

2011
Business
review and
sustainable
development
report

Now's the time...

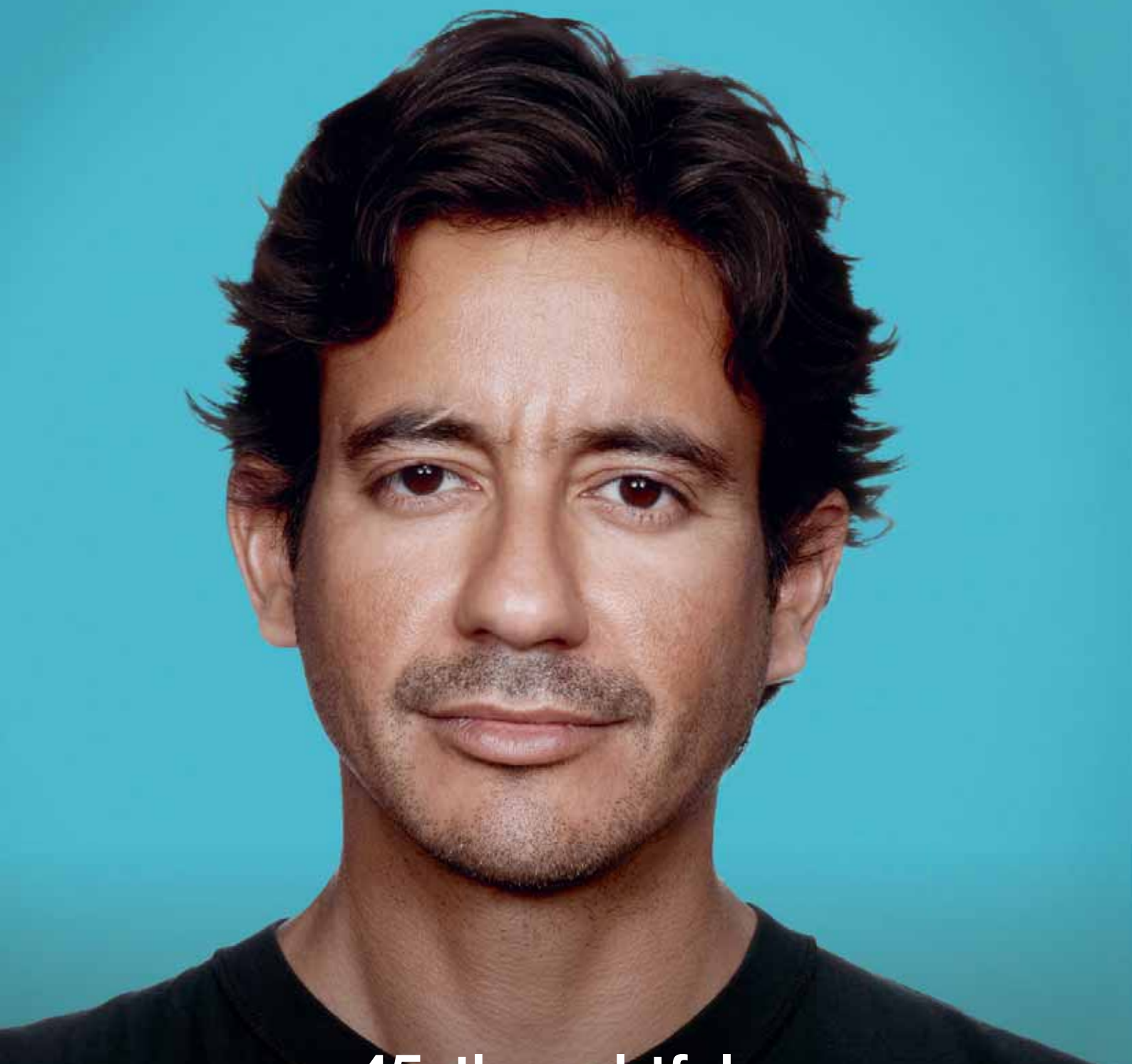


L'assureur de toute une vie

The future starts today, not tomorrow. And to make our dreams and projects a reality, while also finding personal fulfilment, we all need the help of a trusted partner. That's why CNP Assurances has dedicated over 150 years to securing the future of its customers and their loved ones so that, together, we can go through life with greater confidence.

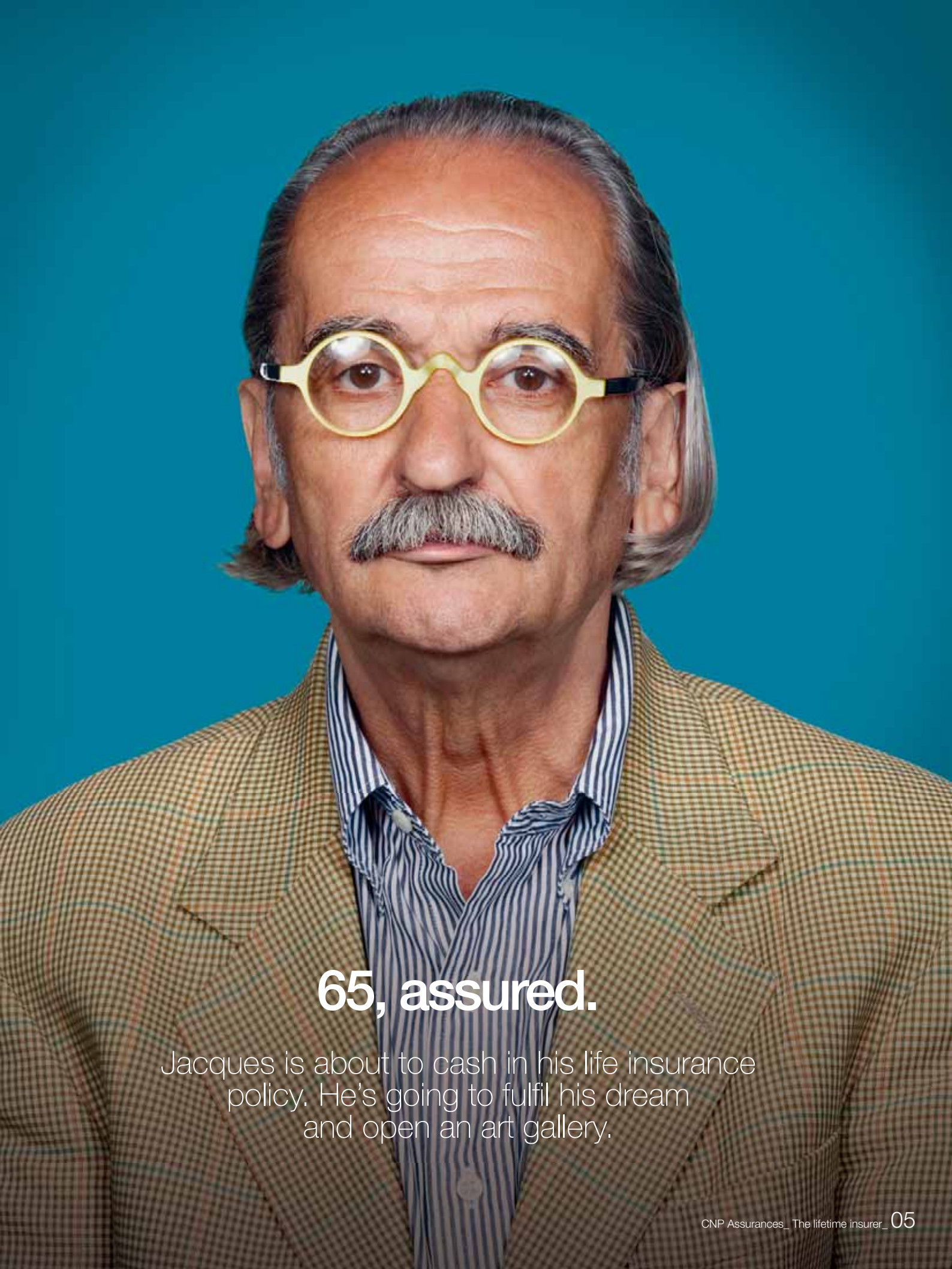


...to talk about the future.



45, thoughtful.

Jacques has a good salary that allows him to travel, visit exhibitions and enjoy life. But he's deeply concerned about maintaining his standard of living in retirement.



65, assured.

Jacques is about to cash in his life insurance policy. He's going to fulfil his dream and open an art gallery.



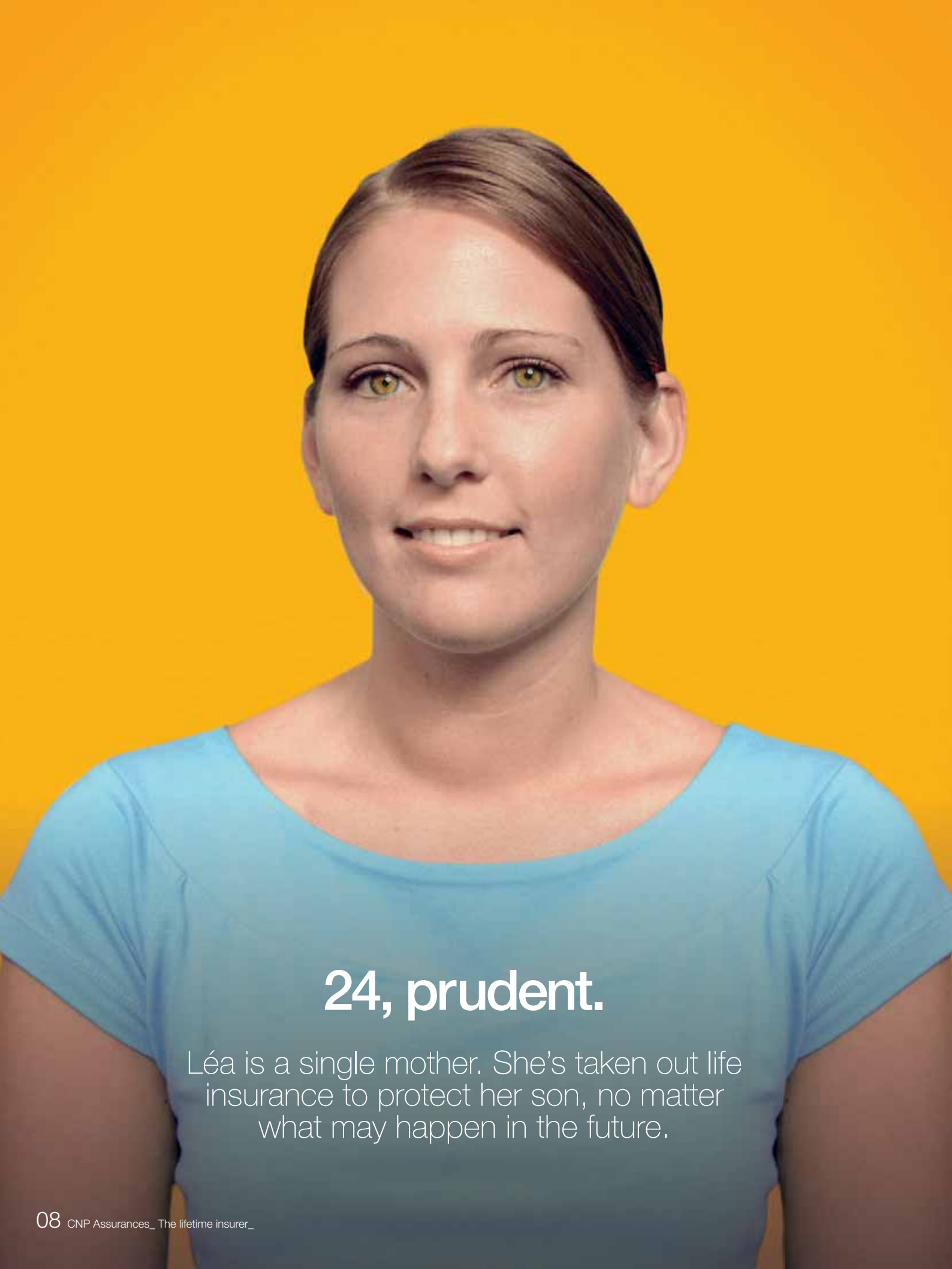
74, busy.

From regular walks and cinema outings to bridge nights with friends, Jeanne takes full advantage of her freedom. And if she wants to travel, she knows she's got money set aside in life insurance.



91, supported.

Jeanne's children and grandchildren are very supportive, but she needs a lot of assistance on a daily basis. At her age, freedom means maintaining her autonomy.



24, prudent.

Léa is a single mother. She's taken out life insurance to protect her son, no matter what may happen in the future.

A close-up portrait of an elderly woman with short, curly white hair and light brown eyes. She has a gentle, content expression and is looking slightly off-camera. She is wearing a small black pearl earring. The background is a solid, warm orange color.

67, fulfilled.

A fulfilled mother of three, Léa has led a wonderfully rich life. Always protective of her children, she took out a long-term care policy years ago to prepare for when she's no longer able to fend for herself.



27, optimistic.

Myriam's dream is to buy a house for all the family. And with term creditor insurance, she knows she'll be protected against bad surprises.



61, attentive.

Myriam now has a house and would like to give her children a head start in life. How can she best transfer her wealth to them?



9, covered.

At age nine, Julien doesn't know what the future holds.
He also doesn't know that his grandparents have
purchased a life insurance contract for him.



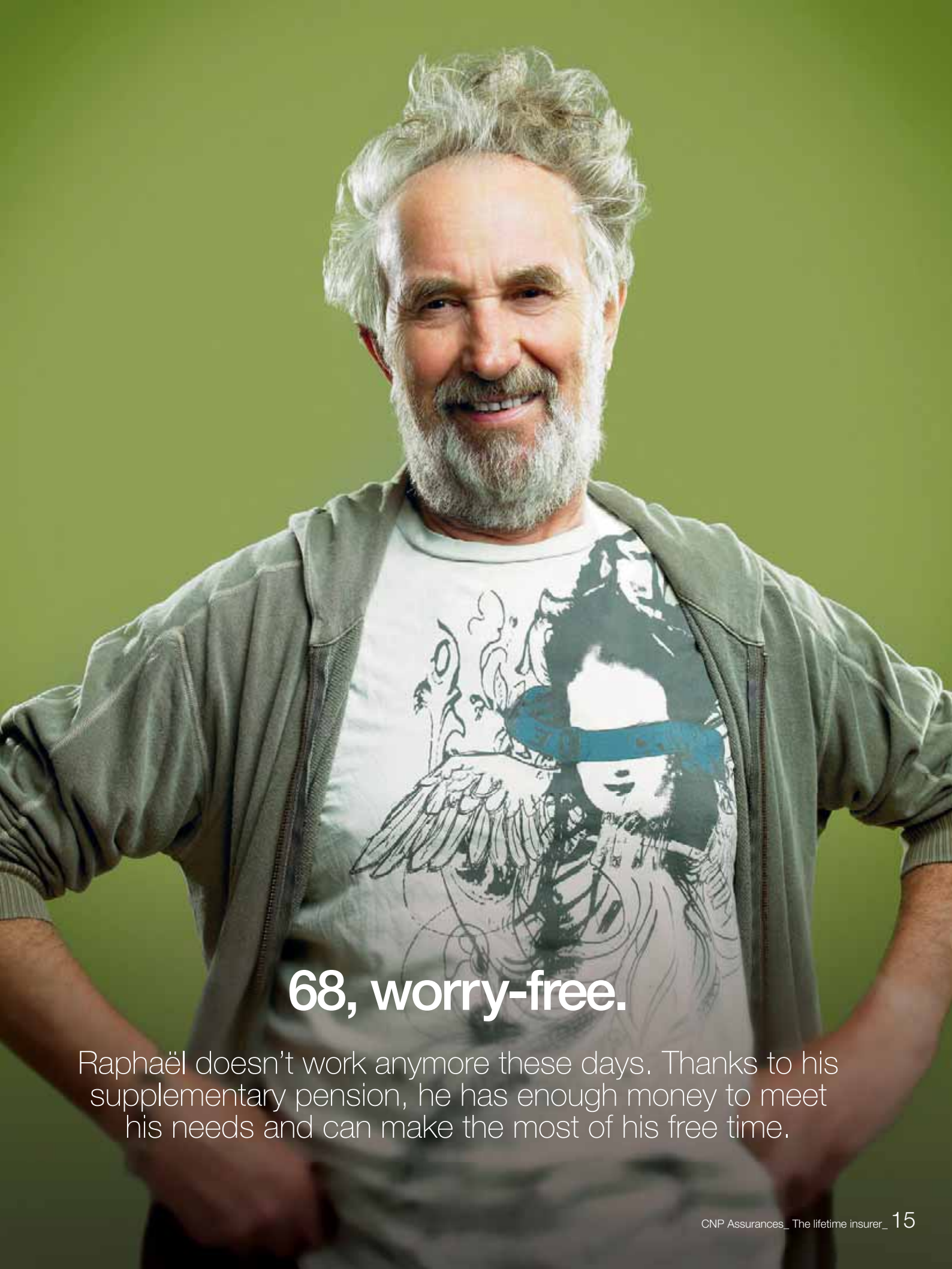
23, reassured.

Julien just got accepted to a top-notch engineering university. His grandparents are proud of him and thankful they began setting aside savings for him all those years ago.



21, confident.

For Raphaël, retirement is still a long way off, but thanks to his company's benefits programme, he's preparing for it without thinking.



68, worry-free.

Raphaël doesn't work anymore these days. Thanks to his supplementary pension, he has enough money to meet his needs and can make the most of his free time.

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€30bn
in revenue
in 2011 (IFRS)

€288.7bn
in technical reserves
at 31 December 2011

No.1
personal
insurer in France

23
million
savings/life insurance
policyholders worldwide

and 17
million
borrowers covered
by term creditor
insurance

Message from **Edmond Alphandéry** Chairman of the Board of Directors

An unfavourable environment in 2011

In 2011, CNP Assurances had to face a particularly unfavourable economic and financial environment, like all other European life insurers. Following a timid recovery, the euro zone experienced negative growth in the last quarter of the year and fell back into recession in early 2012.

Deteriorating economic conditions in the peripheral countries had a knock-on effect on the whole euro zone economy. The worsening sovereign debt crisis in the second half of the year fuelled investor concerns, while mounting pressure on banks to strengthen their capital base as a precautionary measure led a number of them to curtail their lending. This combination of factors negatively affected the economic climate.

Insurance company balance sheets were impacted by falling stock market prices and by tensions in the peripheral sovereign debt markets. In addition, insurers were faced with reduced yields on their portfolios and significant outflows of customer funds. For their part, the bancassurers were hit by the banks' lack of liquidity and compelling need to attract more customer deposits.

Salutary decisions at the end of the year

The last quarter of 2011 was shaped by a number of decisions that helped to reverse this worrying trend. First, the European Central Bank (ECB) cut its benchmark rate on two separate occasions, bringing it down to 1% from 1.50%. Then, European Union leaders agreed to sign a treaty to enforce budget discipline among the member countries, paving the way for the ECB to extend over €1 trillion in three-year loans to the region's banks in two waves. These salutary measures averted a credit crunch and helped to significantly reduce spreads* on peripheral sovereign debt. By restoring confidence among economic actors, they prevented the euro zone from plunging into a deep recession and reduced tension in the market, giving euro zone governments some leeway to get their public finances back in order.

CNP Assurances came through stronger in 2011

Attesting to the confidence we inspire in our customers, CNP Assurances is one of the few insurance companies to have reported positive net new money in every quarter last



“

***CNP Assurances
held firm
and increased
its market
share in a
challenging
environment.”***

year. The automatic result was a significant increase in our market share. Despite the effects of the crisis on our balance sheet, by deploying a prudent, cost-effective management strategy and gradually refocusing on the most profitable products, we generated over €1 billion in recurring profit and €872 million in net profit for the year, even after impairment losses on Greek debt and certain financial assets. Moreover, we restored the policyholders' surplus reserve to its 2010 level, providing a €2.9 billion protective cushion against any future shocks. And we also vastly reduced our sovereign debt exposures.

Constant vigilance

CNP Assurances has a sophisticated risk management system, which was further refined in 2011 to improve the handling of sovereign debt risk. As Chairman of the Board of Directors, I will satisfy myself that the system is robust and reliable. We are also actively preparing for the implementation of Solvency II, which will have major ramifications. In particular, the equity weighting of our portfolios will need to be further reduced and we are

already taking steps in that direction.

Lastly, we need to lobby for life insurance to maintain its tax advantaged status, so that it can continue to play its critical role in financing the economy and government debt over the long term.

I can assure you that the Board of Directors is as confident as ever in the strength of the Group's fundamentals and in its ability to consolidate its positions in France and internationally to earn the lasting trust of policyholders, partners – particularly La Banque Postale and the Caisses d'Epargne – and shareholders.

* For a bond (or a loan), the spread corresponds to the difference between the yields of two bonds (debt instruments) with the same maturity but different risk profiles. The greater the issuer's perceived credit quality, the narrower the spread.

Interview with **Gilles Benoit** Chief Executive Officer

How did the Group perform in last year's challenging environment?

The French life insurance market experienced an unprecedented drop in net new money in 2011, to €7.6 billion from €50 billion the previous year. Given that France is CNP Assurances's main market, we were particularly at risk, but in fact we fared better than our competitors in these exceptionally unfavourable conditions.

EBIT rose 17%, reflecting the dual benefits of higher net insurance revenue and an improved expense ratio that was largely attributable to a cost efficiency programme spanning several years. At the same time, we maintained the policyholders' surplus reserve at the pre-Greek crisis level and increased our market share in France.

Our international operations also helped to make us more resilient than other insurers. These operations currently account for 20% of our total revenue and 37% of EBIT, and represent a source of profitable growth that has offset the impacts of the crisis on the French market.

Why has CNP Assurances's market share in France increased so significantly?

The determination of our distribution networks and the behaviour of our customers are the two main contributing factors. Our strength lies in our multi-partner model. The Caisses d'Epargne and La Banque Postale networks in France represent highly efficient powerhouses. Their vitality, their responsiveness during the crisis and the energy they devote to their customers are truly exceptional.

Customer loyalty to the distribution networks and to CNP Assurances also gave us an edge. The surrenders that triggered the drop in net new money were more modest at CNP Assurances than elsewhere. That's how we were able to widen our share of the French market to 35% based on net new money.

Is life insurance still a product with a future? How will personal insurance evolve in the coming years?

Life insurance is a powerful driver of long-term saving that governments can't do without, because it finances businesses and sovereign debt. That aside, life insurance is a product with a future for two fundamental reasons.

First, in France, where there are no private pension plans apart from specific retirement savings products, the only safe, tax-efficient way of saving for retirement is by taking out a life insurance policy. Second, the need for protection against the risks of everyday life is increasing, and among them is the emerging risk of having to fund long-term care.

Looking at the issue in light of these two basic needs – retirement income and long-term care – we can safely say that there is no reason to worry about the future of life insurance in a country with our demographic profile. Products will have to be updated to deliver solutions that address these evolving needs more effectively. This trend will allow us to focus more on our business of insuring



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***The vitality
of our two major
distribution
partners and
the loyalty of
our policyholders
gave us
an edge.”***

risks and use our expertise to our advantage across the spectrum of everyday life risks.

International operations represent 37% of EBIT. What are the drivers behind this contribution?

Our foreign subsidiaries' significant, high quality contribution to earnings is attributable to the vitality of our international partnerships and of our risk businesses, particularly personal risk and term creditor insurance. Brazil has continued to perform exceptionally well, while the partnerships with Barclays and Marfin have made substantial contributions to profit. Term creditor insurance, which is one of our broad areas of expertise, is a high value-added business in every host country, particularly in Brazil, Italy and Southern Europe in general.

I'm delighted to see that an international culture is emerging at CNP Assurances. Real synergies are now taking shape, including through internal talent transfers, which I believe is a very positive sign.

What are the latest advances in sustainable development?

In 2011, the Board of Directors set sustainable development objectives for Group managers and asked them to report back on their initiatives. Substantially all of the objectives were met during the year.

CNP Assurances's steadfast commitment to promoting diversity deserves special mention. We are the first insurance company to have obtained France's «Diversité» label, primarily in recognition of our assertive programmes to hire people with disabilities. And we also have one of the most ambitious corporate agreements on gender equality, which has been signed by all of the employee representative bodies.

Balanced governance

CNP Assurances's corporate governance structures and procedures are designed to protect the interests of its shareholders and policyholders.

POOLING EXPERTISE

The Board of Directors of CNP Assurances is comprised of 18 directors, three non-voting directors and four Works Council representatives. By involving the main shareholders and drawing on the vision of its qualified independent directors, the Board is able to ensure that strategic decisions are of the highest quality. Responsible for verifying the overall consistency of these decisions, the Chairman of the Board of Directors leads the work of the Board, chairs the Strategy Committee and coordinates the activities of the Committees of the Board, which are chaired by independent directors.

DEPLOYING THE STRATEGY

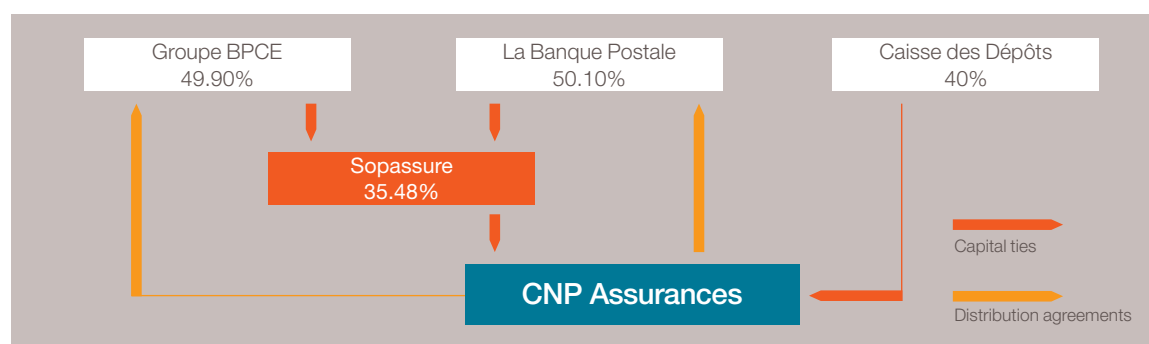
In charge of the operational management of the business, the Chief Executive Officer

implements the strategy decided by the Board and has the broadest powers to act in the name of the CNP Assurances Group.

He is assisted by an Executive Committee made up of six members representing the Group's strategic functions: international operations, finance, partnerships, information systems, policyholder services and human resources. In its role as coordinator, the Executive Committee deals with all issues that extend across departmental boundaries.

Further ensuring consistent strategic management across the Group, at least one Executive Committee member sits on the Board of Directors of each of the main subsidiaries in France and CNP Assurances designates at least half of the members of the international subsidiaries' Boards.

CAPITAL TIES AND DISTRIBUTION AGREEMENTS IN FRANCE



Board of Directors and Committees of the Board as of 31 December 2011

BOARD OF DIRECTORS

Directors

Edmond Alphandéry*, Chairman
Gilles Benoist, Chief Executive Officer
Caisse des dépôts et consignations,
represented by Augustin de Romanet**
Antoine Gosset-Grainville
Pierre Hériaud
André Laurent Michelson
Alain Quinet
Franck Silvent
Sopassure,
represented by Marc-André Feffer
Jean-Paul Bailly
Olivier Klein
François Pérol
Philippe Wahl
The French State,
represented by Ramón Fernandez
Philippe Baumlin
Henri Proglio*
Marcia Campbell*
Stéphane Pallez*

Non-Voting Directors

Pierre Garcin
Jean-Louis de Mourgues
Jacques Hornez

Works Council Representatives

Nadia Remadna
Pascal Oliveau

Valérie Baron-Loison
Patrick Berthelot

Board Secretary

Hugues de Vauplane

Statutory Auditors

PricewaterhouseCoopers Audit,
represented by Éric Dupont
Mazars,
represented by Jean-Claude Pauly

COMMITTEES OF THE BOARD

Audit and Risks Committee

Stéphane Pallez*, Chairman
Olivier Klein
Franck Silvent
Philippe Wahl
Marcia Campbell*

Remunerations & Nominations Committee

Henri Proglio*, Chairman
Edmond Alphandéry*
Jean-Paul Bailly
François Pérol
Augustin de Romanet**

Strategy Committee

Edmond Alphandéry*, Chairman
Marc-André Feffer
Olivier Klein
Henri Proglio*

Antoine Gosset-Grainville
Augustin de Romanet**

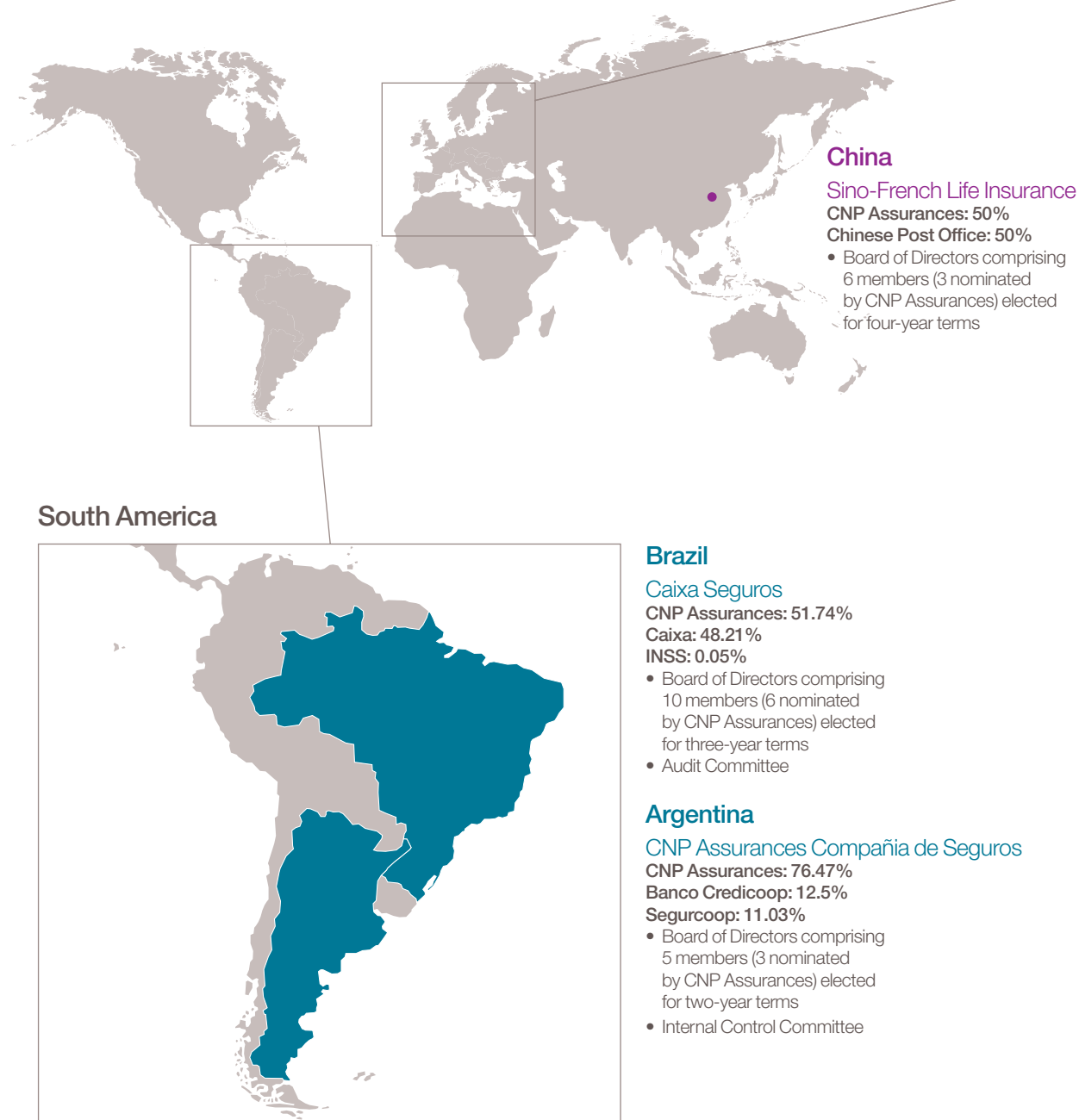
EXECUTIVE MANAGEMENT

Gilles Benoist, Chief Executive Officer
assisted by the Executive Committee:
Xavier Larnaudie-Eiffel,
Deputy Chief Executive Officer,
International Operations Director
Antoine Lissowski,
Deputy Chief Executive Officer,
Finance Director
Gérard Ménéroud,
Deputy Chief Executive Officer,
Partnerships and Business
Development Director
Michel Bois,
Programmes,
Organisation and
Information Systems Director
Corinne Gouthière,
Policyholder Services Director
Bérengère Grandjean,
Human Resources Director
Executive Committee Secretary
Huguette Rellier, Internal Audit and
Quality Assurance Director

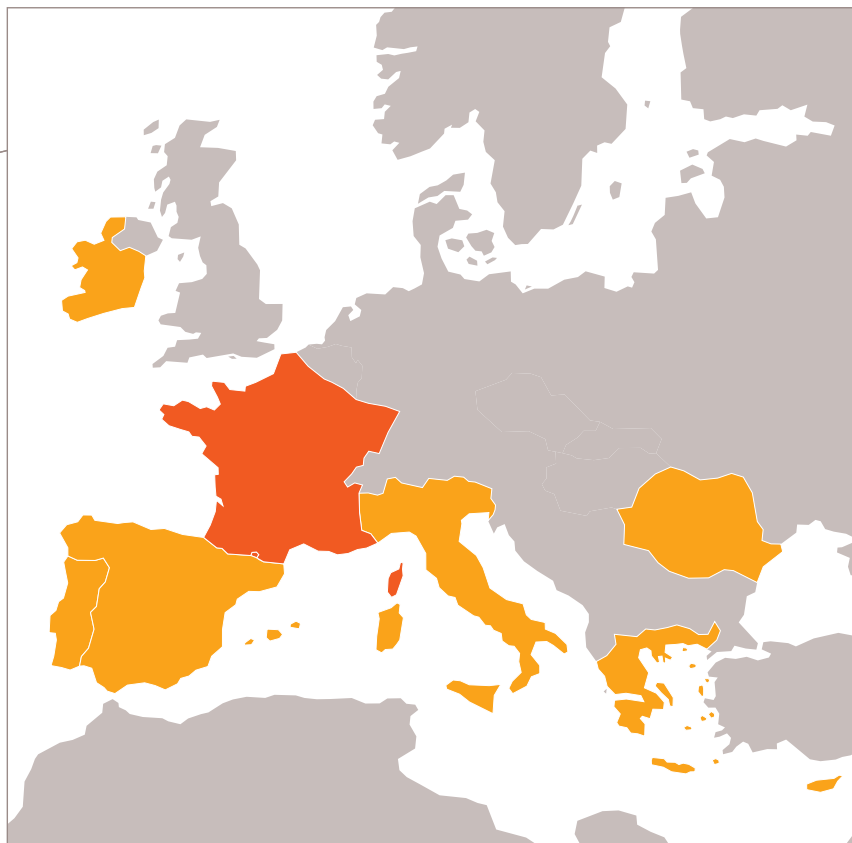
* Qualified as independent within the meaning of the AFEP-
MEDEF corporate governance code for listed companies

** Until 8 March 2012

CNP Assurances's international presence



Europe



French subsidiaries*

Âge d'Or Expansion

CNP Assurances: 100%

Carrés Bleus

CNP Assurances: 100%

CNP Caution

CNP Assurances: 100%

Écureuil Vie Développement

CNP Assurances: 51%

BPCE: 49%

Filassistance International

CNP Assurances: 100%

Fongépar

CNP IAM**: 94.9%

SICAC***: 5.1%

La Banque Postale Prévoyance

CNP Assurances: 50%

La Banque Postale: 50%

MFP Prévoyance

CNP Assurances: 51%

Sogestop L**: 28%

MFP Services: 21%

* Subsidiaries at least 50%-owned by CNP Assurances that operate in the insurance sector

** Wholly-owned by CNP Assurances

*** Property construction and investment company owned by CNP Assurances

Spain

CNP Vida de Seguros y Reaseguros

CNP Assurances: 94%

Banka Cívica: 2%

Bankia: 1.5%

Liberbank: 1%

Mare Nostrum: 1%

Unim Bank: 0.5%

- Board of Directors comprising 14 members (7 nominated by CNP Assurances) elected for five-year terms

CNP Barclays Vida y Pensiones

CNP Assurances: 50%

Barclays Bank: 50%

- Board of Directors comprising 8 members (4 nominated by CNP Assurances) elected for six-year terms

CNP España

Branch of CNP Assurances and CNP Assurances IAM

Italy

CNP UniCredit Vita

CNP Assurances: 57.5%

UniCredit: 38.8%

Cardif Assicurazioni: 3.7%

- Board of Directors comprising 11 members (6 nominated by CNP Assurances) elected for three-year terms
- Three Committees of the Board: Remuneration and Nominations Committee, Internal Control Committee, Strategy Committee

CNP Italia

Branch of CNP Assurances and CNP Assurances IAM

CNP Barclays Vida y Pensiones

CNP BVP branch

Portugal

CNP Barclays Vida y Pensiones

CNP BVP branch

Ireland

CNP Europe Life

CNP Assurances: 100%

- Board of Directors comprising 6 members (2 independent)
- Two Committees of the Board: Audit Committee, Risks Committee

Cyprus and Greece

CNP Marfin Insurance Holdings

CNP Assurances: 50.1%

Marfin Popular Bank Public: 49.9%

- Board of Directors comprising 7 members (4 nominated by CNP Assurances)
- Audit Committee

Romania

Served from France under the EU freedom of services directive

Overview of stakeholders

	SUBSIDIARIES	DISTRIBUTION PARTNERS	EMPLOYEES AND EMPLOYEE REPRESENTATIVES
FRANCE CNP Assurances and its French subsidiaries	Âge d'Or Expansion Carrés Bleus CNP Caution Écureuil Vie Développement Filassistance International Fongépar La Banque Postale Prévoyance MFP Prévoyance	<ul style="list-style-type: none"> • 17,000 La Banque Postale points of sale • 4,600 Savings Bank branches • 370 independent financial advisors • 315 financial institutions • 300 CNP Trésor advisors • 150 Âge d'Or franchisees • 115 mutual insurers • 70 non-profit organisations • 8 CNP Caution partners 	3,077 (and 188 in the French subsidiaries)
SPAIN CNP Vida de Seguros y Reaseguros	CNP Insurance Services CNP STC	<ul style="list-style-type: none"> • 21 distribution partners (Savings Banks and other banks) representing 5,000 potential points of sale 	108
SPAIN, PORTUGAL, ITALY CNP Barclays Vida y Pensiones		<ul style="list-style-type: none"> • 460 Barclays branches 	75
ITALY CNP UniCredit Vita		<ul style="list-style-type: none"> • Around 2,000 UniCredit branches 	144
IRELAND CNP Europe Life		<ul style="list-style-type: none"> • UniCredit and Ycap branches 	10
CYPRUS, GREECE CNP Marfin Insurance Holdings	Laiki Cyprialife Laiki Insurance Company Marfin Life Marfin Brokers	<ul style="list-style-type: none"> • Cyprus: agency network and Marfin Popular Bank • Greece: Marfin Egnatia Bank and Postal Bank 	360
BRAZIL Caixa Seguros	Caixa Capitalização Caixa Consórcios Caixa Vida e Previdência Caixa Seguradora	<ul style="list-style-type: none"> • 39,300 outlets: <ul style="list-style-type: none"> • 2,700 bank branches • 11,000 lottery ticket sales points • 25,600 bank correspondents 	773
ARGENTINA CNP Assurances Compañía de Seguros	CNP de Capitalización y Ahorro para Fines Determinados	<ul style="list-style-type: none"> • 800 branches 	70
CHINA Sino-French Life Insurance		<ul style="list-style-type: none"> • 500 post offices 	39

SUPPLIERS: equipment, paper, consulting services, outsourced administrative, IT and other services

CIVIL SOCIETY: insurance supervisors, industry

NUMBER OF INSURED

ISSUERS OF FINANCIAL ASSETS

SHAREHOLDERS

- 12 million insureds under term creditor insurance contracts
- 9.6 million individual life insurance policyholders
- 7 million beneficiaries of Filasistance services
- 1.8 million insureds (4,600 companies) under employee benefits contracts
- 595,000 employees of 20,000 local authorities
- 40,000 Âge d'Or customers
- 25,000 CNP Caution beneficiaries
- 6,000 insureds served by independent financial advisors
- 3,800 companies served by Fongépar

- 570 bond issuers
- 240 listed companies

- 40% Caisse des Dépôts
- 35.48% Sopassure
- 1.1% the French State
- 140,000 individual shareholders
- 2,438 employees

- 190,000 insureds under non-life contracts
- 129,000 individual life insurance policyholders
- 3,300 insureds under employee benefits contracts

- 170 bond issuers
- 10 listed companies

- 94% CNP Assurances
- 2% Banka Cívica
- 1.5% Bankia
- 1% Liberbank
- 1% Mare Nostrum
- 0.5% Unim Bank

- 183,000 insureds under individual policies
- 10,500 insureds under group policies

- 90 bond issuers

- 50% CNP Assurances
- 50% Barclays Bank

- 908,000 insureds

- 100 bond issuers
- 10 listed companies

- 57.5% CNP Assurances
- 38.8% UniCredit
- 3.7% Cardif Assicurazioni

- 85,000 insureds

- 120 bond issuers
- 30 listed companies

- 100% CNP Assurances

- 230,000 individual life insurance policyholders
- 94,000 non-life insurance policyholders

- 70 bond issuers
- 20 listed companies

- 50.1% CNP Assurances
- 49.9% Marfin Popular Bank Public

- 6.3 million individual life insurance policyholders
- 2.7 million insureds under term creditor insurance contracts
- 2.3 million insureds under death/disability contracts
- 781,000 pension contract holders
- 676,000 insureds under non-life contracts
- 126,000 Consórcios contract holders

- 50 government and corporate bond issuers

- 51.74% CNP Assurances
- 48.21% Caixa
- 0.05% INSS

- 1,863,000 insureds under term creditor insurance contracts
- 169,000 insureds under group life insurance contracts
- 102,000 accident insurance policyholders
- 61,000 insureds under individual life insurance contracts

- 76.47% CNP Assurances
- 12.5% Banco Credicoop
- 11.03% Segurcoop

- 29,700 insureds

- 30 bond issuers

- 50% CNP Assurances
- 50% Chinese Post Office

bodies, rating agencies, recipients of corporate sponsorship, government agencies, host community authorities

Our mission: impart confidence in the future

Trusted by 23 million savings/life insurance policyholders worldwide, CNP Assurances has never been more confident in its way of doing business.



Its roots in the public sector, deep presence in French society, ever-broadening international footprint and role as a lifetime insurer have always shaped the Group's values, which have become all the more relevant in today's economic crisis.

MEETING ESSENTIAL NEEDS

Our wide selection of personal risk, pension and life insurance products enable customers to protect themselves and their families against the risks of everyday life, undertake personal projects with confidence and securely pass on capital to future generations.

Through these products, we partner 12 million savings/personal risk policyholders in France, giving us a clear vision of economic and social trends such as the ageing of the population and the emergence of new sources of vulnerability. By communicating with advisors in our partnership networks, we have developed an intimate understanding of policyholder needs that guides all of our innovations.

565,000

unique visitors to our informative website
www.toutsavoirlassurancevie.fr in 14 months

PROVIDING AFFORDABLE PROTECTION

Since its creation, CNP Assurances has combated financial exclusion by pooling risks to offer solutions tailored to every budget. Premiums for the main life insurance contracts can be set as low as €30 per month.

In group life insurance, our contracts for companies, non-profit organisations, local governments and hospitals enable all employees to enjoy the same insurance cover at a reduced price thanks to the effects of pooling.

Insurance products can often seem technical and complex. At CNP Assurances, we simplify things for customers through entertaining, informative tools such as the life insurance film published on our dedicated video website, www.toutsavoirlassurancevie.fr.

PRUDENT MANAGEMENT

Policyholders entrust CNP Assurances with their most valuable asset – their future and that of their loved ones – as well as their life savings. That's why we implement a highly disciplined management policy. Priority focus is given to long-term invest-

ments, constantly diversifying the asset portfolio and widening our geographic footprint. Furthermore, we increase our reserves whenever possible to guarantee fulfilment of our financial commitments to policyholders.

A THOROUGHLY ENGAGED CORPORATE CITIZEN

As the no. 1 personal insurer in France, we have a role to play in the current debate on society's emerging risks, such as long-term care. Our corporate social responsibility (CSR) policy extends to ensuring that our asset portfolios comply with the highest standards. SRI funds are promoted among our customers and partners and we work actively to embed high ethical standards in our corporate culture. Added to this, our Group provides critical support to the economy through its long-term investments in businesses and infrastructure.



OUTREACH_

"Several times a year, we invite policyholders and their families in to talk about a particular risk they may face in life, its potential consequences and the available solutions.

The theme of our discussions in 2011 was preserving autonomy in old age. Organised in a retirement home in Fréjus at the request of its director, the meeting mobilised the entire CNP Trésor Nice team. Around 20 people attended the meeting, including residents, staff and residents' children.

They collected a wealth of information and advice from CNP Trésor's advisors on insurance solutions, financial assistance, home-care and solutions for passing money on to younger generations. It was an opportunity for the different generations to discuss and plan how to protect their loved ones."

JEAN-PIERRE CESBRON
Regional Delegate,
CNP Trésor Nice



SECURITY_

"Due to Europe's sovereign debt crisis and resulting stock market break (the third in 10 years), savers have lost the points of reference they thought they could rely on forever. In a late-2011 survey, we discovered that some policyholders had even come to doubt whether they could count on the capital guarantee on their traditional savings policies. The survey also confirmed that their aversion to risk had reached record highs and that security was by far the top criteria for selecting a life insurance solution.* Consequently, in addition to communicating on CNP Assurances' financial strength, we have been developing innovative products that offer the levels of protection and guarantees that policyholders want more than anything."

* TNS Survey – November 2011.

OLIVIER JAMOT
Manager, Marketing Studies
and Market Watch

AN INCREASINGLY RECOGNISED COMMITMENT TO HIGH STANDARDS

CNP Assurances pledged to support the United Nations Global Compact in 2003 and is dedicated to upholding and promoting its ten principles on human rights, labour rights, the environment and anti-corruption practices. The Argentinian and Brazilian subsidiaries and CNP UniCredit Vita in Italy have also joined the Compact, raising the total percentage of employees concerned to 88%. In 2011, CNP Assurances became a signatory to the United Nations Principles for Responsible Investment (PRI), attesting to its commitment to more broadly incorporating economic, social and governance (ESG) criteria into its asset selection process. The quality of this process has been recognised by experts and serves as a benchmark for evaluating the progress of industry players. CSR rating agency Vigéo ranks CNP Assurances among the leaders in its panel of European insurers.



CNP ASSURANCES UPHOLDS THE TEN PRINCIPLES OF THE GLOBAL COMPACT

Human rights

- 01.** Businesses should support and respect the protection of internationally proclaimed human rights;
- 02.** Make sure that they are not complicit in human rights abuses.

Labour

- 03.** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- 04.** The elimination of all forms of forced and compulsory labour;
- 05.** The effective abolition of child labour;
- 06.** The elimination of discrimination in respect of employment and occupation.

Environment

- 07.** Businesses should support a precautionary approach to environmental challenges;
- 08.** Undertake initiatives to promote greater environmental responsibility;
- 09.** Encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

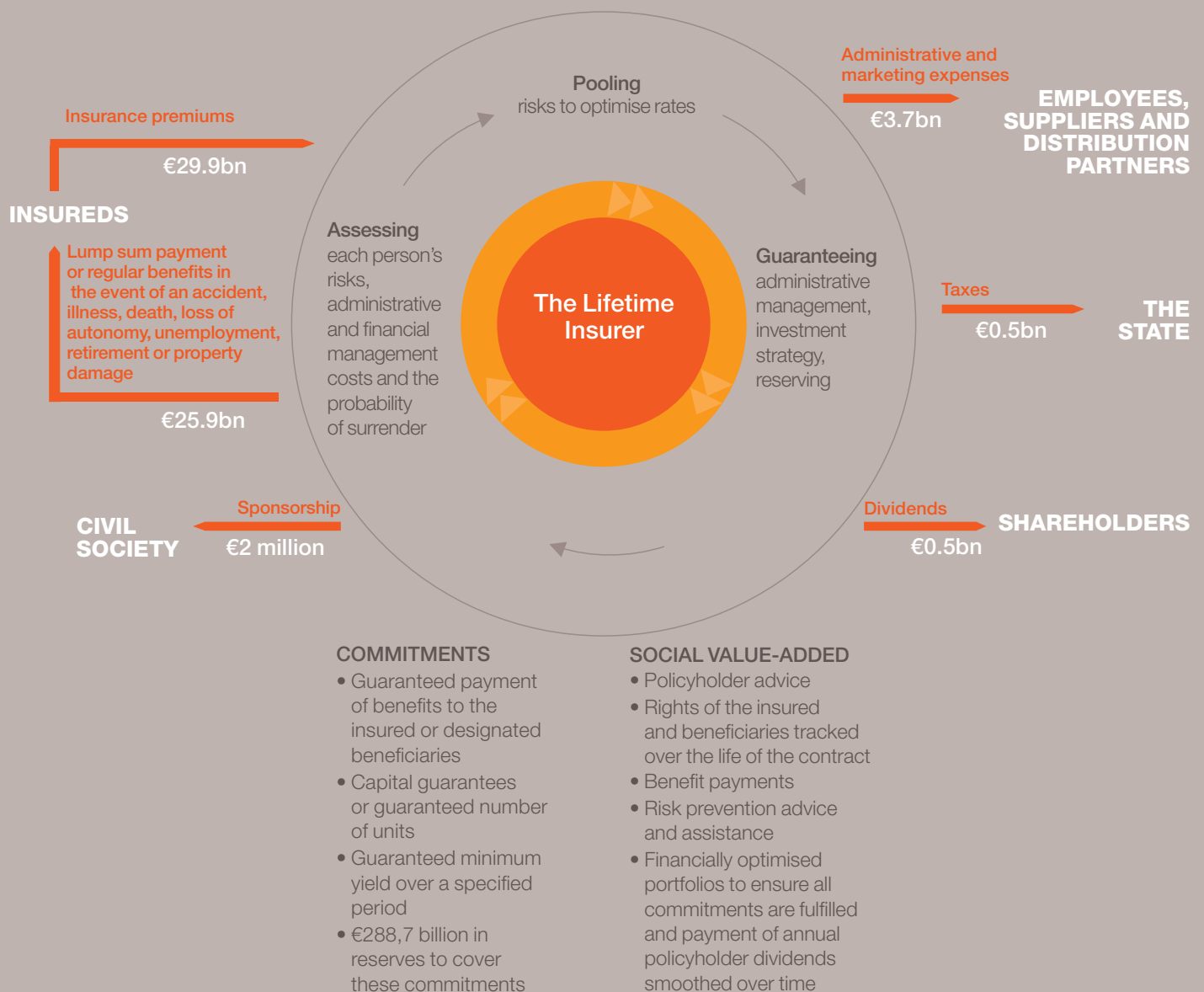
- 10.** Businesses should work against corruption in all its forms, including extortion and bribery.

Social value-added and value sharing in 2011

CNP Assurances

INSURANCE OFFER

Personal risk cover (accident, health, death/disability, long-term care, unemployment), pension contracts, property & casualty insurance



An expert business model that inspires confidence

Distribution agreements with large banking networks contribute to CNP Assurances's attractiveness among policyholders and potential partners.

CNP Assurances develops, creates and manages personal insurance contracts that are distributed through partners with a solid market presence, a strong trust equity and a shared set of values.

Combining expertise with close customer relationships, this model has proven particularly effective during the financial crisis and can be easily adapted to foreign markets to speed the Group's expansion.

IN FRANCE, TWO PARTNERS THAT ARE ALSO SHAREHOLDERS

La Banque Postale and Caisses d'Epargne (Savings Banks) distribute individual insurance products through their networks, which together represent over 21,000 points of sale. As CNP Assurances shareholders, both partners have a direct stake in the Group's performance and in its future through distribution contracts.

Agreements signed with the distribution networks set out the partners' respective commitments, which are constantly monitored to maintain the quality of service rendered to the networks and to policyholders.

Regular dialogue between teams helps to stimulate product innovation. Specialised marketing, information systems, finance and management committees bring additional insight to discussions with La Banque Postale and Caisses d'Epargne during meetings of existing partnership committees.

GROUP INSURANCE DISTRIBUTED THROUGH MULTIPLE CHANNELS

More than 300 financial institutions, around a hundred mutual insurance companies, 20,000 local governments and hospitals, 4,600 companies and numerous not-for-profit organisations put their trust in our pension, term creditor insurance and employee benefits contracts.

An expert in group insurance, CNP Assurances participates in complex calls for bids organised by large corporates, a segment in which it has a strong presence. The Group also distributes dedicated pension solutions to small and very small businesses through insurance brokers and the Caisses d'Epargne and Banques Populaires networks. CNP Assurances is the insurer for all of the group contracts sold by the Caisses

20%

of revenue generated internationally, representing €6.1 bn

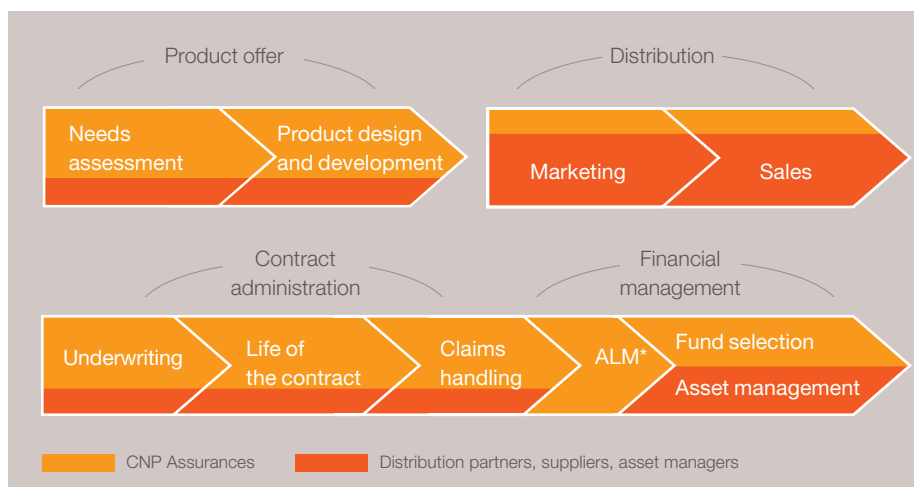
d'Epargne and the reinsurer (on a 60% basis) of the group contracts sold by Banques Populaires through Natixis Assurances.

EXPANDING INTERNATIONALLY

CNP Assurances generates 20% of its revenue outside France and is seeking new growth drivers mainly in Southern Europe and Latin America. Expansion is guided by the three fundamental principles behind our

business model: partner with a well-established distribution network, opt for the more attractive, image-enhancing bancassurance model, and give partners a stake in results through ownership of shares in our local subsidiary and incentivising financial arrangements.

COMBINING INSURANCE EXPERTISE WITH CLOSE-TO-THE-CUSTOMER SERVICE



* Asset and liability management



AGILITY_

“The Spanish market was badly hit by the 2011 crisis. To keep creating value for the Group in this situation, we had to react fast. Convinced that the future of insurance resides in service, we created an integrated services platform, CNP Insurance Services (CIS), to manage projects for the Group and also for other insurers. The skills and dedication of our teams made the difference. In just two years, we were able to double our revenue while containing costs. In 2011, our partnership with Barclays continued to deliver results, generating an additional 20% in premium income and 34% in profit. CNP BVP (Barclays Vida y Pensiones) has become CIS's number one customer. The world is changing and we have to be capable of adapting the CNP Assurances business model.”

EMMANUEL MORANDINI
Chief Executive Officer, CNP BVP,
Chairman of CNP Insurance
Services

Risk management under Solvency II

Risk management is an essential feature of the insurance business and a priority focus at CNP Assurances. The European Union's Solvency II directive has brought it to the top of the agenda.

In insurance, solvency refers to the insurer's ability to meet its long-term commitments to customers. The challenge is to balance the total amount of cover sold to policyholders with the resources that can be mobilised to meet the related commitments, including equity capital, technical reserves and assets such as stocks, bonds and real estate.

CALCULATING SOLVENCY CAPITAL

Pillar 1 of the directive is dedicated to this topic. Insurance companies are required to maintain technical reserves covering their best estimate of the total amount of their liabilities to policyholders plus a risk margin for unexpected events. The directive recommends a standard mathematical formula for calculating this amount, but allows companies to set up their own internal model. In 2011, CNP Assurances's teams of actuaries defined the specific parameters to be taken into account to accurately reflect the Group's exposure to risks. Starting on 1 January 2014, when the directive takes effect, the Solvency II coverage ratio – defined as the ratio of eligible capital to the solvency capital requirement – will become a key indicator of

insurance company health. At 31 December 2011, CNP Assurances estimated that its Solvency II coverage ratio was 150%, down by just 10 points despite the unfavourable environment.

A NEW RISK CULTURE

An Enterprise Risk Management (ERM) system is being deployed at CNP Assurances to fulfil Solvency II requirements on risk governance, management and strategy, and control.

Controlling risks is the responsibility of two departments with complementary roles. The Risks and Solvency department has overall responsibility for managing financial and technical risks and evaluating capital adequacy. The Risks and Compliance department is responsible for permanent controls and for overseeing the management of operational risks.

As part of the ERM project, in 2011 a new product development process was introduced based on a collaborative risk analysis performed by all of the experts concerned. The project also helped to structure risk governance procedures and more effec-

tively address the main risk areas associated with the Group's business model: sub-contracting and policy administration.

LOOKING AHEAD TO 1 JANUARY 2014

2012 will be dedicated to closely integrating risk management procedures, risk controls and risk assessments carried out by the internal control team.

We will focus on ensuring that every employee concerned understands the issues at stake and will set up shared scorecards to manage and gradually cover all of the risks facing the Group worldwide.

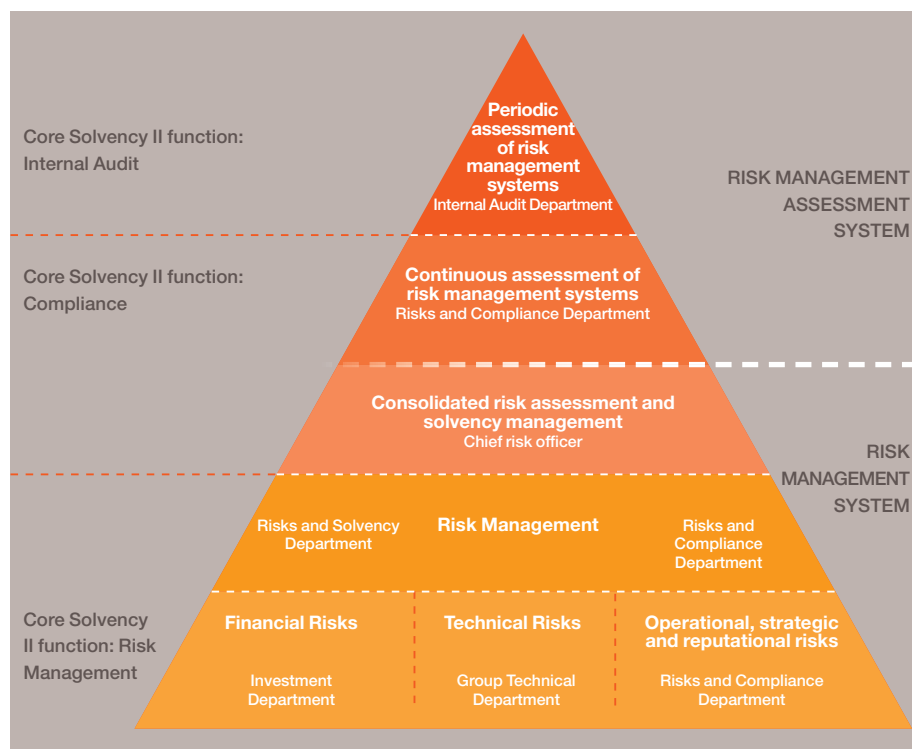
115%*

2011 Solvency I ratio
excluding unrealised gains

135%*

2011 Solvency I ratio
including unrealised gains

THE SOLVENCY II RISK MANAGEMENT SYSTEM



* Including the assumption of the scrip dividend payment option



DYNAMIC_

"Training the 800 CNP Assurances employees whose jobs will be affected by Solvency II gives us an opportunity to set in motion a cross-functional dynamic. Leveraging our experience in all disciplines, we have created a training curriculum that gives priority to imparting a general understanding of the risk management challenges facing CNP Assurances. Solvency II requires developing new technical expertise and communication skills. Training offers everyone a chance to embrace these changes according to their level of risk exposure and role, be they senior executives, middle managers or specialists. The programme will be rolled out through 2013."

ANNE-HÉLÈNE LABAT
Training Manager

Recession-proof asset management

In a particularly challenging economic environment, the Group's prudent and disciplined management approach has proven vitally effective and adaptive.

In response to the first signs of the economic crisis in 2008, governments sharply increased their debt by issuing sovereign bonds. These bonds were traditionally viewed as a risk-free investment. However, in 2011, following the problems in Greece this assessment had to be revised. At the same time, it became clear that the extreme financial market volatility observed in 2008 and 2009 was a mere foretaste of what was to come. This combination of events had a significant impact on the asset portfolios of large institutional investors.

BUILDING ON STRONG FUNDAMENTALS

France's no. 1 personal insurer for the past 20 years, CNP Assurances has built a reputation for disciplined asset/liability management by securely managing assets to deliver stable, satisfactory returns over time.

We strategically focus on long-term investments and generally hold the bonds in our portfolio to maturity. Over time, we have accumulated unrealised gains and significant reserves across our portfolio, which we add to whenever possible. This is what enabled

us to withstand difficult periods in the past and, in 2011, absorb the impact of the sovereign debt crisis and asset impairments. Our strong tradition of investing in diversified asset classes reduces our exposure to tem-

porary shocks. At 31 December 2011, of the total asset portfolio, 84% was invested in bonds – of which half in sovereign debt from over 20 countries –, over 9% in equities and equity funds and 3.5% in property. We also

INSURANCE AND FINANCIAL LIABILITIES BY TYPE OF GUARANTEE

(in billion of euros, excluding policyholder participation for the year)

Contracts	Guarantee by contract	Liabilities	31 December 2007	%	31 December 2009	%	31 December 2011	%
Unit-linked	Guaranteed number of units but unit value not guaranteed. Minimum capital guarantees		41.5	17.6	36.6	13.8	34.8	12.1
Guaranteed yield contracts	Capital guarantee plus yield guarantee of less than 60% of the TME* rate for first 8 years		54.9	23.3	56	21.2	55.9	19.4
Contracts without a yield guarantee	Capital guarantee		98.8	41.9	126.1	47.6	148	51.3
Enhanced fixed or variable yield contracts	Capital guarantee and enhanced yield commitment (≥60% of TME* rate)		9.3	4	9	3.4	7.9	2.7
Others	Personal risk contracts, term creditor insurance contracts, certain pension contracts		31	13.2	37	14.0	42.1	14.6
Total			235.5	100	264.7	100	288.7	100

* TME: Average French government bond rate

84%

of the portfolio at 31 December 2011 was invested in bonds (total Group)

invest in woodland and infrastructure to secure long-term yields. Note that CNP Assurances is France's largest private owner of woodland, with more than 54,000 hectares of forestry assets.

THE IMPACT AND TAKE-AWAYS FROM THE CRISIS

At 31 December 2011, the Group's total exposure to Greece, Italy, Spain, Portugal and Ireland represented less than 7% of our total assets, with Greek exposure alone representing just 0.2%. In compliance with European agreements and the recommendations of the securities regulator, we wrote down the Greek bonds in our portfolio by 70%. And we also wrote down large cap equities held in the portfolio, due to falling stock market prices.

NECESSARY ADAPTIVE MEASURES UNDERWAY

To reduce our vulnerability to financial market fluctuations, we are reorienting our asset management strategy by scaling down our portfolios of listed equities and selling off our peripheral sovereign debt portfolios. The

88%

of the bond portfolio at 31 December 2011 was rated A to AAA

focus has turned to physical assets that generate steady returns such as real estate, public infrastructure and other assets whose price is not affected by the situation in the financial markets. This strategy began to take shape in 2011 when we acquired a stake in France's natural gas transportation sector by investing in GRT Gaz.



CHANGE_

"The financial crisis that began in 2008, and is still ongoing, marked a turning point in insurer asset management. Sovereign bonds, which had always represented the bedrock of insurers' asset portfolios, can no longer be considered as risk-free. Now, more than ever, investments have to be diversified. At the same time, banks are obliged to sell assets to comply with Basel III and insurers are the first in the line of potential buyers. A new investment model should emerge as a result."

MIKAËL COHEN
Investment Director

Life insurance in France: a winning performance

In a challenging environment, the quality of its two major distribution partners and the loyalty of its customers gave the Group an edge. Net new money was positive in all four quarters of the year, lifting our market share to 17.4% from 16.8% in 2010.

Average technical reserves came to €286 billion, up 4.4% year-on-year.

Ten successful years in Brazil

The acquisition of a stake in Caixa Seguros in 2001 was a major milestone in CNP Assurances's international development. In the last ten years, the Brazilian subsidiary's revenue has been multiplied by six and its contribution to net profit by fifteen. Its life and non-life insurance products are distributed by the branch network of Caixa Econômica Federal, Brazil's second largest State-owned bank, under a 20-year exclusive distribution agreement.

international markets driving growth

In 2011, international operations accounted for 20% of the Group's premium income and 44% of its net insurance revenue. Growth has been led by Brazil and by successful bids for employee benefits contracts put out for tender by large corporates

Ready for Solvency II

In anticipation of 1 January 2014, the date when Solvency II takes effect, our teams have fine-tuned risk exposure calculations, strengthened the risk management system, structured risk governance processes and developed a training programme for the 800 employees whose jobs are directly affected by the directive.

Asset management: diligence and diversification

The sovereign debt crisis, coupled with unprecedented financial market volatility, has dented the asset portfolios of institutional investors. At CNP Assurances, we have adjusted our strategy to focus mainly on physical assets generating steady returns. For example, in 2011 we acquired an interest in GRTgaz and significantly increased our property purchases.

CNP Assurances a secure financial position

In 2011, we decided to cushion the business further against potential future shocks, by restoring to 2010 levels the policyholders' surplus reserve used during the year to absorb impairment losses on Greek debt and other asset write-downs. This exemplifies the prudent management approach that has enabled CNP Assurances to weather various crises throughout its 150 years of existence.

A new chapter in the history of the Foundation

In 2011, the CNP Assurances Foundation became a corporate foundation. It now has a Board of Directors that is more representative of CNP Assurances and a €4 million budget to fund an increased commitment to public health. It opened this new chapter in its history by selecting 161 projects for support.

Strategically planning the workforce

The increasing technical complexity of our professional disciplines has led us to closely align the management of our human resources with our required skill-sets. We aim to keep employee numbers stable until 2014 and are giving priority to career development, mobility and skills enhancement, supported by a training commitment representing over 5% of payroll in 2011.

The new product dynamic

In 2011, we innovated our line-up for the benefit of customers and partners. *Sérénia*, the high-end personal risk product introduced through La Banque Postale Prévoyance, won a prize from "Les Dossiers de L'Épargne" immediately following its launch. The *Nuances Capi* savings product was added to the Caisses d'Épargne's offering for private banking customers and *CNP Patrimoine Liberté Plus*, a traditional savings product with a unit-linked formula, was launched through the network of independent financial advisors.

An outspoken commitment to socially responsible investment

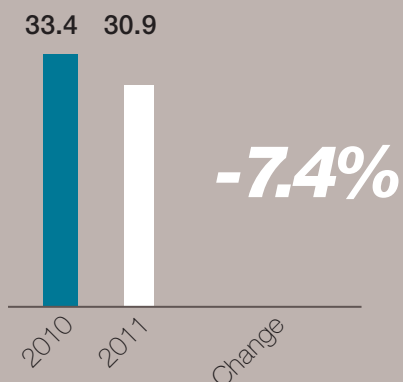
Convinced of the long-term performance benefits of introducing socially responsible investing criteria into asset management programmes, in 2011 CNP Assurances signed up to the United Nations Principles for Responsible Investment (PRI). This reflects the deep progress achieved in our investment activities and our commitment to more broadly incorporating SRI criteria in all asset classes.

Improving multi-channel fluidity

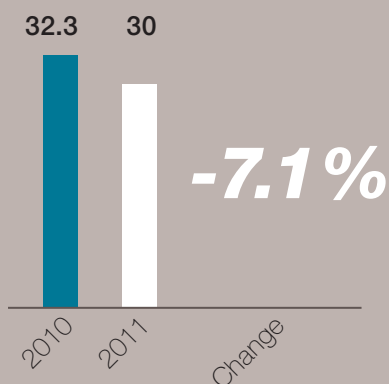
To optimise both partner performance and policyholder satisfaction, CNP Assurances has invested in cutting-edge management and information systems. With these systems, a paperless solution has been introduced for policyholder statements, medical questionnaires can be filled out online by borrowers applying for term creditor insurance cover and claims can be submitted via the Internet.

Financial highlights

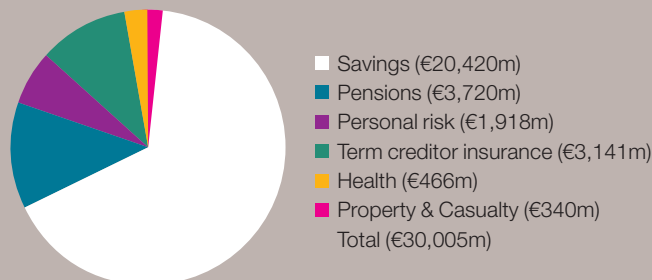
Total new money
(in €bn, French GAAP)



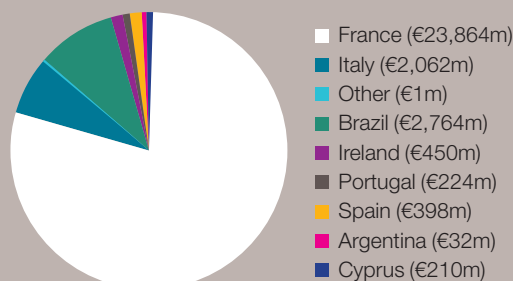
Total revenue
(in €bn, IFRS)



Revenue by business segment
(in €m, IFRS)



Revenue by country
(in €m, IFRS)

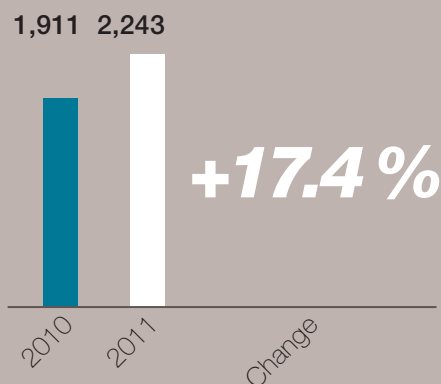


Consolidated revenue amounted to €30 billion in 2011, a decline of 7.1% compared with the previous year. This was mainly due to the Savings business, which experienced a 13.4% fall in revenue as a result of competition from bank products in Europe. By contrast, the Pensions and Personal Risk businesses both enjoyed double-digit growth, with rises of 17.7% and 11.0% respectively. In Pensions, part of the increase was attributable to a major employee benefits contract in Ireland. Term creditor insurance revenues were also up, by nearly 4% or 7.3% excluding the impact of the discontinued partnership with Cofidis. Although revenue in France was down 9.1%*, this was significantly less than the 14.0%** fall in the domestic Life and Pensions market in 2011. With its contribution up 13%, Brazil confirmed its role as a key driver of business growth for the Group.

* French GAAP

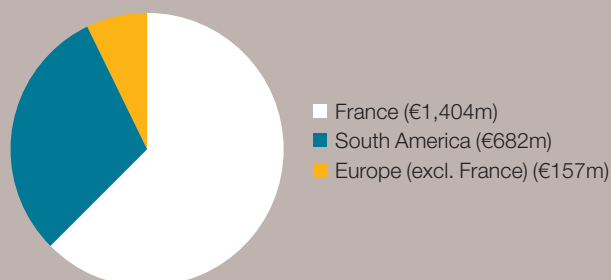
** Source: FFSA statistics, January 2012. French GAAP

Gross operating profit (EBIT) (in €m)



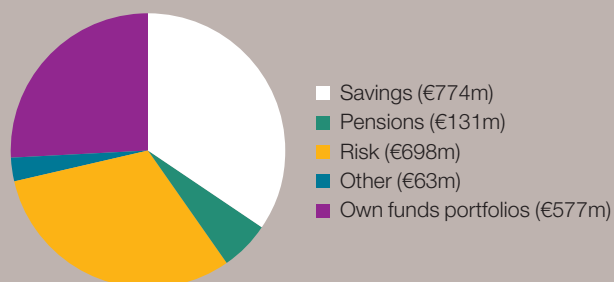
EBIT rose 17.4% to €2,243 million, reflecting the combined effects of strong operating momentum, which drove up net insurance revenue, and tight cost discipline.

2011 EBIT by geographic area (in €m)

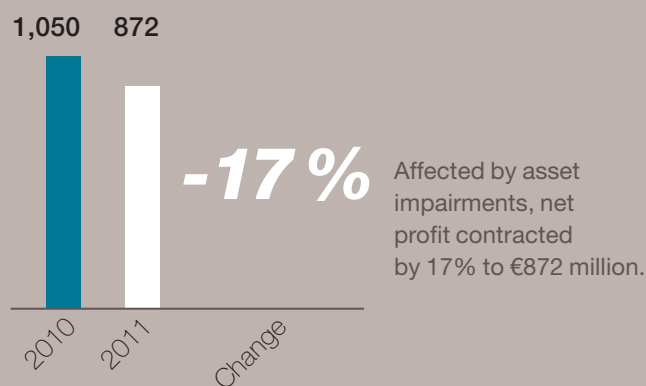


International operations contributed 37% of consolidated EBIT.

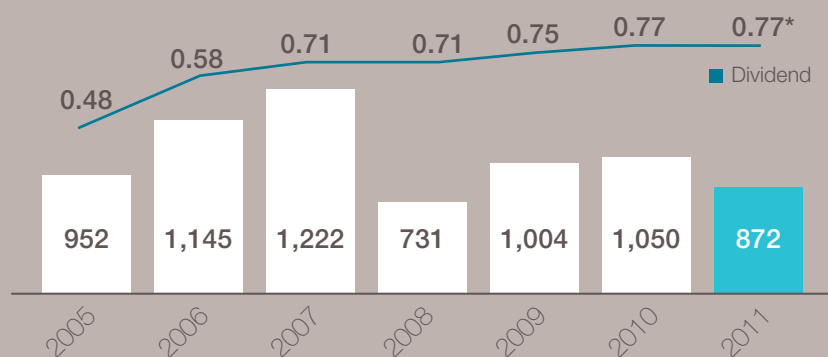
2011 EBIT by business segment (in €m)



Net profit (in €m)



EARNINGS AND DIVIDEND HISTORY (in € per share)



* Subject to approval by shareholders at the 2012 Annual General Meeting with a scrip dividend option.

EMBEDDED VALUE (Market Consistent Embedded Value/MCEV)

€20 per share at 31 December 2011 before dividends, up 2% compared with the end-2010 figure after dividends.

+2%

Corporate social responsibility (CSR) indicators

A RESPONSIBLE INSURER

Number of unit-linked contracts invested in SRI funds: 82,000 (down 5% versus 2010)

A RESPONSIBLE INVESTOR

- Percentage of assets managed according to ESG criteria: 80% as of beginning 2012
- Investments in SRI funds: €1.5 billion

A RESPONSIBLE EMPLOYER

- Total Group employees: 4,844
- CNP Assurances: 3,077
 - Consolidated subsidiaries: 1,649
 - Non-consolidated subsidiaries*: 118
- Percentage under permanent contracts**: 98.2%
- Training budget**: 4% of total payroll

AN ENVIRONMENTALLY RESPONSIBLE COMPANY

- Carbon footprint: 22,000 tonnes of CO₂ equivalent in 2009, 2% improvement in 2011 on a comparable scope and methodology basis
- Carbon sinks (CNP Assurances woodland assets) in 2011: 172,219 tonnes of CO₂ equivalent

RECOGNITION FROM SRI AGENCIES

Independent SRI rating agency Vigeo ranks CNP Assurances among the leaders in its panel of European insurers, with particularly high scores for community outreach. CNP Assurances's shares are included in several European SRI indices, including Ethibel Excellence Investment Register and Aspi Eurozone® 120.

OUR CSR PERFORMANCE

A review of CNP Assurances's 2011 sustainable development commitments including detailed indicators can be obtained on request from the Company or downloaded from the website www.cnp.fr.

* Filassistance, Âge d'Or, Sino-French Life Insurance.
** CNP Assurances and consolidated subsidiaries.



Share performance

SHARE PERFORMANCE, OCTOBER 1998 TO DECEMBER 2011

Since the stock market flotation on 6 October 1998, the share price has gained 61.5%, compared with a rise in the CAC 40 index of just 0.74% and a 49.2% decline in the Dow Jones Eurostoxx Insurance index over the same period.

In 2011, CNP Assurances shares lost 29% in a highly volatile market affected by the European sovereign debt crisis.



CNP Assurances

+61.5%

since the IPO

CAC 40

+0.7%

DJ Euro Stoxx

-49.2%

CNP Assurances on the stock market

Listing: NYSE Euronext Paris

IPO: 6 October 1998

Share price on 31 December 2011: €9.58

Market capitalisation as of 31 December

2011: €5.7 billion (source: Bloomberg)

Shares outstanding: 594,151,292

Number of individual shareholders:

approximately 140,000

Average daily trading volume in 2011:

478,831 shares (source: Bloomberg)

Indices

SBF 120

Euronext 100

DJ Euro Stoxx Insurance

ASPI Eurozone® 120

Ethibel Excellence Index

Europe

Saving for peace of mind

In 2011, the economic crisis caused savers in France to dip into their savings. The loyalty of its policyholders helped CNP Assurances to withstand this situation better than the market.



In 2011, the French life insurance market experienced five consecutive months of negative net new money, with withdrawals exceeding deposits. According to the Fédération Française des Sociétés d'Assurances (FFSA*), net outflows increased with every passing month, from €300 million in August to an alarming €3.8 billion in December. This was an unprecedented reversal in the market, which nevertheless reported positive net new money of €7.6 billion for the year as a whole and technical reserves up €22 billion to €1,362 billion at the end of 2011.

MARKET SHARE GAINS

In these crisis conditions, CNP Assurances recorded positive net new money in all four quarters, attesting to the robustness of its multiple partner model and the confidence of its policyholders. In France, revenue declined by 9.1% on a French GAAP basis, significantly less than the 14% fall experienced by the market as a whole. As a result, our market share rose to 17.4% on new money basis (from

* Refer to the glossary, p.68.

Note: all amounts are on an IFRS basis unless otherwise specified.

€241 bn

in Savings average technical reserves excluding deferred participation in 2011

16.8% in 2010), and to a record high of almost 35% in net new money terms.

STRONG PERFORMANCES BY THE TWO MAIN PARTNERS

La Banque Postale delivered an excellent performance in 2011, with new money down by just 4%. Unit-linked sales continued to climb. The *Cachemire* life insurance solution designed for high net worth customers enjoyed another year of sustained growth, with nearly 57,000 new contracts sold, representing premium income of €4.11 billion.

The Caisses d'Epargne experienced a 16% fall in new money, more than for the life insurance market as a whole. However, the network nonetheless significantly outperformed the market in terms of net new money, demonstrating its success in maintaining customer confidence in life insurance and in unit-linked contracts, which still represent 15.6% of its business compared to the market average of 14.1%.

34.9%

market share in France (net new money, 2011)

THE IDEAL VEHICLE FOR GOAL-ORIENTED SAVINGS

We have never been more convinced that life insurance is the pillar of long-term savings in France and the best vehicle for savers who are preparing for retirement or want to finance a project. Our broad range of products ensures that each policyholder can find the solution that suits their ambitions and profile, whether they are looking to support their children financially, secure their savings or capital, pass on capital to the younger generation, increase their retirement income or protect their family against life's hazards.

New money

Total premiums collected by insurers during the reference period*.

Net new money

Difference between the premiums paid by policyholders and the benefits paid by insurers during the reference period*.

* Source: translated from the Lexique des termes d'assurance published by L'Argus de l'Assurance, 2010



CONVICTION_

"Uncertainty in the financial markets has complicated the task of the advisors in our distribution networks and we have worked harder than ever to support them. In 2011, we stepped up our educational efforts, refined our arguments and organised case study workshops to convey key messages capable of restoring policyholder confidence. There has to be a constant emphasis on the enduring advantages of life insurance: its tax-advantaged status, the security provided by traditional savings products with a capital guarantee and a guaranteed yield, and the option of transferring funds between traditional and unit-linked funds to tap the profit potential offered by the financial markets. Policyholders also have to be reminded of our Group's strengths: its prudent financial management approach, its solvency ratio and its 150 years of resilience during good times and bad."

PIERRE POURTIER

Business Development Manager, Ile-de-France, Picardie and Overseas Territories

Preparing for retirement

Our pension business enjoyed double-digit growth in 2011, with international operations continuing to drive momentum.



One of the main reasons why people save is still to boost their income after they retire. We are there to help them, with life insurance contracts, personal pension products such as the Plan d'Épargne Retraite Populaire (PERP) and a range of group insurance contracts offered to corporate customers. In addition, employee retirement savings are facilitated through the Plan d'Épargne pour la Retraite Collective (PERCO) group pension plans managed by our subsidiary Fongépar.

THE FASTEST-GROWING BUSINESS

In 2011, Pensions revenue climbed 17.7% to €3.7 billion, thereby confirming the business's position as the Group's second largest source of revenue. Pensions business alone accounts for 12% of consolidated revenue, even before taking into account the pension savings invested in life insurance products, which contribute 68% of the Group total. Note that over 60% of pensions business is generated internationally, mainly in Brazil, where premiums rose 12.8% in 2011 to €1.7 billion. By comparison, pensions revenue in France came to €1.4 billion, down 4.1%.

€3.7bn

in pensions revenue
for the Group in 2011

WINDOWS OF OPPORTUNITY IN THE CORPORATE MARKET

The Group is broadening its geographic presence more rapidly, mainly by bidding for contracts with large global corporations.

For example, we won a major group pensions contract through our Irish subsidiary with one of the world's leading carbonated drink brands. We competed for a number of other international contracts in 2011, mainly in Europe, and expect to see positive results from our efforts in 2012.

Having earned the confidence of large international groups, this assertive approach has enabled us to capitalise on moves to purchase pension and employee benefits solutions from the same provider for all units around the world.

In one of the year's highlights, our supplementary pensions contract with global energy producer Total was extended to include the group's chemicals division, thereby increasing the number of plan participants by 10%.

A FRUITFUL INITIATIVE

Préfon, the non-profit organisation that manages the supplementary pension scheme for

60.8%

of pensions revenue
generated outside France

French civil servants, has modernised its distribution channels. The insured can now call a special toll-free number in France (30 25) or log onto www.prefon-retraite.fr to access up-to-the-minute account information and simulation tools.

The investment has paid off, with the number of users rising to 375,000 as of 31 December 2011, and with over 12% of Préfon members increasing their contributions over the past three years.



REINVENTION_

"Employee protection is at a crossroads. Deficits accumulated over the years and growing imbalances have become pressing concerns against the backdrop of the economic crisis. The current system appears broken. At the same time, companies are faced with growing expectations in terms of corporate social responsibility, which is making them more attentive to their employees' well-being. There is an impetus to revisit employee benefit plans, but many questions remain. How can employees be best protected? Should protection be dissociated from work and extended to people who are unemployed? How should these plans be financed? In light of its values and leadership position, CNP Assurances will make a vital contribution to the debate. The INPC aims to do the same."

HERVÉ COLAS

Managing Director, Institut National de Prévoyance Collective (INPC)

Insuring against the unexpected

In 2011, the personal risk business enjoyed double-digit growth and generated strong margins to boost overall profit, thereby validating CNP Assurances's diversification strategy.



CNP Assurances covers all of life's everyday risks with personal risk products such as health, accident, long-term care, death and funeral insurance. These contracts are sold by La Banque Postale Prévoyance (a joint subsidiary of CNP Assurances and La Banque Postale), the Caisses d'Epargne, CNP Trésor advisors and numerous employee benefits partners, including companies, regional and local authorities and hospitals, mutual insurers and employee benefits institutions.

THE NEED FOR SECURITY

In 2011, personal risk premiums rose 11% to €1.9 billion. While France accounted for 75% of the total, the business continued to expand rapidly in Brazil, up 21.8% to €419 million.

La Banque Postale Prévoyance moved its range upmarket with the launch of the *Sérénia* death-disability insurance solution. Policyholders can purchase up to €3 million in cover and the product is one of the few in France to also include serious illness cover. Demand for the Caisses d'Epargne's *Ecureuil Solutions Obsèques* funeral insurance offer

€1.9bn

in personal risk premiums
in 2011

is growing, with 1,300 contracts sold per month on average. Employee benefits solutions are sustaining their momentum thanks to contracts won with large corporations in 2010.

115 MUTUAL INSURANCE PARTNERS

MFPrévoyance, a subsidiary set up between the Group and France's main civil service mutual insurers, was fully consolidated in 2011. At the same time, several mutual insurers strengthened their ties with CNP Assurances, particularly in the areas of long-term care insurance and death cover. In all, premium income from mutual insurers advanced 15.4% to €974 million, of which €332 million was generated by MFPrévoyance.

CNP Assurances continued working with Humanis, a large mutual insurer specialising in supplementary employee benefits, to create a major partnership and seize opportunities in the fast-growing employee benefits market.

A PIONEER IN LONG-TERM CARE

Some 900,000 people in France require

21.8%

of personal risk business
generated in Brazil

long-term care, at a total cost of around €20 billion, of which €5 billion is financed by local authorities. Increasing life expectancies, the growing needs of the dependent or disabled and the limits of publicly-funded programmes have naturally led private insurers to develop a range of complementary solutions. With nearly 30 years of experience in this market, CNP Assurances is moving the debate forward, lobbying alongside its partners. In 2010, two million civil servants obtained immediate loss of autonomy cover under health insurance contracts offered by our partner MGEN (the teachers' mutual insurance company). In 2011, an optional, bespoke guarantee was added to the package and taken up by 2,000 insureds within a few months.



SOLIDARITY_

"Potential overall solutions to long-term care needs are the topic of a national debate in which CNP Assurances has decided to play a leading role. The idea is to create intergenerational solidarity through a basic system of obligatory contributions, supplemented by optional personal contributions set by each individual based on his/her financial capacity and end-of-life income. The challenge is to raise individual awareness about the urgency of the matter in order to gain the critical mass needed to organise a collective, sustainable solution for the benefit of all. This will only work if there is a clearly identified leader, and CNP Assurances has the experience and strengths to show the way."

ÉRIC CAMPONOVO

Director, Mutual Insurers
Partnership Centre

Borrowing money securely

CNP Assurances has confirmed its leadership position in term creditor insurance by adapting to its partners' needs and to customer behaviours.



Our term creditor insurance offer is distributed through banks, home and consumer loan specialists and lenders set up to support the social economy, such as the committees that collect and invest the housing levy payable by companies under the “Action Logement” programme. With 12 million insureds and 30% of the market, CNP Assurances is no. 1 in France's term creditor insurance market.

DELIVERING PERFORMANCE

In France, the term creditor insurance market grew by more than 3% in 2011. The increase was led by home loans, which continue to rise despite a decline in transaction volume. CNP Assurances' premium income in this segment totalled €3.1 billion for the year. Growth was led by the strong expansion of our main partners in France – Crédit Agricole, Caisses d'Epargne, La Banque Postale, Banques Populaires and Crédit Immobilier de France – and of term creditor business outside France, which was up 26% thanks largely to Brazil and Italy.

12 million

loans insured in France
by CNP Assurances
as of end-2011

315 PARTNER FINANCIAL INSTITUTIONS

Underpinned by long-term agreements, our business model has continued to prove effective. In 2011, we celebrated the 50th anniversary of our partnership with Crédit Agricole and continued to seek out new customers. We won an Action Logement Groupe Sud Est contract to insure loans financed by the government housing levy, raising our share of this market to 20%. Co-insurance agreements signed with Natixis Assurances and the agreement signed with Genworth to reinsure loans granted by GE Money Bank helped to further diversify the business.

SATISFYING PARTNERS AND INSURED

In France, in 2011 75% of medical questionnaires (1,300,000) were directly processed in branch by our partners' insurance advisors using the CNPNet software application. To optimise claims management, our teams introduced the new Navéo application, which allows claims to be processed within a maximum of five days. The widespread use of SMSs to inform policyholders of their claims status, and online claims reporting will speed

€3.1bn

in global term creditor
insurance premiums
in 2011

exchanges of information and claims processing.

A CERTAIN VISION OF TERM CREDITOR INSURANCE

Term creditor insurance should not just be an unavoidable cost, it should be a real source of protection for borrowers against the consequences of unforeseen events. The uncertainties associated with today's economic crisis further legitimise that view. The new AERAS convention on access to loans and insurance by people who represent an aggravated health risk, which was signed on 1 February 2011 and implemented in September by CNP Assurances, improves the disability cover extended to our policyholders. Placing a priority on affordability, while segmenting offers to meet individual needs, we pool risks as necessary to ensure that the most vulnerable policyholder categories are covered.

BOLDNESS_

"CNP Assurances has remained the leader in term creditor insurance over the years thanks to its agility and innovation capabilities. For example, the CNPNet application deployed in our partner branches has sped up and secured the insurance application process, so that two out of three customers go home with a contract in their pocket. From now on, applicants can also fill out their medical questionnaire online. Our ambition is to anticipate our customers' needs. Our 150 years of experience are a formidable source of inspiration and confidence that sustains our competitive edge over the long term."

MARIE-HÉLÈNE SEGUY
Manager, Partnerships and
Business Development, Financial
Institutions Partnership Centre

Accessing life enhancing services

CNP Assurances took the lead ten years ago by inventing “insurassistance” products that combine financial benefits and in-kind services in a single contract.



To conquer the insurassistance market, we created dedicated subsidiaries such as Filassistance International, a local assistance specialist. Personal assistance services are provided by Filassistance Services and the Âge d'Or Services network, while our Carrés Bleus subsidiary helps our major partners to manage medical risks and policyholder relations.

FILASSISTANCE: MORE THAN 7 MILLION BENEFICIARIES

Filassistance International develops innovative personal assistance solutions that are bundled with classic health or funeral insurance or the more recent pension or long-term care contracts. These services are designed at the same time as the financial benefits and included with CNP Assurances's personal risk and savings products as with its long-term care products. In this way, we can partner policyholders throughout the life of their contract with an offer combining financial benefits and information, prevention, assistance and in-kind services in a single package. In 2011, Filassistance reported nearly €14 million in revenue, up 12% on the previous year.

10,000

service providers
in France pre-selected
by Filassistance Services

AGE D'OR SERVICES: ON HAND FOR 20 YEARS

When confronted with one of life's hazards, policyholders can rely on Filassistance Services. Its medico-psychosocial teams are on call 24/7 to listen, advise and recommend the right service provider for their situation.

Close to 10,000 personal service providers have been pre-selected by Filassistance in the 20 professions recognised by France's Borloo Act to operate under the CNP Services à la Personne banner. Âge d'Or Services, which was acquired by CNP Assurances in 2002, lends its support through a network of 147 franchisees and over 1,000 care givers. In 2011, the network celebrated its 20th anniversary and commemorated its many achievements. In the past 20 years, Âge d'Or Services has extended its offer and become a provider of multiple services, including personal support, handiwork, gardening, home care and meal delivery. In addition, over 100 of its agencies (serving 40,000 customers) have earned "NFServices aux Personnes à Domicile" certification in recognition of their commitment to a continuous quality improvement process. Its 2011 revenue totalled nearly €35 million.

Over 1,000

Âge d'Or Services
caregivers throughout
the country

CARRÉS BLEUS: 15 YEARS OF SUPPORT

Carrés Bleus is a wholly owned CNP Assurances subsidiary that aims to help large health insurance partners (traditional and mutual insurers, employee benefits institutions and supplementary insurance providers) manage healthcare costs and provide information to insureds. Leveraging a technical platform of 35 healthcare and social benefits professionals, the subsidiary handled 91,000 calls in 2011, analysed 20,000 medical quotes and processed 535,000 requests for eye-care cost reimbursements, generating revenues of €1.6 million.



PRESENCE_

"Insuring people by paying them financial benefits is no longer enough. What makes the difference is supporting them through difficult situations. In the case of a loss of autonomy, for example, carers are affected too, especially the spouse or the child of the dependent person. Aged 64 on average, 45% of these carers also hold down a job and 75% are women. They need to be supported. We were thinking of them when we created an assistance service for carers that is integrated into our contracts. Personal risk policyholders and group insurance beneficiaries who find themselves caring for a loved one are immediately covered under these programmes."

**FRÉDÉRIQUE
CINTRAT-BARGAIN**
Director, Marketing and Sales,
Filassistance

A responsible insurer

For CNP Assurances, the keys to policyholder and partner confidence lie in acting responsibly and maintaining high standards of efficiency.



As a personal insurer committed to partnering customers throughout their lifetime, CNP Assurances is a natural advocate of sustainable development. Its continuous drive to broaden access to insurance strengthens its profile as a responsible corporate citizen, while its dynamic approach to socially responsible investing allows policyholders themselves to play a part in the sustainable development process.

PROMOTING SRI FUNDS AMONG POLICYHOLDERS

To enable policyholders to invest mindfully, we work with our partners to promote socially responsible investment (SRI) funds. At end-2011, technical reserves invested in SRI funds represented €269.6 million.

REDUCING VULNERABILITIES

We have a mission to protect the most vulnerable people from life's everyday risks. In term creditor insurance, we approved over 99.8% of the insurance applications submitted to us in 2011, thereby confirming our commitment to accepting aggravated risk business. Our teams actively participated in preparing the new AERAS convention on

€269.6m

invested in SRI funds
chosen by policyholders
at end-2011

99.8%

of term creditor
insurance applications
accepted

access to credit and insurance by people who represent an aggravated health risk, in cooperation with France's insurance and banking industry bodies (FFSA* and FBF) and non-profit advocacy groups for people with serious illnesses. The new convention, signed on 1 February 2011, relaxes the conditions under which borrowers presenting an aggravated risk can obtain disability cover. CNP Assurances was the first insurer to apply the new rules, which were rolled out to its partners in September.

MODERNISING CUSTOMER RELATIONS

The CNP Assurances business model organises customer relations based on two phases: i) product marketing through the partner networks and ii) policy administration by CNP Assurances. Offering high-quality customer service means maintaining a seamless relationship throughout the life of the contract, using cutting edge information and management systems.

For example, our partners are equipped with insurance workstations comprising a suite of applications that are connected to

our Group-wide system. They enable customer relationship managers in bank branches to instantly perform a variety of operations and spend more time advising the customer. In 2011, the workstations used by La Banque Postale (Partages) and the Caisses d'Epargne (Puma) were upgraded in step with new product and service development, with an uptime rate of nearly 100%.

Our online services platforms, which policyholders can access through our partners' respective portals, are as important to quality of service as individual advisor performance. Through the Caisses d'Epargne portal, for example, policyholders can pay top-up premiums or measure the sensitivity of their investments to financial risk in order to make more informed decisions about their savings.

LISTENING TO POLICYHOLDERS

Satisfaction surveys have become a core component of our quality control strategy. In 2011, the Policyholder Services unit conducted a survey among policyholders and beneficiaries to identify weaknesses in our services and develop corrective solutions.

* Refer to the glossary, page 68.



ETHICS_

"Following the death of an insured, if the designated beneficiary doesn't come forward, we initiate the search process. Investigators sign a code of ethical conduct that establishes clear boundaries in their relationship with the beneficiaries. They are paid by CNP Assurances, so nothing is deducted from the death benefit. As soon as the beneficiary is identified, he/she is directly notified by CNP Assurances. In the interest of fairness, in all cases beneficiaries receive the post-mortem investment yield earned on the contract, in accordance with the French Act of 2007. This means that payouts are systematically adjusted a year after the insureds' death. Our ethical stance comes as a surprise to some customers who are impressed by our efforts to find them and appreciate that we pay them the investment yield."

CÉCILE VERRIER

Policy Administrator,
Policyholder Services, Angers

SRI

Socially responsible investment

ESG

Environment, social and governance criteria used in asset selection

PRI

Principles for responsible investment defined by the United Nations

1,067

mediation cases out of over 15 million policies



The mediation service set up by CNP Assurances is an easy-to-use, free dispute resolution process that significantly reduces the number of lawsuits and improves relations with policyholders. Details of how to contact the mediator are included in the general terms and conditions of all of our policies.

The mediation service was asked to examine 1,067 cases during the year, up 10% more than in 2010. The increase was primarily due to the deepening economic crisis and the growing number of households with unmanageable levels of debt. In 55% of cases, complaints were resolved in the insured's favour.

5,600 BENEFICIARIES TRACED IN 2011

In compliance with FFSA recommendations, we initially gave priority to processing unclaimed death benefits under contracts with the oldest insureds and the largest payouts. The search for beneficiaries has been widened and processing capacity has been increased. To do so, we have created a dedicated unit supported by professional investigators who are rigorously selected through a competitive bidding process. More than 80% of our searches were successful in 2011, bringing the total number of claims processed in four years to 20,300.

A responsible investor

In signing the UN's Principles for Responsible Investment, we have taken a decisive step towards deepening our commitment.

€1.3bn
invested in SRI funds
by CNP Assurances

CNP Assurances's SRI commitment is anchored in its corporate values and in the values of the United Nations Global Compact. But investing in SRI funds is only part of the picture. In pledging our support for the United Nations Principles for Responsible Investment (PRI) in 2011, we affirmed our objective of extending environmental, social and governance (ESG) screening to all asset classes.

CLASSES BEYOND BEST-IN-CLASS

Alongside our two main asset managers, Natixis Asset Management and La Banque Postale Asset Management, we have developed socially responsible investment strategies that consist of selecting the best companies in terms of ESG criteria and verifying their compliance with those criteria each quarter. This monitoring process was initiated in 2006 for the equity portfolio and extended to the corporate bond portfolio in 2011.

ESG SCREENING APPLIED TO 80% OF ASSETS IN EARLY 2012

Convinced that the inclusion of non-financial criteria contributes to long-term performance, we have broadened our ESG screening process.

Environmental audits have been carried out on 42% of office buildings held in the investment property portfolio and all newly acquired properties. ESG ratings are systematically taken into account for all investments in private equity funds. We have invested €98 million in funds combining financial and ESG criteria. Investments held by these funds include for example companies operating in the carbon market and start-ups engaged in urban outreach and disability advocacy. Starting in 2012, PRI criteria will also be applied to the corporate bond portfolio.

FROM MONITORING TO VOTING

As a responsible shareholder, in 2011 CNP Assurances participated in the shareholders' meetings of 117 companies and voted on 2,098 resolutions. In this way, we fulfilled our role as an active shareholder of substantially all of the French companies and the main foreign companies in the portfolio.



GROWTH IN SRI INVESTMENTS

SRI portfolio at fair value in € millions at 31 December	2009	2010	2011
Own funds portfolio	141.2	324.5	1 285.3
Policyholder portfolios	227.6	295.9	269.6
Employee savings plan portfolios	72.1	90.4	82.5

A responsible employer

Faced with a changing insurance business and the need to remain competitive, CNP Assurances manages its human resources responsibly.



Insurance professions are growing more technically complex as new regulations are introduced, impelling us to manage our employees in close alignment with our future skills needs and our values.

FOCUS ON JOBS

The weakened economic environment is leading insurers to undertake cost-cutting measures and some of them have chosen to lay off staff. In contrast, CNP Assurances has decided to focus on protecting jobs and is aiming to keep employee numbers stable through 2014.

In 2011, the number of employees increased by 1.8% compared with 2010, with most of the extra staff taken on by the subsidiaries. In all, 417 people were hired, of which 223 in France. At the same time, the use of employees under temporary and fixed-term contracts continued to decline rapidly.

As of 31 December 2011, 98.2% of Group employees were working under a permanent contract.

ENCOURAGING MOBILITY

The priority placed on career development in recent years and measures to limit growth

4,844

employees worldwide
at 31 December 2011

in employee numbers have given impetus to our internal mobility strategy. In 2011, 58.9% of the positions offered were filled by internal candidates. Efforts have intensified to provide employees with personalised assistance in defining and achieving their professional ambitions. During the year, 89% of employees benefited from a performance review and 766 from a career review.

In addition, CNP Assurances contributes to developing employee mobility within the Caisse des Dépôts Group. The two organisations share job openings via the Mobil'Idées application and build bridges between job families to stimulate talent exchange. Promotions continue to be widely used to recognise skills and retain talent, with 156 employees promoted in 2011.

In all, nearly 15% of permanent employees moved to a new position within the organisation in 2011.

TRAINING PROGRAMMES TAILORED TO NEEDS

General skills enhancement is supported by ongoing training opportunities. Employees representing 89% of the workforce at 31 December 2011 received some form of

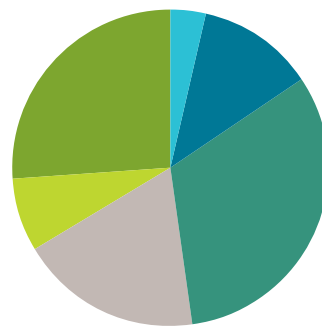
training during the year, for an investment equal to over 5% of the total payroll. Training programmes cover key areas of expertise, including insurance techniques, sales and marketing, IT and office systems. In addition, two e-learning modules for all employees were deployed during the year, one on preventing money laundering, to coincide with the application of the third EU directive on the subject, and the other on fighting discrimination to encourage diversity within the Group.

PROMOTING DIVERSITY

To better understand the needs of our policyholders, we strive to create a diverse workplace that reflects the make-up of society. Disabled employees accounted for 5.61% of the workforce at the year-end, representing 107 employees in all, of which 98 under permanent contracts. In addition, we provided work for sheltered workshops, corresponding to 40 "beneficiary unit" as defined by the French authorities. We are also continuing to improve gender balance, with 50.6% of management positions (882 managers) and 26.5% of executive positions occupied by women. In the past two years, the wage gap

EMPLOYEES BY SKILL SET, 2011

CNP Assurances: 3,077 employees



Actuaries/ statisticians: 115	Sales and marketing: 571
Finance: 368	Information systems development: 235
Contract administration: 991	Corporate functions: 797

73%

of managers have received training on equal opportunity employment

98.2%

of Group employees under permanent contracts at end-2011



between men and women has narrowed by 2%. In addition, the Diversity label we earned in 2009 has been renewed by AFNOR. An overall diversity management system was set up in 2011, supported by a Diversity Steering Committee representing all of the organisation's functions. This initiative should help to further diversify the Group's different departments and units.

DIALOGUE OUTCOMES

A sixth agreement to promote the employment of people with disabilities was signed last year, covering the period 2011 to 2014. A second agreement on gender equality was also signed with all of the employee representative bodies, committing the organisation to quantitative objectives for gender diversity and the promotion and training of women over the next four years (2012-2015). Negotiations in favour of keeping employees aged 45 and above in employment began in September and negotiations concerning psycho-social risks should reach their conclusion in early 2012.

EMPLOYEE WELL-BEING

An in-house mediation system has been

set up to prevent and address workplace conflict and distress in cooperation with the human resources and management teams. In 2011, employees made use of the system 67 times, mainly to ask for advice or support. In addition, an external 24/7 hotline run by Filassistance has been set up to listen to employee concerns. A member of the occupational health, safety and working conditions committee is now the point person on psycho-social risks and meets with the in-house mediation team at least once a quarter.

Worldwide

The managers of our subsidiaries have been trained in stress prevention, and all of our host countries implement programmes to promote employee well-being. Examples include the "Bem Vida" programme in Brazil, CNP BVP's ¡EmBÁRcate! initiative in Spain and CNP Argentina's Code of Ethics, which addresses workplace accident and occupational illness prevention.

A lasting relationship with shareholders

Since our stock market listing in 1998, we have worked to build lasting relationships of mutual trust with our shareholders.

23.4%

of the capital is held
by the public

The shareholders' club

The Shareholders' Club provides its nearly 8,000 members with free access to information and additional services, regardless of the number of shares they hold. They are regularly invited to attend conferences led by our partner Planète Patrimoine. Following its success in 2011, the conference dedicated to "Better Understanding Insurance" will be repeated in 2012.

Over 23% of the Company's capital is in the hands of the public, including institutional investors, individual shareholders and employees.

A LOYAL SHAREHOLDER BASE

We enjoy the backing of a stable shareholder base, consolidated by the agreement between our major shareholders – Caisse des Dépôts et Consignations (40%), the French State (1.1%) and Sopassure* (35.5%) – that runs until the end of 2015. In all, CNP Assurances has some 140,000 individual shareholders. Employees hold 0.35% of the capital, 2,438 directly and some 1,450 through the corporate mutual fund.

TRANSPARENT COMMUNICATIONS

CNP Assurances is committed to providing the financial community with comprehensive information that is readily available, transparent and easy to understand. We communicate through financial publications, newsletters, two financial information sections on our website www.cnp-finances.fr dedicated respectively to individual shareholders and institutional investors, and two email addresses where shareholders can send

inquiries. Shareholders in France can call a toll-free number to find out the latest share price and the levels of the benchmark indices, link up to a voice server to hear recent news or speak to a shareholder advisor.

TREATING SHAREHOLDERS EQUALLY

Each of our shareholders is important to us. Shareholders' Meetings are based on the principle of one share, one vote. Registered shareholders may login to www.nomi.olis-net.com to view their holdings, download documents, ask to receive the notice of meeting by e-mail and vote online. We are vigilant about providing all shareholders with equal access to information and schedule several meetings with individual shareholders throughout the year.

* Sopassure is a holding company owned by La Banque Postale (50.1%) and Groupe BPCE (49.9%).

Serving the general interest

In 2011, the CNP Assurances Foundation became a corporate foundation and confirmed its commitment to promoting public health.



The CNP Assurances Foundation supports projects that are aligned with our core business of insuring individuals against risks. Its aim is to initiate and nurture public health initiatives through the early stages of development. Now a corporate foundation, it has a Board of Directors that is more representative of the Company and a five-year budget of €4 million, which will help to deepen its commitment in its two main areas of outreach.

PAIN PREVENTION AND MANAGEMENT

The CNP Assurances Foundation is dedicated to raising awareness about best practices in the area of pain management. In 2011, it sponsored the film *"A vous de jouer! La distraction des enfants lors des soins"* created by the non-profit organisation Sparadrap. The film presents a variety of methods that can be used in paediatrics to distract children from pain. A short version of the film has been published online to educate the general public. The foundation also supports the project conducted by the Montpellier university hospital (CHRU) to improve pain management when patients are being moved. A film entitled, *"Itinéraire d'un patient"*

€4m

in funding for the
Foundation over five years

douloureux” (“Itinerary of a patient in pain”), illustrates the optimal step-by-step handling of such situations.

In 12 years, the foundation has allocated nearly €7.7 million to 200 projects conducted by healthcare professionals and non-profits.

AIDING HEART ATTACK VICTIMS

The foundation also funds projects to improve emergency CPR and assistance provided to heart attack victims. In three years, it has provided €1.5 million in funding to deploy 2,215 defibrillators and train users in 1,372 local communities.

ENCOURAGING EMPLOYEES TO BECOME INVOLVED

The CNP Assurances Foundation helps to fund projects in which employees are personally involved. In 2011, for example, the Foundation chose to support five such projects, including the creation of a hostel for the families of hospitalised children in Madagascar and the acquisition of special bicycles for children with multiple handicaps living at the Handas centre in Châtelet-en-Brie. The foundation also fulfilled the dreams of sick and disabled children by offering them

161

projects supported in 2011

their first airplane flight through the “Rêves de gosse” programme, and sponsored the purchase of a filtration system to improve access to drinking water for 190 orphans living at the Bananule School in Kampala, Uganda.

PRESERVING EUROPE'S CULTURAL HERITAGE

In addition to the Foundation's activities, CNP Assurances occasionally supports cultural initiatives that reflect its attachment to outstanding heritage sites. In Italy, we are the sole sponsors of a project to restore the St. Martino Tower, which commemorates the battle of Solferino and symbolises the forging of a united Italian nation.



SAVE_

“40,000 people die every year from a heart attack in France. This major health problem triggered new legislation in 2007 authorising people without medical training to use a defibrillator. In keeping with its mission to protect life, CNP Assurances encourages local communities to install defibrillators in public places and broadly raise awareness about CPR for victims of cardiac arrest. In all, 2,215 defibrillators have been deployed in 1,372 towns across France. But people still need to overcome their fears of using the equipment. For this reason, whenever a defibrillator is installed with the foundation's support, training is systematically provided to local users. The foundation finances part of cost of the equipment and training, which must go hand-in-hand in order to be effective.”

**SYLVIE
CHAUMONT-VALLON**
Manager, CNP Assurances
Foundation

Protecting the environment

The carbon audit confirmed our environmental challenges and strengthened our determination to address them.



Computer equipment, paper, business travel and buildings are the main sources of greenhouse gas emissions at CNP Assurances. And while we have a small carbon footprint due to our service-oriented business, we do everything we can to reduce that impact.

PAPER IS OBJECTIVE NO. 1

At Group level, overall paper use (for day-to-day operations, policyholder relations, corporate communication, etc.) rose slightly in 2011, particularly in France, where product development and regulatory changes required the printing of additional documentation. We nevertheless consumed responsibly, as 87% of our paper complied with FSC, PEFC or European Eco sustainable forest management standards.

Broader take-up of electronic policyholder statements will be of widespread benefit, by improving the service offered to policyholders and partners alike. Caisses d'Epargne customers can now download their statements from the network's website and advisors can check the statements directly on their workstations. Similar services will be introduced in 2012 for La Banque Postale's customers.

90%

of Group employees have access to a recycling system

172,219 tonnes

of CO₂ equivalent absorbed in carbon sinks (CNP Assurances woodland assets)

RENEWED FOCUS ON CO₂ EMISSIONS

In France, our electricity use fell to 17.5 million kWh in 2011 from 18.8 million kWh in 2010, mainly thanks to the installation of new air conditioning units in the Paris office. While CO₂ emissions caused by internal operations have shrunk by 2% to 22,000 tonnes of carbon equivalent since the 2009 Bilan Carbone® audit, there is still room for improvement in other areas. Business travel emissions are up 18%, for example. This is being addressed by optimising printing resources and installing webcams at 200 manager workstations.

SUSTAINABLY MANAGING FORESTS

CNP Assurances is the largest private owner of woodland in France, with 54,462 hectares of forest, of which 1,540 were acquired in 2011 (in the Massif de Champrond area of the Eure-et-Loire region). These woodlands have been certified by the Pan European Forest Council (PEFC) and are managed by Société Forestière using methods that protect their biodiversity and pro-actively plan for the impact of climate change.

In 2011, two agreements were signed with CDC Biodiversité, an organisation that

designs and manages CO₂ offset solutions. The first concerns the restoration and management of 117 hectares of moorland with a view to protecting the butterfly species *Coenonympha oedippus*. The other concerns the restoration of more than 15km of streams and rivers to create habitat corridors for endangered and threatened fauna such as the European mink and the otter.

ONGOING ACTIVISM

In 2011, we maintained our commitment to raising environmental awareness among our employees. The CNP Assurances annual convention rallied employees around the theme of the UN International Year of Forests and drew their attention to our forestry assets. During Sustainable Development Week, Mobility Week and SRI Week, a large number of meetings and workshops were held to discuss the environmental issues facing our Group.

Green initiative

The carbon footprint of our Brazilian subsidiary Caixa Seguros, due to business travel and buildings, was reduced by over 10% in 2011 to 2.32 tonnes of carbon equivalent per employee. Going a step further, the subsidiary is offsetting its greenhouse gas emissions through an Atlantic Forest reforestation programme in partnership with NGO Iniciativa Verde. The reforestation initiatives have a positive effect on biodiversity, water resource quality and soil conservation. They also help to restore natural carbon sinks to areas that have been encroached upon by the constantly expanding dairy farming industry.

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Angers customer service centre

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49008 Angers Cedex 01

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Rouen

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76000 Rouen

Orléans

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Limousin, Rhône-Alpes)*
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69003 Lyon

Regional offices

Lyon

Immeuble VIP
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69003 Lyon

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63000 Clermont-Ferrand

Valence

ZA les Plaines
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Ester Technopole
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Regional offices

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79000 Niort

Pau

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Agen

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47000 Agen

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Regional offices

Strasbourg

29, rue du Faubourg de Saverne
67000 Strasbourg

Nancy

16, rue de la Ravinelle
54000 Nancy

Lille

48, rue des Canonniers
59800 Lille

Reims

ZA Becquerel
15, avenue Becquerel – Bâtiment B
51010 Châlons-en-Champagne

Mediterranean region head office

*(Provence-Alpes-Côte d'Azur,
Languedoc-Roussillon, Corsica)*
Les Docks
Atrium 10.5
10, place de la Joliette
BP 16 634
13567 Marseille Cedex 2

Regional offices

Marseille

Les Docks
Section 11 Nord
10, place de la Joliette
13002 Marseille

Montpellier

68, allée de Mycènes
34000 Montpellier

Nice

Les Docks
Section 11 Nord
10, place de la Joliette
13002 Marseille

Aix-en-Provence

Le Decisium
1, rue Mahatma Gandhi
13090 Aix-en-Provence

WORLDWIDE OFFICES

Italy

■ **CNP UniCredit Vita**

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■ **CNP Italia**

Via Dante, 14
20121 Milano
Italia
www.cnpitalia.it
Phone: 00 39 02 72 60 11 20
Fax: 00 39 02 72 60 11 50

Spain

■ **CNP Vida de Seguros y Reaseguros**

Calle Ochandiano 10, Planta 2a
El Plantio
28023 Madrid
España
www.cnpvida.es
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Fax: 00 34 915 243 377

■ **CNP Barclays Vida y Pensiones**

Calle Ochandiano 16, Planta 1
El Plantio
28023 Madrid
España
www.cnpbvp.es
Phone: 00 34 915 243 400
Fax: 00 34 915 243 377

Brazil

■ **Caixa Seguros**

Sector Comercial Norte,
Quadra 01, n° 77, Bloco A
Edificio Number One - 15° andar
70710-500 Brasilia – DF
Brasil
www.caixaseguros.com.br
Phone: 00 55 61 2192 2696
Fax: 00 55 61 2192 2407

Argentina

■ **CNP Assurances Compañía de Seguros**

M.T. de Alvear 1541 (C1060AAC)
1001 Buenos Aires
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Fax: 00 54 11 5811 7905

China

■ **Sino French Life Insurance Company**

Hua Bin International Building 1206
8 Yongandongli, Jianguomenwaidajie
Beijing 100022
P.R. China
www.sfli.com.cn
Phone: 00 86 10 85 28 85 88
Fax: 00 86 10 85 28 81 88

■ **CNP Assurances Beijing**

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Hua Bin International Building 2101
8 Yongandongli, Jianguomenwaidajie
Beijing 100022
P.R. China
www.cnp.com.cn
Phone: 00 86 10 85 28 81 85
Fax: 00 86 10 85 28 81 87

Cyprus / Greece

■ **CNP Marfin Insurance Holdings**

64, Arch.Makarios III Ave
& 1 Karpenisiou Str.
1077 Nicosia
Cyprus
www.cnpmarfin.com
Phone: 00 357-22 88 74 04
Fax: 00 357-22 88 74 60

Ireland

■ **CNP Europe Life**

Embassy House
Herbert Park Lane
Ballsbridge
Dublin 4
Ireland
www.cnplife.ie
Phone: 00 353 1 231 5080
Fax: 00 353 1 231 5314

Adjusted net asset value (ANAV)

The value of assets attributable to shareholders after deducting intangible assets, subordinated debt and other items included in the value of in-force business.

Asset/liability management (ALM)

The purpose of asset/liability management is to match fund the insurer's liabilities towards the insured with assets, so that the insurer's financial risk is covered at all times.

Association Française de l'Assurance (AFA)

Set up in July 2007, this industry association examines insurance-related issues and lobbies on behalf of the industry. It is presided on an annual rotating basis by the presidents of Fédération Française des Sociétés d'Assurances (FFSA) and Groupement des Entreprises Mutuelles d'Assurances (GEMA).

Attributable recurring profit

Recurring profit attributable to equity holders before fair value adjustments and non-recurring items. Attributable recurring profit includes capital gains realised over the period.

Basel III

New banking rules defined by the Basel Committee on Banking Supervision that will take effect in 2013. Their purpose is to strengthen: i) the global capital framework, by raising the level and quality of minimum capital requirements; and ii) the global liquidity framework, by supporting access to financing on the markets.

Capitalisation reserve

The capitalisation reserve is used to smooth the impact of changing interest rates on investment income from sales of fixed rate bonds. Gains on sales of fixed rate bonds are accumulated in the capitalisation reserve, and are released to offset losses on fixed rate bond sales. The capitalisation reserve is included in the calculation of required capital.

Carrying amount

Amount at which investments are carried in the balance sheet, corresponding to the purchase cost less accumulated depreciation or amortisation, where applicable, and any accumulated impairment losses.

Embedded value (EV)

Adjusted NAV + value of in-force business.

Adjusted NAV and value of in-force business provide an indication of the present value of future profits expected to be derived from the insurance book, while the new business value provides an indication of the value of business written during the year. These indicators for CNP Assurances are determined using the market consistent approach. The calculations comply with European Insurance CFO Forum Market Consistent Embedded Value Principles (MCEV®)* except in the case of Caixa Seguros, for which a traditional method is used.

Endowment policy

A life insurance contract designed to pay a lump sum (guaranteed minimum yield) to designated beneficiaries after a specified term or on earlier death. It includes the option to surrender at any time, a capital guarantee on non-unit-linked funds and policyholder dividends and a guarantee on the number of units in unit-linked funds.

Environment, social and governance (ESG) criteria

Criteria used to determine the extent to which a company, local authority or national government is socially responsible.

Fédération Française des Sociétés d'Assurances (FFSA)

Professional federation whose members include most French insurance companies and subsidiaries of foreign groups, operating in the life or non-life business or both. The federation's specialised commissions examine industry-specific issues such as proposed regulatory changes and also produce analyses and statistics on the French market.

Gross operating profit (EBIT)

Net insurance revenue less expenses, corresponding to operating profit before fair value adjustments, capital gains recognised in profit, other financial income and expenses and non-recurring items.

Group Insurance

Class of insurance allowing a company (or an association, local authority, mutual insurer or bank) – “the policyholder” – to take out an insurance policy covering a natural group of

individuals (such as the company's employees) – “the insured”.

Guaranteed rate contracts

Life insurance contracts under which the insurer guarantees the payment of a certain minimum yield over a specified period, in compliance with applicable regulations.

IFRS (International Financial Reporting Standards)

Internationally recognised accounting standards that all listed European companies are required to apply as from January 2005.

Individual insurance

Class of personal insurance allowing an individual to take out insurance cover (endowment, whole life) with an insurance company.

Institut National de Prévoyance Collective (INPC)

A non-profit organisation set up in 1982 to promote the development of employee benefit and pension plans managed jointly by employer and employee representatives. Its purpose is to provide employees with additional income on retirement, on top of their pension under government-sponsored pay-as-you-go schemes. The INPC's members include CNP Assurances, five social benefits institutions (CIPREV, GNP, IPSEC, Vauban Humanis and ICIRS) and employee savings plan manager Fongépar.

Life annuity

A guaranteed stream of payments to the insured until his/her death (and subsequently to any designated beneficiary if the contract includes a reversion clause).

Term creditor insurance

Insurance policy whereby an insurer commits to making loan repayments on behalf of the insured following the occurrence of an insured risk.

Long-term care insurance

Insurance policy covering individuals against the risk of loss of autonomy in old age.

Market consistent embedded value (MCEV)

See “embedded value”.

Net insurance revenue

Margin on insurance business (before expenses).

New business (value of)

Discounted present value of future earnings streams from business written during the year less the cost of the capital needed to comply with solvency margin requirements.

PERCO (Plan d'Épargne Retraite Collective)

Product introduced in the Pensions Reform Act (“Fillon Act”) of 21 August 2003 to replace the PPESV (Plan Partenarial d'Épargne Salariale Volontaire) employee savings plan. Group pension product, accounted for as an employee savings plan not as life insurance. Benefits are payable as a lump sum or an annuity. Early withdrawal of the capital is allowed in a limited number of circumstances.

PERP (Plan d'Épargne Retraite Populaire)

Personal pension plan introduced in the Pensions Reform Act (“Fillon Act”) of 21 August 2003, open to everyone. Tax-advantaged pure annuity product with no surrender option. A PERP layer may now also be added to “Article 83” group pension plans. These two-layer plans are known as PERE (Plan d'Épargne Retraite en Entreprise). Under the 2010 Pensions Reform Act, savers have the option of receiving a lump sum on retirement.

Personal insurance

Insurance policy concerning an insured individual, not the insured's property. Examples include endowment insurance, whole life insurance, accident insurance, disability insurance and health insurance.

Personal risk

Insurance contract paying a temporary or life annuity to the insured or designated beneficiaries in the event of an accident, illness, death, a loss of autonomy, inability to repay loans or unemployment.

Policyholder dividends

In life insurance, the portion of the investment yield distributed to policyholders in the form of dividends, as required by law.

Realisable value

The market value of investments (for example, the latest stock market price in the case of listed securities).

Required capital

Minimum coverage of insurance risks required by law to protect the interests of the insured. Required capital carrying cost corresponds to the present value of the cost of equity capital held to cover required capital over the period until all obligations to policyholders have been extinguished. It is calculated as the difference between the return expected by shareholders (discount rate) and the net of tax return earned from the investment of the required capital.

Socially Responsible Investing (SRI)

An investment management strategy incorporating non-financial considerations such as environment, social and governance (ESG) criteria.

Solvency II

Reform of European insurance regulations applicable from 1 January 2014, designed to better align insurance and reinsurance companies' required capital with their risk exposures.

Traditional savings contract

Insurance policy for which the surrender value and benefit payments correspond to a cash amount).

Traditional savings contract with a unit-linked formula

Insurance policy for which the surrender value and benefit payments are expressed as either a cash amount or in units. The policyholder generally has the choice between investing premiums in a traditional savings or a unit-linked fund. Some policies allow policyholders to shift their capital from one fund to the other during the life of the policy.

Unit-linked contract

Insurance policy for which the surrender value and benefit payments are expressed in units, generally corresponding to the number of units in a mutual fund. The insurer guarantees the number of units in the fund, but not their value. The cash value of the insurer's commitment varies in line with the market value of the mutual fund units.

Unrealised gain or loss

The positive or negative difference between the market value of an asset and its carrying value in the balance sheet.

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This website explains the basics of life insurance using instructional videos.

A website focusing on
financial information

comprising a section for individual shareholders and another for institutional investors. **www.cnp-finances.fr**

www.cnp-lecercle.fr

Toll-free number (in France):



Most of our publications are available on request in both French and English and can be downloaded from www.cnp.fr or www.cnp-finances.fr. Our Shareholders' Guide and Guide to General Meetings are available in French only.

Download our publications



CSR indicators

Our corporate social responsibility (CSR) policy enhances the sustainable development process by making the organisation accountable to stakeholders for its performance. We map our CSR commitment using indicators that gauge our progress on a set of core challenges. These allow us to set measurable objectives around which our teams can be mobilised.

This form of transparent communication with stakeholders is a strategic priority at CNP Assurances, which has been publishing CSR indicators since 2006. Expanding our role as a corporate citizen, we have started publishing a Corporate Social Responsibility Report to meet growing demand among analysts for this type of data. The report presents the latest progress achieved in the interest of our different stakeholders and includes new data concerning our subsidiaries.

CNP Assurances is a société anonyme
(public limited company)
incorporated in France with fully paid
up share capital of €594,151,292.
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4, place Raoul-Dautry
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Governed by the French Insurance Code
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L'assureur de toute une vie



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