

# FINANCIAL HIGHLIGHTS

(\$mm, except per share data)		2015		2014		2013	
Revenue	\$	11,401		\$	11,081	\$	10,180
Net income attributable to BLK, GAAP		3,345			3,294		2,932
Net income attributable to BLK, as adjusted		3,313			3,310		2,882
Operating income, as adjusted		4,695			4,563		4,024
Operating margin, as adjusted		42.9%			42.9%		41.4%
Per Share							
Diluted earnings, GAAP	\$	19.79		\$	19.25	\$	16.87
Diluted earnings, as adjusted		19.60			19.34		16.58
Dividends declared		8.72			7.72		6.72
Diluted weighted-average common shares		169,038,571			171,112,261		173,828,902
Total AUM (end of period)	\$	4,645,412		\$	4,651,895	\$	4,324,088

Please review the Important Notes on page 25 for information on certain non-GAAP figures shown above and through page 24, as well as for source information on other data points on pages 2 through 24.