Core Competencies

Driving results for customers and shareholders

Dear Colleague,

When I founded ICE in 2000, there were just a handful of us working around the clock to deliver new technology and build a customer base. We also 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. It was clear that our future success would depend on protecting that culture.

In 2008, our senior leadership team collaborated to document the skills and behaviors that enabled ICE to consistently outperform and deliver tremendous value to our customers and shareholders. As we have grown, the values we identified have remained remarkably consistent and continue to reflect the traits that enable our success. We expect each of you to hold not only yourself, but also those you work with, accountable to these core values each and every day.

ICE succeeds because we serve our customers and shareholders, we work as one team, we innovate, we learn from our successes and failures, and we aggressively take on challenges and seize opportunities others miss. Thank you for your dedication to continuing to grow and succeed together.

Best
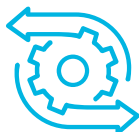Jeff

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Core Competencies

Applicable to all of us at ICE, without regard to our role or responsibilities

These are the things that drive our success and create results for customers and shareholders

Collaboration

We work as one team focused on a common set of objectives and committed to each others' success

Problem Solving

We focus on identifying and solving our customers' needs and make well-informed, quick decisions

Communication

We communicate clearly, constructively and frequently

Integrity & Professionalism

We hold ourselves and each other to the highest standards

### Leadership

We lead by example

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Collaboration

We work as one team focused on a common set of objectives and committed to each others' success

- Offers assistance to colleagues, irrespective of business unit or function; 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

- Gives and shares credit

- Reaches out to colleagues in similar or related roles to learn if a problem has been previously encountered, what solution was implemented, and whether the same solution can be consistently applied

- Contributes to recruiting and training efforts of others, including candidate referrals, job interviews, mentoring and knowledge sharing

- Embraces, rather than resists, additional responsibilities
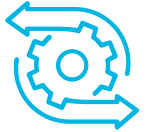
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Problem Solving

We focus on identifying and solving our customers' needs and make well-informed, quick decisions

- 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; challenges long-held beliefs when necessary

- Embraces and leads change; finds new ways to serve customers, manage resources and solve problems

- Accomplishes more with less through resourcefulness, self-sufficiency and invention

- Quickly and effectively identifies alternative solutions and the pros / cons of each; considers potential 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

- Aggressively pursues opportunity, but remains mindful of inherent risks and appropriate risk mitigation; thinks long-term and doesn't sacrifice long-term value for short-term results

Communication

We communicate clearly, constructively and frequently

- Actively and respectfully listens and speaks with, not over, others

- Communicates important developments, positive or negative, expected or unforeseen, to the relevant and appropriate audiences in a timely, concise 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

Integrity & Professionalism

We hold ourselves and each other to the highest standards

- Adheres to all corporate policies, in both letter and intent, and acts with complete integrity in all matters

- Settles rather than creates conflict; refrains from office gossip

- Evaluates lessons learned from both successes and failures while not excessively celebrating victories or mourning defeats

- Has a positive attitude and takes initiative as a self-starter; inspires and motivates others to do the same

- Protects the reputation, assets and information of the company, including by strengthening the company's cybersecurity through compliance with information security policies

- Demonstrates physical and cyber security awareness in order to protect confidential customer information and our intellectual property

- Makes a positive impression; represents the company well, including demonstrating professionalism at all times

- Exhibits desired work habits including regular office hours and extra hours when necessary

- Understands and respects the importance and responsibility associated with working for a publicly traded company that is critical to globally regulated markets

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Leadership

We lead by example

- Sets high standards and high expectations for self and others; inspires and challenges others; constructively challenges decisions when they disagree

- Recruits and retains high quality staff, ensures all employees are trained and introduced to our values and culture

- Develops managerial bench strength for the future and avoids / reduces 'key man risk'; raises the performance bar with every hire and promotion

- 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

- Provides timely and constructive feedback for staff

- Builds camaraderie among staff through hosting of functions inside and outside the office and demonstrates a commitment to such functions

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Functional Competencies

The skills and behaviors specific to our various duties

Operations

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 applicable business solutions
- Applies knowledge of business impacting events and how they will effect technical systems and operational capacity
- Consistently follows change management and other control processes
- Is generally aware of risk issues for their business and able to effectively identify and escalate any early risk warning signs to the risk department or business leadership

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 and external 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 accurate information that does not create 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

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Sales & Marketing

Account Management
- Establish and maintain productive business relationships with customers and market participants
- Identifies and capitalizes on signals that the customer may need additional products / services, with the broader organization in mind
- 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

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Technology

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 requirements are clearly understood and that work is consistent with requirements; prevents undesirable surprises and potential inadvertent violation of applicable rules or regulations
- 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 stretch, but 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

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Business Support

Business Value
- Maintains consistent focus on ensuring necessary business, legal, regulatory and financial controls, 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

Technical knowledge
- Maintains current and deep technical knowledge (e.g., GAAP, tax laws, regulatory matters, etc.)
- Demonstrates a continuous focus on enhancing scope and contribution of role
- Maintains awareness 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

Customer Service
- Remains calm and works well under stressful conditions
- Responds quickly and accurately to internal and external 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 create additional risk to ICE

Productivity & Quality
- Completes work in the most efficient way possible while paying thorough attention to detail to ensure work is timely and error free
- Maintains good working relationships with other ICE functions and relevant third parties (e.g., external auditors, regulators, government officials, etc.)
- 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 competency framework

Product Development

Technical Knowledge
- Asks questions of colleagues to better understand how various technological components work together in support of business goals
- 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
- Keeps current knowledge of technology, product and market trends and developments; keeps current with respect to technical journals
- Stays abreast of competitors' technologies, products and strategies and understands their strengths and weaknesses versus our own
- Seeks to develop a better understanding of ICE's strategy and competitive opportunities and threats

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
- When applicable, works with regulatory colleagues to ensure compliance with rules and regulations
- Collaborates with the source of new business initiatives / ideas to convert vague concepts into well-defined requirements that most effectively addresses 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 stretch, but 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

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Risk Management

Technical Knowledge
- Demonstrates an overall understanding of risk management processes, risk analysis, identifying solutions, using decision making process and systems administration
- Links risk initiatives into critical business drivers; performs risk identification, measurement and analysis; creates valid risk forecasts; performs risk mapping and risk profiling; determines the cost of risk
- Applies risk control theories to create prevention, reduction, enablement and enhancement tactics
- Asks questions of colleagues in technology, operations and product management to better understand their business requirements and risk potential
- Educates colleagues in operations regarding basic risk concerns and red flags so they can assist in the early detection of warning signs
- Maintains a deep understanding of ICE's operations, customers, futures, equities and options markets, and factors that impact market volatility
- Interprets financial statements and other relevant information to assess financial health of clearing members and market participants
- Evaluates and applies market regulations to ensure compliance and identifies any areas of concern

Productivity & Quality
- Validates and supports risks models, methodologies and reporting of risks throughout the organization
- Continually seeks to reduce cost and time to market; suggests and shares innovative ideas that have practical application; especially around loss prevention
- Identifies the need for, and helps develop and support, appropriate governance structures and related processes that are critical to sound risk management
- Communicates risk concerns to others in the organization who may have a similar risk profile or exposure
- Identifies risks and addresses risks before they materialize into issues
- Prioritizes sound risk management above all

Innovation
- Seeks to improve and integrate existing solutions and to develop new and creative solutions to challenges;
- Demonstrates the ability to be adaptable, flexible and open to change
- Identifies and effectively applies emerging techniques and technologies

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