Press release

Paris, October 17th, 2025

AXA announces changes within its leadership team

AXA announces the following changes within its leadership team in order to prepare its next strategic cycle. These changes, detailed below, will be effective December 1st, 2025:

- **Guillaume Borie**, a member of AXA's Management Committee and currently Chief Executive Officer (CEO) of AXA France, is appointed Global Head of Finance, Strategy, Underwriting, Risk and Technology. In his new role, Guillaume will continue to report to Thomas Buberl, AXA Group CEO. He will assume the responsibilities of Frédéric de Courtois.

- **Mathieu Godart**, currently CEO of AXA P&C and Partnerships of AXA France and a member of AXA France's Executive Committee, is appointed CEO of AXA France and joins AXA's Management Committee, reporting to Thomas Buberl.

- **Karima Silvent**, a member of AXA's Management Committee and currently Group Chief Human Resources Officer, is appointed Deputy General Secretary, in charge of Human Resources, Audit, Compliance, AXA EssentiALL and GIE AXA reporting to George Stansfield, Group Deputy CEO (*Directeur Général Adjoint*) and General Secretary.

- **Matthieu Caillat**, currently Chief Operating Officer and a member of AXA XL's Executive Committee, is appointed Group Chief Technology & AI Officer, and will take over the role of AXA Group Operations CEO from Alexander Vollert, currently group Chief Operating Officer. He will join AXA's Management Committee. He will report to Guillaume Borie.

***

« AXA is well on track to deliver its current plan "Unlock the Future". As we launch the preparation of our next strategic cycle, this is the right time to review and refresh the Group's leadership team to ensure we pursue our strong growth trajectory and accelerate the transformation of our operations. By leveraging internal talents with outstanding track records, I am confident that we will continue to successfully deliver on our priorities and to create value for all our stakeholders.

I look forward to working with **Guillaume Borie** in his new functions at this key moment for our Group. His in-depth knowledge of our different businesses, his ability to transform our operations and his strategic mindset have been instrumental in the development and growth of AXA France, the Group's largest entity, these past 6 years and will help accelerate the strategic trajectory of the Group as well as our technology transformation, in strong collaboration with our local businesses.

For the past 10 years, **Mathieu Godart** has held various leadership positions in key operations and business areas at AXA France. He brings the right blend of strategic mindset and transformation drive to his new role.

I am confident that **Matthieu Caillat**'s appointment as Group Chief Technology Officer & AI Officer and AXA Group Operations CEO will help us drive the Group's technology and AI transformation with the required speed and focus. Matthieu has a vast experience across multiple business roles, most recently at AXA XL where he led a deep technology modernization and launched the shift to AI.

I am also delighted that **Karima Silvent** takes on broader responsibilities within the Group as Deputy General Secretary, after 8 successful years as Chief Human Resources Officer.

I would like to congratulate **Guillaume**, **Matthieu**, **Mathieu** as well as **Karima** on their new and important roles. With these changes, which confirm once again our deep internal talent pool, we have a very strong team in place for the next phase of AXA's success.

I want to sincerely thank **Frédéric de Courtois** and **Alexander Vollert**, who have decided to step down from their positions, for their contributions to AXA.

Frédéric has played a key role in AXA's strategic achievements over the past years. He has helped strengthen our technical excellence, overseen the implementation of our strategy, as well as the successful sale of AXA IM and the acquisition of Prima, and driven the launch of our AI roadmap, with strong shareholder value created during his tenure. I have personally enjoyed my collaboration with Frédéric, and I am very grateful to him along with all our teams who have benefited from his experience and authentic leadership. He will remain a senior advisor to me for the coming months.

I want to thank **Alexander** for the ambitious vision and transformation he has successfully led both as CEO of AXA Germany, leading to great business results, and more recently as Group COO and CEO of AXA Group Operations. His leadership of the Group's tech, data and operations transformation has been visionary, including on AI where he has developed AXA into a front runner in the sector and has laid foundations for our future success. Alexander will remain a senior advisor to me until the end of next year.

I wish both Frédéric and Alexander great success in the next phase of their careers" said **Thomas Buberl**, CEO of AXA Group.

***

As of December 1st, 2025, AXA's Management Committee will be composed of:

- **Thomas Buberl**, Group CEO
- **George Stansfield**, Group Deputy CEO (*Directeur Général Adjoint*), General Secretary, oversight of AXA Japan and Greater China (China and Hong Kong)
- **Nancy Bewlay**, Group Chief Underwriting Officer
- **Guillaume Borie**, Global Head of Finance, Strategy, Underwriting, Risk and Technology
- **Helen Browne**, Group General Counsel
- **Matthieu Caillat**, Group Chief Technology & AI Officer, CEO of AXA Group Operations
- **Patrick Cohen**, CEO of European Markets & Health
- **Ulrike Decoene**, Group Chief Communications, Brand and Sustainability Officer
- **Hassan El-Shabrawishi**, CEO of International Markets
- **Françoise Gilles**, Group Chief Risk Officer
- **Mathieu Godart**, CEO of AXA France
- **Scott Gunter**, CEO of AXA XL
- **Alban de Mailly Nesle**, Group Chief Financial Officer
- **Karima Silvent**, Deputy General Secretary, in charge of Human Resources, Compliance, Audit, AXA EssentiALL and GIE AXA
- **Anu Venkataraman**, Group Chief Strategy Officer and Head of Investor relations

These changes are subject to regulatory and corporate approvals.

***

Biographies

Guillaume Borie

Guillaume has spent most of his career at AXA, where he started in 2009. After several years in the Group Communications Department, he became Secretary to the Group's Board of Directors and Chief of Staff to AXA's CEO in 2013. In 2016 he was appointed Head of Strategy to steer the preparation and deployment of the Ambition 2020 plan “From Payer to Partner”. Appointed Group Innovation Director in 2017, he worked in particular on accelerating innovation efforts in health-related services and technology partnerships. At the end of 2019, Guillaume Borie was appointed Deputy CEO of AXA France, in charge of all property and casualty insurance activities for individual, professional and commercial customers, as well as managing the network of 3,000 AXA France General Agents and relations with the 1,200 partner brokers. Guillaume is a graduate of the Institut d'Etudes Politiques de Paris.

Mathieu Godart

Mathieu is an engineer graduated from the French Institute of Advanced Mechanics, from ESSEC in International Business and from the London Business School where he obtained an MBA. He began his career at Renault-Nissan in the Purchasing Department before joining the Boston Consulting Group. He joined the AXA Group in 2011 as Director of Insurance Purchasing. In 2013, he became Director of Customer Service successively for the Ile-de-France and then North-East regions, while taking responsibility for the motor claims business. After two years at the head of the Western region, he became Director of Distribution & Marketing for AXA Retail and P&C Corporate in 2020. From 2022 to 2023, he was Director of Property and Casualty Customer Service, supervising the Operations of AXA Service Morocco. Since June 2023, Mathieu has been CEO of AXA Property and Casualty and Partnerships, a member of the Executive Committee of AXA France.

Matthieu Caillat

Matthieu started his career 22 years ago in AXA’s division dedicated to Large Commercial Risks, AXA Corporate Solutions (AXA CS). After launching AXA’s Space activity in 2008 and heading AXA CS in the UK until 2015, Matthieu spent 3 years heading AXA CS in France while acting as Deputy Chief Underwriting Officer for AXA CS globally. When AXA acquired XL Catlin in 2018, Matthieu joint the Leadership Team of the newly created AXAXL company as Chief Operating Officer, covering IT, Data & AI, Innovation as well as Operations and Transformation. Matthieu holds a Master of Science in Mathematics from ENSTA ParisTech and a Master’s degree in Economics & Geopolitics from Sciences Po Paris Graduate School.

Karima Silvent

Karima Silvent entered in 1997 in the French Ministry of Employment and Health as Deputy and then Head of the National Fund for Employment, working on employment reforms as well as helping private companies implement Human Resources policies. In 2002, she joined the French state-owned Health Service (Assistance Publique - Hôpitaux de Paris) as Deputy Human Resources Director. In 2007, she moved to Korian, a private health group (clinics, retirement homes), first as Group HR Director and in 2011 as COO for the French Business Line. In April 2012, she joined GIE AXA as Global HR Business Partner for COO functions (Operations, IT, Marketing and Distribution). September 2013, she became Global HR Director in charge of workforce transformation, culture, employer brand and recruiting. She was appointed Human Resources Director and Member of the Executive Committee of AXA France in July 2016. She is Group Chief Human Resources Officer since December 2017 and joined AXA's Management Committee in June 2019. She graduated from Institut d'Etudes Politiques (IEP) in 1995 and from the Ecole Nationale d'Administration (ENA).

ABOUT THE AXA GROUP

The AXA Group is a worldwide leader in insurance, with 154,000 employees serving 95 million clients in 50 countries. In 2024, IFRS17 revenues amounted to Euro 110.3 billion and IFRS17 underlying earnings amounted to Euro 8.1 billion.

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 (axa.com).

THIS PRESS RELEASE IS AVAILABLE ON THE AXA GROUP WEBSITE axa.com

FOR MORE INFORMATION :

Investor Relations:
+33.1.40.75.48.42
investor.relations@axa.com

Individual Shareholder Relations:
+33.1.40.75.48.43

Media Relations:
+33.1.40.75.46.74
ziad.gebran@axa.com
ahlem.girard@axa.com
sylwia.tulak@axa.com

Corporate Responsibility strategy:
axa.com/en/about-us/strategy-commitments

SRI ratings:
axa.com/en/investor/sri-ratings-ethical-indexes