

AXA

PRESS RELEASE

PARIS, 16TH DECEMBER 2015

AXA Management Committee changes

The AXA Group is today announcing changes to its Management Committee. After several years as CEO of AXA's Northern Central & Eastern Europe Region ("the NORCEE region") and AXA Global Life & Savings, Jacques de Vaucleroy has decided to leave the Group. *"It has been a great chance for the Group and for the Management Committee to work with Jacques over the past years. Under his leadership, both the NORCEE region and AXA Global Life & Savings have fully delivered on the objectives of Ambition AXA, with improved efficiency and the selective development of our businesses. I am extremely grateful for Jacques' many contributions to the Group, and I know that with the other members of the Management Committee, we will miss his strong analytical mind, subtle intuitions and strategic insights."* said **Henri de Castries, Chairman and CEO of the AXA Group.**

In order to ensure a smooth transition, Jacques de Vaucleroy will progressively retire from his executive responsibilities in the Group. He will step down as member of the Management Committee and CEO of AXA Global L&S effective January 1st, 2016. He will continue to lead the NORCEE region and serve as a Chairman of several subsidiaries' boards until mid-2016.

Thomas Buberl, CEO of AXA Germany, Member of AXA's Management Committee and CEO of the Global Business Line for the Health business, is appointed CEO of AXA Global Life & Savings. He will add this role to his current responsibilities starting January 1, 2016.

"Thomas will bring to this new role his vision, leadership and experience managing one of the Group's main Life & Savings businesses at AXA Germany. I know he will successfully pursue Jacques' work and accelerate the transformation of our Life & Savings operations", added **Henri de Castries.**

A successor for the position of CEO of the NORCEE region will be announced in Q2 2016.

Biography

Mr. Thomas Buberl holds a Master of Economics degree from WHU Koblenz (Germany), a MBA from Lancaster University (UK) and a PhD in Economics from the University of St.Gallen (Switzerland). From 2000 to 2005, Mr. Thomas Buberl worked at the Boston Consulting Group as a consultant for the banking & insurance sector in Germany and abroad. In 2005 he joined the Winterthur Group until 2008 as member of the Management Board of Winterthur in Switzerland, first as Chief Operating Officer and then as Chief Marketing and Distribution Officer. He went on to work for Zurich Financial Services as Chief Executive Officer for Switzerland. Beginning 2012 he joined AXA as Chief Executive Officer of AXA Germany and Member of the AXA Executive Committee. In addition, in March 2015, he was appointed Chief Executive Officer of the Global Business Line for the Health Business and joined AXA's Management Committee. In 2008 he was nominated Young Global Leader by the World Economic Forum.

ABOUT THE AXA GROUP

The AXA Group is a worldwide leader in insurance and asset management, with 161,000 employees serving 103 million clients in 59 countries. In 2014, IFRS revenues amounted to Euro 92.0 billion and IFRS underlying earnings to Euro 5.1 billion. AXA had Euro 1,277 billion in assets under management as of December 31, 2014.

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 (UNPRI).

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