

**BLACKROCK
INVESTOR
DAY 2016**

BLACKROCK®

BLACKROCK INVESTOR DAY 2016

Agenda

- 8:00 – 8:05am **Introduction & Forward-Looking Statement Disclosure**
Tom Wojcik, Global Head of Investor Relations & Corporate Development
Chris Meade, General Counsel
- 8:05 – 8:25am **BlackRock: Built for Change**
Geraldine Buckingham, Global Head of Corporate Strategy
- 8:25 – 9:05am **Active Management***
Robert S. Kapito, President
Tim Webb, Head of Global Fixed Income
Nigel Bolton, Co-CIO of Active Equity and CIO of Fundamental Equity
Raffaele Savi, Co-CIO of Active Equity and Co-CIO of Scientific Active Equity
Edward J. Fishwick, Global Co-Head of Risk & Quantitative Analysis
- 9:10 – 9:30am **Institutional**
Mark McCombe, Global Head of Institutional Client Business and Co-Head of BlackRock Alternative Investors
- 9:30 – 9:50am **Real Assets***
Jim Barry, Global Head of Real Assets
- 9:55 - 10:05am **Break**
- 10:05 – 10:25am **iShares: The Path to \$2 Trillion**
Mark Wiedman, Global Head of iShares
- 10:25 – 10:45am **Factor-Based Investing***
Andrew Ang, Head of Factor Investing Strategies
- 10:50 – 11:30am **Global Retail***
Robert Fairbairn, Global Head of Retail and iShares
Damien Mooney, Head of Retail and Chief Marketing Officer for Asia Pacific
Alexander Hocter-Duncan, Head of Europe, Middle East and Africa Retail
Salim Ramji, Head of US Wealth Advisory
- 11:35 – 11:45am **Break**
- 11:45 – 12:05pm **BlackRock's Technology**
Rob Goldstein, Chief Operating Officer and Head of BlackRock Solutions
- 12:05 – 12:25pm **FutureAdvisor***
Bo Lu, Co-Founder and Head of FutureAdvisor
- 12:30 – 12:45pm **Shareholder Value Framework**
Gary S. Shedlin, Chief Financial Officer
- 12:45 – 1:00pm **Closing Remarks and Q&A**
Laurence D. Fink, Chairman & Chief Executive Officer
- 1:00 – 2:00pm **Lunch**

** 5 min Q&A following the presentation*