Aflac Incorporated

Investor Presentation

June 2020

investors.aflac.com

Forward-Looking Statements and Non-U.S.GAAP Financial Measures

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. The company desires 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," "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.

The company cautions 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:

- *the effects of COVID-19 and any resulting economic effects and government interventions on the Company's business and financial results*
- *ability to attract and retain qualified sales associates, brokers, employees, and distribution partners*
- *events related to the ongoing Japan Post investigation and other matters*
- *competitive environment and ability to anticipate and respond to market trends*
- *deviations in actual experience from pricing and reserving assumptions*
- *ability to continue to develop and implement improvements in information technology systems*
- *defaults and credit downgrades of investments*
- *exposure to significant interest rate risk*
- *concentration of business in Japan*
- *limited availability of acceptable yen-denominated investments*
- *failure to comply with restrictions on policyholder privacy and information security*
- *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*
- *catastrophic events including, but not necessarily limited to, epidemics, pandemics, tornadoes, hurricanes, earthquakes, tsunamis, war or other military action, terrorism or other acts of violence, and damage incidental to such events*
- *difficult conditions in global capital markets and the economy*
- *ability to protect the Aflac brand and the Company's reputation*
- *extensive regulation and changes in law or regulation by governmental authorities*
- *foreign currency fluctuations in the yen/dollar exchange rate*
- *tax rates applicable to the Company may change*
- *decline in creditworthiness of other financial institutions*
- *significant valuation judgments in determination of amount of impairments taken on the Company's investments*
- *U.S. tax audit risk related to conversion of the Japan branch to a subsidiary*
- *subsidiaries' ability to pay dividends to the Parent Company*
- *decreases in the Company's financial strength or debt ratings*
- *inherent limitations to risk management policies and procedures*
- *concentration of the Company's investments in any particular single-issuer or sector*
- *differing judgments applied to investment valuations*
- *ability to effectively manage key executive succession*
- *changes in accounting standards*
- *level and outcome of litigation*
- *allegations or determinations of worker misclassification in the United States*

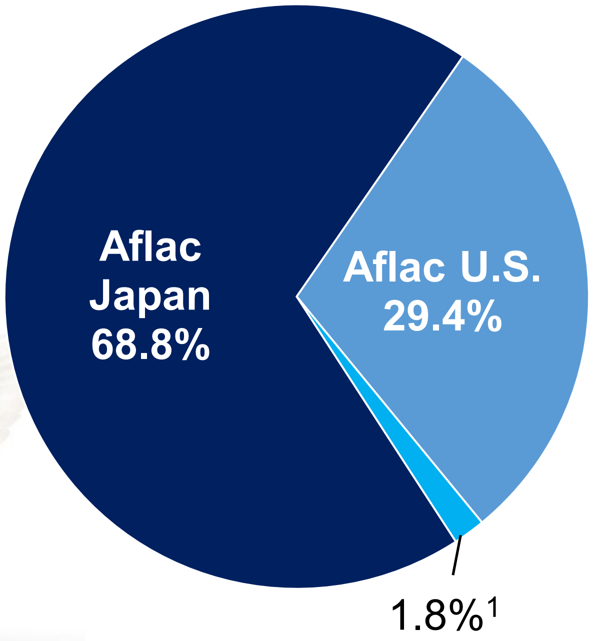
Non-U.S. GAAP Financial Measures and Reconciliations

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 measures and a reconciliation of the non-U.S. GAAP financial measures used in this presentation to the most directly comparable GAAP measures, or an explanation of why such a reconciliation is not provided.

Aflac Incorporated: Leading Supplemental Insurer

Aflac Incorporated through its subsidiaries is the leading supplemental insurer in the U.S. and Japan providing a layer of financial protection due to a medical event or critical illness, such as cancer, to more than 50 million people

2019 Adjusted Revenues by Business Segment



$22.3 B
2019 Revenue

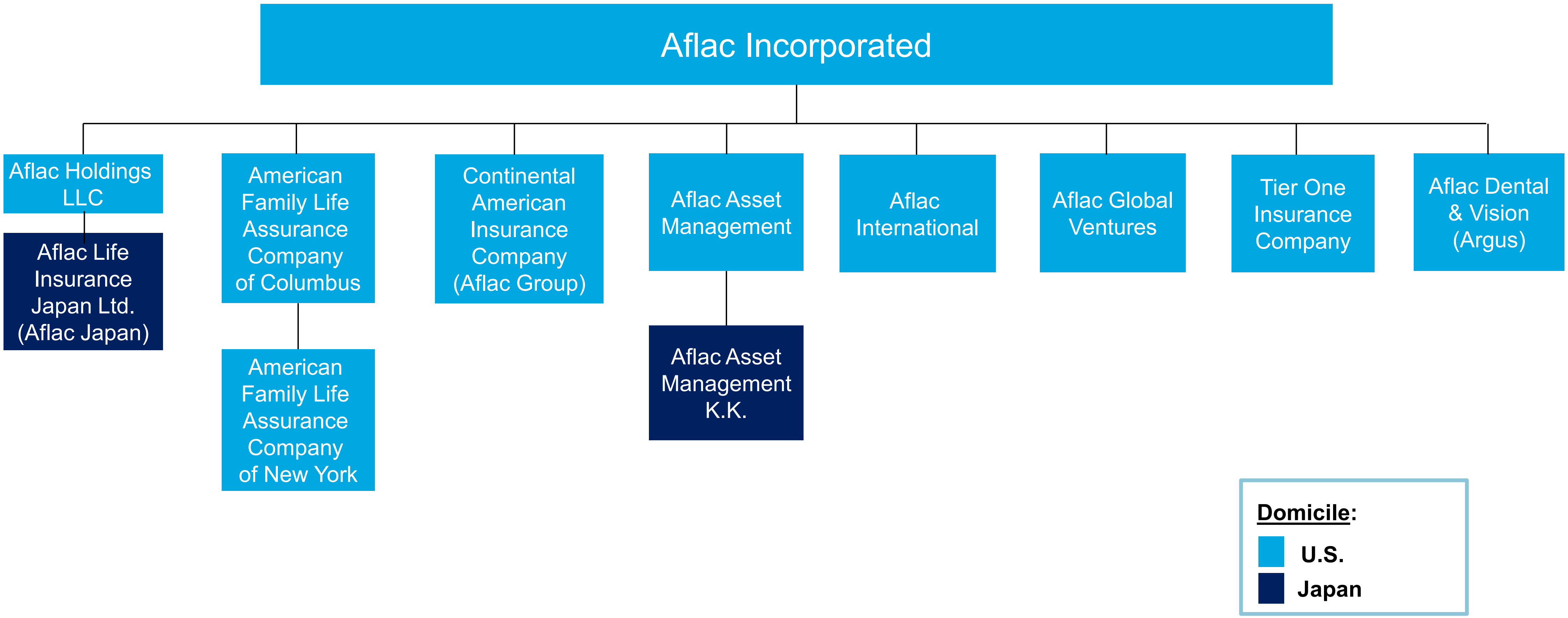
$4.43
2019 Net EPS
+17.5%

+3.8%
2019 Cash Dividend

$4.44
2019 Adj. EPS*
+6.7%

[1] Corporate and other [2] As of 12/31/2019 *Non-GAAP measure; please see Appendix for definitions

Aflac Incorporated: Organizational Structure [1]



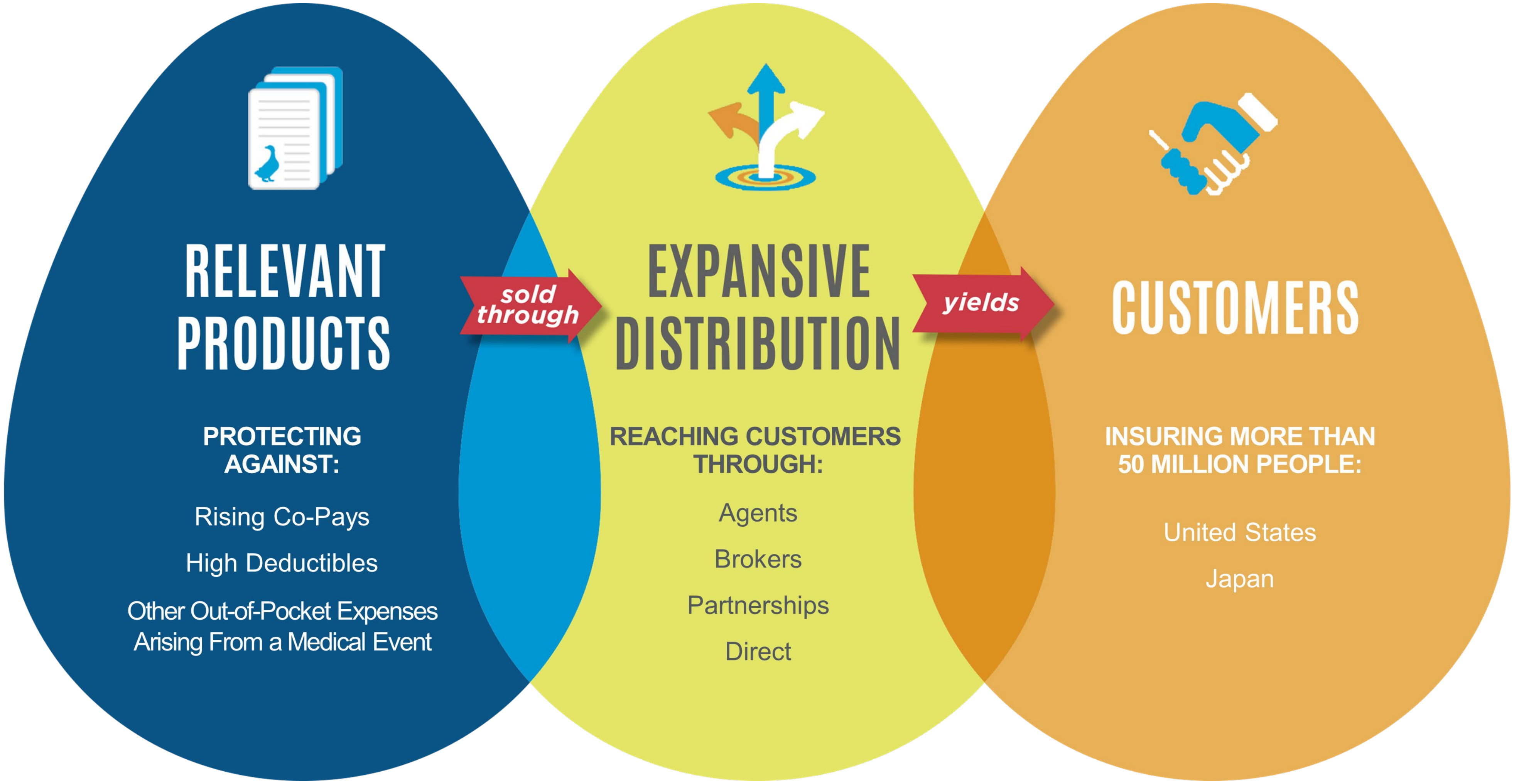
[1] For a more comprehensive list of Aflac Incorporated's subsidiaries, please see Exhibit 21 of the Aflac Incorporated 2019 Form 10-K

Aflac Incorporated’s Strategic Points of Leverage

- Recognized and powerful brand
- Diverse and productive distribution
- Product innovation and customized, high-quality service
- Leading market share and scale in Japan and U.S.
- Industry-leading financial strength ratings
  - » Strong capital & liquidity positon
  - » Stable earnings & cash flow

Strong Leadership and Governance

Aflac Incorporated's Long-Term Growth Strategy

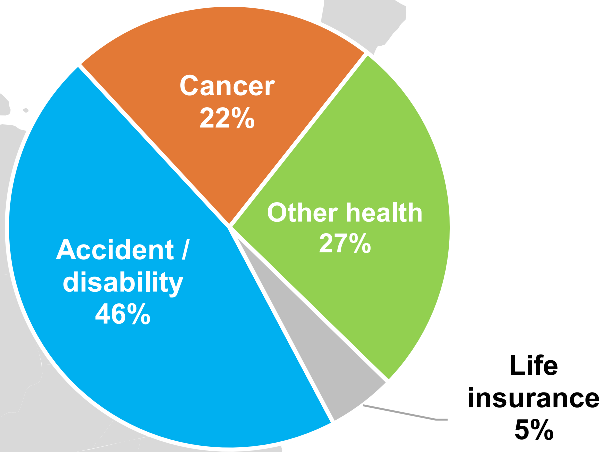


Aflac U.S. Overview

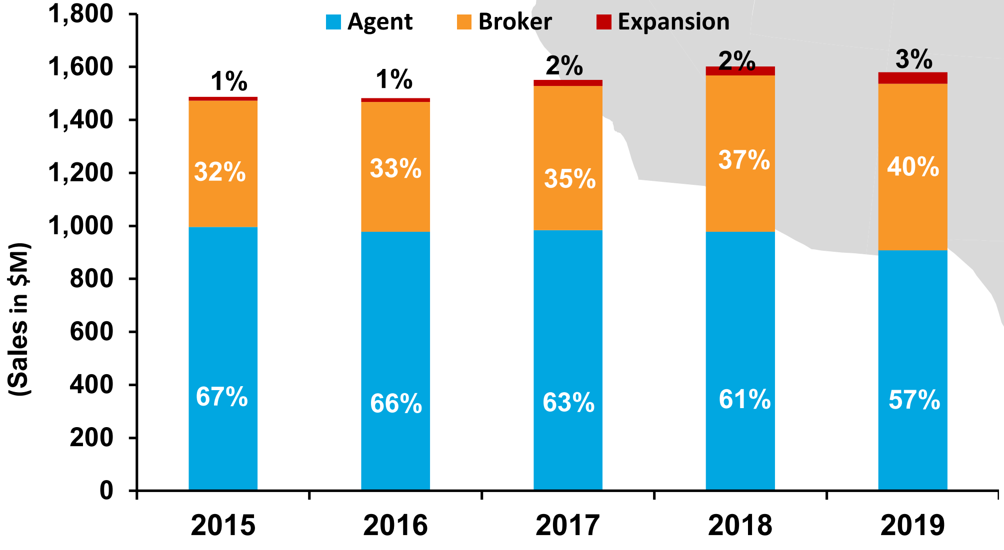
Business Profile

- Aflac is the # 1 provider of supplemental insurance at the worksite in the U.S.[1]
- 96% of Aflac U.S. Individual and Group sales occur via payroll deduction
- Aflac's supplemental policies pay cash directly to the insured to help protect against rising out-of-pocket expenses when a qualifying medical event occurs
- Aflac's vision is to be the number one distributor of benefits solutions supporting the U.S. workforce

2019 Net Earned Premium



Distribution



Demand for Supplemental Insurance

- Employees seek protection from rising out-of-pocket expenses that accompany medical events
- Employers seek affordable yet attractive benefits to attract and retain employees

[1] Eastbridge Consulting Group, Inc. "U.S. Voluntary/Worksite Sales Report. Carrier Results for 2018". Avon, CT: July 2019. Supplemental sales are defined as 100% employee-paid through payroll deduction.

Aflac Japan Overview

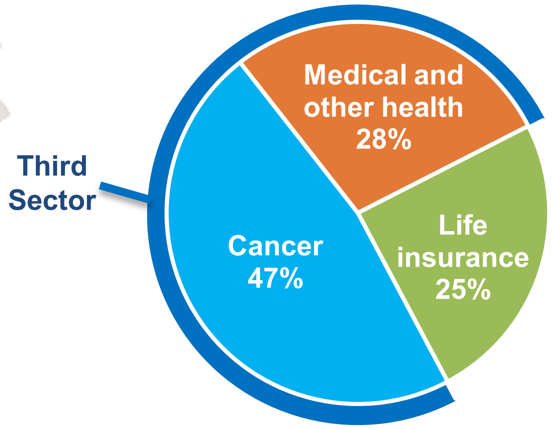
Business Profile

- In 1974, Aflac pioneered cancer insurance in Japan and launched a standalone whole life medical policy in 2002
- Today, our core **third sector** insurance – cancer and medical – helps policyholders cover out-of-pocket expenses not covered by Japan's national health insurance system.
- Aflac Japan's third sector product portfolio is complemented by a select offering of **first sector protection** products
- Aflac Japan insures **1 in 4 households**[1] in Japan and is the **#1** cancer and medical insurer[2]

Expansive Distribution

Core	Traditional Channel	• Vital for Aflac Japan sales, with over 9,000 agencies
Strategic Partners	Japan Post Group	• Japan Post Co., Ltd. has more than 20,000 post offices nationwide selling Aflac cancer insurance products • Japan Post Insurance Co., Ltd. offers Aflac cancer insurance products through its 76 branches
	Dai-ichi Life	• Nearly 40,000 Dai-Ichi Life sales representatives offer Aflac cancer insurance products
	Daido Life	• Selling cancer insurance products in SME association market
	Banks	• Aflac Japan products are represented at 367 banks, nearly 90% of the total banks in Japan

2019 U.S. GAAP Net Earned Premium



Demand For Third Sector Insurance

- Strain of rising costs on national healthcare system and individuals for out-of-pocket expenses
- Longevity and an aging population
- Healthcare and medical technology advancements to add or revise coverage to match the current medical environment

[1] Based on the number of households (as of January 1, 2019) published by Japan's Ministry of Internal Affairs and Communications and the number of households with policies-in-force (as of January 2020), calculated using Aflac Japan's standards
[2] Aflac is the number one insurer in terms of the number of policies in-force for both cancer insurance and medical insurance, according to Statistics of Life Insurance Business in Japan 2018.

Financial Drivers

Strong and stable profit margins

Stable investment income with tactical approach to Japan's USD portfolio

Strength in cash flow and balanced capital deployment

Underpinned by Economic Value and Risk Management

1Q20 Financial Position versus 1Q19[1]

Entering the crisis with strength and capacity in margins, capital and liquidity

Adj. ROE*
15.8%

Aflac U.S.

Benefit Ratio
48.1%
-120 bps

Adj. Expense Ratio
38.4%
210 bps

Pretax Profit Margin
19.3%
-40 bps

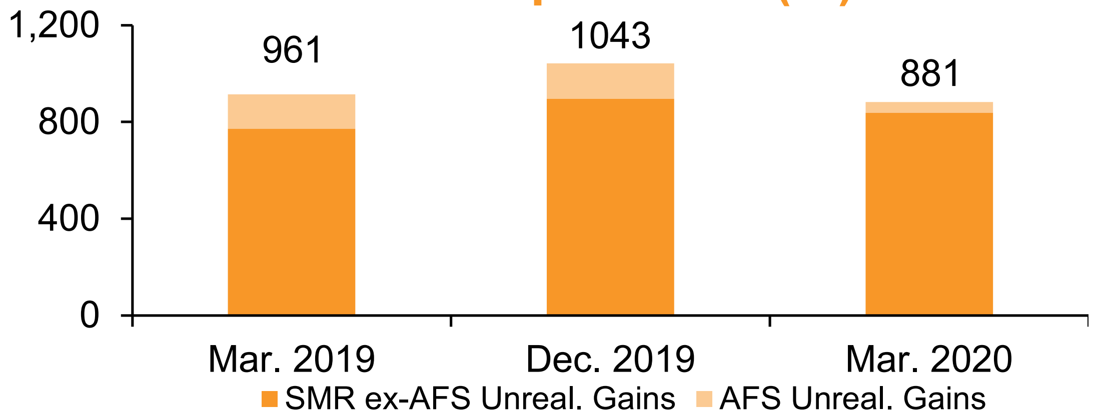
Aflac Japan

3rd Sector Benefit Ratio
59.0%
60 bps

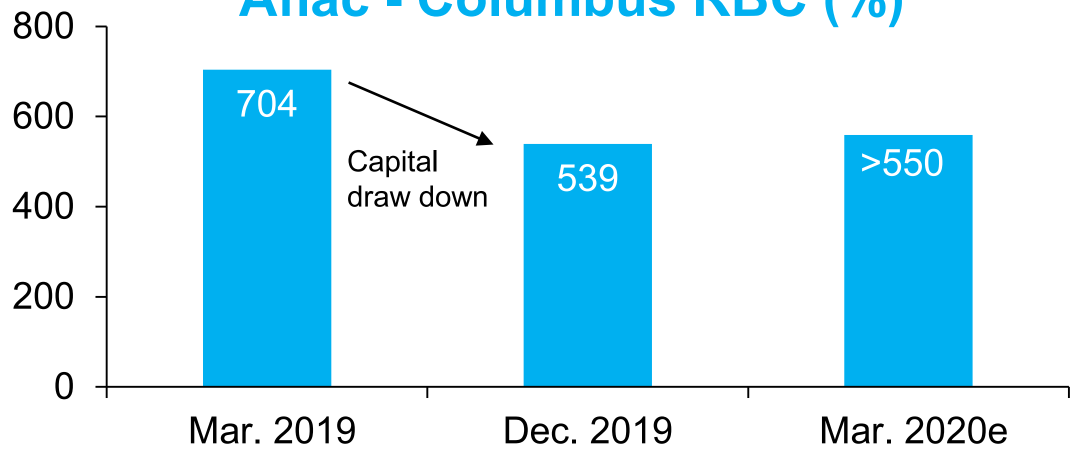
Adj. Expense Ratio
20.0%
-20bps

Pretax Profit Margin
22.5%
60 bps

Aflac Japan SMR (%)



Aflac - Columbus RBC (%)



*Non-GAAP measure; please see Appendix for reconciliation. [1] Benefit ratios measured to earned premium; expense ratios and pretax margins relative to total revenue

Continued Strength in Core Benefit Ratios

COVID-19 in early stages with little claims impact

2020 Benefit Ratio Outlook	1Q20 Benefit Ratio	2020 Benefit Ratio Outlook	1Q20 Benefit Ratio
68.0 to 70.0%	69.4%	49.0 to 51.0%	48.1%
Aflac Japan		**Aflac U.S.**	

Aflac Japan

- ¥1.8 million in 1Q20 COVID-19 claims
- ¥500 million IBNR increase related to COVID-19
- Expenses for the remainder of the year expected to remain stable:
  - » Reduced overall activity
  - » ¥2 billion paperless initiative
  - » Franchise defensive investments

Aflac U.S.

- No material 1Q20 COVID-19 claims
- $3.0 million IBNR increase related to COVID-19
- Expenses for the remainder of the year expected to remain stable:
  - » Reduced overall activity
  - » Growth investments move forward
  - » Franchise defensive investments

Key Variables Looking Forward

Confirmed Cases, Rate of Hospitalization, Regulatory and Legislative Response, the Economy

COVID-19 Claims Sensitivity

Stress-Testing Positions Aflac to Protect the Following:

- The promises we make to our policyholders when they need us most
- Our strong insurance financial strength ratings and access to capital
- Preserving our strong regulatory standing with transparent communication
- The strength of the franchise and ability to defend and invest without disruption, and
- Defending our 37-year track record of increasing our common stock dividend

COVID-19 Stress Testing Recognizes Uncertainty

- **Morbidity Exposure:** Japan medical coverage; U.S. hospitalization, intensive care, disability and wellness coverage
- **Approach:** 1) monitor third-party models; 2) apply a stress margin; 3) build in a range to reflect scenarios

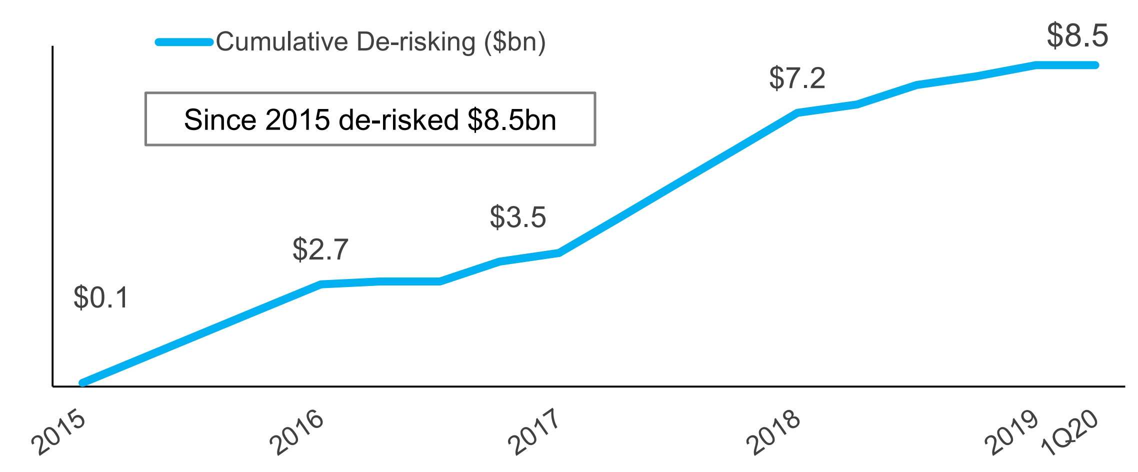
Aflac Japan	Aflac U.S.
• **Key Variables:** » Average days in the hospital » Hospitalization rate of 100% (infectious disease) » Industry adoption of special practices » Point estimate of 1.2 million people hospitalized	• **Key Variables**: » Average days in the hospital and ICU » Hospitalization rates age banded (20% to 70%) » Short-term disability rates of 75% » Point estimate of 1.5 million people hospitalized
Est. Stress Impact*: ~50 to ~100 basis points to benefit ratio	**Est. Stress Impact*:** ~300 to ~500 basis points to benefit ratio

* Represents the impact to Japan’s third sector benefit ratio / U.S segment total benefit ratio for 2020 (isolates COVID-19 related claims)

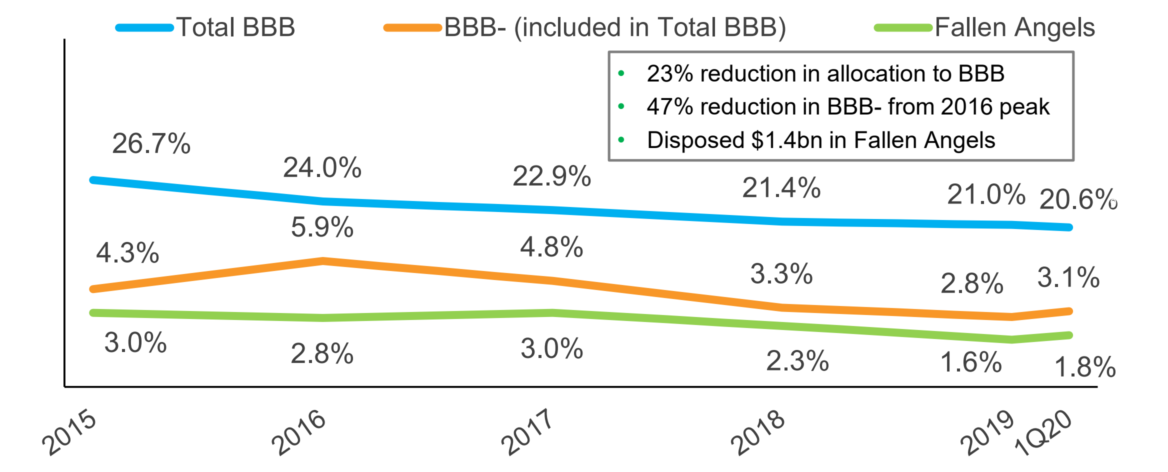
Proactive De-Risking Has Defensively Positioned Our Portfolio

Strategic asset allocation, greater diversification and capital efficiency

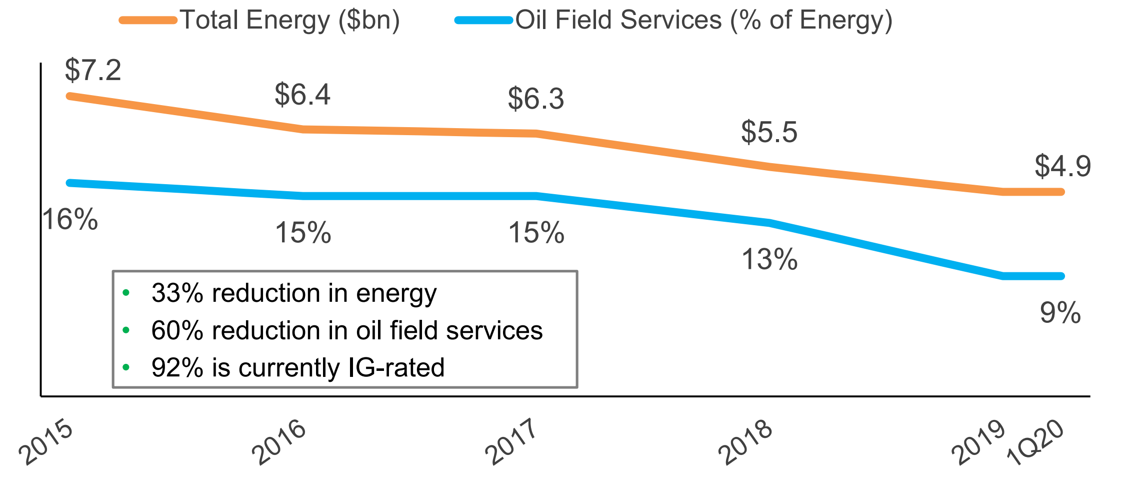
Cumulative De-risking



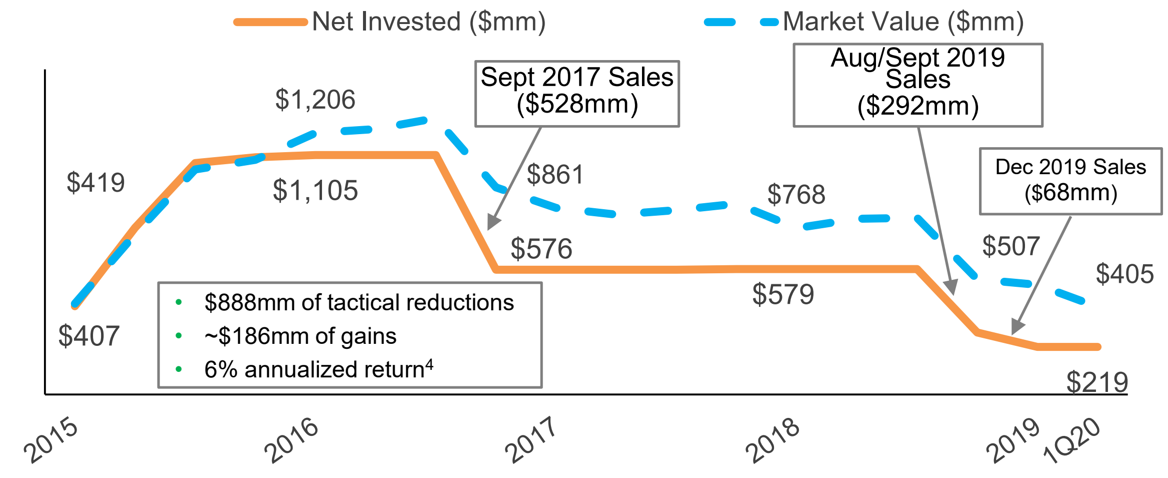
Fixed Maturities BBB and Fallen Angel Exposure[1]



Energy Exposure[2]



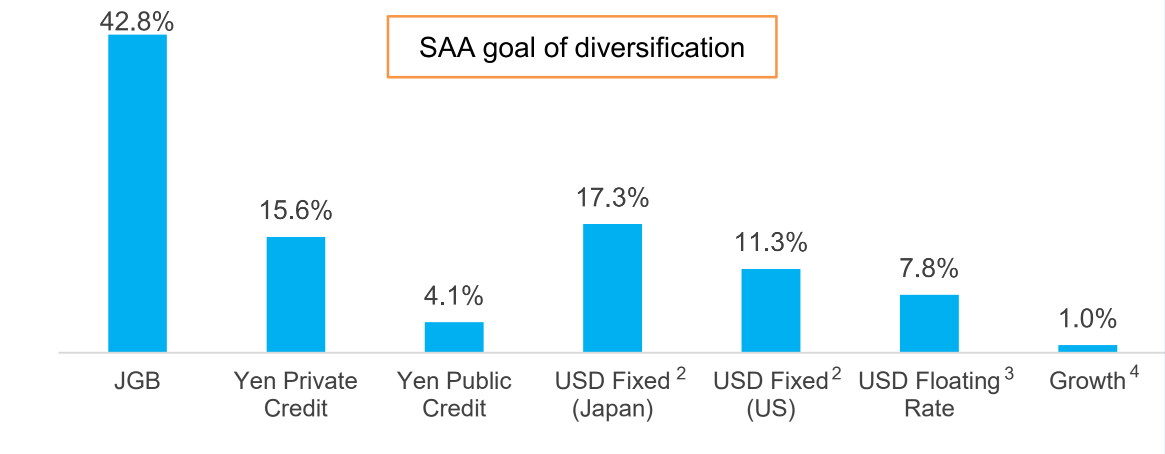
Public Equity Exposure[3]



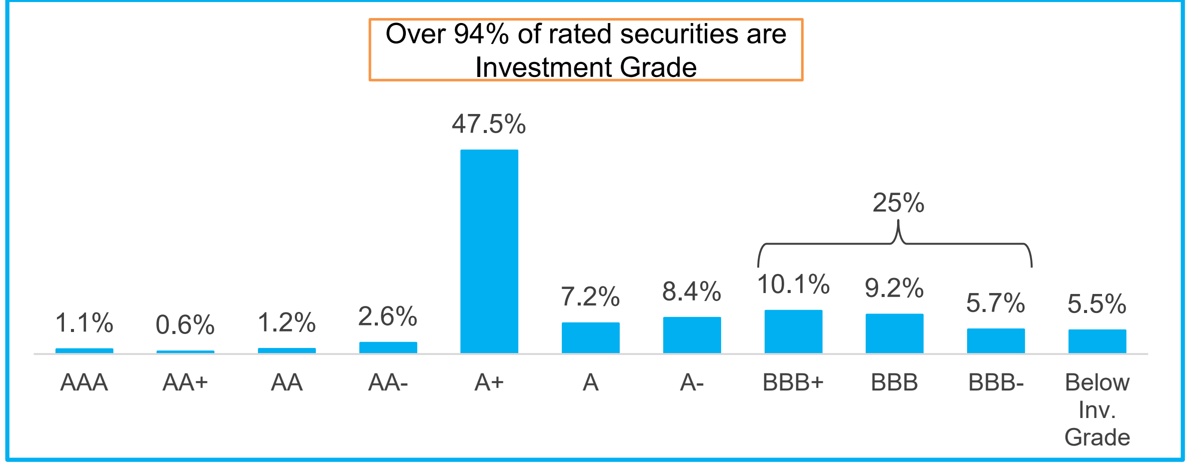
Note: Book values unless otherwise noted. [1] % of total AUM; [2] Face value; [3] Analysis excludes JREIT investments. Portfolios re-invested 100% of dividends; includes cash; GSAM GIVI yen amounts are revaluated to dollars at the average daily exchange rate over the life of the program (110.07); [4] Time-weighted portfolio returns as reported by managers are blended using cumulative invested amount for each portfolio and annualized using the weighted holding period length for all equity portfolios

Consolidated Portfolio Overview [1]

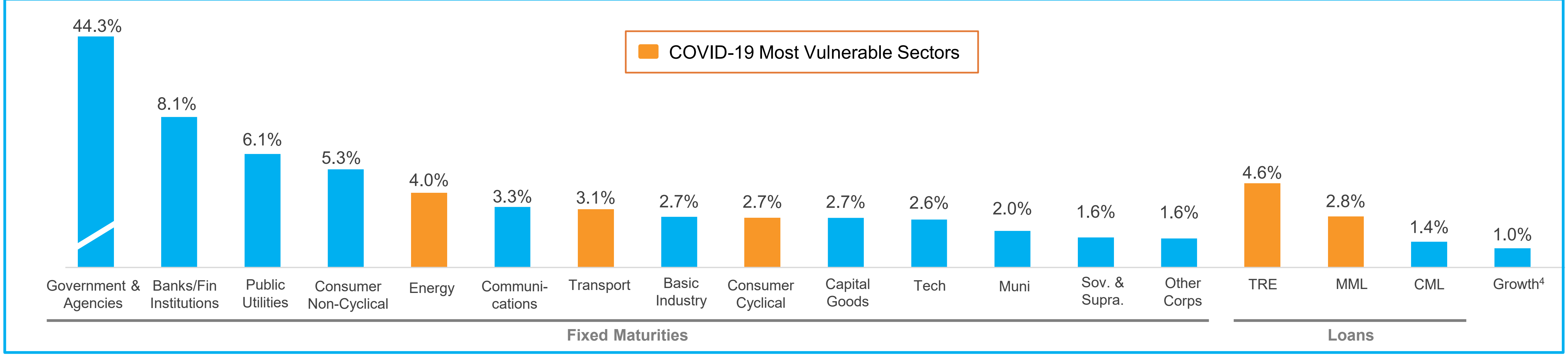
Asset Allocation
AUM: $123 billion



Quality[5]
Avg. Credit Quality: A



Sector Allocation



[1] Based on US GAAP Book Values at 3/31/2020 [2] Includes USD corporates, CML, municipals and infra debt; [3] Includes bank loans, MML and TRE; [4] Includes equities and alternatives; [5] % of Total AUM. Not shown 1% in unrated securities (growth assets); amounts may not foot due to rounding

Portfolio Stress Test Under Global Recession Assumptions

Vulnerable Sectors	Total Sector AUM	Vulnerable Exposures	Stress Case Loss Potential	Comments
Fixed Maturities	**($bn)**	**($bn)**	**% of Fixed Maturities AUM[1]**	
Energy	*$5.0*	*$2.2*	0.40%	75% in less volatile sub-sectors Watching ~25% in Independent and Servicer holdings
Consumer Cyclical	*$3.3*	*$0.5*	0.10%	Exposure predominately supported by strong franchises Watching Leisure and Lodging subsectors
Transportation	*$3.9*	*$0.5*	0.20%	90% rated investment grade Watching Airline and Transportation Services exposure
Loan Portfolio			**% of Loan Asset Class[2]**	
Middle Market Loans	*$3.4*	*$1.4*	6.60%	100% first-lien, senior secured, low leverage portfolio Watching medical clinics, fitness, services for large gatherings
Transitional Real Estate	*$5.6*	*$1.3*	0.90%	Supported by conservative LTVs and strong sponsors Watching hotel exposures

Potential Losses Under Base Stress Case of ~$680 millon or approximately 1.0% of all Fixed Maturities and Loans

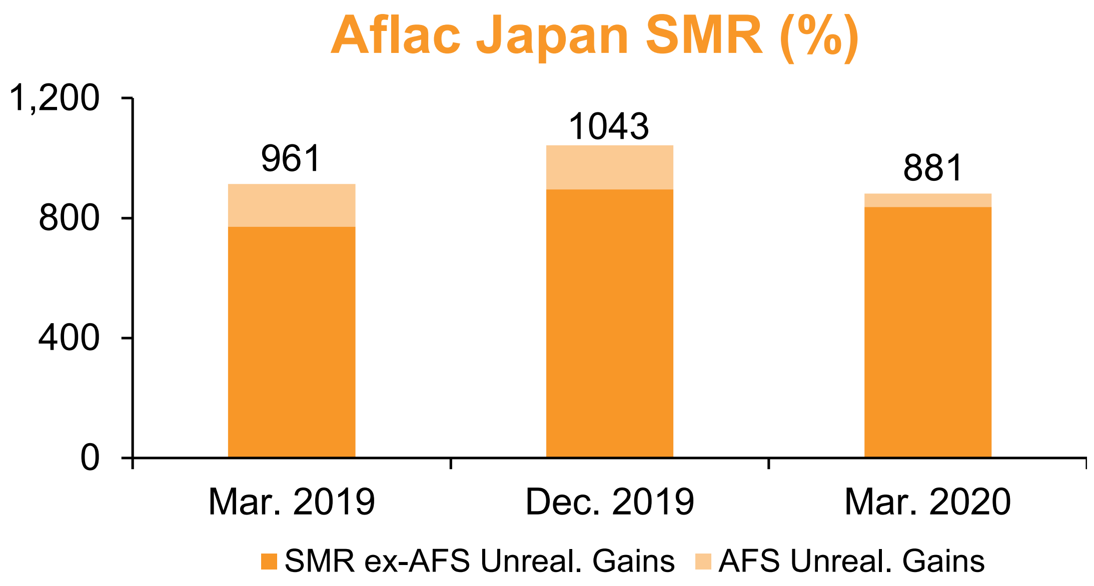
Stress Test Assumptions *We factored in a substantial number of downgrades and fallen angels*	GDP	2Q down 30% - 50% and a slow recovery begins in 3Q
	Oil Prices	Slowly rises to $10 - $20 by year end
	Shelter in Place	Starts to be relaxed in June/July
	Direct Impact Sectors	Revenue declines of 30% to 80% and have access to expensive capital
	Defaults	Concentrated in BIG energy, MMLs and direct impact sectors

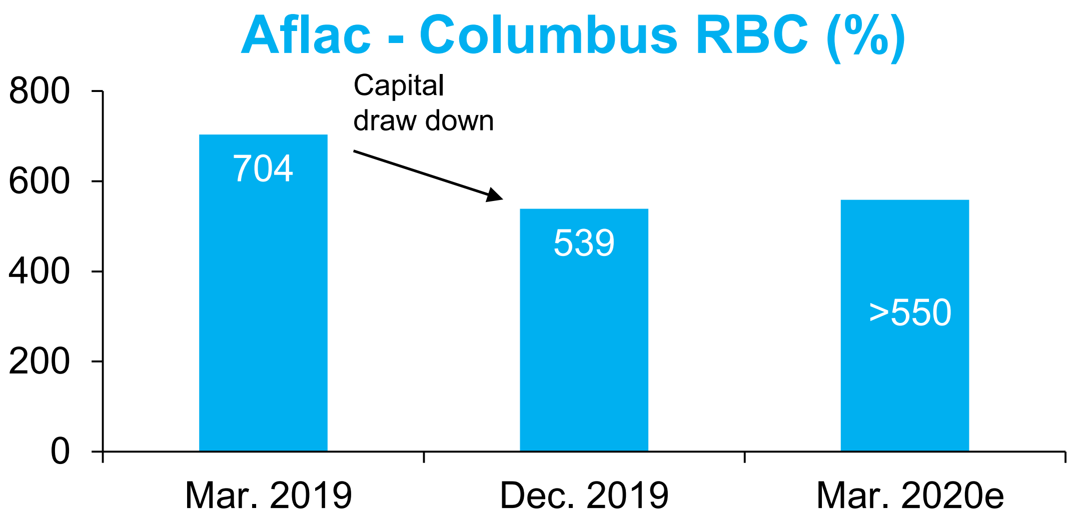
[1] Fixed Maturity AUM (ex. JGBs) is $58.3bn [2] Potential losses calculated as 6.60% and 0.90% of respective individual sector AUM for MML and TRE reflecting their distinct credit profile

1Q20 Insurance Capital Position

Aflac enters the pandemic with strong core insurance capital ratios

Japan SMR volatility in Q1 driven by credit spreads and foreign exchange





Strategy: maintain a defensive position influenced by stress-testing

Reinforced Strong Capital and Liquidity

Remaining tactical and supporting ratings and growth

Proactive Measures to Bolster Liquidity and Capital

Liquidity

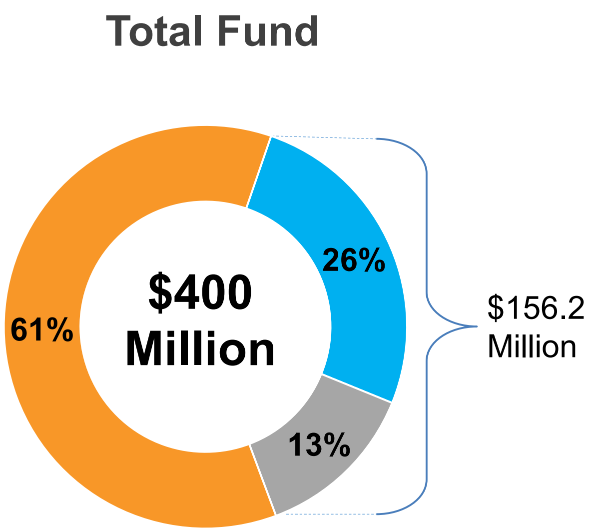
- **$4.8 billion** of cash at the holding company[1], including:
  - **$1.5 billion** of recent senior unsecured debt issuance optimizing yen and dollar financing mix, while managing duration and low cost of capital
    - **$1 billion** issued on March 30, 2020 with 3.6% coupon, maturing April 1, 2030
    - **¥57 billion** issued on March 12, 2020, across 5.5-year, 10-year, 12-year, and 15-year tenors with a weighted average maturity of 10.7 years and weighted average coupon of 0.62%

Capital

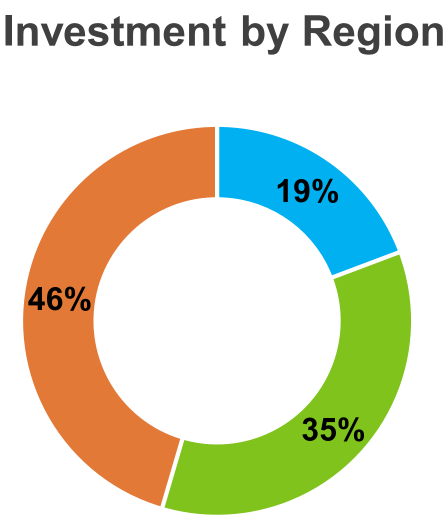
- **¥75 billion** of capital retained in Aflac Life Insurance Japan, Ltd. in 2020 provides approximately 40 points of SMR
- **$75 million** of capital retained in Aflac of Columbus
  - Injecting **$150 million** of capital in our smaller group legal entity, CAIC (Aflac Group)

[1] Cash at holding company is proforma reflecting $1 billion senior debt issuance, which settled April 1, 2020 .

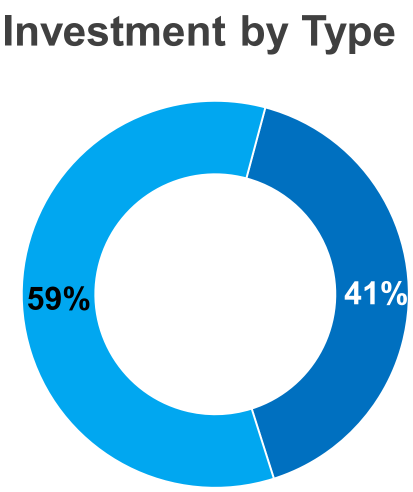
Aflac Ventures Fund Summary[1]



Investment	$103.5	26%
Additional Committed	$52.6	13%
Remaining funds	$243.8	61%



Japan	$30.1	19%
U.S.	$55.1	35%
Global	$71.0	46%



External Fund	$63.9	41%
Direct	$92.2	59%

Venture fund updates:

1. The Global Investment sleeve of the venture fund is scheduled for its first investment in the coming months with two deals approved for investment totaling up to $6.5 million
2. Expanded focus on APAC region continues with multiple deals in due diligence phase. A new fund entity was created to facilitate future investments in India
3. Japan closed new ¥40 million deal investing in Famione, a new Japanese startup that provides support to people who are dealing with infertility.
4. Multiple deals anticipated to close in late 1Q2020 were pushed back due to disruption from the COVID-19 pandemic.

[1] As of March 31, 2020; amounts may not foot due to rounding.

Appendix

Definitions of Non-U.S. GAAP Financial Measures

Aflac defines the non-U.S. GAAP measures included in this presentation as follows:

- The Company defines adjusted earnings as the profits derived from operations. The most comparable U.S. GAAP measure is net earnings. Adjusted earnings are adjusted revenues less benefits and adjusted expenses. The adjustments to both revenues and expenses account for certain items that cannot be predicted or that are outside management's control. Adjusted revenues are U.S. GAAP total revenues excluding net investment gains and losses, except for amortized hedge costs/income related to foreign currency exposure management strategies and net interest cash flows from derivatives associated with certain investment strategies. Adjusted expenses are U.S. GAAP total acquisition and operating expenses including the impact of interest cash flows from derivatives associated with notes payable but excluding any nonrecurring or other items not associated with the normal course of the Company's insurance operations and that do not reflect the Company's underlying business performance.
- Adjusted return on equity is calculated using adjusted earnings divided by average shareholders' equity, excluding AOCI. The most comparable U.S. GAAP financial measure is return on average equity (ROE) as determined using net earnings and average total shareholders' equity.
- The Company defines adjusted earnings per share (basic or diluted) to be adjusted earnings for the period divided by the weighted average outstanding shares (basic or diluted) for the period presented. The most comparable U. S. GAAP measure is net earnings per share.
- The Company computes adjusted earnings excluding current period foreign currency impact using the average foreign currency exchange rate for the comparable prior-year period, which eliminates fluctuations driven solely by foreign currency exchange rate changes. The most comparable U.S. GAAP measure is net earnings.
- Amortized hedge costs/income represent costs/income incurred or recognized as a result of using foreign currency derivatives to hedge certain foreign exchange risks in the Company's Japan segment or in the Corporate and Other segment. These amortized hedge costs/ income are estimated at the inception of the derivatives based on the specific terms of each contract and are recognized on a straight line basis over the term of the hedge. There is no comparable U.S. GAAP financial measure for amortized hedge costs/ income.
- The Company defines adjusted book value per share as adjusted book value at the period end divided by the outstanding common shares at the period end. The most comparable U.S. GAAP measure is total book value per share.
- The Company defines adjusted return on equity excluding foreign currency impact as adjusted earnings excluding the current period foreign currency impact divided by average shareholders' equity, excluding accumulated other comprehensive income (AOCI). The most comparable U.S. GAAP financial measure is return on average equity (ROE) as determined using net earnings and average total shareholders' equity.

1Q20 Financial Position[1]

Benefit ratios and pretax profit margins provide capacity to absorb elevated losses

Aflac Incorporated	1Q20	Δ yoy
Net EPS	$0.78	-36.6%
Adjusted EPS*	$1.21	8.0%
Adjusted EPS ex-FX*	$1.20	7.1%
Book Value / share	$36.75	5.3%
Adjusted Book Value / share*	$30.92	7.0%
ROE	8.2%	-680bps
Adjusted ROE*	15.8%	–

Aflac Japan	1Q20	Δ yoy
Total Net Premiums	¥343.1 bn	-2.1%
Net Investment Income	75.9 bn	2.5%
Benefit Ratio	69.4%	30bps
Third Sector Benefit Ratio	59.0%	60bps
Total Adjusted Expense Ratio	20.0%	-20bps
Pretax Profit Margin	22.5%	60bps

Corporate and Other	1Q20	Δ yoy
Amortized Hedge Income	$29 mm	45.0%
Net Investment Income	$53 mm	26.2%

- Expect Corporate and Other to record a pretax loss of $100-120 million for 2020

Aflac U.S.	1Q20	Δ yoy
Total Net Premiums	$1,483 mm	1.5%
Net Investment Income	$177 mm	–
Benefit Ratio	48.1%	-120bps
Total Adjusted Expense Ratio	38.4%	210bps
Pretax Profit Margin	19.3%	-40bps

[1] Benefit ratios measured to earned premium; expense ratios and pretax margins relative to total revenue *Non-GAAP measure; please see Appendix for definitions.

Reconciliation of Net Earnings to Adjusted Earnings per Share[1]

(Three Months Ended March 31)

	2020	2019	% Inc.
Net earnings per diluted share	$ 0.78	$1.23	(36.6)%
Items impacting net earnings:			
Net investment (gains) losses	0.62	(0.14)	
Other and non-recurring (income) loss	0.02	–	
Income tax (benefit) expense on items excluded from adjusted earnings	(0.20)	0.03	
Adjusted earnings per diluted share	$ 1.21	$1.12	8.0%
Current period foreign currency impact[2]	(0.01)	N/A	
Adjusted earnings excluding current period foreign currency impact[3]	$1.20	$1.12	7.1%

[1]Amounts may not foot due to rounding.

[2] Prior period foreign currency impact reflected as "N/A" to isolate change for current period only.

[3] Amounts excluding current period foreign currency impact are computed using the average foreign currency exchange rate for the comparable prior year period, which eliminates fluctuations driven solely by foreign currency exchange rate changes..

Reconciliation of U.S. GAAP Return on Equity to Adjust ROE[1]

(Three Months Ended March 31)

	2020	2019
Net earnings – U.S. GAAP ROE[2]	8.2%	15.0%
Impact of excluding unrealized foreign currency translation gains (losses)	(0.6)	(1.3)
Impact of excluding unrealized gains (losses) on securities and derivatives	2.7	3.7
Impact of excluding pension liability adjustment	(0.1)	(0.1)
Impact of excluding AOCI	2.0	2.3
U.S. GAAP ROE – less AOCI	10.2%	17.3%
Differences between adjusted earnings and net earnings[3]	5.7	(1.5)
Adjusted ROE - reported	15.8%	15.8%
Less: Impact of foreign currency[4]	0.2	N/A
Adjust ROE, excluding impact of foreign currency	15.7%	15.8%

[1]Amounts presented may not foot due to rounding.
[2]U.S. GAAP ROE is calculated by dividing net earnings (annualized) by average shareholders' equity.
[3]See separate reconciliation of net income to adjusted earnings.
[4] Impact of foreign currency is calculated by restating all foreign currency components of the income statement to the weighted average foreign currency exchange rate for the comparable prior year period. The impact is the difference of the restated adjusted earnings compared to reported adjusted earnings. For comparative purposes, only current period income is restated using the weighted average prior period exchange rate, which eliminates the foreign currency impact for the current period. This allows for equal comparison of this financial measure.

Reconciliation of U.S. GAAP Book Value per Share[1]

(Three Months Ended March 31, In Millions of Dollars)

	2020	2019	% Inc.
U.S. GAAP book value	$ 26,402	$ 26,049	
Less:			
Unrealized foreign currency translation gains (losses)	(1,543)	(1,848)	
Unrealized gains (losses) on securities and derivatives	6,008	6,535	
Pension liability adjustment	(277)	(206)	
Total AOCI	4,188	4,481	
Adjusted book value[2]	$ 22,214	$21,568	
Add:			
Unrealized foreign currency translation gains (losses)	(1,543)	(1,848)	
Adjusted book value including unrealized foreign currency translation gains (losses)[3]	$ 20,671	$19,720	
Number of outstanding shares at end of period	718,382	746,487	
U.S. GAAP book value per common share	$36.75	$34.90	5.3%

[1] Amounts may not foot due to rounding.

[2].Adjusted book value is the U.S. GAAP book value (representing total shareholder's equity), excluding AOCI (as recorded on the U.S. GAAP balance sheet).

[3] Adjusted book value including unrealized foreign currency translation gains (losses) is adjusted book value plus unrealized foreign currency translation gains (losses).