ANNUAL MEETING OF SHAREHOLDERS
May 4, 2026

RULES OF CONDUCT AND PROCEDURES

Welcome to the Annual Meeting of Shareholders (the "Annual Meeting") of Aflac Incorporated (the "Company"). It is our desire to conduct a fair and informative Annual Meeting. Kindly observe the following Rules of Conduct and Procedures.

1. Our Company's bylaws describe requirements for meetings of our shareholders and the Chairman of the Board ("Chairman") will conduct the Annual Meeting consistent with those requirements.

2. Because this is a meeting of our shareholders, only our shareholders are permitted to ask questions during the Annual Meeting. You need to have held stock as of the close of business on the record date of February 24, 2026, to vote or submit questions while participating in the virtual Annual Meeting. To vote or submit questions, please login as a Shareholder by entering the 16-digit control number you received with your proxy materials. If you have voted your shares prior to the start of the Annual Meeting, your vote has been received by the Company's inspector of elections and there is no need to vote those shares during the Annual Meeting, unless you wish to revoke or change your vote.

3. We will strictly follow the agenda ("Agenda") as outlined in the Notice of 2026 Annual Meeting of Shareholders as we conduct the meeting.

4. There are three (3) management proposals and one (1) shareholder proposal to be voted on. The shareholder proponent will have three (3) minutes to introduce the proposal or make a statement in support of it. The management position is already stated in the proxy materials you received.

5. If a shareholder has a question about one of the matters in the Agenda to be voted on by the shareholders at the Annual Meeting or appropriate general questions regarding the Company, such question may be submitted in the field provided in the web portal at or before the time the matters are before the Annual Meeting for consideration.

6. To allow us to answer questions from as many shareholders as possible, we will limit each shareholder to two questions. It will help us if questions are succinct and cover only one topic per question. Questions from multiple shareholders on the same topic or that are otherwise related may be grouped, summarized and answered together.

7. Shareholder questions are welcome, but conducting the business set out in the Agenda for the benefit of all shareholders will be paramount. The Company does not intend to address any questions that are, among other things:

    - irrelevant to the business of the Company or to the business of the Annual Meeting;
    - related to material non-public information of the Company;
    - related to personal grievances;
    - derogatory references to individuals or that are otherwise in bad taste;
    - repetitious statements already made by another shareholder;
    - in furtherance of the shareholder's personal or business interests; or
    - out of order or not otherwise suitable for the conduct of the Annual Meeting as determined by the Chairman or Corporate Secretary in their reasonable judgment.

8. If there are any matters of individual concern to a shareholder and not of general concern to all shareholders, or if a question posed was not otherwise answered, such matters may be raised separately after the Annual Meeting by contacting Investor Relations at Aflacir@aflac.com and/or by phone at 1-800-235-2667 or 706-596-3264.

9. Recording of the Annual Meeting is prohibited.

Thank you for your cooperation and for joining the Company at the Annual Meeting.