



[The AXA Group in 2002



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The AXA Group in 2002



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Part 1



Our business and operations in 2002

Group profile, Strategy, Key financial information, Stock price performance and 2002 operating review. AXA's key economic and financial information is contained in Part 1 of the Activity Report for 2002.



Part 2



Our commitments to sustainable development

AXA has made commitments to each of its stakeholders – Customers, Shareholders, Employees and Suppliers – as well as to the Community and the Environment. In Part 2 of the Activity Report for 2002, a number of best local AXA practices are used to illustrate these commitments.



Our business and operations in 2002

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Letter from the Chairman of the Supervisory Board

The decoupling of the real economy and the financial markets, a trend that began in 2000 and grew throughout 2001, became fully apparent in 2002. It is ironic that, as talk of sustainable development – the duty of present generations to ensure that their practices do not harm the prospects of future generations – grows, the world's financial markets appear to be more than ever engaged in short-term and shortsighted thinking.

Increasingly, securities analysts focus on quarterly earnings and under 12-month forecasts. Institutional investors, whose obligations are primarily long term or very long term, are forced to report on how their investments perform over three months, six months or a year. And it is speculation – orchestrated by hedge funds and traders with sophisticated financial tools and utterly disconnected from underlying business development – which brings wealth or ruin. Regulators believe they are protecting themselves and the economy by pushing for a marked to market basis of valuation, which not only fails to capture economic reality, it also creates volatility and ultimately deprives the markets of all meaning. Stock markets no longer play their intended role of supplying the equity capital that supports long-term economic growth. After the enthusiasm ushered in by the new economy, we are seeing stocks – often those of businesses with excellent medium- and long-term prospects and a secure future – being massacred in the marketplace. And in the ensuing panic, those involved are behaving in more lemming-like fashion than usual. In the meantime, what about the insurance industry?

When an insurance company announces bad news – disappointing earnings on the part of a banking subsidiary or deterioration in underwriting results – the entire industry feels the backlash immediately. And since short-term bad news is in steady supply, from asbestos claims to flooding in Germany and severe storms across Europe, and often gets more media coverage than is warranted,



Claude Bébéar
Chairman of the Supervisory Board

the insurance industry has suffered. On the other hand, investors are overlooking information that determines the sector's ability to create lasting value, such as the fact that the need for savings and retirement products is growing steadily and that the need for risk protection is stronger than ever.

This is why, despite the remarkable turnaround in underwriting results, spectacular reductions in operating expenses, and an improvement in the property-casualty loss ratio in 2002, AXA's stock performance is far less impressive than its economic performance would lead us to expect. And in economic terms, AXA is clearly in good shape: revenues are growing, cash flows are basically positive across the board, and earnings are on the rise. This performance owes everything to the remarkable job done by those who work for AXA. Unfortunately, until the markets come to their senses – in other words, until they reestablish contact with the real economy – this performance will not be reflected, as it ought to be, in AXA's share price.

Claude Bébéar
Chairman of the Supervisory Board

Interview with the Chairman of the Management Board



Henri de Castries
Chairman of the Management Board

What were the key events of 2002 for the AXA Group?

Henri de Castries: Last year was one of unprecedented turbulence in the financial markets, after a year that was already difficult. Due to a number of major natural disasters, the property-casualty insurance loss experience remained high. At the same time, the global financial crisis worsened, and stock market indices plummeted to levels not seen in five years – twenty years in the case of Japan. Severe and prolonged equity market depreciation had an adverse impact not only on the portfolios of our clients, but also on the assets of our businesses.

But despite the distressed and uncertain economic backdrop, AXA demonstrated its resilience and its ability to take swift action. All of our people worked hard to achieve our objective of operational excellence, and we began to see the concrete results of their efforts in 2002.

Do the difficulties of the last two years threaten the Financial Protection business? How should we be looking at the future?

H. de C.: The recent turbulence does not in any way cast doubt on the Group's core business. On the contrary, our customers are increasingly conscious of the risks to which they are exposed and their protection needs. Increasingly, our customers understand the importance of setting aside savings to prepare for their retirement and of being adequately protected against material losses. In a word, our customers need our advice and our solutions now more than ever.

The events of 2002 demonstrated the wisdom of our strategic decisions. First of all, the decision to focus on one core business - Financial Protection - rather than being tempted to further diversify was a sound one.

Second, we were right to concentrate on large markets in which we have the most solid competitive strengths.

These decisions are beginning to pay dividends:

- Revenue growth accelerated in property-casualty insurance and was highly satisfactory in life and savings.
- Against an adverse economic backdrop, AXA posted a significant increase in underlying earnings.
- In spite of capital losses, net income rose substantially.
- We exceeded the cost savings target set after the events of September 11, 2001.
- Our balance sheet is strong and we continue to reduce our long-term debt level.

Overall, 2002 was a year of genuine progress for AXA, and should encourage us to make further efforts to improve. Indeed, we can and we must.

How do you see 2003 shaping up for AXA?

H. de C.: I see AXA as a team that has finished the first half, and that is ready to win the match.

We have faith in our business and we are determined to show that, regardless of the environment, we can continue on the path toward operational excellence. This is the only road that will lead us to our goal of becoming the uncontested champion of Financial Protection.

We will get there thanks to the hard work of our dedicated teams, at every level and in every company of the AXA Group.

For the first time, in addition to providing information on AXA's financial performance in 2002, this activity report features a separate section on sustainable development. Why is that?

H. de C.: If they are overused, flavor-of-the-month terms like sustainable development can easily be stripped of their force and meaning. Nevertheless, I think it is important to state what AXA and its people are doing to ensure that the Group's development is durable while keeping the rights and needs of its stakeholders in sight at all times.

After all, our business is really about sustainable development: it requires that we successfully juggle long-term vision, a focus on prevention, and the desire to help our customers prepare for their future.



AXA 2002 financial highlights

50 million

individuals and businesses have placed their trust in us:

- to insure their property (vehicles, housing, equipment),
- to provide health and personal protection coverage for their families or employees,
- to manage their personal or corporate assets.

130,000

employees and distributors worldwide working to deliver the right solutions and top quality service.

30,000

employees donating their time and skills to community organizations.

Revenues

€ 74.7 billion

Assets Under Management

€ 742 billion

Underlying Earnings

€ 1.7 billion

Net Income

€ 0.95 billion

The AXA Vision

Our business: Financial Protection

It's how we see Financial Protection.

Our business – Financial Protection – involves responding to the evolving needs of our clients – whether they are individuals, small or medium-sized businesses, or large corporations – in the areas of insurance, personal protection, savings and estate planning.

Our values

Professionalism,
Innovation,
Pragmatism,
Team spirit,
Integrity.

Our commitments

Through our stakeholder commitments, AXA supports sustainable development in the communities in which we do business.

Our ambition

We are working together to achieve a shared goal: that of making AXA the champion of Financial Protection.

Our commitments



Environment

At AXA, we seek to play an active role in protecting the environment by making available our environmental risk management capability, and by promoting environmentally sound practices in the workplace.



Customers

At AXA, we seek to build close and lasting relationships with our customers by offering expert advice and a full range of adapted solutions, and by adhering to the highest standard of professional ethics.



Suppliers and Business Partners

At AXA, we seek to maintain quality relationships with our suppliers and business partners by adhering to a clearly defined code of conduct, and by promoting ongoing dialogue.



Shareholders

At AXA, we seek to satisfy our shareholders by achieving operating performance that ranks among the best in the industry, and by furnishing complete and accurate financial information.



Employees

At AXA, we seek to contribute to the satisfaction and fulfillment of our employees by promoting respect and empowerment in the workplace, and by providing regular training and development opportunities.



Community

At AXA, we seek to live up to our responsibilities by participating in the life of the community through acts of corporate philanthropy, and by sharing our professional expertise and capacity for innovation.

Simplified Organization Chart as at December 31, 2002

Insurance

NORTH AMERICA



UNITED STATES

AXA FINANCIAL^(a)
100% 100%



CANADA

AXA ASSURANCES
100% 100%

AXA INSURANCE
100% 100%

AFRICA



MOROCCO

AXA ASSURANCE
MAROC
51% 100%

EUROPE



BELGIUM

AXA BELGIUM
100% 100%



FRANCE

AXA FRANCE
ASSURANCE^(b)
100% 100%



GERMANY

AXA KONZERN
90% 91%

AXA ART
90% 100%



IRELAND

AXA IRELAND
100% 100%



ITALY

AXA ASSICURAZIONI
100% 100%



LUXEMBOURG

AXA LUXEMBOURG
100% 100%



NETHERLANDS

AXA
VERZEKERINGEN
100% 100%



PORTUGAL

AXA PORTUGAL
99% 100%



SPAIN

AXA AURORA
100% 100%

DIRECT SEGUROS
50% 50%



SWITZERLAND

AXA ASSURANCES
100% 100%



TURKEY

AXA OYAK
50% 50%



UNITED KINGDOM

AXA SUN LIFE
100% 100%

AXA INSURANCE
100% 100%

AXA PPP HEALTHCARE
100% 100%

The percentage on the left represents the economic interest and the percentage on the right represents the percentage of control.

(a) Holding company that owns The Equitable Life Assurance Society of the United States.

(b) Holding company that owns AXA France Vie, AXA France IARD, AXA France Collectives and Direct Assurance.

(c) Holding company that owns The National Mutual Life Association of Australasia.

(d) New corporate name as at November 15, 2002 (formerly AXA Corporate Solutions).

For contact information,
please visit our website:
www.axa.com

ASIA PACIFIC

**AUSTRALIA/
NEW ZEALAND**
AXA ASIA PACIFIC^(c)
51.7% 100%

CHINA
AXA MINMETALS
39% 51.7%

HONG KONG
AXA CHINA REGION
51.7% 100%

JAPAN
AXA INSURANCE
96% 100%

AXA NON-LIFE
INSURANCE
100% 100%

SINGAPORE
AXA LIFE
51.7% 100%

AXA INSURANCE
100% 100%

INTERNATIONAL INSURANCE

AXA RE^(d)
100% 100%

AXA ASSISTANCE
100% 100%

Financial Services

ASSET MANAGEMENT

AXA INVESTMENT MANAGERS
93% 96%

AXA REAL ESTATE INVESTMENT MANAGERS
93% 96%

ALLIANCE CAPITAL MANAGEMENT
56% 56%

AXA ROSENBERG
75% 75%

OTHER FINANCIAL SERVICES

BELGIUM
AXA BANK BELGIUM
100% 100%

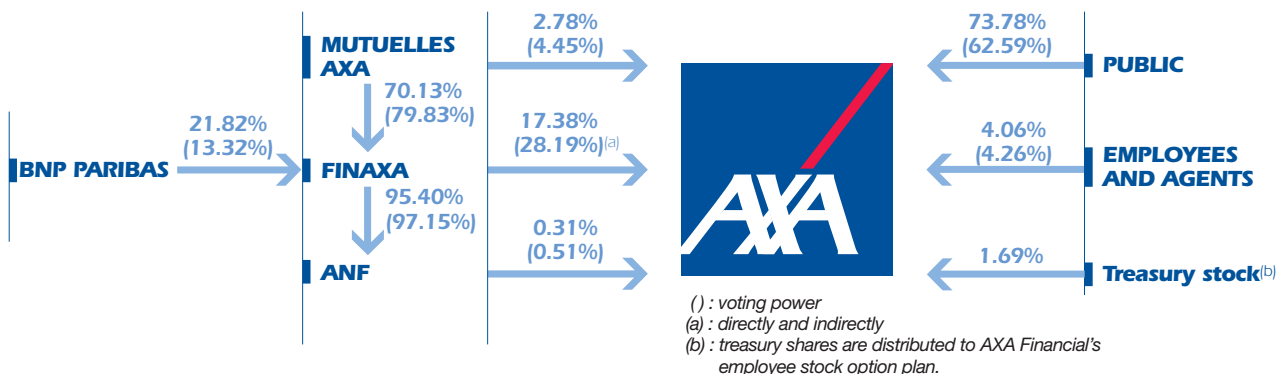
FRANCE
COMPAGNIE FINANCIERE DE PARIS
100% 100%

AXA BANQUE
100% 100%

AXA CREDIT
65% 65%

GERMANY
AXA BAUSPARKASSE
90% 100%

AXA BANK
90% 100%



The Insurance and Asset Management Markets in 2002

Despite the steady contraction in the financial markets over the last three years, demand for insurance products is expected to increase over the long term.

The uncertainty generated by stock market volatility has also reinforced the need for financial advice and services.

Life & Savings

As was the case in 2001, the life and savings markets in which AXA operates were adversely affected by further declines in the global stock markets in 2002. Consequently, consumer demand for unit-linked products was again mediocre in most countries, as consumers responded to the financial market downturn by returning to more traditional financial protection products with fixed and/or guaranteed investment returns.

Despite the steady contraction in the financial markets over the last three years, demand for insurance products is expected to increase over the long term. The post-World War II baby-boom generation in Europe is aging, and the level of state-funded welfare systems is declining in many countries. These two trends have combined to stimulate demand for retirement and other savings-oriented product advice and services relating to financial, tax and estate planning. The uncertainty generated by stock market volatility has also reinforced the need for financial advice and services.

Property & Casualty

The property and casualty market continued to grow throughout 2002, boosted, as in previous years, by significant premium rate increases. Higher rates partially offset the adverse effects of yet another deterioration in the loss ratio due to two factors: a number of significant climatic events, particularly in France, Central Europe, the United Kingdom and Italy; and higher reinsurance costs following the terrorist attacks of September 11, 2001.

International Insurance

Many reinsurers faced major difficulties in 2002, as hardening market conditions were exacerbated by a number of other factors. These included the huge claims experience triggered by the events of September 11, the financial market crisis and, for some reinsurers, claims from previous underwriting years for long-tail business. Market conditions, which were impacted by increases in rates and deductibles, as well as by more stringent contract wording, are expected to harden further in 2003, leading to even more stringent risk selection.

The exceptionally large claims of 2001 had a similar impact on the large risks insurance market in 2002, exacerbated by the current financial crisis. Property and aviation lines were the hardest hit. Market conditions are expected to tighten significantly in 2003, especially for general liability insurance, as the legal framework remains highly unstable in many countries.

Asset Management

Business conditions in the asset management market were difficult in 2002, as stock markets around the world continued to suffer significant losses, reducing the market value of average assets under management. The decrease in average assets under management and the change in product mix had a negative impact on the level of fee income collected by asset management companies.

Equity market declines also caused significant outflows from the equity and money markets, partly offset by higher inflows to fixed-income products.

Market conditions, were impacted by increases in rates and deductibles, as well as by more stringent contract wording.

AXA Chief Executive Officers comment on their company's operating performance in 2002

François Pierson (AXA France)

“AXA France turned in a good performance in 2002, in terms of both revenues and profitability. The property-casualty insurance combined ratio improved by 4 percentage points in just one year, thanks to premium rate increases, improved risk selection and a significant reduction in general expenses.”

Dennis Holt (AXA UK)

“Efforts to increase operational efficiency are beginning to bear fruit. Despite the difficult operating environment, we managed to lower our life insurance cost base. The property-casualty insurance combined ratio was stable, in spite of major investment related to our restructuring. Our health insurance business performed very well in 2002.”

Alfred Bouckaert (AXA Belgium)

“In the difficult operating climate that prevailed throughout 2002, AXA Belgium nonetheless demonstrated its ability to perform effectively in its three core business lines. Just one of the results was a significant reduction in the property-casualty combined ratio.”

Claus-Michael Dill (AXA Konzern)

“While lower realized technical gains and higher tax expenses reduced AXA Germany's contribution to overall consolidated earnings, combined ratios improved substantially, despite very exceptional storm and flood events, driven by a combination of re-underwriting in commercial lines and a significant reduction in expenses.”

Christopher Condron (AXA Financial)

“In 2002, AXA Financial performed well in a very challenging market, increasing its revenue and underlying earnings.”

Michael W. Short' (AXA Japan)

“The highlights of 2002 included revenue growth and a satisfactory level of profitability on new business, despite the financial market meltdown. Unfortunately, lower interest rates penalized older portfolios of business.”

(1) Philippe Donnet was appointed CEO of AXA Japan on February 26, 2003.

 **Les Owen (AXA Asia Pacific Holdings/Australia)**

“The increase of the net income at AXA Asia Pacific is due primarily to a turnaround in income protection experience and growth in wealth management in Australia, and to improved persistency and strong new business growth in Hong Kong, underpinned by continuing expense reductions in all areas of the business.”

 **Michel Pinault (AXA Asia Pacific excluding Japan)**

“Our performance was satisfactory, and we achieved revenue growth and recurring cost reductions throughout the region.”

 **Philippe Donnet (AXA Corporate Solutions²)**

“Last year, AXA Re focused on adjusting the scale of its reinsurance business. These efforts should pay dividends in 2003. AXA Corporate Solutions Assurance, which services large corporations and niche markets, concentrated on selective underwriting and rate increases. This strategy will enable the company to benefit from a market turnaround.”

 **Bruce Calvert (Alliance Capital)**

“Despite the continued decline in global equity markets which created a challenging investment environment, Alliance Capital's balanced product mix, geographic diversification and broad client base, provided financial stability.”

 **Nicolas Moreau (AXA Investment Managers)**

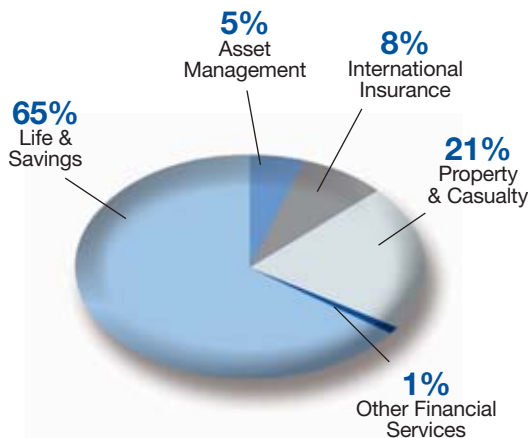
“AXA Investment Managers demonstrated it was capable of attracting new inflows and generating higher earnings under unfavorable economic circumstances. This performance reflects an extensive range of products and services, including a number of innovative alternative solutions that meet client needs in today's difficult investment environment.”

(2) In February 2003, AXA Corporate Solutions was separated into two distinct units: AXA Re and AXA Corporate Solutions Assurance.

ACTIVITY INDICATORS

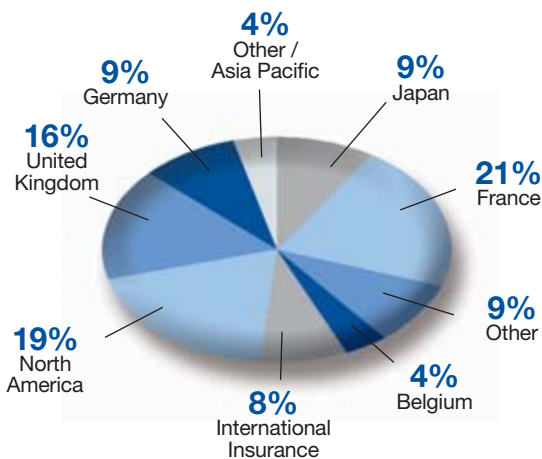
GROSS PREMIUMS AND FINANCIAL SERVICES REVENUES

BY BUSINESS SEGMENT



TOTAL : €74.7 billion

BY GEOGRAPHIC REGION (INSURANCE ONLY)



TOTAL : €70.3 billion

Total consolidated gross premiums and financial services revenues in 2002: €74.7 billion (+4.6% on a comparable basis)

Revenues

AXA's gross premiums and financial services revenues were 74.7 billion euros, up 4.6% versus 2001 on a comparable basis.

Life and savings revenues (which account for 65% of gross premiums and financial services revenues) increased by 5.5%¹, to 48,586 million euros, driven primarily by excellent performances:

- in the **United States** (+15.4%), where sales were boosted by the new variable annuity product "Accumulator", which was introduced in early April.
- in **Japan** (+28.8%), thanks to several large group retirement contracts and ongoing efforts to develop health insurance and personal protection business. In the group retirement segment, where premiums rose by 153%, AXA gained market share due to significant portfolio transfers.

Revenue growth in the US and Japan was partially offset by lower performance in France (-5.4%) and in the United Kingdom (-6.5%), two countries in which financial market depreciation had a significant impact on unit-linked sales. This trend was accentuated in the United Kingdom after AXA decided to withdraw from the with-profit bond market as of July 2002.

Property and casualty revenues (which account for 21% of gross premiums and financial services revenues) rose by 5.7%, to 15,948 million euros. Revenue growth was particularly strong in the United Kingdom (+12.6%) and in France (+6.3%), due to significant premium rate increases and despite a stricter underwriting policy that did not reduce the portfolio.

International insurance revenues (which account for 8% of gross premiums and financial services revenues) rose by 4.6%, to 5,762 million euros, reflecting efforts to reduce exposure and restore profitability in reinsurance and large risks activities, premium rate increases, and more selective underwriting.

(1) All percentage changes are on a comparable basis.

Asset management revenues which account for 5% of gross premiums and financial services revenues, decreased by 7.2% in 2002, to 3,411 million euros. Assets under management decreased by 18%, while net inflows for the Group's asset management business in 2002 were positive at 8 billion euros. This clearly attests to the ability of the Group's asset management business to resist in the face of a distressed financial market environment.

Revenues increased for 93.5% of the Group's operating segments. Overall, the distribution of business by geographic region was unchanged.

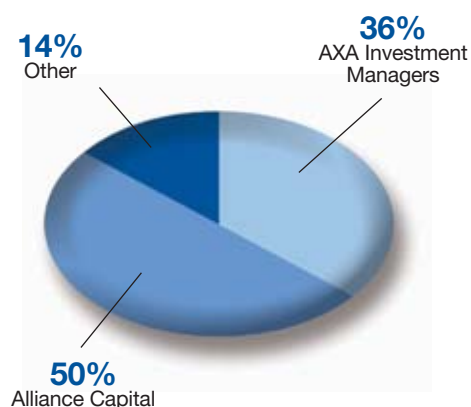
A key indicator of the Group's ability to generate sustainable growth, **gross premiums and financial services revenues** for 2002 reflect the underlying strength of the Financial Protection business. Equity market declines have intensified the demand for savings and retirement products. Growing aversion to risk on the part of both individuals and businesses has increased their willingness to pay prices for property and casualty coverage that are more in line with market realities.

Asset Management

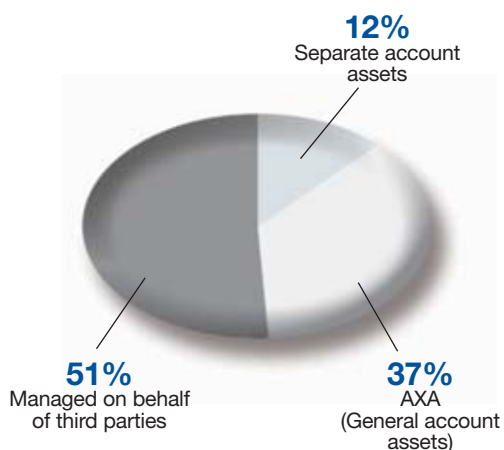
Despite net inflows on long-term investments of 14 billion euros, **total assets under management** decreased by 164 billion euros, an 18% decline compared with 2001. This decrease primarily reflects financial market depreciation and exchange rate movements – in particular the appreciation of the euro against the US dollar – which alone led to a loss of 83 billion euros in assets under management. More exposed to the equity markets, third-party asset management business is also more vulnerable to financial market downturns. General account assets, which tend to be more heavily invested in fixed maturity investments, accounted for 37% of total assets under management in 2002, versus 32% in 2001.

ASSETS UNDER MANAGEMENT

BY COMPANY



BY CATEGORY

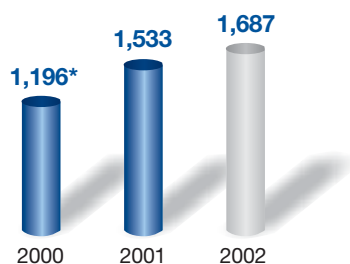


Total assets under management
as at December 31, 2002:
€742 billion

Key Financial Information

PROFITABILITY INDICATORS

UNDERLYING EARNINGS (in euro millions)



Underlying Earnings

Underlying earnings are adjusted earnings¹ (Net income Group share, excluding the impact of exceptional operations and before goodwill amortization Group share) excluding net capital gains attributable to shareholders and costs related to the September 11, 2001 terrorist attacks. In 2002, underlying earnings increased for the fourth year in a row, to 1,687 million euros (versus 1,533 million euros in 2001). This 10% rise reflects strong property and casualty operating performance and the lower cost of debt, which largely offset lower earnings from asset management and international insurance business.

Life and Savings

Underlying earnings from life and savings operations decreased by 1%, to 1,636 million euros. Successful expense reduction measures offset lower investment and technical margins and lower fee income.

(1) Underlying earnings and adjusted earnings are not defined under French GAAP. Consequently, they may not be comparable to similarly titled aggregates reported by other companies.

CONTRIBUTION TO CONSOLIDATED UNDERLYING EARNINGS, ADJUSTED EARNINGS AND NET INCOME GROUP SHARE (in euro millions)

	2002	2001	2000*
Life & Savings	1,636	1,647	1,128
Property & Casualty	226	(42)	(238)
International Insurance	(78)	92	(57)
Asset Management	258	328	209
Other Financial Services	133	115	253
Holding companies	(488)	(607)	(99)
Underlying earnings	1,687	1,533	1,196
Cost of September 11 th events	(89)	(561)	-
Net investment gains attributable to shareholders	(240)	229	1,096
Adjusted earnings	1,357	1,201	2,292
Impact of exceptional operations	235	-	1,431
Goodwill amortization (group share)	(643)	(681)	(279)
Net income Group Share	949	520	3,444

*December 31, 2000 financial data (as reported) have been presented under a new base of presentation following the implementation of new French regulations effective January 1, 2001.

Underlying earnings increased for the three largest contributors to Group earnings – the United States, the United Kingdom and France – primarily reflecting successful efforts to reduce operating expenses, lower tax expense in the US, higher health premiums in the UK, and higher investment income in France.

Japan's underlying earnings were a loss, reflecting equity market depreciation, restructuring of the bond portfolio in 2001, and the loss of some group medical term product customers.

Improved underlying earnings for Australia and New Zealand reflect the positive impacts of the cost-cutting program implemented in 2001, growth in the financial advisory business following the acquisition of Sterling Grace in 2001 and ipac in 2002, and better claims experience in the income protection portfolio.

Property and Casualty

Property and casualty underlying earnings were 226 million euros in 2002, a significant improvement versus a loss of 42 million euros in 2001.

This performance was achieved despite significant flood-related costs in 2002 (248 million euros, gross of tax).

International Insurance

International insurance was affected by higher cost of cover, an in-depth review of reserves, and restructuring costs in the US. Underlying earnings for 2002 were a loss of 78 million euros.

Asset Management

Asset management earnings declined in 2002, as falling equity markets led to a decrease in assets under management and also adversely affected net inflows.

Stated in euros, Alliance Capital's earnings decreased by 29% in 2002. AXA Investment Managers, which holds a high percentage of fixed-income assets in its portfolio, was less vulnerable to equity markets losses. Its underlying earnings increased by 17%, to 64 million

PROFITABILITY INDICATORS

euros, reflecting improvements in operational performance and the performance of its alternative investment businesses (which include real estate investment management activities of Private Equity).

Since the late 1990s, AXA has been generating more of its revenues from underlying earnings than from capital gains on investments. The latter have fallen sharply, moving into negative territory in some cases, due to steep market declines.

Adjusted Earnings

Adjusted earnings represent net income Group share, excluding exceptional operations and goodwill amortization.

In 2002, adjusted earnings totaled 1,357 million euros, versus 1,201 million euros in 2001. The 13% increase reflects higher underlying earnings and a lower cost in 2002 of claims related to the September 11, 2001 attacks. These two factors were partly offset by deteriorating financial market conditions.

AXA revised upwards its cost estimate for the September 11 terrorist attacks, which was 561 million euros in 2001, by an additional 89 million euros in 2002.

AXA established an equity valuation allowance of 614 million euros in 2002. In 2001, AXA also set aside a significant allowance for other than temporary declines in the value of its assets due to falling equity markets. Capital gains attributable to shareholders, including equity valuation allowances, decreased significantly in 2002, totaling 374 million euros (versus 865 million euros in 2001). Consequently, net capital losses attributable to shareholders totaled 240 million euros.

Net Income

Net income Group share, amounted to 949 million euros, an 82% increase over 2001. Net income reflected two exceptional operations:

- the capital gain realized on the sale of AXA Asia Pacific Health activities (87 million euros, Group share),

- the partial release of the reserve set up in 2000 to offset the dilution gain when Sanford C. Bernstein was acquired (277 million euros), partly offset by an exceptional write-off of goodwill (-129 million euros).

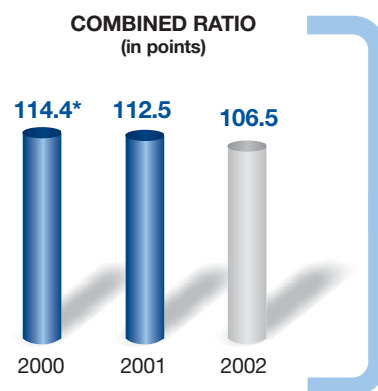
Goodwill amortization decreased slightly, primarily reflecting the impact of exchange rate movements.

Combined Ratio

The combined ratio in property and casualty insurance improved by 6 percentage points, from 112.5% in 2001 to 106.5%¹ in 2002. Improvement came from across the board, reflecting the following factors:

- a 4.1 percentage point improvement in the current accident year loss ratio, attributable to a more favorable claims experience in 2002, rate increases in personal lines and commercial lines, and more selective underwriting guidelines,
- a 1.4 percentage point decrease in the expense ratio thanks to the expense reduction program. The improvement was all the more significant considering that substantial investments were made in 2002 in connection with the UK's First Choice program, which involves the restructuring of its property and casualty operations, and an allowance for early retirement costs in Germany.

The results of 2002 support the Group's belief that its 104% current year-end target is achievable. In addition, its ratio of reserves to earned premiums remains high (207% at year-end 2002, versus 201% in 2001). The average for AXA's industry peers in Europe is 185%.



*December 31, 2000 financial data (as reported) have been presented under a new base of presentation following the implementation of new French regulations effective January 1, 2001.

Combined Ratio

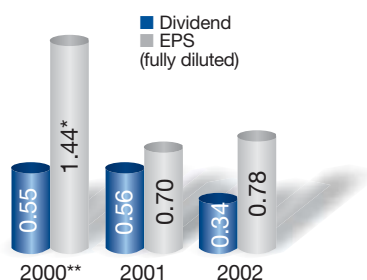
This ratio measures the long-term profitability of property and casualty insurance operations. The combined ratio is the percentage of each premium that an insurer has to spend on claims and expenses: when a premium of 150 euros is earned, how much of it will be spent, on average, to service and pay claims?

(1) Excluding "discontinued business", which has been transferred to the International Insurance segment.

Key Financial Information

PROFITABILITY INDICATORS (CONT'D.)

ADJUSTED EARNINGS PER ORDINARY SHARE AND NET DIVIDEND PER SHARE
(in euros)



Adjusted Earnings and Net Dividend Per Share

On the basis of adjusted earnings of 1,357 million euros in 2002, and an average number of shares (fully diluted) of 1,739 million, adjusted EPS (fully diluted) was 0.78 euro, an increase of 12% compared with 2001 (0.70 euro). Excluding claims related to September 11, 2001 and net capital gains (or losses) attributable to shareholders, underlying EPS for 2002 was 0.97 euro, versus 0.89 euro in 2001, a 10% improvement.

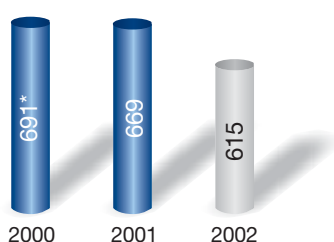
The payment of a dividend of 0.34 euro per share, as opposed to 0.56 euro in respect of 2001, is consistent with AXA's decision to bring the dividend payout ratio back into an acceptable and sustainable range of 40-50 percent of adjusted earnings. This policy choice reflects AXA's desire to manage shareholders' equity conservatively, while increasing the Group's financial flexibility in a volatile financial market environment.

New Business Contribution

The contribution of new life insurance business (NBC) was 615 million euros in 2002, versus 669 million euros in 2001. On a constant exchange rate basis, the 8% decline in NBC translates into a 1% increase, attributable to Australia, the United States and Japan. Offsetting factors included a lesser contribution from other countries due to lower sales and an adverse change in the product mix.

The increase in Australia's new business contribution reflected the addition of the financial advisory business in 2002, which offset the impact of the sale of its health business. The contribution from the United States reflected very strong variable annuity sales, the inclusion of mutual funds and the impact of favorable tax treatment related to separate account investment activity. Japan's NBC was boosted by significantly higher sales and a more profitable product mix.

NEW BUSINESS CONTRIBUTION
(in euro millions)



BALANCE SHEET INDICATORS

Gearing Ratio

Thanks to efforts made to improve AXA's financial structure, the gearing ratio (also called the debt to equity ratio) has decreased, from 63% in 2000 to 46% in 2002. Over the same period, AXA's net debt fell from 13.9 billion euros to 12.2 billion euros. This 17-point improvement in the gearing ratio in just two years reflects both the reduction in net debt and a positive net exchange rate impact. Average debt maturity is more than 10 years.

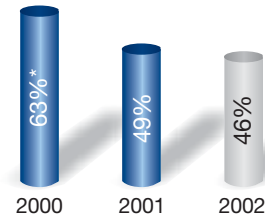
Embedded Value

A key indicator of the intrinsic value of the business, embedded value is comprised of adjusted net asset value, which fell by 29% in 2002, to 11.6 billion euros, and the present value of future profits on life insurance business in force (PVFP), which decreased by 11% (2% on a constant exchange rate basis). Embedded value decreased by 19% (13% on a constant exchange rate basis), to 28 billion euros. Embedded value per share for the year ended is 15.93 euros, a decrease of 21% (14% on a constant exchange rate basis).

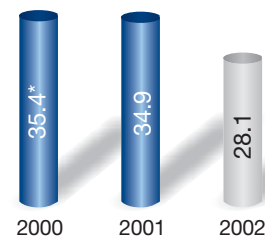
Consolidated Shareholders' Equity

AXA's consolidated shareholders' equity totaled 23.7 billion euros as at December 31, 2002.

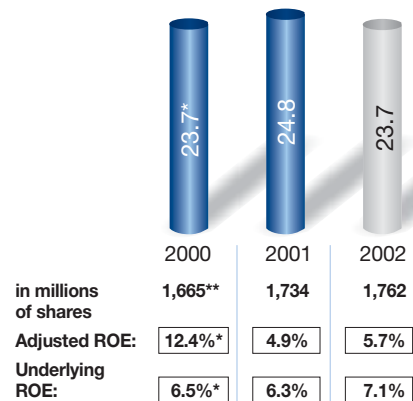
GEARING RATIO
(in %, as at December 31,)



EMBEDDED VALUE
(in euro billions)

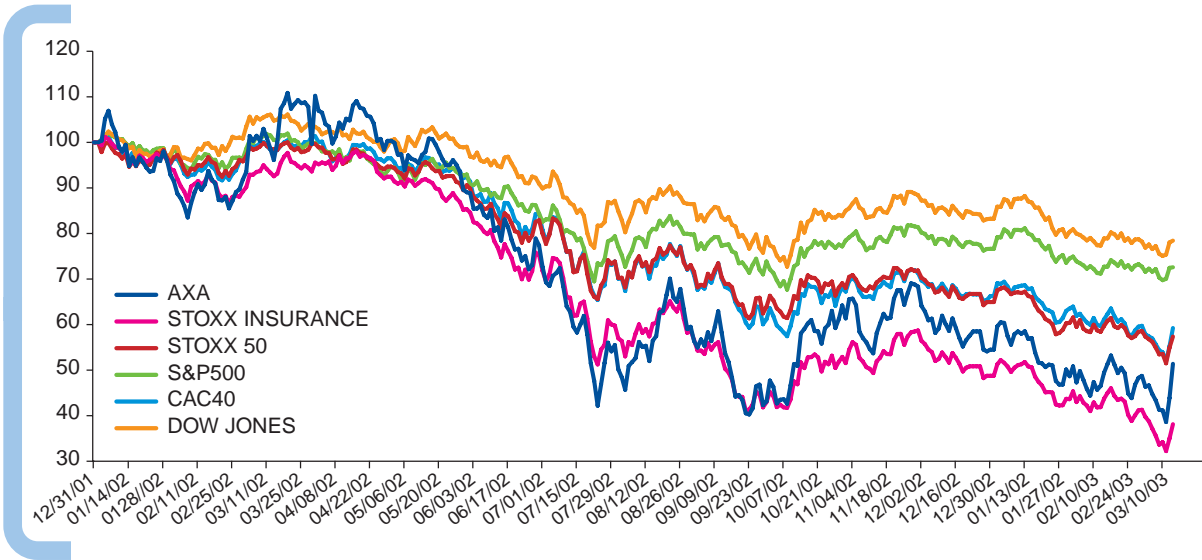


CONSOLIDATED SHAREHOLDERS' EQUITY (GROUP SHARE)
(in euro billions, as at December 31,)



*December 31, 2000 financial data (as reported) have been presented under a new base of presentation following the implementation of new French regulations effective January 1, 2001.

**Per ordinary share financial data for 2000 have been restated to take account of the effect of the 4-1 stock split approved by the shareholders at the annual general meeting held on May 9, 2001.



	12/31/01	12/31/02	% change 2002	03/14/03	% change - YTD 2003
AXA	23.47	12.79	(45.5%)	12.06	(5.7%)
Stoxx Insurance	322.33	157.18	(51.2%)	122.92	(21.8%)
Stoxx 50	3,706.93	2,407.51	(35.1%)	2,126.97	(11.7%)
S&P 500	1,148.08	879.82	(23.4%)	833.27	(5.3%)
CAC 40	4,624.58	3,063.91	(33.7%)	2,740.01	(10.6%)

2002 PERFORMANCE OF PRINCIPAL STOCK MARKET INDICES

Indice	2002 performance
CAC 40 (Paris)	(33.7%)
DAX (Francfort)	(44%)
FTSE (Londres)	(24.5%)
FTSE Eurotop 50	(32%)
Nikkei (Tokyo)	(18.6%)
S & P 500 (New York)	(25.2%)
MSCI World Index*	(25.2%)

*The MSCI World Index is compiled by Morgan Stanley. It measures the level of market capitalization of the world's largest equity markets.

Year 2002 in Review

The year 2002 bore a striking resemblance to 2001. For the third year running, nearly all of the world's equity markets fell sharply. Although government treasuries generally out-performed in 2002, long-term yields fell sharply - which was not the case in 2001.

Lowlights of the year 2001 included the recession, the bursting of the technology stock bubble, and the terrorist attacks of September 11. In 2002, the lagging adverse impacts of the aforementioned events were exacerbated by a serious crisis of confidence on the part of investors around the globe, sparked by a series of corporate scandals that resulted from a number of spectacular business failures, sometimes but not always involving criminal misdeeds. In addition, geopolitical tensions remained high throughout the year, as the threat of war in Iraq loomed large.

In this difficult environment, and in spite of the global economic recovery (GDP¹ rose by 1.7% in 2002, versus 1.1% in 2001) led by the United States (+2.4% in 2002 compared with +0.3% in 2001), the world's major stock market indices declined substantially, especially those covering the euro zone.

Although stock prices in all economic sectors fell, the technology (-56.9%) and insurance (-51.2%) sectors were hit especially hard. The insurance industry was penalized by fears that equity market depreciation would have a negative impact on the financial structure and earnings profile of insurers, as well as by fears that their reserves would have to be considerably strengthened.

AXA Share Price Trend

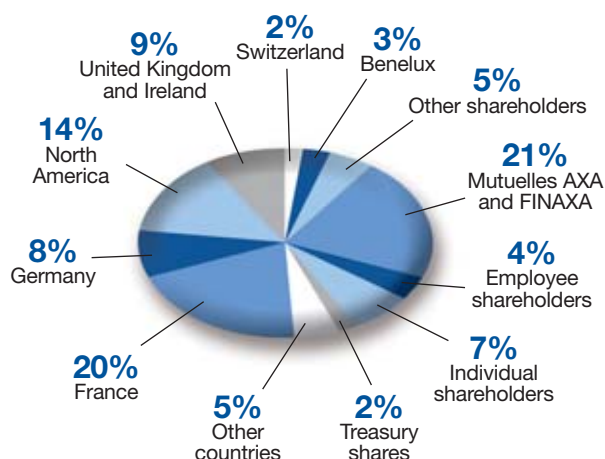
The AXA share price fell by 45.5% in 2002, less than the insurance industry as a whole. Action undertaken after September 11 and the decision to focus on operational efficiency helped AXA to resist better than many of its peers in a difficult economic environment.

Financial market volatility has remained high since the beginning of 2003, with stock prices sagging under the weight of a mediocre outlook for GDP growth and earnings that have so far disappointed market expectations. Concerns surrounding the war with Iraq pushed the US dollar sharply downward as oil prices soared, creating an atmosphere of uncertainty and caution across the globe.

A number of concerns that surfaced with respect to the insurance industry in 2002 persist thus far in 2003. Balance sheet risks subsist, and the sector's prospects will depend largely on how equity markets perform.

Demonstrating its responsiveness to market demands, AXA stepped up its communications program, reducing the period of uncertainty leading up to the annual earnings announcement by publishing interim earnings for 2002. AXA has also advanced its scheduled earnings and revenue disclosures for 2003 by around two weeks.

AXA SHAREHOLDERS
(as of 12/31/2002)



Source: Thomson Financial 2002 Ownership Analysis

Financial strength rating

AXA's principal insurance subsidiaries

S&P's: AA-

Moody's: Aa3

Fitch's: AA

AXA share price (in euros)

23.47 12/31/2001

12.79 12/31/2002

12.06 03/14/2003

(1) Gross Domestic Product

Consolidated Gross Revenues

(in euro millions)

	Years ended December 31,					
	2002			2001		
	Life & Savings	Property & Casualty	Total	Life & Savings	Property & Casualty	Total
Europe (and Morocco)	26,301	15,128	41,430	27,064	14,981	42,045
France	10,423	4,383	14,807	10,997	4,171	15,168
United Kingdom	8,362	2,749	11,112	9,086	2,480	11,565
Germany	3,140	2,843	5,983	2,997	3,142	6,139
Belgium	1,629	1,395	3,024	1,686	1,323	3,009
Italy	552	1,027	1,580	358	1,081	1,439
Spain	834	1,070	1,904	525	1,000	1,525
The Netherlands	918	237	1,154	912	245	1,158
Portugal	129	320	450	143	324	466
Ireland	-	554	554	-	492	492
Austria and Hungary	122	272	395	116	246	362
Turkey	-	-	-	50	205	255
Morocco	81	130	211	73	140	212
Luxembourg	29	58	87	56	56	112
Switzerland	81	89	170	66	76	142
North America	12,784	744	13,527	11,696	693	12,389
United States	12,726	-	12,726	11,642	-	11,642
Canada	58	744	801	54	693	747
Asia/Pacific	9,501	76	9,577	9,639	222	9,861
Australia/New Zealand	2,018	-	2,018	2,587	-	2,587
Japan	6,428	76	6,504	5,475	70	5,545
Hong Kong	936	-	936	1,353	96	1,449
Singapore	119	-	119	216	56	271
China	-	-	-	9	-	9
International Insurance			5,762			5,678
AXA Corporate Solutions			5,335			5,288
AXA Assistance			397			381
Other			30			9
Total Insurance	48,586	15,948	70,296	48,399	15,896	69,974
Asset Management			3,411			3,730
Other Financial Services			1,020			1,128
Holdings			-			-
TOTAL			74,727			74,832

Consolidated Underlying earnings and Adjusted earnings

(in euro millions)

	Underlying earnings						Adjusted earnings	
	Years ended December 31,						2002 Total	2001 Total
	2002			2001				
	Life & Savings	Property & Casualty	Total	Life & Savings	Property & Casualty	Total		
Europe (and Morocco)	839	227	1,066	682	17	698	890	972
France	355	188	542	283	78	362	669	610
United Kingdom	381	(149)	233	193	(133)	60	152	33
Germany	6	18	24	20	77	97	(28)	106
Belgium	55	58	114	47	6	53	(21)	60
Italy	11	23	34	42	(10)	32	44	30
Spain	13	33	46	17	(4)	12	63	26
The Netherlands	4	(2)	1	63	(41)	23	(8)	39
Portugal	9	9	17	10	3	13	(4)	11
Ireland	-	55	55	-	31	31	59	30
Austria and Hungary	3	1	4	2	0	2	4	4
Turkey	0	1	1	0	4	4	1	2
Morocco	1	(1)	(1)	1	4	6	(3)	15
Luxembourg	4	3	6	2	2	4	3	3
Switzerland	(2)	(9)	(11)	1	(1)	0	(40)	2
North America	684	15	699	620	11	631	543	540
United States	680	-	680	617	-	617	520	518
Canada	4	15	19	4	11	15	23	22
Asia/Pacific	112	(16)	97	345	(70)	276	27	(105)
Australia/New Zealand	65	-	65	13	-	13	59	29
Japan	(45)	(24)	(69)	240	(46)	194	(70)	(145)
Hong-Kong	95	6	101	95	(26)	69	38	10
Singapore	(2)	3	0	(1)	3	1	0	2
China	-	-	-	(2)	-	(2)	-	(2)
International Insurance			(78)			92	(149)	(378)
AXA Corporate Solutions			(70)			117	(142)	(350)
AXA Assistance			8			12	1	13
Other			(16)			(37)	(8)	(41)
Total Insurance	1,636	226	1,784	1,647	(42)	1,697	1,311	1,029
Asset Management			258			328	258	346
Other Financial Services			133			115	133	144
Holdings			(488)			(607)	(344)	(318)
TOTAL			1,687			1,533	1,357	1,201

Consolidated Balance Sheets

(in euro millions)

ASSETS	At December 31,		
	2002	2001	2000 (a)
Goodwill	14,407	15,879	15,865
Value of purchased life business inforce	3,224	3,739	3,724
Other intangible assets	701	396	403
Total other intangible assets	3,925	4,135	4,127
Real estate	12,714	13,409	13,825
Investments in participating interests	3,784	3,828	3,113
Fixed maturities	147,750	143,527	134,214
Equity investments	57,303	64,537	65,773
Mortgage, policy and other loans	18,265	22,907	26,316
Total investments from insurance activities	239,816	248,208	243,241
Separate account (unit-linked) assets	90,458	115,723	117,261
Total investments from non-insurance activities	9,024	10,355	10,773
Investment in affiliated companies (equity method)	2,093	1,570	1,217
Reinsurers' share of insurance liabilities	9,910	11,591	9,142
Reinsurers' share of separate accounts (unit-linked) liabilities	20	28	92
Reinsurers' share of insurance liabilities	9,930	11,619	9,234
Receivables from insurance and reinsurance activities	14,003	15,571	13,817
Receivables (bank customers)	7,889	7,130	6,577
Receivables (other)	3,477	4,303	4,142
Receivables from non-insurance activities	11,367	11,433	10,719
Cash and cash equivalents	17,592	17,646	28,728
Tangible assets	1,239	1,944	1,790
Other tangible assets	7,241	7,493	5,841
Other assets	8,480	9,437	7,631
Deferred acquisition costs	10,965	10,917	9,359
Other prepayments and deferred charges	12,599	13,106	14,540
Prepayments and accrued income	23,563	24,023	23,899
TOTAL ASSETS	444,657	485,599	486,513

(a) The December 31, 2000 financial statement data, as reported, have been presented under a new basis of presentation following the implementation of new French Regulations effective January 1, 2001.

(in euro millions)

LIABILITIES	At December 31,		
	2002	2001	2000 (a)
Ordinary shares	4,035	3,971	3,809
Capital in excess of nominal value	13,824	13,627	12,379
Retained earnings brought forward	4,902	6,662	4,230
Net income for the financial year	949	520	3,904
Shareholders' equity	23,711	24,780	24,322
Minority interests' share in retained earnings brought forward	2,444	3,024	1,578
Minority interests' share in net income for the financial year	368	385	2,124
Minority interests	2,812	3,409	3,702
Total minority interests and shareholders' equity	26,523	28,189	28,023
Mandatorily convertible bonds and notes	-	-	192
Subordinated debt	8,300	8,867	8,261
Insurance liabilities, gross of reinsurance	263,172	272,125	263,174
Separate account (unit-linked) liabilities, gross of reinsurance	90,011	115,305	117,469
Provisions for risks and charges	9,775	10,553	11,530
Payables arising from insurance and reinsurance activities	8,299	8,806	9,543
Payables (bank customers)	10,656	9,985	10,385
Payables (other)	15,656	16,556	18,955
Payables arising from non-insurance activities	26,313	26,541	29,340
Non-subordinated debt instruments issued	4,682	6,140	6,897
Amounts owed to credit institutions	5,018	6,609	9,412
Accrued expenses	2,564	2,464	2,671
TOTAL LIABILITIES, MINORITY INTERESTS AND SHAREHOLDERS' EQUITY	444,657	485,599	486,513

(a) The December 31, 2000 financial statement data, as reported, have been presented under a new basis of presentation following the implementation of new French Regulations effective January 1, 2001.

(in euro millions)

OFF BALANCE SHEET COMMITMENTS	At December 31,		
	2002	2001	2000
Other commitments received			
Insurance activities	4,773	3,450	2,295
Banking activities	7,873	7,176	6,339
Other activities	5,693	4,640	45
Total	18,338	15,267	8,679
Other commitments given			
Insurance activities	4,643	3,471	3,648
Banking activities	9,848	9,837	6,751
Other activities	1,635	2,269	882
Total	16,126	15,577	11,282

Consolidated Statements of Income

(in euro millions, except per ordinary share amounts)

CONSOLIDATED STATEMENTS OF INCOME	Years ended December 31,		
	2002	2001	2000 (a)
Gross written premiums	69,723	69,471	64,788
Revenues from banking activities	1,012	1,127	11,754
Other revenues	3,992	4,234	3,429
Gross Premiums and Financial Services Revenues	74,727	74,832	79,971
Change in unearned premium reserves	(382)	(355)	(439)
Net investment result	(8,713)	(1,244)	14,811
Total Revenues	65,632	73,233	94,342
Insurance benefits and claims	(47,922)	(56,668)	(61,828)
Reinsurance ceded, net	(523)	1,163	1,001
Insurance acquisition expenses	(5,891)	(6,394)	(5,958)
Bank operating expenses	(600)	(838)	(6,509)
Administrative expenses	(8,098)	(8,775)	(11,871)
Income before income tax expense	2,597	1,721	9,176
Income tax expense	(426)	(45)	(2,773)
Net Income	2,171	1,676	6,403
Equity in income from affiliated entities	23	17	(23)
Goodwill amortization, net	(877)	(788)	(353)
Minority interests	(368)	(385)	(2,124)
NET INCOME GROUP SHARE	949	520	3,904
Net Income per ordinary share (basic) (b)	0.55	0.30	2.57
Net Income per ordinary share (diluted) (b)	0.55	0.32	2.44
Impact of exceptional operations (d)	(235)	-	(1,643)
Goodwill amortization (group share)	643	681	279
ADJUSTED EARNINGS, GROUP SHARE (C)	1,357	1,201	2,540
Adjusted earnings per ordinary share (basic) (b)	0.78	0.70	1.67
Adjusted earnings per ordinary share (diluted) (b)	0.78	0.70	1.60

(a) The December 31, 2000 financial statement data, as reported, have been presented under a new basis of presentation following the implementation of new French Regulations effective January 1, 2001.

(b) 2000 per ordinary share data restated for the effect of the 4-for-1 stock split approved by the shareholders at the annual general meeting held on May 9, 2001.

(c) Adjusted earnings represents AXA's consolidated net income before goodwill amortization and exceptional operations. Adjusted earnings is a non-GAAP measure, which management believes provides a meaningful understanding of the results. It should be noted that "Adjusted Earnings" as defined may not be comparable with similarly-titled measures reported by other companies as it is not defined under either French GAAP or US GAAP.

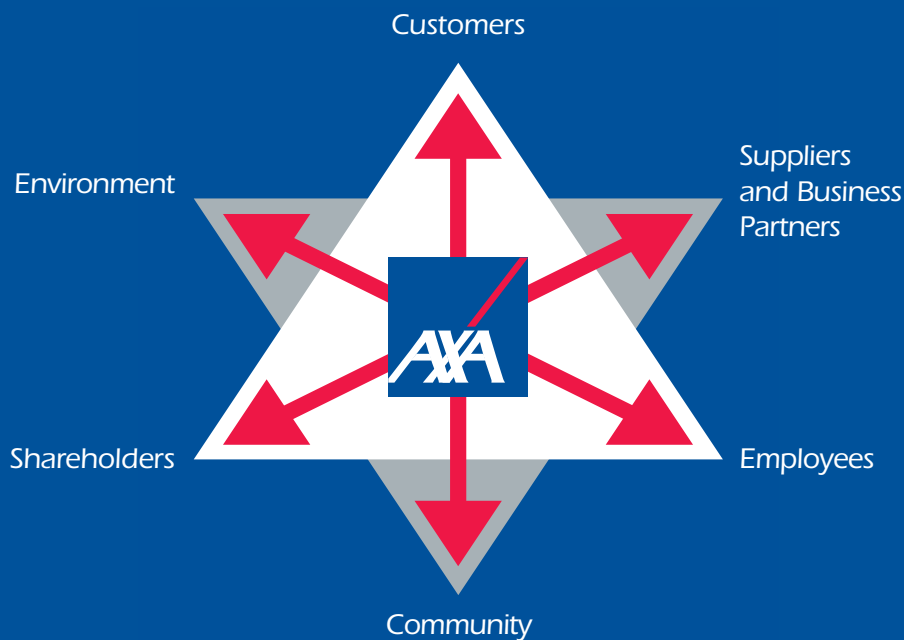
(d) The exceptional operations included:

In 2002:

- the realized capital gain on the sale of AXA Australia Health activities (National Mutual Health Insurance - euro 87 million).
- an exceptional profit of euro 148 million in Alliance Capital due to the partial release (euro 277 million) of the provision set up in 2000 to offset the dilution gain recorded when acquiring Sanford C. Bernstein, Inc. This release was due to the buy-back of 8.16 million private units in Alliance Capital to the former shareholders of Sanford Bernstein, after these shareholders exercised their liquidity put options. This operation generated and additional goodwill for euro 122 million that was entirely amortized during the year (euro 129 million).

In 2000:

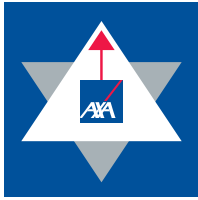
- the consolidated net realized gain on the sale of Donaldson, Lukfin & Jenrette ("DLJ"), which totaled euro 2,004 million net group share (euro 2,071 million net group share and net of realized and unrealized losses on Credit Suisse Group shares received in respect of that transaction of euro 67 million);
- realized losses and valuation allowances of euro 236 million (net group share) relating primarily to the Equitable Life high yield bond portfolio as a result of broad weaknesses in credit markets from a slowing economy during the third and fourth quarter of 2000, coupled with a review of investment strategy following AXA's acquisition of the minority interests in AXA Financial; and
- provision of euro 125 million recorded during the period in connection with the sale of Banque Worms, which was completed in April 2001.



Our commitments to sustainable development

AXA strives to conduct business in a way that reflects its commitments and responsibilities to each of its key stakeholders. To this end, AXA has joined the UN's Global Compact.

Our Customers [page 30](#). Our Shareholders [page 36](#).
Our Employees [page 44](#). Our Suppliers and Business
Partners [page 50](#). Community [page 54](#). The Environment
[page 58](#). Socially Responsible Investment [page 62](#).



Customers

At AXA, we seek to build close and lasting relationships with our customers by offering expert advice and a full range of adapted solutions, and by adhering to the highest standard of professional ethics.



AXA has chosen to operate in a demanding service sector - Financial Protection. To satisfy 50 million customers and build lasting relationships with them, AXA has promised to deliver service that is professional, close, accessible, responsive and transparent.

While AXA's customers may be extremely demanding, their underlying expectations are quite simple: availability, courtesy, straightforward contract wording and on-time delivery. These terms describe the quality of the relationship customers seek with the professionals who are responsible for inventing solutions that are targeted to their specific need for advice and protection. By listening to customers, by responding to their needs appropriately, and by being there when problems arise, we strive to offer efficient Financial Protection solutions to those who have placed their trust in AXA.

In Germany, AXA has devised a program insurance package that sets the company apart from the competition. Covering every possible type of situation that may arise in daily life, **MultiHelp** – as the new coverage is called – is made up of five separate products that offer, in addition to the usual services, a number of sizeable advantages that address specific customer demands. **DrivingHelp** (motor insurance) covers drivers when they are at the wheel abroad - no matter where in the world they happen to be. **TravelHelp** (travel insurance) reimburses costs related to flight delays. **HomeHelp** (homeowners' comprehensive insurance) offers the services of a home surveillance and security expert if the policyholder's usual residence becomes uninhabitable after an insured loss.

In Belgium, "AXA helps you before something happens," in the words of a local advertising campaign. The Belgian subsidiary has made prevention a full-fledged part of its insurance proposition, striking up partnership deals with specialists in the prevention of fire, theft and other insured events. AXA customers are eligible for special rates for these services.

In Italy, where the cost of car insurance is much higher than in other European countries, drivers who put less mileage on their vehicles want to pay accordingly, while those who rack up the miles need effective assistance services. AXA has responded to the call by introducing **Autometrica** comprehensive auto insurance for drivers equipped with GPS (in Milan alone, a hundred thousand cars have installed the system), which memorizes itineraries and calculates the number of miles driven in the city, on the motorway, in the country, during the week and on the weekend. A differential rate is applied to each type of car use. AXA offers two additional advantages: rapid assistance in the event of a breakdown or road accident and coverage that extends beyond Italy. Premiums are based on an initial mileage estimate, and then adjusted after one year to reflect actual vehicle use. ►

And the Winner is... Number 18!

Ever wondered where to put your money when the stock market is depressed and short-term visibility is reduced to almost zero?

Addressing individual investor fears in the face of uncertainty, AXA Investment Managers has devised a series of products, including **Privilège 18 mois**, a short-term vehicle designed to hold investors over until the equity markets get back on the growth track. Marketed for a limited time only in 2002, the fund guarantees recovery of the initial net amount invested and a minimum return on investment of 3% at the end of the 18-month investment horizon, plus a bonus linked to the performance of the Euro Stoxx 50 index. Distributed exclusively through non-proprietary channels, Privilège 18 mois was hugely successful, accounting for fully one-third of total net inflows for distributing channels last year.



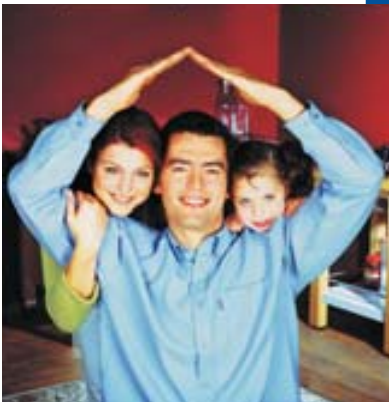
AXA China Region: Hong Kong's Best Insurer

In 2002, AXA China Region Insurance Company Ltd was elected Hong Kong's best insurance company for the third year running by the regional business publication *Capital Magazine*.

The panel for this year's awards included:

- the public: 40%
- an independent panel of judges: 40%
- Capital Magazine's editorial staff: 20%.

The criteria used to rank insurance companies included service quality, professionalism and integrity of the workforce, product quality, flexibility and diversity of investment products and market reputation.



Five Stars for AXA in Australia

Assirt, the Australian financial services research center, has confirmed the strong ratings of AXA Australia following the annual performance review of the company's funds and investment management capability. Five company funds received **five-star ratings** - the highest standard - while another fund was upgraded from three to four stars. In making the award, Assirt underscored the benefits of the joint venture that AXA Australia established in 2001 with Alliance Capital, an asset management firm owned by AXA. Thanks to this partnership, AXA Australia is able to meet investor demand for a full line of growth and value funds. In 2002, AXA Australia continued to build on its financial advisory capability by acquiring **ipac Securities**, a leading wealth management advisory business in Australia. AXA is an experienced player in the development and distribution of products, while ipac has considerable expertise in customer service and wealth management advisory.

► For small and middle market businesses, the quality of the care and advice they receive is even more decisive. The financial stakes are higher, and those who run a business often have to wear many hats, including that of insurance purchaser. When AXA France decided to overhaul its product range targeting this segment, the company's product designers began by consulting business clients and the independent insurance sales professionals who advise them. The existing product range was then enhanced and repositioned to take account of the needs expressed. One of the products that resulted from interviews with employers, **Cap Exclusivité** is designed especially for the employees of small and middle market companies. It enables employees in this segment to benefit from all the advantages of a virtual works council. Four times a year, employees receive a catalogue featuring product and service discounts, information and practical advice. Orders can be placed over the phone or the Internet (cap.axa.fr) and deliveries are made to the workplace or the home. All related logistics - choice of merchandise, suppliers and vendors; catalogue production; and order placement, tracking and delivery - are handled by AXA's partner in the venture. And to help employers choose the best possible benefits for their employees, AXA France worked with its distributors to develop decision support tools that calculate the real cost of contemplated benefits: a raise, a premium payment for health insurance coverage, an employer matching contribution for a savings plan, even membership in Cap Exclusivité.

Ever More Accessible

To expand the range of its products or render them more accessible, AXA has established a number of partnership. In Japan, where bank-insurance agreements became legal in 2001, AXA has entered into distribution partnerships with 15 banks. While still in the pilot phase, the approach shows promise: to date, some 10,000 bank employees have been granted permission to sell insurance to their clients.

In Germany, AXA and Tchibo - the German coffee and pastry retailer with an extensive network of coffee shops and bakeries - recently decided to extend their synergy. Initially limited to the sale of two products, retirement and education annuities, the partnership now offers Tchibo customers exclusive access to a total of eight AXA insurance products. AXA telephone advisors, who have received intensive product training, respond to diverse customer inquiries. Customers receive commitment-free proposals and have up to six months to cancel their coverage, as opposed to the 14 days required by law. The launch of six new products came shortly after a Germany consumer interest group awarded a "Very Good" rating to the first product that emerged from the partnership.

In the United Kingdom, AXA Insurance joined force with Lloyds TSB - a major UK bank with a network of 2,500 branches - to offer the latter's business

clients the **Essential Business Insurance**. The package bundles cover ranging from buildings to merchandise to liability.

AXA Life signed an exclusive partnership deal with Egg, Europe's leading online financial services provider, to provide creditor insurance for all Egg-branded products, including loans, credit cards and mortgages. Egg's clients thus benefit from some of the best coverage the market has to offer. In France, AXA decided to enhance its Financial Protection product line by acquiring Banque Directe, an online bank, in September of 2002. The deal enables AXA to offer its 9 million retail customers in France a full line of more than 50 banking products and services. AXA customers benefit from the eight years of experience that have made Banque Directe France's leading provider of remote banking services.

Accessible via the Internet and the telephone 24 hours a day, and recognized for its ability to innovate and anticipate, Banque Directe has developed a technology platform that enables it to offer multi-channel servicing to its customers in real time. Thanks to this acquisition, AXA customers can now obtain a complete and up-to-date vision of their portfolio via the AXA France Internet site.

Claims Reporting: Moment of Truth

AXA's commitment to being close to customers takes on its full meaning when an insured event occurs, especially one involving the home or the workplace. Reporting a claim is a key moment in the contractual relationship between the insurer and the policyholder: can the insured count on his or her insurance in times of need? The perception of this experience is measured as part of AXA's regular customer satisfaction surveys. ►

"Working Hand in Hand"



September 9, 2002. In the space of a few short hours, the small French village of Sommières was inundated by water, completely cutting its inhabitants off from the rest of the world. François Couette, director of Institut Maintenon, a pre- and primary school with more than 600 pupils, remembers that day and those that followed: "In the five main buildings, including a three-century old convent, the ground floor was

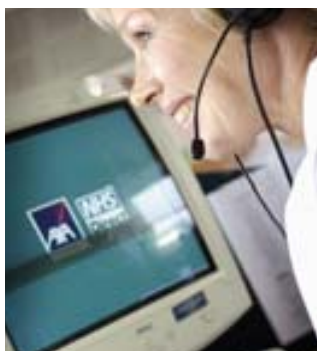
covered by nearly three meters of water. The damage was considerable: the computing room and the library were totally ruined; the refectory - which had been renovated in 2000 - had to be completely rebuilt; four boilers had to be replaced; and much of the furniture was unsalvageable. The total cost was 730,000 euros. The amazing thing, however, is that two weeks later we were ready to resume normal school activities. We were touched by the generosity and goodwill on the part of everyone in the community. And we considered ourselves really lucky to be working hand in hand with AXA from the very outset. Not only with our agent, Laurent Frament, but also with Patrick Brunel, the loss adjuster. He understood how much work we had done on the school prior to the loss. In fact, everything was simple. No endless haggling about how

much the construction and renovation work would cost, whether it should be undertaken, or how much to deduct for wear and tear. AXA understood our budgetary constraints perfectly well, too. As an educational institute, we receive our grant money twice a year, in September and then in mid-February. Because of the timing, we were not in a position to advance any of the funds needed to repair the damage. For the first repair job, which involved getting the heating system up and running, AXA not only gave us an advance, but also paid the cost of transferring the boilers from the ground floor to the first floor as a safety measure. We simply didn't have to waste a moment worrying about how to pay for anything, and the work went off as planned. It probably goes without saying that now I recommend AXA to everybody!"

Two Advanced Online Services

The **RealWare** awards, handed down by an independent panel of experts, recognize outstanding customer applications that feature innovative IT solutions and measurable business advantages in the enterprise. **AXA Financial's** AXAOnline.com site does just that. The multi-portal initiative, first introduced in 1999, has received regular upgrades ever since. AXAOnline.com allows AXA Financial's clients to view their insurance and investment portfolios online and perform transactions in a secure environment. It also gives them access to information related to a full range of financial planning products and services.

AXA Bank in Belgium also offers state-of-the-art online banking services. It recently overhauled its home banking site, upgrading the level of security offered by installing a certification system. Now customers have individual usernames and can rest assured that data in transit is encrypted.



AXA Assistance and Online Patient Referral

NHS Direct, a telephone routing service that provides healthcare advisory services, handles between 6 and 7 million incoming calls a day, making it the biggest service of its kind in the world. More than 95% of its users are satisfied with the service, whose medical consultants and trained nurses refer individual callers with the help of an expert nurse triage program custom-built by AXA Assistance. Selected in 2001 by the UK's National Health Service to provide IT management skills, AXA Assistance teamed up with a software designer to create CAS Services, a specialist in healthcare information systems. The partnership produced an expert system that helps to ensure consistency of response to individual health enquiries while establishing interfaces to other areas of the NHS structure, thereby allowing for greater continuity of medical treatment. A number of independent experts have commended the level of security provided by NHS Direct. CAS Services and the National Health Service are pursuing their collaboration with the aim of adapting the system to future needs. In particular, they are integrating NHS Direct into a global online system for managing medical data.

AXA Investment Managers Wins Two Awards for Excellence

AXA Investment Managers won two of the 19 inaugural Awards for Excellence in Institutional Asset Management, sponsored by the UK business publication *Financial News*. AXA Investment Managers was named the French asset management firm of the year and AXA Rosenberg, the firm's international equities manager, was named the best European boutique of the year.

► In response to the exceptionally severe flooding that hit much of Europe in the late summer of 2002, AXA took equally exceptional measures to ensure fail-safe service to policyholders. Immediately after the event, AXA set up emergency systems in France and Germany, two of the countries in which damage from the flooding was the most extensive. Just two days after the flooding began, an emergency relief unit was set up in France, including a makeshift office for claims inspectors, tied agents and adjustors from some 30 agencies whose own IT and telephone equipment was knocked out of service by the floods. In addition, a special hotline was made available for clients unable to reach their agent. In Germany, the company added special pages to its Internet site, explaining key policy terms and conditions and claims settlement procedures. It also temporarily reassigned personnel from other departments or regions to expedite the claims handling and settlement process. In parallel, technical and logistical aid units were set up for agents, claims inspectors and adjustors whose equipment was damaged by the flooding.

France also took special measures to speed up the claims process: advances were provided immediately, without preliminary adjustment, to help out in the most critical cases; procedures for reporting and settling small claims were abridged; and special units were set up to handle large claims.

Open Lines of Communication

Clear and comprehensive communications are one of the keys to building a relationship of trust with customers, especially in the asset management business. The high degree of volatility and uncertainty in the financial markets throughout 2002 underscores the need for sound investment advice and services, and has made clients even more demanding in terms of disclosure. AXA Investment Managers in France has set up a client information system that warrants special mention – indeed, it was singled out for recognition last year by the *Journal des Finances* and *Le Figaro*, two major French business publications that teamed up to sponsor the “Information and Transparency Label.”

Aware that the quality of client reporting is one of the most important ways an investment manager can add value, **AXA Investment Managers** has developed a complete and recurrent communications package for its clients. Easily accessible via the company's Internet site, the package includes:

- **monthly performance indicators, with recaps of fund performances over various periods of observation and in comparison with average investment management performances,**
- **detailed monthly reports for each fund, adapted for different fund types: equity, bond, money market, diversified, and alternative.**

In particular, the monthly reporting package features performance trends - year-to-date, annualized and annual – risk analyses, investment strategy and objectives, fund manager comments and product risk profiles. In the latter area, AXA Investment Managers is an innovator, having developed a

proprietary risk analysis model by major asset class that captures the characteristics of increasingly complex and sophisticated funds.

Using a disciplined and exhaustive methodology that integrates all market parameters, AXA Investment Managers is thus able to objectively assess portfolio risk on the basis of three complementary indicators: recommended investment horizon, level of volatility and level of liquidity.

This reporting system also includes regular newsletters containing financial and investment news, articles on AXA Investment Managers' strategy and asset allocations, and information on new funds. Clients can subscribe to the newsletter and have it delivered automatically, or they can consult it online via the Internet. In 2001, AXA Investment Managers added **La Ligne Financière** to its range of client information services. During these monthly telephone meetings, AXA Investment Managers representatives analyze the financial markets. AXA Investment Managers also encourages regular meetings between fund managers and clients.

When the financial markets are in crisis, AXA Investment Managers makes special efforts to be available to its clients. In 2002, as in 2001 - in particular after September 11 - email updates and updated versions of **La Ligne Financière** were sent to clients within hours of each noteworthy event. In addition to information about unfolding situations, AXA Investment Managers provides details on the investment decisions made accordingly.

Care, support, efficiency: throughout the year, AXA subsidiaries are able to measure how close they come to meeting their own customer commitments in these three critical areas. All of AXA's business activities - life and savings, property and casualty, health insurance, credit insurance and asset management - are subject to measurement, the aim of which is to constantly improve the quality of service that is delivered to customers. ■



The Fight Against Money Laundering: the AXA Charter

AXA's goal is to go beyond mere compliance with local, national, international and industry regulations concerning money laundering, setting the standard by which others are measured. AXA considers that any failure to live up to this standard is incompatible with its values and those underlying its core business. AXA has set up a global unit to coordinate the fight against money laundering, and has appointed local correspondents. In every AXA subsidiary, an **anti-money laundering manager** has been officially designated, is clearly identified, and reports directly to the local CEO.

The role of the anti-money laundering manager is to ensure that internal controls designed to prevent and detect money-laundering transactions are in place and enforced, as well as to ensure that AXA is compliant with all relevant legal obligations in this area. Local managers are also responsible for contacts with national organizations responsible for fighting against money laundering, and are asked to issue regular reports to the central department that coordinates anti-money laundering for the AXA Group. In addition to global coordination, the role of the central department is to provide the guidance, counsel and assistance that local managers need to meet AXA standards, and to ensure that local procedures for preventing and detecting money laundering are adequate. The central department also maintains relationships with international authorities, and provides regular reports to the AXA Management Board member who is responsible for anti-money laundering within AXA.

Clear Information and Available Staff

Head of mutual fund advisory and analysis services at CDC IXIS Capital Markets, Vincent Bessi re speaks about the partnership between CDC IXIS Capital Markets and AXA Investment Managers.

What is the role of CDC IXIS Capital Markets with respect to Caisses d'Epargne?

VINCENT BESSI RE: CDC IXIS Capital Markets carries out market trades for *Caisses d'Epargne*. Individual *Caisse d'Epargne* branches have control over their own investments and are responsible for monitoring them. For mutual fund investments, CDC IXIS Capital Markets acts as the interface between *Caisses d'Epargne* and investment management firms.

Our role is to help *Caisses d'Epargne* branches select funds by describing each one and synthesizing the information they need. We are bound by the risk constraints set forth by the *Caisse Nationale des Caisses d'Epargne*. AXA Investment Managers is one of our principal partners, and counts a number of *Caisses d'Epargne* branches among its clients.

What do you appreciate about AXA Investment Managers?

VB.: In addition to the quality of its product ranges, I also appreciate the quality of the investment management structure in place. The product ranges are extensive, and meet the various needs of our clients. We, along with our *Caisses d'Epargne* branches, also appreciate the rapidity with which the commercial team responds to special requests - for example, if we ask for a specific piece of information or a meeting with a particular fund manager. Finally, we appreciate the monthly reporting packages, which are highly synthetic and easy to access via the Internet.



Shareholders

At AXA, we seek to satisfy our shareholders by achieving operating performance that ranks among the best in the industry, and by furnishing complete and accurate financial information.





Effective corporate governance, a strict code of financial ethics and full disclosure: in essence, AXA's focus on these issues, which form the basis of its commitment to shareholders, has been constant.

Today, institutional and individual shareholders from around the world own more than 75% of AXA's equity capital. The rest is owned by AXA's historic shareholder base, comprised of Finaxa and Mutuelles AXA. AXA is committed to satisfying these stakeholders by achieving operating performance that ranks among the best in the industry (see page 28 for AXA's net income and adjusted earnings for 2002), by furnishing complete and accurate financial information, and by implementing effective corporate governance structures and practices.

The regulatory environment in which corporations operate underwent significant change in 2002. The Sarbanes-Oxley Act was passed in the United States, while the Bouton Report on corporate governance was published in France, where a set of New Economic Regulations and a draft bill governing financial security had been issued earlier. Because its stock is publicly traded on the New York Stock Exchange, AXA is subject to and compliant with the provisions of the Sarbanes-Oxley Act.

Clear Separation and Balance of Powers

The corporate governance structure in place at AXA distributes power evenly at the highest level, separating the supervisory function from the management role. With the assistance of an Executive Committee, the Management Board is responsible for defining Group strategy and managing Group operations. Four standing sub-committees support the Supervisory Board in its supervisory and evaluative role.

A Competent and Committed Supervisory Board

The Supervisory Board's role is to review the management of the business by the Management Board, appoint the Chairman and members of the Management Board, and report the results of its review to shareholders. At December 31, 2002, the AXA Supervisory Board was made up of 14 members appointed at Annual General Meeting of the Shareholders. Nine of its members are considered to be independent, since they are not directors or officers of companies in which the AXA Group is a material shareholder, nor are they retired former employees of the AXA Group. They are recognized leaders in the business world, with extensive financial, industry or institutional experience, most often at the international level.

AXA believes it is important for the members of its Supervisory Board to have a personal stake in the successful management of the Group's business. This is why, since 1994, they are required to own AXA stock options of a value that is at least equal to the annual director's fees they have received. The international reach and stature of the AXA Group is reflected in the composition of the Supervisory Board. More than one-fourth of its members are not French. The general principles pertaining to the organization, operating procedures and compensation of the Supervisory Board are set forth in a set of internal regulations. ►



NINE BUSINESS UNITS

Present in more than

50 countries,

AXA is divided into nine business units, an organizational structure that facilitates monitoring and coordination.

AXA's **9 business units:**

- Mediterranean Region
- Benelux
- AXA Investment Managers
- Germany and Eastern Europe
- United States
- Asia Pacific (excluding Japan)
- France and Assistance, AXA Corporate Solutions large risks
- United Kingdom and Ireland
- Japan, AXA RE

Their CEOs report directly to the AXA Management Board and its Chairman.

Supervisory Board

Claude Bébéar Chairman of the Supervisory Board; Chairman and CEO of Finaxa; Member of the Board of Directors or Supervisory Board of AXA Financial (United States), Schneider Electric, BNP Paribas, Vivendi Universal and Mutuelles AXA.

Jean-René Fourtou⁽¹⁾ Vice Chairman of the Supervisory Board; Chairman and CEO of Vivendi Universal; Member of the Board of Directors of Aventis, EADS (Netherlands), AXA Financial (United States), Mutuelles AXA and Cap Gemini; Chairman of the Supervisory Board of Vivendi Environnement and Groupe Canal+.

Thierry Breton Member of the Supervisory Board; Chairman and CEO of France Telecom; Chairman of the Board of Directors of Thomson SA and Orange; Member of the Board of Directors or Supervisory Board of Dexia, Schneider Electric and Thomson.

Jacques Calvet⁽¹⁾ Member of the Supervisory Board; Chairman of the Supervisory Board of Bazar de l'Hôtel de Ville (BHV); Vice Chairman of the Supervisory Board of Galeries Lafayette; Member of the Board of Directors or Supervisory Board of Société Générale, Vivarte and Société Foncière Lyonnaise.

David Dautresme⁽¹⁾ Member of the Supervisory Board; Senior Advisor, Lazard Frères; Chairman of Parandé Développement (Groupe Euris); Member of the Board of Directors or Supervisory Board of Lazard Frères Banque, Casino, Club Méditerranée and AXA Investment Managers.

Michel François-Poncet⁽²⁾ Member of the Supervisory Board; Vice-Chairman of the Board of Directors of BNP Paribas and Chairman of BNP Paribas Switzerland; Vice-Chairman of Pargesa Holding (Switzerland); Member of the Board of Directors or Supervisory Board of Schneider Electric, LVMH, Total Fina Elf and Finaxa.

Anthony Hamilton Member of the Supervisory Board; Chairman of Fox Pitt, Kelton Group Limited (UK), AXA UK Plc (UK) and AXA Equity and Law (UK); Member of the Board of Directors of AXA Financial (United States); Member of the Supervisory Board of Fox-Pitt Kelton Limited (United Kingdom) and Pinault-Printemps-Redoute.

Henri Hottinguer⁽¹⁾ Member of the Supervisory Board; Chairman of Supervisory Board of Crédit Suisse Hottinguer and Emba N.V. (Netherlands); Vice Chairman of Gaspee (Switzerland); Chairman of the Board of Directors of Hottinguer Capital Corp. (US); Chairman and CEO of Sofibus; SEVP and member of the Board of Directors of Intercom; Member of the Board of Directors of Finaxa, AXA France Iard, AXA France Vie and AXA France Collectives.

Henri Lachmann Member of the Supervisory Board; Chairman and CEO of Schneider Electric; Member of the Board of Directors or Supervisory Board of Finaxa, Vivendi Universal, Norbert Dentressangle Group and Mutuelles AXA.

Gérard Mestrallet⁽¹⁾ Member of the Supervisory Board; Chairman and CEO of Suez; Chairman of the Board of Tractebel (Belgium) and Société Générale de Belgique (Belgium); Member of the Board of Directors or Supervisory Board of Saint Gobain, Crédit Agricole S.A., Taittinger and Pargesa Holding S.A. (Switzerland).

Edward D. Miller⁽²⁾ Member of the Supervisory Board; President, Phoenix House (US); Member of the Board of Directors of Key Span Energy Corporation (US), Topps Company, Inc. (US) and Unitd Way of Tri-State (US).

Alfred von Oppenheim⁽¹⁾ Member of the Supervisory Board; Chairman of the Supervisory Board of Banque Sal Oppenheim Jr. & Cie KgaA (Germany); Chairman of the Board of Administration of Banque Sal Oppenheim jr & Cie AG (Switzerland), member of the Supervisory Board of AXA Konzern AG (Germany).

Michel Pébereau Member of the Supervisory Board; Chairman and Chief Executive Officer of BNP Paribas; Member of the Board of Directors or Supervisory Board of Saint Gobain, Total Fina Elf, Lafarge, Dresdner Bank AG Frankfurt (Germany) and BNP Paribas UK.

Bruno Roger Member of the Supervisory Board; Chairman of Lazard Paris (SAS); Chairman of the Supervisory Board of Eurazeo; Board member or member of the Supervisory Board of: Saint Gobain, Pinault-Printemps-Redoute, Cap Gemini Ernst & Young and Sofina (Belgium).

(1) Shareholders will be asked to consider his reappointment at the Annual General Meeting of Shareholders on April 30, 2003.

(2) Acting on the recommendation of the Selection Committee, the Supervisory Board has decided to honor requests made by Michel François-Poncet and Edward Miller that they not be reappointed to their seats on the Supervisory Board. Consequently, the shareholders will be asked on April 30, 2003 to appoint Ezra Suleiman to replace one of them. Mr. Suleiman, a US national, is a university professor.

► Highly involved in corporate governance, AXA's Supervisory Board met five times in 2002. The global rate of attendance at Supervisory Board meetings is above 80%, reflecting how seriously Board members take their role.

The Supervisory Board has formed four special sub-committees to help it fulfill its duties. They are the **Audit Committee**, the **Finance Committee**, the **Compensation Committee** and the **Selection Committee**. AXA established these sub-committees early on – in 1990, in fact – unlike most other French corporations that make up the CAC 40, which did so only in the late 1990s.

The role of each sub-committee, which is comprised of some but not all members of the Supervisory Board, **is to carry out detailed reviews of certain subjects and issue opinions, proposals and recommendations.**

These committees may, at their option, undertake or commission studies aimed at clarifying Supervisory Board decisions, or invite outside guests as needed. Committee chairmen are asked to report on completed committee work at the next scheduled Supervisory Board meeting.

Management Board and Executive Committee: Working in Tandem

The AXA Group is managed by the seven-member Management Board, which is assisted by an Executive Committee composed of 17 CEOs. Responsibility for strategic coordination and operational management is entrusted to nine business units representing AXA's principal lines of business and key markets.

Members of the **Management Board**, AXA's collegial decision-making body, are appointed by the Supervisory Board to serve three-year terms. The five current members of the Management Board are Henri de Castries (Chairman), Françoise Colloc'h, Christopher Condron, Gérard de La Martinière, and François Pierson. On the recommendation of the Selection Committee, the Supervisory Board appointed the following new members to the Management Board on February 26, 2003: Claude Brunet, head of Transversal Operations and Projects, and Denis Duverne, head of Finance, Control and Strategy. Their terms of office are the same as the terms of the other Management Board members. The Management Board meets weekly to discuss Group strategy and operations.

The **Executive Committee** spearheads and executes AXA's strategy. The Committee's composition reflects the structure of the AXA Group. It includes members of the Management Board, the CEOs of the Group's business units (see facing page) and the heads of Group Management Services. The Executive Committee conducts quarterly business reviews (QBR), during which the prior period's performance is examined. These reviews were introduced in 2000 to provide a clear and consistent framework for:

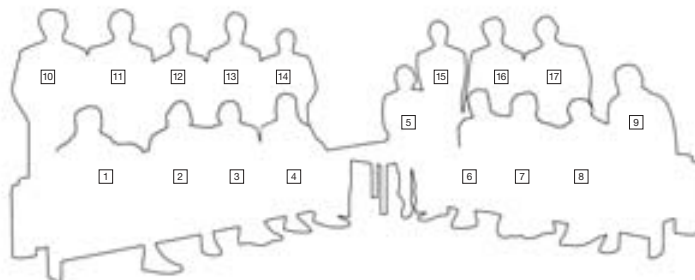
- reviewing operational performance against three-year and current-year strategic plans, and monitoring the progress of key projects and businesses using quantifiable indicators defined in plans and budgets
- assessing the progress of transversal projects
- exchanging ideas and information pertaining to key strategy orientations.



Executive Committee

- ¹ **Bruce Calvert** Chairman and Chief Executive Officer of Alliance Capital (United States)
- ² **Michel Pinault** Head of Asia Pacific business unit (excluding Japan)
- ³ **François Pierson** Member of the Management Board, Chief Executive Officer of AXA France, Head of Large Risks, Assistance and AXA Canada (Canada)
- ⁴ **Nicolas Moreau¹** Chief Executive Officer of AXA Investment Managers
- ⁵ **Françoise Colloc'h** Member of the Management Board in charge of Human Resources, Communications and Branding
- ⁶ **Christopher Condron** Member of the Management Board, Chief Executive Officer of AXA Financial (United States)
- ⁷ **Henri de Castries** Chairman of the Management Board
- ⁸ **Alfred Bouckaert** Chief Executive Officer of AXA Belgium (Belgium)
- ⁹ **Stanley Tulin** Head of the relations with the US analysts, investors and rating agencies, Vice Chairman and Chief Financial Officer of AXA Financial (United States)
- ¹⁰ **Philippe Donnet** Chief Executive Officer of AXA Japan (Japan) and Chairman of the Board of Directors of AXA RE
- ¹¹ **Les Owen** Managing Director of AXA Asia Pacific Holdings (Australia)
- ¹² **Claus-Michael Dill** Chairman of the Management Board of AXA Konzern (Germany)
- ¹³ **Denis Holt** Chief Executive Officer of AXA UK (United Kingdom)
- ¹⁴ **Gérard de La Martinière** Member of the Management Board, Chief Financial Officer of AXA
- ¹⁵ **Denis Duverne** Member of the Management Board in charge of Finance, Control and Strategy
- ¹⁶ **Jean-Raymond Abat¹** Chief Executive Officer of AXA Seguros (Spain) and Head of the Mediterranean region
- ¹⁷ **Claude Brunet** Member of the Management Board in charge of Transversal Operations and Projects

¹ as of February 26, 2003



A Strict Code of Financial Ethics

AXA adopted a **Code of Financial Ethics** in 1994. It applies to members of the Supervisory and Management Boards as well as to employees who have access to sensitive information. Members of the Supervisory and Management Boards are held to a general obligation of confidentiality with respect to the information they receive in their governance capacity, and their personal financial transactions must comply with the aforementioned Code. They are obliged to furnish information, particularly relative to transactions in shares of publicly traded Group companies, which AXA may need to comply with stock market and insurance filing requirements in certain countries and with general disclosure requirements. They are also required to inform AXA of any situation concerning them that could create a conflict of interest with an AXA Group company.

Group employees whose professional responsibilities are such that they may have access to information that could have an effect on the stock price are considered to be sensitive. As such, formal restrictions apply to their own trading in listed shares of stock.

Most of AXA's principal operating subsidiaries have adopted a code of ethics that complies with local regulatory and statutory requirements.

Full and Fair Disclosure

AXA strives to cultivate and sustain a close relationship built on trust with its shareholders.

When its interim and annual financial statements are made public, AXA hosts a series of presentations in the world's major financial centers that bring together Group executive officers and its major shareholders. In 2002, more than **400 shareholders' meetings were held in 10 different countries.**

In addition to these gatherings, AXA also hosted a series of private meetings with its major institutional investors, as well as thematic meetings devoted to the Group's core businesses and its main subsidiaries, as well as to a presentation of economic indicators that are relevant to its industry.

Based in Paris and New York, the Group's financial communications specialists stay in constant contact with the investment community. Group corporate communications - press releases, presentations of results, proceedings from thematic conferences, the annual report - are available on the corporate website: www.axa.com. Results are broadcast live via the Group portal and are accessible by teleconference.

The highlight of the year for **AXA shareholders is the annual general meeting.** Some 1,200 shareholders attended the meeting held in May of 2002, while more than 3,000 designated proxies or voted by mail. The voting rate at last year's shareholders' meeting was **50%.**

For individual investors, who make up roughly 7% of its shareholder base, AXA publishes special information resources.

Since 1997, the Group has brought together registered shareholders and interested holders of shares in bearer form in the **AXA Shareholders' Circle.**

HALF OF AXA'S
EMPLOYEES ARE
NOW AXA
SHAREHOLDERS

For the ninth year running, AXA completed a new equity issue in 2002 for employees only.

Nearly **18,000 AXA employees** in 28 countries and 140 companies - 21% of those eligible - took part in Shareplan 2002. The highest participation rates were reported in France (40.6%), the United States (35.6%) and Spain (30.5%).

As of December 31, 2002, AXA employees together own almost **4% of equity capital,** compared with 2.3% in 2001. One employee in two is an AXA shareholder.



Corporate Governance Viewed from the Outside

Bertrand Richard, CEO of Korn Ferry Paris, on AXA's corporate governance structures.

"By opting for a supervisory board and a management board, AXA has chosen the form of corporate governance that best guarantees a clear separation of the management and control functions within a corporation or limited liability company. The board's composition is such that there can be no doubt as to the individual competencies and roles of each member.

By offering a description of each member – indicating other board and executive management positions held – and by specifying what the board does, how often it meets and who attends meetings, AXA's activity report provides interested stakeholders with clear, detailed and accessible information. The fact that AXA discloses details on all types of compensation its directors and officers receive is also important. Indeed, AXA is one of the most transparent companies in France in this respect.

We think AXA can do even better, though. In particular, two ideas merit serious reflection. The first is that the number of AXA board members who also hold seats on the boards of other AXA companies should be limited. The second is that AXA could be even more explicit about the ways and means the board evaluates its own work."

As members of the Circle, which counts 15,000 individual shareholders, they receive regular published updates, plus special mailings when significant events occur that impact AXA or its stock price.

AXA also has a **Consultative Committee of Individual Shareholders**, comprised of 15 members from the Shareholders' Circle. The Committee meets twice a year with Group executives to discuss AXA's disclosure and communications policy with respect to individual shareholders.

DANIEL SAM-GIAO

Member of the Consultative Committee of Individual AXA Shareholders

"Straight Talk"

"The first time I participated in a meeting of the Consultative Committee of Individual AXA Shareholders was in October of 2002. I had recently started up an investment club with a few friends, and when AXA made a call for candidates to replace Committee members whose terms had expired, I decided it was time to "dive in." I was impressed with how professionally the meeting was run: it began with a presentation of AXA's current situation. Then we began group work. To be honest, the fact that both Chairmen were present surprised me. The fact that they were very approachable and that all speakers clearly took an interest in us was also refreshing. Other members of the Management Board were on hand as well, as well as financial communications specialists. The answers to our questions were detailed and specific. Not once did I feel we were being spoken to in jargon or "officialese." On the contrary, there seemed to be a real desire to better understand what makes individual shareholders tick and what makes them worry. I only wish the meeting had lasted a little longer. It would have been nice to get more contextual information on the stock price trend and maybe a word or two on how AXA feels about investment clubs."

The management of registered shares is entrusted to BNP Paribas Securities Services, which makes a dedicated telephone platform available to shareholders* from Monday through Friday, from 8:45 a.m. to 6:00 p.m. In 2002, a secured Internet site was made available for holders of registered shares. Via GISnomi (<http://gisnomi.bnpparibas.com>), shareholders may consult their share accounts as well as transmit and track trading orders. ■



“The comprehensive scope of the information made available - and in particular the revenue breakdown by line of business and country - is one of AXA’s major strengths as a financial communicator. The decision to publish every six months instead of quarterly is also appreciated.”

Michael Huttner
JP Morgan analyst

Shareholders’ Circle Newsletter

The Shareholders’ Circle newsletter, published three or four times a year, helps investors stay abreast of AXA news. It also provides information on events of particular interest to shareholders, such as the annual general meeting.



*including pure registered shares



Employees

At AXA, we seek to contribute to the satisfaction and fulfillment of our employees by promoting respect and empowerment in the workplace, and by providing regular training and development opportunities.



AXA is committed to fostering professional fulfillment by promoting respect in the workplace and a management style that empowers people.

AXA's employees and exclusive agents play a decisive role in ensuring that customer commitments are honored. Their drive, personal commitment and adherence to AXA's five core values – professionalism, innovation, pragmatism, team spirit and integrity – are of critical importance. In return, AXA endeavors to go beyond merely respecting the basic rights granted under local, national and international regulations and standards. At AXA, we believe that every employee should be treated with respect. We also strive to promote a healthy balance between work and personal life and practice a management style that encourages accountability.

Encouraging Employee Engagement

AXA's management style seeks to engage employees in Group strategy, objectives and performance. In practice, this means:

- providing detailed information on key strategic priorities
- setting clear individual objectives
- giving employees the opportunity to acquire or improve skills that will enhance personal development and improve company performance
- developing fair systems of compensation and benefits based on performance.

Administered every two years since 1993 and annually since 2002, the **Scope** employee attitude survey measures the degree to which AXA honors these commitments. The anonymous questionnaire is sent to all AXA employees, who have participated in increasing numbers since it was introduced. From 59.8% in 1998, the response rate rose to 67.8% in 2000 and to 74% in 2002.

The questions, which cover approximately 20 subjects, seek to find out, for example, whether employees are fully informed of the business strategies and objectives of their company; whether their immediate work environment promotes mutual respect, trust and open communications; whether they have received the training and information they need to do quality work; whether innovation is encouraged in the workplace; how they perceive the tangible and intangible signs of recognition for a job well done, etc.

Selected as one of the Group's key performance indicators for human resources, Scope is an instrument that provides companies with the information they need to take corrective actions in areas where performance is considered unsatisfactory.

AXA in Belgium launched 55 projects on the basis of the Scope survey results in 2000. Some of the initiatives were aimed at narrowing the gap between top management and the rest of the workforce and improving the level of communications on strategy. The following forums of exchange were set up to address perceived shortcomings: ►



AXA Life Singapore Promotes Employee Satisfaction

AXA Life Singapore received the **Family Friendly Firm (FFF) Award** in 2002, honoring its pro-family efforts and innovative work-life programs for employees. The Ministry of Manpower, the Singapore National Employers' Federation, the National Trade Union Congress and the Ministry of Community, Development and Sports co-award the biennial prize.

The 435 candidates vying for the FFF Award were rated by their own employees on the basis of work scheduling flexibility, solutions available in the event of extended absence, support programs offered, and the quality of the work environment.

AXA in France also introduced several initiatives last year to simplify life for Group employees. Many companies have set up in-house service centers that offer everything from shoe repair to concierge services, and from dry cleaning to help with administrative formalities.



At AXA Australia, Performance and Reward Go Hand in Hand

As part of its K5 transformation program, AXA Australia has adopted a compensation and benefits policy that seeks to encourage and reward both individual and team performance. The new policy is two-tiered:

- The basic wage level is calculated on the basis of the demands of the position and the employee's level of responsibility. It is reviewed during the annual performance appraisal, at which time individual performance, market conditions and AXA Australia's wage positioning are examined.

- The variable bonus component is directly tied to the success of the K5 program. If all objectives are reached, compensation can significantly exceed the market average.

In addition, senior managers are eligible for bonuses calculated on the basis of the stock price in two or five years, ensuring a link between company performance and employee performance.

- ▶ Business Council meetings. Three or four times a year, 140 of the company's managers come together to discuss company strategy and major projects under way or planned.
- Top Com meetings. Two or three times a year, middle managers are called to a gathering during which questions concerning AXA's business and people objectives are raised. Armed with this information, managers can then raise awareness among their own teams.

AXA in Belgium has also initiated informal gatherings – generally over breakfast or lunch – between individual members of the executive management committee and their employees.

AXA Life in the United Kingdom introduced a similar program, which has led to a significant improvement in awareness about corporate strategy (68% in 2002, versus -12% in 2000).

Scope 2000 brought another sensitive issue to the foreground: middle managers felt that they were not receiving sufficient support and advice from their human resources department. AXA Belgium responded by revamping its HR organization. Each corporate-level department was assigned an internal HR consultant with broad experience in the discipline. These consultants interface with management and employees alike on behalf of their internal clients, smoothing the way on issues related to organizational change, HR management, and training and development.

A key driver of workplace improvement for a number of AXA companies, Scope will soon be perceived as such by all AXA companies.



AXA Crédit Measures Agent Satisfaction

The quality of service delivered to exclusive distributors often determines the strength of the relationship they are able to forge with their own customers. In 2001, AXA Crédit in France decided to assess agent satisfaction with the company's level of service by measuring the extent to which it was living up to 10 commitments, defined on the basis of agent needs. The survey findings that resulted were then used to identify avenues for improvement and initiate targeted actions. The distributor satisfaction survey will be rolled out Group-wide in 2003.



AXA Secures a Foothold in India

AXA Business Services is an AXA UK subsidiary based in Bangalore, India. It was set up in 1997 to provide back-office services for some AXA companies, with the aim of pooling defined tasks and generating economies of scale.

AXA UK's life and health insurance companies were the first to use AXA Business Services. In 2002, AXA Australia and AXA Japan Life also transferred certain back-office functions to the subsidiary.

AXA Business Services currently generates a profit of €6.5 million annually, and expects further growth with its next major project, which is to roll out a call center for customers of certain AXA companies.

AXA Business Services operates out of two separate facilities located in the heart of the Bangalore business district. The company's 500 employees, trained to provide highly reliable service, work in shifts to ensure uninterrupted availability seven days a week, 24 hours a day.

AXA Business Services, a full-fledged member of the Group, adheres to AXA's core values and human resources policy. It contributes not only to improving the operating performance of AXA companies, but also to developing the region and its inhabitants.

Helping Agents Improve Performance

A key component of the Group's relationship with its customers, AXA's network of exclusive agents is also fully involved in its commercial development. Although different markets have different characteristics and constraints, all agents face the same basic challenge: that of improving service quality by constantly working to acquire new skills and professional reflexes. Many Group companies, among them AXA Financial in the US, have already taken steps to help their agents rise to the challenge. The National Operations Center of its life insurance subsidiary, which manages contracts for more than 2.5 million clients and offers support to distributors, strives to keep its advisors up to speed and well informed. They need to be able to answer questions about all of the company's products – from contracts that were taken out 20 years ago to those brought to market in the last six months. The center organizes training and test sessions and holds regular staff meetings where information exchange is encouraged. An award for excellence in service is handed out monthly. These efforts have paid off. In just two years, the center has improved the quality of its service substantially: in 2002, customer satisfaction ►



A Creative and Dynamic Group

Does the pride and optimism felt by most AXA employees align with how the Group is seen from the outside?

We asked Henry de Montebello (left) and Nicolas Manset (right), from the recruitment firm Russell Reynolds Associates in Paris, a long-standing partner of the AXA Group.

How do experienced, high-level managers view the AXA Group?

They see the AXA Group as having many assets: a clear strategy that is understood by all; a solid executive management team; and a great deal of vitality despite the difficult economic environment. AXA is perceived as being a Group that managed to stay on track and focused. Its image capital is high. They appreciate AXA's resourcefulness and see it as a forward-looking company, as attested to by projects like AXA Way. The strong feeling of affiliation is sometimes taken as a sign of overconfidence, but this is tempered by a genuine sense of team spirit and a strong corporate culture.

What makes AXA particularly attractive as an employer?

Senior-level managers who join the Group appreciate the quality of the workforce and the drive of executive management teams. Career development opportunities also appear to be innovative and interesting. On the other hand, recruits haven't fully understood the Group's international reach and its positioning in Financial Protection. The Group's insurance culture is often viewed as predominant.



Adapting to a New Playing Field

The Group unveiled **AXA Ambition** in 2002. After AXA Manager and Columbus*, it is AXA University's third corporate seminar. The environment in which AXA operates has changed, bringing a whole new set of challenges. AXA must reconcile and satisfy the needs of three key stakeholders – customers, shareholders and employees – simultaneously and durably. The aim of the latest corporate seminar is to help managers, experts and heads of exclusive distribution channels:

- understand the Group's strategy and how it intends to reach its ambition
- discover AXA Way, a common method for achieving continuous performance improvement
- understand the role everyone has to play in contributing to the Group's success
- experience the Group's international dimension in a friendly and relaxed setting. More than 2,000 managers are expected to take part in Ambition AXA in 2003.

*The AXA Manager program familiarizes managers with the AXA management style. Columbus helps AXA managers become active champions of change.

► soared to 85%, while distributor satisfaction was 68%, up 29 percentage points over 2000.

The AXA Advisors Learning Center in the US launched the AXA Advisors Virtual University, a website for AXA Financial's exclusive distributors. The new portal consolidates the e-learning course curriculum for company managers and sales associates.

Access to the site is free for first-year associates, who are encouraged to familiarize themselves with the company's product range and the Group's Financial Protection business.

In addition to training, AXA companies have also introduced powerful tools designed to enhance service quality, many of them developed in tandem with end users. They include the computer-aided assessment tool (*Bilan Assisté par Ordinateur - BAO*) in France and the Life Nippon Advisors System (LNAS) in Japan. Both tools generate highly refined analyses of customer needs, information on existing coverage, and optimal Financial Protection solutions tailored to client resources. In a word, they enable AXA professionals to deliver tailored advisory services.

Starting in 2003, the agent satisfaction survey tested in Germany, France and the US will be broadly used to measure the impact of these initiatives on agents and compare the results with customer satisfaction levels.

KEY EMPLOYMENT STATISTICS FOR 2002

INDICATORS	EMPLOYEES	DISTRIBUTORS	TOTAL
Employees and tied distributors			
Workforce	95,488	31,233	126,721
Male (%)	49%	72%	56%
Female (%)	51%	28%	44%
Changes in staffing level			
External recruitment	10,797	6,308	17,105
Internal recruitment (internal promotions)	1,601	51	1,652
Departures*	13,480	9,450	22,930
Net number of new jobs created during the year (external recruitment – departures)	- 2,683	- 3,142	- 5,825
Compensation and benefits			
Employees whose pay package includes a variable component (%)**	0-30%: 30%		
	30-70%: 17%		
	70-100%: 17%		
	100%: 36%		
Ratio variable/fixed compensation	18%		
Number of employees holding stock options	2,610		
Percentage of AXA companies that offer all employees benefits that supplement mandatory systems in place.	64%		
Training			
Number of employees who completed some form of training during the year			93,846
Total expenditure for employee training and development			74%
Workweek/absenteeism			
Total number of days absent	863,306		
- of which, due to illness	706,371		
- of which, due to workplace accident	16,045		
- of which, due to maternity leave	140,890		
Average number of days worked per annum	240		
Average length of the workweek (hours worked/week)	38		
Employees working part-time (%)	6%		
Corporate citizenship			
AXA Hearts in Action volunteers	29,130		
Number of AXA volunteers who participated in the AXA 2002 Challenge	9,087		

*dismissals, retirements, etc.

**i.e. in 30% of AXA companies, 0-30% of employees receive some form of variable pay, etc.



Suppliers and Business Partners

At AXA, we seek to maintain quality relationships with our suppliers and business partners by adhering to a clearly defined code of conduct, and by promoting ongoing dialogue.



Brokers, outsource suppliers and vendors: AXA seeks to build sustainable relationships with these commercial partners, based on mutual commitments and ongoing dialogue.

Working with Brokers

Brokers play a crucial role in determining the quality of the relationship that develops between AXA and its customers: they have to be skilled and attentive listeners, able to identify needs and offer appropriate advice and support. This is why they figure among the business partners with whom AXA strives to build strong and lasting ties. Although AXA subsidiaries have launched a number of different initiatives aimed at brokers, they all serve a single goal: that of enabling these key influencers to optimize their know-how and make it fully available to their clients.

In Australia, for example, brokers are required by law to maintain certain business support functions. The problem is that, since many of them do not earn sufficient revenues to develop these functions internally, outside suppliers must provide some services. In a pioneering initiative for the Australian market, AXA developed a full-service platform to meet the business support needs of brokers – i.e. training, marketing, research, compliance, compensation and benefits, managerial practices, planning, production lists and technical support. The Australian company intends to strengthen its ties with brokers by making the platform available, winning their loyalty and, by creating a closer working relationship, helping to bring in new business.

The service introduced by AXA Life in the United Kingdom is electronically based, allowing the company's brokers to download client data that is regularly updated, giving them real time access to information on individual contracts. These self-service solutions, which are based on the latest messaging technology, help to improve profitability by cutting down on the number of telephone calls, faxes and even emails sent to the company for the purpose of getting information.

In some cases, the improvement in broker servicing that initiatives of this kind bring about can be measured directly. According to a broker satisfaction survey conducted at regular intervals in the United Kingdom with 500 key brokers, AXA Life has moved up from fourth to third place among a select panel of 10 companies. The company plans to extend this approach to the way new business is handled once it has been accepted.

Working with Outsource Suppliers

The occurrence of an insured loss or a dispute is a fairly routine matter for an insurer. Settlement usually involves the participation of one or more of the Group's external business partners and outsource suppliers. Like brokers, these partners come in direct contact with AXA's customers. ►



BRUNO MENICUCCI,
Member of the Management Board of
SIACI, an insurance services group.

"We've Managed to Build a Balanced Three-way Partnership"

"In our business - we are a group insurance broker and advisor - reputation and long-term survival depend on the ability to build trust-based relationships with corporate clients. Three essential qualities must be present for this climate of mutual confidence to develop: competency, responsiveness and client intimacy. This is as true for large corporate clients as it is for small businesses. The quality of our relationship and contact with clients is decisive in our ability to satisfy their expectations in terms of expertise and advice, and come up with adapted proposals. The relationship we have maintained with AXA for more than 15 years is also exemplary. The stability and technical expertise of its teams, particularly its inspectors, have helped to build special ties based on mutual respect and transparency. The fact that our views of the business converge has allowed us to build a balanced three-way partnership. Together, we define and roll out tailored insurance programs for various clients. When it serves the client's interest, we can also alter our respective roles. For example, AXA has delegated the administration of healthcare benefits to us. The discipline and professionalism of AXA's teams is palpable at every phase in the contract, and is particularly appreciated by human resources managers when the annual results of the policy are presented to our business clients."



The Best Partner a Broker Could Ever Want

Highly skilled business, sales and insurance teams; the ability to respond quickly; close relationships with clients: it is certainly no accident that AXA France, the top player in the domestic group insurance segment, regularly brings home the prize for "best partner." The eighth annual "*Lauriers des assurances collectives*" awards (Group Insurance Awards), handed out by the *Fédération française des courtiers d'assurance et de réassurance* in October of 2002, were no exception. The awards are bestowed during the annual Réavie event – an international gathering for life and health insurers – on the basis of a questionnaire designed to measure the quality of the underwriter as well as its responsiveness, technical expertise and innovation. Some 150 brokers who specialize in life and health insurance responded to the 2002 questionnaire.

AXA and its Lawyers: a Binding Commitment

Drawn up by AXA France, the *Charte de l'Avocat* AXA defines the mutual commitments by which AXA and its lawyers are bound. AXA undertakes to:

- use AXA lawyers whenever possible,
- transmit duly completed case files that contain all relevant information concerning the out-of-court or pre-litigation phase,
- respond in a timely fashion to queries from AXA lawyers,
- constantly seek out ways to lighten the administrative burden,
- honor the terms of payment for all legal fees billed.

AXA lawyers undertake to:

- treat AXA as a preferred client in return for its commitments,
- seek out-of-court settlements whenever possible, and/or alternatives to litigation,
- handle AXA files personally upon request, and avoid conflicts of interest between the firm's clients and AXA.

► Perceived by the latter as representatives of the AXA Group, they participate in the construction of its image. It is therefore natural that AXA has taken steps to formalize their role.

The legal profession, for instance, occupies a pivotal position with respect to AXA's core business lines. AXA has team of in-house legal specialists, but also works with law firms. In order to offer the best possible service to its own clients, AXA France has devised a charter in which the reciprocal rights and obligations between the company and its lawyers are set forth. The foundations of this partnership are stipulated in an introductory statement to the *Charte de l'Avocat AXA* (AXA Lawyer's Charter):

- Compliance with high quality standards, with respect to administrative matters as well as relationships with AXA and its clients
- A commitment to satisfying AXA clients
- The desire to establish uniform legal and litigation policy at AXA
- An active contribution to promoting the reputation for excellence that AXA seeks to develop, particularly within the court system
- Dedication to safeguarding the economic interest of the client and/or AXA in the resolution of disputes.

In conclusion, the Charter specifies that AXA and its legal partners will maintain regular contact aimed at ensuring that these mutual undertakings are honored.

This new approach to partnerships naturally extends to other outsource suppliers that AXA works with – loss adjustors, physicians and repair shops, for instance. The ultimate aim is to contain costs while guaranteeing that clients receive service that consistently meets quality standards. The idea of paying a claim in the event of an insured loss is thus replaced by the notion of offering a service to the customer that is in line with his or her expectations. This change in approach also involves setting up and managing networks of preferred or approved suppliers and also developing a uniform procurement policy.

At the same time, new tools are being developed. Remote inspection of vehicle damage accelerates the claims settlement process and immobilizes the policyholder's car for a shorter period. In parallel, the AXA information system provides the claims manager with real-time updates on the status of the claim.

AXA Portugal is developing a vast tissue of similarly motivated partnerships, initially for its motor insurance portfolio. The company has entered into a number of agreements with professional partners that enable it to go well beyond the traditional sales and repair offering and respond to all of the needs of its customers. In 2002, a network of 130 approved garages began sporting the **AXA Recommended Repair-Shops Net** logo. The immediate reaction was positive, encouraging the proliferation of such agreements, which now exist with all the major automobile manufacturers. AXA's own range is thus enhanced and customers are eligible for special rates. AXA Portugal plans to reproduce this approach to other sectors, such as housing and entertainment.

Working with Vendors

The AXA Group's vendors are also key business partners. Every year, AXA spends some 4.5 billion euros a year worldwide on general expense and IT items. Due to the importance of procurement, AXA has established a set of broad guidelines that seek to optimize the quality and efficiency of the vendor relationship.

Four Golden Rules

AXA expects its employees to behave in an exemplary manner in their contacts with vendors. Employees who are in charge of purchasing at company level must read and sign a special code of conduct, which can be summed up in four obligations:

- **Disclosure/Confidentiality.** Vendor offers are strictly confidential, as is the content of any contracts entered into.
- **Fairness/Competitive bidding.** All participants are treated in accordance with the highest standards of honesty and fairness.
- **Objectivity/Neutrality.** AXA employees are prohibited from accepting or receiving consideration of any kind, including personal gifts, from existing or potential vendors.
- **Transparency/Traceability.** All relevant factors with respect to a purchasing decision must be recorded and kept on file at least until the end of the amortization period for the property in question.

AXA is also committed to respecting the terms of payment and promoting ongoing dialogue with its key vendors.

Innovative Procurement Policy

In 2002, AXA implemented an innovative procurement policy aimed at building solid and durable vendor relationships, becoming a preferred client of its major vendors, and achieving the Group's cost-cutting objectives. The network-based procurement organization being put in place is based on the idea of adopting a global approach to both resources and needs. Both a Group Procurement Department and a Strategic Procurement Committee have been established to steer the global negotiations process, define and validate methods and tools, and coordinate work being done at company level.

IT purchasing agreements have been negotiated within this framework on behalf of **AXA Tech**. A network of key vendor account managers has also been set up, comprised of buyer from AXA companies and the Group level team. They will be responsible for maintaining relationships with strategic vendors and will also manage change in such relationships. In addition, a common method for calculating the resulting savings has been defined. It has been approved by the Group Finance Department and is being adopted by all AXA companies. ■

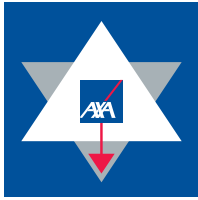
Shared Values

The **Sodexho Group** is the world's number one provider of food and food management services. In 2002, Sodexho signed a global service agreement with AXA. The decision to extend the existing partnership between the two groups was based on the highly positive results it has produced in France, where Sodexho has long provided AXA with consistently good service at a reasonable cost. The groups also share the same commitment to sustainable development. Like AXA, Sodexho is included in both the FTSE4Good and Aspi Eurozone indices. Some 15 ethical funds domiciled in France are investors in Sodexho Alliance.

Services Tailored to Customer Needs

When the holder of a comprehensive homeowners' policy sustains an insured loss, he or she often expects more from the insurer than a cash settlement. Restoring the policyholder's dwelling to its prior state as quickly and as well as possible is also a key concern. AXA in France has set up a network of approved building professionals known as **Enterprises Services** to meet this demand.

Michel Anselmo, a glass fitter servicing the Greater Paris Area, is a member of the network. He has been working with AXA for nearly five years now. *"Although the AXA insurance agent refers policyholders to us, they are free to do business with anyone they want. But doing business with members of the network offers two advantages: for one thing, AXA policyholders don't have to spend time looking for someone. Second, they don't have to advance funds beyond the deductible stipulated in the contract. For us, this relationship ensures a steady flow of business. In return, we are required to keep three promises. The first concerns our prices; the second concerns customer contact and delivery deadlines; and the third is ethical. We are morally bound to limit our services to the restoration of the damaged property. AXA's aim in establishing these partnerships is to guarantee the best quality service at the best possible price for its customers."*



Community

At AXA, we seek to live up to our responsibilities by participating in the life of the community through acts of corporate philanthropy, and by sharing our professional expertise and capacity for innovation.



AXA takes its role as a responsible corporate citizen seriously. Since 1991, AXA has practiced an approach to philanthropy that is consistent with its core Financial Protection business and convictions.

In providing Financial Protection, AXA supports its customers throughout their lives, helping them to pursue their goals and prepare for the future in total security. But the practice of Financial Protection also brings into sharp focus the plight of those who are victims of life's vagaries. It is only natural that AXA's corporate citizenship initiatives should take the form of assisting those who are unable to acquire sufficient Financial Protection to cope with the consequences.

In every country in which it operates, AXA employees choose the causes they want to support. AXA's role is to support employee volunteers by providing them with the financial and logistical resources to pursue well-defined projects. Some 30,000 AXA employees worldwide donate their skills, time, energy and generosity to charitable organizations.

"The originality of this approach lies in the fact that we forge genuine partnerships with charitable organizations," notes Henri de Castries. *As we see it, corporate philanthropy is the natural extension of the business and values of the organization. As important as financial donations and sponsorships are, they cannot replace voluntary involvement on the part of our people. Human support and exchange are essential components of social engagement. We are particularly proud of the spirit of solidarity ▶*

New Classrooms for the Children of Malika

No more open spaces that double as classroom and dorm room! In 2002, AXA Hearts in Action volunteers in Senegal built two classrooms for an orphanage in Malika, a suburb of Dakar, adding to the two original rooms built in 2001. If all goes well, two additional rooms will be added in the months ahead. With six classrooms, the orphanage will be able to accommodate a full house.

The philanthropic endeavor is a partnership between the employees of AXA Senegal – an affiliate of the AXA Atout Cœur chapter in Nîmes, France – and the volunteers of the French charity *Action Bénévole d'Aide humanitaire d'Alès*.



Save a Life!

A leader in the fight against road accidents, AXA Ireland launched a hard-hitting campaign in 2002 to promote safety on the road. As part of the initiative, crash test dummies were lined up along notoriously dangerous stretches of road, holding signs that either alerted drivers of the presence of children on the roads or reminded them of the dangers of excessive speed.

AXA China Region: Socially Responsible Enterprise

In 2001, the Hong Kong Council of Social Services labeled AXA China Region a socially responsible enterprise. The Council was set up to encourage corporate social responsibility by promoting partnerships between Chinese businesses and social welfare organizations. AXA China Region was the first regional business to obtain a label in 2002.

In addition to signaling financial support for community initiatives, the company's desire to get involved in the local community through volunteer work, and its commitment to sharing skills and expertise within the Chinese community, the label recognizes the many initiatives of the AXA Hearts in Action chapter.



AXA Hearts in Action becomes Euro Hearts in Action.

► *that animates the men and women of AXA, and of their unstinting efforts to bring smiles and hope to thousands of people around the world."*

In France, 3,500 AXA *Atout Cœur* volunteers devote some of their spare time to more than 800 charitable organizations that reach out to people whose disability, substance abuse problem or illness (AIDS) excludes them from the mainstream of society. In New Zealand, employees work with the elderly and to prevent teen suicide. Spain, Italy and Portugal are involved in initiatives that benefit people with disabilities or serious illnesses.

In 2002, AXA Investment Managers (one of the Group's two asset management arms) established the AXA Imps fund to raise money for disadvantaged children. The money is donated to EveryChild, a London-based charity, and Sowers Action, which supports educational projects in China. Group employees in the United Kingdom worked to raise money for Children in Need*, collecting donations in person or taking pledges over the phone. Under the auspices of AXA Hearts in Action, the Group also hosted the **AXA Challenge 2002**, volunteer event. In the tradition of the AXA World Ride in 1995, the AXA World Event 2000, and the National Volunteer Days in 2001, the Challenge offered AXA employees an opportunity to show their commitment to community. From the spring to the fall of 2002, Group companies launched a series of philanthropic initiatives, forming an unbreakable chain of solidarity between volunteers and beneficiaries around the world.

AXA subsidiaries in Europe launched **Euro Hearts in Action**, a drive to collect coins that were going out of circulation with the advent of the euro. Through the initiative, more than €50,000 was raised for charitable causes.

In the United States, the **AXA Foundation** – AXA Financial's philanthropic organization – partnered with the Citizen's Scholarship Foundation of America (CSFA) and *US News & World Report* to develop AXA Achievement, a multi-year scholarship program that promotes access to higher education. In the US, rising tuition costs and a lack of information and advice on the alternatives available for financing education mean that some 400,000 students miss out on an opportunity to get a college education. If nothing is done to correct the situation, some 19 million jobs may go unfilled by 2028 because of a lack of people qualified to fill them**.

In response to the problem, AXA Foundation decided to support several CSFA higher education programs through AXA Achievement. The scholarship recipients, known as AXA Achievers, are high school students who do not qualify for other forms of aid that are available.

* Every year, one Friday in November is devoted to needy children.

** Research conducted by the Business-Higher Education Forum

AXA Achievement provides some €670,000 in scholarship money to 52 students – one from each state, the District of Columbia and Puerto Rico. Ten of the scholarship recipients will also be offered internships with AXA.

In Canada, AXA teamed up with **Soutien-0-Sinistrés (SOS)**, which helps economically disadvantaged people who are affected by uninsured accidents (such as floods or fires). Thanks to the partnership, SOS is able to provide victims with many basic necessities – clothing, furniture and other household items. ■

AXA Achievement



Jobs for a Thousand Grads? It will be possible!

In late 2002, AXA and several other French corporations partnered with SOS-Racisme to launch “Ça va être possible” (We Can Make it Happen), an initiative aimed at finding jobs for 1,000 recent graduates who are also recent immigrants to France.

Mamadou Gaye, the SOS-Racisme project coordinator, shares his thoughts about the project.

Who came up with the idea for this project?

We have been waging a war against racial discrimination for three years. Our combat has helped us to understand just how difficult it is for recent graduates entering the French job market. Ironically, the higher their level of education (especially for holders of associate of arts degrees and higher), the harder it is for them to find suitable employment. This is partly due to French hiring practices, which tend to favor applicants who have connections or sponsors. This approach excludes students who are recent products of immigration. Once we identified the problem, we felt that we had to something about it.

We wanted to avoid the well-worn path of coercion and punishment and adopt a more pragmatic and constructive approach. We have no illusions about eradicating the problem single-handedly: we just want to get the ball rolling and get people talking.

Does this solution offer real added value for companies?

This project is an opportunity for everyone. Recent graduates will be able to find jobs that match their skills, and the companies that hire them also stand to gain. Often, these individuals have had to overcome major obstacles to finish their degree. They invested themselves totally in the process and are extremely motivated. Their presence in the organization is a real plus. And by proving that it can happen, businesses improve their own image: they go from being perceived as indifferent or outright hostile to being viewed as socially responsible. It is an opportunity for them to build bridges to community and give true meaning to the term “corporate citizenship.”



CYRILLE DE MONTGOLFIER
Head of Human Resources, AXA France

A Program that Unites? It will be possible!

Cyrille de Montgolfier is head of human resources at AXA France, which is a partner of SOS-Racisme. He comments on the project from AXA's perspective. “*Inside AXA, the program has had a unifying effect. Our senior managers were very enthusiastic about the project. And the motivation displayed by the applicants – there have been 40 to date – attests to the wisdom of this partnership. It enables us to meet our own hiring needs while opening up new vistas for these young grads. We plan to recruit between 650 and 700 sales people in 2003. There will undoubtedly be a place for applicants from this pool who fit the profile.*”



Environment

At AXA, we seek to play an active role in protecting the environment by making available our environmental risk management capability, and by promoting environmentally sound practices in the workplace.



Attentive to the issue of environmental protection, AXA is working to develop an environmental policy that encourages responsible risk management among its business clients and better management of its own operating facilities.

In April of 2002, AXA signed the **Statement of Environmental Commitment by the Insurance Industry**, which was developed under the auspices of the **United Nations Environment Programme (UNEP)**. AXA also participates in and is a founding member of **Entreprises pour l'Environnement (EPE)**, a non-profit organization that groups some 50 large corporations committed to proactive support for sustainable development. AXA is a supporter of the EPE's partnership with the **World Business Council for Sustainable Development (WBCSD)**.

A Responsible Approach to Risk Management

In the 1980's, AXA became one of the first insurance companies to set up a team of in-house specialists dedicated to environmental risk insurance for businesses and local government organizations. Thanks to the expertise acquired over the years, AXA is able to offer its clients genuine support in the management of their own environmental risks. In 1993, AXA formed **EcoRisk**, a joint venture with URS Corporation, the world's leading environmental engineering firm. In addition to enabling AXA to better meet emerging needs, the partnership offers exclusive access to the largest repository of skills and expertise ever assembled in this domain. URS employs 26,000 individuals worldwide.

AXA's role is not to assume responsibility for clients by accepting the transfer of their environmental risks onto its shoulders. On the contrary, AXA seeks to contribute to efforts aimed at protecting the environment and managing environmental risks by:

- identifying and assessing all such risks to which the business is exposed
- raising awareness among company leaders of the potentially adverse environmental impacts of such risks;
- recommending a prevention-oriented plan of action aimed at eliminating obvious risks, which may be excluded from coverage under the insurance contract, and minimizing other risks inherent in the business and their consequences;
- managing environmental accidents and their impacts.

AXA's expertise in this area was previously of interest primarily to large corporations and multinationals, which had the resources and infrastructure to deal with environmental issues. Today, AXA is working to extend this knowledge to its middle market and small business clients worldwide.

In the United Kingdom, for example, the **RiskStop Program** offers AXA Insurance clients a comprehensive solution that includes practical advice and help in adopting the required measures in case of non-compliance with insurance standards. ▶

A Dedicated Team in France

Over the past few years, AXA France has gradually formed a team of environmental risk specialists. Philippe Jolly, an expert at Aon France a leading advisory and brokerage firm for insurance and reinsurance, and Hervé Durand, an environmental expert, explain why AXA decided to embark on this initiative. Both men have been working with AXA for many years.

In your view, what is the major strength of this kind of structure?

PHILIPPE JOLLY: A single intermediary is assigned to each project. This means that the same person is responsible for assessing risk on the basis of existing administrative documents and onsite analysis, for developing the insurance proposal and, when it happens, for managing the loss. As a result, no information gets lost in the process. We can therefore offer seamless, tailored coverage, which is one of the keys to delivering the level of service we hope to offer our clients. The process ensures that the insurance proposed by AXA fits client coverage needs exactly, in terms of the number of sites and the extent of the risks: third party damage or damage to the community; damage sustained and probable business interruption depending on the event. This level of expertise ensures responsiveness in the face of a loss, which is crucial to proper management of an insured event.

Why is responsiveness so important?

HERVÉ DURAND: The financial impact of environmental impairment is always high. The cost of removing and then treating a square meter of polluted soil, for instance, can increase by a factor of 10 depending on the polluting substance. To contain the impact of the loss and resulting costs, swift action is absolutely essential. The fact that my intermediaries at AXA are specialists facilitates dialogue. We have established a relationship based on trust. We know the case, the scope of our role and the strategy to execute. As experts, we seek to provide all concerned - the policyholder, the insurer and government agencies - the information they need to make the best possible decisions. Our shared aim is to work together to find intelligent solutions for preserving our common heritage.



AXA Australia's 3-Rs for Environmental Protection

Reduce, reuse, and recycle: AXA Australia puts the three-Rs into action to save money and trees. Any initiative that cuts down on paper use and waste is encouraged. Not a single employee workstation is far from a recycling bin, and the company has devised a number of simple but effective ideas for reducing the paper trail - such as making double-sided photocopies and thinking before launching a print job. For each ream of paper saved, the company has agreed to pay five Australian dollars to the Land Care environmental protection organization, a major beneficiary of local AXA Hearts in Action projects.

AXA Investment Managers Honored for Environmental Awareness

In 2002, AXA Investment Managers, often singled out for praise in as a portfolio manager, won a **Gold Award** from the **Clean City Awards Scheme** in London, for its active contribution in the drive to reduce the 12 million tons of solid waste generated annually by the capital city. The team is working toward its ambitious target of recycling 90% of the rubbish produced by the office, while reducing the annual waste management budget by more than 8,000 euros.

► A pilot was launched a year ago with 70 surveyors and 100 of the UK's biggest brokers. The initial results are encouraging. More than 95% of the required risk improvements were undertaken in 28 days or less, compared with 40% prior to RiskStop. The cost of implementing risk improvements was reduced by 43%, and more than 800 clients received direct practical assistance. RiskStop was recently a finalist for a British Insurance Award in the Risk Management category. AXA was the only major insurance company among the finalists.

Little by little, awareness raising programs, training initiatives and comprehensive solutions lead to better management of environmental risks in a market which, regardless of the country, is still far from having reached maturity.

Better Site Management

In 2002, AXA took up the equally important challenge of defining a set of best environmental practices for its own operating premises. The program began with a **pilot environmental audit** of AXA headquarters in Paris. Conducted by AXA's own environmental engineers, the audit results were used to draw up a scorecard containing around 30 performance indicators. Inspired by the recommendations of the Global Reporting Initiative, these indicators also took account of the specific features of office buildings. An environmental report on the headquarters compound was produced on the basis of scores received for each indicator.

Several initiatives aimed at preserving the environment – such as collecting used light bulbs and ink cartridges; promoting water and energy conservation; reducing paper consumption and reusing computer parts – are already in place. In areas where improvement is needed, better practices are being identified and adopted. Recycle bins have been installed at Matignon office in Paris to collect used batteries. And since airline travel is responsible for 7% of all carbon dioxide emissions, the Group's travel policy also came under review. AXA has since issued recommendations aimed at cutting down on air travel, and now requires that alternatives such as videoconferences or e-meetings be considered as a possible substitute whenever possible.

The pilot audit also resulted in the development of **ResponsibilityWeb**, an **environmental reporting website** that went online in 2003. Initially available to Group companies in France only, the portal will gradually be open to all AXA companies. The information gathered via the site will enable AXA to meet increasingly stringent environmental reporting requirements as well as track progress made.

In addition to facilitating compliance with legal requirements, the environmental reporting site will help AXA to:

- identify sources of improvement
- streamline processes, with the aim of preserving the environment while reducing general expenses
- exchange environmental best practices across the Group.

This approach will not only improve AXA's environmental performance, processes and risk management in the medium term, but also reduce operating costs.

Environmental Data for France

AXA is committed to managing its own direct environmental impacts by adopting an annual environmental reporting system for all AXA Group facilities worldwide.

The aforementioned *ResponsibilityWebsite* is being used to collect detailed information on the practices of each operating facility in the following areas: the consumption of water, energy and materials such as paper and other consumables, including electronics; the management of waste products; and transportation. AXA's environmental reporting indicators were selected on the basis of their relevance to its business. Thanks to the new portal, AXA was able to consolidate environmental data for all of the Group's operating facilities in France.

The table below summarizes the data contained in the environmental report, which covers 90% of AXA's operations in France (44 sites). The validity of the data may vary from one indicator to the next. Ultimately, information about AXA companies worldwide will be included in the report. ■

A Break for the Environment

In September of 2002, a group of 20 volunteers from AXA New Zealand gathered during their lunch hour to participate in the annual "Week of Cleaning" event in New Zealand. The aim of the initiative is to clean up **Bolton Street Memorial Park**, located just behind the AXA offices in Wellington and its outskirts. The collection was fruitful, as volunteers filled up more than 20 large trash bags.

2002 ENVIRONMENTAL DATA

Water	Drinking water consumption	252,900 cubic meters	16 cubic meters/person*
Energy	Total energy consumption	121,038,000 kWh	6,386 kWh/person*
	Electricity consumption	75,630,000 kWh	98 kWh/sq.m.
	Energy consumption for heating	10,100,000 kWh	83 kWh/sq.m.
	Energy consumption for air conditioning	5,900,000 kWh	-**
	Natural gas consumption	29,250,000 kWh	117 kWh/sq.m.
	Fuel consumption	158,000 kWh	-**
Raw materials	Paper use (including computer spreadsheet printouts)	2,380 tons	140 Kg/employee
	Chlorine-free bleached pulp paper use/total paper use (%/including computer spreadsheet printouts)	9%	
	% of AXA operating sites that use paper produced by means of sustainable forestry management	63%	
	Consumable office supplies purchased	15,200 units	
Waste generation	Sorted waste		
	• Sorted paper and cardboard boxes	7,220 cubic meters	
	• Consumable office supplies sorted	14,400 units	88%
	• Sorted electrical and electronic equipment	36,560 units	82%
	- of which donated	1,015 units	
	- of which reprocessed	12,000 units	
	Sorted waste	10,921 cubic meters	
Corporate restaurant waste	5,530 cubic meters		
Transportation	Daily commuting mileage (round trip work/domicile)	141,550,000 PKM	
	Business travel	34,320,000 PKM	
	Number of videoconferences***	842	
	Mileage on company motor vehicle fleet	50,081,000 Km	
Air	CO ₂ emission related to daily round-trip employee commutes	11,153 T	30.5%
	CO ₂ emission related to employee business travel	2,590 T	7%
	CO ₂ emission related to use of company motor vehicle fleet	8,263 T	22.5%
	CO ₂ emission related to energy use	14,480 T	40%
	Total	36,486 T	100 %

*All individuals = employees + visitors + permanent staff onsite but not employed by the company.

**Not relevant due to low number of sites concerned.

***Held to reduce travel and hence the use of transportation resources.

Socially Responsible Investment

Naturally, AXA's commitment to socially responsible investment stems directly from the values the Group brings to its core business and also to the very foundations of Financial Protection, which centers on risk prevention and long-term investment.



The modern roots of socially responsible investment can be traced back to the ethical investment movement of the 1920s, when certain investors in the United States wanted to find financial vehicles that generated a return while upholding their ethical principles.

Today, socially responsible investment seeks to promote sustainable development at every level of society. According to the influential Brundtland Report (also known as Our Common Future) published in 1987, sustainable development is “**development that meets the needs of the present without compromising the ability of future generations to meet their own needs.**” In the asset management business, this means selling or developing investment funds whose return on investment is measured in social and environmental terms as well as financial ones.

AXA manages assets, and is thus naturally concerned by the issue of socially responsible investment. As an investor in many companies on behalf of its clients, AXA is particularly attentive to issues relating to corporate governance.

AXA Investment Managers opened the lines of communications on responsible investment several years ago, and has hosted a number of conferences and seminars devoted to this topic. At the same time, it has been building a socially responsible investment analysis, strategy and process capability that encompasses both equity and bond management. This internal expertise, to which is added information and analysis from specialized rating agencies, has enabled AXA Investment Managers to develop a number of funds that meet sustainable development criteria. ▶

AXA Employees Set the Example

For the first time, a sustainable development fund figured among the range of vehicles offered to AXA's own employees as part of the stock ownership program. **AXA Actions Responsables**, as the fund is called, is invested in companies within the euro zone only. It was designed to meet both long-term financial performance objectives and sustainable development criteria. When given the opportunity for the first time in June of 2002, nearly 2,200 AXA employees in France chose AXA Actions Responsables. The fund attracted more than **14%** of the total invested in 2002, placing third out of the six funds offered.



AXA included in two Ethical Indices

Alongside the traditional rating agencies, such as *Standard & Poor's*, *Moody's*, and *Fitch's*, which evaluate the financial strength of the world's major corporations, a new type of index has appeared in recent years. Going beyond financial yardsticks, these indices also assess companies on the basis of social and environmental criteria. Set up to assess corporate commitment to sustainable development, they measure risk management, corporate governance and social and environmental performance. The resulting ratings are used to build ethical indices, which measure the stock market performance of businesses selected on the basis of social and environmental rating. Four major SRI indices have been developed to date at the international level. The **Dow Jones Sustainability Index** (DJSI) was established in 1999 and currently tracks 309 stocks. The **FTSE4GOOD** was launched in December of 2001 by the *Financial Times Stock Exchange*. The third index, **ASPI Eurozone**, was developed by the French ratings agency Arese/Vigeo to track 120 stocks in the euro zone. The fourth is the **Ethibel Sustainability Index** (ESI) created by Ethibel, a Belgian ratings agency. It follows 150 stocks, and has both a global index and three regional indices.

Part of the
FTSE4GOOD Index
 since 2001,
 AXA was added to the
ASPI Eurozone Index in
September of 2002.

► In France, where AXA Investment Managers ranks third in the employee savings market, the company has been managing the market's largest employee savings SRI fund for four years. Fund assets are invested in small and mid-sized businesses that promote job creation and social activism. The fund has won the support of the company's trade union representatives as well as finding success with the employed and retired workers who have entrusted their savings. It accounts for fully one-third of all savings currently invested in SRI funds on the Paris Bourse.

In 2001, AXA Investment Managers was chosen by Arese and Euronext to manage the first mutual fund indexed to the ASPI Eurozone stock market index. The EasyETF ASPI Eurozone fund is sold to both institutional and retail investors.

In 2002, AXA Investment Managers introduced another mutual fund, marketed under the name **AXA Euro Valeurs Responsables**. This fund is invested in the stocks of companies that stand out in terms of social and environmental policy and performance. From a universe of 410 stocks, 50 were selected for investment. No sectors are excluded from consideration, and no benchmark index has been assigned. Risk is managed through diversification.

Outside of France, AXA's involvement in socially responsible investment is left up to each subsidiary. AXA has been marketing **AXA Life Ethical Fund** in the United Kingdom since 1998. AXA Investment Managers manages the fund - which is invested in middle market companies - in collaboration with the UK-based ethical investment research service Eiris.

In Belgium, AXA sells **Ethi-Strategy**, a life insurance contract backed by a diversified equity fund invested in companies that meet sustainable development criteria what makes this insurance contract unique is that, once a year, customer may make a tax-deductible contribution of a portion of the return on investment to a charitable organization approved by the Belgian tax authorities. This is a first for the life insurance business in Belgium. Policyholders can also decide to make a sustainable commitment to companies recognized by the social and environmental rating



agency Vigeo as being particularly responsible. After making an initial payment of a minimum of 2,500 euros, policyholders make monthly payments of 65 euros or more in Ethic-Strategy. The fund has been singled out for its originality, winning the innovation award in 2002 by two research organizations specialized in the insurance industry.

Convinced that responsible investment promotes the interests not only of investors but also of sustainable development, AXA Investment Managers has become a key player in this field. It intends to continue raising client awareness of this new type of investment. ■



A Quality Fund Label for AXA Investment Managers

When **AXA Génération**, an SRI fund developed by AXA Investment Managers, received a quality label from the *Comité Intersyndical de l'Épargne Salariale* (CIES) in 2002, it was among the first of its kind to do so. CIES, a federation of French trade unions, is France's official licensing board for funds in which employer-sponsored employee savings plans may invest. The role of the unions is to ensure that the fund's stock-picking process leads to decisions that comply with social, economic and environmental criteria that publicly traded companies must satisfy to be included in such portfolios. They also evaluate the quality of client service, the cost/benefit ratio, and the role of employees on the fund's supervisory board. Once investment decisions are made, they work closely with fund managers via a technical committee. AXA Génération invests in all asset classes within Europe. The exact composition depends on the investment strategy, from the most aggressive (all-equity funds) to the most conservative (money market funds).

Actions Responsables

AXA Investment Managers began issuing *Actions Responsables*, its SRI newsletter, in January of 2002. The aim of the publication, which is delivered to all the company's clients, is to provide investors with regular updates on the rapidly expanding responsible investment business.



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Our core business: Financial Protection

It's how we see Financial Protection. Our business "Financial Protection" involves responding to the evolving needs of our clients "whether they are individuals, small or medium-sized businesses, or large corporations" in the areas of insurance, personal protection, savings and estate planning.

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