

WE PLEDGE TO

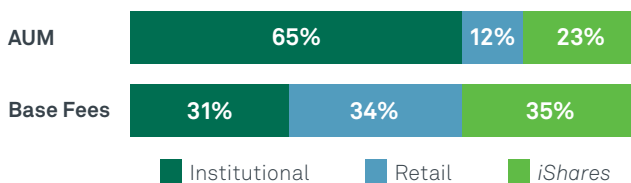
# UNDERSTAND

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

