

**BlackRock®**

# **Introduction to BlackRock**

FOR PROFESSIONAL CLIENTS, QUALIFIED INVESTORS AND QUALIFIED CLIENTS

# Who & how we serve

**We help to build savings that serve across a lifetime.**

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**10mn**

British citizens are invested in our products through defined benefit or defined contribution plans

**7mn**

People in the Netherlands belong to pension funds for which we manage assets<sup>1</sup>

**We make quality investing more available.**

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**~2mn**

German investors use an iShares<sup>®</sup> ETF plan that allows them to invest as little as €1 towards short- and long-term goals

**4,215**

UK advisers utilise Aladdin<sup>®</sup> Wealth investment tools to enhance the value they deliver to their clients<sup>2</sup>

**We invest for better, more resilient futures.**

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**£750bn**

to work in the UK investing in jobs, growth, and innovation across the country, and our involvement in initiatives like the London Stock Exchange

**500**

jobs created in Norway to work on a wind farm of 47 turbines in the west coast that are expecting to provide one million homes with green energy and save 25 million metric ton of water each year<sup>3</sup>

Source: BlackRock, data as of 31 December 2020 unless otherwise noted. **1** Source: 2018 Dutch pension plan and annual reports; Dutch Central Bureau of Statistics. **2** Source: Aladdin<sup>®</sup> Wealth Tech, as of 31 December 2020. **3** BlackRock and Guleslettene Wind Farm, as of 31 December 2020.

# We advance sustainable investing because our conviction is it delivers better outcomes for investors.

## Dedicated research

Create, deliver and scale material insights on sustainability

**15**

material ESG descriptors combined in a unique investment signal<sup>1</sup>

**250+**

select ESG key performance indicators across multiple data providers<sup>1</sup>

## Integrated process

Integrate ESG insights and data across asset classes and investment styles

**100%**

ESG integrated across our active and advisory platform<sup>1</sup>

**1,200+**

ESG metrics available on Aladdin® to manage sustainability-related risk<sup>1</sup>

## Sustainable solutions

Deliver sustainable solutions to help clients achieve their financial objectives

**\$509bn**

in dedicated sustainable assets<sup>2</sup>

**140+**

sustainability funds launched or repurposed to sustainability in the last three years<sup>3</sup>

## Investment stewardship

Engage companies on sustainability issues that impact long-term performance

**160,700**

total proposals voted on in 2020 across 85 markets globally<sup>4</sup>

**3,500+**

engagements with 2,100 companies on Environmental, Social, and Governance issues<sup>4</sup>

**1** Source: BlackRock, as of 31 December 2020. **2** Source: BlackRock, as of 31 December 2021; AUM comprised of ESG Broad, ESG Thematic, Impact strategies and selected priority screened products; BlackRock manages \$696 billion in additional assets that utilize ESG screens. All figures are represented in USD. **3** Source: BlackRock, as of 31 December 2020; Funds on the dedicated Sustainable Platform, includes ESG, Impact & Thematic portfolios along with portfolios which adheres to BlackRock Sustainable Investing baseline screens. **4** Source: BlackRock Investment Stewardship Annual Report, as of January 1, 2020 – December 31, 2020. Most recent data available. All figures are represented in USD.

# We apply a differentiated approach to address whole portfolio needs.

We combine our fiduciary focus, full spectrum of capabilities, and proprietary operating platform to deliver a new dimension of whole portfolio service.



## Client-first mindset

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We operate with a fiduciary focus on our clients' interests to align with our purpose.

## Comprehensive breadth and depth

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From active, to alternatives, to ESG, to factors, to index. We are designed to deliver the most extensive set of investment solutions based on key client needs: outcomes, returns, convenience, value & transparency.

## Industry-leading risk management

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Investment and risk professionals around the world identify risks and opportunities on behalf of clients by leveraging our Aladdin® technology and risk management expertise.

# We have a history of innovating to continually address clients' needs.

## 30+ years ago

Founded as a fixed income manager and **introduced the first risk-managed fixed income solutions.**

**Pioneered index and quantitative investing** to help simplify investing.

**Developed our risk and portfolio construction technology, Aladdin®**, making investing more transparent.

## 20 years ago

**Created the industry's first target date fund**, helping millions of people prepare for their retirement.

**Introduced iShares® ETFs**, democratising investing.

## 10 years ago

**Expanded our product offerings to provide clients more choice** through landmark acquisitions of MLIM and BGI\*.

**Launched Financial Markets Advisory business** to help solve the complex financial challenges of governments, central banks, and financial institutions.

## Last 5 years

**Enhanced our capabilities around whole portfolio solutions** by launching an OCIO platform and expanding our portfolio construction advisory services.

**Introduced sustainability as a central part of how we invest**, integrating ESG throughout our active investment platform.

**Set a new standard in transparency for alternatives through eFront acquisition**, extending Aladdin's® capabilities to provide whole portfolio analysis.

## Today

Entrusted to manage more assets than any other asset manager in the world.

**\$10tn**  
AUM

**17,500+**  
Employees

**100**  
Countries with BlackRock clients

**35**  
Countries with BlackRock offices

Data as of 31 December 2021. All figures are represented in USD. Timeline includes history from predecessor entities.

\*Merrill Lynch Investment Managers and Barclays Global Investors.

# We are designed to deliver: our investment platform seeks to enhance outcomes, returns, convenience, value and transparency for clients.

## Investment solutions designed to meet every client need

**Active Equities**  
\$507bn

**Active Fixed Income**  
\$1,107bn

**Cash Management**  
\$755bn

**Multi-Asset**  
\$816bn

**Alternatives**  
\$329bn<sup>1</sup>

**iShares® & Index**  
\$6,550bn

**Financial Markets Advisory**  
\$9bn

## Investment teams directly benefit from firm-wide resources

**BlackRock Capital Markets**

**BlackRock Investment Institute**

**BlackRock Investment Stewardship**

**BlackRock Sustainable Investing**

**Data & Technology**

**Global Trading**

**Public Policy**

**Risk & Quantitative Analysis**

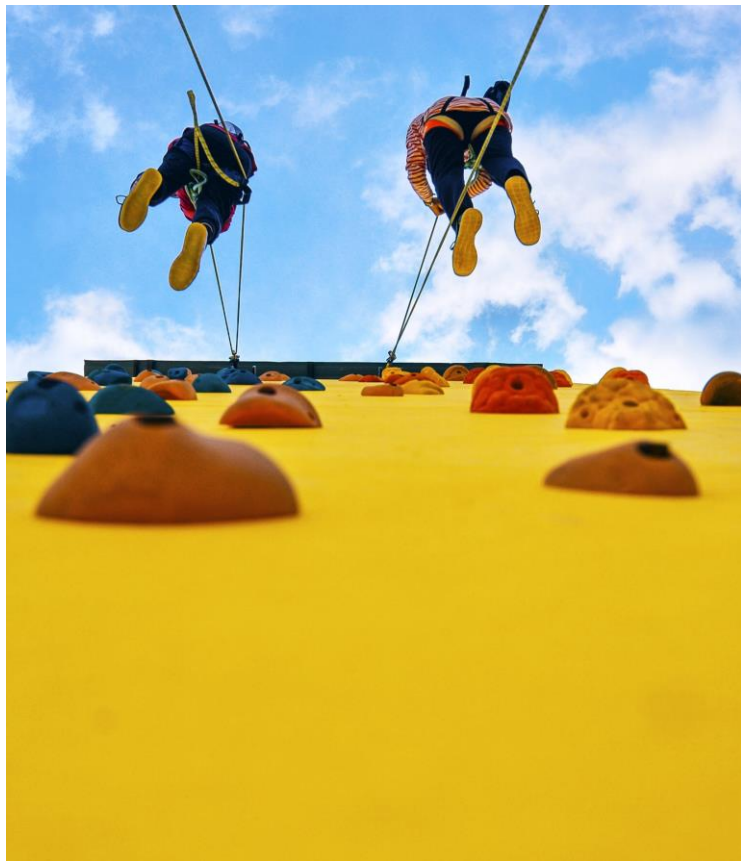
**Securities Lending**

**Transition Management**

Source: BlackRock. Assets under management as of 31 December 2021. All figures are represented in USD.

<sup>1</sup> Alternatives AUM may include committed capital, in addition to invested capital, which remains subject to drawdown.

# We harness our global resources in pursuit of delivering positive results to our clients.



**\$37bn**

in alpha dollars delivered for clients across our active platform over the last year<sup>1</sup>

**\$111bn**

accommodated globally by our money market platform during the COVID-19 crisis<sup>2</sup> to provide investors liquidity

**8,300+**

primary market opportunities sourced annually, giving clients first-priority access to deals<sup>3</sup>

**900+**

iShares ETFs worldwide provide clients more choice and access to all markets<sup>4</sup>

**~1mn**

clients engaged in 20 publications by the BlackRock Investment Institute in 2020<sup>5</sup>

**2.5x**

growth in raising illiquid alternatives capital over the last four years<sup>6</sup>

**1** Source: BlackRock, as of 31 December 2020. Alpha dollars metric measures a fund's above-benchmark performance in dollar terms. Please refer to end notes for methodology.

**2** Source: iMoneyNet, \$111 billion amounted to a 20.0% increase in AUM. **3** Source: BlackRock Capital Markets; For FY 2020 as of 31 December 2020. **4** Source: BlackRock, as of 31 December 2020. **5** Source: BlackRock Investment Institute, as of 31 December 2020. **6** Source: BlackRock, as of 31 December 2020. All figures are represented in USD.

# We built the world's leading investment and risk management platform.

## Aladdin®

by BlackRock

Our proprietary platform integrates risk, investment, and operational processes to provide the clarity to act in a complex world. Aladdin® helps our clients:

**Understand & manage risk**

**Operate more efficiently**

**Make informed investment decisions**

### 950+

Clients using our technology<sup>1</sup>

### 1,900+

Developers and product managers dedicated to Aladdin®

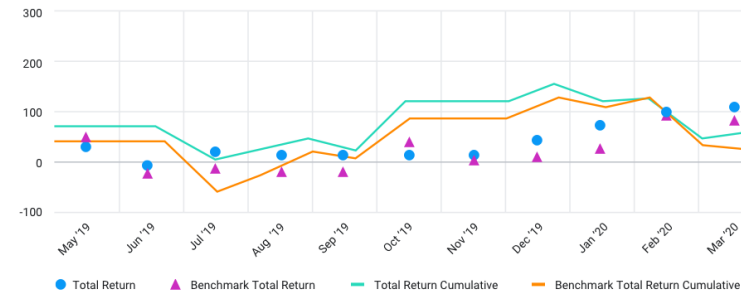
### 3,000+

Risk factors monitored daily by Aladdin®

Source: BlackRock Solutions. Most recent data as of 31 December 2020. Screenshot is for illustrative purposes only. Note: While proprietary technology platforms may help manage risk, risk cannot be eliminated. <sup>1</sup> Technology clients include: 112 Aladdin® Enterprise, 141 Aladdin® Risk, 18 Aladdin® Wealth, 719 eFront.

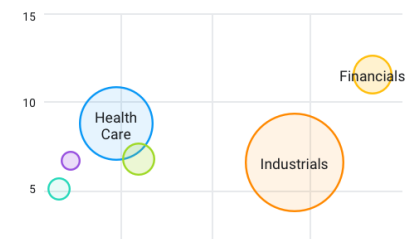
## How did my portfolio perform this month?

Returns Analysis Chart - Month to Date



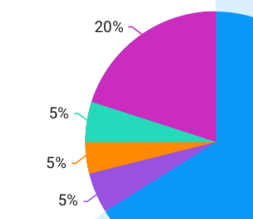
## Which active bets drive active return?

Sector Active Return



## Which sectors are contributing most to total returns?

Total Returns by Sector





# We harness our global resources in pursuit of delivering positive results to our clients: disclosures

**1** Alpha dollars metric measures a fund's above-benchmark performance in dollar terms. The alpha dollars metric is calculated on a monthly basis, by multiplying the fund's AUM by the gross active return realised over the course of the month. The sum of the trailing 12-month period can be representative of the annual alpha dollars metric.

# RISKS

**Capital at risk.** The value of investments and the income from them can fall as well as rise and are not guaranteed. Investors may not get back the amount originally invested.

Past performance is not a reliable indicator of current or future results and should not be the sole factor of consideration when selecting a product or strategy.

Changes in the rates of exchange between currencies may cause the value of investments to diminish or increase. Fluctuation may be particularly marked in the case of a higher volatility fund and the value of an investment may fall suddenly and substantially. Levels and basis of taxation may change from time to time.

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