



The Allstate Corporation

Raymond James Institutional Investors Conference

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March 1, 2021

Allstate[®]
You're in good hands.



Forward-Looking Statements and Non-GAAP Financial Information

This presentation contains forward-looking statements and information. This presentation also contains non-GAAP measures that are denoted with an asterisk. You can find the reconciliation of those measures to GAAP measures within our most recent earnings release or investor supplement.

Additional information on factors that could cause results to differ materially from this presentation is available in the 2020 Form 10-K, our most recent earnings release, and at the end of these slides. These materials are available on our website, www.allstateinvestors.com, under the “Financials” link.



Building Higher Growth Business Models

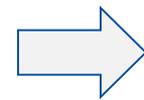
Increase Personal Property-Liability Market Share



- Expand Customer Access
- Improve Customer Value



Leveraging Allstate Brand, Customer Base and Capabilities



Expand Protection Services

- Innovative Growth Platforms
- Broad Distribution



Highlights

- Delivered attractive returns with adjusted net income return on equity* of 19.8% in 2020
- Exceptional progress building Transformative Growth business models
- Positioned for growth with acquisition of National General
- Expanding total addressable market for Protection Services
- Announced sale of Allstate Life Insurance Company to redeploy capital out of lower returning businesses
- Returned \$2.4 billion to shareholders through dividends and repurchasing 5% of common shares in 2020



Transition To Higher Growth Successfully Being Implemented

Expand Customer Access

- Transforming Allstate agent distribution for effectiveness and efficiency
- Increasing direct sales under Allstate brand
- Completed acquisition of National General to advance growth in independent agent channel

Improve Customer Value

- Improved competitive price position of auto insurance through targeted rate reductions and direct pricing discount
- Maintaining attractive margins through cost reductions
- Leveraging industry leading telematics offerings: Drivewise[®] and Milewise[®]

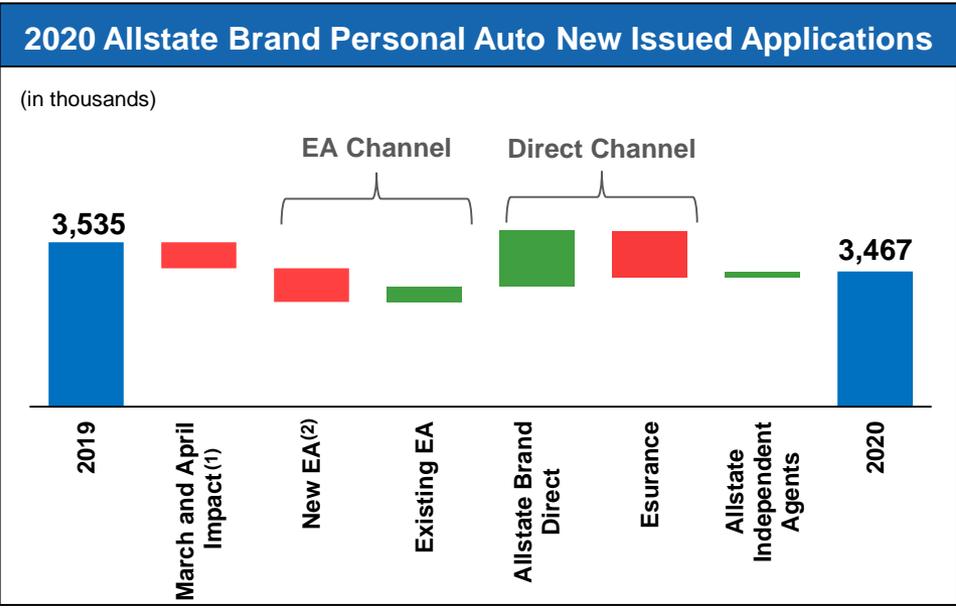
Transformational Growth

- Extensive Allstate agent platform with industry leading value position
- Direct business utilizing Allstate brand, competitive prices, broad product portfolio and insurance expertise
- Independent agent business with national distribution, effective agency-facing technology and strong position in auto and homeowners insurance
- Protection Services with innovative business models and expanding total addressable markets

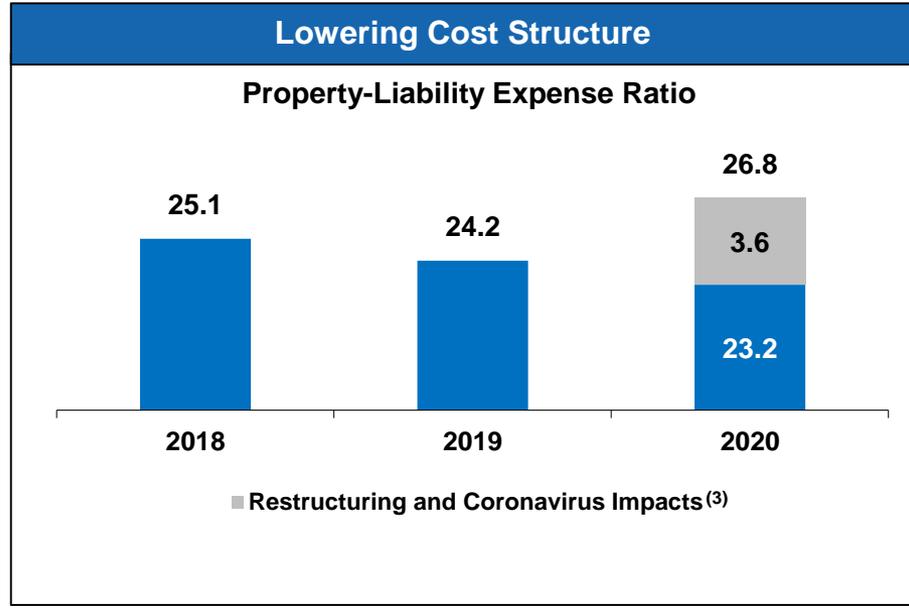


Expanding Customer Access to Affordable, Simple and Connected Products

- Allstate agent distribution improved effectiveness and efficiency
 - Existing agents increased new business in 2020, except for March and April, supported by higher new business incentives
 - Stopped appointing new Allstate agents while higher growth and lower cost models are developed
- Successfully transitioned direct capabilities to Allstate brand
 - Discontinued brand advertising for Esurance and shifted resources to Allstate brand
 - Implemented channel of distribution pricing with lower cost for direct
 - Allstate branded direct sales increased more than Esurance sales declined
- Improved auto insurance competitive price position while delivering attractive margins through cost reductions



⁽¹⁾ Reflects new issued application variance to prior year across channels in March and April
⁽²⁾ New EA reflects 2020 new agent appointment production compared to prior year new appointments



⁽³⁾ Reflects impacts from restructuring charges related to Transformative Growth, the Shelter-in-Place Payback expense and bad debt in 2020 related to the Special Payment plan offered to customers as a result of the Coronavirus



Improving Customer Value and Growth Through Innovation

- Allstate’s strong history of innovation creates a sustainable competitive advantage that drives customer value and growth
- Reinventing protection with digitally enabled technology to proactively adapt to changing customer needs

Telematics	Digitization	Customer Focus	Data Analytics
<ul style="list-style-type: none"> ▪ Experience – 10+ years ▪ Arity Platform Creates Advantages ▪ Extensive Data – 410+ Billion Miles ▪ Active Connections⁽¹⁾ Exceed 27 Million ▪ Proprietary Risk Scores ▪ Drivewise® and Milewise® 	<ul style="list-style-type: none"> ▪ QuickFoto Claim ▪ Virtual Assist ▪ Aerial Imagery ▪ Allstate OneApp 	<ul style="list-style-type: none"> ▪ Accident Forgiveness ▪ New Car Replacement ▪ Claims Satisfaction Guarantee ▪ Sharing Economy Insurance ▪ Digital Footprint ▪ Appliance Repair – 2 Day Guarantee ▪ Car Sharing (Avail) 	<ul style="list-style-type: none"> ▪ Insurance Pricing ▪ Claims Settlements and Fraud ▪ Economic Capital ▪ Risk Management

⁽¹⁾ Active connections include third-party Arity customers and greater than 2.0 million Allstate insurance connections
Raymond James Institutional Investors Conference: March 1, 2021



Acquisition of National General Will Accelerate Profitable Growth Through Independent Agents

- **Allstate closed the \$4 billion acquisition of National General Holdings Corp. on Jan. 4, 2021**
- **National General will become Allstate's independent agent ("IA") platform**
 - **Encompass will be consolidated into National General in 2021 and Allstate Independent Agents will transition over time**
 - **The entity will be branded as National General, an Allstate company**
 - **New standard auto and homeowners insurance products will be rolled out over the next two years**

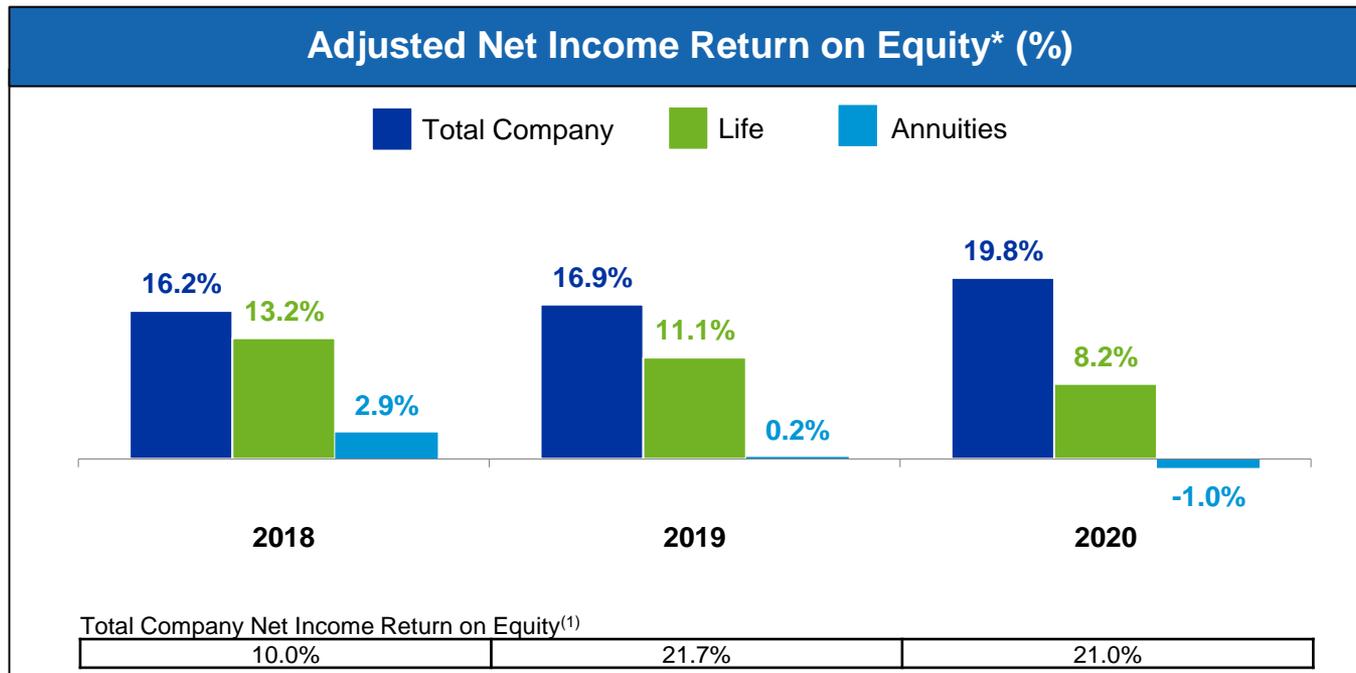
National General Measures of Acquisition Success

- 1. Accretive with Growing Earnings**
- 2. Integrate IA Businesses and Achieve Synergies**
- 3. Grow IA Channel Policies in Force with Broader Product Offering**



Agreement to Sell Allstate Life Insurance Company Deploys Capital Out of Lower Return “Investment Spread” Businesses

- Increases clarity on Allstate’s industry-leading returns generated by Property-Liability and Protection Services
 - Minimal impact on our strategy
 - Near culmination of long-term strategy of deploying capital out of spread based risks
- The transaction is attractive economically by generating \$2.2 billion in deployable capital but results in a financial book loss of approximately \$3.0 billion
- Expanding non-proprietary product solutions to serve customers’ ongoing life and retirement needs

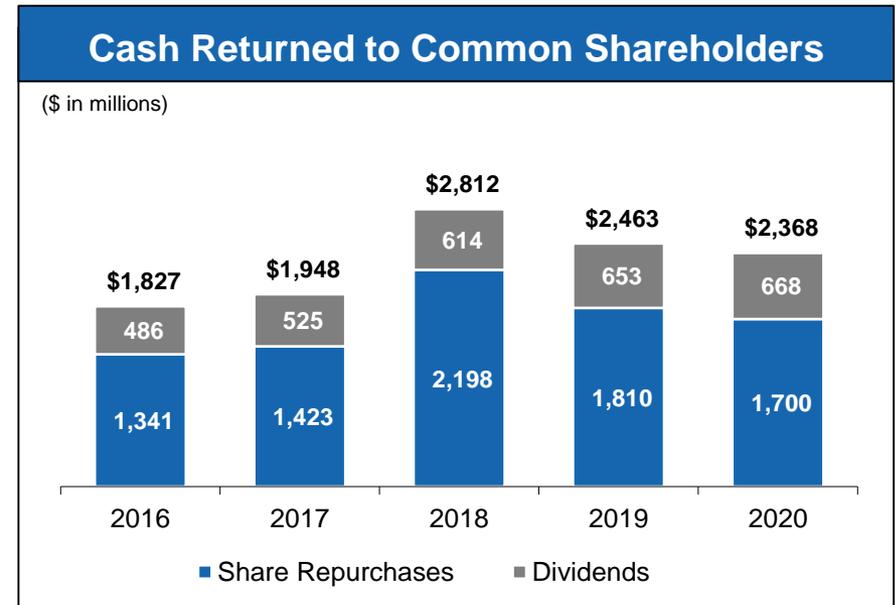
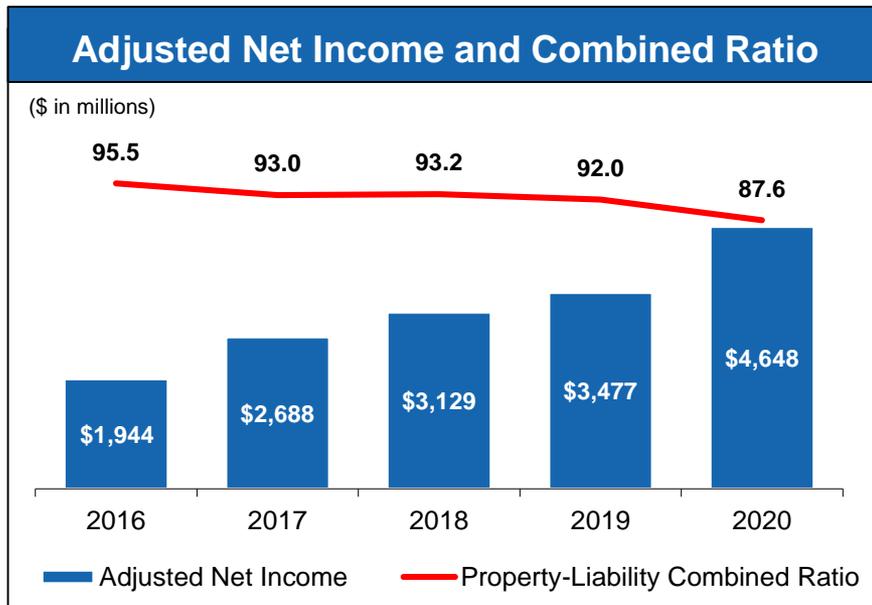


⁽¹⁾ Net income return on common shareholders’ equity



Capital Strength and Earnings Generation Enables Growth Investments While Returning Cash to Shareholders

- Strong income generation and strategic growth investments increases cashflow
- Continued reinvestment in business to position organization for Transformative Growth
- Strategically deployed capital through acquisitions improving earnings power and expanding total addressable market
 - Invested \$5.9 billion over last 5 years to acquire National General, Allstate Protection Plans (formerly SquareTrade) and Allstate Identity Protection (formerly InfoArmor)
- Returned significant cash to shareholders through share repurchases and dividends
 - Repurchased \$8.5 billion (25%) of common shares outstanding since 2016
 - Increased quarterly dividend per common share by 50% to \$0.81; to be paid on April 1, 2021





Allstate is an Attractive Investment Opportunity

- Allstate’s proven business model, strong competitive position, and operating expertise drives industry-leading returns
 - Analytical capabilities, expanding total addressable market and technology investments enable continued adaptation
 - Return profile further improves with the acquisition of National General and pending sale of Allstate Life Insurance Company
- Growth at these return levels generates significant shareholder value
- Allstate’s valuation is attractive relative to peers and does not appear to reflect growth potential

Capital Position			
	<u>12/31/2020</u>	<u>12/31/2019</u>	<u>Inc / (Dec)</u>
Adjusted Net Income Return on Equity*	19.8%	16.9%	2.9 pts
Book Value per Common Share	\$91.50	\$73.12	25.1%
<u>Stock Valuation⁽¹⁾</u>			
Price per Share	\$107	\$112	\$(5)
Price / LTM Earnings⁽²⁾	7.2	10.8	(3.6) pts
Price / Book Value	1.2	1.5	(0.3) pts

⁽¹⁾ Stock valuation metrics reflect closing price on 2/26/2021 with LTM earnings and book value evaluated as of 12/31/2020

⁽²⁾ Last twelve months earnings reflects adjusted net income





Forward-Looking Statements

- This presentation contains “forward-looking statements” that anticipate results based on our estimates, assumptions and plans that are subject to uncertainty. These statements are made subject to the safe-harbor provisions of the Private Securities Litigation Reform Act of 1995. These forward-looking statements do not relate strictly to historical or current facts and may be identified by their use of words like “plans,” “seeks,” “expects,” “will,” “should,” “anticipates,” “estimates,” “intends,” “believes,” “likely,” “targets” and other words with similar meanings. We believe these statements are based on reasonable estimates, assumptions and plans. If the estimates, assumptions or plans underlying the forward-looking statements prove inaccurate or if other risks or uncertainties arise, actual results could differ materially from those communicated in these forward-looking statements. Factors that could cause actual results to differ materially from those expressed in, or implied by, the forward-looking statements include risks related to:
 - Insurance and Financial Services (1) unexpected increases in claim frequency and severity; (2) catastrophes and severe weather events; (3) limitations in analytical models used for loss cost estimates; (4) price competition and changes in underwriting standards; (5) actual claims costs exceeding current reserves; (6) market risk and declines in credit quality of our investment portfolio; (7) our subjective determination of fair value and amount of credit losses for investments; (8) changes in market interest rates or performance-based investment returns impacting our annuity business; (9) changes in reserve estimates and amortization of deferred acquisition costs impacting our life, benefits and annuity businesses; (10) our participation in indemnification programs, including state industry pools and facilities; (11) inability to mitigate the capital impact associated with statutory reserving and capital requirements; (12) a downgrade in financial strength ratings; (13) changes in tax laws;
 - Business, Strategy and Operations (14) competition in the insurance industry and new or changing technologies; (15) implementation of our transformative growth strategy; (16) our catastrophe management strategy; (17) restrictions on our subsidiaries’ ability to pay dividends; (18) restrictions under terms of certain of our securities on our ability to pay dividends or repurchase our stock; (19) the availability of reinsurance at current levels and prices; (20) counterparty risk related to reinsurance; (21) acquisitions and divestitures of businesses; (22) intellectual property infringement, misappropriation and third-party claims;
 - Macro, Regulatory and Risk Environment (23) conditions in the global economy and capital markets; (24) a large-scale pandemic, such as the Coronavirus and its impacts, or occurrence of terrorism, military actions or social unrest; (25) the failure in cyber or other information security controls, or the occurrence of events unanticipated in our disaster recovery processes and business continuity planning; (26) changing climate and weather conditions; (27) restrictive regulations and regulatory reforms, including limitations on rate increases and requirements to underwrite business and participate in loss sharing arrangements; (28) losses from legal and regulatory actions; (29) changes in or the application of accounting standards; (30) loss of key vendor relationships or failure of a vendor to protect our data or confidential, proprietary and personal information; (31) our ability to attract, develop and retain key personnel; and (32) misconduct or fraudulent acts by employees, agents and third parties.
- Additional information concerning these and other factors may be found in our filings with the Securities and Exchange Commission, including the “Risk Factors” section in our most recent annual report on Form 10-K. Forward-looking statements speak only as of the date on which they are made, and we assume no obligation to update or revise any forward-looking statement.