

The background features a light blue gradient on the left and a darker blue gradient on the right, separated by a diagonal red line that runs from the top-left towards the bottom-right.

**AXA**

**Gérald Harlin**  
**Group CFO**

**December 3, 2014**

**Société Générale – The Premium Review**

# Cautionary note concerning forward-looking statements

Certain statements contained herein are forward-looking statements including, but not limited to, statements that are predictions of or indicate future events, trends, plans or objectives. Undue reliance should not be placed on such statements because, by their nature, they are subject to known and unknown risks and uncertainties. Please refer to the section “Cautionary statements” in page 2 of AXA’s Document de Référence for the year ended December 31, 2013, for a description of certain important factors, risks and uncertainties that may affect AXA’s business. AXA undertakes no obligation to publicly update or revise any of these forward-looking statements, whether to reflect new information, future events or circumstances or otherwise.

# AXA at a glance

## As of 1H14

**Euro 50 billion  
revenues**

**Euro 2.8 billion Underlying  
Earnings**

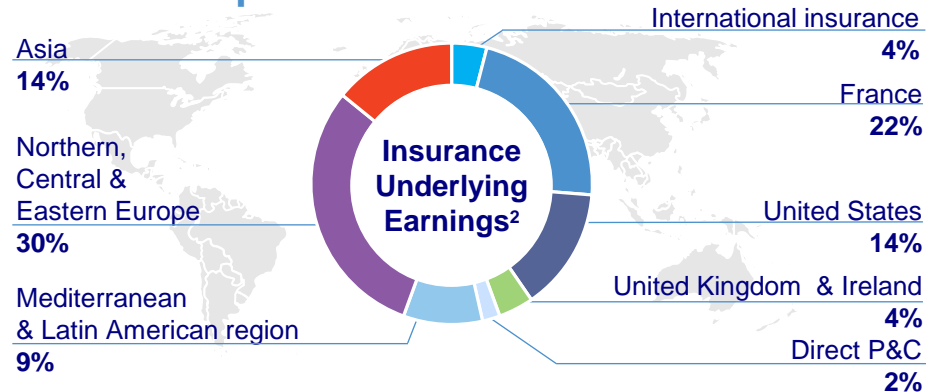
**Euro 59 billion  
shareholders' equity**

**Euro 1.2 trillion  
assets under management**

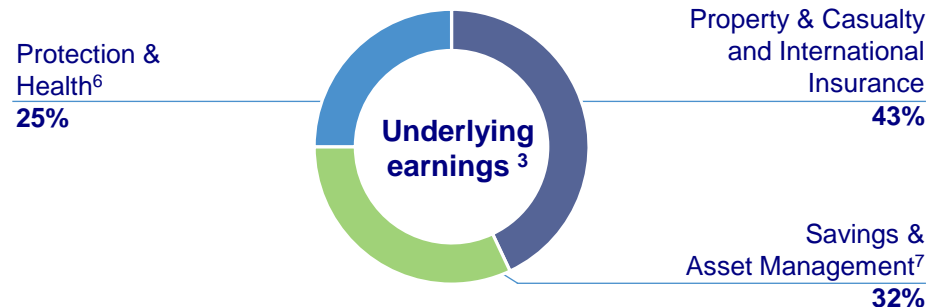
**102 million clients in 56  
countries<sup>4</sup>**

**#1 global insurance brand<sup>5</sup>**

## Global footprint<sup>1</sup>



## Diversified business mix

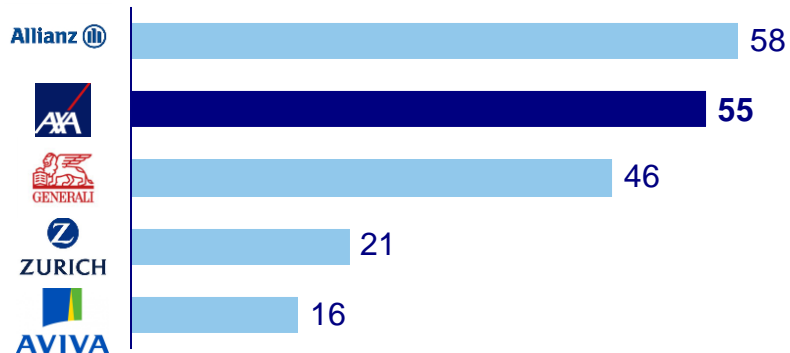


All notes are on page 14 of this document

# AXA is a leading Life & Savings company

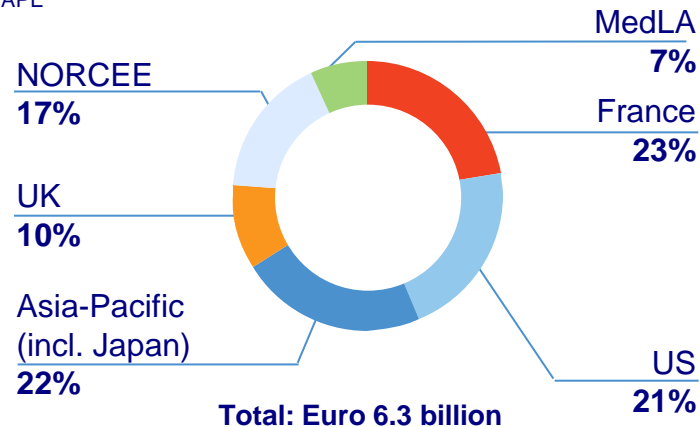
## Strong position in life insurance market

Revenues in Euro billion at FY13 (company data<sup>1</sup>)



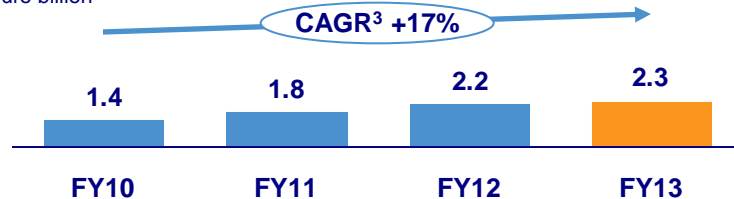
## Geographical diversification

FY13 APE



## Operating Free Cash Flow growth

in Euro billion



## Global Life & Savings footprint

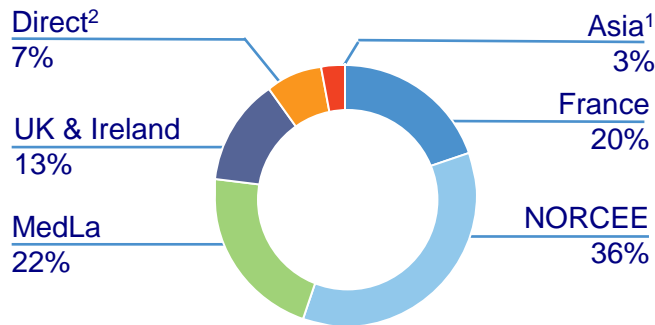
Ranking at FY13<sup>2</sup>



All notes are on page 14 of this document

# AXA is a leading Property & Casualty company

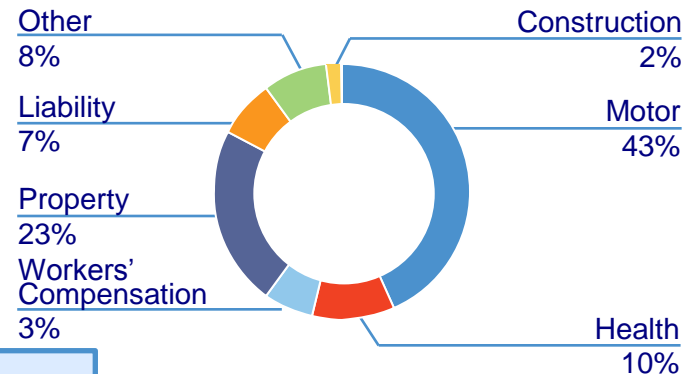
## Strong diversified footprint and balanced product portfolio



**1H14 Revenues:**  
Euro 16.8 billion

**Personal lines**  
57%

**Commercial lines**  
43%



### Top positions<sup>3</sup> in 2013

- #1** Belgium, Hong Kong, Ireland, Mexico, Switzerland, Turkey
- #2** France, Singapore
- #4** UK, Germany, Spain, Portugal, Morocco
- #5** Italy, Gulf

- ✓ #1 global P&C insurer in Asia
- ✓ One of the largest global 'Direct' players
- ✓ No appetite for the US market

- ✓ Selective presence in profitable business lines based on risk appetite framework
- ✓ One of the largest global 'Large Corporations' player through AXA Corporate Solutions
- ✓ Strategic avoidance of ultra high risk lines

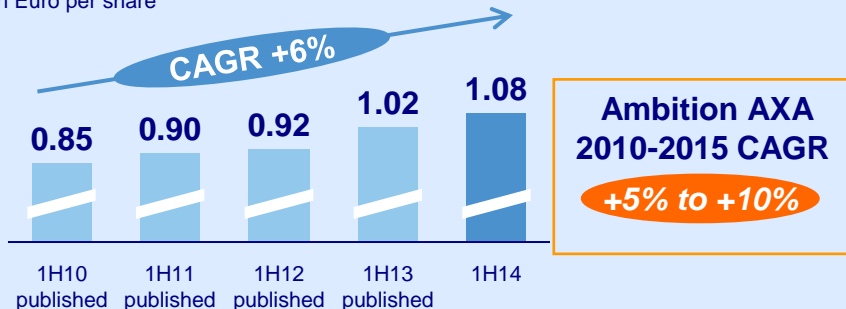
All notes are on page 14 of this document

# Ambition AXA

Delivering on financial objectives in 1H14

## Underlying Earnings per share

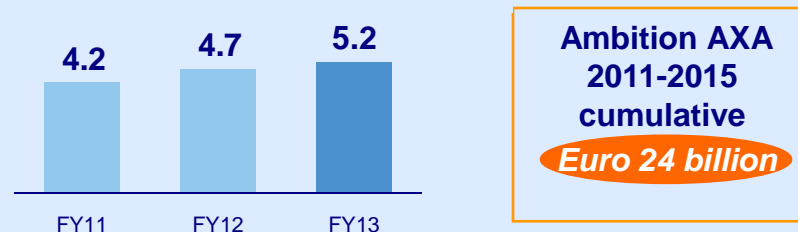
In Euro per share



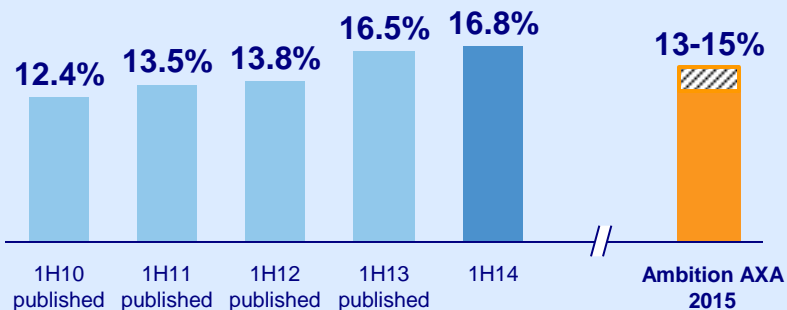
## Group operating free cash flows

In Euro billion

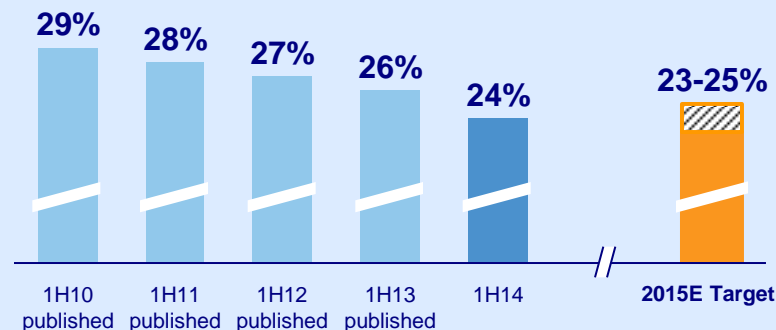
1H14 in line with Ambition AXA objectives



## Adjusted return on equity<sup>1</sup>



## Debt gearing

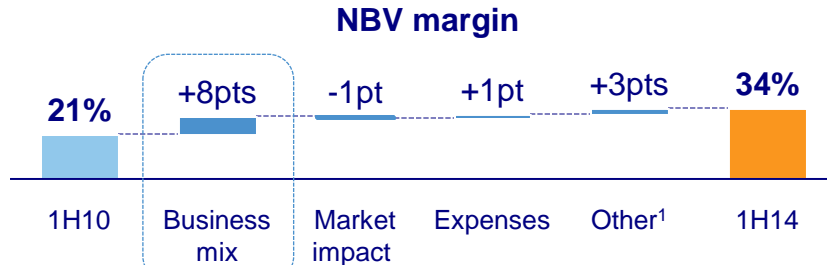


All notes are on page 14 of this document

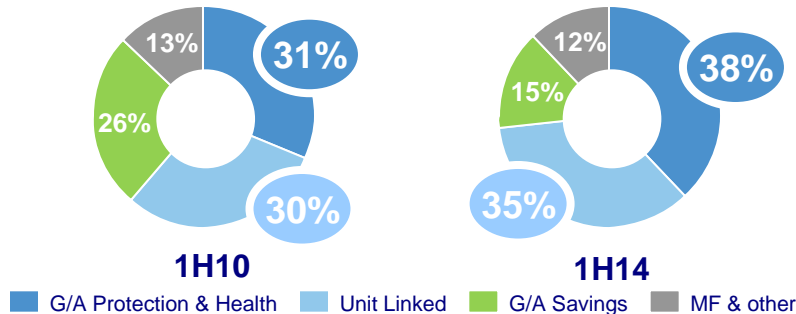
# Selectivity

Reshaping Life & Savings business and fostering P&C profitability

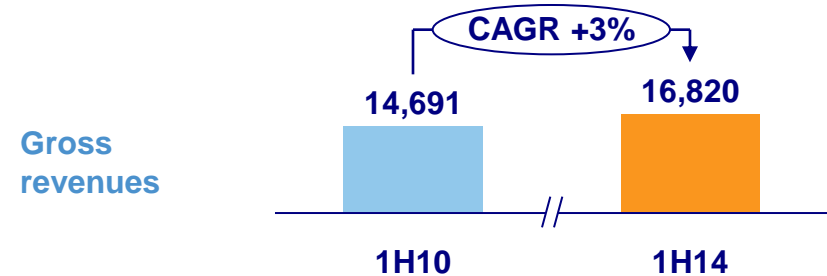
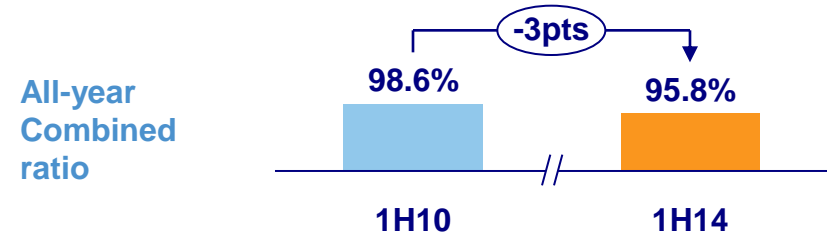
**Life & Savings: improvement in the business mix leading to increased margins**



**Increasing share of Unit Linked and G/A Protection & Health in APE**



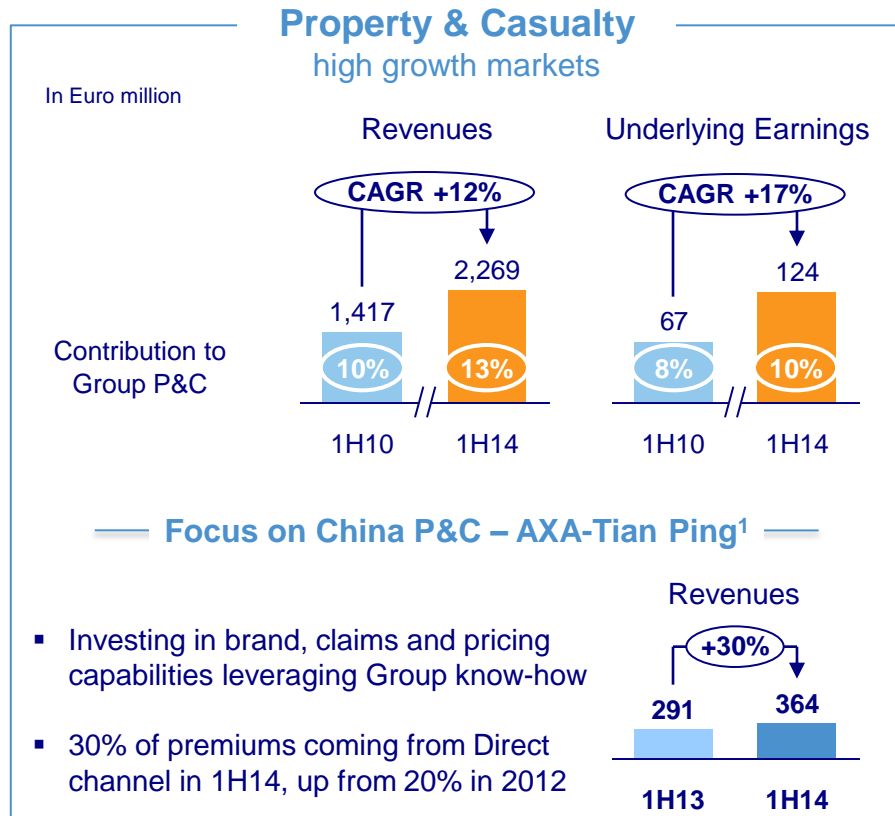
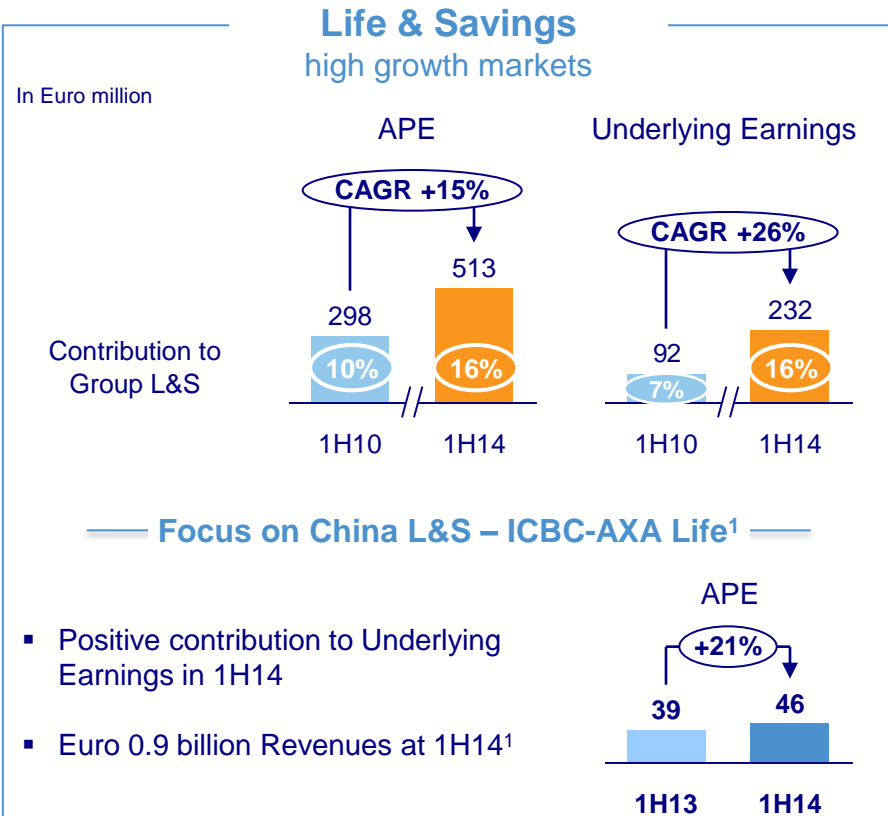
**P&C: improving profitability whilst growing the business**



All notes are on page 14 of this document

# Acceleration

## Double-digit topline and earnings evolution in high growth markets



All notes are on page 15 of this document

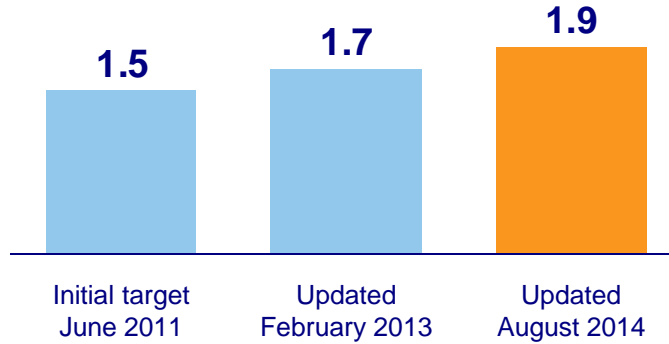


# Efficiency

On track to deliver an increased Euro 1.9 billion target

In Euro billion

## 2011-2015E cost savings target (in mature Life & Savings and Property & Casualty entities)



Increased  
cost savings  
target



## Acquisition costs

- Increase distribution efficiency
- Increase commercial productivity
- Leverage procurement savings



## Administrative costs

- Maintain flat cost basis as in 2010

Achievement  
in 1H14



**Euro 0.2 billion cost savings achieved in 1H14**

**Euro 1.3 billion achieved since the beginning of Ambition AXA**

# Performing well in low interest rate environment

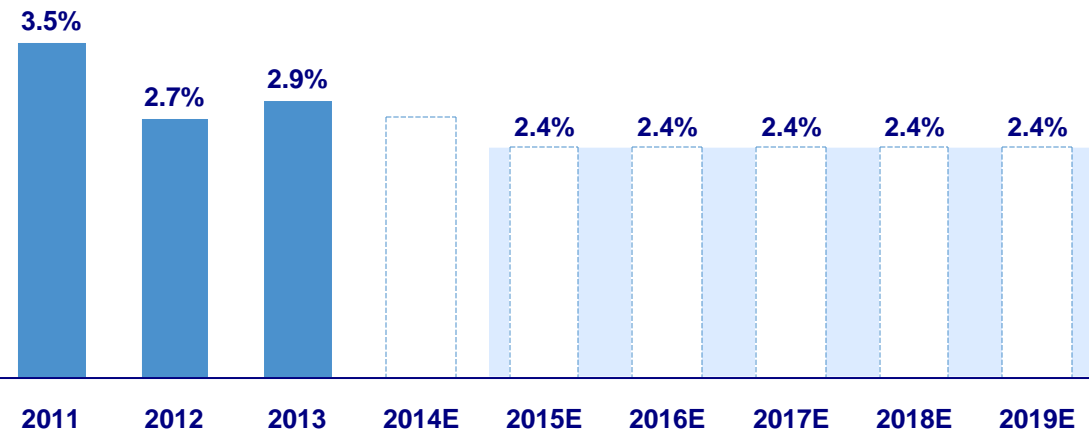
## Decreased sensitivity to low interest rate environment

### Strong ALM discipline

- Large L&S book with ca. Euro 0.4 trillion in General Account invested assets
- Long fixed income asset duration >7 years with a duration gap maintained around 1 year
- Resilient fixed income reinvestment rate

### Sensitivity of L&S Earnings in a scenario of flat reinvestment rates for the next 5 years

L&S fixed income asset reinvestment yield



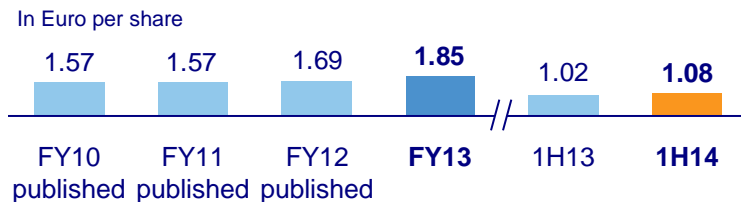
**L&S Underlying Earnings (post-tax) in 2019E vs. 2014**  
all else being equal

ca. €200m  
or  
ca. €40m  
impact p.a.

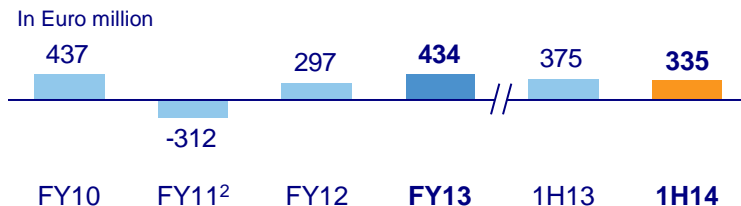
Sensitivity built assuming flat 2.4% reinvestment yield for 2015-2019, no growth in reserves, stable fixed income % of total assets, tax rate of 22% and maintaining 70 to 80bps investment margin

# Generating earnings and dividend growth

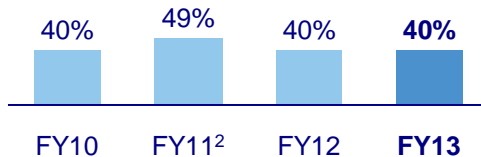
Delivering on 5-10%  
Underlying EPS<sup>1</sup>  
CAGR target



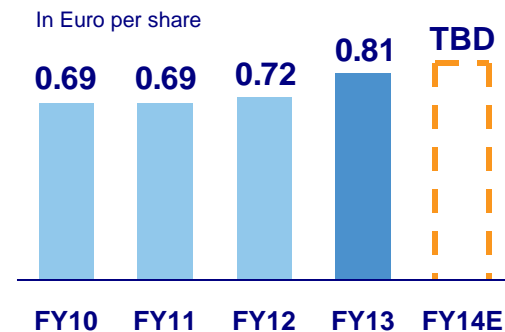
Guidance of Euro  
300-500 million of  
Net RCG<sup>1</sup> per year



Payout ratio of  
40-50% of Adjusted  
Earnings<sup>3</sup>



Sustained  
growth in  
dividend



All notes are on page 15 of this document

# Concluding remarks

## key takeaways



Strong increase in earnings across the board



Topline growth on track



Performing well in a low interest rate environment



Delivering on Ambition AXA financial objectives



## Our priorities going forward

Deliver profitable growth



Accelerate growth through investment in brand and digital



Maintain strong discipline in capital and risk management



Offer an attractive dividend



**Q&A session**

**Q&A session**

# Notes (1/2)

All year over year comments are on comparable basis for activity indicators (constant Forex, scope and methodology), and at constant Forex for earnings, except for EPS and CAGR growth which is on reported basis; new business margin growth from 2010 to 2014 is on reported basis too.

## Page 3

1. NORCEE (Northern Central and Eastern Europe – L&S and P&C): Germany, Belgium, Switzerland, Luxembourg, Russia (P&C only) and Central & Eastern Europe (Poland (L&S only), Czech Republic, Hungary, Slovakia, Ukraine (P&C only)); MedLA (Mediterranean and Latin American Region – L&S and P&C): Italy, Spain, Portugal, Greece, Turkey, Mexico, Morocco, Colombia and Gulf region (P&C only); Direct (P&C): AXA Global Direct (France, Belgium, Spain, Portugal, Italy, Poland, South Korea and Japan), UK Direct operations. Asia: Japan (L&S only), Hong Kong, Malaysia (P&C only), Singapore, Indonesia (L&S only), Thailand (L&S only), Philippines (L&S only), China (L&S only) and India (L&S only).
2. Including Life & Savings, P&C and International Insurance activities, and excluding AXA Life Invest Services, Architas and Family Protect
3. Pre-tax Half Year 2014 Underlying Earnings excluding holdings
4. As of December 31, 2013
5. Interbrand ranking - 2013
6. G/A Protection & Health
7. Savings include G/A Savings, Unit-Linked, Mutual Funds & other

## Page 4

1. Allianz : Revenues from “Statutory premiums” and “ fee and commission income” and “other income” as reported in 2013 Annual Report under « Life/Health Insurance Operations ». AXA: Revenues from “Consolidated gross revenues” as reported in 2013 Annual Report under “AXA Activity indicators and earnings”. Generali: Revenues from “Gross written premiums” and “fee and commission income and income from financial service activities” and “other income” as reported in 2013 Annual Report under “Segment Reporting – Life segment”. Zurich: Revenues from “Life insurance deposits” and “gross written premiums and policy fees” and “other income” as report in 2013 Annual Report under “Consolidated financial segments”. Aviva: Revenues from “Gross written premiums” and “Fee and commission income” as reported in 2013 Annual Report under “Segmental information”
2. Ranking based on FY2013 information with individual country sources available in the 2013 AXA Activity Report
3. Compound Annual growth rate on a reported basis

## Page 5

1. Hong Kong, Malaysia and Singapore, on a 100% share basis
2. Direct scope: AXA Global Direct (France, Belgium, Spain, Portugal, Italy, Poland, South Korea and Japan), UK Direct operations
3. as reported in AXA Annual Report 2013

## Page 6

1. Adjusted ROE: Return corresponds to adjusted earnings net of interest charges on undated debt. Equity corresponds to average shareholders' equity excluding undated debt and reserves related to change in fair value

## Page 7

1. Other includes scope, country mix, Forex impact, actuarial and modelling assumption changes

# Notes (2/2)

## Page 8

1. AXA-Tian Ping and ICBC-AXA Life are not included in Group revenues due to consolidation under equity method. Figures shown on the graph correspond to the period of January 1 to June 30 and are at 100% share. Acquisition of 50% of Tian Ping was completed on February 20, 2014

## Page 11

1. Underlying EPS: Underlying Earnings per share; Net RCG: Net realized capital gains
2. Greek government bond impairment
3. Net of undated debt interest charges