



## The Allstate Corporation

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Bank of America 2020 Insurance Conference  
Tom Wilson, Chair, President and Chief Executive Officer  
February 13, 2020

**Allstate**<sup>®</sup>  
You're in good hands.



## Forward-Looking Statements and Non-GAAP Financial Information

This presentation contains forward-looking statements and information. Additional information on factors that could cause results to differ materially from those projected in this presentation is available in the 2018 Form 10-K, in our most recent earnings release, and at the end of these slides. These materials are available on our website, [www.allstateinvestors.com](http://www.allstateinvestors.com), under the “Financials” link.

This presentation also contains some 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. These materials are available on our website, [www.allstateinvestors.com](http://www.allstateinvestors.com), under the “Financials” link.



# Allstate's Strategy Drives Profitable Growth

## Increase Personal Property-Liability Market Share



- Differentiated Products
- Sophisticated Pricing
- Claims Expertise
- Integrated Digital Enterprise



Leveraging Allstate Brand and Capabilities



## Expand Protection Businesses



- Circle of Protection for Customers
- Innovative Growth Platforms
- Broad Distribution
- Support Property-Liability Businesses

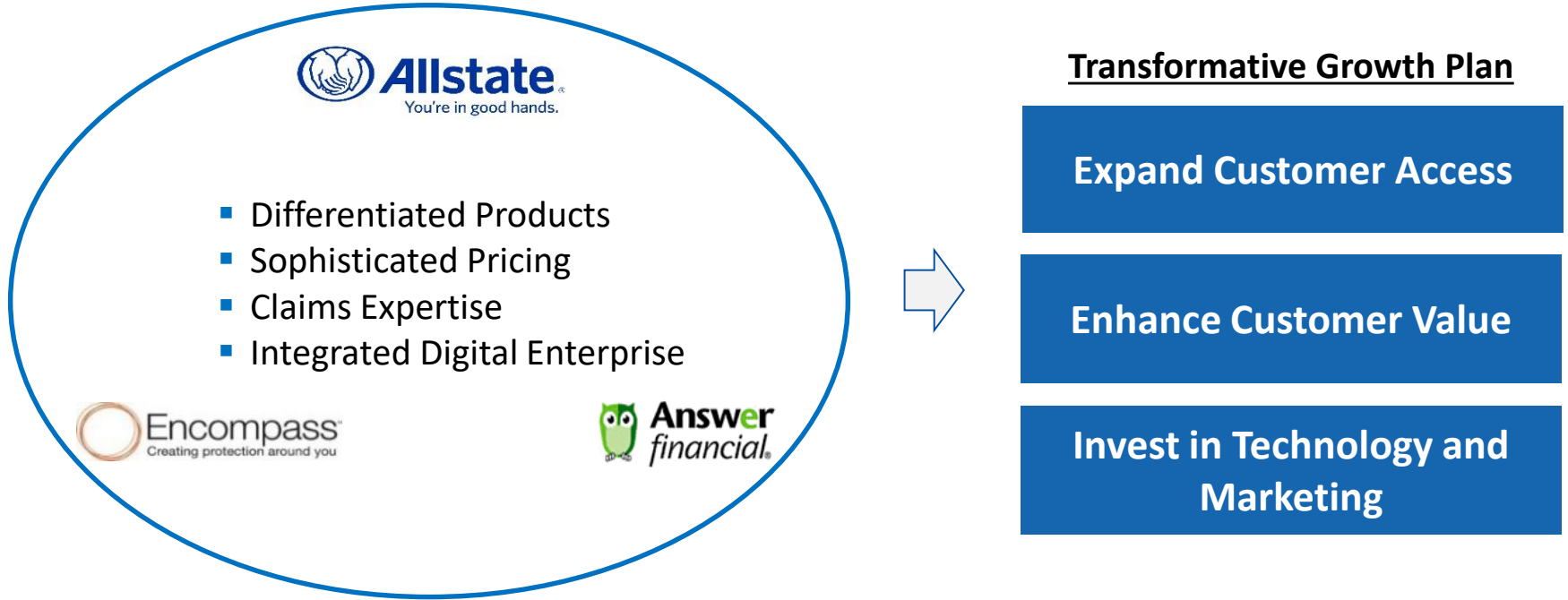


## Shareholder Value

- Customer Satisfaction
- Unit Growth
- Attractive Returns on Capital
- Sustainable Profitability
- Diversified Business Platform



# Transformative Growth Plan to Increase Personal Property-Liability Market Share



- **Transformative Growth Plan builds on Allstate’s strengths and reflects current market conditions**
  - **Leverage Allstate brand, pricing sophistication, claims expertise, product breadth and broad distribution platform**
  - **GEICO and Progressive are growing auto insurance market share faster through significant advertising investments and low cost structures**
  - **Consumers’ needs are changing due to increased connectivity and advanced analytics (telematics and QuickFoto claim)**
  - **Majority of consumers value personal insurance agents (Integrated Service)**



# Transformative Growth Plan Improves Competitive Position

## Expand Customer Access

- Broaden direct access to Allstate branded products by leveraging Esurance
- Transform Allstate agency distribution for effectiveness and efficiency

## Enhance Customer Value

- Lower cost structure to improve competitive win rate without impacting margins
- Redesign products

## Invest in Technology and Marketing

- Technology stack composed of microservices for adaptability and speed
- Repositioned Allstate brand supported by increased advertising



## Expanding Protection Businesses



- Portfolio of Innovative Growth Businesses
- Leveraging Allstate Brand
- Growing and Improving Margins:
  - Policies in force of 112.3 million, increased 38.6% to prior year as of December 2019
  - Premium of \$4.9 billion in 2019
  - Adjusted net income of \$428 million in 2019, despite large growth investments



# Emerging Protection Businesses Create Additional Shareholder Value



- Industry leader in the growing voluntary benefits market



- Provides consumer protection plans through major retailers in the U.S. and mobile operators in Europe
- Rapid growth since acquisition in 2017; Policies increased 233%



- Premium growth of 36% annually since expanding into shared economy in early 2018



- Accelerating expansion into identity protection



- Telematics provider for Allstate's auto insurance offering
- Emerging connected car platform (2.0 million active affiliate connections)



- Car sharing platform initiated operations in 2019
- Available in 7 airports



# Allstate Delivers Excellent Results in 2019

- Allstate's strategy is working: grow personal property-liability market share and expand protection businesses
- Achieved all five 2019 Operating Priorities
- Total revenues of \$44.7 billion and net income of \$4.7 billion in 2019
- Adjusted net income\* per diluted share of \$10.43 in 2019
- Adjusted net income return on common shareholders' equity\* improved to 16.9% in 2019

(\$ in millions, except per share data and ratios)	Twelve months ended Dec. 31,		
	2019	2018	Change
<b>Total revenues</b>	<b>\$44,675</b>	<b>\$39,815</b>	<b>12.2%</b>
Total revenues (excl. realized capital gains and losses)	42,790	40,692	5.2%
Property-Liability insurance premiums	34,843	32,950	5.7%
Net investment income	3,159	3,240	(2.5)%
Realized capital gains and losses	1,885	(877)	NM
<b>Income applicable to common shareholders:</b>			
Net income	<b>4,678</b>	2,012	132.5%
<i>per diluted common share</i>	<b>14.03</b>	5.70	146.1%
Adjusted net income*	3,477	3,129	11.1%
<i>per diluted common share*</i>	<b>10.43</b>	8.86	17.7%
<b>Return on common shareholders' equity (trailing twelve months)</b>			
Net income applicable to common shareholders	21.7%	10.0%	11.7 pts
Adjusted net income*	<b>16.9%</b>	16.2%	0.7 pts

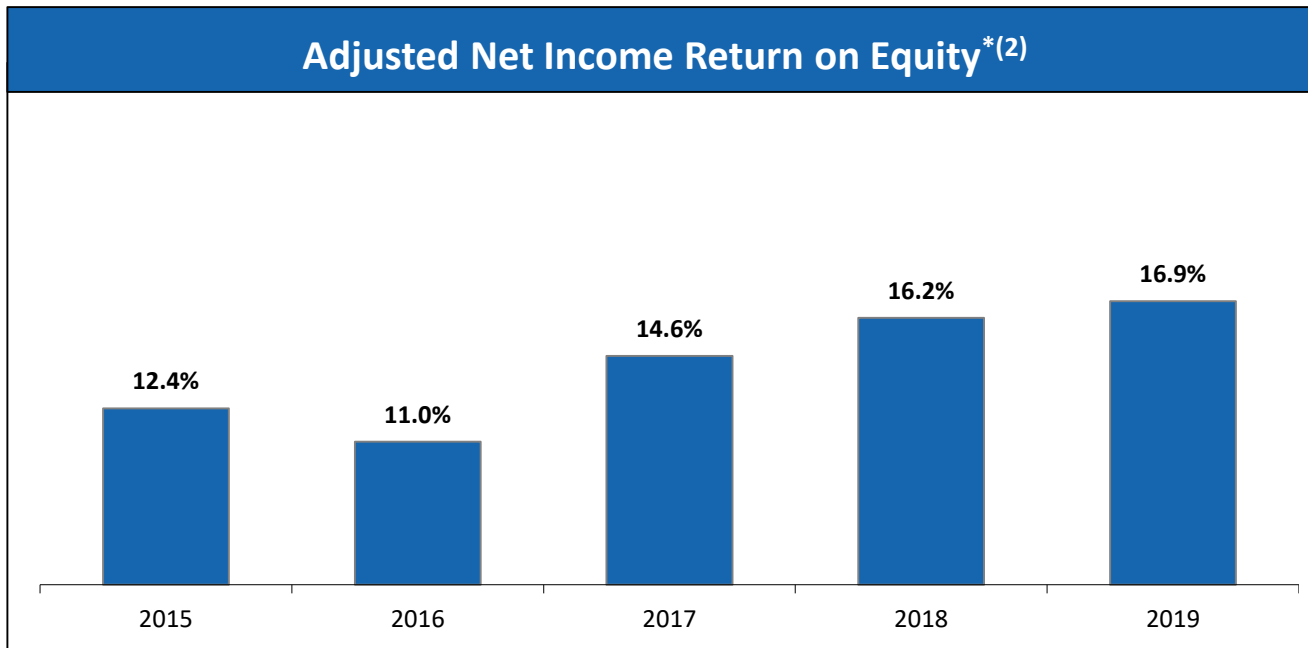
NM = not meaningful





# Targeting Attractive Long-Term Adjusted Net Income Return on Equity

- Long-term adjusted net income return on equity\* goal of 14% to 17%
  - Range aligns with long-term incentive compensation<sup>(1)</sup>



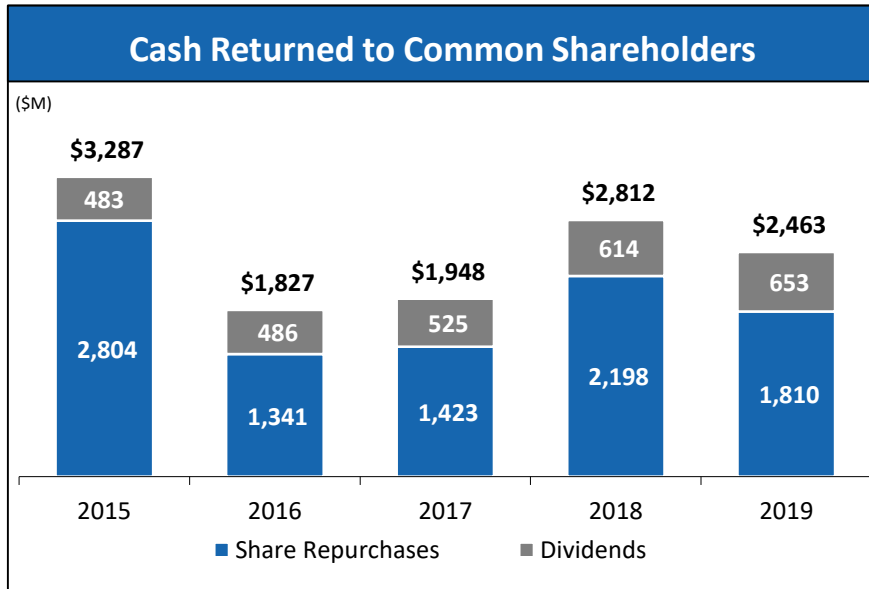
<sup>(1)</sup> Further detail on the average performance net income return on equity measure is provided in our annual proxy statement.

<sup>(2)</sup> On December 22, 2017, the Tax Legislation became effective, reducing the U.S. corporate income tax rate from 35% to 21% beginning January 1, 2018. As a result, the corporate tax rate is not comparable for periods 2017 and prior.



# Excellent Cash Returns to Shareholders

- Returned \$2.5 billion to common shareholders in 2019 through \$1.8 billion in share repurchases and \$653 million in common shareholder dividends
- The \$3 billion share repurchase program announced in October 2018 was completed in January 2020
- Announced a new \$3 billion share repurchase authorization to be completed by the end of 2021
- Proactive capital management to reduce cost of capital



### Common Share Repurchases

	<u>Amount Repurchased (\$B)</u>	<u>% of Shares Outstanding</u>
2019	\$1.8	4.9%
3 Years ('17 – '19)	\$5.4	15.6%
5 Years ('15 – '19)	\$9.6	28.7%





## 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. However, 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: (1) adverse changes in the nature and level of catastrophes and severe weather events; (2) our catastrophe management strategy on premium growth; (3) unexpected increases in the frequency or severity of claims; (4) the cyclical nature of the property and casualty businesses; (5) the availability of reinsurance at current levels and prices; (6) risk of our reinsurers; (7) changing climate and weather conditions; (8) changes in underwriting and actual experience; (9) changes in reserve estimates; (10) changes in estimates of profitability on interest-sensitive life products; (11) conditions in the global economy and capital markets; (12) a downgrade in financial strength ratings; (13) the effect of adverse capital and credit market conditions; (14) possible impairments in the value of goodwill; (15) the realization of deferred tax assets; (16) restrictions on our subsidiaries’ ability to pay dividends; (17) restrictions under the terms of certain of our securities on our ability to pay dividends or repurchase our stock; (18) market risk and declines in credit quality relating to our investment portfolio; (19) our subjective determination of the amount of realized capital losses recorded for impairments of our investments and the fair value of our fixed income and equity securities; (20) the influence of changes in market interest rates or performance-based investment returns on our annuity business; (21) impacts of new or changing technologies on our business; (22) failure in cyber or other information security controls, as well as the occurrence of events unanticipated in our disaster recovery systems and business continuity planning; (23) misconduct or fraudulent acts by employees, agents and third parties; (24) the impact of a large scale pandemic, the threat or occurrence of terrorism or military action; (25) loss of key vendor relationships or failure of a vendor to protect confidential, proprietary and personal information; (26) intellectual property infringement, misappropriation and third party claims; (27) regulatory changes, including limitations on rate increases and requirements to underwrite business and participate in loss sharing arrangements; (28) regulatory reforms and restrictive regulations; (29) changes in tax laws; (30) our ability to mitigate the capital impact associated with statutory reserving and capital requirements; (31) changes in accounting standards; (32) losses from legal and regulatory actions; (33) our participation in indemnification programs, including state industry pools and facilities; (34) impacts from the Covered Agreement, including changes in state insurance laws; (35) competition in the insurance industry and impact of new or changing technologies; (36) market convergence and regulatory changes on our risk segmentation and pricing; (37) acquisitions and divestitures of businesses; and (38) reducing our concentration in spread-based business and exiting certain distribution channels. 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 are as of the date on which they are made, and we assume no obligation to update or revise any forward-looking statement.