

A female athlete with dark skin and braided hair is shown in a starting position for a sprint. She is wearing a blue and green patterned Nike singlet and blue shorts. Her arms are extended forward, and her body is low to the ground. The background is a solid yellow color with a large, stylized red 'X' shape behind her.

Welcome to the world of AXA

Know You Can

Last update 26/09/2023 - The information contained in this presentation is subject to change

Welcome to the world of AXA

AXA Group at a glance

- Our purpose
- Our role
- What we do
- Group strate
- Full Year Earnings
- Key figures
- AXA's culture
- Four values to guide our actions

AXA Belgium

- Executive summery
- Our strategy
- Key figures
- Our governance
- Sustainability
- Fight climate change
- Foster Inclusive Protection
- AXA & the Belgian lifeguards
- 2022, an extraordinary year
- AXA Hearts in Action



AXA's noble purpose

Act for human progress by protecting what matters



"

AXA has an extremely important role in society. Our new dream should be to become the most committed insurer to our customers, society, and the planet.

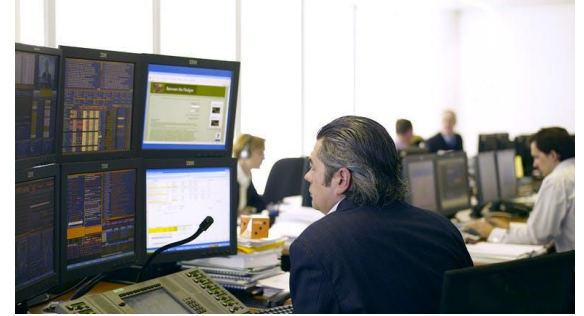
"

THOMAS BUBERL

CHIEF EXECUTIVE OFFICER OF AXA

Our noble purpose

We act for human progress by protecting what matters



We protect properties

The property-casualty business includes the insurance of personal property (cars, homes) and liability (personal or professional). It covers a broad range of products and services designed for our individual and business clients.

We protect people

Our individual and group life insurance policies encompass both savings and retirement products, on the one hand, and other health and personal protection products.

We protect assets

The asset management business involves investing and managing assets for the Group's insurance companies and their clients, as well as for third parties, both retail and institutional clients.

Driving progress 2023

AXA's strategic plan for 2021-2023



Expand

health and protection business

Simplify

customer experience and accelerate efficiency

Strengthen

underwriting performance

Sustain

our climate leadership position

Grow

cash-flows across the Group

AXA Group Full Year Earnings 2022

AXA delivered an excellent performance in 2022 on all fronts

GROSS REVENUES

€102bn

+2%
vs. 2021

UNDERLYING EARNINGS

€7.3bn

+7%
vs. 2021 rebased

SOLVENCY II RATIO

215%

-1pt
vs. end of 2021

AXA Group Full Year Earnings 2022

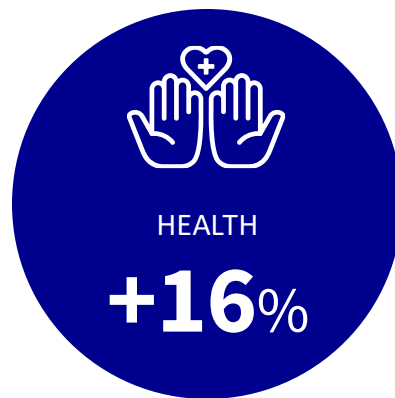
Strong sales dynamic across all businesses



€31.5bn



€51.6bn



€17.4bn



€1.6bn

Revenues 2022 vs. 2021

Key figures

Here are **some other numbers we are proud of**

110 000
employees



Men and women, committed to
better protect you around the world

Present in
50 countries

Where you will find
the same quality of service
and dedication
around the world

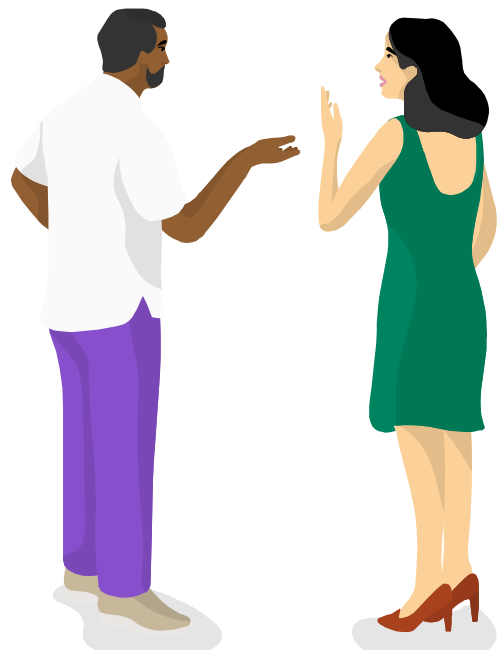
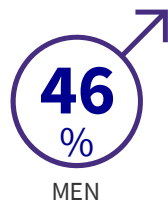
Serving more than
95 million clients

Trusting us everyday, and making us one of the leading
insurance company around the globe



Key figures

Human capital



EMPLOYEES

110 000



PAYROLL

€8,3 bn



SALARIED WORKFORCE AVERAGE LENGTH OF SERVICE

11 years



SALARIED
WORKFORCE
AVERAGE AGE
41 years



EMPLOYEE NET PROMOTER SCORE

36 pts

VS. 35 PTS IN 2020



Training our

110,000

employees in climate
related challenges



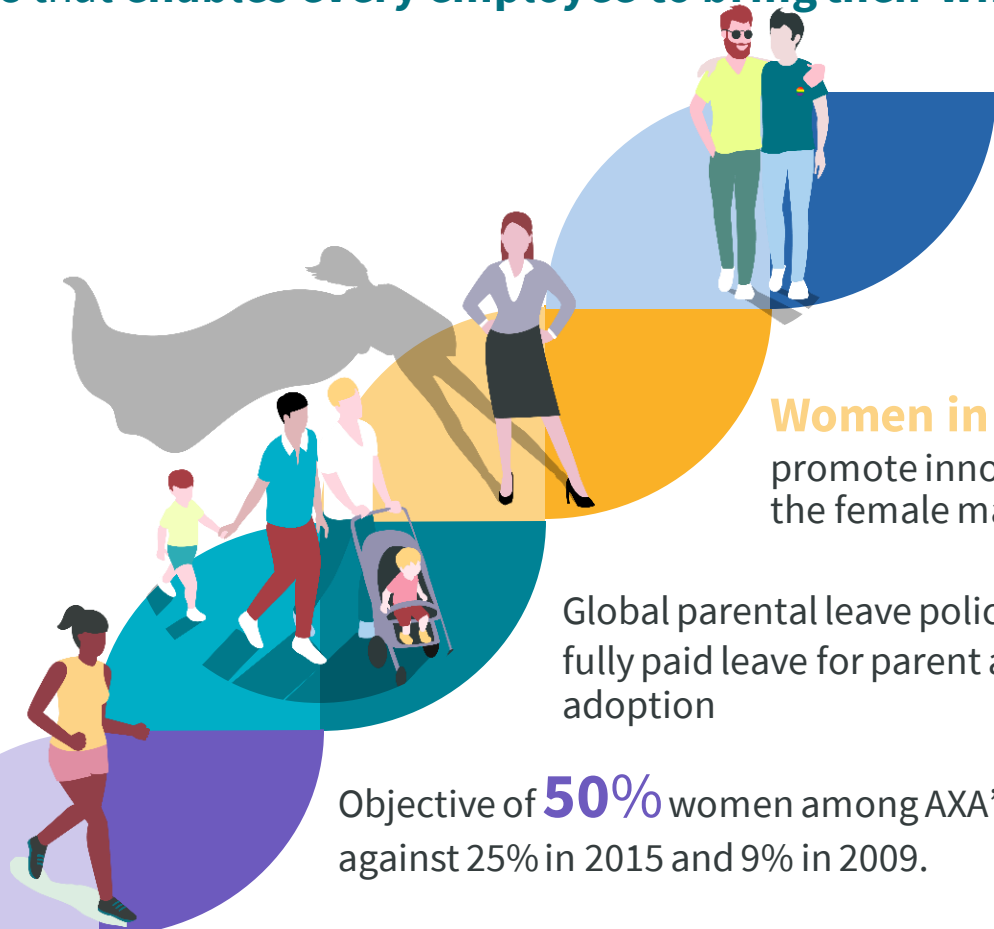
Four values to guide our actions

They anchor the way we make decisions and the way we operate



AXA's diversity & inclusive culture

A culture that **enables every employee to bring their whole selves to work.**



Supporting the **United Nations LGBTI standards** for business

Women in insurance initiative to promote innovation and tailored coverage for the female market

Global parental leave policy offering **16**-week and **4**-week fully paid leave for parent and co-parent, also in case of adoption

Objective of **50%** women among AXA's global senior executives by 2023, against 25% in 2015 and 9% in 2009.



AXA Belgium

Accompanying you in every moment of your life

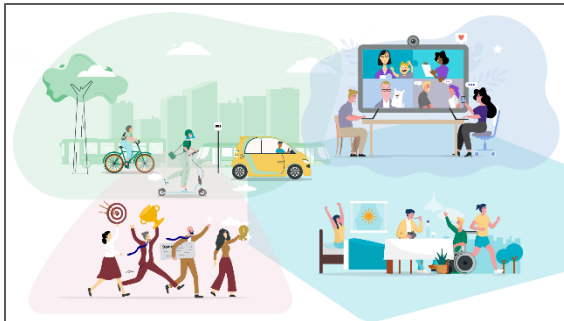
Our AXA Belgium strategy

Accelerating Growth – Smart Working – Protecting our Business



Accelerating Growth

- 1 Individuals & VSE
- 2 Retail Value Proposition
- 3 Group Health & UL Pension



Smart Working

- 1 Employee Value Proposition
- 2 Customer & Broker Experience
- 3 Simplification & Efficiency



Protecting our Business

- 1 Financial Risks
- 2 Technological Risks
- 3 Climate Risks

Our strategy

Our ambition

We want AXA Belgium to be **the long-term reference in the Belgian Insurance market** across P&C and Life:

- A leadership position in the Corporate segments
- A reinforced value proposition in the Retail segments

While continuing to be a pioneering employer with a modern and inclusive employee value proposition.

To achieve this, our 2023 strategy focusses on the following 3 axes:

- 1 Accelerating growth
- 2 Smart working
- 3 Protecting our business



Etienne
BOUAS-LAURENT
CHIEF EXECUTIVE OFFICER



AXA again pioneer with Hybrid Working

We give our people the flexibility to connect and collaborate on our journey to combine, home, office and remote working; to get the best for our customers

2015

AXA is a pioneer on the Belgian Labour market allowing its employees 2 days homeworking per week.

2022

At AXA we now work by default from home. Minimum 4 days a month we work and collaborate in our AXA offices.

Why?

Because it's better for our environment, for the well-being of our employees and thus better for our clients.

AXA Belgium key figures

Here are **some numbers we are proud of**

3M customers

3 200 brokers

3 000 employees

#1 car insurer in Belgium



PROPERTY & CASUALTY

Motor, Property, Legal Protection,
Liability, Workers' Compensation

18,3
%

MARKET SHARE



PENSION

13
%

MARKET SHARE



HEALTH

14
%

MARKET SHARE

AXA Belgium key figures

Financial results 2022(€ M)

GWP*
P&C

2 252



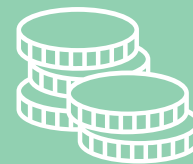
GWP*
Pension, Protection
& Health

1 326



**Operating
result**

358



*GWP = Gross Written Premium



Diversity & Inclusion

We see diversity as a strength

Everyone is welcome at AXA.
We are against any form of
discrimination.
More details in our [D&I-Policy](#).

We focus on Inclusion, as we are
convinced that we collaborate
better when we can bring
our whole selves to work.

We work on the following
themes: gender, generations,
disability, ethnic diversity, sexual
orientation and –identity.

We currently focus on putting in
place more role-models from
different minority groups.

Our governance

AXA Belgium Board of Directors



Etienne BOUAS-LAURENT
EXECUTIVE DIRECTOR

- Since 01/07/2021
- CEO
AXA Belgium



Antoine BOYER DE LA GIRODAY
EXECUTIVE DIRECTOR

- Since 01/09/2023
- CFO
AXA Belgium



Lucie TALEYSON
EXECUTIVE DIRECTOR

- Since 01/10/2020
- CRO
AXA Belgium



Saskia VAN UFFELEN
INDEPENDENT ADMIN.

- Since 02/01/2016
- Member of CNR & Audit Cttee
- Corporate vp Benelux Gfi



André ROLLAND
INDEPENDENT ADMIN.

- Since 01/06/2016
- chairman of Audit/Risk Cttee
- Non-Exec. Chairman of the board
FINVEX



Chantal DE VRIEZE
INDEPENDENT ADMIN.

- Since 02/01/2016
- Managing Director at
Econocom BeNeLux



Antimo PERRETTA
CHAIRMAN

- Since 26/01/2018
- Chairman of CNR AXA Belgium
- CEO AXA European Market



Frederic HANNEQUART
INDEPENDENT ADMIN.

- Since 31/05/2023
- Member of Audit/Risk Cttee



Marie-Louise ELHABRE
NON EXECUTIVE DIRECTOR

- Since 07/2022
- CSDO Europe, Latin America
markets



Our governance

AXA Belgium Management Committee



**Etienne
BOUAS-LAURENT**
CHIEF EXECUTIVE OFFICER



**Philippe
COUROUBLE**
CHIEF P&C OFFICER



**Antoine
BOYER DE LA GIRODAY**
CHIEF FINANCIAL OFFICER



**Lucie
TALEYSON**
CHIEF RISK OFFICER



**Serge
MARTIN**
CHIEF DISTRIBUTION OFFICER



**Els
JANS**
CHIEF PEOPLE OFFICER



**Audrey
AMIOT**
CHIEF OPERATING OFFICER



**Camille
AUDET**
CHIEF CUSTOMER OFFICER



**Sophie
MARCHAL**
CHIEF INFORMATION OFFICER



Sustainability

Embedded in our DNA

ENVIRONMENTAL: Fight Climate Change

Actions planned as an insurer, as an investor and as a role-model company



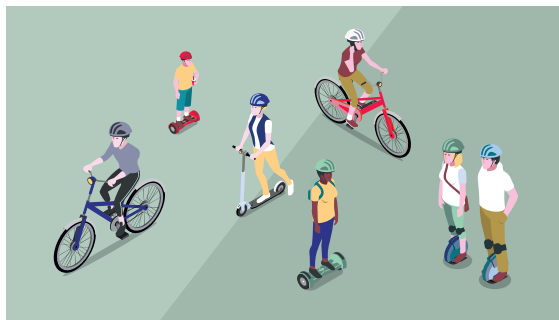
INTERNAL

Achieve carbon neutrality by 2025 by reducing our CO₂ emissions by **26%** and offsetting residual emissions (eco-efficient buildings, green car fleet, accessibility to public transport & bike parking, digital sustainability)



Already achieved in 2022:

48% reduction of CO₂ emissions from 2019



CUSTOMERS & BROKERS

Increase the share of green insurance solutions, that encourage environmentally responsible behaviour and/or reduce the environmental impact of settling claims as far as possible (for example by favouring repair over replacement).



SOCIETY

Educate the general public on Climate Change by opening up the AXA Climate Schools to employees, schools, partners - in collaboration with **NGO GoodPlanet**



Already achieved in 2022-2023:

- **100%** of AXA Belgium's 2800 employees certified
- **5,400** secondary school pupils followed a workshop



Planned for 2023-2024:

- **270** Climate School workshops for 6,000 extra pupils
- Open the training to our **brokers**



SOCIAL: Foster Inclusive Protection

Actions planned as an insurer, as an investor and as a role-model company



INTERNAL

Develop a diverse & inclusive culture where everybody can bring 100% of themselves to work. Help our employees to stay **physically and mentally healthy**.



CUSTOMERS & BROKERS

Promote inclusive insurance and bridge the protection gap by offering inclusive and easily accessible products and services to vulnerable population segments.



SOCIETY

Invest in the **financial education of underprivileged children** as a founding and accommodating partner of the **NGO TADA** (more than 1800 teenagers). Each year, a hundred of AXA volunteers use their skills to help TADA children to learn.



Educate the general public on:

- **road safety:** AXA Road Safety Quiz with **NGO VSV/AWSR**
- **fire safety** with **NGO Oscare**
- **health & disease prevention** with **NGO Foundation against Cancer & NGO La Ligue Cardiologique**
- **beach safety** with the **Lifeguards**

GOVERNANCE: Focus on Impact & Responsibility



INTERNAL

Implement a sustainability governance:

- **Sustainability Committee** to share practices and follow up all transversal streams
- **Network** of Sustainability/Green/AXA Hearts in Action ambassadors

Doing business in an **ethical and compliant way**: Codes of Business Conduct (ABC rules, vigilance plan,...)

Compliance and frontrunner on **new regulations** (EU Taxonomy and Due Diligence)



CUSTOMERS & BROKERS

Environmental, Social & Governance (ESG) criteria embedded in product design and product approval process

ESG investment rules which are more stringent than the sector requirements

First mover on **sustainable underwriting rules** (coal, tobacco)



SOCIETY

ESG Reporting: AXA achieved the **highest rating** in the insurance sector in the S&P Global Corporate Sustainability Assessment

We measure **progress in Belgium** with our 3 ESG local reports:

- **AXA Entity Sustainability Index**: AXA Belgium 3rd in ranking among AXA entities
- **Community Investment Survey**: 56% employee engagement rate
- **Environmental Report**: -48% CO₂ emissions

With **AXA Research Fund** we invested **EUR 8 million** in Belgian academic research



AXA Hearts in Action – our corporate volunteering program

In 2022, we achieved a **56% employees' engagement rate !**



Protect Belgian nature & biodiversity together with **NGO River Cleanup**, by cleaning up the beach and riverbanks before pollution flows into our ocean.



During the **AXA Week for Good**, more than **300** AXA Belgium volunteers have removed more than **10** ton of waste



Walk or run to fight cancer during the 24-hours 'Relay for Life' of the **NGO Foundation Against Cancer** in order to support people with cancer and raise money for research.



More than **200** employees, partners and brokers volunteered during 4 relays

Fundraising of almost **€15 500**



At the end of the year, AXA Belgium offers its employees a **breakfast in exchange for employees donating** to a good cause. Purpose is to support the more vulnerable in society.



More than **1600** AXA employees

Fundraising: **14 m³** gifts in nature, **€14 000** financially

For local NGO's that help **homeless** with temporary shelter and reintegration in society

AXA Belgium is proud partner of the **beach lifeguards**

Our ambassadors in risk prevention on the coast



IKWV is an intercommunal association that guarantees the safety of bathers, swimmers and water sports enthusiasts at the Belgian coast.

AXA Belgium is a proud partner of the Belgian beach lifeguards since more than 25 years.



In 2022:



IKWV: 1850 lifeguards did more than **1800 interventions**: they rescued swimmers, surfers, sailors or other people in difficulty and reunited children with their parents



AXA Belgium: like every year, we donated **high-tech uniforms** for the lifeguards, as well as **kids 'orientation bracelets'** to ensure that children who get lost, can be easily identified and reunified with their parents.

axa.be

Stay connected



WWW.AXA.BE



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[AXACOMBELGIUM](https://www.youtube.com/channel/UCXACOMBELGIUM)