

Multicultural and Diversified Business Development



GROUP OVERVIEW

Vision

Institute “*Multiculturalism*” as an integral part of generating and conducting business by developing and mining new markets, and implementing a *diversified business building* philosophy across all parts of Merrill Lynch.

Mission

Drive new business for Merrill Lynch by establishing the firm as the preeminent provider of global wealth and personal financial management services among diverse and multicultural markets. This will be achieved by attracting new assets, generating investment business, building community relationships and attracting the finest human capital from these markets (through individuals and institutions) for Merrill Lynch. Through an integrated approach, ensure that multiculturalism permeates all aspects of our global capital markets and investment banking franchises, wealth management, advisory, and investment management businesses.

Business Objectives

In Fall 2001, the Multicultural & Diversified Business Development Group was established by key members of the Merrill Lynch Executive Management Committee to drive new business for Merrill Lynch by establishing the firm as the preeminent provider of wealth management services among diverse and multicultural markets. The group mandate is to focus on gathering new assets, generating investment business, building community relationships, forging strategic alliances, and attracting the finest human capital from these markets to Merrill Lynch.

Subha V. Barry
First Vice President
1300 Merrill Lynch Drive, 03
Pennington, NJ 08534
609-274-2474 (p)
609-274-0989 (f)
Subha_V_Barry@ml.com

Multicultural and Diversified Business Development



MARKET SEGMENTS

South Asian Business Development Program

The South Asian program focuses on generating business opportunities and building new client relationships for Merrill Lynch Global Private Client among individuals legally residing in the U.S. of South Asian origin or heritage. These include individuals from the Indus sub-continent including India, Pakistan, Nepal, Bangladesh and Sri Lanka. Merrill Lynch's South Asian program includes a focus on the following population segments: Physicians & Health Care Providers; Technology Entrepreneurs; Business Owners, Corporate Executives and Art Patrons and Affiliates. Key markets for Global Private Client programs and activities in 2003 are: Boston, Chicago, Dallas, Edison, Houston, Los Angeles, New Brunswick, New York City, Orlando, San Francisco, San Jose & Washington DC.

Contact: Jyoti Chopra, Director
609-274-1476 (p)
609-274-0989 (f)
Jyoti_Chopra@ml.com

Women's Business Development Program

The Women's Business Development initiative focuses on generating business opportunities and building new client relationships for Merrill Lynch Global Private Client among high-net worth investors. Merrill Lynch's Women's Business Development program includes a focus on the following population segments: women business owners, women executives and women in philanthropy. Key markets for Global Private Client Programs and Activities in 2003 are New York/New Jersey/Connecticut, Washington DC, Los Angeles, San Francisco and Dallas/Fort Worth.

Contact: Caroline Gundeck, First Vice President-Investments
609-274-5649 (p)
609-274-0989 (f)
Caroline_Gundeck@ml.com

African American Business Development Program

The African American Market is responsible for driving strategic business development and market penetration within the African American community. The primary business development activities for the African American market will focus on business growth through targeted campaigns for African American business owners, corporate executives, Historically Black Colleges and Universities, and Not-For-Profit Organizations. In expanding the relationship between Merrill Lynch and the African American community, we will focus on several key markets in 2003 such as: New York City area, Chicago, Dallas / Houston, Atlanta, Los Angeles, & Washington, DC.

Contact: Keith Henry, Director
609-274-5681 (p)
609-274-0989 (f)

Multicultural and Diversified Business Development

KBHenry@NA2.us.ml.com



Hispanic American Business Development Program

The Hispanic American program focuses on generating business opportunities and building new client relationships for Merrill Lynch Global Private Client among individuals legally residing in the U.S. of Hispanic origin or heritage and High Net Worth individuals temporarily residing in the US from Countries from the Caribbean, Central America, South America, Spain and Portugal. Merrill Lynch's Hispanic American program includes a focus on the following population segments: Professionals; lawyers, accountants, doctors, academics, Business Owners, Corporate Executives, Art Collectors and Dealers, Religious communities and organizations non- for profit, International Organizations, Diplomats, Government Officials. Key markets for Global Private Client Programs and Activities in 2004 are Los Angeles/San Diego, Houston/Dallas/San Antonio, Miami, New York/New Jersey, and Washington, D.C.

Contact: Mario Paredes, Director
212-236-1281 (p)
212-236-5469 (f)
Mparedes@na2.us.ml.com