RULES OF PROCEDURE
2023 ANNUAL MEETING OF STOCKHOLDERS OF
EQUITABLE HOLDINGS, INC.
Wednesday, May 24, 2023, at 8:00 a.m. ET

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We welcome you to the 2023 Annual Meeting of Stockholders of Equitable Holdings, Inc. This year's Annual Meeting is being held solely by means of remote communication via the Internet, at www.virtualshareholdermeeting.com/EQH2023. Instructions on how to access the Annual Meeting are included with stockholders' proxy materials. In fairness to all stockholders attending the meeting and in the interest of having an informative, orderly and constructive meeting, the following procedures will apply:

1. The business of the meeting will follow the order shown on the agenda, which will be made available to all attendees during the meeting at: www.virtualshareholdermeeting.com/EQH2023. The only business that will be conducted at the Annual Meeting is set forth in the 2023 Proxy Statement and Notice of Annual Meeting to Stockholders.

2. You do not need to vote at this meeting if you have already voted by proxy. However, if you wish to revoke your proxy and vote during the Annual Meeting, or if you have not voted, you will have the opportunity to vote your shares at: www.virtualshareholdermeeting.com/EQH2023 during the Annual Meeting. Only holders of common stock as of the record date of March 30, 2023, are entitled to vote at the meeting. As always, we encourage you to vote your shares prior to the Annual Meeting.

3. Stockholders will have an opportunity to pose questions during the Annual Meeting by typing them in the designated text box available at www.virtualshareholdermeeting.com/EQH2023. We will endeavor to respond to all questions pertinent to matters properly before the meeting. Questions that violate these Rules of Procedure will not be answered. Questions on similar topics may be combined and answered together.

4. Stockholders who have had an opportunity to ask a question will be required to wait until all other stockholders have had an opportunity to ask a question on a given matter before asking a second question.

5. Stockholder questions must be relevant to the meeting, pertinent to matters properly before the meeting, and briefly stated. The meeting is not to be used as a forum to present general economic, political or other views that are not directly related to the business of the Company, or to discuss matters of individual concern that are not matters of interest to the stockholders generally. Such questions or remarks are out of order. Likewise, questions or remarks using offensive or abusive language are out of order.

6. All stockholder questions submitted during the Annual Meeting, except questions that violate these Rules of Procedure, will be posted on the Company's Investor Relations website, https://ir.equitableholdings.com, following the meeting, together with the Company's responses.

7. If there is any matter that is of individual concern to a stockholder and that is not an appropriate subject matter for general discussion, please defer discussion of such matter until after the meeting. At some mutually convenient time, an officer of the Company will be available to discuss such matters with individual stockholders. To contact our Investor Relations department, please email ir@equitable.com.

8. The Annual Meeting will be transmitted to attendees via audio webcast. The use of sound recording equipment or any other similar equipment or technology by attendees to make a recording of the Annual Meeting is strictly prohibited without the express written permission of the Company.

9. If we experience technical difficulties during the meeting (*e.g.*, a temporary or prolonged power outage), the Chair will determine whether the meeting can be promptly reconvened (if the technical difficulty is temporary) or whether the meeting will need to be reconvened on a later day (if the technical difficulty is more prolonged). In any situation, we will promptly notify stockholders of the decision via the Company's Investor Relations website, https://ir.equitableholdings.com. If you encounter technical difficulties accessing our meeting or asking questions during the meeting, a support line will be available on the login page of www.virtualshareholdermeeting.com/EQH2023.

10. The Chair of the meeting has the authority necessary to preside over the meeting and may make any and all determinations with respect to the conduct of the meeting and procedures to be followed during the meeting.

Thank you for your cooperation.