

MARRIOTT INTERNATIONAL, INC.
CONSOLIDATED STATEMENTS OF INCOME
Fiscal Years 2013, 2012, and 2011
(\$ in millions, except per share amounts)

□	368 Days Ended December 31, 2013	364 Days Ended December 28, 2012	364 Days Ended December 30, 2011
REVENUES			
Base management fees ⁽¹⁾	\$ 621	\$ 581	\$ 602
Franchise fees ⁽¹⁾	666	607	506
Incentive management fees ⁽¹⁾	256	232	195
Owned, leased, corporate housing, and other revenue ⁽¹⁾	950	989	1,083
Timeshare sales and services	—	—	1,088
Cost reimbursements ⁽¹⁾	10,291	9,405	8,843
	<u>12,784</u>	<u>11,814</u>	<u>12,317</u>
OPERATING COSTS AND EXPENSES			
Owned, leased, and corporate housing-direct	779	824	943
Timeshare-direct	—	—	929
Timeshare strategy-impairment charges	—	—	324
Reimbursed costs ⁽¹⁾	10,291	9,405	8,843
General, administrative, and other ⁽¹⁾	726	645	752
	<u>11,796</u>	<u>10,874</u>	<u>11,791</u>
OPERATING INCOME	988	940	526
Gains (losses) and other income ⁽¹⁾	11	42	(7)
Interest expense ⁽¹⁾	(120)	(137)	(164)
Interest income ⁽¹⁾	23	17	14
Equity in losses ⁽¹⁾	(5)	(13)	(13)
INCOME BEFORE INCOME TAXES	897	849	356
Provision for income taxes	(271)	(278)	(158)
NET INCOME	\$ 626	\$ 571	\$ 198
EARNINGS PER SHARE-Basic			
Earnings per share	<u>\$ 2.05</u>	<u>\$ 1.77</u>	<u>\$ 0.56</u>
EARNINGS PER SHARE-Diluted			
Earnings per share	<u>\$ 2.00</u>	<u>\$ 1.72</u>	<u>\$ 0.55</u>

⁽¹⁾ See Footnote No. 18, "Related Party Transactions," to our Consolidated Financial Statements for disclosure of related party amounts.

See Notes to Consolidated Financial Statements