

|  | 2011             | 2010             | 2009             |
|--|------------------|------------------|------------------|
| <b>REVENUES</b>  |                  |                  |                  |
| Base management fees <sup>(1)</sup>  | \$ 602           | \$ 562           | \$ 530           |
| Franchise fees <sup>(1)</sup>  | 506              | 441              | 400              |
| Incentive management fees <sup>(1)</sup>   | 195              | 182              | 154              |
| Owned, leased, corporate housing, and other revenue <sup>(1)</sup>                                     | 1,083            | 1,046            | 1,019            |
| Timeshare sales and services (including net note securitization gains of \$37 in 2009)                 | 1,088            | 1,221            | 1,123            |
| Cost reimbursements <sup>(1)</sup>   | 8,843            | 8,239            | 7,682            |
|  | <u>12,317</u>    | <u>11,691</u>    | <u>10,908</u>    |
| <b>OPERATING COSTS AND EXPENSES</b>  |                  |                  |                  |
| Owned, leased, and corporate housing-direct  | 943              | 955              | 951              |
| Timeshare-direct   | 929              | 1,022            | 1,040            |
| Timeshare strategy-impairment charges  | 324              | —                | 614              |
| Reimbursed costs <sup>(1)</sup>  | 8,843            | 8,239            | 7,682            |
| Restructuring costs  | —                | —                | 51               |
| General, administrative, and other <sup>(1)</sup>  | 752              | 780              | 722              |
|  | <u>11,791</u>    | <u>10,996</u>    | <u>11,060</u>    |
| <b>OPERATING INCOME (LOSS)</b>   | 526              | 695              | (152)            |
| (Losses) gains and other income (including gain on debt extinguishment of \$21 in 2009) <sup>(1)</sup> | (7)              | 35               | 31               |
| Interest expense <sup>(1)</sup>  | (164)            | (180)            | (118)            |
| Interest income <sup>(1)</sup>   | 14               | 19               | 25               |
| Equity in losses <sup>(1)</sup>  | (13)             | (18)             | (66)             |
| Timeshare strategy - impairment charges (non-operating) <sup>(1)</sup>                                 | —                | —                | (138)            |
| <b>INCOME (LOSS) BEFORE INCOME TAXES</b>   | <u>356</u>       | <u>551</u>       | <u>(418)</u>     |
| (Provision) benefit for income taxes   | (158)            | (93)             | 65               |
| <b>NET INCOME (LOSS)</b>   | <u>198</u>       | <u>458</u>       | <u>(353)</u>     |
| Add: Net losses attributable to noncontrolling interests, net of tax                                   | —                | —                | 7                |
| <b>NET INCOME (LOSS) ATTRIBUTABLE TO MARRIOTT</b>  | <u>\$ 198</u>    | <u>\$ 458</u>    | <u>\$ (346)</u>  |
| <b>EARNINGS PER SHARE-Basic</b>  |                  |                  |                  |
| Earnings (losses) per share attributable to Marriott shareholders                                      | <u>\$ 0.56</u>   | <u>\$ 1.26</u>   | <u>\$ (0.97)</u> |
| <b>EARNINGS PER SHARE-Diluted</b>  |                  |                  |                  |
| Earnings (losses) per share attributable to Marriott shareholders                                      | <u>\$ 0.55</u>   | <u>\$ 1.21</u>   | <u>\$ (0.97)</u> |
| <b>CASH DIVIDENDS DECLARED PER SHARE</b>   | <u>\$ 0.3875</u> | <u>\$ 0.2075</u> | <u>\$ 0.0866</u> |

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**Connecticut. Public Utilities  
Commission**



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