



2016 FULL YEAR EARNINGS

Press conference

Paris – 23 February 2017

Agenda

1. INTRODUCTION

2. BUSINESS LINES

3. FRANCE

4. SUMMARY OF EARNINGS & FINANCIAL STRENGTH

5. CONCLUDING REMARKS



Introduction

Thomas Buberl
Chief Executive Officer

In 2016, AXA delivered a good performance

€ 100 bn

Revenues

+2%¹

€ 5.7 bn

Underlying earnings

+3%¹

197%

Solvency II ratio

107

Million clients

- ✓ **€100 billion revenues for the first time in Group's history**
- ✓ **Earnings growth in 2016**
- ✓ **Solid results in a challenging macroeconomic environment**
- ✓ **On track towards Ambition 2020 targets**

FOCUS & TRANSFORM

Underlying earnings per share

4%

FY16 vs. FY15

3% - 7%
CAGR¹ 2015-2020E



Group operating free cash flows

€6.2 billion

FY16

EUR 28 – 32 bn
Cumulative 2016E-2020E



Adjusted return on equity²

13.5%

FY16

12% – 14%
2016E-2020E



Solvency II ratio³

197%

FY16

170% – 230%
Target Range



€ 12 bn

FY16 revenues¹

+4%

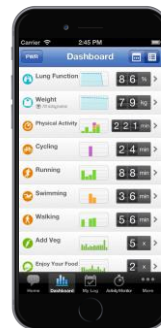
FY16 gross revenues
growth

94.9%

Combined ratio

The 'better health' opportunity:

- Prevention through wellbeing and health analytics
- Coordination of customer's healthcare journey
- Targeted management of chronic diseases



Employee Health Gateway: available in the UK to organisations with over 200 employees, this online portal is the first of its kind to tailor a health and wellbeing service around each employee – marking a big change from traditional health checks.

Life & Savings: a profitable growth

€ 6.6 bn

New business sales (APE¹)
+2 %

40%

FY16 NBV margin

+10%

APE G/A capital light²

The 'retirement' opportunity:

- Clients are ready to invest in upside-generating products
- Strong potential in capital light savings
- Key strengths across the value chain with advice, omni-access and proprietary asset management



2,500 tied agents in France use a tablet to access a specialized application offering an interactive customer experience. **Discovery** simplifies the subscription process and provides clients tailored advice and relevant information.

Commercial lines: well positioned in an attractive market

€ 17.2 bn

FY16 revenues

+2%

FY16 revenues growth

48%

Of P&C gross revenues

The 'business protection' opportunity:

- **SMEs: innovation and agility**
- **Mid Market: expertise and customized offers**
- **AXA International Services: our global network to support our clients**



In Belgium, thanks to Minibizz, a differentiated approach that combines quotes, services and a tool, AXA successfully conquered the very small enterprises segment. This drove commercial lines results last year in Belgium.

+16%

APE growth

+3%

P&C economic revenues growth

€ 588 m

Underlying earnings¹

+8%

The 'next 100 million customers' opportunity:

- Leveraging a unique partnerships portfolio
- Improving the business mix towards higher margin Protection & Health and Lifestyle products
- Reaching the emerging middleclass



In Thailand, working women's needs have changed considerably. In response, **Krungthai-AXA Life** has set up a team of 5,700 staff, 80% of which are women, to offer products aligned with women-specific financing and protection needs. In the next few years, the market could grow by 5-8%, reaching € 8 billion by 2030.

Becoming an innovation leader: collaborating with new players



- €40 million invested in **26 start-ups**
- Launch of a **€150 million** Fund of Funds



- Strategic partnerships
- Exploring new markets and segments



- **3 pilot projects** launched
- Innovations in health and auto services



- Part of our global **emerging customers** initiative
- Already **2 million** clients in India

Becoming an innovation leader: people management



- Partners' committee
- **40** top executives to steer AXA's transformation



- AXA awarded EDGE Certification
- Women in senior leadership roles: reaching at least **33%** in 2020



- Developing the skills of our employees
- Budget: **€143 million**



- A progressive, global parental leave policy
- A better work life balance

Becoming an innovation leader: a better impact on society



AXA divests from the tobacco industry

- Divestment value: € 1.8 billion
- Alignment between our investments and our insurance business



Partnership with UNICEF on impact prevention

- Committed to fight childhood obesity in Mexico



Sustainable reporting

- AXA wins top award for its investment-related analysis of climate risks

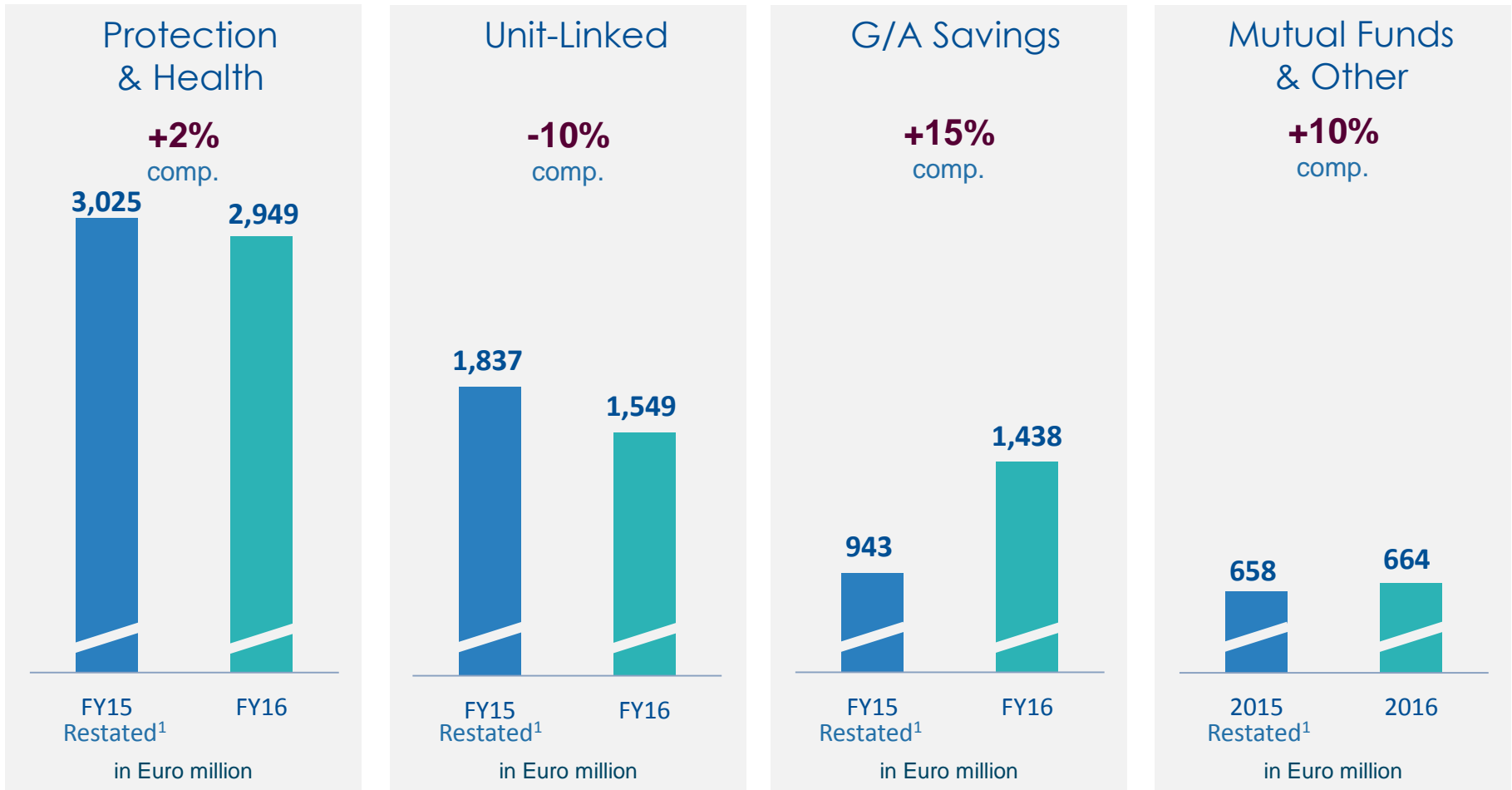


Business lines

Gérald Harlin
Chief Financial Officer

Life, Savings & Health

New business sales (APE) by activity



➔ **Net Flows**
FY16 in Euro billion

+4.4

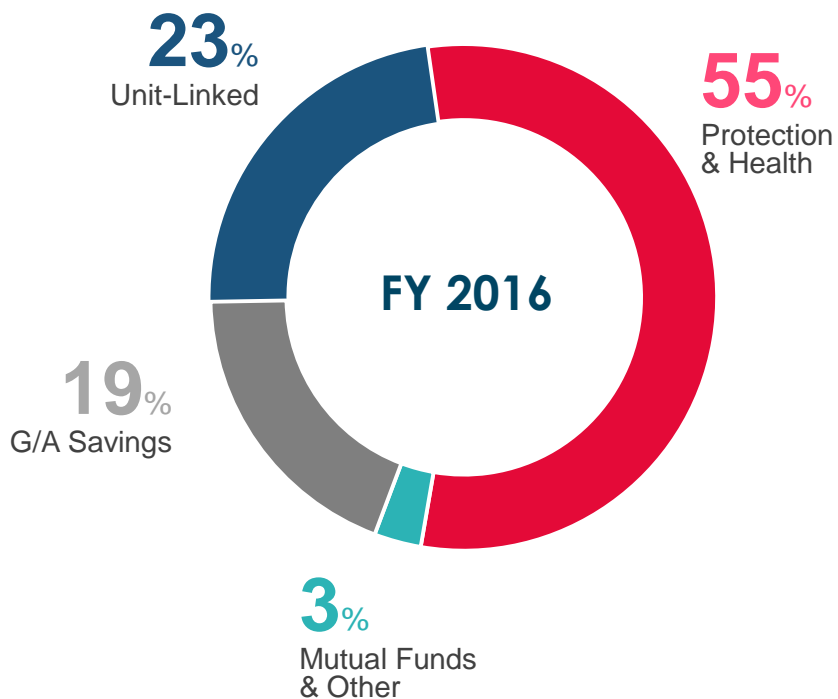
➔ **New Business Margin**
FY16

40%

Life, Savings & Health

Underlying earnings

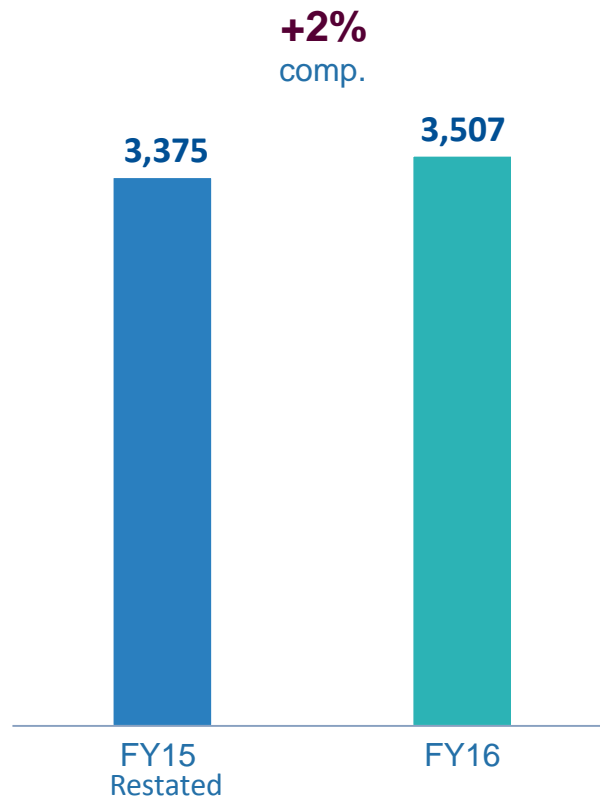
Underlying earnings by business (pre-tax)



➔ Asset yield on the investment portfolio
FY16

3.3%

Underlying earnings



in Euro million

Property & Casualty Revenues by market

Mature Markets

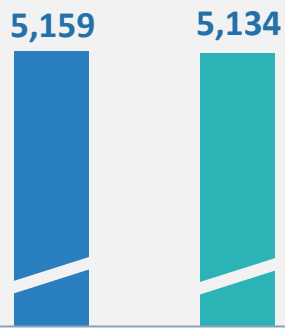
+2%
comp.



FY15 Restated
FY16
in Euro million

Emerging Markets¹

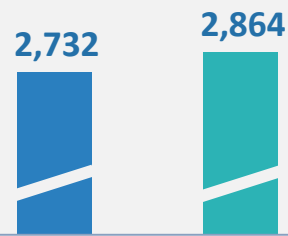
+7%
comp.



FY15 Restated
FY16
in Euro million

Direct

+7%
comp.



FY15 Restated
FY16
in Euro million

Total

+3%
comp.



FY15 Restated
FY16
in Euro million



Personal

FY16 vs. FY15 comp.

+4%



Commercial

FY16 vs. FY15 comp.

+2%

Property & Casualty

Combined ratio & Underlying earnings

Combined ratio



Underlying earnings



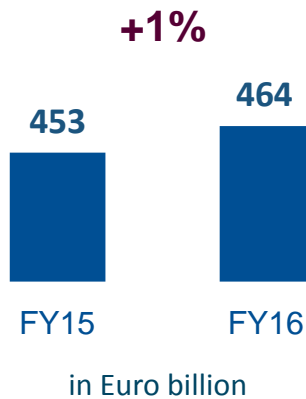
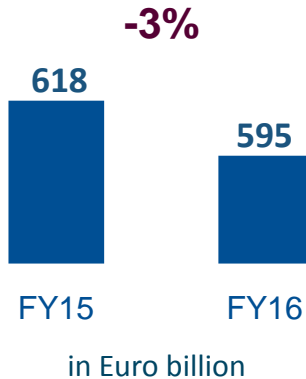
➔ Asset yield on the investment portfolio
FY16

3.4%

Average assets under management



(excl. JVs)



Total average assets under management



+2%
(excl. Friends
Life Impact)

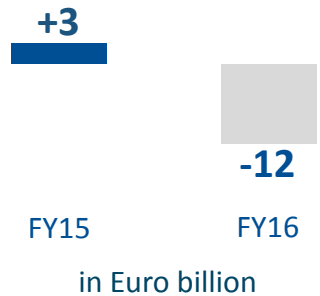
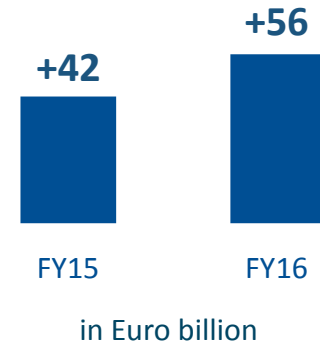
Asset management

Underlying earnings

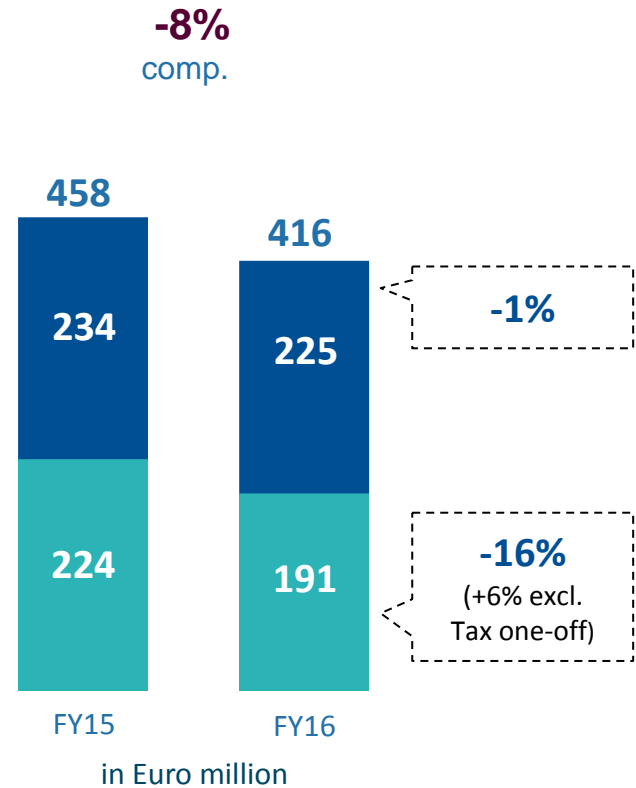
Net flows



(incl. JVs¹)



Underlying earnings





France

Jacques de Peretti

Chairman & Chief Executive Officer of AXA France

AXA France in 2016

Key figures

€22.8 Bn

Revenues
growth: **4,1%**

94.1%

Combined ratio P&C
(FY15: **95.3%**)

40%

Unit-Linked ratio in
individual Savings
products

+6%

Commercial Protection &
Health revenues

+8%

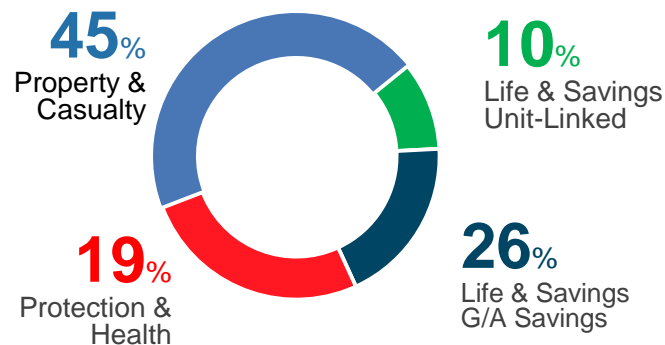
Individual Protection
revenues

306 000

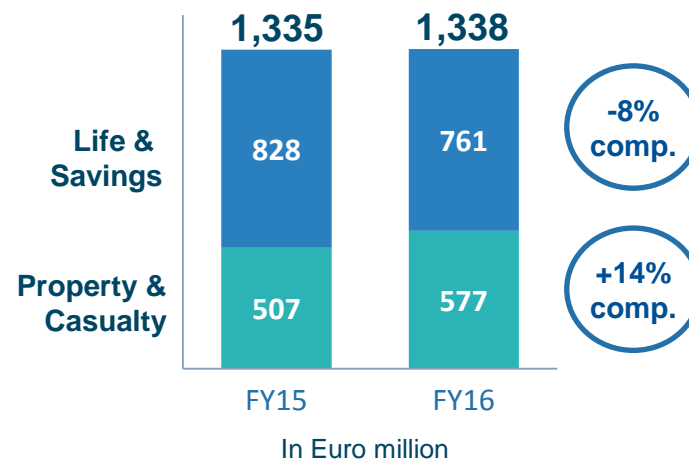
New contracts in
individual Protection

A variety of businesses

Underlying earnings (pre-tax)



Underlying earnings



AXA France in 2020: greater simplicity for our clients!

The first multi expertise insurer ...

- ➔ More expertise in each market
- ➔ A committed company on regulatory requirements
- ➔ A strong and collective engagement in favor of risk prevention and Corporate Social Responsibility

... thanks to multi access, competitive and innovative services ...

- ➔ Reinforcement of Multi-access
- ➔ Support clients in new Protection territories
- ➔ Development of innovative services with high value for our clients

... for more simplicity for our clients ...

- ➔ During the subscription process
- ➔ On a daily basis
- ➔ During the claims process

... with all of our distribution networks: ranked number 1 salesforce in the French market.

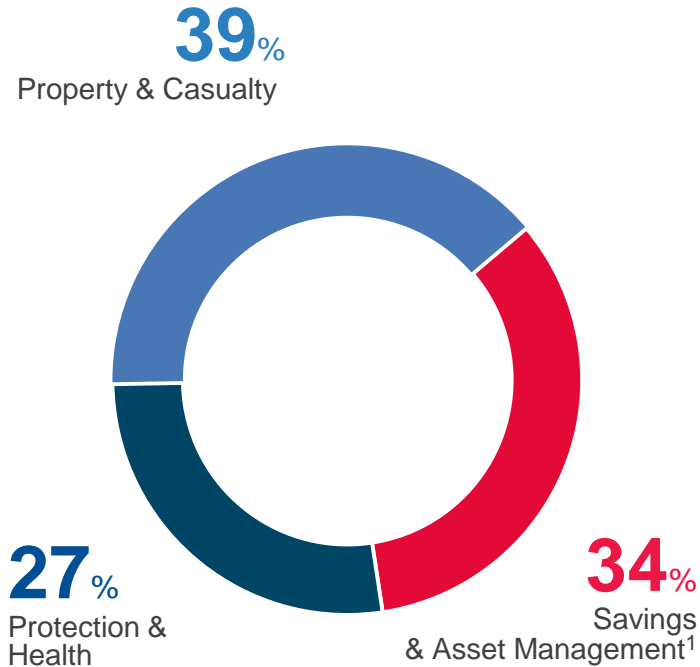


Earnings summary & Financial strength

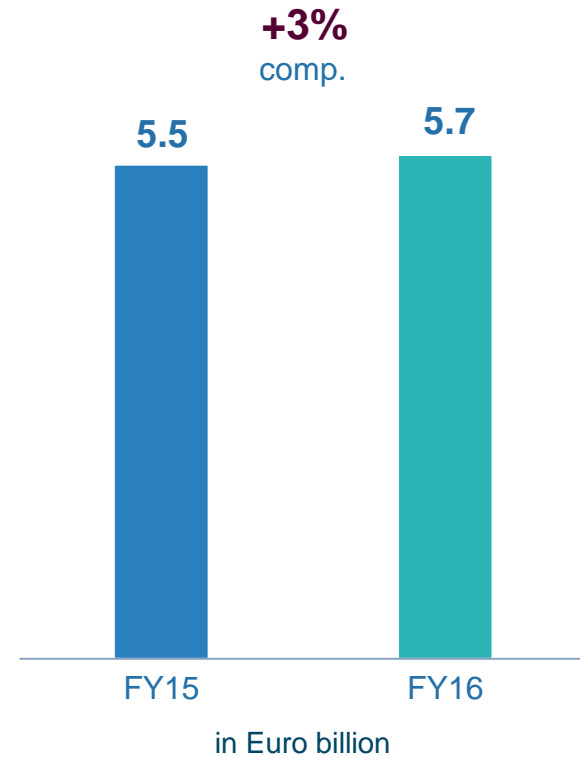
Gérald Harlin
Chief Financial Officer

Group Underlying earnings

Underlying earnings by business (pre-tax)



Group Underlying Earnings

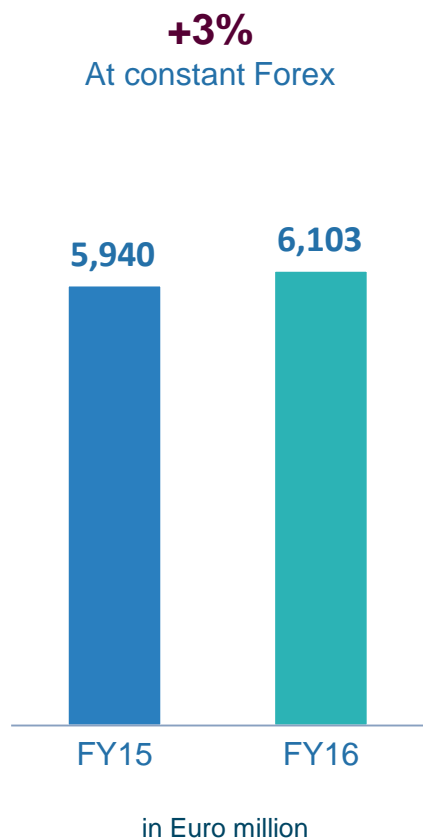


➔ Underlying Earnings per share growth
FY16 vs. FY15

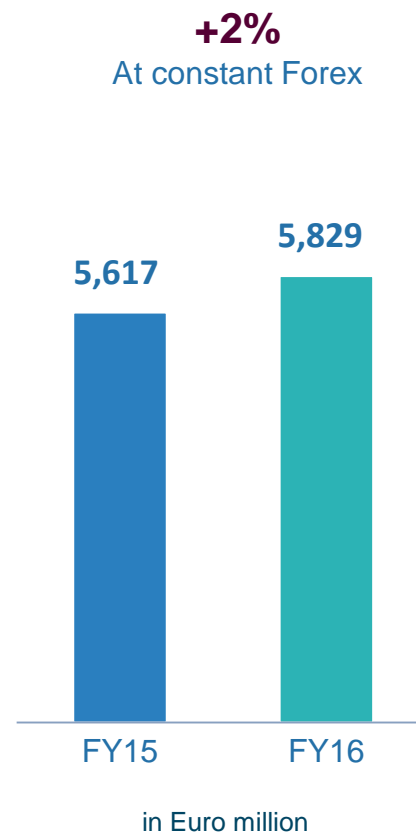
+4%

Adjusted earnings & Net income

Adjusted earnings

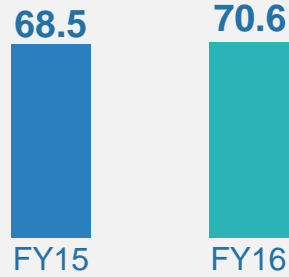


Net income



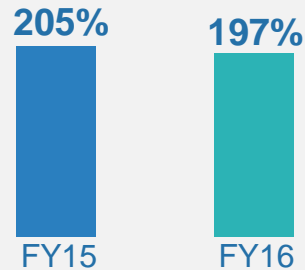
Main financial strength indicators

Shareholders' equity
in Euro billion



Mainly driven by the net income contribution

Solvency II ratio



Remains well within our target range

Financial strength ratings

STANDARD & POOR'S



MOODY'S

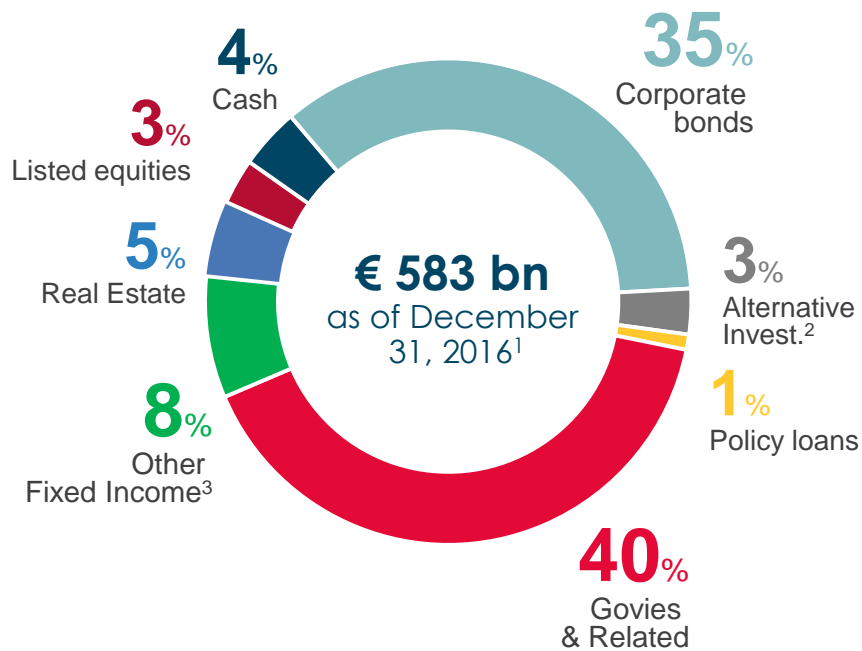


FitchRatings

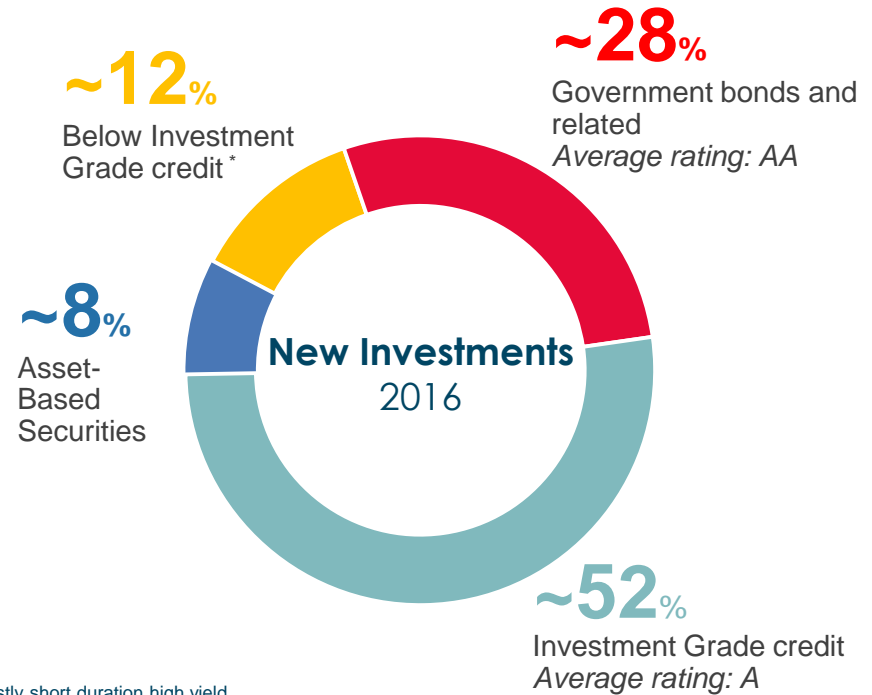


General Account invested assets

Allocation of invested assets (General Account insurance invested assets)



New fixed income investments 2016



* Mostly short duration high yield

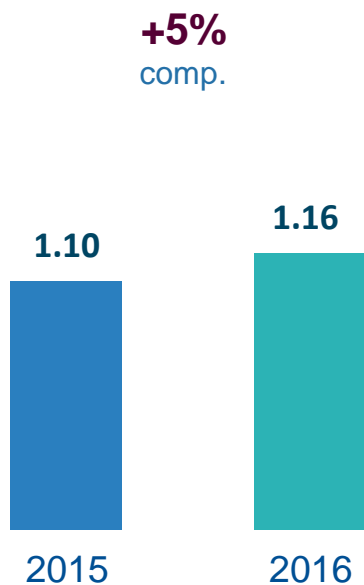
➔ Yield on new investments
FY16

1.8%

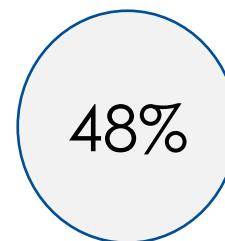
Dividend

Dividend

in Euro per share



Payout Ratio



Payout Ratio Guidance
45-55%
of adjusted earnings



Concluding remarks

Thomas Buberl
Chief Executive Officer

Concluding remarks

- ✓ A **strong** performance
- ✓ On track on the headline targets of our **Ambition 2020** plan
- ✓ **Focusing** on the execution of clear management levers
- ✓ Pursuing the **transformation** of the Group
- ✓ Becoming an innovation leader to **empower people to live a better life**



Q&A Session

2016 Full Year Earnings

Socially Responsible Investment Ratings



2016 Sector leader,
ranked 1st out of 37.
Included in Vigeo Euronext
indices



Ranked “A+” in the 2016
“Assessment Report”
(Responsible Investment
strategy)



Included in the **CDP Climate
Disclosure Leadership
Index**



General score: **87/100**
(vs. sector average at 55/100)
in 2016, ranked 2nd out of 150
insurance companies



Score: 85/100
Percentile ranking: 95/100
Included in DJSI Europe and
DJS World indices



FTSE4Good

Included in the **FTSE4GOOD**
index since 2008

As of February 23rd 2017. Further details are available at: <https://www.axa.com/en/investor/sri-ratings-ethical-indexes>

Notes

Changes at comparable basis are constant Forex, scope and methodology for activity indicators, and at constant Forex for earnings, unless otherwise specified.

Page 5

1. Changes on a reported basis.

Page 6

1. Compound annual growth rate, on a reported basis
2. 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.
3. The Solvency II ratio is estimated based on AXA's internal model calibrated based on adverse 1/200 year shock and assuming US equivalence. AXA's internal model was approved by ACPR on November 18, 2015. Solvency II took effect January 1, 2016. Solvency II ratio is estimated including the proposed amount of dividend for FY16. Dividends are declared by the Board at its discretion based on a variety of factors described in AXA's Annual Reports and then submitted to AXA's shareholders for approval.

Page 7

1. Health is reported in Life & Savings (France, the US, Japan, Germany, Greece, Hong Kong, Singapore and Indonesia) and Property & Casualty (the UK, Belgium, the EMEA-LATAM region, Luxembourg, Hong Kong, Italy, Malaysia, Spain, Singapore, Thailand, AXA Assistance and Direct) in line with reporting standards. The additional focus on Health is in line with the new strategy and organization dedicated to the Health business.

Page 8

1. Annual Premium Equivalent (APE) represents 100% of new business regular premiums + 10% of new business single premiums. APE is Group Share.
2. G/A Savings products which, at inception, create more AFR than the economic capital they consume.

Page 10

1. On a comparable basis, Underlying Earnings for India P&C has been restated due to the an increase in group share in Bharti AXA GI from 26% to 49% in December 2015. Refer to Asia P&C section in M,D&A for more details

Page 15

1. FY15 figures are restated following the sale of the UK Life & Savings business and as the International Insurance segment will no longer be reported separately. AXA Corporate Solutions, AXA Assistance, AXA Liabilities Managers and AXA Global P&C are now part of the Property & Casualty segment while AXA Global Life and AXA Corporate Solutions Life Reinsurance Company are now part of the Life & Savings segment.

Page 17

1. Emerging markets include the following entities: EMEA-LATAM Region (Mexico, Colombia, Brazil, Morocco, Turkey, the Gulf Region, Lebanon, Poland, Czech Republic, Slovakia and Russia), Hong Kong, South-East Asia (Singapore, Indonesia, Thailand, Malaysia and Philippines), India and China, excluding Direct operations.

Page 20

1. AXA IM's joint ventures in Asia (China, Korea and India) are included at 100% in net flows, opening and closing assets under management but are excluded from revenues and average assets under management as they are not fully consolidated.

Page 25

1. Including G/A Savings, Unit-Linked and Banking.

Page 28

1. FY16 invested assets referenced in page 52 of the financial supplement are Euro 788 billion, which include notably Euro 175 billion of Unit-linked assets and Euro 35 billion related to the banking segment.
2. Mainly Private Equity and Hedge Funds.
3. Other fixed income include Asset backed securities (Euro 13 billion), residential loans (Euro 12 billion), commercial & agricultural loans (Euro 21 billion) and Agency Pools (Euro 1 billion).