



INVESTOR FACTS

AFLAC: WHO WE ARE

When a policyholder gets sick or hurt, Aflac pays cash benefits fast, giving policyholders the opportunity to direct cash where it's needed most when a serious medical event limits their income and increases their expenses. This is often due to income loss from missed work as well as asset loss from many medical and non-medical out-of-pocket expenses that often accompany a serious medical situation.

Aflac is the number one provider of individual guaranteed-renewable insurance products in the United States and the number one life insurance company in terms of individual insurance policies in force in Japan. Our products don't build wealth; they help protect financial well-being.

Aflac insurance provides financial protection and peace of mind to more than 50 million people worldwide. Aflac Incorporated is a Fortune 500 company listed on the New York Stock Exchange under the symbol AFL.



**AFLAC'S TWO-PART
GROWTH STRATEGY
FOR AFLAC U.S. AND
AFLAC JAPAN**

HOW WE DO BUSINESS

From the very beginning of our business, Aflac leaders have worked hard to build a culture of open communication, honesty, integrity and caring customer service. And from the days when three brothers founded Aflac, we've approached our shareholders with those same values.

We are dedicated to effective corporate governance and extensive disclosure. We have fostered a culture of open communication and trust among our employees and management to help ensure that we operate in a transparent manner. We maintain the highest ethical standards in our business practices and financial reporting.

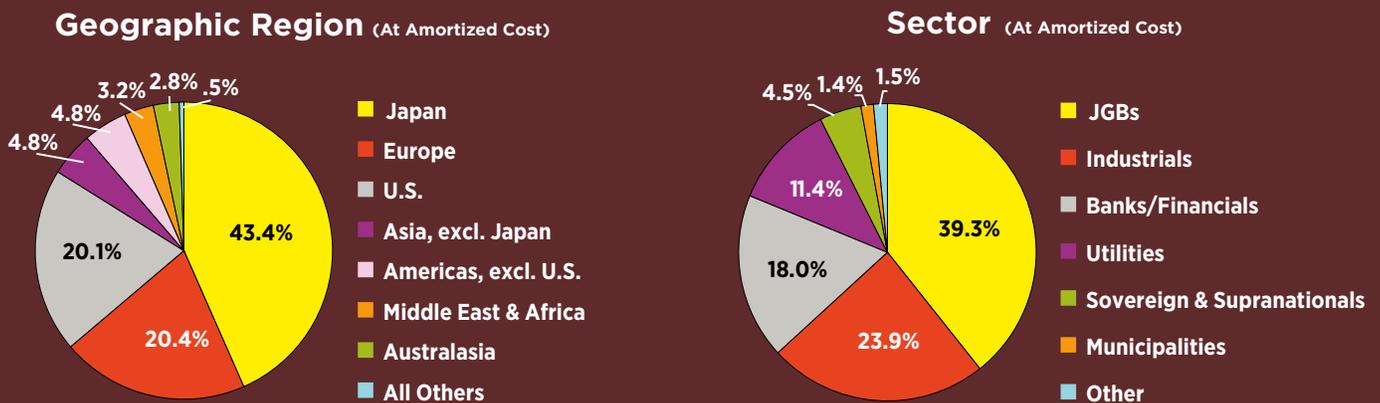
We believe that by doing so, we have earned the confidence of our policyholders, sales associates, and employees, as well as the financial community and our shareholders.

INVESTMENT PHILOSOPHY

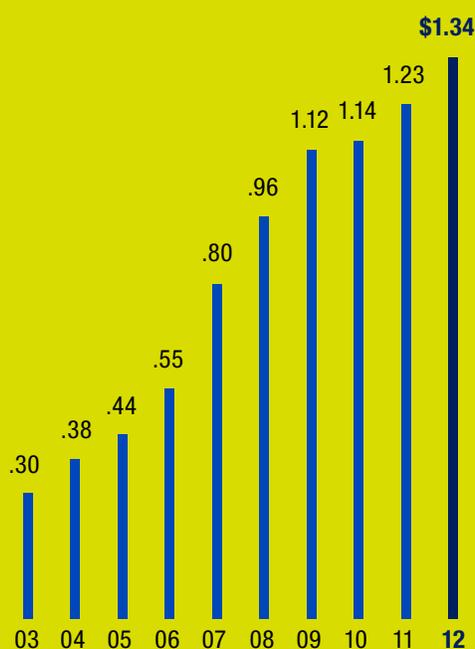
Our investment portfolio fortifies the most important promise Aflac makes to policyholders – to protect them when they need us most by paying claims fairly and promptly.

- We primarily invest for the long term, and the strong cash flows from our persistent book of business give us the ability to continue to invest from this perspective.
- We have defined our investment objectives as maximizing risk-adjusted performance subject to our liability profile and capital requirements.
- In Japan, our products are yen-denominated, long-dated, and have high persistency, thus yielding long duration liabilities.
- Our U.S. policy liabilities have a shorter duration than in Japan, and our investment approach is tailored accordingly.
- 95.3% of Aflac's fixed-income securities were investment grade at December 31, 2012.

2012 Composition of Portfolio



- **Aflac has increased its annual dividend for 30 consecutive years.**
- **Total cash dividends** paid in 2012 were **8.9% higher** than in 2011.
- **Aflac's 1-year total return** to shareholders, including reinvested dividends, is **26.4%**.
- **Aflac's 5-year total return** to shareholders, including reinvested dividends, was down **3.3%**.
- **Aflac's 10-year total return** to shareholders, including reinvested dividends, is **112.7%**.



Annual Cash Dividends Paid Per Share

Aflac has increased its annual dividend for 30 consecutive years. Total cash dividends paid in 2012 rose 8.9% over 2011.

Key Areas of Focus for 2013

AFLAC JAPAN

- ▶ **Enhance our product line** – We will listen to our consumers and our sales force to create innovative new products and revise current products to respond to the changing needs of Japanese consumers.
- ▶ **Promote our number one brand position** – We will capitalize on our market-leading status to attract consumers and distinguish our products while emphasizing the attributes that led us to our number one position.
- ▶ **Expand our reach** – We will focus on enhancing the productivity of our sales force, while also developing new channels to better reach new customers.
- ▶ **Advance administrative efficiency and accuracy** – We will streamline our business processes to increase our core competitive advantage and provide convenience for policyholders and consumers, while leveraging new technology.

Aflac in 2013 and Beyond

At first glance there are some profound differences in the health care markets in the United States and Japan, but many people would be surprised to know that there are also many similarities. With ever rising out-of-pocket expenses for health care in both markets, our plans are well-positioned to address those needs. Within each market, millions of everyday, hardworking people count on the benefits Aflac products can offer when a life-changing event suddenly transforms them from a policyholder into a claimant.

As we look to 2013 and beyond, we realize that we will likely face a landscape of challenges. We continue to stand strong and keep moving forward. We are moved by the determination of our dedicated sales agents and employees, and motivated by the Aflac Duck to continue to spread our coverage to new and existing customers.

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AFLAC U.S.

- ▶ **Adapt our product line** – We will stay close to consumer needs and offer customized solutions with innovative and affordable products that provide value with benefits that meet those needs.
- ▶ **Empower and develop our sales distribution system** – We will focus on continued growth, training, support, motivation and leadership of sales associates and brokers to extend our reach to more customers at businesses of all sizes.
- ▶ **Clarify our brand message to connect with potential customers** – We will nurture, create and re-establish connections with employers and their employees by conveying who Aflac is and how our products work through an effective, efficient, and entertaining marketing campaign.
- ▶ **Improve efficiency, mobility and ultimately productivity through cutting - edge technology** – We will continue to adapt and upgrade new technology to improve the services we offer our customers and the flexibility we give sales associates while at the same time controlling operating expenses.

2013 Schedule of Financial News Events

February 5 - Year-end earnings release

February 6 - Year-end meeting (webcast event)

April 24 - First quarter earnings release

April 25 - First quarter teleconference (webcast event)

May 6 - Annual Meeting of Shareholders

July 30 - Second quarter earnings release

July 31 - Second quarter teleconference (webcast event)

August 15-17 - Money Show, San Francisco, California

October 29 - Third quarter earnings release

October 30 - Third quarter teleconference (webcast event)

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