

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

Investing for the Future

Gary Shedlin, *Chief Financial Officer*

1:05PM – 1:20PM

Q&A

1:20PM – 1:30PM