

BlackRock, Inc.

2024 Annual Meeting of Shareholders

May 15, 2024
8:00 a.m. ET

AGENDA

- A. CALL THE MEETING TO ORDER**
 - 1. Introductions and Chairman and CEO Remarks
 - 2. Secretary's Report
 - 3. Instructions on Rules of Conduct
- B. OFFICIAL ITEMS OF BUSINESS**
 - 1. Company Proposals
 - 2. Shareholder Proposals (3)
 - 3. Opening of Polls
 - 4. Proposal Question and Answer Period
 - 5. Preliminary Report of Votes and Adjournment
- C. GENERAL SHAREHOLDER QUESTION AND ANSWER PERIOD**
- D. MEETING CLOSE**

If you have sent in your proxy card or previously submitted your voting instructions online or via telephone, your shares will be voted accordingly.

YOU DO NOT NEED TO VOTE YOUR SHARES AGAIN DURING THIS MEETING UNLESS YOU WISH TO CHANGE THE WAY YOU VOTED ON YOUR PROXY.

Rules of Conduct

Welcome to BlackRock's 2024 Annual Meeting of Shareholders

In order to use the time of all attendees as effectively as possible, we will handle the business of the meeting as outlined in the agenda for the meeting. In the interest of conducting an orderly meeting within a reasonable time period, we ask for your cooperation in observing the following rules of conduct.

1. Subject to the discretion of the Chairman of the Meeting, the Annual Meeting will follow the agenda that is available to you on the virtual meeting site.
2. As this is a meeting of our shareholders, only shareholders as of the close of business on March 21, 2024, the record date, or their duly authorized proxies, are entitled to vote or submit questions during the Annual Meeting.
3. If you have submitted your proxy prior to the start of the Annual Meeting, your vote has been received, and there is no need to vote those shares again during the Annual Meeting, unless you wish to revoke or change your vote. If you have not voted by proxy, or if you wish to change your vote, you may do so by clicking on the voting button on the web portal and following the instructions.
4. Shareholders were provided the opportunity to submit questions in advance of the Annual Meeting and will be able to do so during the Annual Meeting. When submitting a question or comment, include your name and contact information, your status as a shareholder or proxy holder and your organization (if applicable), along with the text of your question. Please note that questions are limited to 1,000 characters.
5. To allow us to answer questions from as many shareholders as possible, we may limit each shareholder to one question. We reserve the right to edit inappropriate language. Questions from multiple shareholders on the same topic or that are otherwise related will be grouped, summarized and answered together.
6. We welcome the views and constructive comments of our shareholders, but in fairness to all shareholders in attendance, the Annual Meeting's purpose will be observed. The Chairman, Chief Legal Officer or Corporate Secretary do not intend to address questions or comments that are, among other things:
 - not related to the business at hand;
 - irrelevant to the business of BlackRock;
 - derogatory in nature, or related to personal matters or personal grievances;
 - unduly prolonged;
 - in substance, repetitious of statements made by other shareholders; or
 - out of order or not otherwise suitable for the business of the Annual Meeting as determined by the Chairman, Chief Legal Officer or Corporate Secretary in their reasonable judgment.



7. In the event of a technical difficulty or other disruption that interferes with the ability to continue the Annual Meeting, the Chairman may adjourn, recess or expedite the meeting or take such other action that the Chairman determines to be appropriate under the circumstances. Updates regarding reconvening the Annual Meeting at a later time or date, if necessary, will be available on the Investor Relations website at <https://ir.blackrock.com>.
8. Recording of the Annual Meeting is prohibited.

Thank you for your cooperation and for joining us at the Annual Meeting.