TRUSTED TO MANAGE MORE MONEY THAN ANY OTHER INVESTMENT FIRM IN THE WORLD
CREATING A BETTER FINANCIAL FUTURE

At BlackRock, we are committed to providing the leadership and answers you need to navigate today’s challenging markets. Since our founding 27 years ago, we have been able to tackle our clients’ most complex financial challenges through a long history of innovation.

We have innovated offerings around investors’ greatest needs, introducing:

- multi-asset strategies
- ETFs (exchange-traded funds)
- target date strategies
- retirement income solutions

In a financial world that is more uncertain than ever, we are committed to helping investors build portfolios for these times.

BLACKROCK’S GROWTH IN ASSET MANAGEMENT

2012 Announced agreement to acquire Claymore Investments
2011 Joined the S&P 500 Index, Launched BlackRock Investment Institute
2009 Merged with Barclays Global Investors and acquired iShares®
2007 Acquisition of Fund of Funds business from Quellos Group
2006 Merged with Merrill Lynch Investment Managers
2005 Acquired State Street Research and Management and SSR Realty
2000 Launched BlackRock Solutions® for risk management and technology services
1999 Initial public offering (NYSE:BLK) with PNC as majority shareholder
1998 Integrated equity, fixed income, liquidity and mutual funds under the BlackRock name
1996 Assumed responsibility for PNC’s open-end mutual funds
1995 Affiliated with PNC to be its fixed income investment manager
1988 BlackRock founded

ASSETS UNDER MANAGEMENT $BN

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<th>Year</th>
<th>Assets Under Management</th>
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<tr>
<td>2014</td>
<td>4.3 TR</td>
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RELENTLESS CLIENT FOCUS

We are a fiduciary to our clients. Their interests always come first.

BlackRock is trusted to manage more money than any other investment firm, and our business is investing on behalf of our clients, from large institutions to the parents and grandparents, the doctors and teachers who entrust their savings to us.

We deliver an unmatched client experience, based on understanding each client’s specific investment objectives and tailoring multifaceted solutions.

$4.7 T
Assets managed on behalf of clients

4,000+
Institutional client relationships

100+
Clients in 100+ countries

BLACKROCK CLIENT TYPES

35% RETAIL
35% iSHARES
30% INSTITUTIONAL
DELIVERING INVESTMENT PERFORMANCE

Our primary goal is to generate superior investment performance on behalf of our clients.

Our team-based approach to portfolio management enables us to address our clients’ objectives and challenges, while rigorously managing risk in their portfolios.

Clients in Good Company
Many of the world’s largest organizations depend on us.

94
Of the FORTUNE 100 largest companies

20
Of the top 25 insurors globally

50%
Of the top 200 U.S. defined contribution (DC) plans

We also work closely with financial advisors and their firms in the United States and around the globe.

120
Investment teams in 15 countries

7,700+
Portfolios managed

1,900+
Investment professionals worldwide

4X PER WEEK
Global meetings are held where all of BlackRock’s investment teams exchange ideas and critical market information

% of assets above benchmark or peer median for 3-year period *

91%
70%
86%
48%

Taxable Active Fixed Income
Tax-Exempt Active Fixed Income
Scientific Active Equity
Fundamental Active Equity

*As of 12/31/14
GLOBAL & LOCAL STRENGTH

BlackRock has a broad global footprint, designed to deliver consistent, exceptional service across regions while supporting the localized needs of our clients. Our ability to share and compare information across teams and time zones helps us translate local insight in one part of the world into foresight—and action—in another.

**Feet On the Street...**

12,000+
Employees worldwide

70+
Offices in 30+ countries

100+
Clients in 100+ countries

Called on by central banks and government agencies in Greece, Ireland and across Europe for guidance in the midst of the debt crisis.

Brought in to help the U.S. Government manage billions in toxic assets from collapsed Wall Street firms.

Mobilized on the ground to gauge investment risks for clients and contributed to relief efforts after the 2011 earthquake and tsunami.

**Clients in 100 Countries**

WHERE OUR CLIENTS ARE

- Americas
- Europe, the Middle East, Africa
- Asia-Pacific

ASSETS MANAGED

- $2,65T
- $1,31T
- $367B

As of December 31, 2014
A DIFFERENTIATED INVESTMENT PLATFORM

BlackRock is the only asset manager to offer active and index capabilities globally and at scale, on a single platform—across equity, fixed income, multi-asset, alternatives and cash.

Investment solutions across the platform are supported by unparalleled technology and risk management through Aladdin® and our Risk & Quantitative Analysis team.

A FULL RANGE OF INVESTMENT SOLUTIONS

56% EQUITY  9% MULTI-ASSET
32% FIXED INCOME  3% ALTERNATIVES

The World's Largest Investment Manager

Over the years, millions of investors have entrusted their assets to us.

$4.7T
Largest asset manager with $4.7 trillion in assets under management (AUM)¹

$1.03T
iShares® is the world’s leading ETF provider, with 717 ETFs and $1.03 trillion in AUM globally²

$584B
One of the largest defined contribution investment-only managers in the U.S., and with $584 billion in global DC AUM³
RISK MANAGEMENT & ALADDIN

Setting the standard for effective risk management and technology

BlackRock assesses and manages risk through a dedicated team of independent risk management professionals and an ever-evolving Aladdin technology platform.

Aladdin combines sophisticated risk analytics with comprehensive portfolio management, trading and operations tools.

$15T
$15 Trillion dollars analyzed by Aladdin, our proprietary risk management software

20,000+
20,000+ users of Aladdin technology

47 COUNTRIES
Have clients who use Aladdin

1,000+
Powered by 1,000+ developers
WHY BLACKROCK

BlackRock helps people around the world, as well as the world’s largest institutions and governments, pursue their investing goals. We offer:

- A comprehensive set of innovative solutions, including mutual funds, separately managed accounts, alternatives and iShares® ETFs
- Global market and investment insights
- Sophisticated risk and portfolio analytics

We work only for our clients, who have entrusted us with managing $4.77 trillion, earning BlackRock the distinction of being trusted to manage more money than any other investment firm in the world.*

Want to know more?

855-BLK-8880 (855-255-8880)  blackrock.com

* AUM as of 3/31/15.

Contact your financial professional for a prospectus or summary prospectus, which includes investment objectives, risks, fees, expenses and other information that you should read and consider carefully before investing. Investing involves risk, including possible loss of principal.

1 Based on $4.7 trillion in AUM as of 12/31/14, source: BlackRock.  2 Based on 717 ETFs and $1.03 trillion in AUM as of 12/31/14, source: iShares.  3 Source: Pensions & Investments, 12/31/14

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