

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

Mcclendon Financial Report 20

John F. Shiner



Mcclendon Financial Report 20:

Financial Report Texas. Dept. of Agriculture,1912 *Financial Report* Kentucky. Finance and Administration Cabinet,1909 **Standing Their Ground** Adrienne Monteith Petty,2017 The transformation of agriculture was one of the most far reaching developments of the modern era In analyzing how and why this change took place in the United States scholars have most often focused on Midwestern family farmers who experienced the change during the first half of the twentieth century and southern sharecroppers swept off the land by forces beyond their control Departing from the conventional story this book focuses on small farm owners in North Carolina from the post Civil War era to the post Civil Rights era It reveals that the transformation was more protracted and more contested than historians have understood it to be Even though the number of farm owners gradually declined over the course of the century the desire to farm endured among landless farmers who became landowners during key moments of opportunity Moreover this book departs from other studies by considering all farm owners as a single class rejecting the widespread approach of segregating black farm owners The violent and restrictive political culture of Jim Crow regime far from only affecting black farmers limited the ability of all farmers to resist changes in agriculture By the 1970s the vast reduction in the number of small farm owners had simultaneously destroyed a Southern yeomanry that had been the symbol of American democracy since the time of Thomas Jefferson rolled back gains in landownership that families achieved during the first half century after the Civil War and remade the rural South from an agrarian society to a site of global agribusiness Foulois and the U.S. Army Air Corps: 1931-1935 , Foulois and the U.S. Army Air Corps, 1931-1935 John F. Shiner,1983 **Annual Report ...** New Rochelle (N.Y.). Director of Finance,1909 Annual Report from the Department of Education to the General Assembly of the State of Georgia Georgia. Department of Education,1900 **Annual Report** ,1900 *Annual Report of the State of Georgia, Department of Education* Georgia. Department of Education,1900 **Annual Report** Texas Civil Judicial Council,1931 Issues for 1947 54 1962 include the council s Judicial statistics **SEC News Digest** ,1981-11-27 *Annual Report* Southwestern Legal Foundation,1986 **Texas. Civil Judicial Council. Annual Report** Texas Judicial Council,1940 **The Co-operative Journal** ,1901 **Annual Report - Texas Highway Department** Texas. Highway Department,1921 **California. Court of Appeal (1st Appellate District). Records and Briefs** California (State)., **Index to Current Urban Documents** ,1978 **Annual Report** Pennsylvania Higher Educational Facilities Authority,1998 **Cold, Hungry and in the Dark** Bill Powers,2013-06-14 An energy industry insider delivers hard truths about the reality of fracking Conventional wisdom has North America entering a new era of energy abundance thanks to shale gas But has industry been honest Cold Hungry and in the Dark argues that declining productivity combined with increasing demand will trigger a crisis that will cause prices to skyrocket damage the economy and have a profound impact on the lives of nearly every North American Relying on faulty science bought and paid for white papers masquerading as independent research and industry

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1. This book is structured into several chapters, namely:

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- Chapter 2: Essential Elements of McClendon Financial Report 20
- Chapter 3: McClendon Financial Report 20 in Everyday Life
- Chapter 4: McClendon Financial Report 20 in Specific Contexts
- Chapter 5: Conclusion

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