

AXA Advisors

Retail Distribution Overview

September 23, 2004



Be Life Confident

Agenda

- **Retail Distribution Organization**
- **Financial Services Industry Climate**
 - AXA Advisors - Our Advantage
- **2003/2004 Initiatives & Accomplishments**
- **Retirement Benefits Group**



Distribution

Our Goal:

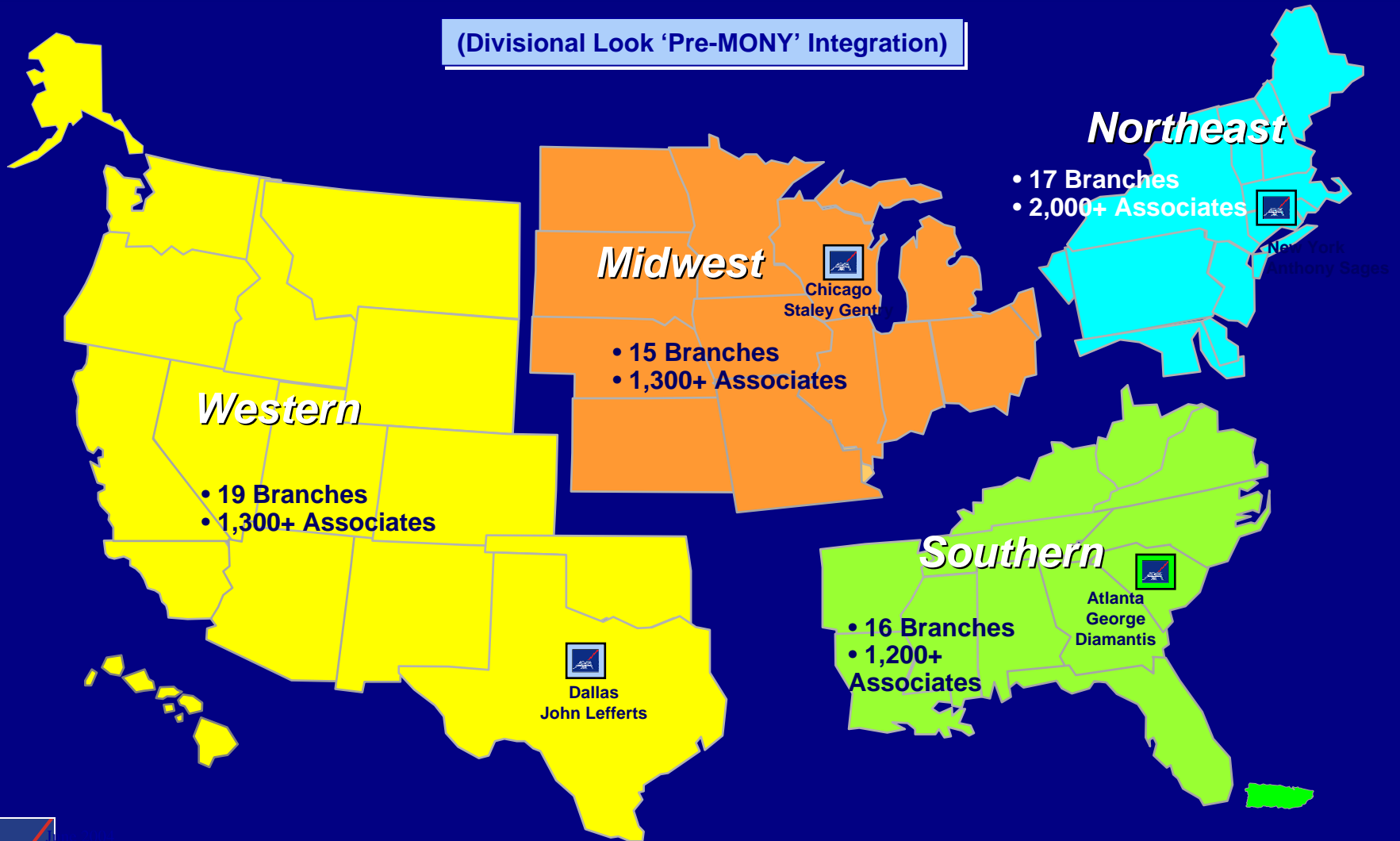
For our financial professionals to become trusted advisors, helping clients build their financial futures by providing clear, objective advice — resulting in stronger, more successful, and more satisfying, personal and professional client relationships.



AXA Advisors:

Provide Superior Financial Advice to Clients

(Divisional Look 'Pre-MONY' Integration)



AXA Division Headquarters

AXA Advisors:

Provide Superior Financial Advice to Clients

(Branch Office Locations)



Retail Distribution

- **Corporate Strategy & Support with Local Implementation and Accountability**
 - 4 Divisions
 - 67 Branch offices & 200 District Offices across the U.S.
 - 6,000+ Financial Professionals
- **Sales Force positioned to take advantage of new opportunities, specialization, and corporate programs based on national and local scenarios**
 - **Example: Advanced Practice Model**
 - Retirement Benefits Group



[Career Agency System

- **Why is the current state of the industry today a 'match' for our career sales system?**

Career Distribution System has been positioned to maximize Industry Opportunity



Retail Distribution

Career System: Hands-on Management

Financial Professionals work with a Dedicated Management Team to Establish and Execute a Sound Business Plan, Achieve their Professional Goals, and Build a Successful Practice.



Retail Distribution

Vision:

- To Be the **Most Talented** Career System in the Industry and **the place** Where Associates Want to Build Their Careers.

Strategy:

- Deliver Superior Advice and Solutions to Clients
- Increase Associate and Management Productivity
- Manage Costs While Improving Efficiency



Retail Distribution

■ Consultative Planning Services

- Responding to increased market demand for objective financial advice . . .
- Meeting needs of clients based on their life scenario and life events is . . .
- The way smart business will be done in the future is . . .

**The way our FP's
are doing business today.**



2003/2004 Initiatives and Goals

- **Performance Goals:**
 - District Manager Performance Guidelines
 - Branch Manager Performance Management Process
 - Associate Minimum Productivity Requirements
 - Voluntary Retirement Program

- **Field Optimization Initiatives:**
 - Create Marketing Centers in selected Markets
 - Retention of Established Career Sales Force
 - Complete MONY Retail Sales Force Integration



2003/2004 Initiatives and Goals

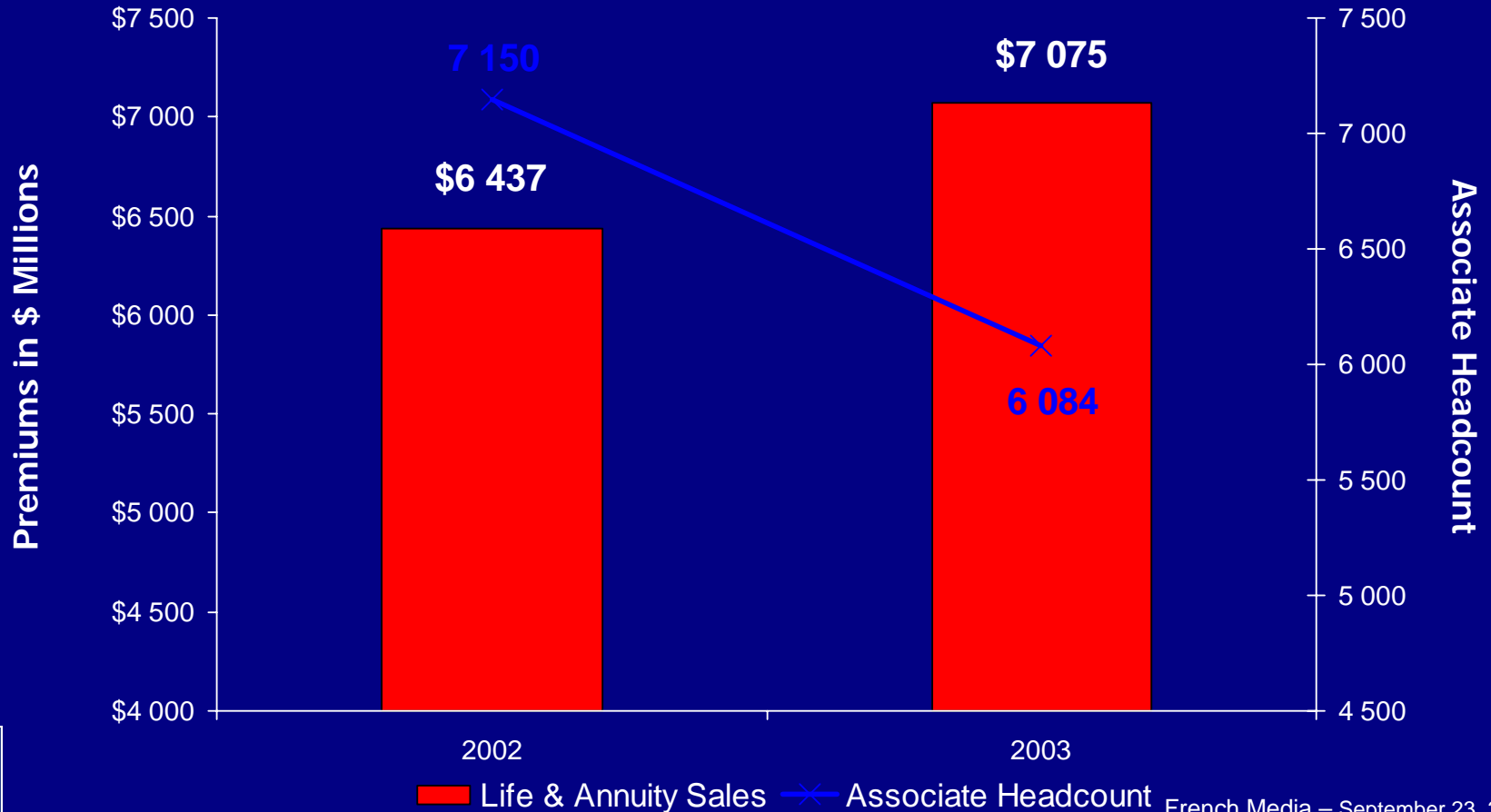
- **Enhanced Manager and Associate Support:**
 - Provide High Quality Sales Support and Tools
 - Implement Producer Groups/Teaming
 - Support Practice Group Specialization
 - Increase Professional Designations
 - Implement New Technology
 - Branch Level Marketing

- **Client Management:**
 - Implement New Client Management Initiatives



Life & Annuity Sales Productivity

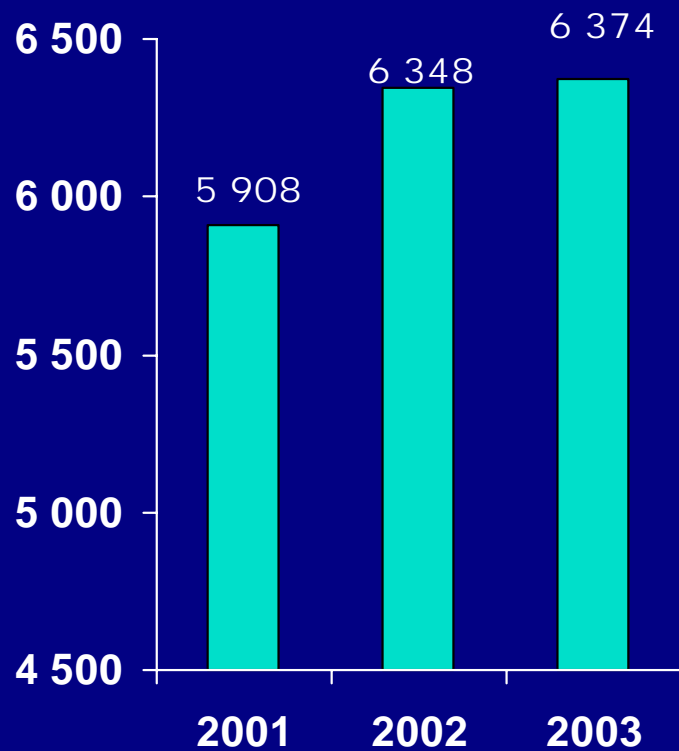
- Increased 29% to \$1.2 Million Per Associate in the Retail Channel
- Reduced Retail Sales Force by 15% While Life & Annuity Sales Increased by 10%



AXA Advisors Premium Results & Sales Highlights**

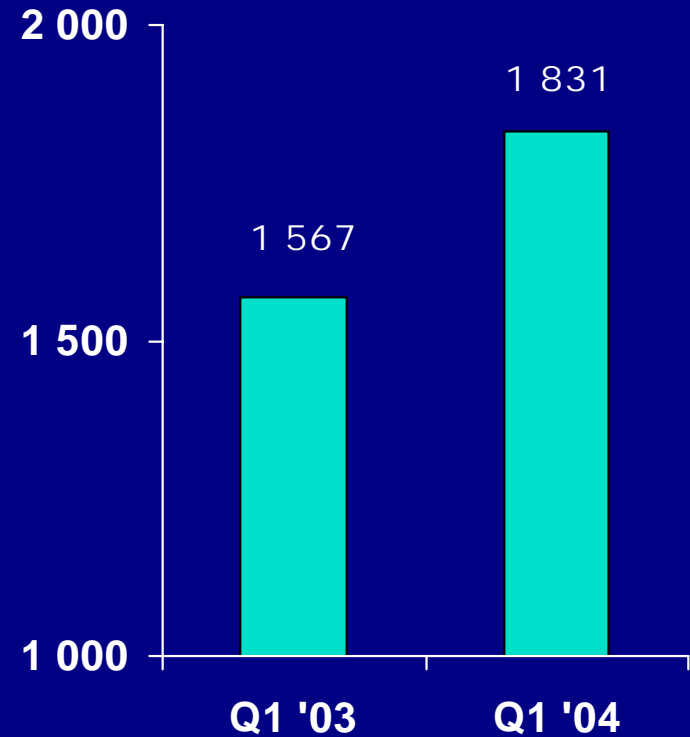
\$ in Millions

** Total First Year Premiums & Deposits (Life, Annuity, Mutual Funds & Fee Based Assets)



\$ in Millions

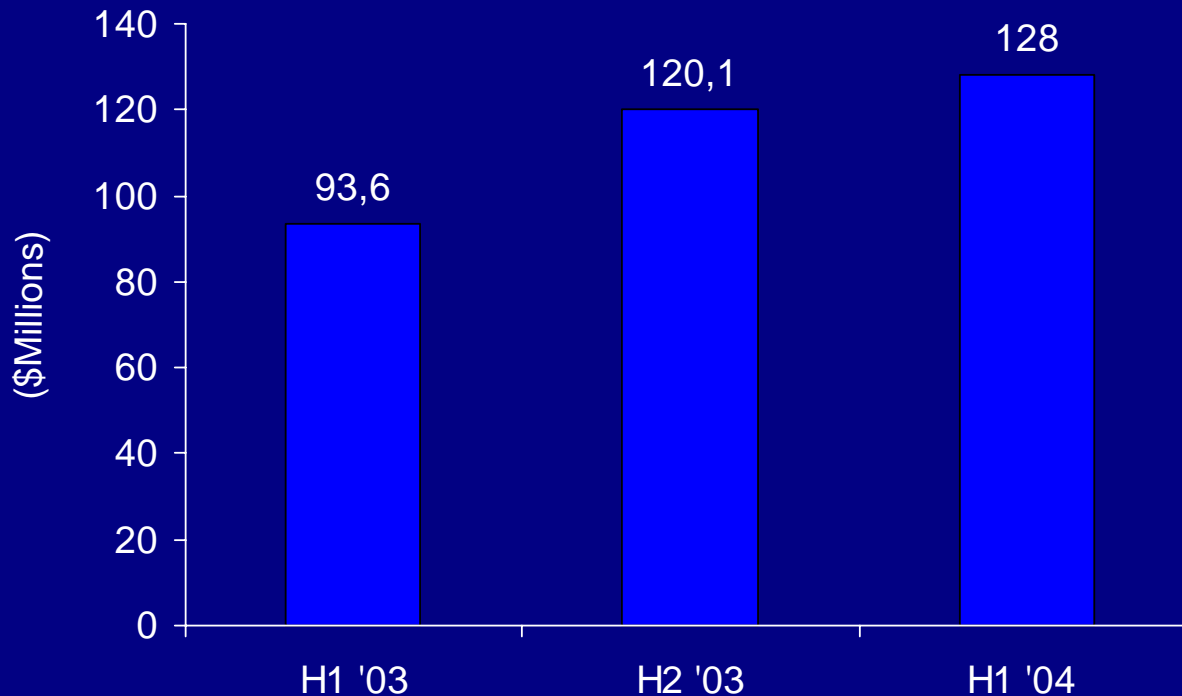
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Building Momentum in Life Sales

- 1H '04 FY Retail Life Premiums up 37% Over 1H '03
- Increase Profitability by Continued Focus on Growing Life Sales
- Life Premiums Have Strong Impact on New Business Value

Retail First Year Life Premiums



Building Momentum in Life Sales

- Completed Transaction - July 2004
- Initiated Integration of AXA Advisors and MONY Career Sales Force - Focus on Retention of Key Producers
- Ongoing MONY Career Sales Force Integration Initiative
- End State MONY Integration Objectives:
 - Larger Scale Organizations With Higher Market Share in Their Cities
 - More Local Support Available for Associates
 - Higher Quality Management at a Lower Cost Per Production Unit
 - Better and More Competitive Products
 - Larger Client Base Will Provide More Cross-sale Opportunities
 - Consolidated Broker Dealer With Better Products and Service
 - Upgraded Sales Support and Sales Tools



AXA Advisors Advanced Practice Group

RBG



What Is the Retirement Benefit's Group...

Who are our Clients?

The Retirement Benefits Group (RBG)

- A dedicated division
- Primarily focused on:
 - Educating clients in the Employer Sponsored-Tax Sheltered Market and
 - Marketing AXA Financial Products to these clients to meet their financial retirement needs

RBG Clients -- the Employer-Sponsored Market

- Teachers
- Health Care Workers
- Municipal and Governmental Workers (i.e., Police, Fire Personnel)



What is a Tax Sheltered Annuity?

- Tax Sheltered Annuities, or TSAs, provide a supplemental / optional retirement financial benefit encouraged by the United States Federal Government [under section 403(b) of the U.S. Internal Revenue Code].
- Employees in this market are generally covered by government (state, local or federal) retirement plans which provide benefits and income upon retirement.
- Employees can voluntarily agree to deduct money from their salary and have it automatically deposited into a variable annuity with assets and interest that will grow tax deferred until retirement.



Advantage of a TSA for Clients

- Clients can accumulate additional assets on a tax deferred basis to supplement their governmental retirement plan -- gives the client more financial assets for their retirement years.
- It's easy - - automatic payroll deduction.
- If the client begins contributing early in their career (many do), they continue to contribute for 30+ years until they retire -- can provide significant build-up of assets for their retirement.
 - Premiums are increasing over time with salary increases up to a maximum dictated by law (currently \$13,000 a year).
- Relationships are developed between the client and the financial professional -- consequently, the client has a trusted advisor who can help them with all their financial planning needs.
 - Marriage
 - Insurance and education funding for children
 - Other retirement planning
 - Actual retirement - - asset distribution
 - Estate Planning



RBG History

How did RBG Start?

- **2 Branch Managers in New Jersey spent 20 years developing a successful, profitable business in the TSA market. A review of their business practices and results -- and a need in the marketplace -- led to developing this business model nationwide for AXA Advisors.**
- **RBG Started in 2000 -- Created to replicate the New Jersey business model and expand it nationwide.**
 - RBG Organization utilized the sales model, prospecting approaches, education techniques and financial planning strategies utilized by the (2) NJ Branch Managers.
 - RBG Field Offices, with dedicated RBG Managers and Associates, created across the U.S. where appropriate.
 - Central Support Unit formed to provide intensive training, product, regulatory /competitive information, consultation and telephone sales support to RBG managers and associates.

RBG Today

- **Over a 5 year period, the dedicated TSA sales force grew from 50 financial professionals to over 750 in 65 offices nationwide**
- **Over the same period the premium received has grown at a compound growth rate of over 30%**

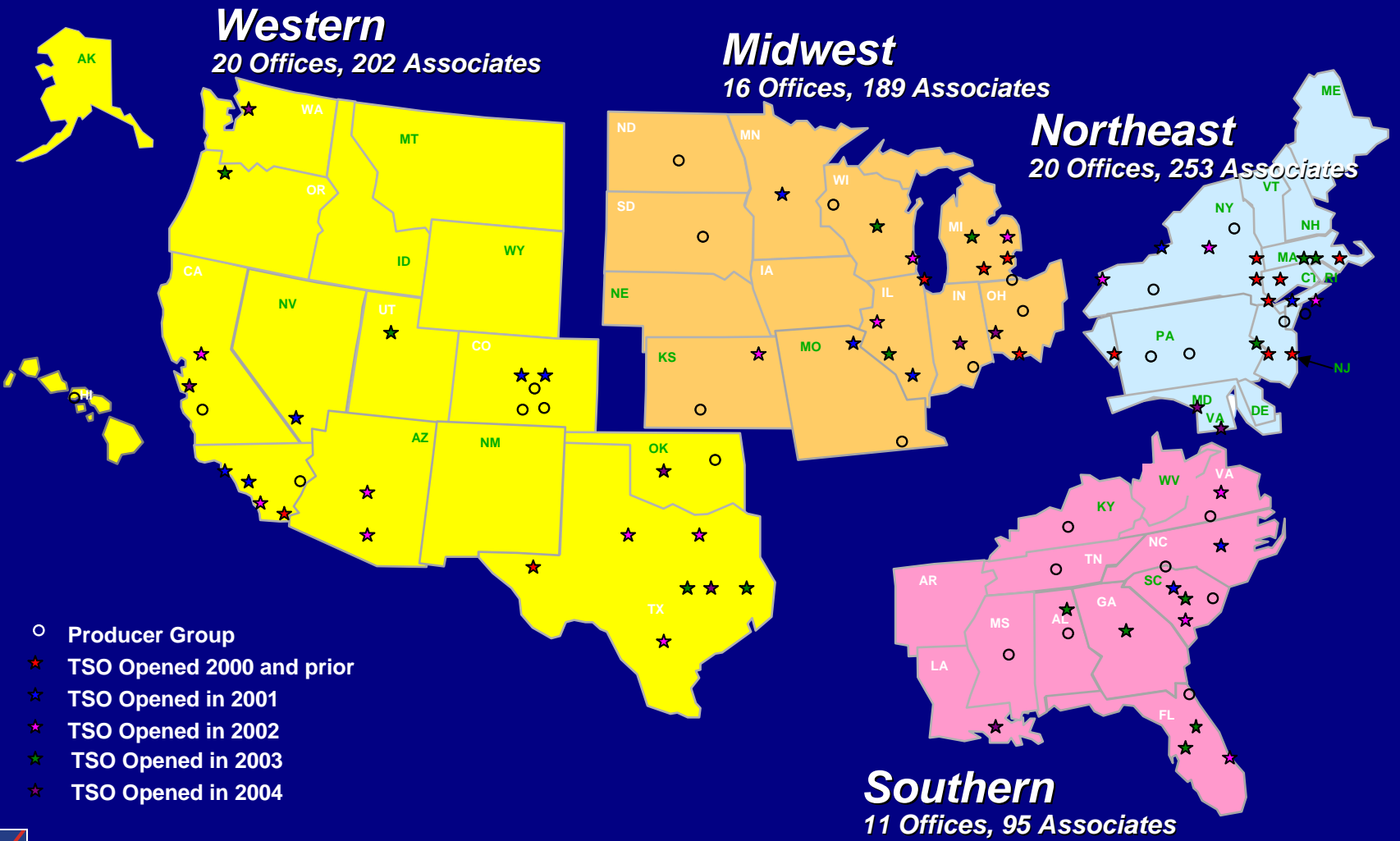


RBG Business Mission

To become the recognized leader in providing selected financial products and services to employer-sponsored markets -- with the most professional, trusted and highly compensated sales force, within the most sought after firm in which to build a career.



RBG Locations



RBG Business Goals

- Increase Assets Under Management.
- Make It Easier for Associates and Clients to Do More Business With AXA Financial.
- Strengthen Cross – Selling Opportunities Beyond 403(b) Tax Sheltered Annuities.
- Increase the Number and Maximize Production of associates in this Market.
- Educate and Train Dedicated Associates in the 403(b) TSA Markets.
- Reassign and Reactivate Dormant TSA and EDC Units.



[RBG Success Factors

- Knowledgeable Management Team
- Intensive Training Program
- Consistent Business Approach
- Focused and Dedicated Support Team
- Reactivation of existing units with approved payroll slots, but no recent sales activity provides RBG Associates with quicker sales opportunities





Be Life Confident
