

8 Appendices

Annex 8.1 Total assets of the company in 2015-18

Years	2018	2017	2016	2015
Cash &Equivalents	6,302	6,894	6091	6083
Accounts Receivables	2657	2699	2350	2237
Investment	1796	1981	1595	1578
Assets of cosolidated variable entities	3742	1703	1155	1245
Separate assets	110940	174127	176881	182187
Property and equipments	643	592	559	581
Intengible assets	17839	17389	17363	17372
Goodwill	13526	13220	13118	13123
Other assets	2128	1636	1065	855
TOTAL ASSETS	159573	220241	220177	225261

Annex 8.2 Income statement of the company in 2015-18

Years	2018	2017	2016	2015
Total investment advisory, administration fees and securities lending revenue	11553	10868	9848	9840
Performance fees	412	594	295	450
Technology services revenue	785	657	588	528
Distribution fees	1155	1183	1198	1160
Advisory and other revenue	293	298	332	357
Total Revenue	14198	13600	12261	12335
Distribution and servicing cost	1675	1663	1608	409
Direct Fund expenses	998	895	757	815
General administration	1638	1446	1278	1380
Employee compensation and benefits	4320	4253	3878	4005
Amortization of intangible assets and Restructuring charge	110	89	175	128
Total Expenses	8741	8346	7696	6737
Operating income	5457	5254	4565	5598
Non operating Income(expenses)	79	91	110	62
Income before tax	5378	5259	4455	4602
Income tax expenses	1073	307	1287	1250
NET INCOME	4305	4952	3168	3352
Earnings per share for common shareholders				
Basic	26.86	30.54	19.27	20.1
Diluted	26.58	30.12	19.02	19.79
Cash dividends declared and paid per share	12.02	10	9.16	8.72

Annex 8.3 Equity and liabilities of the company in 2015-18

Years	2018	2017	2016	2015
Accrued compensation and benefits	1,988	2153	1880	1971
Accounts payable and accrued Liabilities of consolidated variable interest entities liability	1,292	1161	1094	1068
Liabilities of consolidated variable interest entities	1373	369	216	177
Borrowings	4979	5014	4915	4930
Separate account liabilities	90285	149937	149089	150851
Separate account collateral liabilities under securities lending agreements	20655	24190	27792	31336
Deferred income tax	3571	3527	4840	4851
Other liabilities	1889	1626	1007	1033
Total liabilities	126033	187977	190833	196217
Temporary equity	1107	416	194	464
Additional paid-in capital	19168	19256	19337	19405
Retained earnings	19282	16939	13660	12033
Accumulated other comprehensive loss	691	432	716	448
Treasury stock, common	5387	3967	3185	2489
Total BlackRock, Inc. stockholders' equity	32,374	31798	29098	28503
Nonredeemable noncontrolling interests	59	50	52	77
Total permanent equity	32433	31848	29150	28580
Total liabilities, temporary equity and permanent equity	159573	220241	220177	225261

