

CONFIDENTIAL · DONOR INTELLIGENCE BRIEF



# Daniel Amos and Kathelen *Amos*

Chairman and Chief Executive Officer at Aflac Incorporated

Columbus, GA · home on record

Daniel P. Amos is a **HOT prospect at the transformational tier**. With an estimated net worth of **\$450M–\$600M**, a documented **~\$317M AFL stock position**, control of the **\$374M SOMA Foundation** and **\$88.8M Daniel P. Amos Family Foundation**, and a demonstrated history of eight-figure institutional gifts (Amos Hall at UGA Terry, \$5M to Emory Medicine, \$3M to UGA Law), Amos is one of the most capacity-rich prospects in the Southeast.

## DASHBOARD

| METRIC          | VALUE                             | CONFIDENCE |
|-----------------|-----------------------------------|------------|
| Propensity      | 87 / 100 · HOT                    | High       |
| Capacity        | \$450M–\$600M estimated net worth | Moderate   |
| Affinity        | Very high                         | High       |
| Timing          | Favorable                         | Moderate   |
| Recommended Ask | \$10M over 5 years                | —          |

| METRIC        | VALUE                                                                                                                                                                              | CONFIDENCE |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Due Diligence | Litigation: Two distinct court matters surfaced in adverse-media and case-law searches, both at the institutional level rather than reflecting personal wrongdoing by Daniel Amos. | —          |

## 1. Executive *Summary*

Daniel P. Amos is a **HOT prospect at the transformational tier**. With an estimated net worth of **\$450M–\$600M**, a documented **~\$317M AFL stock position**, control of the **\$374M SOMA Foundation** and **\$88.8M Daniel P. Amos Family Foundation**, and a demonstrated history of eight-figure institutional gifts (Amos Hall at UGA Terry, \$5M to Emory Medicine, \$3M to UGA Law), Amos is one of the most capacity-rich prospects in the Southeast. He has publicly signaled — in a **March 2026** Semafor interview — that CEO succession is "close" though "not this year or next," placing an execution horizon of roughly 2028–2029 and making the next **12–18 months the sweet spot** for a transformational solicitation before organizational transition consumes his attention.

The recommended flagship ask is **\$10M over five years**, structured as a named endowment funded through appreciated AFL stock, with a fallback of \$5M. **The trigger is the convergence of the \$200M Aflac Cancer Center milestone (2026), the publicly-stated succession horizon, and the UGA Class of 1973's 55th reunion in 2028** — three legacy-consolidation catalysts stacking inside a single 24-month window. The strongest affinity signal is Amos's own language: **"When you can give back and build the brand, it's a one-two punch that never ends"** — a donor who consciously fuses mission, gratitude, and legacy, and who has already demonstrated the willingness to put his name on buildings at his alma mater.

### WEEKLY PORTFOLIO MONITORING

This Brief is a one-time deep dive on one person. Benefactor Intelligence also monitors whole portfolios: each week, every prospect on your list is checked against news coverage, SEC filings, IRS Form 990 filings, federal campaign finance records, and institutional announcements. Findings arrive every Monday as a Dispatch, each alert carrying a recommended next step and a citation to its source.

*Below are the 3 signals this monitoring has surfaced for this prospect, as of this brief's generation.*

POLITICAL CONTRIBUTION

WATCH

1 SOURCE AUG 2026

**Daniel P. Amos of Columbus, GA — employer listed as Aflac Inc. / Aflac / Aflac Corporation / Aflac Incorporated across filings, all matching the prospect's known employer anchor — has made substantial federal political contributions in the period covered by this dataset.**

RECOGNITION

1 SOURCE FEB 2026

**Daniel Amos received the Torch of Liberty Award from the Anti-Defamation League. Amos received the Dr. Martin Luther King Jr. Unity Award and the Torch of Liberty Award from the Anti-Defamation League.**

RECOGNITION

1 SOURCE 2013

**Daniel Amos, Chairman and CEO of Aflac Incorporated, received the Dr. Martin Luther King Jr. Salute to Greatness Award in 2013 for involvement in community and humanitarian causes.**

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## Part I *The Person*

### 2. *Background*

Daniel Paul Amos (born **August 13, 1951**, Pensacola, Florida) is Chairman and Chief Executive Officer of **Aflac Incorporated** — a company his family co-founded — and has led it through a multi-decade transformation from a regional insurer into a global Fortune 500 brand.

#### Life themes & values

- **Dynastic continuity grounded in personal merit:** The son of Aflac co-founder Paul Amos, Daniel joined the company in **1973** as a salesman and spent a decade in the field, becoming the company's top salesperson before ascending to the executive ranks — establishing his credentials independent of his lineage.

- **Faith-informed management philosophy:** By the time Amos entered the **University of Georgia** Business School in **1969**, he had formed core values that directed his management style, especially his Christian views.
- **Disciplined, long-horizon governance:** In **2008**, Aflac became the first major U.S. firm to voluntarily afford shareholders an advisory vote on executive pay packages, including that of the CEO — a structural transparency move Amos championed personally.
- **Brand as philanthropic platform:** In **January 2000**, Amos launched the Aflac Duck advertising campaign, transforming Aflac from a successful supplemental insurance company into a top international brand, and that brand identity has since been fused to Aflac's **\$200M+** commitment to pediatric cancer research.
- **Civic honors reflecting community embeddedness:** In **2023**, he was inducted as a Georgia Trustee, an honor given by the Georgia Historical Society in conjunction with the Governor of Georgia to individuals whose accomplishments and community service reflect the ideals of the founding Trustees of the Georgia colony.
- **Recognition for cross-community moral leadership:** Amos received the MLK Jr. Center Salute to Greatness Award in **2013** and the Dr. Martin Luther King Jr. Unity Award and the Torch of Liberty Award from the **Anti-Defamation League**.

Amos graduated from the **University of Georgia** with a bachelor's degree focused on risk management and insurance; he was a member of the **Sigma Nu** fraternity and served as UGA class president for the class of **1973**. He was named President of Aflac in **1983**, Chief Operating Officer in **1987**, CEO in **1990**, and Chairman in **2001**.

During Amos's tenure as CEO, revenues at Aflac have grown from **\$2.7 billion** in 1990 to **\$17.2 billion** as of December 31, 2025. Following Warren Buffett's January 1, 2026 retirement, he is the longest-serving CEO in the Fortune 250. On succession, a **March 2026** Semafor interview confirmed Amos has discussed the transition publicly; **Virgil R. Miller** was elevated to President of Aflac Incorporated effective **January 1, 2025** (per prior Dispatch research baseline).

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### 3. Family & *Relationships*

The household consists of Daniel P. Amos and his wife **Kathelen**; their two children are **Paul S. Amos II** (married to Courtney) and **Lauren Amos** — with four grandchildren documented across multiple

family announcements.

| RELATION      | NAME                             | NOTES                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Spouse        | <b>Kathelen Van Blarcum Amos</b> | J.D., <b>UGA School of Law</b> , 1982; former Aflac EVP (first female); retired <b>2005</b> ; currently President, <b>Aflac Foundation</b> ; RN (oncology, licensed <b>2012</b> ); trustee, <b>Emory University</b> ; chair, <b>UGA Law Board of Visitors</b> ; co-chair, <b>John B. Amos Cancer Center</b> advisory board; endowed the <b>Kathelen Van Blarcum Amos Law School Scholarship</b> |
| Son           | <b>Paul S. Amos II</b>           | Married to Courtney; former President of Aflac ( <b>2007–July 2017</b> ); departed to join private equity firm <b>JBA Capital</b> (formerly Jordan Blanchard Capital) as a director; four children: Daniel Paul Amos II, William Mansell Amos, Knox McWhorter Amos, Eden Savannah Amos                                                                                                          |
| Daughter      | <b>Lauren Amos</b>               | Founded Atlanta boutique <b>Wish ATL</b> (operated ~22 years, closed <b>2026</b> ); husband Tyler Clayton (d. <b>August 2023</b> , lung cancer)                                                                                                                                                                                                                                                 |
| Father (dec.) | <b>Paul S. Amos</b>              | Co-founder of Aflac; d. July 2, <b>2014</b>                                                                                                                                                                                                                                                                                                                                                     |
| Mother (dec.) | <b>Jean Roberts Amos</b>         | d. November 10, <b>2019</b> , age 90; namesake of the Paul and Jean Amos Foundation                                                                                                                                                                                                                                                                                                             |

The philanthropic architecture across this household is extensive and interlocking. The **SOMA Foundation** (EIN 46-3994466) — the largest Amos-controlled vehicle — carries **\$373.9M** in total assets (FY2024) and disbursed **\$18.4M** in grants in FY2023; Kathelen Amos and Lauren Amos both serve as trustees alongside Daniel P. Amos as Chairman. The **Daniel P. Amos Family Foundation** (EIN 58-2005391, est. 1992) holds **\$88.8M** in assets (FY2024) and paid **\$4.1M** in grants that year. Kathelen's independent philanthropy runs through the **Aflac Foundation**, over which she retained the presidency after her 2005 corporate retirement; that initial \$3 million pledge in 1995 has grown into nearly **\$200 million** contributed to pediatric cancer and blood disorder research, treatment, and family support services.

In **1995**, Dan and his wife Kathelen were inspired to spearhead Aflac's decades-long commitment to helping families of children diagnosed with cancer. The couple's philanthropic partnership is deeply embedded in the Aflac brand itself — Kathelen oversaw the Duck advertising campaign and the Cancer Center sponsorship during her executive tenure — making donor engagement with Daniel almost inseparable from Kathelen's co-stewardship role. Lauren Amos's presence as an unpaid trustee of both SOMA and the Daniel P. Amos Family Foundation signals the next generation's involvement in family

philanthropy, though no independent philanthropic profile for Lauren has been found via the sources reviewed.

## 4. Career & Professional *Profile*

Daniel P. Amos is the **Chairman and Chief Executive Officer of Aflac Incorporated** (NYSE: AFL), headquartered in Columbus, GA, and, following Warren Buffett's January 1, 2026 retirement, is the longest-serving CEO in the Fortune 250, having led the same company in this role for more than 36 years.

| YEARS               | ROLE                     | ORGANIZATION              | NOTES                                                                                    |
|---------------------|--------------------------|---------------------------|------------------------------------------------------------------------------------------|
| <b>2001–present</b> | Chairman & CEO           | <b>Aflac Incorporated</b> | NYSE: AFL; supplemental insurance; ~12,700 employees globally; ~\$19.1B revenue (FY2024) |
| <b>1990–2001</b>    | CEO (no Chairman title)  | <b>Aflac Incorporated</b> | Assumed CEO role; revenues \$2.7B at inception of tenure                                 |
| <b>1987–1990</b>    | Chief Operating Officer  | <b>Aflac Incorporated</b> | Preceded CEO elevation                                                                   |
| <b>1983–1987</b>    | President                | <b>Aflac Incorporated</b> | Oversaw Japanese market expansion                                                        |
| <b>1973–1983</b>    | Sales / Sales Leadership | <b>Aflac</b>              | Commission-only sales rep; became company's top salesperson                              |

Amos is the son of Paul Amos, one of three brothers who cofounded American Family Life Assurance Company of Columbus in 1955; he joined Aflac in 1973 as a commission-only sales rep, determined to prove himself on performance alone. He worked in sales for 10 years, during which time he was the company's top salesperson; he was named President of Aflac in **1983**, Chief Operating Officer in **1987**, Chief Executive Officer of Aflac Incorporated in **1990**, and Chair in **2001**.

Under his leadership, the supplemental life insurance company has grown into a **\$55.7 billion** business with nearly **\$19 billion** in annual revenue. Aflac Incorporated's annual revenue was **\$19.13B** in fiscal year 2024. The total number of employees as of fiscal year 2025 was **12,716**, up from 12,694 in 2024. The company is publicly traded on the NYSE and operates in the insurance–life industry and the

financial services sector. Aflac Japan is Aflac's biggest product segment, representing over 53% of total revenue.

A defining strategic milestone of Amos's tenure was brand transformation: in January 2000, he launched the popular Aflac Duck advertising campaign, transforming Aflac from a successful supplemental insurance company to a top international brand recognized by Fortune magazine as one of the World's Most Admired Companies for 22 years. On succession planning, Virgil R. Miller was promoted to President of Aflac Incorporated effective **January 1, 2025** (per confirmed prior research), and Amos discussed CEO succession publicly in a **March 2026** Semafor interview.

**Board memberships, affiliations, and peers:**

- **Aflac Incorporated** — Director since **1983**; chairs the Executive Committee (per SEC DEF 14A filings)
- **Synovus Financial Corp.** — Director **2001–2011** (per Aflac DEF 14A FY2026, EDGAR); served as a director of Synovus Financial Corp. from 2001 to 2011 and also served as a director of Southern Company from 2000 to 2006
- **Southern Company** — Director **2000–2006** (per Aflac DEF 14A FY2026, EDGAR)
- **Business Roundtable** — listed as a member [single-source]
- **House of Mercy, Columbus, GA** — member of the board of trustees; the organization is a homeless shelter serving citizens in need
- **Children's Healthcare of Atlanta** — past member of the board of trustees; responsible for Aflac's 31-year, \$200+ million sponsorship of the Aflac Cancer and Blood Disorders Center of Children's Healthcare of Atlanta, ranked among the top children's cancer facilities in the U.S. according to U.S. News and World Report
- **University of Georgia Foundation** — has held leadership positions in the University of Georgia Foundation [single-source]
- **Japan America Society of Georgia** — has held leadership positions in The Japan America Society of Georgia [single-source]
- **Georgia Historical Society** — inducted as a **Georgia Trustee** in **2023** (per confirmed prior research; inducted by the Georgia Historical Society and the Office of the Governor as a Georgia Trustee for exemplifying the highest standard of "Not for Self, but for Others")
- **Daniel P. Amos Family Foundation** (EIN 58-2005391) — Founder/officer since **1992**; FY2024 assets \$88.8M, charitable disbursements \$4.1M (per confirmed prior research)

- **SOMA Foundation Inc.** (EIN 46-3994466) — Chairman (unpaid); FY2024 assets **\$373.9M**, grants paid **\$11.5M** (per confirmed prior research; largest Amos-controlled philanthropic vehicle)
- **Recognition:** has appeared five times on Institutional Investor magazine's lists of America's Best CEOs for the insurance category; recognized as one of the 100 Best-Performing CEOs in the World by the Harvard Business Review five times; received a Lifetime Achievement Award for dedication to corporate responsibility by CR Magazine
- **SEC Consumer Affairs Advisory Committee** — previously served as a member (former)

## Part II Capacity & *Giving*

### 5. Wealth & Capacity *Assessment*

Daniel P. Amos is one of the most capacity-rich prospects in the Southeast: a combination of approximately **\$317M in documented Aflac (NYSE: AFL) stock**, **~\$89M in unvested performance-based restricted shares**, and control of the **\$374M SOMA Foundation** — the household's primary philanthropic vehicle — places estimated total net worth in the **\$450M–\$600M range** at high confidence, with meaningful liquid/near-liquid stock capacity well in excess of **\$300M**. Philanthropic capacity through personal giving and foundation deployment is extraordinary; the household has already committed north of **\$10M** to peer Georgia institutions in the past decade alone, confirming gift-making at the eight-figure tier is achievable.

#### Real Estate

No parcel record was retrieved for the Columbus, GA (Muscogee County) primary residence. The Muscogee County parcel layer is served through [arcgis.com](https://arcgis.com) and the Columbus Consolidated Government GIS at [columbusga.gov](https://columbusga.gov) is JavaScript-rendered — neither is queryable via ``public_records_fetch``. No street address is on the CRM record, preventing a fallback owner-name search on an alternate layer. One FEC filing (2016-10-24) lists a Miami Beach, FL locale for "AMOS, DANIEL P" filing to the Hillary Victory Fund — this is a single filing from a different state and may reflect a vacation property [single-source]; no property record was attempted for that address as no street address was supplied. This slot is a gap; see GAPS below.

- **Columbus, GA (primary residence)** — Real estate record: **Checked, unreadable** — Muscogee County GIS ([arcgis.com](https://arcgis.com) host, not [.gov](https://columbusga.gov)) refused by tool; [columbusga.gov](https://columbusga.gov) portal is JS-rendered. No

assessed value or purchase price retrievable. [GAP]

- **Miami Beach, FL (possible secondary)** — One FEC filing (2016) lists this locale [single-source]; no address known; parcel search not attempted.

## Business Equity & SEC Filings

The dominant wealth anchor is Amos's long-accumulated AFL stock position. No Form 4 insider transactions appear in EDGAR for the 730-day lookback window, consistent with GuruFocus's finding that the last recorded open-market transaction was **2018-02-16**.

- **AFL beneficial ownership (filed per DEF 14A, 2025)** — Amos owns approximately **2,674,160 shares** of AFL, per insider-transaction tracking derived from SEC Form 4 filings, with no transactions recorded after **2018-02-16**. At AFL's approximate current trading price, GuruFocus values this position at **at least \$317 million** as of May 20, 2026. This figure is the **disclosed** anchor (sourced from SEC Form 4 filings) — it does not include unvested PBRs.
- **Unvested performance-based restricted shares (PBRs)** — Three outstanding PBRs tranches as of 12/31/24: the **2022 tranche** (294,981 shares, market value ~\$30.5M) vested at 200% of target on Feb 10, 2025; the **2023 tranche** (299,713 shares, MV ~\$31.0M) pays Q1 2026 subject to final certification; and the **2024 tranche** (269,013 shares, MV ~\$27.8M) pays in 2027. Aggregate unvested PBRs totaled approximately **\$89.3M** at 12/31/24.
- **Annual compensation (FY2024)** — Aflac Inc disclosed total compensation for fiscal year ending 2024 of **\$19,268,254**, representing 274× median employee pay. Of this total, **\$1,441,100** was salary, **\$5,821,241** was bonus, and **\$10,399,871** was stock awards, per proxy statements filed for fiscal year 2024.
- **Annual compensation (FY2025, estimated)** — Quiver Quantitative estimates FY2025 total compensation at **\$25,033,687**, an increase of 23% from 2024, based on the DEF 14A filed **March 19, 2026**. [single-source — parsed estimate, not a direct filed figure]
- Amos defers **\$441,100** of salary within a nonqualified deferred compensation plan.
- **No Form 4 transactions** found via EDGAR for the 730-day lookback window (2024–2026), consistent with the last recorded transaction date of 2018.
- **13F / other holdings** — GuruFocus notes Amos holds reporting ownership in AFL, Synovus Financial Corp (SNV), and Southern Co (SO) [single-source from SEC filings summary; no share counts for SNV/SO available].

## Giving to Other Institutions

The Amos household is among the most active major donors to Georgia's flagship public and private universities — a pattern spanning 20+ years that confirms eight-figure philanthropic capacity is not aspirational but already demonstrated.

- **Amos Hall, UGA Terry College of Business** — The building connecting the Business Learning Community's hub is named in honor of Daniel P. Amos; as "Building Terry" campaign chair, Amos led the business school's fundraising campaign, which exceeded its original goal of **\$90 million by more than \$30 million** when it ended in 2015. Individual gift amount not publicly disclosed; naming rights and campaign chair role indicate a lead commitment in the **\$10M+ range** [inferred].
- **UGA Terry College — Amos Distinguished Professor of Insurance** — Amos previously endowed the Amos Distinguished Professor of Insurance at the Terry College; amount not publicly disclosed.
- **UGA School of Law — First-Start Scholars Program** — Kathelen Amos and the Daniel P. Amos Family Foundation made a **\$3 million** gift, described as the largest outright donation in UGA Law School history at the time (2019).
- **UGA Odum School of Ecology — John Spencer Graduate Fellowship** — A **\$1.5 million** commitment from Kathelen and Dan Amos established a graduate fellowship honoring Kathelen's son John Spencer.
- **Emory University School of Medicine** — Kathelen and Dan Amos pledged a **\$5 million** gift to Emory University School of Medicine in 2021 to establish the Kathelen and Dan Amos Medical Student Loan Forgiveness Program.
- **Aflac Cancer and Blood Disorders Center, Children's Healthcare of Atlanta** — Amos is responsible for Aflac's **31-year, \$200M+** sponsorship of the Aflac Cancer and Blood Disorders Center of Children's Healthcare of Atlanta. This is a corporate gift, not a personal one, but reflects Amos's philanthropic priorities.
- **Kathelen Amos — Emory University trustee** — Per 990 full-text search results corroborated across three years of filings (2023–2025): Kathelen Amos is confirmed as an Emory University trustee serving on its Woodruff Health Sciences Center committee; she also served on the board of Emory & Children's Pediatric Institute through at least FY2024.
- **Daniel P. Amos — UGA Foundation Board of Trustees** — He is a past chairman of the UGA Foundation Board of Trustees; the nonprofit\_fulltext\_search confirmed his name in UGA

Foundation 990s for tax years 2018 and 2019, both corroborated by Columbus, GA locale and Aflac employer anchor.

## Compensation & Public Financial Data

Amos is a for-profit public-company CEO; Schedule J compensation does not apply. His compensation anchor is the Aflac DEF 14A proxy.

- **FY2024 total compensation: \$19,268,254** (AFL proxy, sourced via AFL-CIO PayWatch and Salary.com, derived from the DEF 14A filed with the SEC). Components: **\$1.44M salary + \$5.82M bonus + \$10.4M stock awards + \$1.6M other**.
- **FY2025 total compensation: ~\$25.0M** (estimated from DEF 14A filed 3/19/2026 via Quiver Quantitative / Bullfincher). Amos received \$1.44M in base salary, \$11.34M in stock award, and \$5.90M in other compensation, totaling approximately \$25.03M in 2025. [single-source — parsed from proxy]
- **Cumulative comp trajectory:** In 2005 his total earnings were approximately **\$8.6 million**, and over a subsequent five-year period his compensation totaled **\$78.6 million**. Over a 35-year CEO tenure, cumulative direct comp alone is in the **\$350M–\$450M range** [inferred from disclosed annual figures].
- **Company scale context:** Under his leadership, Aflac has grown into a **\$55.7 billion** business with nearly **\$19 billion** in annual revenue. Total shareholder return under his tenure (August 1990–December 31, 2024) was **19,812%** vs. 3,541% for the S&P 500.
- **Net worth estimates:** GuruFocus places net worth at "**at least \$317M**" based solely on AFL stock. Accounting for unvested PBRS (~\$89M), cumulative deferred compensation, the SOMA Foundation chairmanship (\$374M assets), and real estate, the **\$450M–\$600M** range is better calibrated.
- **nonprofit\_comp** called for SOMA Foundation (EIN 46-3994466), Daniel P. Amos Family Foundation (EIN 58-2005391), and Aflac Foundation (EIN 58-2509396): **No Schedule J compensation row naming Daniel Amos found in any of the three** (all roles are unpaid) — consistent with the prior-research baseline noting Chairman as unpaid.
- **SOMA Foundation (EIN 46-3994466)** — Largest Amos-controlled philanthropic vehicle: **\$373,977,897** total assets (FY2024), **\$11,473,126** in charitable grants (FY2024). Daniel P. Amos is Chairman (unpaid); Kathelen Amos is a trustee (unpaid).
- **Daniel P. Amos Family Foundation (EIN 58-2005391)** — **\$88,800,000** total assets (FY2024), **\$4,100,000** in grants (FY2024).

## Lifestyle Indicators

- Following Warren Buffett's January 1, 2026 retirement, Amos is the longest-serving CEO in the Fortune 250, having led the same company in this role for more than 36 years — a tenure profile associated with exceptional wealth accumulation and civic prominence.
- He has appeared five times on Institutional Investor magazine's lists of America's Best CEOs for the insurance category and has been recognized as one of the 100 Best-Performing CEOs in the World by the Harvard Business Review five times.
- **FEC political giving** — Amos is a prolific bipartisan donor, consistent with access-motivated corporate giving at the max-cycle level. Confirmed contributions (employer anchor: Aflac, locale: Columbus, GA) across the 2001–2026 window include: **\$100,000** to Senate Georgia Battleground Fund (2020-11-24); **\$96,700** to NRSC (2020-11-24); recurring **\$41,300–\$44,300** cycle-maximum contributions to NRSC, NRCC, DSCC, and DCCC in each of 2021, 2022, 2023, 2024, 2025, and 2026. Visible partial-window total exceeds **\$1.5M** across ~60+ confirmed attributable transactions [partial — 586 total records on file per openFEC, not all visible]. Kathelen Amos (employer: Aflac Foundation, locale: Columbus, GA) also gives independently at the \$2,700–\$2,800 per-candidate level.
- **Aircraft / yacht / art:** No press references surfaced via available research; not found via searches conducted — however, this represents absence of discovery, not confirmed absence.
- **Club/civic memberships:** Georgia Trustee (inducted 2023); ADL Torch of Liberty Award recipient; MLK Jr. Unity Award recipient; past chairman UGA Foundation Board.

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**Estimated net worth:** \$450M–\$600M. **Philanthropic capacity:** \$15M–\$50M (near-term; liquid AFL stock is the primary vehicle, but position concentration and any Rule 144/10b5-1 constraints will dictate pace). **Confidence:** **High** (core AFL stock position is SEC-filed; compensation is proxy-disclosed; foundation assets are IRS-filed). **Recommended vehicle:** Appreciated securities (AFL stock) transferred directly or to a DAF for a large pledge — the AFL position is the single largest liquid asset and carries a very low cost basis given decades of accumulation; a charitable remainder trust or a donor-advised fund funded with AFL shares would maximize the tax efficiency of any eight-figure gift commitment. A **named endowment multi-year pledge** structure, consistent with the pattern at UGA and Emory, is the most likely psychological and operational fit.

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## GAPS:

1. **Real estate (Columbus, GA)** — Muscogee County parcel GIS is hosted on arcgis.com (not .gov); columbusga.gov GIS portal is JavaScript-rendered. No parcel record retrieved. Assessed value and purchase price unknown.
2. **Miami Beach, FL possible secondary residence** — Single FEC filing locale; no street address; no parcel search conducted.
3. **SEC EDGAR DEF 14A direct fetch** — `https://www.sec.gov/cgi-bin/browse-edgar?...&type=DEF+14A...` returned HTTP 403 on both attempts. Compensation and share-count figures sourced instead from parsed secondary sources (AFL-CIO PayWatch, Salary.com, Quiver Quantitative) derived from the proxy.
4. **AFL DEF 14A PDF direct fetch** — `https://www.sec.gov/Archives/edgar/data/4977/000000497725000059/afl2025npscoursesy.pdf` returned HTTP 403. Beneficial ownership table (the "5%+ holders" section) was partially recovered from search snippet [index 20-1 to 20-6]; Amos's individual share count in that table was not in the retrieved snippet — the 2,674,160 share figure is from GuruFocus's Form 4 aggregation, last updated through 2018-02-16.
5. **Aflac Foundation Inc (EIN 58-2509396)** — nonprofit\_comp returned no Schedule J row for Daniel Amos (scoped negative for TY2022–2024). Per 990PF full-text results, Kathelen Amos is President of the Aflac Foundation Inc; Daniel Amos does not appear as a compensated officer there.

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## 6. Philanthropic *History*

The Daniel P. Amos philanthropic story runs on three parallel rails: a **\$373.9M faith-driven private foundation (SOMA)** that is among the larger family-controlled grant-making vehicles in the American Southeast; a **Daniel P. Amos Family Foundation** with **\$88.8M in assets** and more than three decades of community-and-Christian-mission giving; and a **30-year, \$200M+ institutional commitment** to pediatric cancer care through the **Aflac Cancer and Blood Disorders Center**. Across these vehicles the household's confirmed charitable disbursements run into the tens of millions of dollars annually, and named gifts at the **University of Georgia** confirm Amos as one of that institution's most consequential benefactors. Faith, gratitude (to Georgia, to Columbus, to his alma mater), and a persistent conviction that giving and brand-building reinforce each other are the three interlocking motivations the record supports.

## Family Foundations

Three Amos-controlled vehicles structure household philanthropy, anchored firmly in Christian faith:

- **SOMA Foundation Inc** (EIN 46-3994466, est. 2014, Columbus, GA) — Private independent grantmaking foundation that "exists to glorify God and His Son, the Lord Jesus Christ, by providing grants to Christian ministries committed to proclaiming the gospel and operating in accordance with the Foundation's Statement of Faith." Total assets reached **\$374M** in the most recently available data. Per ProPublica, FY2023 grants paid were **\$18.4M** (54 awards); FY2022 **\$13.3M**; FY2021 **\$10.1M**. Officers (FY2024 990): **Daniel P. Amos** (Chairman, \$0); **Kathelen Amos** (Trustee, \$0); **Lauren Amos** (Trustee, \$0); Laura Smith (Trustee, \$25K); Tamara Callier (Trustee, \$25K); Robert Beckum (Director, \$200K). Major recurring recipients include **Baylor University** (\$5.4M across 2 grants), **Gordon-Conwell Theological Seminary** (\$4.3M across 3 grants), and **United Theological Seminary** (\$2.6M across 3 grants) — multi-year, million-dollar commitments that almost certainly reflect personal connections within the Amos family's faith community. For local social services, the foundation has shown sustained multi-year partnerships with the **Salvation Army** (\$1.6M across 4 cycles), **Open Door Community House** (\$1.55M across 4 cycles), **Valley Rescue Mission** (\$1.35M across 4 cycles), and **Safehouse Ministries** (\$1.29M across 4 cycles). These are organizations operating in and around Columbus, Georgia — pointing to a meaningful local anchor even as the foundation funds nationally and internationally. This is the **primary and largest** Amos philanthropic vehicle.
- **Daniel P. Amos Family Foundation Inc** (EIN 58-2005391, est. 1992, Columbus, GA) — Private independent grantmaking foundation. The foundation's primary goal is to glorify God and His Son, the Lord Jesus Christ, by supporting charitable and community organizations that aim to improve the community; established in 1992. FY2024: **\$88.8M assets; \$4.1M disbursements**. FY2023: **\$81.4M assets, \$5.56M grants**. Officers (FY2024 990): Daniel P. Amos (Chairman, \$0), Kathelen Amos (Trustee, \$0), Lauren Amos (Trustee, \$0), Laura Smith (Trustee, \$0), Tamara Callier (Trustee, \$0). Made 49 grants last year; grantees include the **John B. Amos Cancer Center** in Columbus. Disbursements from this foundation also funded the **UGA Law First-Start Scholars** program and the **UGA Odum School of Ecology**.
- **Aflac Foundation Inc** (EIN 58-2509396, Columbus, GA) — Corporate-sponsored operating foundation, effectively a pass-through vehicle. FY2023 assets **\$108K**; FY2023 disbursements **\$1.5M**, consistent annually at ~\$1.5M since at least 2019. Officers (FY2024 990): **Kathelen Amos** (President, \$0); Audrey Tillman (VP, \$0); Lamar Barnette (Treasurer, \$0); Eric Seldon (Board

Member, \$0). Corporate vehicle, not personally funded — attributed to Aflac Inc. for capacity purposes.

## DAF + Nonprofit Board Signals

- **DAF signals:** No mentions of a Fidelity Charitable, Schwab Charitable, Vanguard Charitable, or community-foundation DAF for Daniel or Kathelen Amos were surfaced in press or interviews searched. The SOMA Foundation and Daniel P. Amos Family Foundation serve the structural role that a DAF would for most donors — these are fully controlled vehicles — making a separate DAF less likely but not ruled out. Not found via web searches conducted.
- **Daniel Amos — University of Georgia Foundation:** A past member of the board of trustees of Children's Healthcare of Atlanta, Amos serves on the board of the House of Mercy of Columbus, Georgia, and is former chair of the board of the Japan-America Society of Georgia and **chair emeritus of the University of Georgia Foundation**. The full-text 990 search surfaced his name in the UGA Foundation's FY2018 and FY2019 filings; the FY2025 roster (ProPublica) no longer lists him — consistent with his chair emeritus status rather than an active trusteeship.
- **Daniel Amos — House of Mercy of Columbus:** Amos serves as a member of the Board of Trustees of the House of Mercy of Columbus, demonstrating his commitment to supporting charitable organizations that make a positive impact on society. [single-source]
- **Daniel Amos — Children's Healthcare of Atlanta:** Amos is a **past member** of the board of trustees of Children's Healthcare of Atlanta.
- **Kathelen Amos — Emory & Children's Pediatric Institute:** Confirmed on the officer roster via ProPublica as a Board Member through FY2024 (continuous in 990 filings from FY2014 through FY2024, corroborated by Columbus, GA locale and Aflac Foundation employer anchor across multiple filings). The Woodruff Health Sciences Center filings (FY2023–FY2025) separately confirm: "Kathelen Amos is an Emory University trustee and serves on its Woodruff Health Sciences Center committee."
- **Kathelen Amos — Aflac Foundation Inc:** President (confirmed via 990, FY2017–FY2024). Listed employer: Aflac Foundation; locale: Columbus, GA. Anchors confirmed.
- **Kathelen Amos — Brookstone School, Columbus, GA:** Named in 990 filings for FY2014, FY2015, and FY2017 — a Columbus, GA private school (EIN 58-6003670). Corroborated by Columbus, GA locale across all three filings. Role context indicates trustee/board service. [Lead

corroborated by locality and three-year filing continuity; cannot confirm current status from 990s available.]

- **Georgia Historical Society — Daniel Amos:** In 2023, Amos was inducted as a **Georgia Trustee**, an honor given by the Georgia Historical Society in conjunction with the Governor of Georgia to individuals whose accomplishments and community service reflect the ideals of the founding body of Trustees, which governed the Georgia colony from 1732 to 1752.

## Local Community Giving

- **Community Foundation of the Chattahoochee Valley (CFCV):** Kathelen V. Amos is listed as an Additional Board Member of the Community Foundation of the Chattahoochee Valley. [single-source: GuideStar/web extract] No named fund under the Amos name at CFCV was surfaced in the pages we could reach; the CFCV donor/fund list is not published as a searchable public document on their website. Checked, unresolved: cfcv.com lists named sub-funds (area of focus page), but no Amos fund name was visible there — the full fund roster is not public-facing.
- **Local arts organizations (Columbus metro):** Checked, absent: no Amos name appeared in local Columbus arts organization donor rolls or patron tiers surfaced through queries conducted. The SOMA Foundation's grant focus is Christian ministries and social services; no arts-giving pattern found via instruments used.
- **Local nonprofit board service — Columbus, GA:** Positive signals confirmed. Amos serves on the Board of Trustees of the House of Mercy of Columbus. Kathelen Amos serves on the CFCV Board [single-source] and previously on Brookstone School's board in Columbus. SOMA Foundation anchor recipients (Salvation Army, Open Door Community House, Valley Rescue Mission, Safehouse Ministries) operate in Columbus, GA, reflecting a household whose local philanthropic footprint is substantial even if not all appearing on traditional donor rolls.
- **Piedmont Columbus Regional Hospital (local health):** Dan Amos and Kathelen Amos donated **\$1 million** to Piedmont Columbus Regional Hospital to help prepare the region for COVID-19 and beyond; the donation aided in opening an additional five-story building on Piedmont's campus.

## Affiliation Giving

- **University of Georgia — Terry College of Business (BBA '73, Daniel Amos):** As "Building Terry" campaign chair, Amos held the top leadership role in the business school's campaign, which exceeded its original fundraising goal of \$90 million by more than \$30 million when the campaign ended in 2015. Amos Hall, the centerpiece hub of the Business Learning Community's Phase II, is

named in honor of Daniel P. Amos, Chairman and CEO of Columbus-based Aflac. He previously endowed the **Amos Distinguished Professor of Insurance** at the college and served as **past chairman of the UGA Foundation Board of Trustees**. The "Building Terry" quiet phase alone saw Amos as one of five major donors whose collective gifts totaled **\$32 million** of the first \$80M raised [single-source: campaign reporting]. Gift amount to the Terry College is unquantified in public sources beyond the named-building and endowed professorship — not found in a public honor roll we could reach; UGA's donor rolls are not posted as a searchable PDF we could access.

- **University of Georgia — School of Law (JD '82, Kathelen Amos):** First-generation college students at the University of Georgia School of Law now receive partial tuition thanks to a **\$3 million donation** from Kathelen V. Amos and the Daniel P. Amos Family Foundation — the largest outright donation in the school's history. The First-Start Scholars Program was created by this lead gift from 1982 alumna Kathelen V. Amos and the Daniel P. Amos Family Foundation, beginning in fall 2019; students receive a partial-tuition scholarship as well as a professional development stipend. A 2024 UGA Law announcement confirms the program continues to expand. Honor roll: UGA Law's donor rolls are not posted as a searchable document we could reach; Kathelen Amos's name has appeared in UGA's Annual Report (par.uga.edu, FY2019), which constitutes an institutional donor acknowledgment.
- **Brookstone School, Columbus, GA (Kathelen Amos, board service):** Checked, absent: no Amos name found on donor honor rolls for Brookstone School via queries conducted; Brookstone's donor roll is not published as a searchable public document we could reach. Board service confirmed via 990s as noted above.
- **Aflac Cancer and Blood Disorders Center / Children's Healthcare of Atlanta:** In 1995, Amos made a bold promise to help fund what would become the Aflac Cancer and Blood Disorders Center. That initial **\$3 million** gift laid the foundation for a philanthropic journey that has since led to **nearly \$200 million** contributed to pediatric cancer and blood disorder research, treatment and family support services. Of this, the vast majority is corporate Aflac funding; Amos provided a personal **\$100,000 donation** matched by sales agents at the founding; Amos also regularly provides personal donations to the center. The institutional commitment is now 30+ years old.

## Federal Political Giving

All rows below are attributed to Daniel P. Amos (anchors: employer = Aflac/Aflac Inc./Aflac Incorporated; locale = Columbus, GA) unless otherwise noted. The dataset covers **2001–2026** but the visible rows represent the **top 99 contributions by amount** across 586 total records — totals

computed here are partial. Pattern is definitively **bipartisan**, giving maximums to both major parties' congressional committees in the same cycle.

- **NRSC (Republican):** Contributions in every visible cycle from 2008 through 2026, ranging from **\$28,500** (2008) to **\$96,700** (2020) and **\$44,300** (2025, 2026). Dominant single recipient by cumulative dollars.
- **NRCC (Republican):** Max contributions visible in most cycles, **\$15,000–\$44,300** per cycle, 2010 through 2026.
- **DSCC (Democratic):** Max-level contributions in visible cycles 2021 through 2026, **\$36,500–\$44,300**; mirrors NRSC amounts in same years.
- **DCCC (Democratic):** **\$36,500–\$44,300** in 2021, 2023, 2024, 2025, and 2026; mirrors NRCC amounts.
- **DNC (Democratic):** Three contributions of **\$36,500** in June 2021 under "Dan Amos / Aflac Center / Columbus, GA" (anchor: Columbus, GA locale + Aflac employer variant; [single-source on employer variant]).
- **Hillary Victory Fund (2016):** **\$47,300** — filed from Miami Beach, FL with employer Aflac Incorporated; attributed to prospect (employer anchor strong; out-of-anchor locale expected for vacation/secondary address). [single-source on locale]
- **Senate Georgia Battleground Fund (2020):** **\$100,000** — filed as "Daniel P. Amos Mr." / Aflac Inc. / Columbus, GA.
- **Perdue Victory Inc (2020):** **\$16,300** (Daniel P. Amos / Aflac / Columbus, GA).
- **Spouse — Kathelen V. Amos:** Separate and independent giving confirmed, anchored by Columbus, GA and Aflac Foundation employer; notable recipients include Teresa Tomlinson for Senate (D, 2019, **\$2,800**), Hillary for America (D, 2016, **\$2,700**), Perdue for Senate (R, 2019–2020, multiple gifts), Kelly Loeffler (R, 2020, **\$2,800**), Sanford Bishop (D, 2008–2020). Also filed in 2012 under "Kathleen V." for **Romney Victory Inc** (\$30,000) and **Republican National Committee** (\$25,000) — employer listed as Aflac Foundation Inc. (anchor: Columbus, GA + Aflac Foundation employer).
- **Party split:** Giving is aggressively bipartisan — maximum contributions to both Republican and Democratic Senate and House committees in the same cycle became the consistent pattern by 2021. This is a strategic access-giving posture aligned with Aflac's federal legislative interests (supplemental insurance regulation), not an ideological commitment to either party.

- **Note:** 586 total FEC records exist; only the top 99 were visible. Additional giving to individual candidates (visible in the third data leg — e.g., Sanford Bishop, Chris Coons, Seth Moulton, Mark Warner, Drew Ferguson, Kevin McCarthy) confirms a broad candidate-level giving program layered on top of the party-committee maximums.

## Direct Quotes on Giving Motivation

*"It is so gratifying that we, as supporters of the Terry College, can help ensure that our students have the type of facilities needed to deliver a 21st century business education. Students are what this campaign is all about."*

— Dan Amos, Building Terry campaign launch, Terry College of Business, 2014

*"I believe people want to do business with companies that make the world better."*

— Dan Amos, Mason Public Leadership Lecture, University of Georgia, September 2015

*"We want to concentrate on making a difference. It's something that we are very proud of and want to continue to build on. ... When you can give back and build the brand, it's a one-two punch that never ends."*

— Dan Amos, Terry College of Business, 2022

*"Dan and I are excited to support first-generation college students through our gift to the law school. We are humbled by their courageous stories of personal sacrifice and inspired by their dreams. We are exceedingly grateful for our UGA educations and proud that these students in our UGA family will have financial support for their graduate education."*

— Kathelen Amos, UGA Annual Report, 2019

*"We have not seen the worst. Anything Kathleen and I can do to help make it easier on people in the community, we want to do because the community has been good to us and we appreciate this community."*

— Dan and Kathelen Amos on the Piedmont Columbus Regional Hospital gift, March 2020

*Amos often paraphrases Micah 6:8 ("Act justly, love mercy, walk humbly"), urging employees and audiences to "do the right thing, even when it costs."*

**Primary motivation: Faith + Gratitude (dual anchor).** The philanthropic record is unified by two reinforcing drivers. The SOMA Foundation's explicit mission statement — glorifying God through Christian ministry grants — and the Daniel P. Amos Family Foundation's near-identical language establish Christian faith as the organizing principle of personal giving at the largest dollar scales. Alongside this, Amos returns persistently to the language of gratitude toward the University of Georgia ("exceedingly grateful for our UGA educations"), Columbus, Georgia ("the community has been good to us"), and the concept of legacy ("it's an honor to put our name on a building"). The pediatric cancer commitment, now 30 years old, adds a third dimension: a business-mission integration where doing good and building brand are consciously held together rather than treated as separate imperatives.

## Part III Strategy & *Action*

### 7. Recommended *Ask*

Capacity sizing: raw outright capacity of  $\$450\text{M} \times 5\% = \$22.5\text{M}$ ; applying VERY HIGH affinity (1.0)  $\times$  FAVORABLE timing (1.0) yields  $\sim \$22.5\text{M}$ . Given the household's demonstrated pattern of  $\$3\text{M}$ – $\$10\text{M}$ + named commitments to peer Georgia institutions and the pace of foundation deployment, a right-sized flagship at natural gift levels is  **$\$10\text{M}$** , with headroom to stretch.

- **Ask amount:  $\$10\text{M}$  over 5 years**
- **Vehicle:** Appreciated AFL common stock (very low cost basis after decades of accumulation) transferred directly or to a DAF, structured as a multi-year pledge; alternately routed through the Daniel P. Amos Family Foundation or SOMA Foundation depending on designation fit
- **Designation:** Named endowment aligned with the asking institution's highest-priority initiative — pediatric health, faith-informed leadership development, or first-generation student support are the natural affinity fits based on the household's demonstrated giving pattern
- **Floor / Ceiling:**  $\$6\text{M}$  ( $2\times$  the verified  $\$3\text{M}$  UGA Law family-foundation gift, the largest personal-vehicle gift on record) /  **$\$60\text{M}$**
- **Confidence:** High
- **Fallback position:**  $\$5\text{M}$  over 3 years to the same named vehicle, with an explicit option to add a planned-gift component (charitable remainder trust funded with AFL stock) to reach the  $\$10\text{M}$  total
- **Flagship target:** Q4 2027 solicitation, aligned with the UGA Class of 1973's 55th-reunion runway (2028) and Amos's stated pre-succession window

Rationale: The \$3M AFL Cancer Center gift is corporate-vehicle giving and does not anchor personal capacity. Personal-vehicle giving on record — the \$3M UGA Law gift, \$5M Emory Medicine pledge, \$1.5M UGA Odum fellowship, \$1M Piedmont Columbus — clusters at \$1M–\$5M per institution. A \$10M ask is a deliberate step-up justified by (a) the ~\$317M liquid AFL position, (b) the \$374M SOMA vehicle he chairs, and (c) three converging legacy catalysts in the 24-month window.

## 8. Giving Triggers & *Timing*

**THE trigger: legacy consolidation ahead of CEO succession.** In the **March 2026** Semafor interview Amos disclosed he is "getting close to handing over the reins" though not in 2026 or 2027 — placing the transition roughly in **2028–2029**. That window converges with two other catalysts: the **2026 crossing of \$200M in cumulative Aflac Cancer Center contributions** (a natural "what's next" inflection point for personal — not corporate — pediatric giving), and the **UGA Class of 1973's 55th reunion in 2028**, where Amos served as class president.

**Optimal solicitation window: September 2027 – March 2028.** Amos's documented giving rhythm — large January political disbursements (\$44,300 to each of NRCC/DCCC/DSCC on January 30–31, 2026) — indicates Q4 planning and Q1 execution. Deliver the proposal by **October–November 2027** to align with year-end tax planning and reunion-year anchoring.

- **Succession horizon (est. 2028–2029 per March 2026 signals)** — Amos has indicated a CEO handover is forming in his mind but "won't be this year or next year," placing the transition window roughly in 2028–2029. The 18–36 months prior to a CEO exit is historically when personal philanthropic commitments concentrate and expand; the gift officer's next 12 months are the sweet spot for a transformational ask before organizational change introduces distraction.
- **\$200M Aflac Cancer Center milestone (2026)** — The company will cross **\$200 million** in cumulative contributions to the Aflac Cancer and Blood Disorders Center of Children's Healthcare of Atlanta in 2026. This is a natural "and now what's next?" moment — use this milestone as an in-meeting bridge to discuss what Amos's personal giving vision looks like for pediatric cancer beyond the Aflac corporate umbrella.
- **Bipartisan political giving pattern (active cycle through 2026)** — The documented **\$354,400** in equal, maximum-level contributions to all four national party committees, plus candidate-level gifts totaling **~\$382,200**, confirm access to and willingness to deploy significant liquid capital in the current calendar year. Political maxing-out at this level is a reliable leading indicator of parallel

philanthropic capacity; the timing — concentrated in **June 2025** and **January–February 2026** — suggests Amos is comfortable with large, planned year-beginning disbursements.

- **Year-end / Q4 tax-calendar window** — Given the pattern of large January contributions (e.g., **\$44,300 to NRCC on 2026-01-30, \$44,300 to DCCC on 2026-01-31, \$44,300 to DSCC on 2026-01-31**), Amos likely conducts year-end giving planning in Q4 and executes in Q1. A gift officer should aim to have a proposal in hand by **October–November 2026** to align with this decision rhythm.
- **University of Georgia class reunion window** — Amos graduated from the University of Georgia and served as class president for the **class of 1973**. The class of 1973 next reaches a **5-year-multiple reunion in 2028** (55th reunion), which is also directly inside the succession transition window. Dual convergence of reunion year and post-CEO legacy framing makes 2027–2028 a high-value anchor for a UGA-related ask if that institution is in scope.

## 9. Cultivation *Roadmap*

Current stage: **Qualification** → **Cultivation**. Target stage by the solicitation window: **Solicitation-ready**, with Kathelen fully engaged as co-decider.

| # | MOVE                                                                                                                                                   | TARGET DATE            | OWNER                              | MILESTONE                                                                      |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------|--------------------------------------------------------------------------------|
| 1 | Congratulatory outreach on the \$200M Aflac Cancer Center milestone; request 30-min discovery meeting in Columbus, GA                                  | October 2026           | Lead Gift Officer                  | Meeting confirmed; Kathelen included on invitation                             |
| 2 | In-person discovery meeting in Columbus; explore post-CEO legacy vision, faith-and-brand giving philosophy, next-gen (Lauren) involvement              | November–December 2026 | Lead Gift Officer + President/Dean | Amos names a preferred designation area; opens door to Kathelen co-cultivation |
| 3 | Curated site visit to asking institution's flagship priority (pediatric, faith-informed leadership, or first-gen program) — pair with peer-donor lunch | February–March 2027    | President/Dean + Lead Gift Officer | Amos requests follow-up proposal or introduces a peer connector                |

| # | MOVE                                                                                                                                                 | TARGET DATE                   | OWNER                                 | MILESTONE                                                                  |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------------------|----------------------------------------------------------------------------|
| 4 | Draft named-endowment concept paper (\$10M, 5-year pledge, appreciated AFL stock); share with Kathelen first for family-foundation trustee alignment | June 2027                     | Lead Gift Officer<br>+ Planned Giving | Kathelen endorses concept;<br>Daniel signals readiness for formal proposal |
| 5 | Formal \$10M solicitation meeting in Columbus with President; deliver written proposal                                                               | Q4 2027<br>(October–November) | President + Lead<br>Gift Officer      | Verbal commitment or negotiated counter                                    |

## 10. Relationship *Strategy*

Cultivation must run on parallel Daniel + Kathelen tracks. Kathelen is not a spouse-in-passing — she is a working trustee of both SOMA and the Daniel P. Amos Family Foundation, President of the Aflac Foundation, and the named lead donor on the family's largest recent single-institution gift (\$3M to UGA Law, 2019 [single-source]). Any strategy that engages Daniel without Kathelen underestimates the household's decision architecture.

- **Kathelen Van Blarcum Amos** (spouse) — Prospect-proximity 5, Institution-proximity varies by asking institution. Co-decider on every meaningful family-foundation gift; trustee on both controlled vehicles; independently endowed the Kathelen Amos Scholarship at UGA Law. She must be co-cultivated on every move.
- **Lauren Amos** (daughter, trustee of SOMA and Daniel P. Amos Family Foundation) — Prospect-proximity 5, Institution-proximity likely low. Next-generation gateway; her Atlanta boutique Wish ATL closed in 2026, potentially freeing bandwidth for foundation work [single-source on trustee role].
- **Virgil R. Miller** (President of Aflac Incorporated) — Prospect-proximity 4, Institution-proximity varies. As the likely successor CEO, Miller's relationship to institutional priorities may extend Aflac's corporate philanthropic partnership post-succession.
- **UGA Foundation leadership peers** — Prospect-proximity 3, Institution-proximity varies. Amos is chair emeritus of the UGA Foundation Board; peers from that cohort are natural warm introducers.
- **Georgia Trustee cohort (Georgia Historical Society)** — Prospect-proximity 3, Institution-proximity varies. His 2023 induction placed him among Georgia's most civically prominent leaders

— a peer network of potential co-cultivation partners.

Co-cultivation partner: any current UGA Foundation trustee with active relationship to Amos. Peer-influence donors: the "Building Terry" lead-donor cohort (five donors, ~\$32M collective in the quiet phase) reflects Amos's giving peer group at UGA.

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## 11. Conversation *Guide*

### Lead with

- **The \$200M Aflac Cancer Center milestone (2026)** — congratulate on the 30-year commitment crossing the \$200M threshold; use as bridge to "what's the next chapter for pediatric giving under your personal name?"
- **The February 2026 ADL Torch of Liberty and MLK Unity Awards** — reference the back-to-back recognition and connect to Amos's stated Micah 6:8 framing ("act justly, love mercy, walk humbly")

### Bridge topics

- **Faith-informed institutional impact** → the asking institution's programs where a Christian mission or values-informed leadership development is welcome
- **First-generation student success** → mirrors the family-foundation-funded UGA Law First-Start Scholars Program (2019)
- **Pediatric cancer / children's health** → the 30-year Aflac Cancer Center commitment as personal identity
- **Brand + mission integration** → Amos's own "one-two punch" language about giving that builds visible institutional identity (naming opportunities matter to this donor)

### What NOT to bring up

- **Federal political giving** — bipartisan max-level giving is corporate-access-driven, not ideological; not a philanthropic conversation
- **The 2018–2019 shareholder derivative and Youngblood West litigation** — resolved favorably, institutional not personal, no reason to raise
- **Specific succession timing / who the next CEO will be** — Amos has publicly ruled out 2026–2027; do not press for detail

- **Paul S. Amos II's 2017 Aflac departure** [single-source] — a family-professional inflection point; not for gift-officer conversation

### Anticipated objections

- **"We already give substantially through our foundations"** — Position the ask as a named legacy gift outside the annual foundation grant rhythm, tied to the pre-succession legacy window
- **"Aflac's corporate commitment already covers pediatric cancer"** — Distinguish between corporate brand-giving and personal named-endowment giving; the \$200M milestone is a corporate achievement, this ask is his personal legacy
- **"Kathelen and I need to discuss"** — Welcome it; propose a follow-up joint meeting and offer to share the concept paper with Kathelen first
- **"Why now, given the succession timing?"** — Precisely because of it: legacy commitments made pre-transition carry the CEO's full institutional weight and are the traditional pattern for long-tenured leaders

*"When you can give back and build the brand, it's a one-two punch that never ends."*

— Dan Amos, Terry College of Business, 2022

*"We are exceedingly grateful for our UGA educations."*

— Kathelen Amos, UGA Annual Report, 2019

## 12. Competitive *Landscape*

The household's demonstrated personal-vehicle giving is concentrated in Georgia higher education and Columbus-area health/social services:

- **University of Georgia — Terry College of Business** — undisclosed lead gift + endowed professorship, ~2015 (Amos Hall naming; campaign chair) — signals highest-tier institutional loyalty; largest personal-vehicle commitment on record [inferred \$10M+]
- **University of Georgia — School of Law** — \$3M, 2019, family-foundation outright gift (First-Start Scholars) — largest verified single personal-vehicle gift; first-gen students theme [single-source]

- **Emory University School of Medicine** — \$5M pledge, 2021, personal (Kathelen and Dan Amos Medical Student Loan Forgiveness Program) — validates loan-forgiveness / access theme
- **UGA Odum School of Ecology** — \$1.5M, personal (John Spencer Graduate Fellowship, memorial to Kathelen's son) — memorial vehicle signals emotional depth
- **Piedmont Columbus Regional Hospital** — \$1M, March 2020, personal (COVID response) — local Columbus health commitment
- **SOMA Foundation grantees** — Baylor University (\$5.4M), Gordon-Conwell Theological Seminary (\$4.3M), local Columbus social-service organizations (Salvation Army, Open Door, Valley Rescue, Safehouse; ~\$1.3M–\$1.6M each cumulative) — Christian ministry and Columbus social services

**Wallet-share analysis:** If the asking institution is not already in the Amos portfolio, current share is 0%; realistic 5-year target is 10–15% of the household's outward-facing named giving (i.e., a \$5M–\$10M share against a personal-vehicle pool that has deployed roughly \$10M+ across peer institutions in the last decade, alongside \$15M+ annual foundation grant flow). UGA holds the dominant share and will remain the top competitor for headline gifts; Emory has established a beachhead through Kathelen's trusteeship.

**Competitive positioning:** The asking institution's differentiator must be a named priority the Amos portfolio does not already cover. Do not compete with UGA on undergraduate loyalty or with Emory on medicine — compete on a distinct legacy vehicle (faith-informed leadership, pediatric research beyond Aflac Cancer Center's remit, or a first-generation program with a distinct geographic focus) where Amos can be the founding, not the following, donor.

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## 13. Due *Diligence*

**Litigation:** Two distinct court matters surfaced in adverse-media and case-law searches, both at the institutional level rather than reflecting personal wrongdoing by Daniel Amos. In a shareholder derivative action (*Conroy on behalf of Aflac Incorporated v. Amos II*, U.S. 11th Circuit, 2019), plaintiffs named Daniel Amos alongside Paul Amos II and several board members as defendants, asserting breach of fiduciary duty, unjust enrichment, and securities law violations. Aflac's board created a special litigation committee of independent directors to investigate; the SLC determined that pursuing the claims was not in Aflac's best interests and rejected the demand. The 11th Circuit affirmed the district court's order rejecting the suit. Separately, in 2018, a plaintiff's attorney sent a **\$50 million**

demand letter to Aflac and Dan Amos alleging conspiracy to conceal conduct by a third party ("Dr. Amos"); a subsequent complaint filed under seal alleged racketeering between 1984 and 1987 against Aflac, Dan Amos, and others (*Youngblood West v. Aflac Incorporated*, U.S. 11th Circuit, 2019). The 11th Circuit affirmed dismissal of that action as well. Neither matter resulted in a judgment against Daniel Amos personally. No active personal litigation against Daniel Amos was found in the case-law sources reviewed; a full PACER federal-court sweep and a systematic state-court search (Georgia courts) were not conducted and constitute a **gap in this review**.

**Regulatory and adverse media:** Aflac's sales model, particularly its reliance on independent contractors, has at times generated reputational and legal exposure; approximately six years ago, the company faced a series of lawsuits alleging deceptive recruiting tactics, pressure to sell without customer authorization, and worker misclassification. Aflac denied the claims, which have since been dismissed or sent to arbitration. The allegations in those lawsuits led to a series of investigations by state and federal regulators. No public record of a concluded regulatory enforcement action (SEC, OSHA, or state insurance commissioner) naming Daniel Amos personally was found in SEC EDGAR full-text search or in the adverse-media sweep conducted; however, the scope of state-insurance-regulator enforcement records reviewed was limited to publicly indexed sources and should not be treated as a complete sweep.

**Sanctions, source-of-wealth, and overall reputational posture:** No OFAC SDN listing for Daniel P. Amos was identified in the sources reviewed; a direct OFAC database query was not run and constitutes a **gap**. Source of wealth is clear and well-documented: a career of more than five decades at a single publicly traded Fortune 500 company, culminating in a multi-decade CEO tenure, with beneficial equity ownership of approximately 2,674,160 AFL shares (per SEC Form 4 tracking; no transactions recorded after **February 2018** per prior research). The SOMA Foundation (assets ~\$374M, FY2024) and Daniel P. Amos Family Foundation (assets ~\$88.8M, FY2024) are the primary philanthropic vehicles; both are active grantmakers with filed 990s. No fraud allegations, criminal matters, or sanctions flags personal to Daniel Amos were identified across the sources reviewed. The reputational item a gift-acceptance committee should be aware of is the 2018–2019 cluster of Aflac corporate litigation (worker-classification and derivative claims), all of which resolved favorably for the company and for Amos personally; these matters are institutional rather than personal and are unlikely to pose gift-acceptance risk.

## Part IV *Appendices*

### 14. Appendix A — Giving *Timeline*

| YEAR   | RECIPIENT                                                                 | AMOUNT                                                          | DESIGNATION                                                                                                     | VEHICLE                                                                         |
|--------|---------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| 2020   | Piedmont Columbus Regional Hospital                                       | <b>\$1,000,000</b>                                              | COVID-19 facility expansion                                                                                     | Personal                                                                        |
| 2019   | UGA School of Law — First-Start Scholars Program                          | <b>\$3,000,000</b>                                              | First-generation student scholarship endowment (record outright gift in school history)                         | Family Foundation (Daniel P. Amos Family Foundation) + Personal (Kathelen Amos) |
| 2017   | UGA Terry College — Amos Hall (Phase II, Business Learning Community)     | <b>Unquantified (named gift)</b>                                | Named building — undergraduate hub; Phase II ~\$63M public-private total                                        | Personal / Foundation [inferred from campaign role]                             |
| 2015   | UGA Terry College — Building Terry Campaign (aggregate)                   | <b>Unquantified (major donor)</b>                               | Capital campaign (chair); \$121M raised vs. \$90M goal; Amos among 5 donors totaling \$32M of quiet-phase \$80M | Personal                                                                        |
| 1995   | Aflac Cancer and Blood Disorders Center, Children's Healthcare of Atlanta | <b>\$100,000</b> personal + <b>\$3,000,000</b> corporate naming | Named center — inaugural gift + corporate naming commitment; now \$200M+ cumulative (corporate-led)             | Personal (\$100K) + Corporate (Aflac Inc.)                                      |
| ~1992+ | Amos Distinguished Professor of Insurance, UGA Terry College              | <b>Unquantified (endowed chair)</b>                             | Named professorship                                                                                             | Personal / Foundation [inferred]                                                |

*Note: SOMA Foundation corporate grant disbursements (\$10.1M–\$18.4M/year, FY2021–FY2023) and Daniel P. Amos Family Foundation disbursements (\$2.9M–\$5.6M/year, FY2020–FY2023) are annual flows, not single datable gifts, and are omitted from this row-per-gift table per format rules. They are material to capacity assessment.*

## 15. Appendix B — Financial *Summary*

| CATEGORY                   | DESCRIPTION                                                                        | ESTIMATED VALUE                                                                                    | LIQUIDITY                                                                                         | SOURCE                                                 |
|----------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Public stock               | AFL shares (~2,674,160 shares, last Form 4 2018-02-16)                             | ~\$317M                                                                                            | Moderate (concentrated position; Rule 144 / 10b5-1 plan likely required)                          | GuruFocus, derived from SEC Form 4 filings             |
| Unvested equity            | AFL PBRS — three tranches (2022–2024 cycles); 2022 tranche vested Feb 2025 at 200% | ~\$89M aggregate at 12/31/24                                                                       | Low–Moderate (vests 2025–2027 subject to performance certification)                               | Fintool/DEF 14A parsed data                            |
| Foundation assets (SOMA)   | SOMA Foundation Inc (EIN 46-3994466) — Daniel P. Amos Chairman (unpaid)            | \$373.9M (FY2024 assets)                                                                           | Restricted (charitable purpose; not personal net worth — represents asset control, not ownership) | IRS Form 990PF via ProPublica                          |
| Foundation assets (Family) | Daniel P. Amos Family Foundation Inc (EIN 58-2005391)                              | \$88.8M (FY2024 assets)                                                                            | Restricted (charitable purpose)                                                                   | IRS Form 990PF via ProPublica                          |
| Cash / compensation        | Annual cash comp (salary + bonus) per DEF 14A FY2024/FY2025                        | \$7.3M–\$7.4M/yr (cash component)                                                                  | High                                                                                              | AFL-CIO PayWatch; Salary.com; Quiver Quantitative      |
| Real estate                | Columbus, GA primary residence (+ possible Miami Beach secondary)                  | <i>Not identified in supplied sources — parcel portal unreadable; no assessed value retrieved.</i> | Low                                                                                               | GAP — Muscogee County GIS (arcgis.com host) unreadable |

| CATEGORY       | DESCRIPTION                                                                                                               | ESTIMATED VALUE                            | LIQUIDITY | SOURCE                    |
|----------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-----------|---------------------------|
| Other holdings | SNV, SO stock (reporting owner per GuruFocus/SEC filings); nonqualified deferred comp (\$441K/yr deferral noted in proxy) | <i>Not quantified in available sources</i> | Moderate  | GuruFocus (single-source) |

## 16. Gaps Requiring Further *Research*

- **Columbus, GA primary residence parcel record** — Muscogee County GIS is not queryable via standard tooling; assessed value / purchase price unknown. Suggested resolution: manual staff visit to Muscogee County property records office or a paid wealth-screen database (WealthEngine, iWave).
- **Miami Beach, FL possible secondary residence** — Single 2016 FEC filing lists this locale [single-source]; no address confirmed. Suggested resolution: Miami-Dade parcel search once a plausible street address is developed.
- **Aflac DEF 14A direct fetch** — SEC EDGAR returned HTTP 403 on direct proxy fetch; 2,674,160-share figure sourced from GuruFocus Form 4 aggregation last updated 2018-02-16. Suggested resolution: retrieve the 2026 proxy directly from Aflac Investor Relations.
- **Kathelen Amos's Emory trusteeship** — trusteeship claim was dropped by the family-entailment gate for insufficient source-quote grounding, though single-source 990-based evidence exists. Suggested resolution: confirm current Emory trustee status via Emory's Office of the Secretary directly.
- **Paul S. Amos II's post-Aflac role at JBA Capital** [single-source] — 2017 departure and PE role require verification. Suggested resolution: current JBA Capital website confirmation.
- **Lauren Amos's SOMA / family-foundation trustee role** [single-source] — corroborate against a current 990 officer roster if outreach requires next-generation engagement.
- **Kathelen Amos's 1985–2005 Aflac career arc (staff attorney → first female EVP)** [single-source] — corroborate via a second source before referencing in cultivation prose.
- **Kathelen Amos's UGA Law \$3M First-Start Scholars lead-donor role** [single-source] — corroborate before treating as a giving-pattern anchor.

## 17. Corrections on the *Record*

- **Kathelen Amos as Emory University Board of Trustees member** — refuted at the fact-gate level: the specific "member of the Board of Trustees" claim was dropped by the family-entailment gate for insufficient source-quote grounding, though separate single-source 990 evidence supports a Woodruff Health Sciences Center committee role. Treat trusteeship as unverified pending direct confirmation from Emory's Office of the Secretary.
- **AFL insider transactions in the trailing 24 months** — refuted: EDGAR Form 4 sweep for the 730-day lookback (2024–2026) returned no transactions, consistent with GuruFocus's finding that the last recorded open-market transaction was 2018-02-16. Do not assume active share disposal.
- **Personal responsibility for the \$200M Aflac Cancer Center total** — clarified: the \$200M is overwhelmingly corporate Aflac funding; Amos's documented personal component is the founding \$100,000 donation (matched by sales agents) plus periodic personal gifts. Treat as affinity evidence, not personal-capacity anchor.

## 18. *Sources*

| PUBLISHER  | TITLE                                       | LINK                                                                                                                                                                                                      | STATUS  |
|------------|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| aacsb.edu  | Daniel Amos   2015 AACSB Influential Leader | <a href="https://www.aacsb.edu/about-us/advocacy/member-spotlight/influential-leaders/2015/daniel-amos">https://www.aacsb.edu/about-us/advocacy/member-spotlight/influential-leaders/2015/daniel-amos</a> | live    |
| aflac.com  | Aflac Executive Management Team   Aflac     | <a href="https://www.aflac.com/about-aflac/our-company/management-team.aspx">https://www.aflac.com/about-aflac/our-company/management-team.aspx</a>                                                       | live    |
| aflac.com  | Aflac Supplemental Insurance                | <a href="https://www.aflac.com/about-aflac/our-company/board-of-directors.aspx">https://www.aflac.com/about-aflac/our-company/board-of-directors.aspx</a>                                                 | live    |
| aflcio.org | Daniel Amos   AFL-CIO                       | <a href="https://aflcio.org/paywatch/AFL">https://aflcio.org/paywatch/AFL</a>                                                                                                                             | unknown |

| PUBLISHER              | TITLE                                                                                 | LINK                                                                                                                                                                                                        | STATUS  |
|------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| bullfincher.io         | Aflac Incorporated CEO Salary   Bullfincher                                           | <a href="https://bullfincher.io/companies/aflac-incorporated/ceo-salary">https://bullfincher.io/companies/aflac-incorporated/ceo-salary</a>                                                                 | live    |
| bullfincher.io         | Aflac Incorporated Company Profile, Statistics and Facts   Bullfincher                | <a href="https://bullfincher.io/companies/aflac-incorporated/overview">https://bullfincher.io/companies/aflac-incorporated/overview</a>                                                                     | live    |
| bullfincher.io         | Aflac Incorporated Number of Employees 2016-2025   Bullfincher                        | <a href="https://bullfincher.io/companies/aflac-incorporated/number-of-employees">https://bullfincher.io/companies/aflac-incorporated/number-of-employees</a>                                               | live    |
| bullfincher.io         | Aflac Incorporated Revenue 2016-2025   Bullfincher                                    | <a href="https://bullfincher.io/companies/aflac-incorporated/revenue">https://bullfincher.io/companies/aflac-incorporated/revenue</a>                                                                       | live    |
| businessroundtable.org | Dan Amos   Business Roundtable                                                        | <a href="https://www.businessroundtable.org/members/dan-amos">https://www.businessroundtable.org/members/dan-amos</a>                                                                                       | live    |
| campaignlive.com       | Aflac CEO Dan Amos on the value of creating a vision and sticking to it   Campaign US | <a href="https://www.campaignlive.com/article/aflac-ceo-dan-amos-value-creating-vision-sticking/1732341">https://www.campaignlive.com/article/aflac-ceo-dan-amos-value-creating-vision-sticking/1732341</a> | unknown |
| caselaw.findlaw.com    | CONROY ON BEHALF OF AFLAC INCORPORATED v. AMOS II (2019)   FindLaw                    | <a href="https://caselaw.findlaw.com/court/us-11th-circuit/2018423.html">https://caselaw.findlaw.com/court/us-11th-circuit/2018423.html</a>                                                                 | unknown |
| caselaw.findlaw.com    | YOUNGBLOOD WEST v. AFLAC INCORPORATED (2019)   FindLaw                                | <a href="https://caselaw.findlaw.com/court/us-11th-circuit/2036602.html">https://caselaw.findlaw.com/court/us-11th-circuit/2036602.html</a>                                                                 | unknown |
| causeiq.com            | Columbus, GA foundations   Cause IQ                                                   | <a href="https://www.causeiq.com/directory/foundations-list/columbus-ga-al-metro/">https://www.causeiq.com/directory/foundations-list/columbus-ga-al-metro/</a>                                             | live    |
| causeiq.com            | The Daniel P Amos Family Foundation   Columbus, GA   Cause IQ                         | <a href="https://www.causeiq.com/organizations/daniel-p-amos-family-foundation,582005391/">https://www.causeiq.com/organizations/daniel-p-amos-family-foundation,582005391/</a>                             | live    |
| columbusga.gov         | www.columbusga.gov — public record (IT)                                               | <a href="https://www.columbusga.gov/IT/">https://www.columbusga.gov/IT/</a>                                                                                                                                 | live    |

| PUBLISHER        | TITLE                                                                                    | LINK                                                                                                                                                                                                                                                                                                                                                                                                | STATUS |
|------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| en.wikipedia.org | Dan Amos                                                                                 | <a href="https://en.wikipedia.org/wiki/Dan_Amos">https://en.wikipedia.org/wiki/Dan_Amos</a>                                                                                                                                                                                                                                                                                                         | live   |
| encyclopedia.com | Amos, Dan 1951–   Encyclopedia.com                                                       | <a href="https://www.encyclopedia.com/economics/news-wires-white-papers-and-books/amos-dan-1951">https://www.encyclopedia.com/economics/news-wires-white-papers-and-books/amos-dan-1951</a>                                                                                                                                                                                                         | live   |
| fec.gov          | FEC Schedule A — Amos + employer "Aflac" (nationwide) (2001-08-31 to 2026-08-25, ≥\$250) | <a href="https://www.fec.gov/data/receipts/individual-contribution/?contributor_name=Amos&amp;contributor_employer=Aflac&amp;min_amount=250&amp;min_date=08%2F31%2F2001&amp;max_date=08%2F25%2F2026">https://www.fec.gov/data/receipts/individual-contribution/?contributor_name=Amos&amp;contributor_employer=Aflac&amp;min_amount=250&amp;min_date=08%2F31%2F2001&amp;max_date=08%2F25%2F2026</a> | live   |
| fec.gov          | FEC Schedule A — Daniel Amos (2001-08-31 to 2026-08-25, ≥\$250)                          | <a href="https://www.fec.gov/data/receipts/individual-contribution/?contributor_name=Amos&amp;contributor_state=GA&amp;min_amount=250&amp;min_date=08%2F31%2F2001&amp;max_date=08%2F25%2F2026">https://www.fec.gov/data/receipts/individual-contribution/?contributor_name=Amos&amp;contributor_state=GA&amp;min_amount=250&amp;min_date=08%2F31%2F2001&amp;max_date=08%2F25%2F2026</a>             | live   |
| fec.gov          | FEC Schedule A — Daniel Amos (all amounts) (2001-08-31 to 2026-08-25)                    | <a href="https://www.fec.gov/data/receipts/individual-contribution/?contributor_name=Daniel+Amos&amp;min_date=08%2F31%2F2001&amp;max_date=08%2F25%2F2026">https://www.fec.gov/data/receipts/individual-contribution/?contributor_name=Daniel+Amos&amp;min_date=08%2F31%2F2001&amp;max_date=08%2F25%2F2026</a>                                                                                       | live   |
| fec.gov          | FEC Schedule A — Danny Amos (all amounts) (2001-08-31 to 2026-08-25)                     | <a href="https://www.fec.gov/data/receipts/individual-contribution/?contributor_name=Danny+Amos&amp;min_date=08%2F31%2F2001&amp;max_date=08%2F25%2F2026">https://www.fec.gov/data/receipts/individual-contribution/?contributor_name=Danny+Amos&amp;min_date=08%2F31%2F2001&amp;max_date=08%2F25%2F2026</a>                                                                                         | live   |

| PUBLISHER          | TITLE                                                                                                                                                                       | LINK                                                                                                                                                                                                                                                                                                              | STATUS  |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| fec.gov            | FEC Schedule A — Kathelen Amos (spouse) (2001-08-31 to 2026-08-25)                                                                                                          | <a href="https://www.fec.gov/data/receipts/individual-contribution/?contributor_name=Kathelen+Amos&amp;min_date=08%2F31%2F2001&amp;max_date=08%2F25%2F2026">https://www.fec.gov/data/receipts/individual-contribution/?contributor_name=Kathelen+Amos&amp;min_date=08%2F31%2F2001&amp;max_date=08%2F25%2F2026</a> | live    |
| finance.yahoo.com  | How this CEO built a 35-year reign at Aflac without burning out                                                                                                             | <a href="https://finance.yahoo.com/news/ceo-built-35-reign-aflac-125900569.html">https://finance.yahoo.com/news/ceo-built-35-reign-aflac-125900569.html</a>                                                                                                                                                       | live    |
| fintool.com        | Daniel Amos - Chief Executive Officer   AFLAC (AFL) Executive Profile & Compensation                                                                                        | <a href="https://fintool.com/app/research/companies/AFL/people/daniel-amos">https://fintool.com/app/research/companies/AFL/people/daniel-amos</a>                                                                                                                                                                 | unknown |
| fortune.com        | Aflac CEO Dan Amos gave us that obnoxious, genius duck and changed the insurance industry. Now, he's facing his aging customers' mortality—and eventually his own   Fortune | <a href="https://fortune.com/2024/03/26/aflac-ceo-dan-amos-fortune-500-supplemental-insurance-cancer-japan-inflation-taxes/">https://fortune.com/2024/03/26/aflac-ceo-dan-amos-fortune-500-supplemental-insurance-cancer-japan-inflation-taxes/</a>                                                               | live    |
| fortune.com        | aflac ceo dan amos tenure corner office                                                                                                                                     | <a href="https://www.fortune.com/2025/06/30/aflac-ceo-dan-amos-tenure-corner-office">https://www.fortune.com/2025/06/30/aflac-ceo-dan-amos-tenure-corner-office</a>                                                                                                                                               | live    |
| georgiahistory.com | Daniel P. Amos - Georgia Historical Society                                                                                                                                 | <a href="https://www.georgiahistory.com/bio/daniel-p-amos/">https://www.georgiahistory.com/bio/daniel-p-amos/</a>                                                                                                                                                                                                 | live    |
| give.uga.edu       | Entries by Clarke Schwabe                                                                                                                                                   | <a href="https://give.uga.edu/author/ccschwabe/page/14">https://give.uga.edu/author/ccschwabe/page/14</a>                                                                                                                                                                                                         | live    |
| give.uga.edu       | Two UGA buildings named for business leaders - Give to UGA                                                                                                                  | <a href="https://give.uga.edu/two-uga-buildings-named-business-leaders/">https://give.uga.edu/two-uga-buildings-named-business-leaders/</a>                                                                                                                                                                       | live    |
| grantable.co       | THE DANIEL P AMOS FAMILY FOUNDATION   Foundation Profile & Grants                                                                                                           | <a href="https://www.grantable.co/search/funders/profile/the-daniel-p-amos-family-foundation-us-foundation-582005391">https://www.grantable.co/search/funders/profile/the-daniel-p-amos-family-foundation-us-foundation-582005391</a>                                                                             | live    |

| PUBLISHER           | TITLE                                                                                                                        | LINK                                                                                                                                                                                                                                                                                                | STATUS  |
|---------------------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| grantedai.com       | Soma Foundation Inc.   Granted AI                                                                                            | <a href="https://grantedai.com/foundations/soma-foundation-inc-4466">https://grantedai.com/foundations/soma-foundation-inc-4466</a>                                                                                                                                                                 | live    |
| gurufocus.com       | Daniel P Amos - Net Worth and Insider Trading                                                                                | <a href="https://www.gurufocus.com/insider/6647/daniel-p-amos">https://www.gurufocus.com/insider/6647/daniel-p-amos</a>                                                                                                                                                                             | unknown |
| hinchilla.com       | Community Foundation of the Chattahoochee Valley Inc - Grant Information & Application Details                               | <a href="https://www.hinchilla.com/funders-us/582381589-community-foundation-of-the-chattahoochee-valley-inc">https://www.hinchilla.com/funders-us/582381589-community-foundation-of-the-chattahoochee-valley-inc</a>                                                                               | live    |
| instrumentl.com     | Soma Foundation Inc   Columbus, GA   990 Report   Instrumentl                                                                | <a href="https://www.instrumentl.com/990-report/soma-foundation-inc">https://www.instrumentl.com/990-report/soma-foundation-inc</a>                                                                                                                                                                 | live    |
| investors.aflac.com | Aflac Incorporated - Aflac Incorporated Announces First Quarter 2026 Results                                                 | <a href="https://investors.aflac.com/press-releases/press-release-details/2026/Aflac-Incorporated-Announces-First-Quarter-2026-Results/default.aspx">https://investors.aflac.com/press-releases/press-release-details/2026/Aflac-Incorporated-Announces-First-Quarter-2026-Results/default.aspx</a> | live    |
| law.com             | UGA Law Receives Record \$3M Gift for First-Gen College Grads   Law.com                                                      | <a href="https://www.law.com/dailyreportonline/2019/02/12/uga-law-receives-record-3m-gift-for-first-gen-college-grads/?slreturn=20260520020319">https://www.law.com/dailyreportonline/2019/02/12/uga-law-receives-record-3m-gift-for-first-gen-college-grads/?slreturn=20260520020319</a>           | live    |
| law.uga.edu         | \$3 million gift to UGA law school will transform first-generation student experiences   University of Georgia School of Law | <a href="http://law.uga.edu/news/51148">http://law.uga.edu/news/51148</a>                                                                                                                                                                                                                           | unknown |
| legacy.com          | Jean Amos Obituary (1929 - 2019) - Columbus, GA - Columbus Ledger-Enquirer                                                   | <a href="https://www.legacy.com/us/obituaries/ledger-enquirer/name/jean-amos-obituary?id=17399445">https://www.legacy.com/us/obituaries/ledger-enquirer/name/jean-amos-obituary?id=17399445</a>                                                                                                     | live    |

| PUBLISHER               | TITLE                                                                                                    | LINK                                                                                                                                                                                                                                                                                                            | STATUS   |
|-------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| news.emory.edu          | Amos gift to Emory supports increasing primary care providers in Georgia   Emory University   Atlanta GA | <a href="http://web.archive.org/web/20211117110022/http://news.emory.edu/stories/2021/09/amos_gift_emory_medicine/">http://web.archive.org/web/20211117110022/http://news.emory.edu/stories/2021/09/amos_gift_emory_medicine/</a>                                                                               | archived |
| newsroom.aflac.com      | Honoring 30 years of support for families facing childhood cancer and blood disorders                    | <a href="https://newsroom.aflac.com/Honoring-30-years-of-support-for-families-facing-childhood-cancer-and-blood-disorders">https://newsroom.aflac.com/Honoring-30-years-of-support-for-families-facing-childhood-cancer-and-blood-disorders</a>                                                                 | live     |
| npfunds.com             | THE DANIEL P AMOS FAMILY FOUNDATION - Here-4-You Consulting                                              | <a href="https://npfunds.com/directory/the-daniel-p-amos-family-foundation/">https://npfunds.com/directory/the-daniel-p-amos-family-foundation/</a>                                                                                                                                                             | live     |
| par.uga.edu             | Kathelen Amos                                                                                            | <a href="https://par.uga.edu/ar/2019/profiles/kathelen-amos.php">https://par.uga.edu/ar/2019/profiles/kathelen-amos.php</a>                                                                                                                                                                                     | unknown  |
| prnewswire.com          | Aflac Incorporated Announces Second Quarter 2026 Results, Declares Third Quarter Dividend                | <a href="https://www.prnewswire.com/news-releases/aflac-incorporated-announces-second-quarter-2026-results-declares-third-quarter-dividend-302845400.html">https://www.prnewswire.com/news-releases/aflac-incorporated-announces-second-quarter-2026-results-declares-third-quarter-dividend-302845400.html</a> | live     |
| projects.propublica.org | Aflac Foundation Inc — Form 990PF (2017) (full-text match: Kathelen Amos)                                | <a href="https://projects.propublica.org/nonprofits/organizations/582509396/201830829349100403/IRS990PF">https://projects.propublica.org/nonprofits/organizations/582509396/201830829349100403/IRS990PF</a>                                                                                                     | live     |
| projects.propublica.org | Aflac Foundation Inc — Form 990PF (2018) (full-text match: Kathelen Amos)                                | <a href="https://projects.propublica.org/nonprofits/organizations/582509396/201921059349100602/IRS990PF">https://projects.propublica.org/nonprofits/organizations/582509396/201921059349100602/IRS990PF</a>                                                                                                     | live     |
| projects.propublica.org | Aflac Foundation Inc — Form 990PF (2019) (full-text match: Kathelen Amos)                                | <a href="https://projects.propublica.org/nonprofits/organizations/582509396/202041259349102019/IRS990PF">https://projects.propublica.org/nonprofits/organizations/582509396/202041259349102019/IRS990PF</a>                                                                                                     | live     |

| PUBLISHER               | TITLE                                                                                        | LINK                                                                                                                                                                                                        | STATUS |
|-------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| projects.propublica.org | Aflac Foundation Inc — Form 990PF (2020) (full-text match: Kathelen Amos)                    | <a href="https://projects.propublica.org/nonprofits/organizations/582509396/20211189349100401/IRS990PF">https://projects.propublica.org/nonprofits/organizations/582509396/20211189349100401/IRS990PF</a>   | live   |
| projects.propublica.org | Aflac Foundation Inc — Form 990PF (2021) (full-text match: Kathelen Amos)                    | <a href="https://projects.propublica.org/nonprofits/organizations/582509396/202221879349100502/IRS990PF">https://projects.propublica.org/nonprofits/organizations/582509396/202221879349100502/IRS990PF</a> | live   |
| projects.propublica.org | Aflac Foundation Inc — Form 990PF (2022) (full-text match: Kathelen Amos)                    | <a href="https://projects.propublica.org/nonprofits/organizations/582509396/202342419349100004/IRS990PF">https://projects.propublica.org/nonprofits/organizations/582509396/202342419349100004/IRS990PF</a> | live   |
| projects.propublica.org | Aflac Foundation Inc — Form 990PF (2024) (full-text match: Kathelen Amos)                    | <a href="https://projects.propublica.org/nonprofits/organizations/582509396/202511959349100716/IRS990PF">https://projects.propublica.org/nonprofits/organizations/582509396/202511959349100716/IRS990PF</a> | live   |
| projects.propublica.org | Aflac Foundation Inc — IRS Form 990 filings (ProPublica Nonprofit Explorer)                  | <a href="https://projects.propublica.org/nonprofits/organizations/582509396">https://projects.propublica.org/nonprofits/organizations/582509396</a>                                                         | live   |
| projects.propublica.org | Brookstone School Inc — Form 990 (2017) (full-text match: Kathelen Amos)                     | <a href="https://projects.propublica.org/nonprofits/organizations/586003670/201703179349306610/IRS990">https://projects.propublica.org/nonprofits/organizations/586003670/201703179349306610/IRS990</a>     | live   |
| projects.propublica.org | Daniel P Amos Family Foundation Inc — IRS Form 990 filings (ProPublica Nonprofit Explorer)   | <a href="https://projects.propublica.org/nonprofits/organizations/582005391">https://projects.propublica.org/nonprofits/organizations/582005391</a>                                                         | live   |
| projects.propublica.org | Emory & Childrens Pediatric Institute Inc — Form 990 (2014) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/581692698/201522229349302132/IRS990">https://projects.propublica.org/nonprofits/organizations/581692698/201522229349302132/IRS990</a>     | live   |

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| projects.propublica.org | Emory & Childrens Pediatric Institute Inc — Form 990 (2015) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/581692698/201602239349300825/IRS990">https://projects.propublica.org/nonprofits/organizations/581692698/201602239349300825/IRS990</a> | live   |
| projects.propublica.org | Emory & Childrens Pediatric Institute Inc — Form 990 (2016) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/581692698/201742419349300149/IRS990">https://projects.propublica.org/nonprofits/organizations/581692698/201742419349300149/IRS990</a> | live   |
| projects.propublica.org | Emory & Childrens Pediatric Institute Inc — Form 990 (2017) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/581692698/201832679349300313/IRS990">https://projects.propublica.org/nonprofits/organizations/581692698/201832679349300313/IRS990</a> | live   |
| projects.propublica.org | Emory & Childrens Pediatric Institute Inc — Form 990 (2020) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/581692698/202123149349305902/IRS990">https://projects.propublica.org/nonprofits/organizations/581692698/202123149349305902/IRS990</a> | live   |
| projects.propublica.org | Emory & Childrens Pediatric Institute Inc — Form 990 (2021) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/581692698/202233199349304498/IRS990">https://projects.propublica.org/nonprofits/organizations/581692698/202233199349304498/IRS990</a> | live   |
| projects.propublica.org | Emory & Childrens Pediatric Institute Inc — Form 990 (2022) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/581692698/202343189349313694/IRS990">https://projects.propublica.org/nonprofits/organizations/581692698/202343189349313694/IRS990</a> | live   |
| projects.propublica.org | Emory & Childrens Pediatric Institute Inc — Form 990 (2023) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/581692698/202403199349310180/IRS990">https://projects.propublica.org/nonprofits/organizations/581692698/202403199349310180/IRS990</a> | live   |
| projects.propublica.org | Emory & Childrens Pediatric Institute Inc — Form 990 (2024) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/581692698/202533219349304043/IRS990">https://projects.propublica.org/nonprofits/organizations/581692698/202533219349304043/IRS990</a> | live   |

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| projects.propublica.org | Emory & Childrens Pediatric Institute Inc — ProPublica Nonprofit Explorer (officers) | <a href="https://projects.propublica.org/nonprofits/organizations/581692698">https://projects.propublica.org/nonprofits/organizations/581692698</a>                                                     | live   |
| projects.propublica.org | Plymouth Rotary Foundation Inc — Form 990 (2014) (full-text match: Daniel Amos)      | <a href="https://projects.propublica.org/nonprofits/organizations/386107391/201530229349300803/IRS990">https://projects.propublica.org/nonprofits/organizations/386107391/201530229349300803/IRS990</a> | live   |
| projects.propublica.org | Plymouth Rotary Foundation Inc — Form 990 (2015) (full-text match: Daniel Amos)      | <a href="https://projects.propublica.org/nonprofits/organizations/386107391/201600439349300440/IRS990">https://projects.propublica.org/nonprofits/organizations/386107391/201600439349300440/IRS990</a> | live   |
| projects.propublica.org | Plymouth Rotary Foundation Inc — Form 990 (2016) (full-text match: Daniel Amos)      | <a href="https://projects.propublica.org/nonprofits/organizations/386107391/201602949349300440/IRS990">https://projects.propublica.org/nonprofits/organizations/386107391/201602949349300440/IRS990</a> | live   |
| projects.propublica.org | Plymouth Rotary Foundation Inc — Form 990 (2017) (full-text match: Daniel Amos)      | <a href="https://projects.propublica.org/nonprofits/organizations/386107391/201831279349300963/IRS990">https://projects.propublica.org/nonprofits/organizations/386107391/201831279349300963/IRS990</a> | live   |
| projects.propublica.org | Plymouth Rotary Foundation Inc — Form 990 (2018) (full-text match: Daniel Amos)      | <a href="https://projects.propublica.org/nonprofits/organizations/386107391/201842929349300204/IRS990">https://projects.propublica.org/nonprofits/organizations/386107391/201842929349300204/IRS990</a> | live   |
| projects.propublica.org | Plymouth Rotary Foundation Inc — Form 990 (2019) (full-text match: Daniel Amos)      | <a href="https://projects.propublica.org/nonprofits/organizations/386107391/202040629349301004/IRS990">https://projects.propublica.org/nonprofits/organizations/386107391/202040629349301004/IRS990</a> | live   |
| projects.propublica.org | Plymouth Rotary Foundation Inc — Form 990 (2020) (full-text match: Daniel Amos)      | <a href="https://projects.propublica.org/nonprofits/organizations/386107391/202141339349301834/IRS990">https://projects.propublica.org/nonprofits/organizations/386107391/202141339349301834/IRS990</a> | live   |

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| projects.propublica.org | Robert W Woodruff Health Sciences Center Fund Inc — Form 990, Schedule A (2023) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/582229271/202400169349300245/IRS990ScheduleA">https://projects.propublica.org/nonprofits/organizations/582229271/202400169349300245/IRS990ScheduleA</a> | live   |
| projects.propublica.org | Robert W Woodruff Health Sciences Center Fund Inc — Form 990, Schedule A (2024) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/582229271/202510159349300436/IRS990ScheduleA">https://projects.propublica.org/nonprofits/organizations/582229271/202510159349300436/IRS990ScheduleA</a> | live   |
| projects.propublica.org | Robert W Woodruff Health Sciences Center Fund Inc — Form 990, Schedule A (2025) (full-text match: Kathelen Amos) | <a href="https://projects.propublica.org/nonprofits/organizations/582229271/202630139349302008/IRS990ScheduleA">https://projects.propublica.org/nonprofits/organizations/582229271/202630139349302008/IRS990ScheduleA</a> | live   |
| projects.propublica.org | Rotary Club Of Plymouth Michigan In — Form 990 (2025) (full-text match: Daniel Amos)                             | <a href="https://projects.propublica.org/nonprofits/organizations/272893901/202542939349300434/IRS990">https://projects.propublica.org/nonprofits/organizations/272893901/202542939349300434/IRS990</a>                   | live   |
| projects.propublica.org | Shelby And Wanda Amos Foundationinc — Form 990, Schedule B (2015) (full-text match: Daniel Amos)                 | <a href="https://projects.propublica.org/nonprofits/organizations/205801944/201612569349100001/IRS990ScheduleB">https://projects.propublica.org/nonprofits/organizations/205801944/201612569349100001/IRS990ScheduleB</a> | live   |
| projects.propublica.org | Soma Foundation Inc — IRS Form 990 filings (ProPublica Nonprofit Explorer)                                       | <a href="https://projects.propublica.org/nonprofits/organizations/463994466">https://projects.propublica.org/nonprofits/organizations/463994466</a>                                                                       | live   |
| projects.propublica.org | University Of Georgia Foundation — Form 990 (2018) (full-text match: Daniel Amos)                                | <a href="https://projects.propublica.org/nonprofits/organizations/586033837/201843199349316689/IRS990">https://projects.propublica.org/nonprofits/organizations/586033837/201843199349316689/IRS990</a>                   | live   |
| projects.propublica.org | University Of Georgia Foundation — Form 990 (2019) (full-text match: Daniel Amos)                                | <a href="https://projects.propublica.org/nonprofits/organizations/586033837/201923199349314562/IRS990">https://projects.propublica.org/nonprofits/organizations/586033837/201923199349314562/IRS990</a>                   | live   |

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| projects.propublica.org        | University Of Georgia Foundation — IRS Form 990 filings (ProPublica Nonprofit Explorer) | <a href="https://projects.propublica.org/nonprofits/organizations/586033837">https://projects.propublica.org/nonprofits/organizations/586033837</a>                                                               | live    |
| quiverquant.com                | AFLAC INC (\$AFL) Chairman and CEO 2025 Pay Revealed   Quiver Quantitative              | <a href="https://www.quiverquant.com/news/AFLAC+INC+(\$AFL)+Chairman+and+CEO+2025+Pay+Revealed">https://www.quiverquant.com/news/AFLAC+INC+(\$AFL)+Chairman+and+CEO+2025+Pay+Revealed</a>                         | live    |
| salaryideas.com                | CEO of Aflac - Net Worth & Salary - Salary Ideas                                        | <a href="https://salaryideas.com/aflac-ceo-salary/">https://salaryideas.com/aflac-ceo-salary/</a>                                                                                                                 | live    |
| sec.gov                        | AFLAC INC - Form DEF 14A - FY2011                                                       | <a href="https://www.sec.gov/Archives/edgar/data/0000004977/000120677411000534/aflac_def14a.htm">https://www.sec.gov/Archives/edgar/data/0000004977/000120677411000534/aflac_def14a.htm</a>                       | unknown |
| sec.gov                        | AFLAC INC - Form DEF 14A - FY2016                                                       | <a href="https://www.sec.gov/Archives/edgar/data/0000004977/000120677416004965/aflac_def14a.htm">https://www.sec.gov/Archives/edgar/data/0000004977/000120677416004965/aflac_def14a.htm</a>                       | live    |
| sec.gov                        | AFLAC INC - Form DEF 14A - FY2025                                                       | <a href="https://www.sec.gov/Archives/edgar/data/4977/000000497725000059/afl2025npscoursesy.pdf">https://www.sec.gov/Archives/edgar/data/4977/000000497725000059/afl2025npscoursesy.pdf</a>                       | live    |
| sec.gov                        | AFLAC INC - Form DEF 14A - FY2026                                                       | <a href="https://www.sec.gov/Archives/edgar/data/4977/000162828026019621/afl2026npscoursesy.pdf">https://www.sec.gov/Archives/edgar/data/4977/000162828026019621/afl2026npscoursesy.pdf</a>                       | live    |
| semafor.com                    | Aflac's Dan Amos on succession after 36 years as CEO   Semafor                          | <a href="https://www.semafor.com/article/03/05/2026/aflacs-dan-amos-on-succession-after-36-years-as-ceo">https://www.semafor.com/article/03/05/2026/aflacs-dan-amos-on-succession-after-36-years-as-ceo</a>       | live    |
| site.financialmodelingprep.com | Aflac (AFL) Q2 2026 Earnings: Japan Profitability Drives...   FMP                       | <a href="https://site.financialmodelingprep.com/market-news/aflac-afl-q2-2026-earnings-japan-profitability">https://site.financialmodelingprep.com/market-news/aflac-afl-q2-2026-earnings-japan-profitability</a> | unknown |

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| somafoundation.net   | HOME   SOMA FOUNDATION                                                                           | <a href="https://www.somafoundation.net/">https://www.somafoundation.net/</a>                                                                                                                                               | live    |
| supermoney.com       | Daniel Paul Amos: Leadership Insights and Aflac's Success Story - SuperMoney                     | <a href="https://www.supermoney.com/encyclopedia/dan-amos">https://www.supermoney.com/encyclopedia/dan-amos</a>                                                                                                             | unknown |
| terry.uga.edu        | Aflac CEO shares importance of taking risks and giving back - Terry College of Business          | <a href="https://www.terry.uga.edu/news/stories/2022/aflac-ceo-shares-importance-taking-risks-and-giving-back">https://www.terry.uga.edu/news/stories/2022/aflac-ceo-shares-importance-taking-risks-and-giving-back</a>     | unknown |
| terry.uga.edu        | Two UGA buildings named for business leaders - Terry College of Business                         | <a href="https://www.terry.uga.edu/two-uga-buildings-named-business-leaders/">https://www.terry.uga.edu/two-uga-buildings-named-business-leaders/</a>                                                                       | unknown |
| theintercept.com     | Behind the Duck: Former Aflac Employees Allege Fraud and Abuse in Nearly Every Aspect of Company | <a href="https://theintercept.com/2018/01/11/aflac-fraud-lawsuit-sues-associates/">https://theintercept.com/2018/01/11/aflac-fraud-lawsuit-sues-associates/</a>                                                             | live    |
| treeleafpartners.com | Christian CEO Dan Amos: Faith-Driven Leadership in Aflac                                         | <a href="https://treeleafpartners.com/2025/05/29/aflac-ceo-dan-amos-faith-driven/">https://treeleafpartners.com/2025/05/29/aflac-ceo-dan-amos-faith-driven/</a>                                                             | live    |
| wtnv.com             | Aflac CEO, wife donate \$1M to Piedmont Columbus Regional to aid in COVID-19 response            | <a href="https://www.wtnv.com/2020/03/31/aflac-ceo-wife-donate-m-piedmont-columbus-regional-aid-covid-response/">https://www.wtnv.com/2020/03/31/aflac-ceo-wife-donate-m-piedmont-columbus-regional-aid-covid-response/</a> | live    |
| wuga.org             | UGA School of Law to Create \$3 million Scholarship Fund for First-Generation Students           | <a href="https://wuga.org/post/uga-school-law-create-3-million-scholarship-fund-first-generation-students">https://wuga.org/post/uga-school-law-create-3-million-scholarship-fund-first-generation-students</a>             | unknown |
| www1.salary.com      | Chairman, CEO and President Daniel P. Amos salary at AFLAC INC                                   | <a href="https://www1.salary.com/Daniel-P-Amos-Salary-Bonus-Stock-Options-for-AFLAC-INC.html">https://www1.salary.com/Daniel-P-Amos-Salary-Bonus-Stock-Options-for-AFLAC-INC.html</a>                                       | unknown |

## 19. Methodology

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Sources: 96 cited or primary-source URLs (80 live, 1 archived via Wayback, 0 unrecoverable, 15 unverified). A further 134 pages were consulted during research without grounding a specific claim. Another 6 retrieved pages were excluded from this table as duplicates, index pages, or untitled records.

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|----------------------|---------------------------------------------------------------------------------|
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