



2007 Results Presentation

Media Presentation

21 February 2008



Overview

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- ▶ Groupama, Profitable Long-term Growth *Jean-Luc Baucherel*
- ▶ 2007, The Year Our Growth Strategy Took Shape *Jean Azéma*
- ▶ Faster International Expansion *Jean-François Lemoux*
- ▶ Consolidated Results *Helman le Pas de Sécheval*
Robust Results and Increased Financial Flexibility
- ▶ Outlook & Human Resources Policies *Jean Azéma*



2007 Results

Profitable Long-Term Growth

Jean-Luc Baucherel
Chairman



In a Rapidly Changing Environment, Groupama is Staying on Course

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Implementing the long-term strategies decided by the Board

A strong growth dynamic,
Significantly improved profitability

IN TEN YEARS ¹:

1997:

Revenues: €5.6bn

Net profit: €228m

2007:

Revenues: €14.9bn, **2.5-times higher**

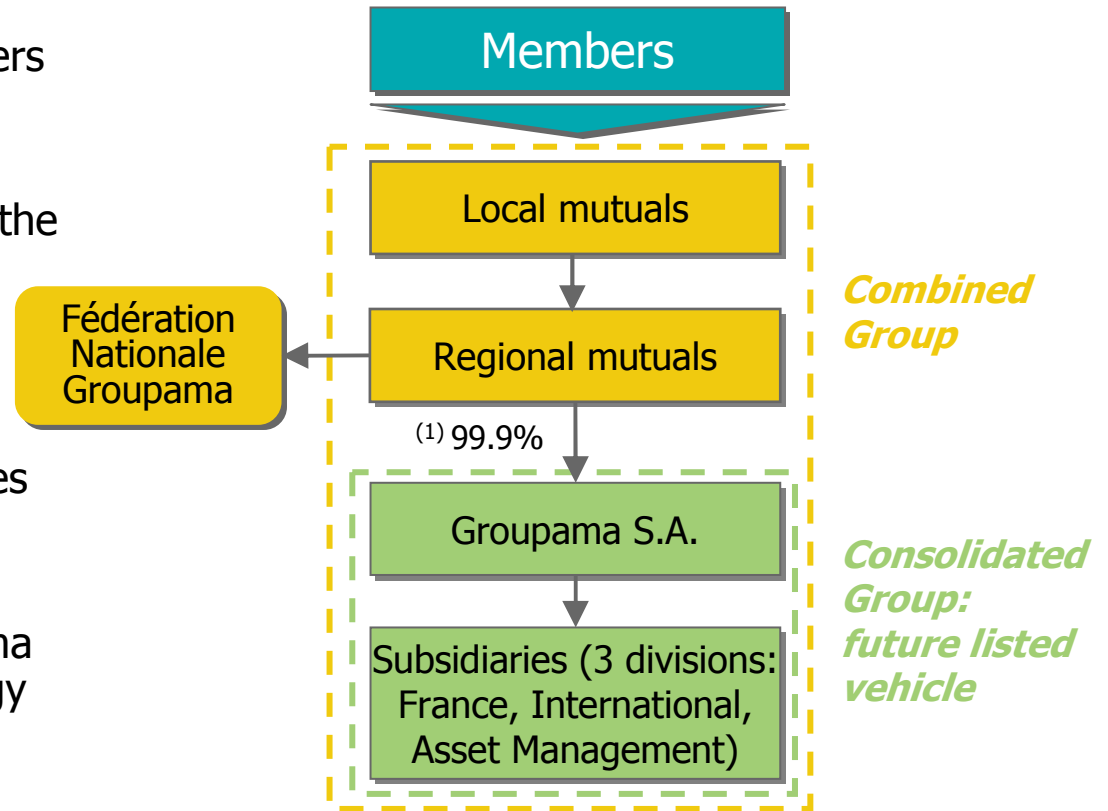
Net profit: €938m, **4-times higher**

¹since the acquisition of Gan in 1998 / Group perimeter

An Efficient Business Model, Benefiting Policyholders and the Group's Long-Term Growth

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- ▶ Our mission: to satisfy our members and customers
- ▶ Strategic guidelines confirmed by the Board of the Fédération Nationale
- ▶ Corporate governance aligned with market standards (independent directors, committees of the Board of Groupama S.A.)
- ▶ Stock market flotation of Groupama S.A. to support the growth strategy



Empowerment and accountability:

All players united behind a common set of objectives

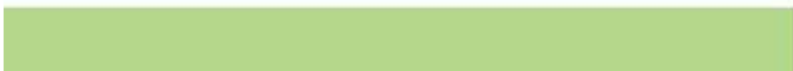
1) 0.1% of Groupama SA's capital is held by employees and agents.
The regional mutuals' interests in Groupama SA are held through controlling holding companies



Groupama S.A. Consolidated Results

2007, The Year Our Growth Strategy Took Shape

Jean Azéma
Chief Executive Officer



In a Challenging Environment...

- ▶ Competitive pressure
- ▶ Increased frequency of natural disasters and higher costs of bodily injury claims
- ▶ Decline in the French insurance market in 2007
- ▶ Financial crisis (subprime, monolines)

- ▶ And an emerging pan-European market that is driving change

Confirmed growth across all businesses

- Growth in the two core businesses in France (**up 1.4%**)
 - *Life & Health revenues up 1.2% (excluding 'Fourgous' transfers), in a market down 2%*
 - *Property & Casualty revenues up 1.8%, in line with the 2% growth in the market*
- Accelerated international development, with revenues **up 21%** (*excluding discontinued operations*)
- Continued rapid growth in financial and banking activities, **up 24.6%**

Improved profitability

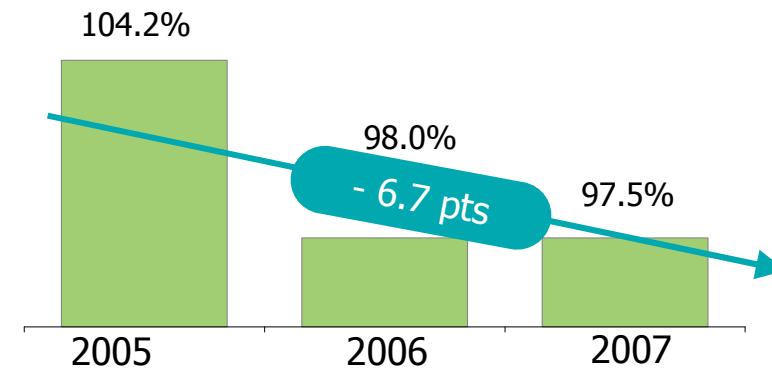
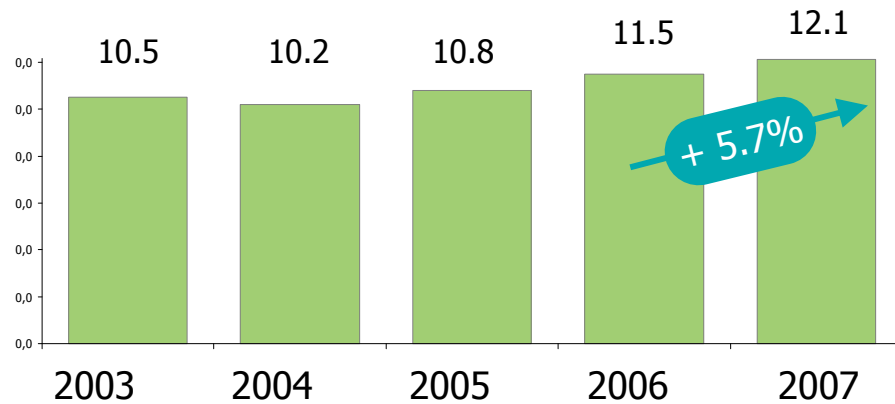
- A further sharp rise in net profit to **€793m**, up 32.2%
- Ongoing improvement in combined ratio (*P&C*) to **97.5%**, down 0.5pts
- Very high profitability, with ROE of **22.5%**

Business Growth and a Further Improvement in Profitability

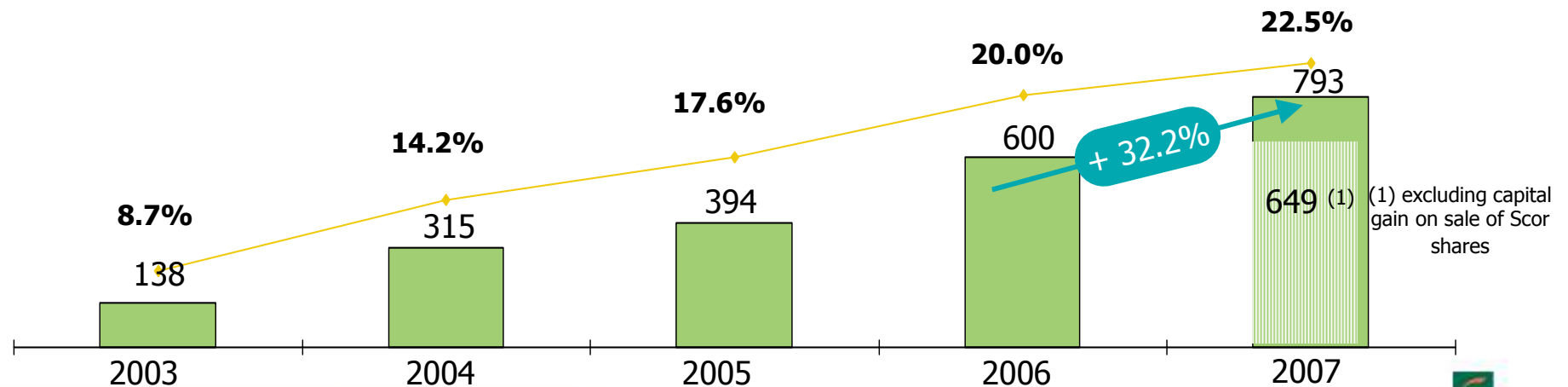
Consolidated Results

Consolidated Revenue (€bn)

Combined Ratio (P&C)



Net profit (€m) and ROE (return on average equity)



Results that Illustrate the Quality of Our Objectives

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1

Consolidate and expand our positions in France, through network specialisation and investment in new growth drivers

2

Accelerate international development, through organic growth and acquisitions to diversify risks

Further improve our performance through increased efficiency,
by continuing to cut costs and optimise synergies

>> Increase the resources available to support our growth by enhancing our financial flexibility

2007: Dynamic Performances by All of Our Businesses

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France: innovation and partnerships

Innovations deployed in motor and health insurance and banking
Personal services: Fourmi Verte offer a resounding success
New partnerships with Accor Services, Réuniona, Cegid

International: accelerated development

Acquisitions in Greece, UK, Italy, Romania
Direct insurance business launched in Spain
Groupama brand launched in Turkey and Greece

Asset Management and Financial Activities: sustained performance

Eurofonds prize: Best European Fund Manager

Development of multi-manager funds (fund pickers)

France: Growth Across All Business Lines

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▶ Life & Health: above-market growth

▶ **Consolidated leadership:**

- ▶ Individual health: 1,163,000 policies at end-2007, an increase of 16,500 year-on-year
- ▶ Personal risk: 285,000 policies at end-2007, up 20% year-on-year, representing a more than 10% market share

▶ **Market-beating performance in Life insurance:**

- ▶ Life insurance revenues up 0.6% excluding 'Fourgous' (5.2% including 'Fourgous' transfers)
Net new money up 5.1%

▶ Property & Casualty: growth in line with the market

- ▶ **Stable motor insurance portfolio:** 8,000 more individual car policies; fleet insurance revenues up 5.1%
- ▶ Growth in weather risk insurance revenues, up 39,7%
- ▶ Ongoing strong growth in legal protection insurance revenues, up 16%

▶ Banking: continued growth

- ▶ **424,800 customers at end-2007**, an increase of 68,000

Asset Management: A Fast-Growing Business

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- ▶ Asset Management revenues up 21.7%
 - ▶ **Groupama Asset Management: revenues up 17.1%**
 - ▶ **Hedge fund revenues up 25%**
- ▶ Growth in managed assets
 - ▶ **€87.9bn (up 11.3%)(¹) at Groupama Asset Management**
including third party asset management: €12.8bn (up 5%)
 - ▶ **In 2007, sixth largest asset manager in France**
(AFG ranking, out of 426 companies)
- ▶ Prize-winning performance: Best Fund Sponsor across all categories at the 2007 Lipper Fund Awards
- ▶ Further strong growth in private equity
 - ▶ **€1.6bn under management, up 42%**

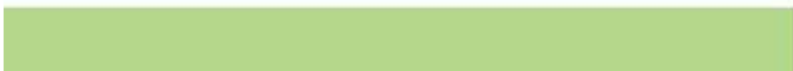
1) Including funds of funds and Italian subsidiaries



Groupama S.A. Consolidated Group

Faster International Expansion

Jean-François Lemoux
Chief Operating Officer, International



A Clear International Growth Strategy

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➤ The Group's ambitions

- Anticipate the emergence of a pan-European market
- Develop new growth drivers
- Leverage the benefits of increased scale and risk diversification

➤ Strategic goals

- Expand the Group's position in its host markets
- Become a benchmark player in new markets

➤ Growth strategy

- Reap the benefits of changes in distribution channels
- Share best practices within the Group
- Continue to make acquisitions

Faster International Expansion Since 2005

➤ Acquisitions in Southern Europe

- Azur subsidiaries (Spain)
- Phoenix (Greece)

March 2006

March 2007

>>**Nuova Tirrena (Italy)**

August 2007

➤ Acquisitions in Central and Eastern Europe

- Basak companies (Turkey)
- BT Asigurari (Romania)

May 2006

October 2007

>>**OTP Garancia**

February 2008

➤ Investment in distribution

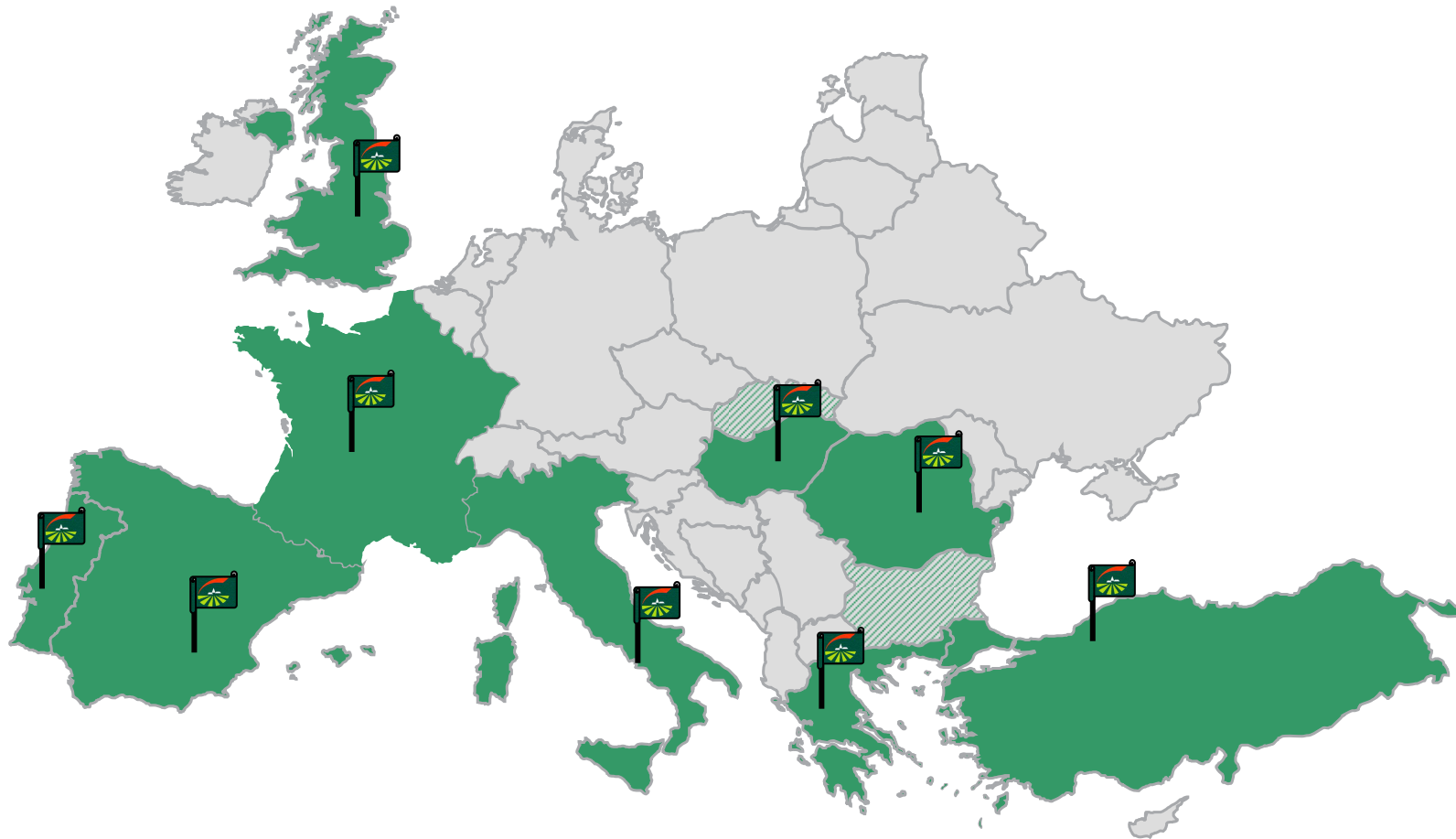
- Brokers in the United Kingdom
- Direct insurance in Spain
- **Bancassurance partnership with OTP Bank**
(Central and Eastern Europe)

2006/2007

April 2007

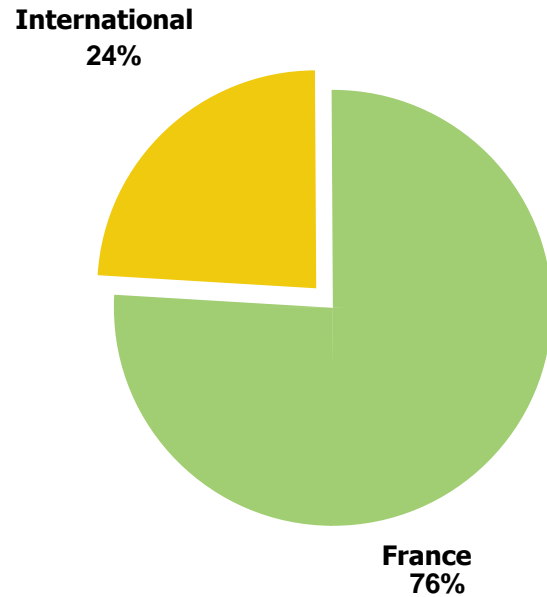
February 2008

A Truly European Group



Growth in International Revenues

Contribution of international operations to consolidated revenues (2007)



More than 30% contribution including the recent acquisitions over the full year

Strong performances by international subsidiaries in main businesses

Revenues

Auto insurance up 4.1%

150,000 more vehicles insured in 2007

*2.7 million vehicles insured**

**excluding Nuova Tirrena and Phoenix*

Homeowner's insurance up 5.8%

Individual health insurance up 18.5%

Death/disability insurance up 5.9%

Acquisitions: Integration and Revitalisation Capabilities

Examples: Basak in Turkey, Phoenix in Greece

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- ▶ Turkey: the Basak Groupama integration process is already delivering handsome rewards
 - ▶ *Integration process launched in 2006 (new management team, accounting procedures and group reinsurance programme)*
 - ▶ *Distribution partnerships maintained, buyout of minority interests*
 - ▶ *New brand launched in the market in June 2007*
 - ▶ *Significant contribution to consolidated profit*

- ▶ Greece: Groupama Phoenix relaunched in second-half 2007
 - ▶ *New growth momentum and improved cost discipline: new brand launched with support from new products, new management team appointed, management operations centralized, voluntary redundancy plan introduced*
 - ▶ *Integration process: risk management, reinsurance, information systems, financial procedures*

Strong Positions in Italy

Acquisition of Nuova Tirrena

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- A strategic opportunity to achieve increased scale in Italy
 - Revenues 2.5-times higher at €1.3bn
 - Network expanded from 393 to 816 agents
- Nuova Tirrena
 - A good geographic fit with Groupama's local operations
 - A profitable company
 - Specialised in auto insurance, fast-growing Life business
- Integration process
 - Closing on 31 October 2007
 - Appointment of a single management team for Italy
 - Integration plan (loss adjustment, ALM, IT systems convergence, etc.)

Italian market

Groupama has become one of the top ten Property & Casualty insurers

With a 2.9% market share

Stronger Positions in Central and Eastern Europe

Acquisition of OTP Garancia in Hungary and strategic partnership with OTP Bank

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- A strategic breakthrough
 - Opportunity to strengthen and expand our presence in a high potential market
- An acquisition and a regional partnership
 - Long-term distribution agreements in bancassurance and assurbank
 - Acquisition of OTP Garancia, one of the market leaders in Hungary, and its subsidiaries in Romania, Bulgaria, Slovakia
 - Acquisition of a strategic stake in OTP Bank, Central Europe's leading independent bank
- A dedicated organisation
 - Platform in Budapest to support the regional expansion strategy

Central and Eastern Europe

Access to nine countries:

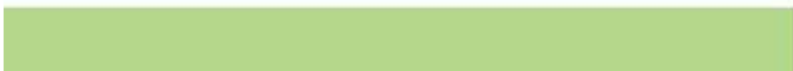
- Hungary, Romania
- Bulgaria, Slovakia
- Croatia, Serbia, Montenegro
- Russia, Ukraine



Groupama S.A. Consolidated Group

Robust Results and Increased Financial Flexibility

Helman le Pas de Sécheval
Chief Financial Officer



2007: Robust Results / Financial Highlights

Consolidated
Results

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(€m)	Consolidated Results	
Insurance in France	8,951	+ 1.4%
International Insurance	2,832	+ 21.0%*
Asset Management and other financial activities	350	+ 24.6%
TOTAL REVENUES	12,133	+ 5.7%
Profit from operations⁽¹⁾	375	+ 15.7%
Combined ratio, Property & Casualty	97.5%	- 0.5 pt
NET PROFIT	793	+ 32.2%
ROE⁽²⁾	22.5%	+ 2.5 pts

1) See definition in the Appendix

2) Return on average equity

* Excluding discontinued operations

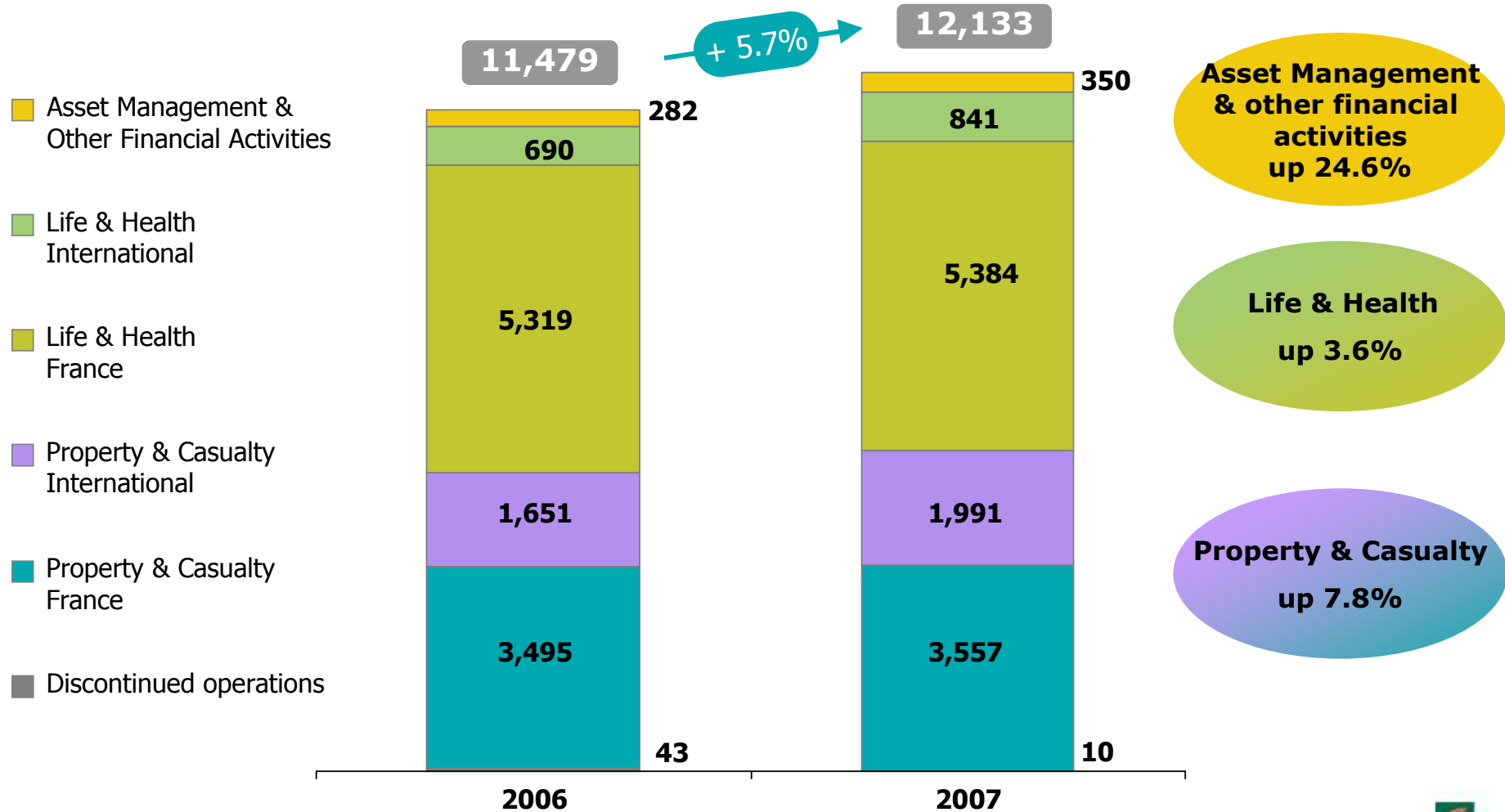
Above-Market Growth Across All Businesses

Consolidated Results

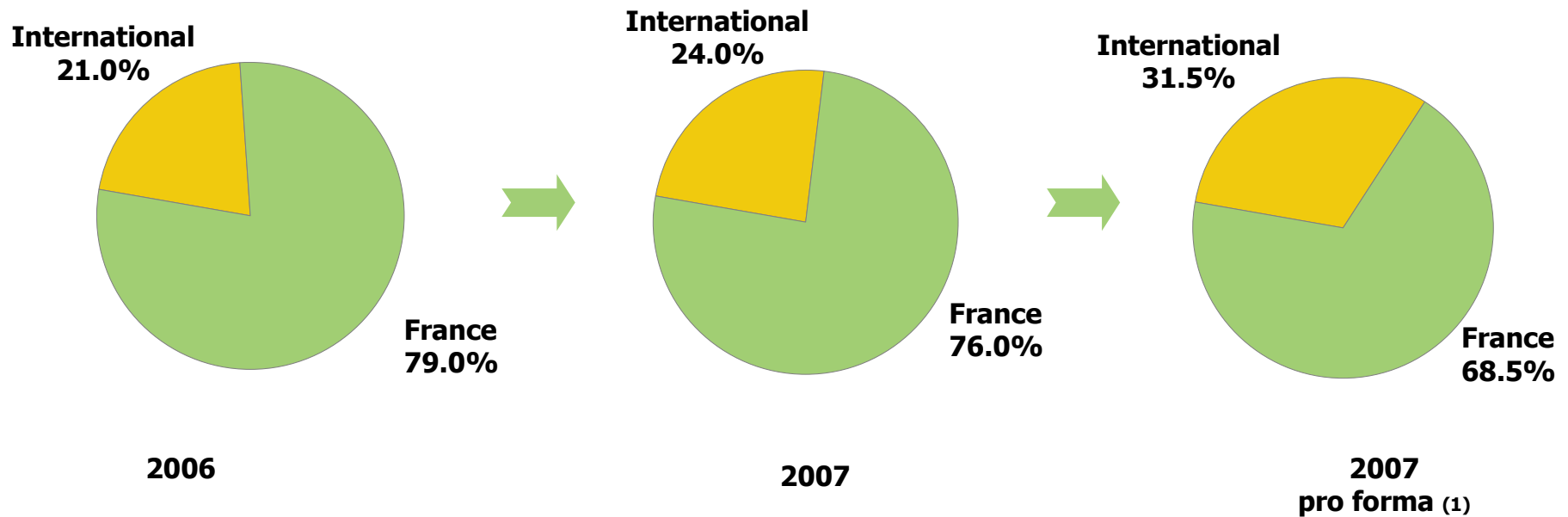
IFRS

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Revenues by Business (€m)



Breakdown of Insurance Revenues: France/International



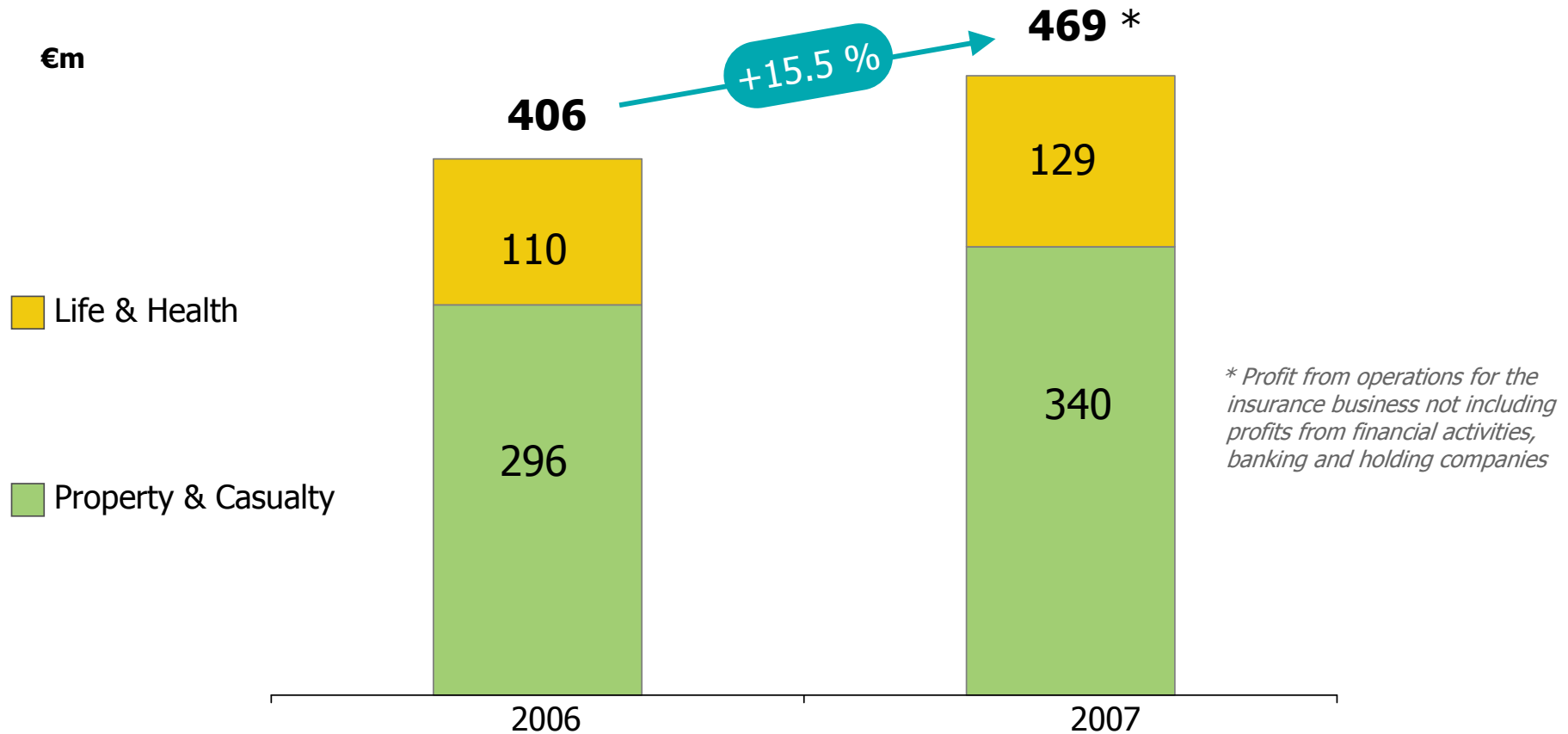
(1) Including Phoenix, Nuova Tirrena, BT Asigurari and OTP over the full year

Insurance: Profit From Operations Up 15.5%

Consolidated Results

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Profit from Operations ⁽¹⁾: Insurance

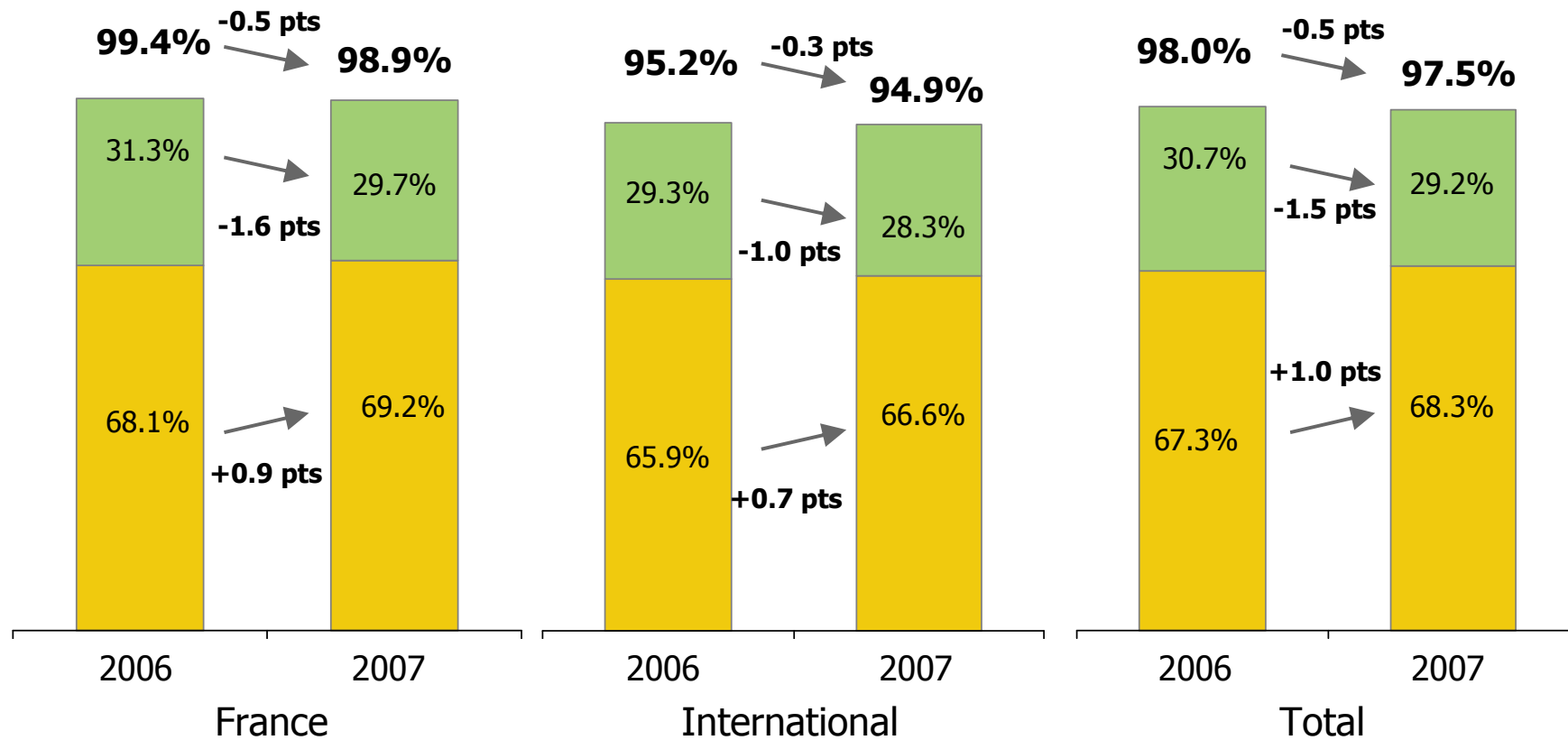


1) Recurring profit adjusted for realised capital gains, net of tax, attributable to shareholders.

Property & Casualty: Combined Ratios ⁽¹⁾ In Line With Our Targets

Consolidated
Results

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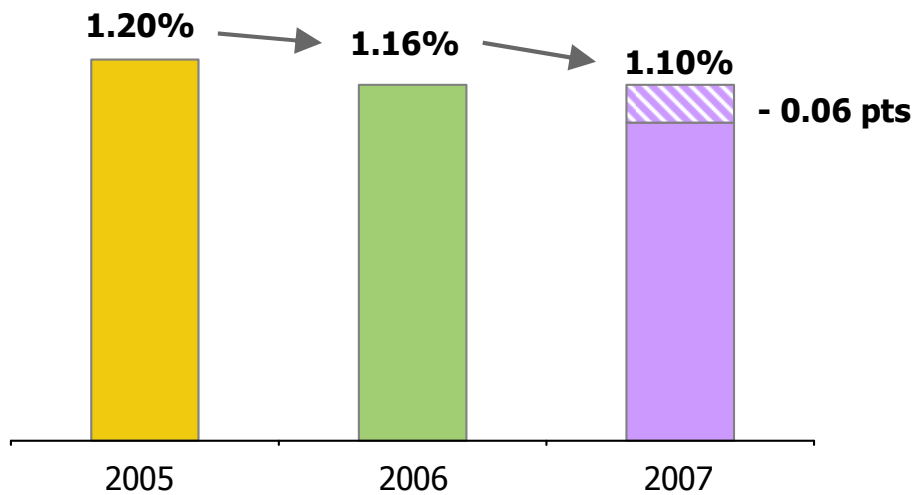
1) Combined ratio = (net claims expenses + operating expenses)/net earned premiums

■ Expense ratio
■ Loss ratio

Life & Health: High Quality Indicators

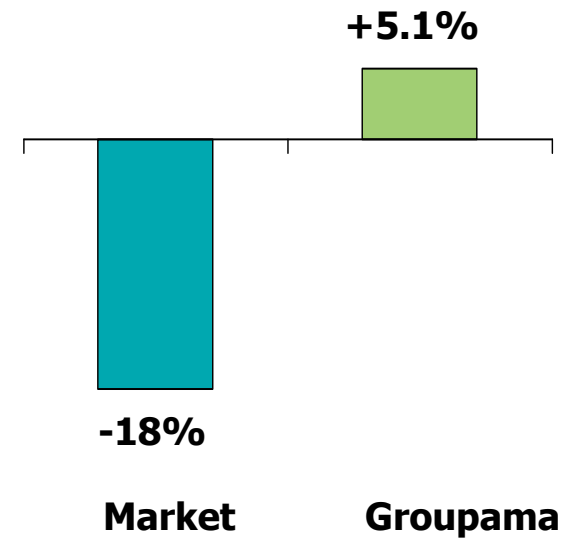
Consolidated Results

Life Expense/Mathematical Reserves Ratio



Savings & Pensions Net New Money

Change in 2007



Net Profit Up By a Strong 32.2%

Consolidated Results

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(€m)	2006	2007	% change
Life & Health profit from operations	110	129	17.3%
Property & Casualty profit from operations	296	340	14.9%
Financial & Banking profit from operations	(1)	11	>100%
Holding Companies profit from operations	(81)	(105)	-29.6%
Total profit from operations	324	375	15.7%
Net realized capital gains ⁽¹⁾	244	484	98.4%
Gains and losses on financial assets at fair value through profit or loss	35	14	-60%
Other income and expenses	(3)	(80)	>100%
Net profit	600	793	32.2% ⁽²⁾

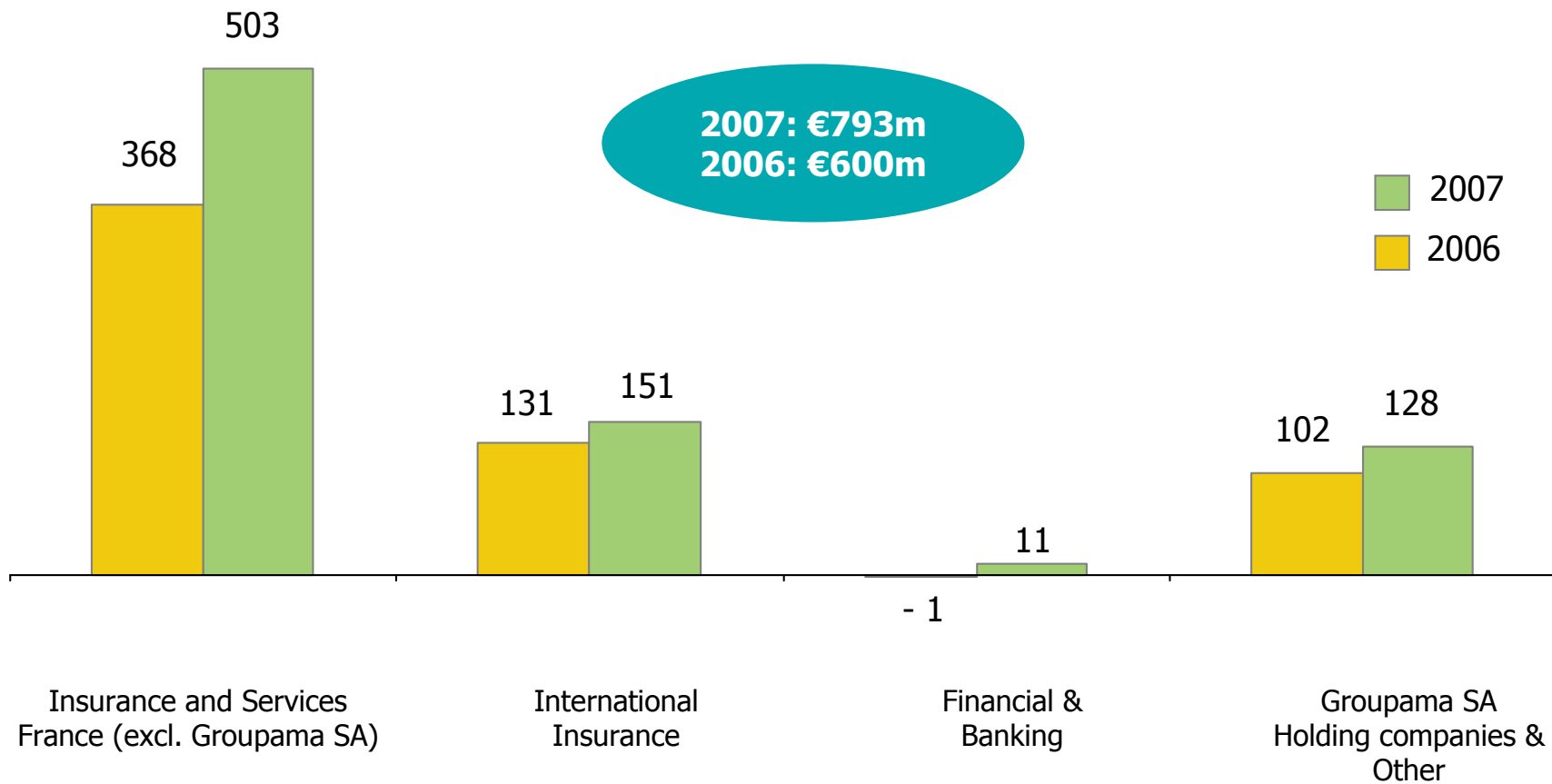
1) Attributable to shareholders (net of transfers to policyholders' surplus and tax)

2) Net profit before capital gain on sale of Scor shares: €649m, up 8.2%

Further Increase in Contributions from All Businesses

Consolidated Results

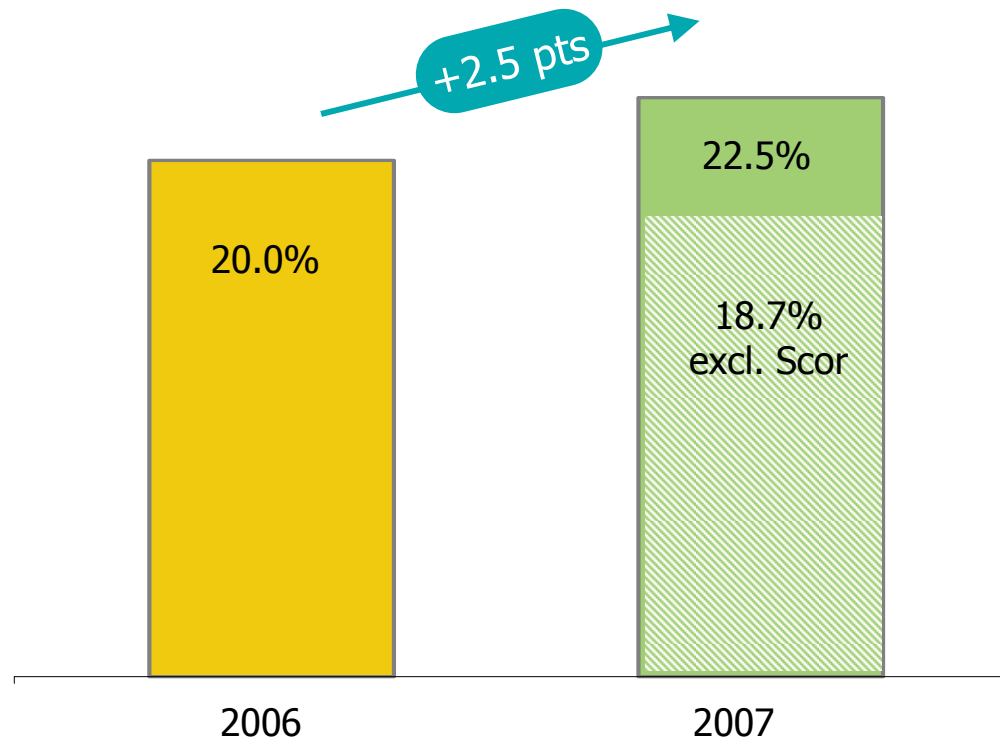
Net Profit by Business (€m)



Sharp Above-Target Rise in ROE

Consolidated Results

Return on Average Equity (excluding fair value adjustments)



A Strong Capital Base

Consolidated
Results

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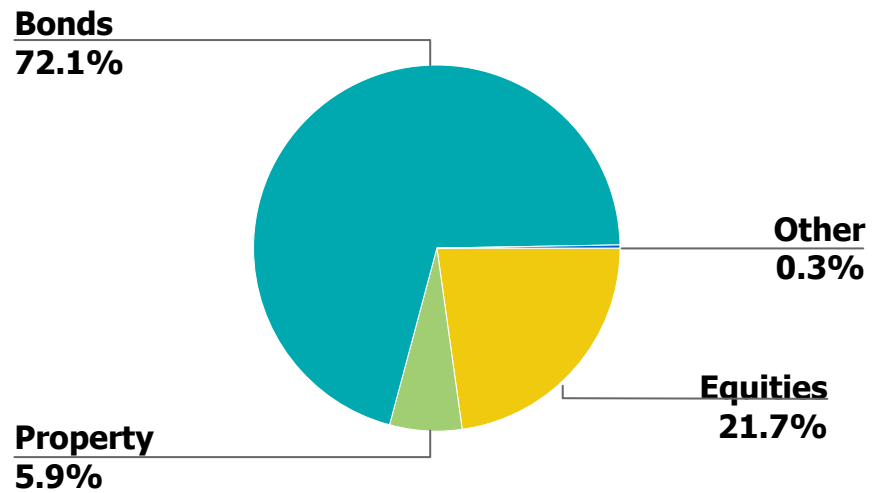
Capital base (€m)	2006	2007	% change
Equity	5,094	5,918 ⁽¹⁾	+16.2%
Subordinated debt	1,245	1,245	-
Insurance & financial liabilities	62,898	66,765	+ 6.1%
Total assets	78,550	88,327	+ 12.4%
Unrealized gains	9,375	7,463	- 20.4%
Gearing (excluding Silic and holding company cash)	19.8%	23.3%	+ 3.5pts

1) Including deeply-subordinated perpetual bonds

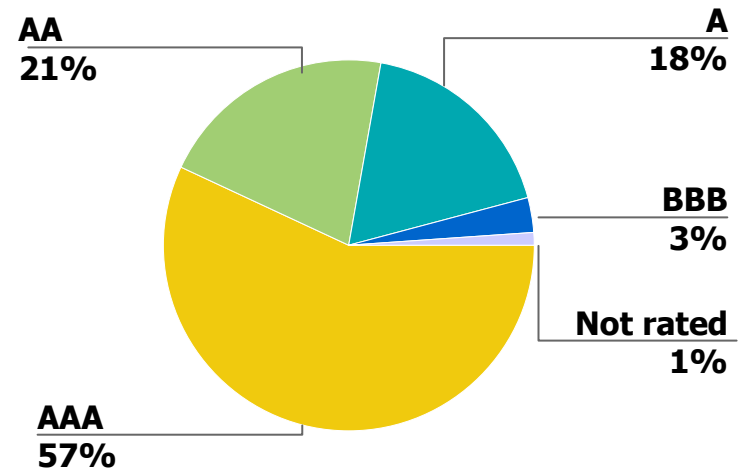
Conservatively-Managed Investment Portfolios

Consolidated Results

Investment Portfolios in 2007

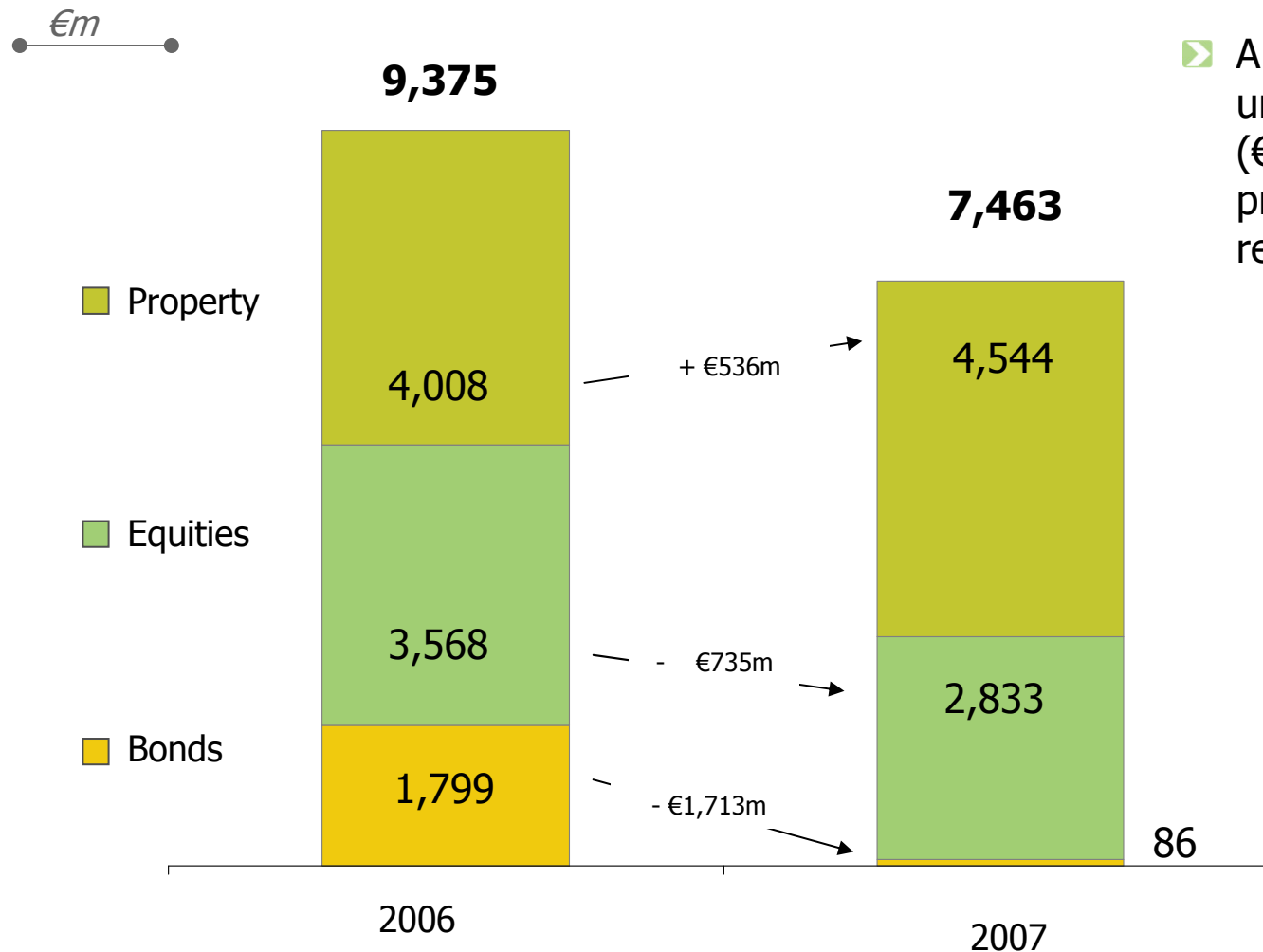


Bond Portfolios By Rating



Actively-Managed Capital and Balance Sheet Substantial Unrealised Capital Gains

Consolidated
Results



► A **substantial stock** of unrealised capital gains (€7.5bn) despite falling bond prices, now made up of realisable gains

Unrealised capital gains attributable to shareholders
2007: €3.0bn
2006: €3.5bn

An Enhanced Risk Profile

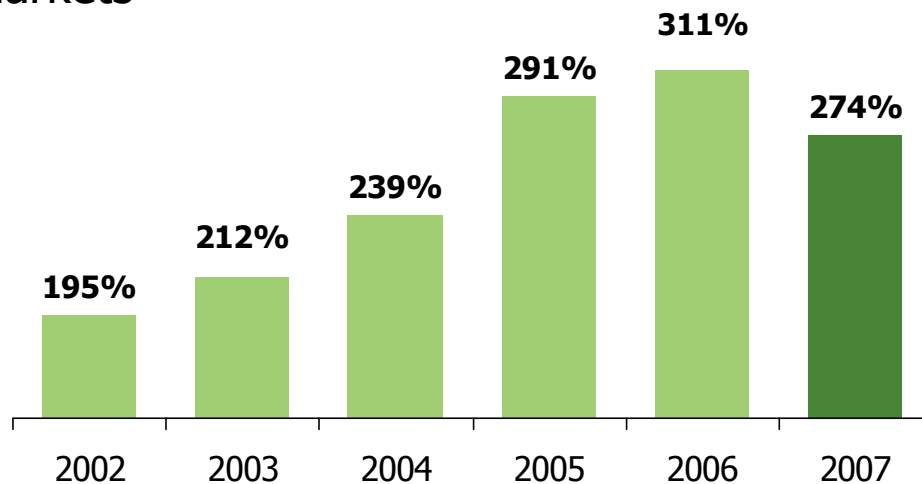
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- ▶ Withdrawal from the reinsurance business
- ▶ Sale of the Tour Gan office building
- ▶ No exposure to the US subprime market
- ▶ No direct exposure to monolines
- ▶ Market-Consistent EEV based on CFO Forum principles published in October 2007
- ▶ Cat bond issue providing increased protection against windstorm risk
- ▶ Combined ratio continued to improve, despite numerous weather events in 2007

A Stronger Balance Sheet and Increased Solvency Capital

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- ▶ European solvency margin comfortably above the required minimum, despite the faster pace of acquisitions and falling prices in the financial markets



- ▶ October 2007: €1bn deeply-subordinated notes issue (15 times oversubscribed)
- ▶ Standard & Poor's counterparty and insurer financial strength rating raised to A+ in October 2007

(€ million)	2006	2007	% change
Revenues	14,165	14,859	+ 4.9%
Profit from operations	351	398	+ 13.4%
Net profit	753	938	+ 24.6%
Combined ratio (Property & Casualty)	98.9%	99.7%	+ 0.8pts
Equity	7,447	8,511	+ 14.3%
Solvency margin ⁽¹⁾	311%	274%	- 37pts
Unrealized capital gains	10,291	8,335	- 19%*
Gearing (excluding Silic and holding company cash)	14.4%	17.1%	+ 2.7pts
ROE (excl. fair value adjustments) ⁽²⁾	15.0%	16.4%	+ 1.4pts

1) Determined in accordance with Solvency I, including part of future life insurance profits

2) Return on average equity

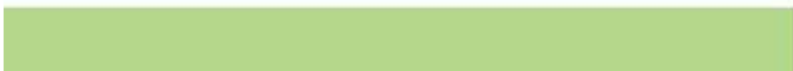
• Unrealized capital gains attributable to shareholders: €3.5bn in 2007 vs €4.1bn in 2006



2007 Results

Outlook and Human Resources Policies

Jean Azéma
Chief Executive Officer



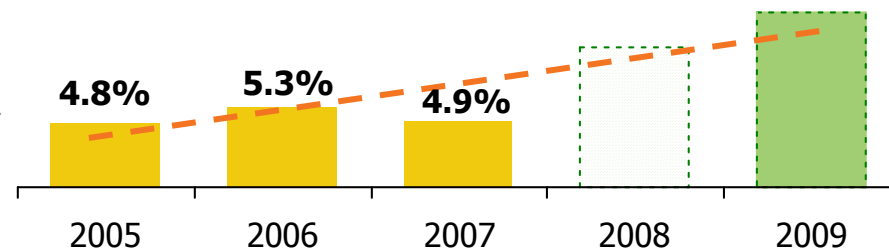
2007 Performance in Line With Two of Our Three Main Business Plan Objectives

Combined Results

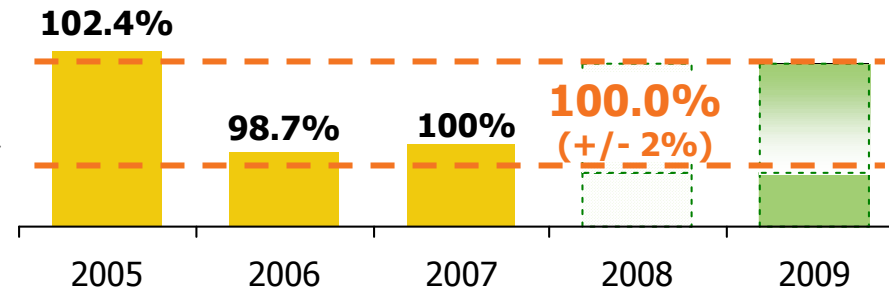
2007/2009 objectives

2007/2009 Business Plan

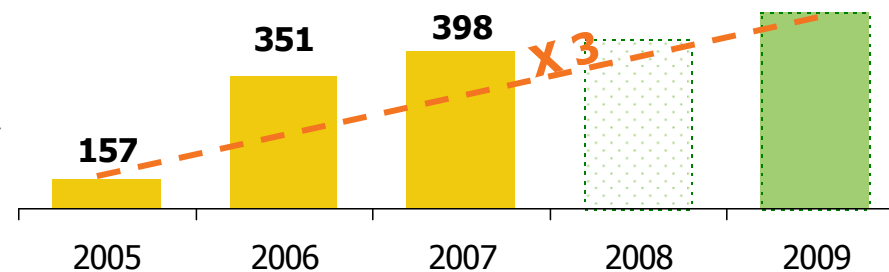
Total revenue growth 7% in 2009



P&C combined ratio across the cycle 100% (+/-2%)



Profit from operations (€m) X 3 vs. 2005



France: Growth Acceleration Levers

2007-2009 Action Plans

Outlook

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Customer-centric strategy

Customer segmentation, insurance & banking offer, product and service innovation, loyalty initiatives, brand positioning

Productivity/ procedures and synergies

Customer Relationship Management Processes, Gan Assurances agency project, marketing productivity projects

Cost-cutting plan

2009

New growth opportunities

New agencies in urban areas, hiring of new insurance salespersons

New distribution channels

Internet, partnerships

- ▶ Large towns and cities: tapping the growth potential offered by 52 towns with over 100,000 inhabitants + Paris area
- ▶ Our target: threefold increase in the portfolio of customers in urban areas
- ▶ Action plan:
 - ▶ Improve existing agencies and open new ones (one flagship agency in each town in 2008, with the ultimate aim of opening around 100 agencies) – **in Paris: creation of 20 new agencies, with the first one due to open in April 2008 (4 agencies in 2008)**
 - ▶ Launch of multi-channel distribution: agencies supported by a network of itinerant insurance salespersons (home sales) + platforms + Internet

- ▶ Launch of a new Internet-only brand in June 2008, fully aligned with the Group's strategy
 - ▶ Fulfil our potential in direct channels
 - ▶ Meet the needs of urban customers in the 25-49 age group, higher socio-professional categories
 - ▶ A new offer and a new brand, with the weight of Groupama behind it

AMAGUIZ.com

- Become the benchmark new-generation insurer
 - A completely revamped product offer and insurance relationship for the direct channel

- A new business model, based on:
 - Highly competitive prices, thanks to low costs, tailored to each individual's purse
 - A personalised product offer, to meet each individual's needs
 - Personalised relations and service, via the Internet and the phone
 - A constant search for innovation

- Kick-off in 2008 with auto insurance. Offer to be enhanced and extended to include homeowner's insurance, personal risk insurance, health insurance, etc.

- ▶ Create stronger momentum
 - ▶ Deeper agency networks, bancassurance agreements, brokerage acquisitions, partnerships, direct channels

- ▶ Pursue the acquisition strategy
 - ▶ In host countries
 - ▶ In new markets, giving priority to Southern, Central and Eastern Europe

- ▶ Leverage the Group's strengths
 - ▶ Share expertise in the Group's main franchises (auto and health insurance, savings, agricultural sector), develop cooperation agreements and exploit synergies (reinsurance, asset management, risk control, ALM)

Our Teams, The Key to Achieving Our Ambitions

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To achieve our ambitions and successfully implement our projects, through our 33,500 employees including 8,500 managers, we are pursuing human resources policies designed to promote commitment, empowerment and accountability

- ▶ **Nurturing individual talents:**
 - ▶ Enhance skills through training
 - ▶ Create motivating career opportunities and promote mobility
 - ▶ Increase the Group's visibility and attractiveness in the job market
- ▶ **Promoting a stronger managerial and team dynamic**
- ▶ **Creating international career opportunities**
- ▶ **Affirming our commitment to corporate social responsibility**
 - ▶ Committed to being an equal-opportunity employer and to helping the least-advantaged members of society
 - ▶ A long-term savings system to help employees to save for retirement
 - ▶ In many group companies, measures to reduce the salary gap between men and women

To become one of the Top Ten European insurers

- ▶ **By consolidating and expanding our positions in France**
 - ▶ Increase market shares in the Life & Health market, consolidate positions in the main classes of Property & Casualty insurance, expand the banking business

- ▶ **By increasing the pace of international growth**
 - ▶ Invest in distribution, pursue the acquisition and partnership strategy

- ▶ **By improving our profitability through increased efficiency**
 - ▶ Maintain the contribution of the various businesses at a high level
 - ▶ Reduce expense ratios

- ▶ **Attract new shareholders:**
to support the growth strategy, following or in connection with a major acquisition

- ▶ The consolidated financial statements of Groupama S.A. include the financial statements of all subsidiaries and intra-group reinsurance business (representing roughly 40% of the regional mutuals' revenues ceded to Groupama S.A.). The combined financial statements comprise all of the Group's businesses (corresponding to the regional mutuals and the subsidiaries consolidated by Groupama S.A.).
- ▶ Profit from operations corresponds to recurring profit before realized capital gains and losses, net of tax, attributable to equity holders. Recurring profit corresponds to net profit before unrealized gains and losses, net of tax, on financial assets at fair value through profit or loss, attributable to shareholders, non-recurring items, net of tax, and goodwill impairment losses.