

Third Quarter 2025 Earnings

November 5, 2025



Preliminary Matters

Cautionary Statements Regarding Forward-Looking Information

This presentation may contain or incorporate by reference information that includes or is based on forward-looking statements within the meaning of the safe-harbor provisions of the Private Securities Litigation Reform Act of 1995. We caution investors that these forward-looking statements are not guarantees of future performance, and actual results may differ materially. Such statements involve known and unknown risks, uncertainties, and other factors, including but not limited to:

- changes in the frequency and severity of insurance claims;
- claim development and the process of estimating claim reserves;
- the impacts of inflation;
- changes in interest rate environment;
- supply chain disruption;
- product demand and pricing;
- effects of governmental and regulatory actions;
- heightened competition;
- litigation outcomes and trends;
- investment risks;
- cybersecurity risks or incidents;
- impact of catastrophes; and
- other risks and uncertainties detailed in Kemper's Annual Report on Form 10-K and subsequent filings with the Securities and Exchange Commission ("SEC").

Kemper assumes no obligation to publicly correct or update any forward-looking statements as a result of events or developments subsequent to the date of this presentation.

Non-GAAP Financial Measures

This presentation contains non-GAAP financial measures that the company believes are meaningful to investors. Non-GAAP financial measures have been reconciled to the most comparable GAAP financial measure.

Leading Insurer Empowering Specialty and Underserved Markets



Market Characteristics	Sizable Market	Require Unique Expertise	Have Limited or Unfocused Competition	Enable Systematic, Sustainable Competitive Advantages (SSCAs)
Differentiated Capabilities	Low-Cost Management	Ease of Use	Distribution	Product Sophistication

Target top quartile value creation for customers, employees and shareholders

Key Themes of the Quarter



Results did not meet expectations; actions underway to improve profitability and growth

Navigating a dynamic and evolving market

Strong balance sheet with financial flexibility

Sharpened focus on disciplined execution, operational excellence, and efficiency

Realigning the organization to position for success

Third Quarter 2025 Summary

Specialty P&C performance impacted by competitive and severity pressures

Shareholder Value Creation

Financial results below expectations driven by market competition and elevated claims severity

- 3Q'25 Net Loss attributable to Kemper Corporation of \$(21.0) million or \$(0.34) per diluted share
- 3Q'25 Adjusted Consolidated Net Operating Income¹ of \$20.4 million or \$0.33 per diluted share
- ROE of (3.0)% and Adjusted ROE¹ of (4.6)% for 3Q'25; 7.1% and 10.8% YTD, respectively
- Book Value Per Share and Adjusted BVPS¹ increased 4.8% and 2.4% YoY, respectively
- Trailing twelve-month Operating Cash Flow of ~\$585 million

Operating Results

Core businesses delivered mixed results

- Specialty P&C YoY growth and profitability impacted by increased competition and BI severity
 - Underlying Combined Ratio¹ of 99.6% for 3Q'25
 - PIF grew 0.6%, Written Premium grew 4.7% and Earned Premium grew 10.7% YoY
- Life business produced \$19 million of operating income due to favorable mortality and lower expenses
- Net Investment Income of \$105 million, up \$9 million sequentially, driven by alt investment performance

Balance Sheet Strength

Capital and liquidity position provides financial flexibility

- Parent company liquidity remains strong at over \$1 billion
- Debt-to-Capital² ratio of ~24%
- Completed repurchase of ~2.9 million shares under \$150 million ASR program

3Q'25 Sources of Volatility

Restructuring program positioned to enhance operational effectiveness

(\$ in millions, except per share amounts)	3Q'25	
	\$	Per Diluted Share
Net Loss attributable to Kemper Corporation	\$(21.0)	\$(0.34)
Less Net (Loss) Income From:		
Change in Fair Value of Equity and Convertible Securities	(1.7)	(0.03)
Net Realized Investment Gains	3.1	0.05
Impairment Losses	(2.5)	(0.04)
1 Acquisition and Disposition Related Transaction, Integration, Restructuring and Other Costs	(19.6)	(0.32)
2 Non-Core Operations	(20.7)	(0.33)
Adjusted Consolidated Net Operating Income	\$20.4	\$0.33
Additional Sources of Volatility		
3 Specialty P&C Non-CAT PYD	\$40.6	\$0.66

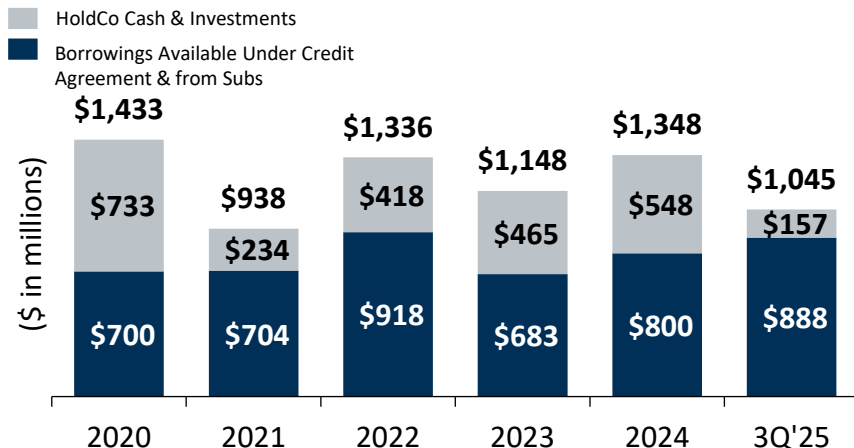
- 1 Restructuring program launched in 3Q'25 to enhance organizational efficiencies
 - Actions taken expected to generate ~\$30 million of annualized run-rate savings
 - Ongoing evaluation of additional expense savings opportunities through 2027
- 2 Non-cash impairment charge related to Internal-Use Software in Non-Core Operations
 - No non-core software amortization remaining
- 3 Adverse prior year development (PYD) in Commercial Auto primarily driven by bodily injury (BI) claims in accident years 2023 and prior

Savings will support profitability and Specialty Auto growth

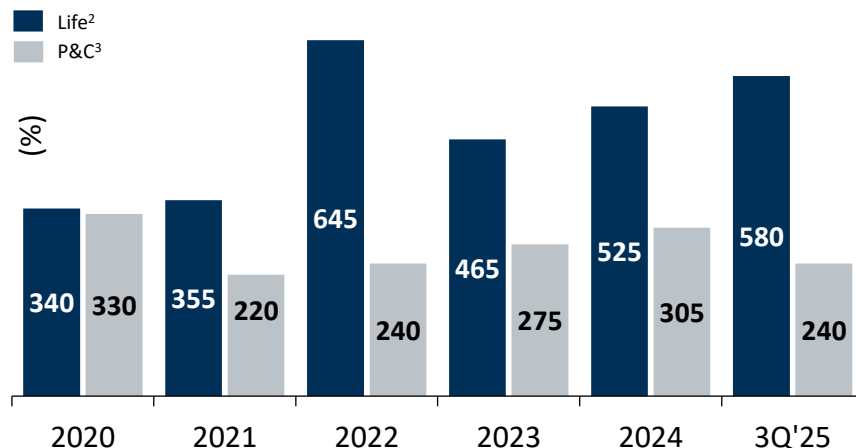
Well-Capitalized Insurance Subsidiaries

Strong balance sheet with financial flexibility

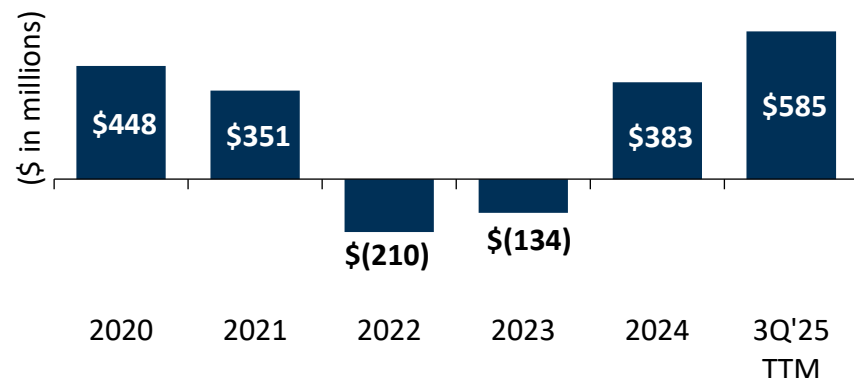
Parent Company Liquidity



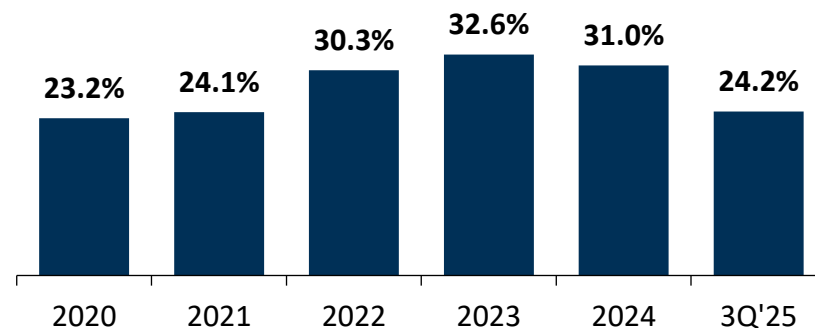
Risk-Based Capital Ratios¹



Cash Flow from Operating Activities



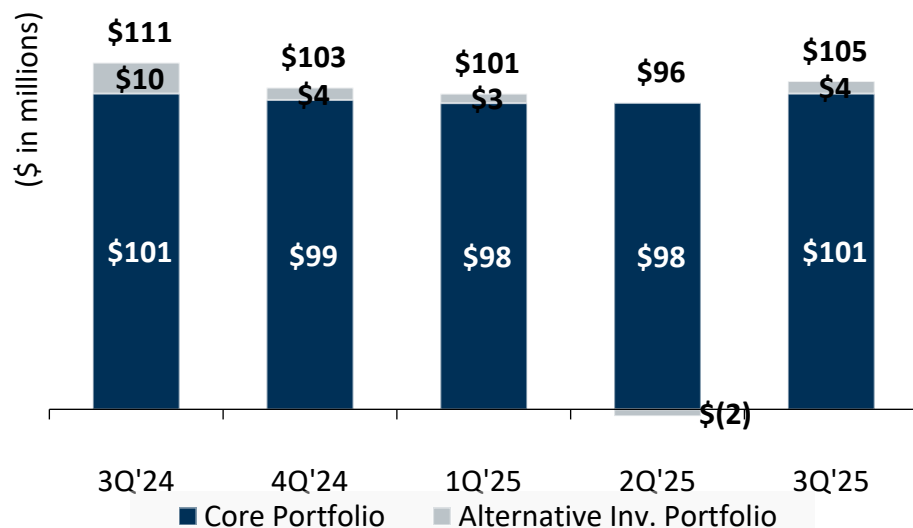
Debt-to-Capital⁴



Debt-to-Capital ratio remains near target range; Strong Parent Company liquidity

Diversified Investment Portfolio with Consistent Returns

Net Investment Income¹

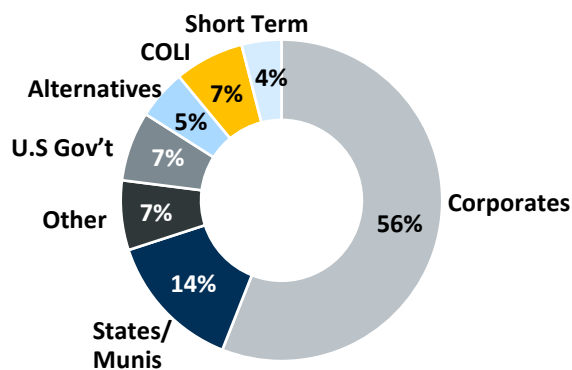


Highlights

- High-quality portfolio provides consistent net investment income; 71% of fixed income portfolio rated A or higher
- 4.6% pre-tax equivalent (PTE) annualized book yield on core portfolio
- Average investment grade new money yields approximately 6.2% for the quarter

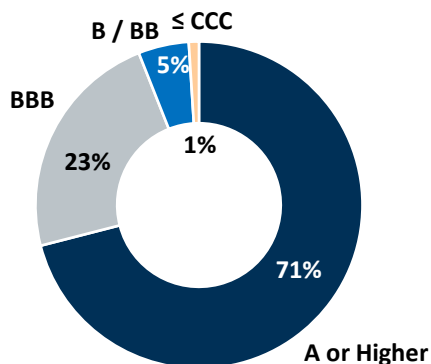
Diversified and Highly-Rated Portfolio

Portfolio Composition²



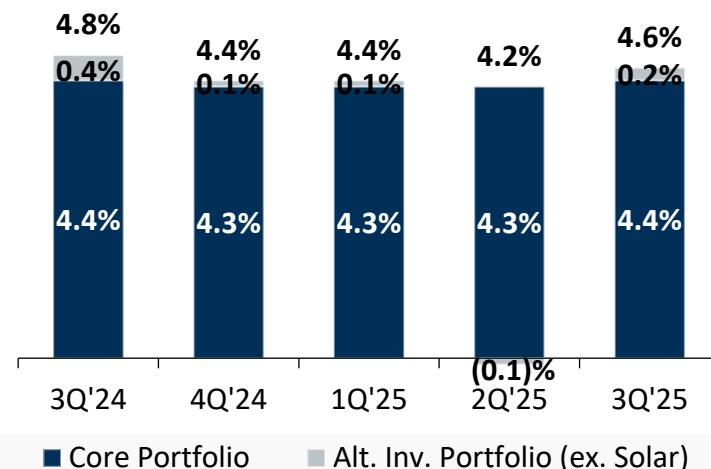
\$8.6 Billion

Fixed Maturity Ratings



\$6.6 Billion

PTE Annualized Book Yield Contribution



Specialty Property & Casualty Insurance Segment

Increased competition and bodily injury severity trends impacted results

Highlights

- Underlying Combined Ratio¹ of 99.6%
 - Private Passenger Auto: 102.1%
 - Commercial Auto: 91.1%
- Total PIF increased 0.6% YoY
 - Commercial Auto increased 14.4%
- Written Premium increased 4.7%; Earned up 10.7%

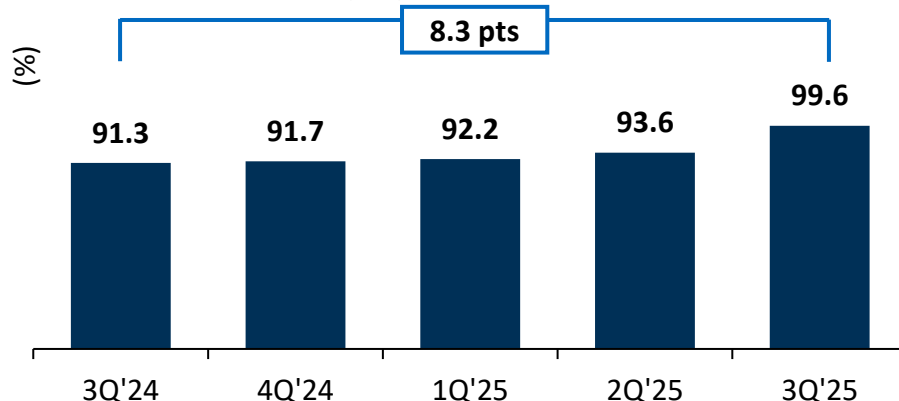
Year-Over-Year Growth²

	3Q'25		
	TTM DWP	% of DWP	YoY PIF Growth
Private Passenger Auto			
California	\$2,113	52.7%	1.3%
Florida / Texas	689	17.2	(6.9)
Other	263	6.6	(3.5)
Total PPA	\$3,065	76.5%	(1.0%)
Commercial Auto	943	23.5	14.4
Total Kemper Auto	\$4,008	100.0%	0.7%

Metrics (\$ in millions)

	3Q'25	3Q'24	Variance
Earned Premiums	\$1,017	\$919	10.7%
Underlying Loss & LAE Ratio ¹	78.5%	70.1%	8.4 pts
Expense Ratio	21.1%	21.2%	(0.1) pts
Policies In-Force (000s)	1,262	1,255	0.6%

Underlying Combined Ratio¹



Ongoing rate, non-rate and expense initiatives to improve profitability and support growth

Life Insurance Segment

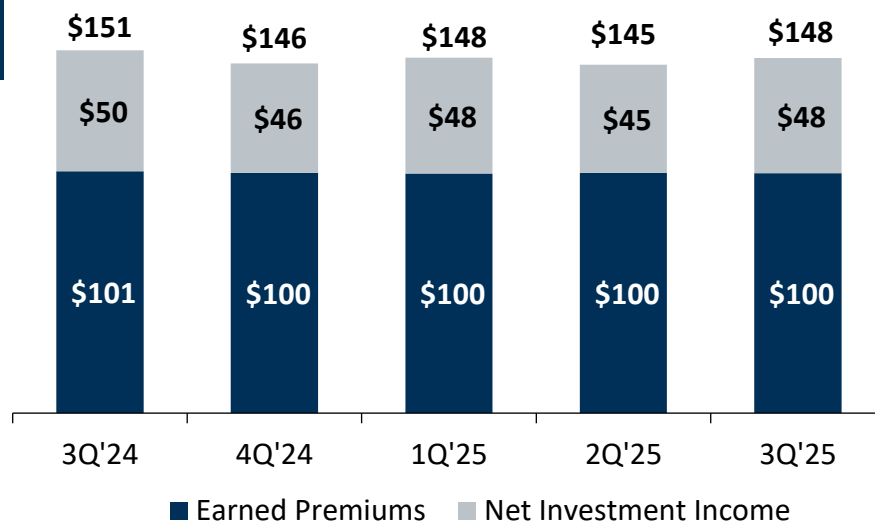
Stable performance and trends

Highlights

- Earned premiums and face value of in-force relatively flat to prior year
- Favorable mortality and disciplined expense management improved results

Metrics (\$ in millions, except per policy amounts)	3Q'25	3Q'24	Variance
Adjusted Net Operating Income	\$19	\$15	26.7%
Face Value of In-Force	\$19,694	\$19,871	(0.9)%
Avg. Face Value per Policy	\$6,533	\$6,438	1.5%
Avg. Premium per Policy Issued ¹	\$690	\$633	9.0%

Normalized Revenues² (\$ in millions)



Delivering consistent return on capital and distributable cash flow

Key Themes of the Quarter



Results did not meet expectations; actions underway to improve profitability and growth

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Strong balance sheet with financial flexibility

Sharpened focus on disciplined execution, operational excellence, and efficiency

Realigning the organization to position for success

Appendix

2025 Reinsurance Program

Catastrophe XoL Reinsurance

Catastrophe Reinsurance Program	
1-Year Term Placed 1/1/25 \$65M xs \$110M 95% Placed	Layer 2: 5% co-participation
1-Year Term Placed 1/1/25 \$60M xs \$50M 95% Placed	Layer 1: 5% co-participation
100% Retention of first \$50M	

- New policy effective January 1, 2025:
 - New limit aligned with risk-appetite
 - New structure improves overall cost of capital for Kemper

Highlights

Catastrophe Excess of Loss Program (XOL):

- One year program consists of two layers:
 - \$60 million excess \$50 million
 - \$65 million excess \$110 million
 - 5% co-participation of both layers
- 2025 purchase limit reflects exposure changes largely due to Preferred P&C exit

Non-GAAP Financial Measures

Adjusted Consolidated Net Operating Income is an after-tax, non-GAAP financial measure and is computed by excluding from Net (Loss) Income attributable to Kemper Corporation the after-tax impact of: (i) Change in Fair Value of Equity and Convertible Securities; (ii) Net Realized Investment Gains (Losses); (iii) Impairment Losses; (iv) Acquisition and Disposition Related Transaction, Integration, Restructuring and Other Costs; (v) Debt Extinguishment, Pension Settlement and Other Charges; (vi) Goodwill Impairment Charges; (vii) Non-Core Operations; and (viii) Significant non-recurring or infrequent items that may not be indicative of ongoing operations. Significant non-recurring items are excluded when (a) the nature of the charge or gain is such that it is reasonably unlikely to recur within two years, and (b) there has been no similar charge or gain within the prior two years. The most directly comparable GAAP financial measure is Net (Loss) Income attributable to Kemper Corporation. There were no applicable significant non-recurring items that the Company excluded from the calculation of Adjusted Consolidated Net Operating Income for the three and nine months ended September 30, 2025 or 2024.

The Company believes that Adjusted Consolidated Net Operating Income provides investors with a valuable measure of its ongoing performance because it reveals underlying operational performance trends that otherwise might be less apparent if the items were not excluded. Change in Fair Value of Equity and Convertible Securities, Net Realized Investment Gains (Losses) and Impairment Losses related to investments included in the Company's results may vary significantly between periods and are generally driven by business decisions and external economic developments such as capital market conditions that impact the values of the Company's investments, the timing of which is unrelated to the insurance underwriting process. Acquisition and Disposition Related Transaction, Integration, Restructuring and Other Costs may vary significantly between periods and are generally driven by the timing of acquisitions and business decisions which are unrelated to the insurance underwriting process. In the third quarter of 2025 a restructuring program was launched to achieve operational and organizational efficiencies. The Company will continue to evaluate additional efficiency opportunities through 2027. The majority of benefits will be realized by the end of 2025 with additional savings expected through 2027. Debt Extinguishment, Pension Settlement and Other Charges relate to (i) loss from early extinguishment of debt, which is driven by the Company's financing and refinancing decisions and capital needs, as well as external economic developments such as debt market conditions, the timing of which is unrelated to the insurance underwriting process; (ii) settlement of pension plan obligations which are business decisions made by the Company, the timing of which is unrelated to the underwriting process; and (iii) other charges that are non-standard, not part of the ordinary course of business, and unrelated to the insurance underwriting process. Goodwill Impairment Charges are excluded because they are infrequent and non-recurring charges. Non-Core Operations includes the results of our Preferred Insurance business which we expect to fully exit. These results are excluded because they are irrelevant to our ongoing operations and do not qualify for Discontinued Operations under Generally Accepted Accounting Principles ("GAAP"). Significant non-recurring items are excluded because, by their nature, they are not indicative of the Company's business or economic trends. The preceding non-GAAP financial measures should not be considered a substitute for the comparable GAAP financial measures, as they do not fully recognize the profitability of the Company's businesses.

Adjusted Consolidated Net Operating Income Per Unrestricted Share is a non-GAAP financial measure. It is computed by dividing Adjusted Consolidated Net Operating Income by the weighted average unrestricted shares outstanding. The most directly comparable GAAP financial measure is Net (Loss) Income attributable to Kemper Corporation per Unrestricted Share - basic.

The Company believes that Adjusted Consolidated Net Operating Income Per Unrestricted Share provides investors with a valuable measure of its ongoing performance because it reveals underlying operational performance trends that otherwise might be less apparent if the items were not excluded. Income from Change in Fair Value of Equity and Convertible Securities, Net Realized Investment Gains(Losses), Impairment Losses related to investments, Acquisition and Disposition Related Transaction, Integration, Restructuring and Other Costs, Debt Extinguishment, Pension Settlement and Goodwill Impairment Charges included in the Company's results may vary significantly between periods and are generally driven by business decisions and external economic developments such as capital market conditions that impact the values of the company's investments, the timing of which is unrelated to the insurance underwriting process.

Non-GAAP Financial Measures

Return on Adjusted Shareholders' Equity is a calculation that uses a non-GAAP financial measure. It is calculated by dividing the period's annualized Net (Loss) Income attributable to Kemper Corporation by the average shareholders' equity excluding net unrealized gains and losses on fixed maturities, the change in discount rate on future life policyholder benefits and goodwill. Return on Shareholders' Equity is the most directly comparable GAAP measure. We use this non-GAAP measure to identify and analyze the change in performance attributable to management efforts between periods. The Company believes this non-GAAP financial measure is useful to investors because it eliminates the effect of items that can fluctuate significantly from period to period and are generally driven by economic developments, primarily capital market conditions, the magnitude and timing of which are not influenced by management. The Company believes it enhances understanding and comparability of performance by highlighting underlying business activity and profitability drivers.

Adjusted Book Value Per Share is a calculation that uses a non-GAAP financial measure. It is calculated by dividing shareholders' equity after excluding the after-tax impact of net unrealized gains and losses on fixed income securities, the change in discount rate on future life policyholder benefits and goodwill by total Common Shares Issued and Outstanding. Book value per share is the most directly comparable GAAP financial measure. The Company uses the trends in book value per share excluding the after-tax impact of net unrealized gains and losses on fixed income securities, the change in discount rate on future life policyholder benefits and goodwill in conjunction with book value per share to identify and analyze the change in net worth excluding goodwill attributable to management efforts between periods. The Company believes the non-GAAP financial measure is useful to investors because it eliminates the effect of items that can fluctuate significantly from period to period and are generally driven by economic developments, primarily capital market conditions, the magnitude and timing of which are not influenced by management. The Company believes it enhances understanding and comparability of performance by highlighting underlying business activity and profitability drivers.

Underlying Combined Ratio is a non-GAAP financial measure. It is computed by adding the Current Year Non-catastrophe Losses and LAE Ratio with the Insurance Expense Ratio. The most directly comparable GAAP financial measure is the Combined Ratio, which is computed by adding Total Incurred Losses and LAE Ratio, including the impact of catastrophe losses and loss and LAE reserve development from prior years, with the Insurance Expense Ratio.

The Company believes Underlying Losses and LAE and the Underlying Combined Ratio are useful to investors and uses these financial measures to reveal the trends in the Company's Property & Casualty Insurance segment that may be obscured by catastrophe losses and prior-year reserve development. These catastrophe losses may cause the Company's loss trends to vary significantly between periods as a result of their incidence of occurrence and magnitude and can have a significant impact on incurred losses and LAE and the Combined Ratio. Prior-year reserve developments are caused by unexpected loss development on historical reserves. Because reserve development relates to the re-estimation of losses from earlier periods, it has no bearing on the performance of the Company's insurance products in the current period. The Company believes it is useful for investors to evaluate these components separately and in the aggregate when reviewing the Company's underwriting performance.

Non-GAAP Financial Measures

Adjusted Consolidated Net Operating Income attributable to Kemper Corporation

(\$ in millions)	Three Months Ended	
	Sep 30, 2025	Sep 30, 2024
Net (Loss) Income attributable to Kemper Corporation	\$(21.0)	\$73.7
Less Net (Loss) Income From:		
Change in Fair Value of Equity and Convertible Securities	(1.7)	(1.8)
Net Realized Investment Gains	3.1	0.9
Impairment Losses	(2.5)	(1.7)
Acquisition and Disposition Related Transaction, Integration, Restructuring and Other Costs	(19.6)	(9.1)
Debt Extinguishment, Pension Settlement and Other Charges	-	(2.2)
Non-Core Operations	(20.7)	(17.4)
Adjusted Consolidated Net Operating Income	\$20.4	\$105.0

(\$ per share)	Three Months Ended	
	Sep 30, 2025	Sep 30, 2024
Net (Loss) Income attributable to Kemper Corporation Per Unrestricted Share	\$(0.34)	\$1.15
Less Net (Loss) Income Per Unrestricted Share From:		
Change in Fair Value of Equity and Convertible Securities	(0.03)	(0.02)
Net Realized Investment Gains	0.05	0.01
Impairment Losses	(0.04)	(0.03)
Acquisition and Disposition Related Transaction, Integration, Restructuring and Other Costs	(0.32)	(0.14)
Debt Extinguishment, Pension Settlement and Other Charges	-	(0.03)
Non-Core Operations	(0.33)	(0.27)
Adjusted Consolidated Net Operating Income Per Unrestricted Share	\$0.33	\$1.63

Non-GAAP Financial Measures

Return on Adjusted Shareholders' Equity

(\$ in millions)	Three Months Ended	
	Sep 30, 2025	Sep 30, 2024
Annualized Net (Loss) Income attributable to Kemper Corporation	\$(84.0)	\$294.8
Average Shareholders' Equity ¹	\$2,842.8	\$2,722.3
Less: Average Net Unrealized Losses on Fixed Maturities	595.9	570.8
Less: Average Change in Discount Rate on Future Life Policyholder Benefits	(343.0)	(275.4)
Less: Average Goodwill	(1,250.7)	(1,250.7)
Average Adjusted Shareholders' Equity ¹	\$1,845.0	\$1,767.0
Return on Shareholders' Equity	(3.0)%	10.8%
Return on Adjusted Shareholders' Equity	(4.6)%	16.7%

¹ Average shareholders' equity and average adjusted shareholders' equity for the three months ended is the simple average of the beginning and ending balances for the period. Average shareholders' equity and average Adjusted shareholders' equity on a year-to-date basis is the (a) the sum of the balance at the beginning of the year and the ending balance for each quarter within that year divided by (b) the number of quarters in the period presented plus one.

Non-GAAP Financial Measures

Adjusted Book Value Per Share

(\$ and shares in millions except per share amounts)	As of	
	Sep 30, 2025	Sep 30, 2024
Kemper Corporation Shareholders' Equity	\$2,732.1	\$2,773.3
Less: Net Unrealized Losses on Fixed Maturities	553.4	455.8
Less: Change in Discount Rate on Future Life Policyholder Benefits	(316.0)	(192.9)
Less: Goodwill	(1,250.7)	(1,250.7)
Adjusted Shareholders' Equity	\$1,718.8	\$1,785.5
Common Shares Issued and Outstanding	60.202	64.044
Book Value Per Share	\$45.38	\$43.30
Less: Net Unrealized Losses on Fixed Maturities	9.19	7.12
Less: Change in Discount Rate on Future Life Policyholder Benefits	(5.25)	(3.01)
Less: Goodwill	(20.77)	(19.53)
Adjusted Book Value Per Share	\$28.55	\$27.88

Non-GAAP Financial Measures

Underlying Combined Ratio

	Three Months Ended				
	3Q'25	2Q'25	1Q'25	4Q'24	3Q'24
Specialty P&C Insurance					
Combined Ratio as Reported	104.8%	95.4%	92.7%	92.1%	91.7%
Current Year Catastrophe Losses and LAE Ratio	(0.1)	(0.5)	(0.4)	(0.2)	(0.4)
Prior Years Non-Catastrophe Losses and LAE Ratio	(5.1)	(1.3)	(0.1)	(0.2)	-
Prior Years Catastrophe Losses and LAE Ratio	-	-	-	-	-
Underlying Combined Ratio	99.6%	93.6%	92.2%	91.7%	91.3%
Personal Auto Insurance					
Combined Ratio as Reported	103.2%	94.4%	92.0%	90.8%	91.1%
Current Year Catastrophe Losses and LAE Ratio	(0.1)	(0.5)	(0.4)	(0.1)	(0.3)
Prior Years Non-Catastrophe Losses and LAE Ratio	(1.0)	0.6	0.6	0.7	0.4
Prior Years Catastrophe Losses and LAE Ratio	-	-	-	-	-
Underlying Combined Ratio	102.1%	94.5%	92.2%	91.4%	91.2%
Commercial Auto Insurance					
Combined Ratio as Reported	110.0%	99.0%	95.3%	97.0%	94.1%
Current Year Catastrophe Losses and LAE Ratio	(0.2)	(0.5)	(0.5)	(0.4)	(0.8)
Prior Years Non-Catastrophe Losses and LAE Ratio	(18.7)	(8.4)	(2.5)	(3.6)	(1.4)
Prior Years Catastrophe Losses and LAE Ratio	-	-	-	-	(0.1)
Underlying Combined Ratio	91.1%	90.1%	92.3%	93.0%	91.8%