FROM THE CEO

When I founded ICE in 2000, there were nine of us working around the clock and practically living together. We laughed together, struggled together, learned together and ultimately succeeded together as we grew the Company.

In those early days, we built a very strong culture and I was involved in virtually every decision. As we’ve grown to over 1,000 employees, I’m obviously not as close to every detail, but I want to protect the culture we’ve built.

I thought it was important to work with the team to document the competencies detailed on the following pages. These competencies are those skills and behaviours that enabled ICE to consistently outperform and deliver tremendous value to our shareholders. These are, quite simply, the blueprint for why we are successful at ICE. These competencies tell you what I looked for in the early days and what we continue to look for today. I expect each of you to hold not only yourself, but those you work with, accountable to these skills and behaviours every day.

ICE succeeds because we work as a team, we innovate, we learn from our successes and failures, and we aggressively take on challenges and seize opportunities others miss. I appreciate your dedication to continuing to succeed together.

Jeffrey C. Sprecher
Chairman and Chief Executive Officer
Core competencies are applicable to all of us at ICE, without regard to your role or responsibilities. The ICE core competencies include:

- TEAMWORK
- COMMUNICATION
- PROBLEM-SOLVING & DECISION-MAKING
- PROFESSIONALISM & INTEGRITY
Core Competencies

TEAMWORK
- Offers assistance to colleagues; is widely regarded and respected as someone to go to for help
- Collaborates and interacts without regard to title, level or position
- Fosters friendly and cooperative relationships
- Shares knowledge and mentors staff; works to develop others’ knowledge as well as own
- Gives and shares credit as appropriate
- Contributes to recruiting and training efforts of others, including candidate referrals, job interviews and mentoring
- Attends and participates in company and department level functions inside and outside of the office

PROBLEM-SOLVING & DECISION-MAKING
- Demonstrates an understanding of the urgent nature of our business and the need to proactively find and fix problems quickly and effectively
- Takes ownership and follows through on decisions; doesn’t minimize or forget about problems
- Determines and fixes root causes rather than just treating symptoms
- Applies novel techniques to solve problems that are more ambiguous; challenges long-held beliefs when necessary
- Embraces and leads change. Finds new ways to serve customers, manage resources and solve problems
- Quickly and effectively identifies alternative solutions and the pros/cons of each; confirms that a proposed solution has no unintended consequences and takes steps to mitigate risk
- Consults with colleagues and recommends solutions based on the best interests of customers and shareholders, even when the opinion is unpopular

PROFESSIONALISM & INTEGRITY
- Evaluates lessons learned from both successes and failures while not excessively celebrating victories or mourning defeats
- Demonstrates willingness to make commitments based on all information known at the time and delivers upon those commitments
- Models a ‘can-do’ attitude and takes initiative as a self-starter; inspires and motivates others to do the same
- Makes a positive impression; represents the company well on the phone and in person, including maintaining attire and appearance that is consistent with company image and appropriate for employee’s role
- Embraces, rather than resists, additional responsibilities
- Exhibits desired work habits including regular office hours and extra hours when necessary while minimizing breaks and non-work related activities
- Adheres to all corporate policies, makes prudent use of company resources and acts with complete integrity in all matters
- Refrains from office gossip; settles rather than creates conflict

COMMUNICATION
- Actively listens and speaks to, not over, others
- Approaches communication in a transparent/open manner in order to facilitate clear messages, support learning and facilitate problem solving
- Communicates important developments, positive or negative/expected or unforeseen, to the relevant and appropriate audiences in a timely and consistent manner
- Asks follow-up questions to ensure all points are understood
- Takes time to actively solicit, and objectively listen to, all viewpoints before forming an opinion
- Builds consensus among differing views
- Actively engages in constructive debate, but exhibits full commitment and support once decisions are made

PEOPLE MANAGERS ONLY
- Sets high expectations for self and staff; inspires and challenges staff; leads by example
- Recruits and retains high quality staff; ensures all employees are properly assimilated and trained
- Develops managerial bench strength for the future and avoids reduces ‘key man risk’
- Recognizes and reinforces/rewards desired behavior; identifies and corrects undesired behavior
- Works closely with other managers to ensure his/ her staff are facilitating rather than impeding progress in other groups
- Uses employee performance management system effectively to provide timely and constructive feedback for staff
- Builds camaraderie among staff through hosting of functions inside and outside the office
FUNCTION: OPERATIONS

Functional competencies are the skills and behaviours specific to an employee function within our organization. The ICE functional competencies for Operations are:

TECHNICAL KNOWLEDGE
- Differentiates between a critical business impacting incident and a minor problem and resolves/escalates accordingly
- Demonstrates an overall understanding of how system components/applications work together to create the exchange
- Applies knowledge of business impacting events and how they will effect technical systems and operational capacity
- Consistently follows change management and other control processes

CUSTOMER SERVICE & QUALITY
- Remains calm and works well under stressful conditions
- Completes work in the most efficient way possible while paying thorough attention to detail to ensure work is timely and error free
- Responds quickly and accurately to internal (ICE) and external (customer) inquiries and provides complete information
- Insures proper communication channels are followed when customer impacting events occur
- Treats customers fairly and with professionalism, even when faced with an upset or angry customer
- Applies knowledge of appropriate customer communications to craft messages that ensure delivery of unbiased information that does not add additional risk to ICE

INNOVATION
- Identifies new technologies, applications, and process changes to continually improve efficiency or technology performance
- Assesses potential solutions and improvements for cost-effectiveness
- Constantly evaluates the changes in business and operations and looks to improve established processes and procedures
- Stays current with technical trends
FUNCTION: SALES AND MARKETING

Functional competencies are the skills and behaviours specific to an employee function within our organization. The ICE functional competencies for Sales and Marketing are:

ACCOUNT MANAGEMENT
- Establishes and maintains productive business relationships with key market participants
- Identifies and capitalizes on signals that the customer may need additional products/services
- Manages contacts and opportunities effectively, knowing when to move forward/ease back on an opportunity to maintain the strength of the relationship
- Participates in the implementation of sales plans that align with strategic sales objectives and the business goals of ICE and the customer
- Analyzes customers trading data to reveal patterns and take action when necessary to encourage active trading and maintain customer relationships

PROSPECTING
- Analyzes and presents offerings to the customer that focus on how ICE can meet customer needs better than competitors
- Continually seeks opportunities to develop new business and shares relevant customer knowledge with the organization to ensure the opportunities are addressed
- Segments and prioritizes opportunities to pursue based on potential value and probability of winning
- Quickly and accurately analyzes information within and across customers to uncover underlying patterns and issues to maximize revenue

CROSS SELLING & MARKET PENETRATION
- Maintains and applies current knowledge of relevant ICE products/technologies and competitor offerings to educate customers on the value of ICE
- Shares customer insights with ICE colleagues to support on-going product development and improvement
- Applies knowledge of ICE’s integrated value proposition to cross-sell products and services, increasing ICE revenue and market share
- Applies understanding of market and economic conditions to tailor communications and selling focus to appropriate products and services for the current situation
Core Competencies

FUNCTION: TECHNOLOGY

Functional competencies are the skills and behaviours specific to an employee function within our organization. The ICE functional competencies for Technology are:

TECHNICAL KNOWLEDGE
• Asks questions of colleagues to better understand how various technological components work together
• Maintains an up-to-date understanding of relevant third party software and hardware; maintains regular, constructive dialogue with those vendors keeping aware of their plans and issues while communicating our needs and issues
• Stays abreast of technology trends and developments; keeps current with respect to technical journals
• Stays abreast of competitors’ technologies and understands their strengths and weaknesses versus our own
• Seeks to develop a better understanding of ICE’s strategy and competitive opportunities and threats; demonstrates an interest in understanding the non-technical side of our business

PRODUCTIVITY & QUALITY
• Ensures that that requirements are clearly understood and that work is consistent with requirements; prevents undesirable “surprises”
• Sets time estimates for work that provide a personal challenge and delivers high quality work in line with time estimates
• Prioritizes and assists with production issues when needed
• Works collaboratively with operations and technology colleagues to optimize systems and functionality
• Follows ICE software development lifecycle guidelines
• Continually seeks to reduce costs and time to market; suggests and shares innovative ideas that have practical application, especially regarding system performance and functionality

DESIGN & INNOVATION
• Creates achievable goals on all levels including functionality, scalability, performance, quality and simplicity
• With limited direction and input, effectively designs completely new solutions where nothing existed prior
• Looks to improve and integrate existing solutions and to develop new and creative solutions
• Identifies and effectively applies emerging technologies
FUNCTION: BUSINESS SUPPORT

Functional competencies are the skills and behaviours specific to an employee function within our organization. The ICE functional competencies for Business Support are:

TECHNICAL KNOWLEDGE
- Maintains current and deep technical knowledge (e.g., GAAP, Exchange rules, Tax laws)
- Demonstrates a continuous focus on enhancing scope and contribution of role
- Stays abreast of emerging issues that may impact our business
- Seeks to develop a better understanding of ICE’s strategy and competitive opportunities and threats; demonstrates an interest in understanding all aspects of our business

PRODUCTIVITY & QUALITY
- Completes work on time and error free
- Maintains good working relationships with other ICE functions and relevant third parties (e.g., external auditors, regulators, government officials)
- Constantly strives to improve efficiency of work, processes and resource utilization
- Identifies opportunities to automate or eliminate routine or redundant processes
- Disciplined in the use of time and resources, and disciplined in achieving goals in a way that is consistent with ICE’s values

BUSINESS VALUE
- Maintains consistent focus on ensuring necessary business, legal, regulatory and financial controls and compliance
- Acts to provide optimal assistance to the operation of the business and to improve the business’ efficiency
- Identifies opportunities to better analyze business performance and reporting
- Makes impactful business recommendations reflective of technical expertise and business insight
FUNCTION: PRODUCT DEVELOPMENT

Functional competencies are the skills and behaviours specific to an employee function within our organization. The ICE functional competencies for Product Development are:

**TECHNICAL KNOWLEDGE**

- Asks questions of colleagues to better understand how various technological components work together
- Maintains an up-to-date understanding of relevant third party software and hardware; maintains regular, constructive dialogue with those vendors keeping aware of their plans and issues while communicating our needs and issues
- Stays abreast of technology trends and developments; keeps current with respect to technical journals
- Stays abreast of competitors’ technologies and understands their strengths and weaknesses versus our own
- Seeks to develop a better understanding of ICE’s strategy and competitive opportunities and threats; demonstrates an interest in understanding the non-technical side of our business

**PRODUCTIVITY & QUALITY**

- Writes requirements that are clear and concise, but comprehensive
- Prioritizes and assists with production issues when needed
- Works collaboratively with product development, operations and technology colleagues to optimize systems and functionality
- Collaborates with the source of new business initiatives/ideas to convert vague concepts into well-defined requirements that most effectively address the need
- Continually seeks to reduce costs and time to market; suggests and shares innovative ideas that have practical application, especially regarding system performance and functionality

**DESIGN & INNOVATION**

- Creates achievable goals on all levels including functionality, scalability, performance, quality and simplicity
- With limited direction and input, effectively designs completely new solutions where nothing existed prior
- Looks to improve and integrate existing solutions and to develop new and creative solutions
- Identifies and effectively applies emerging technologies