

2018

# BLACKROCK INVESTOR DAY

## Differentiation Driving Long-Term Momentum

### Opening Remarks

Larry Fink, *Chairman and Chief Executive Officer*

8:00AM – 8:05AM

### Strategically Positioned for Long-Term Growth

Geraldine Buckingham, *Global Head of Corporate Strategy*

8:05AM – 8:20AM

### The Benefits of Scale: Technology, Operating Platform, Global Reach

Rob Goldstein, *Chief Operating Officer*

8:20AM – 8:50AM

### Investment Platform Built for Outcomes (Rob Kapito, *President*)

8:50AM – 8:55AM

#### **iShares®: Toward \$4 Trillion**

Mark Wiedman, *Global Head of iShares and Index Investments*

8:55AM – 9:15AM

#### **Generating Alpha Through BlackRock's Platform**

Mark D. Wiseman, *Global Head of Active Equities, Chairman of BlackRock Alternative Investors and Chairman of BlackRock's Global Investment Committee*

9:15AM – 9:25AM

#### **Focused Execution Driving Growth in Illiquid Alternatives**

David Blumer, *Global Head of BlackRock Alternative Investors*

9:25AM – 9:40AM

#### **Cash Management: Seizing Opportunity in Times of Disruption**

Richie Prager, *Global Head of Trading, Liquidity and Investments Platform*

9:40AM – 9:55AM

#### **Targeting Outcomes Through Portfolio Construction**

Rich Kushel, *Head of Multi Asset Strategies and Global Fixed Income*

9:55AM – 10:10AM

Q&A and Break

10:10AM – 10:25AM

### Commitment to Being Local for Our Clients (Rob Kapito, *President*)

10:25AM – 10:30AM

#### **Growth and Innovation in BlackRock's Largest Region**

Mark McCombe, *Head of the Americas*

10:30AM – 10:45AM

#### **Unlocking the Next Wave of Growth in EMEA**

Rachel Lord, *Head of Europe, Middle East and Africa*

10:45AM – 11:00AM

#### **Global Leader and Local Champion in Asia Pacific**

Ryan Stork, *Chairman of Asia Pacific*

11:00AM – 11:15AM

#### **Digitally-Enabled Wealth Distribution**

Salim Ramji, *Head of US Wealth Advisory*

11:15AM – 11:40AM

Q&A

11:40AM – 11:45AM

Lunch / TechFest

11:45AM – 12:45PM

### Differentiated by Our People and Culture

Jeff Smith, *Global Head of Human Resources*

12:45PM – 1:05PM

### Investing for the Future

Gary Shedlin, *Chief Financial Officer*

1:05PM – 1:20PM

Q&A

1:20PM – 1:30PM