

CORPORATE CITIZENSHIP REPORT : THE AFLAC WAY



AFLAC 2014

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PAUL SHELBY AMOS
"MR. PAUL"

1926 - 2014

IN LOVING MEMORY

Paul "Mr. Paul" Shelby Amos was one of the three founding brothers of Aflac. Beloved by all who knew him, Mr. Paul was the heart and soul of the company. He was not only a consummate businessman, but an eternal optimist, a philanthropist and a straight shooter. With Mr. Paul, integrity was non-negotiable.

Respected throughout the industry, Mr. Paul left a huge footprint on the landscape of voluntary insurance. He pioneered Aflac's innovative "cluster selling" strategy, in which the company's sales representatives approach businesses to make sales pitches to groups of employees rather than to individuals. Cluster selling was cited by the New York Times in 2014 as a reason for Aflac's growth into a "giant that insures more than 50 million people, and has \$121 billion in assets and 185,000 agents worldwide." It remains a standard strategy for sales today.

Mr. Paul and his wife Jean touched the lives of many through their community service, endowments and scholarship programs. He was described as both a gentleman and a gentle man. He will be missed, but his legacy lives on through a company that remains committed to his values and dedicated to the proposition that honesty and accountability matter.

LETTER FROM

DANIEL P. AMOS, CHAIRMAN AND CEO

When Aflac was founded 60 years ago, it was founded on a bedrock of ethics, integrity, kindness and fairness. Those tenets were outlined in a simple, leather-bound book titled “The Aflac Way.” Today, six decades on, every new Aflac employee receives a copy of this small but powerful book that outlines how we treat our customers, employees and the communities we serve.

In my 25 years as Aflac’s CEO, we’ve done our best to keep the promises outlined in “The Aflac Way.” One way is by paying our policyholders’ claims as quickly as possible. Now, you might ask, “Isn’t that what every insurance company is supposed to do?” Indeed it is. But, sadly, not every insurance company focuses on paying claims, and certainly not at the speed at which Aflac pays them. In fact, we recently introduced the industry-leading One Day PaySM initiative. The goal? To process eligible claims in just one day, a speed that’s almost unheard of in our industry.

If you’re wondering why we think it’s so important to pay eligible claims so rapidly, the reason is simple: We want our customers to focus on what’s most important – getting well – and not on how they’ll pay the bills. And the good news is that it’s working. Take, for example, policyholder Debra Dodson, who suffered a ruptured disc in her neck: **“Having Aflac helped to take away the stress of worrying about how I was going to pay my bills. With the amount of money I got back from Aflac, I was able to pay my bills for six months. What shocked me so much about Aflac was how speedy they were.”**



“We recently introduced the industry-leading One Day PaySM initiative. The goal? To process eligible claims in just one day, a speed that’s almost unheard of in our industry.”

Then there’s Michael Nyland, whose wife was critically injured in a motorcycle accident: **“Our liquid assets were quickly consumed by out-of-pocket expenses, copays, coinsurance, etc. Several weeks after the accident, it dawned on me that I had Aflac. My Aflac agent promptly engaged the claims expert in her office to assist. Three days later, I had a direct deposit in my account that caught us up and continues to give me the assistance to help provide home care for my wife.”**

When Debra and Michael paid their premiums, they purchased our promise to be there for them in the worst of times. They and thousands of other individuals and families know that at our company, a promise made is a promise kept – because that’s the Aflac Way. What’s more, doing business the Aflac Way has blessed us with remarkable success. Our annual revenues have grown from less than \$3 billion to more than \$23 billion, we employ nearly 5,000 people in the U.S., and more than

70,000 independent agents and brokers sell our products. Our workforce is diverse – women comprise about 70 percent of our staff, and more than 40 percent of our employees are minorities. We’ve been on Ethisphere’s list of World’s Most Ethical Companies since 2007 and Fortune’s list of 100 Best Places to Work for 17 straight years.

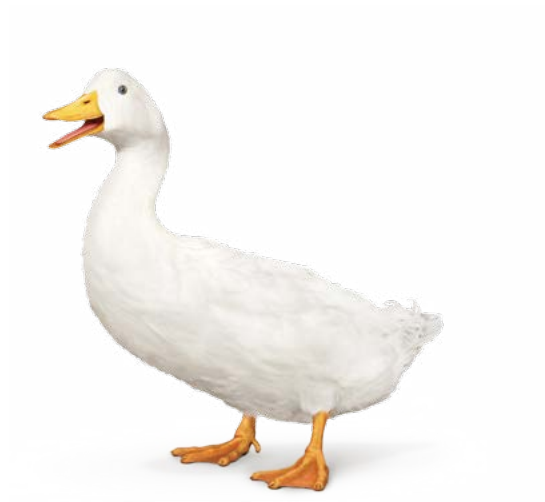
While we take pride in those external accolades, it’s the letters of thanks from our customers that are our greatest reward. This report tells our story and explains why we receive those letters daily. We hope you’ll enjoy learning more about corporate citizenship – the Aflac Way.

Daniel P. Amos

Chairman and Chief Executive Officer
Aflac, Aflac Incorporated

GOVERNANCE

THE AFLAC WAY



Governance the Aflac Way

As a Fortune 500 company (appearing in the top 150 portion of the list) with annual revenues of \$23.9 billion, Aflac places a premium on ethics and integrity. We call this doing business the “Aflac Way.” We have high expectations of all employees – from the longest tenured to the most recently hired – and those expectations are outlined in our company code of conduct. You’ll find it on our website, Aflac.com.



At Aflac, we believe in doing business the right way. In fact, walk the halls of Aflac’s corporate headquarters and you will see constant reminders about what it means to conduct business the Aflac Way.

Our spirit of responsibility, caring and compassion is also illuminated in our Seven Commitments to Customer Service. These commitments are the ultimate examples of doing business the Aflac Way. The tenets may sound simple – they include communicate regularly, know your stuff, shoot straight and cover the customer, not your behind – but they’re courtesies rarely found in today’s hard-driving business world.

Aflac’s commitment to ethics, sustainability and transparency goes beyond just our employees; it extends to the board level, which includes seven principle committees. These include the Audit, Executive, Compensation, Investment and Investment Risk, Acquisition, Sustainability and Corporate Governance Committees:

- The members of the Audit, Corporate Governance and Compensation Committees are independent directors.
- In addition to maintaining a Sustainability Committee helmed by the board of directors, company employees lead Aflac’s Green Committee. This group serves in an advisory capacity and reports to the board several times each year. Aflac’s sustainability reporting is informed by Global Reporting Initiative, or GRI, index guidelines.
- Aflac maintains several other employee-led committees that provide up-to-date information to the CEO and board of directors in a timely fashion. These include committees focused on corporate social responsibility as well as on diversity and donations.

Aflac has numerous primary stakeholders. In addition to our environment and the communities in which we live and work, these stakeholders include our policyholders, shareholders and bondholders; suppliers; employees; agents; brokers and the employers who offer Aflac to their workers. We regularly communicate with these individuals to ensure they’re informed about our latest initiatives and the strength of our company. We also listen to them. In fact, as a result of a shareholder’s request, we’ve conducted shareholder votes at each annual meeting since 2008 to consider our processes for compensating top-level executives. This initiative is commonly referred to as Say on Pay, and Aflac was the first publicly traded company in the United States to conduct such votes.

Aflac maintains an active role in the public policy arena, and we do so with an eye to complete transparency. In addition to complying with all state and federal regulations, we take additional steps to ensure that the public and regulators remain fully informed. For example, beginning in 2012 the company went beyond SEC regulations by posting political contributions on Aflac.com.

We are proud of our record for maintaining a strong reputation for corporate governance and integrity. In fact, the Ethisphere Institute, which gauges corporate ethics, has seen fit to bestow upon Aflac its World’s Most Ethical Companies award for nine consecutive years. In fact, Aflac is the only insurance company in the world to receive this award every year since its inception in 2007. 🦆



Aflac Senior Vice President of Corporate Communications Catherine Blades and Senior Manager of Corporate Communications Jon Sullivan accept Ethisphere’s World’s Most Ethical Companies award from Ethisphere CEO Tim Erblach (middle).

PROMISES MADE, PROMISES KEPT: SERVING CUSTOMERS

THE AFLAC WAY

When families and individuals elect to do business with Aflac, they're putting their faith in a promise – in our word that we'll be here to help support them during some of the most emotionally and financially difficult times of their lives. Over the past 60 years, generations of Americans have learned that Aflac makes good on its obligations and that we mean it when we say we're committed to doing business in a compassionate, caring and trustworthy manner.

We receive more than 100 letters each month from people whose faith in our company has been justified. While we're blessed to receive numerous honors from industry experts each year, it is these letters from all corners of the United States that demonstrate just how rewarding our work can be.

Lois Grigg, Arkansas – “Aflac employees ... are one of a kind”

I am writing this letter to let everyone who reads it know how much I appreciate what Aflac did for me when I was at the worst and darkest point in my life.

I was given the news that I had breast cancer, and I was also going through a divorce. I was unable to work and unsure how I was going to make it on my own.

Aflac sent me a benefit check after processing my claims on my Aflac cancer insurance policy. This helped to take the stress of the financial burdens off of me, and let me focus on my health and recovery.

I could not believe how well I was treated by the Aflac employees; they really are one of a kind. You never know when your life will change, and I am so thankful to have had them in my life at that time. I have told everyone I care about and love that they need to apply for Aflac insurance policies.

Thank you for everything you did for me when I needed you the most.



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Sandra Mitchell, Wyoming – “Thank goodness for the Aflac Duck”

I was diagnosed with breast cancer in August 2007. Although I had been having yearly mammograms for 25 years, they did not detect the cancer; I did. It was already locally advanced, having spread to 10 of 14 lymph nodes with a mass over an inch large in the left breast.

My treatment was rough. It included a mastectomy, 16 weeks of chemotherapy and 36 daily radiation treatments. Making matters even more challenging was that the treatment center is three hours from my home over snow-packed and icy roads in the winter and spring.

My health insurance covered most of the medical costs after the out-of-pocket expense, but it didn't help me with my living expenses. Without Aflac's help, I would never have been able to keep up with my basic living expenses. I had to take eight weeks off work, move to Salt Lake City, rent an apartment there, and still maintain my monthly mortgage and utility payments at home.

Without Aflac, I don't know what I would have done. Thank goodness for the Aflac Duck!

Steve Kemp, Illinois – “Some of the best money we've ever spent”

We had a bad car accident. My wife was treated and released, and I was hospitalized for two weeks. Without our Aflac policies, we would have been in trouble.

We received benefits on our accident policy, which helped us to pay the deductibles and out-of-pocket expenses on our health insurance policies. I was off work for three months from the injuries I sustained, which were seven broken vertebrae, six broken ribs and a broken sternum.

The disability policy helped us to pay our bills while I was off work, which kept us from bankruptcy. The benefits allowed my wife to work her normal schedule and care for me without concern for my lack of income.

We were lucky to have survived this accident and because of these policies, we were able to stay afloat and we were able to give back to the fire department who gave so much for us that day.

Aflac policies are some of the best money we've ever spent. 🦆



PIONEERING, PROTECTING AND PROSPERING

THE AFLAC WAY



Pioneering, Protecting and Prospering Since 1955 The Aflac Way

How do people describe a company like Aflac? It usually involves words like insurance, liability, deductible and even indemnity. But if we at Aflac were asked to describe what we do, we'd use very different descriptions. We'd say we're pioneers, protectors and even prosperers. Here's why:

- We are among the **pioneers** of our industry. Now, some people hear the word "pioneer" and think of dusty trails and covered wagons. But it applies to anyone who's first at something. Consider, for example, business pioneers like Mark Zuckerberg of Facebook, Steve Jobs of Apple, Jeff Bezos of Amazon – even Michael Jordan, who built a billion-dollar-per-year corporation and pioneered an era in which athletes make more money endorsing products than they make playing sports. At Aflac, we're pioneers and always will be. Think about it: We helped invent an industry – a whole new marketplace. We helped bring supplemental insurance to the world. That is an amazing thing. Not many companies can claim that they were on the ground floor at the start of an entire industry.
- We're **protectors** – and by that, we mean we help protect the dreams of thousands of individuals and families whose lives and livelihoods are threatened by illness or injury. And, internally, we protect and support each other as we strive to achieve our own dreams.
- Finally, we **prosper**. We prosper collectively as a company and individually as employees and agents representing one of the top insurers in the world. We help our policyholders maintain their prosperity through ownership of our products, and we help our shareholders, who rely on our growth and success to affirm the trust and confidence they've afforded us through their investments.

At Aflac, we've done all these things – pioneered, protected and prospered – since 1955. These are powerful words that add up to a powerful statement. And we'd like to add one more "P" word to the list: pride. We're proud of what



From humble beginnings back in 1955, Aflac became a pioneer in the voluntary insurance industry, protecting its policyholders while on its way to becoming a prosperous, \$23 billion Fortune 500 company.

we've achieved together, year in and year out, not only for ourselves, but for those who look to us for strength and stability during some of the worst times of their lives.

Let's take a closer look at what we do at Aflac, starting with our roles as pioneers: When brothers John, Paul and Bill Amos founded Aflac back in 1955, they weren't just traveling the road less taken – they were the insurance version of Lewis and Clark, exploring products and sales strategies that were off the grid...way off the grid.

These men helped pioneer supplemental insurance before many of us were even born. In their first year of business, they sold a respectable 6,426 policies. But they weren't interested in being one-hit wonders – they kept the innovation going in 1958 by developing their groundbreaking cancer expense insurance policy, and then they followed it up by pioneering cluster-selling techniques (work site sales). They stepped it up again with policies sponsored by employers and funded by payroll deductions.

And they had another huge idea in 1974 – Aflac became just the third American company licensed to sell insurance in Japan. We offered a product – cancer insurance – in that country at a time when cancer awareness was growing. A mere decade later, Japan accounted for two-thirds of our revenue and approximately 70 percent of our earnings. Today, it accounts for about 75 percent.

Combine 60 years, more than 70,000 associates and an unquantifiable amount of blood, sweat and tears and it's no surprise that a whopping 50 million people worldwide are covered by Aflac, Aflac Group and Aflac Japan.

You know, a lot of companies come up with one good idea and use that one concept – that firing of a single synapse – as the cornerstone of an entire business. But at Aflac, we're always in the business of pioneering.

We know a company that doesn't continuously innovate – a company that rests on its laurels – will eventually become irrelevant. For example, there are newspaper executives who didn't see the warning signs posed by the Internet, finding themselves not only holding the presses, but shutting many of them down.

At Aflac, we continue to ask ourselves whether we're resting on our laurels, whether we're staying too long at our own party. And, we're pleased to say, irrelevance isn't part of our vocabulary.

We've certainly been part of pioneering how and what we sell, but we've also help pioneer – and set the standard for – the servicing of business once it's on the books.

We're forerunners in claims handling and recently became the first voluntary insurer to introduce One Day PaySM.

We believe good service is how we fulfill our promise to be there for our policyholders in their times of need.



Like Mark Zuckerberg and Steve Jobs were to technological innovation, the Amos brothers, **Paul, John and Bill**, were among the pioneers in the insurance industry.



Customer Service

We take our customer service promise and build on it by continuously examining our customers' needs – by assessing and reassessing our product portfolio to ensure that the businesses, individuals and families who rely on us to help protect their financial security have access to the products they want and need. In fact, our goal is to figure out what they want and need before they have any idea that they want and need it.

As one of the industry's pioneers, Aflac continues to innovate, now offering customers One Day PaySM with Aflac SmartClaim[®] – which allows eligible claims to be paid in just one day!

Aflac SmartClaim[®]
One Day PaySM

One Day PaySM available for most properly documented, individual claims submitted online through Aflac SmartClaim[®] by 3 PM ET. Aflac SmartClaim[®] not available on the following: Short Term Disability (excluding Accident and Sickness Riders), Life, Vision, Dental, Medicare Supplement, Long Term Care/Home Health Care, Aflac Plus Rider and Group policies. Aflac processes most other claims in about four days. Processing time is based on business days after all required documentation needed to render a decision is received & no further validation and/or research is required. Individual Company Statistic, 2015.



In **Short-Term Disability insurance**, we were leaders in offering true guaranteed-issue options for coverage.



In **Hospital insurance**, we were at the forefront by creating specialized benefits for policyholders.



In **Dental insurance**, we helped pioneer open networks.



In **Vision insurance**, we helped set the standard for offering benefits for eye diseases, eye surgery and progressive blindness.



And we were active in the evolution of **Hospital Intensive Care insurance** by introducing step-down benefits.

Over the Years, We've Been Way Out Ahead of our Rivals in a Mind-boggling Number of Ways

Our entrepreneurial spirit, our drive to be industry pioneers, hasn't faded over time. We're risk-takers and deal-makers. We even took a risk by introducing the Aflac Duck – a risk that has paid off in name and brand recognition that's almost unimaginable. But there's more:

- In 1996, Aflac invented new electronic technology called Aflac SmartApp®, that enabled our customers to electronically become policyholders. After launching the technology, Aflac received the Computerworld Smithsonian Award for Excellence in Technology in 1999.
- In 2007, Aflac became the first publicly traded company to give its shareholders "Say on Pay," which meant they had the unprecedented power to determine whether our executives' compensation was appropriate relative to company success.

Most companies are afraid of failure. As Aflac CEO Dan Amos has said so many times, success requires risk. It also requires acceptance and understanding that not everything we try is going to work out the way we

expect or want it to. At Aflac, we take calculated risks. And most of the time, those risks pay off. In the rare instances that they don't, we move forward quickly.

Next, let's talk about protecting. In many ways, Aflac is in the business of helping protect dreams – those of our agents, our employees, our policyholders and the accounts we do business with. That's a good thing, because as Eleanor Roosevelt once said, "The future belongs to those who believe in the beauty of their dreams."

We wish we had records of claims going back to the year Aflac was founded, because the comparison between 1955 and today would be absolutely mind-boggling. We can tell you this, though: In 1971, we paid out just over \$2 million in claims. In 2014, the total had grown to nearly \$13 billion. And how did that \$13 billion help protect the dreams of those who were counting on us? It went toward paying monthly mortgages and keeping roofs over families' heads. It went toward electric bills and keeping children warm at night. It went toward grocery bills that kept food on tables. It went toward car payments, airline tickets and hotel bills that ensured adults and children could travel to get treatment for heart disease, cancer, burns, leukemia and any number of other serious illnesses and injuries

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that have the power to destroy lives – to destroy dreams.

When we talk about the protection Aflac helps provide, we usually speak in terms of terrible diseases – illnesses whose very names have the power to terrify. But sometimes even seemingly minor injuries have the power to trigger financial setbacks. Our policies sometimes help folks who find themselves in very unusual situations. Not just the routine broken leg or sprained wrist we're accustomed to, but strange circumstances like:

- The claimant who was attacked by a bush hog.
- The horse and buggy driver whose vehicle tangled with a car.
- And the claimant whose car was hit by a cow.

These situations might not be as life-altering as a cancer diagnosis or a heart attack, but those people needed us too. And we were there to help protect them, just as we'd promised.

How grateful are our policyholders for the protection we help provide? Extremely – and we receive about 100 letters each month from those eager to express their appreciation. Some letters are sad, like those from policyholders who want to thank us for easing their burdens in their final days. Others are intentionally self-deprecating, like the letter from the woman who fell in her high heels or the one from the grandmother who injured herself while roller skating.

No matter how grave the illness or how serious the injury, we're charged with helping protect policyholders' finances and dreams. When you think about it, isn't that a wonderful responsibility to bear? It's an honor to know that on any given day, there's a chance we'll write a policy that can help a family maintain its lifestyle, overcome adversity or help protect its dreams.

Finally, let's talk about prosperity. Sometimes, especially during tough times – times when a stumbling economy, changes to health care laws or other external challenges make goals seem impossible to attain – it's easy to forget about the prosperity Aflac has brought to so many people, including our company's agents, brokers and employees.

But what about the prosperity of those who've put their faith and their financial futures in Aflac's hands by investing

in our company? Aflac's initial shareholders, those who saw our company's potential when it was in its infancy and purchased 1,000 shares of stock, paid \$11,000, or \$11 per share, for their investments. After 28 stock dividends or splits – the last in 2001 – 1,000 shares have grown to more than 1.8 million shares, excluding reinvested cash dividends.

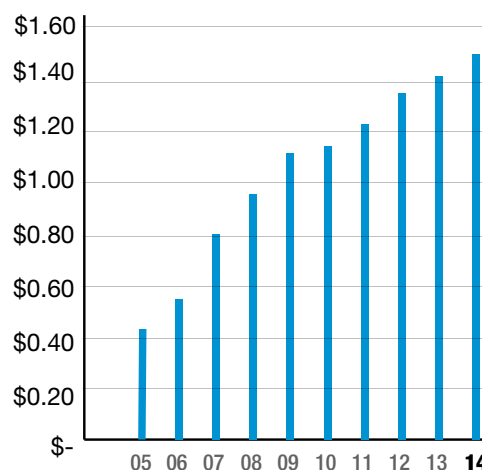
What does all of that mean in plain English? It means that those forward-thinking shareholders – those who in 1955 had the foresight to envision the prosperity Aflac could bring them – received about \$3 million last year in cash dividends alone. It means that at the close of trading on April 30, an \$11,000 initial investment was worth an incredible \$119 million.

Of course, our lawyers insist we remind you that past performance is no guarantee of future results, but we think you would agree that those numbers represent prosperity by anyone's definition of the term. We also think you would agree that our continued efforts to remain at the top of our industry point to the probability that Aflac will grow stronger and more dominant in the decades to come.

So, there you have it: pioneering, protecting and prospering since 1955. These are the words – the actions – that have defined us for six decades and will continue to do so for generations to come. 🦩

ANNUAL CASH DIVIDENDS PAID PER SHARE*

*Aflac 2014 Year in Review



Because of Aflac's smart stewardship of the company's assets, shareholders have prospered through 32 consecutive years of increased dividends.

IF YOU TAKE CARE OF THE EMPLOYEES, THEY WILL TAKE CARE OF THE BUSINESS

So how do you get your employees to honor the company's pioneering, protecting and prospering ways? At Aflac, the secret sauce has always been in the way we treat the people who keep the business going. As our founders often said, "If you take care of the employees, they will take care of the business." It is a creed upon which Aflac was built, and it holds just as true today.

That's why Aflac not only pays competitive wages for employees, but every single worker is a profit sharer earning annual bonuses based on personal and company performance. That's everyone, from the CEO down to the newly hired worker. In fact, Aflac was a true pioneer when in 2008 the company held the first-ever shareholder vote on executive compensation, often called "Say on Pay." This nonbinding vote was unique in that it was the first such election held at a publicly traded company in America.

And in May, Aflac opened its Career Success Center, a new, fully staffed career counseling office that has been warmly received. To date, more than 300 people have held appointments with career counselors, and remarkably, almost 25 percent of those individuals have seen their career path enhanced, often with promotions.

Speaking of "protecting," Aflac also helps protect the ones we love: our children. Aflac offers the largest on-site child care facility in corporate Georgia at its facilities in Columbus. The company also houses fully equipped exercise facilities and several miles of walking trails at its campuses to help employees maintain their personal well-being as they help maintain the overall health and wellness of our business.



Aflac believes in protecting the dreams of its employees so that the employees can help protect our policyholders and our shareholders. In May 2014, Aflac President Teresa White and Senior Vice President of Human Resources Matthew Owenby cut the ribbon for the company's new mentoring center called the Career Success Center where employees can come to seek advice about their careers. Thousands of employees have taken advantage of this new way to help advance their careers either through our intranet site or person-to-person appointments.

There is nothing in the rule book that says pioneering, protecting and prospering can't also be pleasurable. Each year, Aflac rewards its employees with a giant celebration called Employee Appreciation Week, or EAW. For five work days, the company holds raffles for prizes such as high-tech electronics, gift cards and trips to special places. It all culminates with a big party with even more prizes and more entertainment. To see firsthand what EAW week looks like, paste this address into your Internet browser and have a look: <http://www.mnn.com/food/healthy-eating/sponsorvideo/all-its-quacked-up-to-be-aflac-recognizes-workers-with-employee>.

Employee diversity the Aflac Way



Aflac has achieved a variety of accolades for its remarkable diversity, which is a significant priority at the company. Seen here is the employee-led Diversity Council along with CEO Dan Amos in front, third from left.

Aflac was founded on the principles of caring, respect, dignity and fairness. Our commitment to diversity is an extension of those principles. We take pride in the fact 67 percent of our corporate workforce is comprised of women, that 43 percent of Aflac employees are minorities – and, perhaps most impressively, that 33 percent are minority women.

In 2014, Aflac continued its drive for diversity and our efforts did not go unnoticed:

- For the fifth consecutive year, we were honored to be included among LATINA Style's Best Companies for Latinas.
- We were once again listed on Hispanic Business Magazine's list of Best Companies for Diversity.

- Black Enterprise Magazine listed Aflac as a Top 40 Best Company for Diversity for the ninth time.
- The Human Rights Campaign, which works to achieve equality for lesbian, gay, bisexual and transgender Americans, awarded Aflac a score of 85 out of a possible 100 on its Best Places to Work 2015 Corporate Equality Index.

It's not just external accolades that inspire us, however. We promote diversity internally through the activities of our Diversity Council. In 2014, we continued to celebrate the richness of our differences. During our annual Diversity Week, for instance, well-received activities such as our "Quacktastic Race" and "Taste of Diversity" increased awareness and appreciation of our varied backgrounds and cultures. We also continued our monthly "Take 5" intranet series, which features members of our executive-management team addressing various diversity-related topics. **Here's a look at Aflac's diversity by the numbers:**

67%

Aflac employees are Women

33%

Aflac employees are Women Minorities

43%

Aflac employees are Minorities

28%

Aflac officers are Women

22%

Aflac officers are Minorities



Aflac Director of Strategic Sourcing and Procurement along with Josie Alexander, Esq. of Alexander and Associates.

Supplier Diversity: the Aflac Way

Aflac has always been a major supporter of workforce diversity and that support naturally extends to the companies we do business with. While diversity isn't our only consideration when assessing new and existing vendor relationships, it plays a major role in our decision-making process.

Our nation's demographics are changing and Aflac is reaching out to an increasingly diverse set of accounts, customers and communities. After all, if we want these individuals and groups to do business with Aflac, we must also do business with them. Identifying capable and qualified minority- and women-owned businesses isn't difficult: Georgia, the state in which Aflac's home office is located, is ranked first in the nation for growth in women-owned firms and second in the number of African-American owned businesses.

At Aflac, we want to be known for the support and mentoring of suppliers through our Supplier Diversity Program. To that end, we experienced significant gains in our diverse-supplier spend, increasing it from 8 percent in 2013 to 10 percent in 2014. In 2015, we will launch a supplier diversity section on our Internet site, Aflac.com.

We not only commit to supplier diversity financially, but also by participating in trade shows and sponsoring business-development events. Our efforts, however, don't stop there: Aflac for several years has participated in the Mentor Protégé Connection Program, which is sponsored by the Georgia Minority Supplier Development Council. In 2014, Aflac was the first company to participate in an interview on the council's Business Radio X, which broadcasts in the Atlanta area. In addition to reaching out to women and minorities, Aflac also reaches out to the LGBT community through strategically placed advertising campaigns and events.

Aflac was founded on the principles of care, respect, dignity and fairness. Our commitment to diversity is an extension of those principles. Our involvement in diversity outreach strengthens our culture, allows us to develop relationships within new and underserved markets, and positions us as a provider of choice for Americans of all ages, genders and backgrounds. 🦆

SERVING OUR COMMUNITIES

THE AFLAC WAY

Twenty years ago, a young mother named Vicki Reidel reached out to Aflac CEO Dan Amos for help. Vicki's baby, Ansleigh, was undergoing leukemia treatment at what is now Children's Healthcare of Atlanta. The floor on which children like Ansleigh received cancer treatment was in serious need of renovation, and Vicki asked for \$25,000 to get the job done. Amos mulled over Vicki's request and came up with a better solution: Instead of contributing \$25,000, he pledged \$3 million and asked that the treatment center be renamed the Aflac Cancer Center.



Aflac reinforced its commitment to fighting childhood cancer in January 2014, when the company pledged to surpass \$100 million in contributions to the Aflac Cancer Center by the end of 2015. The effort is well ahead of schedule: Contributions



Then and now: Ansleigh Riedel, who inspired Aflac to join the fight against childhood cancer, today is as a nurse at Children's Healthcare of Atlanta.

reached the \$95 million mark last year and are amassing quickly. Much of the growth is attributable to the generous spirit of Aflac's independent sales agents. More than 16,000 agents donate a combined \$425,000 each month to the Aflac Cancer Center directly from their commission checks.

Cancer is the primary death-causing illness among children under the age of 15, but less than 5 percent of government medical funding is allocated to children's cancer research. Aflac believes men and women who dedicate their lives and

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careers to the research and treatment of children's cancer are true heroes. That's why we celebrate these special individuals through our ongoing Duckprints initiative. In 2014, Aflac conducted Duckprints-related fundraising and awareness events in Columbia, South Carolina; Atlanta; Houston; and Sacramento, California.



The use of the hashtag #Duckprints on social media rose by a whopping 2,000 percent and there were nearly 500,000 social media engagements. The company drove the Duckprints message home by conducting real-time Twitter "parties" to build awareness and raise funds as well as continued its Aflac Holiday Duck program. Since 2001, Aflac has partnered with Macy's to produce and sell the Holiday

Duck. 2014's version was modeled after the Aflac Duck that appeared in the Macy's Thanksgiving Day Parade in New York City. Sales of the 6- and 10-inch replicas increased by nearly 10 percent over 2013 and raised more than \$250,000 for the fight against childhood cancer.

To help raise funds and awareness about childhood cancer and its Duckprints campaign, Aflac donates \$2 to the Aflac Cancer Center for Duckprints-related mentions on social media. Aflac also maintains the aflacduckprints.com website, where users can nominate unsung heroes in their communities who have made differences in the lives of children and families facing cancer.

Check out Mother Nature Network's coverage of the Aflac Duckprints event in Columbia, South Carolina, right here: <http://www.mnn.com/food/healthy-eating/sponsorvideo/heroes-in-the-fight-against-childhood-cancer-honored-at-aflacs>.

Hall of Fame baseball pitcher Tom Glavine was among the honorees at a 2014 Duckprints event in Atlanta.



Center: Aflac Group COO Dan Lebish unveils a new Duckprints plaque at Palmetto Children's Hospital in Columbia, South Carolina.



Four honorees from the Duckprints event in Sacramento, California, pose with the Aflac Duck.



Childhood cancer patient Austin Freeman introduces the Aflac Holiday Duck to his much larger balloonicle buddy!

Aflac Duck Gives Parade-Goers a Turkey Day Treat

The Aflac Duck once again took part in the Macy's Thanksgiving Day Parade in 2014. Eleven-year-old childhood cancer survivor Austin Freeman from the Aflac Cancer Center in Atlanta was selected to enjoy the trip of a lifetime and was on hand to see the Duck "balloonicle" cruise down New York City's 6th Avenue. He also toured the Macy's Parade Factory in New York City, where he learned how the iconic balloons are made, and was invited to Balloonfest, where Macy's introduces its latest creations to the media.

The 2014 balloon was designed to look like the Aflac Holiday Duck, which the company sells every year with all of the proceeds going to the fight against childhood cancer.

To see a video account of Austin's big trip to New York City, visit <http://www.mnn.com/food/healthy-eating/sponsorvideo/austin-s-balloon-adventure-childhood-cancer-survivor-vis-its-macy-s>.

In October, Pink is the Word

In addition to crusading against childhood cancer, Aflac supports the efforts of the American Association for Cancer Research. Founded in 1907, the AACR is the world's oldest and largest professional organization dedicated to advancing cancer research and to preventing and curing the disease.

In 2014, Aflac introduced its "This Duck Wears Pink" campaign, a national breast cancer awareness program that ran throughout the month of October, or Breast Cancer Awareness Month. Nearly 11,000 visitors to the **campaign hub** learned

about the campaign, donated to the effort and purchased This Duck Wears Pink merchandise, including a pink-clad Aflac Duck. Sales totaled \$50,000, with 100 percent of the net proceeds going to the AACR.

Aflac's first-year commitment to Breast Cancer Awareness Month and the American Association for Cancer Research was a great success in 2014, thanks to a multifaceted campaign:

- A dedicated website, www.thisduckwearspink.com, provided campaign information and promoted merchandise sales, raising nearly \$50,000.
- An internal campaign encouraged employees to support the effort by purchasing This Duck Wears Pink-related merchandise.
- Aflac agents received This Duck Wears Pink-themed kits and collateral to use during their fall enrollments.
- Aflac sponsored the AACR Conference.
- Social and traditional media communications efforts included a press release leveraging #thisduckwearspink on Twitter and Facebook.
- This Duck Wears Pink advertising ran in People Magazine, Women's Health, Fit Pregnancy, the Food Network and Everyday with Rachael Ray.
- This Duck Wears Pink was tagged in Aflac's broadcast advertising during October.



Women of Aflac, touched by breast cancer, stand arm in arm, making it very clear that when it comes to fighting breast cancer, this duck wears pink!



Building our Communities the Aflac Way

In 2014, the employees at Aflac's headquarters in Columbus, Georgia, built their ninth house for Habitat for Humanity. Meanwhile, the team at Aflac Group in Columbia, South Carolina, renovated its first Habitat home.

Aflac prioritizes community involvement and encourages employees to reach out to those in need. Perhaps that's why participation in our Habitat for Humanity builds is so popular: Lotteries are held to determine who will get the chance to hone their construction skills, and more than 1,800 members of Aflac's dedicated team have strapped on their hard hats since 2007.

This year, a family of four in Georgia moved into their newly built home just prior to the holiday season. The house was built in 18 days by crews working full eight-hour shifts.

Commitment throughout the country



The annual Habitat for Humanity build is a source of great pride to our headquarters staff in Columbus, Georgia. Each year there is a waiting list of employees wanting to do their share.

Aflac on Wall Street



Stop shaving to help cure children's cancer? Seems like a great investment – and these guys know a lot about investing!

Who knew that growing a beard could have a major impact on children with cancer? The men on Aflac's Global Investments team in New York City dropped their razors in November and raised a whopping \$11,336 for the Aflac Cancer Center. The funds will be used to help improve the treatment and research of children's cancer.

Aflac in Albany

Not to be outdone by their colleagues at headquarters and Aflac Group, 2014 marked the first collaboration between Aflac in Albany, New York, and Habitat for Humanity. Thanks to the hard work of volunteers, the Aflac House was completed in late 2014 and the crew is looking forward to picking up its hammers for another build.



Anything you can do I can do better ... Aflac New York has its own plan to build a Habitat House for a family in need.



Also new in Albany last year was the Charity Challenge, in which employees competed to win money for the charities of their choice. Contributions went to organizations such as the Wounded Warrior Project, HH Ranch, the Regional Food Bank of Northeastern New York, the American Cancer Society and the Alzheimer's Association.

Aflac New York also continued its standing partnerships with the American Cancer Society, the Albany County Department of Youth and Family Services, the Literacy Volunteers of Rensselaer County, the Make-a-Wish Foundation and the Regional Food Bank of Northeastern New York.

Aflac in the Heartland



Aflac Nebraska says, “Not so fast.” Just like their colleagues in Columbus and New York, they put their pens and pencils down for a few days and helped build a family’s future through Habitat for Humanity.

Aflac employees in Omaha, Nebraska, turned into construction workers by breaking ground on their first Habitat for Humanity home. Construction began in 2014 and was completed in April 2015.

The team also conducted quarterly fundraisers to help raise money for children and families fighting cancer at the University of Nebraska Medical Center.



Six-year old Matthew Dinslage, a cancer patient at the Nebraska Medical Center in Omaha, gives a full inspection of the 2014 Aflac Holiday Duck. Word is that the plush version met all of Matthew’s specifications.

The office made the holidays happier for area children by selling passes allowing employees to wear jeans to work, holding traditional bake sales, and organizing raffles and

lunches. Through these activities, employees raised money to purchase more than 250 gifts for 51 children. But their charitable efforts didn’t stop there: The Nebraska Charity Challenge provided another opportunity for Omaha employees to give to their community. Over a three-week period, employees earned Aflac Foundation dollars for the charitable organizations of their choice. These dollars were awarded based on job performance, overtime hours and the outcomes of several challenges organized by the Human Resources team.

Each week, employee dollars were added up and the total was donated to charities including the Wounded Warrior Project, the Omaha Public Library, Big Brothers and Big Sisters, and the Urban League.

Aflac Group in Columbia, South Carolina



Dr. Ronnie Neuberg (second from left) poses with the Teal family and MSNBC anchor Craig Melvin, who served as master of ceremonies at the 2014 Duckprints event held at Palmetto Health Children’s Hospital.

Aflac’s commitment to childhood cancer extends beyond the Aflac Cancer Center in Atlanta. In fact, in 2014, Aflac Group Insurance in Columbia, South Carolina, made a five-year, \$500,000 commitment to Palmetto Health Children’s Hospital for the endowment of a chair for their Pediatric/Hematology unit. In 2013, Children’s had 4,354 encounters with children with cancer and various types of blood disorders, with 880 patients either on active therapy or in follow up. Of that total, 428 were Hematology/Oncology patients and 452 were patients with Sickle Cell disease. Each year, an average of 40 to 45 new oncology patients are diagnosed at Palmetto Children’s.

Continued page 20

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The team at Aflac Group in Columbia, South Carolina, renovated their first Habitat for Humanity Home in 2014. In addition to enjoying the satisfaction that comes from helping others, employees delighted a family of three by remodeling a bathroom, replacing flooring, painting, making minor repairs and adding a porch to their home.

Aflac Group also showed its compassion for children in need by serving as the leading sponsor for the Midlands March of Dimes. Jeans week, bake and breakfast sales, change buckets and other activities helped the company raise more than \$37,000. Aflac Group received several awards for its efforts, including New Large Company Raising the Most Money and 2015 Presenting Sponsor. In addition, Aflac Group Accounting Specialist Tiara Jenkins was named 2015 Midlands March of Dimes Team Captain of the Year.



Aflac Group Insurance in Columbia South Carolina also supported educational programs in 2014, including the EdVenture Children's Museum, which brought a new exhibit called Dinosaurs: Land of Fire and Ice™ into town. The program was sponsored by Aflac, opened on June 7 and was initially scheduled to run through September 14. The very popular exhibit was extended through October, giving children and



Aflac CEO Dan Amos (middle) is all wet! But it was for a great cause. The Ice Bucket Challenge helped raise more than \$115 million for the treatment and research of ALS.



Accounting Specialist Tiara Jenkins proudly named March of Dimes Team Captain of the Year

adults alike the opportunity to see what life was like when the T. rex and raptor roamed the earth.

Aflac Execs Would Never Duck a Great Cause

The Ice Bucket Challenge spread virally on social media in 2014, and Aflac executives joined in. Led by CEO Dan Amos, nine of Aflac's executive officers chilled out for a great cause.

The Aflac Duck even got in on the act by successfully challenging his fellow marketing icon, the Geico Gecko, to take a shivery shower.

No need to worry, though. The water poured onto the Aflac Duck came right from his pond – and there was no ice, of course. But like the true star he is, the Duck emerged unruffled.

Aflac made a donation to the Amyotrophic Lateral Sclerosis Foundation, or ALS, to help find a cure for what is commonly known as Lou Gehrig's Disease. 🦆



Aflaaaaaaaaaaaaaac!

PROTECTING OUR ENVIRONMENT

THE AFLAC WAY

Aflac SmartGreen®

Just as we at Aflac strive to be good stewards of our business, we also strive to be good stewards of our planet. The Aflac SmartGreen® philosophy outlines our corporate commitment to wisely choosing, using and disposing of the resources we use each day. Although Aflac's environmental impact is minimal due to the nature of our business, we're always looking for innovative ways to reduce that impact.



As a large, publicly traded company, Aflac recognizes its responsibility for leading the way in eco-friendly business initiatives. From the materials we use in our daily operations to the construction and renovation of our facilities, we carefully consider the environmental footprints our actions will leave – not only today, but in the years to come. In recognition of our efforts, Aflac is proud to have been included on the Dow Jones Sustainability Index for four consecutive years.

The Aflac Board of Directors Sustainability Committee leads our SmartGreen efforts and is committed to doing business in an environmentally conscious manner that includes not only streamlining our business operations, but also reducing paper consumption by communicating and delivering our services online whenever possible.

Online Services

- Aflac provides reports, invoices, statements, policies and other customer communications electronically for our home office employees, sales associates, policyholders and payroll accounts.
- In 2014, we introduced direct deposit for our policyholders' claims payments. By doing so, we reduced the expenses incurred in printing and shipping claims checks. As an added bonus, our customers receive their claims payments more quickly – just when they need them most.

Offering direct deposit also aligns with Aflac's efforts to reduce its carbon footprint and supports "Go Green" efforts. If just 20 percent of our customers elect to receive claims payments by direct deposit, we'll save more 16,000 pounds of paper; prevent 153,000 gallons of wastewater from discharging into streams, lakes and rivers; and keep 18,000 pounds of solid waste out of landfills.

- Aflac encourages its customers to do business online. This includes using our electronic submission and servicing tools. These efforts save millions of sheets of paper and hundreds of thousands of dollars annually. Additionally, our e-Policy system, which enables policyholders to receive policies electronically, saves Aflac nearly \$1 million.

- Aflac's sales force uses Aflac SmartApp® Next Generation software to process 94 percent of new-policy applications. More than 72 percent of this new business is processed and issued with no manual assistance from corporate employees. Not only does this save paper, but it also streamlines service for our policyholders.
- More than 84,000 sales associates receive their commission statements electronically and more than 76 percent of system-generated reports are designed to be viewed online rather than printed.

Teleconferencing

In 2014, an average of 3,300 meetings per month took place via Web-enabled teleconferences. Teleconferencing not only helps the company save on travel costs, but it also increases the productivity of teams spread out across the U.S. and Japan by encouraging frequent communication.

Carpool, Telework and Alternative Work Schedules

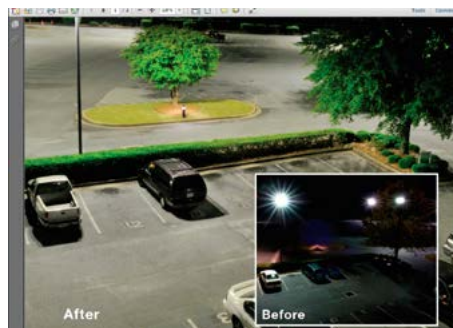
Aflac partners with the Clean Air Campaign to encourage "clean commuting." Employees receive incentives to share rides or reduce trips to office buildings. These include designated special parking spaces on each campus for carpoolers, motorcycle riders, and hybrid or electric car owners.

Print Operations

Marketing brochures and mass-produced literature is printed on paper from Forest Stewardship Council-certified forests. In 2014, 83 percent of our printed materials were printed on FSC-certified paper, which puts us well on the way to reaching our goal of 90 percent.

Facilities Management

- Aflac continually monitors and reduces resource and utility consumption. We have earned ENERGY STAR recognition for 84 percent of all eligible corporate property, including the building that houses our data center. Additionally, we followed the U.S. Green Building Council's LEED for Commercial Interiors guidance in the renovation of a five-story main campus building and received gold-level certification upon completion.
- Ernst & Young audited Aflac's Scope I and II emissions reports and certified them with a letter of attestation. To improve our standings, we have subscribed to the Carbon Disclosure Project to allow us to benchmark our resource use against the world's largest collection of self-reported climate-change data.



Nothing is more important to Aflac than the safety and security of our employees. Aflac recently installed LED lighting in its parking lot at the Aflac Support Center in Columbus, Georgia. The results are in, and not only is our parking lot brighter and more secure, but there are other benefits as well, including:

- \$17,500 in annual savings.
- Annual energy savings of more than 166,000 kWh.
- Reduced load by 76 percent, or 49 kW.
- Reduction equivalent to 120 metric tons of CO2 emissions annually.
- Reduction equivalent to growing 3,000 tree seedlings for 10 years.

ISO 50001

Aflac was the first insurance company in the U.S. to be ISO 50001 Energy Management System-registered. ISO 50001 represents the latest best-practice thinking in energy management. The international standard outlines top energy-management practices and helps organizations develop policies for more efficient use of energy, identify targets and objectives to meet those policies, use data to better understand and make decisions about energy use, measure their results and continually improve energy management.

Energy Savings

Through sustained and deliberate energy-saving measures, Aflac has reduced its energy consumption by 38 percent per square foot since 2007. We've achieved this by:

- Implementing energy-saving strategies as buildings are remodeled. For example, we've installed LED lighting fixtures; task-light motion sensors in cubicles; and motion sensors in restrooms, copier rooms and parking garages.
- Powering down heating and cooling systems, parking-lot lights and nearly 5,000 computer monitors during off hours.
- Virtualizing 80 percent of our server environment. This allows for fewer physical servers, better space management, reduced power consumption and significant cost savings. In addition, our IT department raised the temperature in the data center, reducing energy usage and costs associated with air cooling.

Waste Management and Recycling

- Aflac works to minimize the amount of waste generated by our operations and to recycle much of the waste we produce. Our recycling efforts have increased from 57 percent of all solid waste in 2009 to 70 percent in 2014, and we annually divert approximately 1.5 million pounds of waste from landfills.
- Aflac partners with DART, our polystyrene food-container supplier, to lease a foam densifier. Employees and the cafeteria management on the Columbus campuses separate polystyrene food and drink containers from the waste stream. They are compacted into 40-pound cores and shipped to Michigan, where they are reduced to pellets and reused to make hard plastic products such as CD cases, rulers, outdoor furniture and decking.
- Aflac uses an ORCA food digester that turns food waste from the company's cafeteria into gray water, which can be disposed of through city sewage systems. The food digester diverts up to 40,000 pounds of food waste from landfills each year.
- Aflac's print operations team uses a vacuum system that vents paper cuttings from the workroom floor to a paper baler on the loading dock. The system frees up floor space and helps maintain a clean production environment, supporting the company's lean manufacturing 5S initiative. It also increases recycling revenue, generating three to four bales of scrap every day that weigh approximately 1,200 pounds each.
- Aflac also recycles plastic, aluminum, paper, newspaper, magazines, ink cartridges, batteries and fluorescent light bulbs.

Recycling by the Numbers

Recycling is an important pollution-prevention activity that reduces our burden on the environment and makes Aflac a better, more responsible neighbor in our communities. Aflac encourages employees to recycle paper products and much more, including:

- | | |
|---------------------------------|----------------|
| • Newspaper. | • Aluminum. |
| • Cardboard. | • Copper. |
| • Fluorescent lamps. | • Steel. |
| • Toner and ink jet cartridges. | • Iron. |
| • Microfilm and recording tape. | • Batteries. |
| • Ceiling tiles. | • Carpet. |
| • Computer equipment. | • Polystyrene. |
| • Pallets. | |
| • Plastic bottles. | |

Our recycling program is already reaping rewards for our business and the environment. Not only does it help us reduce our business costs, but it also generates significant savings:

- 1,169,791 pounds (522 tons) of paper
- 9,534 barrels of oil
- 4,094,268 gallons of water
- 35,094 pounds of air pollution
- 1,930 cubic yards of landfill space
- 2,398,072 kWh of electricity — enough to power the average home for 82,140 days

Employees: Going Green the Aflac Way

Aflac's Green Committee, now in its seventh year, is made up of employees from each of the company's corporate offices. The committee is responsible for developing programs and initiatives that raise employee awareness of Aflac's commitment to the environment. It sponsors events throughout the year that educate and encourage environmentally friendly and responsible lifestyles.



At the annual Earth Day Celebration, local organizations and businesses at all four major Aflac office locations introduce products, tools and community programs that make green living a little easier.



Each year for the past four years, the committee has hosted an Arbor Day Tree Giveaway in cooperation with Trees Columbus. The giveaway provides free trees to employees -- more than 2,500 trees to date. The initiative helps Trees Columbus fulfill its mission to build and maintain the tree canopy in the city. Employees in more than 20 locations outside of headquarters also received free trees from the National Arbor Day Foundation. The semiannual Free Cycle Event enables employees to donate, trade and reuse office supplies, saving dollars and redistributing inventory. Since the initiative began in 2009, Aflac has saved more than \$60,000 on office supplies.

E-Waste Recycling Drives, held frequently at the Columbus and Nebraska offices, encourage employees to appropriately dispose of personal electronic waste, keeping more than 14,000 pounds of electronic waste and potentially hazardous materials out of landfills. Additionally, the IT Division recycled more than 60,000 pounds of electronic equipment in 2014.

Help the Hooch is an annual cleanup day to beautify streambeds and prevent garbage from contaminating the Chattahoochee River. Employees and their families participate in this Columbus community event as an Aflac team.

To assist in green initiatives, the Green Committee enlists volunteers from the Green Team, a larger group of employees dedicated to the sustainability initiatives developed by the Green Committee. The Green Team volunteers at various programs and events, offers ideas to committee leaders and provides an on-site sustainability presence in all of Aflac's buildings.

Aflac was rated in the well above the industry average for supply chain management and operational eco-efficiency in

During the company's annual Earth Day celebration, Aflac gave away several nice prizes. Chief among them was a free home energy assessment from Georgia Power. Paste the link below into your browser and see how Aflac's Sharon Baker found out how she could save money while conserving energy in her home.

<http://www.mnn.com/food/healthy-eating/sponsorvideo/saving-energy-at-home-georgia-power-outreach-program-educates-aflac>

the 2014 Dow Jones Sustainability Index survey.

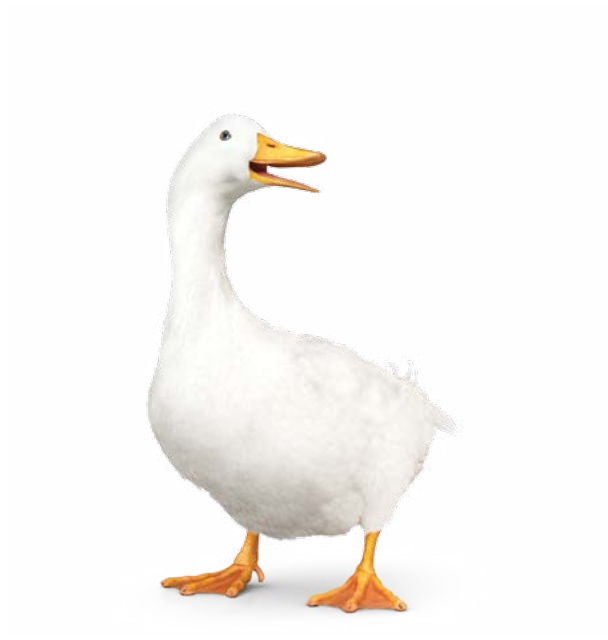
"We are proud to have secured a place on the Dow Jones Sustainability-North America Index for the fourth consecutive year," said Alfred Blackmar, Aflac's vice president of Facilities and chair of the Green Committee. "This recognition validates that operating a strong business and focusing on social responsibility go hand in hand."

Aflac is a founding member of the Sustainable Purchasing Leadership Council. The group supports and recognizes purchasing leadership that accelerates the transition to a prosperous and sustainable future. Aflac's engagement with the council's members and programs helps Aflac purchasers better understand the social, environmental and economic impact of their purchases. SPLC also helps Aflac identify and apply existing leadership standards and approaches to improve its purchasing behavior and benchmark its progress. 🦋



AFLAC JAPAN

THE AFLAC WAY







Children's cancer doesn't recognize borders, which is why Aflac has established the TOMODACHI initiative that brings the best and brightest from Japan and the U.S. together to help improve the way we treat and research terrible disease that impacts too many families on both sides of the world.

Aflac Japan's Commitment to Philanthropy

In 2014, Aflac Japan celebrated its 40th anniversary and remained passionate about its commitment to corporate citizenship. Aflac Japan is deeply committed to numerous philanthropic programs and its employees are good stewards both within their communities and on behalf of the environment.

Aflac Japan's Commitment to Fighting Cancer

Aflac Parents House

The first Aflac Parents House was established in 2001, and since then the facility has continued to provide cheerful and spacious accommodations to pediatric patients and their families. When children are diagnosed with cancer or other serious medical conditions, they often must travel from other parts of Japan to Tokyo or Osaka to receive treatment. Through generous donations from Aflac Japan's sales agents and employees, two Aflac Parents House locations in Tokyo and one in Osaka have helped more than 10,000 families of children battling cancer and other serious diseases. These facilities are a home away from home while patients battle cancer or other serious medical conditions.

"You have cancer," are devastating words no one – especially not a teenager – ever expects to hear. But unfortunately those were the words an oncologist said to Yuta Ietsuka (pictured with his mother) and his family 10 years ago when he was diagnosed at the tender age of 16. The news meant it would be necessary for Yuta to leave the picturesque and familiar

mountain town of Kamisuwa in Japan's Nagano prefecture to undergo a series of treatments in Tokyo, which is about three hours away by train. Yuta was no stranger to taking on challenges; as an avid baseball player, he was used to playing to win and would accept nothing less. But he would be in for the fight of his life as he took on this life-threatening disease. With sheer determination, outstanding medical care, spirituality; and support from friends, family and the Aflac Parents House, Yuta won his battle with cancer and remains in remission. Even while he was undergoing many difficult treatments, he remained optimistic about his ability to recover. To provide comfort and encouragement for himself and other patients staying at the hospital, he turned to music and played his favorite red guitar.

Throughout a very challenging year of treatment in Tokyo, the encouraging smiles and unending support of the staff at the Aflac Parents House helped provide a setting in which Yuta, his parents and two siblings summoned the strength to overcome his treatment journey. Today, Yuta is a successful, hardworking young man who is living his dream of playing baseball and making music.

TOMODACHI Initiative

In January 2013, Aflac announced its participation in the TOMODACHI Initiative, a public-private partnership led by the U.S.-Japan Council and the United States Embassy in Tokyo. The initiative invests in the next generation of Japanese and Americans through educational and cultural exchanges as well as leadership programs. The goal is to strengthen relationships between the United States and Japan over the long term.

Aflac's involvement in the TOMODACHI Initiative is in the area of pediatric cancer research and treatment. Beginning in June 2013, Japan-based pediatric cancer specialists arrived at the Aflac Cancer and Blood Disorders Center of Children's Healthcare of Atlanta on a rotational basis to observe and share best practices related to the care and treatment of children with cancer. The pediatric specialist program lays the foundation for broader understanding of research and treatment protocols for childhood cancer, enhancing communication and cooperation between U.S. and Japan cancer specialists.

Aflac Charitable Trust Scholarship Fund for Cancer Orphans

Not only is Aflac Japan committed to children with cancer, but it also supports those who have lost a parent to cancer. The Aflac Charitable Trust Scholarship Fund for Cancer Orphans was established to help high school students who have lost a

parent to cancer better afford the cost of attending high school. Each year, the program allocates funds to eligible recipients who have faced economic hardship and have met specific scholastic requirements. Upon receiving the scholarship, students are given ¥25,000 per month until their graduation from high school, with the funds designated for education and living expenses. More than 2,000 students to date have received this scholarship.

Cancer Awareness and Prevention

Aflac Japan's partnership with national and local governments and organizations strengthens its commitment to helping communities. Through these alliances, Aflac Japan increases cancer awareness, promotes early detection and educates the public on prevention.

Each year since 1994, Aflac Japan has hosted a benefit concert to support children and their families who are fighting childhood cancer. The event is held in various locations in Japan and features an array of talented entertainers. Those who donate at the concert receive an Aflac Duck in gratitude. So far, more than 140,000 people have participated in these concerts and approximately ¥58 million has been raised. All proceeds go to hospitals, research efforts and childhood cancer support groups.

Aflac Japan has also contributed to exhibitions focusing on cancer prevention and treatment. Since 2004, exhibitions sponsored throughout Japan by the Gold Ribbon Campaign have featured informative displays and videos as well as pediatric cancer patients' artwork. The Gold Ribbon Campaign is an initiative established in the United States to help promote awareness about pediatric cancer as well as to raise funds for pediatric cancer research. The initiative is in its early stages in Japan, but support from organizations and companies is increasing.

Dementia Prevention Awareness

Aflac Japan sponsors the Symposium on Dementia Prevention, which was founded in 1989 by the Mainichi Shimbun and the Dementia Prevention Foundation. This event provides citizens with the opportunity to openly discuss long-term care issues and features a panel discussion with local government officials as well as lectures by dementia experts.


In addition, Aflac Japan sponsors the Sawayaka Welfare Foundation, which hosts forums throughout the country that promote the creation of local networks to help the aging. This foundation pioneered a system in which people earn credits for helping senior citizens in their communities. They can exchange those credits for help with their own elderly relatives in distant locations or for themselves in times of need.

As part of the annual Chronicles competition sponsored by the Japan Medical Association and the Yomiuri Shimbun, Aflac presents the Aflac Award to individuals who write outstanding essays about their own health care or medical experiences or those of their families.

Social Contribution Activities

Aflac Japan is dedicated to giving back to the community and believes doing so has contributed to its successful reputation. Since 1993, Aflac Japan employees have devoted their time and resources to various fundraising activities.

One such activity is the "One Hundred Club," in which the company matches the amount employees specify they wish to have deducted from their monthly salaries. Funds are allocated to the Aflac Kids Support System, Gold Ribbon Campaign support groups, and global and environmental organizations. Approximately 80 percent of Aflac Japan employees participate, and approximately ¥23 million was donated in 2014.

In addition to financial donations, Aflac Japan employees and agents give selflessly of their time through various volunteer initiatives. For example, Aflac Japan has participated in blood donation initiatives since the 1995 Kobe earthquake. Through these initiatives, Aflac Japan employees volunteer to help blood donation campaigns throughout the country, especially during the month of February when Japan's blood supply is limited. 

AFLAC 2014

SERVICE AND RECOGNITIONS





Daniel P. Amos, chairman and CEO, has seen Aflac revenues grow during his 25-year tenure from \$2.7 billion to \$22.7 billion as of December 31, 2014. Mr. Amos is responsible for launching the company's national advertising program featuring the popular Aflac Duck, making Aflac a top national brand that has been named by FORTUNE magazine as one of America's Most Admired Companies 14 times. Aflac has also attained the distinction of being the only insurance company to appear for 17 consecutive years on FORTUNE's list of the 100 Best Companies to Work For. In 2014, Aflac CEO Dan Amos was recognized by the Ethisphere Institute as one of the 100 Most Influential People in Business Ethics. It is the second time Mr. Amos has received this honor. Dan currently serves on the board of directors of the House of Mercy in Columbus, Georgia.



Paul S. Amos II, Aflac president, served on the board of directors for the Turner College of Business at Columbus State University, the Brookstone School Board of Trustees, the board of the Georgia Research Alliance and the Duke University Divinity Board of Visitors.



Kriss Cloninger III, president; chief financial officer, has been named three times as the Best CFO in the Insurance/Life category in America by Institutional Investor magazine. He is a member of board of directors Precept Ministries and is a Fellow of the Society of Actuaries.



Teresa White, president of Aflac U.S., was honored in 2014 with three very special awards: She was included on the Network Journal's list of 25 Influential Black Women in Business, received the 2014 Woman in Healthcare Leadership Award from the Healthcare Businesswomen's Association (HBA) and was honored by Insurance Networking News as one of the Top 10 Women in Insurance Leadership. Teresa is a fellow at the Fellow Life Management Institute.



Charles D. Lake II, president of Aflac International and chairman of Aflac Japan, serves as a member of the board of directors for the U.S.-Japan Business Council; president emeritus, American Chamber of Commerce in Japan; director, America-Japan Society; member and board of directors, Peterson Institute for International Economics; member and board of directors, Coalition of Service Industries; member and board of directors, Maureen and Mike Mansfield Foundation; member and board of governors, Pacific Forum, Center for Strategic and International Studies; member and board of directors, Japan Center for International Exchange; councilor, International House of Japan; member, advisory board, Graduate School of Public Policy at the University of Tokyo; trustee, Japan Association of Corporate Executives (Keizai Doyukai); and member, Antimonopoly Study Group of the Japan Fair Trade Commission.



Audrey B. Tillman, During her tenure at Aflac, Executive Vice President and General Counsel Audrey Boone Tillman has been selected by The Network Journal as one of their 25 Influential Black Women in Business awardees. She was named one of the Top 100 Blacks in Corporate America by Black Professionals magazine for two consecutive years and received the Office Depot Visionary Award, which recognizes her dedication, leadership ability and commitment to achieve business success, shape the direction of her community and help improve the lives of women.



Susan Blanck, Aflac executive vice president, Corporate Actuary, serves on the board of the Society of Actuaries and as president of President of Kids Cambodia, Inc., which is a nonprofit organization supporting children, families and communities in Cambodia.



Eric Kirsch, Aflac executive vice president, Global CIO, serves as a trustee of the Jersey Shore University Medical Center Foundation and sits on the board of directors at the Baruch College Fund.



Dan Lebish, Aflac executive vice president, chief operating officer, Aflac Group, sits on the board of trustees for Claflin University, the board of directors for Palmetto Health Foundation, the board of directors for Central Carolina Community Foundation, the board of directors for SC Chamber of Commerce and the board of directors for SC Urban League.



Laree Daniel, chief operations officer, was honored with Black Enterprise Magazine's award for the 50 Most Powerful Women in Corporate America.



Eric Selden, president of Communicorp and senior vice president of Business Services, currently serves on the Columbus Regional Health Foundation Board, The Chattahoochee River Club Board and the Harris County High School Council.



Tom Giddens, Aflac senior advisor, serves on the board of directors for the Children's Healthcare of Atlanta Foundation.



Todd Daniels, Aflac senior vice president, serves on the board of directors for Midtown Inc., which works to build community, to sustain and revitalize neighborhoods, and to grow and strengthen the MidTown business community in Columbus, Georgia.



Alexander Stephanouk, Aflac senior vice president, Internal Audit, serves on the board of directors of the Family Center of Columbus as treasurer as well as the board of the Institute of Internal Auditors Columbus, GA Chapter.



Catherine Blades, Aflac senior vice president of Corporate Communications, serves as chairperson of the national board of directors for Operation Homefront, a not-for-profit organization that provides emergency financial and other assistance to the families of those deployed and wounded warriors.



Andrew J. Conrad, senior vice president and general counsel, Aflac Japan, serves as a trustee for Run for the Cure Foundation, a trustee for the American School in Japan, vice president for the American Chamber of Commerce in Japan and as a member of the board of governors for the National Center for APEC.



June Howard, Aflac chief accounting officer, was recognized by ExecRank as a Top Chief Accounting Officer in 2014 following two years of research and feedback from evaluation committees and top chief accounting officers.



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