

Agenda

Welcome to BlackRock's 2021 Investor Day 8:00 – 8:05am
Sam Tortora, *Global Head of Investor Relations*

Opening remarks 8:05 – 8:10am
Rob Kapito, *President*

Listening to and delivering for clients: Our strategy 8:10 – 8:30am
Rob Goldstein, *Chief Operating Officer & Global Head of BlackRock Solutions*
Mark Wiedman, *Head of International and of Corporate Strategy*

Our growth engines	Decades of growth ahead in ETFs and index investing 8:30 – 8:50am Salim Ramji, <i>Global Head of iShares® and Index Investments</i>
	Building tomorrow's alternatives platform 8:50 – 9:10am Edwin Conway, <i>Global Head of BlackRock Alternative Investors</i>
	Aladdin®: Shaping the future 9:10 – 9:25am Sudhir Nair, <i>Global Head of the Aladdin Business</i>

Power of the platform	Durable alpha: Delivered 9:25 – 9:50am Rich Kushel, <i>Head of the Portfolio Management Group</i>
	Powering the portfolio of the future 9:50 – 10:05am Martin Small, <i>Head of U.S. Wealth Advisory</i> Stephen Cohen, <i>Head of Europe, Middle East and Africa</i>

Break 10:05 – 10:20am

Evolving ahead of client needs	China: Positioning for one of the biggest growth opportunities 10:20 – 10:30am Rachel Lord, <i>Chair and Head of Asia Pacific</i>
	Building more inclusive, resilient retirement solutions 10:30 – 10:40am Mark McCombe, <i>Chief Client Officer</i>
	Positioning BlackRock to lead in sustainable investing 10:40 – 10:50am Paul Bodnar, <i>Global Head of Sustainable Investing</i>

Investing to deliver shareholder value 10:50 – 11:10am
Gary Shedlin, *Chief Financial Officer*

Closing remarks 11:10 – 11:20am
Larry Fink, *Chairman and Chief Executive Officer*

Q&A 11:20am – 12:00pm