



Bank of America 2008 Smid Cap Conference

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President and CEO, Unum Group

March 27, 2008

Safe Harbor Statement

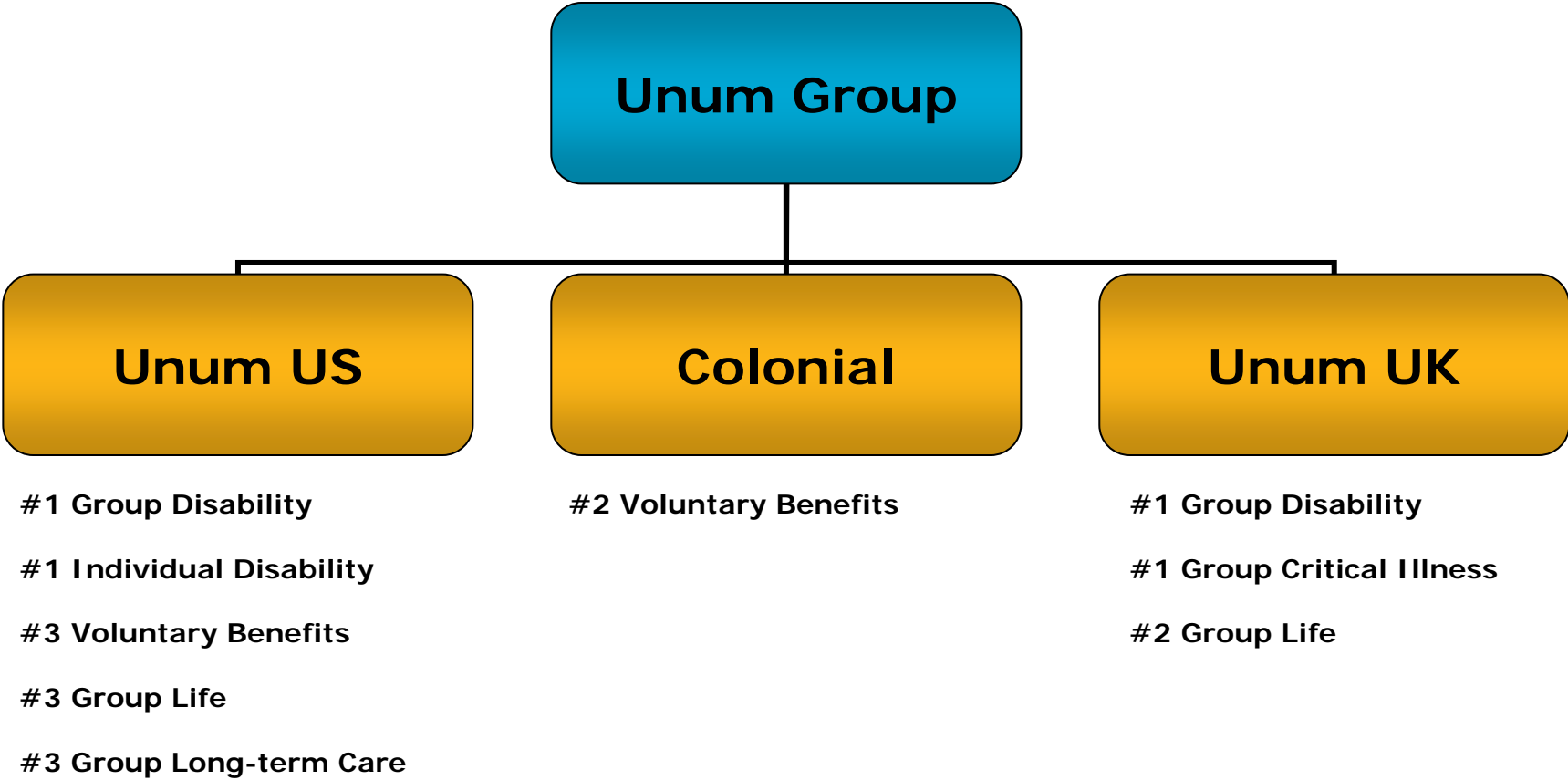
Statements in this presentation that are not historical facts, such as our earnings per share, return on equity and our Unum US group disability benefit ratio guidance, constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995 and involve risks and uncertainties that could cause actual results to differ materially from those contained in the forward-looking statements. These risks and uncertainties include such general matters as general economic or business conditions; events or consequences relating to terrorism, acts of war and catastrophes, including natural and man-made disasters; competitive factors, including pricing pressures; legislative, regulatory, accounting, or tax law changes; and the interest rate environment. More specifically, they include fluctuations in insurance reserve liabilities; changes in projected new sales and renewals; variations between projections and actual experience in persistency rates, incidence and recovery rates, pricing and underwriting; retained risks in our reinsurance operations; availability and cost of reinsurance; the level and results of litigation, rating agency actions, and regulatory actions and investigations; actual experience in implementing and complying with the multistate market conduct regulatory settlement agreements and the California Department of Insurance settlement agreement; negative media attention; changes in assumptions relating to deferred acquisition costs, value of business acquired or goodwill; the level of pension benefit costs and funding; investment results, including credit deterioration of investments; the ability of our insurance company subsidiaries to pay dividends or extend credit to us and certain of our intermediate holding company subsidiaries and/or finance subsidiaries; and effectiveness of product support and customer service. For further information of risks and uncertainties that could affect actual results, see our filings with the Securities and Exchange Commission, including information in the sections titled “Cautionary Statement Regarding Forward-Looking Statements” and “Risk Factors” in our Annual Report on Form 10-K for the fiscal year ended December 31, 2007. The forward-looking statements in this presentation are being made as of the date of this presentation, and we expressly disclaim any obligation to update or revise any forward-looking statement contained herein.

Agenda

- **Our Business**
- **A Different Company**
- **Environment**
- **Outlook**

Our Business

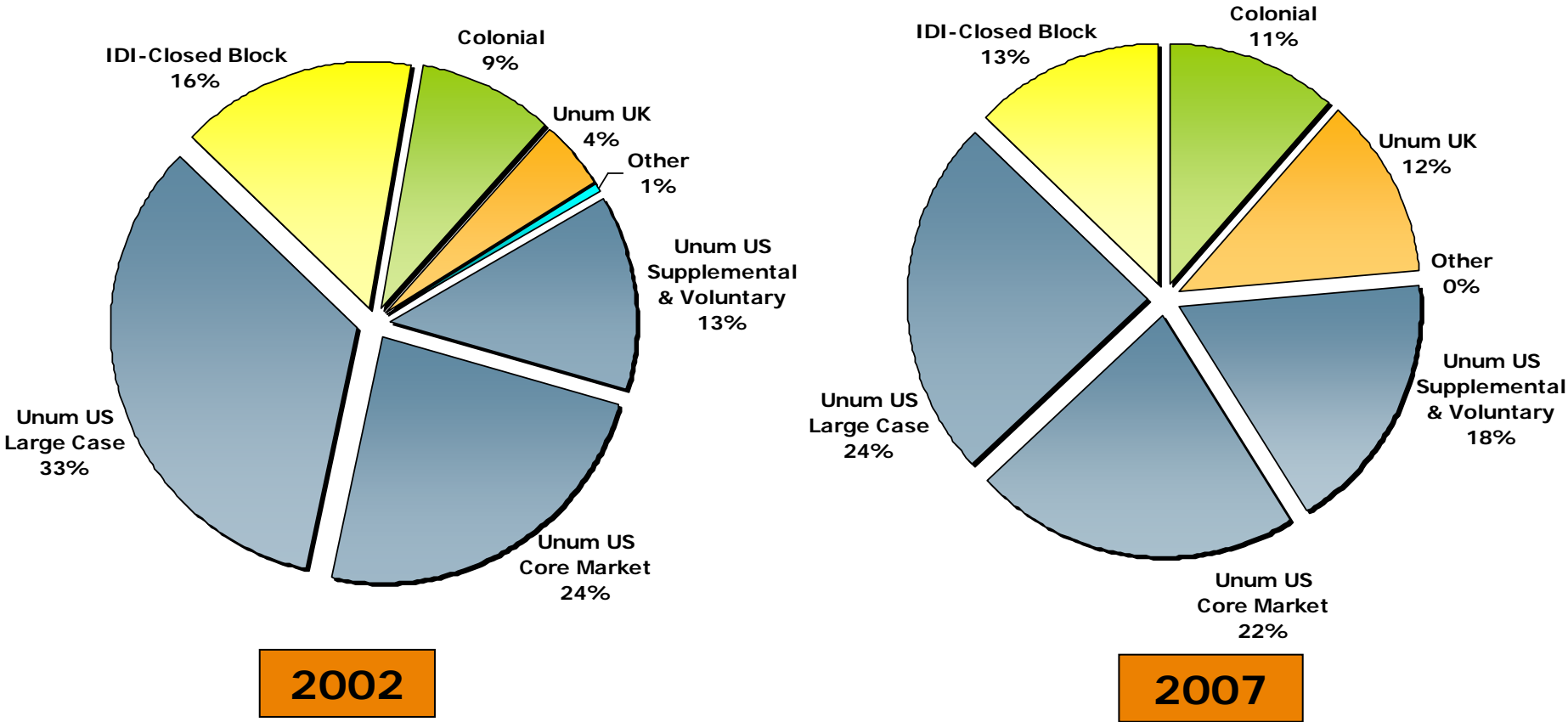
Our Business



A Different Company

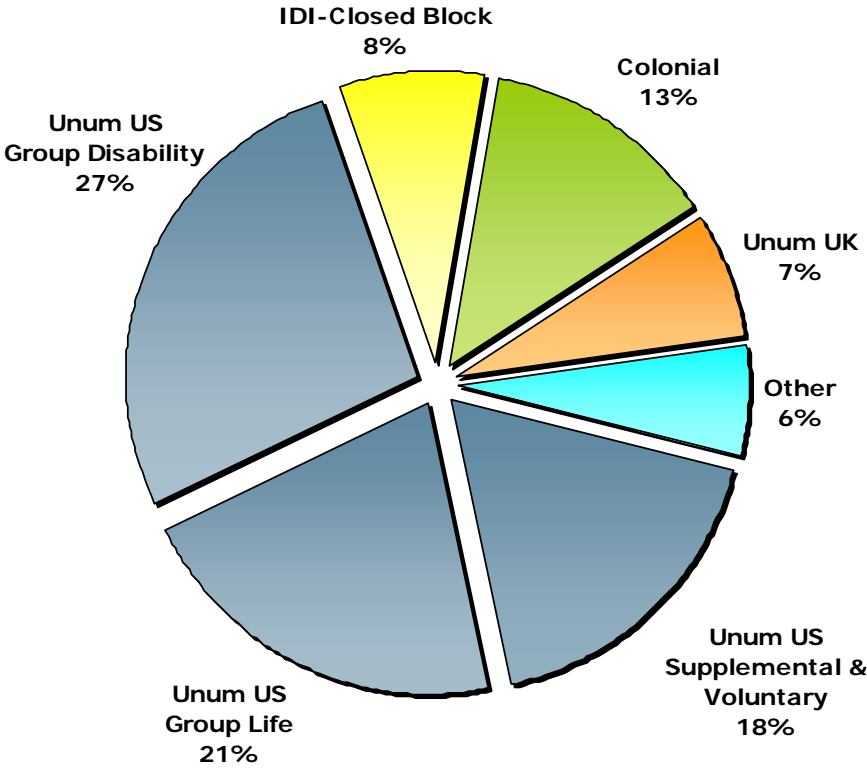
A Different Company

More Diversified Earned Premium Base

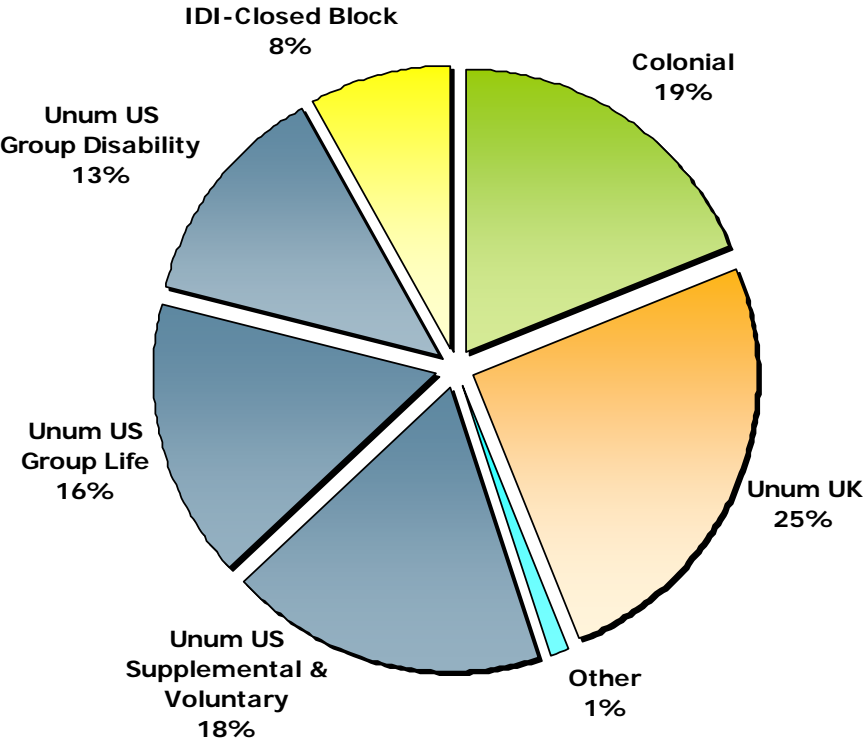


A Different Company

More Diversified Earnings Base*



2002



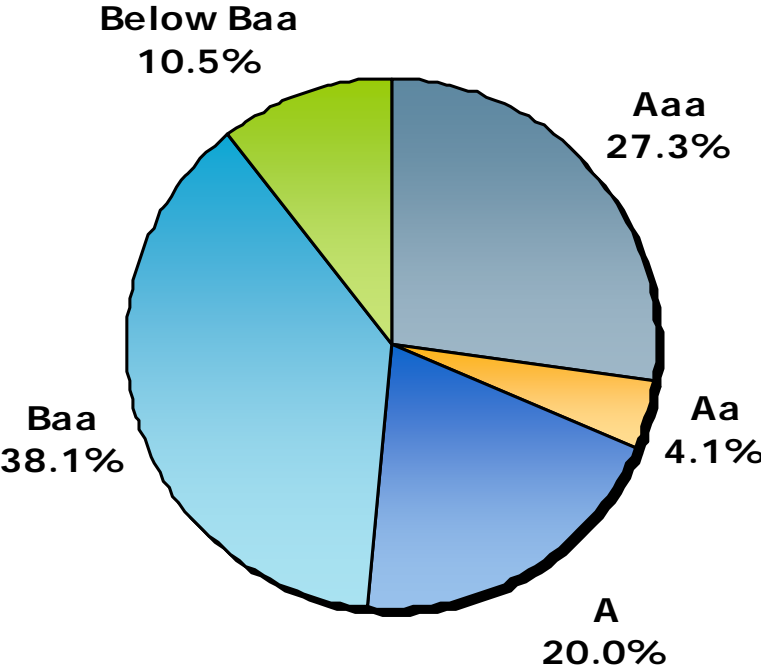
2007

* Excludes Corporate segment

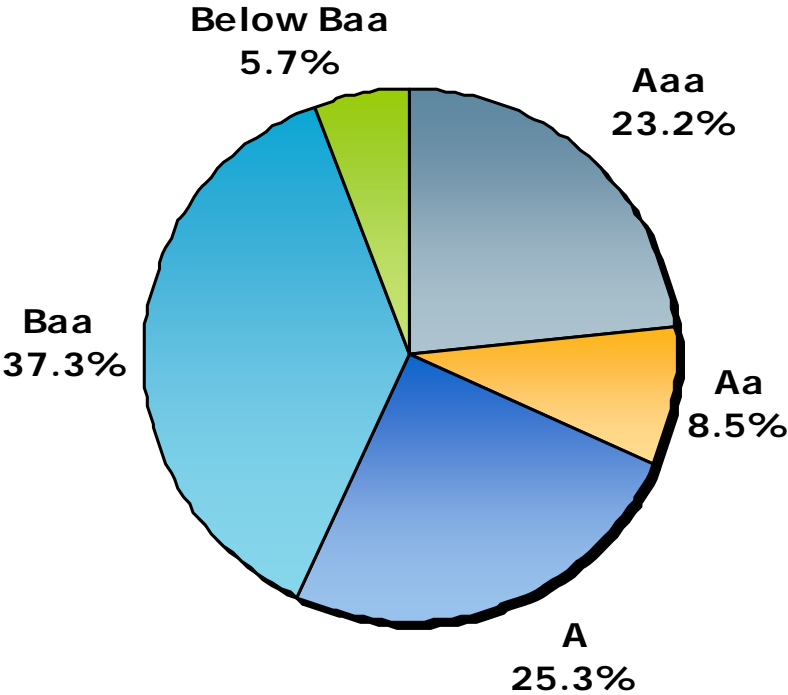
A Different Company

Solid Investment Portfolio

Credit Quality of Bond Portfolio



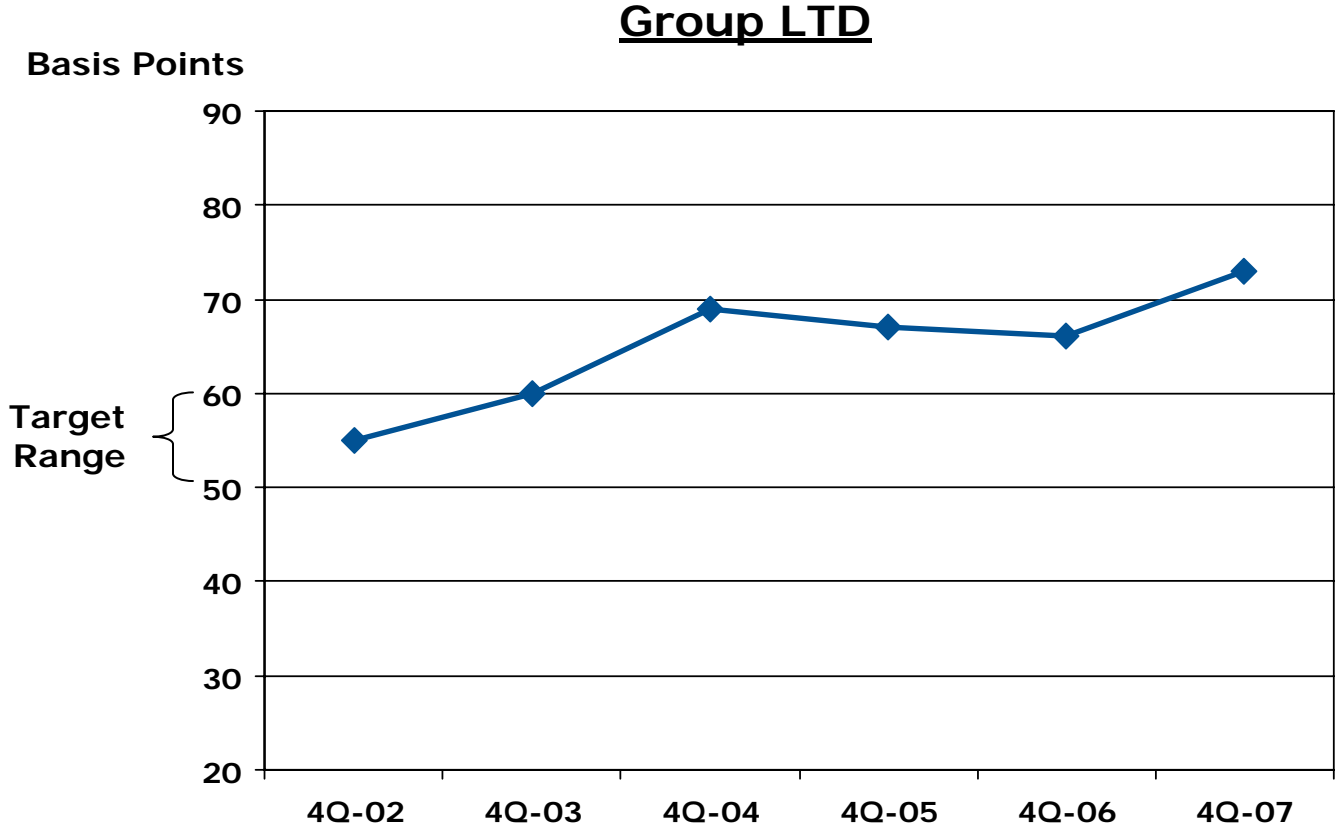
12/31/02



12/31/07

A Different Company

Strong Interest Margin



A Different Company

Significant Financial Flexibility

	3/31/2003	12/31/2007
Cash at Holding Company	\$ (755)	\$1,002
RBC	210%	344%
Debt to Total Capital (as adjusted)	30.2%	21.4%

Market Value	\$2,370	\$7,700 (current)
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(\$ millions)

A Different Company

Ratings History – Financial Strength Ratings

	Current Rating	Recent Action
A.M. Best	A- (Stable Outlook)	Jan '08 Outlook raised to Stable
Standard & Poor's	BBB+ (Positive Outlook)	Aug '07 Outlook raised to Positive
Fitch	A- (Positive Outlook)	Feb '08 Outlook raised to Positive
Moody's	Baa1 (Stable Outlook)	Feb '08 Outlook raised to Stable

Environment

Environment: Trends

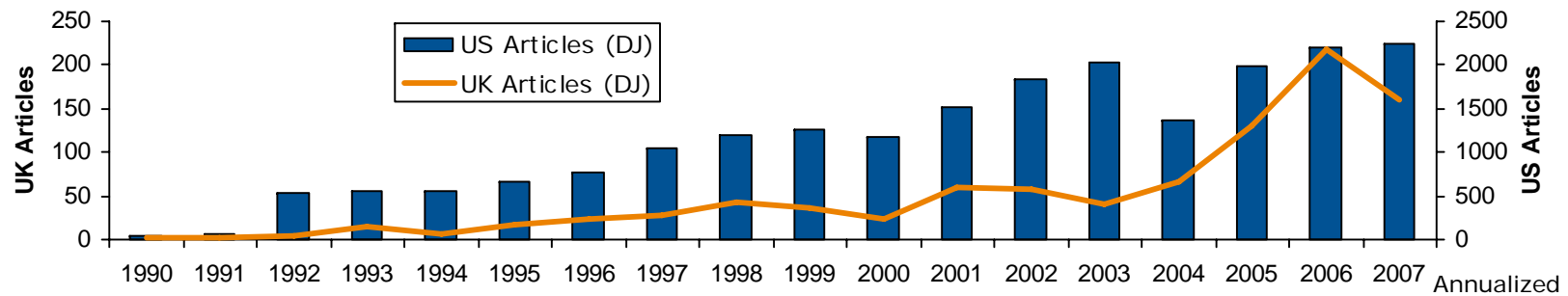
Demographic trends in both the US and the UK have become immediate public policy priorities.

Demographic Trends	Policy Proposals	Potential impact on our industry
<ul style="list-style-type: none">• Aging population• Aging workforce• Low savings rates• Cost of healthcare• Possible labor shortage	<ul style="list-style-type: none">• US Healthcare reform• UK Pension reform• Extensive debate on sustainability of government programs	<ul style="list-style-type: none">• Changing role of employer• Pressure government funded programs• Increased employee responsibility

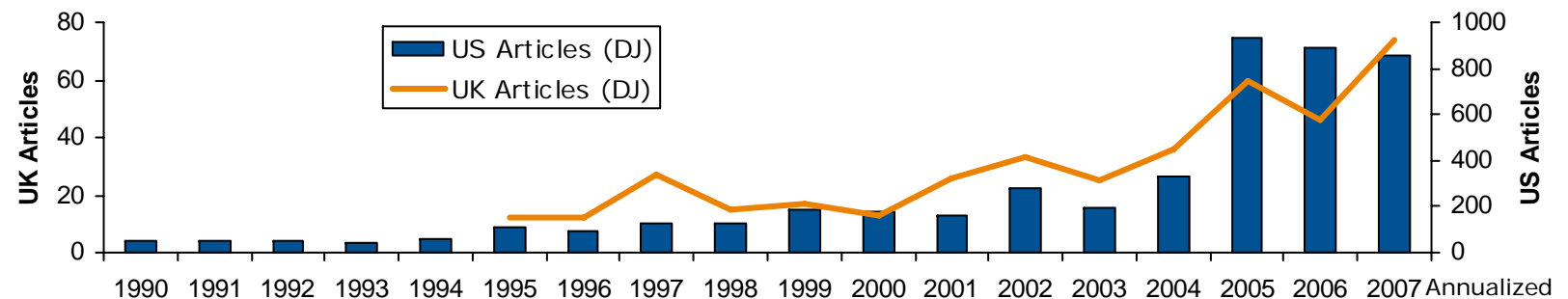
Environment: Trends

These trends have captured public attention in both the US and UK markets...

Aging Population – Press Article Count in US/UK

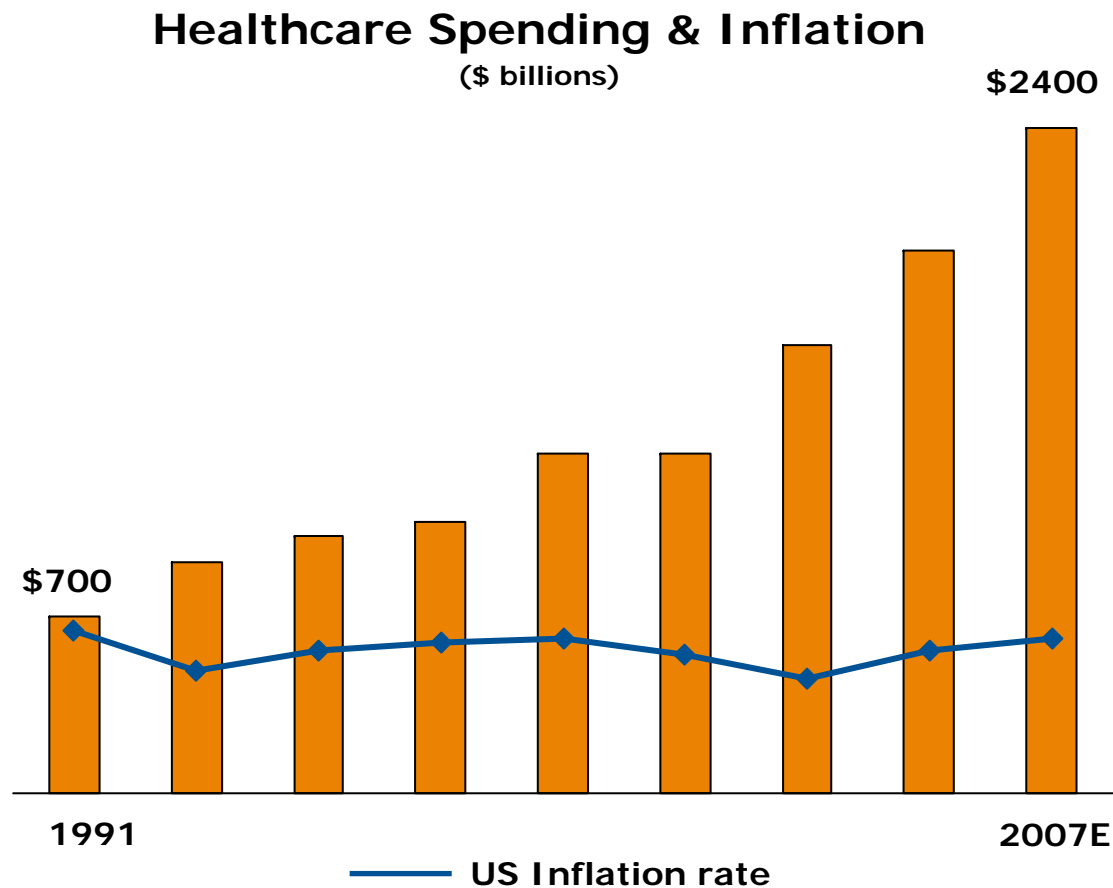


Low Personal Savings – Press Article Count in US/UK



Environment: Trend

In the US market, healthcare trends are likely to have a significant impact on US benefits market.



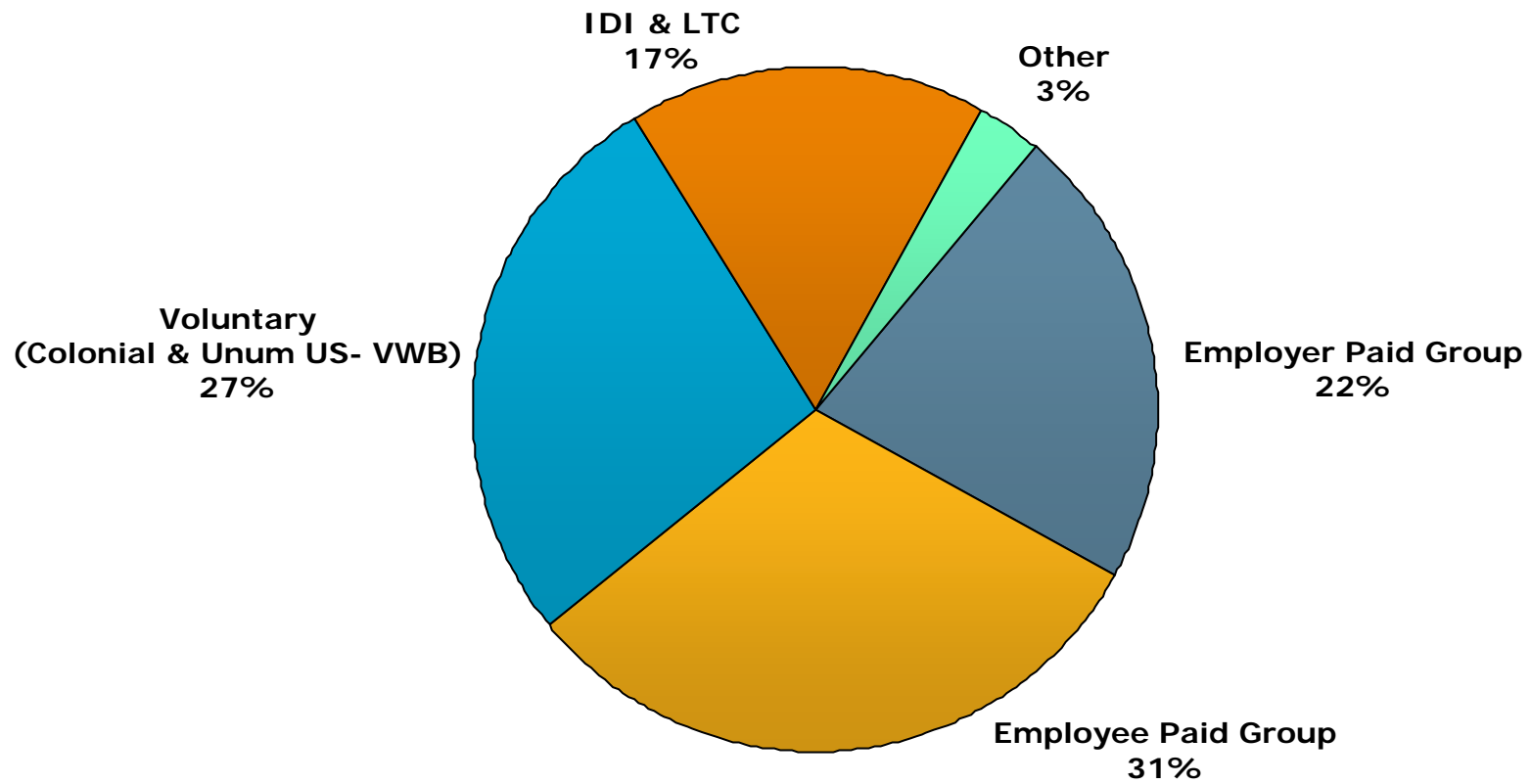
Environment: Our Response Strategy

- **Underinsured, aging population with low savings rate creates a demand for specialized coverage**
 - Limited duration medical coverage and other term structured products
 - Benefits communication tools and technology
- **Increased employer expense management heightens awareness of voluntary products**
 - Cost shift to employee from employer
 - Simple and portable for employee
- **Unum is well positioned for these trends:**
 - Colonial – #2 in Voluntary Benefits
 - Unum US – Strong VWB, Voluntary Group, and Core Market Group presence
 - Unum UK – Emerging VWB market potential

Environment: Well-Positioned Business Mix

Much of our US business has a Voluntary aspect.

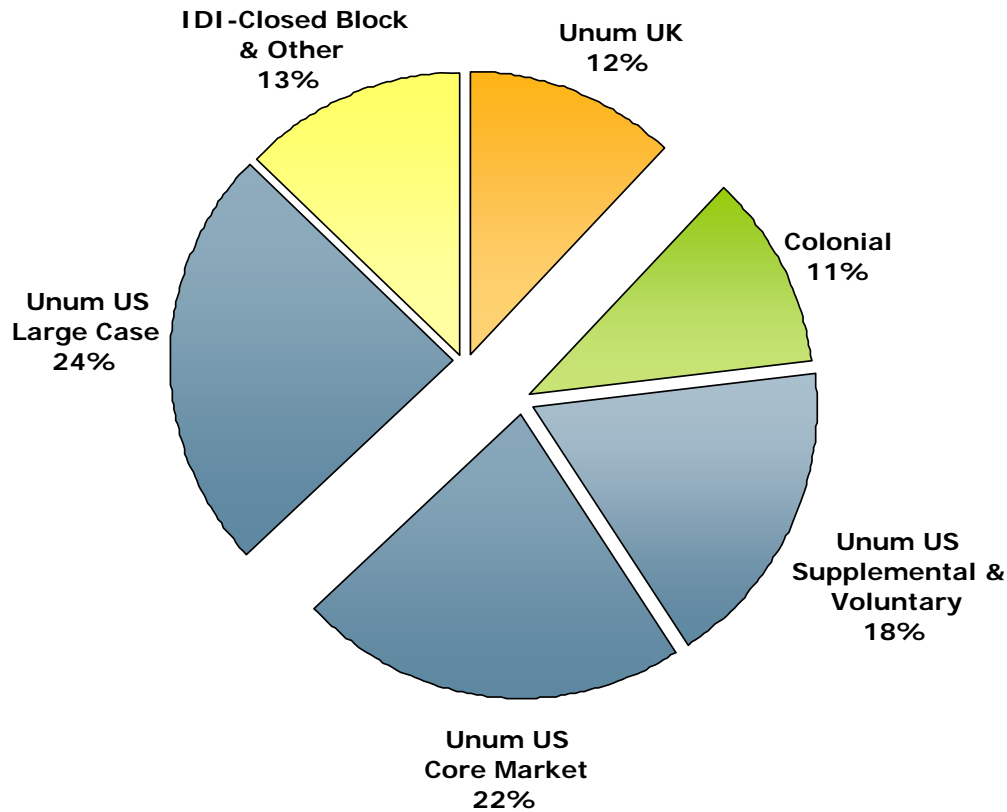
Premium Mix - 2007
(Unum US and Colonial)



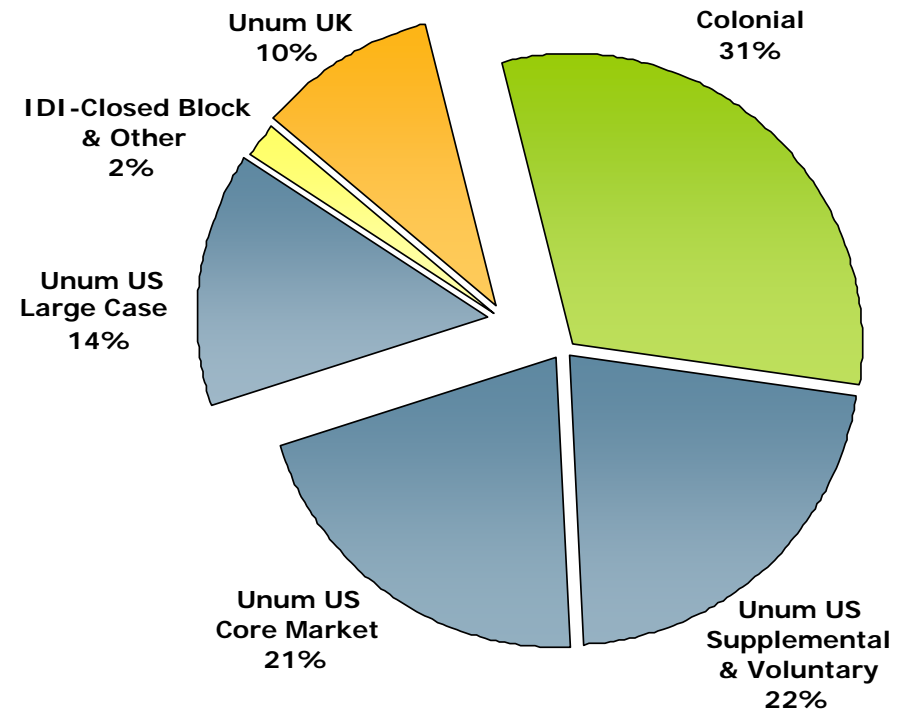
Environment: Well-Positioned Business Mix

A Growing Voluntary Benefits and Core Group Focus

2007
Premium Mix



2007
Fully-Insured Sales Mix



Outlook


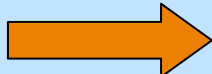

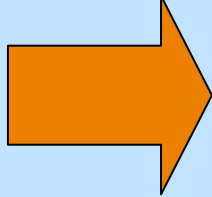
Outlook

Focus

- **Consistent execution of our operating plans**
- **Maintain emphasis on disciplined, profitable growth**
- **Better leverage our leadership position**

Outlook

Short-term Guidance: 2008 Expectations

Earnings Per Share		\$2.35 to \$2.40
Return on Equity: Core		15.5% to 16.0%
Total Company		11.0% to 11.5%
Capital Position		
Liquidity		>\$300mm
Leverage		24% - 25%
RBC		315% - 325%

Outlook

Long-term Trends: 2009 and Beyond

	2007 ROE	Target ROE
Unum US	10.9%	11% - 13%
Unum UK	38.6%	26% - 28%
Colonial	24.6%	20% - 22%
<i>Core Total</i>	16.7%	15% - 16%
IDI - Closed Block	2.1%	2% - 3%
<i>Company Total</i>	11.2%	11.5% - 13.0%

Closing Comments

- **Strong Balance Sheet**
- **Well Positioned Investment Portfolio**
- **Diversified Business Mix; Strong Operating Performance**
- **Disciplined Profitable Growth Strategy**

Non-GAAP Reconciliation

Reconciliation of Non-GAAP Financial Measures

	Three Months Ended December 31	
	2007	2006
	(in millions)	
Operating Income Before Income Tax and Net Realized Investment Gain (Loss), As Adjusted	\$ 306.8	\$ 265.0
Debt Extinguishment Cost	(55.6)	(2.7)
Interest on Federal Income Tax Refund	-	2.6
Operating Income Before Income Tax and Net Realized Investment Gain (Loss)	251.2	264.9
Income Tax (Benefit) on Operating Income	74.2	(8.8)
Net Realized Investment Gain (Loss), After Tax	(16.5)	0.5
Income from Continuing Operations	160.5	274.2
Income from Discontinued Operations, Net of Tax	-	1.9
Net Income	\$ 160.5	\$ 276.1

Reconciliation of Non-GAAP Financial Measures

	Three Months Ended *							
	12/31/2007	9/30/2007	6/30/2007	3/31/2007	12/31/2006	9/30/2006	6/30/2006	3/31/2006
Net Income (Loss)	\$ 0.44	\$ 0.52	\$ 0.43	\$ 0.51	\$ 0.80	\$ (0.19)	\$ 0.38	\$ 0.23
Net Realized Investment Gain (Loss)	(0.05)	(0.08)	0.02	(0.01)	-	0.01	(0.01)	-
Income from Discontinued Operations	-	-	-	0.02	0.01	-	0.01	0.01
After-tax Operating Income (Loss) from Continuing Operations Excluding Net Realized Investment Gain (Loss)	0.49	0.60	0.41	0.50	0.79	(0.20)	0.38	0.22
UK Reserve Release, Net of Tax	-	0.03	-	-	-	-	-	-
UK Tax Law Change	-	0.01	-	-	-	-	-	-
Regulatory Reassessment Charges, Net of Tax	-	-	(0.10)	-	-	(0.62)	-	(0.17)
Special Tax Items	-	-	-	-	0.28	-	-	-
Broker Compensation Settlement, Net of Tax	-	-	-	-	-	(0.04)	-	-
Debt Extinguishment Cost, Net of Tax	(0.10)	-	-	-	(0.01)	-	(0.04)	(0.01)
After-tax Operating Income from Continuing Operations Excluding Net Realized Investment Gain (Loss) and Special Items	\$ 0.59	\$ 0.56	\$ 0.51	\$ 0.50	\$ 0.52	\$ 0.46	\$ 0.42	\$ 0.40

* Amounts per diluted common share

Reconciliation of Non-GAAP Financial Measures

	As of								
	December 31 2007	September 30 2007	June 30 2007	March 31 2007	December 31 2006	September 30 2006	June 30 2006	March 31 2006	December 31 2005
	(in millions)								
Total Stockholders' Equity, As Adjusted	\$ 7,501.3	\$ 7,347.2	\$ 7,158.2	\$ 6,705.8	\$ 6,989.8	\$ 6,725.4	\$ 6,800.0	\$ 6,108.2	\$ 6,049.9
Net Unrealized Gain on Securities	356.1	346.6	78.0	490.3	534.8	687.9	60.7	256.2	1,040.7
Net Gain on Cash Flow Hedges	182.5	137.0	135.4	180.5	194.2	181.1	126.2	203.6	273.3
Total Stockholders' Equity (Book Value)	<u>\$ 8,039.9</u>	<u>\$ 7,830.8</u>	<u>\$ 7,371.6</u>	<u>\$ 7,376.6</u>	<u>\$ 7,718.8</u>	<u>\$ 7,594.4</u>	<u>\$ 6,986.9</u>	<u>\$ 6,568.0</u>	<u>\$ 7,363.9</u>
Quarterly Average Equity, As Adjusted**	\$ 7,424.3	\$ 7,252.7	\$ 6,932.0	\$ 6,636.6	\$ 6,857.6	\$ 6,762.7	\$ 6,454.2	\$ 6,079.0	
Annual Average Equity, As Adjusted**	7,034.3								

** First quarter and full year 2007 average adjusted for cumulative effect of accounting principle changes of \$422.5 million effective January 1, 2007

Reconciliation of Non-GAAP Financial Measures

	Average Allocated Equity	Average Allocated Debt	Average Leveraged Equity	Operating Income (Loss) Before Net Realized Investment Gain/Loss (in millions)	After-tax Special Item Adjustments	Allocated After-tax Interest Expense	Adjusted Operating Income (Loss) Before Net Realized Investment Gain/Loss	Leveraged Return On Equity
Twelve Months Ended December 31, 2007								
Unum US	\$ 4,557.2	\$ (1,301.3)	\$ 3,255.9	\$ 371.8	\$ 43.1	\$ (59.5)	\$ 355.4	10.9%
Unum UK	866.6	(230.5)	636.1	256.1	-	(10.7)	245.4	38.6%
Colonial	829.8	(220.8)	609.0	159.8	-	(10.2)	149.6	24.6%
Core Operations	6,253.6	(1,752.6)	4,501.0	787.7	43.1	(80.4)	750.4	16.7%
Individual Disability - Closed Block	2,481.4	(663.2)	1,818.2	76.7	(8.6)	(29.9)	38.2	2.1%
Corporate and Other	(1,700.7)	2,415.8	715.1	(148.8)	36.1	110.3	(2.4)	-0.3%
Total	\$ 7,034.3	\$ -	\$ 7,034.3	\$ 715.6	\$ 70.6	\$ -	\$ 786.2	11.2%

	Average Allocated Equity	Average Allocated Debt	Average Leveraged Equity	Operating Income (Loss) Before Net Realized Investment Gain/Loss (in millions)	After-tax Special Item Adjustments	Allocated After-tax Interest Expense	Adjusted Operating Income (Loss) Before Net Realized Investment Gain/Loss	Annualized Leveraged Return On Equity
Three Months Ended December 31, 2007								
Core Operations	\$ 6,418.2	\$ (1,594.4)	\$ 4,823.8	\$ 226.9	\$ -	\$ (20.9)	\$ 206.0	17.1%
Individual Disability - Closed Block	2,458.5	(717.1)	1,741.4	15.2	-	(7.8)	7.4	1.7%
Corporate and Other	(1,452.4)	2,311.5	859.1	(65.1)	36.1	28.7	(0.3)	-0.1%
Total	\$ 7,424.3	\$ -	\$ 7,424.3	\$ 177.0	\$ 36.1	\$ -	\$ 213.1	11.5%

Reconciliation of Non-GAAP Financial Measures

	Average Allocated Equity	Average Allocated Debt	Average Leveraged Equity	Operating Income (Loss) Before Net Realized Investment Gain/Loss (in millions)	After-tax Special Item Adjustments	Allocated After-tax Interest Expense	Adjusted Operating Income (Loss) Before Net Realized Investment Gain/Loss	Annualized Leveraged Return On Equity
Three Months Ended September 30, 2007								
Core Operations	\$ 6,324.8	\$ (1,633.3)	\$ 4,691.5	\$ 215.0	\$ (13.3)	\$ (19.4)	\$ 182.3	15.5%
Individual Disability - Closed Block	2,627.2	(641.9)	1,985.3	19.1	-	(7.7)	11.4	2.3%
Corporate and Other	(1,699.3)	2,275.2	575.9	(17.1)	-	27.1	10.0	6.9%
Total	<u>\$ 7,252.7</u>	<u>\$ -</u>	<u>\$ 7,252.7</u>	<u>\$ 217.0</u>	<u>\$ (13.3)</u>	<u>\$ -</u>	<u>\$ 203.7</u>	11.2%
Three Months Ended June 30, 2007								
Core Operations	\$ 6,183.9	\$ (1,660.4)	\$ 4,523.5	\$ 159.4	\$ 43.1	\$ (19.6)	\$ 182.9	16.2%
Individual Disability - Closed Block	2,657.3	(675.4)	1,981.9	27.8	(8.6)	(8.1)	11.1	2.2%
Corporate and Other	(1,909.2)	2,335.8	426.6	(40.2)	-	27.7	(12.5)	-11.7%
Total	<u>\$ 6,932.0</u>	<u>\$ -</u>	<u>\$ 6,932.0</u>	<u>\$ 147.0</u>	<u>\$ 34.5</u>	<u>\$ -</u>	<u>\$ 181.5</u>	10.5%
Three Months Ended March 31, 2007								
Core Operations	\$ 6,085.9	\$ (1,734.5)	\$ 4,351.4	\$ 186.4	\$ -	\$ (21.0)	\$ 165.4	15.2%
Individual Disability - Closed Block	2,647.2	(714.7)	1,932.5	14.6	-	(8.8)	5.8	1.2%
Corporate and Other	(2,096.5)	2,449.2	352.7	(26.4)	-	29.8	3.4	3.9%
Total	<u>\$ 6,636.6</u>	<u>\$ -</u>	<u>\$ 6,636.6</u>	<u>\$ 174.6</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 174.6</u>	10.5%
Three Months Ended December 31, 2006								
Core Operations	\$ 6,443.0	\$ (1,791.7)	\$ 4,651.3	\$ 272.9	\$ (81.7)	\$ (20.6)	\$ 170.6	14.7%
Individual Disability - Closed Block	2,627.2	(711.2)	1,916.0	18.7	-	(8.1)	10.6	2.2%
Corporate and Other	(2,212.6)	2,502.9	290.3	(17.9)	(12.2)	28.7	(1.4)	-1.9%
Total	<u>\$ 6,857.6</u>	<u>\$ -</u>	<u>\$ 6,857.6</u>	<u>\$ 273.7</u>	<u>\$ (93.9)</u>	<u>\$ -</u>	<u>\$ 179.8</u>	10.5%
Three Months Ended September 30, 2006								
Core Operations	\$ 6,337.8	\$ (1,741.1)	\$ 4,596.7	\$ (29.6)	\$ 189.4	\$ (19.5)	\$ 140.3	12.2%
Individual Disability - Closed Block	2,610.3	(717.1)	1,893.2	(3.5)	22.1	(8.0)	10.6	2.2%
Corporate and Other	(2,185.4)	2,458.2	272.8	(35.3)	12.7	27.5	4.9	7.2%
Total	<u>\$ 6,762.7</u>	<u>\$ -</u>	<u>\$ 6,762.7</u>	<u>\$ (68.4)</u>	<u>\$ 224.2</u>	<u>\$ -</u>	<u>\$ 155.8</u>	9.2%
Three Months Ended June 30, 2006								
Core Operations	\$ 6,260.0	\$ (1,851.9)	\$ 4,408.1	\$ 142.9	\$ -	\$ (21.6)	\$ 121.3	11.0%
Individual Disability - Closed Block	2,582.1	(763.9)	1,818.2	21.6	-	(8.9)	12.7	2.8%
Corporate and Other	(2,387.9)	2,615.8	227.9	(37.6)	11.6	30.5	4.5	7.9%
Total	<u>\$ 6,454.2</u>	<u>\$ -</u>	<u>\$ 6,454.2</u>	<u>\$ 126.9</u>	<u>\$ 11.6</u>	<u>\$ -</u>	<u>\$ 138.5</u>	8.6%
Three Months Ended March 31, 2006								
Core Operations	\$ 6,157.7	\$ (2,062.5)	\$ 4,095.2	\$ 89.7	\$ 47.3	\$ (23.2)	\$ 113.8	11.1%
Individual Disability - Closed Block	2,549.0	(853.8)	1,695.2	9.5	8.6	(9.6)	8.5	2.0%
Corporate and Other	(2,627.7)	2,916.3	288.6	(29.3)	3.4	32.8	6.9	9.6%
Total	<u>\$ 6,079.0</u>	<u>\$ -</u>	<u>\$ 6,079.0</u>	<u>\$ 69.9</u>	<u>\$ 59.3</u>	<u>\$ -</u>	<u>\$ 129.2</u>	8.5%

Reconciliation of Non-GAAP Financial Measures

	Three Months Ended							
	December 31 2007	September 30 2007	June 30 2007	March 31 2007	December 31 2006	September 30 2006	June 30 2006	March 31 2006
	(in millions)							
Operating Income (Loss) from Continuing Operations Before Net Realized Investment Gain (Loss)	\$ 177.0	\$ 217.0	\$ 147.0	\$ 174.6	\$ 273.7	\$ (68.4)	\$ 126.9	\$ 69.9
Net Realized Investment Gain (Loss), Net of Tax	(16.5)	(30.0)	6.5	(3.2)	0.5	3.1	(3.6)	1.5
Income from Discontinued Operations, Net of Tax	-	-	-	6.9	1.9	1.6	1.9	2.0
Net Income (Loss)	\$ 160.5	\$ 187.0	\$ 153.5	\$ 178.3	\$ 276.1	\$ (63.7)	\$ 125.2	\$ 73.4

Reconciliation of Non-GAAP Financial Measures

	As of	
	December 31 2007	March 31 2003
	(in millions)	
Debt, As Reported	\$ 2,690.2	\$ 2,421.2
Exclude Non-recourse Debt	912.5	-
Debt, As Adjusted	<u>\$ 1,777.7</u>	<u>\$ 2,421.2</u>
Total Stockholders' Equity, As Reported	\$ 8,039.9	\$ 6,545.3
Exclude Net Unrealized Gain on Securities and Cash Flow Hedges	538.6	951.7
Exclude Northwind and Tailwind's Capital and Non-recourse Debt	954.7	-
	<u>6,546.6</u>	<u>5,593.6</u>
Debt, As Adjusted	<u>1,777.7</u>	<u>2,421.2</u>
Total Capital, As Adjusted	<u>\$ 8,324.3</u>	<u>\$ 8,014.8</u>
Debt to Capital Ratio	<u>21.4%</u>	<u>30.2%</u>

Reconciliation of Non-GAAP Financial Measures

	Twelve Months Ended December 31, 2007			
	As Reported	Debt	Claim	As Adjusted
		Extinguishment	Reassessment	
		Cost	Charges	
(in millions)				
Operating Income (Loss) by Segment Before Income Tax and Net Realized Investment Gain (Loss)				
Unum US				
Group Disability	\$ 105.0	\$ -	\$ (66.2)	\$ 171.2
Group Life and Accidental Death and Dismemberment	217.2	-	-	217.2
Supplemental and Voluntary	243.4	-	-	243.4
Total Unum US	565.6	-	(66.2)	631.8
Unum UK	338.8	-	-	338.8
Colonial	245.8	-	-	245.8
Core Operating Segments	1,150.2	-	(66.2)	1,216.4
Individual Disability - Closed Block	117.9	-	13.2	104.7
Other	17.5	-	-	17.5
Corporate	(223.2)	(58.8)	-	(164.4)
Operating Income by Segment	<u>\$ 1,062.4</u>	<u>\$ (58.8)</u>	<u>\$ (53.0)</u>	<u>\$ 1,174.2</u>