

Approved on May 19, 2020

I. Introduction

The Nasdaq, Inc. (Nasdaq) Board of Directors has adopted the following Corporate Governance Guidelines (“Guidelines”) to assist the Board in the exercise of its responsibilities and to provide a concise description of the corporate governance obligations, principles and practices of the Board. The Board will review and amend these guidelines as it deems necessary and appropriate.

II. Corporate Governance Framework

Our governance framework focuses on the interests of stockholders. It is designed to promote governance transparency and ensure our Board has the necessary authority to review and evaluate our business operations and make decisions that are independent of management and in the best interest of stockholders. Our goal is to align the interests of directors, management and stockholders and comply with or exceed the requirements of The Nasdaq Stock Market and applicable law. This governance framework establishes the practices of our Board with respect to oversight of: our corporate strategy for long-term value creation; capital allocation; risk management, including risks relating to information security and cybersecurity; our human capital management and corporate culture initiatives; our corporate governance structures, principles and practices; succession planning; executive compensation; our environmental and social stewardship program and initiatives; and compliance with local regulations and laws across our business lines and geographic regions.

III. Role and Function of the Board

Stockholders elect the Board to oversee management and to assure that the long-term interests of stockholders are being served. The Board and management routinely confer on the execution of long-term strategic plans, the status of key initiatives and the principal strategic opportunities and risks facing Nasdaq. Through oversight, review and counsel, the Board establishes and promotes Nasdaq business and organizational objectives. Additionally, the Board and its Committees oversee Nasdaq business affairs and integrity, review internal control over financial reporting, perform the annual President and Chief Executive Officer evaluation and oversee the President and Chief Executive Officer and other senior officer succession planning process.

The Board recognizes that the long-term interests of stockholders are advanced by responsibly addressing the concerns of other stakeholders, including employees, customers, suppliers, the government, the public and communities in which Nasdaq does business.

The Board has a function independent of management and is not responsible for the day-to-day affairs of Nasdaq. However, it does have the responsibility to oversee management and be informed, investigate and act as necessary to promote the Nasdaq business and regulatory objectives. As required by applicable law, the commitment of the Board is to Nasdaq as a whole and not just one constituency, thus, the commitment includes the best interests of its stockholders.

The Board reviews reports by management on its performance, its plans and business prospects, as well as issues facing Nasdaq during its regularly scheduled meetings and any special meetings. The Board periodically devotes meetings to conduct an in-depth long-term strategic review with our company’s senior management team. Board members are expected to prepare for, attend and participate in all scheduled Board and applicable Committee meetings.

The Board sets the company's risk appetite (i.e., the boundaries within which Nasdaq's management operates while achieving corporate objectives). In addition, the Board reviews and approves the company's Enterprise Risk Management Policy, which mandates enterprise risk management requirements and defines employee's risk management roles and responsibilities.

In addition to its general oversight of management, the Board and its Committees also perform a number of specific functions, including:

- Reviewing, approving and overseeing the long-term strategic plans, the status of key strategic initiatives and the principal strategic opportunities and evaluating the results;
- Reviewing, approving and overseeing the annual budget and capital allocation plan;
- Assessing major risks (strategic and business, financial, operational and legal and regulatory) and reviewing options for their mitigation;
- Overseeing management's efforts to establish and maintain the highest legal, regulatory and ethical conduct of all its businesses, including conformity with applicable laws and regulations;
- Selecting, evaluating and approving the compensation of the President and Chief Executive Officer and other senior officers and overseeing the management and succession planning for these executives;
- Evaluating the overall structure and effectiveness of the Board, Board members and committees and overseeing effective corporate governance, including engagement with stockholders;
- Providing advice and counsel to senior management; and
- Evaluating, selecting and recommending an appropriate slate of candidates to stockholders for election as Directors.

Board members are expected to comply with the Nasdaq Code of Ethics and the policies thereunder as well as the Code of Conduct for the Board of Directors ("Board Code"). The Board Code was adopted by the Board to reflect a commitment to the highest standards of ethical and business conduct and to comply with the Listing Rules of The Nasdaq Stock Market. Each Board member is expected to become familiar with and abide by the specific ethical standards set forth in the Board Code, as well as any interpretations and procedures issued thereunder. Board members are encouraged to consult with the Nasdaq Office of General Counsel if there is any doubt as to whether a particular transaction or course of conduct complies with or is subject to the Board Code.

IV. Board Composition

A. Director Qualifications

The Nominating & ESG Committee consults with the Board and the management of the Company to determine the characteristics, skills and experience desired for the Board as a whole and for its individual members, with the objective of having a Board that reflects diverse backgrounds and senior level experience in the areas of global business, finance, legal and regulatory, technology and marketing.

All directors will have their fingerprints taken and submitted to the FBI for a background check.

In evaluating the suitability of individual Board members, the Nominating & ESG Committee takes into account many factors, including general and diverse understanding of the global economy, capital markets, finance and other disciplines relevant to the success of a large publicly traded financial technology company, including cybersecurity; a general understanding of the Company's business and technology; the classification requirements under Nasdaq's By-Laws; the Director's educational and professional background and personal accomplishments; diversity, including factors such as gender, age and geography; and a willingness to challenge the status quo and provide a strong view of the future.

In addition, there are other attributes, skills and experience that should be represented on the Board as a whole, but not necessarily by each director. The chart below summarizes key qualifications, skills and attributes

most relevant to serve on the Board.

SKILLS AND EXPERTISE KEY:

Capital Markets: The capital markets landscape is changing rapidly. Deep industry knowledge of the complexity of the evolving landscape helps us execute on our strategy, expand client relationships, accelerate growth and deliver strong shareholder returns.

Client Experience: We are focused on strengthening client relations and advocating on behalf of our clients. We seek nominees with a client-centric mentality, who have expertise in enhancing and transforming customer service experiences.

Cybersecurity: As a technology infrastructure provider, we view cybersecurity skills as essential to oversee the safe and secure functioning of our capital markets infrastructure, data, technology and other internal assets.

Environmental & Social: We are committed to integrating sustainability into our everyday actions to help create long-term value for our shareholders, our employees and the communities in which we operate. Experience with environmental and social matters at other organizations strengthens our Board's review and oversight of our own sustainability initiatives.

Financial: As we continue to execute on our corporate strategy, we seek nominees with a deep understanding of the financial metrics we are using to assess the merits of strategic opportunities, as well as the accounting metrics we are using to measure and report operating performance.

FinTech: As we continue to develop our core markets and global technology offerings, experience with financial technology, the industry and the power of innovation will help us execute our strategic pivot and become a leader in FinTech solutions to capital markets and beyond.

M&A: As we reallocate capital towards technology and analytics product areas while sustaining marketplace foundations, we frequently evaluate tactical and strategic M&A transactions and seek nominees with experience in assessing and executing on these opportunities.

Public Company Board & Corporate Governance: Public company board experience yields practical skills and an understanding of regulatory requirements and best practices for public company governance. We are committed to strong corporate governance as it furthers the long-term interests of shareholders by promoting Board and management accountability and building public trust in the Company.

Risk Management: Operating in a complex regulatory and risk environment necessitates skillful oversight of the identification, evaluation and prioritization of risks and the development of comprehensive policies and procedures to effectively mitigate risk and manage compliance.

Strategic Vision and Leadership: Strategic vision assists the Board in evaluating our corporate strategy and strategic initiatives. Experience in a leadership position provides practical insight into the skills needed to advance the corporate strategy and enhances the ability to recognize those skills in others.

Technology: We are committed to establishing Nasdaq as an innovative technology leader and to enhancing our technology presence across capital markets and beyond. Nominees with experience in traditional, new and emerging technologies will be valuable additions to our Board, in particular as we continue to implement and encourage adoption of the Nasdaq Financial Framework.

ATTRIBUTES KEY:

Diverse Attributes: Diverse backgrounds lead to diverse perspectives. We are committed to ensuring diverse backgrounds are represented on our board and throughout our organization to further the success of our business and

best serve the diverse communities in which we operate.

Willingness to Challenge the Status Quo and Provide a Strong View of the Future: We seek nominees with innate and learned business acumen that will constructively question staff initiatives, guide the Company forward with strategic vision and practiced insight and position Nasdaq to catch the “next wave” of disruptive innovation.

The Board evaluates each individual candidate in the context of the Board as a whole, with the objective of maintaining a group of Directors that can further the success of Nasdaq’s businesses, while representing the interests of stockholders, employees and the communities in which the Company operates.

In determining whether to recommend a Board member for re-election, the Nominating & ESG Committee also considers the director’s participation in and contributions to the activities of the Board, the contents of the most recent Board and director assessment and attendance at meetings.

The Nominating & ESG Committee may engage consultants or third-party search firms to assist in identifying and evaluating potential nominees.

When recommending director nominees, the Board and Nominating & ESG Committee focus on how the experience and skill set of each director complements those of fellow director nominees to create a balanced Board with diverse viewpoints and deep expertise. The Board and Nominating & ESG Committee believe there are certain characteristics all directors must exhibit, including: a commitment to long-term value creation for our stockholders; high personal and professional ethics; a proven record of success; a commitment to the integrity of affiliated self-regulatory organizations; an appreciation of multiple cultures and perspectives; leadership experience; knowledge of financial services; sufficient time to devote to Board service; sound business judgment; and an appreciation of stockholder feedback.

B. Independence of Non-Employee Directors

The Board of Nasdaq is comprised of a majority of directors who qualify as “independent directors” under the Listing Rules of The Nasdaq Stock Market.

“Independent director” means a person other than an officer or an employee of the company or its subsidiaries, or any other individual having a relationship that, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director. The Board must make an affirmative determination that no such relationship exists. In addition, the Listing Rules of The Nasdaq Stock Market set forth certain relationships that preclude a finding of independence.

Nasdaq Audit & Risk, Management Compensation Committee and Nominating & ESG Committee members have additional independence and qualification requirements pursuant to rules of the SEC and The Nasdaq Stock Market.

C. Director Classification

There are three general classifications for directors of Nasdaq: (1) Industry Director, (2) Non-Industry Director and (3) Staff Director. In addition, Non-Industry Directors are further classified as either Public Directors or Issuer Representatives. Director classifications are specifically defined in the By-Laws located on our investor relations website on nasdaq.com.

Annually, the Corporate Secretary of Nasdaq collects from each current Board member and Board member nominee a completed questionnaire and other relevant information to serve as the basis for a determination of the director’s or nominee’s classification as an Industry, Non-Industry or Staff Director. Board members notify the Corporate Secretary of changes throughout the year to the information contained in the Board questionnaire. In particular, if a Board member changes his or her present job responsibilities, the Board member updates his or her Board questionnaire so that Nasdaq may ascertain whether the Board member’s

classification has changed.

D. Board Leadership

The Board is led by a Chairman, elected annually by the Board. The Chairman's duties are as follows: presides at all meetings of the Board and stockholders; and together with the President and Chief Executive Officer and the Lead Independent Director (if applicable), reviews and approves the meeting agendas and schedules to assure content and sufficient time for discussion of all agenda items.

In accordance with our Corporate Governance Guidelines, Nasdaq separates the roles of Chairman of the Board and President and Chief Executive Officer. We believe that this separation of roles and allocation of distinct responsibilities to each role facilitates communication between senior management and the full Board about issues such as corporate governance, management development, succession planning, executive compensation and company performance. Nasdaq's President and Chief Executive Officer is responsible for the strategic direction, day-to-day leadership and performance of Nasdaq. The Chairman of Nasdaq's Board provides guidance to the President and Chief Executive Officer, presides over Board meetings, including Executive Sessions, and serves as a liaison between the President and Chief Executive Officer and the other directors.

If the Chairman of the Board is not an independent director, the Board of Directors will annually elect a non-management, independent director to serve in a lead capacity. The Lead Independent Director (if applicable) shall have the following responsibilities (and may also perform other functions, upon request):

- Presiding at all meetings of the Board at which the Executive Chairman is not present;
- Presiding during Executive Sessions of the Board;
- Briefing the President and Chief Executive Officer and the Executive Chairman on issues discussed during Executive Sessions;
- Serving as a liaison among the President and Chief Executive Officer, the Executive Chairman and the other directors; and
- Together with the President and Chief Executive Officer and the Executive Chairman, approving Board meeting agendas and schedules to assure content and sufficient time for discussion of all agenda items.

E. Board Member Annual Election/Board Terms/Retirement Age

Each Board member is subject to election by stockholders on an annual basis. There are no term limits for serving on the Board and no mandatory retirement age.

F. Change in Job Responsibility

A Board member who experiences a significant change of circumstances in his/her principal business or profession that could diminish his/her effectiveness as a Board member, is expected to offer his/her resignation to the Chairman of the Board. The Nominating & ESG Committee shall assess the appropriateness of the Board member resignation and recommend to the Board the action to be taken with respect to the resignation.

G. Other Board Memberships

Board members must be willing to devote sufficient time to carry out their duties and responsibilities effectively. Without specific approval from the Audit & Risk Committee and the Nominating & ESG Committee, Board members may serve on no more than four public company boards in addition to their Nasdaq Board service.

Service on other boards and/or committees of other organizations should be consistent with the Nasdaq conflict of interest policies. Directors may not serve on public company boards if prohibited by the Board Code.

H. Director Compensation and Stock Ownership

The Board believes that in order to align the interests of the directors and stockholders of the company, directors should receive compensation and have a financial stake in the company.

Biennially, the Management Compensation Committee reviews the status of Board compensation in relation to comparable organizations and provides recommendations to the Board regarding director compensation. Any changes in compensation are reviewed and approved by the Board.

V. Selection of the Board

A. Board Election Process & Majority Voting Policy

In accordance with the Nasdaq By-Laws, directors of the Nasdaq Board are elected by a majority of votes cast at any meeting for the election of directors at which a quorum is present and there is not a Contested Election (as defined herein). In an election in which, as of the tenth day preceding the date Nasdaq first mails its notice of a meeting of stockholders for the election of directors, the number of nominees exceeds the number of directors to be elected (a "Contested Election"), directors of the Nasdaq Board are elected by a plurality of the votes cast at the annual or special meeting of stockholders. Directors are elected from those persons properly nominated to stand for election at the annual or special meeting.

The Nasdaq By-Laws delegate the nomination process to the Nasdaq Nominating & ESG Committee, which has the authority to identify and nominate candidates for vacancies on the Nasdaq Board of Directors. Nominating & ESG Committee members are appointed annually by the Board and may be removed by majority vote of the Board.

Under certain circumstances, Nasdaq stockholders may also nominate director candidates. A candidate for director must receive the affirmative vote of a majority of the votes cast to be duly elected to the Board in an election that is not a Contested Election. A majority of the votes cast shall mean that the number of votes "for" a director's election exceeds the number of votes cast "against" that director's election. Any securities not voted, for example by abstention and broker non-votes, will not impact the vote.

In order for an incumbent director to become a nominee of the Board, such person must submit an irrevocable resignation contingent on (i) that person not receiving a majority of the votes cast in an election that is not a Contested Election and (ii) acceptance of that resignation by the Board in accordance with the procedure set forth in Article IV, Section 4.4 of the Nasdaq By-Laws. The Nominating & ESG Committee will consider the resignation and shall recommend to the Board whether to accept or reject the resignation. The Board will act on the resignation, taking into account the Nominating & ESG Committee's recommendation, within 90 days following certification of the stockholder vote.

Thereafter, the Board will promptly disclose its decision whether to accept or reject the Director's resignation (and the reasons for rejecting the resignation, if applicable) in a press release to be disseminated in the manner that Nasdaq's press releases typically are distributed.

Any incumbent director who fails to receive the votes required for re-election in an election that is not a Contested Election and who tenders his or her resignation pursuant to Article IV, Section 4.4 of the Nasdaq By-Laws shall remain active and engaged in Board activities while the Nominating & ESG Committee considers his or her resignation; provided, however, it is expected that such incumbent director shall voluntarily recuse himself or herself from participation in any proceedings or consideration by the Nominating & ESG Committee or the Board regarding whether to accept such director's resignation or to take other action with respect to such director.

B. Director Nominee Process

The Nominating & ESG Committee will consider stockholder recommendations for candidates to the

Board. Recommendations can be emailed to corporatesecretary@nasdaq.com or sent to the Nominating & ESG Committee, c/o Joan C. Conley, Senior Vice President and Corporate Secretary, Nasdaq, Inc., 805 King Farm Boulevard, Rockville, MD 20850. The qualifications, qualities and skills required for directors are set forth in the section titled Director Qualifications (IV. A.) in these Guidelines. In addition to considering candidates suggested by the stockholders, the committee considers potential candidates recommended by current directors, Company officers, employees and others and may engage consultants or third-party search firms in identifying and evaluating potential nominees. The Committee considers all potential candidates in the same manner, regardless of the source of the recommendation and generates a list of possible candidates for nomination to the Board.

C. Board Vacancies

If the Board has a vacancy due to death, disability, disqualification, removal, or resignation, the Board shall fill the vacancy by electing by a majority vote of the directors then in office, even if there is less than a quorum, a replacement director from a list of nominees provided by the Nominating & ESG Committee. If under unique circumstances, there is only one director remaining on the Board, the vacancies on the Board will be filled by the sole remaining director. No replacement is required for vacancies if the remaining term is less than six months.

D. Composition Requirements of Nominating & ESG Committee

The Nominating & ESG Committee is comprised of two or more directors, each of whom shall be independent as defined by the independence requirements of The Nasdaq Stock Market LLC Listing Rules, the Corporate Governance Guidelines and other applicable laws, rules and regulations governing director independence, as determined by the Board. In addition, the number of Non-Industry directors must equal or exceed the number of Industry directors and at least two members of the committee must be Public directors. Each committee member shall be appointed annually by a majority vote of the Board and the Board will approve the committee chair.

VI. Authority and Responsibilities of the Board

A. Board Responsibilities and Functions

Board members are responsible for the oversight of management and must exercise their business judgment on an informed basis, in good faith and with the honest belief that the action taken will serve the best interests of Nasdaq and Nasdaq's stockholders. Board members are also responsible for ensuring that exchange subsidiaries of Nasdaq comply with self-regulatory obligations to protect investors, maintain fair and orderly markets and advance the public interest. Board members are expected to:

- attend Board and Committee Meetings;
- participate effectively in all Board and Committee deliberations;
- observe strict confidentiality of all matters presented to the Board or their appropriate Committees;
- raise possible conflict of interest issues to the appropriate staff for prompt resolution;
- further the Nasdaq mission and stated positions in outside forums consistent with the applicable confidentiality duties; and
- act in the best interests of Nasdaq, consistent with their fiduciary duty.

B. Code of Ethics: Board

The Nasdaq Global Code of Ethics, applicable to the Board, all employees including the principal executive officer, principal financial officer, the controller and principal accounting officer and contractors, embodies the company's fundamental operating principles and expectations of business conduct and is supported by the Nasdaq Ethics and Employee Compliance Program. There is a separate Nasdaq Code of Conduct for the Board which contains provisions specifically applicable to directors. The Program is designed to

meet or exceed available standards, including those promulgated by the U.S. and European regulators in the jurisdictions in which we operate. Pillars of the program include structural elements, such as policies, risk assessment, training and communications and key risk areas, including anti-bribery and corruption, data privacy and antitrust and competition.

Nasdaq is committed to providing employees the ability to report concerns or seek guidance on ethics and compliance matters without fear of retaliation. The *SpeakUp! Program* enhances existing policies and procedures to ensure that Nasdaq employees and other stakeholders have channels to raise issues, seek guidance and report potential violations of our Code of Ethics or other company policies. The program is administered within the Legal and Regulatory Group and implemented by cross-functional teams representing all areas of the company. Oversight is provided by the Global Compliance Council.

The Board is committed to upholding the highest legal and ethical conduct in fulfilling its responsibilities. The Board expects Nasdaq Board members, officers and employees to act ethically at all times and to certify annually their commitment to the policies and procedures set forth in the Board of Directors Code of Conduct Policy, the Nasdaq Employee Code of Ethics and associated policies. These policies are located under the corporate governance tab on the investor relations site on ir.nasdaq.com

Governance Documents	
Amended and Restated Certificate of Incorporation	Finance Committee Charter
Audit & Risk Committee Charter	Management Compensation Committee Charter
Board of Directors Duties & Obligations	Nominating & ESG Committee Charter
By-Laws	Procedures for Communicating with the Board of Directors
Corporate Governance Guidelines	

Ethics Documents

Code of Conduct for the Board of Directors

Code of Ethics

- SpeakUp! Program
- Diversity, Equality and Inclusion
- Conflicts of Interest
- Gifts, Business-Related Events & Anti-Bribery and Corruption
- Global Trading Policy
- Confidentiality, Privacy and External Communications
- Antitrust
- Self-Regulatory Organization Obligations
- Accurate Reporting and Disclosure
- Sanctions, Export and Trade Control Compliance
- Ethical Vendor and Expense Management

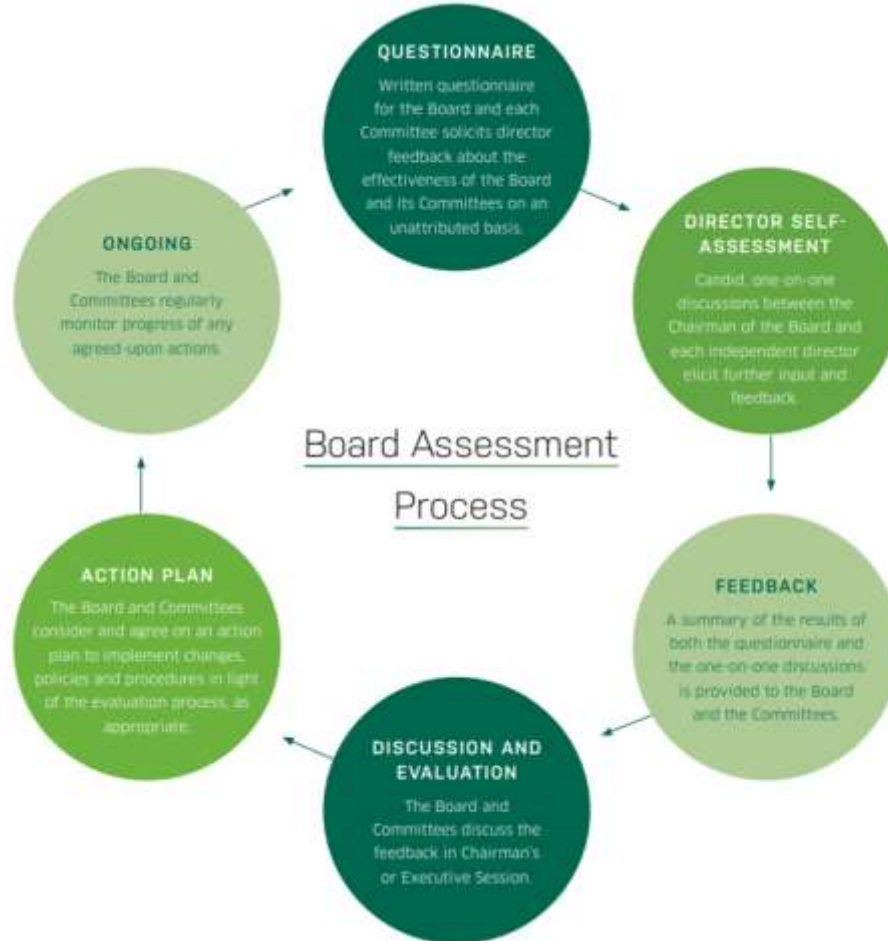
The Board, with the assistance of the Audit & Risk Committee, oversees the Nasdaq Global Ethics and Compliance Program.

C. Board Interaction with Investors, Analysts, Press and Customers

If public comment from the Board is appropriate, these comments should, in most circumstances, come from the Chairman or President and Chief Executive Officer. Board members should not disclose Board information to the public and should observe the confidentiality guidelines set in place, including Nasdaq's Public Disclosure Policy designed to ensure compliance with Regulation FD. Sensitive, non-public policy and proprietary information should not to be disclosed to the media. These types of information may include financial information, proposed mergers and acquisitions and other significant changes in assets, changes in directors or senior management, events regarding Nasdaq's securities, investigations in progress, deliberations and contemplated actions of the Board and information on new products, customer relations, cybersecurity and systems developments. If the media contacts a Board member, in most circumstances, the Board member should refer the inquiry to the Nasdaq Corporate Communications Department.

D. Assessing the Board's Performance/Board and Committee Evaluations

Each year, through an independent consultant, the Board and Board committees conduct a self-evaluation to assess the governing entities' effectiveness and adherence to the Corporate Governance Guidelines and corporate committee charters. The results of the evaluation also provide an opportunity to identify potential areas of improvement, resulting in an action plan. As part of this exercise, a skill gap analysis will be performed, which is used to identify skills and competencies to be sought in future board nominees. The following graphic illustrates the board assessment process.



The processes used to determine board and committee effectiveness include an evaluation of the performance of the Board and each committee. The results are reported and discussed with the Board. The goal of the evaluation is to improve the individual director's and committee's contributions and to maximize the effectiveness of the Board. The results of the assessment are used to determine Board member contributions, committee effectiveness and the characteristics and skills required of prospective Board nominees.

The Board discusses the Board and Board Committee evaluation results and approves an annual action plan to address improvements.

VII. Operation of the Board

Board meetings are scheduled in advance, although special meetings may be called as necessary. The meetings are usually held at Nasdaq headquarters, but may occasionally be held at another facility in the United States or abroad.

A. Meeting Order, Agenda and Board Meeting Materials

The Chairman establishes the rules of order and procedure of the Board meeting to ensure the meeting

is conducted in an orderly fashion. The Chairman also controls the order of issues to be presented to the Board. The Chairman retains the right, if necessary, to rule out of order any remarks or discussion.

The Board is responsible for the Board meeting agenda. Board members are urged to make suggestions for agenda items or meeting materials to the Chairman, Lead Independent Director (if applicable) and President and Chief Executive Officer.

Information important to the business matters at the Board meeting is distributed in advance of the Board meeting. As a general rule, materials are distributed in advance so that the Board meeting time may be focused on discussions and analysis, rather than an exchange of information. Confidential matters may be discussed at the Board meeting without materials being distributed in advance of the meeting.

B. Attendance and Participation

Board members should attend and participate regularly in Board and Committee meetings consistent with the general fiduciary standards and governance needs of Nasdaq. Pursuant to the SEC proxy rules, Board members who attend less than 75% of Nasdaq's Board meetings and applicable committee meetings will be noted in the annual proxy. Each director is invited and strongly encouraged to attend the Annual Meeting of Stockholders.

C. Board Presentations by Managers

Board meetings routinely include presentations by senior executives and managers who can either provide additional insight to the Board on topics being discussed and/or who management believes have future potential and should be given exposure to the Board. Regular attendance by management is limited to key senior executives and managers. The Board has access to management and employees whenever necessary.

D. Outside Consultants or Advisors

The Board or any Committee has the ability to engage outside advisors and consultants on any matter or area of interest at any time.

E. Stockholder Communication with Directors

Stockholders and other interested parties are invited to contact the Board at the following address by writing us at: AskBoard@nasdaq.com or Nasdaq Board of Directors, c/o Joan C. Conley, Senior Vice President and Corporate Secretary, 805 King Farm Blvd., Rockville, Maryland 20850.

In accordance with SEC Rules and the Sarbanes-Oxley Act of 2002, the Audit & Risk Committee has established procedures for the treatment of concerns relating to accounting, internal controls or auditing matters. These matters are immediately brought to the attention of the Nasdaq internal audit department and the Office of General Counsel.

The Board values stockholders' perspective on our businesses.

F. Chairman's and Executive Sessions of Board

The Chairman and the non-management directors are invited to meet in a separate meeting with the CEO and Corporate Secretary ("Chairman's Sessions") at every regularly scheduled Board meeting.

The independent directors are invited to meet in a separate closed session ("Executive Sessions") at every Board meeting. The Chairman (or if the Chairman is not independent, the Lead Independent Director) is

responsible for chairing the Executive Sessions and reporting to the CEO and Corporate Secretary any actions taken during Executive Sessions.

G. Board Committees

The Board has four standing Committees: an Audit & Risk Committee, a Finance Committee, a Management Compensation Committee and a Nominating & ESG Committee. Each of these Committees, except the Finance Committee, is composed exclusively of directors determined by the Board to be independent. The Chair of each Committee reports to the Board in Chairman's Session or Executive Session on actions taken at each meeting.

Committees are appointed by the Board to facilitate and assist in the execution of the Board's responsibilities. The Board may add new committees or remove existing committees as it deems it advisable in the fulfillment of its responsibilities.

Each committee will perform its duties as assigned by the Board in compliance with the By-Laws and the committee charters. The key roles and responsibilities of each committee are summarized below. To view the committee charter, visit the Nasdaq website at <http://ir.nasdaqomx.com/corporate-governance/nasdaq-inc/documents-and-charters>.

Audit & Risk Committee: Key Objectives

- Oversees Nasdaq's financial reporting process and reviews the disclosures in the Company's Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q and quarterly earnings releases.
- Appoints, retains, approves the compensation of and oversees the independent registered public accounting firm.
- Assists the Board by reviewing and discussing the quality and integrity of accounting, auditing, staffing and financial reporting practices at Nasdaq, including assessing the staffing of employees in these functions.
- Assists the Board by reviewing the adequacy and effectiveness of internal controls and the effectiveness of Nasdaq's ERM and regulatory programs.
- Reviews and approves or ratifies all related party transactions, as further described below under "Certain Relationships and Related Transactions."
- Assists the Board in reviewing and discussing Nasdaq's Global Ethics and Compliance Program, *SpeakUp!* Program and confidential whistleblower process.
- Assists the Board in its oversight of the Internal Audit function.
- Reviews and recommends to the Board for approval the company's regular dividend payments.
- Updates the Board on discussions and decisions from the Audit & Risk Committee meetings.

Risk Oversight Role:

- Reviews the systems of internal controls, financial reporting and the Global Ethics and Compliance Program.
- Reviews the ERM program, including policy, structure and process.

Independence:

- Each member of the Audit & Risk Committee is independent as defined in Rule 10A-3 adopted pursuant to the Sarbanes-Oxley Act of 2002 and in the Listing Rules of The Nasdaq Stock Market. The Board determined that Messrs. Kloet, Rainey and Ms. Begley are "audit committee financial experts" within the meaning of SEC regulations. Each also meets the "financial sophistication"

standard of The Nasdaq Stock Market.

Finance Committee: Key Roles Objectives

- Reviews and recommends for approval by the Board the capital plan of the company, including the plan for repurchasing shares of the company's common stock and the proposed dividend plan.
- Reviews and recommends for approval by the Board significant mergers, acquisitions and business divestitures.
- Reviews and recommends for approval by the Board significant capital market transactions and other financing arrangements.
- Reviews and recommends for approval by the Board significant capital expenditures, lease commitments and asset disposals, excluding those included in the approved annual budget.

Risk Oversight Role:

- Monitors operational and strategic risks related to Nasdaq's financial affairs, including capital structure and liquidity risks.
- Reviews the policies and strategies for managing financial exposure and certain risk management activities of Nasdaq's Treasury function.

Management Compensation Committee: Key Objectives

- Establishes and annually reviews the executive compensation philosophy and strategy.
- Reviews and approves the compensation and benefit programs applicable to Nasdaq's executive officers, including the base salary, incentive compensation and equity awards. Any executive compensation program changes solely applicable to the President and CEO and CFO are referred to the Board for final approval.
- Reviews and approves the performance goals for executive officers. For the President and CEO and CFO, these items are referred to the Board for final approval.
- Reviews and approves the base salary and incentive compensation for those non-executive officers with target total cash compensation in excess of \$1,000,000 or an equity award valued in excess of \$600,000.
- Evaluates the performance of the President and CEO, together with the Nominating & ESG Committee.
- Reviews the succession and development plans for executive officers and other key talent.
- Establishes and annually monitors compliance with the mandatory stock ownership guidelines.
- Reviews the results of any stockholder advisory votes on executive compensation and any other feedback that may be garnered through the company's ongoing stockholder engagement.

Risk Oversight Role:

- Monitors the risks associated with elements of the compensation program, including organizational structure, compensation plans and goals, succession planning, organizational development and selection processes.
- Evaluates the effect the compensation structure may have on risk-related decisions.

Independence:

- Each member of the Management Compensation Committee is independent and meets the additional eligibility requirements set forth in the Listing Rules of The Nasdaq Stock Market.

Nominating & ESG Committee: Key Objectives

- Determines the skills and qualifications necessary for the Board, develops criteria for selecting potential directors and manages the Board refreshment process.
- Identifies, reviews, evaluates and nominates candidates for annual elections to the Board.
- Leads the annual assessment of the effectiveness of the Board, Committees and individual directors.
- Together with the Management Compensation Committee, leads the annual performance assessment of the President and CEO.
- Identifies and considers emerging corporate governance issue and trends.
- Reviews feedback from engagement sessions with investors and determines follow-up actions and plans.
- Monitors company compliance with corporate governance requirements and policies.
- Reviews and recommends the Board and Committee membership and leadership structure.
- Reviews and recommends to the Board candidates for election as officers with the rank of EVP or above.
- Oversees environmental and social matters as they pertain to the Company's business and long-term strategy, and identifies and brings to the attention of the Board current and emerging environmental and social trends and issues that may affect the business operations, performance and public image of Nasdaq.
- Provides oversight for Nasdaq's environmental and social policies, practices, and initiatives and reporting, including those related to environmental sustainability, social and ethical issues, human capital management, responsible sourcing and strengthening community.

Risk Oversight Role:

- Oversees risks related to the company's ESG issues, trends and policies.
- Monitors independence of the Board.

Independence:

- Each member of the Nominating & ESG Committee is independent, as required by the listing rules of The Nasdaq Stock Market.

H. Assignment and Rotation of Committee Members

The Nominating & ESG Committee reviews and recommends to the Board for approval the Chair and the members of the Board Committees on an annual basis. Board members may indicate their Committee preference; however, the selection process will be subject to the compositional requirements for the Committees and to the Board's view as to the most appropriate persons to serve on each Committee, taking into account all factors that it deems relevant including any independence and other criteria required by securities law or the Board of Directors. The Board is responsible for the appointment of committee members and committee chairpersons according to criteria that it determines to be in the best interest of Nasdaq and its stockholders.

The Audit & Risk, Nominating & ESG and the Management Compensation Committees consist solely of independent Board members.

I. Operation of Committees

The Committee Chairman establishes the rules of order and procedure of the meeting to ensure the meeting is conducted in an orderly fashion. The Committee Chairman controls the meeting agenda and the

order of issues to be presented to the Committee. The Committee Chairman retains the right, if necessary, to rule out of order any remarks or discussion that does not comply with Committee procedures. The Committee Chairman may make additional meeting rules as appropriate or advisable.

J. Selection of Committee Agenda and Committee Materials

The Committee is responsible for the Committee meeting agenda. Committee members are urged to make suggestions for agenda items or meeting materials to the Committee Chairman, President and Chief Executive Officer and Corporate Secretary.

The Chairman of the Committee, with input from the Chairman, Lead Independent Director (if applicable), President and Chief Executive Officer, Corporate Secretary, or staff liaison, will establish a meeting agenda for each Committee. Information important to the business matters at the Committee meeting is distributed in advance of the meeting. As a general rule, materials are distributed in advance so that the Committee meeting time may be focused on discussions and analysis, rather than an exchange of information. Confidential matters may be discussed at the Committee meeting without materials being distributed in advance of the meeting.

K. Executive Sessions of Committees

The Committee Chairman invites the independent members to meet in an Executive Session at every regularly scheduled Committee meeting. In addition to Executive Sessions, the Audit Committee and any other committees as deemed necessary may have separate meetings with management, the independent auditors and other third parties.

VIII. Leadership Development of the Board and Senior Management

A. Director Orientation/Onboarding

All directors receive an orientation providing a corporate and business overview and summarizing the director duties and responsibilities. Reference material is regularly updated in Directors Desk for directors to review. The new director orientation/onboarding program includes among other things: a strategic presentation by each of the business lines, a presentation of significant financial, accounting and risk management issues; a presentation of the corporate legal, compliance and regulatory programs; and a presentation of the Nasdaq Code of Ethics.

The program also includes a review of directors' fiduciary duties and obligations, the corporate expectations in terms of a director's time and attendance at Board meetings.

New directors attend a multi-part orientation/onboarding program that includes meetings with senior management. The General Counsel and Corporate Secretary are responsible for providing materials and briefing sessions for all Board members on subjects that will assist them in discharging their duties.

Newly elected directors are paired with an experienced director for ongoing mentorship.

B. Director Continuing Education

Directors are expected and encouraged to participate in continuing education programs in order to maintain the necessary level of expertise to perform their responsibilities as directors in addition to providing a valuable perspective on the performance of the company. Nasdaq will pay all reasonable expenses related to one director continuing education program per calendar year.

C. Evaluation of Senior Management

The Board, through the Management Compensation and Nominating & ESG Committees, evaluates the CEO on an annual basis. The Chairman of the Board, the Lead Independent Director (if applicable), the Management Compensation Committee and the Nominating & ESG Committee communicate this evaluation to the CEO. The evaluation is based on objective criteria including performance of the corporation, accomplishment of long-term strategic objectives and development of senior management. The Management Compensation Committee will use the evaluation when considering the compensation of the CEO. The Board, through the Management Compensation Committee, also evaluates senior management and the Corporate Secretary annually. The President and Chief Executive Officer or Chairman communicates the evaluation to senior management and to the Corporate Secretary.

D. Succession Planning and Management Development

On at least an annual basis, the Management Compensation Committee, the Board and the CEO review the succession planning and management development program. The Management Compensation Committee reviews the long-term succession plan for development, retention and replacement of senior officers. In addition, the CEO prepares and the Board reviews, a short-term succession plan that delineates a temporary delegation of authority to certain officers of the company, if all or a portion of the senior officers should unexpectedly become unable to perform their duties. In conjunction with the annual report of the succession plan, the CEO also reports on Nasdaq's program for senior management leadership development.

IX. Stockholder Communication with the Board

Stockholders and other interested parties are invited to contact the Board by writing us at: AskBoard@nasdaq.com or Nasdaq Board of Directors c/o Joan C. Conley, SVP and Corporate Secretary, 805 King Farm Boulevard, Rockville, Maryland 20850.

Nasdaq's existing corporate governance practices emphasize board accountability and provide numerous opportunities for stockholder action. Significant examples include the following: Proxy Access. In 2016, in response to feedback from stockholders, Nasdaq adopted a proxy access provision that allows a stockholder (or group of stockholders) that complies with certain customary requirements to nominate candidates for service on the Board and have those candidates included in Nasdaq's proxy materials; Annual Elections of Directors. All of Nasdaq's directors are elected annually by our stockholders; Majority Voting in Director Elections. In 2010, in response to feedback from stockholders, Nasdaq amended its governance documents to provide that, in an uncontested election of directors, director nominees are elected by a majority of the votes cast; Elimination of Supermajority Voting. In 2014, in response to feedback from stockholders, Nasdaq eliminated all supermajority voting requirements from its governance documents; Director Nominations. Nasdaq's By-Laws permit stockholders to nominate persons for election to the Board or propose other business to be considered at an annual or special meeting called by the Board; Ongoing Stockholder Engagement. Nasdaq frequently solicits stockholder views outside the context of formal stockholders' meetings, considers that input and takes appropriate actions where the long-term interests of all of its stockholders are best served; Independent Board Leadership. Nasdaq has separated the roles of Chairman of the Board and President and CEO. The Chairman of the Board is an independent director, as are all of the Chairs of the Board Committees; No "Poison Pill." We do not have a "poison pill," which is a defensive tactic used by a corporation's board of directors against a takeover. Such plans are generally viewed negatively by stockholder rights advocates.

Nasdaq has shown time and again that when it believes a particular action requested by a stockholder is in the best interests of all stockholders, the Board will support that action. In fact, many of the practices described above were adopted in response to stockholder feedback. Nasdaq believes that its corporate governance practices and policies enable stockholders to act in support of their interests while

avoiding the risks associated with stockholder action by written consent.

Corporate Governance Highlights

