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Australian Securities and Investments Commission
Mr Benjamin Cohn-Urbach
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Market Announcement

ANTHONY ATTIA APPOINTED ASX MANAGING DIRECTOR AND CEO

ASX Limited today announces the appointment of Anthony Attia as Managing Director and Chief Executive Officer, effective from 1 September 2026.¹

Mr Attia brings close to three decades of exchange experience spanning both European and US jurisdictions. Having held senior leadership roles at Euronext, Intercontinental Exchange (ICE) and NYSE Euronext, Mr Attia's experience spans the full value chain of exchange operations – from primary markets and listing franchises to post-trade services including clearing, custody and settlement – positioning him well to lead a complex, integrated exchange.

ASX Chair David Clarke said: "Following a comprehensive global search process, the Board is delighted to appoint someone of Anthony's calibre. He brings deep exchange experience coupled with a proven track record of technology-enabled transformation and a clear understanding of the responsibilities that come with leading critical market infrastructure. I am confident he will build on the momentum at ASX and support the next stage of our transformation."

As Chief Executive Officer of Euronext Paris and a member of the Managing Board of Euronext from 2014 to 2021, and most recently as Euronext Global Head of Derivatives and Post Trade, Mr Attia has built a distinguished track record of leadership across global capital markets. He has led major strategic and growth initiatives while developing strong relationships with customers, regulators and market participants across several jurisdictions. Mr Attia played a central role in Euronext's transformation into a leading pan-European market infrastructure group, including overseeing the development of Euronext's proprietary trading platform, Optiq, and the expansion of Euronext Clearing into a multi-asset international clearing house.

Earlier in his career, as Senior Vice President at ICE, Mr Attia was instrumental in the carve-out of Euronext from ICE and its successful initial public offering in 2014. He also played a leading role in shaping the organisation, governance framework and technology strategy that laid the foundations for Euronext's long-term growth and development.

Mr Attia said: "I am delighted to join ASX at a pivotal moment in its transformation. There is so much potential, and I'm excited to meet everyone at ASX and to engage directly with key stakeholders in Australia's markets ecosystem. I look forward to working with the ASX Boards and the executive leadership team to further strengthen ASX's role as a steward of critical market infrastructure and to position us as a leading capital markets hub in the Asia Pacific region."

As previously announced, current ASX Managing Director and CEO Helen Lofthouse will depart on 29 May 2026. Darren Yip, current Group Executive Markets and Listings was appointed as ASX Interim CEO and will support the transition to Mr Attia later this year.

Release of market announcement authorised by:
The Board of ASX Limited

¹ Mr Attia's start date is subject to obtaining relevant authorisations to work in Australia.

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About Anthony Attia – detailed biography

Mr Attia has nearly 30 years of experience in exchange and market infrastructure businesses. He demonstrated strong leadership capabilities early in his career, joining the French Stock Exchange (Société des Bourses Françaises) in 1997, where he played an important role in the creation of Euronext through the integration of multiple national exchanges into a unified European platform.

Over the following years, he held a series of senior operational and strategic roles, including Executive Director and Head of Operations, leading market operations, client relationships and business development initiatives across several European financial centres.

Following the merger of NYSE and Euronext in 2008, Mr Attia was appointed Senior Vice President with responsibility for the design and implementation of the Universal Trading Platform, a major global integration initiative. From 2010 to 2013, he served in New York as Chief of Staff to the President and Deputy Chief Executive Officer of NYSE Euronext, supporting strategic alignment and organisational integration across transatlantic markets.

In 2014, Mr Attia was appointed Chairman and Chief Executive Officer of Euronext Paris, where he led a period of significant transformation and growth across primary markets, listings, post-trade and corporate services activities throughout the group.

Most recently, as Global Head of Derivatives and Post Trade and a member of the Group Executive Committee at Euronext, he oversaw strategy, product development and the continued expansion of the group's clearing and derivatives capabilities across its pan-European markets.

Throughout his career, Mr Attia has been a strong advocate for innovation and for strengthening European capital markets infrastructure. He has contributed to industry governance through board positions with exchanges, clearing houses and financial market associations. He served for eight years as a Board Director of LCH SA and was also a member of the Board of Euroclear Holding. He previously served as Vice President of the Federation of European Securities Exchanges.

Mr Attia holds an engineering degree in computer science, applied mathematics and finance, and has completed executive and board education programmes at INSEAD and the University of St. Gallen.

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Appendix

Summary of the material terms of Mr Attia's employment

Term	Detail
Role	Managing Director and CEO
Commencement date	1 September 2026 unless another date is agreed between ASX and Mr Attia prior.
Term	Ongoing subject to termination by either party (see 'Termination' section below).
Remuneration	
<i>Fixed remuneration</i>	\$2,000,000 (inclusive of superannuation) per annum, subject to annual review.
<i>Short-term variable reward</i>	<p>\$1,700,000 per annum at target, capped at 150% of target (pro-rated for FY27) in accordance with the rules of ASX's short-term variable reward plan.</p> <p>Payment of any short-term variable reward will be subject to Mr Attia's performance against financial and non-financial targets and priorities set by the Board, the rules of the short-term variable reward plan and ASX's Remuneration Policy.</p> <p>The short-term variable reward plan is currently structured as follows:</p> <ul style="list-style-type: none"> • 50% cash • 25% equity deferred for one year • 25% equity deferred for two years. <p>Deferred equity will be in the form of restricted ASX ordinary shares. Dividends will be payable on these shares during the restriction period.</p> <p>The current treatment of deferred shares awarded under the short-term variable reward plan upon ceasing employment is set out in ASX's Remuneration Report for FY25.</p>
<i>Long-term variable reward</i>	<p>Face value of \$2,000,000.</p> <p>ASX intends to seek shareholder approval for Mr Attia's long-term variable award for FY27 at ASX's 2026 Annual General Meeting. Subject to such approval, Mr Attia will be entitled to participate in the ASX executive long-term variable reward plan in accordance with the rules of this plan and any applicable ASX policy. The ASX executive long-term variable reward plan provides participants with performance rights, and the extent to which they vest is subject to achievement against the relevant performance conditions.</p> <p>Those conditions, along with the deferred performance period, are included as part of any approval sought from shareholders for performance rights-based awards. Dividends are not paid on performance rights.</p> <p>The current treatment of unvested awards granted under the long-term variable reward plan upon ceasing employment is set out in ASX's Remuneration Report for FY25.</p>

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Term	Detail												
<i>Replacement Award</i>	<p>In recognition of certain incentives that Mr Attia will forgo as a result of ceasing his current employment to take up this role, Mr Attia is entitled to a grant of restricted shares under ASX's Deferred Equity Plan valued at up to \$6,300,000. The number of shares awarded will be based on the volume weighted average price of ASX's shares in the 5 days immediately preceding Mr Attia's commencement date.</p> <p>ASX has agreed that the restrictions on the shares will be lifted in accordance with the schedule below, subject to Mr Attia not having resigned or having been summarily dismissed prior to the relevant date.</p> <table border="1"> <thead> <tr> <th>Tranche</th> <th>Value</th> <th>Vest on the first trading day after ASX releases the below</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>\$2,000,000</td> <td>1H27 financial results</td> </tr> <tr> <td>2</td> <td>\$3,580,000</td> <td>FY27 financial results</td> </tr> <tr> <td>3</td> <td>\$720,000</td> <td>FY28 financial results</td> </tr> </tbody> </table>	Tranche	Value	Vest on the first trading day after ASX releases the below	1	\$2,000,000	1H27 financial results	2	\$3,580,000	FY27 financial results	3	\$720,000	FY28 financial results
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1	\$2,000,000	1H27 financial results											
2	\$3,580,000	FY27 financial results											
3	\$720,000	FY28 financial results											
Remuneration Adjustments Policy	<p>Under ASX's Remuneration Adjustments Policy, the Board retains the discretion to adjust deferred remuneration that has not yet been realised or vested without restrictions (malus), for any employee or group of employees if it considers that such remuneration would be an inappropriate benefit. The policy is available on ASX's website.</p>												
Relocation costs	<p>Mr Attia and his immediate family will be entitled to relocation benefits to support his relocation from Paris to Sydney.</p>												
Termination	<p>Minimum notice periods for termination of Mr Attia's employment are:</p> <ul style="list-style-type: none"> • 12 months' notice if ASX-initiated, or immediately without notice in the case of serious misconduct • 6 months' notice if initiated by Mr Attia. <p>ASX may choose to make payment in lieu of notice.</p>												
Restrictive covenant	<p>Mr Attia will be restrained after termination of his employment with ASX for up to:</p> <ul style="list-style-type: none"> • 6 months from being engaged in competition with ASX; and • 12 months from: <ul style="list-style-type: none"> ○ inducing directors, officers, employees or contractors to leave the Group; or ○ persuading the Group's customers or suppliers to cease or reduce business. 												