Aflac Incorporated

Presentation Notes for the 2014 Goldman Sachs U.S. Financial Conference



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FORWARD-LOOKING INFORMATION

The Private Securities Litigation Reform Act of 1995 provides a "safe harbor" to encourage companies to provide prospective information, so long as those informational statements are identified as forward-looking and are accompanied by meaningful cautionary statements identifying important factors that could cause actual results to differ materially from those included in the forward-looking statements. We desire to take advantage of these provisions. This document contains cautionary statements identifying important factors that could cause actual results to differ materially from those projected herein, and in any other statements made by company officials in communications with the financial community and contained in documents filed with the Securities and Exchange Commission (SEC).

Forward-looking statements are not based on historical information and relate to future operations, strategies, financial results or other developments. Furthermore, forward-looking information is subject to numerous assumptions, risks and uncertainties. In particular, statements containing words such as "expect," "anticipate," "believe," "goal," "objective," "may," "should," "estimate," "intends," "projects," "will," "assumes," "potential," "target" or similar words as well as specific projections of future results, generally qualify as forward-looking. Aflac undertakes no obligation to update such forward-looking statements. We caution readers that the following factors, in addition to other factors mentioned from time to time, could cause actual results to differ materially from those contemplated by the forward-looking statements: difficult conditions in global capital markets and the economy; governmental actions for the purpose of stabilizing the financial markets; defaults and credit downgrades of securities in our investment portfolio; exposure to significant financial and capital markets risk; fluctuations in foreign currency exchange rates; significant changes in investment yield rates; credit and other risks associated with Aflac's investment in perpetual securities; differing judgments applied to investment valuations; significant valuation judgments in determination of amount of impairments taken on our investments; limited availability of acceptable yen-denominated investments; concentration of our investments in any particular single-issuer or sector concentration of business in Japan; decline in creditworthiness of other financial institutions; deviations in actual experience from pricing and reserving assumptions; subsidiaries' ability to pay dividends to Aflac Incorporated; changes in law or regulation by governmental authorities; ability to attract and retain qualified sales associates and employees; decreases in our financial strength or debt ratings; ability to continue to develop and implement improvements in information technology systems; interruption in telecommunication, information technology and other operational systems, or a failure to maintain the security, confidentiality or privacy of sensitive data residing on such systems; changes in U.S. and/or Japanese accounting standards; failure to comply with restrictions on patient privacy and information security; inability to recognize tax benefits associated with capital loss carryforwards; level and outcome of litigation; ability to effectively manage key executive succession; catastrophic events including, but not necessarily limited to, epidemics, pandemics, tornadoes, hurricanes, earthquakes, tsunamis, acts of terrorism and damage incidental to such events; ongoing changes in our industry; events that damage our reputation; and failure of internal controls or corporate governance policies and procedures.



Aflac

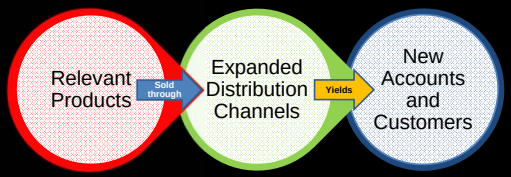
NYSE: AFL

Forward-Looking Statement

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Aflac's Strategy for Growth



Protecting Against:
- Asset loss
- Income loss
- Supplemental medical expenses

Reaching Customers at:
- The worksite
- Home
- Retail locations

Insuring:
- More than 50 million people

NYSE: AFL

Aflac Japan






NYSE: AFL

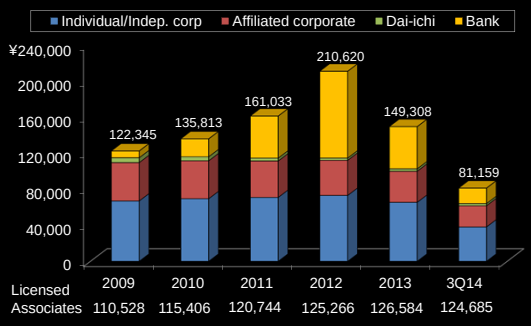
Aflac Japan's Product Line

First Sector	Third Sector
Life insurance products, including: • Life » Term » Whole » Hybrid (Ways) » Child Endowment • Fixed Annuity	Supplemental insurance products, including: • Cancer • Medical

NYSE: AFL

Sales by Distribution Channel

(New Annualized Premium Sales, In Millions)



NYSE: AFL

Aflac Japan Performance

(Nine Months Ended September 30, In Yen)

	2013 Results	2014 Results
New sales increase	(27.8)%	(30.3)%
Third sector sales	(.1)	(2.8)
Total revenues increase	9.1	1.2
Benefit ratio*	73.0	72.6
Expense ratio	17.4	17.9
Premium income increase	8.3	.1
Pretax profit margin	20.7	21.1
Pretax earnings increase	12.6	3.1
Premium persistency	95.1	94.8

*As a percentage of premium income

NYSE: AFL

Promotion Strategy

Corporate icon



Product icons

EVER (medical)



Maneki Neko Duck
Former medical icon
(2009-current)



Tama Duck
Sub-standard medical icon



Black Swan
Latest medical icon

DAYS (cancer)



Blue Duck
Previous cancer icon

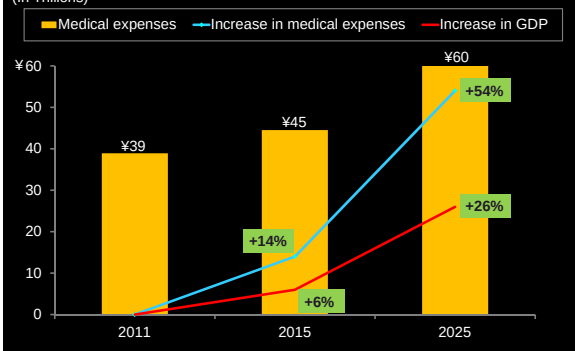


Pioneer Duck
New cancer icon

Growth Opportunities in Japan

Japan's National Medical Expenses

(In Trillions)



Source: Ministry of Health, Labor and Welfare, 12/11

NYSE: AFL

Aflac U.S.









NYSE: AFL

Aflac U.S. Product Line

	Individual Platform	Group Platform
• Income-loss protection		
» Disability (short-term)	✓	✓
» Life (term, whole-life)	✓	✓
» Life (juvenile)	✓	
• Supplemental medical		
» Hospital indemnity	✓	✓
» Dental	✓	✓
» Vision	✓	
• Asset-loss protection		
» Accident	✓	✓
» Critical care:		
- Cancer	✓	✓
- Critical illness	✓	✓
- Hospital intensive care	✓	

NYSE: AFL

Aflac U.S. Distribution System

- 70,000+ commissioned sales associates
- Growing broker relationships to access larger case market

NYSE: AFL

Aflac U.S. Performance

(Nine Months Ended September 30)

	2013 Results	2014 Results
New sales increase	(1.7)%	(4.5)%
Total revenues increase	3.4	1.2
Benefit ratio*	55.0	54.1
Expense ratio	31.8	32.1
Premium income increase	3.5	1.1
Pretax profit margin	19.2	19.8
Pretax earnings increase	5.5	4.7
Premium persistency	76.7	76.8

*As a percentage of premium income

NYSE: AFL

Aflac U.S. Branding






NYSE: AFL

Growth Opportunities in the U.S.

The Business Market

Size of Firm	Number of Firms (000)	Number of Employees (Millions)	% of Total Employees
<100 Workers	5,585	39.1	34.5%
100 - 1,000 Workers	90	22.0	19.3
>1,000 Workers	9	52.3	46.2
Total	5,684	113.4	100.0%

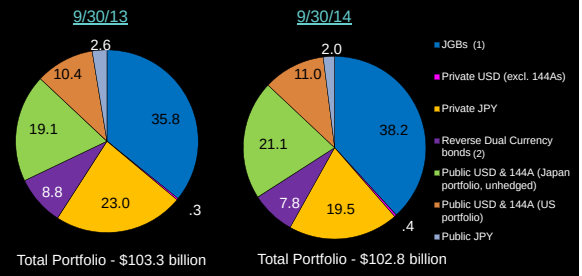
Source: U.S. Census Bureau Tabulations by Enterprise Size, 2011

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Investments

Aflac Incorporated Consolidated Portfolio*

(Percentage of Total Portfolio, At Amortized Cost)



Total Portfolio - $103.3 billion

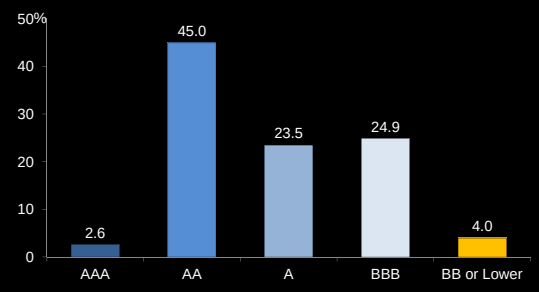
Total Portfolio - $102.8 billion

*Excludes cash, equities, and miscellaneous investments
(1) Includes JGB RDCs
(2) Reverse-dual currency bonds (RDCs) have principal denominated in yen and pay U.S. dollar coupons

NYSE: AFL

Credit Ratings on Debt Securities

(September 30, 2014, At Amortized Cost)



Total Debt and Perpetual Securities - $102.8 Billion

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Aflac Global Investments Objective

- Maximize risk-adjusted performance subject to liability profile and capital requirements
- Key elements:
  - Liquidity / portfolio flexibility
  - Diversification
  - Improved yields
  - Expanded investable universe
  - SMR / RBC

NYSE: AFL

Consolidated Financial Performance and Capital Management

Aflac Incorporated Financial Performance

(Nine Months Ended September 30, 2014)

	As Reported	Ex. Yen
Premium income	(4.2)%	.4%
Net Investment income	1.8	4.7
Benefits and expenses	(3.9)	.7
Operating earnings	(.9)	2.7
Operating EPS	1.7	5.4

NYSE: AFL

Strong Capital Profile

	12/11	12/12	12/13
Aflac RBC ratio	493%	630%	786%
Aflac Japan SMR	547%	669%	777%

NYSE: AFL

Reconciliation of Operating to Net Earnings Per Diluted Share

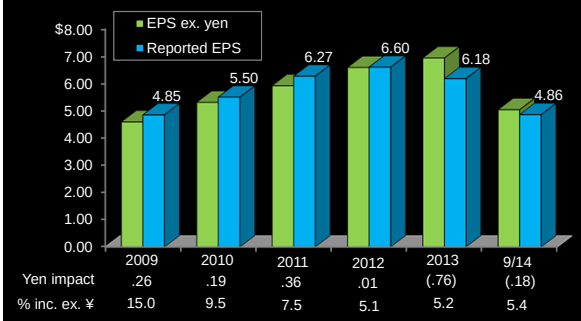
(GAAP Basis)

	2012	2013	9/13	9/14
Operating earnings	$6.60	$6.18	$4.78	$4.86
Reconciling items net of tax:				
Realized gains (losses):				
Sales & impairments	(.69)	.09	.30	.20
Hedge costs related to foreign currency investments	(.01)	(.04)	(.03)	(.05)
Other non-operating income	(.01)	.04	–	.01
Derivatives & hedging	.22	.49	.26	(.09)
Net earnings	$6.11	$6.76	$5.31	$4.93

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Operating Earnings Per Share*

(Diluted Basis, GAAP Basis)

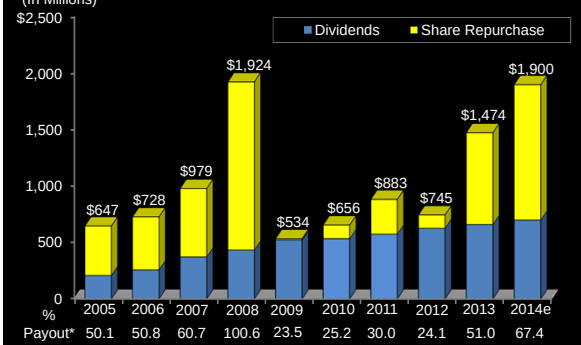


*Beginning 2010, amounts adjusted for revised DAC standard

NYSE: AFL

Returning Capital to Shareholders

(In Millions)



*Dividends and share repurchase as percentage of GAAP operating earnings

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EPS Growth Objectives

- For 2014, we expect operating earnings per diluted share to increase 3% to 4%, excluding the impact of foreign currency
- For 2015, we expect operating earnings per diluted share to increase 2% to 7%, excluding the impact of foreign currency

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2014 Annual EPS Scenarios

Average Exchange Rate	Annual Operating EPS	% Growth Over 2013	Yen Impact
95	$6.40 - 6.58	3.6 - 6.5%	$ .09
97.54*	6.31- 6.49	2.1 - 5.0	—
100	6.22 - 6.40	.6 - 3.6	(.09)
105	6.06 - 6.24	(1.9) - 1.0	(.25)
110	5.91 - 6.09	(4.4) - (1.5)	(.40)
115	5.78 - 5.96	(6.5) - (3.6)	(.53)
120	5.65 - 5.83	(8.6) - (5.7)	(.66)

* Actual 2013 weighted-average exchange rate

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Aflac

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