

The AXA Group at a glance

redefining / standards



A Global leader in Financial Protection

The AXA Group is dedicated to the Financial Protection of people and property.

present in 55 countries

67 million clients

175,000 employees

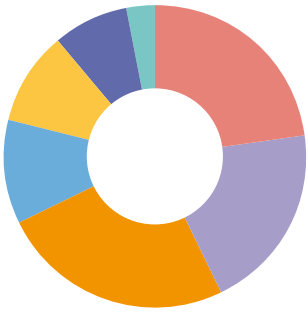
55,000 exclusive distributors

The Group supports its clients, both individuals and businesses, at every stage in their lives by providing products and services to meet their needs, including insurance, personal protection, savings and estate planning.

The Group, of European origin, has grown under the AXA brand since 1985. It expanded to include operations in the United States in 1992, and then Australia and Asia in 1995. AXA has gradually developed its global presence and networks and extended its range of products and services.

Well attuned to the vital interests at stake in the Financial Protection business, AXA is a responsible, innovative Group, constantly redefining standards to better serve its customers.

2007 revenues by geographic region



■ France
23%

■ North America
20%

■ Northern, Central
and Eastern Europe
25%

■ UK & Ireland
11%

■ Asia-Pacific
10%

■ Mediterranean region
and Latin America
8%

■ International insurance
3%

2007 financial highlights

94 billion euros
in revenues

1,281 billion euros
in assets under management

5 billion euros
in underlying earnings

6.1 billion euros
in adjusted earnings

5.7 billion euros
in net income, group share

Financial Protection: one business, many skills

AXA develops and offers products and services adapted to each customer. They all address the same need: protecting the assets, financial or physical, of individuals and businesses.

The Group has the ability to offer a broad range of complementary skills in Financial Protection.

AXA owes its success and solidity to the variety and performance level of its products and services.

Life insurance

Property-casualty insurance

Health insurance

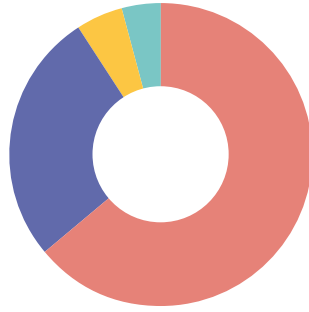
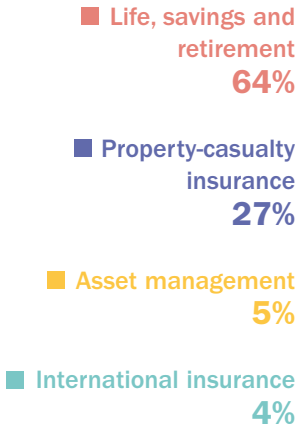
Personal protection, savings, retirement

Asset management

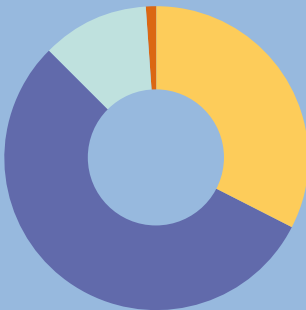
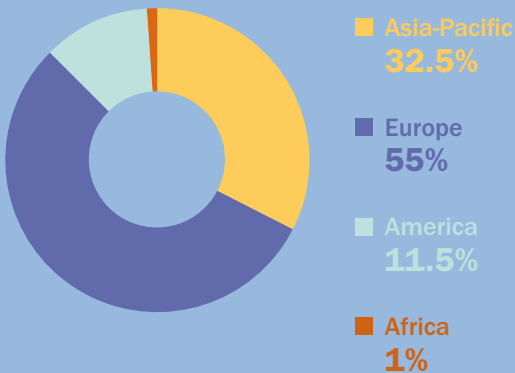
Assistance

Legal-expense coverage

2007 revenues by segment




Workforce by geographic region



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**Ambition
2012:
a corporate
challenge**



In 2005, AXA embarked on a program of accelerated change and growth called “Ambition 2012.”

The Ambition 2012 corporate project rallies the strength of our Group to make AXA “the preferred company of our clients, our employees and our shareholders.”

Ambition 2012 places the client at the center of the Group’s preoccupations and organization.

Mobilizing every one of our 175,000 employees, it sets growth objectives for the Group and provides levers to achieve them.

Twice a year, the Customer Scope survey* measures the satisfaction of almost 700,000 clients in over 30 countries. The customer satisfaction index rose from 72% in 2005 to 80% in mid-2008.

* Survey realized by the Group since 1999.

AXA's new brand signature

redefining / standards



The AXA Group's change dynamic has been embodied in a new signature since mid-2008.

New signature:

redefining / standards

The Group conducted a worldwide study of 100,000 people that has helped us better understand and identify what clients expect from the financial services industry: to establish a relationship built on trust.

From now on, AXA will commit to proving to customers that they are right to trust in the quality of our service, advice and ability to offer solutions that are consistently tailored to their needs.

Listening to clients has pointed the way to real improvements – in attitudes, services and products – to which the Group is strongly committed.

**Our main objective:
prove to our clients
that we are worthy
of their trust.**

Clients unanimously want a financial partner with whom they can build a trust-based, lasting relationship. AXA responds with an improved organization and deeper commitments from its employees.

New behaviors:

Three attitudes to earn and keep our clients' preference

Available /

We are there when our customers need us and we listen to them, truly.

Attentive /

We treat our customers with empathy and consideration, provide personalized advice along their lives and reward their loyalty.

Reliable /

We say what we do and do what we say, we deliver and keep our customers informed, so that they can trust us.

The values shared by Group employees:

integrity,
professionalism,
innovation,
team spirit,
pragmatism.

Social responsibility and philanthropy are part of AXA's core business. By acting responsibly the Group can more fully contribute to economic and social development.

A responsible Group

The Group intends to become an increasingly responsible corporation over both the short and long term.

- **In the area of human resources:** promotion of staff development, diversity in the workplace and equal opportunity regardless of gender.
- **In the area of environment:** reducing paper and energy consumption, and gradually enabling AXA's operating facilities to achieve compliance with HEQ (High Environmental Quality) standards.
- **The suppliers' commitment to our goals of sustainable development** will be assessed as part of the selection process, and respect for Human Rights will be spelled out in our contracts.

In property-casualty: to improve risk prevention by recommending steps that policyholders can take to reduce losses, and by researching emerging risks to devise new products that protect against them.

In life and savings: to develop higher performing and more adapted pension systems, and to fund research on retirement and related needs.

In asset management: to encourage good corporate governance by actively voting proxies and by practicing full disclosure on the funds in which its clients invest. The Group's investment policy already integrates sustainable development criteria.

Understanding and preventing major risks for humans and the environment

AXA creates and deploys proprietary intelligence tools to expand its ability to analyze and forecast risks. The Group also actively supports and funds research.

An active philanthropy

- **Social solidarity:** AXA Hearts in Action (more than 26,000 AXA volunteers made their skills available to support some 600 associations). AXA is also involved in microfinance and microinsurance projects. The Group harnesses its business expertise and contributes to the provision of the financial resources and insurance cover required for the independence and economic development of low-income populations.
- **Education and prevention:** creation of the AXA Foundation in the United States to provide American students and their families with the means to access university through scholarships and advice.
- **Conservation and transmission of heritage:** actions aim to preserve or restore works of art, build up larger collections in museums and enable a wider audience to discover art.

One hundred million euros for research

Created in 2007, the AXA Research Fund boasts a five-year budget of 100 million euros.

This fund focuses on five main research fields:

Longevity, long-term care, age-related diseases

Climate change and associated risks and impacts

Risk assessment and measurement techniques

Economic agents' behavior when facing risks

Adaptability of organizations