

* It helps you grow!

Better Management

*Improved communication systems

*Efficient management process

*Internal reporting and controls

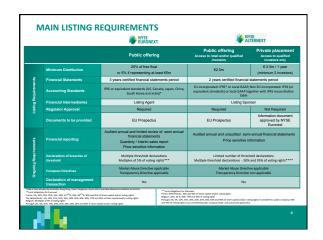
*Employee motivation

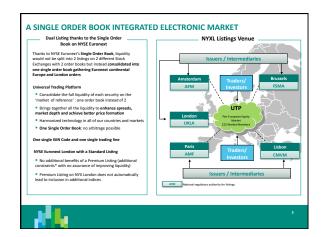
*Increased visibility to key personnel

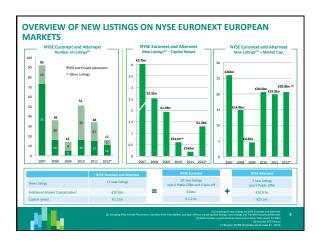
*Enhanced productivity

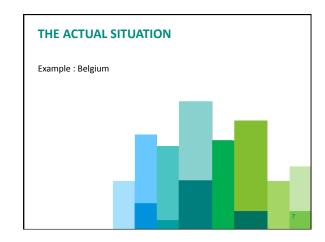
*Enhanced productivity

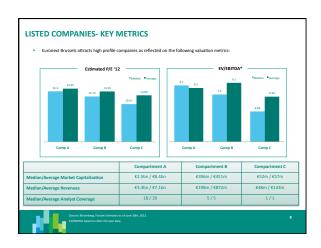
*Increased business opportunities

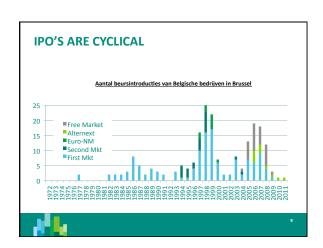


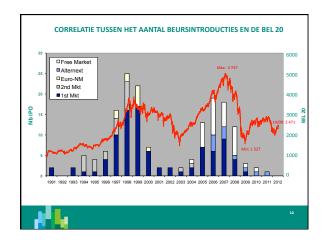












REGULATION BECOMES HEAVY

- 1. Increase of (sometimes steril) costs for issuer
- 1. IFRS
- 2. Corporate governance code becoming an encyclopedy
- 3. Company Law for listed companies only (Belgian ex: women quota in boards)
- 2. Abuse of higher tranparency
- 1. Publication of wages
- Insider transactions

3. MiFID and the risk profile of the investor

- Umbrella rules having as consequence that no intermediary dares to praise or even inform about equity investments
- Margins dissapear for banks
- Investors pushed in funds and insurance products managed on paneuropean basis



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REGULATION: CONSEQUENCES

4. MiFID and the market fragmentation

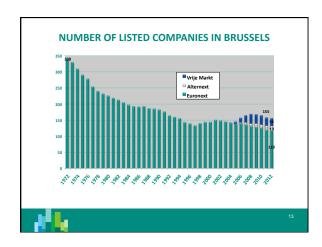
- Small players dissapear due to (unnecessary) complexity and the raise of trading costs
- 2. International banks have no eye for small companies

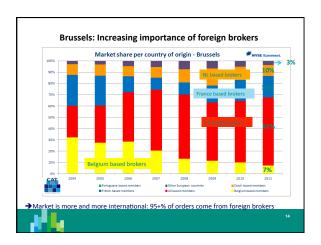
5. Solvency II

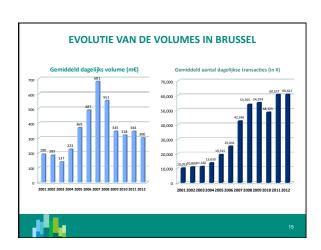
- 1. Insurers discouraged to invest in equity
- 2. Impact on the longer term ? Will they be able to fulfill their obligations ?
- 6. Unbundling (separation of research, trading and corporate finance)
- 1. Separately, these activities are not viable
- 2. Local players dissapear

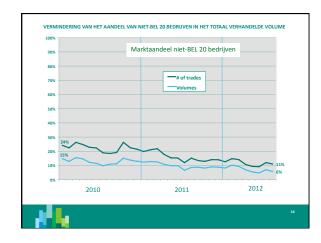


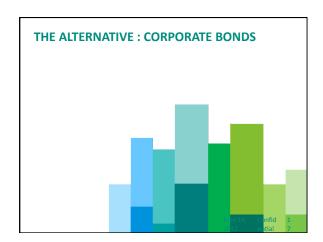
May 14, 2012 Confidential











PUBLIC MARKETS - ABLE TO BRIDGE THE LOAN GAP Traditional lending banks are required to strengthen their capital base Capital conservation is a priority for European banks as they move to Basel III compliance Availability of traditional loans likely to become increasingly constraint Corporates need to consider funding flexibility and diversification of funding sources Loan capital likely to be constraint except for the highest quality corporate credits The public markets provide for a proven mechanism to help bridge the funding gap Proven method of financing with access to complementary liquidity pools i.e. institutional and retail Regulated markets are able to provide access to deep capital pools for the corporate sector Regulated markets are transparent, secure, efficient and credible Underpinned by a regulated market on a secure platform that is credible and trusted Enables the establishment of a secondary market with transparent price formation and continued oversight Bonds are a real additional, flexible and efficient financing source for companies of all sizes

ISSUING FIXED INCOME THROUGH NYSE EURONEXT

- Ability to tap institutions locally and internationally as well as retail investors
- Opportunity to increase your corporate visibility, enhance your brand and reinforce investor outreach
- Ability to issue debt instruments in all major world currencies
- Rapid time-to-market for your issuance program
- Efficient and transparent secondary market offering the opportunity to reduce costs of funding
- One-stop shop emphasis, offering listing, trading and post-trade solutions
- Full Straight Through Processing from execution to clearing and settlement



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Market Place Initiative Market Place Initiati



