A. Board Principles

1. Role and Responsibilities of the Board

The primary role and responsibility of the Board of Directors (Board) is to oversee the affairs of The Allstate Corporation (Allstate or Corporation) for the benefit of the stockholders. The Board is the ultimate decision-making body of the Corporation, except with respect to those matters reserved to the stockholders.

The Board's responsibility for oversight of the Corporation's affairs includes, but is not limited to, oversight of the Corporation's strategy, business performance, capital structure, management selection, compensation programs, human capital management, risk and return management, shareholder engagement, corporate reputation, sustainability matters, ethical business practices, and Board and committee structure and practices. The Board acts as advisor and counselor to senior leadership and ultimately evaluates their performance.

2. Code of Ethics

The long-term success of the Corporation is dependent upon the maintenance of a strong ethical business environment. The Corporation has adopted a Global Code of Business Conduct (Code) that establishes the standards by which business is conducted and applies to all directors, employees, and officers. Directors should be familiar with the Code's provisions and should consult with the Corporation's General Counsel in the event of any issues.

3. Corporate Governance

These guidelines have been approved by the Board and reflect the governance framework for the Corporation. The guidelines shall be reviewed annually by the Nominating, Governance and Social Responsibility Committee or more often if deemed necessary.

4. Selection of Board Chair and the CEO

The Board views the selection of the Chair and the Chief Executive Officer (CEO) as one of its most important responsibilities. The independent members of the Board determine periodically whether these positions should be held by the same person or by separate individuals based on the recommendation of the Nominating, Governance and Social Responsibility Committee, the current circumstances of the Corporation, the skills and experiences of the individuals involved, and the leadership composition of the Board. The roles of Chair and CEO may be held by the same person when the individual has sufficient

expertise, the ability to effectively fulfill both roles simultaneously, and the Board concludes that a combined role improves the effectiveness of the Board and management team.

Chair of the Board. The independent members of the Board annually select one member of the Board to act as Chair for a one-year period with the general expectation that the individual will serve for a longer period of time, except as circumstances warrant otherwise. In addition to the responsibilities set forth in the Corporation's Bylaws (Bylaws), the Chair is responsible for:

- working with the Lead Director, Committee Chairs and CEO (if role is separate from Chair) to set Board direction and agendas,
- coordinating activity between the various committees,
- ensuring management is effectively providing the proper information and analysis to the Board, and
- working with the Lead Director and Chair of the Nominating, Governance and Social Responsibility Committee to ensure the Board has appropriate capabilities and diversity of skills, experiences and perspectives

Chief Executive Officer.

The Board shall be responsible for identifying potential candidates for, and selecting, the CEO. The Board shall consider, among other things, a candidate's experience, understanding of the Company's business environment, leadership qualities, knowledge, skills, expertise, integrity and reputation in the business community.

5. Selection and Responsibilities of Lead Director

The Nominating, Governance and Social Responsibility Committee recommends to the independent members of the Board the election of an independent director to serve as Lead Director, as well as selection considerations to use in evaluating Lead Director nominees. The Lead Director is elected annually by the independent directors (excluding any potential candidates for this role) and is generally expected to serve three to five years. In selecting the Lead Director, the independent members of the Board consider evolving market, operational, and governance issues facing the Corporation, in addition to the nominee's experience and knowledge.

The responsibilities of the Lead Director are reviewed annually in connection with the annual evaluation of the Lead Director's performance. The responsibilities of the Lead Director include:

- presides at all Board meetings at which the Chair is not present and at all executive sessions;
- has authority to call meetings of the independent directors;

- serves as a liaison between the Chair and the independent directors, and between the Chair and CEO if the roles are held by different individuals, when necessary, to provide a supplemental channel of communication;
- works with the Chair in developing, and approves, Board meeting agendas, schedules, and information provided to the Board;
- in conjunction with the Chair of the Compensation and Human Capital Committee, facilitates and communicates the Board's performance evaluation of the CEO;
- works with the Chair to ensure the implementation of a Committee self-evaluation process; provides guidance to Committee Chairs, as needed, with respect to Committee topics, issues, and functions;
- facilitates the Board's self-evaluation process;
- works with the Chair and the Nominating, Governance and Social Responsibility Committee Chair to conduct annual individual director evaluations;
- communicates with significant stockholders and other stakeholders on matters involving broad corporate policies and practices when appropriate; and
- performs additional duties that the independent directors may designate from time to time.

6. Evaluation of the CEO

The Board performs an annual evaluation of the CEO in an executive session with the input of the Compensation and Human Capital Committee. The Chair of the Compensation and Human Capital Committee, in conjunction with the Lead Director, communicates the results of the evaluations to the CEO.

Evaluations are based on the Corporation's overall performance, accomplishment of long-term strategic objectives, and leadership development.

7. Succession Planning

The Compensation and Human Capital Committee oversees management succession planning. The succession planning process includes consideration of potential candidates for senior management roles, including the CEO position, and planning for unexpected management succession scenarios. Succession planning discussions generally include input from the CEO regarding senior executive officers' skills, experiences, competencies and potential in order to assess development opportunities.

8. Evaluating Board, Committee, and Individual Director Performance

With input from the Lead Director, the Nominating, Governance and Social Responsibility Committee annually reviews the processes to be used to evaluate the performance of the Board and each committee. The purpose of this annual evaluation review is to increase the effectiveness of the Board and the committees in fulfilling their responsibilities.

The contributions and performance of each individual director is evaluated annually by the Lead Director, the Chair, and the Chair of the Nominating, Governance and Social Responsibility Committee. In addition, the Lead Director, the Chair, or the Chair of the Nominating, Governance and Social Responsibility Committee discusses future plans on continued Board membership with each director. Separate discussions are held to evaluate the performance of the Chair, the Lead Director, and the Chair of the Nominating, Governance and Social Responsibility Committee, with each recusing himself or herself, for the evaluation of his or her performance.

Individual directors receive feedback from the Lead Director, the Chair, or the Chair of the Nominating, Governance and Social Responsibility Committee. The outcomes of such evaluations are shared with the Nominating, Governance and Social Responsibility Committee to support the annual nomination process.

B. Board Composition

1. Size and Composition of the Board

The Bylaws provide for a Board of three to 15 directors. The Nominating, Governance and Social Responsibility Committee will assess the appropriate size and composition of the Board. The Board believes that a significant majority of the Board should be composed of independent directors, and in most situations, the CEO should be the only employee director, but that circumstances may warrant the addition of one other.

2. Director Membership Criteria

The Board believes that directors have a responsibility to all stockholders and should not represent the interests of particular constituents. The Board should have a diversity of skills, experiences and perspectives. Directors must always act in a manner consistent with their fiduciary duties of loyalty and care. The Board believes that directors should:

- demonstrate integrity and independent judgment, including the ability to understand and exercise sound judgment on issues related to the Corporation's purpose and objectives;
- have held positions of leadership with businesses or other organizations;
- have business or professional skills and experience that will contribute to the effectiveness of the Board and its committees, taking into consideration the skills and experience of current directors;
- commit to representing the long-term interests of the Corporation and its stockholders, with due consideration for the interests of the Corporation's clients, employees and other stakeholders;
- commit to devote the time and effort necessary to properly discharge their responsibilities.

The Nominating, Governance and Social Responsibility Committee is responsible for recommending nominees to the Board and applies these criteria in making director nominee recommendations. Periodically, the Nominating, Governance and Social Responsibility Committee reviews these criteria to ensure that they appropriately reflect the issues that should be considered in evaluating director candidates.

3. Service on Other Company Boards

Directors who are active executives may serve on the boards of no more than two public companies, and other directors may serve on the boards of no more than four public companies, in addition to the Corporation's Board in each case.

Directors are required to notify the Secretary, Chair of the Nominating, Governance and Social Responsibility Committee and Board Chair at least 60 days prior to accepting a directorship at another company so as to allow the Corporation to assess whether the proposed directorship raises any conflict of interest, antitrust or other legal or scheduling issue. The General Counsel will provide an analysis of potential conflicts to the Chair of the Nominating, Governance and Social Responsibility Committee.

4. Independence Standards for Non-Employee Directors

The Board expects a non-employee director to be free of interests or affiliations that could give rise to a biased approach to directorship responsibilities or a conflict of interest and to be free of any significant relationship with the Corporation that would interfere with the director's exercise of independent judgment.

A director will not qualify as "independent" unless the Board affirmatively determines that the director has no material relationship with the Corporation. The Nominating, Governance and Social Responsibility Committee assesses the independence of nominees and makes recommendations to the Board on matters related to director independence. The Board determines the independence of each director and discloses the determinations as required in accordance with regulatory requirements. The Board adopted director independence standards to assist in this process. Those independence standards are attached as Appendix A to these guidelines.

In addition, the Board's confidentiality and recusal procedures address potential conflicts of interest and the protection of confidential or proprietary information presented at Board meetings.

5. Identification of Director Candidates; Invitation to Join the Board

In identifying candidates to be nominated for election as directors, the Nominating, Governance and Social Responsibility Committee uses a variety of sources including independent search firms, input from current directors, stockholder-recommended candidates and self-nominations. The Committee evaluates candidates and makes

recommendations to the Board regarding potential nominees. Ultimately, the Board determines who will be nominated.

An invitation to join the Board may be extended by the Board itself or, with the Board's authorization, by the Nominating, Governance and Social Responsibility Committee Chair or by the Board Chair.

6. Director Orientation and Continuing Development

New directors have an orientation program with senior leadership to review the Corporation's markets, competitors, business, strategies, operating performance, risk profile, leadership, culture and corporate governance.

Directors also meet regularly with members of senior leadership in one-on-one discussions, participate in external programs and are members of organizations that assist in enhancing director skills. Reasonable costs incurred in connection with such programs are reimbursed by the Corporation. In addition, management regularly makes in-depth presentations and provides educational materials to the Board on particular aspects of the Corporation's business.

7. Director Resignations; Decisions to Not Stand for Re-Election; Change in Principal Employment

Directors who intend to resign or not stand for re-election at the Corporation's next annual meeting of stockholders are required to notify the Chair or General Counsel.

Directors who change their principal employment or major job responsibilities, other than through normal retirement, are required to offer to resign from the Board. The offer should be submitted to the General Counsel or Secretary. The Nominating, Governance and Social Responsibility Committee will review the appropriateness of the director's continued membership on the Board. If the Nominating, Governance and Social Responsibility Committee determines that it is in the best interests of the Corporation and its stockholders to accept the resignation, it will provide a recommendation to the Board to accept the director's offer of resignation, and such offer to resign shall not be effective unless accepted by the Board.

8. Term Limits and Retirement Age

The Board does not use term limits, given the Board's retirement standards and the benefits of leadership continuity. Each non-employee director must retire from the Board by not standing for re-election at the first annual meeting of stockholders that is held following his or her 75th birthday, unless the Board determines that it is in the best interests of the Corporation and its stockholders to extend the director's service for an additional period of time.

9. Resignation or Retirement of Officers or Employees as Board Members

The Board expects that, when a director who is also an officer or an employee of the Corporation resigns or retires from the Corporation, he or she will resign from the Board at the same time, unless the Board determines that continued Board service for an additional period of time is in the best interest of the Corporation and its stockholders. Such resignation should be submitted to the Corporation's Chair, General Counsel or Secretary.

10. Non-employee Director Compensation

Compensation for non-employee directors should be reasonable and competitive. The Nominating, Governance and Social Responsibility Committee will periodically review a report from the independent compensation consultant on the level and form of director compensation, as well as practices of peer companies. If appropriate, the Nominating, Governance and Social Responsibility Committee may recommend to the Board changes in director compensation.

11. Non-employee Director's Ownership of Allstate Securities

Within five years of joining the Board, each non-employee director is expected to accumulate an ownership position in Allstate securities equal to six times the value of the annual cash retainer paid for Board service.

Once a non-employee director meets this ownership guideline, the director is deemed to continue to meet it, provided the director does not dispose of securities that result in the director's ownership falling below the guideline immediately following the disposition. A subsequent decline in the stock price, by itself, does not affect compliance with the ownership guideline. However, if a director's ownership is below the ownership guideline due to a decline in the stock price, the director is restricted from executing a disposition until the ownership guideline can be satisfied based on the current stock price and after giving effect to the disposition. In the event the stock ownership requirement increases, each non-employee director has five years from the time of the increase to acquire any additional securities needed to meet this ownership guideline.

The following are considered securities for determining ownership:

- common shares owned individually, either directly or indirectly;
- common shares owned jointly with, or separately by the director's spouse, domestic partner, or minor children, either directly or indirectly;
- restricted stock units; and
- common share units acquired and held under the deferred compensation plan.

12. Prohibition on Directors Engaging in Hedging Transactions and Pledging

Allstate directors are prohibited from engaging in transactions in the Corporation's securities that might be considered speculative and in derivative or other transactions designed to hedge or offset any decrease in the market value of the Corporation's securities.

In addition, directors are prohibited from pledging the Corporation's securities as collateral for a loan or holding such securities in a margin account, unless an exception is granted by the Chair and Lead Director (or by the Lead Director in the case of a request by the Chair).

C. Board Meetings and Materials; Access to Management and Advisors

1. Agendas for Board Meetings

The Chair develops, in consultation with the Lead Director, a proposed annual Board agenda for regularly recurring matters and planned special topics and reviews it with the Board to obtain input from the directors before it is finalized.

The Chair works with the Lead Director and CEO (if role is separate from Chair) to establish agendas, schedules, and meeting materials for each Board meeting, consistent with the annual agenda and including such additional matters as may be appropriate. Directors may suggest additional agenda items and may raise at any meeting subjects that are not on the agenda.

2. Advance Review of Materials and Attendance Policy

It is expected that Board members review meeting materials in advance, attend meetings of the Board and the committees on which they serve and actively participate in discussions. It is also expected that Board members attend the annual meeting of stockholders.

3. Executive Sessions and Special Meetings of Independent Directors

The Board meets in executive session during each regular Board meeting with just the independent members of the Board and chaired by the Lead Director, and an executive session with the independent members of the Board and the CEO. The Lead Director also has the authority to call meetings of the independent members of the Board.

4. Board Access to Senior Leadership

Directors have the opportunity to talk directly with the Corporation's management. In addition, members of senior management attend Board meetings on a regular basis so that they may provide additional insight into the items being discussed.

5. Board and Committee Access to Independent Advisors

The Board and each of its Committees have the authority to retain third-party advisors. Outside experts such as independent auditors, compensation consultants, governance specialists, cybersecurity experts, board search firm representatives and financial advisors attend meetings to provide directors with additional information and advice on issues.

D. Committees

1. Standing Committees of the Board

The Board has the following standing Committees: the Audit Committee, the Compensation and Human Capital Committee, the Executive Committee, the Nominating, Governance and Social Responsibility Committee, and the Risk and Return Committee.

The Audit, Compensation and Human Capital, Nominating, Governance and Social Responsibility and Risk and Return Committees consist solely of independent directors as defined in their respective committee charters. The Executive Committee consists of the Lead Director, the Chairs of the Audit, Risk and Return, Compensation and Human Capital, and Nominating, Governance and Social Responsibility Committees, and the Board Chair.

Each committee maintains a charter, which is posted on the Corporation's website. The Board may form additional committees and determine the composition and responsibilities of such committees.

2. Assignment and Rotation of Committee Members

The Nominating, Governance and Social Responsibility Committee recommends to the Board, and the Board designates, the members and the Chairs of the committees, taking into account the skills, preferences and experience of the individual directors.

The Board reviews committee membership annually and considers whether membership changes should be made with a view toward balancing the benefits derived from continuity against the benefits derived from the diversity of experience and viewpoints of the various directors. There are no fixed terms for committee membership. The Board believes that rotation of committee assignments should occur at periodic intervals but should not be mandated as a policy as there may be reasons to maintain an individual director's committee membership.

3. Committee Agendas and Materials

Each committee, other than the Executive Committee, establishes an annual agenda. The Chair of each committee reviews the agenda and materials prior to each meeting.

Committee materials are distributed in advance of meetings and committee members may raise subjects that are not on the agenda.

E. Communication with Board; Audit Complaint Procedures

1. Board Interaction with Stakeholders

The Board has established a process for stockholders and other stakeholders to communicate directly with its members. The methods to contact the Board is described in the Corporation's annual proxy statement and on the Corporation's website. It is the policy of the Corporation to select individuals to communicate and interact with stakeholders

2. Complaints Regarding Accounting, Internal Controls, and Auditing

The Audit Committee has established procedures for complaints regarding accounting, internal controls, and auditing matters, including procedures for the confidential and anonymous submission of complaints.

F. Additional Policies

1. Policy on Corporate Involvement in the Public Policy Arena

The Corporation is involved in the public policy arena at the state and federal levels and provides comprehensive disclosures on its involvement in the public policy arena on the Corporation’s website. Support is provided to research associations, coalitions, industry trade associations, non-profit organizations, and other groups that seek to advance public policy initiatives that promote personal safety and property protection or address other issues that affect Allstate’s stakeholders.

Generally speaking, corporate contributions are made when state and federal regulations impact Allstate’s ability to fulfill our Shared Purpose or achieve strategic objectives.

Similar guidelines and procedures are applied when considering the support of individual candidates for office. All such direct contributions are publicly disclosed as required by applicable laws.

All political contributions are made to promote the interests of the Corporation without regard to the personal preferences of the Corporation’s executives and are in accordance with all applicable laws. Management provides the Nominating, Governance and Social Responsibility Committee with a report, at least semi-annually, on the Corporation’s public policy involvement, including political contributions. The Nominating, Governance and Social Responsibility Committee will report to the Board, at least annually, with respect to its review of this report. The Chief Risk Officer also provides an annual risk and return review of Allstate’s political involvement to the Nominating, Governance and Social Responsibility Committee and Board.

2. Stockholder Rights Plans

The Board will obtain stockholder approval prior to adopting any stockholder rights plan; *provided, however*, that the Board may act on its own to adopt a stockholder rights plan if, under the then current circumstances, in the reasonable business judgment of the independent directors, the fiduciary duties of the Board would require it to adopt a rights plan without prior stockholder approval. The retention of any rights plan so adopted by the Board will be submitted to a vote of stockholders as a separate ballot item at the next subsequent annual meeting of stockholders and, if not approved, such rights plan will expire within one year after such meeting.

The Corporate Governance Guidelines are publicly disclosed and posted on the Corporation's website.
As amended, effective July 15, 2025.

Appendix A

Director Independence Standards

1. General

For purposes of determining whether each non-employee director or nominee for election to the Board is independent, the Board will assess whether the director or nominee has any relationships with The Allstate Corporation or any of its subsidiaries, either directly or indirectly through a relationship with another entity, that would affect in any way the director's or nominee's independent judgment. In doing so, the Board will assess the materiality of any such relationship to the Allstate Group and to the entities with which the director or nominee has an affiliation.

2. Disqualification

A director (or nominee) will not be considered "independent" under the following circumstances:

(a) The director is, or has been within the last three years, an employee of the Allstate Group, or an immediate family member is, or has been within the last three years, an executive officer of The Allstate Corporation.

(b) The director has received, or has an immediate family member who has received, during any twelve-month period within the last three years, more than $120,000 in direct compensation from the Allstate Group, other than director and committee fees and pension or other forms of deferred compensation for prior service (provided such compensation is not contingent in any way on continued service) and, in the case of an immediate family member, other than compensation received for service as a non-executive officer employee.

(c) The director is a current partner or employee of a firm that is the auditor for any member of the Allstate Group; the director has an immediate family member who is a current partner of any such firm; the director has an immediate family member who is a current employee of any such firm and personally works on any member of the Allstate Group's audit; or the director or an immediate family member was within the last three years a partner or employee of any such firm and personally worked on the audit of any member of the Allstate Group within that time.

(d) The director or an immediate family member is, or has been within the last three years, employed as an executive officer of another company where any present executive officer of The Allstate Corporation at the same time serves or served on that company's compensation committee.

(e) The director is a current employee, or an immediate family member is a current executive officer, of a company that has made payments to, or received payments from, the Allstate Group for property or services in an amount which, in any of the last three fiscal years, exceeds the greater of $1 million or 2% of such other company's consolidated gross revenues for such year.

As used above, the term "immediate family member" means a person's spouse, parents, stepparents, children, stepchildren, siblings, mothers and fathers-in-law, sons and daughters-in-law, brothers and sisters-in-law, and anyone (other than tenants or domestic employees) who shares such person's home.

As used in clause (e), above, the term "company" includes tax exempt organizations, if any, to which the Allstate Group or The Allstate Foundation has made non-charitable payments or from which the Allstate Group or The Allstate Foundation has received payments, but the payments referred to in clause (e) do not include charitable contributions made by the Allstate Group or The Allstate Foundation to such tax exempt organizations.

In addition to the foregoing, a director will be disqualified from membership on the Compensation and Human Capital Committee, unless he or she qualifies as a "non-employee director" as defined in Rule 16b-3 under the Securities Exchange Act of 1934. A director will be disqualified from membership on the Audit Committee if he or she is an "affiliated person" with respect to The Allstate Corporation as defined in Rule 10A-3 under the Securities Exchange Act of 1934 or accepts, directly or indirectly, any consulting, advisory or other compensatory fees from the Allstate Group, other than fees for services rendered as a member of the Board, the Audit Committee or any other Board Committee.

3. Categorical Standards of Independence

From time to time the Board may determine that certain types of relationships do not create a conflict of interest that would impair a director's independence because they are inconsequential in nature or amount and that the specific details of such relationships need not be further considered by the Board. In such cases, The Allstate Corporation will describe the relationship by category or type in the proxy statement. The Board reviews the details of other relationships in which directors, nominees, or their immediate family members may have a direct or indirect material interest to determine whether they would create a conflict of interest that would affect a director's independent judgment. For each director or nominee that is identified as independent in its annual meeting proxy statement, The Allstate Corporation will describe any such other relationships that were reviewed by the Board in reaching an independence determination and that are not otherwise disclosed in the proxy statement.