

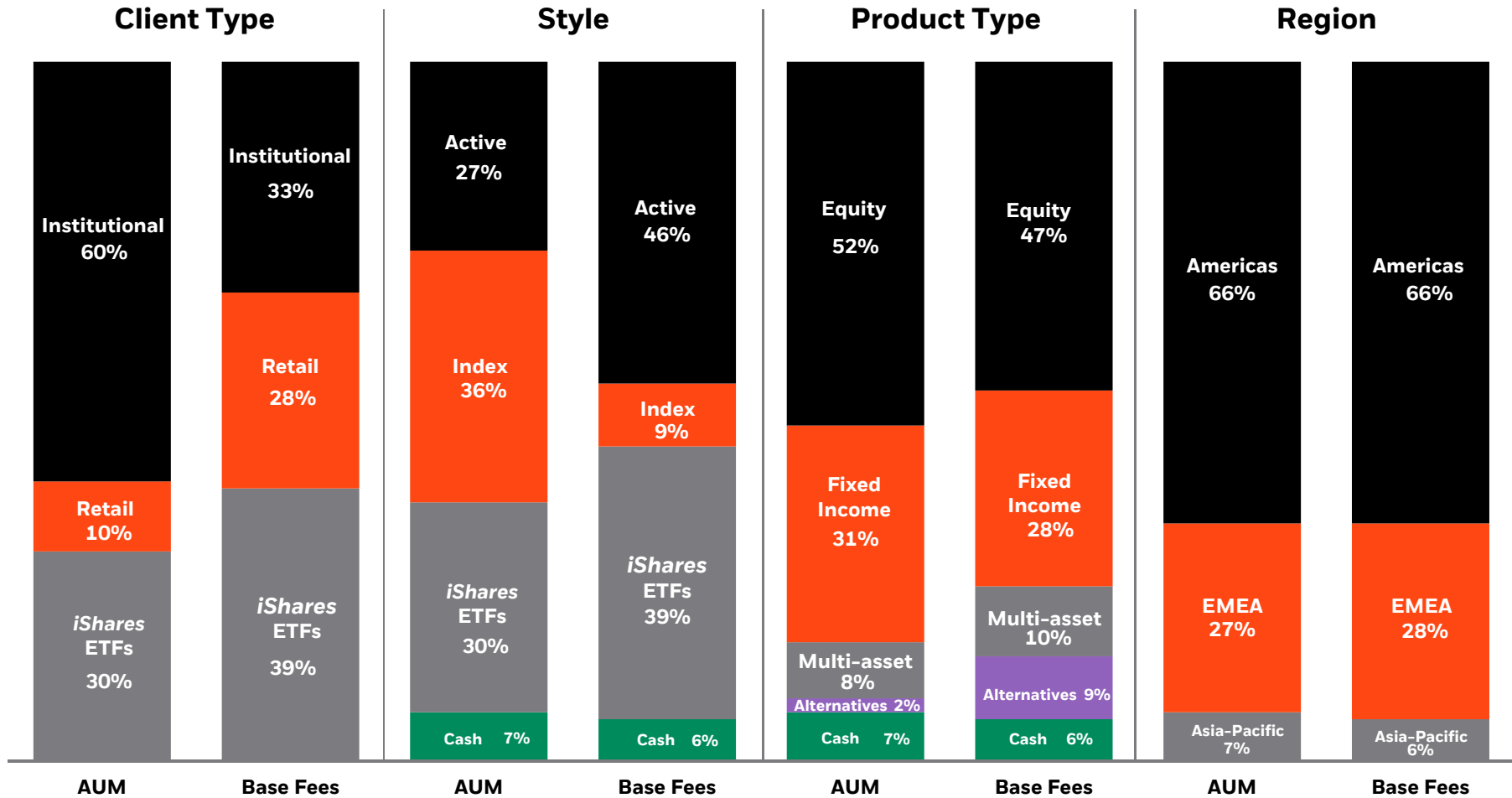
January 15, 2020

BlackRock®

**Q4 2019 Earnings
Earnings Release Supplement**

A broadly diversified business across clients, products and geographies

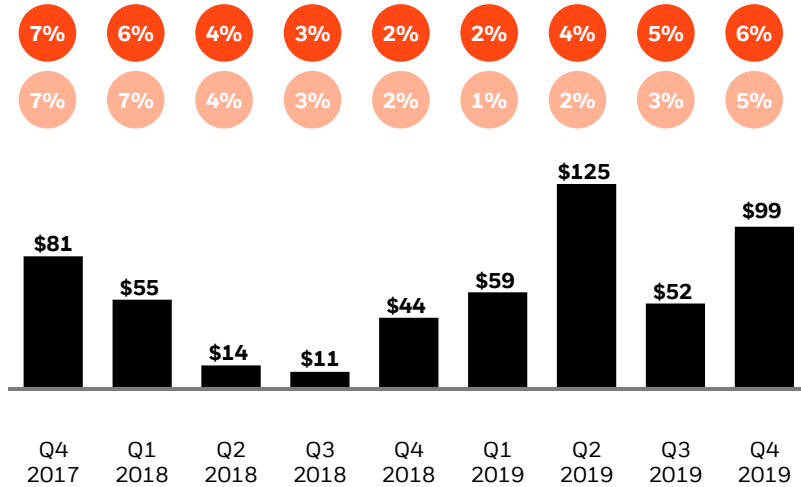
Assets Under Management of \$7.43 trillion at December 31, 2019
Q4 2019 Total Base Fees of \$3.089 billion



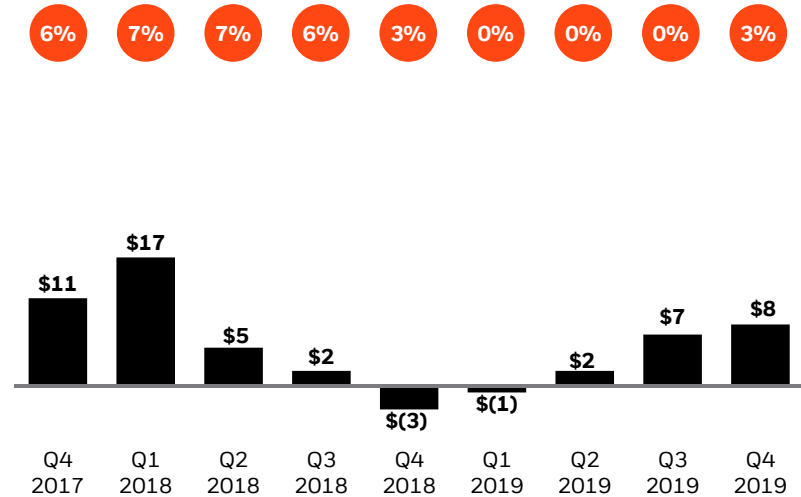
Note: Base Fees and AUM by region data is based on client domicile.

Long-term net flows (\$ in billions)

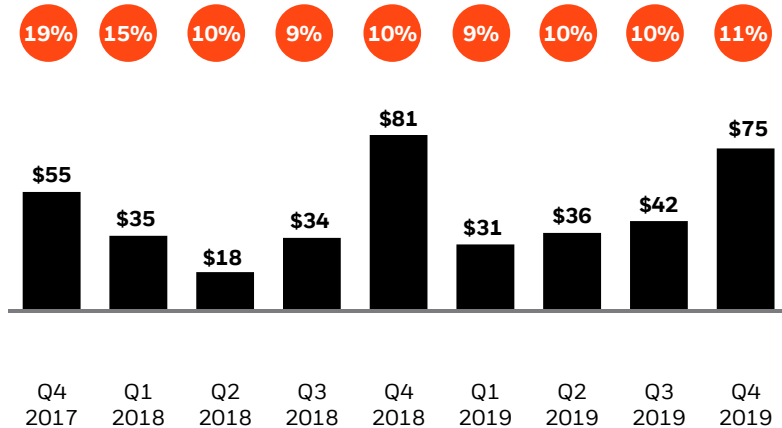
Total long-term



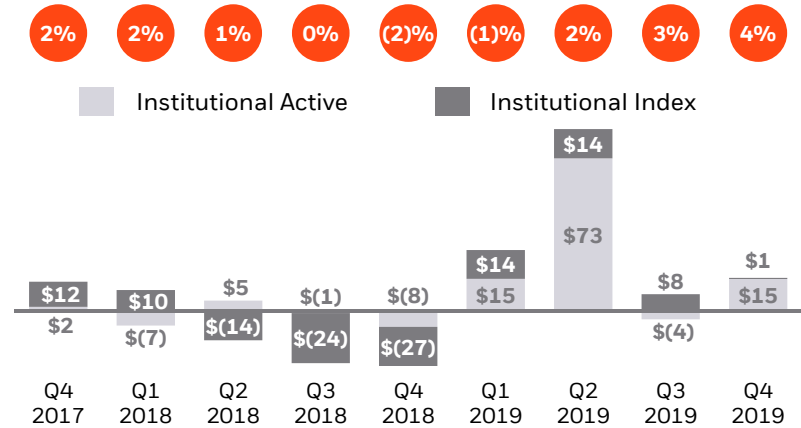
Retail



iShares ETFs



Institutional



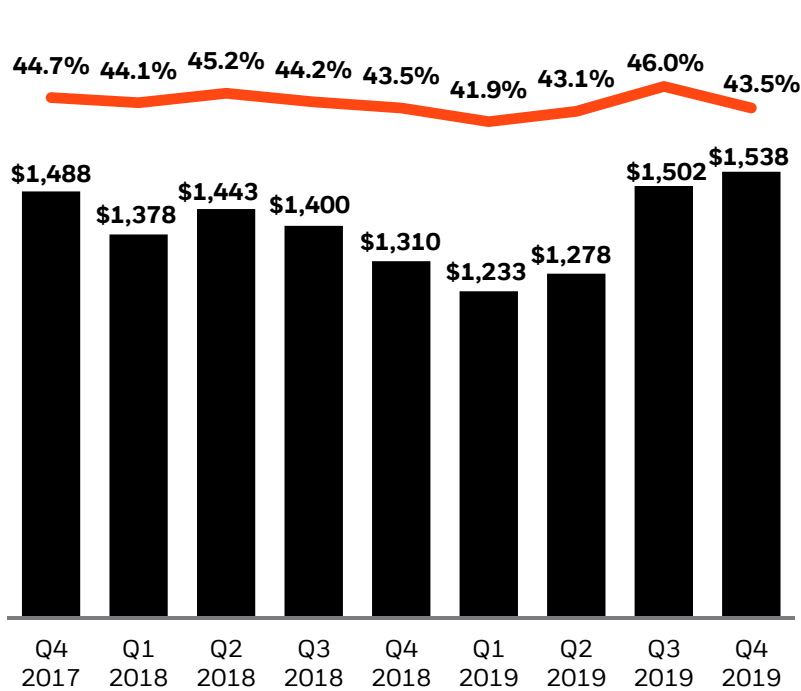
● LTM organic asset growth rate (%)
 ● LTM organic base fee growth rate (%)

Note: LTM organic asset growth rate measures rolling last twelve months net flows over beginning of period assets.

Profitability

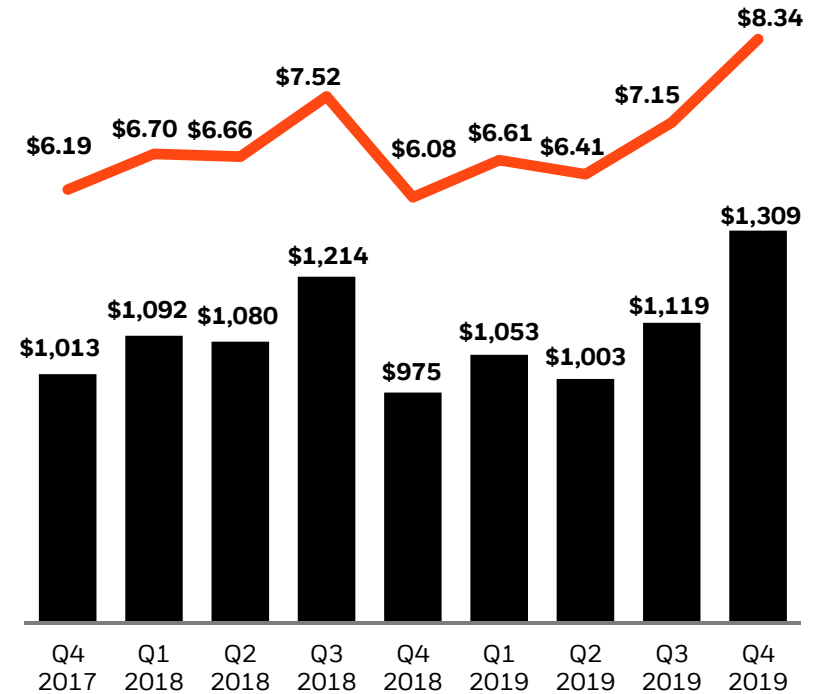
(\$ in millions, except per share data)

Operating Income and Margin, as adjusted



Operating Income, as adjusted
 Operating Margin, as adjusted

Net Income and EPS, as adjusted



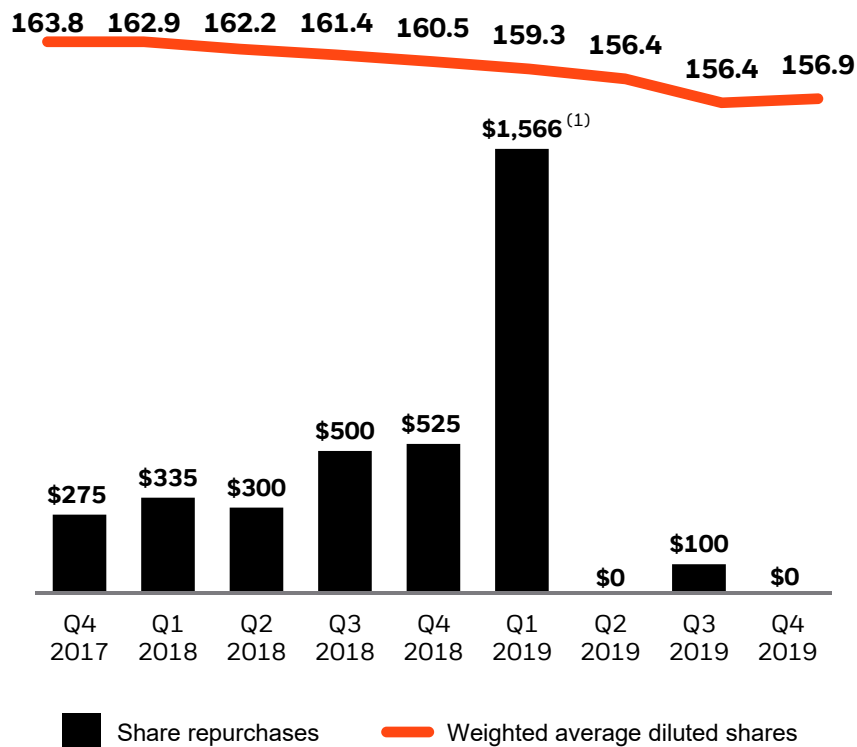
Net Income, as adjusted
 EPS, as adjusted

For further information and reconciliations between GAAP and as adjusted, see page 12 of this earnings release supplement, notes (1) through (3) in the current earnings release as well as previously filed Form 10-Ks, 10-Qs and 8-Ks.

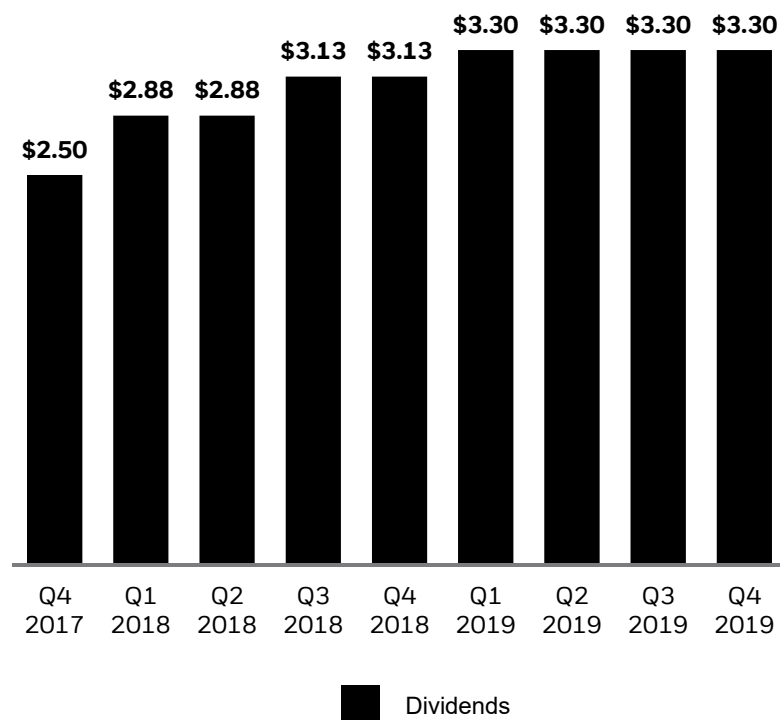
Capital management

(amounts in millions, except per share data)

Share repurchases and weighted average diluted shares



Dividends per share



(1) Amount includes the impact of a \$1.3 billion private transaction that closed on March 25, 2019.

Amounts above exclude repurchases of employee tax withholdings related to employee stock transactions.

Major market indices and exchange rates

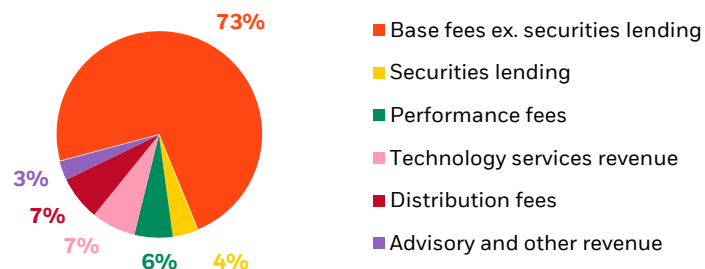
	Spot			% Change 12/31/19 vs.		Average			% Change Q4 2019 vs.	
	12/31/2018	9/30/2019	12/31/2019	9/30/2019	12/31/2018	Q4 2018	Q3 2019	Q4 2019	Q3 2019	Q4 2018
Equity Indices										
Domestic										
S&P 500	2,507	2,977	3,231	9%	29%	2,693	2,958	3,086	4%	15%
Global										
MSCI Barra World Index	1,884	2,180	2,358	8%	25%	2,010	2,169	2,260	4%	12%
MSCI Europe Index	114	133	140	5%	23%	120	129	135	5%	13%
MSCI AC Asia Pacific Index	147	156	171	10%	16%	152	157	164	4%	8%
MSCI Emerging Markets Index	966	1,001	1,115	11%	15%	978	1,014	1,051	4%	7%
S&P Global Natural Resources	3,311	3,524	3,855	9%	16%	3,580	3,558	3,645	2%	2%
BLK Equity Index ⁽¹⁾				10%	22%				4%	10%
Fixed Income Index										
Barclays U.S. Aggregate Bond Index	2,047	2,221	2,225	-%	9%	2,011	2,201	2,221	1%	10%
Foreign Exchange Rates										
GBP to USD	1.28	1.23	1.33	8%	4%	1.29	1.23	1.29	5%	-%
EUR to USD	1.15	1.09	1.12	3%	(3)%	1.14	1.11	1.11	-%	(3)%

Source: Bloomberg

(1) Revenue weighted composite index calculated by BlackRock to approximate the impact of market fluctuations on BlackRock's equity base fees. The index is derived from publicly available market indices that represent applicable AUM benchmarks for each equity portfolio, as selected by BlackRock. The market impact information for each equity portfolio used to calculate the index may be substantially different from that shown. Index does not include portfolios that do not have an applicable market index. Index does not reflect BlackRock's investment performance, and is not indicative of past or future results.

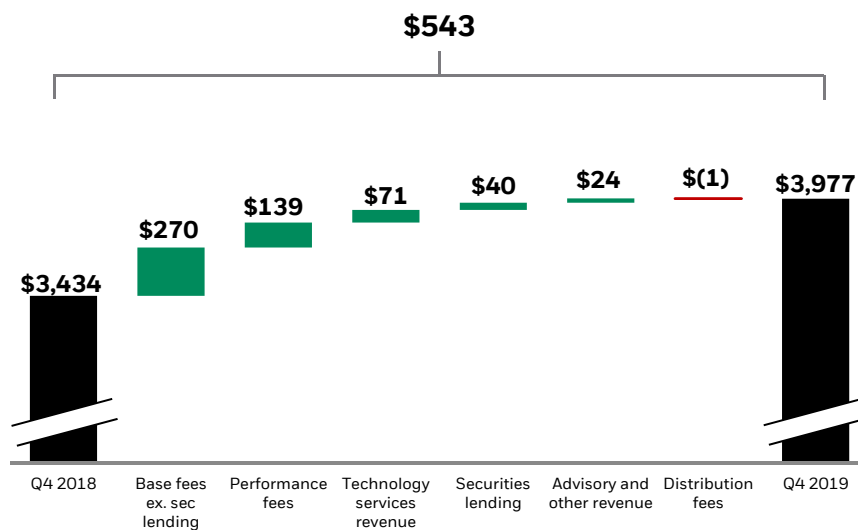
Quarterly revenue

(\$ in millions)

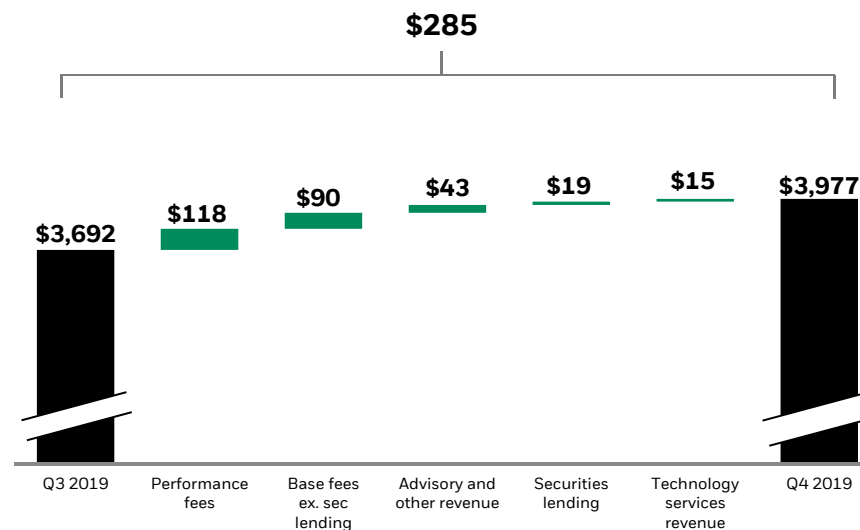


Percentage Change	Year-over-Year	Sequential
Base fees ex. securities lending	10%	3%
Securities lending	31%	13%
Performance fees	139%	98%
Technology services revenue	35%	6%
Distribution fees	0%	0%
Advisory and other revenue	30%	69%
Total	16%	8%

Q4 2019 compared to Q4 2018



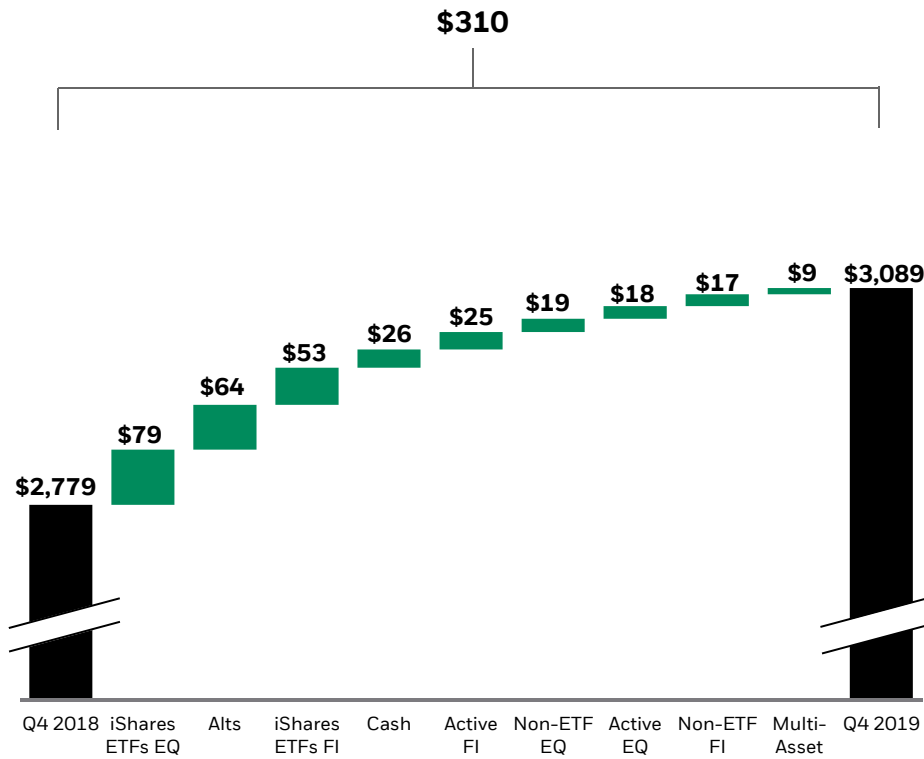
Q4 2019 compared to Q3 2019



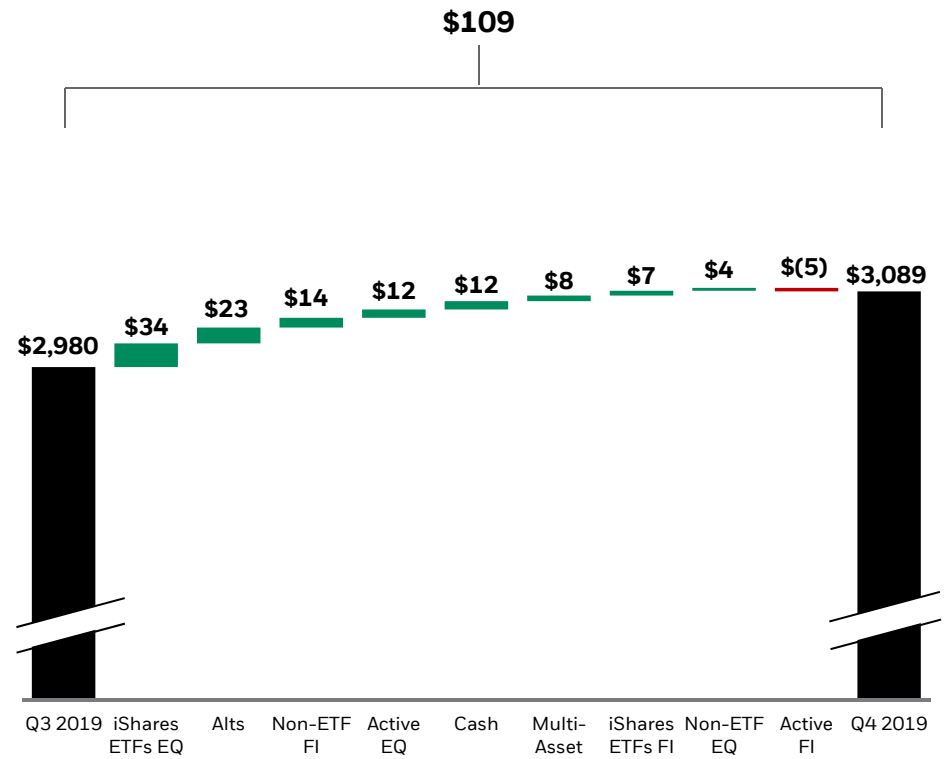
Quarterly investment advisory, administration fees and securities lending revenue

(\$ in millions)

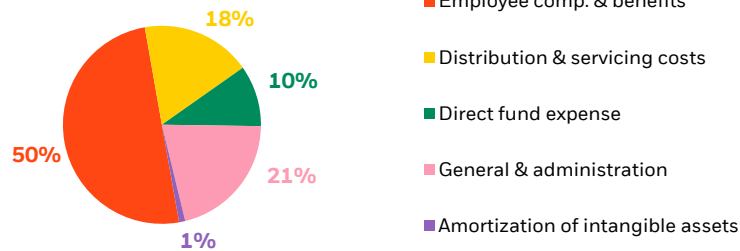
Q4 2019 compared to Q4 2018



Q4 2019 compared to Q3 2019

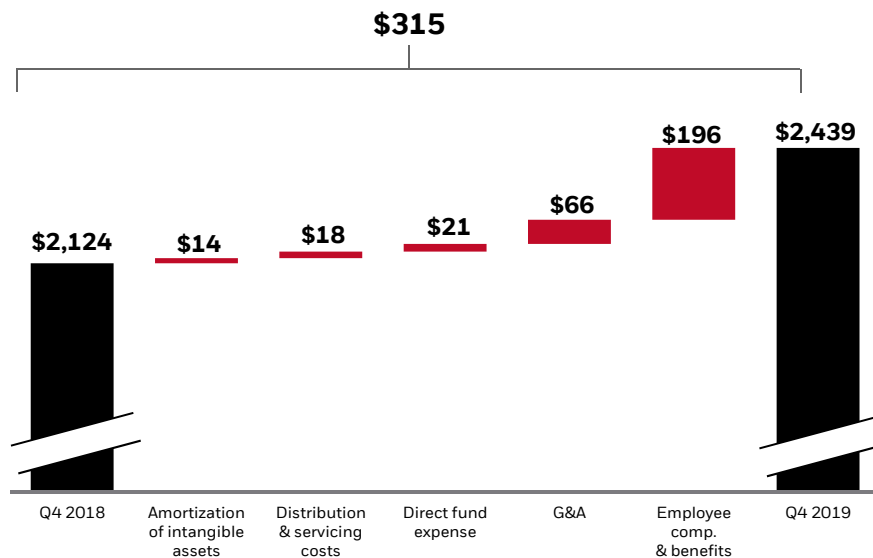


Quarterly expense, as adjusted (\$ in millions)

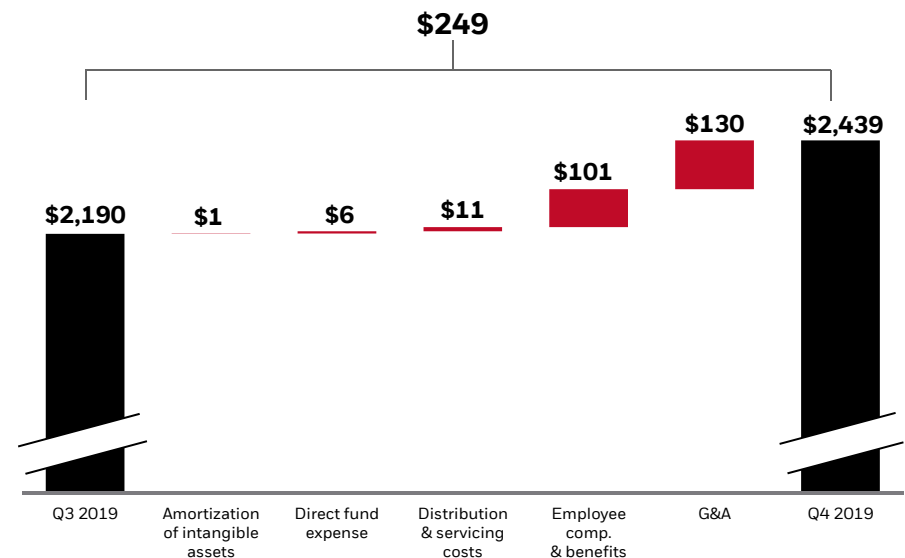


Percentage Change	Year-over-Year	Sequential
Employee comp. & benefits	19%	9%
Distribution & servicing costs	4%	3%
Direct fund expense	9%	3%
General & administration	15%	34%
Amortization of intangible assets	93%	4%
Total	15%	11%

Q4 2019 compared to Q4 2018



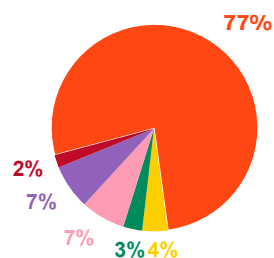
Q4 2019 compared to Q3 2019



Fourth quarter of 2018 expense, as adjusted, includes non-GAAP adjustments related to a restructuring charge of \$60 million and PNC LTIP funding obligation of \$4 million. For further information, see the item included under Non-GAAP expense adjustments on page 12 of this earnings release supplement and note (1) in the current earnings release.

Full year revenue

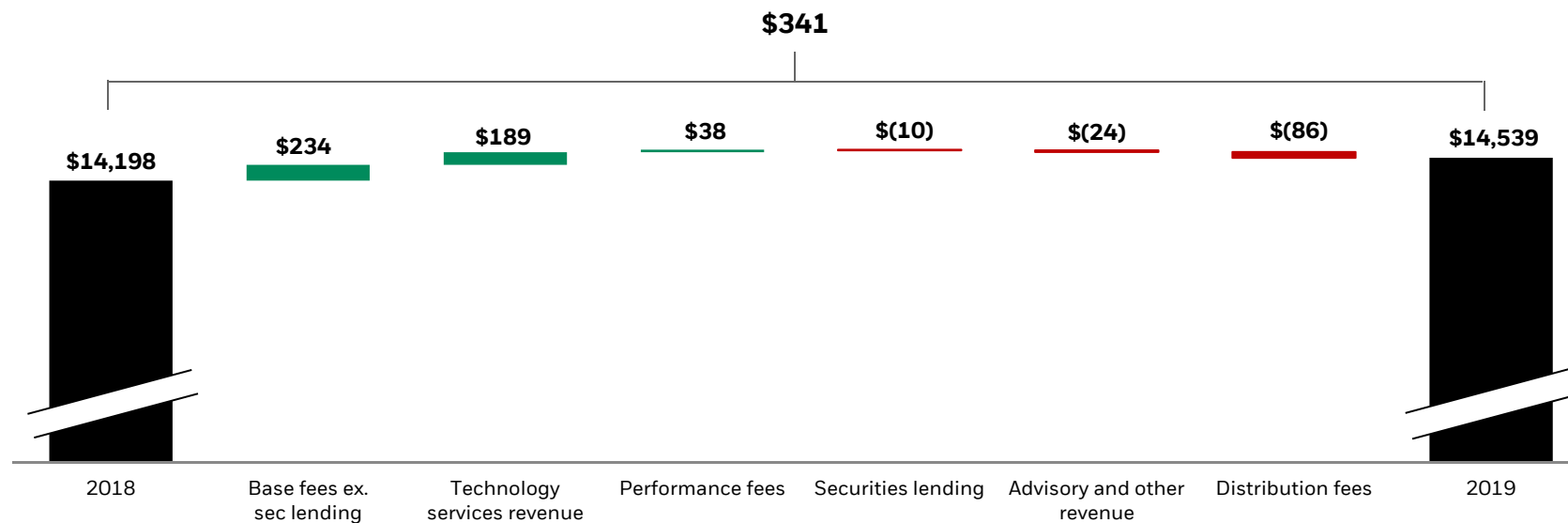
(\$ in millions)



- Base fees ex. securities lending
- Securities lending
- Performance fees
- Technology services revenue
- Distribution fees
- Advisory and other revenue

Percentage Change	Year-over-Year
Base fees ex. securities lending	2%
Securities lending	(2)%
Performance fees	9%
Technology services revenue	24%
Distribution fees	(7)%
Advisory and other revenue	(8)%
Total	2%

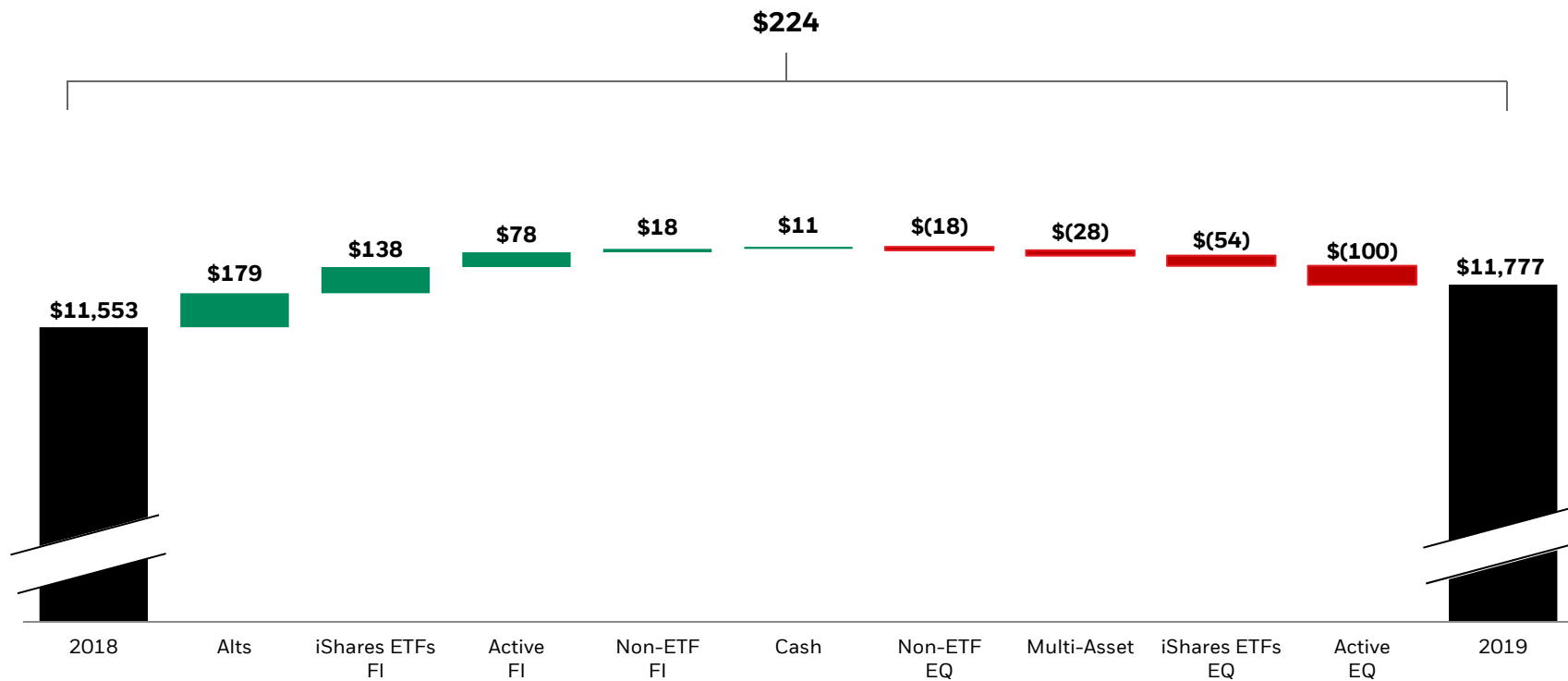
2019 compared to 2018



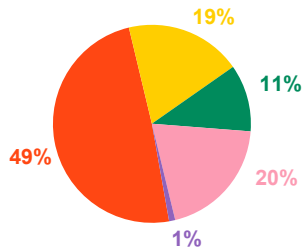
Full year investment advisory, administration fees and securities lending revenue

(\$ in millions)

2019 compared to 2018



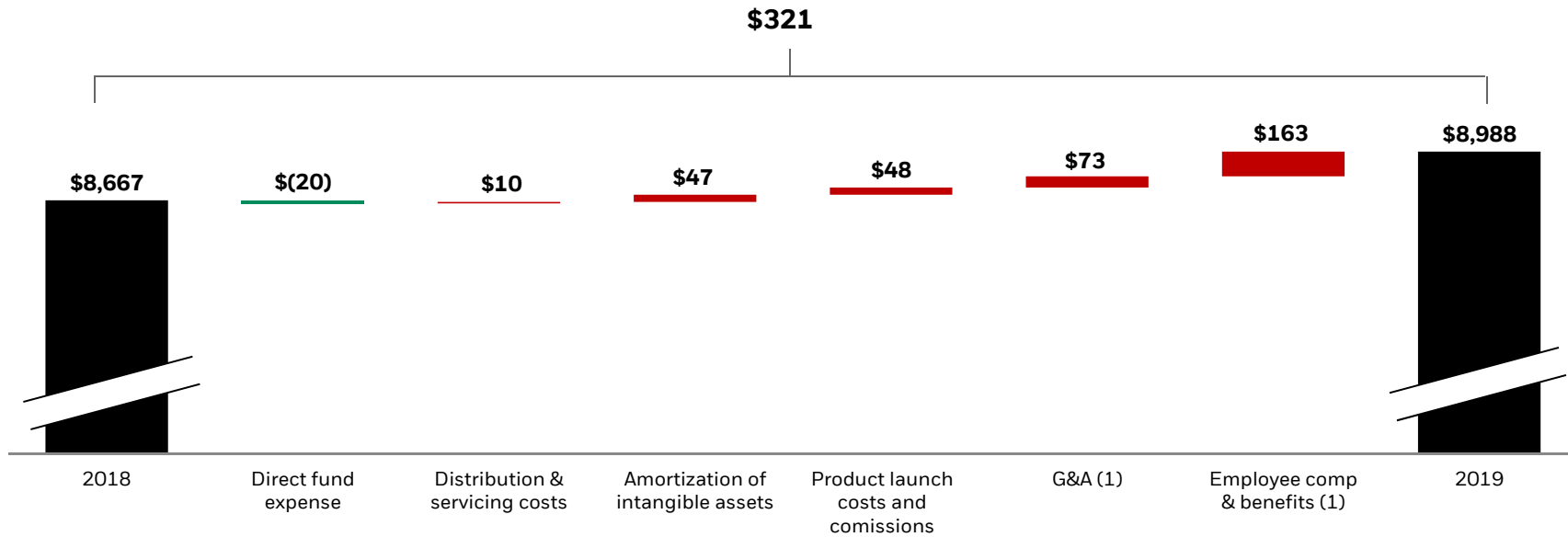
Full year expense, as adjusted (\$ in millions)



- Employee comp. & benefits
- Distribution & servicing costs
- Direct fund expense
- General & administration
- Amortization of intangible assets

Percentage Change	Year-over-Year
Employee comp. & benefits	4%
Distribution & servicing costs	1%
Direct fund expense	(2)%
General & administration	7%
Amortization of intangible assets	94%
Total	4%

2019 compared to 2018



(1) Amounts exclude product launch costs and commissions incurred in 2019 and 2018, which are presented separately above.

2018 expense, as adjusted, includes non-GAAP adjustments related to a restructuring charge of \$60 million and PNC LTIP funding obligation of \$14 million. For further information, see the item included under Non-GAAP expense adjustments on page 12 of this earnings release supplement and note (1) in the current earnings release.

Reconciliation between GAAP and as adjusted (\$ in millions)

	2017	2018				2019			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Operating Income									
GAAP	\$ 1,485	\$ 1,375	\$ 1,440	\$ 1,396	\$ 1,246	\$ 1,233	\$ 1,278	\$ 1,502	\$ 1,538
Non-GAAP expense adjustments	3	3	3	4	64	-	-	-	-
As Adjusted	\$ 1,488	\$ 1,378	\$ 1,443	\$ 1,400	\$ 1,310	\$ 1,233	\$ 1,278	\$ 1,502	\$ 1,538
Nonoperating Income (Expense)									
GAAP	\$ 1	\$ (16)	\$ (24)	\$ 33	\$ (72)	\$ 125	\$ 57	\$ (42)	\$ 96
Non-GAAP adjustments	(6)	(5)	(5)	13	-	(7)	(10)	-	(33)
As Adjusted	\$ (5)	\$ (21)	\$ (29)	\$ 46	\$ (72)	\$ 118	\$ 47	\$ (42)	\$ 63
Net Income									
GAAP	\$ 2,295	\$ 1,089	\$ 1,073	\$ 1,216	\$ 927	\$ 1,053	\$ 1,003	\$ 1,119	\$ 1,301
Non-GAAP adjustments	(1,282)	3	7	(2)	48	-	-	-	8
As Adjusted	\$ 1,013	\$ 1,092	\$ 1,080	\$ 1,214	\$ 975	\$ 1,053	\$ 1,003	\$ 1,119	\$ 1,309

Non-GAAP adjustments include amounts related to a restructuring charge, PNC LTIP funding obligations and noncash income tax matters, as applicable. The fourth quarter of 2017 includes a non-GAAP adjustment of \$1.3 billion related to the Tax Cuts and Jobs Act. For further information and reconciliation between GAAP and as adjusted, see notes (1) through (3) in the current earnings release as well as previously filed Form 10-Ks, 10-Qs and 8-Ks.

Important Notes

This presentation, and other statements that BlackRock may make, may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act, with respect to BlackRock's future financial or business performance, strategies or expectations. Forward-looking statements are typically identified by words or phrases such as "trend," "potential," "opportunity," "pipeline," "believe," "comfortable," "expect," "anticipate," "current," "intention," "estimate," "position," "assume," "outlook," "continue," "remain," "maintain," "sustain," "seek," "achieve," and similar expressions, or future or conditional verbs such as "will," "would," "should," "could," "may" and similar expressions.

BlackRock cautions that forward-looking statements are subject to numerous assumptions, risks and uncertainties, which change over time. Forward-looking statements speak only as of the date they are made, and BlackRock assumes no duty to and does not undertake to update forward-looking statements. Actual results could differ materially from those anticipated in forward-looking statements and future results could differ materially from historical performance.

BlackRock has previously disclosed risk factors in its Securities and Exchange Commission ("SEC") reports. These risk factors and those identified elsewhere in this earnings release, among others, could cause actual results to differ materially from forward-looking statements or historical performance and include: (1) the introduction, withdrawal, success and timing of business initiatives and strategies; (2) changes and volatility in political, economic or industry conditions, the interest rate environment, foreign exchange rates or financial and capital markets, which could result in changes in demand for products or services or in the value of assets under management; (3) the relative and absolute investment performance of BlackRock's investment products; (4) the impact of increased competition; (5) the impact of future acquisitions or divestitures; (6) the unfavorable resolution of legal proceedings; (7) the extent and timing of any share repurchases; (8) the impact, extent and timing of technological changes and the adequacy of intellectual property, information and cyber security protection; (9) the potential for human error in connection with BlackRock's operational systems; (10) the impact of legislative and regulatory actions and reforms and regulatory, supervisory or enforcement actions of government agencies relating to BlackRock or PNC; (11) changes in law and policy and uncertainty pending any such changes; (12) terrorist activities, international hostilities and natural disasters, which may adversely affect the general economy, domestic and local financial and capital markets, specific industries or BlackRock; (13) the ability to attract and retain highly talented professionals; (14) fluctuations in the carrying value of BlackRock's economic investments; (15) the impact of changes to tax legislation, including income, payroll and transaction taxes, and taxation on products or transactions, which could affect the value proposition to clients and, generally, the tax position of the Company; (16) BlackRock's success in negotiating distribution arrangements and maintaining distribution channels for its products; (17) the failure by a key vendor of BlackRock to fulfill its obligations to the Company; (18) any disruption to the operations of third parties whose functions are integral to BlackRock's exchange-traded funds platform; (19) the impact of BlackRock electing to provide support to its products from time to time and any potential liabilities related to securities lending or other indemnification obligations; and (20) the impact of problems at other financial institutions or the failure or negative performance of products at other financial institutions.

This presentation also includes non-GAAP financial measures. You can find our presentations on the most directly comparable GAAP financial measures calculated in accordance with GAAP and our reconciliations on page 12 of this earnings release supplement, our current earnings release dated January 15, 2020, and BlackRock's other periodic reports, which are available on BlackRock's website at www.blackrock.com.