



3Q25 INVESTOR UPDATE

Expanding access to investing, insurance, and retirement security

PRUDENTIAL INVESTMENT THESIS

ROCK SOLID

Demonstrated financial strength

DIFFERENTIATED

Thoughtful strategies and business design produce a competitive advantage

DISCIPLINED

Positioned for long-term growth

EVOLVING AND DELIVERING ON OUR STRATEGY TO DRIVE SUSTAINABLE, PROFITABLE GROWTH

150 years

of service and commitment to providing insurance protection

\$1.6 trillion

in assets under management supporting diversified businesses⁽¹⁾

50 million

customers in over 50 countries

5%

5-yr Annual Dividends Per Share CAGR⁽²⁾

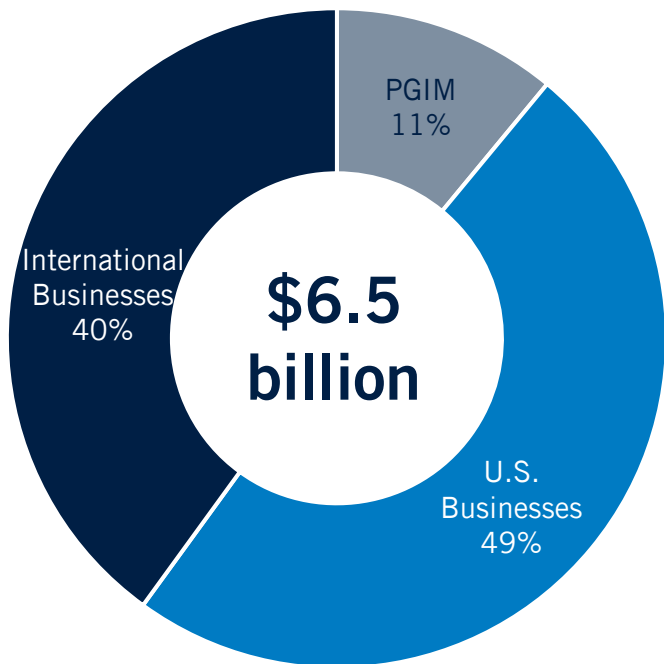


(1) As of September 30, 2025.

(2) From 2019 to 2024; based on annual dividend per share.

INTEGRATED SET OF BUSINESSES AT SCALE WITH LONG-TERM GROWTH POTENTIAL

Earnings Contribution⁽¹⁾



Key Statistics

Revenues ⁽²⁾ :	\$56B
Adjusted Book Value Per Share ⁽³⁾ :	\$99.25
Employees ⁽⁴⁾ :	38K+
Adjusted Dividend Yield ⁽⁵⁾ :	5%+

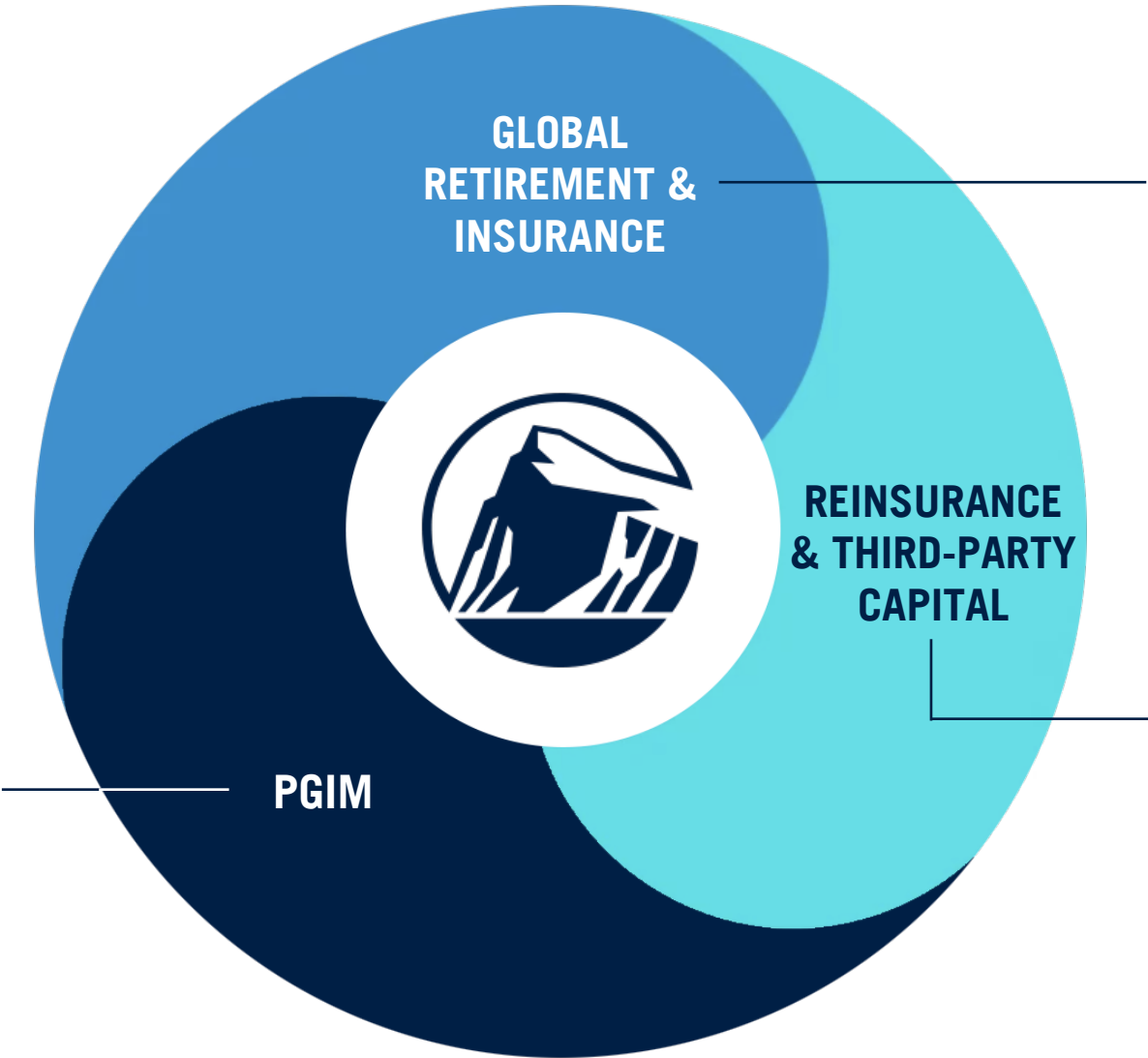
(1) Based on last twelve months of pre-tax adjusted operating income through 3Q25. Pie chart percentages exclude Corporate & Other operations loss of \$1,512 million. See reconciliation of non-GAAP measures in Appendix for more information.
(2) Based on last twelve months of revenue on a pre-tax adjusted operating income basis through 3Q25.
(3) As of September 30, 2025. See reconciliation of non-GAAP measures in Appendix for more information.
(4) As of December 31, 2024.
(5) Based on 3Q25 annualized dividend per share divided by adjusted book value per share.



DIFFERENTIATED BUSINESS DESIGN

Deeply connected businesses that help one another grow, unlocking value for our shareholders

Generating diverse assets for affiliated and third-party clients



Generating attractive insurance liabilities that enable asset origination

Optimizing our balance sheet to enhance business growth



COMPETITIVE ADVANTAGES SUPPORT STRATEGIC EXECUTION

Leverage our Strengths:

- Leading global asset manager
- Best-in-class liability origination
- Cross-business synergies
- Omni-channel distribution
- Strong brand reputation
- Track record of fulfilling promises



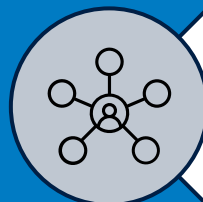
Execute on Strategic Priorities:



Invest in growth businesses and markets around the world



Deliver industry-leading customer and client experiences, blending human touch with advanced technology



Create the next generation of financial solutions to serve the diverse needs of a broader range of customers and clients

PROGRESS ON DRIVING SUSTAINABLE, PROFITABLE GROWTH

1

EVOLVING AND DELIVERING ON OUR STRATEGY

- Completed the sale of our PGIM Taiwan business

2

IMPROVING OUR EXECUTION

- Identified cost efficiencies and cross-sell opportunities to drive operating margin expansion in PGIM
- Expanding our global retirement product offerings to meet evolving customer needs

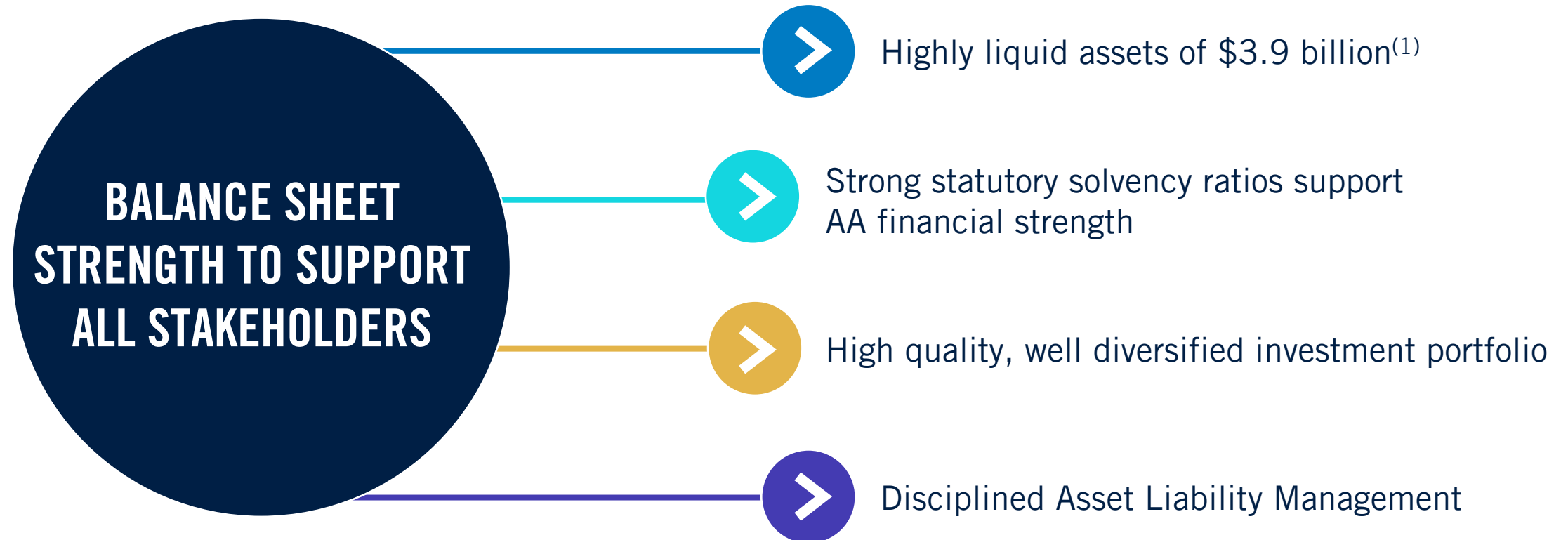
3

FOSTERING A HIGH-PERFORMANCE CULTURE

- Accelerated our succession plan in Japan

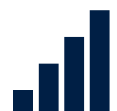


WELL POSITIONED IN CURRENT MACRO ENVIRONMENT



(1) Parent company 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.

SUSTAINABILITY HIGHLIGHTS

 **\$40.9M**

disbursed through grants by The Prudential Foundation supporting 163 nonprofit partners, who collectively reached over 7 million individuals⁽¹⁾



76%

reduction in our operational emissions since our 2017 baseline year for the facilities in our emissions reduction targets as part of our effort to drive cost efficiencies⁽²⁾



AI

Established our Global Responsible AI Program, a risk-based program and framework for managing and mitigating risks associated with AI products⁽³⁾



\$39.6B

of sustainable investments held by our General Account that aim to promote sustainability and achieve market returns to support our policyholder obligations⁽³⁾



94%

of our U.S. employees state that they know what they can do to help deliver on our Customer Experience mission⁽⁴⁾



#1

ranked in the Insurance: Life & Health Industry by *FORTUNE*® World's Most Admired Companies™ ⁽⁵⁾

(1) The Prudential Foundations' 2024 contributions.

(2) Refer to the 2024 Sustainability Report (page 47) for specifics on our in-scope facilities and how our Scope 1 & 2 data were calculated.

(3) As of December 31, 2024.

(4) As of 2024.

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ROCK SOLID
DEMONSTRATED
FINANCIAL STRENGTH

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

SIGNIFICANT FINANCIAL STRENGTH

	Objectives	Position
Highly Liquid Assets ⁽¹⁾	> \$3 billion	\$3.9 billion
Regulatory Capital Ratios ⁽²⁾	Consistent with AA objectives PICA RBC ratio > 375% Japan solvency margin ratios > 700%	Ratios remain in excess of our objectives
Off-Balance Sheet Resources		
Resource	Capacity	Maturity Date
Credit Facility	\$4.0 billion	July 2029
Contingent Capital	\$1.5 billion \$1.5 billion	May 2030 February 2033 and 2053
Prudential Holdings of Japan Facility	¥100 billion	September 2029

As of September 30, 2025 unless otherwise noted.

(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) PICA RBC ratio is disclosed in annual statutory statement. Japan solvency margin ratios are disclosed quarterly in Prudential's Form 10-Q/10-K. Economic Solvency Ratios (ESR) for Prudential of Japan and Gibraltar Life are required to be disclosed in 2026. We estimate these ratios are well above our operating target of 150% as of June 30, 2025.



PRESERVING BALANCE SHEET STRENGTH, AS WE HAVE DONE FOR 150+ YEARS

Stress Parameters

Equity Market Decline

Insurance Shocks

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
- Affiliated and external reinsurance
- Prudent management

Outcomes

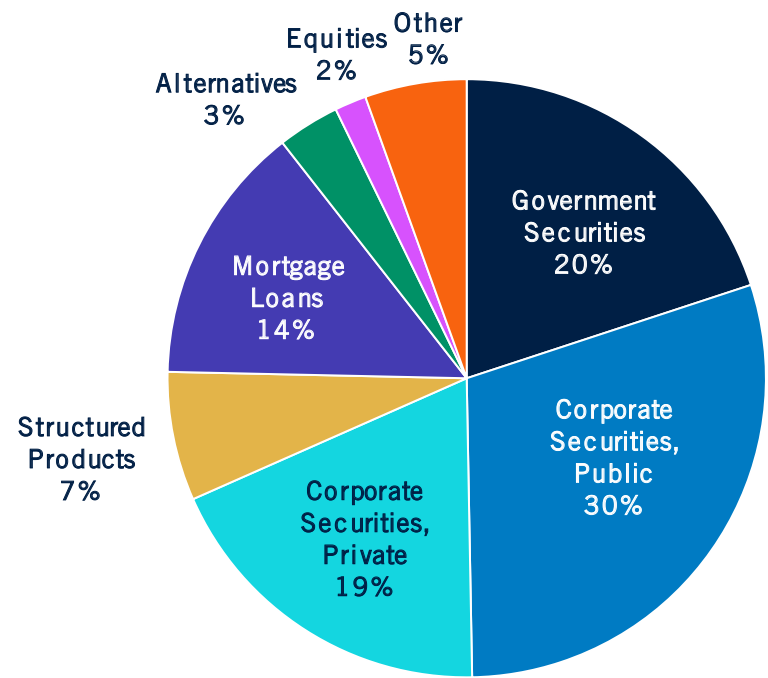
- Maintain appropriate and competitive regulatory capital levels at insurance companies
- Maintain adequate cash position at parent company
- Relatively resilient to equity market and interest rate declines
- Highly effective variable annuity hedging program



BROADLY DIVERSIFIED, HIGH QUALITY INVESTMENT PORTFOLIO

PORTFOLIO COMPOSITION⁽¹⁾

\$396 billion



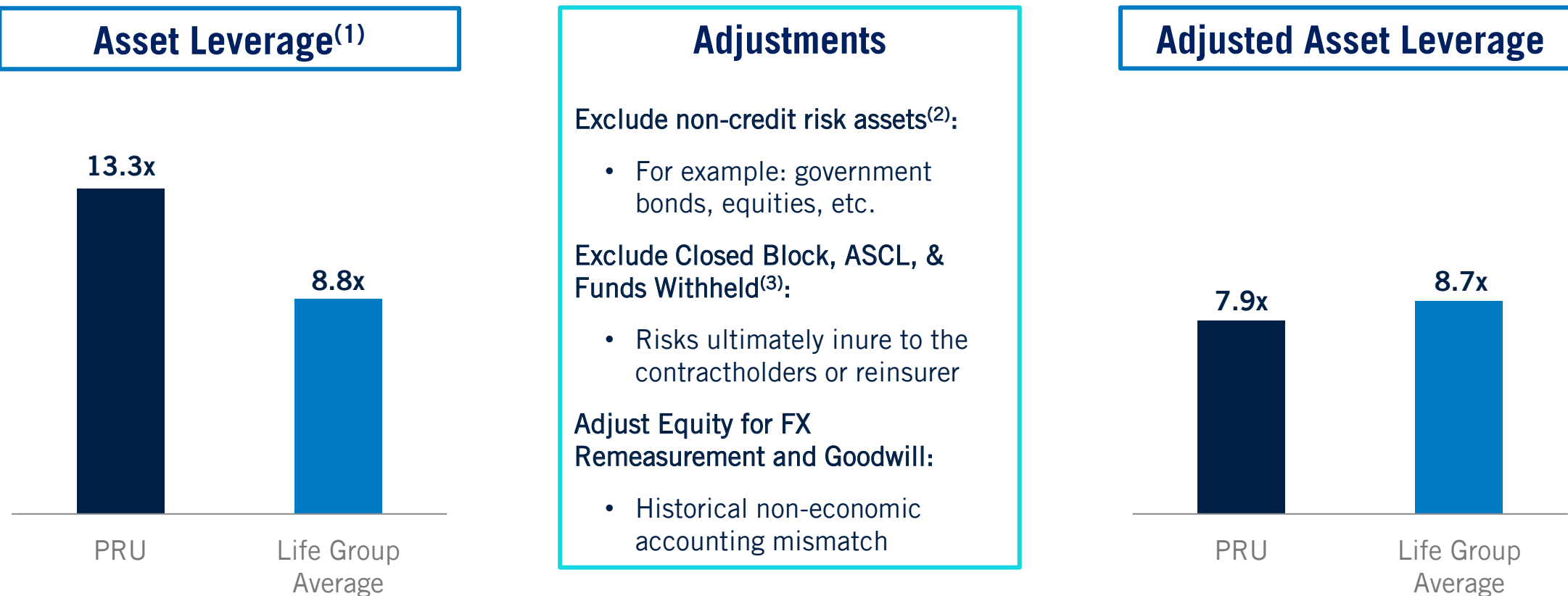
HIGHLIGHTS

- Broadly diversified, high quality portfolio with strong Asset Liability Management
 - High allocation to government securities (mostly U.S. and Japan)
 - Significant protections with private credit
- Benefits from PGIM’s expertise and direct origination capabilities
- Disciplined framework for credit management

(1) General Account excluding the Closed Block Division, funds withheld, and assets supporting experience-related contractholder liabilities as of September 30, 2025, on a U.S. GAAP carrying value basis. Mortgage loans include commercial, agricultural, residential, and other loans. Structured products include commercial and residential mortgage-backed securities, collateralized loan obligations, and other asset-backed securities. Alts include investments in LPs/LLCs, and real estate held through direct ownership. Other includes policy loans, fixed maturities - trading, short-term investments, derivatives, and other miscellaneous assets.



ADJUSTED ASSET LEVERAGE IN-LINE WITH PEERS



As of June 30, 2025. Sourced from 2Q25 10-Q and QFS. Life Group Average includes: Aflac, Ameriprise, Brighthouse, CNO, Corebridge, Equitable, Lincoln, MetLife, Principal, Prudential, RGA, Unum, and Voya.

(1) Asset leverage defined as invested assets divided by equity excluding accumulated other comprehensive income.

(2) U.S. dollar and foreign government bonds, assets supporting experience-rated contractholder liabilities (ASCL), equity securities, policy loans, other invested assets, and short-term investments.

(3) If assets supporting experience-rated contractholder liabilities, or assets supporting the Closed Block, are insufficient to make guaranteed benefits payments, such payments must be made by the relevant insurance company. Peers do not segregate the Closed Block business and disclosures indicate that liabilities are currently in excess of Closed Block assets. For purposes of the adjusted asset leverage, Closed Block assets are excluded with no adjustment to equity.



BALANCED APPROACH TO CAPITAL ALLOCATION

1. Maintain Financial Strength

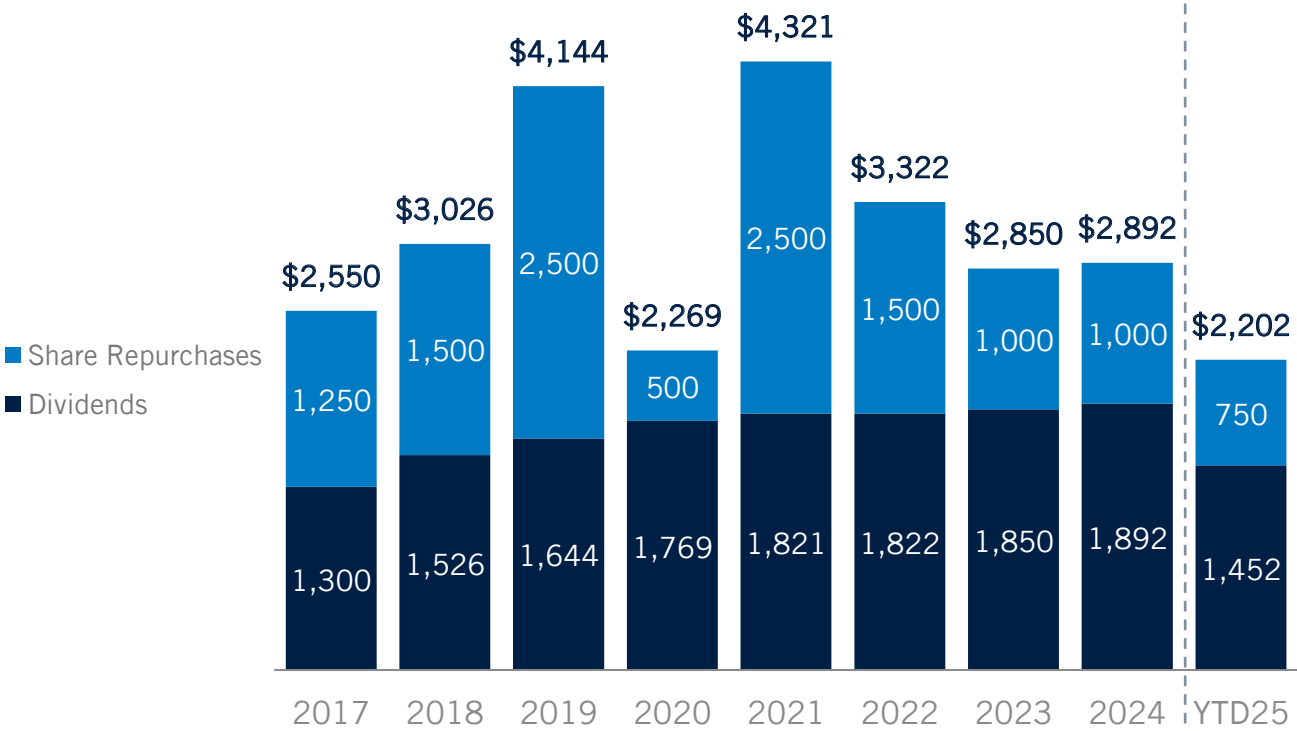
2. Organic Growth at Attractive Returns

3. Sustainable and Growing Dividends

4. Acquisitions

5. Share Repurchases

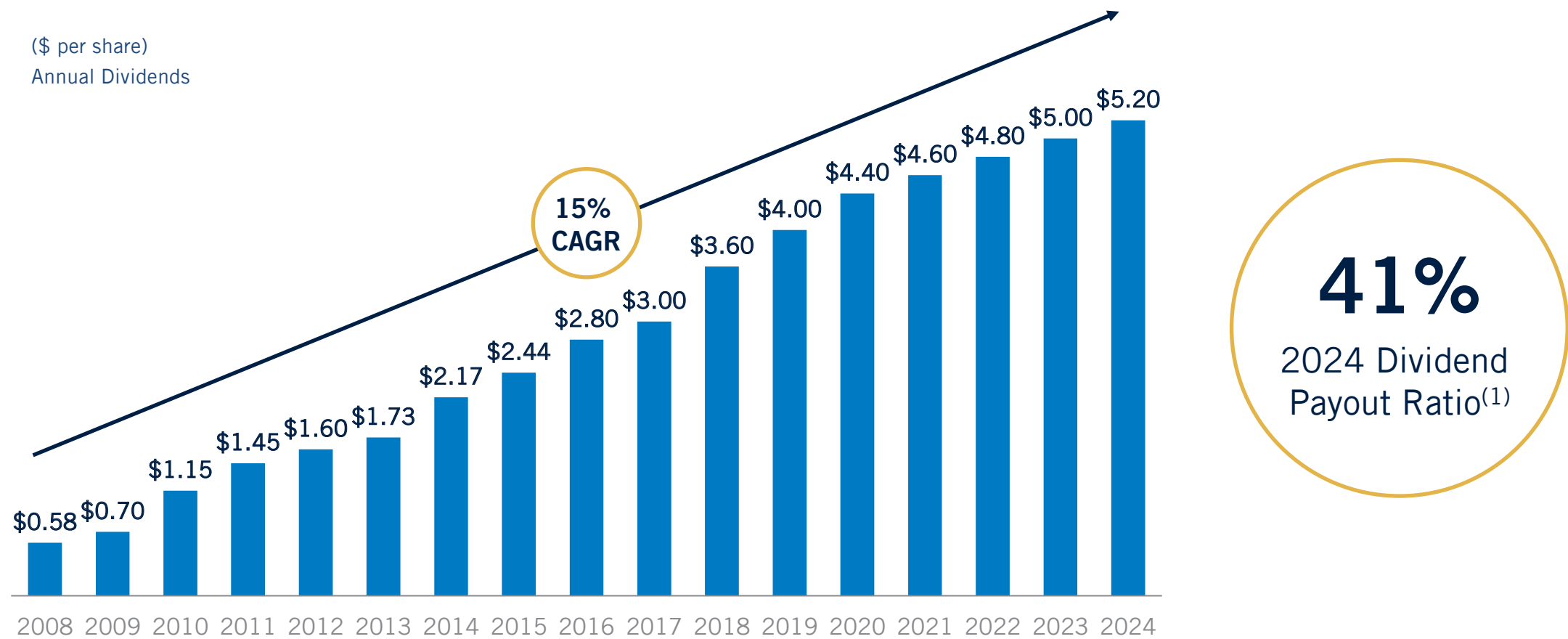
Shareholder Distributions
(\$ millions)



Bar order corresponds with the order of the legend to the left of the chart



DOUBLE-DIGIT DIVIDEND GROWTH SUPPORTED BY STRONG EARNINGS AND CASH FLOW COVERAGE



Increased quarterly dividend by 4% in 1Q25, the 17th consecutive annual increase



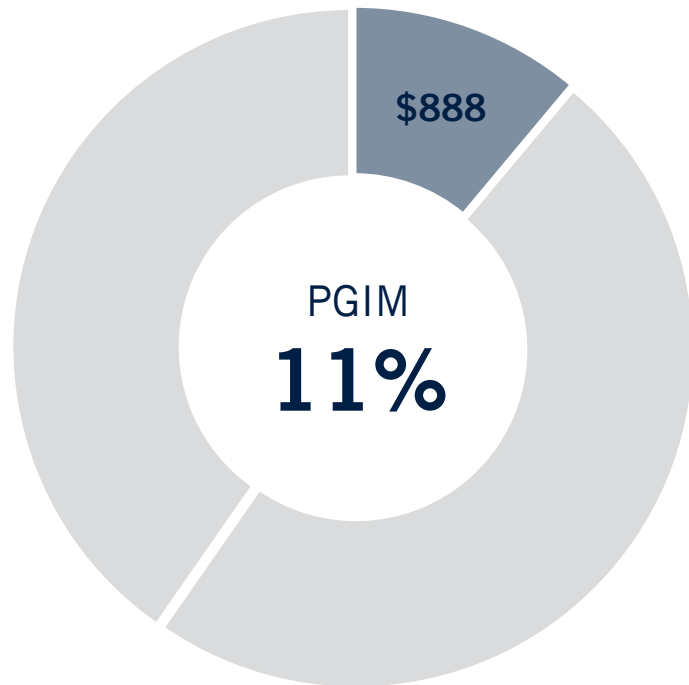
(1) Based on annual dividend per share divided by annual after-tax adjusted operating income per share. See reconciliation of non-GAAP measures in Appendix for more information.



DIFFERENTIATED
THOUGHTFUL STRATEGIES AND
BUSINESS DESIGN PRODUCE A
COMPETITIVE ADVANTAGE

A LEADING GLOBAL INVESTMENT MANAGER ACROSS A BROAD RANGE OF PRIVATE AND PUBLIC ASSET CLASSES

Earnings Contribution⁽¹⁾ (\$ millions)



Business Highlights:

- Diversified capabilities and clients
 - Leading capabilities in high growth asset classes, including public/private credit and private RE
 - Diverse client base with third-party investors representing 74% of asset management fees⁽²⁾
- Strong investment performance⁽³⁾
 - Percentage of AUM⁽⁴⁾ outperforming public benchmarks: 5 Year: 74%, 10 Year: 78%
- Deep expertise and proprietary origination generates competitive edge for insurance businesses

**Disciplined approach to growth to
manage margins through the cycle**

(1) Based on last twelve months of pre-tax adjusted operating income through 3Q25 excluding Corporate & Other operations.

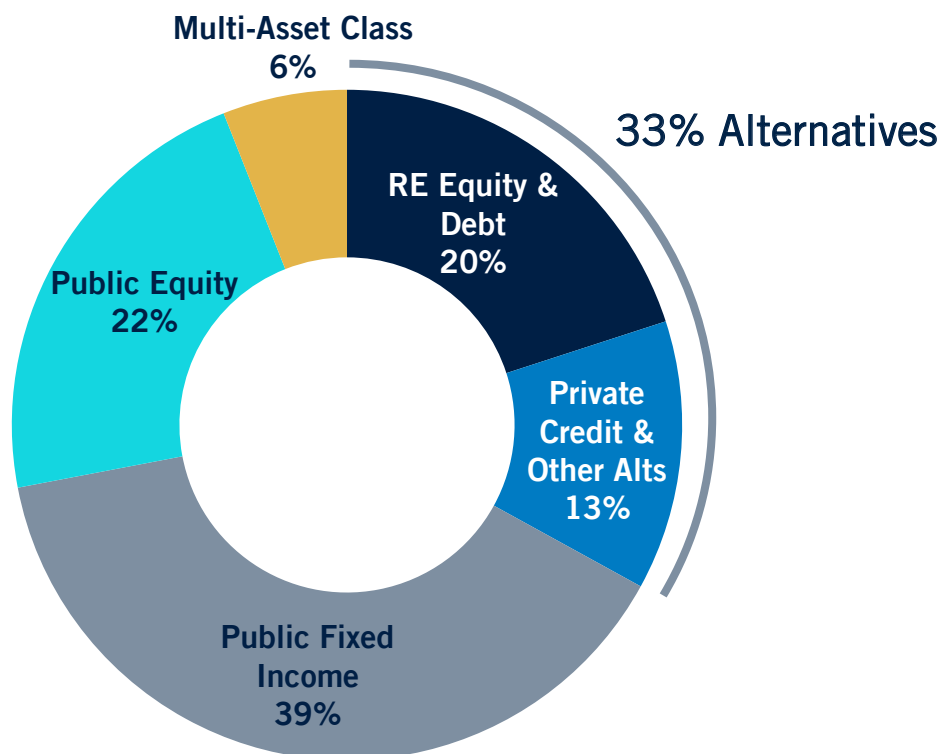
(2) Based on last twelve months of PGIM asset management fees through 3Q25.

(3) PGIM calculations as of September 30, 2025 for \$892 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).

(4) Represents PGIM's benchmarked AUM (70% of total third-party AUM is benchmarked over 5 years and 53% 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, and PGIM Investments.

LEADERSHIP POSITIONS ACROSS INVESTMENT PLATFORM

Product Mix by Asset Management Fees⁽¹⁾



Scale Across Markets

Top 2 Private Placements Manager

Top 3 Global Real Estate Manager

Top 3 Public and Private CLO Manager

Top 5 U.S. Defined Benefit Manager

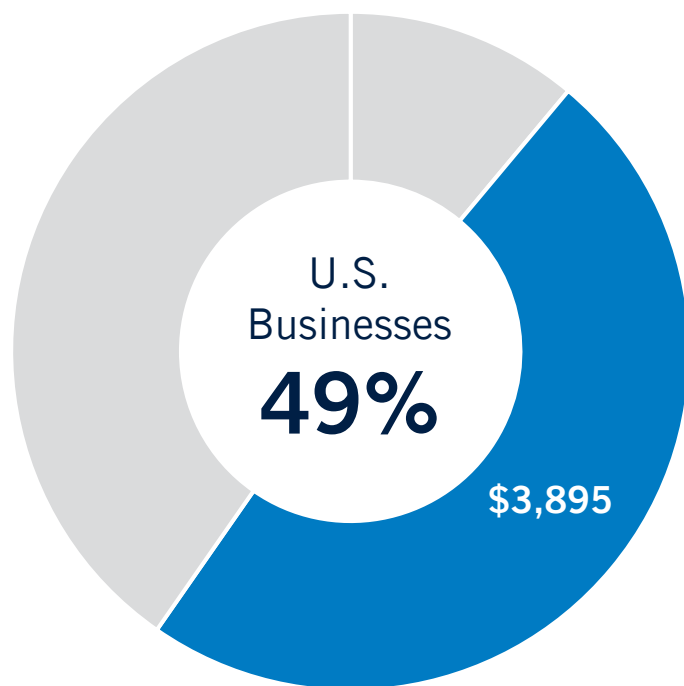
Top 10 Public Fixed Income Manager

Top 15 U.S. Defined Contribution Manager

Top 15 U.S. Active ETF Manager

BROAD BUSINESS PORTFOLIO WITH ROBUST LIABILITY ORIGINATION CAPABILITIES

Earnings Contribution⁽¹⁾ (\$ millions)



Business Highlights:

- Diverse customer base with further growth potential across demographics
- Complementary solutions across businesses
- Strong multi-channel distribution
- Synergies with PGIM's investment expertise

**Scaled businesses with improved
risk profile and growth potential**

LEADING DISTRIBUTION MODEL WITH END-TO-END CUSTOMER ENGAGEMENT

Distribution through a wide range of channels

Individuals

- Financial professionals
- Embedded partnerships

Institutions

- Pension plan sponsors
- Reinsurers
- Brokers

Workplace

- Employers
- Associations

Ability to meet customers where and how they want

In Person



Hybrid



Digital



MARKET LEADER IN JAPAN WITH EXPANDING PRESENCE IN GROWTH MARKETS

Earnings Contribution⁽¹⁾ (\$ millions)



Business Highlights:

- A profitable, at scale market-leading franchise in Japan
- Expanding in targeted, high growth emerging markets through investments in organic growth and selective M&A
- Synergies with PGIM's investment expertise

**Consistent earnings contribution
and cash flow to PFI**

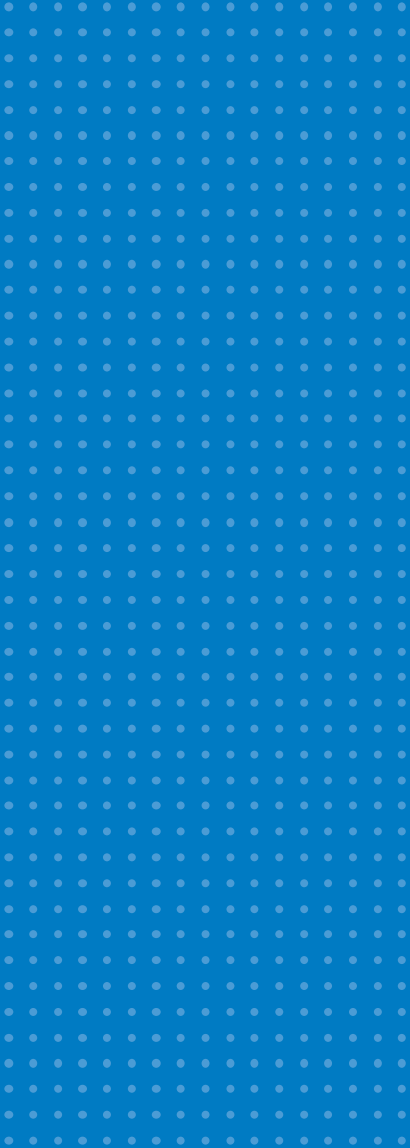
ATTRACTIVE MIX OF DEVELOPED AND EMERGING MARKETS PROVIDE LONG-TERM GROWTH

Developed: Japan

- Highly productive distribution system; world class captive agents, complemented by third-party channels
- Aging population provides opportunity for expanding our broad product portfolio to more comprehensively address accumulation and retirement needs of customers
- Wealthy households with significant investable assets

Emerging Markets

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

A decorative vertical grid of small white dots on the left side of the slide.

DISCIPLINED
POSITIONED FOR
LONG-TERM GROWTH

EXECUTION ON STRATEGY DRIVING GROWTH



LEVERAGING OUR STRENGTH IN PUBLIC AND PRIVATE CREDIT

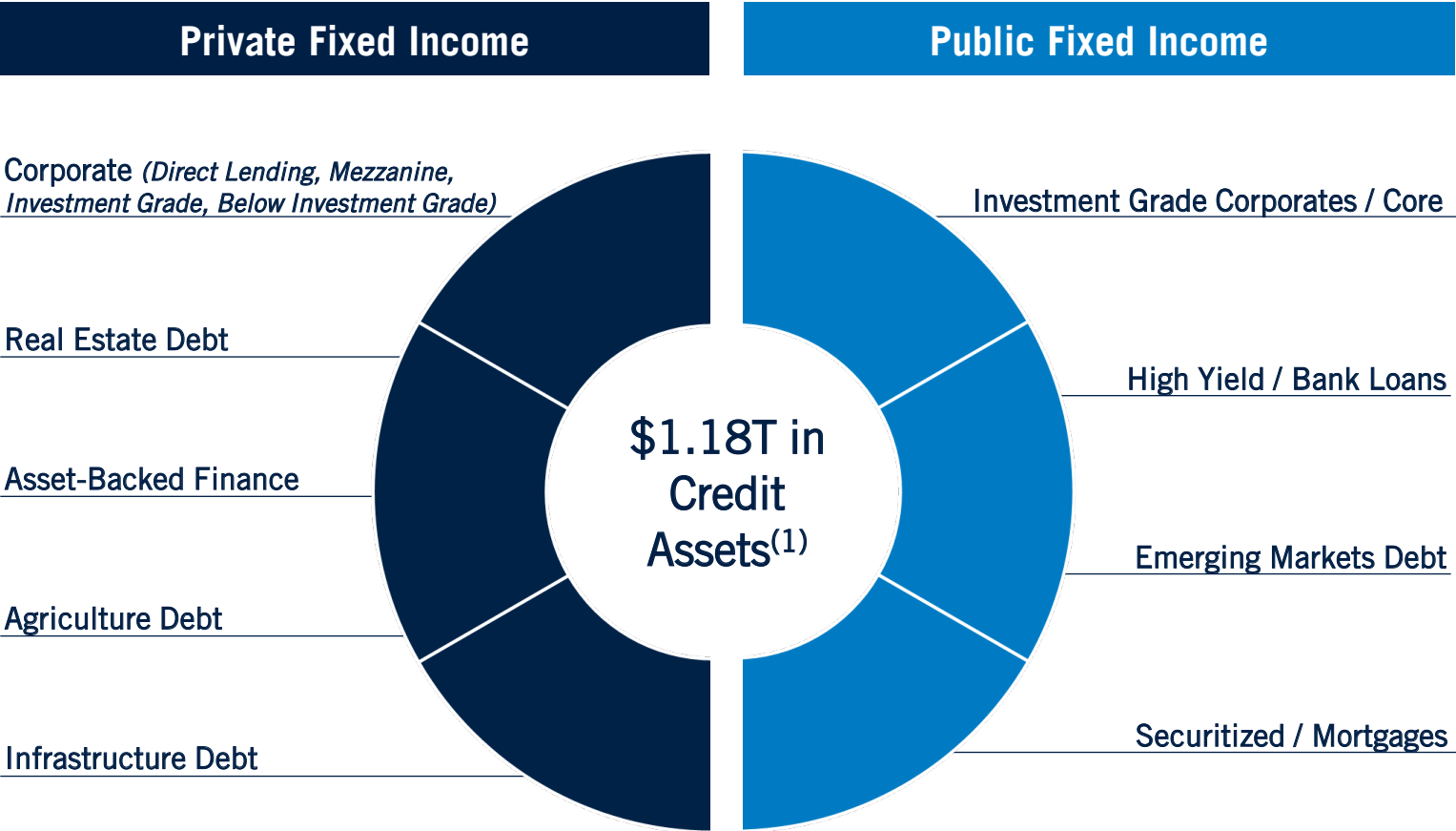
800+ investment professionals seeking income opportunities across the public and private fixed income spectrum

270+ private credit originators across corporate and real asset strategies

Average ~\$30B annually in private origination

~20+ years of **proprietary data** driving investment decisions and portfolio management

Strong long-term performance track record across public and private credit

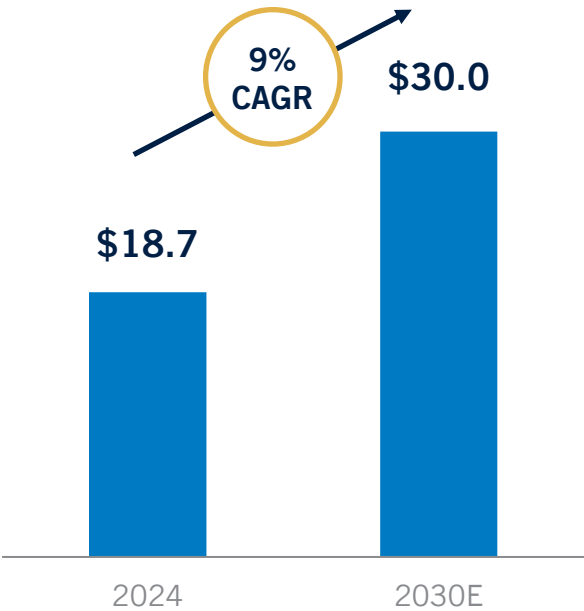


Data as of September 30, 2025, unless otherwise stated.
(1) Inclusive of net AUM and \$51B of AUA.

GROWING ALTERNATIVES PLATFORM

Market Opportunity⁽¹⁾

(\$ trillions)



PGIM’s Positioning

Total Alternatives⁽²⁾ **\$349B**

Real Estate⁽³⁾ **\$216B**

Private Credit⁽⁴⁾ **\$121B**

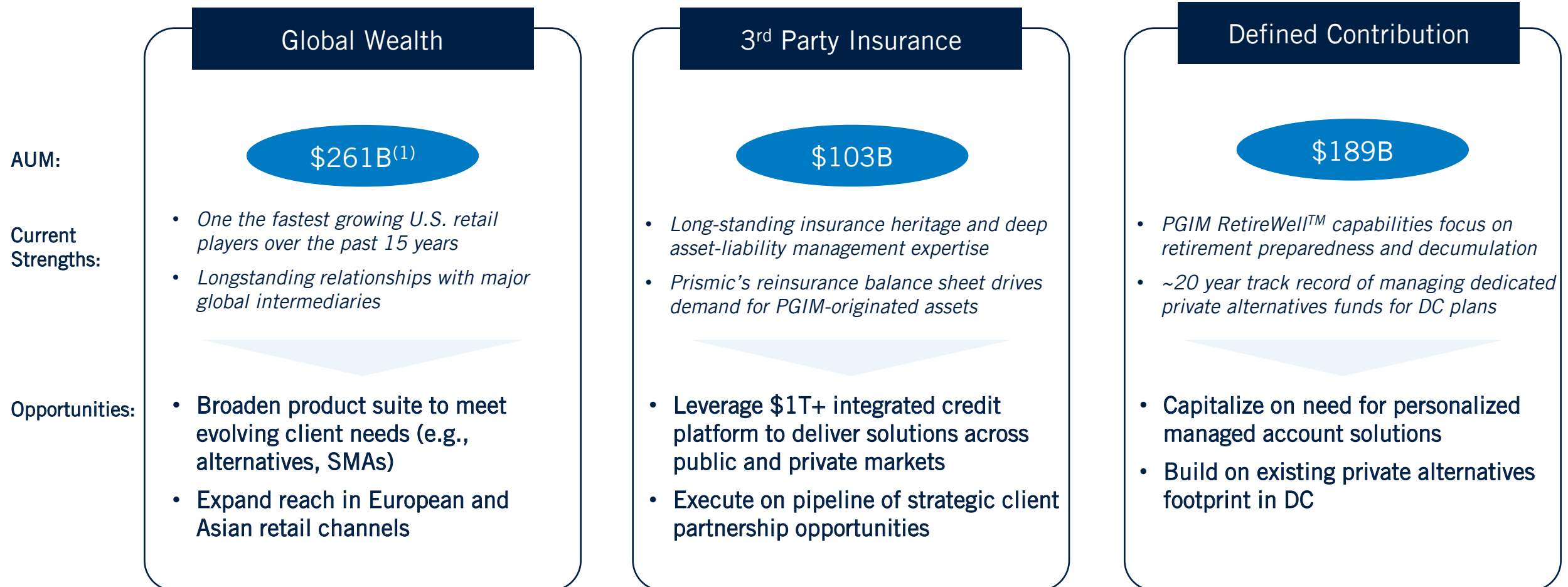
Key Growth Initiatives

- Continue to strengthen dedicated Private Asset-Backed Finance (ABF) capability
- Broadened private alternative capabilities with acquisitions of Deerpath Capital (direct lending) and Montana Capital Partners (PE secondaries)
- Scaling best-in-class capabilities in key private alternative adjacencies (e.g., digital infrastructure)

Note: Data as of September 30, 2025, unless otherwise stated.
(1) Alternatives AUM from Preqin the Future of Alternatives 2030 report, published October 2025. Includes private equity, private debt, hedge funds, real estate, infrastructure, and natural resources.
(2) Public and Private Alternatives AUM/AUA includes hedge fund, private credit, private equity secondaries, real estate and infrastructure strategies across all PGIM businesses.
(3) Real Estate includes direct real estate investments and REITs and represents gross AUM and AUA of \$167B and \$49B, respectively; net AUM is \$139B.
(4) Private Credit represents gross AUM and AUA of \$120B and \$1B, respectively; net AUM is \$116B.



EXPANDING OUR PRESENCE IN ATTRACTIVE THIRD-PARTY CLIENT CHANNELS



Note: Data as of September 30, 2025, unless otherwise stated.

(1) Represents retail assets driven by PGIM Investments, inclusive of \$13B of PGIM ultrashort active ETFs (categorized as money market AUM for PGIM's financial reporting) and \$15B of Jennison retail SMAs (categorized as AUA for PGIM's financial reporting).

BROADENING GEOGRAPHIC PRESENCE IN KEY MARKETS

With 1,400+ investment professionals located across 41 offices in 19 countries, our experts are present in key financial centers around the world.



BUILDING ON A STRONG CORE



STRENGTHENING OUR FOUNDATIONAL BUSINESSES

Retirement Strategies

- Expanding access to retirement security in our current markets by broadening our product offerings and market penetration
 - Delivering retirement security through innovative and tech-forward solutions
 - Bringing additional income protection and increased retirement certainty to retail wealth and workplace retirement opportunities
-

Group Insurance

- Expanding in target customer segments and enhancing Disability and Voluntary Benefits platform and products
 - Deepening employer and participant relationships for superior customer experiences in moments that matter
-

Individual Life

- Expanding our distribution relationships and product portfolio to drive continued growth in advisor-led accumulation and protection solutions
- Unlocking growth in the low and middle markets by expanding access to new customer segments through simplified solutions



ENHANCING CAPABILITIES TO SIMPLIFY CUSTOMER AND ADVISOR EXPERIENCES

Building a culture of continuous improvement...

**Process
Simplification and
Automation**

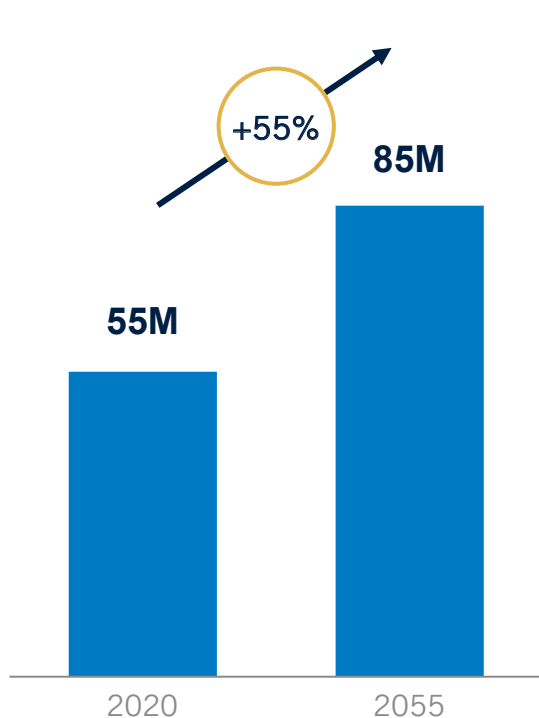
**Customer
Onboarding
Optimization**

**Digital
Enablement**

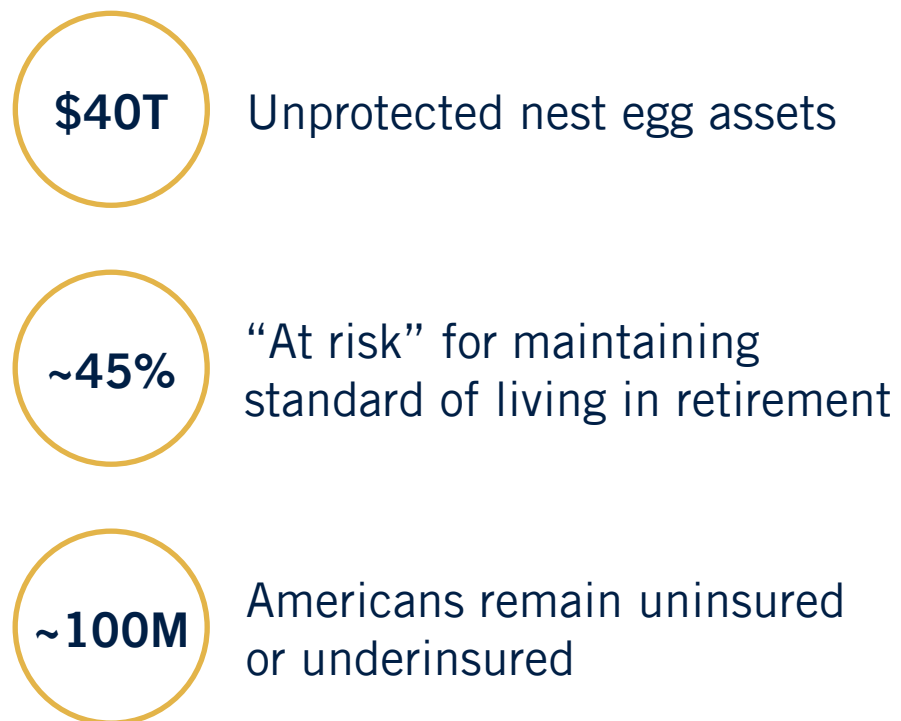
...to drive enhancements for customers and advisors while realizing cost savings

EXPANDING IN CHOSEN MARKETS TO ACCELERATE GROWTH

As more individuals
near retirement...



...many are financially unprepared



How we solve it and grow:

- Simplified, affordable, and accessible products
- Complementary multi-channel distribution channels that meet diverse customer needs
 - Prudential Advisors
 - Institutional relationships
 - Digital platform partnerships
- Extensive market expertise, including scale, brand, and quality

EXPANDING MARKET SHARE



WELL POSITIONED FOR CONTINUED OUTPERFORMANCE IN JAPAN

**Scaled and diversified
multichannel
distribution model
with a robust network
of captive agents**

**Diverse and
balanced product
line-up to meet
evolving needs of
customers**

**Provide lifetime
peace of mind to
diversified customer
segments**

LEVERAGE OUR PARTNERSHIPS WITH MARKET-LEADING COMPANIES FOR FUTURE GROWTH IN EMERGING MARKETS

Latin America

Brazil



Largest private sector bank in Brazil and a leading financial institution in Latin America

>50 million retail clients

Chile, Peru, Colombia



Leading pension provider with business across Chile, Peru, and Colombia

#1 in Chile by AUM⁽¹⁾

#2 in Latin America by AUM⁽²⁾

Brazil and Mexico



Mercado Pago is the fintech branch of Mercado Libre, the largest online commerce & payment ecosystem in LatAm



Potential to reach ~60M Mercado Pago users & ~100M Mercado Libre users across the ecosystem

Africa

South Africa



Leading provider of integrated independent advice together with retirement, investment, health and wealth management solutions

#1 multi-manager⁽³⁾

#1 retirement fund administrator⁽⁴⁾

Ghana



Financial services provider with multiline presence

#1 in life insurance⁽⁵⁾

#1 in general insurance⁽⁵⁾

#1 in pensions⁽⁶⁾

Kenya



Financial services provider with multiline presence

#2 in life insurance⁽⁷⁾

#1 in pension administration⁽⁷⁾

Asia

China



Global innovation-driven consumer group creating high-quality products and services in health, happiness, wealth, and intelligent manufacturing sectors

India



Global business conglomerate with diverse interests in pharma, financial services, and real estate

Offices in over 30 countries and brand presence in over 100 markets

Indonesia



Leading consumer-centric diversified group & ecosystem with businesses across several industries, including financial services

>200 million customers and users

(1) Superintendencia de Pensiones (Chilean Pension Regulator). As of June 30, 2025.

(2) Superintendencia de Pensiones (Pension Regulator) per country as of June 30, 2025. LatAm defined as Chile, Peru, Colombia, Mexico, Uruguay, Costa Rica, Dominican Rep., and El Salvador.

(3) Alexforbes 2025 Manager Watch™ Survey.

(4) Financial Sector Conduct Authority. Based on total members under administration as of March 31, 2025.

(5) Ghanaian National Insurance Commission. Based on insurance revenue as of March 31, 2025.

(6) National Pensions Regulatory Authority (NPRA). Based on AUM as of 2025.

(7) Kenya Insurance Regulatory Authority (IRA), 4Q24 insurance industry statistics.



PRUDENTIAL INVESTMENT THESIS

ROCK SOLID

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DISCIPLINED

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150 years

of service and commitment to providing insurance protection

\$1.6 trillion

in assets under management supporting diversified businesses⁽¹⁾

50 million

customers in over 50 countries

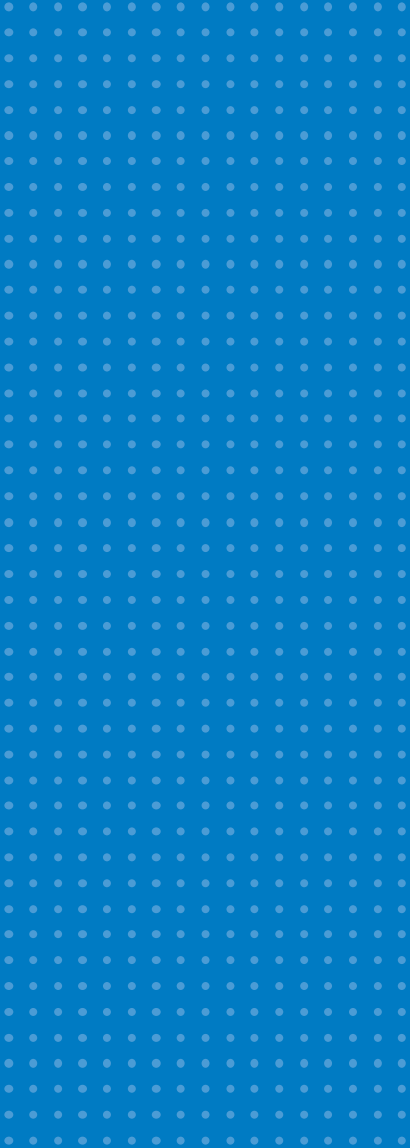
5%

5-yr Annual Dividends Per Share CAGR⁽²⁾



(1) As of September 30, 2025.

(2) From 2019 to 2024; based on annual dividend per share.



APPENDIX

SOURCES OF RANKINGS

BUSINESS	MARKET POSITION	SOURCE
PGIM	Top 3 Real Estate Manager	Pensions & Investments Top Real Estate Managers list, published October 7, 2024. AUM as of June 30, 2024. Participation in the ranking is voluntary.
	Top 2 Privately Placed Debt Top 5 U.S. Defined Benefit Top 10 Public Fixed Income Top 15 U.S. Defined Contribution	Pensions & Investments Top Money Managers list published June 2025. This ranking represents U.S. institutional, tax-exempt client assets under management as of December 31, 2024. Participation in the P&I ranking is voluntary and open to managers that have any kind of U.S. institutional tax-exempt assets.
	Top 3 Public and Private CLO Manager	Based on Credit Flux CLO AUM data as of June 30, 2025.
	Top 15 Active ETF Manager	Based on Simfund U.S. active ETF AUM data as of September 30, 2025.
	Top 4 Foreign Manager of Japanese Institutional Assets	PGIM Japan, based on the total AUM for discretionary managed accounts as of the end of June 2025 provided by R&I's Nenkin Joho #979.



FORWARD-LOOKING STATEMENTS

Certain of the statements included in this presentation, including those relating to Prudential Financial, Inc.'s and its subsidiaries' financial strength, strategy, growth prospects and market opportunities, ability to manage risk associated with equity market decline, insurance shock, interest rate shock, credit shock or currency shock, capital allocation strategy (including the payment of dividends and repurchase of shares), our goals and commitments related to sustainability, the expected impact, including margin expansion, of the organizational changes within PGIM, and our Economic Solvency Ratio target, 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. Each of our forward-looking statements contained herein is subject to the risk that we will be unable to execute our strategy and other risks. Prudential Financial, Inc. does not undertake to update any particular forward-looking statement included in this presentation.

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



NON-GAAP MEASURES

This presentation includes references to 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 and adjusted book value 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 investor.prudential.com. Reconciliations are also included as part of this presentation.

We believe that our use of these non-GAAP measures helps investors understand and evaluate the Company's performance and financial position. The presentation of adjusted operating income as we measure it for management purposes enhances the understanding of the results of operations by highlighting the results from ongoing operations and the underlying profitability of our businesses. Trends in the underlying profitability of our businesses can be more clearly identified without the fluctuating effects of the items described below. Adjusted book value augments the understanding of our financial position by providing a measure of net worth that is primarily attributable to our business operations separate from the portion that is affected by capital and currency market conditions, and by isolating the accounting impact associated with insurance liabilities that are generally not marked to market and the supporting investments that are marked to market through accumulated other comprehensive income under GAAP. However, these non-GAAP measures are not substitutes for income and equity determined in accordance with GAAP, and the adjustments made to derive these measures are important to an understanding of our overall results of operations and financial position. The schedules accompanying this presentation provide reconciliations of non-GAAP measures with the corresponding measures calculated using GAAP. Additional historic information relating to our financial performance is located on our website at investor.prudential.com.

Adjusted operating income is a non-GAAP measure used by the Company to evaluate segment performance and to allocate resources. Adjusted operating income excludes "Realized investment gains (losses), net, and related charges and adjustments". A significant element of realized investment gains and losses are impairments and credit-related and interest rate-related gains and losses. Impairments and losses from sales of credit-impaired securities, the timing of which depends largely on market credit cycles, can vary considerably across periods. The timing of other sales that would result in gains or losses, such as interest rate-related gains or losses, is largely subject to our discretion and influenced by market opportunities as well as capital and other factors.



NON-GAAP MEASURES (CONTINUED)

Realized investment gains (losses) within certain businesses for which such gains (losses) are a principal source of earnings, and those associated with terminating hedges of foreign currency earnings and current period yield adjustments, are included in adjusted operating income. Adjusted operating income generally excludes realized investment gains and losses from products that contain embedded derivatives, and from associated derivative portfolios that are part of an asset-liability management program related to the risk of those products. Adjusted operating income also excludes gains and losses from changes in value of certain assets and liabilities relating to foreign currency exchange movements that have been economically hedged or considered part of our capital funding strategies for our international subsidiaries, as well as gains and losses on certain investments that are designated as trading. Adjusted operating income also excludes investment gains and losses on assets supporting experience-rated contractholder liabilities and changes in experience-rated contractholder liabilities due to asset value changes, because these recorded changes in asset and liability values are expected to ultimately accrue to contractholders. Additionally, adjusted operating income excludes the changes in fair value of equity securities that are recorded in net income. Additionally, adjusted operating income excludes the impact of annual assumption updates and other refinements included in the above items.

Adjusted operating income excludes “Change in value of market risk benefits, net of related hedging gains (losses)”, which reflects the impact from changes in current market conditions, and market experience updates, reflecting the immediate impacts in current period results from changes in current market conditions on estimates of profitability, which we believe enhances the understanding of underlying performance trends. Adjusted operating income also excludes the results of Divested and Run-off Businesses, which are not relevant to our ongoing operations, and discontinued operations and earnings attributable to noncontrolling interests, each of which is presented as a separate component of net income under GAAP. Additionally, adjusted operating income excludes other items, such as certain components of the consideration for acquisitions, which are recognized as compensation expense over the requisite service periods, and goodwill impairments. Earnings attributable to noncontrolling interests is presented as a separate component of net income under GAAP and excluded from adjusted operating income. The tax effect associated with pre-tax adjusted operating income is based on applicable IRS and foreign tax regulations inclusive of pertinent adjustments.

Adjusted operating income does not equate to “Net income” as determined in accordance with U.S. GAAP. Adjusted operating income is not a substitute for income determined in accordance with U.S. GAAP, and our definition of adjusted operating income may differ from that used by other companies. The items above are important to an understanding of our overall results of operations. However, we believe that the presentation of adjusted operating income as we measure it for management purposes enhances the understanding of our results of operations by highlighting the results from ongoing operations and the underlying profitability of our businesses. Trends in the underlying profitability of our businesses can be more clearly identified without the fluctuating effects of the items described above.

Adjusted book value is calculated as total equity (GAAP book value) excluding accumulated other comprehensive income (loss), the cumulative change in fair value of funds withheld embedded derivatives, and the cumulative effect of foreign currency exchange rate remeasurements and currency translation adjustments corresponding to realized investment gains and losses. These items are excluded in order to highlight the book value attributable to our core business operations separate from the portion attributable to external and potentially volatile capital and currency market conditions.



RECONCILIATIONS BETWEEN ADJUSTED OPERATING INCOME AND THE COMPARABLE GAAP MEASURE

(\$ millions, except per share data)

	Twelve Months Ended 9/30/2025
Net income (loss) attributable to Prudential Financial, Inc.	\$ 2,614
Income (loss) attributable to noncontrolling interests and redeemable noncontrolling interests	250
Net income (loss)	2,864
Less: Earnings attributable to noncontrolling interests and redeemable noncontrolling interests	250
Income (loss) attributable to Prudential Financial, Inc.	2,614
Less: Equity in earnings of joint ventures and other operating entities, net of taxes and earnings attributable to noncontrolling interests and redeemable noncontrolling interests	(81)
Income (loss) before equity in earnings of joint ventures and other operating entities	2,695
Less: Reconciling Items:	
Realized investment gains (losses), net, and related charges and adjustments	(2,861)
Change in value of market risk benefits, net of related hedging gains (losses)	(530)
Market experience updates	105
Divested and Run-off Businesses:	
Closed Block division	(82)
Other Divested and Run-off Businesses	64
Equity in earnings of joint ventures and other operating entities, and earnings attributable to noncontrolling interests and redeemable noncontrolling interests	71
Other adjustments ⁽¹⁾	23
Total reconciling items, before income taxes	(3,210)
Less: Income taxes, not applicable to adjusted operating income	(844)
Total reconciling items, after income taxes	(2,366)
After-tax adjusted operating income	5,061
Income taxes, applicable to adjusted operating income	1,442
Adjusted operating income (loss) before income taxes	\$ 6,503
After-tax adjusted operating income per share	\$ 14.09



(1) Represents adjustments not included in the above reconciling items, including certain components of consideration for business acquisitions, which are recognized as compensation expense over the requisite service periods.

RECONCILIATIONS BETWEEN ADJUSTED BOOK VALUE AND THE COMPARABLE GAAP MEASURE

(\$ millions, except per share data)

	September 30, 2025
GAAP book value	\$ 32,094
Less: Accumulated other comprehensive income (AOCI)	(3,175)
GAAP book value excluding AOCI	35,269
Less: Cumulative change in fair value of funds withheld embedded derivatives ⁽¹⁾	(47)
Less: Cumulative effect of foreign exchange rate remeasurement and currency translation adjustments corresponding to realized gains (losses)	192
Adjusted book value	<u>\$ 35,124</u>
 Number of diluted shares	 <u>353.9</u>
 GAAP book value per Common share - diluted	 \$ 90.69
GAAP book value excluding AOCI per Common share - diluted	\$ 99.66
Adjusted book value per Common share - diluted	\$ 99.25



(1) Amount represents the cumulative change in fair value of funds withheld embedded derivatives related to unrealized gains and losses on available-for-sale securities and certain derivatives associated with customer liabilities reinsured under coinsurance with funds withheld and modified coinsurance arrangements.