



The Allstate Corporation

Goldman Sachs U.S. Financial Services Conference
Tom Wilson, Chair, President and Chief Executive Officer
December 9, 2020

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 2019 Form 10-K, Form 10-Q for September 30, 2020, 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.



Allstate's Strategy Drives Profitable Growth

Increase Personal Property-Liability Market Share

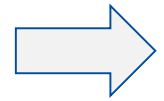


Transformative Growth

- Expand Customer Access
- Improve Customer Value
- Invest in Technology and Marketing



Leveraging Allstate Brand, Customer Base and Capabilities



Expand Protection Businesses

- Circle of Protection for Customers
- Innovative Growth Platforms
- Broad Distribution

2020 Highlights

- Adjusted net income* of \$12.07 per share and ROE of 17.7% over the latest twelve months
- Implementing Transformative Growth Plan
- Announced acquisition of National General
- Allstate Protection Plans continued strong growth and profitability



Transformative Growth Plan to Increase Personal Property-Liability Market Share



Transformative Growth Plan

Expand Customer Access

Improve Customer Value

Invest in Technology and Marketing

- **Transformative Growth Plan is a multi-year strategic initiative**
 - **Broadening distribution**
 - **Improving customer value with more competitive pricing and new products**
 - **Lowering cost structure**
 - **Building technology platform to enhance digital and analytical ecosystem**
 - **Investing in marketing to increase growth**

Increased Annual Recurring Revenue With Attractive Margins



Expanding Protection Businesses



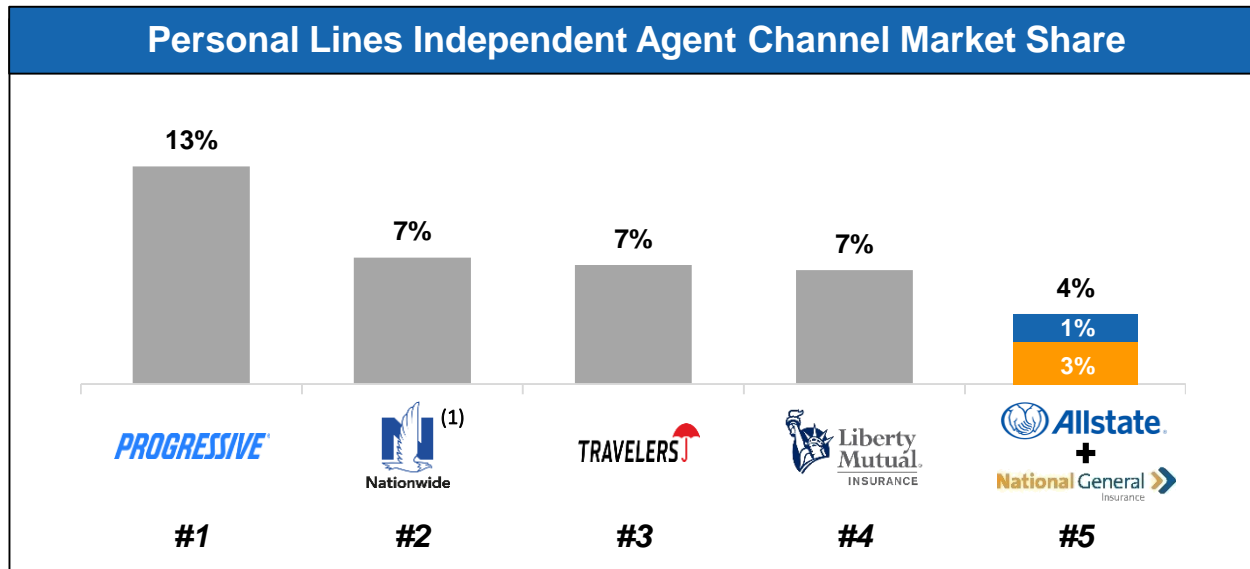
- **Leveraging the Allstate brand, capabilities and customer base**
 - Consumer protection plans, workplace benefits, identity protection, shared economy protection, roadside assistance, and automobile extended warranties
 - Broad distribution platform
- **Expanding Total Addressable Market**
 - High growth business models with low capital requirements
- **Significant businesses that are becoming meaningful to overall valuation**
 - Policies-in-force exceed 137 million
 - Premiums of \$3.8 billion⁽¹⁾ and adjusted net income of \$190 million (latest twelve months)
- **Building emerging businesses in telematics and car sharing**
 - Arity has extensive data collection relationships and focused on expanding insurance offerings
 - Avail actively building peer-to-peer car sharing models for insurance companies, travelers (13 airports) and communities

⁽¹⁾ Premiums also include other revenue from Allstate Identity Protection and Allstate Benefits contract charges



Transformative Growth - Expanding Customer Access

- **Broadening access to Allstate branded products by integrating direct capabilities**
 - Esurance advertising spending redirected to Allstate brand
 - Overall direct sales expected to increase
- **Transforming Allstate agent distribution for effectiveness and efficiency**
 - Agent compensation shifted to growth from retention
 - Developing new agent sales model with lower costs
- **National General acquisition expands growth in independent agent (“IA”) channel**
 - Top 5 personal lines carrier in the IA channel
 - Broad product array



Source: Allstate internal estimates and SNL Financial

(1) Nationwide is added on a pro forma basis, as of July 2020 the company switched to IA distribution

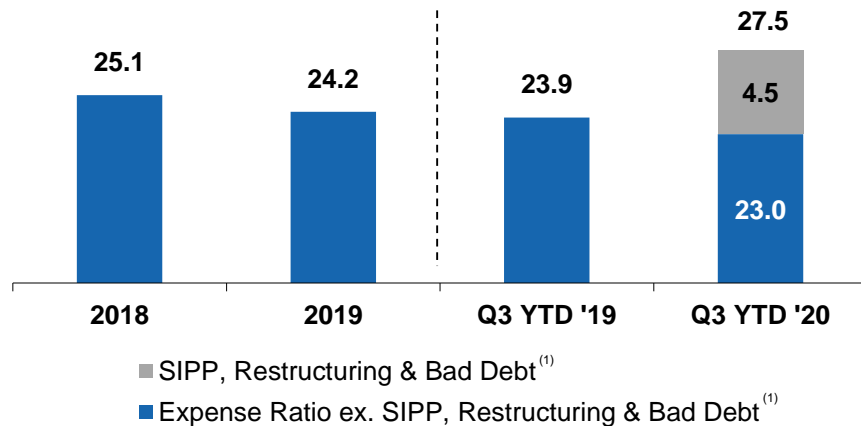


Transformative Growth - Improving Customer Value

- Improved auto insurance competitive price position while maintaining strong margins
 - Lowering expenses
 - Sophisticated pricing
- Industry-leading telematics capabilities created over the last decade
 - Telematics connected insurance customers exceed 2.0 million
 - Arity’s platform creates a substantial data and pricing sophistication advantage
 - Only major carrier offering pay-per-mile insurance, particularly attractive given pandemic
- Redesigning products to provide more affordable, simple and connected service

Lowering Cost Structure

Property-Liability Expense Ratio



Industry-Leading Telematics Capabilities

Availability:	49 States + D.C.
Active Connections ⁽²⁾ :	22.9M
Trips Scored (Per Month):	1.3B
Cumulative Miles Collected:	385B+
Proprietary Driving Score:	✓
Pay-Per-Mile Product Offering:	✓

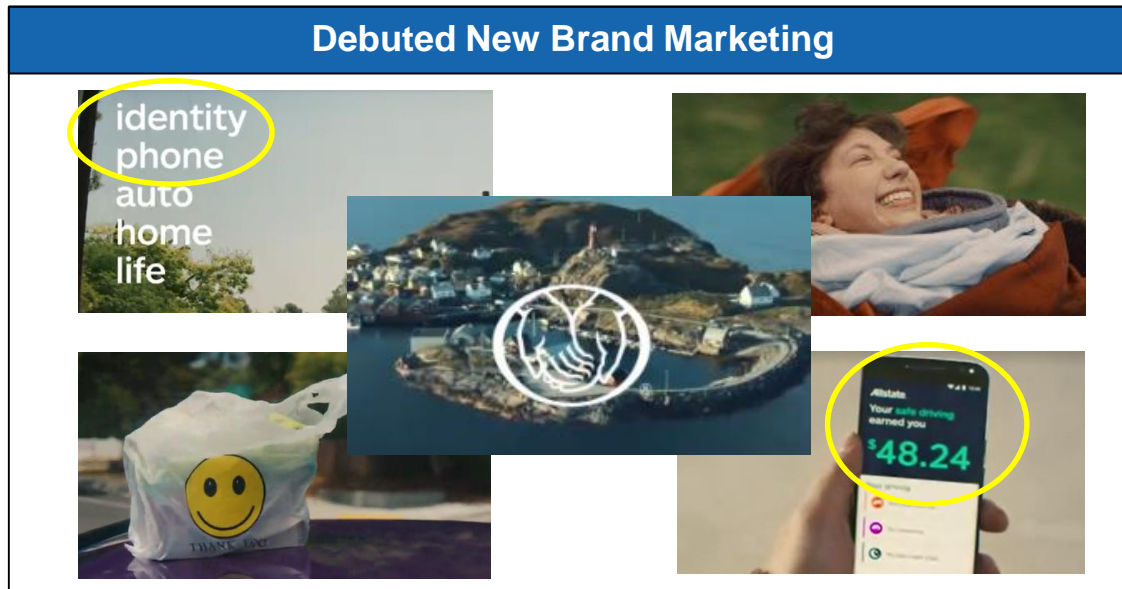
⁽¹⁾ SIPP represents Shelter-in-Place Payback expense. Restructuring reflects charges related to the Transformative Growth Plan. Bad debt reflects increase in expenses related to the Special Payment plan offered to customers as a result of the Coronavirus.

⁽²⁾ Active connections include third-party Arity customers and greater than 2.0 million Allstate insurance connections



Transformative Growth - Investing in Technology and Marketing

- **Enhancing technology ecosystem for Allstate branded personal property-liability business**
 - Creating new digital capabilities, leveraging data and reducing costs
 - Utilizing existing technology and new applications (vended and proprietary)
 - Independent agent property-liability business will utilize National General platform
- **Allstate brand growth supported by increasing advertising spending**
 - Generating demand for broader, more innovative portfolio
 - Focusing on our connectivity, emphasizing telematics capabilities





Allstate Generates Attractive Returns

- Adjusted net income return on equity* of 17.7%
- Returned \$2.2 billion to common shareholders through combination of share repurchases and common dividends in first nine months of 2020
- Allstate's valuation is attractive relative to peers

Capital Position			
	<u>9/30/2020</u>	<u>9/30/2019</u>	<u>Inc / (Dec)</u>
Adjusted Net Income Return on Equity*	17.7%	14.2%	3.5 pts
Common Shares Outstanding (in millions)	304.1	325.0	(6.4%)
Book Value per Common Share	\$82.39	\$69.84	18.0%
<u>Stock Valuation⁽¹⁾</u>			
Price per Share⁽²⁾	\$103	\$109	\$(6)
Price / LTM Earnings⁽³⁾	8.6	12.2	(3.6) pts
Price / Book Value	1.3	1.6	(0.3) pts

⁽¹⁾ 2020 stock valuation metrics reflect closing price on 12/7/2020 with LTM earnings and book value evaluated as of 9/30/2020

⁽²⁾ Closing price on last closing day of period rounded to nearest dollar

⁽³⁾ Last twelve months earnings reflects adjusted net income



Allstate Is an Attractive Investment Opportunity

- **Proven business model, strong competitive position, and attractive returns**
- **Operating expertise, analytical capabilities and technology investments enable continued adaptation**
- **Expanding Total Addressable Market**
 - **National General acquisition expands market presence in ~\$125 billion personal lines independent agent channel**
 - **Allstate Protection Plans rapidly growing in the ~\$35 billion consumer electronics and personal device protection market**
 - **Investing in Allstate Identity Protection to serve the nascent ~\$4 billion personal identity protection market**
 - **Arity and Avail strengthen existing businesses while offering additional value creation opportunities**
- **Valuation does not appear to reflect growth potential**



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 the amount of realized capital losses recorded for impairments of our investments; (8) the impact of changes in market interest rates or performance-based investment returns on our annuity business; (9) the impact of changes in reserve estimates and amortization of deferred acquisition costs on our life, benefits and annuity businesses; (10) our participation in indemnification programs, including state industry pools and facilities; (11) our ability 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 Plan; (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 level 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 and credit markets; (24) a large scale pandemic, such as the Novel Coronavirus Pandemic or COVID-19 and its impacts, or occurrence of terrorism or military actions; (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, including availability and productivity of employees during the Coronavirus; 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.

