

2013 Outlook Meeting

December 17, 2012

Safe Harbor Statement

Certain information in this presentation constitutes "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are those not based on historical information, but rather relate to future operations, strategies, financial results, or other developments and speak only as of the date made. These forward-looking statements are subject to numerous assumptions, risks, and uncertainties, many of which are beyond our control. The following factors, in addition to other factors mentioned from time to time, may cause actual results to differ materially from those contemplated by the forward-looking statements: (1) unfavorable economic or business conditions, both domestic and foreign; (2) legislative, regulatory, or tax changes, both domestic and foreign, including the effect of potential legislation and increased regulation in the current political environment; (3) sustained periods of low interest rates; (4) changes in claim incidence, recovery rates, mortality rates, and offsets due to, among other factors, the rate of unemployment and consumer confidence, the emergence of new diseases, epidemics, or pandemics, new trends and developments in medical treatments, the effectiveness of claims management operations, and changes in government programs; (5) fluctuation in insurance reserve liabilities; (6) investment results, including, but not limited to, realized investment losses resulting from defaults, contractual terms of derivative contracts, and impairments that differ from our assumptions and historical experience; (7) the lack of appropriate investments in the market which can be acquired to match our liability cash flows and duration; (8) changes in interest rates, credit spreads, and securities prices; (9) increased competition from other insurers and financial services companies due to industry consolidation or other factors; (10) changes in demand for our products due to, among other factors, changes in societal attitudes, the rate of unemployment, and consumer confidence; (11) changes in accounting standards, practices, or policies; (12) changes in our financial strength and credit ratings; (13) rating agency actions, state insurance department market conduct examinations and other inquiries, other governmental investigations and actions, and negative media attention; (14) effectiveness in managing our operating risks and the implementation of operational improvements and strategic growth initiatives; (15) actual experience that deviates from our assumptions used in pricing, underwriting, and reserving; (16) actual persistency and/or sales growth that is higher or lower than projected; (17) effectiveness of our risk management program; (18) the level and results of litigation; (19) currency exchange rates; (20) ability of our subsidiaries to pay dividends as a result of regulatory restrictions or changes in reserving or capital requirements; (21) ability and willingness of reinsurers to meet their obligations; (22) changes in assumptions related to intangible assets such as deferred acquisition costs, value of business acquired, and goodwill; (23) ability to recover our systems and information in the event of a disaster or unanticipated event and to protect our systems and information from unauthorized access and deliberate attacks; and (24) events or consequences relating to political instability, terrorism, or acts of war, both domestic and foreign. For further information about risks and uncertainties which could cause actual results to differ from those contained in the forward-looking statements, see Part I, Item 1A of our annual report on Form 10-K for the year ended December 31, 2011 and our subsequently filed Forms 10-Q. The forward-looking statements in this presentation are being made as of the date of this presentation, and the Company expressly disclaims any obligation to update or revise any forward-looking statement contained herein, even if made available on our website or otherwise.

Today's Participants

Tom Watjen	President and Chief Executive Officer
Kevin McCarthy	Executive Vice President and Chief Operating Officer
Rick McKenney	Executive Vice President and Chief Financial Officer

Agenda

- A Look at Our Performance

WHAT'S WORKING	
<ul style="list-style-type: none">● Operating Performance<ul style="list-style-type: none">● Balanced Earnings● Managed Growth● Disciplined Underwriting● Expense Management Rigor● Solid Profitability● Consistently Strong Returns● Brand<ul style="list-style-type: none">● Strong Market Acceptance● Broad Recognition● Investment Performance<ul style="list-style-type: none">● Strong Credit Quality● Active Interest Rate Management	<ul style="list-style-type: none">● Balance Sheet<ul style="list-style-type: none">● Quality Balance Sheet● Building Book Value● Capital Management<ul style="list-style-type: none">● Stable Cash Flow● Strong Capital Position● Consistent Return of Capital to Shareholders

KEY CHALLENGES
<ul style="list-style-type: none">● Operating Performance<ul style="list-style-type: none">● Unum UK – Group Life● Long-term Care● Interest Rate Management

- 2012 Assessment

- 2013 Outlook

- Closing Comments / Question & Answer

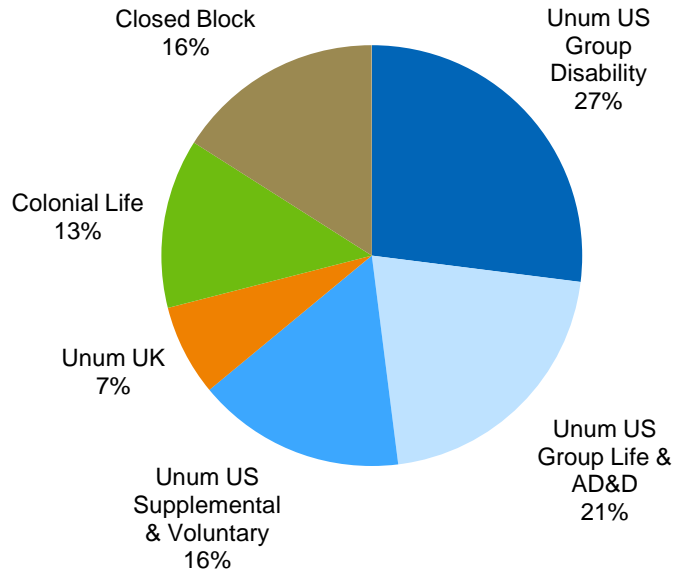
What's Working

Operating Performance

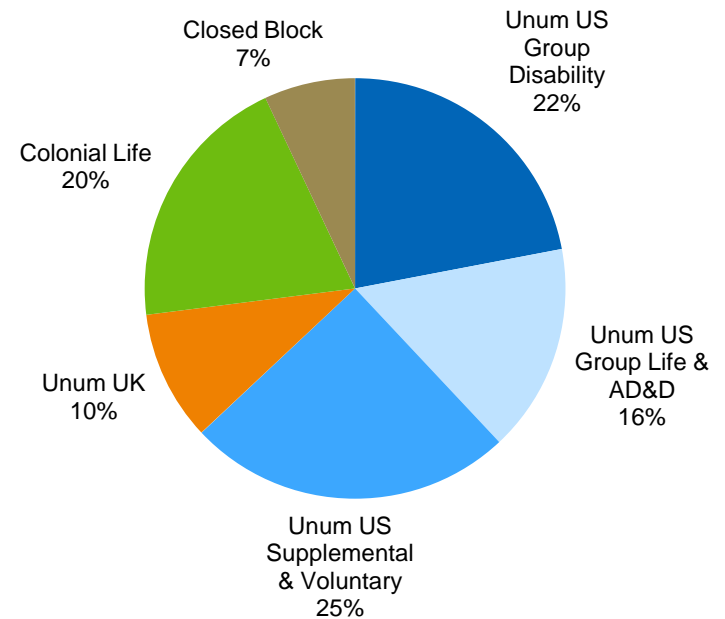
BALANCED EARNINGS

Before-tax Operating Earnings by Segment*

Full Year 2002



9M2012



Does not reflect the impact of ASU 2010-26 or the segment reporting changes implemented in 4Q2008

* Excludes Corporate Segment

Operating Performance

MANAGED GROWTH IN OUR CORE BUSINESS SEGMENTS

Market Segmentation

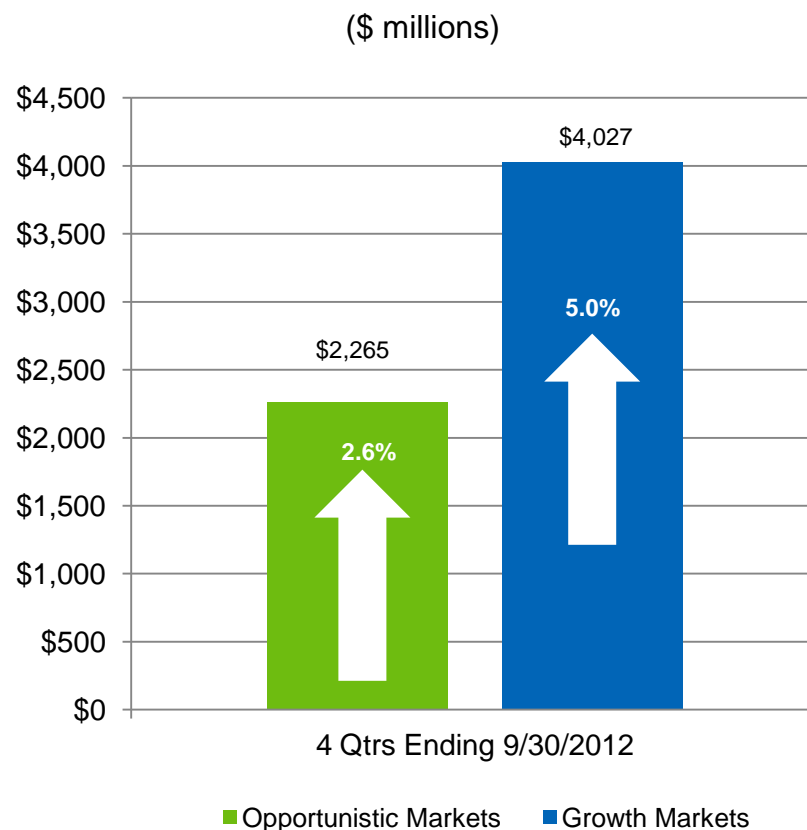
Growth Markets

- Unum US – Core Market – Employee Benefits
- Colonial Life
- Unum US – Voluntary Benefits
- Unum UK – Group LTD

Opportunistic Markets

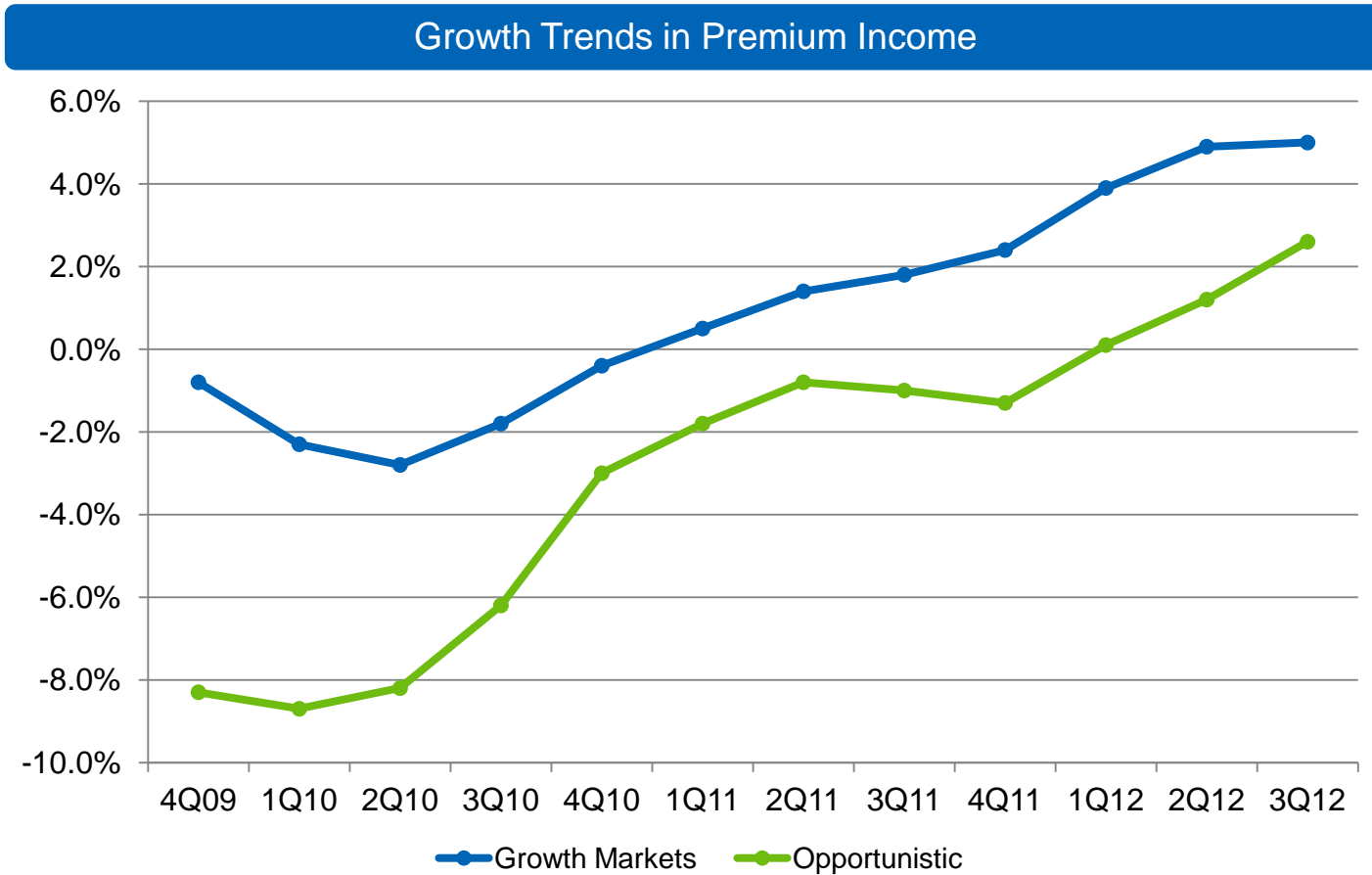
- Unum US – Large Case – Employee Benefits
- Unum US – ID – Recently Issued
- Unum UK – Group Life

Growth Trends in Premium Income



Operating Performance

MANAGED GROWTH IN OUR CORE BUSINESS SEGMENTS

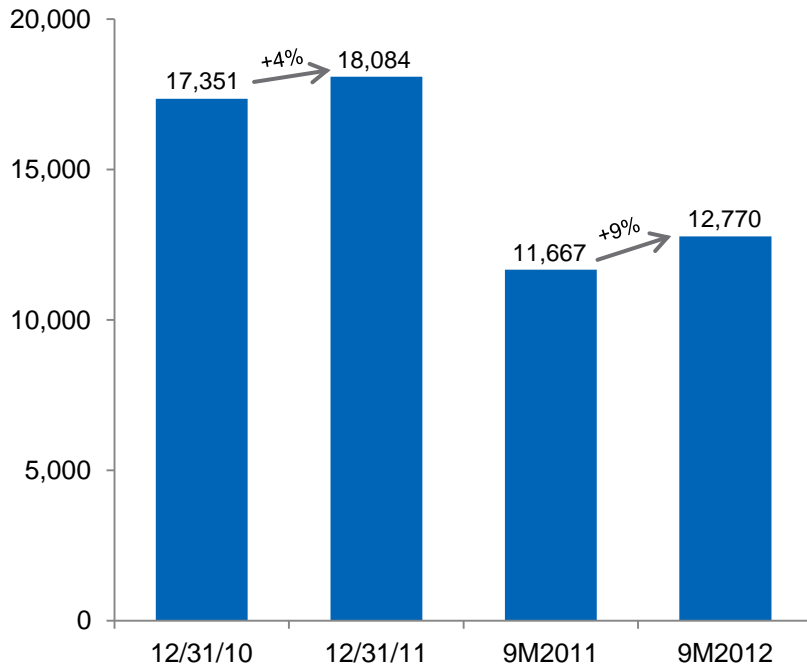


Data – Trailing 4 quarters

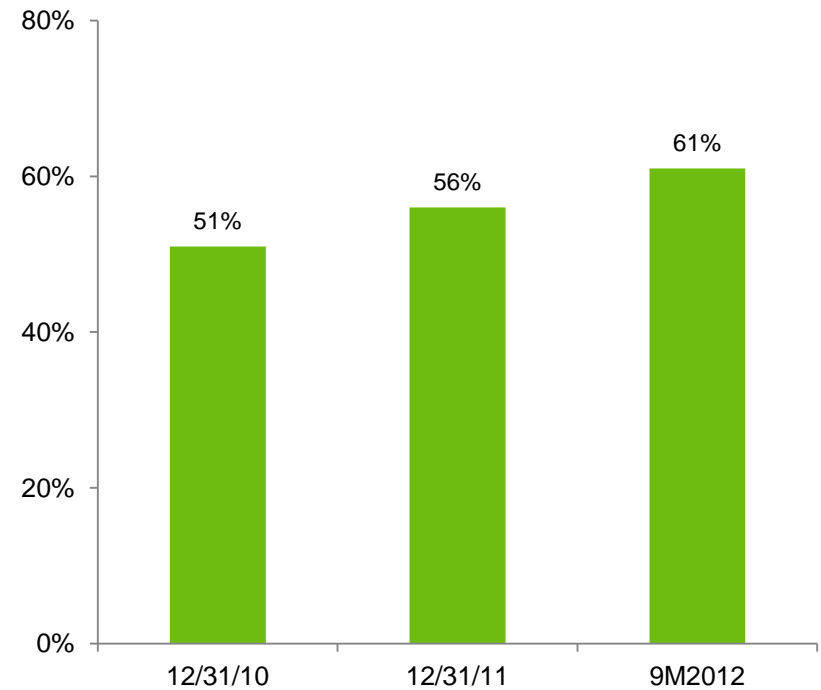
Operating Performance

MANAGED GROWTH IN OUR CORE BUSINESS SEGMENTS

New Account Growth



% of Sales from Existing Relationships

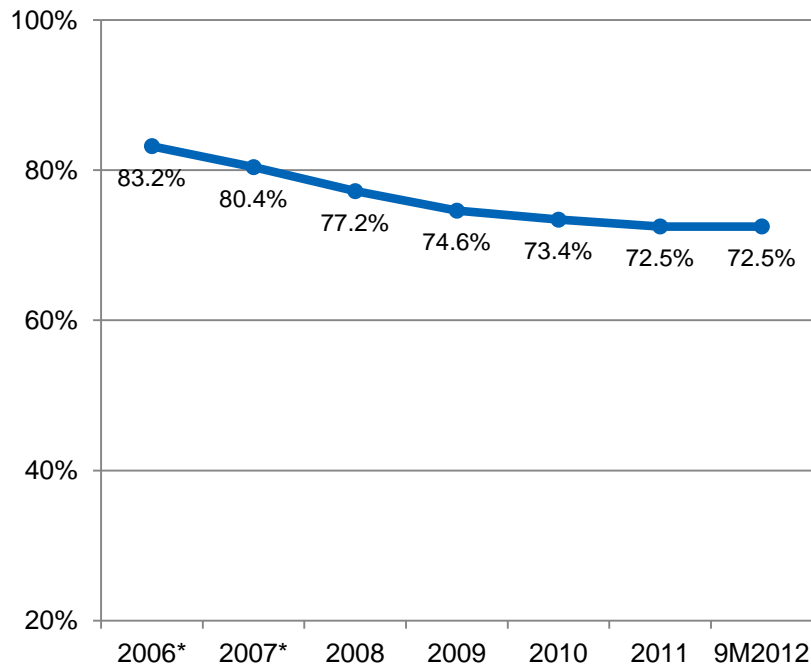


Operating Performance

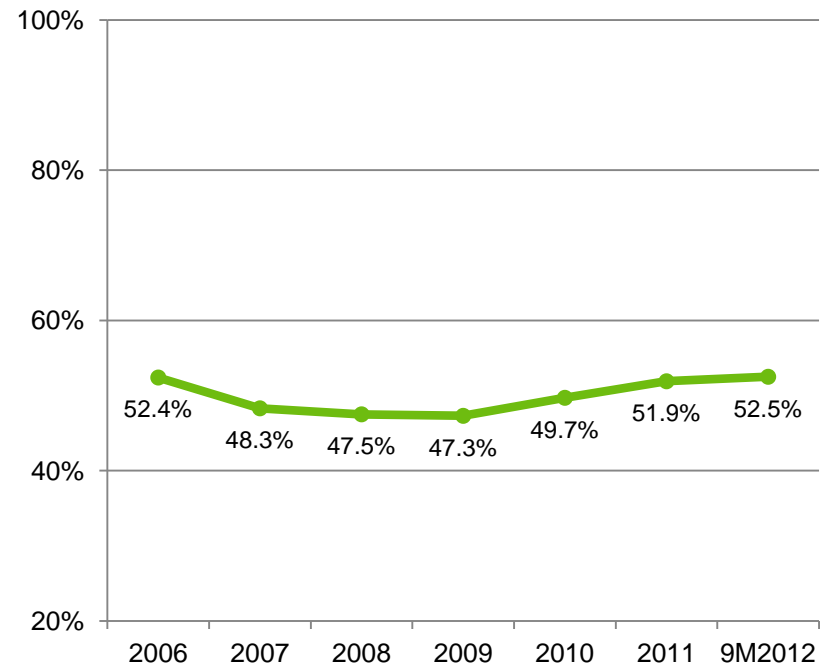
DISCIPLINED UNDERWRITING

Benefit Ratios

Unum US



Colonial Life



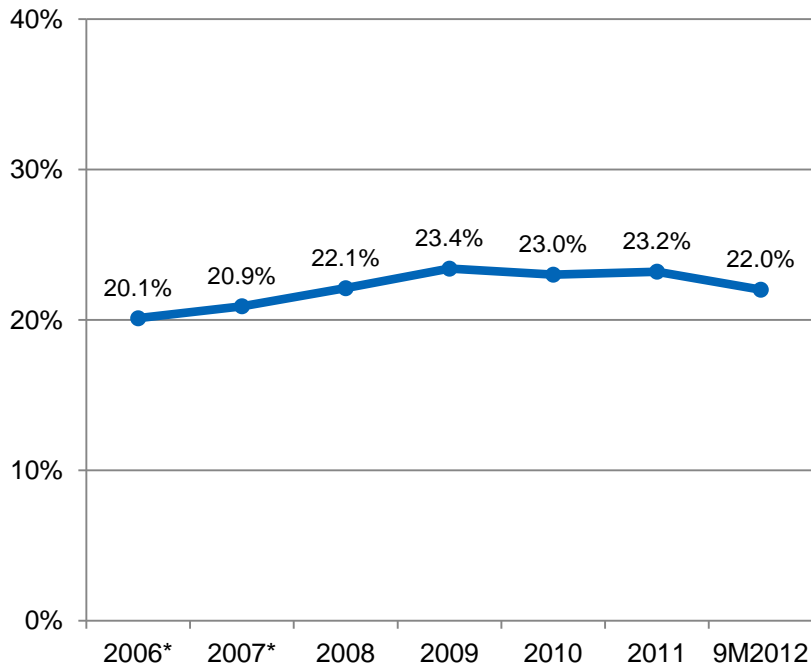
* Excludes special items

Operating Performance

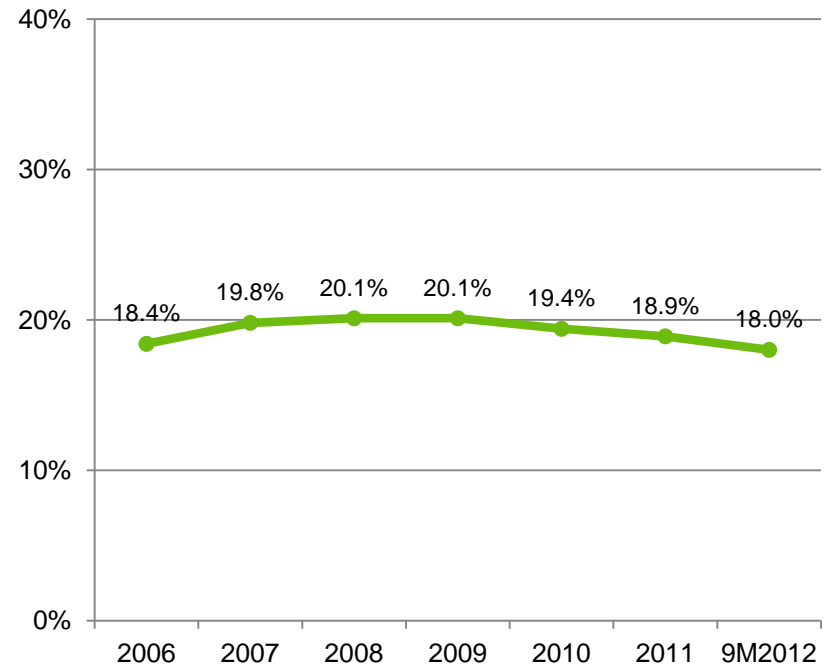
EXPENSE MANAGEMENT RIGOR

Other Expense Ratios

Unum US



Colonial Life

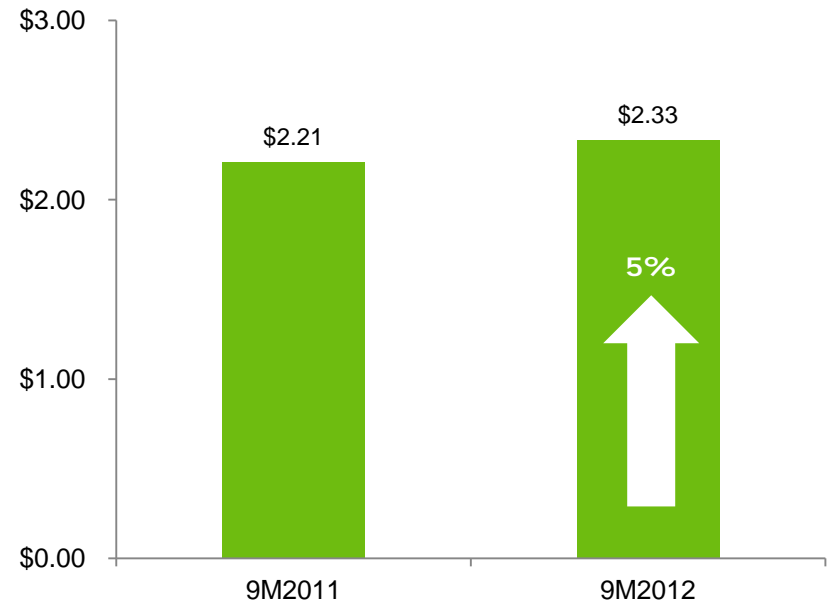
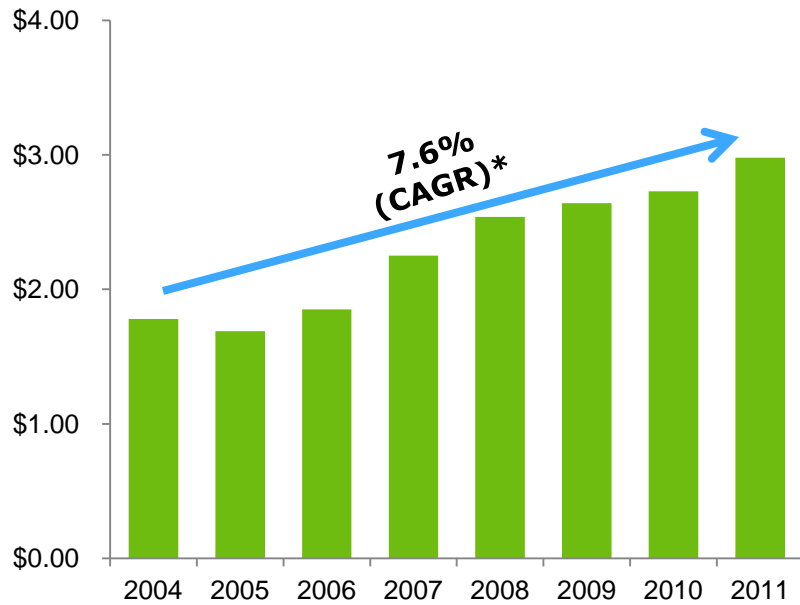


* Excludes special items

Operating Performance

SOLID PROFITABILITY

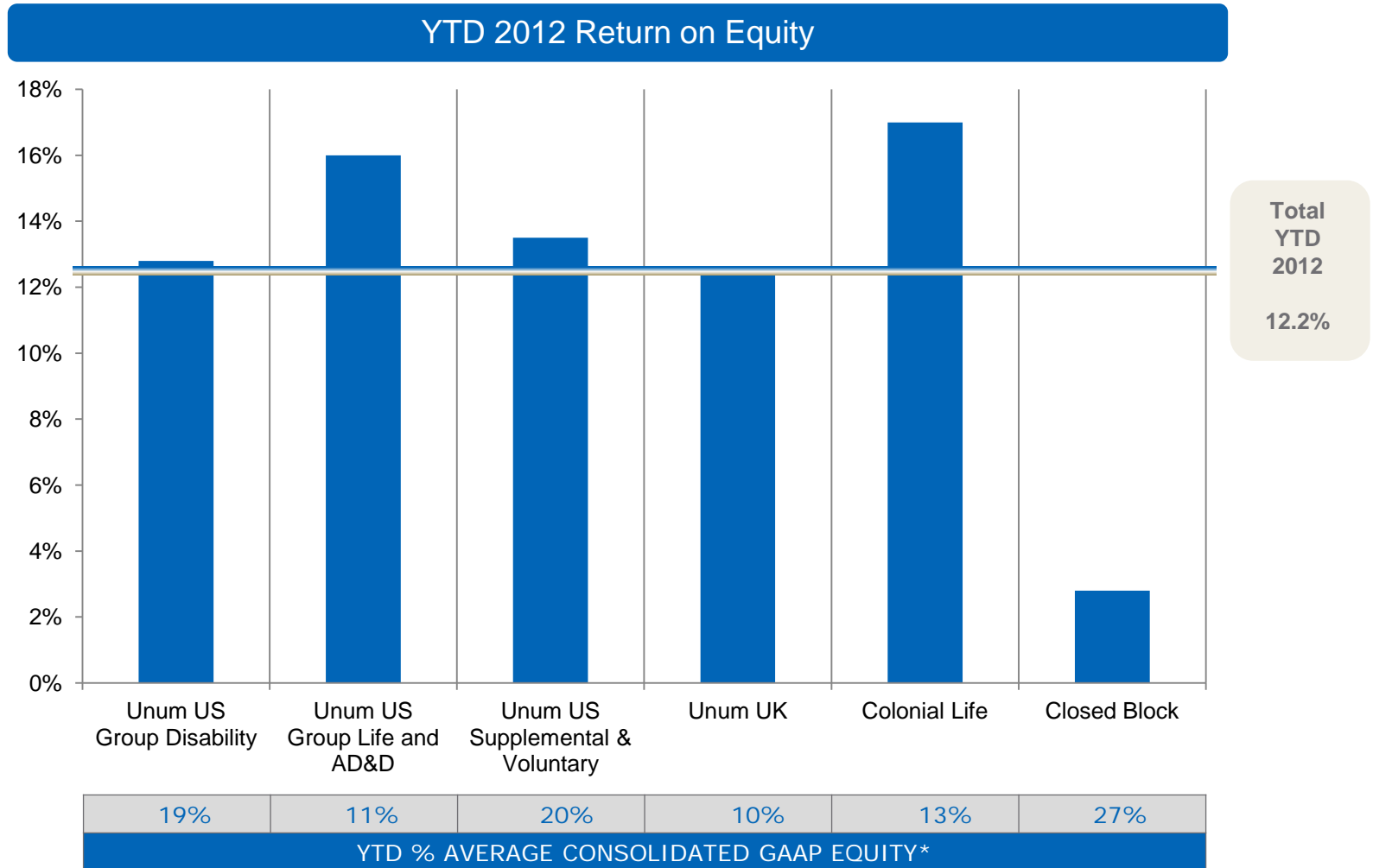
Operating Earnings Per Share



Years 2004-2008 do not reflect the impact of ASU 2010-26 and special items
* EPS Growth Rate

Operating Performance

CONSISTENTLY STRONG RETURNS



* Excludes Corporate segment

Brand

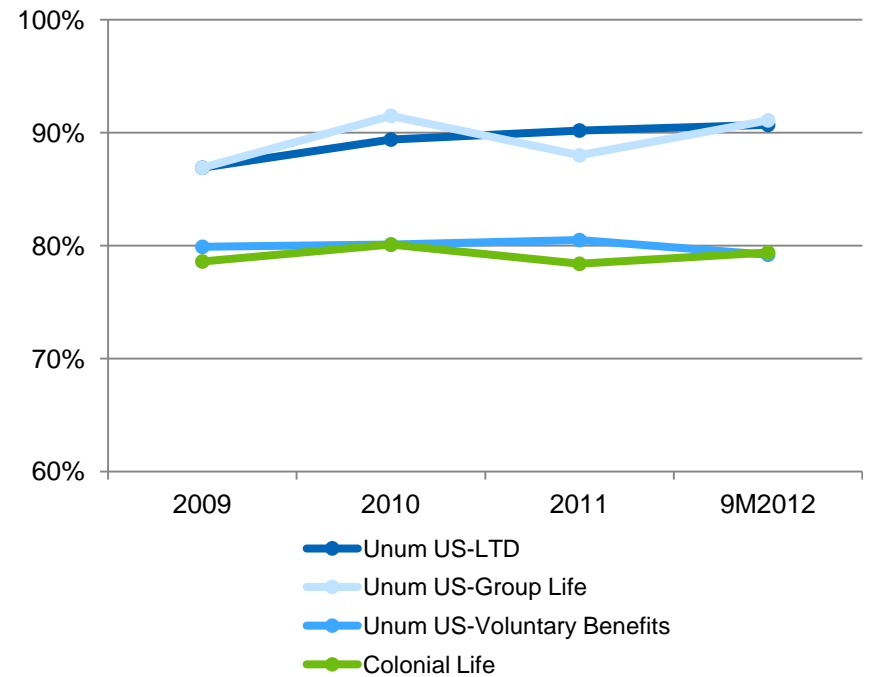
STRONG MARKET ACCEPTANCE

Claimant Research

LTD Claimant Satisfaction

% Satisfied	Unum	Industry Average	Unum Rank
Overall handling	91%	87%	#1
Clear explanation	88%	83%	#1
Quality of interaction	90%	86%	#1
Likely to recommend	90%	87%	#1

Persistency

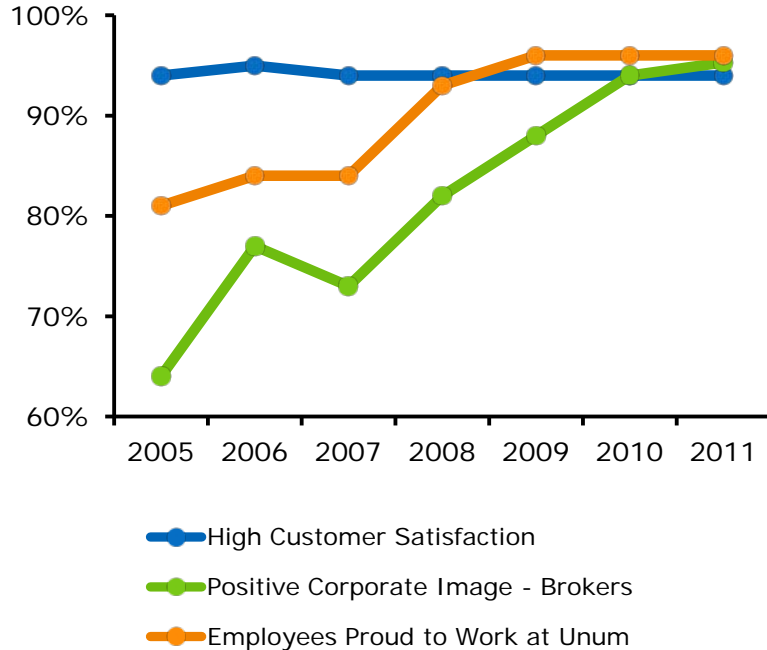


Source: 2011 GenRe Survey of LTD Claimants

Brand

BROAD RECOGNITION

Image and Reputation



External Recognition

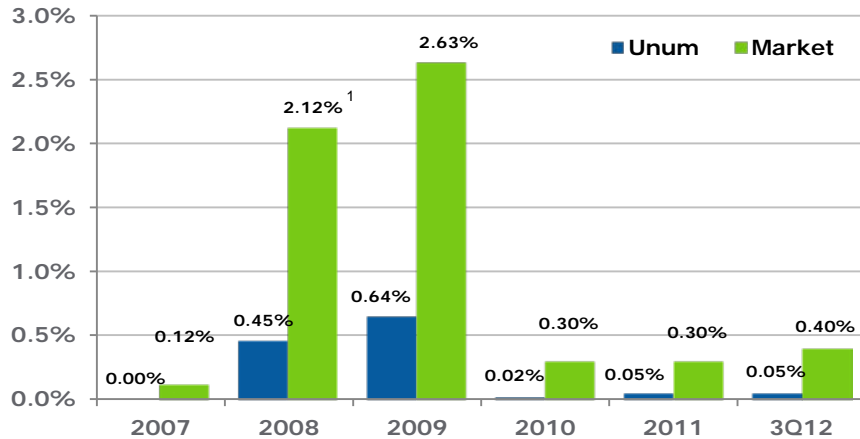
- Best Places to Work in Insurance 2009 – 2012
- Best Places to Work in Maine, Tennessee, and South Carolina 2006 – 2012
- Forbes Magazine – Top 150 Most Reputable Companies
- Center for Political Accountability – Corporate Leader in Political Disclosure and Accountability
- Newsweek Magazine – Green Companies - #34

Source: Internal surveys of employees, brokers, and customers

Investment Performance

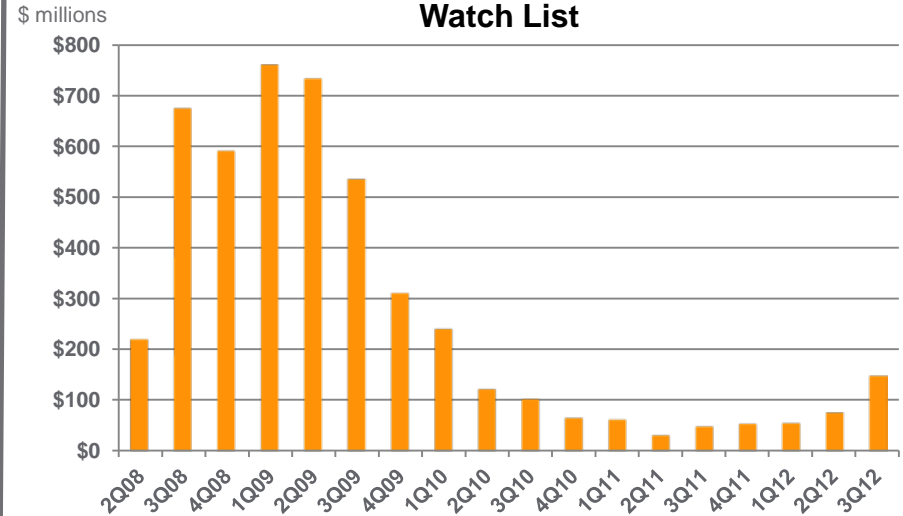
STRONG CREDIT QUALITY

Default Experience

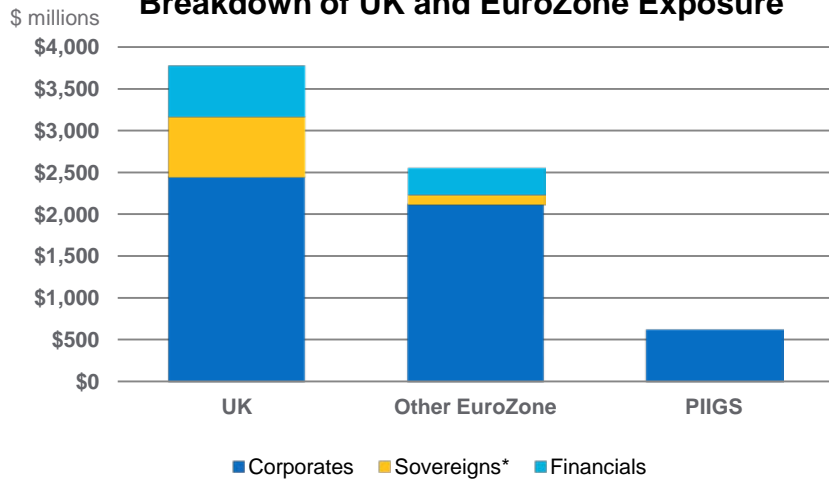


¹ Formerly 5.12% due to Lehman, Moody's has subsequently removed it

Watch List

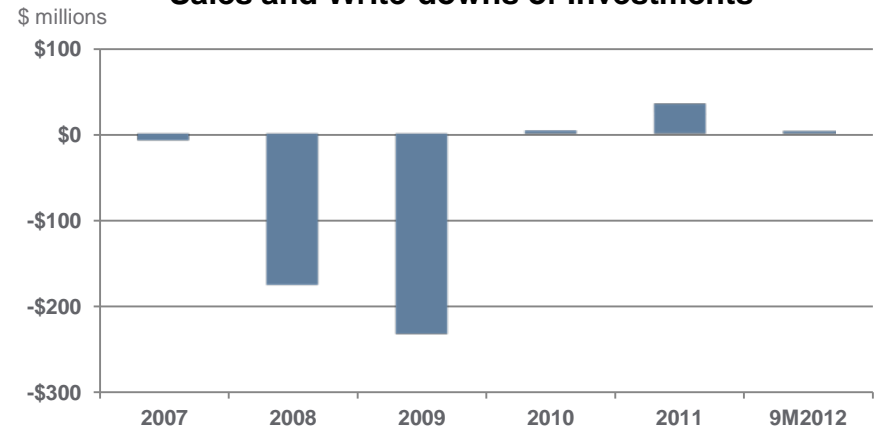


Breakdown of UK and EuroZone Exposure



* Includes Supranationals

Sales and Write-downs of Investments



Investment Performance

ACTIVE INTEREST RATE MANAGEMENT

- 2012 Results to Date:
 - \$2.7 billion invested
 - New money yield of 4.88% (hedge-adjusted)
 - Overall portfolio yield down 13 bp to 6.54%
 - Current investment portfolio market value \$51.8 billion
- Interest Rate Impacts:
 - Investing new cash flows at lower rates
 - Decreases to reserve discount rates
 - Potential persistency impacts as result of price increases
- Mitigating Factors:
 - Placement of premium rate increases
 - Measured reduction in interest reserve margins
 - Operating effectiveness (expense management and risk management)

Balance Sheet

QUALITY BALANCE SHEET

- Asset Quality

- Low Level of Intangibles
- Solid Investment Portfolio

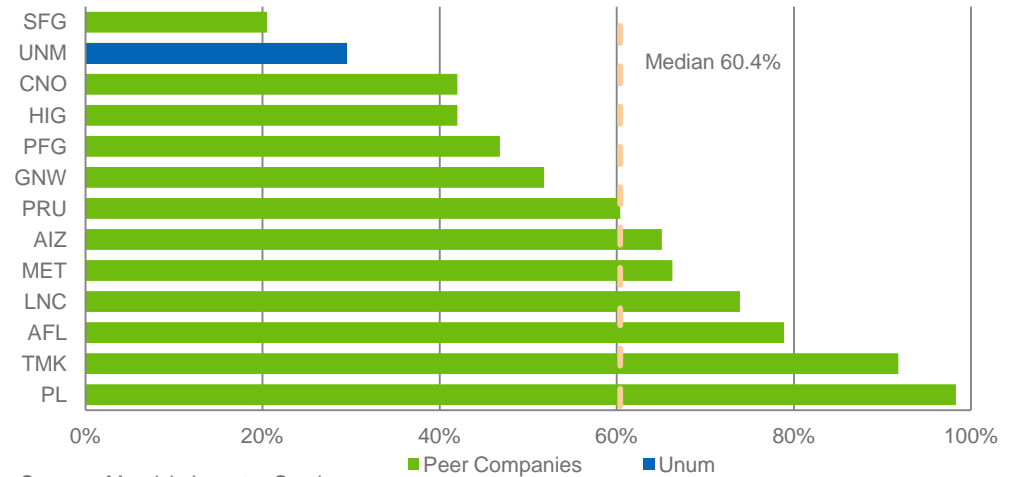
- Liabilities

- Comfortable Leverage
- Low Disintermediation Risk

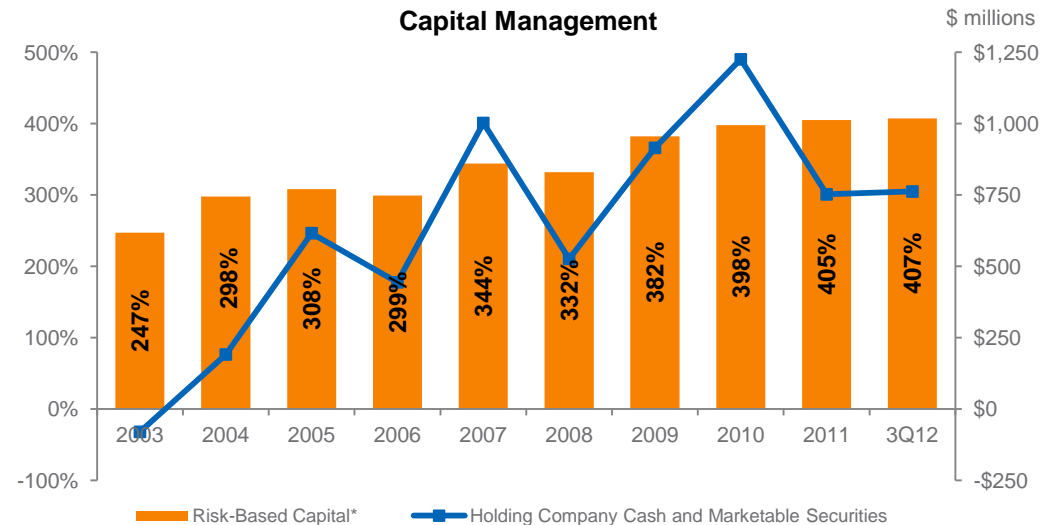
- Capital

- Insurance Company Strength (RBC)
- Holding Company Cash Levels

Goodwill and Intangibles (% of Stockholders Equity)



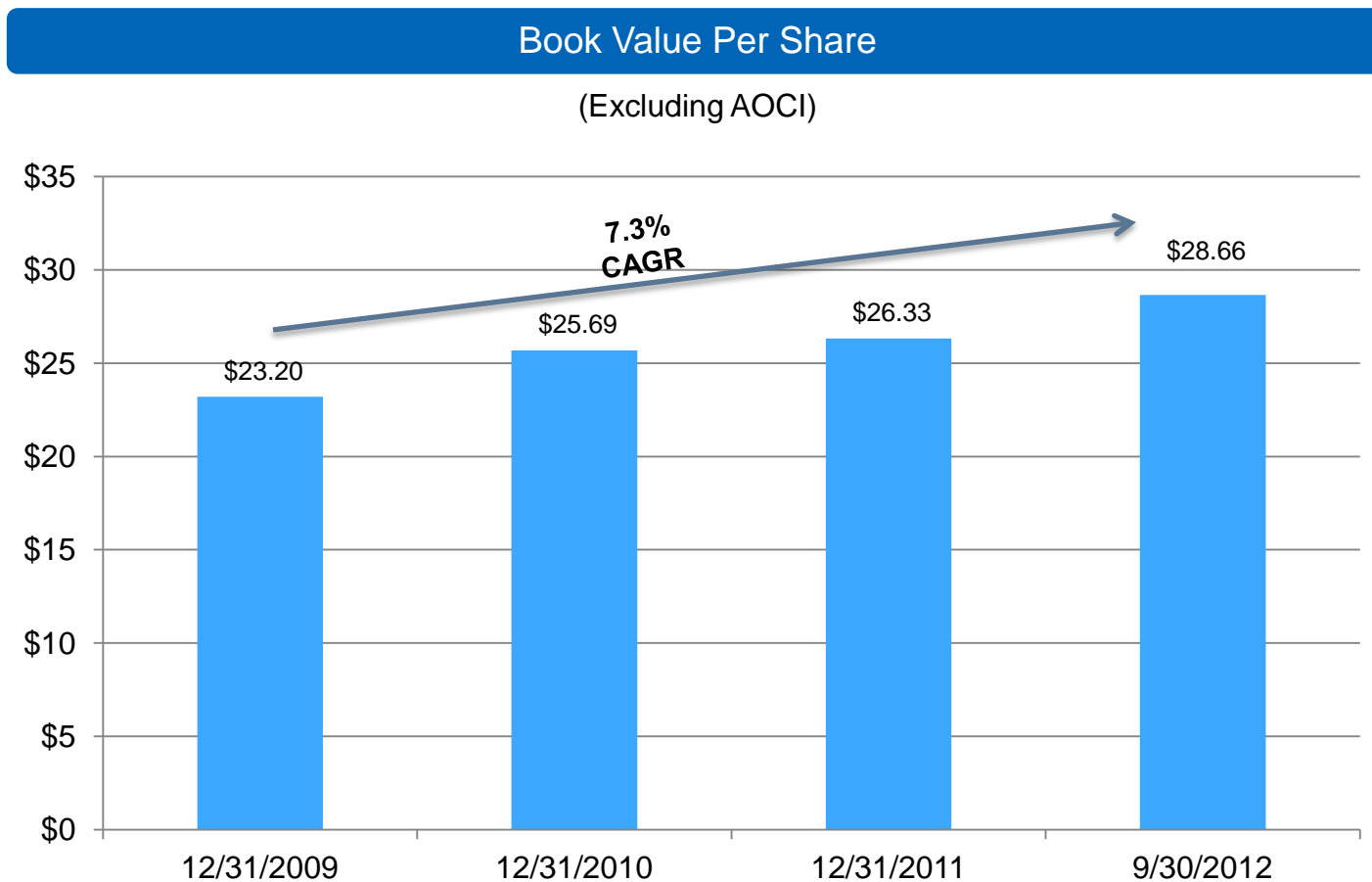
Capital Management



* Weighted average RBC for traditional US Insurance Companies

Balance Sheet

BUILDING BOOK VALUE



Capital Management

STABLE CASH FLOW

Combined Statutory Net Income*

(\$ millions)



Capital Generation Model

(\$ millions)

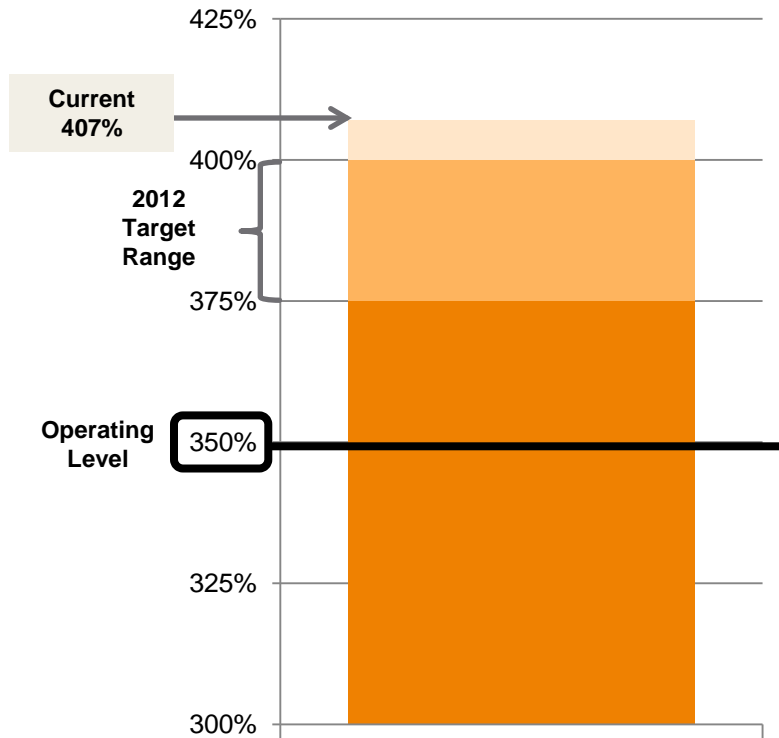
STATUTORY NET INCOME	U.S.	\$600 - \$650
	U.K.	\$100 - \$150
		\$700 - \$800
CAPITAL REQUIRED TO SUPPORT CURRENT GROWTH		+/- \$50
INTEREST EXPENSE		\$150
EXCESS CAPITAL GENERATED ANNUALLY BEFORE DIVIDENDS		\$550 - \$650

* Statutory Net Income for traditional US Insurance Companies excluding special items

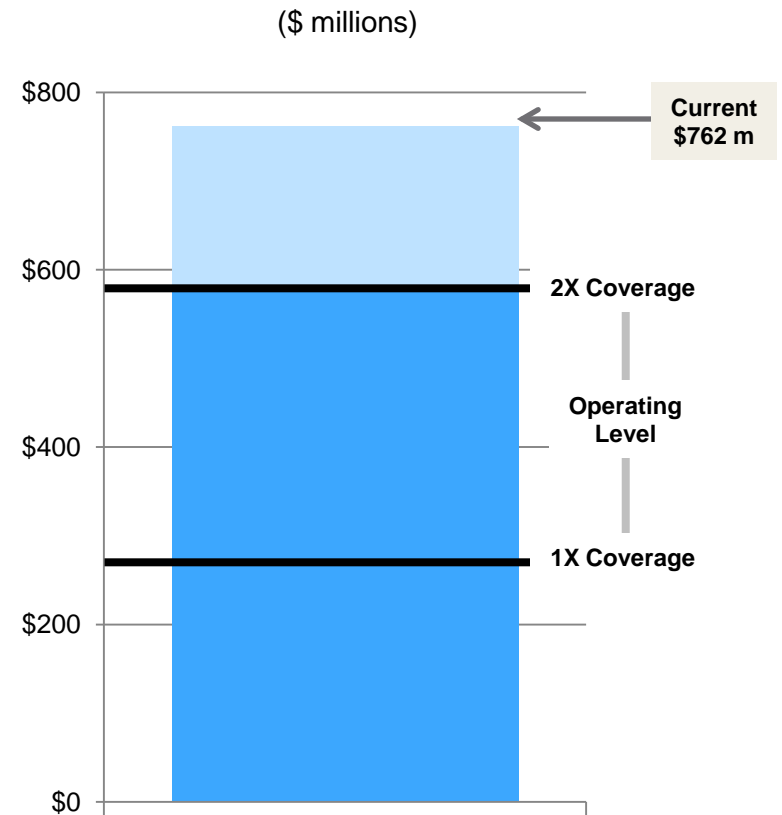
Capital Management

STRONG CAPITAL POSITION IN 2012

Risk-Based Capital



Holding Companies Cash and Marketable Securities



As of 9/30/2012

Capital Management

CONSISTENT RETURN OF CAPITAL TO SHAREHOLDERS

	Share Repurchases	Dividend Increase	Rating Agency Actions
2008	\$700 million	---	S&P Upgrade
2009	---	+10%	
2010	\$356 million	+12%	Moody's Upgrade Fitch Upgrade
2011	\$620 million	+14%	A.M. Best Upgrade
2012	\$500 million *	+24%	S&P Upgrade Moody's Upgrade
TOTAL	\$2,176 million	\$578 million	

* Projection for 2012

Key Challenges

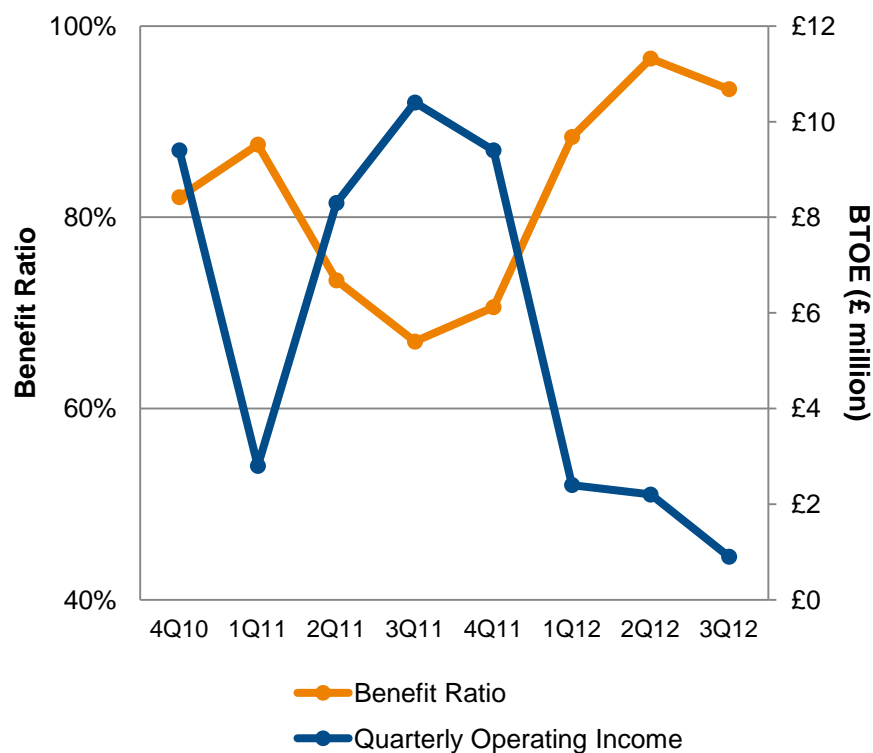
Key Challenges

- Operating Performance
 - Unum UK - Group Life
 - Long-term Care
- Interest Rate Management

Operating Performance

UNUM UK – GROUP LIFE

Operating Results



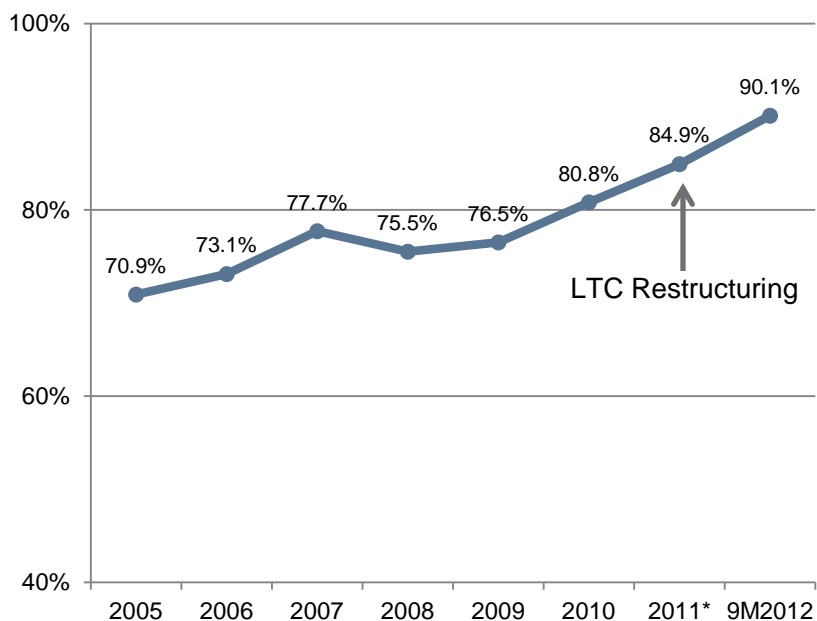
Key Messages

- Our primary focus is to stabilize profitability in 2013 and improve returns and growth over the medium term.
- Our segmented growth strategy and focus on rate increases is expected to improve profitability; however, pressure on new sales and persistency is also likely.
- We are evaluating reinsurance alternatives to reduce volatility.
- We continue to remain focused on operating effectiveness.

Operating Performance

LONG-TERM CARE

Interest Adjusted Loss Ratio



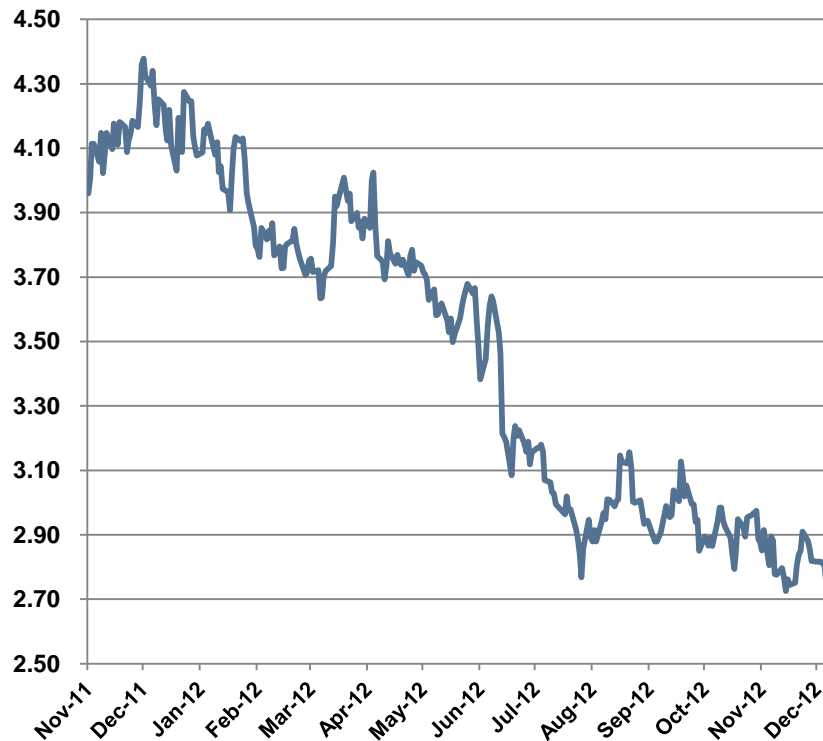
Key Messages

- **Primary Risks:**
 - Interest Rates – we see 2 to 3 years of sufficient margin for low interest rates.
 - Risk Experience – claim volatility expected given very young age of block; IALR estimated in range of 85% to 90% (+/- 5%).
- Primary risk mitigating factor is our ability to raise rates on in-force business.

* Excludes \$573.6 million reserve charge.
Including this charge, the IALR was 179.3%.

Interest Rate Management

10-Year Single-A Bond Yields



Key Messages

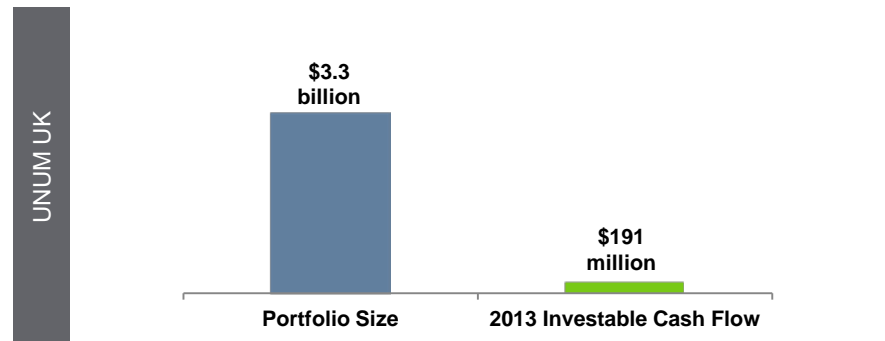
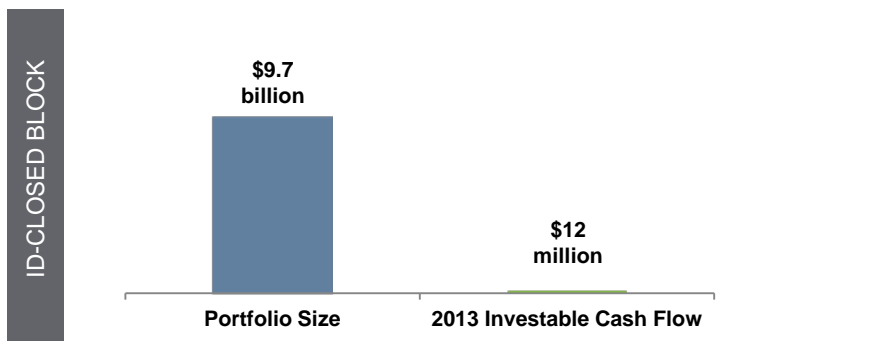
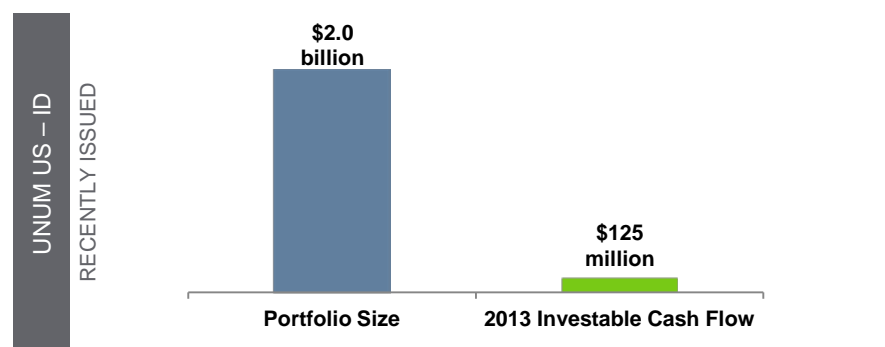
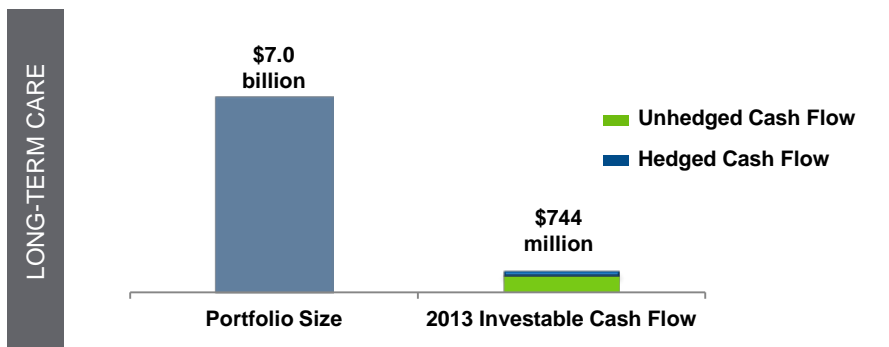
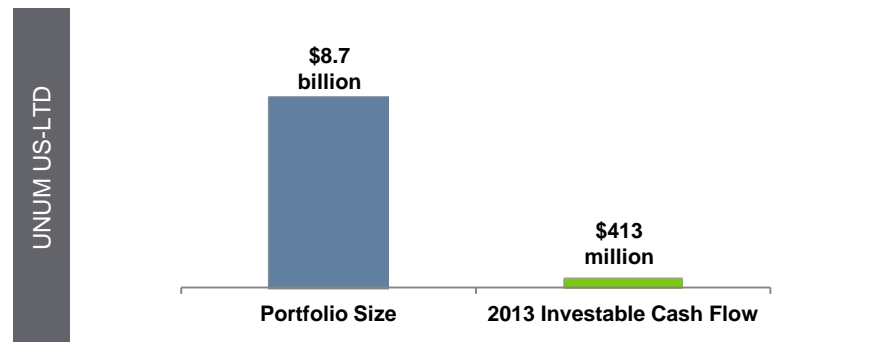
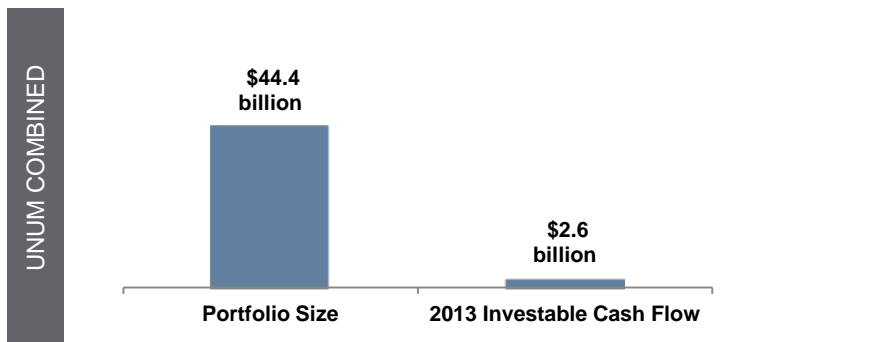
- Limited amount of new cash flow to invest relative to portfolio size
- Strong interest margins
- Hedges cover 20% of LTC cash flows for 2013
- Pricing adjustments

Source: Bloomberg

Nov 2011

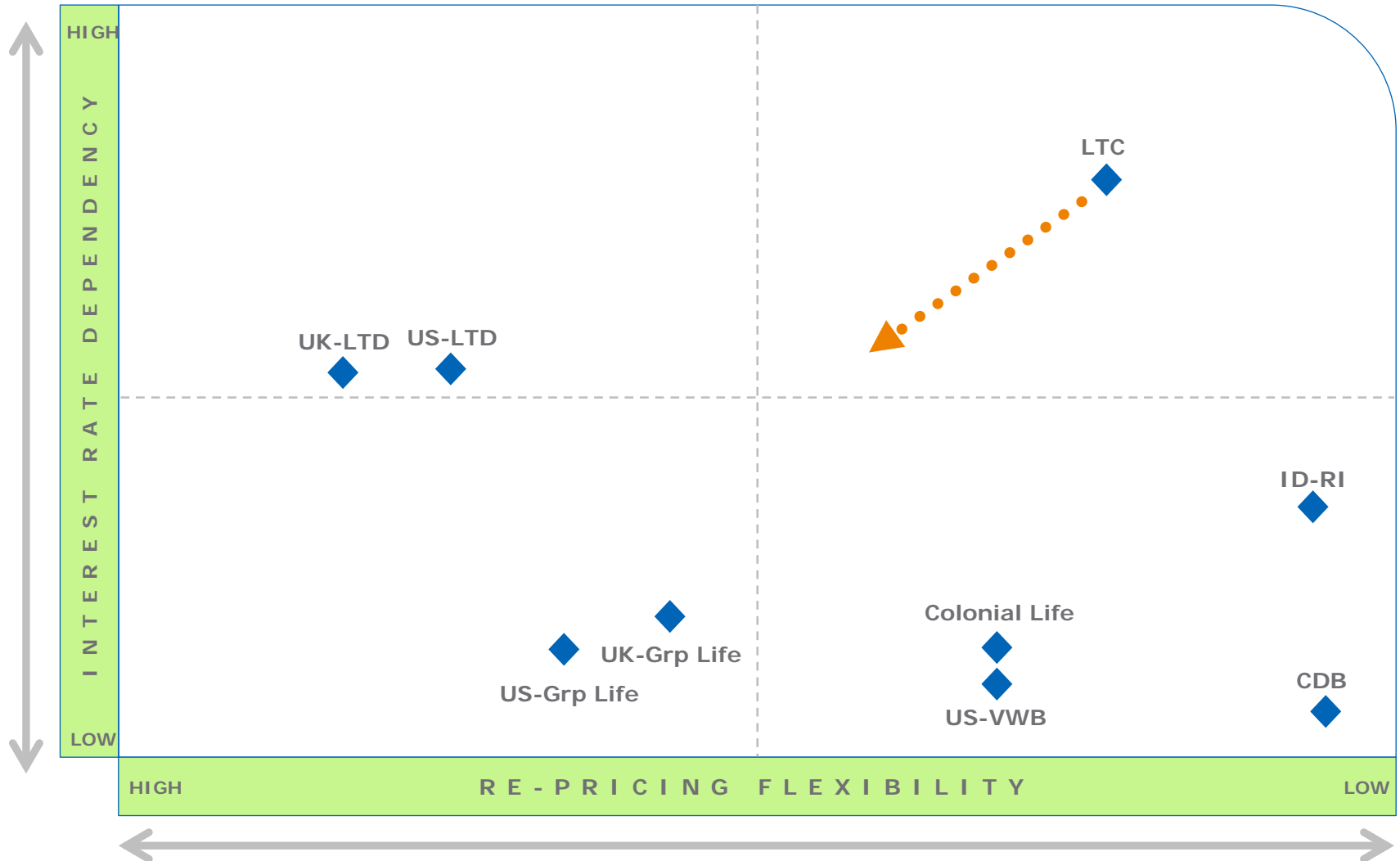
Interest Rate Management

2013 INVESTABLE CASH FLOW



Interest Rate Management

PRODUCT LINE SENSITIVITIES



2012 Assessment

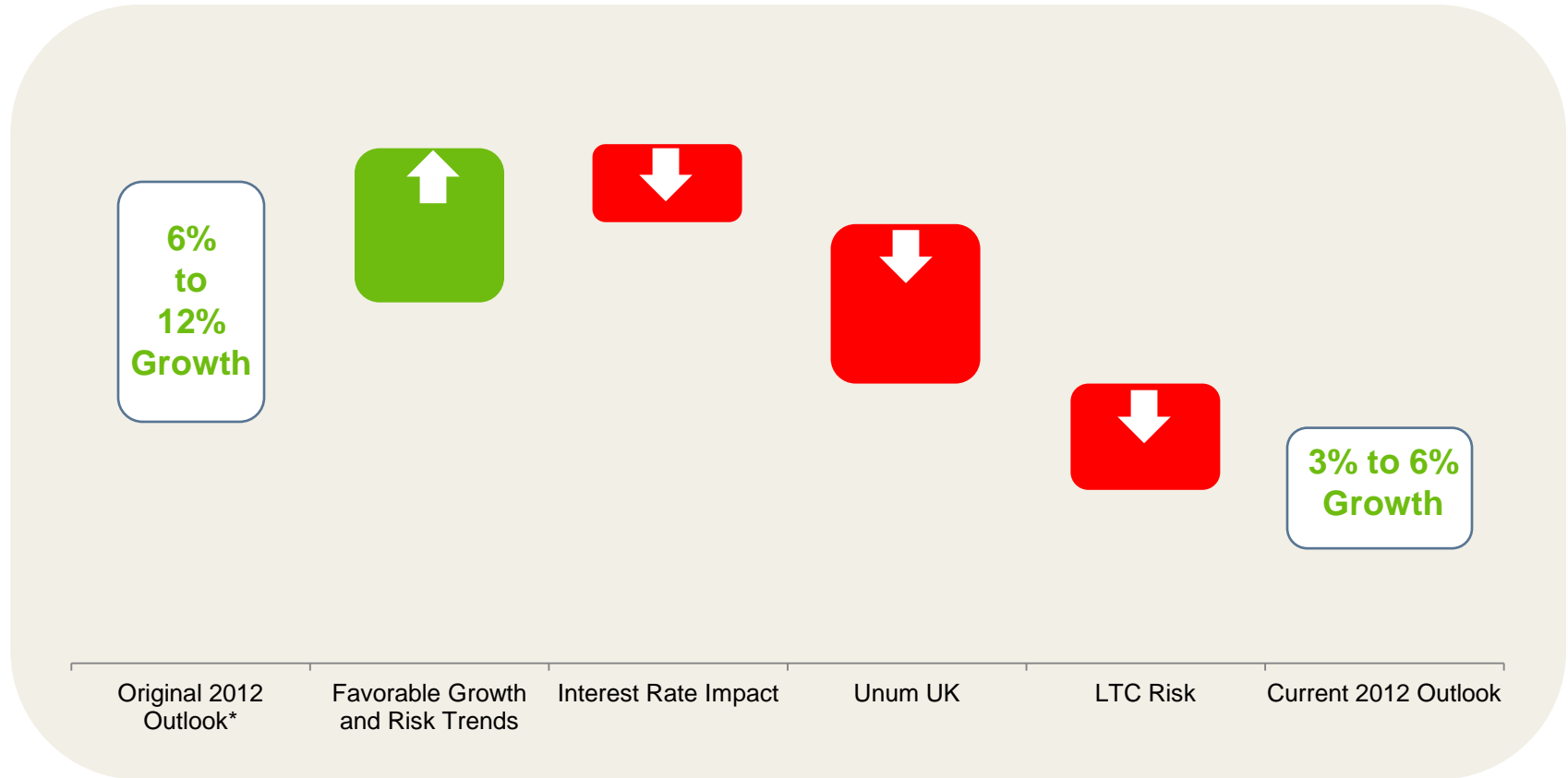
2012 Assessment

	2012* Annual Outlook	2012 9 Months Actual
Sales Growth	5 - 8%	6.1%
Premium Growth	0 - 2%	2.7%
Earnings Per Share Growth	6 - 12%	5.4%
Return on Equity	11 - 12%	12.2%

* Original outlook for 2012 as of November 16, 2011

2012 Assessment

FACTORS THAT IMPACTED OUR 2012 OUTLOOK



* November 16, 2011 Annual Investor Meeting

2013 Outlook

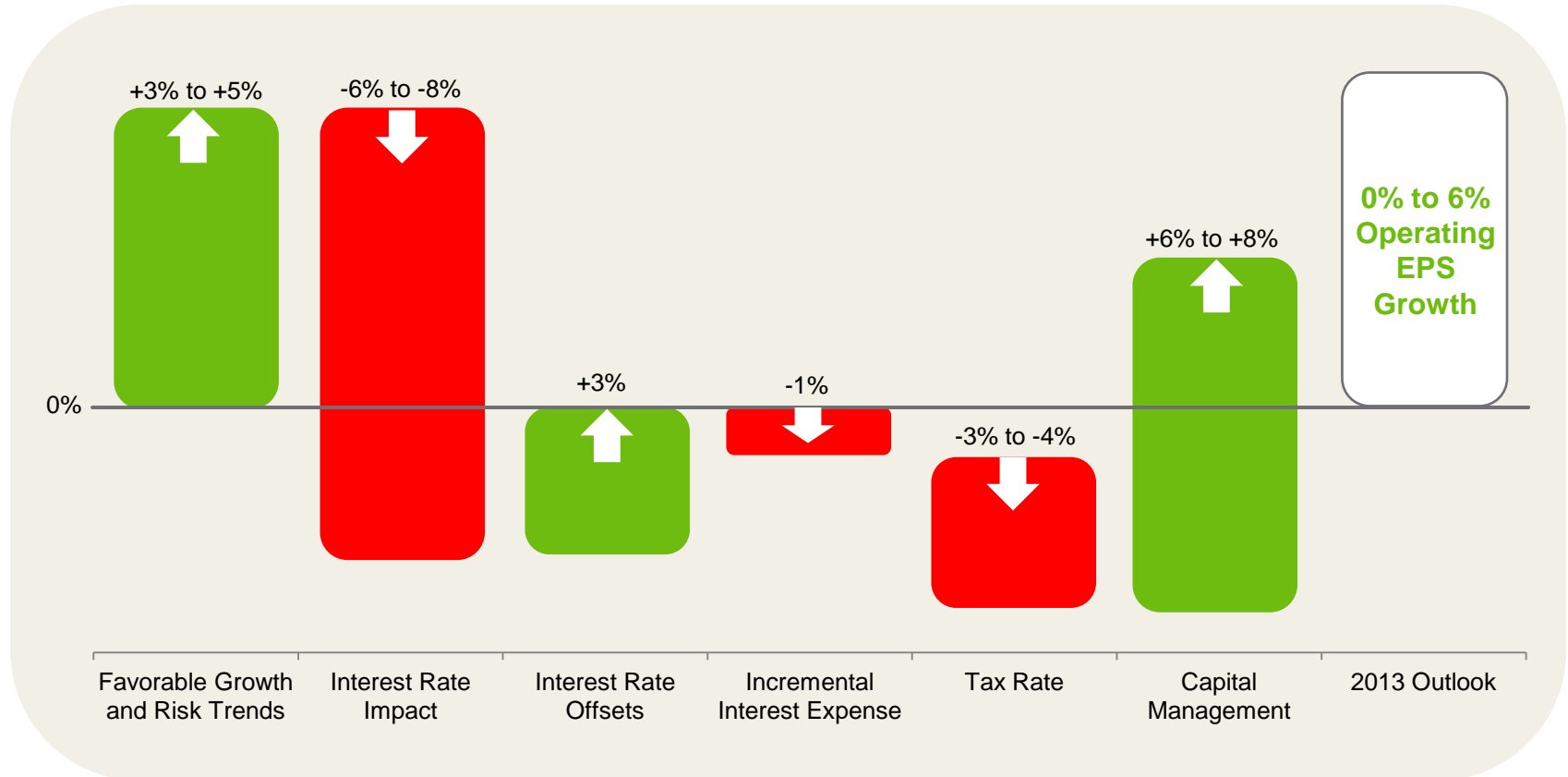
2013 Outlook

KEY MESSAGES

- We anticipate the general environment for 2013 to be similar to 2012.
 - Below average economic growth with limited employment growth
 - A continuation of today's low interest rates
- While the environment will remain challenging, the need for our products and services remains strong.
- We are taking the needed actions to protect our solid margins and returns.
 - The impact of our pricing and risk actions will build in 2014 and beyond
- We expect to maintain our consistent plan of returning capital to shareholders.
 - \$500 million of share repurchases and continued dividend increases
 - Maintain solid capital metrics and ratings
- While we anticipate 2013 operating growth to be below our long-term targets, we expect positive operating EPS growth in 2013.
 - Ninth consecutive year of operating EPS growth

2013 Outlook

FACTORS IMPACTING OUR 2013 OUTLOOK



2013 Outlook

CAPITAL OUTLOOK

Capital Management Criteria	2012 Projection	September 30, 2012 Actual	2013 Projection
Risk-Based Capital Ratio for Traditional U.S. Insurance Companies	375% - 400%	407%	375% - 400%
Leverage	22% - 23%	25%	24% - 25%
Holding Companies Cash and Marketable Securities (\$ millions)	\$500 - \$800	\$762	\$500 - \$800

2013 Outlook

	<u>Sales Growth</u>	<u>Premium Growth</u>	<u>Earnings Growth</u>	<u>ROE</u>
Unum US	3 - 6%	1 - 3%	0 - 2%	12 - 14%
Unum UK (\$)	(15 - 20)%	(17 - 20)%	(1) - 1%	15 - 17%
Colonial Life	3 - 6%	3 - 5%	1 - 3%	15 - 17%
Core Operations	1 - 5%	0 - 2%	0 - 2%	13 - 15%
Closed Block			15 - 20%	2 - 4%
Total Operations*			(2 - 5)%	10 - 12%
Capital Management			6 - 8%	0 - 1%
Total			0 - 6%	11 - 12%

* Consolidated After-Tax Operating Earnings including Corporate Segment

Closing Comments

Closing Comments

- Good businesses with positive long-term trends
- We remain committed to disciplined growth
 - Not tempted to “stretch” in these uncertain times
- Our solid financial foundation and predictable cash flow remain an asset
 - Leading to a consistent capital deployment strategy
- We have a realistic but cautious outlook for the environment
 - Confident we are taking the actions needed to build value

A Look At Our Performance

WHAT'S WORKING

- Operating Performance
 - Balanced Earnings
 - Managed Growth
 - Disciplined Underwriting
 - Expense Management Rigor
 - Solid Profitability
 - Consistently Strong Returns
- Brand
 - Strong Market Acceptance
 - Broad Recognition
- Investment Performance
 - Strong Credit Quality
 - Active Interest Rate Management
- Balance Sheet
 - Quality Balance Sheet
 - Building Book Value
- Capital Management
 - Stable Cash Flow
 - Strong Capital Position
 - Consistent Return of Capital to Shareholders

KEY CHALLENGES

- Operating Performance
 - Unum UK – Group Life
 - Long-term Care
- Interest Rate Management

Question and Answer

Reconciliation of Non-GAAP Financial Measures

Reconciliation of Non-GAAP Financial Measures

	Year Ended December 31 2002 *
	<u>(in millions)</u>
Unum US	
Group Disability	\$ 289.9
Group Life and Accidental Death and Dismemberment	224.1
Supplemental and Voluntary	165.9
Total Unum US	<u>679.9</u>
Unum UK	69.5
Colonial Life	137.5
Closed Block	170.4
Corporate	<u>(155.0)</u>
Total Operating Income by Segment	902.3
Net Realized Investment Loss	(309.1)
Income Tax	<u>(196.3)</u>
Income from Continuing Operations Before Cumulative Effect of Accounting Principle Change	396.9
Income from Discontinued Operations, Net of Tax	11.4
Cumulative Effect of Accounting Principle Change, Net of Tax	<u>(7.1)</u>
Net Income	<u>\$ 401.2</u>

* Does not reflect the impact of ASU 2010-26 or the segment reporting changes implemented in Q4 2008.

	Nine Months Ended September 30	
	<u>2012</u>	<u>2011</u>
	<u>(in millions)</u>	
Unum US		
Group Disability	\$ 219.6	\$ 225.2
Group Life and Accidental Death and Dismemberment	165.8	155.9
Supplemental and Voluntary	249.5	228.4
Total Unum US	<u>634.9</u>	<u>609.5</u>
Unum UK	96.3	138.8
Colonial Life	206.0	205.1
Closed Block	66.7	93.1
Corporate	<u>(73.9)</u>	<u>(59.6)</u>
Total Operating Income by Segment	930.0	986.9
Net Realized Investment Gain (Loss)	31.6	(12.3)
Non-operating Retirement-related Loss	(34.8)	(24.0)
Income Tax	<u>(266.3)</u>	<u>(297.4)</u>
Net Income	<u>\$ 660.5</u>	<u>\$ 653.2</u>

Reconciliation of Non-GAAP Financial Measures

	Year Ended December 31			
	2007		2006	
	(in millions)	benefit ratio	(in millions)	benefit ratio
Unum US				
Premium Income	\$ 4,481.1		\$ 4,703.6	
Benefits and Change in Reserves for Future Benefits	3,681.3	82.2%	4,263.4	90.6%
Regulatory Reassessment Charge	(76.5)		(349.2)	
Benefits and Change in Reserves for Future Benefits, Excluding Regulatory Reassessment Charge	3,604.8	80.4%	3,914.2	83.2%

	Year Ended December 31			
	2007		2006	
	(in millions)	Other Expense Ratio	(in millions)	Other Expense Ratio
Unum US				
Premium Income	\$ 4,481.1		\$ 4,703.6	
Other Expenses	927.5	20.7%	958.5	20.4%
Regulatory Reassessment Charge	10.3		(15.0)	
Other Expenses Excluding Regulatory Reassessment Charge	937.8	20.9%	943.5	20.1%

Reconciliation of Non-GAAP Financial Measures

	Year Ended December 31*							
	2011	2010	2009	2008	2007**	2006**	2005**	2004**
After-tax Operating Income	\$ 2.98	\$ 2.73	\$ 2.64	\$ 2.54	\$ 2.25	\$ 1.85	\$ 1.69	\$ 1.78
Net Realized Investment Gain (Loss), Net of Tax	(0.01)	0.05	-	(0.89)	(0.12)	0.01	(0.02)	0.06
Non-operating Retirement-related Loss, Net of Tax	(0.07)	(0.06)	(0.09)	(0.03)	(0.04)	(0.05)	(0.05)	(0.04)
Deferred Acquisition Costs and Reserve Charges for Closed Block, Net of Tax	(2.04)	-	-	-	-	-	-	(2.37)
Regulatory Reassessment Charges, Net of Tax	-	-	-	-	(0.10)	(0.79)	(0.16)	(0.29)
Special Tax Items and Debt Extinguishment Costs	0.08	(0.03)	-	-	(0.10)	0.23	0.14	0.17
Other, Net of Tax	-	-	-	-	-	(0.04)	0.01	0.01
Income (Loss) from Continuing Operations	0.94	2.69	2.55	1.62	1.89	1.21	1.61	(0.68)
Income (Loss) from Discontinued Operations	-	-	-	-	0.02	0.02	0.03	(0.18)
Net Income (Loss)	\$ 0.94	\$ 2.69	\$ 2.55	\$ 1.62	\$ 1.91	\$ 1.23	\$ 1.64	\$ (0.86)

* Amounts per diluted common share.

** Does not reflect the impact of ASU 2010-26.

	Nine Months Ended September 30			
	2012		2011	
	(in millions)	per share *	(in millions)	per share *
After-tax Operating Income	\$ 662.5	\$ 2.33	\$ 677.2	\$ 2.21
Net Realized Investment Gain (Loss), Net of Tax	20.7	0.07	(8.4)	(0.03)
Non-operating Retirement-related Loss, Net of Tax	(22.7)	(0.08)	(15.6)	(0.05)
Net Income	\$ 660.5	\$ 2.32	\$ 653.2	\$ 2.13

* Amounts per diluted common share.

Reconciliation of Non-GAAP Financial Measures

	After-Tax Operating Income (Loss)	Average Allocated Equity	Annualized Return On Equity
	(in millions)		
Nine Months Ended September 30, 2012			
Unum US			
Group Disability	\$ 144.5	\$ 1,503.5	12.8%
Group Life and Accidental Death and Dismemberment	108.0	897.0	16.0%
Supplemental and Voluntary	163.7	1,618.5	13.5%
Total Unum US	416.2	4,019.0	13.8%
Unum UK	73.1	787.4	12.4%
Colonial Life	133.9	1,051.1	17.0%
Closed Block	43.8	2,121.5	2.8%
Corporate	(4.5)	(715.5)	
Total	<u>\$ 662.5</u>	<u>\$ 7,263.5</u>	12.2%
Nine Months Ended September 30, 2011			
Unum US			
Group Disability	\$ 148.3	\$ 1,504.1	13.1%
Group Life and Accidental Death and Dismemberment	101.5	840.2	16.1%
Supplemental and Voluntary	149.7	1,527.2	13.1%
Total Unum US	399.5	3,871.5	13.8%
Unum UK	112.4	775.1	19.3%
Colonial Life	133.3	978.2	18.2%
Closed Block	57.7	2,388.4	3.2%
Corporate	(25.7)	(319.0)	
Total	<u>\$ 677.2</u>	<u>\$ 7,694.2</u>	11.7%

Reconciliation of Non-GAAP Financial Measures

	September 30 2012	December 31 2011	September 30 2011	December 31 2010
	(in millions)			
Total Stockholders' Equity, As Reported	\$ 8,673.3	\$ 8,169.7	\$ 8,995.8	\$ 8,484.9
Net Unrealized Gain on Securities	892.2	614.8	894.0	416.1
Net Gain on Cash Flow Hedges	400.3	408.7	421.1	361.0
Total Stockholders' Equity, As Adjusted	<u>\$ 7,380.8</u>	<u>\$ 7,146.2</u>	<u>\$ 7,680.7</u>	<u>\$ 7,707.8</u>
Average Equity, As Adjusted	\$ 7,263.5		\$ 7,694.2	

	September 30 2012	December 31 2011	December 31 2010	December 31 2009
	(per share)			
Total Stockholders' Equity (Book Value)	\$ 31.53	\$ 27.91	\$ 26.80	\$ 24.25
Net Unrealized Gain on Securities	3.24	2.11	1.31	1.16
Net Gain on Cash Flow Hedges	1.46	1.39	1.14	1.12
Subtotal	26.83	24.41	24.35	21.97
Foreign Currency Translation Adjustment	(0.29)	(0.41)	(0.34)	(0.23)
Subtotal	27.12	24.82	24.69	22.20
Unrecognized Pension and Postretirement Benefit Costs	(1.54)	(1.51)	(1.00)	(1.00)
Total Stockholders' Equity, Excluding Accumulated Other Comprehensive Income	<u>\$ 28.66</u>	<u>\$ 26.33</u>	<u>\$ 25.69</u>	<u>\$ 23.20</u>

	September 30 2012 (in millions)
Debt, As Reported	\$ 3,239.8
Exclude Non-recourse Debt and Securities Lending Agreements	1,045.2
Debt, As Adjusted	<u>\$ 2,194.6</u>
Total Stockholders' Equity, As Reported	\$ 8,673.3
Exclude Net Unrealized Gain on Securities and Net Gain on Cash Flow Hedges	1,292.5
Exclude Northwind and Tailwind Capital	855.7
	6,525.1
Debt, As Adjusted	2,194.6
Total Capital, As Adjusted	<u>\$ 8,719.7</u>
Debt to Capital Ratio	<u>25.2%</u>