



Strategy Briefing 2005  
Australia & New Zealand strategy and overview

Andrew Penn  
Chief Executive Officer - Australia and New Zealand



12 May 2005



## What I will cover

- Strategy and rationale
- Organisational structure
- Today's agenda

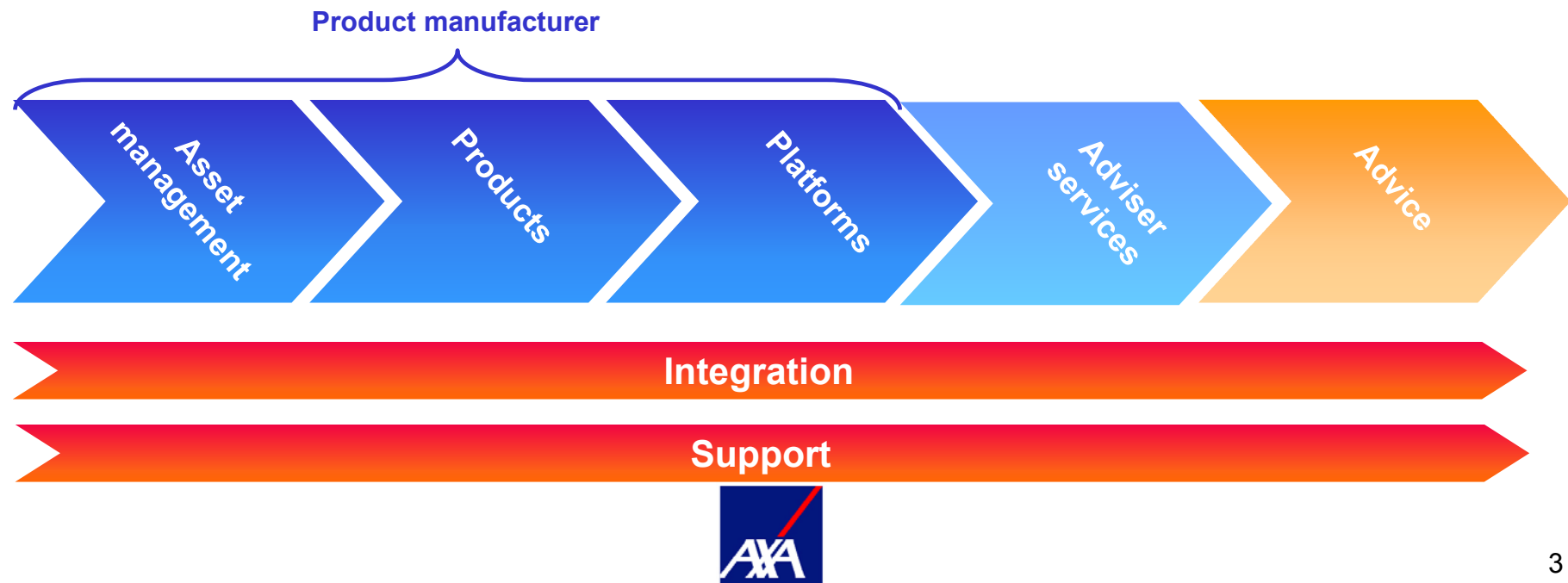


# Our strategy

Our strategy in Australia and New Zealand is to be a leader in all parts of the wealth management and financial protection value chain as a:

- product manufacturer
- provider of services to advisers
- owner of a scale financial advice business

and where possible to integrate our offers over more than one part of that value chain





## The rationale for our strategy

- The market has a high level of open architecture
- The need for scale
- Margin pressure
- Our products will continue to be sold through intermediated advice



# AXA 6

## A good start - we are tracking well against AXA 6 goals

	Aspirational goal	Dec 2003	Dec 2004	Target Dec 2007
<b>AXA 1</b>	To double the value of new business	\$70m	\$77m	\$140m
<b>AXA 2</b>	To be consistently in the top 5 in net retail fund flows	3rd	5th	Consistent top 5
<b>AXA 3</b>	To double funds under advice	\$4.2b	\$5.1b	\$8.4b
<b>AXA 4</b>	To reduce the cost to income ratio by one third	88%	81%	59%
<b>AXA 5</b>	To be consistently in the top 5 in service to advisers	N/A <sup>1</sup>	6th – Aust 7th – NZ	Consistent top 5
<b>AXA 6</b>	To be consistently in the top quartile position in the AXA Global SCOPE survey of employee satisfaction	16th percentile	11th percentile <sup>2</sup>	Consistent top quartile
	<b>To increase enterprise value by 65%</b>	<b>\$3,937m</b>	<b>\$4,467m <sup>3</sup></b>	<b>\$6,496m</b>

(1) Survey was not available

(2) Australia only

(3) Before payment of dividends. Mid-point of range based on low (11% discount rate and 7x FP VNB, 15x WM VNB) and high (10% discount rate and 12x FP VNB, 20x WM VNB) as outlined at launch of AXA 6





# Australia & New Zealand organisational structure



**Andrew Penn**  
Chief Executive  
Officer  
Australia and New  
Zealand



**Arun Abey**  
General Manager  
Strategy &  
Chairman of ipac



**Ian Campbell**  
General Manager  
Programme Mgt &  
Information  
Technology



**Peeyush Gupta**  
General Manager Advice  
& Chief Executive of  
ipac



**Paul Koppelman**  
Chief Financial Officer  
Australia and New  
Zealand



**Jane Perry**  
General Manager  
Adviser & Customer  
Service



**Ralph Stewart**  
Chief Executive  
Officer  
New Zealand



**Neil Swindells**  
General Manager  
Distribution, Product &  
Marketing

**Chief Investment Officer  
To be appointed**





## Key Australia & New Zealand issues for today

- How will we grow our Advice businesses
- Multi-manager v fund-of-funds
- How we make money across the value chain in wealth management
- The impact of margin pressure and how we will respond
- The implications of Choice for AXA
- How we will grow AXA1 - the value of new business - for financial protection
- Why we offer dealership services and how this differs from sales activity
- Our growth potential in Australian equities
- A look at New Zealand



# Today's agenda - Australia & New Zealand

- Advice (inc multi-manager) - Peeyush Gupta
- Growth focus
  - Sales - Neil Swindells
  - Dealerships - Neil Swindells
  - Financial protection - Richard Shermon
  - Wealth management & platforms - Steve Burgess
- Asset management (Alliance Bernstein) - Michael Bargholz
- New Zealand - Ralph Stewart



**Peeyush Gupta**  
General Manager  
Advice & Chief  
Executive of ipac



**Neil Swindells**  
General Manager -  
Distribution, Product &  
Marketing



**Richard Shermon**  
General Manager -  
Marketing & Retail  
Products



**Steve Burgess**  
General Manager  
Wealth Management



**Michael Bargholz**  
CEO, Alliance Capital  
Management Australia



**Ralph Stewart**  
Chief Executive  
Officer -  
New Zealand



# Disclaimer

The material in this presentation is a summary of the historical results of the AXA APH Group and an update on Group activities and is current at the date of preparation, 12 May 2005. Further details are provided in the Company's half year and full year accounts, Investor Compendiums and results announcements. This presentation provides information in summary form and is not intended to be complete. It is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor. Further information including historical results and a description of the activities of the Group is available at the website [www.axaasiapacific.com.au](http://www.axaasiapacific.com.au)





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