

February 2026

BlackRock®

Introduction to BlackRock

FOR MEMBER OF THE PROVIDENT FUND SCHEME ONLY - NOT FOR PUBLIC DISTRIBUTION (PLEASE READ IMPORTANT INFORMATION)

A history of constant innovation

BlackRock has continually pushed the status quo, allowing us to serve more clients in more ways.



Source: BlackRock, as of December 31, 2025.

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.



Fiduciary-focused mindset

We operate with a fiduciary focus, seeking to align with our client's interests.

Extensive breadth and depth

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

Industry-leading risk management

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

A platform for the whole portfolio

Investment solutions designed to address every client need

Active Equities	Active Fixed Income	Cash Management	Multi-Asset	Private Markets & Alternatives	iShares® ETFs & Index
\$546bn	\$1,257bn	\$1,081bn	\$1,224bn	\$424bn	\$9,510bn

Investment teams directly benefit from firm-wide resources

Aladdin®, Data & Technology

Risk & Quantitative Analysis

Capital Markets

Securities Lending

Global Trading

Transition Management

Investment Stewardship

BlackRock Investment Institute

Government Affairs & Public Policy

Source: BlackRock. Assets under management as of December 31, 2025. All figures are represented in USD. Alternatives AUM may include committed capital, in addition to invested capital, which remains subject to drawdown.

BlackRock's Index Equity Platform:

Global leader in Index Equity assets¹

Focus on consistent performance with efficient outcomes for clients

- Thousands of skillful and thoughtful decisions made annually in each portfolio in seeking to achieve the precise performance that clients demand

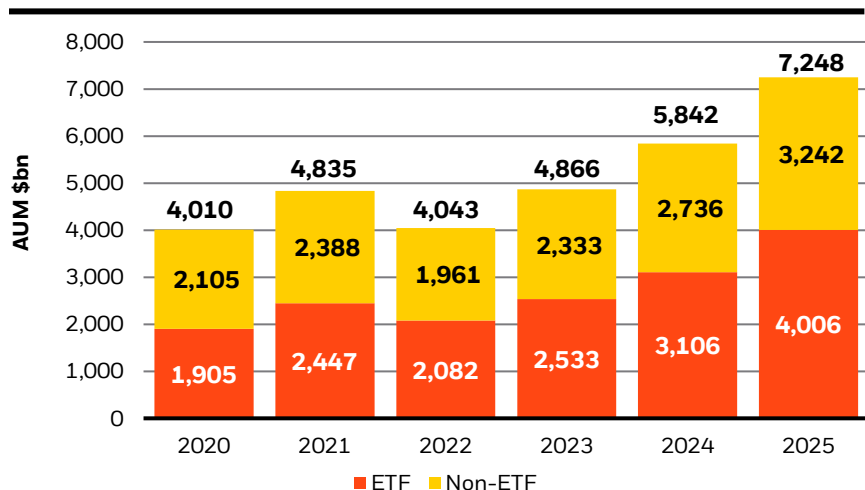
Extensive and flexible platform for index strategies

- Over 2,500 funds managed against 1,000+ benchmarks, including: factors, ESG, and liquidity strategies

Sophisticated technology and risk management

- The Aladdin® platform seamlessly integrates the capabilities of our dedicated portfolio management, research, trading and risk management teams

Equity Index and ETF assets as of Q4 2025: \$7.25T

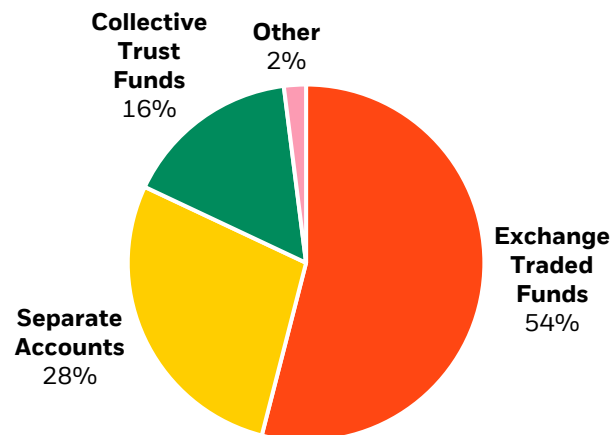


Source: BlackRock as of 31 December, 2025

¹ In terms of AUM. Source: Pensions & Investments as of 31 December 2025

All dollar amounts referenced in this presentation are in USD

Distribution of assets by vehicle type as of Q4 2025



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