

AXA

PRESS RELEASE

PARIS, SEPTEMBER 1, 2016

- **Denis Duverne is appointed Chairman of AXA's Board of Directors**
- **Thomas Buberl is appointed AXA's Chief Executive Officer**

During its meeting held today, and following Henri de Castries's decision to step down from the Board of Directors as announced on the 21st of March 2016¹, AXA's Board of Directors has:

- appointed Denis Duverne as non-executive Chairman of the Board of Directors,
- appointed Thomas Buberl as Chief Executive Officer of the Group and co-opted him as Director.

These appointments are effective as of today.

"I am very honored by the confidence that AXA's Board of Directors has placed in me in this new role and I look forward to pursuing a very effective and open management of our Board. I am fully committed to support Thomas Buberl, our new CEO, in the implementation of the Group's strategy. On behalf of all the AXA Group's employees, I would like once again to very warmly thank Henri de Castries for all he has achieved and brought to AXA over the years. On a personal note, I would also like to thank him for his invaluable advice and friendship we have built over the years", said **Denis Duverne, Chairman of AXA.**

AXA also announced today the composition of a new Partners group that will be the successor of the Group's Executive Committee. The Partners group will be composed of the Group's Management Committee members plus 30 other senior executives from across the Group. This new group will meet quarterly to review the development and implementation of key strategic initiatives in the context of Ambition 2020.

"This is a great privilege for me to lead AXA, and I would like to thank the Board of Directors for their trust. I am committed to deliver on our Ambition 2020 strategic plan with the support of all of our employees and take-up these future challenges with enthusiasm. The quality and depth of our talent pools is one of our greatest assets, and I am very proud to see the constitution of this Partners group, with such a talented array of senior executives from across the Group. They will bring their experience and vision to support the Management Committee and contribute to lead AXA towards a new phase of its development focused on transformation of the customer experience and our business model", said **Thomas Buberl, Chief Executive Officer of AXA.**

A complete list of the members of the Partners group is available here: <https://www.axa.com/en/about-us/executive-management>

¹ <https://www.axa.com/en/newsroom/press-releases/henri-de-castries- retire-on-september-2016>

ABOUT THE AXA GROUP

The AXA Group is a worldwide leader in insurance and asset management, with 166,000 employees serving 103 million clients in 64 countries. In 2015, IFRS revenues amounted to Euro 99.0 billion and IFRS underlying earnings to Euro 5.6 billion. AXA had Euro 1,363 billion assets under management as of December 31, 2015.

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).

THIS PRESS RELEASE IS AVAILABLE ON THE AXA GROUP WEBSITE

www.axa.com

Investor Relations: +33.1.40.75.48.42
Andrew Wallace-Barnett: +33.1.40.75.46.85
François Boissin: +33.1.40.75.39.82
Ghizlane de Casamayor: +33.1.40.75.57.59
Aurore Chaussec: +33.1.40.75.96.20
Mathias Schvallinger: +33.1.40.75.39.20

Individual Shareholder Relations:
+33.1.40.75.48.43

Media Relations: +33.1.40.75.46.74
Hélène Caillet: +33.1.40.75.55.51
Jean-Baptiste Mounier: +33.1.40.75.46.68

IMPORTANT LEGAL INFORMATION AND CAUTIONARY STATEMENTS CONCERNING FORWARD-LOOKING STATEMENTS

Certain statements contained herein may be forward-looking statements including, but not limited to, statements that are predictions of or indicate future events, trends, plans or objectives. Undue reliance should not be placed on such statements because, by their nature, they are subject to known and unknown risks and uncertainties and can be affected by other factors that could cause actual results and AXA's plans and objectives to differ materially from those expressed or implied in the forward looking statements. Please refer to the section "Cautionary statements" in page 2 of AXA's Document de Référence for the year ended December 31, 2015, for a description of certain important factors, risks and uncertainties that may affect AXA's business, and/or results of operations. AXA undertakes no obligation to publicly update or revise any of these forward-looking statements, whether to reflect new information, future events or circumstances or otherwise.