

AXA

PRESS RELEASE

PARIS, 10 MAY, 2017

Joyce Phillips joins the Management Committee of the AXA Group and becomes CEO of a newly created business unit dedicated to customer innovation and new business models

AXA announces the appointment of **Joyce Phillips** as CEO of a new business unit dedicated to customer innovation and new business models, and as a Member of the Management Committee of the AXA Group, effective May 10th. She will report directly to **Thomas Buberl**, CEO of AXA. Recently, she was CEO of Global Wealth at Australia & New Zealand Banking Group Limited.

This new business unit will federate AXA's initiatives aiming at expanding the value chain of insurance services by leveraging new technologies as well as the Groups' innovation ecosystem. It will operate on a global level with dedicated resources, including existing ventures such as AXA Partners, AXA Next, AXA Strategic Ventures, Kamet. It will also allow the development of new business propositions aligned with AXA's 2020 strategy.

"I am very happy that Joyce Phillips is joining AXA. She is an accomplished CEO with a proven execution track record in the financial industry and a passion for new technologies and innovation. The insurance sector is at a turning point with new trends and opportunities which AXA has started to capture thanks to its vibrant innovation ecosystem. I am convinced that the set-up of this new business unit under Joyce's leadership will allow us to further leverage our existing capabilities and develop new business models and services in order to accelerate the pace of change for our customers", said **Thomas Buberl**.

Biography

Joyce Phillips, during a 25-year career, has worked across every sector, in banking, financial services and the insurance industry, and held senior roles with global and regional responsibilities in the United States, Asia and Australia. From 1997 to 2007, she held senior executive roles for Citigroup in New York and Tokyo, including Global Head of International Retail Banking, then she was President and Chief Operating Officer at American Life Insurance Company (ALICO), a subsidiary of American International Group, Inc. In 2009, she joined Australia and New Zealand Banking Group Limited (ANZ) as Group Managing Director, Strategy, M&A, Marketing and Innovation. She was most recently CEO of ANZ Global Wealth Division and Group Managing Director, Marketing and Innovation. Joyce holds an MBA from the Stern School of Business at New York University and is fluent in Japanese. She was named on the U.S. Banker "25 Most Powerful Women in Banking and Finance" list in 2006, 2007 and 2008, and was recognised as one of the Top 100 Fintech leaders in Asia in 2016.

ABOUT THE AXA GROUP

The AXA Group is a worldwide leader in insurance and asset management, with 165,000 employees serving 107 million clients in 64 countries. In 2016, IFRS revenues amounted to Euro 100.2 billion and IFRS underlying earnings to Euro 5.7 billion. AXA had Euro 1,429 billion assets under management as of December 31, 2016.

The AXA ordinary share is listed on compartment A of Euronext Paris under the ticker symbol CS (ISN FR 0000120628 – Bloomberg: CS FP – Reuters: AXAF.PA). AXA's American Depository Share is also quoted on the OTC QX platform under the ticker symbol AXAHY.

The AXA Group is included in the main international SRI indexes, such as Dow Jones Sustainability Index (DJSI) and FTSE4GOOD.

It is a founding member of the UN Environment Programme's Finance Initiative (UNEP FI) Principles for Sustainable Insurance and a signatory of the UN Principles for Responsible Investment.

This press release and the regulated information made public by AXA pursuant to article L. 451-1-2 of the French Monetary and Financial Code and articles 222-1 et seq. of the Autorité des marchés financiers' General Regulation are available on the AXA Group website (www.axa.com).

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