



WHO WE ARE

BlackRock's business is investing on behalf of our clients, from large institutions to the parents and grandparents, the doctors and teachers who entrust their savings to us.



We work only for our clients—period. Our promise is to offer them the clearest thinking about what to do with their money and the products and services they need to secure a better financial future.

That's why investors of all kinds have made us the world's largest asset manager, entrusting us with trillions of dollars, and it's why companies, institutions and global governments come to us for help meeting their biggest financial challenges.



ISN'T IT TIME TO BE AN INVESTOR AGAIN?

It's time to say goodbye to the old ways of investing and welcome a new world of investing. See why BlackRock was built for these times.

[Watch now](#)

GLOBAL CAPABILITIES

We've created world-class capabilities around our clients' greatest needs, with a comprehensive range of products and services across asset classes, geographies and investment strategies. Our roots are deep in every region around the world, with some 120 investment teams in 30 countries sharing their best thinking in order to seek better returns.

120+

INVESTMENT TEAMS

7,000+

PORTFOLIOS MANAGED

\$4.1 T

IN ASSETS UNDER MANAGEMENT

WHO WE SERVE

Our clients come from nearly every corner of the globe. They are governments, companies, foundations, and millions of individuals saving for retirement, their childrens' educations and a better life.

100+ COUNTRIES WHERE WE HAVE CLIENTS



86

OUT OF THE FORTUNE 100

19

OF THE TOP 25 INSURERS GLOBALLY

OUR SINGULAR FOCUS

We're passionate about our work and intensely focused on performing at the highest levels. To get there, we strive to out-think and out-work competitors and find the best balance of risk and return across all investment styles on behalf of our clients.

10,000+

EMPLOYEES

60+

OFFICES IN 30 COUNTRIES

RESPONSIBILITY

Responsibility is at the heart of our business—responsibility to our clients and by extension to the communities in which we live and work. We're investing in our communities and our neighbors through our signature focus on education and on building better financial futures.

[Learn more about BlackRock's philanthropy](#)

As the world's largest investor, working on behalf of millions of clients of all sizes, BlackRock embraces a strong commitment both to transparency in financial markets and to sound corporate governance. We are also one of the world's largest responsible investors with \$225 billion in mandates that explicitly address social, ethical, or environmental considerations.

[Learn more about our positions on corporate governance and responsible investment](#)

All figures as of December 31, 2012

AN EXCITING AND EVOLVING CAREER

At BlackRock, you can have a career that’s exciting, rewarding, and full of possibilities in a collaborative culture that is as unique as our investment strategies.



WORKING AT BLACKROCK

Join us and you'll have limitless opportunities to learn and excel, to build a career that can span many specialties and countries. You can make a living AND make a difference, getting the best of a financial leader AND a technology pioneer. You'll have job opportunity AND career mobility. You can rise to the challenge AND rise through the ranks. We'll give you the support you need to make it happen.



THE BEST AND THE BRIGHTEST

We bring together the best and the brightest in a dynamic environment that inspires high performance and welcomes diverse views.

[Learn more about BlackRock's culture and people →](#)



A PLACE TO GROW

Whatever your interest, there's a place for you to grow here—across businesses, backgrounds, and borders.

[Learn more about career paths at BlackRock →](#)
[Search available jobs →](#)

BENEFITS AT BLACKROCK

We offer a wide range of excellent benefits to help employees save for the future, enhance their health and well-being, and balance their work and personal priorities.

[Learn more about benefits at BlackRock →](#)

LEARNING AND DEVELOPMENT

At BlackRock, we have a passion for performance and a focus on continuous learning. You'll have a broad variety of opportunities for career development, including experience on the job, stretch assignments, mentors, networking, classroom and online learning, and more.

[See more about learning & development at BlackRock →](#)

DIVERSITY STRENGTHENS US

Our most innovative and client-focused solutions come from the insights and contributions of more than 10,000 diverse and talented people around the world.

[Learn more about diversity and inclusion at BlackRock →](#)



GETTING READY TO GRADUATE?

With our global presence, commitment to diversity, and deep reservoir of experienced and talented people, BlackRock is a great place to start and build your career. We're looking for the best and brightest college graduates, and we may be coming to your school soon.

[Learn more about BlackRock on campus →](#)

SERVICES & RISK MANAGEMENT

INSIGHTS & EXPERTISE FOR COMPLEX CHALLENGES

Companies, organizations, and global governments come to BlackRock for unbiased advice on complex capital market exposures, help developing investment strategies and comprehensive investment management technology, all anchored by our core expertise in understanding and managing risk.

BLACKROCK SOLUTIONS®

Our investment and risk management services are delivered primarily through BlackRock Solutions® (BRS), which serves as the analytical core of the firm. The BRS team leverages our global reach, unique risk analytics capabilities and capital markets insights to deliver unbiased advice and expertise to companies, organizations and public institutions. BlackRock Solutions also provides Aladdin, our fully-integrated investment management technology platform.

\$8 TRILLION IN ASSET & DERIVATIVE PORTFOLIOS WHERE WE MANAGED OR ADVISED*

ADVISORY

The Financial Markets Advisory practice (FMA) delivers tailored, unbiased advice to governments and private institutions worldwide. FMA provides guidance in valuing and managing complex portfolios and exposures, help in developing action strategies, advice on disposition of distressed assets and other services.

In addition to working with many companies and institutions, FMA is frequently called upon by global governments and central banks facing complex financial challenges, including recently the United States Treasury, Her Majesty's Treasury (United Kingdom), the Bank of Greece and the Central Bank of Ireland.

INVESTMENT MANAGEMENT TECHNOLOGY

Aladdin®, our unique fully integrated enterprise investment solution, combines risk analytics with portfolio management, trading and operations tools to support a consistent, efficient and controlled investment process. BlackRock developed Aladdin to manage the firm's own investment processes and was soon fielding requests from large institutional clients for access to its unique tools. We now provide Aladdin to more than 150 clients.

\$13.7 TRILLION IN ASSETS MANAGED ON THE ALADDIN® PLATFORM*

RISK MANAGEMENT AND ANALYSIS

For investors who are looking for help managing risk, we provide a managed service approach and comprehensive risk analytics capabilities based on our proprietary, best-in-class risk models.

For more information on Aladdin®, BlackRock risk management and advisory services and other BlackRock investment services, please visit the BlackRock Solutions® web site.

For information on portfolio transition services and securities lending, please visit our institutional investors web site.

*All figures as of December 31, 2012.

BLACKROCK®

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Products and Services

News & Insights

Investor Relations

Careers



United States

Individual Investors

Financial Professionals

Institutions

Defined Contribution

BlackRock Solutions

iShares ETFs

NEWS AND INSIGHTS

What we're thinking.

IDEAS AND INSIGHTS: WHERE LEADERSHIP STARTS.

We believe that leadership begins with seeing clearly. It demands the best ideas and the deepest insights—about markets and public policy, about opportunities and risks, about where we are now and what the future might bring.

INVESTMENT THINKING

At BlackRock, thinking about investing never ends. Teams from all over the world are continually researching and analyzing companies, markets and economies, and we aim to bring that thinking together, from every corner of our firm, to make smarter investment decisions.

Exit, Entry and Overshoot—Midyear Outlook - June 17, 2013



Volatility is back. Fears of an end to the era of easy money and emerging market strains have given investors a wakeup call. The BlackRock Investment Institute discusses this fork in the road for markets in its 2013 Outlook Midyear Update.

[View Report](#)

[See more of our latest thinking](#)



VIEWS ON POLICY

As part of our responsibility to promote the long-term interests of our clients and the strength of the communities and markets where we do business, BlackRock develops and publishes insights on public policy issues, especially related to the operation and regulation of financial markets.



Better Benchmarks:
Recommendations for
Financial Benchmark
Reform

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State of the States and
Local Governments

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[See more views on public policy](#)

BLACKROCK IN THE NEWS

Because we are a recognized leader in the financial industry, the media, policymakers, and others often come to us for insights, opinions, and help.

[See highlights of BlackRock in the news](#)

🇺🇸 United States

Individual Investors [↗](#)

Financial Professionals [↗](#)

Institutions [↗](#)

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BlackRock Solutions [↗](#)

iShares ETFs [↗](#)



A GLOBAL REACH

Worldwide reach. Local service and relationships.

BLACKROCK AROUND THE WORLD

BlackRock is a truly global firm that combines the benefits of worldwide reach with local service and relationships. We manage assets for clients in North and South America, Europe, Asia, Australia, the Middle East and Africa.

[See location and contact information for all our global offices →](#)

43% OF OUR EMPLOYEES ARE BASED OUTSIDE THE U.S.

82 OFFICES IN NEARLY 30 COUNTRIES



100+ COUNTRIES WHERE WE INVEST

100+ COUNTRIES WHERE WE HAVE CLIENTS



The following pages are from BlackRock's previous web site. They're included here only so that I could show them in the "before-and-after" comparison that's built in to three of my example pages above.



- About BlackRock
- History
- Philosophy
- Clients
- Strategies & Vehicles
- BlackRock Solutions
- Management Team
- Proxy Voting

THE NEW WORLD
ISN'T STANDING STILL
"So what do I do with
my money?"

FIND ANSWERS with
BlackRock's 2013
Investment Outlook

Read Now



BlackRock. Investing for a new world.

Unlock Opportunity, Uncover Risk

In a world that is shifting and changing faster than ever before, investors who want answers that unlock opportunity and uncover risk entrust their assets to BlackRock. As an independent, global investment manager, BlackRock has no greater responsibility than to its clients.

It's why many of the world's largest pension funds and insurance companies trust BlackRock to understand their unique objectives and why financial advisors and individual end investors partner with BlackRock to help them build the more dynamic, diverse portfolios these times require.

Built for These Times

BlackRock has built its offering around its clients' greatest needs: providing breadth of capabilities - and depth of knowledge - across active and passive strategies, including iShares® ETFs. This is combined with a singular focus on delivering strong, consistent performance and an ability to look across asset classes, geographies and investment strategies to find the right solutions.

With deep roots in every region across the globe, some 100 investment teams in 30 countries share their best thinking to gain the insights that can change outcomes. And, with a passion to understand risk in all its forms, BlackRock's 1,000+ risk professionals dig deep to find the numbers behind the numbers and bring clarity to the most daunting financial challenges. That shapes and strengthens the investment decisions that BlackRock - and its clients - are making to deliver better, more consistent returns through time.

Global Scale

BlackRock is a truly global firm that combines the benefits of worldwide reach with local service and relationships. We manage assets for clients in North and South America, Europe, Asia, Australia, the Middle East and Africa. The firm employs more than 10,100 talented professionals and maintains offices in 30 countries around the world. 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.

Client-Focused

As of March 31, 2013, BlackRock's assets under management total US\$3.936 trillion across equity, fixed income, cash management, alternative investment, real estate and advisory 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 over US\$13 trillion.

▶ Start Here

To explore our localized products and services, please select a country first

Investing in a New World

In the new world, the old ways of investing aren't working anymore. One question is on everyone's mind: "So what do I do with my money?" Learn more about the five practical actions for a more dynamic, diverse portfolio at www.blackrock.com/newworld.

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Business & Locations

Workplace and Culture

Global Mobility

New Hires

THE NEW WORLD ISN'T STANDING STILL
"So what do I do with my money?"

FIND ANSWERS with BlackRock's 2013 Investment Outlook

Read Now

CAREERS FOR A NEW WORLD.

Start Here

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A World of Opportunity

At BlackRock, providing answers has been our unwavering commitment to clients since we began. With approximately \$3.6 trillion in assets under management and offices in 26 countries, we have the brainpower to innovate new ideas and the resources to deliver on them.

Our team represents the passion, energy and entrepreneurial spirit that grew us from a small company to the global firm we are today. Building a career with us goes beyond finance: we pride ourselves on making a difference in the lives of those who entrust us with their savings—the firefighters, teachers, workers, students and retirees who count on us to secure their future.

Experienced Professionals

Bringing together the industry's top talent has always been integral to our success.

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Learn More

Students and Graduates

Learn from and collaborate with the industry's best. Build the ideas that build the future.

Select a Region to /

Learn More

Why BlackRock?

Larry Fink, Chairman & CEO on why you should consider BlackRock

Workplace & Culture

Diversity & Inclusion

Women's Initiative Network

OUT Network

MultiCultural Network

Veterans Network

Charitable Giving

VETERANS

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Summer Internship Experience

Summer 2011

Summer 2010

Summer 2009

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Business Continuity



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THE NEW WORLD ISN'T STANDING STILL
"So what do I do with my money?"
FIND ANSWERS with BlackRock's 2013 Investment Outlook
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7 May 2013

BlackRock CEO Declares Longevity "Defining Challenge of Our Age"

In a speech to students and faculty at New York University Stern School of Business, Mr. Fink noted the great progress made in achieving longer lifespans but added that this blessing is severely straining resources for governments and individual investors worldwide, and also may be restricting job opportunities for younger people as older people remain in the workforce longer.
[View Video](#)

30 Apr 2013

Emerging Equity Exposed - ETP Flows Quarterly

Exchange traded products (ETPs) have waltzed into most stock markets of the emerging world. We detail emerging equity fund flows, the most widely held stocks, and who is doing the buying and selling.
[Read More](#)

26 Apr 2013

What's Developing: Investing in Emerging Markets

Disparities among emerging markets are growing fast - and so are disparities among returns for emerging market investors. In a sweeping publication on long-term trends and immediate opportunities in the emerging world, the BlackRock Investment Institute separates the wheat from the chaff.
[Read More](#)

16 Apr 2013

Quarter Earnings Announces; \$3.936T AUM

BlackRock Reports Quarterly Diluted EPS of \$3.62, or \$3.65 as adjusted; Record \$3.936 Trillion in assets under management at March 31, 2013, up 7% year over year.
[Read More](#)

17 Jan 2013

Quarter Earnings Announced; \$3.792T AUM

BlackRock Reports Record Quarterly Diluted EPS of \$3.93, or \$3.96 as adjusted
[Read More](#)

15 Jan 2013

Mapping Sovereign Risk

The latest quarterly update of the BlackRock Sovereign Risk Index (BSRI) highlights Japan, the United States and selected movers among the 48 countries we track.
[Read More](#)

2 Jan 2013

US Fiscal Cliff Deal: A Stopgap, Not a Solution

With Washington finally coming to a limited agreement to prevent (or delay) the fiscal cliff, BlackRock offers our thoughts about the economic and investment implications.
[Read More](#)

Investing in a New World

In the new world, the old ways of investing aren't working anymore. One question is on everyone's mind: "So what do I do with my money?" Learn more about the five practical actions for a more dynamic, diverse portfolio at www.blackrock.com/newworld.

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