



**BLACKROCK®**  
2014 ANNUAL REPORT

**TRUSTED TO MANAGE  
MORE MONEY THAN  
ANY OTHER INVESTMENT  
FIRM IN THE WORLD**

WE BUILT BLACKROCK ON:

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SUPERIOR INVESTMENT  
PERFORMANCE

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RELENTLESS CLIENT FOCUS

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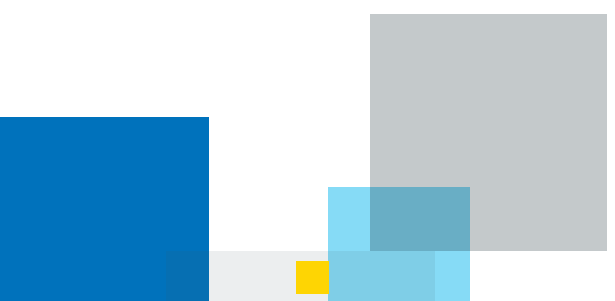
A DIFFERENTIATED  
INVESTMENT PLATFORM

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GLOBAL AND  
LOCAL STRENGTH

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RISK MANAGEMENT  
& *ALADDIN*<sup>®</sup>



Statement on cover is based on \$4.65 trillion of  
assets under management as of 12/31/14.



As the world of investing grows increasingly complex, our goal remains the same: to deliver superior value to our clients, our shareholders and our employees.

BlackRock has the world's foremost combination of investment strategies, risk management capabilities and client-first culture to create the right solutions for our clients and to perform in all market environments.

**This is why BlackRock is trusted to manage more money than any other investment firm in the world.**