Prudential Financial, Inc.

Second Quarter 2019

Forward-Looking Statements and Non-GAAP Measures

Certain of the statements included in this presentation, including those under the headings “Key Priorities to Grow Earnings,” “High Quality Businesses with Attractive Growth Prospects,” and “Business Mix and Strategy Drive a Higher ROE and Growth Potential” constitute forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Words such as “expects,” “believes,” “anticipates,” “includes,” “plans,” “assumes,” “estimates,” “projects,” “intends,” “should,” “will,” “shall,” or variations of such words are generally part of forward-looking statements. Forward-looking statements are made based on management’s current expectations and beliefs concerning future developments and their potential effects upon Prudential Financial, Inc. and its subsidiaries. Prudential Financial, Inc.’s actual results may differ, possibly materially, from expectations or estimates reflected in such forward-looking statements. Certain important factors that could cause actual results to differ, possibly materially, from expectations or estimates reflected in such forward-looking statements can be found in the “Risk Factors” and “Forward-Looking Statements” sections included in Prudential Financial, Inc.’s Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q. Our growth and return prospects, financial targets, and “Key Priorities to Grow Earnings” are subject to the risk that we will be unable to execute our strategy because of economic, market, or competitive conditions or other factors. Prudential Financial, Inc. does not undertake to update any particular forward-looking statement included in this presentation.

This presentation includes references to adjusted operating income, adjusted book value, and adjusted operating return on equity, which is based on adjusted operating income and adjusted book value. Consolidated adjusted operating income and adjusted book value are not calculated based on accounting principles generally accepted in the United States of America (GAAP). For additional information about adjusted operating income, adjusted book value, and adjusted operating return on equity and the comparable GAAP measures, including reconciliations between the comparable measures, please refer to our quarterly results news releases, which are available on our website at www.investor.prudential.com. Reconciliations are also included as part of this presentation.

Prudential Financial, Inc. of the United States is not affiliated with Prudential plc which is headquartered in the United Kingdom.

Track Record of Delivering Superior Value

- Leader in financial wellness
- Positioned for organic business growth and acquisition opportunities
- Robust record of sustained buybacks and a decade of dividend growth

8%
5-yr Adjusted EPS CAGR(1)

10%
5-yr Adjusted BVPS CAGR(2)

12.7%
Adjusted Operating ROE(3)

(1) From 2013 to 2018. See Reconciliations for more information.
(2) From 2013 to 2018; based on adjusted book value. See Reconciliations for more information.
(3) Year-to-date as of 4Q18; based on annualized after-tax adjusted operating income and average adjusted book value. See Reconciliations for more information.

Purpose and Culture Are Fundamental to Execution

Our purpose

WE MAKE LIVES BETTER *by*
SOLVING *the* FINANCIAL CHALLENGES
***of our* CHANGING WORLD**

FORTUNE®

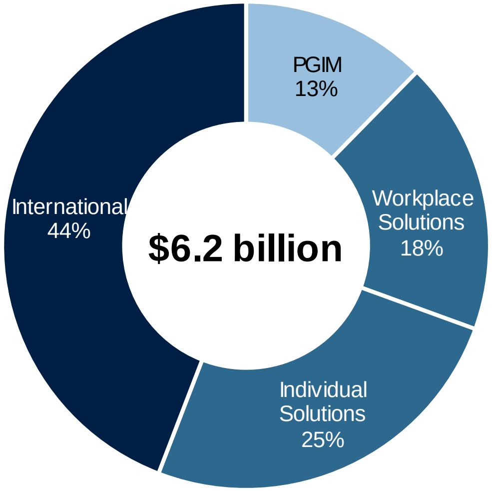
Named to 2018 Change The World® List

ISS

1 Environment, Social, and Governance Quality Score

Note:
Fortune ranking as of August 2018. FORTUNE® and “Change the World®” are registered trademarks of Time Inc. “FORTUNE and Time Inc. are not affiliated with, and do not endorse products or services of Prudential Financial”.
ISS ranking from 2019 Proxy Statement.

Scaled Businesses with Growth Potential



Pre-tax Adjusted Operating Income(1)

U.S. Financial Wellness

Strong pillars underlying businesses

#1 PRT, **#3** Individual Life, **#4** VA, **Top 10** Group Life & Disability, **Top 10** DC Manager

PGIM

High quality global asset manager

#10 in AUM(2), **Top 3** in Alternatives, Real Estate, and Investment Grade Credit

International

High quality Japan life insurer, with strategic investments in emerging markets

#1 in Japan for new business face amount

Note: See appendix for sources of rankings.

(1) Based on last twelve months of adjusted operating income through 2Q19. Pie chart excludes Corporate and Other Operations loss of $1,450 million.

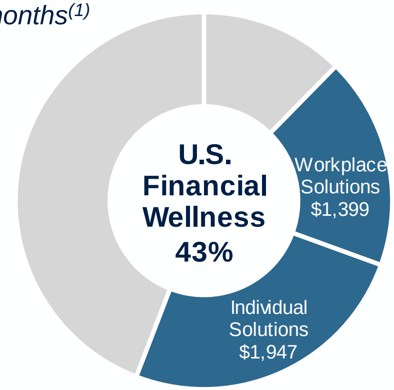
(2) $1.4 trillion as of year-end 2018. Global AUM includes assets managed by PGIM and Prudential's non-proprietary AUM.

U.S. Financial Wellness

Engaging Millions of Individuals With a Differentiated Offering

Earnings Contribution to Prudential

Trailing twelve months[(1)]
($ millions)

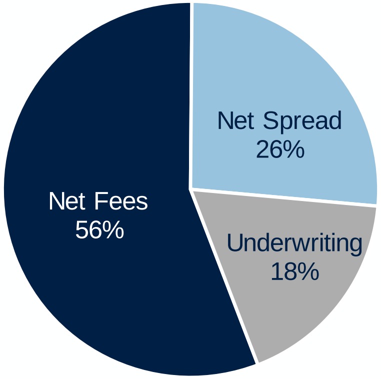


Key Priorities to Grow Earnings

- Drive adoption of our differentiated financial wellness value proposition
- Engage and educate people about their workplace solutions to increase utilization of existing benefits
- Provide people with retail solutions that address broad financial needs
- Execute growth initiatives specific to underlying businesses

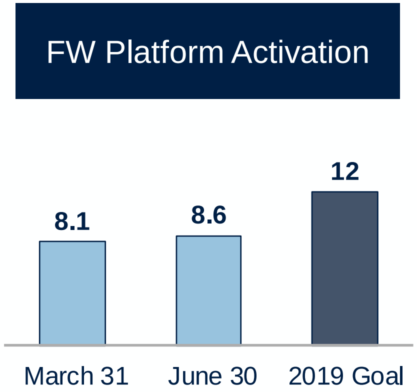
Diversified Sources of Earnings

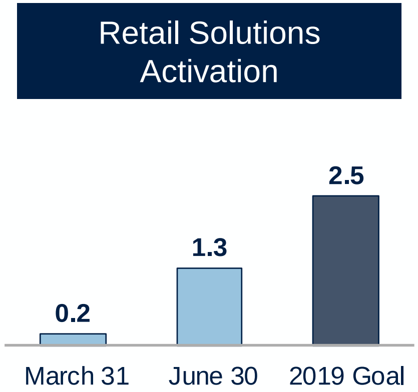
Trailing twelve months[(2)]



Financial Wellness Metrics

(millions of people)





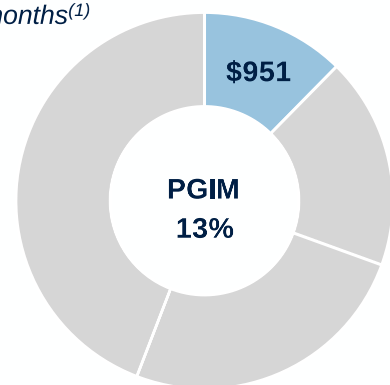
Note: See Appendix for segment results.
(1) Based on pre-tax adjusted operating income excluding Corporate and Other Operations.
(2) Based on net fee income, net spread income, and underwriting margin and claims experience gross of expenses. Excludes actuarial assumptions and other refinements and market experience updates.

PGIM

Diversified Global Active Asset Manager with a Multi-Manager Model

Earnings Contribution to Prudential

Trailing twelve months[1]
($ millions)

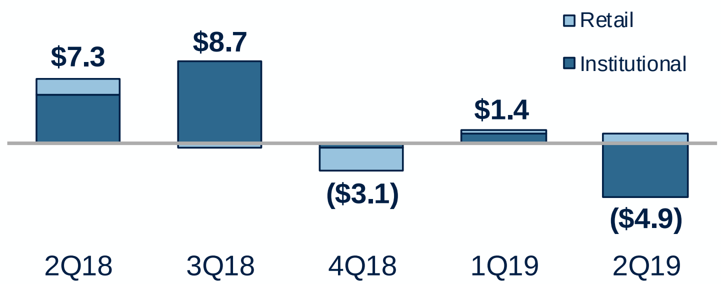


Key Priorities to Grow Earnings

- Maintain strong investment performance[2]
  - Percentage of AUM[3] outperforming benchmark: 3 Year: 86%, 5 Year: 90%, 10 Year: 92%
- Leverage scale of $1+ trillion multi-manager model and Prudential enterprise relationship
- Expand global footprint
- Continue to diversify products into high margin areas
- Selectively acquire new capabilities

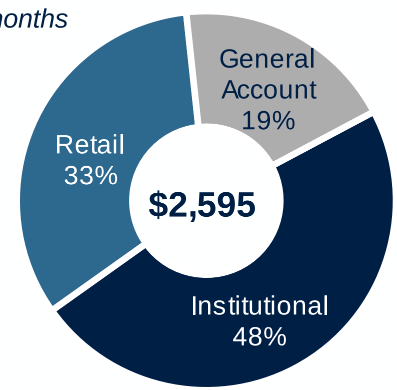
3rd Party Net Flows

($ billions)



Asset Management Fees

Trailing twelve months
($ millions)



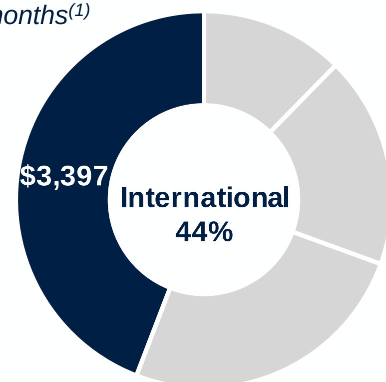
(1) Based on pre-tax adjusted operating income excluding Corporate and Other Operations.
(2) PGIM calculations as of June 30, 2019. Past performance is not a guarantee or reliable indicator of future results. All investments involve risk, including the possible loss of capital. Performance is defined as outperformance (gross of fees) relative to each individual strategy's respective benchmark(s).
(3) Represents PGIM's benchmarked AUM (85% of total third-party AUM is benchmarked over 3 years, 74% over 5 years, and 57% over 10 years respectively). This calculation does not include non-benchmarked assets (including general account assets and assets not managed by PGIM). Returns are calculated gross of investment management fees, which would reduce an investor's net return. Excess performance is based on all actively managed Fixed Income, Equity and Real Estate AUM for Jennison Associates, PGIM Fixed Income, Quantitative Management Associates, PGIM Real Estate, Prudential Capital Group, PGIM Global Partners and PGIM Real Estate Finance.

International

Consistent Strategy and Superior Execution Drive Differentiated Results

Earnings Contribution to Prudential

Trailing twelve months[(1)]
($ millions)

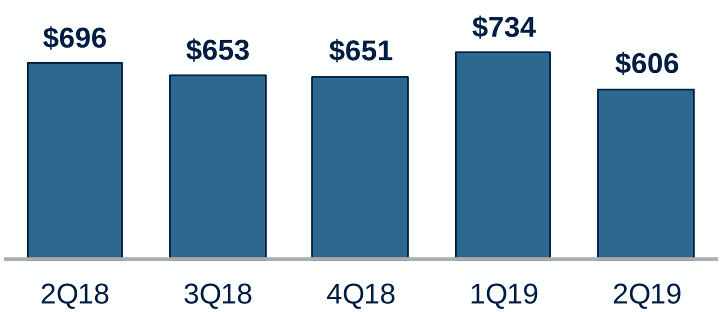


Key Priorities to Grow Earnings

- Lead with protection solutions and innovate as client needs evolve
- Expand third-party distribution channels
- Build digital, mobile, and data analytics capabilities
- Further penetrate existing markets and complement with selective M&A opportunities

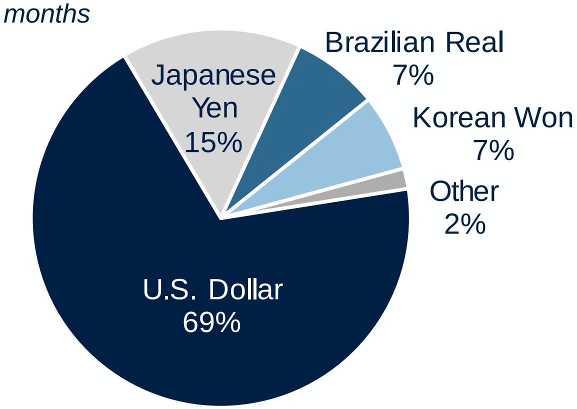
Sales[(2)]

($ billions)



Sales Mix By Currency[(2)]

Trailing twelve months



Note: See Appendix for Life Planner Operations and Gibraltar Life and Other Operations results.
(1) Based on pre-tax adjusted operating income excluding Corporate and Other Operations.
(2) Constant exchange rate basis. Foreign denominated activity translated to U.S. Dollars (USD) at uniform exchange rates for all periods presented, including Japanese Yen (JPY) 105 per U.S. Dollar, Korean Won (KRW) 1,110 per U.S. Dollar., and Brazilian Real (BRL) 3.7 per U.S. Dollar. U.S. Dollar-denominated activity is included based on the amounts as transacted in U.S. Dollars. Sales represented by annualized new business premiums.

High Quality Businesses with Attractive Growth Prospects

PGIM

Mid-to-high single digit intermediate term earnings growth

Expanding global investment and distribution capabilities

International

Mid-single digit intermediate term earnings growth

Expanding distribution in proprietary and third-party channels and strategic investments in emerging markets

U.S. Financial Wellness

Mid-to-high single digit intermediate term earnings growth

Investing to increase productivity as well as expand distribution and solutions

Revenue growth and expanding margins in PGIM and U.S. Financial Wellness with stable margins and growth in International

Note: Earnings growth based on pre-tax Adjusted Operating Income.

Business Mix and Strategy Drive a Higher ROE and Growth Potential

Increased Adjusted ROE Target

12 - 13% → **12 - 14%**

Adjusted EPS Growth

High-single digit → Low-double digit

Intermediate term — *Longer term*

Multiple drivers to increase EPS growth:

- Accelerating strategy and integration of businesses
- Significant traction in Financial Wellness
- Further third-party success in PGIM
- Higher contribution from International growth markets
- Pursuit of strategic M&A

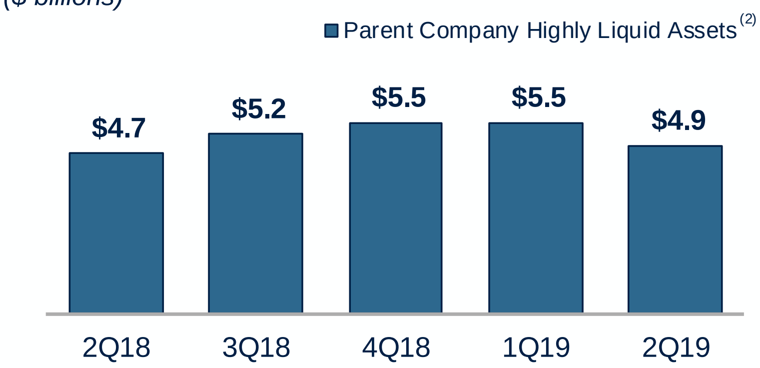
Robust Capital Position Supports Strong Distributions to Shareholders

Capital Position

Capital Deployment	• Capital returned: $911 million (Share repurchases of $500 million & dividends of $411 million) ◦ $1.00 dividend per share, a 4.1% yield on adjusted book value
Capital Level	• Continue to hold capital above our AA financial strength levels
Leverage(1)	• Financial leverage ratio less than 25%

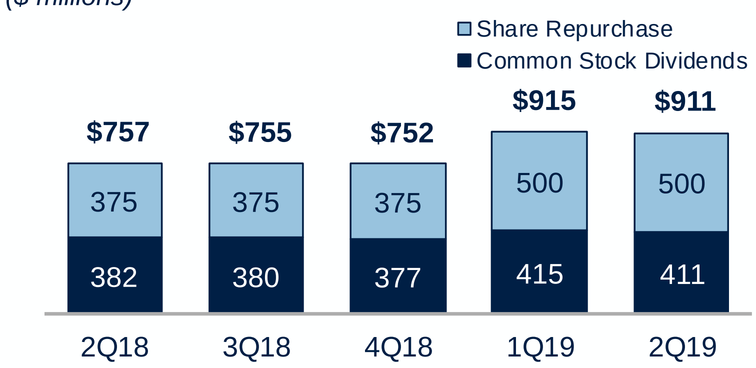
Liquidity Position

($ billions)



Shareholder Distributions

($ millions)



(1) Financial leverage ratio represents capital debt divided by sum of capital debt and equity. Junior subordinated debt treated as 25% equity, 75% capital debt for purposes of calculation. Equity excludes non-controlling interest, AOCI (except for pension and postretirement unrecognized costs), and the impact of foreign currency exchange rate remeasurement.
(2) Highly liquid assets predominantly include cash, short-term investments, U.S. Treasury securities, obligations of other U.S. government authorities and agencies, and/or foreign government bonds.

Track Record of Delivering Superior Value

- Leader in financial wellness
- Positioned for organic business growth and acquisition opportunities
- Robust record of sustained buybacks and a decade of dividend growth

8%
5-yr Adjusted EPS CAGR(1)

10%
5-yr Adjusted BVPS CAGR(2)

12.7%
Adjusted Operating ROE(3)

(1) From 2013 to 2018. See Reconciliations for more information.
(2) From 2013 to 2018; based on adjusted book value. See Reconciliations for more information.
(3) Year-to-date as of 4Q18; based on annualized after-tax adjusted operating income and average adjusted book value. See Reconciliations for more information.

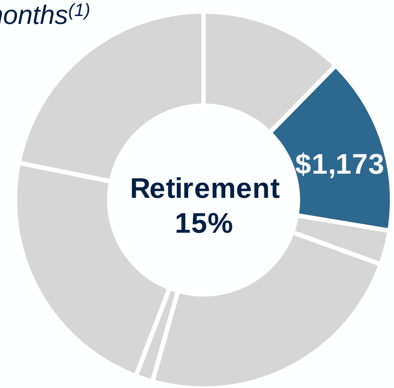
Appendix

Retirement

Differentiated Capabilities Drive Growth in PRT, Full Service, and Stable Value

Earnings Contribution to Prudential

Trailing twelve months[1]
($ millions)

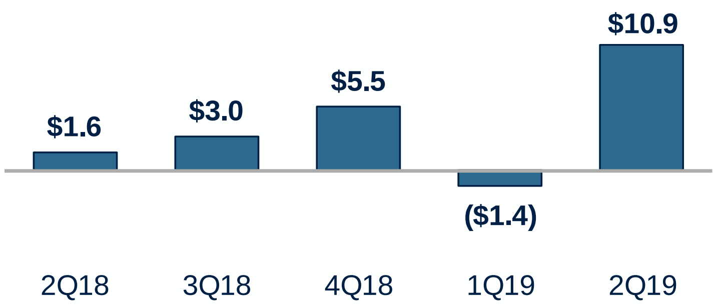


Key Priorities to Grow Earnings

- Leverage Prudential's broad capabilities to expand customer solutions, including Financial Wellness programs
- Grow in targeted Full Service retirement markets
- Continue to grow Institutional Investment Products through market leadership, innovation, and expansion into adjacent products and markets

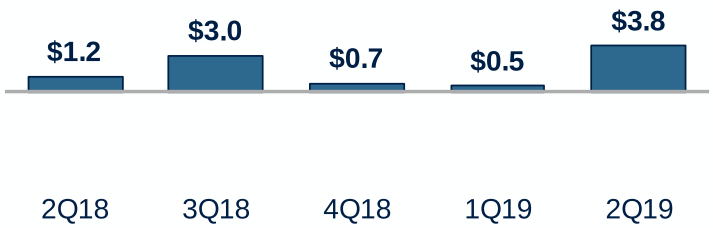
Institutional Investment Products Net Flows

($ billions)



Full Service Net Flows

($ billions)



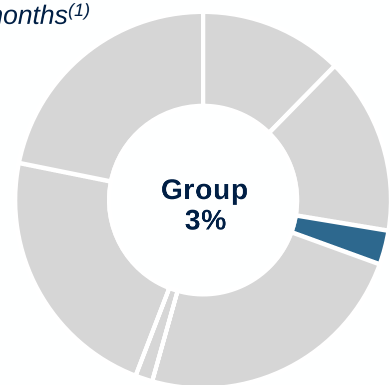
(1) Based on pre-tax adjusted operating income excluding Corporate and Other Operations.

Group Insurance

Leading Group Benefits Provider with Success in Financial Wellness

Earnings Contribution to Prudential

Trailing twelve months[(1)]
($ millions)

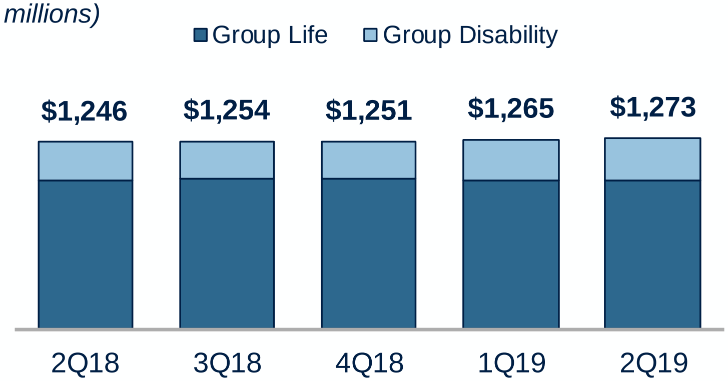


Key Priorities to Grow Earnings

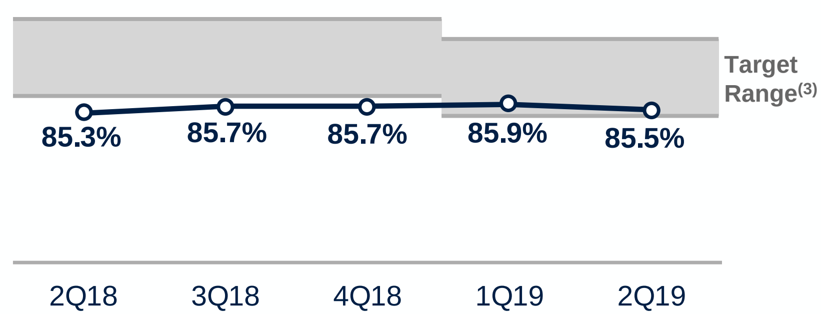
- Deepen employer and participant relationships with Financial Wellness programs
- Execute on diversification strategy while maintaining pricing discipline
  - Maintain National segment share (>5,000 lives) and grow in Premier segment (100 to 5,000 employees)
  - Diversify further into Group Disability and Voluntary products
- Improve organizational and process efficiencies

Earned Premiums & Fees

($ millions)



Total Group Insurance Benefits Ratio[(2)]



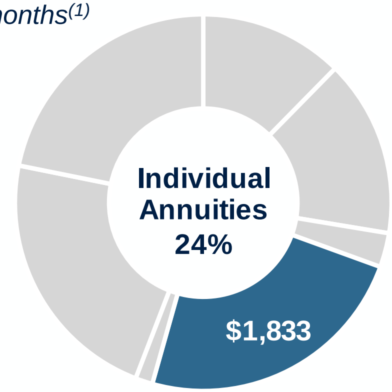
(1) Based on pre-tax adjusted operating income excluding Corporate and Other Operations.
(2) Benefits ratios excluding the impact of the annual assumption update and other refinements.
(3) Lowered targeted total benefit ratio range from 86% - 90% to 85% - 89% in 1Q19.

Individual Annuities

Steady Free Cash Flow Generation and Attractive Returns

Earnings Contribution to Prudential

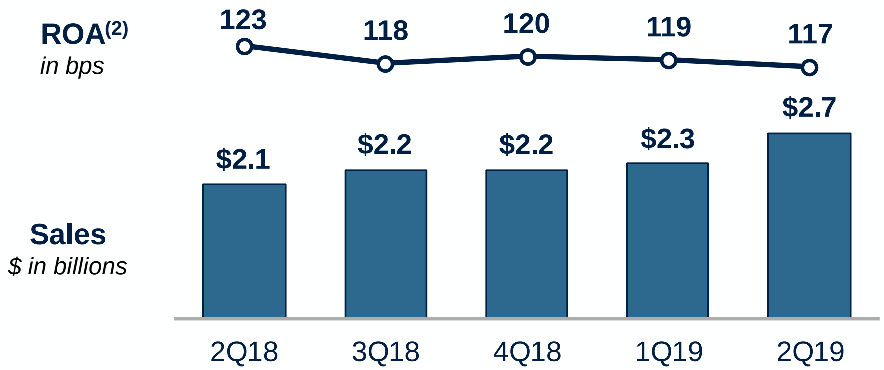
Trailing twelve months[(1)]
($ millions)



Key Priorities to Grow Earnings

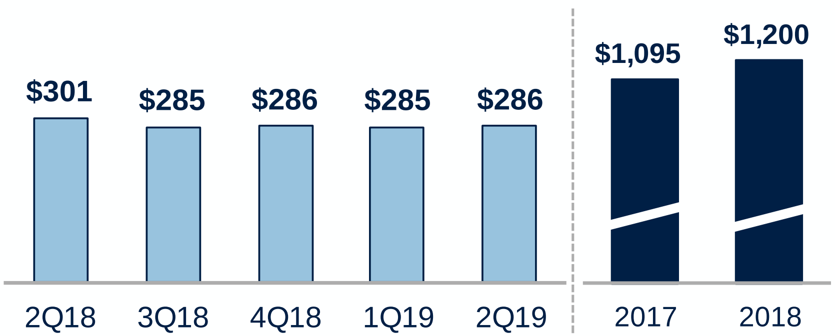
- Generate steady free cash flow and attractive returns
- Continue to grow sales and diversify mix
- Engage a larger addressable market via additional distribution channels
- Extend secure retirement income through Financial Wellness to workplace relationships

Sales & Return on Assets (ROA)



Prudential Annuities Life Assurance Co. Dividends to PFI[(3)]

($ millions)



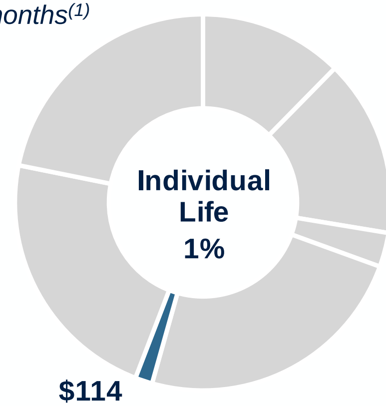
(1) Based on pre-tax adjusted operating income excluding Corporate and Other Operations.
(2) Annualized pre-tax AOI excluding actuarial assumptions and other refinements and market experience updates divided by the average of total account values.
(3) Dividends include Prudential Annuities Holding Co. but does not include Prudential Insurance Company of America.

Individual Life

Broad Product Portfolio and Multi-Channel Distribution

Earnings Contribution to Prudential

Trailing twelve months[1]
($ millions)

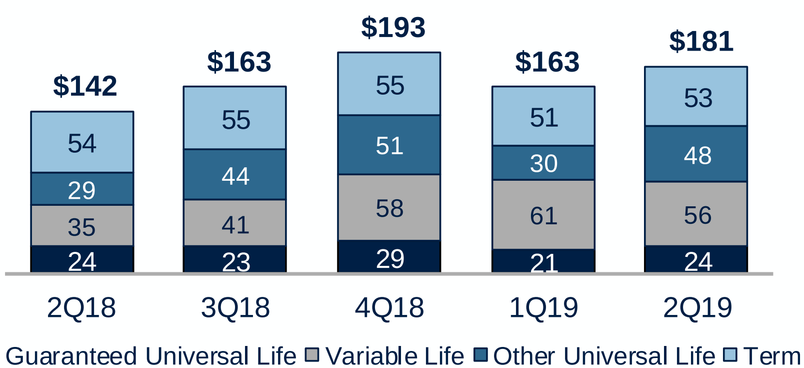


Key Priorities to Grow Earnings

- Deepen existing distribution relationships and add new relationships to increase sales
- Deliver products to the marketplace in an innovative and cost efficient manner
- Explore options for optimizing our inforce management

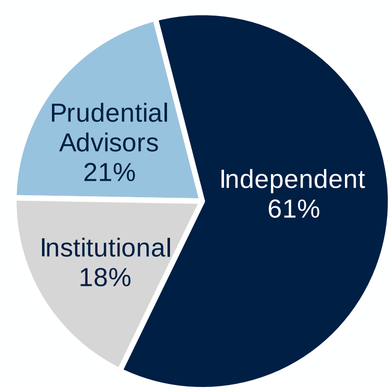
Sales[2] – Product Mix

($ millions)



Sales[2] – Distribution Mix

Trailing twelve months



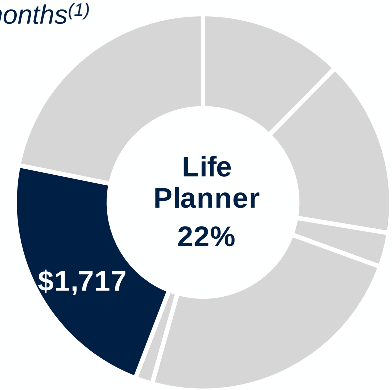
(1) Based on pre-tax adjusted operating income excluding Corporate and Other Operations.
(2) Sales represented by annualized new business premiums.

Life Planner Operations

Differentiated Distribution with Steady Long-term Growth Potential

Earnings Contribution to Prudential

Trailing twelve months[(1)]
($ millions)

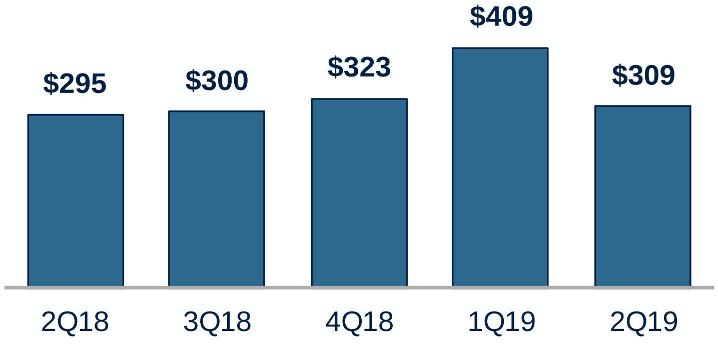


Key Priorities to Grow Earnings

- Lead with protection solutions and innovate as client needs evolve
- Grow Life Planners
- Build digital, mobile, and data analytics capabilities

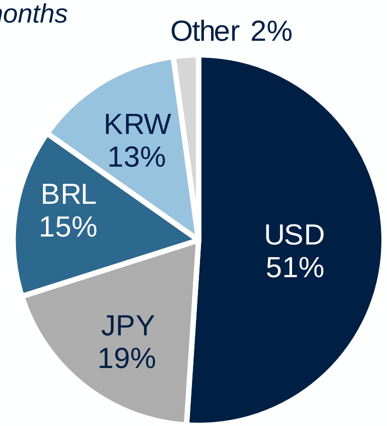
Sales[(2)]

($ millions)



Sales Mix By Currency[(2)]

Trailing twelve months



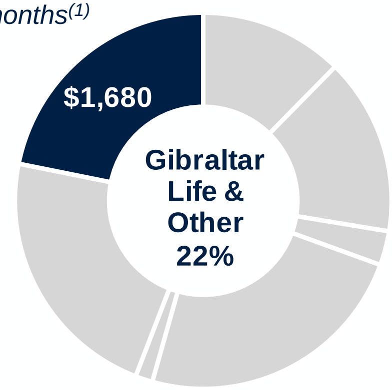
(1) Based on pre-tax adjusted operating income excluding Corporate and Other Operations.
(2) Constant exchange rate basis. Foreign denominated activity translated to U.S. Dollars (USD) at uniform exchange rates for all periods presented, including Japanese Yen (JPY) 105 per U.S. Dollar, Korean Won (KRW) 1,110 per U.S. Dollar., and Brazilian Real (BRL) 3.7 per U.S. Dollar. U.S. Dollar-denominated activity is included based on the amounts as transacted in U.S. Dollars. Sales represented by annualized new business premiums.

Gibraltar Life and Other

Meeting Client Needs Via Multiple Channels

Earnings Contribution to Prudential

Trailing twelve months[(1)]
($ millions)

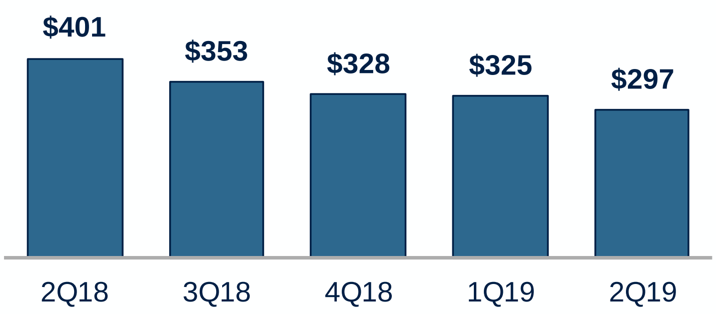


Key Priorities to Grow Earnings

- Lead with protection solutions and innovate as client needs evolve
- Optimize Life Consultant force through quality and productivity
- Strategically expand in Bank and Independent Agency channels
- Build digital, mobile, and data analytics capabilities

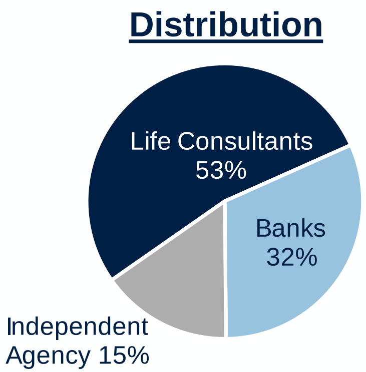
Sales[(2)]

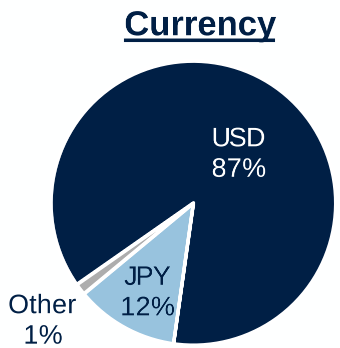
($ millions)



Sales Mix[(2)]

Trailing twelve months





(1) Based on pre-tax adjusted operating income excluding Corporate and Other Operations.
(2) Constant exchange rate basis. Foreign denominated activity translated to U.S. Dollars (USD) at uniform exchange rates for all periods presented, including Japanese Yen (JPY) 105 per U.S. Dollar. U.S. Dollar-denominated activity is included based on the amounts as transacted in U.S. Dollars. Sales represented by annualized new business premiums.

Source of Rankings

Business	Market Position	Source
U.S. Financial Wellness	#1 PRT Assets	Based on Total Assets, LIMRA 1Q 2019 U.S. Group Annuity Risk Transfer Survey.
	#3 Individual Life Sales	Based on new annualized premiums, LIMRA 1Q 2019 U.S. Individual Life Insurance Sales Survey.
	#4 VA Sales	Based on U.S. Variable Annuity advisor-sold sales as of 3/31/2019. Source: LIMRA.
	Top 10 Group Life & Disability Premiums	Based on in-force premiums, 2018 LIMRA Studies.
	Top 10 Retirement DC Manager	Based on DC Recordkeeping Assets, Pension & Investments, May 2018.
PGIM	Top 10 Global AUM	Based on Pensions & Investments Largest Money Managers, May 27, 2019. AUM as of December 31, 2018.
	Top 3 Alternatives Asset Manager	Based on Willis Towers Watson Global Alternatives Survey, July 2017. AUM as of December 2016.
	Top 3 Real Estate Manager	IPE Real Assets, Real Estate Managers by Worldwide AUM as of June 30, 2018. Publication as of November/December 2018 issue.
	Top 3 Assets in Investment Grade Credit Strategies	Investment Grade Credit Manager Survey, IPE International Publishers Limited, January 2018. AUM as of September 30, 2017.
International	#1 New Business Face Amount in Japan	Market share data is based on Prudential estimates developed from publicly available data of Japanese insurance companies. Source: Life Insurance Association of Japan (LIAJ) Insurance Business in 2018 for the fiscal year ended March 31, 2019.

Reconciliations

Reconciliations between Adjusted Operating Income and the Comparable GAAP Measure(1)

($ millions)	Year Ended 2018	Year Ended 2013	Twelve Months Ended June 30, 2019
Net income (loss) attributable to Prudential Financial, Inc.	$ 4,074	$ (713)	$ 4,154
Income attributable to noncontrolling interests	14	107	45
Net income (loss)	4,088	(606)	4,199
Less: Income (loss) from discontinued operations, net of taxes	-	7	-
Income (loss) from continuing operations (after-tax)	4,088	(613)	4,199
Less: Earnings attributable to noncontrolling interests	14	107	45
Income (loss) attributable to Prudential Financial, Inc.	4,074	(720)	4,154
Less: Equity in earnings of operating joint ventures, net of taxes and earnings attributable to noncontrolling interests	62	(48)	43
Income (loss) (after-tax) before equity in earnings of operating joint ventures	4,012	(672)	4,111
Less: Reconciling Items:			
Realized investment gains (losses), net, and related charges and adjustments	303	(8,149)	(1,306)
Market experience update(2)	-	-	(208)
Investment gains (losses) on assets supporting experience-rated contractholder liabilities, net	(863)	(250)	474
Change in experience-rated contractholder liabilities due to asset value changes	710	227	(509)
Divested and Run-off Businesses:			
Closed Block Division	(62)	-	(62)
Other Divested and Run-off Businesses	(1,535)	29	349
Equity in earnings of operating joint ventures and earnings attributable to noncontrolling interests	(87)	28	(75)
Total reconciling items, before income taxes	(1,534)	(8,115)	(1,337)
Less: Income taxes, not applicable to adjusted operating income	(527)	(2,857)	(501)
Total reconciling items, after income taxes	(1,007)	(5,258)	(836)
After-tax adjusted operating income	5,019	4,586	4,947
Income taxes, applicable to adjusted operating income	1,349	1,783	1,297
Adjusted operating income before income taxes	$ 6,368	$ 6,369	$ 6,244
After-tax adjusted operating income per share	$ 11.69	$ 9.67	
Net Income Return on Equity(1)	8.2%	-2.0%	
Adjusted Operating Return on Equity(1)	12.7%	16.4%	

(1) Represents results of Financial Services Businesses (FSB) for 2013. Net income return on equity based on year-to-date annualized after-tax net income and average GAAP equity of $49,928 and $35,154 as of year-end 2018 and 2013, respectively. Adjusted operating return on equity based on year-to-date annualized after-tax adjusted operating income and average adjusted book value excluding accumulated other comprehensive income and adjusted to remove amount included for remeasurement of foreign currency of $39,492 and $27,896 as of year-end 2018 and 2013, respectively.

(2) Represents the immediate impacts in current period results from changes in current market conditions on estimates of profitability, which are excluded from adjusted operating income beginning with the second quarter of 2019. The Company has historically recognized these impacts in adjusted operating income.

Reconciliations for adjustments to Adjusted Operating Income Per Share Growth[1]

	Year Ended	
	2018	2013
	Per Share	Per Share
After-tax adjusted operating income	**$11.69**	**$9.67**
• Annual review and update of actuarial assumptions and other refinements	(0.30)	0.24
• Updated estimates of profitability driven by market performance versus assumptions	(0.24)	0.53
• Returns on variable investment income above / (below) average expectations	(0.44)	0.22
Total adjustments	**($0.98)**	**$0.99**

(1) Represents results of FSB for 2013.

Reconciliations between Adjusted Book Value and the Comparable GAAP Measure[1]

($ millions, except per share data)	December 31, 2018	December 31, 2013
GAAP book value	$ 48,617	$ 33,885
Less: Accumulated other comprehensive income (AOCI)	10,906	8,586
GAAP book value excluding AOCI	37,711	25,299
Less: Cumulative effect of remeasurement of foreign currency	(2,344)	(2,818)
Adjusted book value	$ 40,055	$ 28,117
Number of diluted shares	422.2	468.7
GAAP book value per Common share - diluted[1]	$ 116.34	$ 72.30
GAAP book value excluding AOCI per Common share - diluted[1]	$ 90.50	$ 53.98
Adjusted book value per Common share - diluted[1]	$ 96.06	$ 59.99

(1) Represents results of FSB for 2013. As of December 31, 2018, exchangeable surplus notes are dilutive when book value per share is greater than $82.16 (equivalent to an additional 6.1 million in diluted shares and an increase of $500 million in equity). Book value per share as of December 31, 2013 excludes the impact of exchangeable surplus notes due to the anti-dilutive impact of conversion.