

First Quarter 2022 Investor Presentation

May 5, 2022



Safe Harbor Statement and Non-GAAP Measures

Certain statements made in this presentation should be considered forward-looking as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements give expectations or forecasts of future events. These statements are related to our intentions, beliefs, projections, estimations or forecasts of future events or our future financial performance and involve known and unknown risks, uncertainties and other factors that may cause our actual results to be materially different from those expressed or implied by the forward-looking statements. These statements can be identified by the fact that they do not relate strictly to historical or current facts. They use words such as anticipate, estimate, expect, project, intend, plan, believe and other words and terms of similar meaning in connection with a discussion of future operating or financial performance. We caution investors that these forward-looking statements are not guarantees of future performance, and actual results may differ materially.

Investors should consider the important risks and uncertainties that may cause such differences, including those risks discussed in our most recent Form 10-K and Form 10-Q filed with the Securities and Exchange Commission (SEC). Our forward-looking statements speak only as of the date of this presentation or as of the date they were made, and we undertake no obligation to update those statements.

The historical and forward-looking financial information contained in this presentation includes measures (marked with * the first time they are presented within this document) that are not based on accounting principles generally accepted in the United States of America (non-GAAP) such as core earnings, core earnings per share, pretax reporting segment income excluding DAC unlocking, and book value per share excluding some components of accumulated other comprehensive income. An explanation of these measures is contained in the Glossary of Selected Terms included as Exhibit 99.1 in our most recent Form 8-K filed with the SEC and are reconciled to the most directly comparable measures prepared in accordance with accounting principles generally accepted in the United States of America (GAAP) in the Appendix of the most current Investor Supplement available on our website at investors.horacemann.com.

Our Foundation: Financially sound company with strong strategy for profitable growth

Longevity

- 1945: Founded by Educators for Educators to sell auto insurance
- 1961: Began offering 403(b) tax-qualified annuities
- 1991: Listed on NYSE (HMN)
- 2019: Acquired educator-centric NTA Life with 50-year history serving educators
- 2022: Acquired educator-centric Madison National Life with 60 years of experience

Financial strength

- \$14.4B in assets⁽¹⁾
- \$1.3B in net premium and contract deposits for 2021
- \$1.7B market capitalization⁽²⁾
- Highly rated by all four major rating agencies

Niche market

- Educators have preferred risk profile
- Homogeneous customer set
- Serving about half of school locations⁽³⁾ in our market footprint

Multiline model

- Business mix balanced between segments
- Ability to provide total household solutions
- Provides earnings diversification

Proud to be the largest multiline financial services company focused on America's educators

Driven by a noble mission

Mission

We listen to and understand educators and those who serve our community. They are taking care of our children's future. We believe they deserve someone to look after theirs.

Vision

We aspire to be the company of choice to provide financial solutions for all educators and others who serve our communities - to help them protect what they have today and prepare for a successful tomorrow.

Value Proposition

We understand and solve the issues facing educators and others who serve the community, helping them achieve financial success to live better and retire happier.

Commitment to making a positive impact extends to all stakeholders

Our ESG commitment is ingrained in long-term strategy and day-to-day operations

We are committed to doing our part to protect the environment, including a **pledge to reach net-zero carbon emissions.**

- Committed to cutting absolute Scope 1 and Scope 2 carbon emissions in half by 2030 and achieve net-zero carbon emissions by 2050.
- Reducing amount of waste at owned location through active recycling programs, replacing building piping and digitizing processes

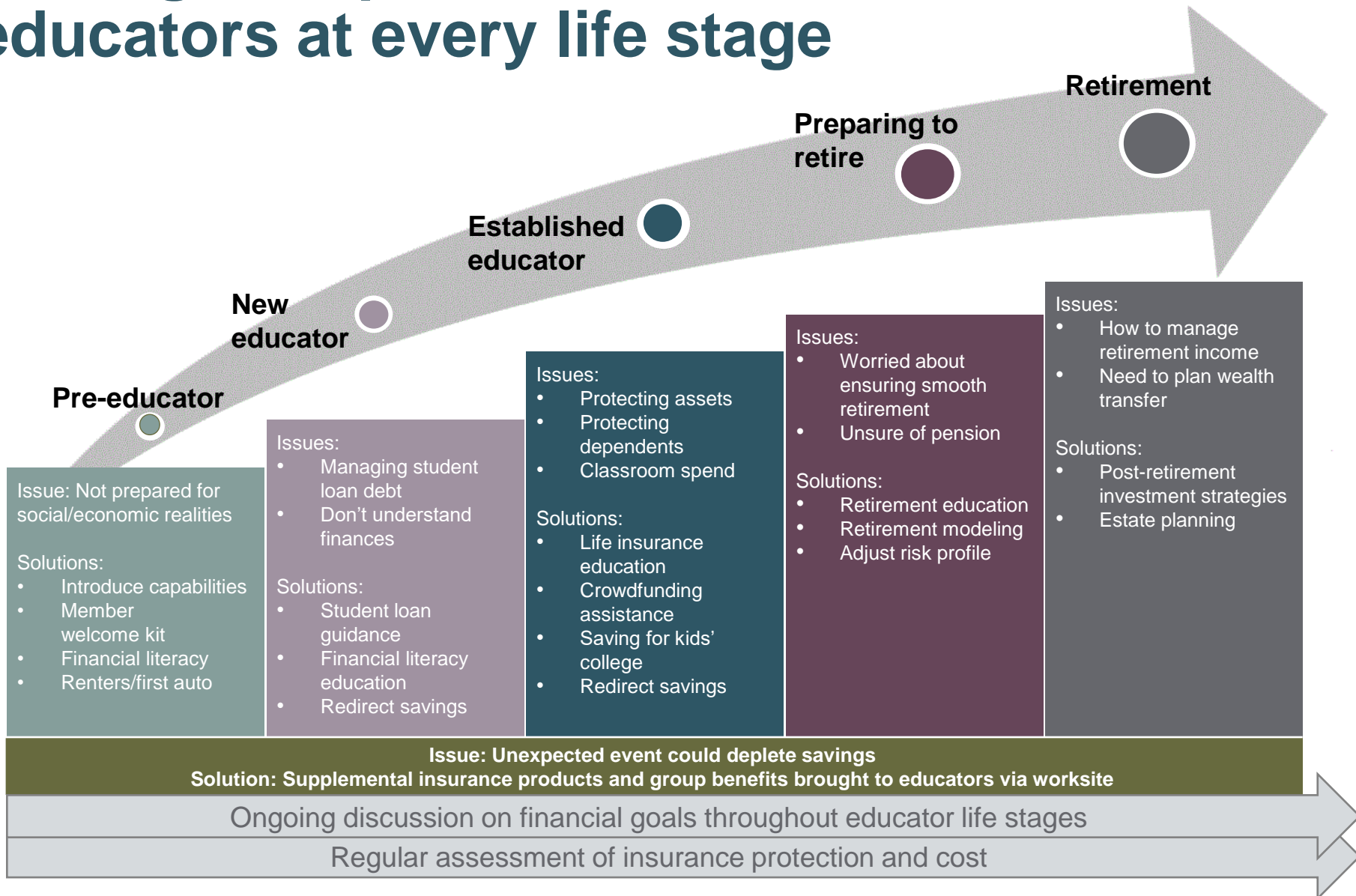
We strive to have a **significant positive social impact on America's educational community**, our employees and the communities in which we live and work.

- Undertaking DEI initiatives to foster an inclusive culture where individual differences are recognized, respected and appreciated
- Horace Mann Educators Foundation honors dedication of America's educators by supporting them in their efforts to help each student reach their full potential
- Support for educators and our communities during pandemic reflects commitment to our mission

We are committed to following corporate governance best practices to ensure a **financially strong company that operates ethically.**

- Board formally oversees ESG strategy and programs, illustrating the significance of these programs to our company
- Corporate governance policies aligned with long-term shareholder interests
- Beginning in 2022, incorporating ESG modifier into executive compensation programs to further incentivize key executives to advance ESG initiatives over the long term

Strategic emphasis on solutions tailored for educators at every life stage



Value proposition for educator customers delivered through focus on “PDI”

Provided roadmap for fix-and-build and transformational stages

Serving K-12 Educator Market

Homogenous customer set with attractive risk profiles

Solutions orientation addresses needs at every life stage

Focused on “PDI”

Products

- Products designed to meet educators’ needs and protect their unique risks

Distribution

- Knowledgeable, trusted distribution tailored to educator preferences

Infrastructure

- Modern, scalable infrastructure that is easy to do business with

Finding best solution to achieve long-term objectives

Addition of worksite solutions caps multi-year transformation

Successfully navigating pandemic environment

FIX AND BUILD: PRE-2019

- Established solutions orientation
- Filled PDI gaps to set stage for profitable growth
- Established direct-to-educators sales channel and added new capabilities with Horace Mann General Agency
- Centralized disparate ESG efforts into a formal Corporate Social Responsibility function

TRANSFORMATION: 2019-2021

Initiated pre-pandemic

- Improved key levers of underlying profitability improvement, including seven-point improvement in underlying auto loss ratio
- Added Supplemental segment: 150,000 households and additional agents with NTA acquisition
- Added infrastructure to improve value to the B2B market with acquisition of BCG
- Improved Retirement segment profitability and reduced interest-rate risk with annuity reinsurance transaction
- Optimized investment portfolio

Pivots during pandemic

- Optimized and virtualized sales process
- Enhanced worksite capabilities to better serve school districts and administrators
- Invested in agency success and aligned agent resources to provide support needed
- Leveraged roll out of Guidewire administration platform to accelerate growth in key P&C states
- Implemented expense optimization initiatives

LEVERAGE LEADERSHIP: 2022 AND BEYOND

Horace Mann enters 2022 prepared for leadership stage of growth journey

Key levers:

- Cross-sell educators
- Leverage Auto
- Maximize worksite opportunity
- Enhance digital capabilities
- Embed distinctive service in organization

Leverage leadership stage: Targeting growth across all product lines in 2022 and beyond

Strategies to leverage leadership focus on initiatives to maximize profitable growth and gain market share

LEVERAGE LEADERSHIP: 2022 AND BEYOND

Cross-sell educators

Continue incenting exclusive agents to cross-sell existing households

Leverage Auto

Leverage industry-leading auto profitability to add new households

Maximize worksite opportunity

Further strengthen distribution partnerships to maximize opportunities for employer-sponsored and voluntary products

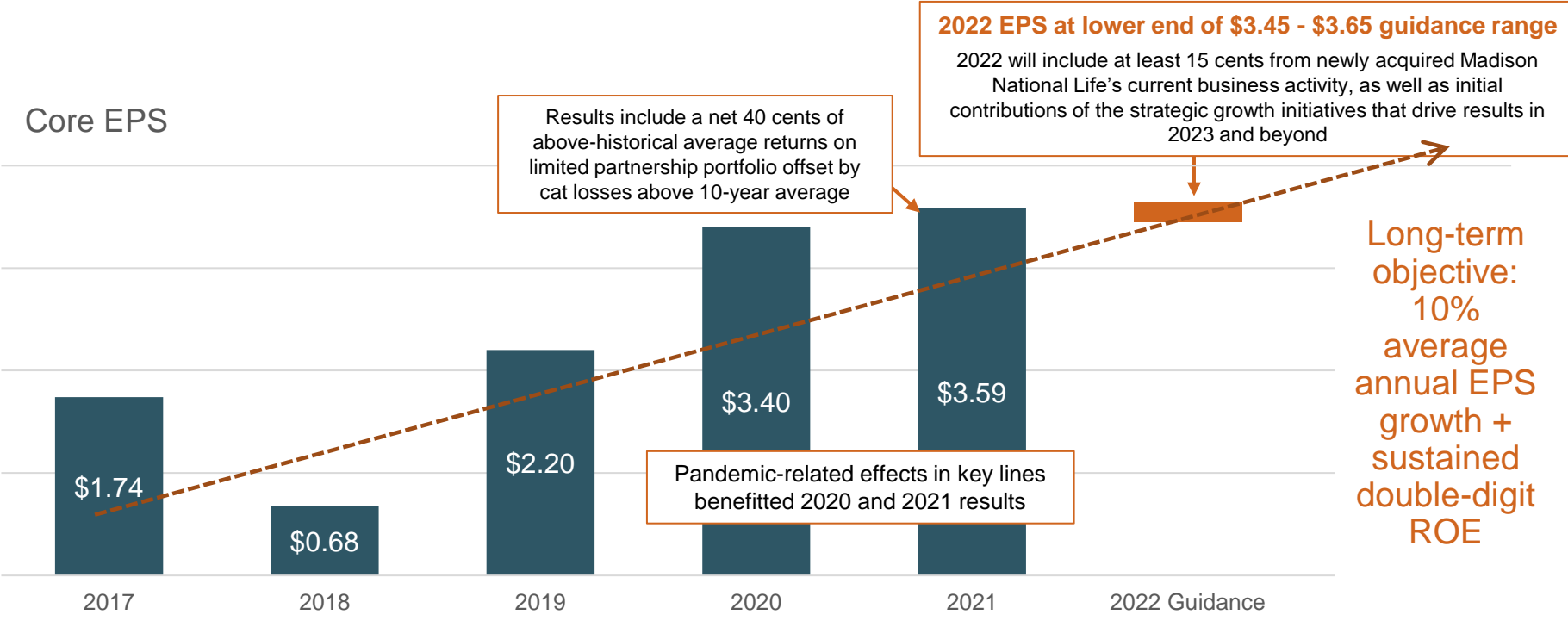
Enhance digital capabilities

Continue enhancements to digital capabilities to ensure educators can connect with us in the manner they prefer and maximize operational efficiency

Embed distinctive service in organization

Maintain distinctive service mindset with our educator customers at the center of all we do

Earnings trajectory illustrates clear path to sustainable double-digit ROE through profitable growth



2014-2018: Fix and Build	2019-2021: Transformation	2022-2025: Leverage Leadership
<p>Our performance: Established solutions orientation; filled PDI gaps to set stage for profitable growth</p>	<p>Our plan: Smart integration of key transactions while executing on fix and build enhancements</p>	<p>Our path: Accelerated shareholder value creation; significantly larger market share – meeting educator needs wherever they are</p>

Expectation for 2022 EPS at lower end of \$3.45-\$3.65 guidance range

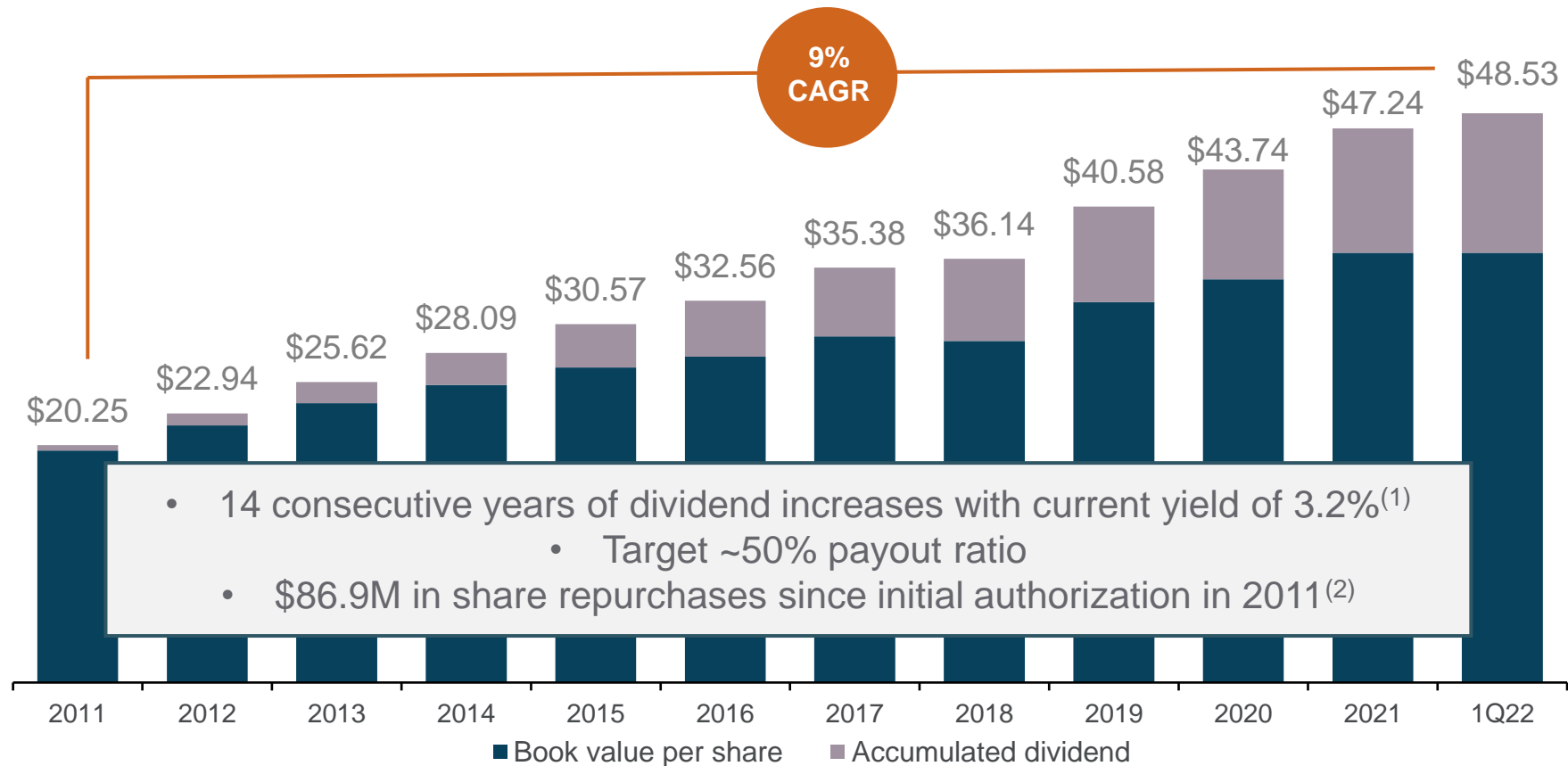
Reflects impact of inflation on nearer-term auto results as well as the potential impact of market volatility on DAC unlocking

Segment	Key considerations
Property & Casualty	<ul style="list-style-type: none"> Catastrophe loss ratio of ~9.5 points, in line with 10-year average Net investment income below 2021 following outsized 2021 returns Auto loss ratio impacted by inflation
Life & Retirement	<ul style="list-style-type: none"> Net investment income up, maintaining spread near 2021 level Mortality returning to actuarial expectations Impact of market volatility on DAC unlocking
Supplemental & Group Benefits	<ul style="list-style-type: none"> Claims utilization near pre-pandemic levels leading to full-year 2022 benefit ratios of about 35% for voluntary products and about 50% for employer-paid products Segment amortization of intangible assets is expected to be approximately \$13 million, or 30 cents per share (after tax)
Core earnings	<ul style="list-style-type: none"> Corporate and other segment similar to 2021

- Continuing to target 10% average annual EPS growth and sustained double-digit ROEs in 2023 and beyond
- Expect to generate about \$50 million in excess capital annually in 2022 and beyond
 - Annual cash dividend payout more than \$50 million
- 2022 EPS accretion from Madison National expected to be at least 15 cents
 - Captures Madison's current business activity with additional upside opportunity from growth initiatives
- Net investment income on managed portfolio estimated to be in line with 2021
 - Core new money rate for 2022 expected to be above 4%
 - Limited partnership portfolio returns modeled closer to the historical average
 - Net investment income on deposit asset on reinsurance expected to be ~\$100 million

Allocation of excess capital to prioritize shareholder value creation

As a larger and more diverse organization, Horace Mann should generate more than \$50 million in excess capital each year, available to support growth and to return to shareholders



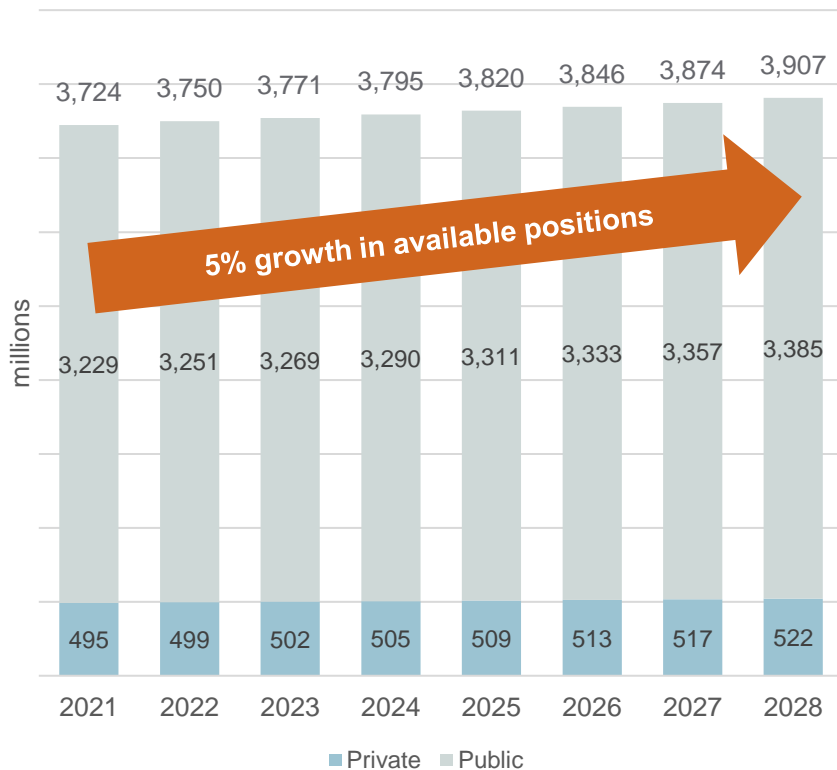
Education market



Sizeable, growing opportunity in core K-12 education market

Additional opportunities to grow in legacy adjacent markets

U.S. elementary and secondary education teachers, projected⁽¹⁾



- 7.5 million K-12 educators nationwide⁽¹⁾
 - ~3.7M teachers in public and private schools;
 - ~3.1M public school instructional and support staff;
 - ~500,000 private school staff and administrators;
 - ~200,000 public school district administrators
 - Adjacent segments include higher education and students preparing to teach
- Customer base of recent acquisitions are 80% educators
 - NTA also has long served firefighter community
 - MNL also has long served other public employees
- Education profession generally insulated from larger job market concerns
- Customer relationships following transactions with ~1 million total households across our market footprint

K-12 education a homogeneous market with similar customer characteristics and goals

Reachable through both retail and worksite channels

Responsible, risk-averse and loyal

- Strong desire for guidance and education
- Committed to protecting retirement needs and dependents
- Live close to work; seldom drive during rush hour or inclement weather
- Loyalty results in strong retention

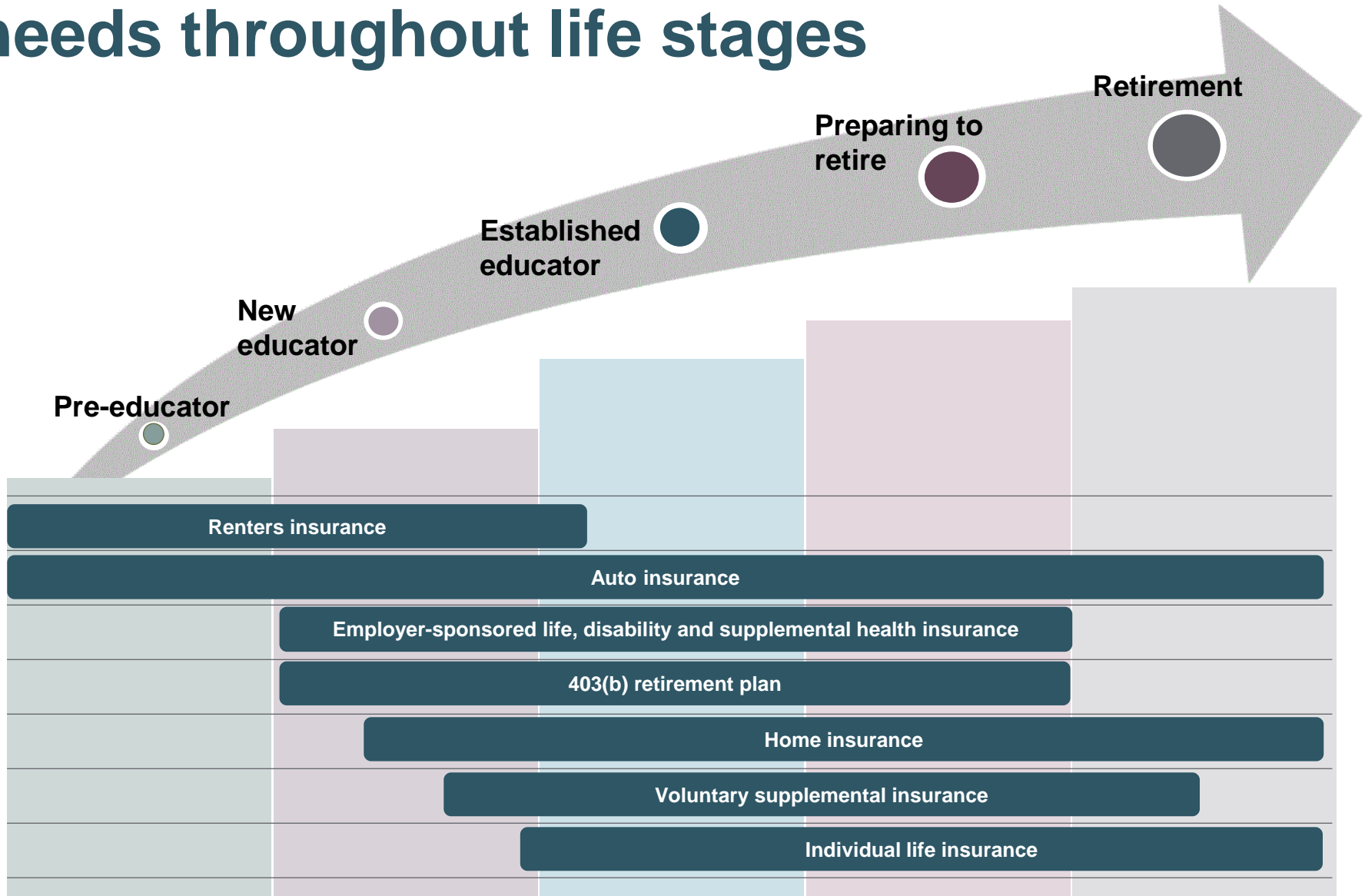
Dedicated to students

- Passion for education and helping students prepare for the future
- Put in hours of work outside school hours to meet individual student needs
- Choose to forego more lucrative private sector jobs to make a difference

Desire to improve educator total compensation

- Need for K-12 educators continues to grow
- Competing with private sector for talent
- State and local budgets often dictate educator salaries
- Benefits valuable recruitment and retention tools for school districts

Expanded product set aligns with educator needs throughout life stages



Uniquely positioned to take advantage of education market opportunities

Retail customers:

P&C and L&R
(including third-party)

Natural cross-sell: Our individual retail customers plus voluntary/supplemental customers and SLS users are a natural cross-sell universe for our retail products

Revenue-generating:

Retail customers + voluntary and employer-sponsored worksite customers

Test and learn: How do we cross-sell individual insurance and financial services products to educators reached through employer-sponsored products?

Relationships:

Revenue-generating + Student Loan Solutions

Households: Horace Mann has active relationships with ~1M educator households

Prospects:

Relationships + previously quoted educators, event attendees, website visitors, social media followers, etc.

Brand awareness: Leveraging reputation of “Horace Mann Companies” with decades of commitment to educators

Total addressable market:

~7.5M educators (including our prospects) plus selected others who serve the community

Market opportunity:

Need for public K-12 educators growing steadily

Tapping the opportunity



Leverage leadership stage: Targeting growth across all product lines in 2022 and beyond

Strategies to leverage leadership focus on initiatives to maximize profitable growth and gain market share

LEVERAGE LEADERSHIP: 2022 AND BEYOND

Cross-sell educators

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Leverage Auto

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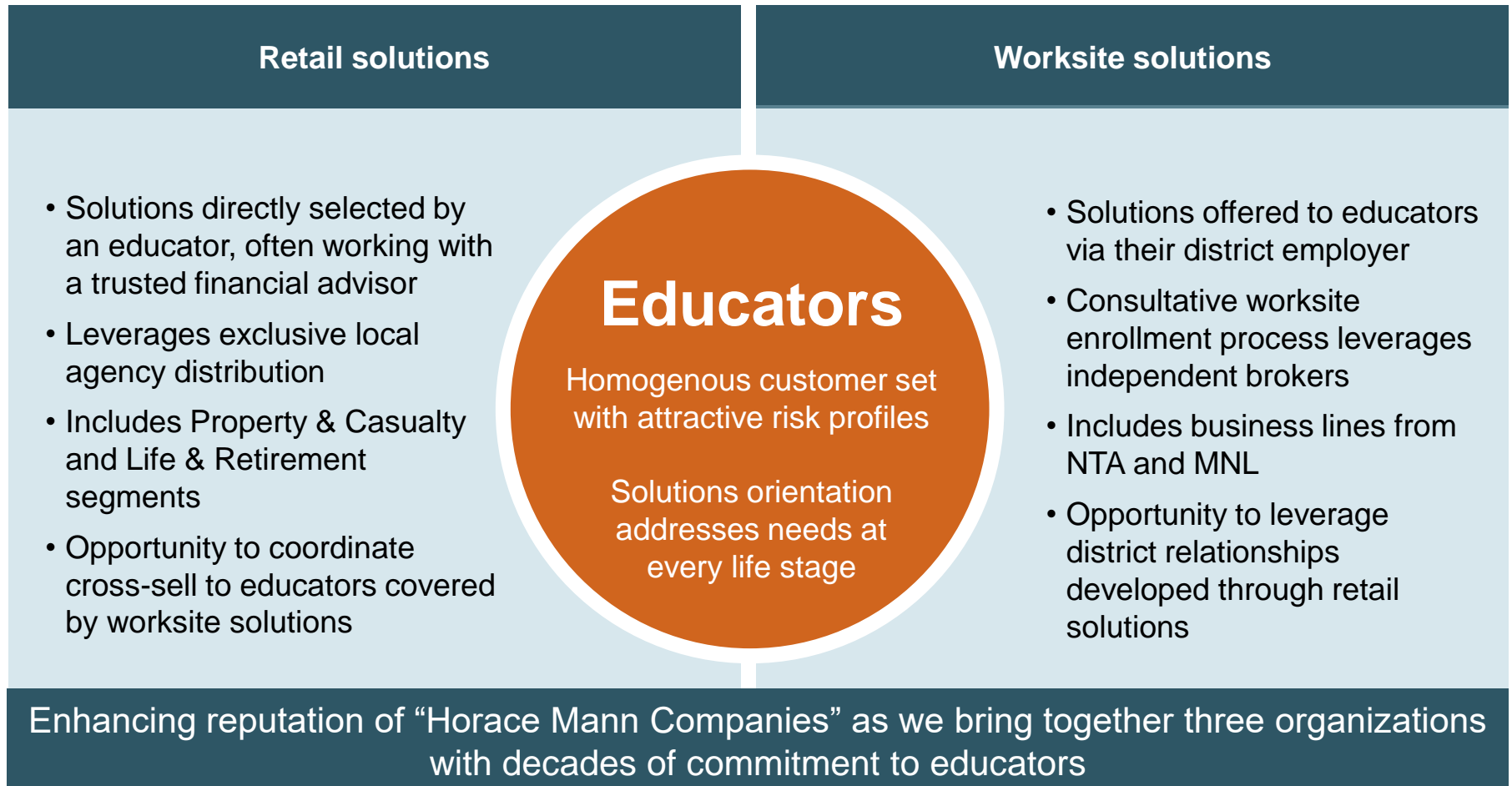
Continue enhancements to digital capabilities to ensure educators can connect with us in the manner they prefer and maximize operational efficiency

Embed distinctive service in organization

Maintain distinctive service mindset with our educator customers at the center of all we do

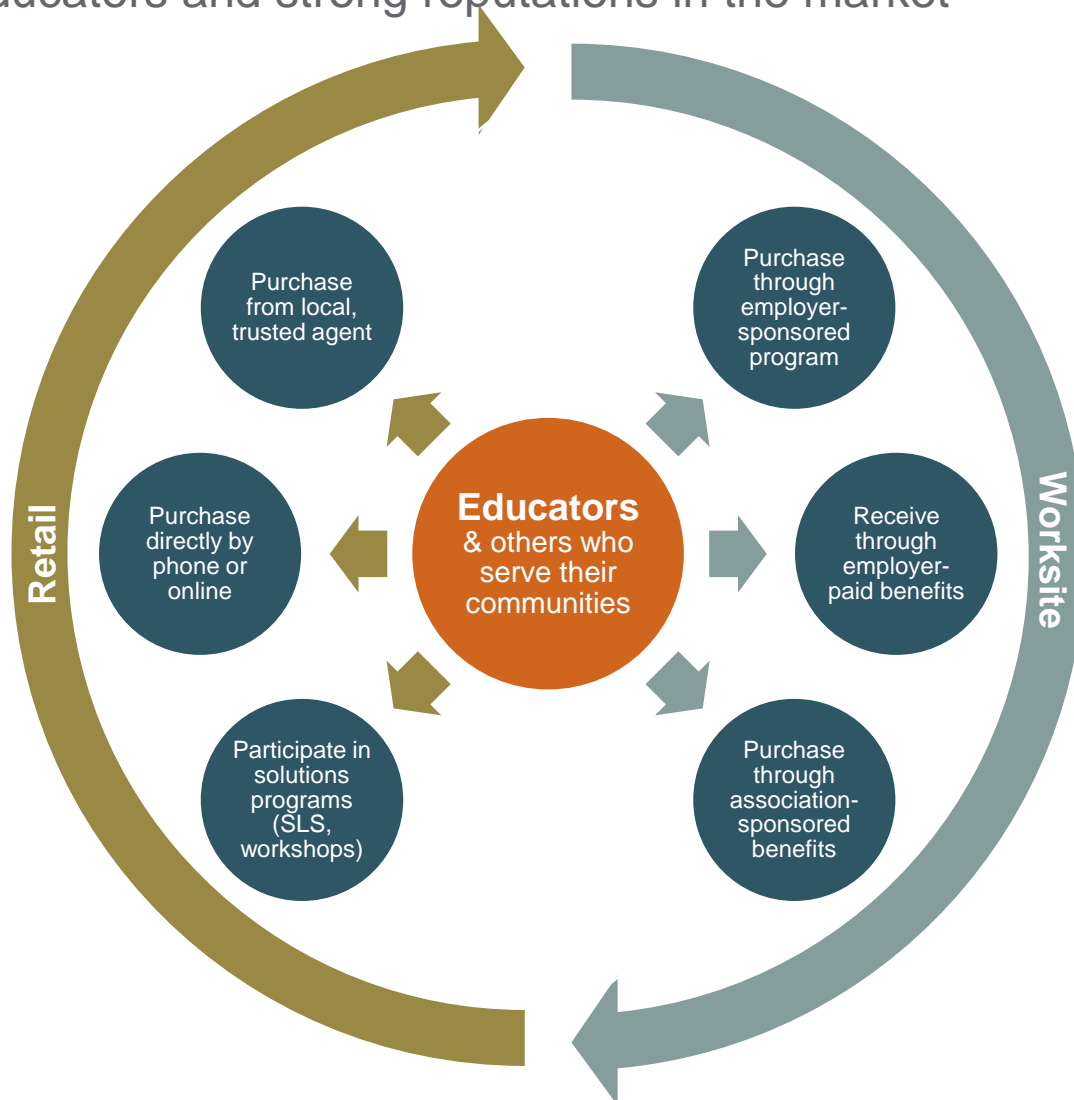
Relevance for educators grows with expanded worksite capabilities

Helping educators protect what they have today and prepare for a successful tomorrow



Enables customers to engage with Horace Mann the way they choose

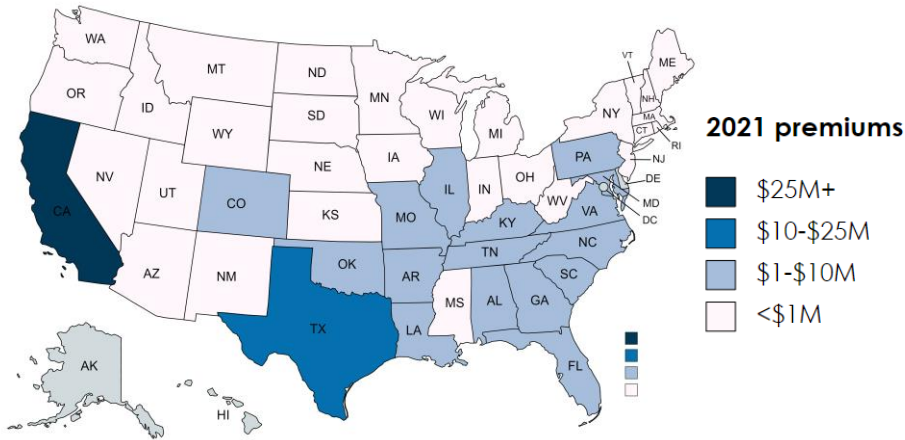
“Horace Mann Companies” brings together three organizations with decades of commitment to educators and strong reputations in the market



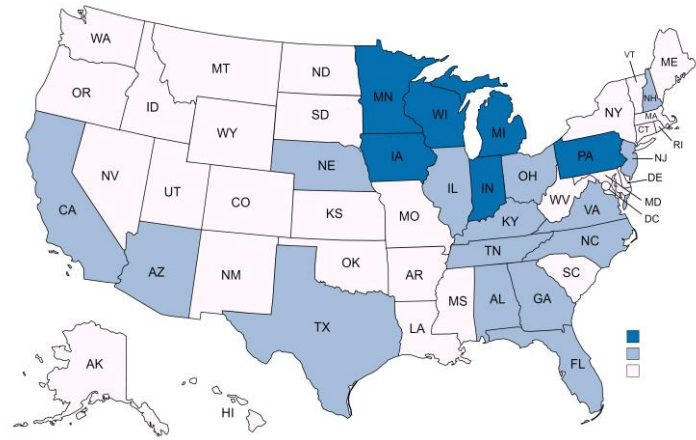
Complementary footprints create significant cross-sell opportunities between worksite product lines

Over time, cross sell with districts reached by retail businesses presents additional upside

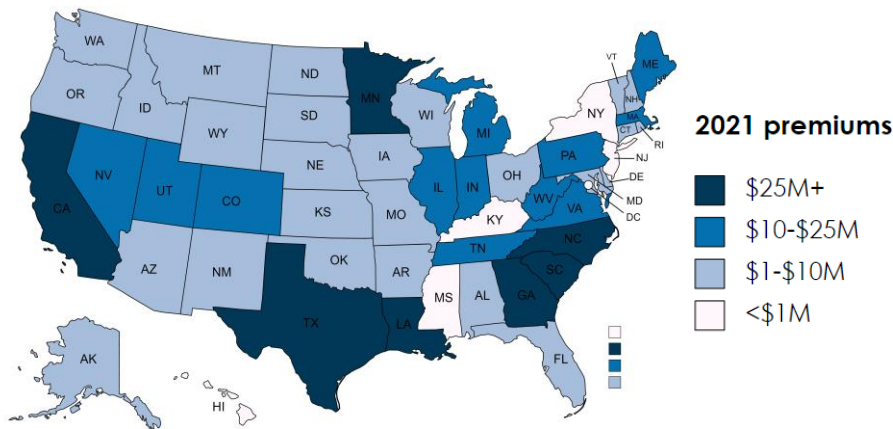
Voluntary supplemental (NTA) 2021 premiums⁽¹⁾



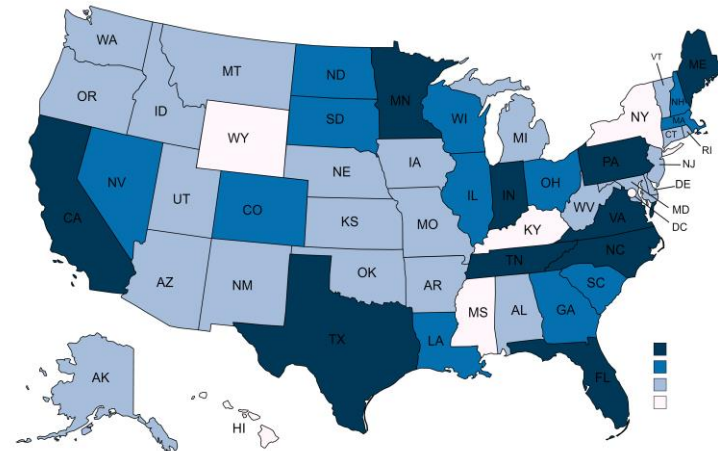
Employer-sponsored (MNL), 2021 premiums⁽¹⁾



Property & Casualty 2021 premiums⁽¹⁾



Life & Retirement 2021 premiums⁽¹⁾



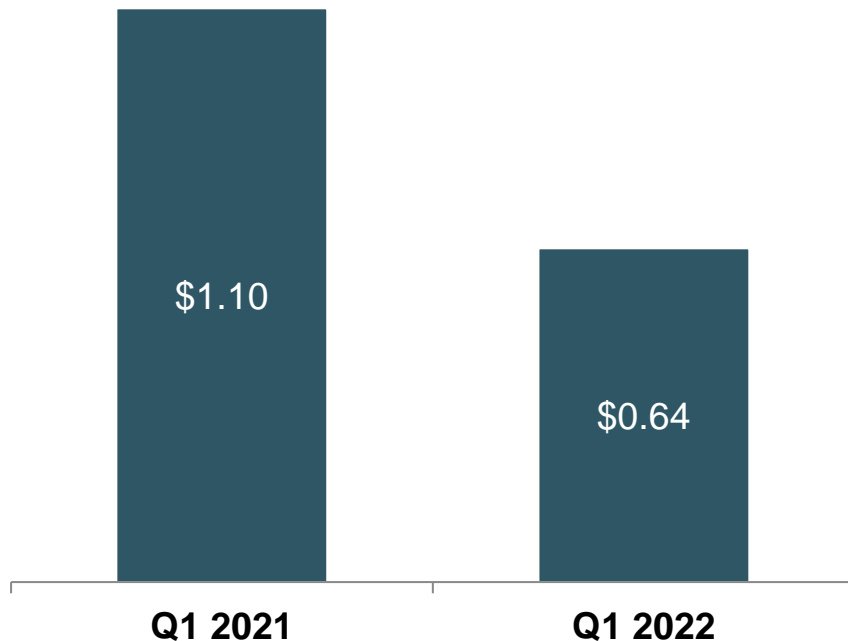
Business details and results



Q1 results impacted by effects of inflation on Property & Casualty segment

Steady earnings in Life & Retirement and Supplemental & Group Benefits segments

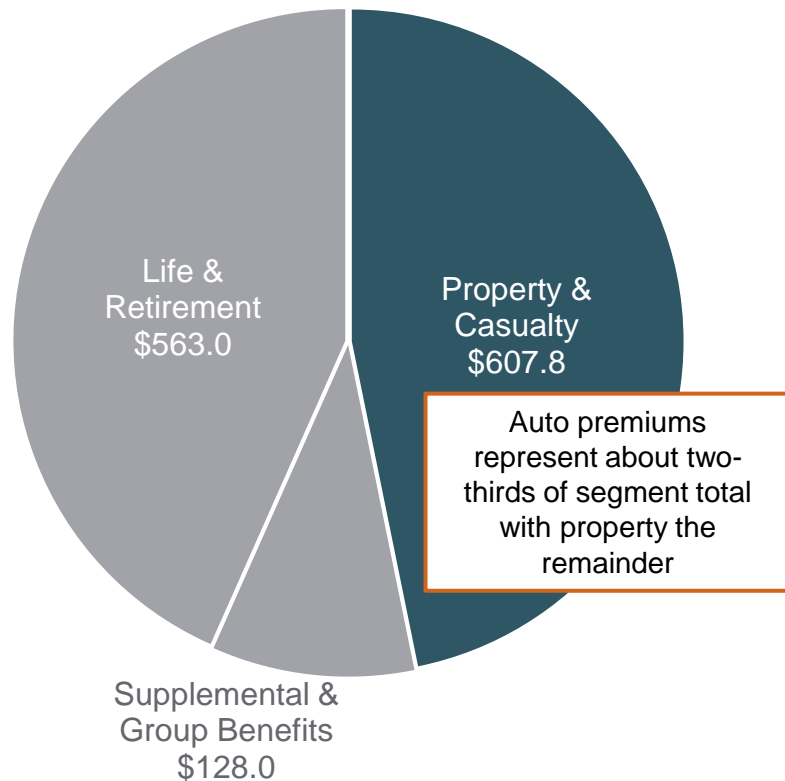
Core EPS



- Property & Casualty segment earnings declined over prior year
 - Comparison unfavorable due to pandemic-related low level of auto loss activity in prior-year quarter; industry-sector impact of inflation on current auto loss cost trends; and limited partnership returns below targeted historic average in this segment
- Higher interest rates resulted in book value per share decline of 9% due to lower unrealized gains in the fixed-maturity portfolio; adjusted book value per share* up 5% from a year ago
 - Total net investment income up 3% over last year's first quarter; higher interest rates will benefit future net investment income

P&C segment: Providing coverage to protect what educators have today

Horace Mann 2021 net premiums written and contract deposits
in millions



Products

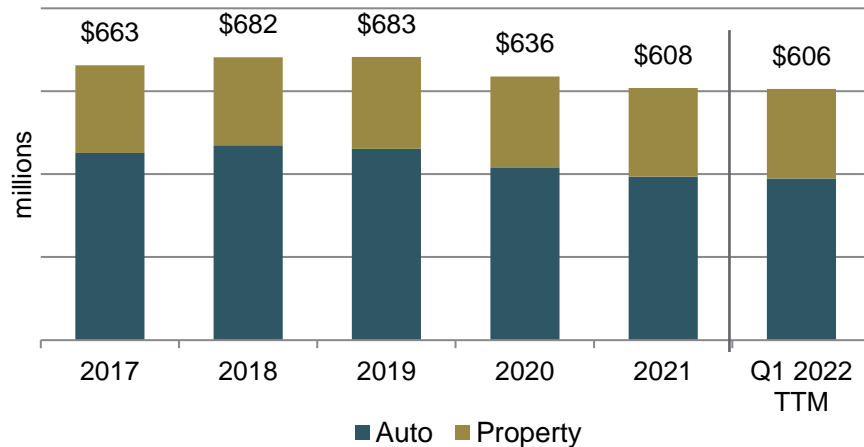
- Auto, homeowners, renters and umbrella
- Majority of P&C business is bundled auto and home
- Partnerships through Horace Mann General Agency

Strategy

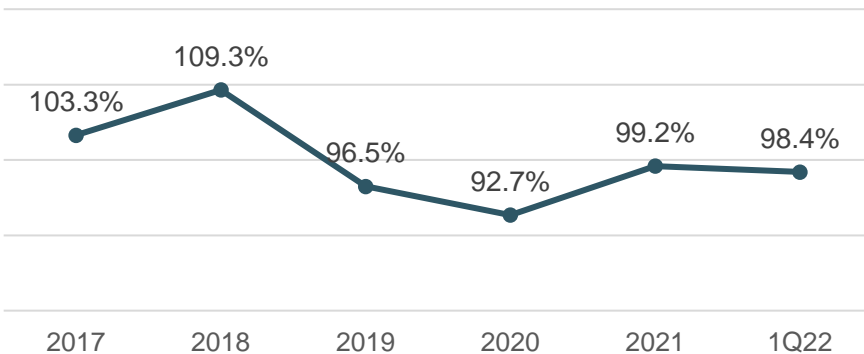
- Continuous improvement of P&C pricing segmentation
- Grow direct channel
- Modernize P&C infrastructure to enhance customer experience and ease of doing business

P&C segment: Results reflect inflationary pressures on auto loss costs

Net Premiums Written



Combined ratio

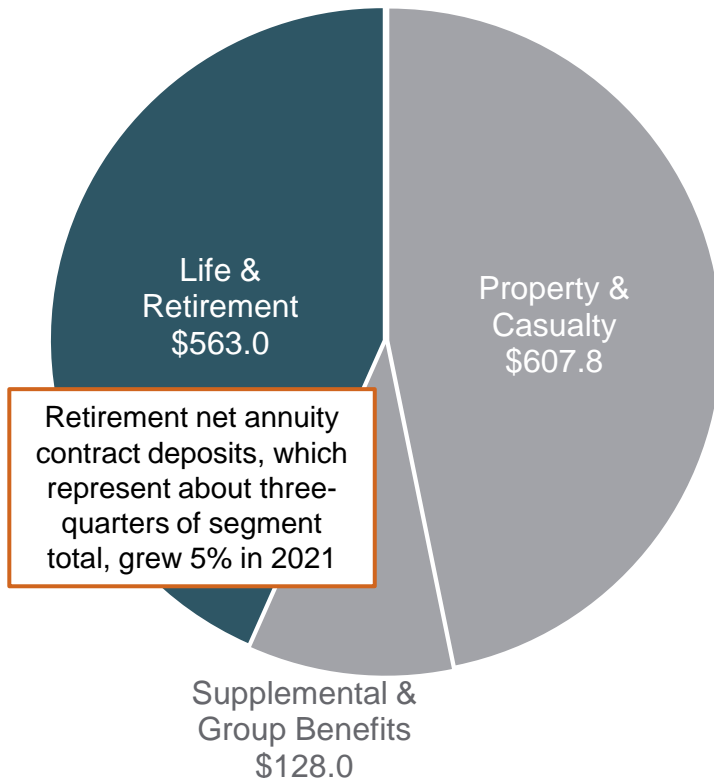


Q1 results

- Core earnings primarily reflected anticipated increase in auto loss frequency toward pre-pandemic levels and higher auto loss severity due to inflation
 - Partially offset by lower catastrophe loss costs
 - Property underlying loss ratio was strong, although higher than last year's first quarter
- Premiums written slightly below last year's first quarter
 - Auto average premiums level with last year as pandemic-related mileage changes have stabilized
 - Property average premiums up over 5% as inflation adjustments to coverage values begin to take effect
- Both auto and property policyholder retention increased over prior year

Life & Retirement: Helping educators and their families plan for a strong financial future

Horace Mann 2021 net premiums written and contract deposits
in millions



Products

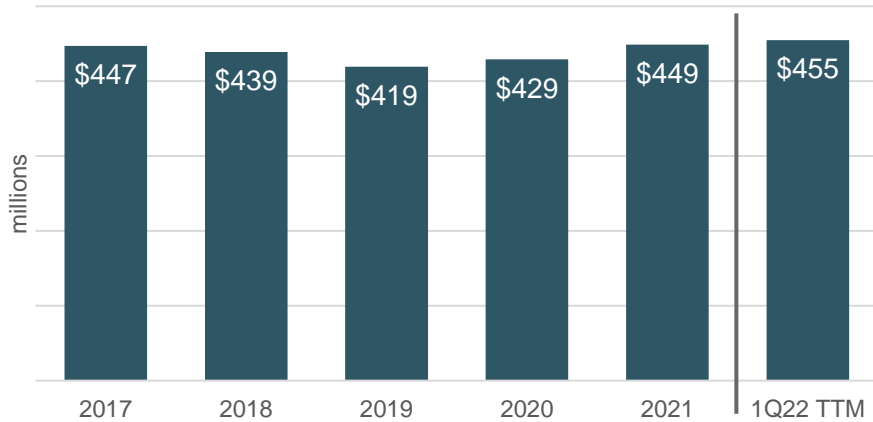
- 403(b) tax-qualified fixed, fixed index and variable annuities
- Horace Mann Retirement Advantage[®] open architecture platform for 403(b)(7) and other defined contribution plans
- Traditional term and whole life insurance products appropriate for educator income levels

Strategy

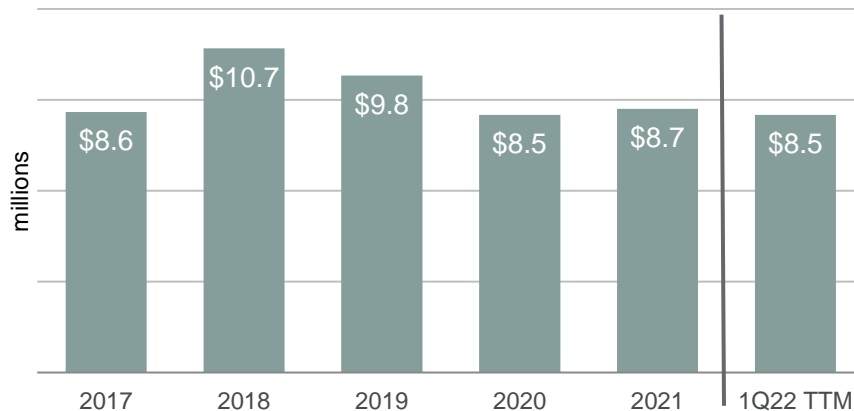
- Leverage captive agents to build relationships with homogeneous set of customers
- Improve ease of doing business, including use of automated underwriting tools to reduce time to issue policies

Life & Retirement: Segment benefits from continued growth in net annuity contract deposits

Net annuity contract deposits*



Life sales⁽¹⁾

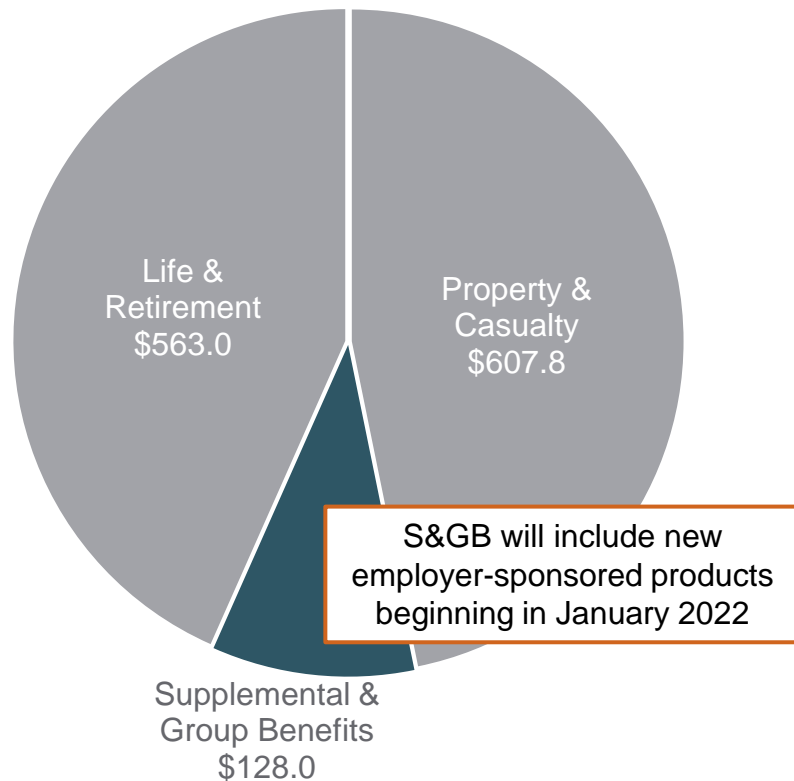


Q1 results

- Core earnings were 3.5% higher, with total benefits and expenses unchanged
 - Adjusted core earnings, which excludes DAC unlocking and amortization of intangible assets, were up 26.1%
 - Net interest spread was 286 points, up from a year ago, reflecting strong investment returns
- Net annuity contract deposits rose 5.9% over last year's first quarter; Life annualized sales slightly below last year
- Assets under administration, including Retirement Advantage[®] and other advisory and recordkeeping assets, was up 1.7% from a year ago
- Persistency for annuity and life products in line with prior year

Supplemental & Group Benefits segment: Providing options to address unexpected events

Horace Mann 2021 net premiums written
and contract deposits
in millions



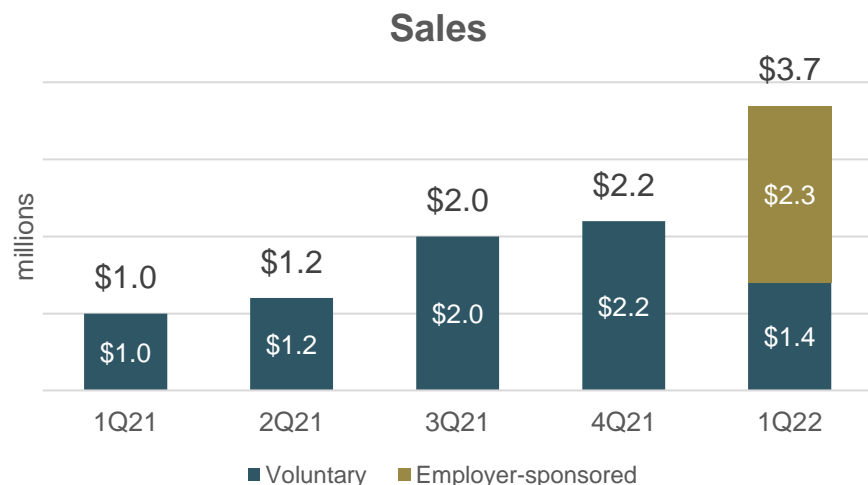
Products

- Individual limited benefit products that are guaranteed renewable and portable
 - Products include Cancer, Heart, Hospital and Accident as well as short-term Supplemental Disability
- Group life, disability and specialty health insurance provided through district employers

Strategy

- Reach educators wherever they get their protection and financial services solutions
- Assist districts with attracting and retaining staff
- Leverage awareness of “Horace Mann Companies” across all businesses

Supplemental & Group Benefits: Includes results of new employer-sponsored product line



Q1 results

- Core earnings down slightly, partially due to non-cash impact of amortization of intangible assets under purchase accounting
- Voluntary product sales up 40% over prior year; employer-sponsored product sales in line with management's expectations
- Voluntary products persistency of 92.1% in line in prior periods
- Q1 segment pre-tax profit margin reflected addition of newly acquired employer-sponsored products, which are expected to generate a lower margin than voluntary products
 - Q1 total benefits paid also reflected normal seasonality for the employer-sponsored products.

Targeted full-year 2022 benefit ratios

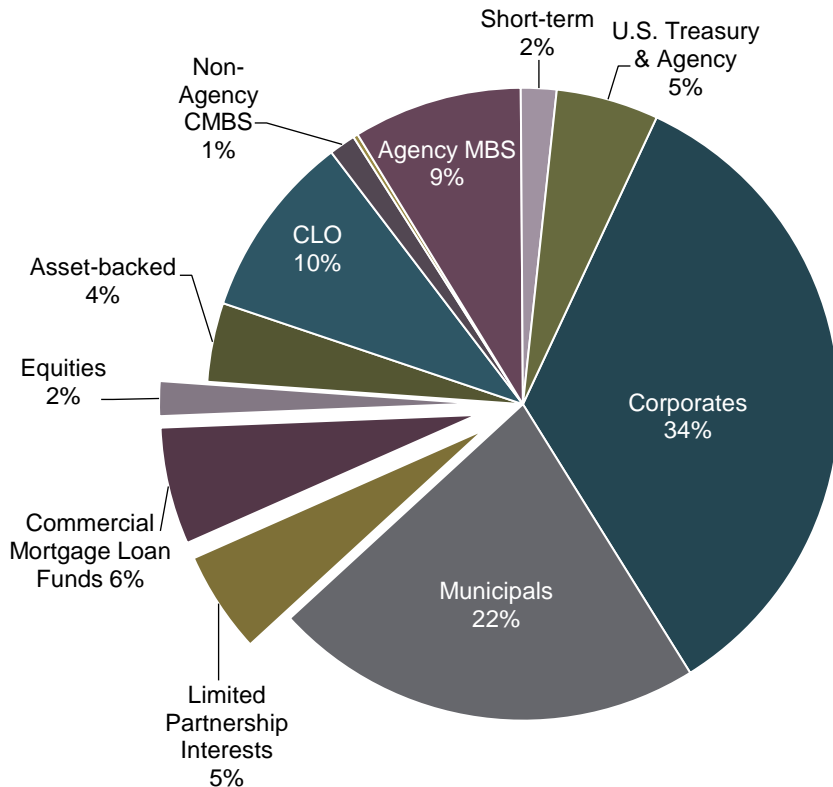
Voluntary products	~35%
Employer-sponsored products	~50%

Investments: High-quality, well-diversified portfolio

Constructed to support insurance liabilities through various market cycles

Portfolio composition⁽¹⁾

\$7.1 billion fair value



- **\$6.0 billion fixed-maturity portfolio**
 - 65% A-rated or higher
 - A+ weighted-average credit quality
 - <7% below-investment grade exposure⁽²⁾
 - 6.6 average duration
 - 3.98% Q1 core pre-tax yield⁽³⁾
 - 4.04% Q1 core new money yield
 - No direct exposure to Russia/Ukraine (less than \$2 million indirect exposure)
- **\$429 million commercial mortgage loan fund portfolio**
 - 10% target portfolio allocation
 - Majority of exposure is to open-ended funds comprised of senior loans
- **\$373 million limited partnership portfolio**
 - 5% target portfolio allocation
 - Two-thirds of LPs are lower volatility, fixed income-like strategies

(1) As of March 31, 2022; excludes \$141.0 million in policy loans and \$6.0 million in derivatives used to hedge indexed annuity and life insurance products

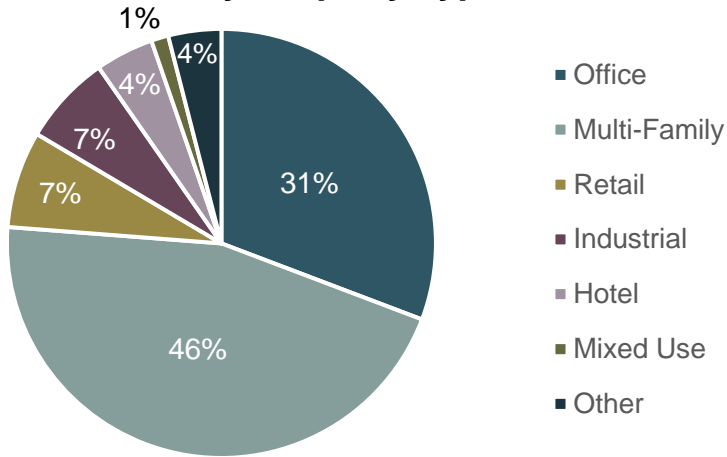
(2) Does not include securities that are not rated

(3) Prospective investment yield

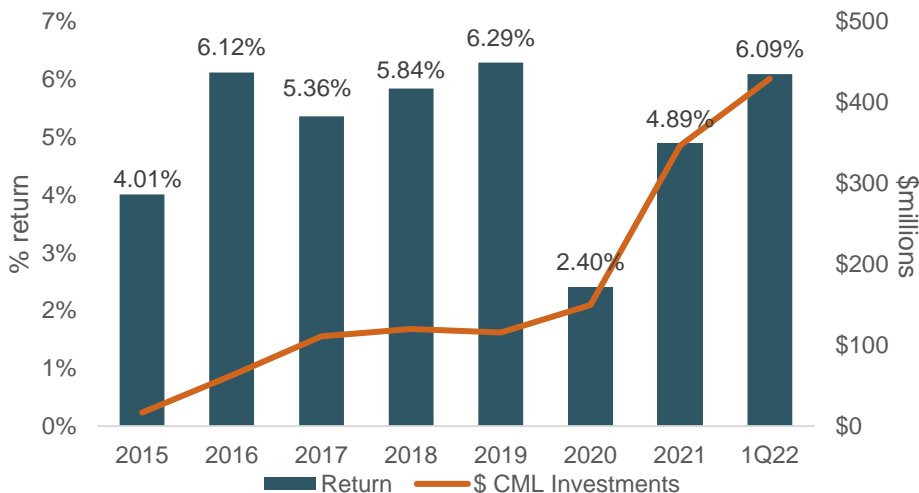
\$429M Commercial Mortgage Loan Fund Portfolio

Diversified pool of high-quality loans

Loans by Property Type



CML Fund Portfolio Average Annual Return: 4.38%

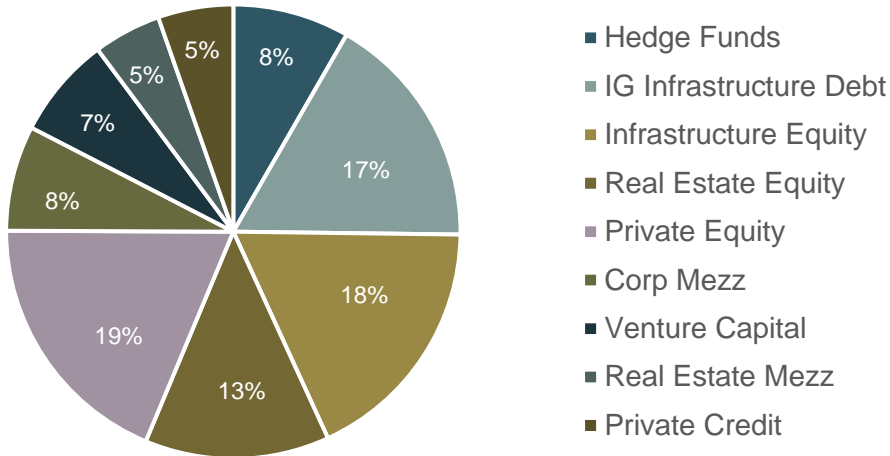


- Majority of exposure is to open-ended funds comprised of senior loans
- Fund structure and diversification of managers provide access to broader markets – geography, property types, borrowers and loan type versus direct origination
- Underlying loan characteristics
 - 189 loans, average size of ~\$49M
 - Average loan-to-value of 63%
 - Average debt service coverage ratio of 1.67
- Inception-to-date performance strong
 - 4.38% average annual return
 - Resilient performance during 2020
 - Lower volatility with recurring quarterly cash returns

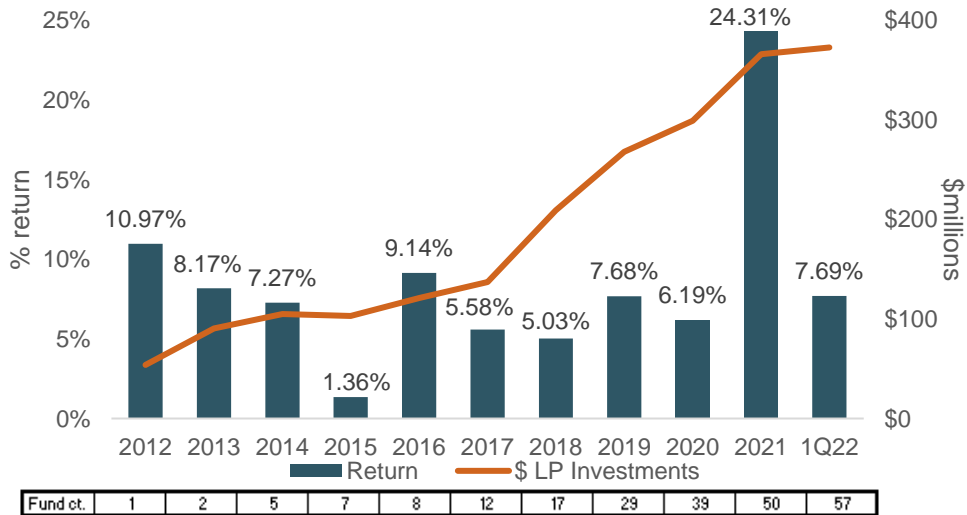
\$373M Limited Partnership Fund Portfolio

Well diversified by strategy, vintage year, and potential volatility of returns

Limited Partnership Funds by Strategy

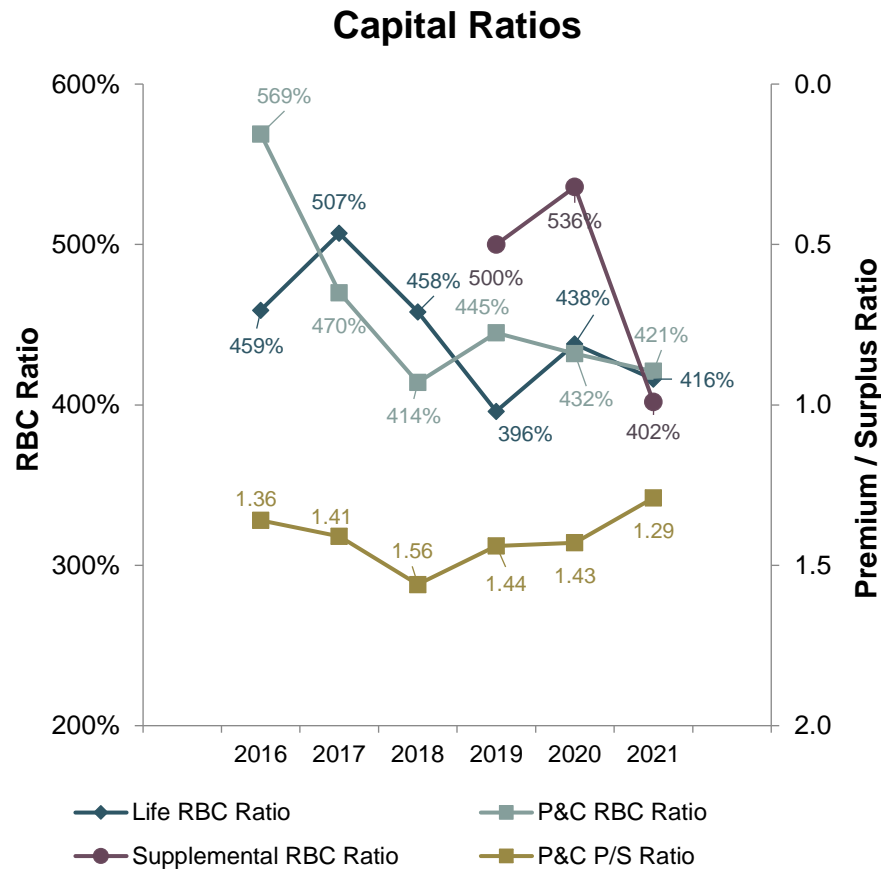


Limited Partnership Portfolio Average Annual Return: 8.57%



- 8.57% average annual return with relatively low volatility of returns
- Two-thirds of LPs are lower volatility, fixed income-like strategies
 - Largest allocations to Private Credit, Investment Grade Infrastructure Debt and Corp Mezzanine strategies
- One-third of LPs are more equity sensitive
 - Private Equity, Venture Capital
- Anticipate continued annual commitments of \$100-\$125M to maintain target allocation

Strong capital position, with more than adequate capital to grow businesses



- Capital management strategies support strong capital ratios
 - P&C loss reserves held at top half of independent actuarial range
 - Conservative L&R product design
 - Supplemental delivering strong earnings
 - Investment portfolio appropriately positioned
- In conjunction with Madison National acquisition, targets for year-end RBCs are now 425% for life and retirement subsidiaries and 400% for property and casualty subsidiaries
 - Estimated RBC ratios at March 31, 2022, align with targeted levels
- Debt-to-capital ratio⁽¹⁾ of 24.9%

Appendix



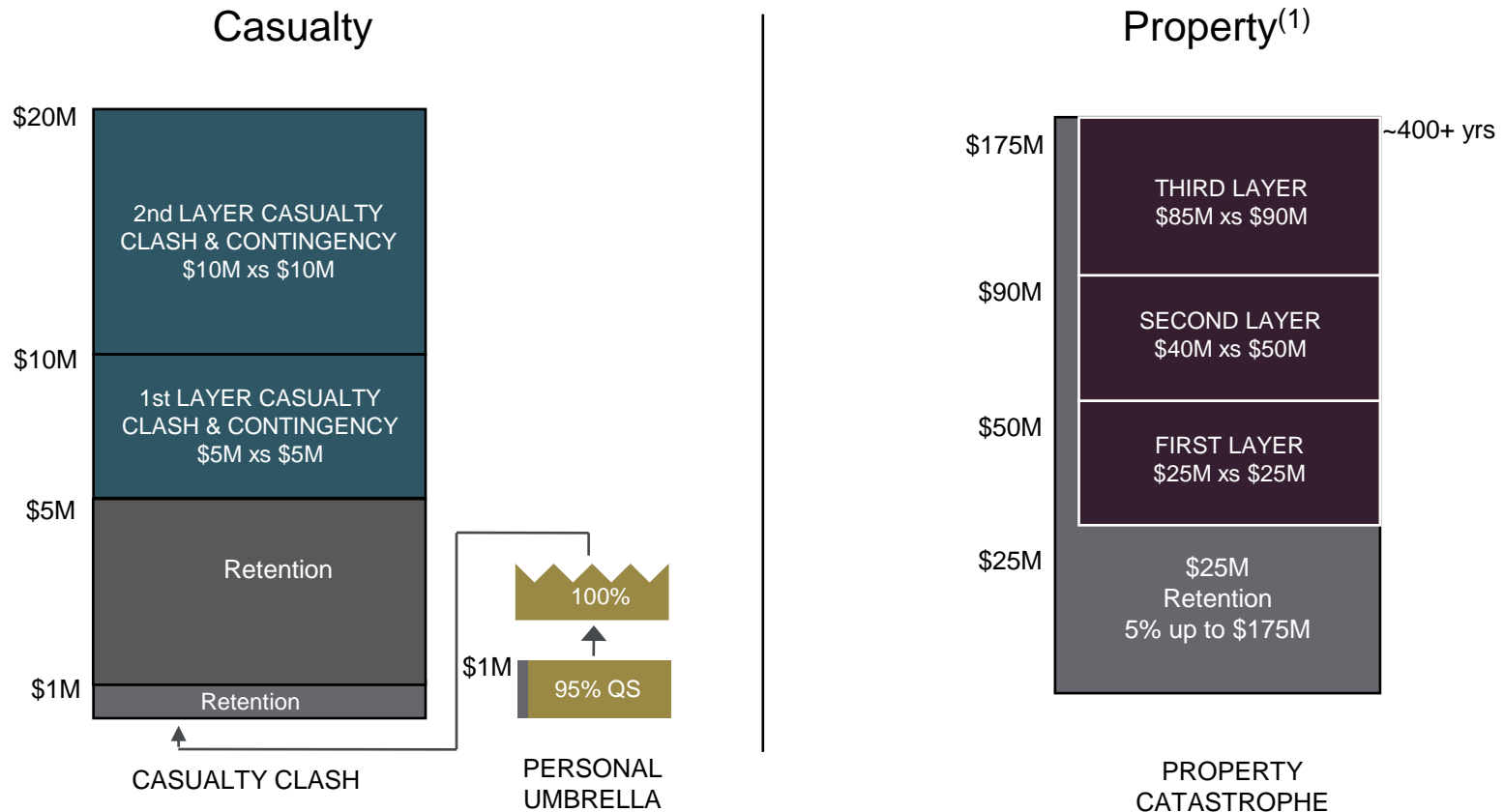
Highly rated by all rating agencies

Education market focus, earnings diversification and capital strength cited

Agency	Rating (affirmed/reviewed)	Outlook
AM Best Company	A (7/14/21)	Stable
Fitch Ratings	A (9/14/21)	Stable
Moody's Investor Services	A2 (10/28/21)	Stable
Standard & Poor's Global Inc.	A (2/14/22)	Stable

- AM Best upgraded the Financial Strength Rating of subsidiary NTA Life to A (Excellent) in recent rating action and affirmed rating of subsidiary Madison National at A- (Excellent) following acquisition
- Horace Mann's financial leverage and other capital metrics aligns with levels appropriate for our current financial strength ratings

2022 single-event catastrophe reinsurance provides PML coverage of approximately 400+ years



Horace Mann at a glance

Exchange ticker symbol	NYSE:HMN
Share Price	\$39.85 ⁽¹⁾
Weighted Average Diluted Shares (for 1Q22)	42.1 million
Market Capitalization	\$1.7 billion ⁽¹⁾
Annualized Dividend Per Share	\$1.28
Dividend Yield Per Share	3.2% ⁽¹⁾
Book Value Per Share*	\$36.65 ⁽²⁾
Analyst Coverage	Dowling & Partners: Gary Ransom JMP Securities: Matt Carletti Keefe, Bruyette & Woods: Meyer Shields Piper Sandler: John Barnidge Raymond James: Greg Peters
Contact	Heather J. Wietzel Vice President, Investor Relations 217.788.5144 217.441.1326 investors.horacemann.com