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**E B F E B E E E C A**

**Business Segment Financials**  
**Innovative vs Established Segments**

|  | 2015    |         | 2014    |         | 2013    |         |
|--|---------|---------|---------|---------|---------|---------|
| Operating income   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   |
| Operating expenses   | (800)   | (800)   | (800)   | (800)   | (800)   | (800)   |
| Operating profit   | 200     | 200     | 200     | 200     | 200     | 200     |
| Income tax expense   | (50)    | (50)    | (50)    | (50)    | (50)    | (50)    |
| Income before provision for taxes on income                            | 150     | 150     | 150     | 150     | 150     | 150     |
| Income tax expense   | (30)    | (30)    | (30)    | (30)    | (30)    | (30)    |
| Income from continuing operations before provision for taxes on income | 120     | 120     | 120     | 120     | 120     | 120     |
| Income tax expense   | (24)    | (24)    | (24)    | (24)    | (24)    | (24)    |
| Income from continuing operations                                      | 96      | 96      | 96      | 96      | 96      | 96      |
| Income tax expense   | (19.2)  | (19.2)  | (19.2)  | (19.2)  | (19.2)  | (19.2)  |
| Income from continuing operations before provision for taxes on income | 115.2   | 115.2   | 115.2   | 115.2   | 115.2   | 115.2   |
| Income tax expense   | (23.04) | (23.04) | (23.04) | (23.04) | (23.04) | (23.04) |
| Income from continuing operations                                      | 92.16   | 92.16   | 92.16   | 92.16   | 92.16   | 92.16   |

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E B F E C E A E E

Consolidated Statements of Income - USD (\$) shares in Millions, \$ in Millions

Income Statement (Abstract)

|   | 2010      | 2011      | 2012      | 2013      | 2014      | 2015   |
|---|-----------|-----------|-----------|-----------|-----------|--------|
| Revenues  | \$ 48,851 | \$ 49,475 | \$ 51,594 | \$ 58,096 | \$ 65,259 |        |
| Costs and expenses  | 9,648     | 9,577     | 9,586     | 11,334    | 14,076    |        |
| Cost of sales   |           |           |           |           |           |        |
| Other (income)/deductions—net                                       | 2,499     |           | 2,860     | 1,009     | (532)     | 4,031  |
| Income from continuing operations before provision for income taxes | 38,004    | 39,900    | 42,810    | 46,771    | 50,711    | 55,212 |
| Provision for income taxes  | 10,304    | 10,354    | 10,354    | 11,304    | 12,304    | 13,304 |
| Income from continuing operations                                   | 27,700    | 29,546    | 32,456    | 35,467    | 38,407    | 41,908 |
| Gain/(loss) on disposal of discontinued operations—net              | (6)       | 55        | 10,354    | 4,792     | 1,304     |        |
| Income from discontinued operations                                 |           |           |           |           |           |        |
| Income from operations  | 27,694    | 29,601    | 42,810    | 40,259    | 39,711    | 41,908 |
| Net income attributable to Blackboard                               | 27,694    | 29,601    | 42,810    | 40,259    | 39,711    | 41,908 |

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|  |  | 1733 |  |  |  |  |  |  |
|  |  | 1732 |  |  |  |  |  |  |
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|                               | Pfizer | Merck  | Novartis | Bristol-Myers Squibb | Johnson & Johnson |
|-------------------------------|--------|--------|----------|----------------------|-------------------|
| Operating Income (M)          | 11,354 | 6,976  | 8,977    | 1,850                | 16,500            |
| Net Income (M)                | 6,068  | 4,442  | 12,882   | 1,364                | 13,400            |
| EPS                           | 1.11   | 1.36   | 1.29     | 0.93                 | 5.48              |
| Operating Cash Flow (M)       | 11,897 | 1,832  | 19,279   | 14,512               | 12,421            |
| Free Cash Flow (M)            | -1,496 | -1,283 | -3,505   | -870                 | -3,463            |
| Operating Cash Flow PER SHARE | 2.22   | 1.65   | 3.97     | 1.64                 | 5.9               |
| Free Cash Flow PER SHARE      | 14,495 | 19,561 | 692      | 5,208                | 23,462            |
| Return on Assets %            | 4.13   | 4.44   | 13.84    | 4.78                 | 11.65             |
| Financial Leverage (Average)  | 2.59   | 2.28   | 1.71     | 2.23                 | 1.88              |
| Return on Investment (ROIC) % | 7.11   | 6.74   | 19.28    | 7.83                 | 17.55             |



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