Aflac Incorporated

Presentation Notes for the 2015 Credit Suisse Financial Services Forum



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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.

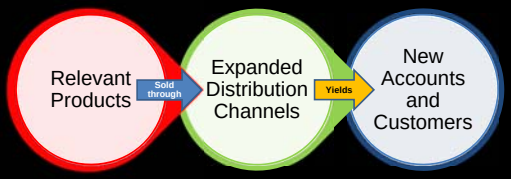
NYSE: AFL

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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

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Aflac Japan






NYSE: AFL

Aflac Japan's Product Line

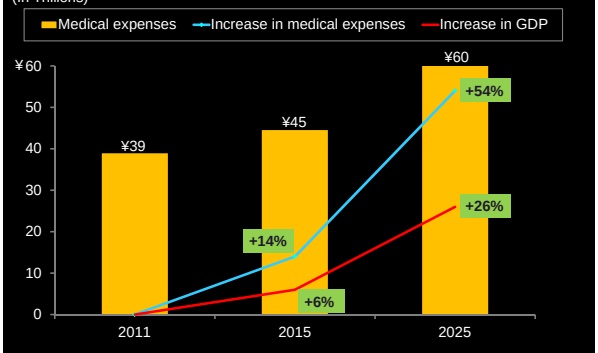
First Sector	Third Sector
Life insurance products, including: • Life » Term » Whole » Hybrid (WAYS) » Child Endowment • Fixed Annuity	Supplemental insurance products, including: • Cancer • Medical

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Growth Opportunities in Japan

Japan's National Medical Expenses

(In Trillions)

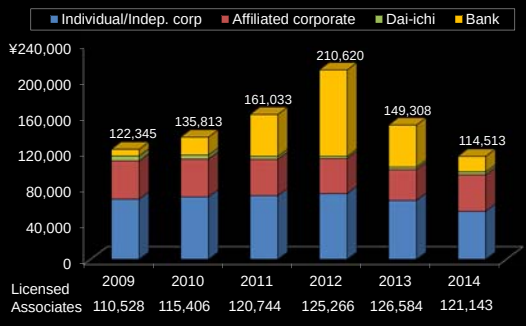


Source: Ministry of Health, Labor and Welfare, 12/11

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Sales by Distribution Channel

(New Annualized Premium Sales, In Millions)



Licensed Associates	110,528	115,406	120,744	125,266	126,584	121,143

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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

Aflac Japan Performance

(Twelve Months Ended December 31, In Yen)

	2013 Results	2014 Results
Third sector sales	4.0%	6.1%
Total revenues	7.8	1.3
Benefit ratio	61.7	60.9
Expense ratio	17.8	18.2
Pretax profit margin	20.5	20.9
Premium persistency	94.9	94.7

NYSE: AFL

Aflac U.S.







NYSE: AFL

Aflac U.S. Product Line*

- 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

*Cancer, hospital indemnity and vision products are available as individual policies only. Benefits of group and individual policies may vary.

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	5,625	39.8	34.3%
100 - 1,000 Workers	92	22.5	19.4
>1,000 Workers	9	53.6	46.2
Total	5,726	115.9	100.0%

Source: U.S. Census Bureau Tabulations by Enterprise Size, 2012

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Aflac U.S. Distribution

Channel	Market Segment (Number of Employees)	Product	Enrollment Conditions
Career Agent	<100	Individual	• Face to face • Self-service
Broker	100 – 1,000	Individual Group	• Agent Assisted • Self-service • Call center
	>1,000	Custom Group	

Aflac U.S. Branding



NYSE: AFL

Aflac U.S. Performance

(Twelve Months Ended December 31)

	2013 Results	2014 Results
New sales	(4.3)%	.7%
Total revenues	2.9	1.2
Benefit ratio	49.9	48.7
Expense ratio	32.2	33.0
Pretax profit margin	17.9	18.3
Premium persistency	76.8	77.2

NYSE: AFL

Consolidated Financial Performance and Capital Management

Aflac Incorporated Financial Performance

(Twelve Months Ended December 31, 2014)

	As Reported	Ex. Yen
Premium income	(5.3)%	.4%
Net Investment income	.8	4.4
Benefits and expenses	(4.6)	1.0
Operating earnings	(3.1)	.9
Operating EPS	(.3)	3.9

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Strong Capital Profile

	12/12	12/13	12/14
Aflac RBC ratio	630%	786%	775+%
Aflac Japan SMR	669%	777%	850+%

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Reconciliation of Operating to Net Earnings Per Diluted Share

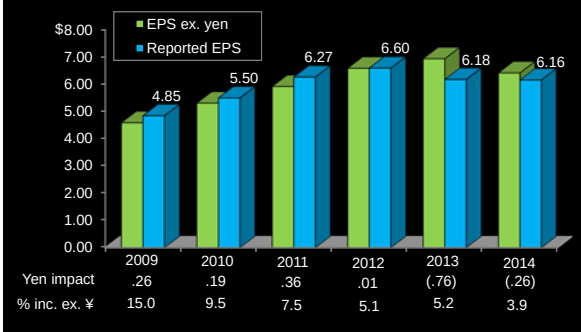
(GAAP Basis)

	2012	2013	2014
Operating earnings	$6.60	$6.18	$6.16
Reconciling items net of tax:			
Realized gains (losses):			
Sales & impairments	(.69)	.09	.26
Hedge costs related to foreign currency investments	(.01)	(.04)	(.05)
Other non-operating income	(.01)	.04	.10
Derivatives & hedging	.22	.49	.03
Net earnings	$6.11	$6.76	$6.50

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Operating Earnings Per Share*

(Diluted Basis, GAAP Basis)



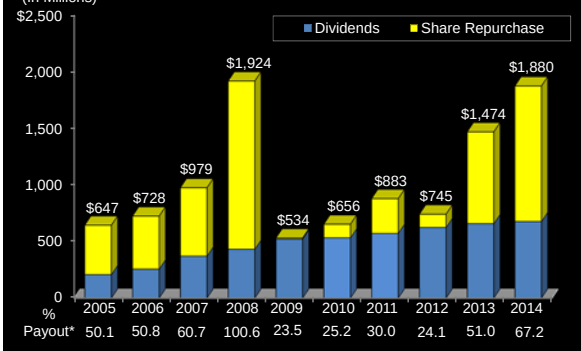
	2009	2010	2011	2012	2013	2014
Yen impact	.26	.19	.36	.01	(.76)	(.26)
% inc. ex. ¥	15.0	9.5	7.5	5.1	5.2	3.9

*Beginning 2010, amounts adjusted for revised DAC standard

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Returning Capital to Shareholders

(In Millions)



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
% Payout*	50.1	50.8	60.7	100.6	23.5	25.2	30.0	24.1	51.0	67.2

*Dividends and share repurchase as percentage of GAAP operating earnings

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EPS Growth Objective

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

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2015 Annual EPS Scenarios

Average Exchange Rate	Annual Operating EPS	% Growth Over 2014	Yen Impact
100	$6.47 - 6.77	5.0 - 9.9%	$ .18
105.46*	6.29- 6.59	2.1 - 7.0	–
115	6.01 - 6.31	(2.4) - 2.4	(.28)
125	5.77 - 6.07	(6.3) - (1.5)	(.52)
135	5.56 - 5.86	(9.7) - (4.9)	(.73)

* Actual 2014 weighted-average exchange rate

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