



Bucharest Stock Exchange

Long Term Strategic Priorities

February 2012

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1. Mission and Vision

2. Strategic Priorities and Key Actions

Overall target position statement

...by 2015

Mission

Bucharest Stock Exchange will be one of the most active financing vehicles of the Romanian economy

Vision

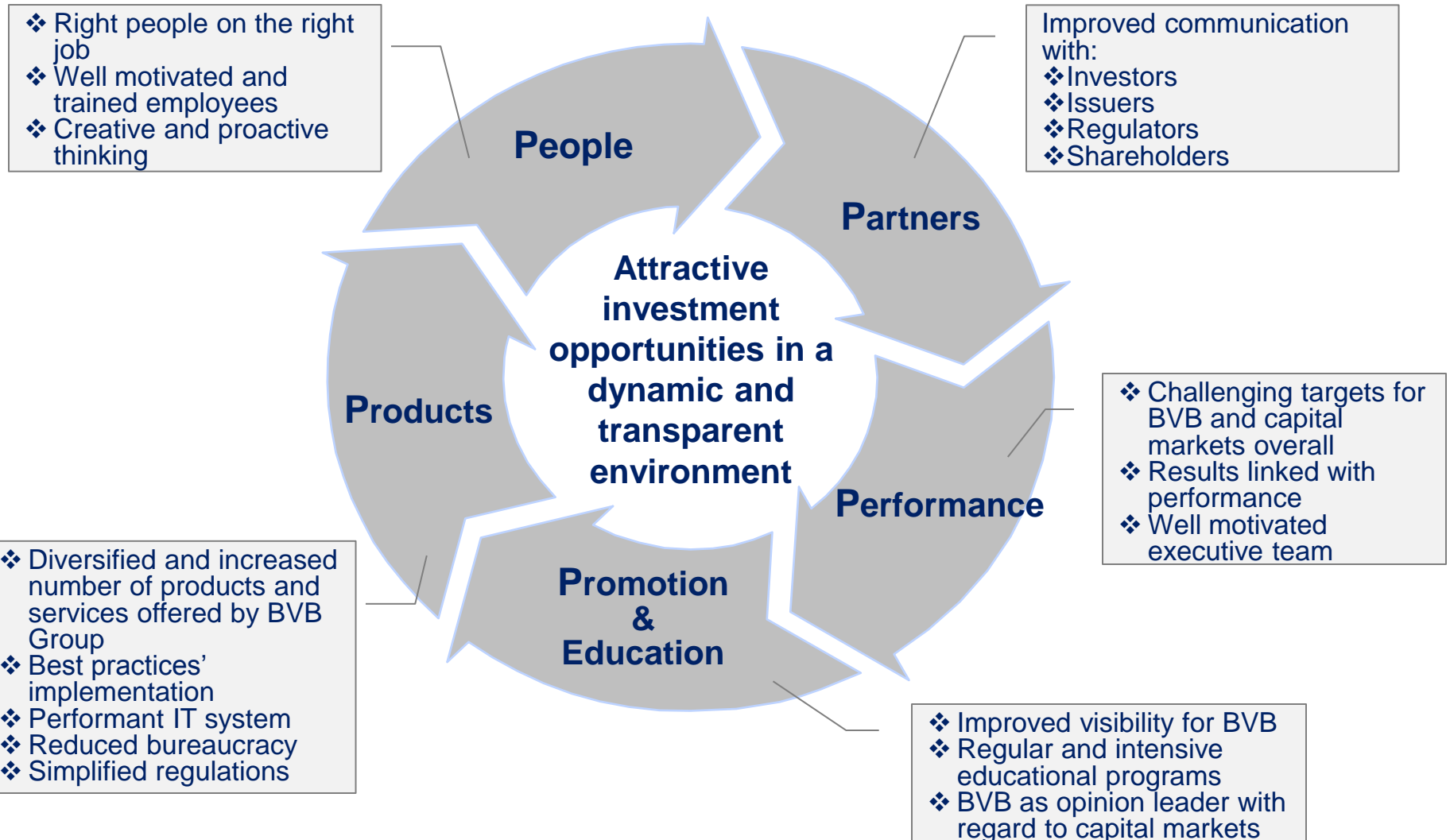
Bucharest Stock Exchange will be the leader stock exchange in South-Eastern Europe

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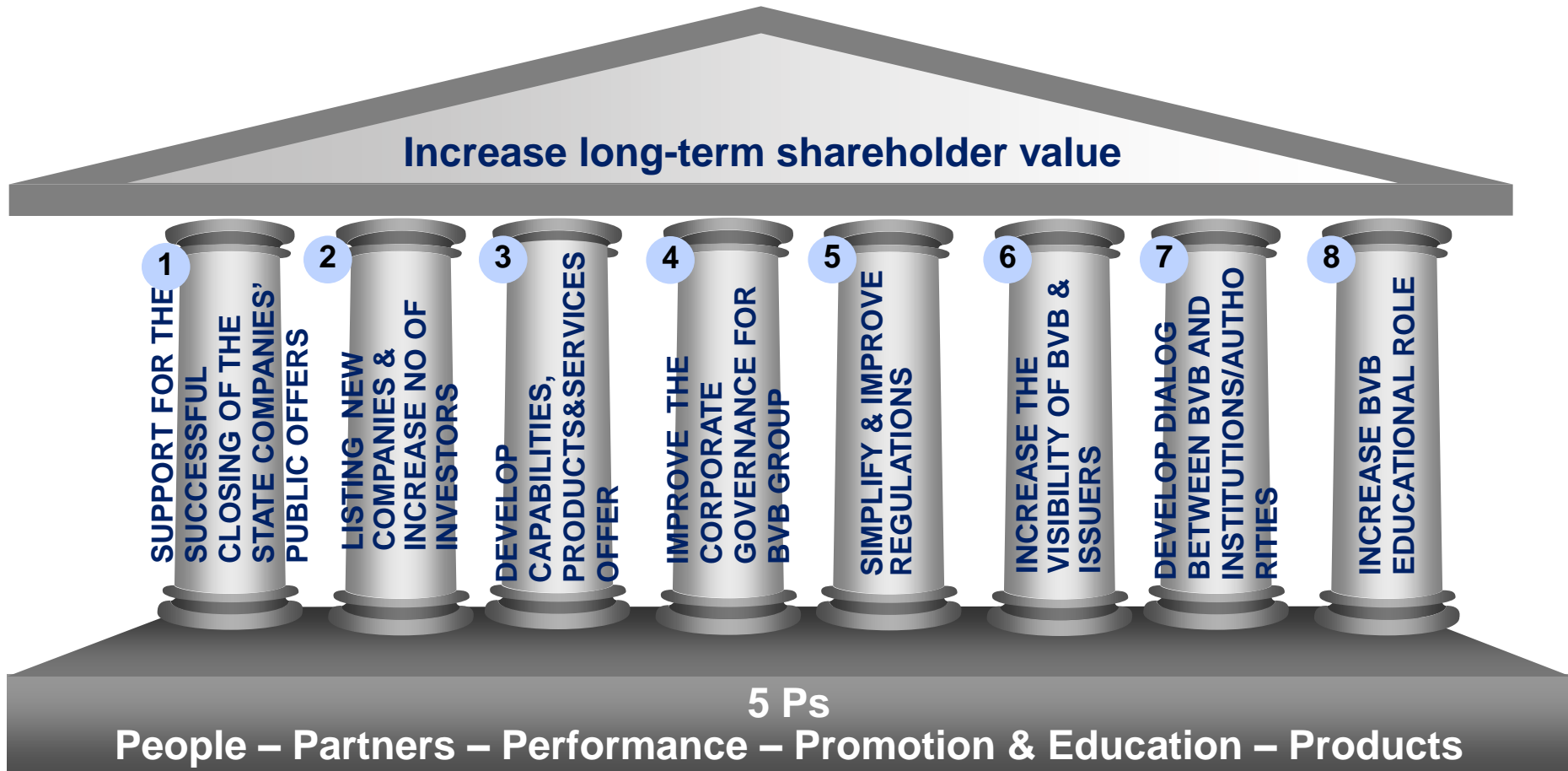
1. Mission and Vision

2. Strategic Priorities and Key Actions

Everything starts from the 5 Ps



Implementation of the 5 Ps will drive the achievement of the 8 strategic priorities



Implementation of the 8 strategic priorities will contribute to reaching the ultimate goal: Increase long-term shareholder value

The Chairman along with one Board Member will coordinate and supervise the implementation of each of the following strategic priorities:

#	Strategic Priority
1	Support the successful closing of the state companies' public offers
2	List new companies on Bucharest Stock Exchange and increase number of active investors
3	Develop capabilities, products and services offered by Bucharest Stock Exchange Group
4	Improve the corporate governance and functioning of the Bucharest Stock Exchange as a Group
5	Simplify and improve the regulations, reduce bureaucracy and apply international best practices
6	Increase Bucharest Stock Exchange and issuers' visibility together with increasing awareness of the important role that the Romanian capital market is playing
7	Develop dialog between Bucharest Stock Exchange and relevant institutions/authorities
8	Increase Bucharest Stock Exchange educational role

Executive Team is responsible to implement proposed actions

Support for the successful closing of the state companies' public offers

Key Actions

- Create and implement a **support 'package' for each public offer.**
Support will be provided by Bucharest Stock Exchange through:
 - Organizing conferences
 - Organizing seminars
 - Offering trainings
 - Local and international roadshows
 - Providing technical assistance for issuers and brokers
 - Increasing awareness/Marketing
 - IT support
- BVB will actively involve in all phases of the public offers

2 List new companies on Bucharest Stock Exchange and increase number of active investors

Key Actions

- **52/52:** Develop a **list of 52 eligible companies** and organize within the following **52 weeks visits** for potential issuers:
 - Selecting the potential issuers
 - Visit one potential issuer each week
 - Develop implementation roadmap (timing, actions)
- Develop active sales force and **support force for listing the potential companies**
- Be actively involved in supporting the commencement of the pre-listing and listing procedures
- Simplify and accelerate the listing process
- **Develop partnerships** with involved institutions and associations (SMEs, exporters, business people, investors, brokers etc.)
- **Create awareness on necessity to increase the number of active investors** on the stock exchange
- **Perform inventory of potential improvements** (fiscal, administrative, procedural etc.) for investors on the capital markets; make every effort to implement such improvements
- Periodically organize local and regional events, seminars and conferences
- Organize **local and international roadshows** in which success stories are also presented
- Set up training, educational and communication programs with focus on **improving the perception of the local capital markets**

3 Develop capabilities, products and services offered by BVB Group

Key Actions

- Set up **motivational targets for the Executive Team** with reference to Bucharest Stock Exchange and capital markets overall
- Set up action plan to switch from frontier market to more developed emerging market
- **Launch 3 major new products /services by ye 2015**
- Further develop the IT system
- Assess the market development opportunities; assess the products and services offered or that can be offered by BVB Group
- Bring Bucharest Stock Exchange to international standards by **developing the central counterparty**

4 Improve the corporate governance and functioning of the Bucharest Stock Exchange Group

Key Actions

- **Implement the Corporate Governance Code** within BVB Group (BVB and each entity part of the BVB Group)
- The Governance framework should clearly articulate **division of responsibilities between the Board of Governors and the Executive Team**
- Promote the implementation of the Corporate Governance Code by the listed issuers
- **Consolidate the functioning of Bucharest Stock Exchange as a group** and improve synergies within the Bucharest Stock Exchange Group

5 Simplify and improve the regulations, reduce bureaucracy and apply international best practices

Key Actions

- Assess differences to international best practices in terms of market architecture and to create remedial plan
- Ensure permanent dialog with stakeholders in order to collect improvement proposals
- Launch initiatives to **reduce bureaucracy**
- Ensure **permanent dialog with regulators and key market decision makers**

Increase the visibility of BVB and issuers together with increasing awareness of the important role that the Romanian capital market is playing

Key Actions

- Invest in **PR and marketing programs**
- Organize and participate in events, conferences, seminars
- Organize training sessions
- Organize local and international roadshows
- Support issuers/potential issuers in increasing their visibility on the market
- **Position the capital market as a financing vehicle** of the state and private companies
- Promote the important role the capital markets is playing for Romanian economy
- Improve communication with media and important decision makers
- **Hold** events as **regular events**

7 Develop dialog between Bucharest Stock Exchange and relevant institutions/authorities

Key Actions

- **Develop dialog** between Bucharest Stock Exchange and:
 - Romanian National Securities Commission (CNVM)
 - Government institutions
 - Parliament
 - National Bank of Romania
 - European Securities and Markets Authority
 - International Monetary Fund
 - European Commission
 - World Bank
 - Shareholders
 - Brokers
 - Investors
 - Other stock exchanges
 - Issuers
- **Organize periodic meetings** with above mentioned institutions
- **Actively involve** above mentioned partners in activities related to capital markets

8 Increase Bucharest Stock Exchange educational role

Key Actions

- Make **Bucharest Stock Exchange** the **opinion leader** of the capital markets
- **Launch major educational programs** in partnership with Brokers Association, Romanian National Securities Commission and Government institutions with regard to the capital markets role and functioning. Who will benefit from the programs:
 - Students
 - Investors
 - Issuers
 - Companies
 - Media
- **Develop the Corporate Governance Institute** and the related activities to be performed by the institute