3Q21 Investor Update

Prudential

Bring Your Challenges®

Forward-Looking Statements and Non-GAAP Measures

Certain of the statements included in this presentation, including those relating to Prudential Financial, Inc.'s and its subsidiaries' financial strength, strategy and long-term growth prospects, ability to manage risk associated with equity market decline, pandemic insurance shock, interest rate shock, credit shock or currency shock, capital allocation strategy (including the payment of dividends, acquisitions, and repurchase of shares), our ability to complete the sales of our Full Service Retirement business and the PALAC traditional Variable Annuity block and receive the proceeds therefrom, expected cost savings, and our goals related to long-term sustainability, 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 financial strength, strategy and long-term growth prospects, ability to manage risk associated with equity market decline, pandemic insurance shock, interest rate shock, credit shock or currency shock, capital allocation strategy (including the payment of dividends, acquisitions, and repurchase of shares), our ability to complete the sales of our Full Service Retirement business and the PALAC traditional Variable Annuity block and receive the proceeds therefrom, expected cost savings, and our goals related to long-term sustainability, are subject to the risk that we will be unable to execute our strategy because of economic, market, or competitive conditions or other factors, including the impact of the COVID-19 pandemic. 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 reconciliations of adjusted operating income, adjusted book value, and adjusted operating return on equity to the comparable GAAP measures, please refer to the Appendix.

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

Prudential Investment Thesis

ROCK SOLID

Demonstrated financial strength

DIFFERENTIATED

Thoughtful strategies and business design produce differentiated outcomes

DISCIPLINED

Positioned for long-term growth

TRANSFORMING TO BECOME A HIGHER GROWTH, LESS MARKET SENSITIVE, MORE NIMBLE BUSINESS

10%

Adjusted Operating ROE(1)

13%

5-yr Annual Dividends Per Share CAGR(2)

5%

5-yr Adjusted BVPS CAGR(3)

---

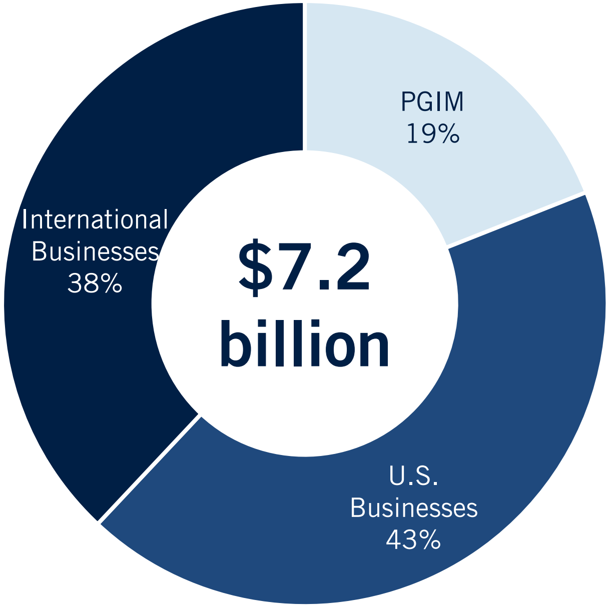
(1) Based on 2020 after-tax adjusted operating income and average adjusted book value. Adjusted operating income reflects the reclassification of results of Full Service Retirement from the Retirement business to Divested and Run-off Businesses in Corporate & Other. Full Service results are excluded from adjusted operating income as a result of the operation being held-for-sale. See reconciliation in Appendix for more information.

(2) From 2015 to 2020; based on annual dividend per share.

(3) From 2015 to 2020; based on adjusted book value. See reconciliation in Appendix for more information.

Complementary Businesses at Scale with Long-Term Growth Potential

Earnings Contribution(1)



Key Statistics

Revenues(2):	$61B
Adjusted Book Value Per Share(3):	$106.85
Employees(4):	Approx. 40,000
Adjusted Dividend Yield(5):	4%

Note: Prior periods restated for reclassification of results of Full Service Retirement from the Retirement business to Divested and Run-off Businesses in Corporate & Other.

(1) Based on last twelve months of pre-tax adjusted operating income through 3Q21. Pie chart excludes Corporate & Other operations loss of $1,639 million.

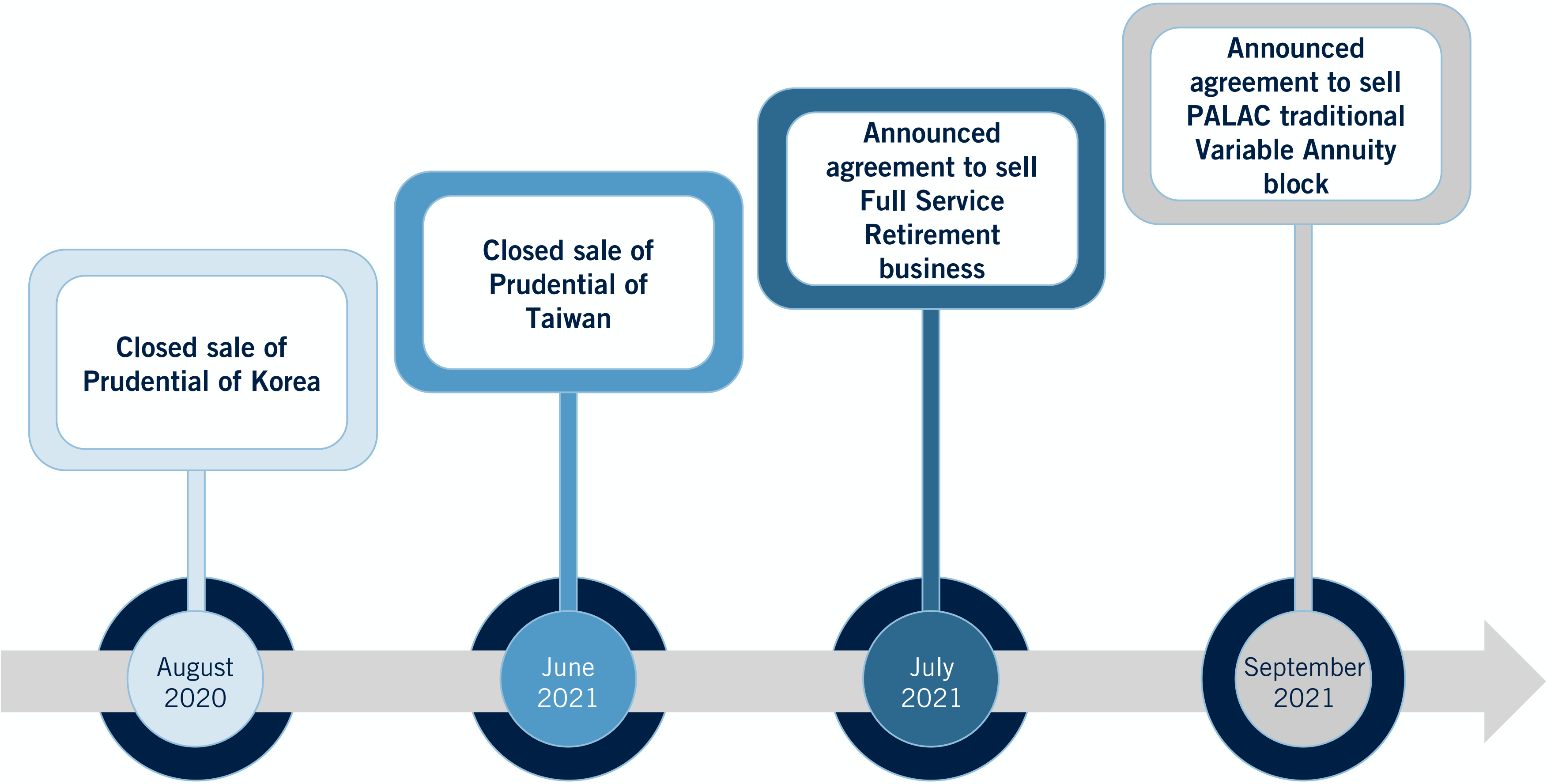
(2) Based on last twelve months of revenue through 3Q21.

(3) As of September 30, 2021. See reconciliation in Appendix for more information.

(4) As of December 31, 2020.

(5) Based on 3Q21 annualized dividend per share divided by adjusted book value per share.

Executing on Divestitures



Closed sale of Prudential of Korea

August 2020

Closed sale of Prudential of Taiwan

June 2021

Announced agreement to sell Full Service Retirement business

July 2021

Announced agreement to sell PALAC traditional Variable Annuity block

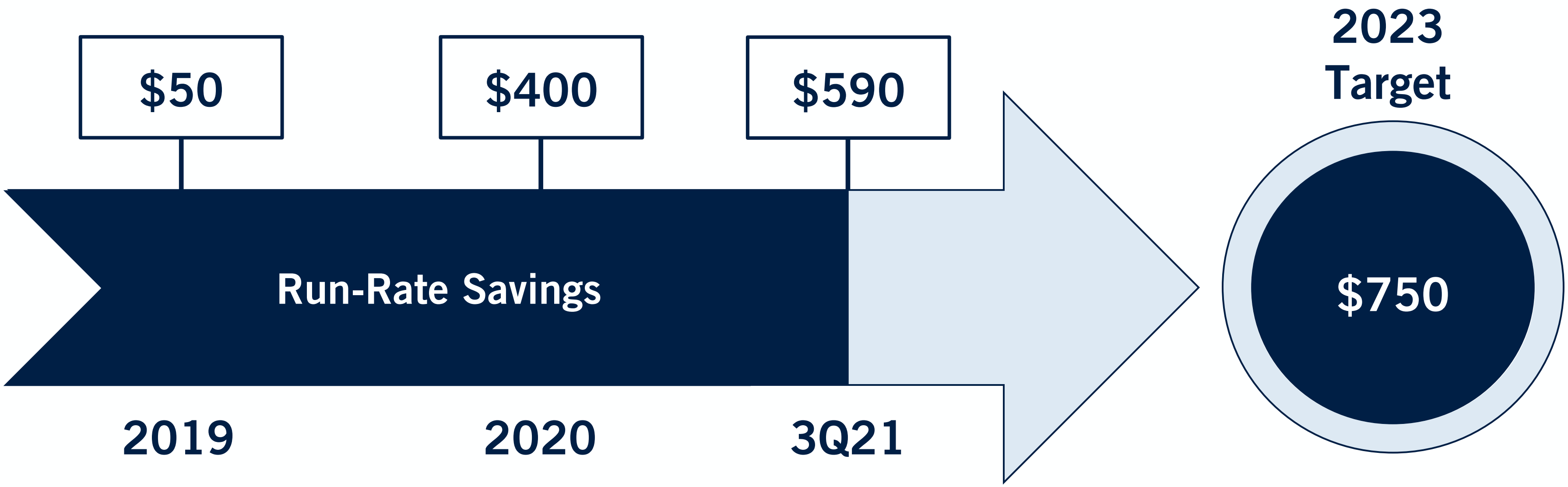
September 2021

Over $6 billion of proceeds from sales to date(1)

(1) Includes proceeds expected to be received in connection with the closings of the sales of our Full Service Retirement business and PALAC (Prudential Annuities Life Assurance Corporation) traditional Variable Annuity block, which are expected to occur by the first quarter of 2022 and first half of 2022, respectively.

On Track to Achieve $750 Million of Cost Savings

($ in millions)



2023
Target

$50

$400

$590

Run-Rate Savings

$750

2019

2020

3Q21

Exceeded run-rate savings target of $500 million for 2021

Note: Realized cost savings of ~$145 million in 3Q21 for a total of ~$385 million year-to-date.

Thoughtfully Redeploying Capital

Year-to-date capital returned to shareholders

$3.5 billion

⬆ 5%

Increased dividend by 5% in 1Q21

Target capital to be returned to shareholders by end of 2023

$11 billion

⬇ Financial Leverage

$0.9 billion debt reduction increases financial flexibility

Continued investment in our business

$5 billion PRT Transaction & Acquisitions

Supported by our rock solid balance sheet

Note: Capital returned to shareholders in the third quarter of $1.3 billion includes share repurchases of $875 million and dividends of $451 million.

Continued Commitment to Long-Term Sustainability

ENVIRONMENTAL

2050 Net Zero
emissions across primary global operations
expands and accelerates climate actions

Thermal Coal Restriction[2]
on new direct investments
in companies that derive 25% or more of revenues from thermal coal

SOCIAL

$1B Invested[1]
by The Prudential Foundation
works to eliminate barriers for underserved and underrepresented populations

$1B in AUM
for impact investment portfolio
makes Prudential one of the first institutional investors to reach this milestone

GOVERNANCE

82%
of Independent Directors are diverse
which enhances collaboration and results in varied points of view

Diversity Modifier
for '21-'23 performance period
ensures transparency and accountability toward I&D performance targets

Fortune® Magazine's World's Most Admired Companies®
ranks 5th in the "Insurance: Life and Health" category for 2021

Ethisphere 2021
World's Most Ethical Companies® list, for 7th consecutive year

Barron's 2021
100 Most Sustainable Companies in America List
ranks 48, included in 4 prior years

FTSE4GOOD Index Series
for 10 consecutive years

---

(1) First grant in 1978.
(2) Exceptions may apply for issuers with a low carbon transition strategy and green bonds of restricted issuers.

ROCK SOLID

Demonstrated financial strength

Prudential
Bring Your Challenges®

Robust Approach to Capital & Liquidity Management

Financial Strength

“AA” standards for capital

Liquidity

Significant resources available

Risk Appetite Framework

Capitalized to remain competitive under stress scenarios

Demonstrated Financial Strength

Capital Position

- Parent company liquid assets > 3x annual fixed charges
- PICA RBC ratio > 400%
- Japan solvency margin ratios > 700%

Sources of Funding

- Parent company highly liquid assets of $3.8 billion(1)
- Free cash flow(2) ~65% of earnings over time

Off-Balance Sheet Resources

Resource	Capacity	Maturity Date
Sustainability-Linked Credit Facility	$4.0 billion	July 2026
Contingent Capital	$1.5 billion $1.5 billion	November 2023 May 2030
Prudential Holdings of Japan Facility	¥100 billion	September 2024

As of September 30, 2021.

(1) 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.

(2) Management view of free cash flow as a percentage of after-tax adjusted operating income includes dividends and returns of capital, net receipts from capital related intercompany loans, capital contributions to subsidiaries, and adjustments for M&A funding. Percentage is not intended to report results over any given time period.

Preserving Balance Sheet Strength, as We Have Done for 140+ Years

Stress Parameters

Equity Market Decline

Pandemic Insurance Shock

Interest Rate Shock

Credit Shock

Currency Shock

Our Toolbox

- Disciplined ALM and hedging
- On balance sheet capital capacity
- Off-balance sheet resources
  - Credit facilities
  - Contingent capital
- Shift in our product mix
- Ability to adjust product pricing
- Reinsurance
- Prudent management

Outcomes

- Maintain appropriate and competitive regulatory capital levels at insurance companies
- Opportunistically retired $0.9 billion of 2024 and 2028 debt maturities
- Maintain adequate cash position at parent company
- Relatively resilient to equity market and interest rates declines
- Highly effective variable annuity hedging program

Balanced Approach to Capital Allocation

1. **Maintain Strong Capital Position**

2. **Organic Growth at Attractive Returns**

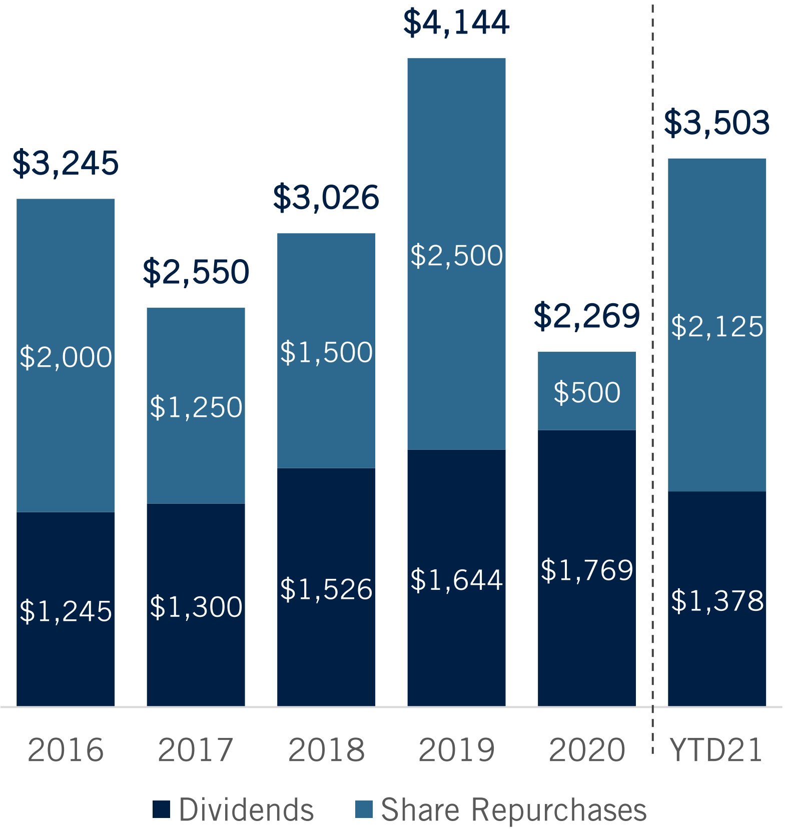
3. **Sustainable and Growing Dividends**

4. **Acquisitions**

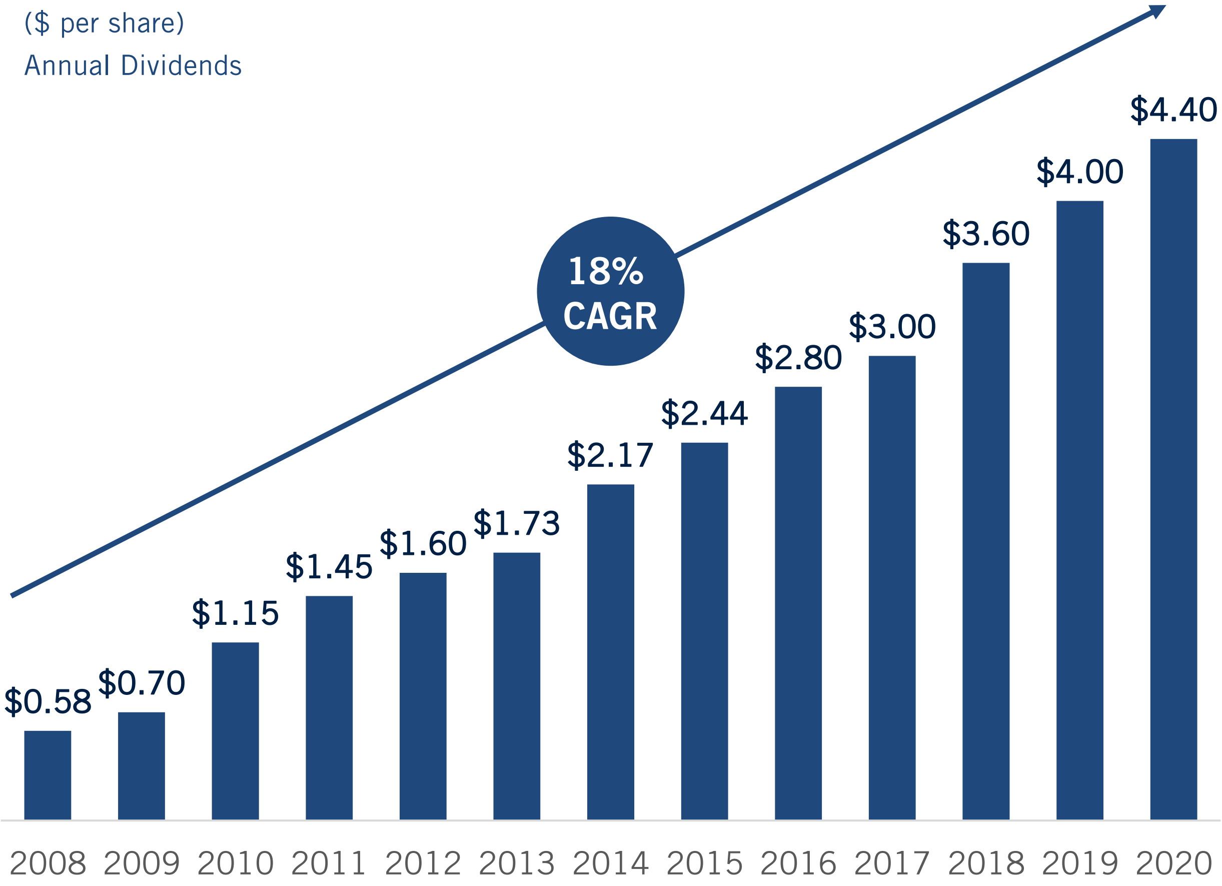
5. **Share Repurchases**

Shareholder Distributions

($ millions)



Double-Digit Dividend Growth Supported by Strong Earnings and Cash Flow Coverage



43%

2020 Dividend Payout Ratio(1)

(1) Based on annual dividend per share divided by annual after-tax adjusted operating income per share.

DIFFERENTIATED

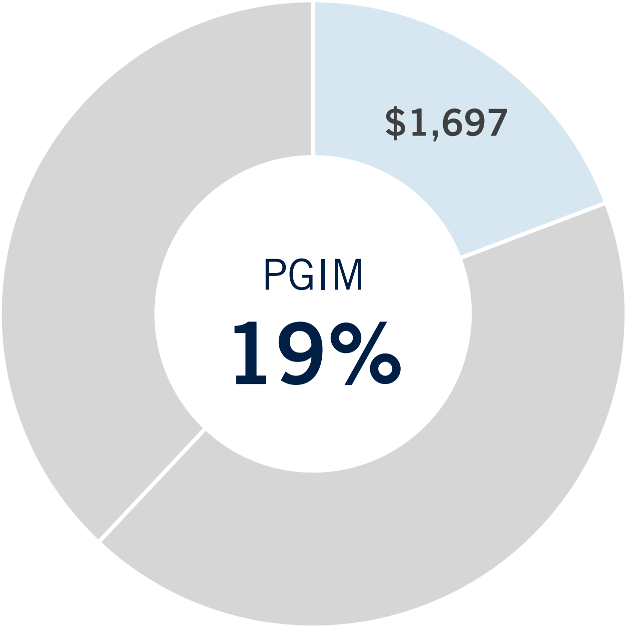
Thoughtful strategies and business design produce differentiated outcomes

Prudential
Bring Your Challenges®

Diversified Top 10 Global Asset Manager Across a Broad Range of Private and Public Asset Classes

Earnings Contribution[1]

($ millions)



Business Highlights:

- Diverse offering with scale – Attractive asset classes, client segments, and worldwide geographic presence
- Proven ability to capture industry flows and market share while preserving fee levels
- Alignment of incentive – Pay for performance model

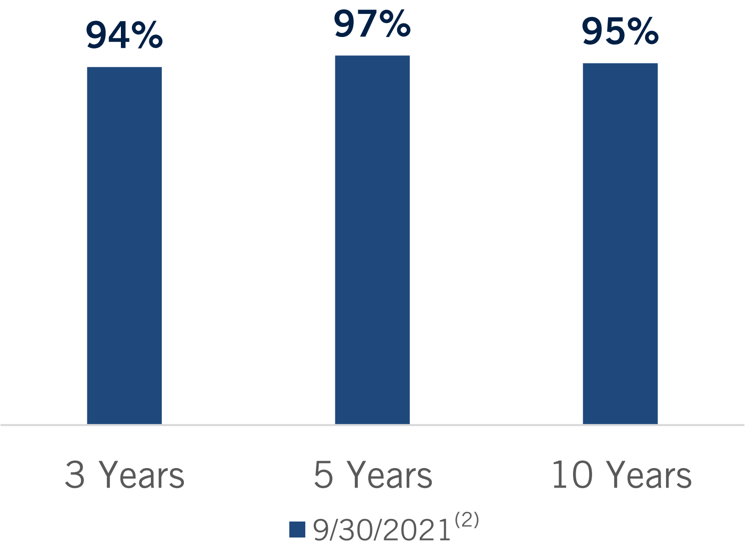
Stable earnings, strong operating margin, and sustained cash flows to PFI

Note: See Appendix for sources of rankings.

(1) Based on last twelve months of pre-tax adjusted operating income through 3Q21 excluding Corporate & Other operations.

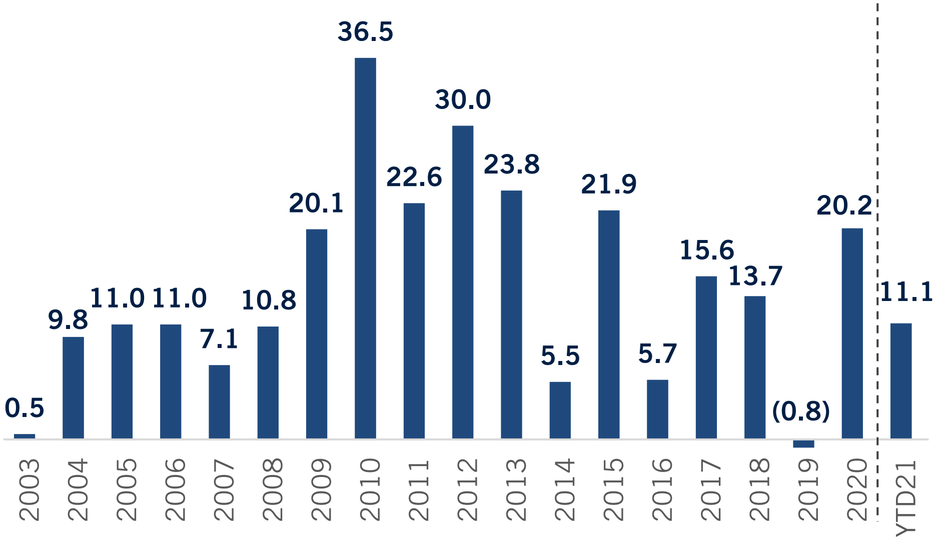
Strong Investment Performance Across Attractive Asset Classes Leads to Significant Organic Growth

Percentage of PGIM AUM(1) Outperforming Benchmark



Successful History with 17 out of 18 Years of Positive Third-Party Net Flows

($ billions)



(1) Represents PGIM's benchmarked AUM (77% of total third-party AUM is benchmarked over 3 years, 68% over 5 years, and 44% 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, PGIM Quantitative Solutions, PGIM Real Estate, PGIM Private Capital, PGIM Global Partners, and PGIM Real Estate Finance. Due to timing, performance for some real estate funds is preliminary.

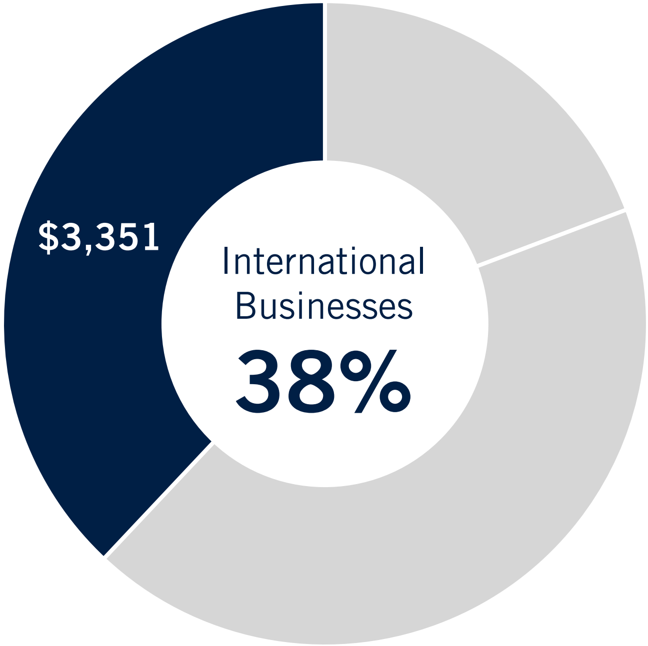
(2) PGIM calculations as of September 30, 2021 for $865 billion of third-party AUM managed against public benchmarks. Past performance is not a guarantee or reliable indicator of future results. All investments involve risk, including the possible loss of capital. Performance is defined as outperformance (gross of fees) relative to each individual strategy's respective benchmark(s).

International Businesses

Highly Productive, Elite Proprietary Distribution and Expanding Presence in Growth Markets

Earnings Contribution[1]

($ millions)



Business Highlights:

- Best in class, profitable Japanese franchise consistently taking market share
- Continuing rotation from mature to developing markets with greater growth prospects and favorable demographic trends
- Synergies with PGIM's investment expertise

Stable earnings, high returns, and sustained cash flows to PFI

Note: See Appendix for earnings by business.

(1) Based on last twelve months of pre-tax adjusted operating income through 3Q21 excluding Corporate & Other operations.

Attractive Mix of Developed and Emerging Markets Provide Long-term Growth

Developed: Japan

- Highly productive distribution system; world class captive agents, complemented by third-party channels
- Aging population provides opportunity for expanding product solutions
- Wealthy households with significant investable assets

Emerging Markets

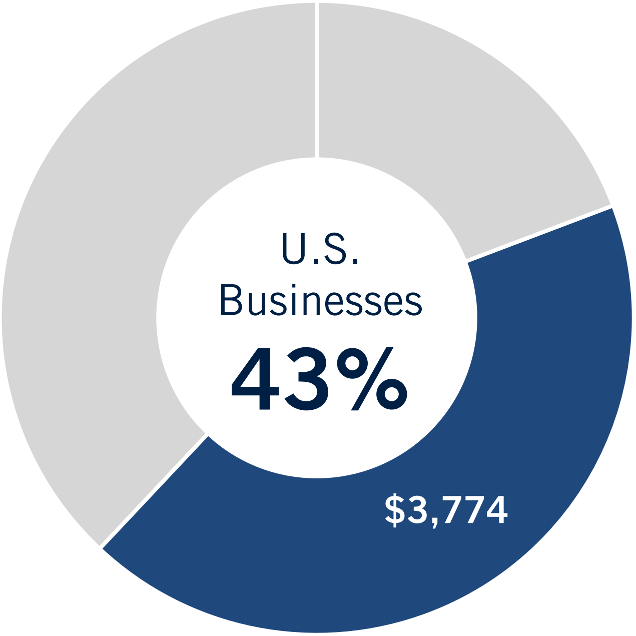
- Expanding economies and rising affluent and middle class: Latin America, China, Southeast Asia, Africa
- Low insurance penetration with growing demand for protection and savings products
- Thoughtful ownership approaches and business models tailored to local market dynamics and opportunities

U.S. Businesses

Diversified Business Portfolio with Expanding Market Opportunities

Earnings Contribution[1]

($ millions)



Business Highlights:

- Diversified customer base
- Broad set of complementary solutions
- Strong multi-channel distribution
- Synergies with PGIM’s investment expertise

Scaled and diversified businesses with improving risk profile

---

Note: See Appendix for earnings by business. Prior periods restated for reclassification of results of Full Service Retirement from the Retirement business to Divested and Run-off Businesses in Corporate & Other.

(1) Based on last twelve months of pre-tax adjusted operating income through 3Q21 excluding Corporate & Other operations. U.S. Businesses include Retirement, Group Insurance, Individual Annuities, Individual Life, and Assurance IQ.

U.S. Businesses

Broad, End-to-End Engagement Model

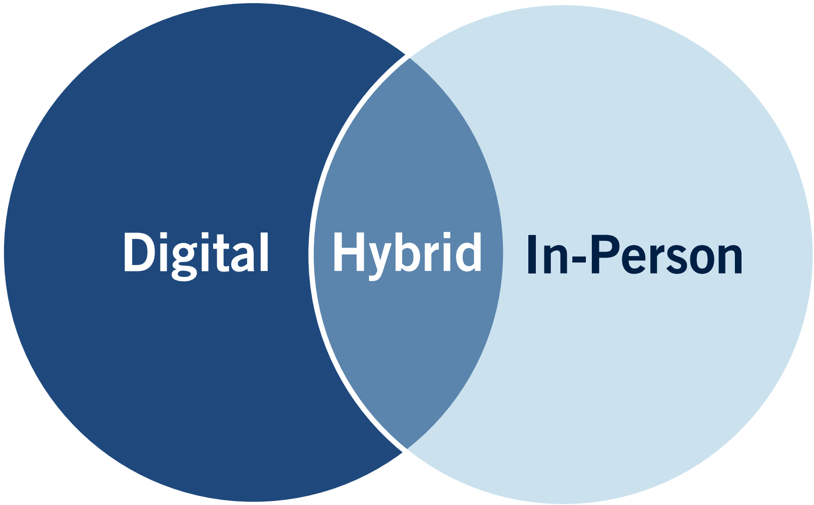
We Can Meet Customers…

Institutions

Individuals within Institutions

Individuals

… How and When They Want



Digital

Hybrid

In-Person

Complementary Businesses Amplify Growth and Mitigate Risk

Competitive Synergies

- PGIM is the "investment engine" of Prudential – generates higher returning assets that enhance the competitiveness of U.S. and International Businesses
- U.S. and International Businesses significantly increase PGIM's scale
- Individual businesses enhance Workplace value proposition

Risk Mitigation Synergies

- Diversification of earnings, capital, and risks
- Natural hedging
  - Mortality / Longevity
  - Offsetting equity exposure across businesses

← Global Intelligence — Idea Sharing — Common Purpose →

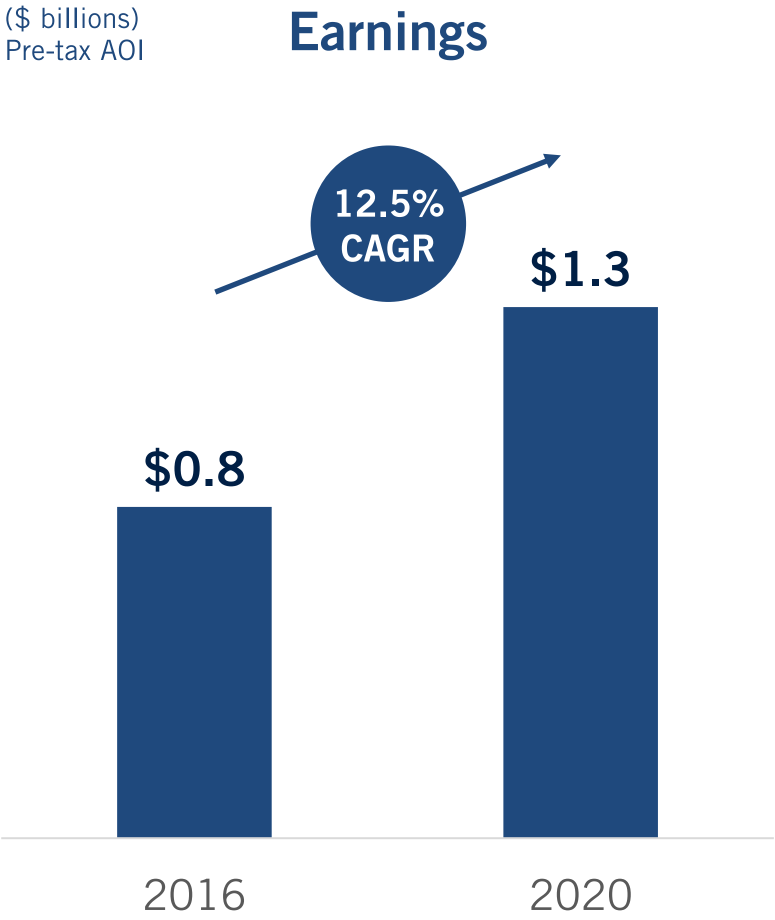
DISCIPLINED

Positioned for long-term growth

Prudential
Bring Your Challenges®

PGIM

Earnings and Margin Continue to Expand



Growth opportunities from:

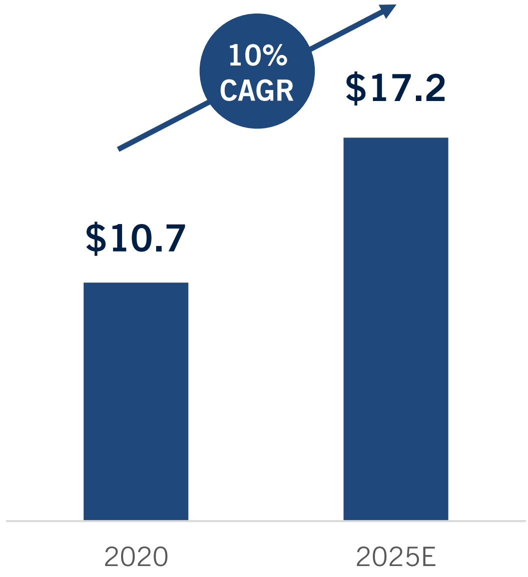
- Alternatives
- International
- Retail

Margin expansion from positive operating leverage

Growth in Alternatives

Market Opportunity(1)

($ trillions)



PGIM's Positioning

Alternatives(2)	$259B
Top 3 in Real Estate(2)	$201B
Private Credit(2)	$101B

Investments for Future Growth

- Acquired Montana Capital Partners, a $3.2B AUM Private Equity Secondaries manager
- 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

Note: See Appendix for sources of rankings.

(1) Alternatives AUM from Preqin Future of Alternatives report, published 2020. Includes private equity, private debt, hedge funds, real estate, infrastructure, and natural resources.

(2) Data reflects AUM as of September 30, 2021. Alternatives AUM represents hedge fund, mezzanine and other private credit, real asset, and infrastructure products across all PGIM businesses. Real Estate represents gross AUM and AUA of $156B and $44B, respectively; net AUM is $134B.

Significant Opportunity Outside the U.S.

Japan

~$261B in Assets

- **Top 3** foreign manager of Japanese Institutional assets
- Generated a total of **$24B** in third-party net flows over the last 5 years
- Increased appetite for non-Japan assets

Europe

~$89B in Assets

- AUM from European clients grew by **12% CAGR** over the last 5 years
- Significantly increased sales and marketing footprint in Europe across institutional and retail channels

---

Emerging Markets

~$40B in Assets

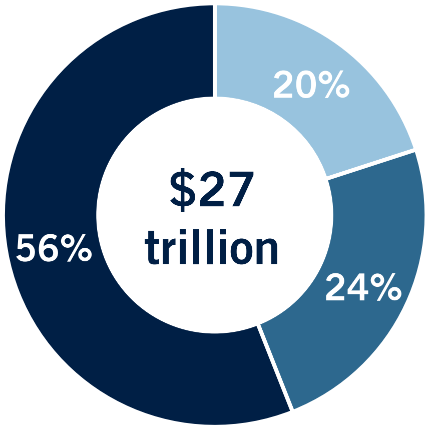
- China: **$21B AUM JV** up from **$5B** in 2010; deepening local coverage of top institutions
- Top 10 EM active manager with **$49B**(1) across public debt and equities strategies

Note: See Appendix for sources of rankings. Data as of September 30, 2021, unless otherwise stated.

(1) As of December 31, 2020.

Momentum in U.S. Retail

Market Opportunity(1)



- ▪ Passive MFs
- ▪ Passive ETFs
- ▪ Active MFs and ETFs

PGIM's Positioning

- ~13 consecutive years of positive mutual fund net flows(2)
- 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

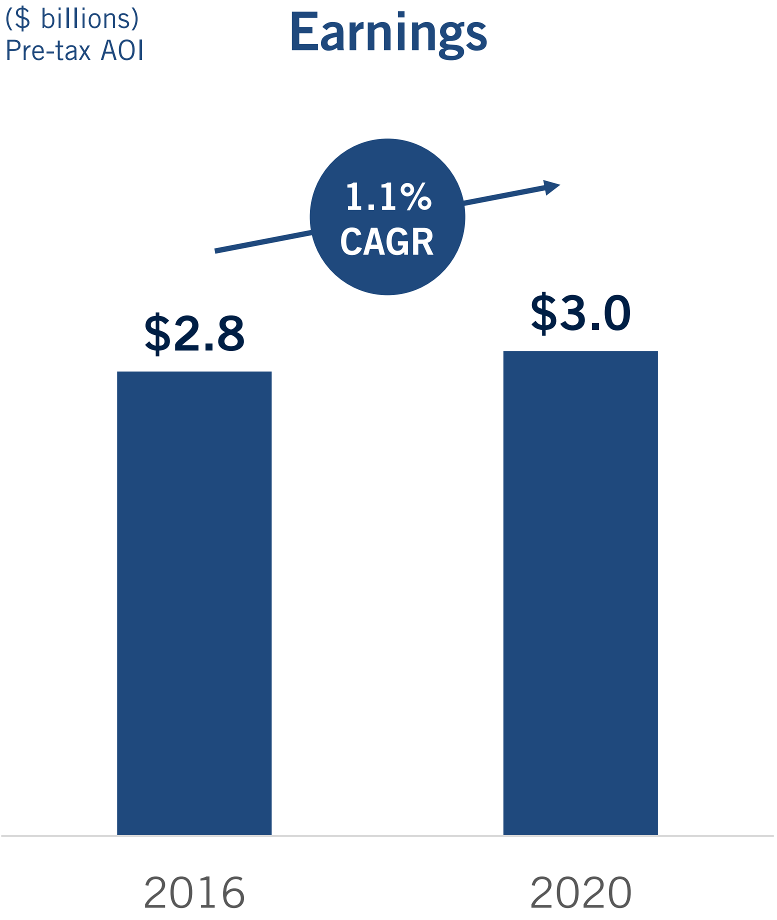
Note: See Appendix for sources of rankings.

(1) Morningstar data as of September 30, 2021 (excludes money market funds and fund of funds).

(2) Based on net flows for long-term mutual funds as of year-to-date September 30, 2021.

International Businesses

Earnings Expansion with Stable Margins



Growth opportunities from:

- Continuing market leadership in Japan
- Expanding our presence in emerging markets

Note: See Appendix for earnings by business.

International Businesses

Well Positioned for Continued Outperformance in Japan

Market Penetration Beyond Tokyo

Highly Skilled Distribution

Adept at Product Evolution

International Businesses

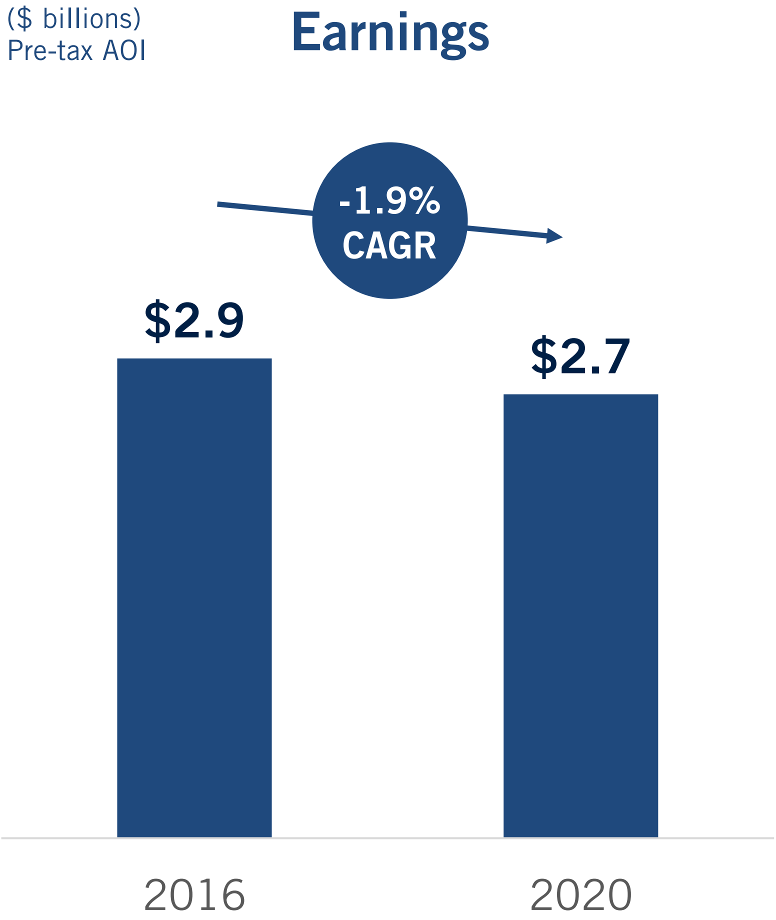
Leverage our Partnerships with Market-Leading Companies for Future Growth in Emerging Markets

Significant Partnerships			Market Leadership
Latin America	Itaú	Largest private sector bank in Brazil and a leading financial institution in Latin America	Over 50 million retail clients
Latin America	AFP HABITAT Seguridad y Confianza	Pension provider with business across Chile, Peru, and Colombia	#1 in Chile by AUM(1) #2 in Latin America by AUM(2)
China	FOSUN 复星	Innovation-driven consumer group creating high-quality products and services in Health, Happiness, Wealth, and Intelligent Manufacturing sectors	Global ecosystem fulfilling the needs of one billion families
Indonesia	CTCORP	Indonesian holding company with businesses across several industries, including financial services	Over 200 million customers and users
West Africa	enterprise GROUP	Financial services provider with multiline presence in Ghana, including life, general insurance, and pensions	#1 in total life(3) #1 in general insurance(3) #1 in pensions(4)

(1) Superintendencia de Pensiones (Chilean Pension Regulator). As of September 30, 2021.
(2) Superintendencia de Pensiones (Pension Regulator) of each country. As of June 30, 2021.
(3) Ghanaian National Insurance Commission. Based on gross premiums as of 2Q21.
(4) National Pensions Regulatory Authority (NPRA). Based on assets under management as of year-end 2018.

U.S. Businesses

Executing Against Three Strategic Pillars



Growth opportunities from:

- Strengthening our foundational businesses
- Transforming capabilities and efficiency
- Expanding addressable markets to accelerate growth

Note: See Appendix for earnings by business. Prior periods restated for reclassification of results of Full Service Retirement from the Retirement business to Divested and Run-off Businesses in Corporate & Other.

U.S. Businesses

Strengthening Our Foundational Businesses

Retirement

- Pursue disciplined growth in PRT
- Continue to grow profitably through innovation and expansion into adjacent markets and products

Group Insurance

- Expand in target customer segments
- Enhance voluntary platform and products

Individual Annuities & Individual Life

- Expand in target distribution and customer segments
- Pivot to less interest rate sensitive solutions

U.S. Businesses

Transforming Capabilities and Efficiency

Changing the way we work to improve the customer experience…

Call Center Optimization

Process Automation

Technology Enablement (Digital, Mobile)

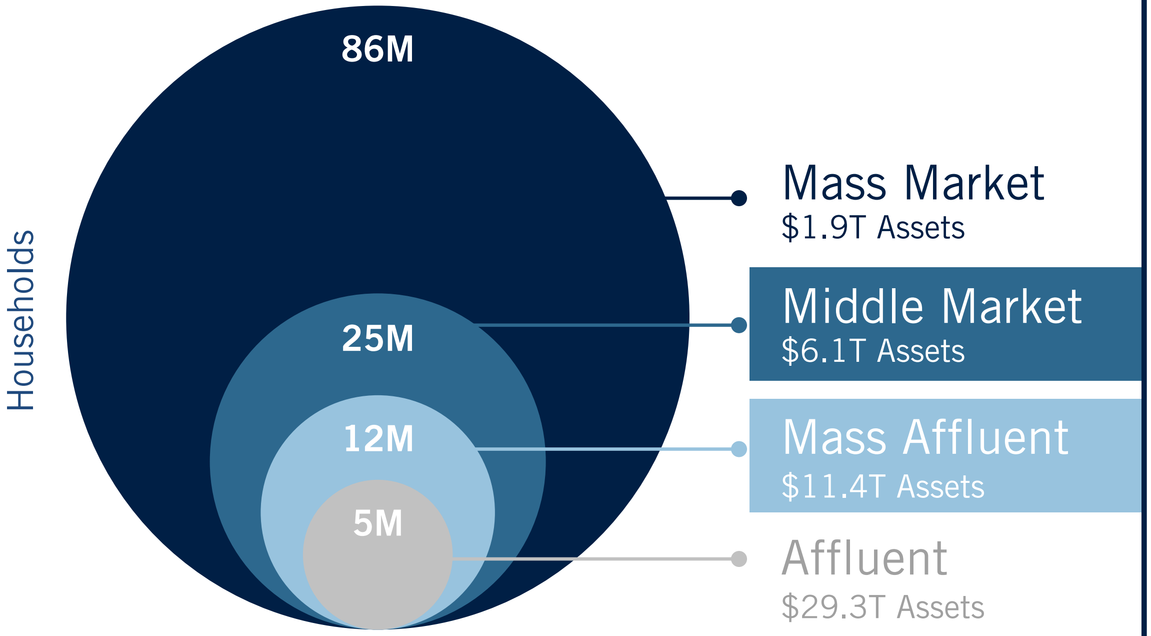
…resulting in ~$750 million of annual run-rate cost savings by year-end 2023(1)

---

(1) Run-rate at the end of the year. Earnings impact includes U.S. Businesses, PGIM, and Corporate & Other and is subject to timing.

Expanding Addressable Markets to Accelerate Growth

Opportunity to Accelerate Growth in Mass Affluent and Middle Market



Significant opportunity to expand and grow:

- Underserved markets with significant gaps for protection and retirement

How we make it happen:

- Simplified and affordable products
- Alternative distribution channels
  - Workplace Financial Wellness
  - Prudential Advisors
  - Hybrid Advisors
  - Assurance IQ

Sources: Cerulli 2019 Retail Asset Management Report; Prudential 2018 Financial Wellness Survey.

Prudential Investment Thesis

ROCK SOLID

Demonstrated financial strength

DIFFERENTIATED

Thoughtful strategies and business design produce differentiated outcomes

DISCIPLINED

Positioned for long-term growth

TRANSFORMING TO BECOME A HIGHER GROWTH, LESS MARKET SENSITIVE, MORE NIMBLE BUSINESS

10%
Adjusted Operating ROE(1)

13%
5-yr Annual Dividends Per Share CAGR(2)

5%
5-yr Adjusted BVPS CAGR(3)

---

(1) Based on 2020 after-tax adjusted operating income and average adjusted book value. Adjusted operating income reflects the reclassification of results of Full Service Retirement from the Retirement business to Divested and Run-off Businesses in Corporate & Other. Full Service results are excluded from adjusted operating income as a result of the operation being held-for-sale. See reconciliation in Appendix for more information.
(2) From 2015 to 2020; based on annual dividend per share.
(3) From 2015 to 2020; based on adjusted book value. See reconciliation in Appendix for more information.

APPENDIX

Bring Your Challenges®

Sources of Rankings

Business	Market Position	Source
PGIM	Top 10 Global Asset Manager	Pensions & Investments Top Money Managers list, May 31, 2021; based on Prudential Financial, Inc. (PFI) total worldwide assets under management as of December 31, 2020.
	Top 3 Real Estate Manager	Pensions & Investments Top Real Estate Managers list, published October 4, 2021. AUM as of June 30, 2021.
	Top 3 Foreign Manager of Japanese Institutional Assets	PGIM Japan, based on the total AUM for discretionary managed accounts as of December 31, 2020 provided by R&I's Nenkin Joho #858.
	Top 10 EM Active Manager	Based on eVestment data as of December 31, 2020.
	~13 consecutive years of positive mutual fund net flows	Strategic Insight/Simfund as of September 30, 2021. Ranking only references net flows for 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).

Earnings by Business

($ millions)	Full Year 2020	Full Year 2016	Twelve Months Ended 9/30/2021
Adjusted operating income (loss) before income taxes			
PGIM	$ 1,262	$ 787	$ 1,697
U.S. Businesses:			
Retirement	1,385	857	2,160
Group Insurance	(16)	220	(337)
Individual Annuities	1,470	1,765	1,855
Individual Life	(48)	79	247
Assurance IQ	(88)	-	(151)
Total U.S. Businesses	2,703	2,921	3,774
International Businesses:			
Life Planner	1,504	1,249	1,772
Gibraltar Life & Other	1,448	1,578	1,579
Total International Businesses	2,952	2,827	3,351
Corporate & Other	(1,967)	(1,724)	(1,639)
Total adjusted operating income before income taxes	4,950	4,811	7,183
Income taxes, applicable to adjusted operating income	1,037	1,163	1,508
After-tax adjusted operating income	$ 3,913	$ 3,648	$ 5,675

Note: Prior periods restated for reclassification of results of Full Service Retirement. Adjusted operating income reflects the reclassification of results of Full Service Retirement from the Retirement business to Divested and Run-off Businesses in Corporate & Other. Full Service results are excluded from adjusted operating income as a result of the operation being held-for-sale.

Reconciliations between Adjusted Operating Income and the Comparable GAAP Measure

($ millions, except per share data)	Full Year 2020	Full Year 2016	Twelve Months Ended 9/30/2021
Net income (loss) attributable to Prudential Financial, Inc.	$ (374)	$ 4,368	$ 7,335
Income attributable to noncontrolling interests	228	51	239
Net income (loss)	(146)	4,419	7,574
Less: Earnings attributable to noncontrolling interests	228	51	239
Income (loss) attributable to Prudential Financial, Inc.	(374)	4,368	7,335
Less: Equity in earnings of operating joint ventures, net of taxes and earnings attributable to noncontrolling interests	(132)	(2)	(142)
Income (loss) (after-tax) before equity in earnings of operating joint ventures	(242)	4,370	7,477
Less: Reconciling Items:			
Realized investment gains (losses), net, and related charges and adjustments(1)	(4,300)	552	322
Market experience updates	(640)	-	706
Divested and Run-off Businesses:			
Closed Block division	(24)	(132)	83
Other Divested and Run-off Businesses	(450)	479	549
Equity in earnings of operating joint ventures and earnings attributable to noncontrolling interests	90	(5)	99
Other adjustments(2)	51	-	(49)
Total reconciling items, before income taxes	(5,273)	894	1,710
Less: Income taxes, not applicable to adjusted operating income	(1,118)	172	(92)
Total reconciling items, after income taxes	(4,155)	722	1,802
After-tax adjusted operating income	3,913	3,648	5,675
Income taxes, applicable to adjusted operating income	1,037	1,163	1,508
Adjusted operating income before income taxes	$ 4,950	$ 4,811	$ 7,183
After-tax adjusted operating income per share	$ 9.72	$ 8.11	
Net Income Return on Equity	-0.6%	8.8%	
Adjusted Operating Return on Equity(3)	10.1%	10.7%	

Note: Prior periods restated for reclassification of results of Full Service Retirement. Adjusted operating income reflects the reclassification of results of Full Service Retirement from the Retirement business to Divested and Run-off Businesses in Corporate & Other. Full Service results are excluded from adjusted operating income as a result of the operation being held-for-sale.

(1) Prior period amounts have been updated to conform to current period presentation.

(2) Represents adjustments not included in the above reconciling items. "Other adjustments" include certain components of the consideration for the Assurance IQ acquisition, which are recognized as compensation expense over the requisite service periods, as well as changes in the fair value of the associated contingent consideration.

(3) Represents adjusted operating income after-tax, annualized for interim periods, divided by average Prudential Financial, Inc. equity excluding accumulated other comprehensive income and adjusted to remove amounts included for foreign currency exchange rate remeasurement.

Reconciliations between Adjusted Book Value and the Comparable GAAP Measure

($ millions, except per share data)	December 31, 2020	December 31, 2015	September 30, 2021
GAAP book value	$ 67,425	$ 41,890	$ 61,887
Less: Accumulated other comprehensive income (AOCI)	30,738	12,285	21,836
GAAP book value excluding AOCI	36,687	29,605	40,051
Less: Cumulative effect of remeasurement of foreign currency	(1,399)	(3,747)	(1,205)
Adjusted book value	$ 38,086	$ 33,352	$ 41,256
Number of diluted shares	401.8	453.2	386.1
GAAP book value per Common share - diluted	$ 167.81	$ 92.39	$ 160.29
GAAP book value excluding AOCI per Common share - diluted	$ 91.31	$ 65.32	$ 103.73
Adjusted book value per Common share - diluted	$ 94.79	$ 73.59	$ 106.85