

2021 Annual Meeting of Shareholders

Date: Wednesday, May 26, 2021

Time: 8:00 a.m. EDT

Virtual Meeting Location: www.virtualshareholdermeeting.com/BLK2021

Your vote is important. Please vote as soon as possible even if you plan to attend the virtual 2021 Annual Meeting. The Notice of Internet Availability of Proxy Materials and the 2021 Proxy Statement contain instructions on how you can vote your shares over the internet, by telephone or by mail.

Attending the 2021 Annual Meeting: To attend the 2021 Annual Meeting, visit www.virtualshareholdermeeting.com/BLK2021. You will be asked to enter the control number in the box marked by the arrow → found on your proxy card, voting instruction form or Notice of Internet Availability of Proxy Materials.

Technology Support for the 2021 Annual Meeting: We encourage you to access the Annual Meeting before it begins. You may login approximately fifteen minutes before the meeting start time. If you have difficulty accessing the Annual Meeting, please contact the technical support number that will be posted at www.virtualshareholdermeeting.com/BLK2021. Technicians will be available to assist you.

Proxy Materials

BlackRock, Inc. [2021 Proxy Statement](#)

BlackRock, Inc. [2020 Annual Report](#)

On April 16, 2021, we began mailing a Notice of Internet Availability of Proxy Materials containing instructions on how to access our 2021 Proxy Statement and 2020 Annual Report and vote online to our shareholders that held shares as of March 29, 2021. If after reviewing the above Proxy Materials, you would like to:

1. **Vote your shares prior to the 2021 Annual Meeting**, you may do so via the internet at www.proxyvote.com. You will need to provide the control number in the box marked by the arrow → found on your proxy card, voting instruction form or Notice of Internet Availability of Proxy Materials.
2. **Request a paper copy of the Proxy Materials**, you may do so via:
 - a. Internet at www.proxyvote.com;
 - b. Telephone at 1-800-579-1639; or
 - c. Email at sendmaterial@proxyvote.com.

You will need to provide your control number in the box marked by the arrow → found on your proxy card, voting instruction form or Notice of Internet Availability of Proxy Materials. If requesting materials by e-mail, please send a blank e-mail with your control number in the subject line. Requests, instructions and other inquiries sent to this e-mail address will NOT be forwarded to your investment advisor.

Please make your request for printed copies on or before May 12, 2021 in order to facilitate timely delivery.

Submitting questions for the 2021 Annual Meeting: We have determined to enhance shareholder access, participation and communication by providing shareholders the ability to submit questions in advance of and during the meeting. For instructions on how to submit questions for the meeting, please refer to “*Questions and Answers About the Annual Meeting and Voting*” in our 2021 Proxy Statement.

For questions, please contact Investor Relations at (212) 810-5300 or via email at invrel@blackrock.com.