

Letter of Recommendation

DATE: August, 2022

RE: Angeline Lee

Over my twenty-five-year career across a half dozen companies I've had the opportunity to lead many people and I've rarely seen such talent as I witnessed in Angeline Lee this summer while she worked as an intern on my team.

BlackRock is an investment management and software company. Angeline joined our software division that helps retirement funds, insurance companies, governments and many other institutions manage the end-to-end investment process of over \$10T. Her role was to help make our software available on the go via mobile.

Angeline was quick to learn the business, never hesitating to meet with a diverse group of senior folks across the company. Her curiosity and hard work allowed her to move from understanding problems to solutions at the right pace. Angeline not only helped build a new solution, but she worked through the end-to-end process. From research, product strategy, UX/D, to engineering and testing. Many of these functions were new to her, but she didn't miss a beat.

Most impressive to me was Angeline's willingness to speak up. She was given opportunities to voice her recommendations and she didn't hesitate. When her recommendations met debate, she was thoughtful, considerate, and pivoted where it made sense with new information.

I hope Angeline will join us back at BlackRock, but I support and recommend her in wherever her ambitions take her. If you have any questions regarding her background or qualifications, please feel free to reach out at scott.roen@blackrock.com or 917.592.2464.

Thank you,

Scott Roen

A handwritten signature in grey ink, appearing to read 'Scott Roen'.

Managing Director
BlackRock