

Company Overview

BLACKROCK
貝萊德

BlackRock is one of the world's preeminent asset management firms and a premier provider of investment management, risk management and advisory services to institutional, intermediary and individual investors around the world.

Client-Driven Investment Solutions

BlackRock's investment approach is based on our conviction that we can combine our market insights, proprietary technology, culture of teamwork and information sharing, analytical rigor and focus on risk management into an ability to deliver performance in all market environments. Our reach is broad, but our purpose is focused — to consistently add value for our clients within a risk-controlled process.

Our clients look to BlackRock to provide quality investment solutions that cover every investable market across a variety of investment styles and target a range of performance objectives. BlackRock offers a wide range of creative solutions and product structures to meet the needs of our clients. These include institutional and individual separate accounts, mutual funds and other pooled investment vehicles, and the industry-leading iShares® ETFs.

An Independent, Fiduciary Culture

Our commitment to investment excellence is anchored in a shared culture that always places a client's interests first, from individual investors to the world's largest institutions. We act always as a fiduciary for our clients, never trading as a principal on our own behalf. BlackRock is a fully independent firm with no majority shareholders and with a majority of independent board members.

BlackRock serves a broad range of clients around the globe. Our client base includes corporate, public, union and industry pension plans; governments; insurance companies; third-party mutual funds; endowments; foundations; charities; corporations; official institutions; sovereign wealth funds; banks; financial professionals; and individuals worldwide.

Introducing the New BlackRock

On December 1, 2009, BlackRock, Inc. and Barclays Global Investors, N.A. combined to form one of the world's preeminent investment management firms. The new company, operating under the BlackRock name, manages \$3.19 trillion in assets* and offers clients worldwide a full complement of active management, enhanced and index investment strategies and products, including individual and institutional separate accounts, mutual funds and other pooled investment vehicles, and the industry-leading iShares® platform of exchange traded funds. Through BlackRock Solutions®, the firm offers risk management, strategic advisory and enterprise investment system services to a broad base of institutional investors. BlackRock is headquartered in New York City and proudly serves clients in more than 60 countries.

BlackRock's Global Offices

North America

Atlanta
Bloomfield Hills
Boston
Charlotte
Chicago
Cincinnati
Dallas
Durham
Florham Park
Houston
Jacksonville

La Jolla
Los Angeles
Miami
Montreal
New York
Newport Beach
Northern New Jersey
Palm Beach
Philadelphia
Phoenix
Pittsburgh
Princeton

San Francisco
Seattle
Stamford
St. Louis
St. Petersburg
Toronto
Washington, DC
Wilmington
Europe and Middle East
Amsterdam
Brussels

Dubai
Edinburgh
Frankfurt
Geneva
Isle of Man
Jersey
London
Luxembourg
Madrid
Milan
Munich
Paris

Peterborough
Stockholm
Vienna
Warsaw
Zurich
Asia-Pacific
Beijing
Brisbane
Hong Kong
Melbourne
Mumbai†
Perth

Seoul
Shanghai†
Singapore
Sydney
Taipei
Tokyo

Latin America
Mexico City
Santiago
São Paulo

† Joint venture

Global Perspective and Presence

BlackRock is a truly global firm that combines the benefits of worldwide reach with local service and relationships. We have a deep presence in every major capital market in the world, which gives us greater insight into increasingly interconnected financial markets. BlackRock employs more than 8,500 professionals and maintains 74 offices in 24 countries around the world.

As of September 30, 2009, BlackRock's pro forma assets under management totaled \$3.19 trillion* across equity, fixed income, cash management, alternative investment and real estate strategies. Through BlackRock Solutions® — the natural evolution of our long-standing investment in developing sophisticated and highly integrated systems — we offer risk management, strategic advisory and enterprise investment system services to a broad base of clients with portfolios totaling approximately \$7 trillion.

BlackRock at a Glance*

Assets under management: \$3.19 trillion

Number of investment funds: Over 1,000

Global offices: 74, in 24 countries

Client base: Clients in over 60 countries

Employees: Over 8,500

Number of websites: 40, in 17 languages

* Data is as of September 30, 2009, is subject to change, and is based on a pro forma estimate of assets under management and other data at BlackRock, Inc. and Barclays Global Investors, N.A.

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