Growth, efficiency & capital management strategy

Denis Duverne, Deputy CEO

redefining / standards

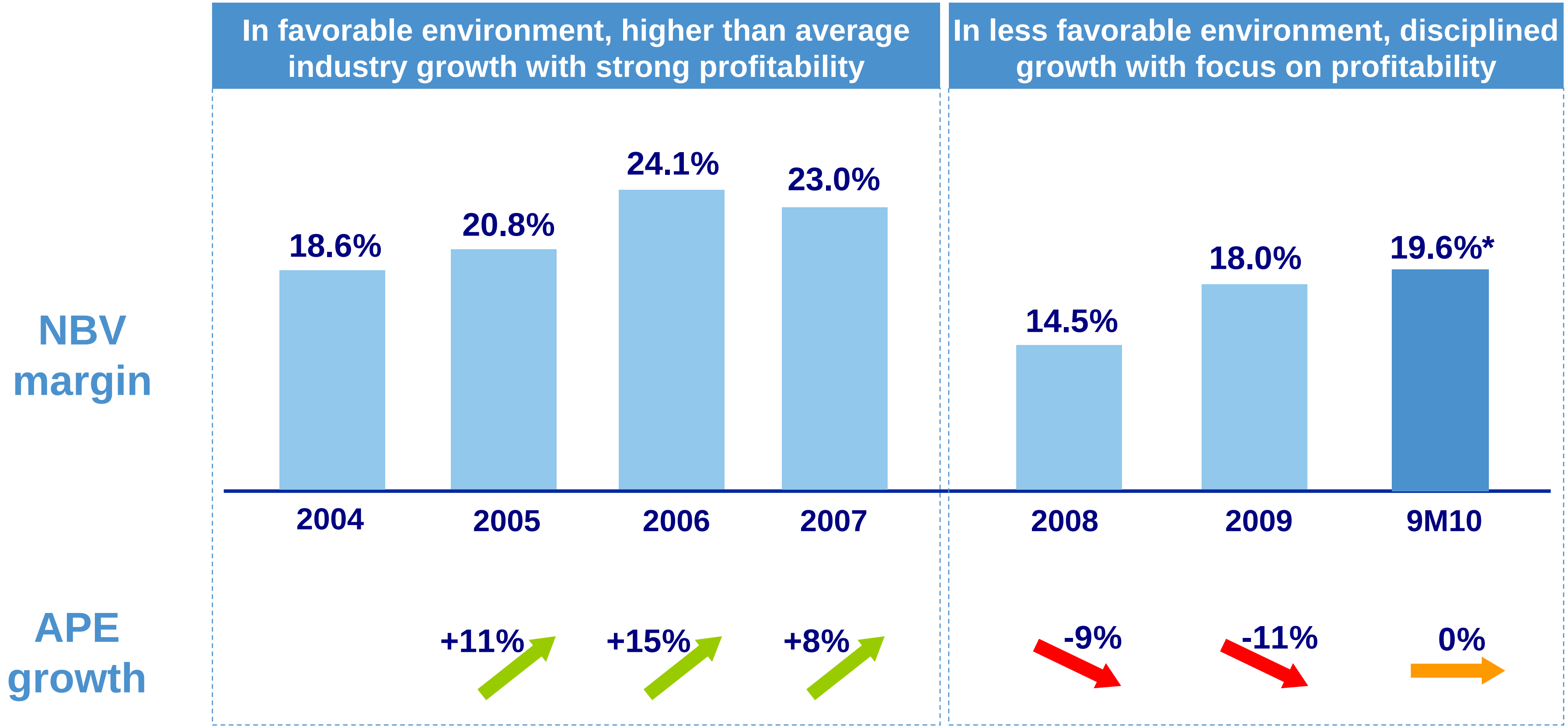
Cautionary note concerning forward-looking statements

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, 2009, 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.

Growth and efficiency

L&S new business growth & profitability

We want to accelerate growth but not at any price



Preparing to accelerate profitable growth in the medium term

* Actuarial and financial assumptions are not updated on a quarterly basis, except for interest rates which are hedged for variable annuity products with guarantees. These assumptions will be updated at year-end 2010 and will take into account, among other changes, the decline in interest rates

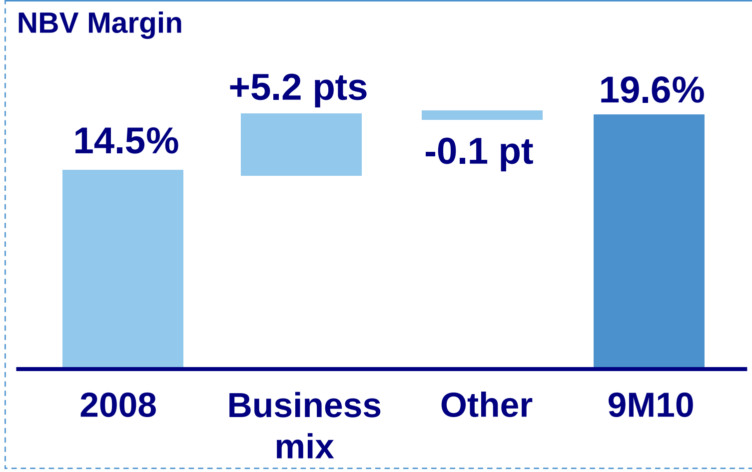
L&S new business growth & profitability
Management actions

New business profitability

2009 & 2010 examples
- Variable annuity product redesign across the board
- Innovation with launch of Retirement Cornerstone product in the US
- In France, did not compete in the low profitability family office businesses with high guaranteed rates

Going forward
- Accelerate diversification into Protection & Health
- Increase share of Unit-Linked business
- Prioritize investments in growth opportunities

5.2 pts improvement in business mix through management actions



Inforce profitability going forward
- Maintain a resilient investment margin in a low interest rate environment
  - Manage duration and convexity gaps
  - Adjust crediting rates
  - Optimize investment risk return
- Target 5 pts reduction in cost income ratio by 2015 or more than Euro 500 million pre-tax productivity gains

P&C growth & profitability

Favoring price increases over volumes at the bottom of the cycle

	In favorable environment, higher than average industry growth with satisfactory current year profitability					Disciplined growth: price increases across the board		
	2004	2005	2006	2007	2008	1H09	2009	1H10
Current Year combined ratio*	99.6%	98.6%	98.3%	100.3%	100.9%	104.0%	104.4%	102.7%
All year combined ratio	99.3%	97.7%	97.0%	97.6%	95.5%	98.0%	99.0%	98.1%
Revenues growth		+3%	+4%	+4%	+3%	+1%	+1%	+0%

Preparing to accelerate profitable growth in the medium term

* Harmonized presentation of current and prior year loss ratio throughout the Group. The all accident year loss ratio, combined ratio, earnings and reserves are not impacted by this change in presentation. Details in appendix on page 7.

P&C growth & profitability
Management actions

2009 & 2010 examples	2011 and beyond
▪ First mover on price increases in several markets in 2009 ▪ Delivering on target price increases in 2010: +2.8% year to date ▪ Portfolio pruning ▪ Monitoring costs: Stable expense ratio over 2009 and 1H10	▪ Continue segmented price increases across the board: 3% target for the Group ▪ Target 4 pts reduction in expense ratio* by 2015 or more than Euro 1.0 billion pre-tax productivity gains
Improvement in Current Year combined ratio at 1H10	Target Current Year combined ratio of 100% in 2011

Target across the cycle

Former guidance

**96% to 100%
All year combined ratio**

New guidance

**96% to 100%
Current Year combined ratio** + **Positive prior year reserve developments depending on the phase in the cycle**

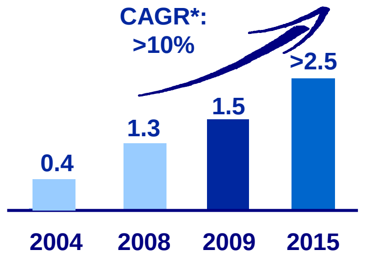
* Including claims handling costs

Accelerate profitable growth in the medium term

Leverage multi-channel distribution

Building a Global Direct Motor platform

Direct Motor revenues (€ billion)



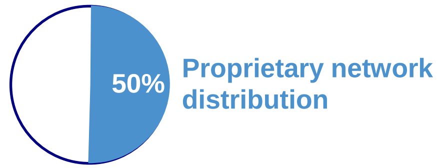
* 2008-2015

Expanding bancassurance

AXA MPS
ridefiniamo
l'assicurazione in banca
ICBC
AXA mandiri

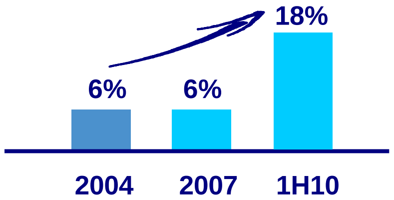
Leveraging proprietary network

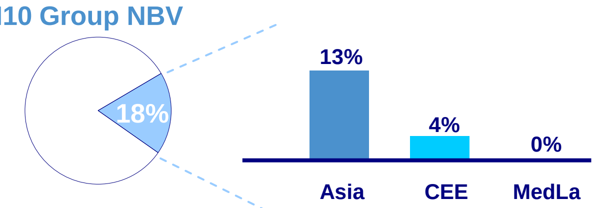
In % of revenues



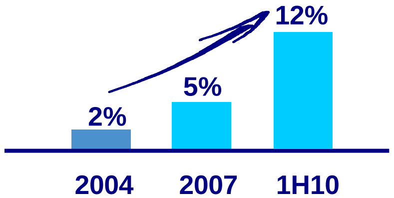
Continue expanding high growth markets contribution

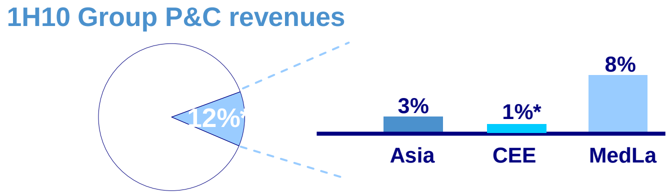
High growth markets contribution to L&S NBV





High growth markets contribution to P&C Revenues





* Including 36.7% Reso Garantia share accounted for by the equity method

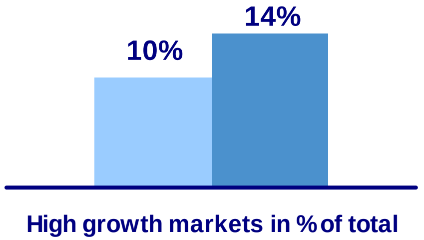
redefining / standards

AXA APH proposed transaction

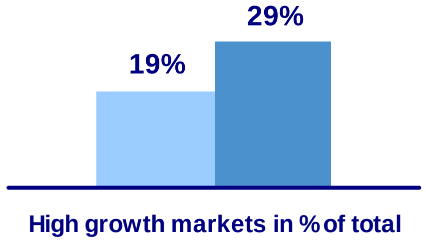
Further increase our exposure to high growth markets

The transaction would shift AXA Group exposure towards high growth markets

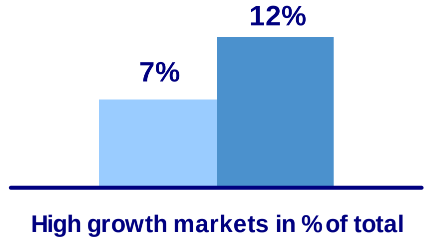
9M10 APE



9M10 NBV



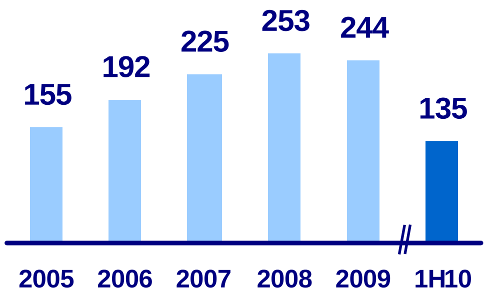
1H10 Life & Savings Underlying Earnings



As published — Pro-forma after transaction

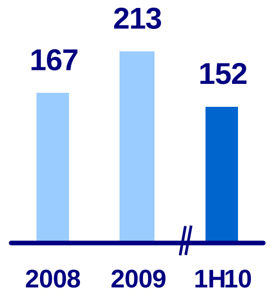
AXA APH Asian operations continue to perform strongly

Underlying earnings of AXA APH Asian businesses



Euro million, 100%

NBV of AXA APH Asian businesses



Euro million, 100%

AXA APH Asian operations continued to perform very strongly in 2010 with a 37% increase in APE and 28% increase in NBV in 9M10 vs. 9M09*

* Based on group share figures, on a constant FX and scope basis

AXA APH proposed transaction
Key characteristics

Based on AMP 10-day VWAP of A$5.32, the transaction effectively consists of swapping

AXA's 54% interest in AXA APH Australia & New Zealand	
– Equity valuation for 100%	A$ 3.5bn
– **Equity valuation for 54%**	**A$ 1.9bn**
In exchange for 46% interest AXA does not own in AXA APH Asia	
– Equity valuation for 100%	A$ 9.8bn
– **Equity valuation for 46%**	**A$ 4.5bn**
For a net cash payment of	**A$ 2.7bn or Euro 1.8bn**

Note: A$ Euro conversion based on exchange rate as at 12 November 2010 (Source: Reserve Bank of Australia) and reflects existing FX hedging gains

For AXA APH minority shareholders

- AXA APH minority shareholders will receive A$6.43* per AXA APH share of which 60% in shares and 40% in cash (subject to AMP share price movements)
- AXA APH minority shareholders will receive full protection for a decline of AMP Post Scheme VWAP** down to A$4.50 with additional cash to be provided to maintain the offer price equivalent of A$6.43
- AXA APH minority shareholders will also participate in 50% of any increase in the AMP Post Scheme VWAP above A$5.60.

* Based on AMP's 10 day VWAP of A$5.32, as at the close of trading on Friday, 12 November 2010
** Calculated as the arithmetic average of the daily volume weighted average prices of AMP ordinary shares traded on ASX in the ordinary course of trading during the period of 10 consecutive trading days immediately following scheme implementation

AXA APH proposed transaction
Financial impact

Financial impact*

	Key figures	Expected impact
✓ Solvency I ratio	**188%** (as of June 30, 2010)	▪ **-1 pt**
✓ Debt gearing ratio	**27%**** (as of June 30, 2010)	▪ **+4 pts**
✓ Underlying Earnings per share***	**€1.67** (as of Dec 31, 2009)	▪ **Accretive by 2011**

* Assuming an AMP 10-day VWAP of A$5.32
** On a proforma basis, including the proceeds from the partial sale of UK Life business
*** Net of interests on TSS and TSDI

Sensitivities on AMP Post Scheme VWAP

AMP VWAP (A$)	**4.50**	**5.00**	**5.32**	**5.60**	**5.80**	**6.00**	**6.20**
AMP share component (A$)	3.29	3.65	3.88	4.09	4.23	4.38	4.53
Cash component (A$)	3.15	2.78	2.55	2.34	2.27	2.20	2.12
Total offer per AXA APH share (A$)	**6.43**	**6.43**	**6.43**	**6.43**	**6.50**	**6.58**	**6.65**
Cash out for AXA (A$bn)	3.2	2.9	2.7	2.5	2.4	2.4	2.3
AXA Solvency impact	-3pts		-1pt				0pt
AXA Gearing impact	+4pts		+4pts				+3pts

- AXA cash out is capped at A$3.2 billion
- AXA will be repaid A$0.7 billion internal loan granted to AXA APH

redefining / standards

Capital management strategy

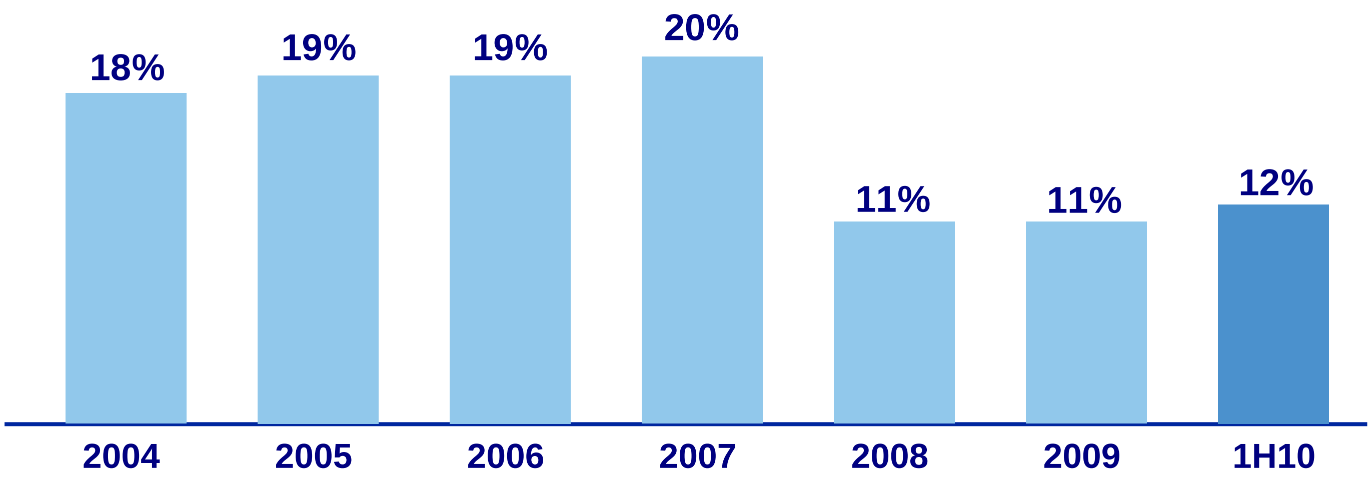
Capital Management strategy

A balanced value creation / Free Cash Flow generation profile

Value creation	Deploy capital in geographies and business lines where superior growth and value creation can be delivered to our shareholders over the long term…
Free Cash Flow generation	…while maintaining a sustainable generation of free cash flow in our operations to fund steady growth and dividends to our shareholders…
Capital agility	…and maintain capital agility to: ▪ absorb market shocks ▪ effectively move capital within the Group ▪ seize opportunities

IFRS Return on Equity

Adjusted Return on Equity*



	2004	2005	2006	2007	2008	2009	1H10
Equity**	€18.0bn	€21.5bn	€25.3bn	€29.7bn	€30.9bn	€28.9bn	€34.3bn

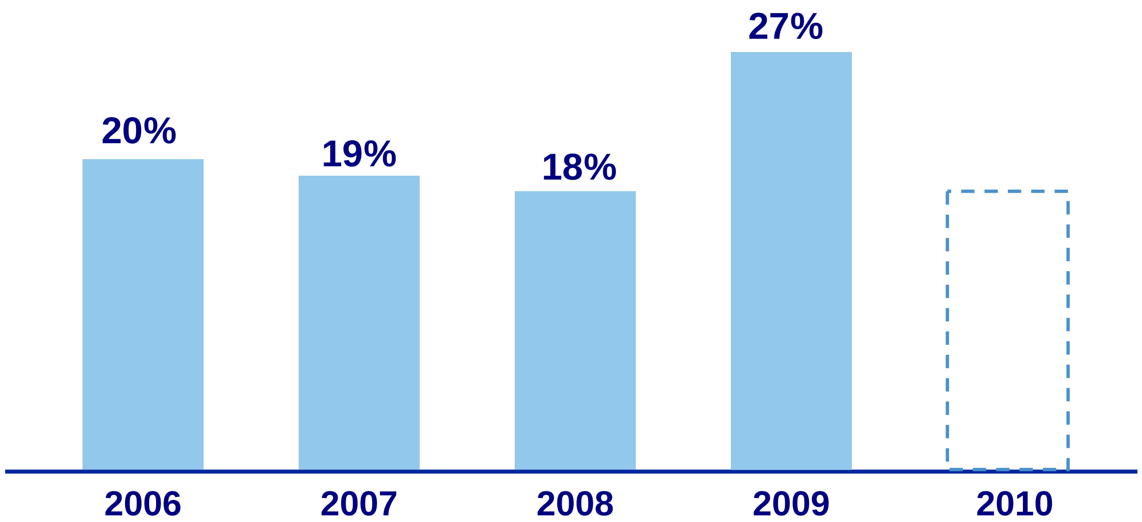
- A strong track record of return on book value from 2004 to 2007
- Resilience in turbulent times

* (Adjusted earnings net of perpetual debt interest charges) / (average IFRS Shareholders' equity excluding changes in fair value on invested assets and excluding perpetual debt)

** Average IFRS shareholders' equity excluding net unrealized capital gains on balance sheet invested assets and excluding perpetual debt

Operating Return on Group EV

Operating return* on Group EV



Opening Group EV	€27.6bn	€35.6bn	€34.8bn	€18.6bn	€30.4bn

- A strong track record of operating return on Group EV
- Total return negatively impacted by financial crisis in 2008

* Including operational experience and changes in operational assumptions projected in the VIF calculation

redefining / standards

How to optimize value creation?

Value creation

Free Cash Flow generation

3 levers to monitor and improve value creation

- Maximize absolute value
- Optimize capital requirement constraints
- Manage volatility over time

Our principal internal tool to act on these three dimensions

Return on economic capital

Optimization of surplus capital upstreaming to Group Holding level

Internal tool to monitor economic value creation

Embedded in decision making processes

Definition

Return on economic capital = $\frac{\Delta \text{ Available Capital}}{\text{AXA's risk capital}}$ = $\frac{\text{Value created}}{\text{Required capital}}$

Value created

Reflects the evolution from one year to another of the market consistent value of assets less liabilities

Required capital

Calibrated based on an adverse 1/200 year shock as measured by AXA's internal economic model

The economic framework is progressively being used in Group processes

- Asset allocation
- Risk optimization (reinsurance program, ALM, etc)
- Strategic allocation of capital by business line / country
- Regular strategic portfolio review
- External transaction assessment (M&A, securitization, etc.)

Return on economic capital
Driving the capital allocation strategy

OBJECTIVE Increase return on economic capital and reduce its volatility through actions on inforce and new business

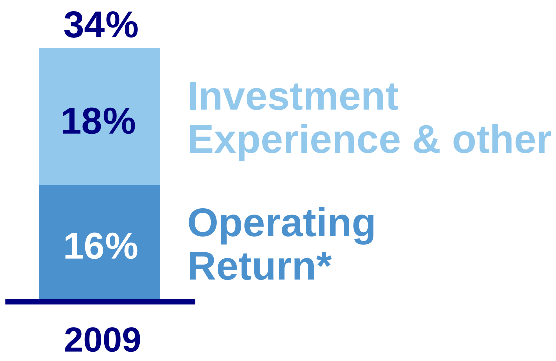
Maximize absolute value	▪ Focus on highly profitable lines of business ▪ Improve new product design ▪ Maximize investment return within our risk appetite framework ▪ Put in run-off businesses with lowest returns ▪ Productivity gains
Optimize capital requirements	▪ Review risks on both assets and liabilities ▪ Continue to monitor asset/liability adequacy ▪ Design products with risks that can be well managed
Manage volatility over time	▪ Optimize the balanced risk profile (financial vs. insurance risks) to reduce volatility of returns and thereby decrease cost of capital

Return on economic capital
Life & Savings

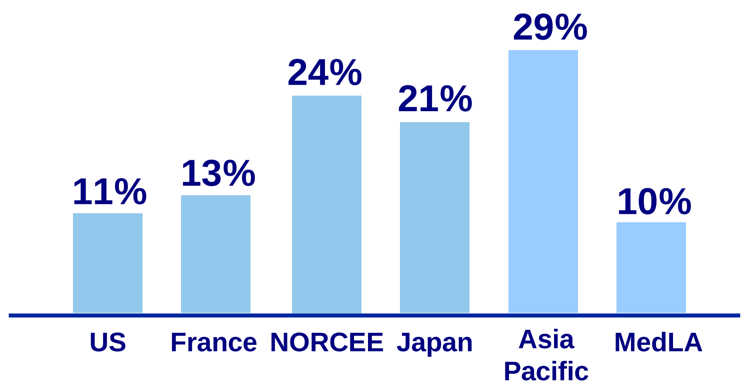
Value creation

Free Cash Flow generation

FY09 L&S return on economic capital (before Group diversification)



FY09 L&S operating return on economic capital by geographies



2009 performance

- 2009 Life & Savings total return benefited from favorable market conditions

Drivers to maximize value creation

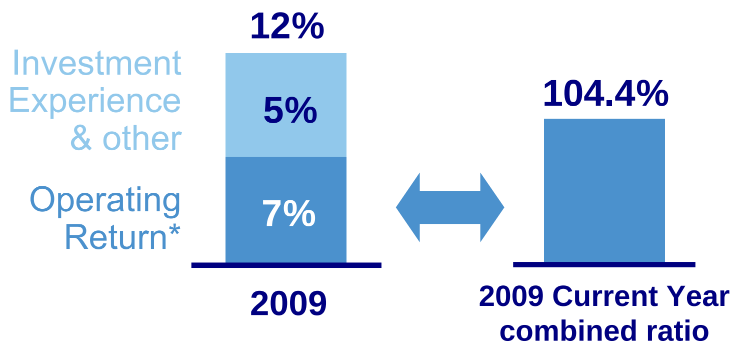
- Accelerate diversification into Protection & Health
- Increase share of UL business
- Prioritize investments in growth opportunities
- Increase business efficiency

* (Expected existing business contribution + New Business Value) / Economic capital before diversification

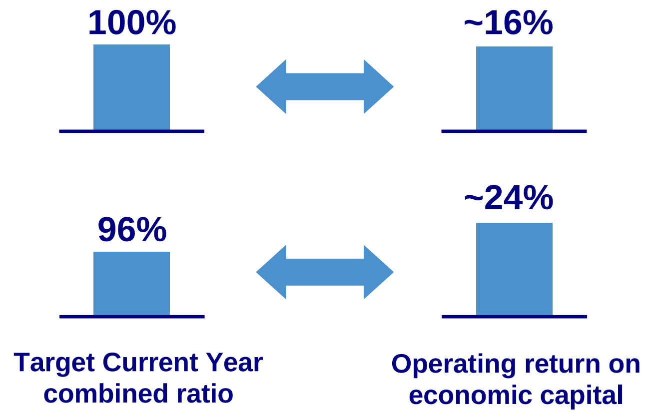
redefining / standards

Return on economic capital
Property & Casualty

FY09 P&C return on economic capital (before Group diversification)



Indicative sensitivities based on targeted Current Year combined ratio across the cycle



2009 performance

- 2009 Property & Casualty operating return impacted by high Current Year combined ratio at **104.4%**
- In 2009, we believe we were close to the bottom of the cycle

Drivers to maximize value creation

- Reduce Current Year loss ratio
- Accelerate productivity efforts

96% to 100% CY combined ratio ⟷ 16% to 24% operating return

Average operating return over 2004-2009 was approx. 16%

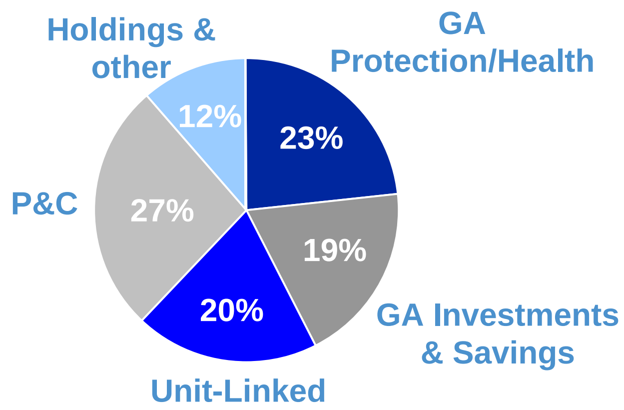
* (Current year technical result net of tax + investment income net of tax) / Economic capital before diversification

Minimize capital requirements and improve stability over time

Value creation

Free Cash Flow generation

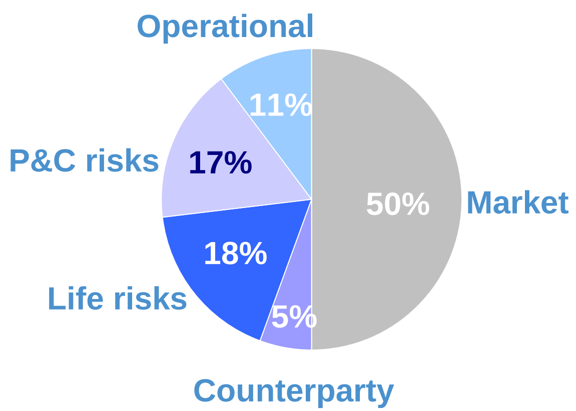
FY09 Economic capital by business



Total: Euro 28 billion
(100%, post tax, post diversification)

Split based on Group share, before diversification

FY09 economic capital by type of risks



Total: Euro 28 billion
(100%, post tax, post diversification)

Split based on Group share, before diversification

Actions on inforce

- Continue to closely monitor duration gap
- Further diversify asset portfolio
- Optimize asset and liability hedging

Actions on new business

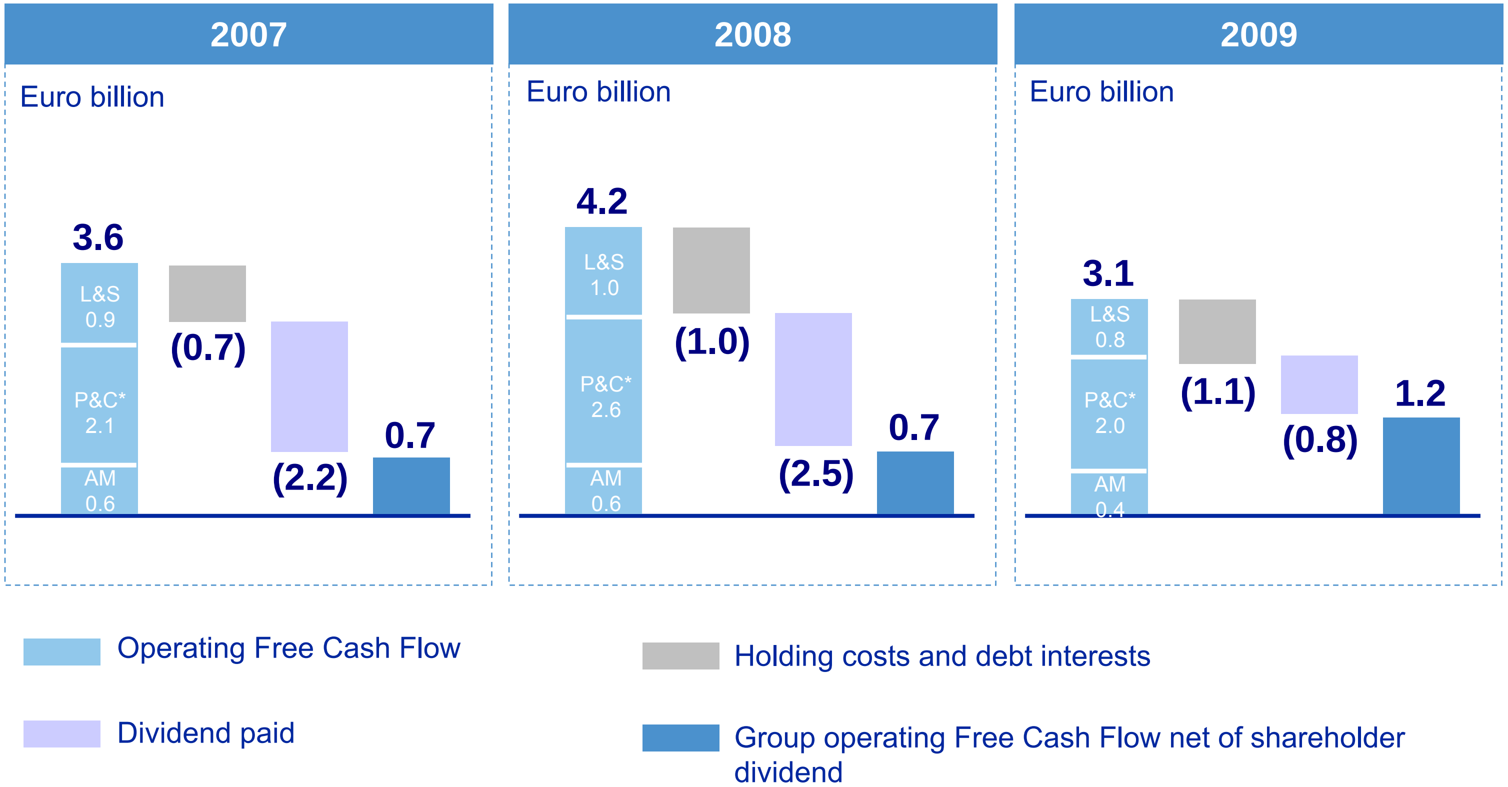
- Shift product mix to reduce exposure to market risk
- Further de-risk products to adapt to current environment

redefining / standards

Operating Free Cash Flow generation comfortably covers dividend policy

Value creation

Free Cash Flow generation



- Property & Casualty and Asset Management are strong Free Cash Flow generators
- 2010 operating Free Cash Flow expected to increase vs. 2009, comfortably covering €1.3 billion paid dividend

* Including international

Upstream of operating Free Cash Flow to Group holding level

Value creation

Free Cash Flow generation

Euro billion	2007	2008	2009	E 2010	E 2011
United States	✗	✗	✗	✗	✗
France	☑	☑	☑	☑	☑
United Kingdom	✗	✗	✗	☑	☑
Japan	✗	✗	✗	☑	☑
AXA APH	☑	☑	☑	☑	☑
MedLA	☑	☑	☑	☑	☑
Germany	☑	✗	☑	☑	☑
Belgium	☑	☑	✗	☑	☑
Switzerland	✗	☑	☑	☑	☑
Asset Management	☑	☑	☑	☑	☑
Total cash dividend from entities*	**2.2**	**2.7**	**1.8**	**2.8**	
Operating free cash flow generation	3.6	4.2	3.1	↗	
%	**61%**	**64%**	**59%**	**>75%**	

US operating dividend used to finance local debt charges and repayment as well as local M&A (e.g. MONY, AllianceBernstein puts)

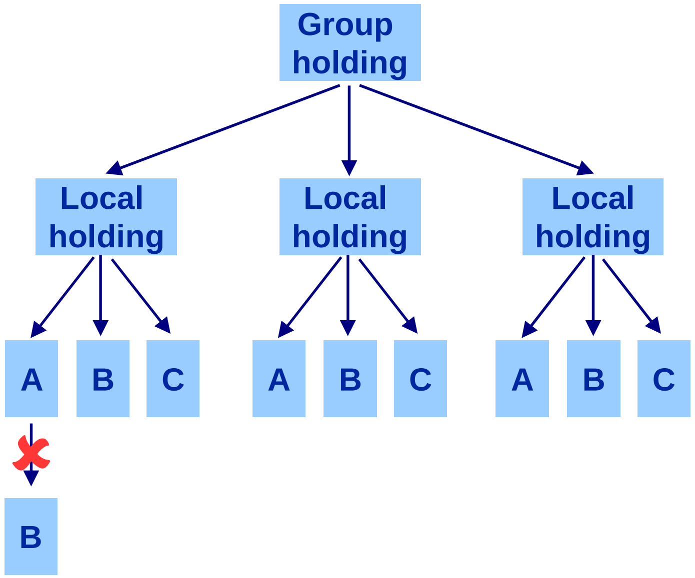
Excluding proceeds from partial sale of UK Life business

Dividend from entities expected to significantly increase in 2010*

* Represents management's current expectations based on information available to it; actual future dividends from Group operating companies must be declared by the Boards of those companies and may differ from these estimates due to a variety of factors including future operating performance, financial market conditions, regulatory constraints and other factors

A transparent capital structure

Capital: limited double leverage



- The Group has sought to centralize equity participations at Group holding / local holding level
- Limited cross shareholdings

Internal debt

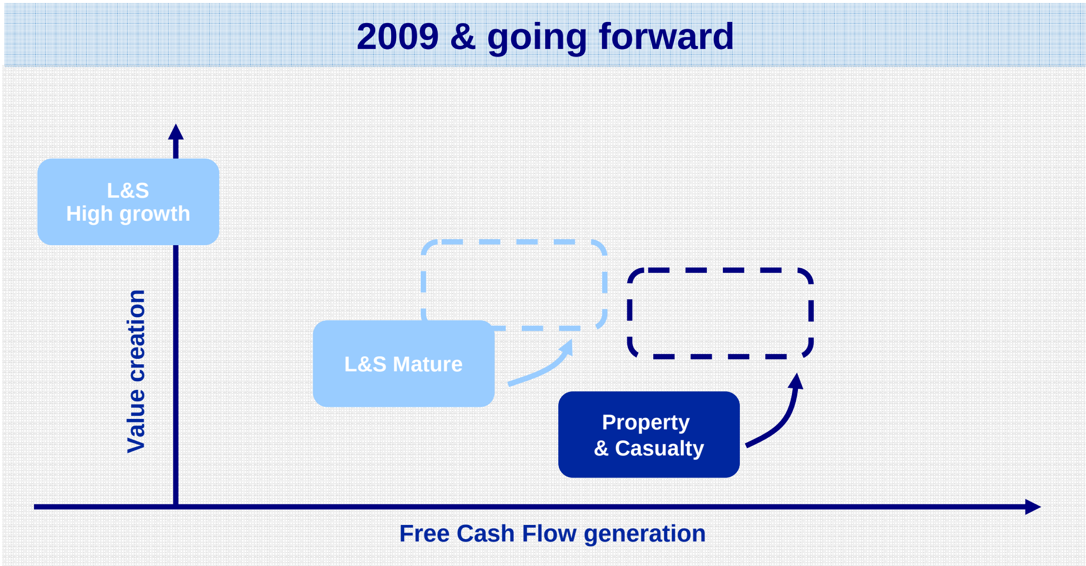
- Net internal debt at Group holding level of Euro 3.2 billion as of FY09, comprised of:
  - Euro 11.6 billion loans from affiliates
  - Euro 8.4 billion loans to affiliates

Capital fungibility

- Capital agility to be opportunistic and absorb market shocks
- High growth entities may benefit from excess capital generated by mature entities
- Monitor and optimize Group's gearing

A well balanced value creation & cash flow profile with ability to further optimize

- Strong track record of value creation with action plans for further optimization
- Operating Free Cash Flow more than covers internal growth, interest & holding costs and shareholders' dividend policy with ca. €1.0 billion excess per annum to further strengthen balance sheet and/or finance external growth
- Operating Free Cash Flow and dividend from entities expected to increase in 2010



Conclusion

Our objective: Accelerate long term value creation

Capital

Manage capital with agility while generating sustainable Free Cash Flows

- Improve return on economic capital by extracting more value from inforce and improving Cash / Value profile of new business
- Optimization of surplus capital upstreaming to Group Holding level

Efficiency

Leverage the size and diversity of the Group to ensure lean and efficient execution

- Productivity gains in both L&S and P&C
- P&C: enhance technical expertise through underwriting and claims management
- L&S: more active inforce management

Growth

Prepare to accelerate profitable growth in the medium term

- Increase exposure to high growth markets
- Leverage multichannel distribution (direct, bancassurance and proprietary networks)