

Prudential plc Fact File 2013

Delivering long-term value



PRUDENTIAL

A strong performance in 2012

Prudential plc is an international financial services group with significant operations in Asia, the US and the UK. We serve around 24 million insurance customers and have £405 billion of assets under management. We are listed on stock exchanges in London, Hong Kong, Singapore and New York.

The Group is structured around four main business units: Prudential Corporation Asia, Jackson National Life Insurance Company, Prudential UK and M&G.

Prudential has produced a strong performance in 2012. We have continued to provide our customers with products and services that they value highly, delivering on our promise to offer quality savings and protection products.

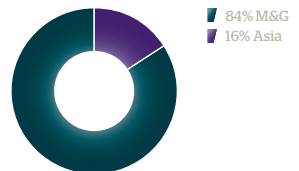
Life assurance % of Group APE new business premiums



Life assurance % of Group new business profit

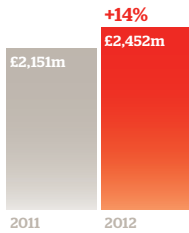


Asset management % of Group funds under management - investment products

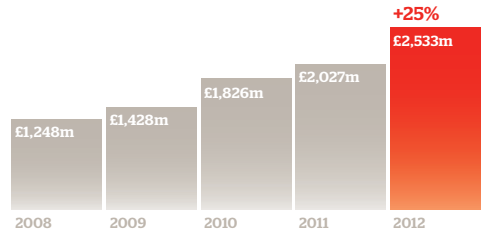


Key performance indicators

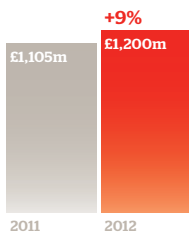
European Embedded Value new business profit



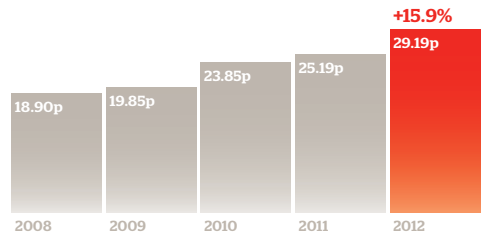
IFRS operating profit based on longer-term investment returns¹



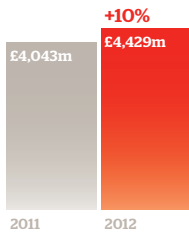
Business unit net remittances



Full-year dividend



European Embedded Value operating profit from long-term business



¹ Comparatives adjusted for retrospective application of the accounting policy change for deferred acquisition costs.

Prudential Corporation Asia

Asia: accelerate

Prudential is a leading international life insurer in Asia with operations in 13 markets¹. We have built a high-performing platform with effective, multi-channel distribution, a product portfolio centred on regular savings and protection, award-winning customer services and a well respected brand.

Prudential's Asia-based asset management division, Eastspring Investments, is one of the region's leading fund managers and the largest retail asset manager².

13m+

insurance customers

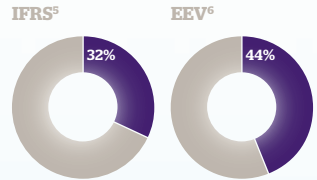
400,000+

agents





 % of Group operating profits



- 1 Including Cambodia, where operations were launched in 2013.
- 2 Source: survey conducted by Asia Asset Management Magazine as at 30 June 2012 (based on assets sourced from Asia ex-Japan).
- 3 Operating profit from long-term operations excluding Eastspring Investments, development costs and Asia regional head office costs.
- 4 In terms of new business APE.
- 5 Based on operating profit before other income and expenditure.
- 6 EEV long-term business.

- Asia life insurance business operating profit³ up 30 per cent to £920 million
- High-performing multi-channel distribution with increasing agent activity and productivity and strongly growing sales through an extensive range of bank partners
- Well balanced life insurance product portfolio emphasising regular premium savings and protection that offers good returns for customers and shareholders
- More top three market positions⁴ than any other life insurer in the region



Jackson

United States: build on strength

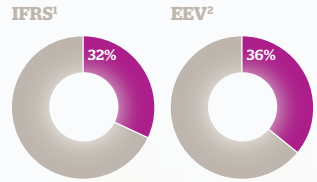
Jackson is one of the largest life insurance companies in the US, providing retirement savings and income solutions to approximately 4 million customers. Jackson is also one of the top two providers of variable annuities in the US.



Founded 50 years ago, Jackson has a long and successful record of providing advisers with the products, tools and support to design effective retirement solutions for their clients.

- New business profit of £873 million
- Top two provider of variable annuities in US
- Rated as a 'World Class' service provider for seven successive years by Service Quality Measurement Group
- 'Highest Customer Satisfaction by Industry' award from Service Quality Measurement Group

% of Group operating profits



- 1 Based on operating profit before other income and expenditure.
- 2 EEV long-term business.

4m

customers



Prudential UK

United Kingdom: focus

7m

customers

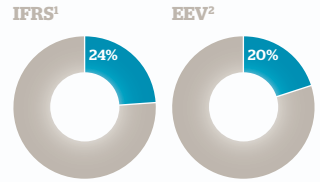
Prudential UK is a leading life and pensions provider to approximately 7 million customers in the United Kingdom.



Our expertise in areas such as longevity, risk management and multi-asset investment, together with our financial strength and highly respected brand, means that the business is strongly positioned to continue pursuing a value-driven strategy built around our core strengths in with-profits and annuities.

- Total IFRS operating profit of £736 million
- Strength and investment performance of With-Profits Fund allowed Prudential to deliver strong annualised returns for policyholders
- Two 'Five Star' ratings for excellent service in the Investment and Life and Pensions categories at the Financial Adviser Service Awards 2012

% of Group operating profits



- 1 Based on operating profit before other income and expenditure.
- 2 EEV long-term business.

M&G

Asset management: optimise

M&G is Prudential's UK and European fund management business with total assets under management of £228 billion.



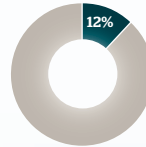


M&G has been investing money for individual and institutional clients for over 80 years. Today it is one of Europe's largest active investment managers.

- Record operating profit up 6 per cent to £320 million
- Record net inflows of £16.9 billion
- M&G's retail business has been awarded the prestigious Outstanding Investment House of the Year 2012 Award for the third year running at the OBSR Awards
- M&G's institutional business was recognised for its strength and expertise at the flagship UK Pensions Awards, where it was named Fixed Income Manager of the Year 2012
- £228 billion assets under management

% of Group operating profits

IFRS¹



¹ Based on operating profit before other income and expenditure.

£228bn

assets under management



Corporate responsibility

Creating social and economic value

We believe that corporate responsibility is best managed by those closest to our customers and stakeholders. Underpinning this approach are our four guiding principles: serving our customers, valuing our people, supporting local communities and protecting the environment.

£12.6m

spent supporting community activities

7,350

employee volunteers



We aim to be sustainable in the broadest sense – financially, socially and environmentally. Our commitments to our customers and our employees, as well as our support for communities and our responsibility towards the environment, are rooted in our aim of continuing to deliver strong financial performance sustainably.

Serving our customers

We want our customers to stay with us for the long term. This means we must listen to them to understand their changing needs, and we must provide them with fair and transparent products. This, together with excellent customer service, maintains their trust in our business.

- Prudential Corporation Asia launched a number of tailored products, including *PRUmyhealth* in Hong Kong and *PRUFlexi Med* in Malaysia.
- Jackson created the Elite Access variable annuity in 2012, making Jackson's products available to a wider range of customers.
- Prudential UK was in the best-performing 8 per cent of companies in response to customer concerns.

Valuing our people

We aim to create an environment in which our people find value and meaning in their work. We focus on four key areas – diversity and inclusion, talent development, employee engagement, and performance and reward.

- M&G was named one of the best places to work in the City by the website 'Here is the City News'.
- Prudential UK created 50 apprentice training positions for school leavers across its sites in Stirling, Reading and London. These positions are new roles which last between 12 and 18 months, and the first apprentices joined in January 2013.

Supporting local communities

We are committed to supporting the long-term well-being of the communities in which we operate. Each of Prudential's businesses has community investment programmes in place which provide support to charitable organisations.

- 7,350 employees across the Group volunteered in their communities.
- The Group spent £12.6 million supporting community activities in 2012.

Protecting the environment

We recognise that managing our buildings efficiently and minimising our greenhouse gas emissions are beneficial to the environment and also make good business sense. Our strategy focuses on reducing the direct impact of the properties we occupy, as well as the properties we manage through PRUPIM.

We monitor energy consumption, CO₂ emissions, water consumption, waste, paper use and recycling at all our UK sites, and at Jackson's main premises. We also monitor energy consumption and CO₂ emissions at 46 occupied properties in Asia.

History

Providing financial security for 165 years



Prepared for "a rainy day", detail from Prudential calendar 1931.

Successive generations have looked to Prudential to safeguard their financial security - from industrial workers and their families in Victorian Britain to around 24 million insurance customers worldwide today. Our financial strength, heritage, prudence and relentless focus on our customers' long-term needs ensure that people continue to turn to our trusted brands to help them plan for today and tomorrow.

Timeline

1848	Prudential is established as Prudential Mutual Assurance Investment and Loan Association in Hatton Garden, London, offering loans and life assurance to professional people.
1854	Prudential opens the Industrial Department to sell a new type of insurance, Industrial Insurance, to the working classes, for premiums of a penny and upwards.
1871	The Company becomes one of the first in the City to employ women. Calculating machines are also introduced, saving time processing an increasing volume of business.
1879	Prudential moves into Holborn Bars, a purpose-built office complex designed by Sir Alfred Waterhouse. The building becomes a London landmark, and remains an integral part of Prudential's property portfolio to this day.
1912	Following the National Insurance Act, Prudential works with the government to run Approved Societies, providing sickness and unemployment benefits to five million people.
1923	Prudential's first overseas life branch is established in India, with the first policy being sold to a tea planter in Assam.
1924	Prudential shares are floated on the London Stock Exchange.
1931	M&G launches the first unit trust in Britain, the First British Fixed Trust, investing in the shares of 24 leading companies.
1949	'The Man from the Pru' advertising campaign is launched.
1961	The first offices of Jackson National Life Insurance Company (Jackson) are opened in Jackson, Michigan.
1978	Prudential Corporation is formed as a holding company to facilitate more flexible management of Prudential's diverse interests.
1986	Prudential acquires Jackson in the United States. Prudence is relaunched as a modern brand image for the Group.
1994	Prudential Corporation Asia is formed in Hong Kong as a regional head office to expand operations beyond an existing presence in Malaysia, Singapore and Hong Kong, to include value-creating opportunities in the region's many high-potential markets.
1998	Prudential launches a mutual fund business in India in partnership with ICICI Bank.
1999	Prudential acquires M&G, pioneer of unit trusts in the UK and a leading provider of investment products.
2000	Prudential plc is listed on the New York Stock Exchange. Prudential becomes the first UK life insurer to enter the mainland China market through its joint venture with CITIC Group. ICICI and Prudential Life Insurance launches in India.
2008	Prudential extends and expands its long-term bancassurance alliance with Standard Chartered Bank, now covering 11 markets in Asia.
2009	Prudential's first dedicated Islamic asset management business, Prudential Al-Wara' Asset Management Berhad, launches in Malaysia.
2010	Prudential enters into a long-term strategic bancassurance partnership with United Overseas Bank Limited (UOB) to distribute Prudential's products across Singapore, Indonesia and Thailand. Prudential plc is listed on stock exchanges in Hong Kong and Singapore.
2012	Prudential's Asia fund management business is rebranded as Eastspring Investments.

Governance

Board of directors**Chairman****1. Paul Manduca**
Chairman**Appointments***Board:* October 2010*Chairman of the Board:* July 2012*Chairman of the Nomination Committee:* July 2012

Paul Manduca was the Senior Independent Director prior to his appointment as Chairman. He was also a member of the Audit and Remuneration Committees from October 2010 to June 2012 and a member of the Nomination Committee from January 2011.

Paul was a non-executive director of Wm Morrison Supermarkets Plc (Morrisons) from September 2005 until March 2011. During that time, he was the Senior Independent Director, a member of the Nomination Committee and Chairman of the Remuneration Committee of Morrisons, and prior to that he chaired the Audit Committee of Morrisons. Paul retired as Chairman of JPM European Smaller Companies Investment Trust Plc in December 2012 and was the Chairman of Aon UK Limited until September 2012. He was also a non-executive director and Chairman of the Audit Committee of KazMunaiGas Exploration & Production until the end of September 2012.

Paul was the Senior Independent Director and Chairman of the Audit Committee of Development Securities plc until March 2010, Chairman of Bridgewell Group plc until 2007 and a director of Henderson Smaller Companies Investment Trust plc until 2006. Prior to that, he was European CEO of Deutsche Asset Management from 2002 to 2005, global CEO of Rothschild Asset Management from 1999 to 2002 and founding CEO of Threadneedle Asset Management Limited from 1994 to 1999 when he was also a director of Eagle Star and Allied Dunbar. Paul is a member of the Securities Institute, a former Chairman of the Association of Investment Companies from 1991 to 1993, and former member of the Takeover Panel. He is also the Chairman of Henderson Diversified Income Limited. Age 61.

Group Chief Executive**2. Tidjane Thiam**
Group Chief Executive**Appointments***Board:* March 2008*Group Chief Executive:* October 2009

Tidjane was the Chief Financial Officer from March 2008 until his appointment as Group Chief Executive in 2009.

Tidjane spent the first part of his professional career with McKinsey & Company in Paris and New York, serving insurance companies and banks. He then spent a number of years in Africa where he was Chief Executive and later Chairman of the National Bureau for Technical Studies and Development in Côte d'Ivoire and a cabinet member as Secretary of Planning and Development. Tidjane returned to France to become a partner with McKinsey & Company and one of the leaders of their Financial Institutions practice before joining Aviva in 2002. He worked at Aviva until 2008, holding successively the positions of Group Strategy and Development Director, Managing Director of Aviva International, Group Executive Director and Chief Executive Officer, Europe.

Tidjane was a non-executive director of Arkema in France until November 2009. He is a member of the Board of the Association of British Insurers (ABI) and he was appointed as Chairman in July 2012. He is a member of the Council of the Overseas Development Institute (ODI) in London, a member of the Africa Progress Panel chaired by Kofi Annan and a sponsor of Opportunity International. Tidjane is a member of the UK-ASEAN Business Council and of the Strategic Advisory Group on UK Trade and Investment. In January 2012, Tidjane was appointed to the Prime Minister's Business Advisory Group and has been a member of the European Financial Round Table (EFR) since January 2013. Tidjane was awarded the Légion d'Honneur by the French President in July 2011. Age 50.

Executive directors

3. Nicolaos Nicandrou ACA Chief Financial Officer

Appointments

Board: October 2009

Before joining Prudential, Nic Nicandrou worked at Aviva, where he held a number of senior finance roles, including Norwich Union Life Finance Director and Board Member, Aviva Group Financial Control Director, Aviva Group Financial Management and Reporting Director and CGNU Group Financial Reporting Director. Nic started his career at PriceWaterhouseCoopers where he worked in both London and Paris. Age 47.

4. John Foley Group Chief Risk Officer

Appointments

Board: January 2011

John Foley has been Group Chief Risk Officer since January 2011. He joined Prudential as Deputy Group Treasurer in 2000 before being appointed Managing Director, Prudential Capital (formerly Prudential Finance (UK)) and Group Treasurer in 2001. He was appointed Chief Executive of Prudential Capital and to the Group Executive Committee in 2007. Prior to joining Prudential, John spent three years with National Australia Bank as General Manager, Global Capital Markets. John began his career at Hill Samuel & Co Limited where, over a 20 year period, he worked in every division of the bank, culminating in senior roles in risk, capital markets and treasury of the combined TSB and Hill Samuel Bank. Age 56.

5. Robert Devey Executive Director

Appointments

Board: November 2009

Rob Devey has been the Chief Executive of Prudential UK and Europe since 2009. Before joining Prudential, Rob worked at Lloyds Banking Group from 2002, where he held a number of senior leadership roles across insurance and retail banking. Prior to joining Lloyds Banking Group, Rob was a consultant with the Boston Consulting Group (BCG) in the UK, US and Europe.

Rob chairs the London Leadership Team of Business in The Community and is also a trustee of the LloydsTSB Foundation for England and Wales. Age 44.

6. Michael McLintock Executive Director

Appointments

Board: September 2000

Michael McLintock is the Chief Executive of M&G, a position he held at the time of M&G's acquisition by Prudential in 1999, having joined M&G in 1992. Michael has been a Trustee of the Grosvenor Estate since October 2008 and was appointed as a non-executive director of Grosvenor Group Limited in March 2012. He previously served on the board of Close Brothers Group plc as a non-executive director from 2001 to 2008 and has been a member of the Finance Committee of the MCC since October 2005. Age 51.

7. Barry Stowe Executive Director

Appointments

Board: November 2006

Barry Stowe is the Chief Executive of Prudential Corporation Asia, a position he has held since October 2006. Before joining Prudential, he was President, Accident & Health Worldwide for AIG Life Companies. He joined AIG in 1995, and prior to that was President and CEO of Nisus, a subsidiary of Pan-American Life, from 1992 to 1995. Before joining Nisus, Barry spent 12 years at Willis Corroon in the US.

Barry is a member of the Board of Directors of the International Insurance Society and was a director of the Life Insurance Marketing Research Association (LIMRA) and the Life Office Management Association (LOMA) from October 2008 to October 2011. He is also a member of the Board of Visitors of Lipscomb University, a member of the Board of Managers of the Hong Kong International School and Chairman of Save the Children (HK) Ltd. Age 55.

8. Michael Wells Executive Director

Appointments

Board: January 2011

Mike Wells is President and CEO of Jackson National Life Insurance Company (Jackson). Mike has served in a variety of senior and strategic positions at Jackson over the last 15 years, including President of Jackson National Life Distributors. Mike has been Vice Chairman and Chief Operating Officer of Jackson for the last nine years. During this period he has led the development of Jackson's variable annuity business and been responsible for IT, strategy, operations, communications, distributions, Curian and the retail broker dealers. Age 52.

Non-executive directors

Keki Dadiseth FCA
(Until 1 May 2013)
Independent non-executive director
Member of the Remuneration Committee

Sir Howard Davies
Independent non-executive director
Chairman of the Risk Committee and member of the Audit and Nomination Committees

Michael Garrett
Independent non-executive director
Member of the Remuneration Committee

Ann Godbehere FCGA
Independent non-executive director
Chairman of the Audit Committee and member of the Risk and Nomination Committees

Alexander Johnston (Alistair) CMG FCA
Independent non-executive director
Member of the Audit Committee

Kaikhushru Nargolwala FCA
Independent non-executive director
Member of the Remuneration and Risk Committees

Philip Remnant CBE ACA
Senior Independent Director
Member of the Remuneration, Audit and Nomination Committees

Lord Turnbull KCB CVO
Independent non-executive director
Chairman of the Remuneration Committee and member of the Risk and Nomination Committees

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Tidjane Thiam

Group Chief Executive

Nic Nicandrou

Chief Financial Officer

Margaret Coltman

Group General Counsel

John Foley

Group Chief Risk Officer

Peter Goerke

Group Human Resources Director

John Murray

Group Communications Director

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Chief Executive

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Michael McLintock

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➤ prudential.co.uk



Forward-looking statements

This document may contain 'forward-looking statements' with respect to certain of Prudential's plans and its goals and expectations relating to its future financial condition, performance, results, strategy and objectives. Statements that are not historical facts, including statements about Prudential's beliefs and expectations and including, without limitation, statements containing the words 'may', 'will', 'should', 'continue', 'aims', 'estimates', 'projects', 'believes', 'intends', 'expects', 'plans', 'seeks' and 'anticipates', and words of similar meaning, are forward-looking statements. These statements are based on plans, estimates and projections as at the time they are made, and therefore undue reliance should not be placed on them. By their nature, all forward-looking statements involve risk and uncertainty. A number of important factors could cause Prudential's actual future financial condition or performance or other indicated results to differ materially from those indicated in any forward-looking statement. Such factors include, but are not limited to: future market conditions, including fluctuations in interest rates and exchange rates and the potential for a sustained low-interest rate environment, and the performance of financial markets generally; the policies and actions of regulatory authorities, including, for example, new government initiatives related to the financial crisis and the effect of the European Union's 'Solvency II' requirements on Prudential's capital maintenance requirements; the impact of competition, economic growth, inflation, and deflation; experience in particular with regard to mortality and morbidity trends, lapse rates and policy renewal rates; the timing, impact and other uncertainties of future acquisitions or combinations within relevant industries;

the impact of changes in capital, solvency standards, accounting standards or relevant regulatory frameworks, and tax and other legislation and regulations in the jurisdictions in which Prudential and its affiliates operate; and the impact of legal actions and disputes. These, and other important factors may, for example, result in changes to assumptions used for determining results of operations or re-estimations of reserves for future policy benefits. Further discussion of these and other important factors that could cause Prudential's actual future financial condition or performance or other indicated results to differ, possibly materially, from those anticipated in Prudential's forward-looking statements can be found under the 'Risk factors' heading in Prudential's most recent Annual Report and the 'Risk factors' heading of Prudential's most recent Annual Report on Form 20-F filed with the US Securities and Exchange Commission, as well as under the 'Risk factors' heading of any subsequent Prudential Half Year Financial Report. Prudential's most recent Annual Report, Form 20-F and any subsequent Half Year Financial Report are/will be available on the Company's website at www.prudential.co.uk

Any forward-looking statements contained in this document speak only as of the date on which they are made. Prudential expressly disclaims any obligation to update any of the forward-looking statements contained in this document or any other forward-looking statements it may make, whether as a result of future events, new information or otherwise except as required pursuant to the UK Prospectus Rules, the UK Listing Rules, the UK Disclosure and Transparency Rules, the Hong Kong Listing Rules, the SGX-ST listing rules or other applicable laws and regulations.

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Printed in the UK by CPI Colour

Prudential public limited company
Incorporated and registered in England and Wales

Registered office
Laurence Pountney Hill
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Registered number 1397169

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