

AXA: A global leader in financial protection

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Exane BNP Paribas

European Seminar

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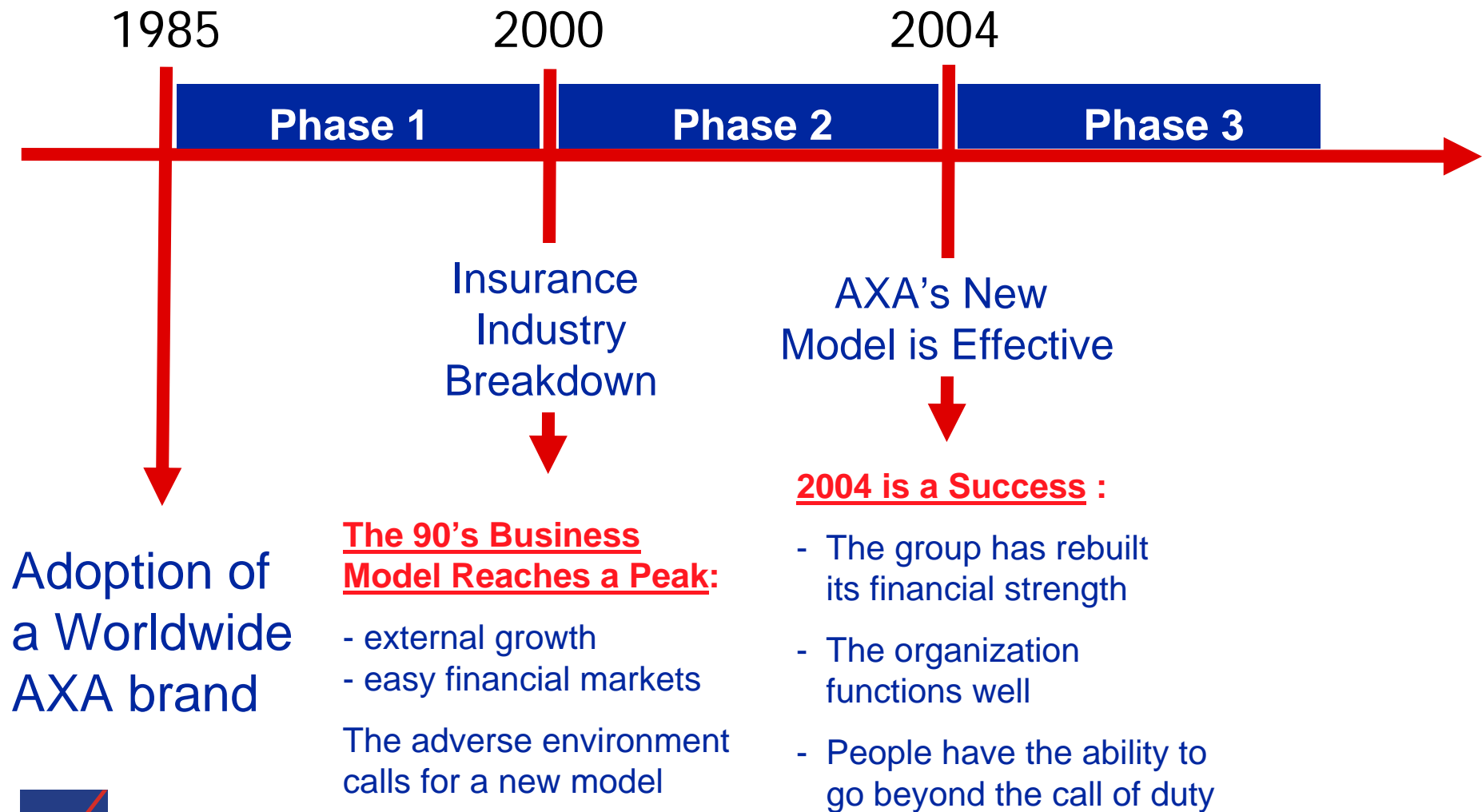
Be Life Confident

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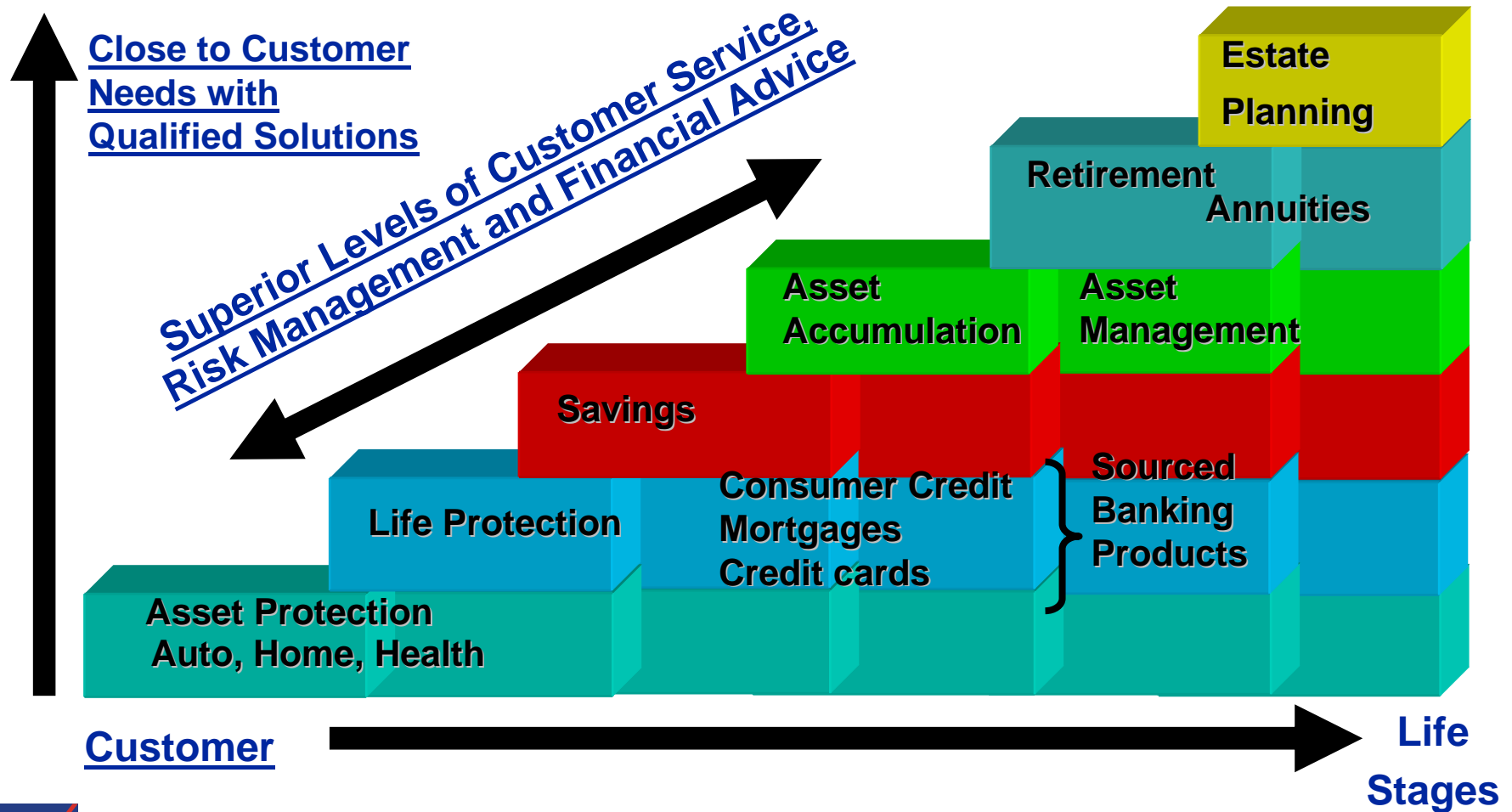
- 1. A global leader in financial protection
- 2. The benefits of being global
- 3. Pillars of our performance
- 4. What's next?



Where did we start from? Where are we heading ?



The Correct Strategic Choice: Financial Protection



The Correct Strategic Choice

- **Financial Protection *versus* Bancassurance**
- **3 Major Businesses (Life & Savings, Asset Management, Property & Casualty) *versus* pure player**
- **Financial Recovery of Core Business Lines *versus* Sale of Non-Performing Activities**
- **Focus on Key Markets rather than be in All Markets**



Our choices have enabled us to better resist

Evolution of Market Cap (in Euro Billion) from 2000 to 2005

12/31/1999		05/23/2005	
1. AIG	166,6	1. AIG	110,9
2. Allianz	81,6	2. ING	49,3
3. AEGON	64,1	3. AXA	38,0
4. ING	58,0	4. Allianz	36,1
5. AXA	48,8	5. Generali	30,8
6. ZFS	47,9	6. Allstate	30,5
7. Munich Re	44,5	7. Fortis	29,7
8. Fortis	42,2	8. Manulife	29,0
9. Prudential plc	38,3	9. Metlife	25,5
10. Generali	33,8	10. Aviva	21,2
11. Swiss Re	28,9	11. Munich Re	19,6
12. Metlife	28,3	12. ZFS	19,2
13. Aviva	21,0	13. Hartford	17,2
14. Allstate	18,8	14. Prudential plc	17,1
(-)Hartford	10,2	15. Swiss Re	16,0
(-) Manulife	6,2	16. AEGON	15,8

Source : Bloomberg



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- 1. A global leader in financial protection

- 2. The benefits of being global

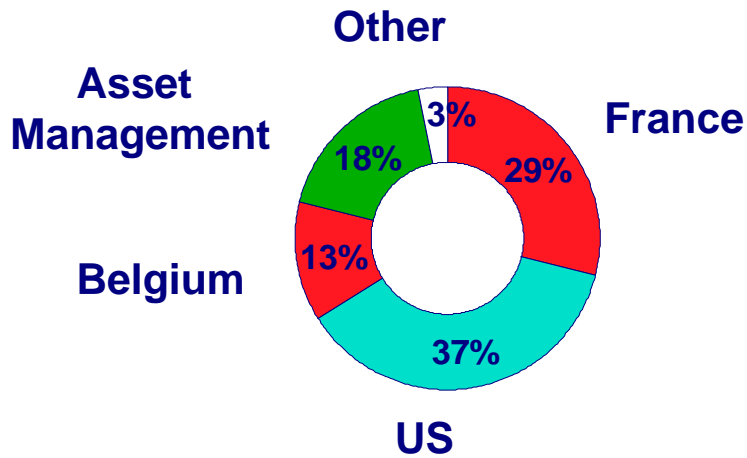
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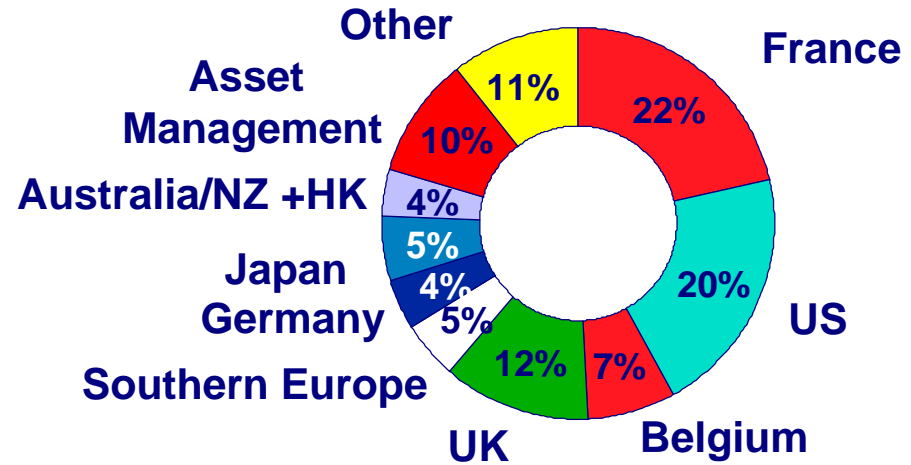
Underlying earnings geographical diversification has improved over the years...

- A platform for steady growth



2000

3 countries = 78% of earnings



2004

13 countries = 79% of earnings



[... and business diversification is giving us the capacity to ride different cycles ...

Life

- Mortality/longevity
- Spread
- Fees

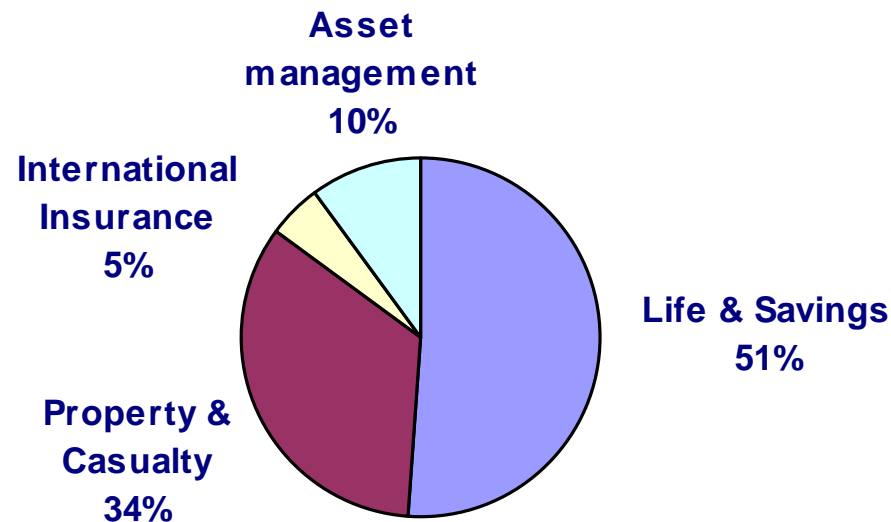
P&C

- Motor
- Property
- Liability

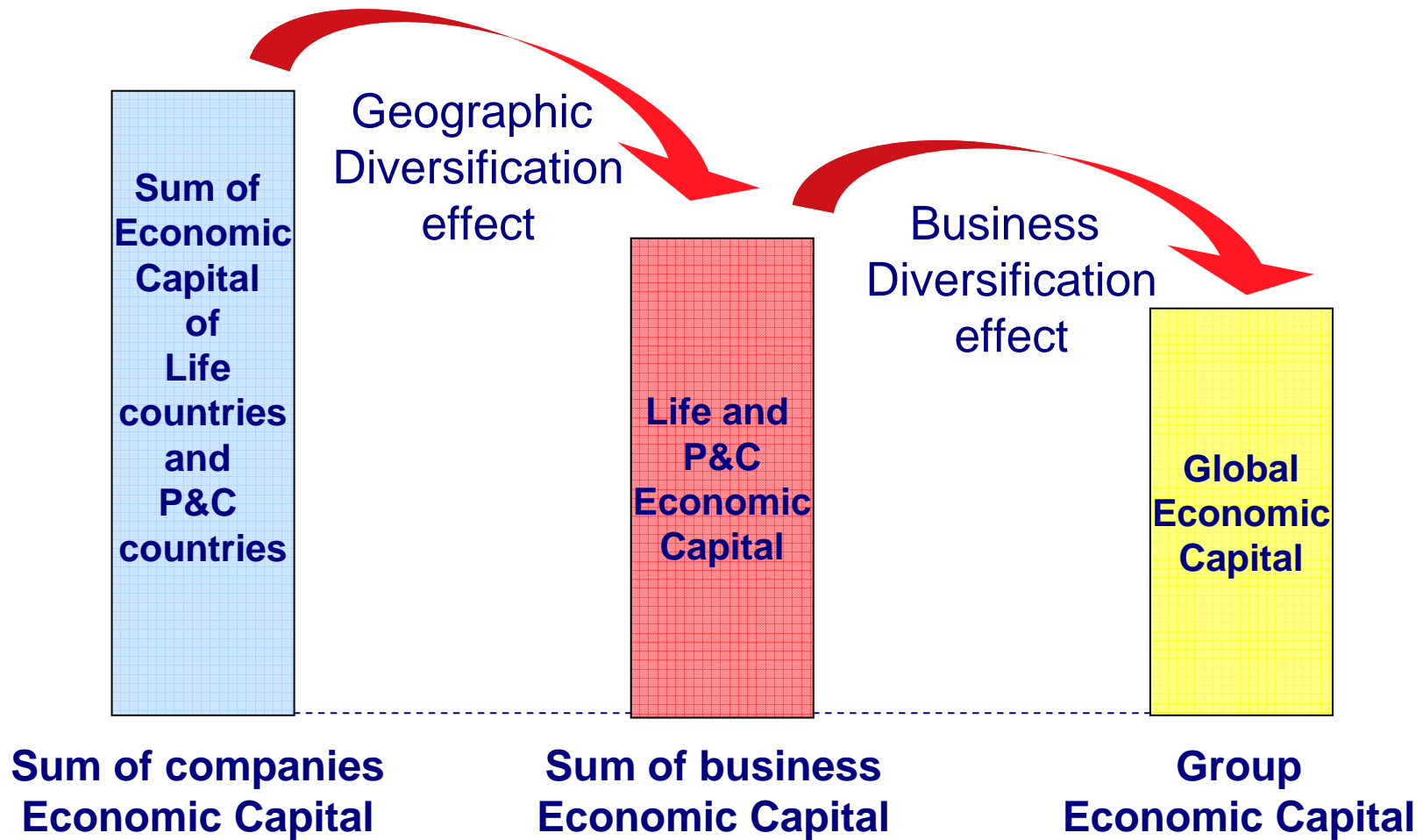
Asset Mgmt

- Fixed Income
- Equity
- Real Estate
- Alternative products

2004 underlying earnings by segment



[...reducing our global capital needs ...



[... and enhancing efficiency through a global culture of operational excellence

A World Leader in Financial Protection
with the ambition to beat local competition in selected markets
through Excellence in:

Distribution
Management

Product
Innovation

Underwriting
Pricing
Claims Mgt.

Quality of
Service

Productivity

Leveraging Group Human Capital and Resources

Drive Profitable Organic Growth
by Retaining Existing Customers and Generating New Business



Accelerate Revenue & Earnings Growth

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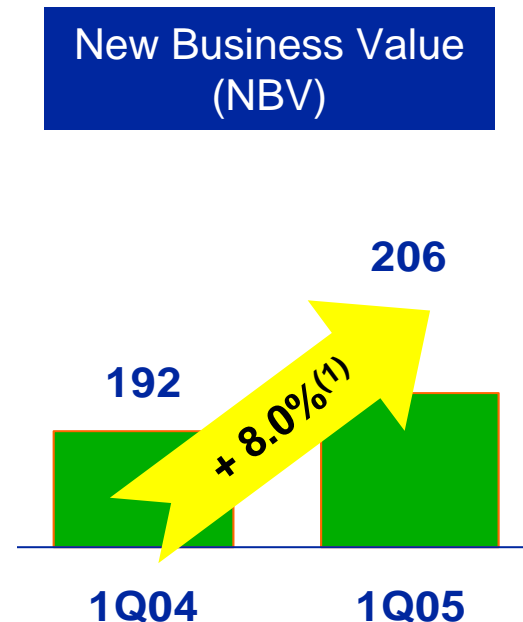
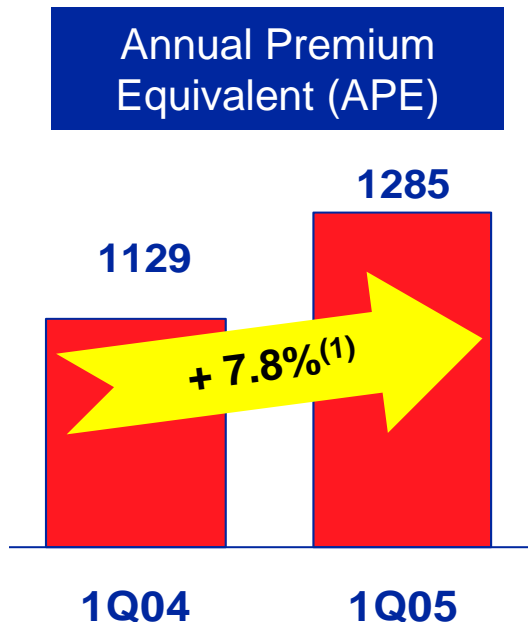


Pillar #1: profitable organic growth

1Q05 activity indicators growth⁽¹⁾

L&S APE	+7.8%
L&S NBV	+8.0%
P&C revenues	+2.2%
Asset Mgmt revenues	+5.7%
Int'l Insurance revenues	+ 5.6%

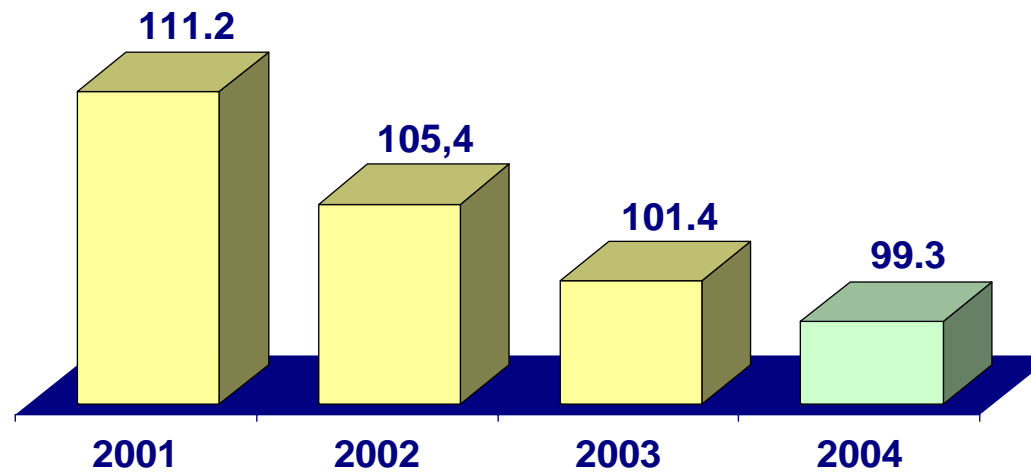
- Unit-linked APE up 15%
- Asset Management net inflows Euro 11 bn



(1) IFRS basis for revenues - On a comparable basis (constant exchange rates and scope) - Exane BNP Paribas - June 8, 2005 - 13

Pillar #2: technical discipline, demonstrated by P&C combined ratio within the 98-102% target

P&C Combined Ratio (%)



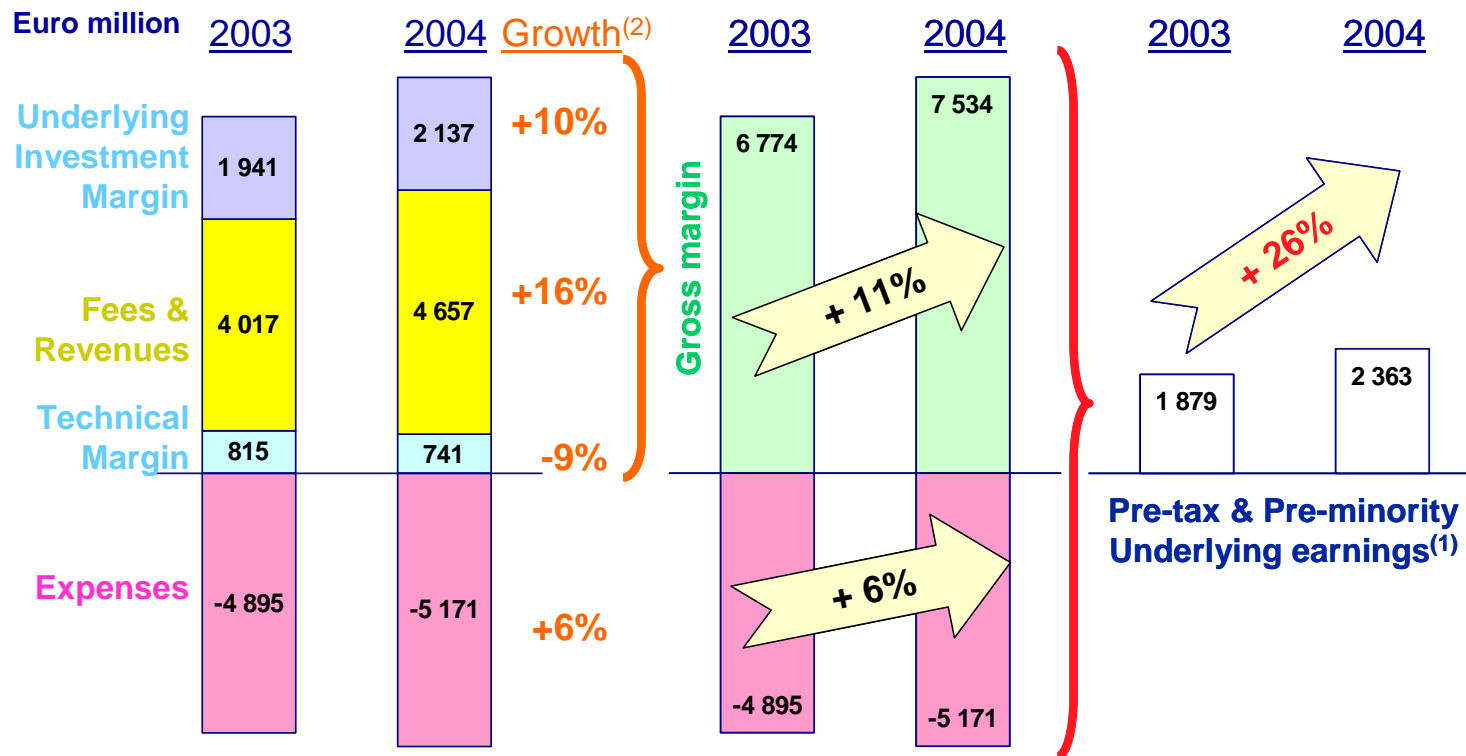
	2001	2002	2003	2004
Loss ratio	82.2%	78.0%	74.3%	72.4%
Expense ratio	29.0%	27.4%	27.2%	27.3%



Pillar #3: tight control of expenses, with focus on unit cost improvement

- Euro 1.3 billion achieved in economic expense savings since October 2001
- Further progress made through improvement of unit costs

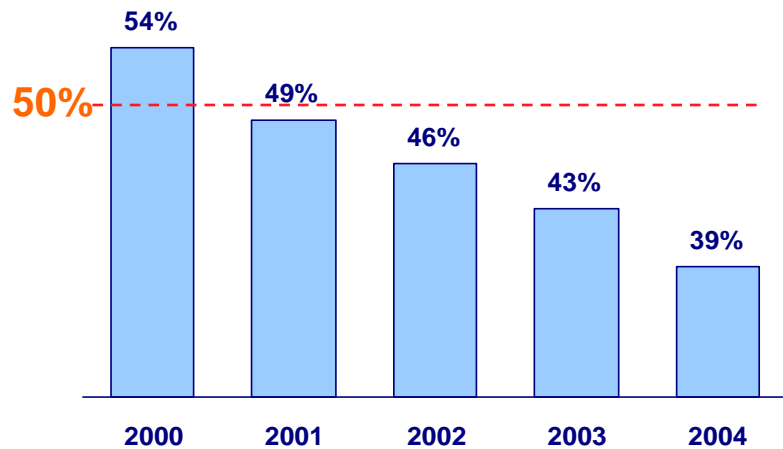
Margin Analysis of Pre-tax & Pre-minority Underlying Earnings⁽¹⁾



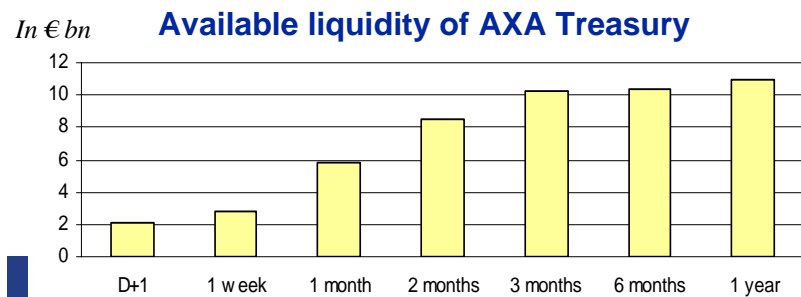
(1) Excluding Health activities, when underwritten by a separate company (Germany and The Netherlands), and Life entities for which no margin analysis is performed (Singapore and Turkey).
 (2) All growth rates in this slide are at actual exchange rates, not constant.

Pillar # 4: A strong financial structure...

→ Gearing (net of AXA SA cash) is in a comfortable zone:

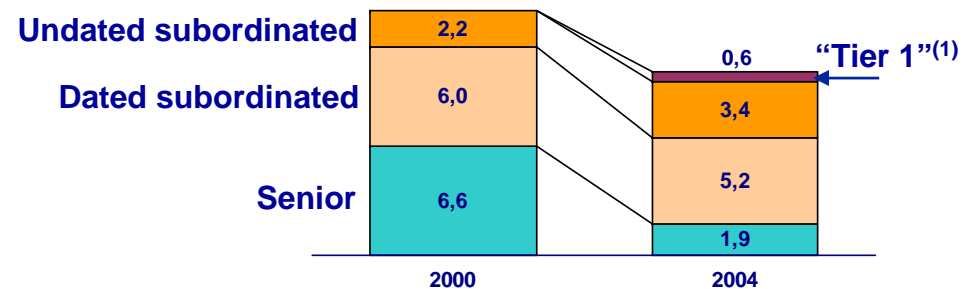


→ Ample liquidity, with average cash position of around €11 bn in 2004



Average life = 38 days

→ Financing predominantly based on long-term subordinated debt provides strong flexibility:



→ Average time remaining to maturity⁽²⁾ = 11.5 years

(1) Terms and conditions of this debt are similar to debt issued by banks and eligible for Tier 1
 (2) Based on exercise of early redemption options

→ This financial structure supports strong and stable ratings:

	<u>2000</u>	<u>2002</u>	<u>2004</u>	<u>Outlook</u>
Standard & Poor's	AA	AA-	AA-	Stable
Moody's	Aa3	Aa3	Aa3	Stable
Fitch	AA	AA	AA	Stable

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[We will continue to improve margins in an organic growth context ...

- Over the long run, we believe that activity indicators should evolve in the following way:

→ Life & Savings APE	+5% to +10% per year
→ P&C premiums	+3% to +5% per year
→ Asset Management fees	>+10% per year

- Our capacity to act as a Group should enable us **to grow earnings even faster**

...which, combined with opportunistic external growth, will optimize value creation



Cautionary Statements Concerning Forward-looking Statements

Certain statements contained herein are forward-looking statements including, but not limited to, statements that are predications 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 and can be affected by other factors that could cause actual results and AXA's plans and objectives to differ materially from those expressed or implied in the forward looking statements (or from past results). These risks and uncertainties include, without limitation, the risk of future catastrophic events including possible future terrorist related incidents. Please refer to AXA's Annual Report on Form 20-F for the year ended December 31, 2003, and AXA's Document de Référence for the year ended December 31, 2004, 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.



Glossary

◆ **Adjusted Earnings**

Net income before the impact of exceptional operations and goodwill amortization.

◆ **Underlying Earnings**

Adjusted earnings excluding net capital gains attributable to shareholders and claims associated with the September 11, 2001 terrorist attacks.

Adjusted and underlying earnings are non-GAAP measures, which may not be comparable to similarly titled measures reported by other companies.





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