

## Frederick J. Crawford

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### ***Global Insurance Industry Operating Leader and Financial Expert***



Fred Crawford built a 30+ year career as a financial executive with deep operational and boardroom exposure within the life and health insurance industry. Fred is a seasoned business leader with a proven track record of leading complex financial, investment, and risk management organizations, including oversight of significant business units. Known for his high integrity, industry expertise, technical and communication skills, Fred is respected by regulators, rating agencies, investors, and fellow industry C-suite leaders.

Fred joined Aflac Incorporated in 2015 as Executive Vice President and Chief Financial Officer, reporting to the Chairman & CEO. In 2022, Fred was elevated to President & Chief Operating Officer. Fred moved into an executive advisor role before retiring effective September 2024.

During Fred's executive tenure, Aflac's market capitalization grew from \$27 billion to over \$60 billion, consistently meeting investor expectations while maintaining the industry's highest financial strength ratings. Fred was deeply engaged in several franchise building efforts including Japan Post's strategic investment in Aflac Inc., Aflac U.S. dental & vision and group life & disability acquisitions, and the development of Aflac U.S.'s direct-to-consumer business. Under Fred's leadership, Aflac launched a corporate venture capital platform, formed a Bermuda-based captive reinsurance entity, opened a technology platform in Belfast, Northern Ireland and advanced enterprise efforts on diversity and sustainability. Fred has extensive experience working with regulators, rating agencies, investors, and equity analysts. He has strategic expertise in insurance investment platforms, having had oversight responsibilities for the investment division at Aflac and previously at Lincoln Financial Group. As Global President and COO of Aflac, Fred lived in Japan for a year working closely with Aflac Japan's executive team on critical strategies, meeting with the Japan FSA, outside advisors, and the leadership of key distribution partners. Fred played an active role on federal relations efforts in Washington D.C. and served on the Board of the American Council of Life Insurers (ACLI)

Before joining Aflac, Fred served most recently as Executive Vice President and Chief Financial Officer of CNO Financial Group. Prior to that, he worked for more than a decade at the Lincoln Financial Group in roles of progressive responsibility, including Executive Vice President and Chief Financial Officer. Before joining Lincoln Financial Group, he spent 13 years in banking, holding officer positions at Bank One Corporation including time as a corporate banker to the insurance industry.

Fred earned a Bachelor of Science in Business at Indiana State University, and an MBA from the University of Iowa. Fred sits on the Board of the University of Iowa Center for Advancement and recently accepted a role as Executive in Residence with the Vaughan Institute of Risk Management and Insurance at the University of Iowa.