here or just go to lunch? I'll take a question if you want. Give me an easy one, go ahead.

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QUESTION AND ANSWER SECTION

<Q>: [Inaudible] (4:20:58) ...high frequency trading orders, but a two-part question. Part one, to what extent do you think the volume decline that we've seen over the last year is in fact due to structurally lower high frequency trading participation in the market as opposed to the other factors? And then second part, you've got a lot of great growth initiatives. How much of a headwind do you think that could be on not only volumes but also the recurring revenue mixes in the near term...

<A – Robert Greifeld – The NASDAQ OMX Group, Inc.>: So let me answer the first part of the question. I spoke to Christian at the break, and I'd say you've got the cart before the horse there. So in the numbers I put up at the beginning of the day, I put up equity inflows, the mutual fund inflows. And the question was the ETF volume has been pretty good. Obviously, the equity inflows have been going down. Why do you concentrate on that? And the clear answer is that that has a tremendous ripple effect in the marketplace.

And that ripple effect means that hybrid trade has come in when there's more natural order flow and it presents greater opportunities for them. So when you have volume and volatility, the characteristics of the market changes quite dramatically. So we certainly focus on investing. We look at consumer confidence. We look at GDP. We look at unemployment. We look at investor confidence. We look at inflows. If that happens, then high frequency will be back there,. There are derivative of that natural activity in the marketplace.

So if the volatility comes back, you can have a quick correlation. If you see the mapping, you see the deviation, that slide is in the presentation. You can predict exactly where the volume will be. And then when you have investors coming in, the natural investors, everybody else comes in to follow them. They follow it in their wake.

So right now, the second part of your question, we certainly believe and hope. We don't know for sure that we're at a bottom. We've seen equity outflows for a period of time. You've seen investor confidence going sideways for a period for time. And from there, we don't have any magic wand to say it's going to happen. But historically, you'd say the odds are in our favor that we're at the bottom.

<**Q>:** Thank you.

Robert Greifeld, Chief Executive Officer and President

Okay, good. Okay, so lunch is through those doors over there. Management will be seated at each of the tables, and feel free to ask them any question you want, so thank you for coming today.

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