Presentation Notes for the 2018 Outlook Conference Call



December 1, 2017

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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 report 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", "outlook" 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; exposure to significant interest rate risk; concentration of business in Japan; foreign currency fluctuations in the yen/dollar exchange rate; failure to execute or implement the conversion of the Japan branch conversion to a legal subsidiary ; limited availability of acceptable yen-denominated investments; deviations in actual experience from pricing and reserving assumptions; ability to continue to develop and implement improvements in information technology systems; governmental actions for the purpose of stabilizing the financial markets; 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; ongoing changes in our industry; failure to comply with restrictions on patient privacy and information security; extensive regulation and changes in law or regulation by governmental authorities; defaults and credit downgrades of our investments; ability to attract and retain qualified sales associates and employees; decline in creditworthiness of other financial institutions; subsidiaries' ability to pay dividends to Aflac Incorporated; decreases in our financial strength or debt ratings; inherent limitations to risk management policies and procedures; concentration of our investments in any particular single-issuer or sector; differing judgments applied to investment valuations; ability to effectively manage key executive succession; significant valuation judgments in determination of amount of impairments taken on our investments; catastrophic events including, but not necessarily limited to, epidemics, pandemics, tornadoes, hurricanes, earthquakes, tsunamis, acts of terrorism and damage incidental to such events; changes in U.S. and/or Japanese accounting standards; loss of consumer trust resulting from events external to our operations; increased expenses and reduced profitability resulting from changes in assumptions for pension and other postretirement benefit plans; level and outcome of litigation; failure of internal controls or corporate governance policies and procedures; and other risks and uncertainties described from time to time in Aflac Incorporated's filings with the SEC.

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Forward-Looking Statement

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Non-U.S. GAAP Financial Measures

In this presentation, Aflac Incorporated presents certain financial information that is not calculated in accordance with generally accepted accounting principles in the U.S. ("U.S. GAAP"). These "non-U.S. GAAP financial measures" are meant to be supplemental to the U.S. GAAP measures that Aflac Incorporated presents. Refer to the Appendix for definitions of these used in this presentation.

Agenda

- Dan Amos - Chairman and CEO, Aflac Inc.
  Strategic Focus and Value Creation
- Teresa White - President, Aflac U.S.
  Aflac U.S. Strategic Focus & Outlook
- Masatoshi Koide - President, Aflac Japan
  Aflac Japan Strategic Focus & Outlook
- Fred Crawford - Chief Financial Officer, Aflac Inc.
  Financial Outlook and Capital Management

Dan Amos

Strategic Focus and Value Creation

Aflac Strategic Points of Leverage

- Industry-leading market share and scale in Japan and U.S.
- Recognized and powerful brand
- Diverse and productive distribution
- Product innovation and customized, high-quality service
- Strong capital position
  - » Stable earnings
  - » Strong cash flows



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2018 Strategic Focus

- **Japan branch conversion:**
  - » *Project is on time and on budget*
  - » *Expect to convert as early as April 1st*
- **Growth** – relevant products, distribution expansion, digital ventures and customer experience
- **Efficiencies** – invest in IT infrastructure for improved productivity and long-term expense ratios
- **Financial Strength** – maintain stable margins and capital deployment with disciplined risk management

Strong Leadership and Governance

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Teresa White

Aflac U.S. Strategic Focus & Outlook

Aflac Incorporated

U.S. Market Environment - Positioned for Growth

THE CHALLENGE…

- **Industry disruption as competitive landscape continues to expand**
- **Balancing the customer experience preferences of both the older boomers and the millennial and Gen Z generations, each with differing expectations and demands**

THE OPPORTUNITY…

- **With an evolving political climate & ACA increasingly in the media, leverage the heightened interest around coverage and increased receptiveness to our messaging and brand**
- **Investment in data driven technology to get closer to potential buyers**
- **Employers in all segments continue to seek out voluntary benefits as a solution for their employees**

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2018 Strategic Playbook: Driving Sales, Efficiency and Persistency

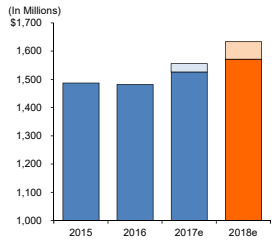
Growth	Efficiency	Experience
2018 Initiatives		
• Growth enablers » Career » Broker » Sales account management » Distribution expansion & enrollment • Benefit solutions • Corporate development & venture capital partnerships	• Invest in administrative capabilities » Enterprise infrastructure » Data » Robotics & artificial intelligence » Group end-to-end • Organizational design and strategic sourcing	• Improve customer experience » One Day Pay adoption » Mobile claims
Success Measures		
• Sales	• Expense ratio	• Persistency

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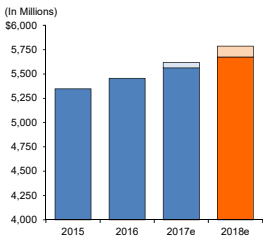
Aflac U.S. 2018 Growth Outlook

Sales



- 2018 stable growth in the 3%-5% range
- Reflects improved overall productivity
- Sales skewed toward the 4th quarter

Net Earned Premium*



- EP best illustrates long-term value
- Steady growth in the 2%-3% range
- Sales growth and improved persistency

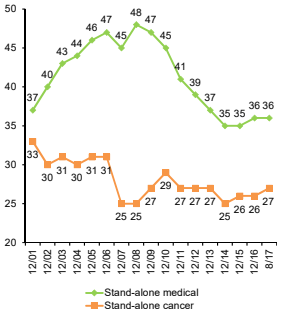
10 *Note: Earned premium (EP) calculated on net basis; i.e., after reinsurance.

Masatoshi Koide

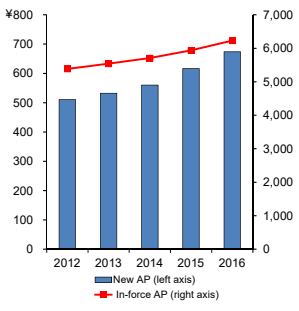
Aflac Japan Strategic Focus & Outlook

Japan Market Environment: Fewer Players, Growing Opportunity

Market Players



Third Sector Premium (¥bn)



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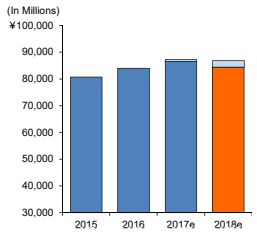
Aflac Japan's 2018 Strategic Playbook: Product, Distribution and Efficiency

2018 key areas of focus include:

- Promoting third sector products
  - » *New and revised products post conversion*
  - » *Income Support*
- Developing distribution efforts
  - » *Alliance partner relationships*
  - » *Traditional channels*
- Strategic placement of first sector protection products
  - » *Sales primarily limited to exclusive agency channel*
- Enhancing operational efficiency

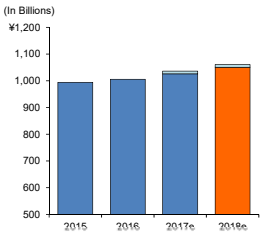
Aflac Japan 2018 Growth Outlook

Third Sector Sales



- 2018 faces challenging comparisons
- New product rollout post-conversion
- Weak early results recovering in 2H

Third Sector Net Earned Premium*



- EP best illustrates long-term value
- Steady growth in the 2%-3% range
- Reflects stable sales and persistency

 *Note: Earned premium (EP) calculated on net basis; i.e., after reinsurance.

Fred Crawford

Financial Outlook and Capital Management

Financial Drivers of 2018 Forecast

Stable Performance During a Year of Transition

- Strong and stable segment pre-tax profit margins
- Investment in digital growth initiatives and technology infrastructure
- Net investment income driven by tactical adjustments
- Capital alignment, deployment and optimization

Continued Focus on Risk Management

2018 Insurance Segment Margins

Japan Segment (As Reported in ¥)

	2017(YTD)	2018e
	Total	Total
Benefit Ratio	71.3%	70 – 72%
Expense Ratio	19.0%	19 – 21%
Pretax Profit Margin	20.4%	19 – 21%

- Premium declines ~1.5% largely a result of paid-up first sector product
- Net investment income stabilizes but remains pressured by low rates
- Benefit ratio lower due to earned premium mix with elevated expense ratio on lower revenue
- Profit margin remains strong and stable

U.S. Segment

	2017(YTD)	2018e
	Total	Total
Benefit Ratio	51.7%	51 – 53%
Expense Ratio	34.0%	34 – 36%
Pretax Profit Margin	20.3%	18 – 20%

- Premium growth of 2% reflecting sales growth and persistency
- Net investment income impacted by U.S. capital drawdown
- Benefit ratio stable with expense ratios elevated as a result of investment into IT and operations
- Profit margin remains strong and stable

 Note: Benefit ratios measured to earned premium; expense ratios and pretax margins based on total revenue

2018 Investment Strategy

Net Investment Income (NII) Considerations

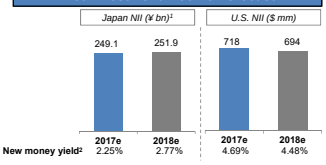
Japan NII increases ~1%[1]

- Callable and maturing privates (-)
- USD portfolio build (+)

U.S. NII declines ~3% with RBC drawdown

- U.S. average invested assets decline by approximately $0.5 billion from 2017 to 2018
- Corporate investment income benefits from shift in excess capital to holding company

Net Investment Income Forecast



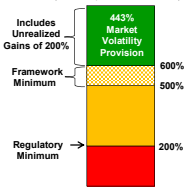
Estimated 2018 Japan USD Portfolio Key Metrics

	Total Dollar Program	1 Floaters (Short Hedges)[3]	2 Fixed Income & Growth (Long Hedges)[3]	3 Fixed Income & Growth (Unhedged)
Market value ($ bn)	25 – 27	~20%	~20%	~55 – 60%
Asset duration (yrs)	~5.8	~0.3	~8.0	~7.0
Hedge duration (yrs)	~1.7	~0.3 to 0.9	~4.0	N/A
NII ($ bn)[1]	~0.8			
Benefits	• Reduce earnings volatility	• Stable net margin	• Locked-in hedge cost	• Dollar income

 [1] Net of hedge costs and manager fees; [2] Gross yield corresponds to yield reported under US GAAP; [3] Only includes forwards (i.e., economic hedge); Note: JPY/USD converted at assumed exchange rate of 112.00

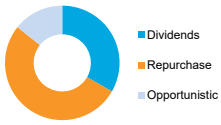
2018 Capital Management Outlook

SMR ~1043%
(as of September 30, 2017)



SMR Sensitivity[2] Sept. 30, 2017 (% points)	
Yen rates +1%	(70)
Dollar rates +1%	(40)
Yen strengthens +10 yen	(30)
Credit spreads +1%	(90)

2018 Capital Deployment
$1.8 bn to $2.1 bn



- 2018 share repurchase range of $1.1 bn to $1.4 bn
- U.S.-only excess capital drawdown of $500 mm to RBC of ~650%[1]
- Holding company liquidity and contingent capital of ~ $1.5bn to $2.0 bn.
- Japan SMR reduced ~125 points upon conversion

19 [1]Represents approximate U.S.-only insurance year-end 2018 RBC post conversion of Japan branch.
[2]SMR sensitivities represent estimated impact from rates, spreads and currency movement and are not linear.

2018 Operating Earnings Outlook

2018 Annual Operating EPS Scenarios[1]

Weighted-Average Annual Exchange Rate	Annual Operating EPS[2]	Yen Impact
¥ 105	$ 6.87 – 7.17	$ .22
110	6.71 – 7.01	.06
112	**6.65 – 6.95**	**.00**
115	6.56 – 6.86	(.09)
120	6.43 – 6.73	(.22)

- 2018 EPS range up approximately 2% excluding currency and when normalizing 2017[2]
- Incremental investment in digital and IT growth and efficiency of $0.15 to $0.20 cents/share
- Estimates exclude Japan branch conversion costs and any impact of U.S. tax reform

EPS reflects strength in core margins, investment in IT and digital platforms and return of capital to shareholders

20 [1] See appendix for non-GAAP definitions including operating earnings and operating EPS
[2] Normalized 2017 Operating EPS – assumes mid-point of full year earnings guidance adjusted for 112 ¥/$ and removes certain positive tax ($.05) and reserve ($.04) items identified in 2017 earnings disclosures

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Questions and Answers

Appendix

SLIDE 20 – Financial Disclosure Enhancements

Operating Earnings

Aflac defines operating earnings (a non-U.S. GAAP financial measure) as the profits derived from operations. Operating earnings includes interest cash flows associated with notes payable and amortized hedge costs related to foreign currency denominated investments, but excludes certain items that cannot be predicted or that are outside of management's control, such as realized investment gains and losses from securities transactions, impairments, change in loan loss reserves and certain derivative and foreign currency activities; nonrecurring items; and other non-operating income (loss) from net earnings. Nonrecurring and other non-operating items consist of infrequent events and activity not associated with the normal course of the Company's insurance operations and do not reflect Aflac's underlying business performance.

Operating Return on Equity

The profits derived from operations, including interest cash flows associated with notes payable, and amortized hedge costs, before realized investment gains and losses from securities transactions, impairments, certain derivative and hedging activities, and other nonrecurring items divided by average shareholder's equity, excluding accumulated other comprehensive income (AOCI). The comparable U.S. GAAP measure is return on average equity (ROE) as determined using net earnings and average total shareholders' equity.

Reconciliations of the foregoing measures to the most comparable respective U.S. GAAP measures are not available without unreasonable effort. This is due to the unpredictable and uncontrollable nature of the reconciling items, which would require an unreasonable effort to forecast and we believe would result in such a broad range of projected values that would not be meaningful to investors. For this reason, we believe that the probable significance of such information is low.