First Quarter 2019 Investor Presentation

March 31, 2019

Horace Mann

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. 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 *) that are not based on accounting principles generally accepted in the U.S. (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 10-K and Form 10-Q filed with the SEC and are reconciled to the most directly comparable measures prepared in accordance with accounting principles generally accepted in the U.S. (GAAP) in the Appendix of the Investor Supplement available on our website at investors.horacemann.com.

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

Longevity

- Founded by Educators for Educators® in 1945
- Offering 403(b) tax-qualified annuities since 1961
- NYSE listed (HMN) since 1991

Financial strength

- $11.6B in assets(1)
- $1.2B in premium and contract deposits for 2018
- $1.4B market capitalization(1)
- Highly rated by all four major rating agencies

Niche market

- Educators have preferred risk profile
- Homogeneous customer set
- Serving nearly 4,000 school districts nationwide

Multiline model

- Revenues balanced between P&C and L&R
- Ability to provide total household solutions
- Provides earnings diversification

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

Horace Mann

(1) As of March 31, 2019

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.

Growth efforts focused on serving education market and aligning with PDI strategy

Serving K-12 Educator Market

Homogeneous customer set with attractive risk profiles

Solutions orientation addresses needs at every life stage

Focused on "PDI" Growth Strategy

Products

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

Distribution

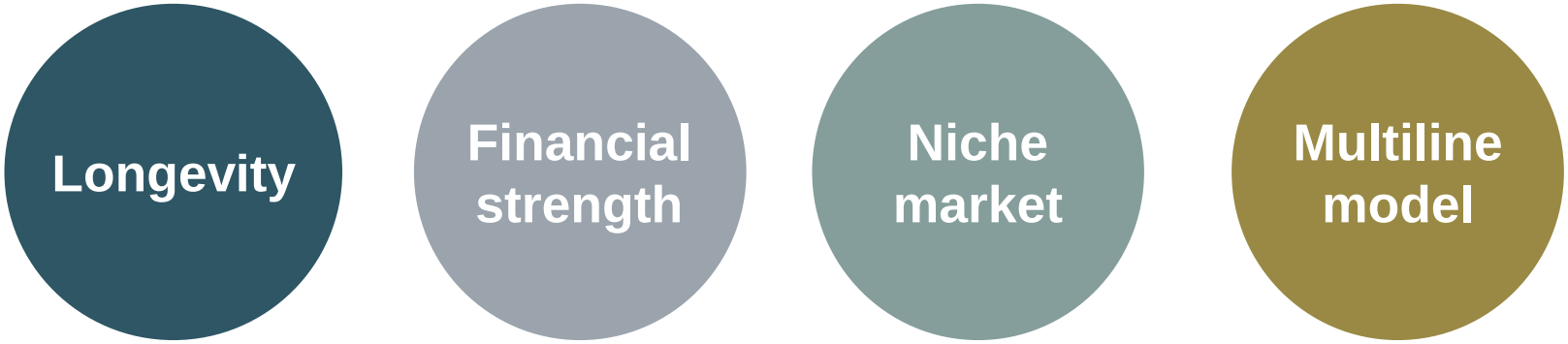
- Knowledgeable, trusted distribution tailored to educator preferences

Infrastructure

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

Finding best solution to achieve long-term objectives

Acquisitions strengthen Horace Mann's long-term strategy



	Longevity	Financial strength	Niche market	Multiline model
HORACE MANN	• Founded by Educators for Educators® in 1945 • Offering 403(b) tax-qualified annuities since 1961 • NYSE listed (HMN) since 1991	• $11.6B in assets(1) • $1.2B in premium and contract deposits in 2018 • $1.4B market capitalization(1) • Highly rated by all four major rating agencies	• Educators have preferred risk profile • Homogeneous customer set • Serving nearly 4,000 school districts nationwide	• Revenues balanced between P&C and L&R • Ability to provide total household solutions • Provides earnings diversification
BCG	• Established in 1968	• $1.8B in Advisory AUA(1) • $1.4B in Recordkeeping AUA(1)	• Focuses on small- to mid-size employer market	• Wide range of retirement plan competencies, including recordkeeping and administration
NTA	• Serving the education market for nearly 50 years	• A- (Excellent) rating from A.M. Best • $710M in assets(1)(2) • $131M in 2018 premiums(2)	• 80% educator customers • Strong association relationships • Serving about 1,000 school districts nationwide	• Supplemental insurer with products including cancer, accident, heart and limited supplemental disability

(1) As of March 31, 2019
(2) Unaudited

Focus on K-12 educator niche market creates homogeneous customer set

Educators have an attractive risk profile

Conservative & loyal

- Usually buy higher insurance limits
- Tend to bundle auto & home insurance
- Loyalty results in strong retention

Work close to home

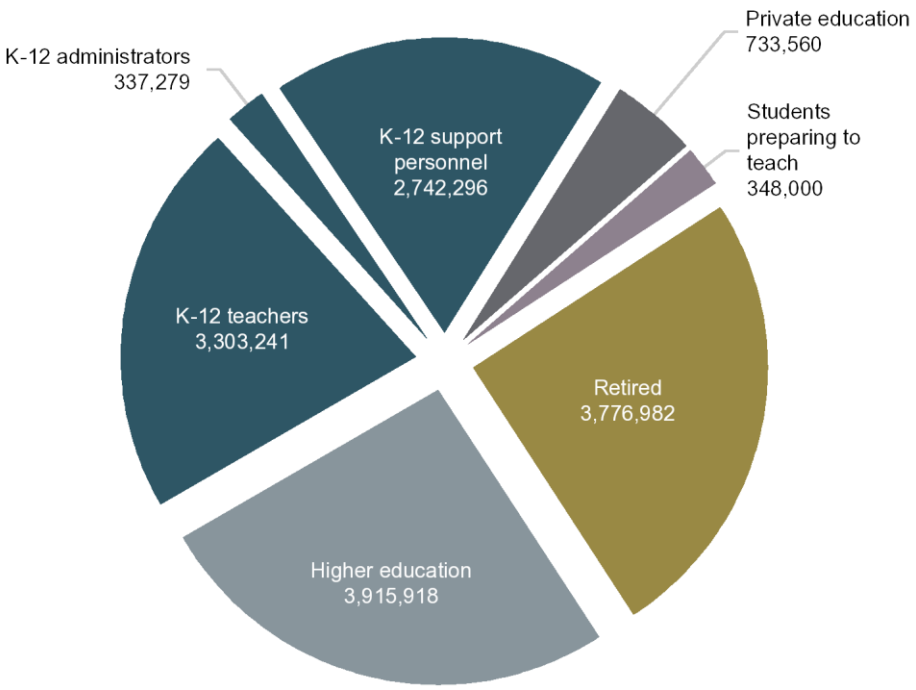
- Generally live close to school with short commutes
- Off-hour commutes with light traffic
- Tend to be off during adverse weather conditions

Fiscally responsible

- Focused on achieving goals
- Strong desire for guidance and education
- Open to reallocating savings to retirement needs

Sizable opportunity within existing K-12 educator market and adjacent segments

U.S. educator market[1]

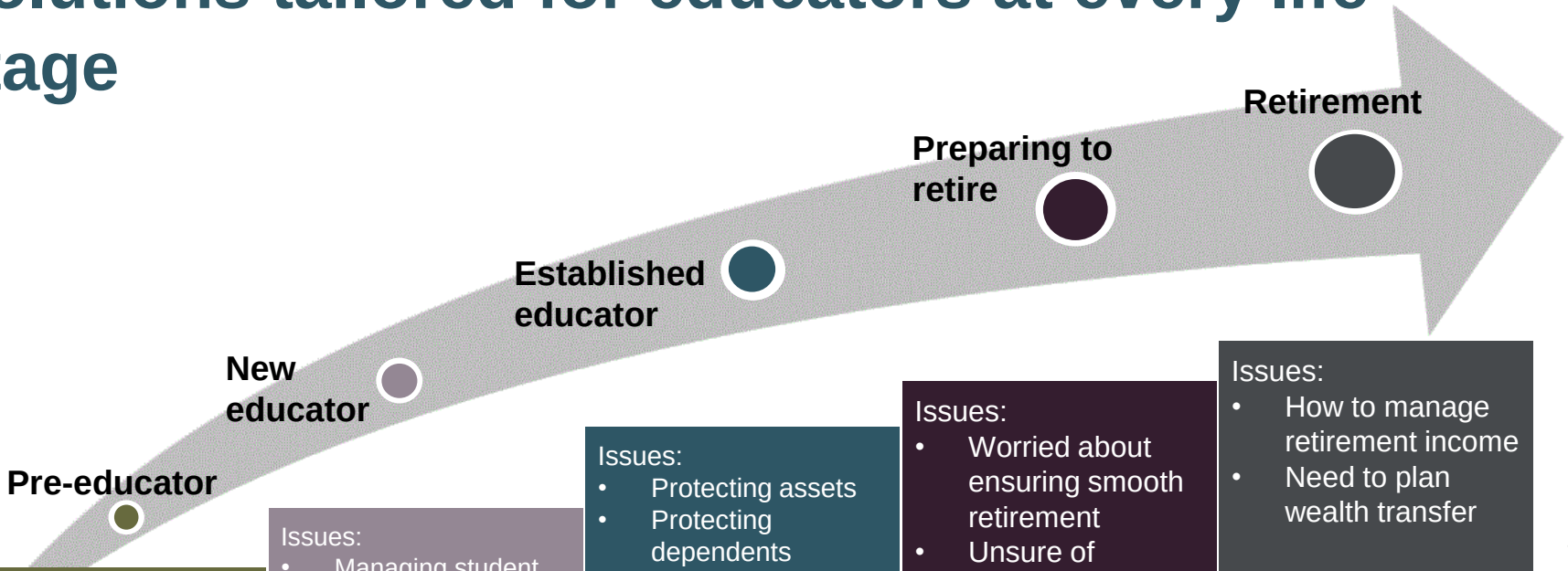


- 6.4 million K-12 educators nationwide
- Current customer base of roughly 360,000 educator households and nearly one million customers
- 6% increase in number of K-12 teachers anticipated between 2014 and 2026[2]
- Sizable demographic shift as Baby Boomers retire and Millennials make up a higher percentage of the workforce

(1) K-12, private education and higher education numbers from U.S. Dept. of Education, National Center for Education Statistics, Digest of Education Statistics, December 2016. Student preparing to teach estimate derived from U.S. Dept. of Education, National Center for Education Statistics, The Condition of Education, 2016 (current year Education major Bachelors Degrees awarded times 4). Retired educator estimate derived from 2017 State Teacher and Public Employee Retirement Plans (public K-12 retirees receiving benefits).

(2) U.S. Department of Education, National Center for Education Statistics, Projections of Education Statistics to 2026, April 2018.

Solutions tailored for educators at every life stage



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Pre-educator

Issue: Not prepared for social/economic realities

Solutions:
- Introduce capabilities
- Member welcome kit
- Financial literacy
- Renters/first auto

New educator

Issues:
- Managing student loan debt
- Don't understand finances

Solutions:
- Student loan guidance
- Financial literacy education
- Redirect savings

Established educator

Issues:
- Protecting assets
- Protecting dependents
- Classroom spend

Solutions:
- Life insurance education
- Crowdfunding assistance
- Saving for kids' college
- Redirect savings

Preparing to retire

Issues:
- Worried about ensuring smooth retirement
- Unsure of pension

Solutions:
- Retirement education
- Retirement modeling
- Adjust risk profile

Retirement

Issues:
- How to manage retirement income
- Need to plan wealth transfer

Solutions:
- Post-retirement investment strategies
- Estate planning

BCG

Issue: Administrators need "one stop" partners
Solution: Improved capabilities to deliver retirement solutions

NTA

Issue: Unexpected event could deplete savings
Solution: Supplemental insurance products

Ongoing discussion on financial goals throughout educator life stages

Regular assessment of insurance protection and cost

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Our value proposition supports our solutions orientation for consumers



B2C

Educator audience

We understand and solve the issues facing educators, including identifying savings in their budget to redirect to retirement.

- Classroom crowdfunding
- Student Loan Solutions
- Financial education







Leveraging our historical strengths with educators …

Our value proposition supports our solutions orientation for employers

B2B

School district audience

We have developed solutions for issues facing superintendents and business officials at the district level.

- Increase productivity and morale
- Reduce turnover
- Lower benefit costs







... while also building capabilities to address the unique needs of districts.

Multi-faceted market access strategy

1

Superior customer experience delivered through exclusive worksite distributor network

- Strong relationships with local school districts
- In the schools presenting workshops, supporting school projects
- Community partners

2

Buildout of complementary distribution channels to address educator preferences

- Online quoting of auto, property, life
- Direct sales team
- Alternate channels funnel back to trusted advisor for annual review

3

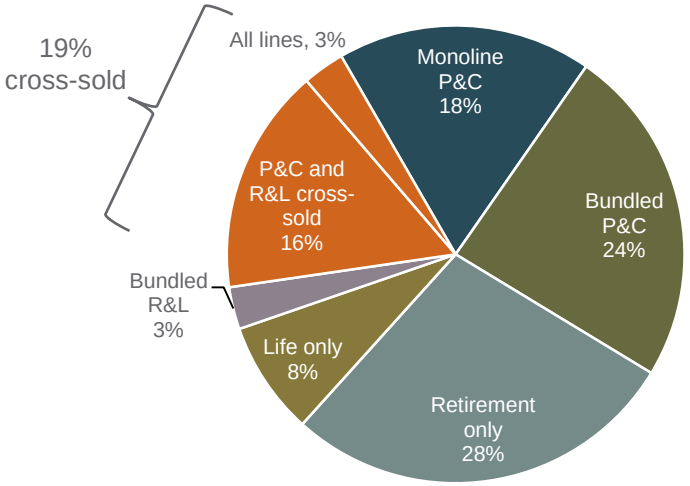
Strategic association relationships to build brand awareness and affinity

- Association of School Business Officials (ASBO)
- AASA, The School Superintendents Association
- The NEA Foundation
- Multiple state and local associations

Strong cross-selling expertise leads to higher policyholder retention

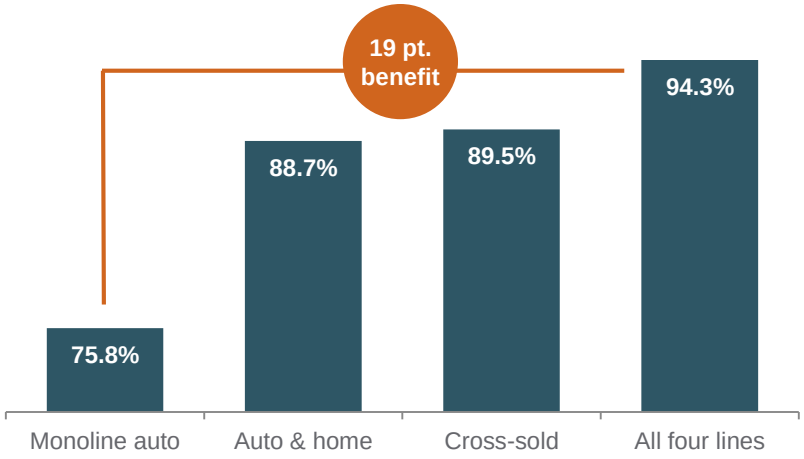
Strong Cross-Sell Expertise[1]

- Educator customer cross-line penetration of 19% far exceeds industry average of 12%[2]
- Targeted marketing efforts to drive more cross-line sales



Cross-selling Improves Horace Mann Persistency[3]

- Horace Mann policy retention and persistency exceed industry averages and improve with cross-sell efforts
- Shedding monoline auto customers who are non-educator, non-preferred risks

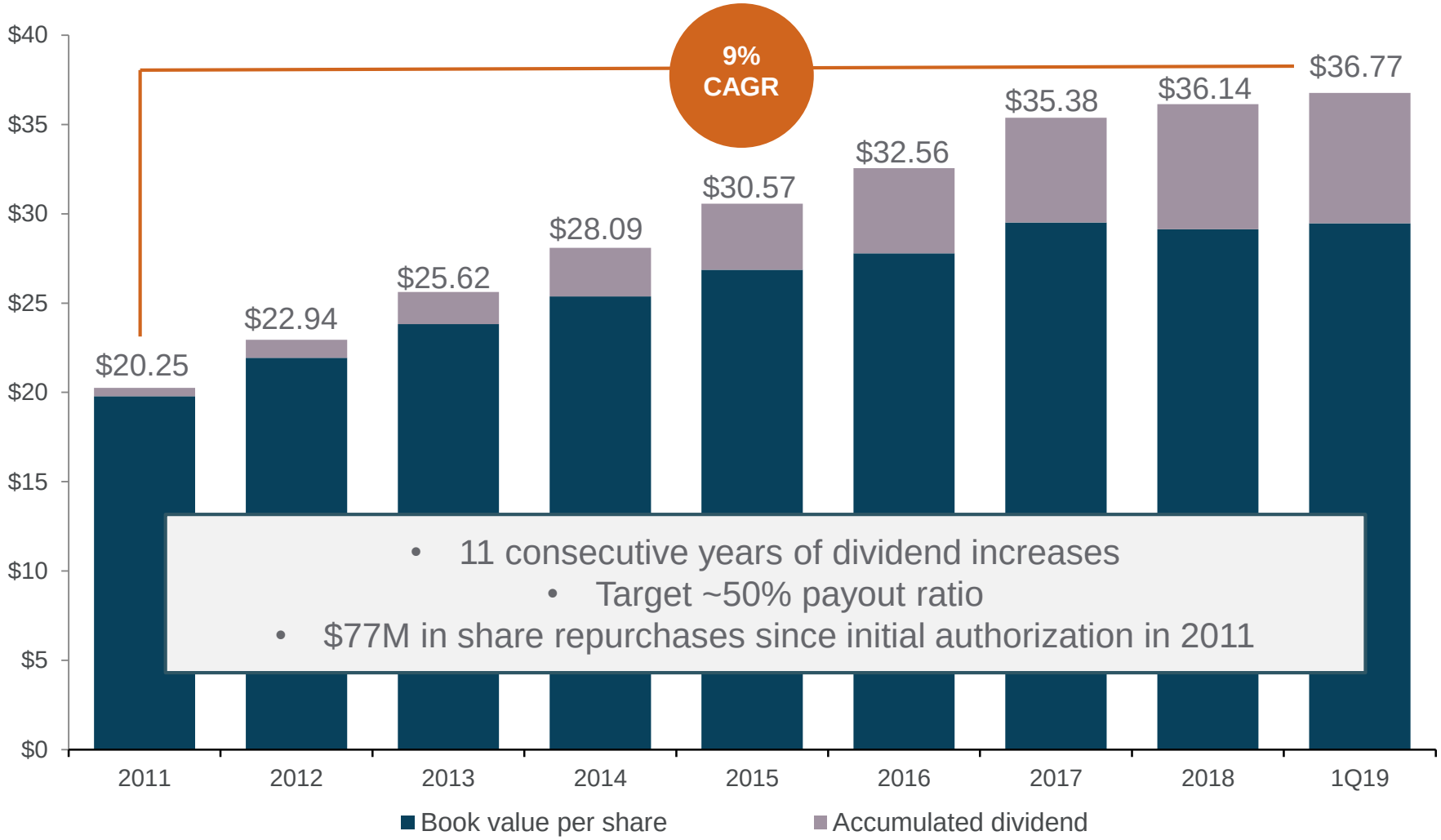


(1) HMN data: ~360k educator households as of March 31, 2019; cross-line households defined as Auto and/or Property plus Retirement, Life and/or Group
(2) Industry data per LIMRA, 2018 multiline exclusive agent average
(3) As of March 31, 2019

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Focus on long-term shareholder value

Top-quartile book value growth(1) and 3.3% dividend yield(2)

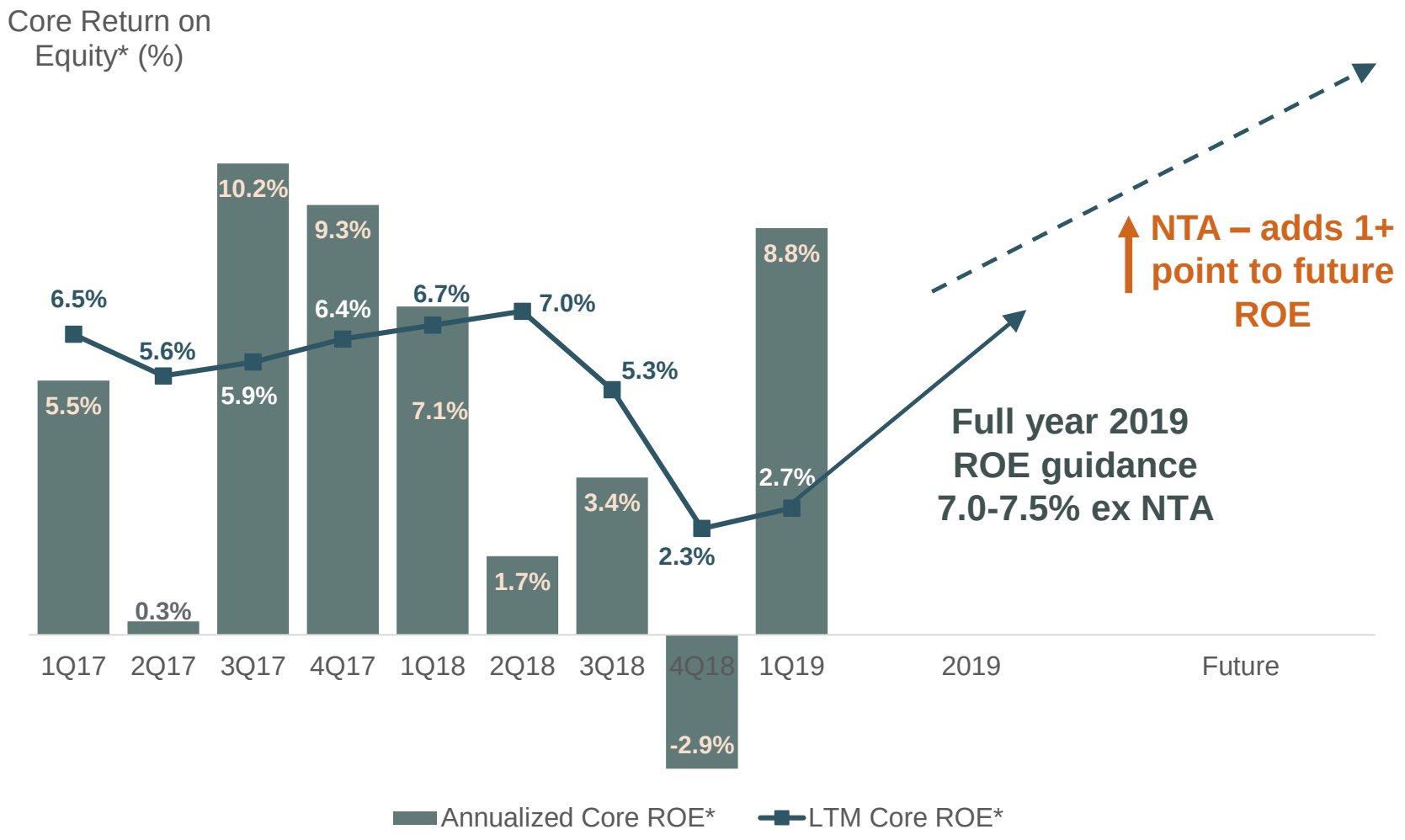


(1) Book value per share excluding net unrealized gains/losses. 2011 numbers restated to include retrospective application of new accounting guidelines for deferred policy acquisition costs. Top quartile ranking includes large, mid- and small-cap personal lines and insurance companies.

(2) Based on 3/31/19 closing stock price of $35.21.

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Path to double-digit ROE: *Organic initiatives / acquisitions support education market focus and PDI strategy*



2019 Strategic Plan shows ROE improvement despite challenging macroeconomic backdrop

P

- Stabilization of PIF as P&C pricing actions moderate
- Mitigating spread compression by layering new annuity business at or above pricing spreads
- Continued emphasis on fee-based retirement products
- Continued double-digit life sales growth on product enhancements and improved processes

D

- Household acquisition focus and improved agent quality/productivity continues to drive increased sales
- Continue to grow direct channel via inside sales team
- Expanding B2B capabilities supports B2C
- Focus resources on profitable geographies
- Refine repeatable sales process

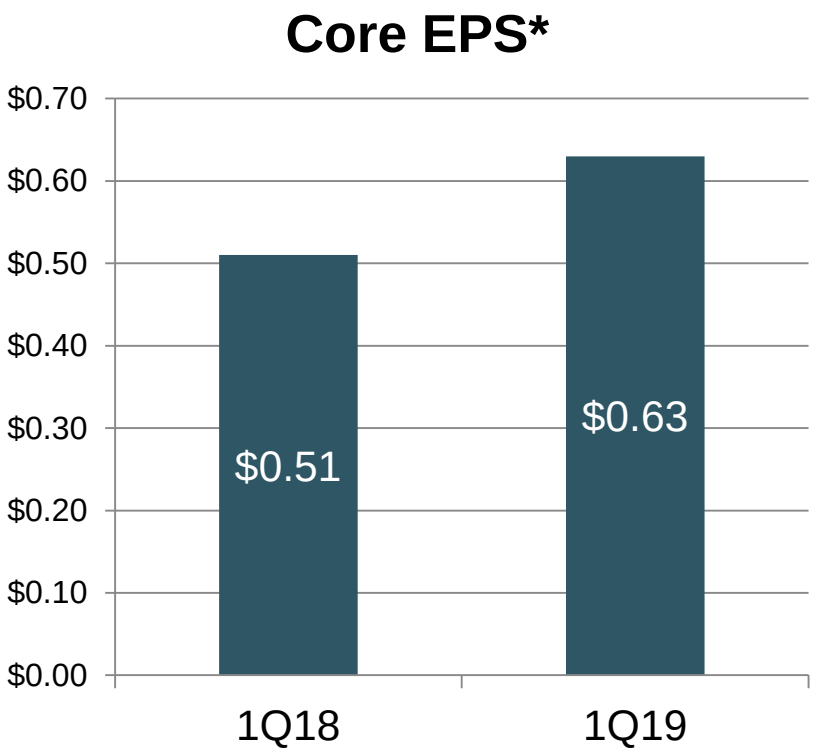
I

- Continue P&C and L&R systems modernization
- Further refine advanced planning capabilities & tools
- Enhanced customer experience
- Expense growth at appropriate levels excluding strategic investments

Organic initiatives complemented by NTA and BCG acquisitions that support education market focus and PDI strategy

Business details and results

Q1 core EPS* up 24%: On track to achieve full-year EPS and ROE guidance

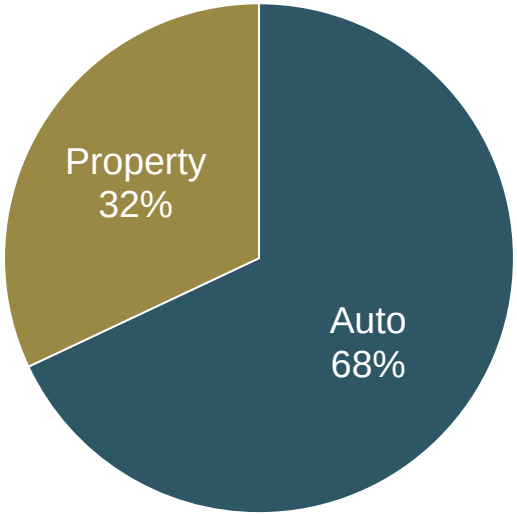


- 60% increase in net income per share; 24% increase in core earnings* per share over prior year quarter, benefiting from compounding progress on strategic initiatives
- 95.5% Property and Casualty combined ratio reflected 3.9 point improvement in underlying loss ratio
- Continued sales momentum in Retirement and Life; annuity sales deposits up 9%
- Q1 annualized ROE was 9.5% vs. 5.6% in Q1 last year; annualized core ROE* was 8.8% vs. 7.1%

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

P&C Net Written Premium ($688M)[1]



Opportunity
- Preferred risk profile
- Loyal customers less likely to leave due to rate actions

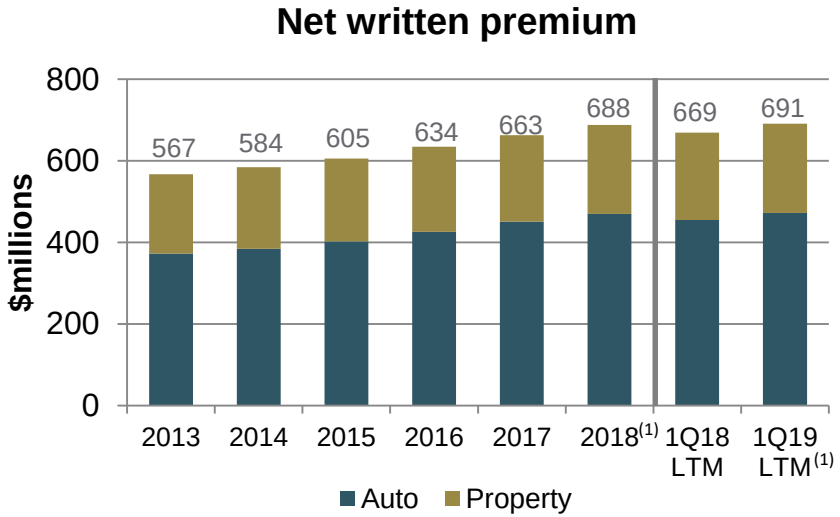
Products
- Auto, homeowners, renters and umbrella
- Majority of P&C business is bundled Auto and Home
- Partnerships through Horace Mann General Agency

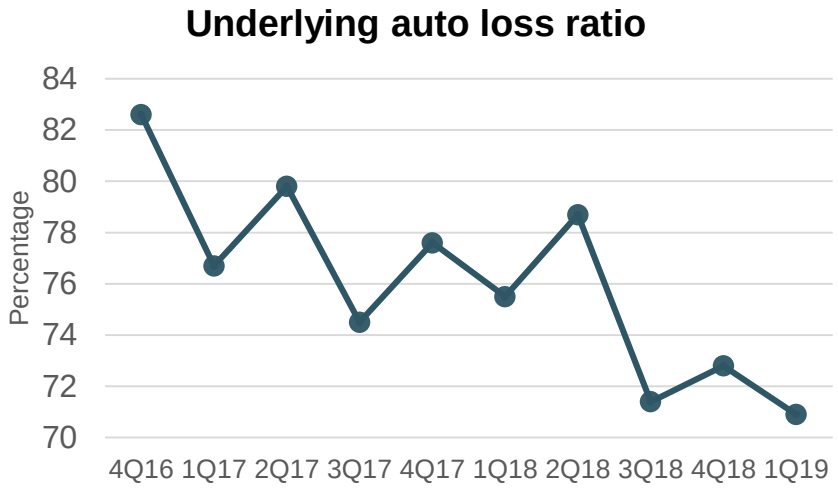
Strategy
- Continuous improvement of P&C pricing segmentation
- Grow direct channel
- Modernize P&C infrastructure to enhance customer experience and ease of doing business

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(1) Based on FY 2018; excluding reinsurance reinstatement premiums of $6.7 million in Q4

P&C segment: Premium growth on rate increases with significantly improving profitability





Results

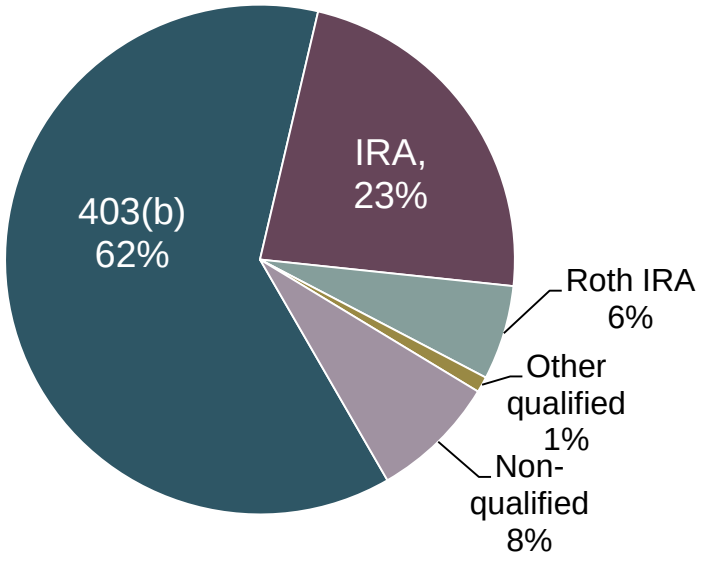
- 3% increase(1) in LTM written premiums over prior 12 months
- Continued underlying auto loss ratio improvement
- Auto loss ratio generally runs about 4 points better than industry(2)
- Profitability initiatives ongoing

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(1) Excluding reinsurance reinstatement premiums
(2) A.M. Best industry composite based on statutory incurred losses

Retirement segment: Helping educators meet their financial goals with tailored solutions

Retirement product composition(1)



Opportunity

- Educators face complicated retirement system offerings
- Educators want guidance to plan for the future

Products

- Fixed annuities, variable annuities and Retirement Advantage mutual fund platform

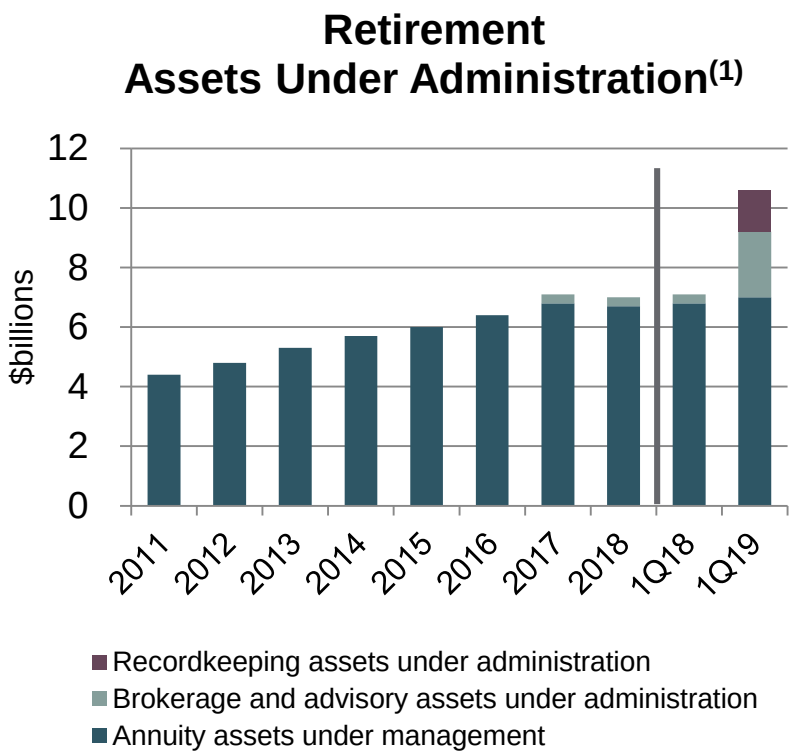
Strategy

- Leverage captive agents to build relationships with homogeneous set of customers
- Advanced planning capabilities & tools
- Build on B2B opportunity

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(1) As of March 31, 2019

Retirement segment: Full suite of products to serve unique needs of education market



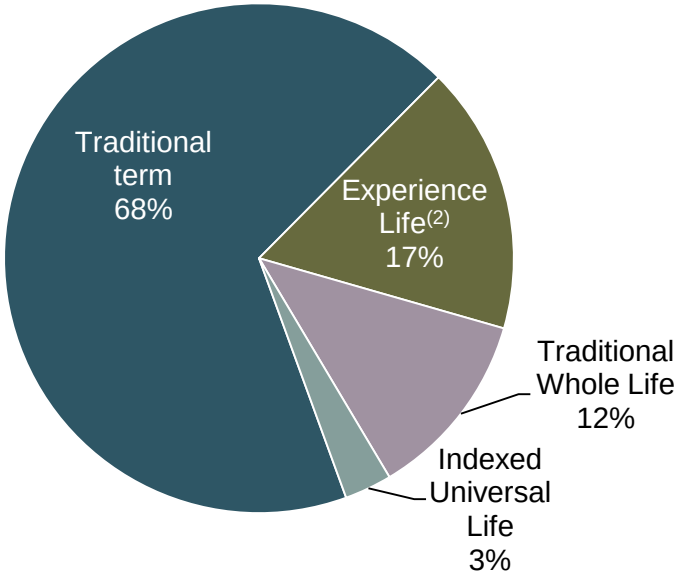
Results

- Acquisition of BCG added about $1.8 billion in advisory AUA and $1.4 billion in recordkeeping AUA
- Growth in spread-based and fee-based Retirement businesses
- Continued spread pressure from low interest rate environment

(1) Prior to 2017, Annuity assets under management included a non-material amount of advisory assets under administration

Life segment: Sizable opportunity in our middle-market educator niche

Individual insurance in force[1]



Opportunity
- Many educators are uninsured or underinsured

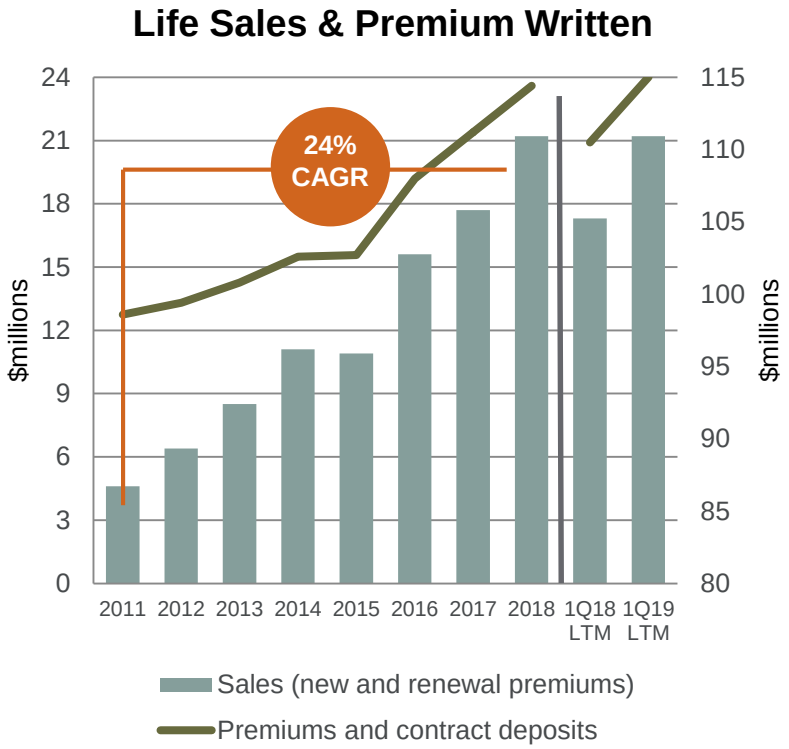
Products
- Basic coverages appropriate for educator income levels
- Full suite of Life products available

Strategy
- Leverage trusted agents to cross-sell customers
- Improve ease of doing business, including use of automated underwriting tools to reduce time to issue policies

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(1) As of March 31, 2019
(2) Experience Life is a legacy Whole Life and Term product

Life segment: Profitable in-force block with double-digit sales growth



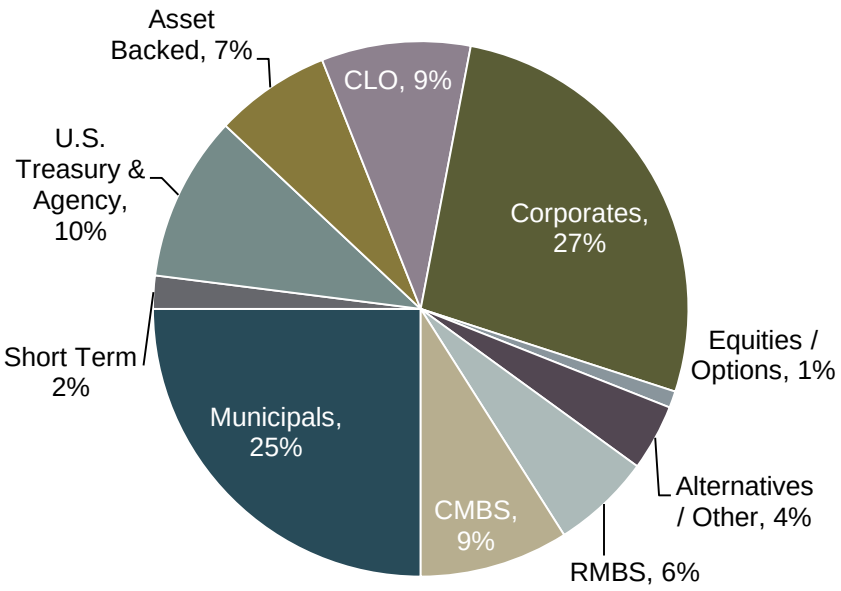
Results

- Consistent double-digit sales growth year-over-year, spread across all product types
- Face amount persistency above 95%(1)
- Mortality in line with modeled actuarial assumptions

(1) As of March 31, 2019

Investments: Conservative, well-diversified investment portfolio designed to support product offerings

Portfolio Composition(1)
$8.4 billion fair value

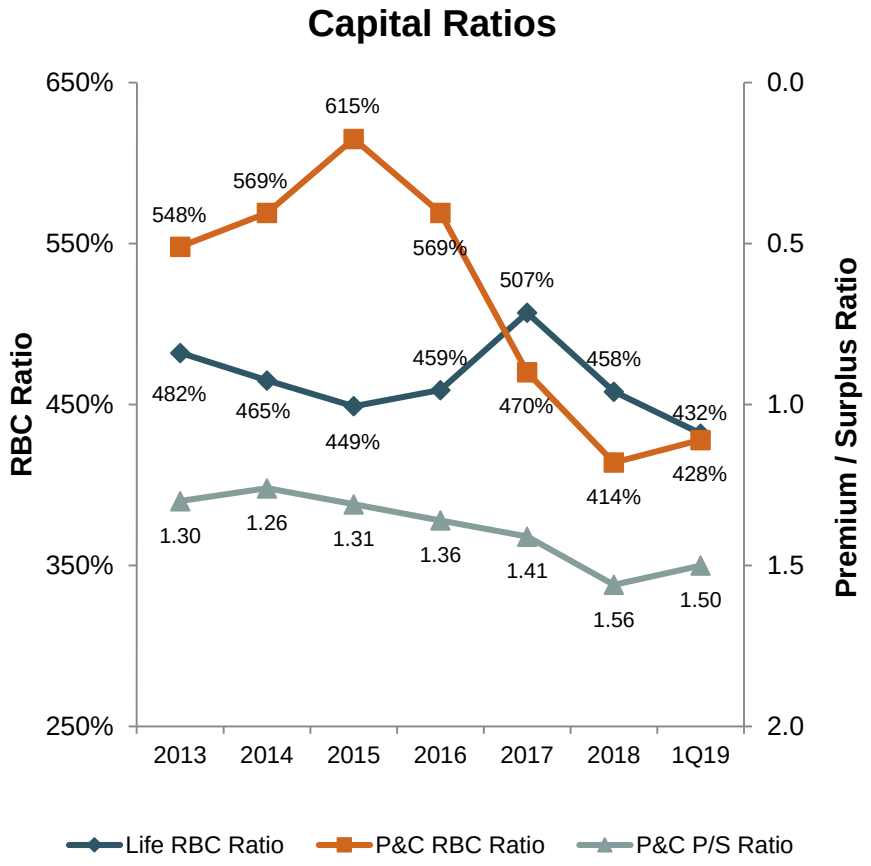


Results

- High-quality, well-diversified portfolio across fixed income sectors
  - A+ weighted-average quality
  - Average duration 5.7 years
- Focused on risk and asset liability management
  - $7.4 billion portfolio supports long-dated L&R liabilities
  - $1.0 billion portfolio supports P&C
- New purchases focused on improving portfolio quality
  - Q1’19 new money rate of ~4.3%

(1) As of March 31, 2019; excludes policy loans and derivatives

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



- Conservative capital management strategies have resulted in strong capital ratios
  - P&C loss reserves held at top half of independent actuarial range
  - Conservative L&R product design
  - Investment portfolio conservatively positioned
- Debt-to-capital ratio(1) of 19.7% at March 31, 2019

(1) Excluding net unrealized investment gains/losses on securities

Appendix



Horace Mann at a glance

Exchange ticker symbol	NYSE:HMN
Share Price	$35.21[(1)]
Shares Outstanding	41.2 million[(1)(2)]
Market Capitalization	$1.4 billion[(1)]
Annualized Dividend Per Share	$1.15[(1)]
Dividend Yield Per Share	3.3%[(1)]
Average Daily Volume	140K shares (52-week average daily volume as of 3/31/19)
Book Value Per Share	$29.47[(1)(3)]
Analyst Coverage	Dowling & Partners: Gary Ransom JMP Securities: Matt Carletti Keefe, Bruyette & Woods: Christopher Campbell

(1) As of March 31, 2019
(2) 41.8 million weighted average diluted shares for Q1'19
(3) Excluding net unrealized investment gains and losses on securities

National Teachers Associates transaction snapshot

$405 million transaction expected to close in mid-2019

- Supplemental insurance provider offering heart, cancer, accident and limited supplemental disability coverages
- Serving educator market for nearly 50 years
- Will remain in Dallas under current leadership; operate as separate division
- Diversifies business mix with higher-margin products

Aligned with "PDI" Growth Strategy in Education Market

Products

- Adds complementary supplemental insurance products designed to meet educators' needs and cover their financial risk

Distribution

- Brings trusted, knowledgeable agent network with extensive worksite marketing experience with limited geographic overlap

Infrastructure

- Strong management team focused on delivering great educator customer experiences, supported by modern and scalable infrastructure

Adds $15-$20 million after tax to earnings and 100 basis points to ROE in first 12 months after closing

Highly rated by all rating agencies

Educator market focus, earnings diversification and capital strength cited

Current Financial Strength Ratings		
Agency	**Rating** (affirmed/reviewed)	**Outlook**
S&P	A (12/11/18)	Stable
Moody's	A2 (12/11/18)	Negative
A.M. Best	A (12/11/18)	Stable
Fitch	A (12/11/18)	Negative

Recent Ratings Actions

- In Q4 2016, Moody's upgraded our P&C outlook to Positive from Stable
- In Q1 2016, AM Best upgraded our P&C rating to "A" from "A-"
- Moody's and Fitch placed ratings on negative watch pending NTA financing details

Committed to Corporate Social Responsibility

Implementing ESG best practices

Environmental

- Continuously monitoring **climate risk** and adapting our strategy accordingly
- Working to reduce our **environmental footprint,** particularly corporate energy use
- Promoting **electronic delivery** of customer documents

Social

- Providing no-cost **financial success resources** to educators
- Committed to **Diversity & Inclusion** through CEO Pledge
- Prioritizing **data security** measures and oversight to protect customer information

Governance

- Nominating **diverse board members** in experience, age, ethnicity & gender
- Ensuring **oversight of ESG program** at board level and through Enterprise Risk Management (ERM) committee



To read our award-winning Corporate Social Responsibility report, visit **horacemann.com/csr.**

Horace Mann

Strong corporate governance policies aligned with long-term shareholder interests

Effective board structure

- Separate CEO and chairman
- Non-employee director independence
- Audit, Compensation & Nominating Committee completely independent
- Use of independent compensation consultant to complete intensive annual review of prevailing market compensation practices and industry standards

Performance-based NEO compensation

- Up to 70% of NEOs' target compensation linked to performance and equity-based incentives
- Annual incentive plan aligned with achieving shared corporate objectives
- Long-term equity-based incentive plan aligned with shareholder value metrics
- Significant NEO and board member stock ownership requirements

Governance best practices

- Clawback provision for both cash & equity awards
- Anti-hedging and pledging policy of company shares
- No single-trigger change in control benefits
- No excise tax gross-ups from change in control
- Limited perquisites and executive benefits
- No poison pill

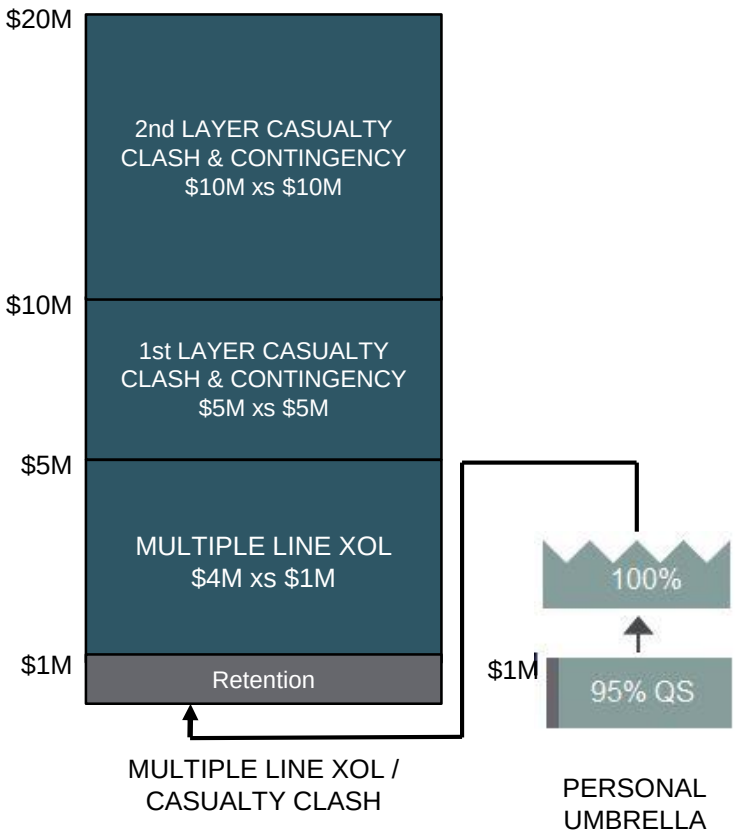
Strong and stable P&C reserves further reduce potential earnings volatility

Net P&C Reserve Position			
	Independent Actuary		HMN
($M)	Low	High	Held
2018	$240.7	$291.4	$277.5
2017	$234.1	$277.0	$261.8
2016	$219.8	$260.0	$246.6

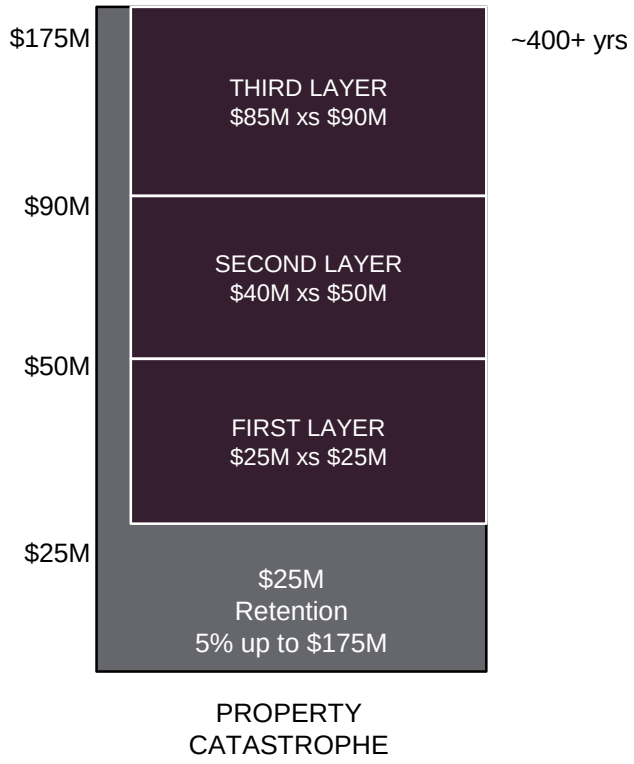
- **Appropriate conservatism**
  - Disciplined reserving practices
  - Recent favorable reserve development consistent with independent observations
- **Strong claims organization/capabilities**
  - Centralized claim offices
  - Technology/infrastructure
  - Implementation of best practices and procedures

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

Multiple Line XOL / Casualty(1)



Property(1)



(1) 2019 Reinsurance Program, based on current AIR model

Consolidated GAAP income statement

($ in Millions)	2014	2015	2016	2017	2018	1Q19
Written premiums and contract deposits	**$1,167.7**	**$1,256.5**	**$1,262.5**	**$1,227.1**	**$1,235.0**	**$295.4**
Insurance premiums and contract charges earned	$715.8	$731.9	$759.1	$794.7	$817.3	$209.8
Net investment income	329.8	332.6	361.2	373.6	376.5	92.8
Net investment gains (losses)	10.9	12.7	4.1	(3.4)	(12.5)	7.4
Other income	4.2	3.2	4.5	6.6	10.3	3.2
Total revenues	1,060.7	1,080.4	1,128.9	1,171.5	1,191.6	313.2
Benefits, claims and settlement expenses	468.4	496.4	541.1	582.3	637.6	139.4
Interest credited	176.1	182.8	192.0	198.6	206.2	52.9
Policy acquisition expenses amortized	93.8	98.9	96.7	102.2	109.9	25.0
Operating expenses, including interest expense	176.3	172.8	184.9	199.7	218.4	57.3
Total benefits, losses and expenses	914.6	950.9	1,014.7	1,082.8	1,172.1	274.6
Income (loss) before income taxes	146.1	129.5	114.2	88.7	19.5	38.6
Income tax expense (benefit)	41.9	36.0	30.4	(80.7)	1.2	6.4
Net income (loss)	$104.2	$93.5	$83.8	$169.4	$18.3	$32.2
DTL re-measurement and net investment gains/losses after tax	6.9	8.6	2.3	97.3	(10.1)	5.8
Core Earnings*	**$97.3**	**$84.9**	**$81.5**	**$72.1**	**$28.4**	**$26.4**
Core EPS*	**$2.30**	**$2.00**	**$1.97**	**$1.74**	**$0.68**	**$0.63**
Book value per share excluding net unrealized investment gains on securities*	$25.38	$26.86	$27.79	$29.51	$29.13	$29.47

Consolidated GAAP balance sheet

($ in Millions)	2014	2015	2016	2017	2018	1Q19
Assets						
Investments	$7,403.5	$7,648.0	$7,999.3	$8,352.3	$8,250.7	$8,557.8
Cash	11.7	15.5	16.7	7.6	11.9	7.3
Separate account assets	1,813.6	1,800.7	1,923.9	2,152.0	2,001.1	2,224.1
DAC	215.1	253.2	267.6	257.8	298.7	275.4
Goodwill	47.4	47.4	47.4	47.4	47.4	59.6
Other assets	277.2	292.2	321.9	381.2	422.1	436.9
Total assets	**$9,768.5**	**$10,057.0**	**$10,576.8**	**$11,198.3**	**$11,031.9**	**$11,561.1**
Liabilities						
Policy liabilities & other policyholder funds	$5,958.2	$6,376.1	$6,733.1	$6,906.3	$7,152.1	$7,230.5
Separate account liabilities	1,813.6	1,800.7	1,923.9	2,152.0	2,001.1	2,224.1
Long term debt	199.9	247.0	247.2	297.5	297.7	297.8
Short term debt	38.0	—	—	—	—	—
Other liabilities	422.3	368.5	378.6	340.9	290.4	385.0
Total liabilities	8,432.0	8,792.3	9,282.8	9,696.7	9,741.3	10,137.4
Shareholders' equity	1,336.5	1,264.7	1,294.0	1,501.6	1,290.6	1,423.7
Total liabilities and shareholders' equity	**$9,768.5**	**$10,057.0**	**$10,576.8**	**$11,198.3**	**$11,031.9**	**$11,561.1**

Anticipating progress in 2019 toward long-term strategic objective of double-digit ROE

2019 guidance before contribution from NTA Transaction:

- **Core earnings expected to be between $2.00 and $2.20 per share**
- **Core ROE expected to be between 7% and 7.5%**

Corporate Metrics (before NTA)

	2018 Actual	2019 Guidance
Pretax annualized investment yield *(2019 reinvestment rate of ~4.5%)*	5.11%	Down 15-20 basis points
Net investment income	$376.5 million	Down $5-$6 million
Effective tax rate	6.1%	16-18%

Life

	2018 Actual	2019 Guidance
Sales	$21.2 million	Double-digit growth
Mortality costs	$35.1 million	Modest increase
Ex-DAC earnings (after tax)	$19.0 million	$15-$17 million

Retirement

	2018 Actual	2019 Guidance
Net interest spread	171 basis points	Mid-140s basis points
Ex-DAC earnings (after tax)	$44.8 million	$39-$41 million

Property & Casualty

	2018 Actual	2019 Guidance
Net written premiums *(mid-single digit rate increases, slightly lower PIF)*	$682 million (up 2.8%)	Low-single digit growth
Auto underlying loss ratio	74.6% (improved 2.6 points)	Improve ~2 points
Property underlying loss ratio	46.2% (improved 1.0 points)	Improve ~3 points
Expense load	27.0%	+/- 0.5% of 27%
Catastrophe cost load *(Q2 typically represents 50% of cat loss dollars)*	17.1 points (original 2018 plan 6-7 points)	7-7.5 points ($45-55 million)
Reported P&C combined ratio	109.3%	High 90s

Post-Close NTA

- Adds $15-$20 million after tax to earnings and 100 basis points to ROE in first 12 months after closing
- Expect ~$1 million after tax of incremental net investment income by 2020
- Cross-selling initiatives provide initial $5-$7 million after tax run-rate contribution to operating earnings by 2021
- Anticipate integration expenses approximate expected cost synergies

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