



Investor Presentation

June 2022

Forward-Looking Statements and Non-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:

- difficult conditions in global capital markets and the economy, including those caused by COVID-19
- defaults and credit downgrades of investments
- exposure to significant interest rate risk
- concentration of business in Japan
- limited availability of acceptable yen-denominated investments
- foreign currency fluctuations in the yen/dollar exchange rate
- differing judgments applied to investment valuations
- significant valuation judgments in determination of expected credit losses recorded on the Company's investments
- decreases in the Company's financial strength or debt ratings
- decline in creditworthiness of other financial institutions
- concentration of the Company's investments in any particular single-issuer or sector
- the effects of COVID-19 and its variants (both known and emerging), and any resulting economic effects and government interventions, on the Company's business and financial results
- the Company's ability to attract and retain qualified sales associates, brokers, employees, and distribution partners
- deviations in actual experience from pricing and reserving assumptions
- 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
- subsidiaries' ability to pay dividends to the Parent Company
- inherent limitations to risk management policies and procedures
- the level of sales of Aflac Japan products in the Japan Post channel
- tax rates applicable to the Company may change
- failure to comply with restrictions on policyholder privacy and information security
- extensive regulation and changes in law or regulation by governmental authorities
- competitive environment and ability to anticipate and respond to market trends
- catastrophic events, including, but not limited to, as a result of climate change, epidemics, pandemics (such as the coronavirus COVID-19), tornadoes, hurricanes, earthquakes, tsunamis, war or other military action, terrorism or other acts of violence, and damage incidental to such events
- ability to protect the Aflac brand and the Company's reputation
- 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

This document includes references to the Company's financial performance measures which are not calculated in accordance with United States generally accepted accounting principles (U.S. GAAP) (non-U.S. GAAP). The financial measures exclude items that the Company believes may obscure the underlying fundamentals and trends in insurance operations because they tend to be driven by general economic conditions and events or related to infrequent activities not directly associated with insurance operations.

Definitions of the Company's non-U.S. GAAP financial measures and applicable reconciliations to the most comparable U.S. GAAP measures are provided as appropriate.

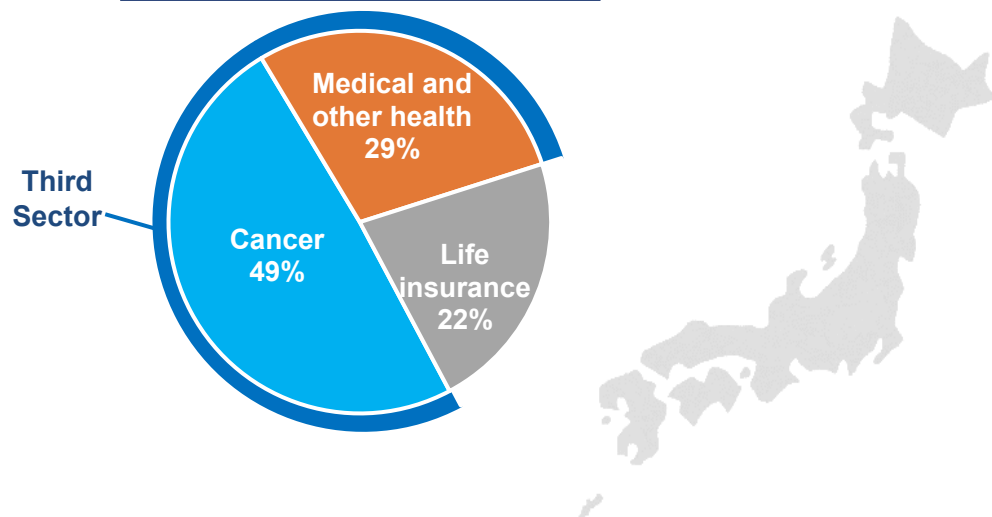
Due to the size of Aflac Japan, where the functional currency is the Japanese yen, fluctuations in the yen/dollar exchange rate can have a significant effect on reported results. In periods when the yen weakens, translating yen into dollars results in fewer dollars being reported. When the yen strengthens, translating yen into dollars results in more dollars being reported. Consequently, yen weakening has the effect of suppressing current period results in relation to the comparable prior period, while yen strengthening has the effect of magnifying current period results in relation to the comparable prior period. A significant portion of the Company's business is conducted in yen and never converted into dollars but translated into dollars for U.S. GAAP reporting purposes, which results in foreign currency impact to earnings, cash flows and book value on a U.S. GAAP basis. Management evaluates the Company's financial performance both including and excluding the impact of foreign currency translation to monitor, respectively, cumulative currency impacts and the currency-neutral operating performance over time. The average yen/dollar exchange rate is based on the published MUFG Bank, Ltd. telegraphic transfer middle rate (TTM).

Segment Overview

Aflac Japan Business Profile

- Aflac Japan insures **1 in 4 households**¹ in Japan and is the **#1** cancer and medical insurer².
- 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's goal is to be the leading company for "living in your own way."

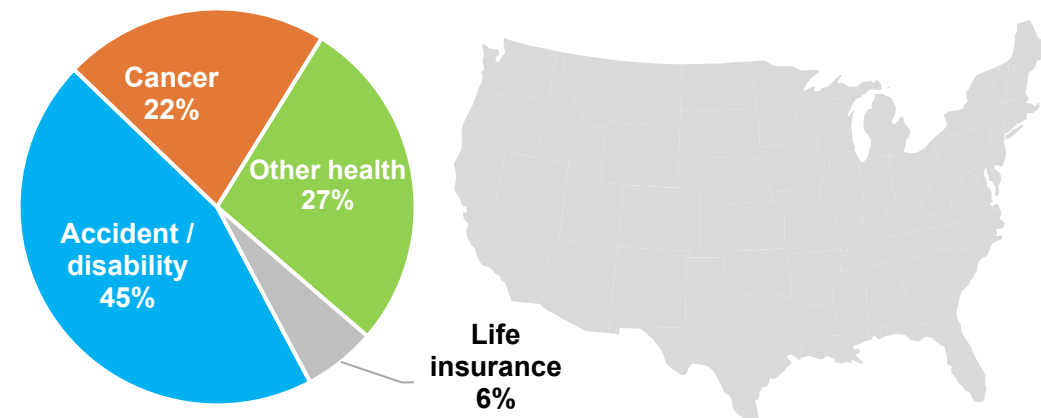
2021 Net Earned Premiums



Aflac U.S. Business Profile

- Aflac is the leading supplemental health insurer in the U.S.
- 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 U.S.'s vision is to seek to further develop "a world where people are better prepared for unexpected health expenses."

2021 Net Earned Premiums

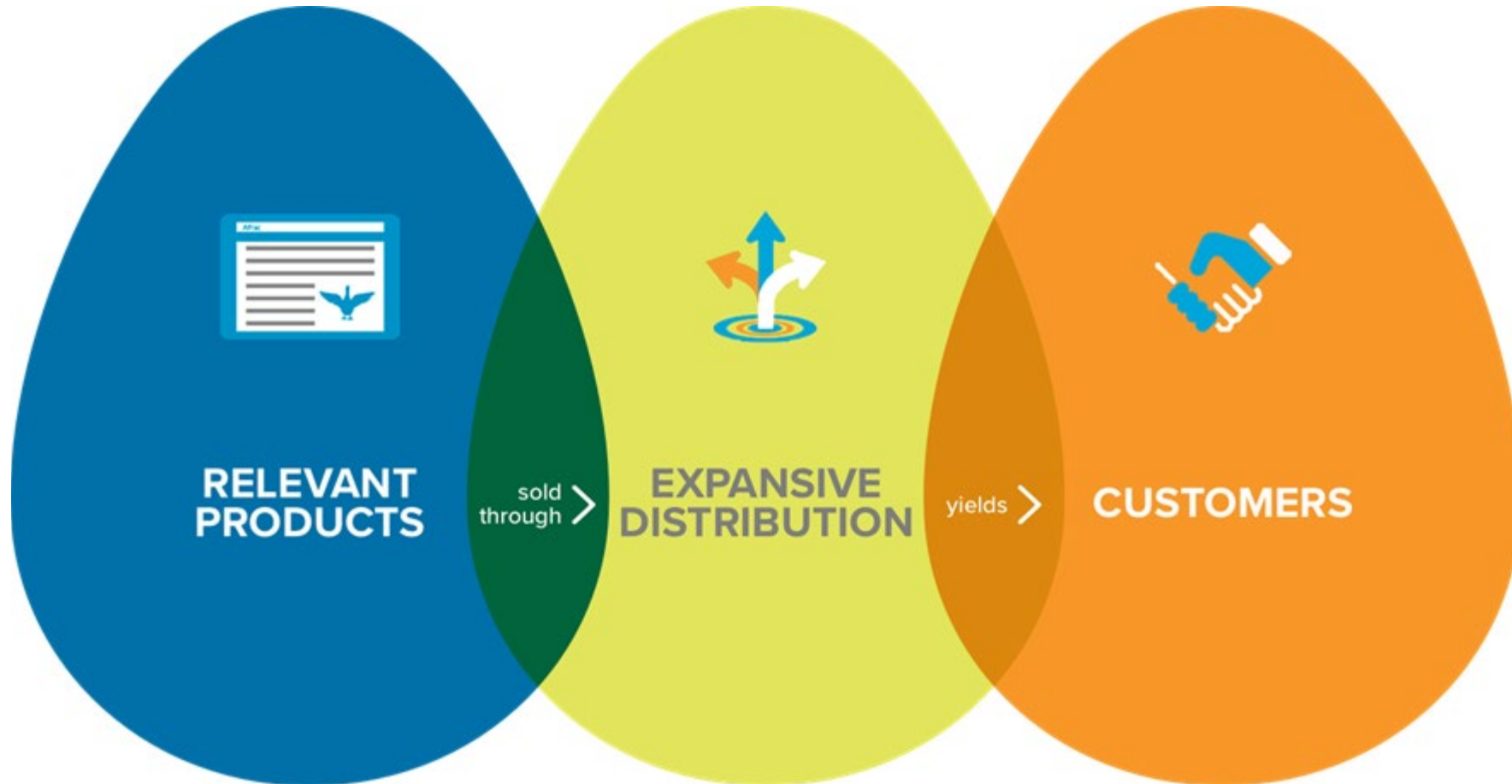


2021 Highlights

Cash Dividend +17.9%	Share Repurchase \$2.3 billion
EPS -4.2%	Adjusted EPS* +19.8%
ROE 12.9%	Adjusted ROE* 15.9%

- Our strategic focus:
 - » Navigating the pandemic in a strong financial condition
 - » Executing on key growth and efficiency initiatives
 - » Returning capital to shareholders – Dividend increased ~43% since 2020
 - » Driving ESG initiatives across the enterprise

Aflac Incorporated's Long-Term Growth Strategy



Aflac U.S. | Key Growth Initiatives Complement Core



Network Dental & Vision

remains the 2nd most requested products by employees, behind health insurance



Group Life, Absence Management and Disability

brings Aflac closer to the front page with enrollment and technology solutions



There are 127 million workers in the U.S. that do not have access to our products today – **Aflac Direct** is more relevant than ever

Aflac Japan | Enhancing Protection-type Product Lineup

Cancer Insurance



- Maintain the market-leading position
- Revise products every three to four years given changes in the medical environment

Medical Insurance



- Launched a new product with enhanced coverage in January 2021
- Ensure competitiveness through product revisions every two to three years

Nursing Care Insurance



- A market with great potential in Japan, where the population is aging
- Launched a new product to supplement Japan's public long-term care insurance in September 2021

Income Support Insurance

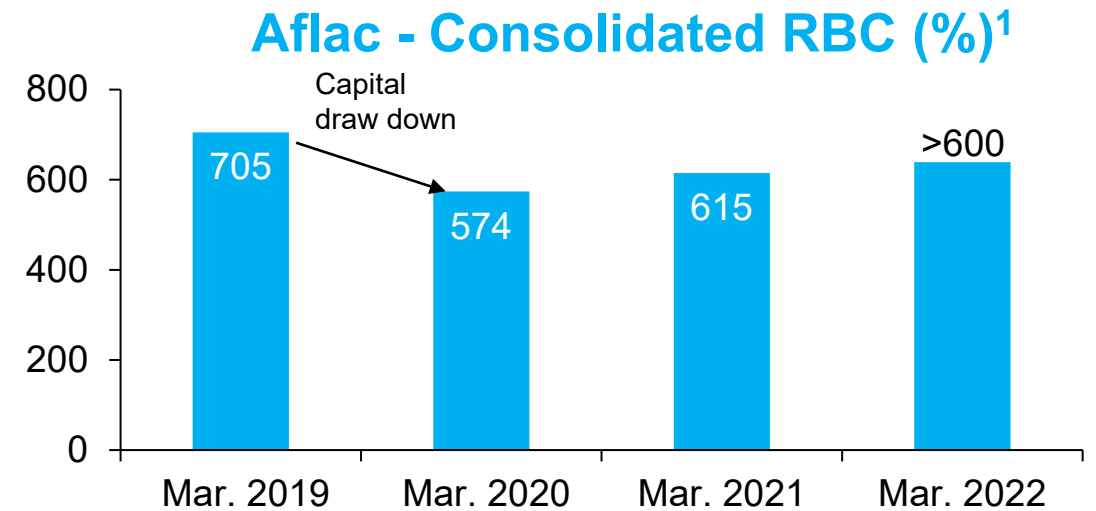
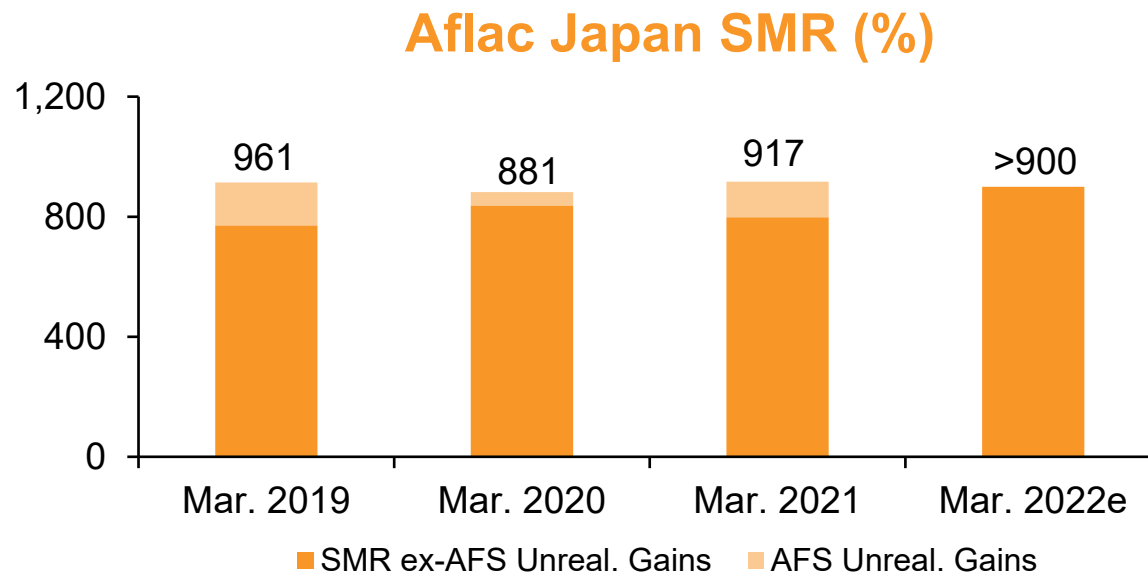


- SME employees' growing need to address the risk of not being able to work
- Considering products that provide for loss of income in the event of short-term hospitalization

Maintain Strong Capital & Financial Strength

Aflac entered the pandemic with strong core insurance capital ratios

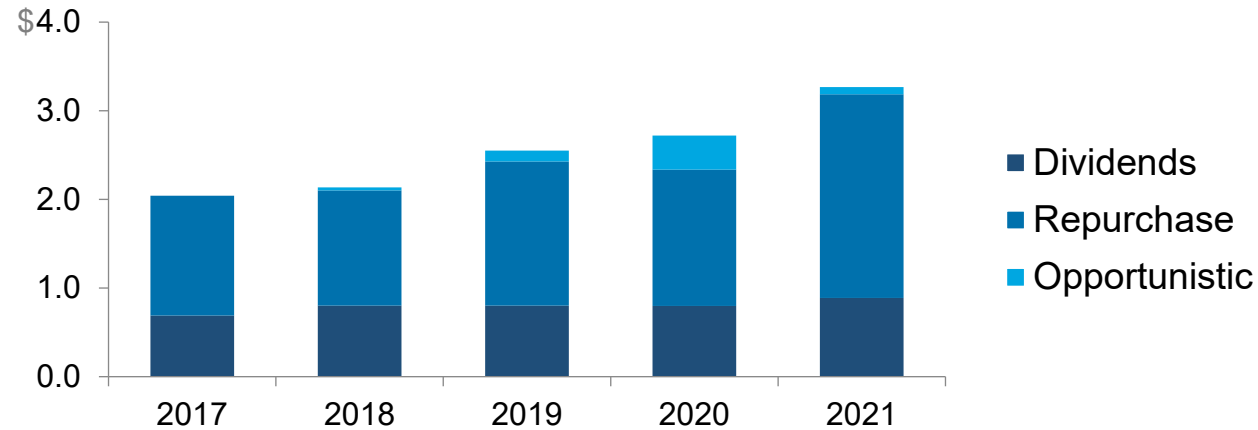
Aflac Japan's ESR as of 1Q 2022 was 245% as compared to 230% 1Q 2021



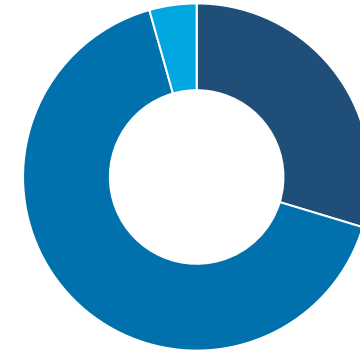
R&I upgraded Aflac's operating companies to AA and Aflac, Inc. to A+

Capital Deployment Under Stable Conditions

Tactical Deployment (\$ billions)



2021-2023e Deployment ~\$8.5 - \$9.5 billion



Considerations

- Expected run-rate annualized insurance subsidiary dividends of \$2.6 billion to \$3.0 billion¹
- Deployable capital defined as excess capital after reinvestment in core insurance businesses
- Opportunistic represents amounts available for incremental growth investments (corporate development)

Appendix



1Q22 Core Insurance Margins vs 1Q21¹

Aflac Incorporated

Adj. ROE*
14.2%

Aflac U.S.

Benefit
Ratio
44.0%

490 bps

Adj. Expense
Ratio
42.2%

370 bps

Pretax Profit
Margin
19.8%

(750) bps

Aflac Japan

3rd Sector
Benefit Ratio
56.4%

(160) bps

Adj. Expense
Ratio
21.2%

(10) bps

Pretax Profit
Margin
25.3%

220 bps

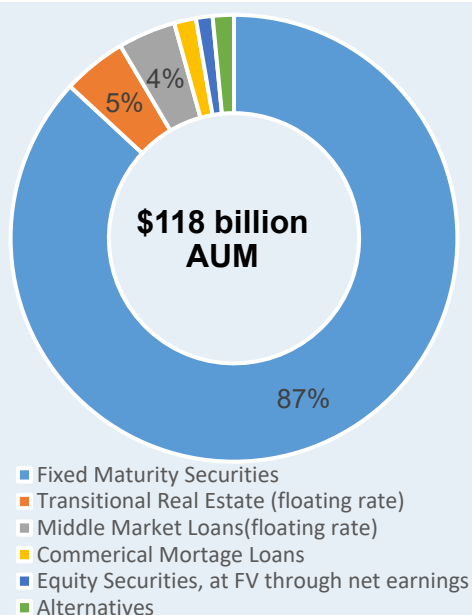
*Non-GAAP measure; please see Appendix for reconciliation.

¹ Benefit ratios measured to earned premium; expense ratios and pretax margins relative to total revenue*

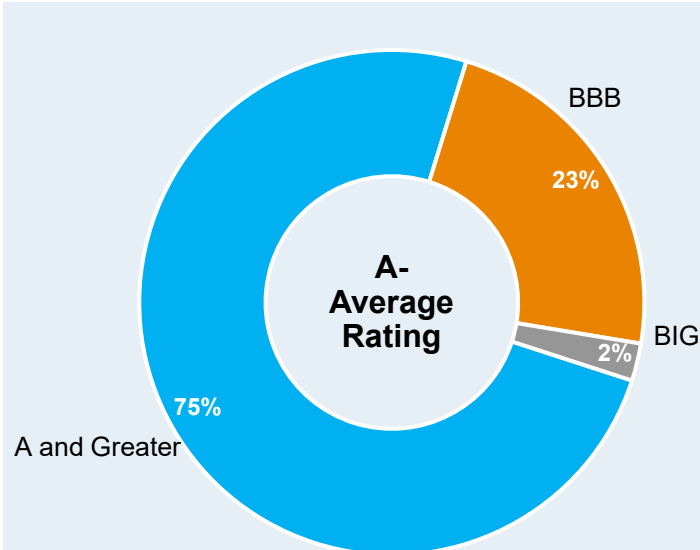
Resilient Global Portfolio - Consolidated

As of 1Q22

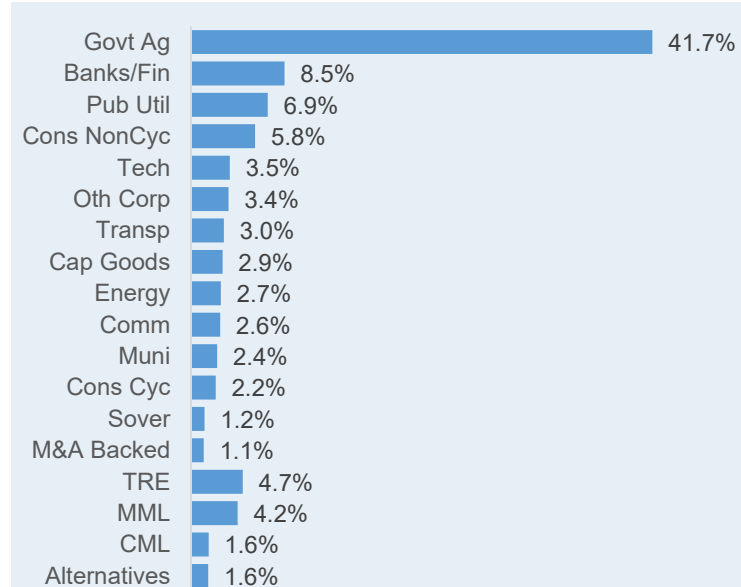
Asset Allocation



Quality



Sector and Industry Diversification*



Global Portfolio Highlights

- **Consistent investment process:** Strategic asset allocation, tactical asset allocation, asset-liability matching, capital efficiency
- **Maintain A- high average credit quality:** 98% of assets investment grade
- **Disciplined credit underwriting process:** Middle-Market Loans (MMLs) and Transitional Real Estate (TRE) loans performing well with minimal amendments

Glossary of Non-U.S. GAAP Measures

The Company defines these non-U.S. GAAP financial measures as follows:

- **Adjusted earnings** are adjusted revenues less benefits and adjusted expenses. Adjusted earnings per share (basic or diluted) are the adjusted earnings for the period divided by the weighted average outstanding shares (basic or diluted) for the period presented. 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 adjusted net investment gains and losses. 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. Management uses adjusted earnings and adjusted earnings per diluted share to evaluate the financial performance of the Company's insurance operations on a consolidated basis and believes that a presentation of these financial measures is vitally important to an understanding of the underlying profitability drivers and trends of the Company's insurance business. The most comparable U.S. GAAP financial measures for adjusted earnings and adjusted earnings per share (basic or diluted) are net earnings and net earnings per share, respectively.
- **Adjusted earnings 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. Adjusted earnings per diluted share excluding current period foreign currency impact is adjusted earnings excluding current period foreign currency impact divided by the weighted average outstanding diluted shares for the period presented. The Company considers adjusted earnings excluding current period foreign currency impact and adjusted earnings per diluted share excluding current period foreign currency impact important because a significant portion of the Company's business is conducted in Japan and foreign exchange rates are outside management's control; therefore, the Company believes it is important to understand the impact of translating foreign currency (primarily Japanese yen) into U.S. dollars. The most comparable U.S. GAAP financial measures for adjusted earnings excluding current period foreign currency impact and adjusted earnings per diluted share excluding current period foreign currency impact are net earnings and net earnings per share, respectively.
- **Adjusted return on equity** is adjusted earnings divided by average shareholders' equity, excluding accumulated other comprehensive income (AOCI). Management uses adjusted return on equity to evaluate the financial performance of the Company's insurance operations on a consolidated basis and believes that a presentation of this financial measure is vitally important to an understanding of the underlying profitability drivers and trends of the Company's insurance business. The Company considers adjusted return on equity important as it excludes components of AOCI, which fluctuate due to market movements that are outside management's control. The most comparable U.S. GAAP financial measure for adjusted return on equity is return on average equity (ROE) as determined using net earnings and average total shareholders' equity.
- **Adjusted return on equity excluding foreign currency impact** is adjusted earnings excluding the current period foreign currency impact divided by average shareholders' equity, excluding AOCI. The Company considers adjusted return on equity excluding foreign currency impact important as it excludes changes in foreign currency and components of AOCI, which fluctuate due to market movements that are outside management's control. The most comparable U.S. GAAP financial measure for adjusted return on equity excluding foreign currency impact is ROE as determined using net earnings and average total shareholders' equity.

Reconciliation of Net Earnings Per Diluted Share to Adjusted Earnings Per Diluted Share

Three Months Ended March 31

	<u>2022</u>	<u>2021</u>	<u>% Change</u>
Net earnings per diluted share	\$ 1.58	\$1.87	(15.5)%
Items impacting net earnings:			
Adjusted net investment (gains) losses	(0.21)	(0.44)	
Other and non-recurring (income) loss	—	0.01	
Income tax (benefit) expense on			
Items excluded from adjusted earnings	0.04	0.09	
Tax Valuation Allowance Release ³	—	—	
Adjusted earnings per diluted share	<u>\$ 1.42</u>	<u>\$1.53</u>	(7.2)%
Current period foreign currency impact ¹	<u>0.06</u>	<u>N/A</u>	
Adjusted earning per diluted share			
excluding current period foreign currency impact ²	<u>\$ 1.48</u>	<u>\$1.53</u>	(3.3)%

¹ Prior period foreign currency impact reflected as "N/A" to isolate change for current period only.

² 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.

³ Tax benefit recognized in the third quarter of 2020 represents the release of valuation allowances on deferred tax benefits related to foreign tax credits.

Reconciliation of U.S. GAAP Return on Equity to Adjusted ROE¹

Three Months Ended March 31 in millions of Dollars

	<u>2022</u>	<u>2021</u>
U.S. GAAP ROE – Net earnings ²	13.2%	15.8%
Impact of excluding unrealized foreign currency translation gains (losses)	(1.1)	(0.9)
Impact of excluding unrealized gains (losses) on securities and derivatives	3.8	6.1
Impact of excluding pension liability adjustment	(0.1)	(0.2)
Impact of excluding AOCI	2.6	5.0
U.S. GAAP ROE – less AOCI	15.8	20.7
Differences between adjusted earnings and net earnings ³	(1.6)	(3.8)
Adjusted ROE - reported	14.2	17.0
Less: Impact of foreign currency ⁴	(0.6)	N/A
Adjust ROE, excluding impact of foreign currency	14.7	17.0

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 Net Earnings Per Diluted Share to Adjusted Earnings Per Diluted Share

Twelve Months Ended December 31

	<u>2021</u>	<u>2020</u>	<u>% Change</u>
Net earnings per diluted share	\$ 6.39	\$6.67	(4.2)%
Items impacting net earnings:			
Adjusted net investment (gains) losses	(0.68)	0.32	
Other and non-recurring (income) loss	0.11	0.04	
Income tax (benefit) expense on			
Items excluded from adjusted earnings	0.12	(0.10)	
Tax Valuation Allowance Release ³	—	(1.97)	
Adjusted earnings per diluted share	\$ 5.94	\$4.96	19.8%
Current period foreign currency impact ¹	0.06	N/A	
Adjusted earning per diluted share			
excluding current period foreign currency impact ²	\$ 6.00	\$4.96	21.0%

¹ Prior period foreign currency impact reflected as "N/A" to isolate change for current period only.

² 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.

³ Tax benefit recognized in the third quarter of 2020 represents the release of valuation allowances on deferred tax benefits related to foreign tax credits.

Reconciliation of U.S. GAAP Return on Equity to Adjusted ROE¹

Twelve Months Ended December 31 in millions of Dollars

	<u>2021</u>	<u>2020</u>
U.S. GAAP ROE – Net earnings ²	12.9%	15.3%
Impact of excluding unrealized foreign currency translation gains (losses)	(0.8)	(0.9)
Impact of excluding unrealized gains (losses) on securities and derivatives	5.1	6.2
Impact of excluding pension liability adjustment	(0.1)	(0.2)
Impact of excluding AOCI	4.2	5.1
U.S. GAAP ROE – less AOCI	17.1	20.3
Differences between adjusted earnings and net earnings ³	(1.2)	(5.2)
Adjusted ROE - reported	15.9	15.1
Less: Impact of foreign currency ⁴	(0.2)	N/A
Adjust ROE, excluding impact of foreign currency	16.1	15.1

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.