David Hunt
President and CEO,
PGIM

PGIM UPDATE

PGIM | The Global Investment Management Businesses of Prudential Financial, Inc.

AS OF JUNE 30, 2019, UNLESS OTHERWISE NOTED

Key Messages

- Our scaled, diversified multi-manager model and strong investment performance have produced consistent positive net flows that position PGIM as a winner against the backdrop of industry headwinds

- PGIM's success is underpinned by disciplined investments in broadening and globalizing our investment and distribution capabilities, and gaining recognition for our unified brand

- PGIM targets mid-to-high single digit earnings growth through the cycle driven by our strong and growing position in attractive segments of the asset management industry

PGIM's industry-leading position is driven by strength across attractive sectors

	Top 10 Global Asset Manager[1]	Assets ($ billions)
1	BlackRock	$5,976
2	Vanguard Group	$4,867
3	State Street Global Advisors	$2,511
4	Fidelity Investments	$2,425
5	BNY Mellon Investment Management	$1,722
6	The Capital Group	$1,677
7	JP Morgan Asset Management	$1,659
8	Amundi	$1,633
9	The Goldman Sachs Group	$1,542
10	**Prudential Financial[2]**	**$1,377**

Top 3

Alternatives asset manager[3]

Real Estate manager worldwide[4]

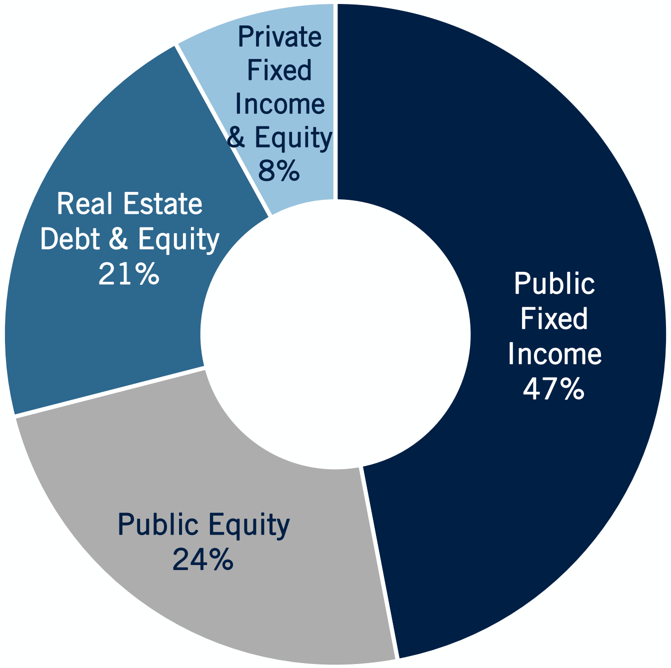
Assets in Investment Grade credit strategies[5]

Foreign manager of Japanese institutional assets[6]

(1) *Pensions & Investments* Top Money Manager's list, May 27, 2019. AUM as of December 31, 2018.
(2) Worldwide AUM includes assets managed by PGIM and Prudential's non-proprietary AUM.
(3) Willis Towers Watson Global Alternatives Survey, July 2017. AUM as of December 2016. Ranking is based on the aggregate AUM aggregated by parent company in all alternative assets classes, regardless of sub-asset class.
(4) *IPE Real Assets*, Real Estate Managers by Worldwide AUM as of June 30, 2018. Publication as of November / December 2018 issue.
(5) Investment Grade Credit Manager Survey, *IPE International Publishers Limited*, March 2019. AUM as of December 31, 2018.
(6) Nenkin Joho by R&I. AUM as of March 31, 2019. AUM ranking pertains to separate accounts and does not include AUM for institutional funds.

Significant scale in attractive asset classes delivers a well-balanced mix of revenues

Fees by Asset Class(1)



~50% of fees from higher growth areas(2)

$676 mn from real assets(3) & alternatives

$203 mn from private credit(4)

$200 mn from non-U.S. equities

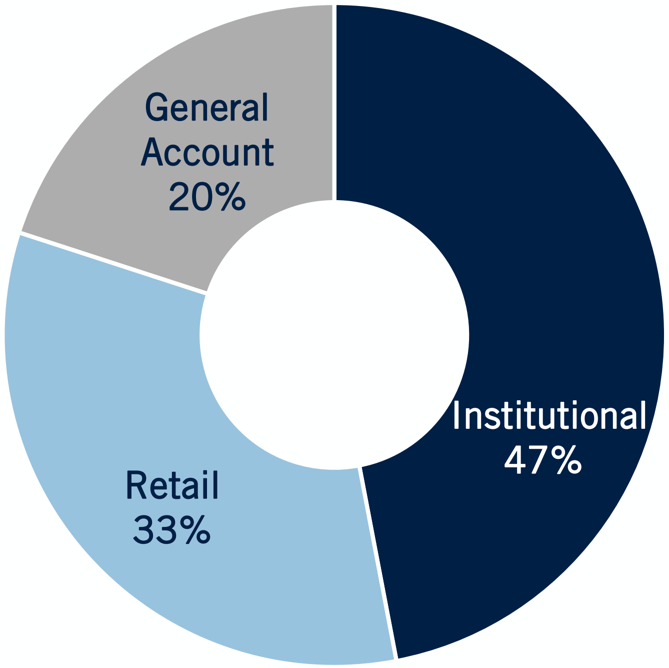
$123 mn from liability-driven and outcome-oriented solutions

$123 mn from quantitative strategies

(1) Based on asset management fees as of June 30, 2019.
(2) Fees for the year ended December 31, 2018. Percentage excludes fee overlap across stated categories.
(3) Includes real estate, infrastructure, energy, and natural resources strategies.
(4) Excludes real estate lending through the PGIM Real Estate Finance business.

Deep relationships with top tier third-party client base

Fees by Client Type



1,400+ third-party institutional clients

102 clients have over $1 billion invested with PGIM

159 of the top 300 global pension funds(1)

21 of the 25 largest U.S. corporate pension plans(2)

18 of the 25 largest U.S. public pension plans(2)

4th fastest organic U.S. mutual fund AUM growth(3)

Information as of June 30, 2019, unless otherwise indicated.

(1) P&I/Towers Watson Top 300 Pension Funds ranking, data as of December 31, 2017, published September 2018.

(2) Based on U.S. Plan Sponsor rankings in *Pensions & Investments* as of September 30, 2017, published February 2018.

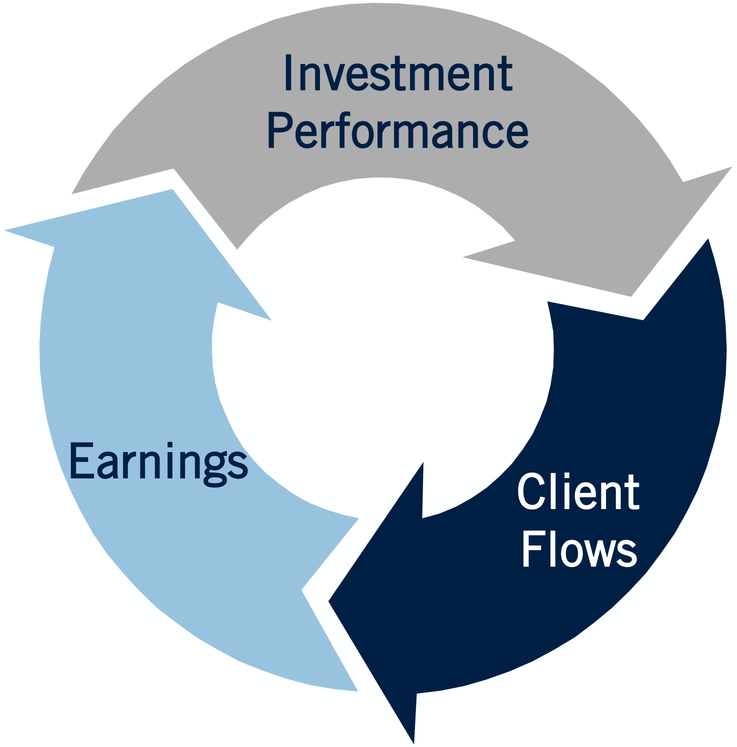
(3) Simfund, as of June 30, 2019 among top 50 competitors between 2008 and 2Q19. Excludes ETFs and money market funds.

Scaled global presence across clients, talent, and investment opportunities

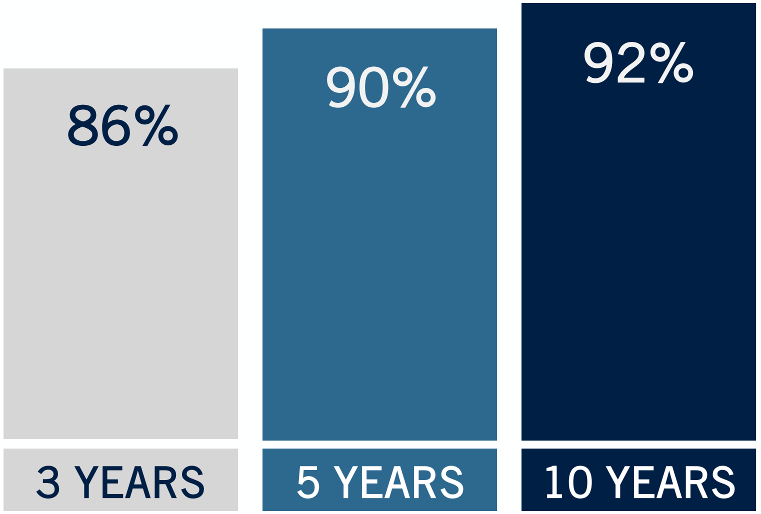
- $368 billion of AUM(1) from non-U.S. clients
- 1,250+ investment professionals
- 37 offices in 15 countries

Data as of June 30, 2019.
(1) AUM from non-U.S. clients includes affiliates.

Consistent, strong investment performance underpins our growth and financial success



Percentage of PGIM AUM[1] Outperforming Benchmark

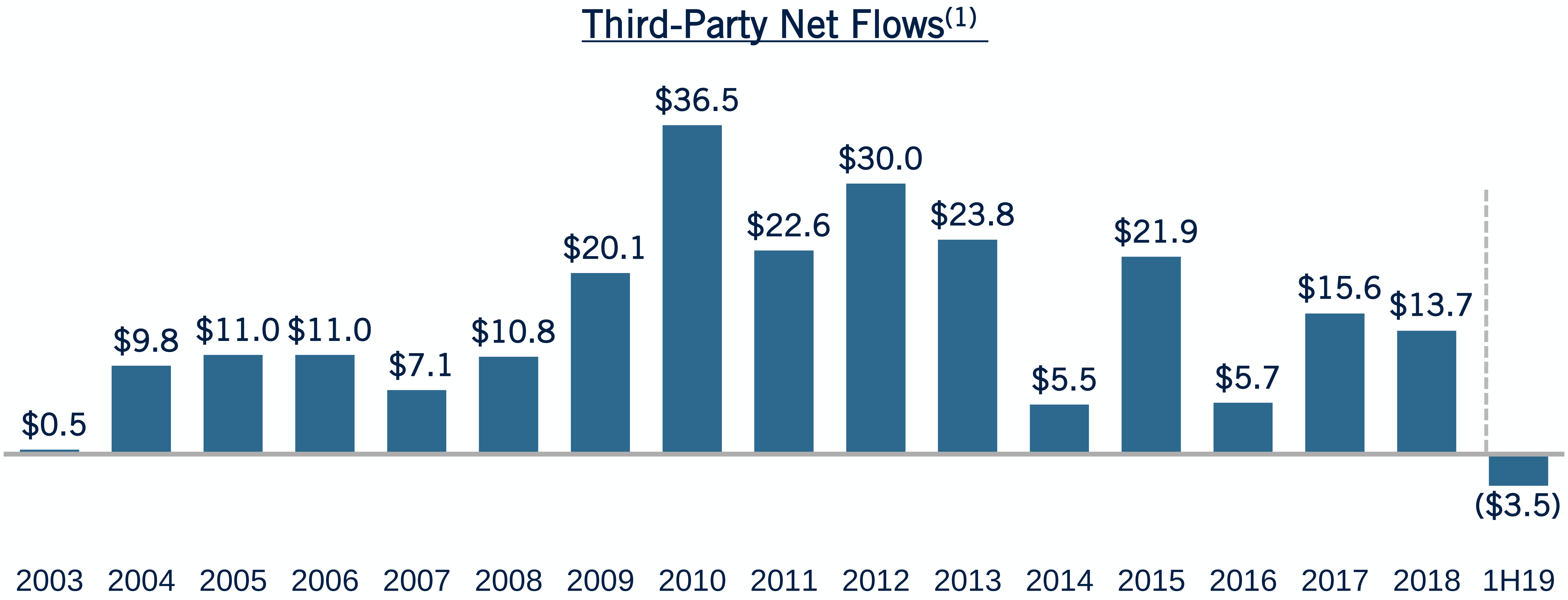


Source: PGIM calculations as of June 30, 2019. Past performance is not a guarantee or reliable indicator of future results. All investments involve risk, including the possible loss of capital. Performance is defined as outperformance (gross of fees) relative to each individual strategy's respective benchmark(s).

(1) 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). 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, QMA, Prudential Capital Group, PGIM Global Partners, PGIM Real Estate, and PGIM Real Estate Finance.

Third-party net flows

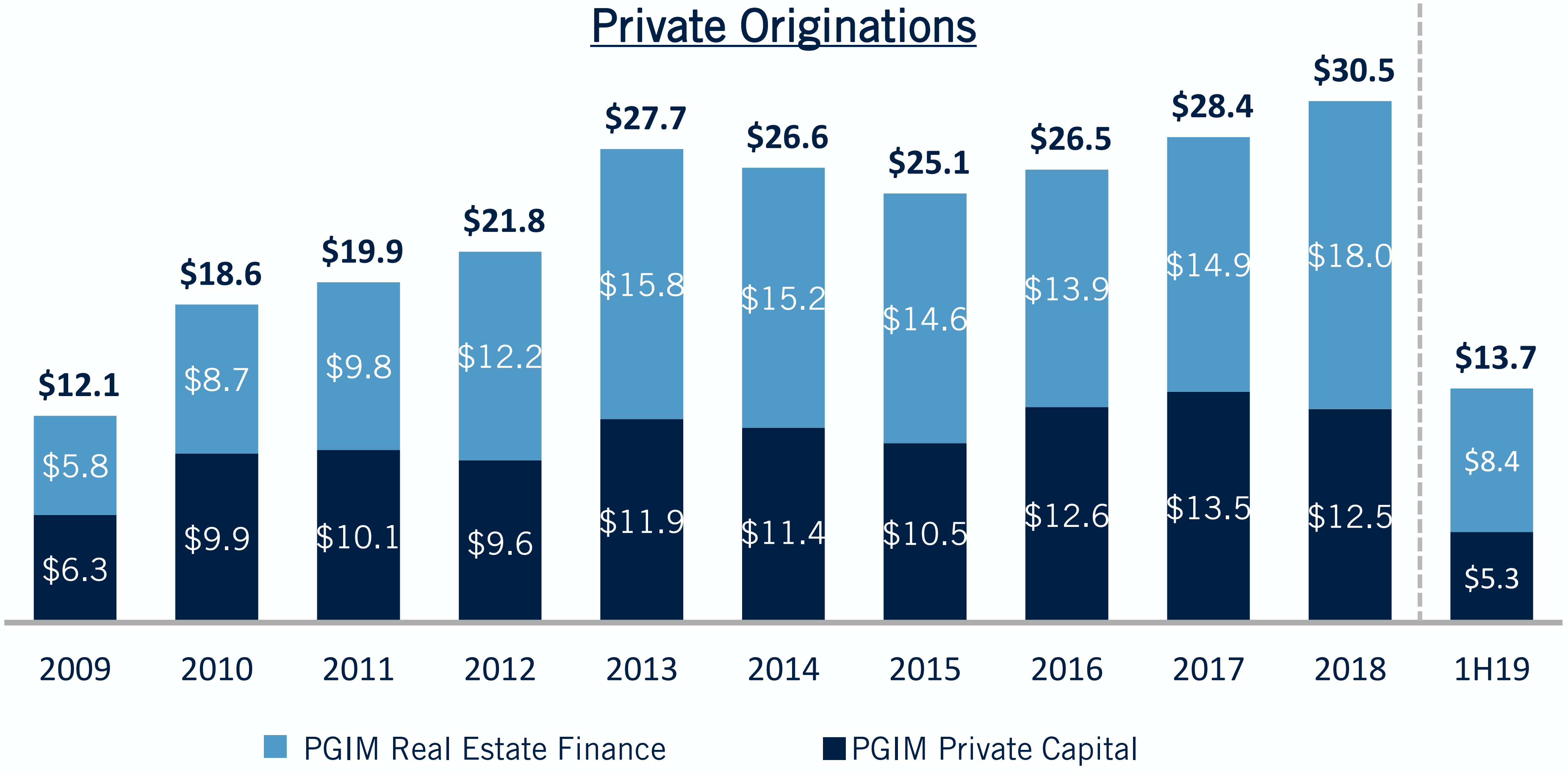
($ billions)



(1) Represents unaffiliated third-party net flows; excludes flows from the General Account and other affiliated Prudential businesses. 2003 and 2004 third-party net flows shown in chart represent only institutional third-party net flows.

Leading capabilities in private markets drive origination momentum

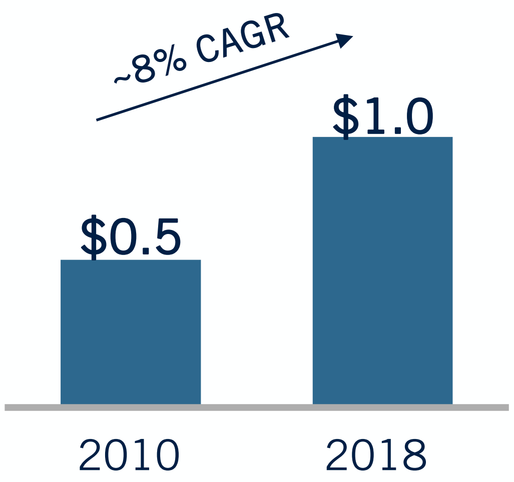
($ billions)



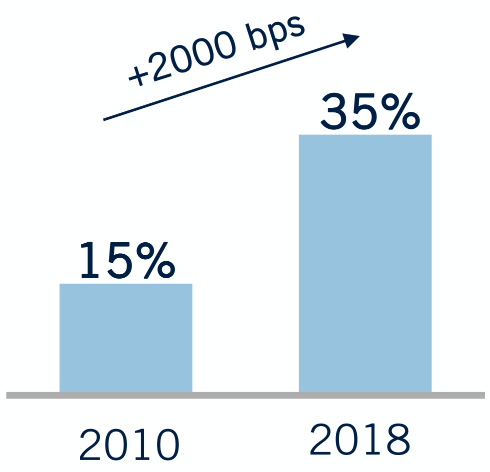
Strong, capital-efficient growth supporting margin expansion

($ billions)

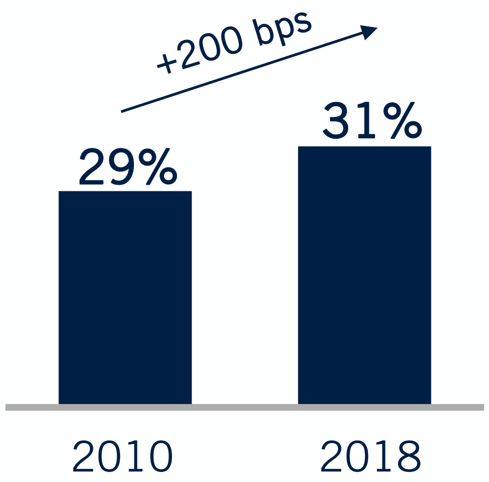
Pre-tax AOI



Adj. Operating ROE(1)



Adj. Operating Margin(2)



(1) Adjusted operating return on equity represents after-tax AOI as a percentage of average attributed equity excluding accumulated other comprehensive income.
(2) Reflects Adjusted Operating Margin and represents pre-tax AOI as a percentage of adjusted revenue. Adjusted revenue excludes passthrough distribution revenue and consolidations. Adjusted revenues are not calculated in accordance with GAAP and a reconciliation to the comparable GAAP measure is included in the appendix of the presentation. 2010 Adjusted Operating Margin has been restated from prior investor materials to conform to the definition herein.

Strategic investments are paying off and will result in additional operating leverage in the future

Adjusted Operating Margin

(1) Represents pre-tax AOI as a percentage of adjusted revenue. Adjusted revenue excludes passthrough distribution revenue and consolidations. Adjusted revenues are not calculated in accordance with GAAP and a reconciliation to the comparable GAAP measure is included in the appendix of the presentation.
(2) 2010 Adjusted Operating Margin has been restated from prior investor materials to conform to the definition herein.
(3) Includes both PGIM and Corporate initiatives.

Key Messages

- Our scaled, diversified multi-manager model and strong investment performance have produced consistent positive net flows that position PGIM as a winner against the backdrop of industry headwinds

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- PGIM targets mid-to-high single digit earnings growth through the cycle driven by our strong and growing position in attractive segments of the asset management industry

PGIM's vision and strategy for long-term success

To be widely regarded as a
premier active global investment manager
across a broad range of public and private asset classes

1. Broaden and globalize our products
2. Modernize our multi-manager model
3. Expand our reputation and brand
4. Selectively acquire new investment capabilities

Deliver superior risk-adjusted returns for clients

Disciplined execution on our strategic initiatives has generated $100 billion of net flows over the past 5 years

1	Broaden and globalize our products	29% of assets from non-U.S. clients, up from 11% in 2010
2	Modernize our multi-manager model	Built a broad set of vehicles including European Mutual Funds (UCITS), ETFs, Collective Trusts, and Retail Separate Accounts
3	Expand our reputation and brand	Global brand launched in 2016; now ranked #12 by U.S. investors[(1)]
4	Selectively acquire new investment capabilities	Acquired London-based quantitative hedge fund[(2)] to broaden QMA platform

Note: All data as of June 30, 2019 and comprehensive across third-party institutional, third-party retail, and general account unless otherwise specified.
(1) Based on NMG Consulting Global Asset Management Study of asset management brands, September 2018.
(2) PGIM signed deal to acquire Wadhwani Asset Management on November 13, 2018.

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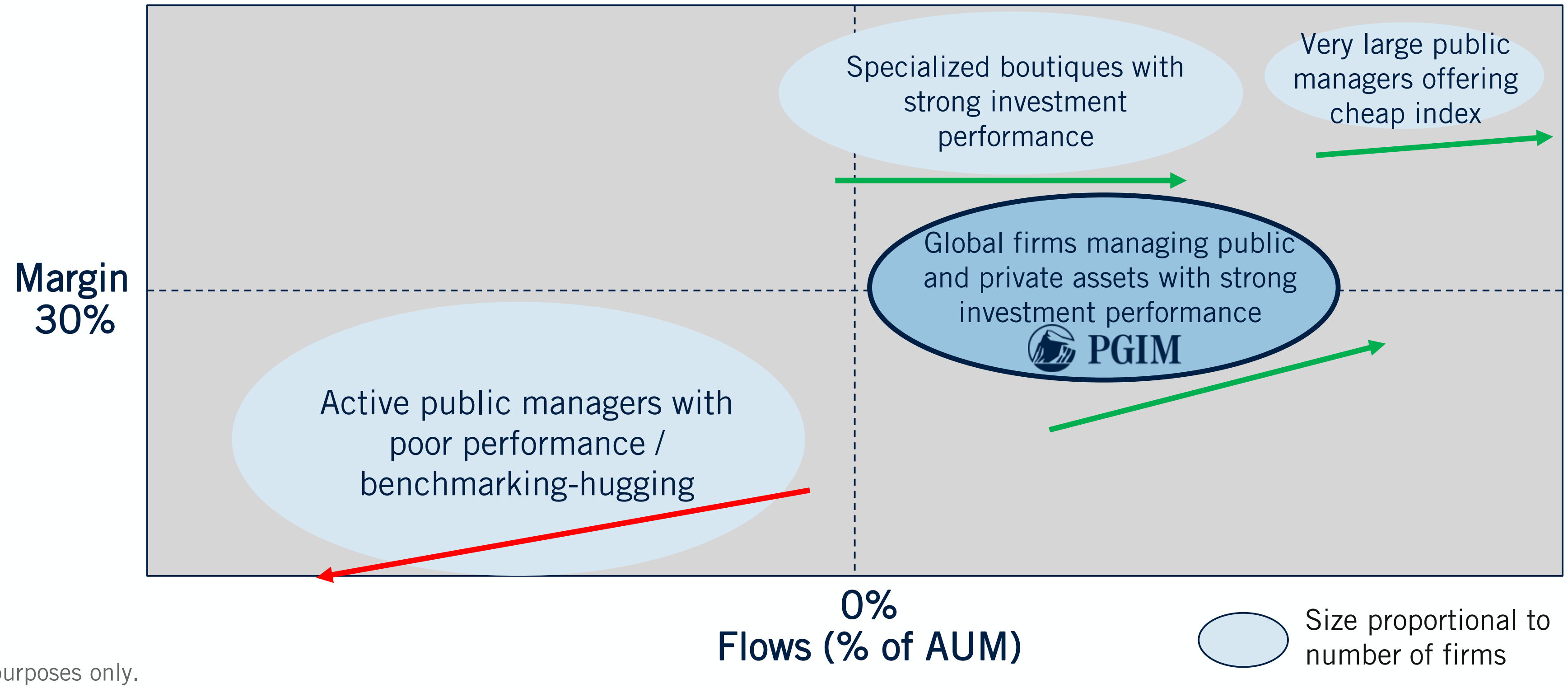
PGIM's winning business model

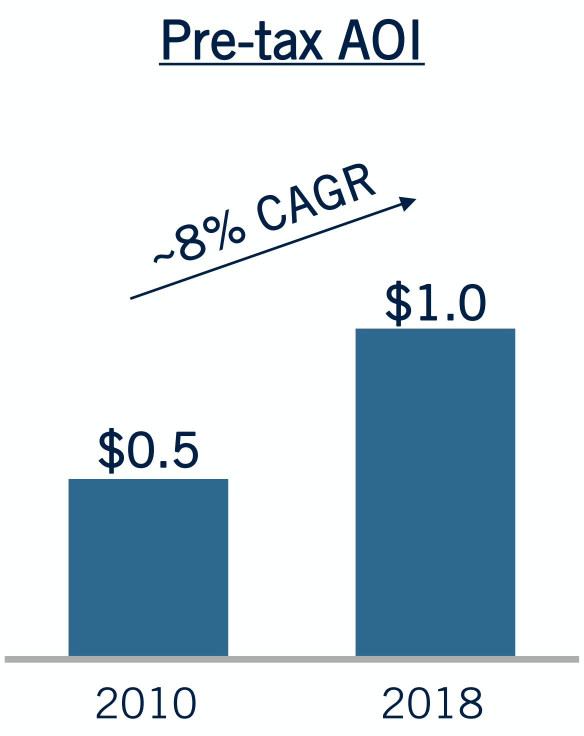
While many firms struggle for scale or performance in the face of industry headwinds, three winning business models have emerged



For illustrative purposes only.

Robust growth trajectory through cycle

($ billions)



Mid-to-high single digit earnings growth is expected to be driven by:

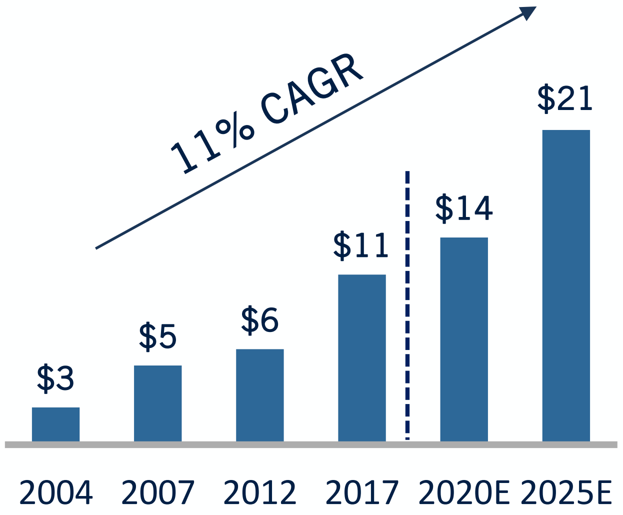
1. **Proven ability to capture industry flows and market share** in areas where PGIM already has leading capabilities
2. **Operating leverage** across our business as we add to our scale
3. **Strong presence and focus in high-growth areas**
   - Alternatives
   - U.S. Defined Contribution and Retail
   - International markets
   - Scaled technology investments
4. **Market growth and portfolio level income**(1)

(1) Includes equities and real estate market appreciation, dividends on equities, fixed income coupon reinvestments, and income on real estate properties.

Growth opportunity: Alternatives

Market Opportunity(1)

($ trillion)



PGIM's Positioning

	PGIM AUM	
Alternatives(2)(3)	$240 bn	Top 3
Real Estate(2)(3)	$148 bn	Top 3
Private Credit(2)(3)	$89 bn	Top 3
Infrastructure(4)	$22 bn	

Investments for Future Growth

Building out private credit capabilities (e.g., mezzanine, direct lending)

Further scaling and broadening PGIM Fixed Income's suite of hedge funds

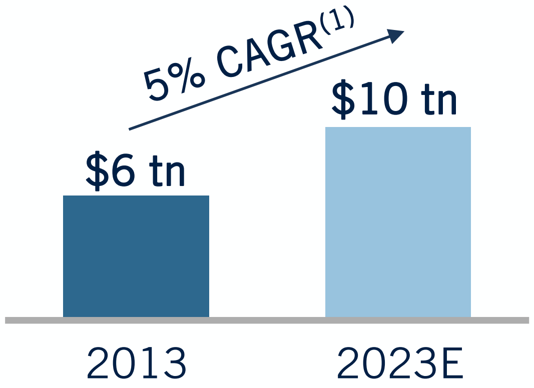
Driving growth of QMA's global macro and managed futures strategies

(1) PwC Asset & Wealth Management Revolution, published 2018.
(2) Data reflects AUM as of June 30, 2019. Alternatives AUM represents hedge fund, mezzanine and other private credit, real asset, and infrastructure products across all PGIM businesses.
(3) Rankings per Willis Towers Watson Global Alternatives Survey 2017.
(4) Infrastructure AUM includes private credit infrastructure and energy strategies, Jennison utility equity, natural resources, global infrastructure, and Master Limited Partnership (MLP) strategies as of June 30, 2019.

Growth opportunity: U.S. Defined Contribution and Retail

U.S. Defined Contribution

Market Opportunity



PGIM's Positioning

#8 by DC AUM[2]

Named Top 5 DCIO manager[3]

Leading capabilities to meet growing demand for retirement income solutions

Investments for Future Growth

Enhancing dedicated coverage of DC sponsors and consultants

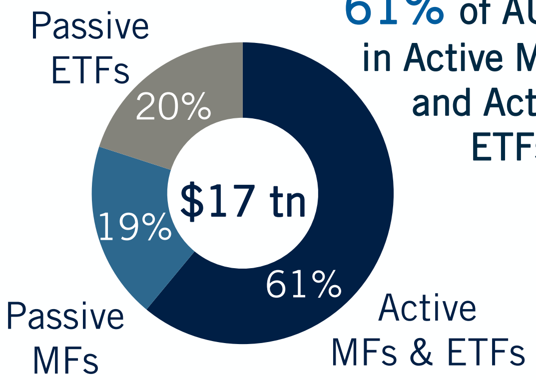
Leveraging Prudential's collective strength in retirement to scale target date funds

Pioneer in direct Real Estate investing for DC plans

U.S. Retail

Market Opportunity

61% of AUM in Active MFs and Active ETFs[4]



PGIM's Positioning

4th fastest organic U.S. mutual fund AUM growth[5]

Institutional approach to serving retail intermediaries

Leading Fixed Income franchise meets investors' demand for yield

Investments for Future Growth

Continue to build on strategic partner status (e.g., Edward Jones)

Scale up suite of active ETFs and Retail Separate Accounts

Source: (1) North American Institutional Markets 2018; Cerulli report. (2) Pensions & Investments Top DC Money Manager's list, July 23, 2018. Ranked by total defined contribution (DC) U.S. institutional AUM as of December 31, 2017. (3) "The Dominant Players in 401(k) Land" by Institutional Investor, June 19, 2018. Ranking of Defined Contribution Investment-Only (DCIO) managers based on ratings from plan advisers overseeing at least $100 mn across multiple plans. (4) Morningstar data as of year ended December 31, 2018 (excludes money market funds). (5) Simfund, as of June 30, 2019. Ranking only references long term mutual funds and excludes ETF and money markets. Results may differ from PGIM Investments (Strategic Insight/Simfund excludes Day One and private funds).

Growth opportunity: International markets

	Market Opportunity	PGIM's Positioning and Investments for Future Growth
Japan	$3.5 trillion institutional assets (10% CAGR)[1]	• Top 3 foreign manager of Japanese institutional assets[2] • Generated a total of $30 billion in third-party net flows over the last 5 years
Europe	$11.7 trillion UCITS assets (10% CAGR)[3]	• 20 sales professionals covering EU institutions and intermediaries, doubled since 2013 • PGIM's flagship strategies delivered through ~30 UCITS funds • AUM from European clients grew by 14% CAGR over the last 5 years
Emerging Markets	$6.9 trillion institutional assets (14% CAGR)[1]	• China: $23 billion AUM JV[4], up from $5 billion in 2010; deepening local coverage of top institutions • EM investment capabilities: Top 5 EM active investment manager[5] with $44 billion across public debt and equities strategies
Australia	$1.0 trillion institutional assets (12% CAGR)[1]	• Establishing deeper local origination footprint for private credit and real estate • Hired local sales team to capture international opportunities with superannuation funds

Source: (1) McKinsey – data as of YE 2017; CAGR since 2011. (2) Nenkin Joho by R&I. AUM as of March, 31 2019. AUM ranking pertains to separate accounts and does not include AUM for institutional funds. (3) European Fund and Asset Management Association's Quarterly Statistical Release published in 2019 – data as of YE 2017; conversion rate of EUR/USD 1.201 (YE 2017 from Macrotrends) used. CAGR since 2011 is calculated using EUR values of the total market. (4) AUM as of YE 2018. (5) Based on eVestment data as of YE 2018.

Growth opportunity: Scaled technology investments

Making significant investments in new technology leveraging the global scale of PGIM across the entire asset management value chain

Data Science

Evaluating how alternative data, artificial intelligence, and machine learning can be incorporated into investment processes

Robotics & Automation

Deploying robotic process automation to enhance efficiency and improve controls

Data Architecture

Providing faster information-driven results using alternative data and cloud computing architecture

Digital Transformation

Increasing the effectiveness and efficiency of the institutional and intermediary client journey through digital capabilities

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Reconciliation of Adjusted Operating Margin

($ in millions)	2010		2018	
Total Revenue attributable to the PGIM Division	**$**	**1,973**	**$**	**3,294**
Less: passthrough distribution revenue		120		112
Less: revenue associated with consolidations		31		46
Total Adjusted Revenue attributable to the PGIM Division	**$**	**1,822**	**$**	**3,135**
Adjusted Operating Income attributable to the PGIM Division	**$**	**523**	**$**	**959**
PGIM Adjusted Operating Margin		**28.7%**		**30.6%**