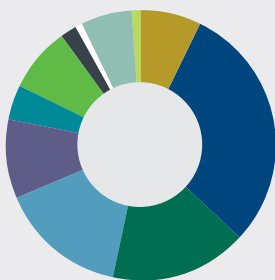


FINANCIAL HIGHLIGHTS

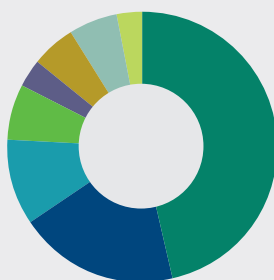
(\$mm, except per share data)	2013	2012	2011	2010	2009
Revenue	\$10,180	\$9,337	\$9,081	\$8,612	\$4,700
Net income attributable to BlackRock, Inc., GAAP	2,932	2,458	2,337	2,063	875
Net income attributable to BlackRock, Inc., as adjusted	2,882	2,438	2,239	2,139	1,021
Operating income, as adjusted	4,024	3,574	3,392	3,167	1,570
Operating margin, as adjusted	41.4%	40.4%	39.7%	39.3%	38.2%
Per Share					
Diluted earnings, GAAP	\$16.87	\$13.79	\$12.37	\$10.55	\$6.11
Diluted earnings, as adjusted	16.58	13.68	11.85	10.94	7.13
Dividends declared	6.72	6.00	5.50	4.00	3.12
Diluted weighted-average common shares	173,828,902	178,017,679	187,116,410	192,692,047	139,481,449
Total AUM (end of period)	\$4,324,088	\$3,791,588	\$3,512,681	\$3,560,968	\$3,346,256
Long-term AUM (end of period)	4,012,209	3,482,366	3,137,946	3,131,116	2,835,812

AUM \$4.324 TRILLION



- Active equity
- Non-ETF index equity
- iShares equity
- Active fixed income
- Non-ETF index fixed income
- iShares fixed income
- Multi-asset
- Core alternatives
- Currency & commodities
- Cash management
- Advisory

REVENUE \$10.2 BILLION



- Equity base fees
- Fixed income base fees
- Multi-asset base fees
- Alternatives base fees
- Cash management base fees
- Performance fees
- BRS & Advisory
- Other revenue

ADJUSTED EPS

23%
CAGR

