



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