



The Allstate Corporation

Barclays Global Financial Services Conference

Tom Wilson, Chair, President and Chief Executive Officer

09.13.2022

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 and investor supplement.

Additional information on factors that could cause results to differ materially from this presentation is available in the 2021 Form 10-K, Form 10-Q for June 30, 2022, 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 To Increase Shareholder Value



2022 highlights to date

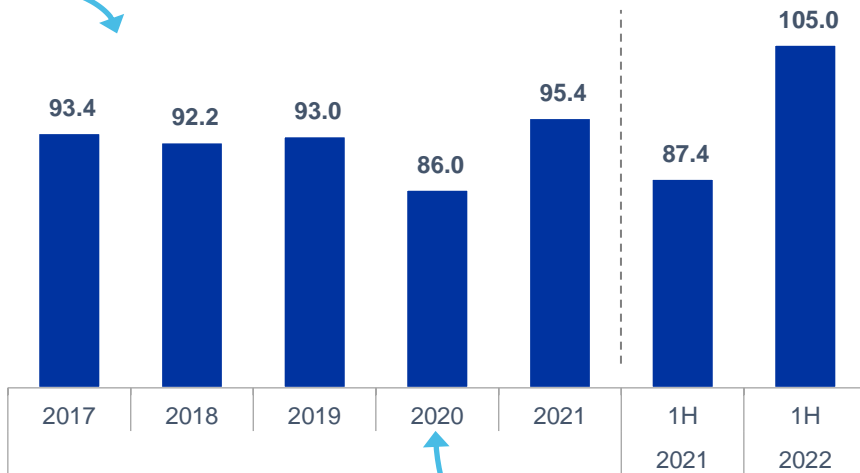
- Executing comprehensive plan to improve profitability
 - Raising auto insurance rates
 - Implementing underwriting restrictions
 - Reducing expenses
 - Modifying claims practices given high inflation
- Advancing Transformative Growth strategy
- Protection Services generating profitable growth
- Reduced investment portfolio exposure to higher interest rates
- Strong cash returns to shareholders

Industry-leading Auto Insurance Returns Impacted by Rising Loss Costs

Strong performance drives favorable combined ratio gap to industry of 6.5 points on average from 2017 - 2021

Margin pressure driven by rapid severity escalation beginning in 2021

Allstate Protection auto insurance combined ratio



Executing comprehensive approach to restore auto margins to mid-90's combined ratio target:

Rate Increases

- Pursuing rate increases across states and segments
- Increased Allstate brand rates 7.1% in 2022 (thru July) and 10.0% since start of Q4 2021

Underwriting Actions

- Implementing stricter auto new business underwriting requirements

Expense Reductions

- Achieved half of targeted ~6.0 point reduction in adjusted expense ratio* from 2018 to 2024⁽¹⁾
- Reducing advertising spend remainder of 2022

Claims Excellence

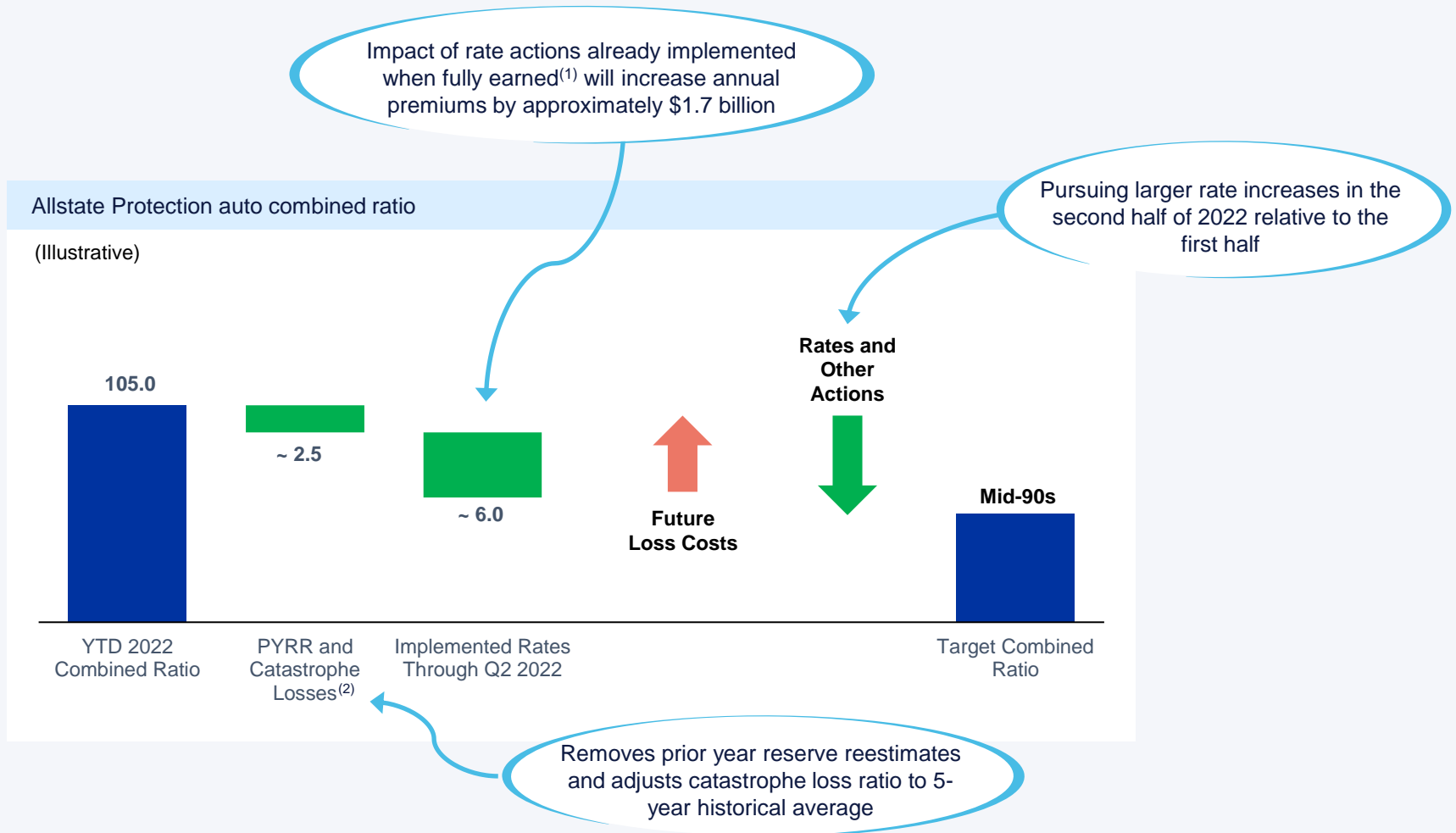
- Modifying claims practices to manage loss costs
- Leveraging scale, innovation and analytics to drive accuracy and operational efficiency

Year	Underwriting income (\$M)
2017	1,437
2018	1,791
2019	1,688
2020	3,444
2021	1,262
1H 2021	1,721
1H 2022	(725)

Reduced auto accident frequency due to the pandemic

⁽¹⁾ A reconciliation of non-GAAP measure to the expense ratio, a GAAP measure, is not possible on a forward-looking basis because it is not possible to provide a reliable forecast of future expenses and targeted reductions as of the reporting date

Auto Insurance Profitability Timing Based on Relative Increases in Rates and Loss Costs



⁽¹⁾ Estimated increase to earned premiums from rate increases implemented assuming 85% translates into written and ultimately earned premiums through June 2022

⁽²⁾ Adjusts combined ratio for impact of prior year reserve reestimates year to date and normalizes impact of catastrophe losses to average of the last 5 years

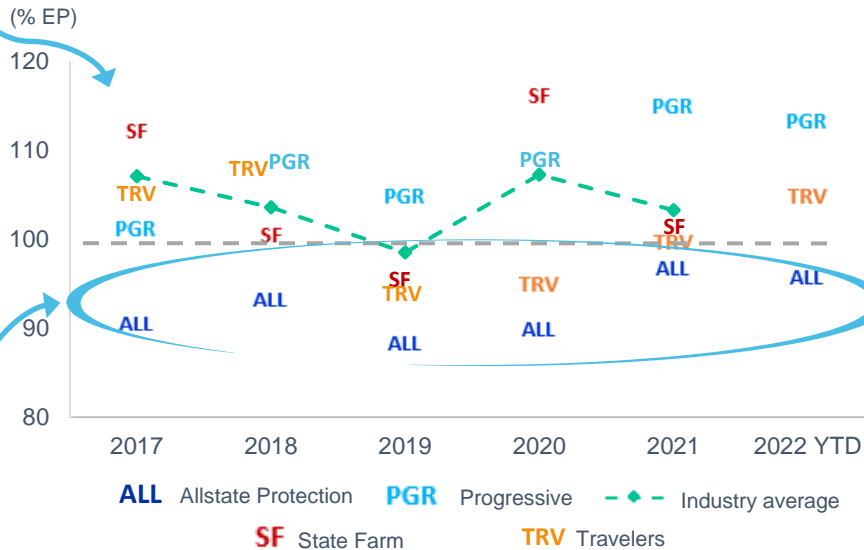
Homeowners Insurance Generates Attractive Returns

Homeowners insurance generated average annual adjusted net income⁽¹⁾ of \$1.2 billion over last 10 years

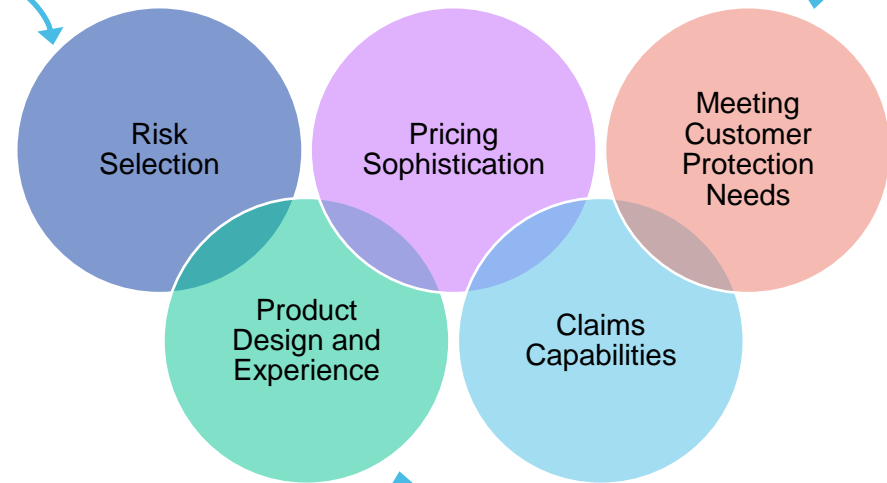
Balanced risk profile managing catastrophe exposure with advanced risk assessment capabilities

Sophisticated reinsurance program and utilization of non-proprietary products

Homeowners insurance combined ratios⁽²⁾



Integrated homeowners system creates competitive advantage



Superior underwriting performance

Advanced segmentation, by peril rating and age rated roof coverage

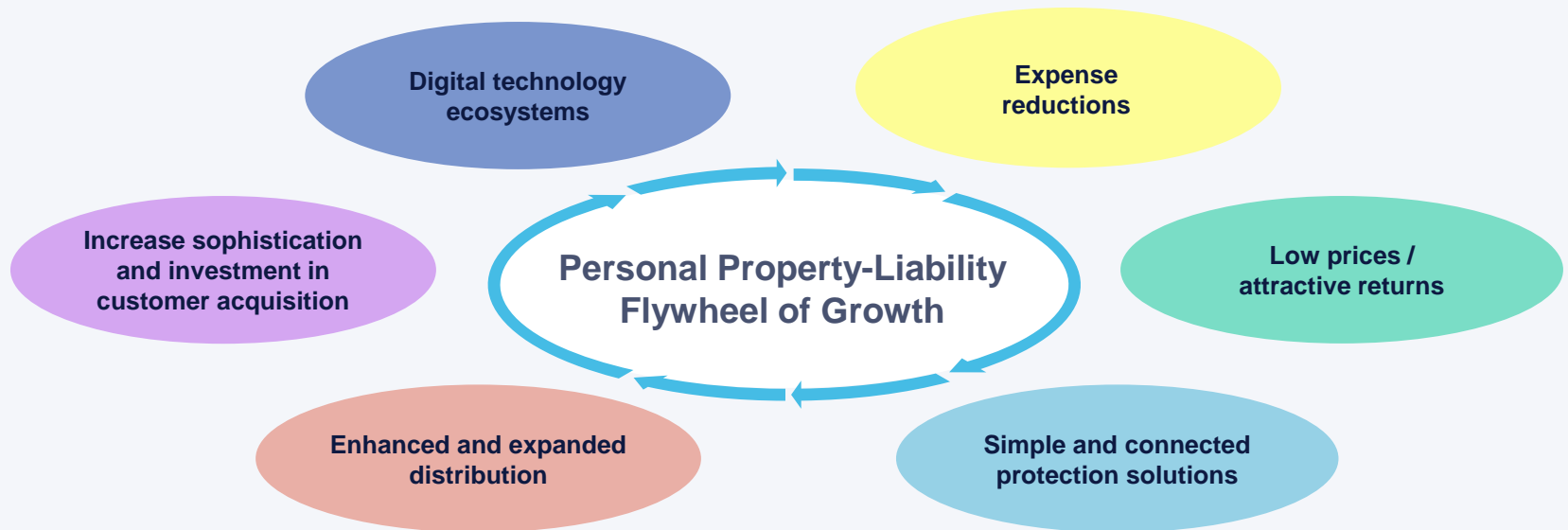
⁽¹⁾ Homeowners adjusted net income reflects after-tax underwriting income, including an allocation of Property-Liability net investment income

⁽²⁾ Industry and competitor information 2017 – 2021 represents statutory results per S&P Global Market Intelligence. Allstate and 2022 YTD reflects GAAP results

Transformative Growth To Increase Personal Property-Liability Market Share

Multi-year initiative to build a low-cost digital insurer with broad distribution

- Improve customer value
- Expand customer access
- Increase sophistication and investment in customer acquisition
- Deploy new technology ecosystems
- Organizational transformation



Attractive Risk Adjusted Investment Returns

People	Process	Relationships
<ul style="list-style-type: none"> Public market team of 40, including 20 analysts with average of 14 years experience Private market team of 45 with extensive track record 40 focused on risk and return management, quantitative research and economics 	<ul style="list-style-type: none"> Differentiated investment process that combines fundamental research with quantitative tools Proprietary dynamic asset allocation process A comprehensive risk and return management system utilized from CUSIP to Enterprise 	<ul style="list-style-type: none"> Augment internal capabilities with best-in-class external managers Leverage sponsor and industry relationships to source attractive deals Interact on a regular basis with company management teams, sell-side analysts and other sources to continually monitor existing and new investment opportunities

	Value (\$B)	Returns ⁽¹⁾			Performance Quartile ⁽²⁾
		1-Year	3-Year	5-Year	
Market-based	52	-6.8%	1.4%	2.6%	
- Fixed Income ⁽³⁾⁽⁴⁾	49	-5.9%	1.3%	2.5%	1 st to 2 nd
- Equity Investments	3	-15.7%	8.1%	7.6%	Indexed
Performance-based	9	24.6%	15.2%	14.1%	
- Private Equity	7	22.6%	15.4%	14.6%	2 nd
- Real Estate	2	32.1%	14.5%	12.4%	1 st
Total Portfolio	61	-3.7%	2.8%	3.6%	

Asset allocation drives additional shareholder value

Allstate generates returns above external benchmarks

⁽¹⁾ Total portfolio and market-based returns reflect GAAP total returns, performance-based reflects IRR. See investor supplement for definitions

⁽²⁾ Illustrative peer comparisons are based on Allstate's internal composite benchmark of like mandates managed by professional asset management firms across a 5-year horizon

⁽³⁾ Fixed income includes interest-bearing investments and exchange traded funds with underlying assets that are predominately fixed income securities

⁽⁴⁾ Fixed income portfolio consists of multiple strategies with performance ranging within 1st and 2nd quartiles

Broader Protection Businesses Have Significant Value

Broader Protection Businesses Performance (2021 Results)				
Market Facing Business	Revenue ⁽¹⁾		Profit	
	2021 (in millions)	CAGR (3-year)	EBITDA ⁽²⁾ (in millions)	Adj. Net Income (in millions)
Allstate Health & Benefits	\$2,254	23.0%⁽³⁾	\$274⁽⁴⁾	\$208
Protection Services	\$2,336	20.7%	\$273	\$179
<i>Allstate Protection Plans</i>	<i>\$1,195</i>	<i>32.4%</i>	<i>\$191</i>	<i>\$142</i>
<i>Allstate Dealer Services</i>	<i>\$517</i>	<i>8.3%</i>	<i>\$49</i>	<i>\$34</i>
<i>Arity</i>	<i>\$252</i>	<i>42.0%⁽³⁾</i>	<i>\$13</i>	<i>\$3</i>
<i>Allstate Roadside</i>	<i>\$244</i>	<i>(7.0)%</i>	<i>\$19</i>	<i>\$7</i>
<i>Allstate Identity Protection</i>	<i>\$128</i>	<i>100.0%</i>	<i>\$1</i>	<i>\$(7)</i>
	\$4,590		\$547	\$387

Generated approximately 10%
of total Allstate revenues

⁽¹⁾ Revenues exclude the impact of net gains and losses on investments and derivatives

⁽²⁾ Reflects adjusted net income before taxes, depreciation and restructuring

⁽³⁾ Revenues include impacts from acquisition of National General in 2021

⁽⁴⁾ Reflects adjusted net income before taxes of \$57 million and restructuring of \$9 million

Allstate is an Attractive Investment Opportunity

Allstate has delivered superior financial performance relative to peers

Financial metrics - Allstate vs. industry (5 years)			
Valuation metric	Allstate actual	Rank vs. 10 peers ⁽¹⁾	Percentile vs. S&P 500
Operating EPS CAGR	21.2%	#3	78%
Operating RoAE	16.8%	#2	57%
Cash yield ⁽²⁾	8.4%	#1	92%
Revenue growth CAGR ⁽³⁾	6.4%	#5	49%
Price / Earnings ⁽⁴⁾	10.4x	#8	21%

Valuation remains attractive and is below peers and the broader market

Source: FactSet; S&P Global Market Intelligence; Note: Market data as of 12/31/21; 5-year CAGR period or financial metrics measured from 2016 – 2021 financial periods

⁽¹⁾ P&C comparables includes North American P&C companies with a market cap of \$4 billion or greater as of year-end 2021

⁽²⁾ Represents annual dividends + buybacks divided by average market cap

⁽³⁾ Represents net premiums earned for Insurance peers and revenue for S&P 500; Allstate represents sum of P&C and Accident and Health net premiums and contract charges

⁽⁴⁾ Based on price as of 8/31/22 and 2023 analyst consensus operating EPS estimates per FactSet



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.

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. These statements may address, among other things, our strategy for growth, catastrophe, exposure management, product development, investment results, regulatory approvals, market position, expenses, financial results, litigation, and reserves. We believe that these statements are based on reasonable estimates, assumptions and plans. Forward-looking statements speak only as of the date on which they are made, and we assume no obligation to update any forward-looking statements as a result of new information or future events or developments. In addition, forward-looking statements are subject to certain risks or uncertainties that could cause actual results to 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 regulation and 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) our participation in indemnification programs, including state industry pools and facilities; (9) inability to mitigate the impact associated with changes in capital requirements;

(10) a downgrade in financial strength ratings;

Business, Strategy and Operations (11) competition in the industries in which we compete and new or changing technologies; (12) implementation of our transformative growth strategy; (13) our catastrophe management strategy; (14) restrictions on our subsidiaries’ ability to pay dividends; (15) restrictions under terms of certain of our securities on our ability to pay dividends or repurchase our stock; (16) the availability of reinsurance at current levels and prices; (17) counterparty risk related to reinsurance; (18) acquisitions and divestitures of businesses; (19) intellectual property infringement, misappropriation and third-party claims;

Macro, Regulatory and Risk Environment (20) conditions in the global economy and capital markets, including the economic impacts from the recent military conflict between Russia and Ukraine; (21) a large-scale pandemic, the occurrence of terrorism, military actions, or social unrest; (22) the failure in cyber or other information security controls, as well as the occurrence of events unanticipated in our disaster recovery processes and business continuity planning; (23) changing climate and weather conditions; (24) restrictive regulations and regulatory reforms, including limitations on rate increases and requirements to underwrite business and participate in loss sharing arrangements; (25) losses from legal and regulatory actions; (26) changes in or the application of accounting standards; (27) loss of key vendor relationships or failure of a vendor to protect our data, confidential and proprietary information, or personal information of our customers, claimants or employees; (28) our ability to attract, develop and retain talent; and (29) 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.