



OUR
PLEDGE
TO YOU

BLACKROCK 2013 ANNUAL REPORT

BLACKROCK®

A COMMITMENT FROM OUR GLOBAL EXECUTIVE COMMITTEE

In 2013, we celebrated the 25th anniversary of BlackRock. As we reflect on our history, we are reminded that the future comes quickly in our business. We owe it to our clients, shareholders and employees to be prepared for tomorrow.

As we look forward to the next 25 years, we are committed to challenging ourselves to meet our client and fiduciary obligations in every respect. By doing so — and insisting on excellence in everything we do — BlackRock will fulfill its mission to help clients build better financial futures.



OUR GLOBAL EXECUTIVE COMMITTEE (left to right)

Kenneth F. Kroner

Kenneth F. Kroner
Global Head of Multi-Asset Strategies,
Head and Chief Investment
Officer of Scientific Active Equity

Laurence D. Fink

Laurence D. Fink
Chairman &
Chief Executive Officer

Kendrick R. Wilson III

Kendrick R. Wilson III
Vice Chairman

Barbara G. Novick

Barbara G. Novick
Vice Chairman

Quintin R. Price

Quintin R. Price
Global Head of
Alpha Strategies

Charles S. Hallac

Charles S. Hallac
Chief Operating Officer

Gary S. Shedlin

Gary S. Shedlin
Chief Financial Officer

Jeffrey A. Smith

Jeffrey A. Smith
Global Head of
Human Resources

Derek N. Stein

Derek N. Stein
Global Head of Business
Operations & Technology

Philipp Hildebrand

Philipp Hildebrand
Vice Chairman

Bennett W. Golub

Bennett W. Golub
Chief Risk Officer

We pledge to:

Perform to the highest ethical, investment and operational standards

Understand our clients' real-world needs and build solutions to meet them

Lead by harnessing our collective intelligence and global reach

Advocate as a responsible voice and valued source of information for investors

Evolve to stay ahead of change and deliver for clients, shareholders and employees



Mark K. Wiedman
Global Head of iShares

Linda G. Robinson
Global Head of Marketing
& Communications

Matthew J. Mallow
General Counsel

Mark S. McCombe
Chairman of
Asia-Pacific

Patrick M. Olson
Global Head of Strategy and
Planning & Secretary of the GEC

J. Richard Kushel
Deputy Chief
Operating Officer

Amy L. Schioldager
Global Head of
Beta Strategies

Robert L. Goldstein
Global Head of Institutional
Client Business &
BlackRock Solutions

Robert W. Fairbairn
Global Head of
Retail & iShares

Robert S. Kapito
President

David J. Blumer
Head of Europe,
Middle East & Africa

WE PLEDGE TO

PERFORM

TO THE HIGHEST ETHICAL, INVESTMENT AND OPERATIONAL STANDARDS

PERFORMANCE MATTERS

At BlackRock, performance is at the heart of everything we do — because our clients depend on us to meet their life goals and investment objectives, and because our shareholders count on us for competitive returns — and because our business is built on trust.

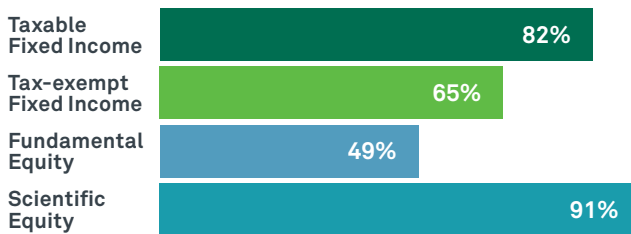
As a **leading asset manager**, we pursue superior investment performance while relentlessly managing risk in our clients’ portfolios. We offer a wide range of active and passive investment capabilities across asset classes and regions, the global expertise to package these capabilities into specific solutions to meet real-world needs and best-in-class risk management tools and analytics to support these solutions.

As a **fiduciary**, we have an obligation to clients to perform to the highest ethical and operational standards. We understand that more than ever in today’s complex markets, we must earn the trust and confidence of investors — in our offerings and our business — in order to succeed. We believe that if our employees seek to act always with integrity, performance follows.

INVESTMENT EXCELLENCE TO DRIVE ALPHA

Generating alpha at BlackRock is a function of our people, our process and our culture of investment excellence. We’ve structured our business to give portfolio managers the autonomy, technology, insights and risk management tools to promote the exceptional risk-adjusted returns our clients expect. Even as we work to enhance performance in the funds we already manage, we’re also exploring new alpha sources that align with our clients’ long-term interests.

% OF ACTIVE AUM ABOVE BENCHMARK OR PEER MEDIAN OVER THREE-YEAR PERIOD



Performance data as of December 31, 2013.



\$1.4T

BLACKROCK ACTIVE AUM

DRIVING PERFORMANCE

“We strive to be outstanding ‘investment athletes.’ We’re focused on constantly learning and improving. We utilize the best tools, resources and processes to generate consistent performance for our clients.”

ALPHA STRATEGIES



AND BE RELENTLESS IN MANAGING RISK.

THERE'S NOTHING PASSIVE ABOUT INDEXING

BlackRock is untiring in our quest to deliver better beta. Our index and *iShares* strategies are designed to deliver returns linked to targeted benchmarks and our focus, technology and expertise enable us to deliver superior performance for our clients. Dedicated research teams focus on index methodology, projection of index changes and value-added trading strategies — thousands of decision points each year are an opportunity to create and preserve value for clients.

\$2.6T

BLACKROCK
PASSIVE AUM

98%

OF PASSIVE AUM ABOVE/
WITHIN TOLERANCE FOR
THREE-YEAR PERIOD

FOUNDED ON RISK MANAGEMENT

Relentless risk management is embedded in our culture: we were founded on the need to thoroughly understand the risks our clients face, using world-class analytics and technology. Our common investment and risk management platform, *Aladdin*, ensures that portfolio, risk and account managers share the same timely information and insight, creating an effective and virtuous cycle. Our foundation of risk management is key to safeguarding our clients' trust.

RISK MANAGERS AT THE CORE

"BlackRock was built around risk management — it's been in our DNA from the start. That's why *Aladdin* and our other tools and analytics are unmatched in helping portfolio managers understand and stay ahead of the risks in their clients' portfolios."

RISK & QUANTITATIVE ANALYSIS



WE PLEDGE TO

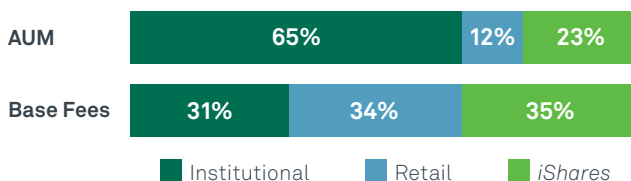
UNDERSTAND

OUR CLIENTS' REAL-WORLD NEEDS

FOCUS ON CLIENTS

We believe true success comes from listening to our clients. Providing the outcomes our Institutional, Retail and *iShares* clients are seeking, wherever they are in the world, starts with understanding their unique needs — from those of a large pension fund matching assets to liabilities, to an individual investor seeking steady income in retirement or achieving other life goals. By bringing together diverse asset classes and investment styles with deep expertise in portfolio construction, we help each client find the right solution for their financial futures.

% OF LONG-TERM AUM AND BASE FEES BY CLIENT TYPE



\$4.3T

TOTAL ASSETS MANAGED ON BEHALF OF CLIENTS

UNCOVERING CLIENT NEEDS

“We have a profound appetite for uncovering and meeting our clients’ needs, even when that means doing things we’ve never done before. We take pride in helping clients achieve their desired outcomes while minimizing operational risk.”

BETA STRATEGIES



AND BUILD SOLUTIONS TO MEET THEM.

RETAIL & *iSHARES*

BlackRock's Retail & *iShares* sales force is dedicated to bringing the same consultative "One BlackRock" approach that we offer leading institutions to every conversation with a retail client — along with the same world-class risk management and portfolio construction tools. Together with our distribution partners and financial advisors, we work to provide a framework for blending active and passive strategies into real-life answers to real-life challenges — like achieving growth with minimum volatility, protecting against inflation, funding a retirement, paying for a college education or even starting a business.



DELIVERING THE FIRM

"Our mission is to bring the full breadth of BlackRock's expertise to the retail market, so advisors can build better portfolios for their clients. That includes knowing where and how to use the right combination of *iShares* and active funds."

RETAIL & *iSHARES*

INSTITUTIONAL & *BLACKROCK SOLUTIONS*

BlackRock offers institutional clients a holistic approach to investing. More than ever before, we're leveraging both our Institutional and *BlackRock Solutions* capabilities to dive deep into their complex financial challenges and model portfolios that help them meet their objectives. Our understanding of client behavior and global industry and market trends, coupled with the depth and breadth of our platform, allows us to generate customized investment approaches backed by superior research, risk analytics and client service.

CUSTOMIZED SOLUTIONS

"Our clients' investment challenges get more complex every day. We focus on understanding their objectives and provide analytics, thought leadership and strategic advice to deliver customized solutions."

CLIENT SOLUTIONS



WE PLEDGE TO

LEAD

BY HARNESSING OUR COLLECTIVE INTELLIGENCE AND GLOBAL REACH

INTELLIGENCE POWERED BY *ALADDIN*

From our earliest days, we've worked to build and improve a common technology platform that allows us to think, act and mobilize global resources as one firm. *Aladdin* is akin to a central nervous system that unites the information, people and technology needed to manage money in real time and at every step in the investment process. It powers and empowers collective intelligence — connecting different teams and time zones on a single platform — so everyone benefits continuously from the person sitting next to them and the person sitting halfway around the world. It enables our employees and clients to:

- **Communicate Better:** people, data and processes are instantly and transparently united so everyone works from the same playbook, speaks the same language and uses the same data
- **See Clearer:** our teams see the markets and the whole investment process more clearly, giving real-time insights into exposures and risks across every product and asset class
- **Work Smarter:** provides information needed to make better investment and risk management decisions at investors' fingertips, helping everyone focus their time and "mind share" on what matters most to clients
- **Move Faster:** unique ability to process data with consistency, efficiency and speed on a single, shared system
- **Scale Further:** helps power growth and drive efficiency



PEOPLE + TECHNOLOGY + PROCESS

"*Aladdin* powers our collective intelligence and our collective intelligence powers *Aladdin* — it's the common platform linking portfolio managers, traders, compliance officers, account managers, executives and, ultimately, our clients, to the information and risk management they need."

ALADDIN



TO APPLY OUR BEST THINKING IN A RAPIDLY CHANGING WORLD.

BRINGING INVESTORS THE BEST OF BLACKROCK

The best solutions are driven by a collection of diverse insights. BlackRock not only offers global breadth and depth of expertise, but works hard to apply the information and ideas we generate across geographies and businesses to meeting our clients' objectives. This connectivity keeps us at the forefront of change and allows us to look at and address every investment problem from a perspective informed by our shared expertise.

80+

**KNOWLEDGE
EXCHANGE EVENTS
SINCE BII INCEPTION**

BLACKROCK INVESTMENT INSTITUTE (BII)

The BlackRock Investment Institute was created with a single goal: to harness the best insights from our global investment teams through robust dialogue and apply them to driving investment performance for our clients. BII is a global platform that allows our portfolio managers to stay connected, informed and on the cutting edge of investment thinking. Through topical investment forums and workshops, teams from around the world come together to debate and collaborate, enabling BlackRock to identify key market themes. BII deepens BlackRock's direct engagement with clients through high-value research, meetings with investment strategists and larger conferences where our investors share their perspectives with clients.

1,600

**INVESTMENT
PROFESSIONALS**



KNOWLEDGE EXCHANGE

"Our Daily Global Meeting offers our 1,600 investment professionals a chance to discuss market developments in real time and share diverse, global investment insights, helping us translate expertise from one part of the world into foresight and action in another."

**BLACKROCK INVESTMENT
INSTITUTE**



WE PLEDGE TO

ADVOCATE

AS A RESPONSIBLE VOICE AND VALUED SOURCE OF INFORMATION FOR INVESTORS

REAL ANSWERS FOR TODAY'S WORLD

At BlackRock, we feel we have a responsibility to be a voice for investors and to offer them the financial guidance and support they need today. That means not just the world's governments and leading institutions and companies, but also the retirees and workers whose pensions we manage and individual investors who entrust us with their

savings. They are looking for real, actionable answers on what to do with their money as they face longer retirements, struggle to reach their life goals and confront a complex and volatile investing environment. Our job is to provide the clarity they're looking for and help them be better investors.



ESSENTIAL CONVERSATIONS

“The people of BlackRock never forget that the reason we come to work every day is to help our clients build better financial futures. We need to meet them on their terms, speak their language and provide clear advice as they work toward their goals.”

MARKETING & COMMUNICATIONS



TO FULFILL OUR OBLIGATION AS A **FIDUCIARY.**

A VOICE FOR INVESTORS

Our global Government Relations team partners with content experts and professionals throughout BlackRock to bring the voice of the investor to the regulatory and policy environment. The team focuses on positively impacting public policy developments affecting our clients and our business by distinguishing thought leadership and demonstrating BlackRock as a resource for decision makers. BlackRock is committed to supporting client education and advocacy efforts and working with our investors to understand market implications of public policy issues.

BETTER GOVERNANCE MEANS BETTER PERFORMANCE

Our fiduciary duty to our clients leads us to use the ownership position we hold in companies around the world to protect their interests by advocating for good corporate governance. Through direct engagement with management teams and effective use of our proxy voting power, we work to ensure the strong leadership and prudent management that we believe ensures sustained performance and better returns on our clients' investments.

A BETTER FINANCIAL ECOSYSTEM

“Our leadership position in the asset management industry creates both the forum and the responsibility to advocate on behalf of our clients for policies that will foster a better financial ecosystem for all investors.”

GOVERNMENT RELATIONS



WE PLEDGE TO CHALLENGE OURSELVES TO

EVOLVE

TO STAY AHEAD OF CHANGE AND
DELIVER FOR CLIENTS, SHAREHOLDERS
AND EMPLOYEES

CONTINUOUS TRANSFORMATION TO SERVE OUR CLIENTS

Our goal is not just to react to change — but to anticipate and shape it. Throughout our history and growth, BlackRock has continually transformed our platform to prepare for the emerging needs of our clients and trends in the marketplace. We will continue to evolve — and improve — our ability to understand risk, uncover opportunity, solve our clients' problems and deliver on their expectations.

OUR STRATEGIC FOCUS AREAS: MARKET- AND CLIENT-DRIVEN

Our success in building the capabilities to adapt and excel in a changing investment world allows us to deliver against a set of strategic focus areas for 2014 that reflect our clients' needs and market opportunities.

Income

Alternatives

Outcome Investing

ETFs

Emerging Markets

Retirement Solutions

Opportunistic Fixed Income



EVOLUTION REQUIRES INNOVATION

“We believe innovation leads to the kind of evolution that truly benefits clients. Having the courage and discipline — and displaying the speed and nimbleness — to put smart ideas into action for those we serve can occur anytime, anywhere and at any level in the firm.”

STRATEGIC PRODUCT MANAGEMENT

WHILE STAYING TRUE TO OUR **FUNDAMENTAL PRINCIPLES.**

THE BLACKROCK PRINCIPLES

Our mission is to help our clients build better financial futures. The BlackRock Principles guide us in this mission by providing a shared understanding of who we are, what we stand for and how we conduct ourselves.

We are a Fiduciary to Our Clients

We operate with a fiduciary mindset — which means putting our clients' interests first.

We are Passionate about Performance

We are passionate about our work and intensely focused on performing at the highest levels. We take emotional ownership of every aspect of the work we do.

We are One BlackRock

We challenge ourselves — and each other — to collectively raise our game. The best solutions result from the ideas and contributions of a diverse team of partners.

We are Innovators

Continuous innovation helps us bring the best of BlackRock to our clients by introducing new and innovative approaches across all dimensions of our business.



GROUNDING IN PRINCIPLES

“Our culture is central to what we do and helps us maximize performance and drive excellence. Our Principles are a call to action to the entire firm to meet the highest standards of performance and behavior — every day — to lead ourselves, lead each other and lead the business.”

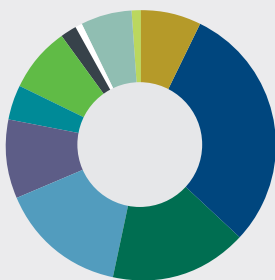
HUMAN CAPITAL COMMITTEE



FINANCIAL HIGHLIGHTS

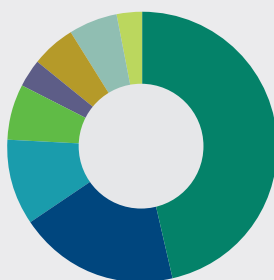
(\$mm, except per share data)	2013	2012	2011	2010	2009
Revenue	\$10,180	\$9,337	\$9,081	\$8,612	\$4,700
Net income attributable to BlackRock, Inc., GAAP	2,932	2,458	2,337	2,063	875
Net income attributable to BlackRock, Inc., as adjusted	2,882	2,438	2,239	2,139	1,021
Operating income, as adjusted	4,024	3,574	3,392	3,167	1,570
Operating margin, as adjusted	41.4%	40.4%	39.7%	39.3%	38.2%
Per Share					
Diluted earnings, GAAP	\$16.87	\$13.79	\$12.37	\$10.55	\$6.11
Diluted earnings, as adjusted	16.58	13.68	11.85	10.94	7.13
Dividends declared	6.72	6.00	5.50	4.00	3.12
Diluted weighted-average common shares	173,828,902	178,017,679	187,116,410	192,692,047	139,481,449
Total AUM (end of period)	\$4,324,088	\$3,791,588	\$3,512,681	\$3,560,968	\$3,346,256
Long-term AUM (end of period)	4,012,209	3,482,366	3,137,946	3,131,116	2,835,812

AUM \$4.324 TRILLION



- Active equity
- Non-ETF index equity
- iShares equity
- Active fixed income
- Non-ETF index fixed income
- iShares fixed income
- Multi-asset
- Core alternatives
- Currency & commodities
- Cash management
- Advisory

REVENUE \$10.2 BILLION



- Equity base fees
- Fixed income base fees
- Multi-asset base fees
- Alternatives base fees
- Cash management base fees
- Performance fees
- BRS & Advisory
- Other revenue

ADJUSTED EPS

23%
CAGR



MY FELLOW SHAREHOLDERS:

2013 MARKED BLACKROCK'S 25TH ANNIVERSARY. WE FOUNDED OUR COMPANY IN 1988 ON ONE CORE COMMITMENT: TO SERVE OUR CLIENTS AS A TRUSTED PARTNER AND FIDUCIARY, DELIVERING INVESTMENT PERFORMANCE, RISK MANAGEMENT AND INNOVATION AS A SINGLE FIRM.

Over our first 25 years, we have worked hard to stay ahead of changing markets and the ever-evolving needs of our clients, while always embracing the highest ethical standards. Our fundamental principles have guided this approach.

As we focus on the next quarter century, BlackRock's Global Executive Committee has incorporated these principles into a pledge to all of our stakeholders — and to ourselves — that reaffirms our commitment to helping our clients build better financial futures. Working together, we pledge to:

- **Perform** to the highest ethical, investment and operational standards
- **Understand** our clients' real-world needs and build solutions to meet them
- **Lead** by harnessing our collective intelligence and global reach
- **Advocate** as a responsible voice and valued source of information for investors
- **Evolve** to stay ahead of change and deliver for clients, shareholders and employees

In this annual report, we highlight how BlackRock fulfilled this pledge in 2013 — and how we will redouble our efforts to do so in the years to come.

POLICY DRIVING MARKETS

Despite global political volatility, uneven economic recovery and uncertainty over monetary policy, the S&P 500 Index rose 30% in 2013, its largest annual advance since 1997. Equities in developed regions outpaced those in emerging markets as well as commodities at a historic rate, while the end of a three-decade bull market in bonds produced losses in long-duration fixed income. This market behavior highlighted the importance not only of being invested, but also of taking a balanced approach.

A core belief at BlackRock is that patient, long-term investing is the best path to financial success, and 2013 again confirmed the risk to investors of remaining on the sidelines. Those who steadfastly invested in a diversified portfolio were rewarded. Those who were indecisive or tried to time the market missed another opportunity to improve their financial position.

We remain believers in global equity markets. Developed markets continue their recovery and, while emerging market performance has lagged materially, those economies retain their role as substantial long-term drivers of growth.

Yet market performance remains stubbornly tied to political outcomes. In recent years, central bank policy in the United States, Europe and Japan has been a dominant factor in generating asset appreciation and aiding global economic recovery. Today, the impact of monetary policy tools on economic growth is diminishing, portending greater volatility, given the unpredictability of



LAURENCE D. FINK
CHAIRMAN AND
CHIEF EXECUTIVE
OFFICER

political activity in many parts of the world. As the first months of 2014 highlighted, geopolitical instability remains elevated and investor confidence is likely to be tested further.

The next stage in expanding economic and market growth will depend on the willingness and ability of governments and the private sector to provide *leadership*. To broaden recovery, strengthen markets and, in particular, tackle persistent unemployment, political leaders must look beyond monetary policy and enact fiscal and economic reforms that address the structural challenges to the global economy and the investment landscape. Leadership must also involve changing the culture of savers worldwide to encourage long-term investing and smart, measured risk-taking in the markets, which creates the potential to generate growth and meaningful income over time.

Two-thirds of the assets that BlackRock manages support people in their retirement, and we have an obligation to be a strong voice in public debate on how governments, corporations and individuals can confront the challenges of longer lives.

BlackRock will continue to respond forcefully as well — both within our business and as a responsible advocate for the investors we serve. Our firm today reflects our vision of how the investment environment was likely to change over time. Now, as we build the BlackRock of

tomorrow, we are keenly focused on understanding the mega-trends shaping the future and offering our best thinking on solutions to policymakers, opinion leaders and investors.

We're Living Longer — Yet Unprepared

Foremost among these global trends, and perhaps the defining investment challenge of our age, is increasing longevity — and the lack of preparedness for it. In the United States, for example, only 40% of Americans take part in any retirement plan. Savings for pre-retirees average just \$12,000. Fewer workers around the world participate in defined benefit plans, and too many of those are underfunded. The fiscal costs of supporting an aging population continue to increase.

Two-thirds of the assets that BlackRock manages support people in their retirement, and we have an obligation to be a strong voice in public debate on how governments, corporations and individuals can confront the challenges of longer lives. I believe that bold policy ideas must be considered, such as the compulsory retirement savings model used in Australia's superannuation system. Pension funds also should consider a broader range of investments, including alternatives and nontraditional fixed income, to achieve the returns they need to meet their liabilities.

BlackRock is investing in the tools and technology to inform and equip the current generation of savers — and the next. We continue to evolve our offerings in the growing category of target date funds, where we now serve more than eight million clients through our LifePath franchise. In 2013, we also introduced our new CoRI index tool, which gives pre-retirees a measure of how much retirement income their savings can provide and, in early 2014, launched five new funds linked to the CoRI index.

\$117B

**IN LONG-TERM
NET FLOWS**

**DEFINED CONTRIBUTION
ASSETS UNDER
MANAGEMENT OF**

\$526B

LIFEPATH DROVE

\$24B

**IN TARGET-DATE
NET FLOWS IN 2013,
AN ORGANIC
GROWTH RATE OF**

38%

Recognizing the social, political and financial significance of longevity, we recently created a dedicated U.S. Retirement group to harness BlackRock's best ideas and drive innovative solutions in this area.

The Infrastructure Opportunity

Exacerbating the longevity crisis is the slow pace of job creation in many economies. Addressing persistent unemployment requires a multifaceted response by governments and businesses, and one of the most promising opportunities is investment to meet the massive global need for infrastructure. Around the world, the energy revolution; the aging of roads, rail links, airports and other transportation resources; and social and economic development all call for trillions of dollars of infrastructure spending in the coming decades.

Yet action on this front remains elusive, if not ambiguous. Governments simply cannot afford to self-fund infrastructure projects, demonstrating the need to harness the capacity of the private sector.

Private institutional investors with low risk tolerances and long-term liability structures, such as pension funds and insurance companies, are ideally suited to put money to work in yield-oriented, multidecade projects that provide current income and can act as a natural inflation hedge. Attracting that investment requires matching institutional demand and capital with attractive projects in jurisdictions where regulatory, legal and political conditions are conducive to successful public-private partnerships.

Countries that get it right will position themselves for job creation and economic growth and create significant competitive advantages for their economies. This is an important area for BlackRock to work with both policymakers and institutional investors to facilitate bringing the infrastructure opportunity to scale.

Technology and Our Collective Intelligence

BlackRock's business is centered on managing risk and delivering investment solutions, but I believe that today all companies are in the technology business. The pace of innovation is accelerating, with dramatic implications for markets and society. The sheer mass of information available and the speed of access to it are staggering.

Innovation highlights the importance of managing legacy systems. Companies that do not take advantage of innovation can become caught up in an increasingly complex and risky tangle of technology. Winners will be those firms that are diligent about breaking down and integrating systems and establishing a common technology language.

The question now is which firms — and which societies — will seize the opportunity and build transformational business models based on technology innovation. BlackRock is committed to winning in a world reshaped by technology. As our company has grown, so has our technological leadership. We have leveraged that leadership to foster a culture of collective intelligence that allows us to share our best thinking not only with each other but also with our clients around the world.

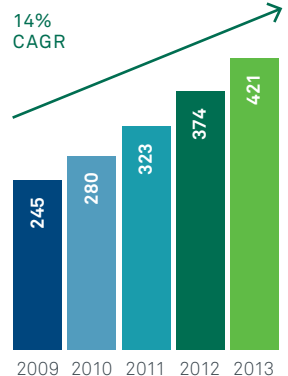
BlackRock Solutions ("BRS"), including our *Aladdin*, Financial Markets Advisory and Client Solutions groups, brings to bear a unique set of analytical tools and sophisticated advisory services that elevates the level of our interaction and deepens the relationships and trust we build with clients.

BRS is pervasive in our conversations with clients, helping them understand risk across their entire portfolios and develop customized, long-term investment strategies. It has also allowed us to be a valued advisor to institutions, governments and central banks confronting critical economic and financial challenges.

**INFRASTRUCTURE DEBT
& RENEWABLE POWER
INFRASTRUCTURE
EQUITY CONTRIBUTED TO
\$6B**

**IN ILLIQUID
ALTERNATIVES
COMMITMENTS**

ALADDIN REVENUE IN MILLIONS



Outcome-Oriented Investing

BlackRock's analytical and risk management capabilities are more important than ever in today's investing environment. For decades, investors took comfort in a simple paradigm: when stocks go up, bonds go down. The financial crisis of 2008–2009 provided ample evidence that correlation is the enemy of portfolio construction, and the post-crisis period has been marked by a significant rise in investor preference for uncorrelated, risk-adjusted returns. This is driving an increased appetite for alternative strategies and for unconstrained products that offer fund managers greater flexibility in delivering returns to shareholders.

Solving problems and delivering outcomes is at the core of what we do — and has been since our founding.

Outcome-oriented investing is about looking beyond relative performance and solving for future goals — how do clients earn enough income for retirement in the current interest rate environment or how can clients protect themselves against inflation concerns? BlackRock's broad investment platform positions us to construct and deliver the investment outcomes our clients are searching for by combining active and passive offerings across asset classes and leveraging the analytical and risk management capabilities of *BlackRock Solutions*.

Solving problems and delivering solutions is at the core of what we do — and has been since our founding. From helping governments and troubled institutions work through some of the most challenging issues of the financial

crisis, to helping clients move beyond benchmark-driven investing to generate outcomes, BlackRock is and will continue to be a partner in building solutions.

The shift to outcome-oriented strategies is driving the Global Retail growth opportunity, as client demand for packaged solutions, including liquid alternatives, increases. We continue to evolve our product set, enhance our distribution capabilities and build our global brand to better deliver BlackRock to our clients.

We are also expanding the profile and capabilities of our leading *iShares* franchise to take advantage of the increasing use of ETFs to construct investment solutions and the secular shift to passive investing. Clients are turning to *iShares* to generate alpha through asset allocation models, as a liquidity tool to manage exposures, as a buy-and-hold investment in their core portfolios and to access a wide variety of global markets efficiently and transparently.

ANTICIPATING CHANGE TO DELIVER FOR CLIENTS AND SHAREHOLDERS

Over the years, BlackRock has not just responded to changing times and markets but anticipated them by building breadth and diversity into our platform. As we built our technology and analytics capabilities, we expanded our scope to meet client needs in a way we believe is unique in the industry. In 2006, we acquired Merrill Lynch Investment Managers, which expanded our equity business overnight, forged our global footprint and took us into the retail business. Our acquisition of Barclays Global Investors in 2009 introduced us to the passive market through *iShares* ETFs and a wide range of institutional index offerings.

10%

RETAIL ORGANIC GROWTH IN 2013 VS. 3% IN 2012

\$103B

NET FLOWS IN RETAIL/*iSHARES* =

88%

OF LONG-TERM ORGANIC GROWTH

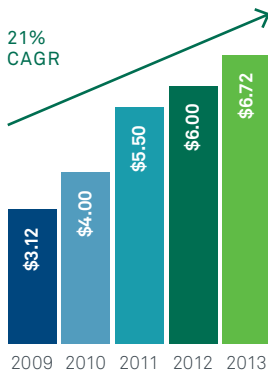
43

RETAIL/*iSHARES* FUNDS EACH GENERATED



\$1B

IN NET FLOWS, DEMONSTRATING THE BREADTH OF OUR PLATFORM

DIVIDEND

**NEW FUNDAMENTAL
EQUITY MANAGERS
OUTPERFORMED
BENCHMARKS BY AN
AVERAGE OF MORE THAN**

240 BASIS POINTS

**SINCE JOINING
BLACKROCK**

Our success in building and positioning our platform to take advantage of a changing investment ecosystem drove strong financial results in 2013. We attracted \$117.1 billion in long-term net new flows in 2013, representing a 3.4% organic growth rate. We achieved a 9% increase in revenues to \$10.2 billion, a 13% rise in adjusted operating earnings and a 21% increase in adjusted earnings per share versus 2012. We increased our adjusted operating margin to 41.4%, demonstrating our commitment to reinvesting in our business for growth while maintaining expense discipline. Finally, we returned \$2.2 billion to shareholders through dividends and share repurchases and, in January 2014, announced a 15% increase in our annual dividend to \$7.72 per share.

BlackRock's growth and consistent financial performance result from our commitment to put clients at the center of all we do, and understand and anticipate their needs. We will continue to invest in our business to solve for our clients' investment goals, build our brand, enhance our product set and distribution capabilities and drive organic growth.

A Commitment to Performance

Investment performance remains the bottom line for investors. The shift to index and ETF investing reflects an appreciation that active managers seeking higher fees must offer value beyond replicating a benchmark. However, those who proclaim the end of active management are mistaken. The creation and delivery of excess returns plays a vital role and only those managers who consistently outperform will see strong flows in the current winner-take-all environment, in which assets flow to only a handful of top-performing funds.

Superior investment performance has been a significant area of attention for BlackRock. Following the financial crisis, we reassessed and restructured much of our active fixed income business.

This effort and our focus on helping our clients assess risk in their fixed income portfolios paid off amid the turmoil affecting those markets in 2013, when 82% of our taxable fixed income assets outperformed their benchmarks or peer medians over the three-year period. Our ability to outperform across our fixed income platform at a time when others have struggled earned BlackRock the #1 industry ranking in U.S. Retail Active Fixed Income flows. We believe our track record will provide a meaningful competitive advantage in 2014.

To enhance performance in our fundamental equities offerings, we streamlined our investment process and recruited top-quality managers to augment BlackRock's existing talent base. Multiple-year track records will be the true measure of success, but early results show material performance improvement.

BlackRock's growth and consistent financial performance result from our commitment to put clients at the center of all we do and understand and anticipate their needs.

We are also taking advantage of our scale and global reach to generate outperformance in other ways, including through the BlackRock Investment Institute. The institute brings together our 1,600 portfolio managers, analysts and researchers to leverage our best thinking for clients, through robust dialogue on investment drivers, trends and opportunities.

ENGAGED WITH

1,400COMPANIES ON
CORPORATE
GOVERNANCEVOTED AT
MORE THAN**14,000**SHAREHOLDER
MEETINGS IN
85 MARKETS**LEADERSHIP AND ADVOCACY**

Core to our mission is that we are a fiduciary to our clients. This is a responsibility to help build better financial futures not just for corporations, pension funds, endowments and foundations, but for those whose investments we ultimately manage — working people, retirees, families saving for college and entrepreneurs starting businesses. It is imperative that we not only provide the best investment advice and performance possible, but also that we take a leadership role to advocate on behalf of the constituencies we and our clients serve.

Promoting Investor-Friendly Regulation

In the face of significant changes in the regulatory environment, BlackRock is working to promote financial reform that increases transparency, protects investors and facilitates responsible growth of capital markets, while preserving consumer choice and maintaining a level playing field across industries and products. We have been active participants in the public debate on issues ranging from money market reform and ETF regulation to housing finance, market structure and liquidity.

Many post-crisis regulatory changes have had a profoundly positive impact on the safety and soundness of the global financial industry. However, we must protect against poor policy decisions and unintended consequences that can take decades to rectify and potentially harm the economy, businesses and investors. For example, we strongly believe that, in the case of asset managers, regulation should be focused where the risk occurs — at the product and practice level. Asset managers are agents, not principals. We act as fiduciaries on behalf of our clients.

We agree that additional regulation of products and practices may be necessary to promote transparency and stability and improve the financial ecosystem, but we believe the most effective regulatory action will focus on those activities that pose actual risk. Across the firm we will continue to take a leadership role in driving constructive change to increase the safety and soundness of the financial system.

BlackRock is working to promote financial reform that increases transparency, protects investors and facilitates responsible growth of capital markets, while preserving consumer choice and maintaining a level playing field across industries and products.

Engaging for Better Governance

BlackRock's ownership position in companies across geographies and industries positions us to advocate for corporate change on behalf of our clients. We believe that a sound corporate governance framework promotes strong leadership by boards of directors and prudent management practices, contributes to the long-term success of companies and leads to better risk-adjusted returns for investors. To that end, in 2013 we engaged with approximately 1,400 companies on corporate governance, including on social, environmental and ethical

issues, and voted at more than 14,000 shareholder meetings in 85 markets to protect and enhance the value of our investments. We believe that direct engagement with management, rather than headline-grabbing public pronouncements, are the most effective way to drive change. We will continue to challenge the management of the companies in which we invest to engage with us directly on governance issues.

EVOLVING TO LEAD FOR THE NEXT 25 YEARS

Much has changed over the first 25 years of BlackRock's existence. Our clients changed, our competitors changed, the landscape changed. All we can predict for certain is that change will accelerate in the years to come. So as we embark on the next 25 years, we will continue to evolve and align our offerings with investment trends and market opportunities to meet the needs and expectations of our clients.

Evolving our platform in this manner will preserve our ability to deliver for our clients, which will translate into continued value creation for our shareholders. We are committed to investing to drive organic growth and prudently managing the trade-offs between growth and margin, while maintaining a balanced approach to capital management. Our pledge to you is that we will succeed in the pursuit of these goals with the same clear mission, leadership and ethical standards on which our reputation has been built.

Just as importantly, we will continue to invest in our people. Our more than 11,400 employees are the core of BlackRock — and I want to thank them for their abiding determination to do the right thing in every situation, every day. We are committed to developing our talent and fostering an environment in which all of our people can thrive both

personally and professionally. We will continue to challenge employees to question the status quo, shape the world of tomorrow and never be afraid to fail in pursuit of our objectives.

I also want to recognize the role that BlackRock's Board of Directors has played in the continued growth and success of the company. Just as the company has evolved, so too has our Board in pursuit of strong corporate governance and excellence. We were pleased to welcome our two newest directors to the Board in 2013: Pamela Daley, former senior executive at the General Electric Company, and Cheryl D. Mills, a lawyer with diverse experience in public policy, international diplomacy and economic development. Sadly, 2013 also saw the passing of our long-time director, Dennis Dammerman, who is dearly missed by his many friends at BlackRock. We also deeply appreciate the service of James Rohr and Thomas Montag, who, after many years of service to the Board, will complete their service at the 2014 Annual Meeting of Shareholders. I am indebted to all the members of our Board for their firm engagement, collective wisdom, expert guidance and diligent oversight.

If the last 25 years are any indication, the future comes quickly in our business. I am confident that we have the capabilities, culture and people in place to stay ahead of our evolving industry and the markets, and to create value for our clients, our shareholders and our employees.

Sincerely,



Laurence D. Fink
Chairman and Chief Executive Officer

CLIENTS IN
100+
COUNTRIES

11,400
EMPLOYEES IN
MORE THAN
30
COUNTRIES

BOARD OF DIRECTORS

ABDLATIF Y. AL-HAMAD^{*(4,5)}

Director General/Chairman of the Board of Directors
Arab Fund for Economic and Social Development

MATHIS CABIALLAVETTA^{*(1,4,5)}

Vice Chairman of the Board
Swiss Re

PAMELA DALEY^{*}

Former Senior Vice President of
Corporate Business Development
General Electric Company

WILLIAM S. DEMCHAK⁽⁵⁾

President and Chief Executive Officer
The PNC Financial Services Group, Inc.

JESSICA EINHORN^{*(5)}

Former Dean
Paul H. Nitze School of Advanced International
Studies (SAIS) at The Johns Hopkins University

LAURENCE D. FINK⁽²⁾

Chairman and Chief Executive Officer
BlackRock, Inc.

FABRIZIO FREDA^{*(4)}

President and Chief Executive Officer
The Estée Lauder Companies, Inc.

MURRY S. GERBER^{*(1,2,3,5)}

Former Chairman and Chief Executive Officer
EQT Corporation

JAMES GROSFELD^{*(3,4)}

Former Chairman and Chief Executive Officer
Pulte Homes, Inc.

ROBERT S. KAPITO

President
BlackRock, Inc.

DAVID H. KOMANSKY^{*(2,3)}

Former Chairman and Chief Executive Officer
Merrill Lynch & Co., Inc.

SIR DERYCK MAUGHAN^{*(2,3,5)}

Senior Advisor
Kohlberg Kravis Roberts

CHERYL D. MILLS^{*}

Former Counselor and Chief of Staff
to Secretary of State Hillary Clinton

THOMAS K. MONTAG⁽⁵⁾

Co-Chief Operating Officer
Bank of America

THOMAS H. O'BRIEN^{*(1,2,4)}

Former Chairman and Chief Executive Officer
The PNC Financial Services Group, Inc.

JAMES E. ROHR⁽²⁾

Executive Chairman
The PNC Financial Services Group, Inc.

IVAN G. SEIDENBERG^{*(1,4)}

Former Chairman of the Board
and Chief Executive Officer
Verizon Communications

MARCO ANTONIO SLIM DOMIT^{*(1)}

Chairman of the Board of Directors
Grupo Financiero Inbursa

JOHN VARLEY^{*(1)}

Former Chief Executive
Barclays PLC

SUSAN L. WAGNER⁽⁵⁾

Former Vice Chairman
BlackRock, Inc.

Committees:

- (1) Audit
- (2) Executive
- (3) Management Development & Compensation
- (4) Nominating & Governance
- (5) Risk

*Independent Director

IMPORTANT NOTES

OPINIONS

Opinions expressed through page 20 are those of BlackRock, Inc. as of March 2014 and are subject to change.

BLACKROCK DATA POINTS

All data through page 20 reflect full-year 2013 results or data as of December 31, 2013, unless otherwise noted. Organic growth for 2013 is defined as full-year net flows divided by assets under management (AUM) for the entire firm, a particular client segment or particular product as of December 31, 2012. Long-term product offerings include active and passive strategies across equity, fixed income, multi-asset and alternatives, and exclude AUM and flows from the Cash Management and Advisory businesses.

GAAP AND AS ADJUSTED RESULTS

See pages 32–34 of the 10-K for an explanation of the use of Non-GAAP Financial Measures.

PERFORMANCE NOTES

Past performance is not indicative of future results. Investing involves risk, including possible loss of principal.

Except as specified, the performance information shown is as of December 31, 2013, and is based on preliminary data available at that time. The performance data shown reflect information for all actively and passively managed equity and fixed income accounts, including U.S. registered investment companies, European-domiciled retail funds and separate accounts for which performance data are available, including performance data for high-net-worth accounts available as of November 30, 2013. The performance data do not include accounts terminated prior to December 31, 2013, and accounts for which data have not yet been verified. If such accounts had been included, the performance data provided may have substantially differed from those shown.

Performance comparisons shown are gross-of-fees for U.S. retail, institutional and high-net-worth separate accounts, as well as EMEA institutional separate accounts, and net-of-fee for European-domiciled retail funds. The performance tracking shown for institutional index accounts is based on gross-of-fee performance and includes all institutional accounts and all *iShares* funds globally using an index strategy. AUM information is based on AUM available as of December 31, 2013, for each account or fund in the asset class shown without adjustment for overlapping management of the same account or fund. Fund performance reflects the reinvestment of dividends and distributions. The information reported may differ slightly from that reported previously due to the increased number of accounts that have been verified since the last performance disclosure. BlackRock does not consider these differences to be material. The source of performance information and peer medians is BlackRock, Inc. and is based in part on data from Lipper Inc. for U.S. funds and Morningstar, Inc. for non-U.S. funds.

A restructuring of BlackRock's fundamental equity team resulted in several portfolio management staffing changes, which occurred between September 30, 2011, and February 28, 2013. References to investment performance since new fundamental equity managers joined BlackRock refer to this time frame.

CORPORATE INFORMATION

CORPORATE HEADQUARTERS

BlackRock, Inc.
55 East 52nd Street
New York, NY 10055
(212) 810-5300

STOCK LISTING

BlackRock, Inc.'s common stock is traded on the New York Stock Exchange under the symbol BLK. At the close of business on March 31, 2014, there were 320 common stockholders of record.

INTERNET INFORMATION

Information on BlackRock's financial results and its products and services is available on the Internet at www.blackrock.com.

FINANCIAL INFORMATION

BlackRock makes available, free of charge, through its website at www.blackrock.com, under the heading "Investor Relations," its Annual Report to Stockholders, Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K, its Proxy Statement and Form of Proxy and all amendments to those reports as soon as reasonably practicable after such material is electronically filed with or furnished to the Securities and Exchange Commission. The Company has included as Exhibit 31 to its Annual Report on Form 10-K for fiscal year ended December 31, 2013 with the Securities and Exchange Commission, certificates of the Chief Executive Officer and Chief Financial Officer of the Company certifying the quality of the Company's public disclosure, and the Company has submitted to the New York Stock Exchange a certificate of

the Chief Executive Officer of the Company certifying that he is not aware of any violation by the Company of New York Stock Exchange corporate governance listing standards.

INQUIRIES

BlackRock will provide, free of charge to each stockholder upon written request, a copy of BlackRock's Annual Report to Stockholders, Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K, Proxy Statement and Form of Proxy and all amendments to those reports. Requests for copies should be addressed to Investor Relations, BlackRock, Inc., 55 East 52nd Street, New York NY 10055. Requests may also be directed to (212) 810-5300 or via e-mail to invrel@blackrock.com. Copies may also be accessed electronically by means of the SEC's home page on the Internet at www.sec.gov. Stockholders and analysts should contact Investor Relations at (212) 810-5300 or via e-mail at invrel@blackrock.com.

DIVIDEND POLICY

The declaration of and payment of dividends by BlackRock are subject to the discretion of our Board of Directors. On January 16, 2014, the Company announced that the Board of Directors approved a quarterly dividend of \$1.93, which was paid on March 24, 2014, to stockholders of record on March 7, 2014.

REGISTRAR AND TRANSFER AGENT

Computershare
480 Washington Boulevard
Jersey City, NJ 07310-1900
(800) 903-8567

BLACKROCK OFFICES WORLDWIDE

BlackRock has offices in more than 30 countries and a major presence in key global markets, including the Americas, Europe, the Middle East and Africa, and Asia-Pacific

AMERICAS

Akron	New York
Atlanta	Newport Beach
Baltimore	Palm Beach
Bloomfield Hills	Philadelphia
Bogota	Phoenix
Boston	Pittsburgh
Chapel Hill	Princeton
Charlotte	San Francisco
Chicago	Santiago
Dallas	São Paulo
Houston	Seattle
Jacksonville	St. Louis
La Jolla	Toronto
Los Angeles	Washington, DC
Mexico City	West Des Moines
Miami	Wilmington
Montreal	

EMEA

Amsterdam
Bratislava
Brussels
Capetown
Copenhagen
Douglas
Dubai
Dublin
Edinburgh
Frankfurt
Geneva
London
Luxembourg
Madrid
Milan
Munich
Paris

Peterborough
Senningerberg
St. Helier
Stockholm
Vienna
Warsaw
Zurich

ASIA-PACIFIC

Beijing
Brisbane
Gurgaon
Hong Kong
Kuala Lumpur
Melbourne
Seoul
Shanghai
Singapore
Sydney
Taipei
Tokyo

The image features a background with a light beige gradient on the left and a dark blue gradient on the right, separated by a diagonal line. The BlackRock logo and website URL are positioned in the bottom right corner.

BLACKROCK[®]
WWW.BLACKROCK.COM