

1958

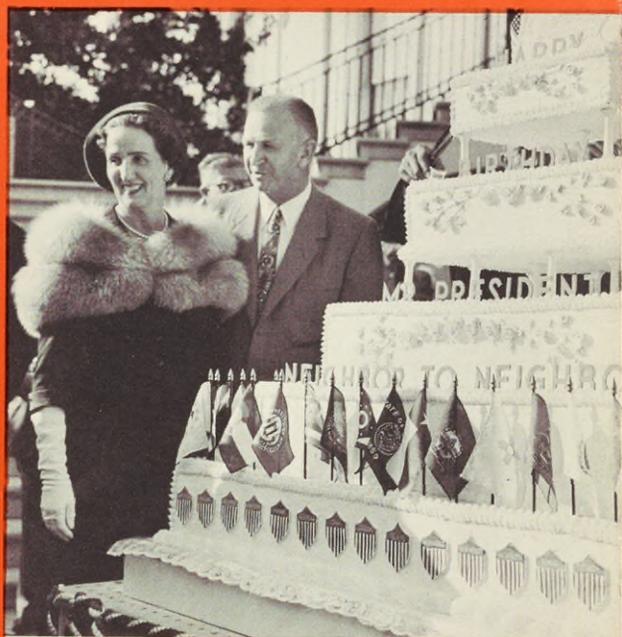
# Hot Shoppes, Inc.®

## ANNUAL REPORT

*for the fiscal year ended July 27, 1958*



EXECUTIVE OFFICES • 5161 River Road, Bethesda, Maryland



*PRESIDENT and Mrs. J. W. Marriott have their picture taken beside the 500-pound birthday cake baked by Hot Shoppes for President Dwight D. Eisenhower. The cake was cut on the White House lawn at a special reception, after which portions of the cake were sent to all veteran's hospitals with a special card from President Eisenhower.*

*for the fiscal year ended July 27, 1958*

**Hot Shoppes, Inc.** *Annual Report*

OPERATIONS

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# The year in review

	1958	1957
<b>SALES</b>		
Exceeded \$40 million for the first time in our history.....	\$40,783,649	\$36,002,599
<b>EARNINGS BEFORE INCOME TAXES</b>		
A significant \$367,687 increase over last year.....	\$ 2,504,958	\$ 2,137,271
A share of Common Stock.....	\$3.06	\$2.74
<b>INCOME TAXES</b>		
1958 Federal and State income taxes amounted to a substantial portion of our profits	\$ 1,179,626	\$ 998,923
A share of Common Stock.....	\$1.44	\$1.28
<b>NET INCOME</b>		
A 16% increase as compared to a sales increase of 13%.....	\$ 1,325,332	\$ 1,138,348
A share of Common Stock.....	\$1.62	\$1.46
<b>COMMON STOCK DIVIDENDS PAID</b>		
Our 6th Year of continuous dividends		
Cash dividends.....	\$ 42,949*	\$ 338,319
Stock dividends.....	\$ 545,234	—0—
A share of Common Stock.....	5%	\$ .60**
<b>EARNINGS REINVESTED</b>		
To partially finance our expansion program.....	\$ 1,282,383	\$ 800,029
A share of Common Stock.....	\$1.56	\$1.02
<b>STOCKHOLDERS' INVESTMENT</b>		
Reflects the continued growth of your Company	\$ 8,859,749	\$ 7,694,176
A share of Common Stock.....	\$10.81	\$9.85
<b>WORKING CAPITAL</b>		
Increased \$752,237 over last year.....	\$ 3,331,847	\$ 2,579,610
<b>COMMON &amp; CLASS B COMMON SHARES</b>		
1958 Increase of 5% results from stock dividends.....	819,528	781,248
<b>STOCKHOLDERS</b>		
Indicates wider distribution of our stock.....	3,130	2,932

\* Cash paid in lieu of fractional shares on stock dividends.

\*\* Dividends declared on Common Stock only at the rate of 15c per quarter.



## *from the President's desk*

RECORD ACHIEVEMENTS in both sales and profits highlighted your Company's operations in the fiscal year that ended on July 27, 1958. Sales increased to \$40,783,649 and were 13% above the previous high of \$36,002,599 recorded in 1957. Net profits climbed to \$1,325,332 for a gain of 16% over 1957 profits of \$1,138,348.

### **OPERATING RESULTS**

During 1958, Hot Shoppes, Inc., added nine new units and eliminated several marginal industrial operations. These changes brought our operating locations to a total of 74 at year-end. Our nine new units contributed \$1,855,000, or 39% of the \$4,781,050 sales increase realized in 1958.

Net profits before taxes rose to \$2,504,958, as compared with \$2,137,271 in 1957. Net profits after taxes for 1958 totaled \$1,325,332, or \$186,984 more than last year. Earnings per share of capital stock increased to \$1.62 in 1958, as opposed to \$1.46 per share in 1957.

It should be recognized that Hot Shoppes' reported earnings during the past four years have been lower than would have been otherwise true, due to the Company's use of accelerated depreciation. This factor is especially significant in fiscal 1958 because, for the first time, the Marriott Motor Hotel, with its relatively large capital investment and depreciation, was included in our operations for a full year.

### **UNUSUAL TAX SAVING**

During fiscal 1958, your Company realized an unusual non-recurring tax saving which resulted in a \$133,257 reduction in our 1958 income taxes. This \$133,257 tax saving is not reflected in the net profits discussed above. It represents additional capital available for investment in our expansion program and is hence of real importance to our stockholders. Including this \$133,257 tax saving, our net income would be \$1,458,589, or \$1.78 per share as compared to the \$1.62 stated above.

FROM THE PRESIDENT'S DESK

FINANCIAL STATEMENT

FACILITIES

OPERATIONS



### **DIVIDENDS**

During the past fiscal year, shareholders received stock dividends totaling 5% of their holdings. These dividends paid on outstanding Common and Class B Common Stock totaled 34,780 shares. Stock dividends were declared in recognition of the income tax benefits that accrue to our shareholders and the additional equity capital that is made available to your Company through this form of payment. Our expansion program provides an excellent opportunity for the profitable reinvestment of these funds.

### **FINANCIAL CONDITION**

Your Company's year-end balance sheet reflects a sound financial condition. Cash balances of \$4,380,706 are in themselves greater than total current liabilities of \$4,279,822. This strong current position is further evidenced by our current ratio of 1.78 to 1, which compares with a ratio last year of 1.75 to 1. Current assets in 1958 equaled \$7,611,669 for an increase of \$1,586,911 over the 1957 total of \$6,024,758. Current liabilities of \$4,279,822 in 1958 compare with \$3,445,148 in 1957.

1958 total assets of \$17,229,370 are some \$1,807,804 greater than those in 1957. This growth in total assets has been provided in large part by the \$1,165,573 increase that has occurred in the shareholders' equity in the Company. This equity was \$8,859,749 at July 27, 1958, and amounted to \$10.81 per share in 1958, as compared with \$9.85 per share in the previous year.

### **EXPANSION IN 1958**

Continued expansion in 1958 included nine new units and significant improvements in the earnings capacities of several existing locations.

Two new Mighty Mo curb service operations were opened in the Washington, D. C., area at 2000 Hamilton Street, West Hyattsville, Mary-

land, and at the intersection of East-West Highway and New Hampshire Avenue in Takoma Park, Maryland.

In December, 1957, a new and larger service restaurant and Pantry House were opened at 4110 Wisconsin Avenue in the District of Columbia. This operation replaces a former structure which burned in 1956.

Also during the year, your Company began the operation of a cafeteria and executive dining room service for the International Monetary Fund in downtown Washington, D. C. In addition to providing meals for those employed by IMF, special foreign menus are prepared for visiting diplomats.

Five new industrial and governmental cafeterias were added in 1958. These include the E. I. duPont deNemours Company in Martinsville and Waynesboro, Virginia; the Allied Chemical Corporation in Hopewell, Virginia; the Miami Daily News in Miami, Florida; and expanded permanent quarters at Fort George G. Meade, Maryland, where we also operate a drug store and a sizable newsstand.

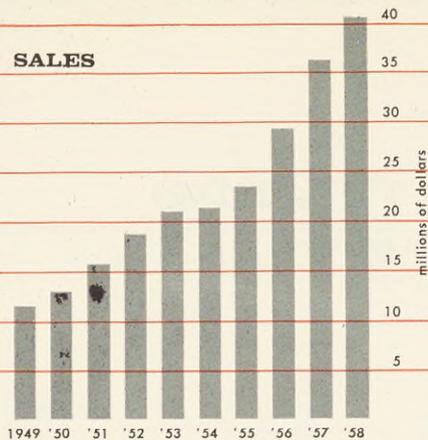
Several of our existing locations in Baltimore and Philadelphia were completely redecorated and equipped with new service kitchens. In 1959, there are a number of similar improvements planned. These renovation programs are designed to enable our established locations to keep pace with the over-all growth of the Company.

### **MARRIOTT MOTOR HOTEL**

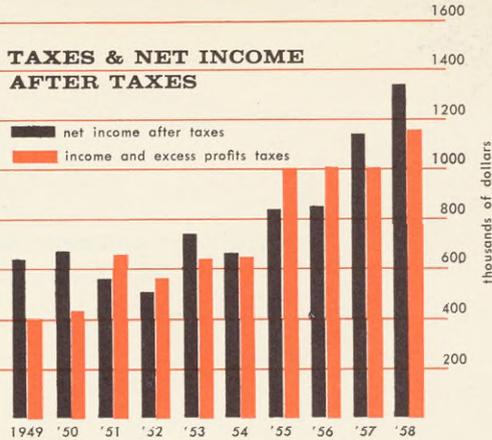
The 370-room Marriott Motor Hotel has continued to operate very successfully, and during 1958 its restaurant facilities were expanded by an additional 70 seats.

During the winter months, the Marriott's swimming pool and patio are converted to an outdoor ice skating rink which provides eye-catching shows and exciting recreation for our guests.

### SALES



### TAXES & NET INCOME AFTER TAXES



### EXPANSION IN 1959

Because of the unusually fine public acceptance of our facilities at the Marriott Motor Hotel, plans have been drawn and construction has been started on our second venture in the motor hotel field. The Key Bridge Marriott Motor Hotel, to be located at the south end of the Francis Scott Key Bridge connecting Arlington County, Virginia, with Washington, D. C., is ideally situated to accommodate tourists and businessmen visiting the city of Washington. This new 210 room motor hotel will be similar to the original Marriott Motor Hotel in both design and services offered. Its facilities will include air-conditioning, free radio and television for every room, custom-designed furniture, a gift and necessity shop, a barber shop and beauty shop, two swimming pools, banquet rooms, plus a hospitality desk offering numerous services including theater tickets, sightseeing tours, baby sitting services, sports tickets, and out-of-town motel and hotel reservations. Guest registration will also be similar to that in the Marriott Motor Hotel, as guests may register either from their cars or inside a conveniently located registration building. Our present service restaurant located at this site will be completely remodeled to conform to the design of the new motor hotel and to provide additional accommodations for our motor hotel guests.

New restaurants and cafeterias are also planned for 1959, and several of these units are now under construction. One, a public cafeteria located at 3410 West Broad Street in Richmond, Virginia, is already open.

Our airline catering division has recently begun service to National Airlines in Miami, Florida. This service will include our delicious in-flight meals as well as the operation of an employee cafeteria. At Love Field in Dallas, Texas, our operations have recently been expanded to include a similar employee cafeteria for Braniff International Airways.

At the new Idlewild International Airport, near New York City, we expect to be operating in late 1959 a luxurious public restaurant and coffee shop in the Eastern Airlines Terminal Building. Coupled with this will also be employee feeding and in-flight meal service to several major airlines. To service these locations and others in the New York district, Hot Shoppes is expanding its food processing facilities in that area.

The impressive growth of your Company represents a significant expression of approval from our millions of customers. Hot Shoppes' only aim, whether it be in restaurants, motor hotels, or catering, is to be worthy of this tribute. Our greatest promotional effort lies in keying the efforts of every person in our organization to provide quality "Food for the Whole Family" and good service in beautiful surroundings, at reasonable prices. The executive staff, employee training, testing and research, procurement, manufacturing—in fact, every department and service—exist solely to realize this goal. It is a coordinated group effort realized through the loyal work of some 6,000 individuals. We wish to express our sincere appreciation to our employees who made 1958 a most successful year. Their, diligent attention to the pleasure of our customers made possible Hot Shoppes' record achievements in fiscal 1958.

Respectfully submitted,

*J. Willard Marriott*  
**J. WILLARD MARRIOTT**  
*President*

October 24, 1958

FINANCIAL STATEMENT

FACILITIES

OPERATIONS

# Hot Shoppes, Inc. and Subsidiaries

statement of consolidated financial condition  
as at July 27, 1958 and July 28, 1957

## ASSETS

	1958	1957
<b>CURRENT ASSETS</b>		
Cash	\$ 4,380,706	\$ 3,242,447
Accounts receivable		
Trade	889,399	734,773
Employees	22,972	15,778
Other	6,918	5,579
Receivables from the sale of fixed assets— current portion (see below)	13,000	13,000
Inventories—at lower of average cost or market		
Food, cigarettes, novelties, etc.	1,457,862	1,293,983
Farm—livestock and supplies	119,600	98,895
Expense supplies	511,188	428,001
Prepaid expenses	210,024	192,302
<b>Total Current Assets</b>	<b>\$ 7,611,669</b>	<b>\$ 6,024,758</b>
<b>OTHER ASSETS</b>		
Deferred finance expense	\$ 53,747	\$ 63,182
Receivables from the sale of fixed assets (less current portion above)	35,000	12,482
Cash surrender value of life insurance	176,486	153,363
Deferred construction costs	50,000	65,173
Deposits on land purchase	20,750	
<b>Total Other Assets</b>	<b>\$ 335,983</b>	<b>\$ 294,200</b>
<b>FIXED ASSETS (at cost)</b>		
Land and land improvements— less accumulated depreciation of \$16,307 in 1958 and \$7,277 in 1957	\$ 1,427,557	\$ 1,493,252
Buildings and improvements— less accumulated depreciation of \$963,502 in 1958 and \$478,509 in 1957	4,241,995	4,473,273
Leasehold improvements— less accumulated amortization of \$894,157 in 1958 and \$773,946 in 1957	691,724	653,783
Furniture and fixtures— less accumulated depreciation of \$3,198,562 in 1958 and \$3,232,500 in 1957	2,607,222	2,190,018
Automotive equipment— less accumulated depreciation of \$354,895 in 1958 and \$286,262 in 1957	165,219	141,285
Other	148,001	150,997
<b>Total Fixed Assets</b>	<b>\$ 9,281,718</b>	<b>\$ 9,102,608</b>
<b>TOTAL ASSETS</b>	<b>\$17,229,370</b>	<b>\$15,421,566</b>

## LIABILITIES AND STOCKHOLDERS' INVESTMENT

	1958	1957
<b>CURRENT LIABILITIES</b>		
Accounts payable		
Trade creditors	\$ 960,560	\$ 1,096,144
Income taxes withheld	341,775	7,374
Miscellaneous	62,300	40,982
Notes and mortgages payable—current portion (Note B)	192,435	172,632
Accrued salaries, wages, and bonuses	1,064,410	682,621
Accrued payroll taxes, permits, and other taxes	136,268	120,565
Provision for income taxes (Note A)	980,960	945,182
Miscellaneous	541,114	379,648
<b>Total Current Liabilities</b>	<b>\$ 4,279,822</b>	<b>\$ 3,445,148</b>
<b>LONG-TERM LIABILITIES</b>		
Notes Payable (Note B)	\$ 712,000	\$ 808,500
Mortgages Payable (Note B)	3,377,799	3,473,742
<b>Total Long-Term Liabilities</b>	<b>\$ 4,089,799</b>	<b>\$ 4,282,242</b>
<b>Total Liabilities</b>	<b>\$ 8,369,621</b>	<b>\$ 7,727,390</b>
<b>STOCKHOLDERS' INVESTMENT</b>		
Common stock—\$1 par value; 1,000,000 shares authorized; outstanding	\$ 613,716	\$ 585,097
Class B common stock—\$1 par value; 750,000 shares authorized; outstanding	205,812	196,151
Capital contributed in excess of par value of common stock	1,094,900	576,496
Retained earnings		
Unrestricted	3,850,687	3,241,798
Restricted as to dividends (Note B)	3,094,634	3,094,634
<b>Total Stockholders' Investment</b>	<b>\$ 8,859,749</b>	<b>\$ 7,694,176</b>
<b>TOTAL LIABILITIES AND STOCKHOLDERS' INVESTMENT</b>	<b>\$17,229,370</b>	<b>\$15,421,566</b>

The accompanying notes are an integral part of this statement.

## FOOTNOTES TO CONSOLIDATED FINANCIAL STATEMENTS

### Principles of Consolidation

The consolidated financial statements include the accounts of Hot Shoppes, Inc. and thirty-nine wholly-owned subsidiaries. In consolidation, intercompany accounts and transactions have been eliminated.

### Note A

The Internal Revenue Service has audited our records through July 31, 1953, and all additional taxes resulting therefrom have been paid. The Internal Revenue Service audit for the fiscal years 1954, 1955 and 1956 is in progress, but has not yet been completed. No material adjustments are anticipated.

### Note B

	Included in Current Liabilities	Long-Term Liabilities
NOTES PAYABLE		
5% Subordinated Debenture Note Payable	\$12,500	\$50,000
4½% Note Payable	84,000	662,000
	\$96,500	\$712,000

The 4½% note is payable \$42,000 semi-annually with the balance due June 1, 1967. A provision in this note is that dividends, distributions, and payments on the Common Stock shall be paid only from consolidated surplus accumulated subsequent to July 31, 1951, and then only if the consolidated net current assets equal at least \$1,000,000 after giving effect to such proposed dividend or distribution.

	Included in Current Liabilities	Long-Term Liabilities
MORTGAGES PAYABLE		
4½% 20-year mortgage on the Executive Offices at 5161 River Road, Washington 16, D. C. (due August 31, 1975)	\$30,470	\$740,272
5% 20-year mortgage on the Marriott Motor Hotel, 333 Jefferson Davis Highway, Arlington, Virginia (due August 1, 1977)	65,465	2,637,527
	\$95,935	\$3,377,799

Principal and interest on both mortgages are being amortized by annual payments over their respective 20-year terms.

### Note C

During fiscal 1958, a reserve totaling \$261,517 was established for annual leave earned by our employees. This reserve was deductible in the computation of 1958 income taxes. This deduction resulted in a \$133,257 saving in income taxes in 1958.

### Note D

Stock dividends of 5% or 34,780 shares were declared in fiscal 1958. The \$545,234 market value of these shares was transferred from retained earnings to the common stock and capital surplus accounts. Cash payments totaling \$42,949 were also disbursed in lieu of fractional shares.

# Hot Shoppes, Inc. and Subsidiaries

statement of consolidated income and retained earnings  
for the years ended July 27, 1958 and July 28, 1957

	1958	1957
<b>GROSS INCOME</b>		
From operations	\$40,783,649	\$36,002,599
Other	47,214	55,329
	\$40,830,863	\$36,057,928
<b>DEDUCTIONS</b>		
Cost of sales and operating expenses	\$34,137,625	\$30,122,004
Administrative expenses	2,554,003	2,375,664
Depreciation and amortization	1,372,134	1,118,118
Miscellaneous expenses	262,143	304,871
	\$38,325,905	\$33,920,657
<b>INCOME BEFORE PROVISION FOR INCOMES TAXES</b>	<b>\$ 2,504,958</b>	<b>\$ 2,137,271</b>
<b>PROVISION FOR FEDERAL AND STATE INCOME TAXES</b>	<b>1,179,626</b>	<b>998,923</b>
<b>NET INCOME</b>	<b>\$ 1,325,332</b>	<b>\$ 1,138,348</b>
<b>RETAINED EARNINGS</b>		
At July 29, 1957, and July 30, 1956	6,336,432	5,608,186
<b>ADD</b>		
1958 Income Tax Saving (Note C)	133,257	
	\$ 7,795,021	\$ 6,746,534
<b>DEDUCT</b>		
Cash Dividends (Note D)	\$ 42,949	\$ 338,319
Stock Dividends (Note D)	545,234	71,783
Miscellaneous deductions (Note C)	261,517	
	\$ 849,700	\$ 410,102
<b>RETAINED EARNINGS</b>		
At July 27, 1958, and July 28, 1957 (Note B)	\$ 6,945,321	\$ 6,336,432

The accompanying notes are an integral part of this statement.

## Auditors' certificate

We have audited the records of account of Hot Shoppes, Inc. and its subsidiaries for the fiscal period July 29, 1957, to July 27, 1958, in accordance with generally accepted auditing standards applicable to the circumstances, and, in connection therewith, we did not omit any procedures deemed necessary or applicable. Our examination included a general review of income and expense accounts, a test-check of inventory quantities, and verifications of other accounts to the extent we deemed appropriate.

We hereby certify that, in our opinion, the accompanying balance sheet and related statement of profit and loss and analysis of surplus fairly present, in accordance with generally accepted principles of accounting, applied on a basis consistent with that of the preceding year, the true financial condition of Hot Shoppes, Inc. and its subsidiaries as at July 27, 1958, and the results of its operations for the period ended on that date.

Respectfully submitted,  
WAYNE KENDRICK & COMPANY

By *Wayne Kendrick*  
Certified Public Accountant

# Hot Shoppes, Inc. and Subsidiaries

five year comparison of financial information

for the fiscal years 1954 thru 1958

	1958	1957	1956	1955	1954
<b>SALES</b>	\$40,783,649	\$36,002,599	\$29,170,667	\$23,551,621	\$21,543,693
<b>EARNINGS BEFORE INCOME TAXES</b>					
In dollars.....	\$ 2,504,958	\$ 2,137,271	\$ 1,845,830	\$ 1,829,248	\$ 1,282,508
A share of common stock.....	\$3.06	\$2.74	\$2.37	\$2.36	\$1.74
<b>INCOME TAXES</b>					
In dollars.....	\$ 1,179,626	\$ 998,923	\$ 997,843	\$ 993,945	\$ 636,384
A share of common stock.....	\$1.44	\$1.28	\$1.28	\$1.28	\$0.86
<b>NET INCOME</b>					
In dollars.....	\$ 1,325,332	\$ 1,138,348	\$ 847,987	\$ 835,303	\$ 646,124
A share of common stock.....	\$1.62	\$1.46	\$1.09	\$1.08	\$0.88
<b>COMMON STOCK DIVIDENDS PAID</b>					
Cash dividends.....	\$ 42,949*	\$ 338,319	\$ 299,413	\$ 313,296	\$ 302,858
Stock dividends.....	\$ 545,234	—0—	—0—	—0—	—0—
A share of common stock.....	5%	\$0.60**	\$0.60**	\$0.60**	\$0.60**
<b>EARNINGS REINVESTED</b>					
In dollars.....	\$ 1,282,383	\$ 800,029	\$ 548,574	\$ 522,007	\$ 343,266
A share of common stock.....	\$1.56	\$1.02	\$0.70	\$0.67	\$0.47
<b>STOCKHOLDERS' INVESTMENT</b>					
In dollars.....	\$ 8,859,749	\$ 7,694,176	\$ 6,964,618	\$ 6,103,271	\$ 5,528,285
A share of common stock.....	\$10.81	\$9.85	\$8.93	\$7.88	\$7.49
<b>WORKING CAPITAL</b>	\$ 3,331,847	\$ 2,579,610	\$ 2,926,611	\$ 2,779,700	\$ 3,193,744
<b>COMMON AND CLASS B COMMON SHARES</b> .....	819,528	781,248	780,248	774,276	737,800
<b>STOCKHOLDERS</b> .....	3,130	2,932	2,873	2,714	2,416

\* Cash paid in lieu of fractional shares on stock dividends.

\*\* Dividends declared on Common Stock only, at the rate of fifteen cents per quarter.

FINANCIAL STATEMENT

FACILITIES

OPERATIONS

**Hot Shoppes, Inc.**

*facilities*



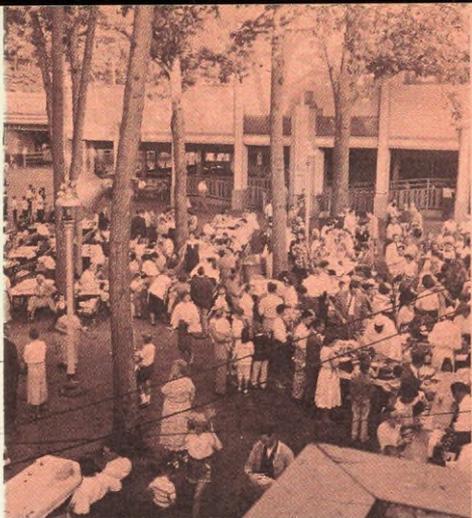
*DESIGNED by Hot Shoppes, this is one of several jack-knife trucks which can quickly and safely load all food on all existing airliners as well as the new giant jets. Five of these trucks are in service at our National Airport and Newark, New Jersey operations.*



*LIGHT and bright and filled with all the modern wonders of mechanical kitchen science, this shows the complexity of the modern restaurant kitchen.*

*Salad and Dessert line at the new Seaboard Airlines cafeteria in Richmond, Virginia. Ultra-modern in every respect, this cafeteria was highly praised by officials who attended the opening luncheon.*



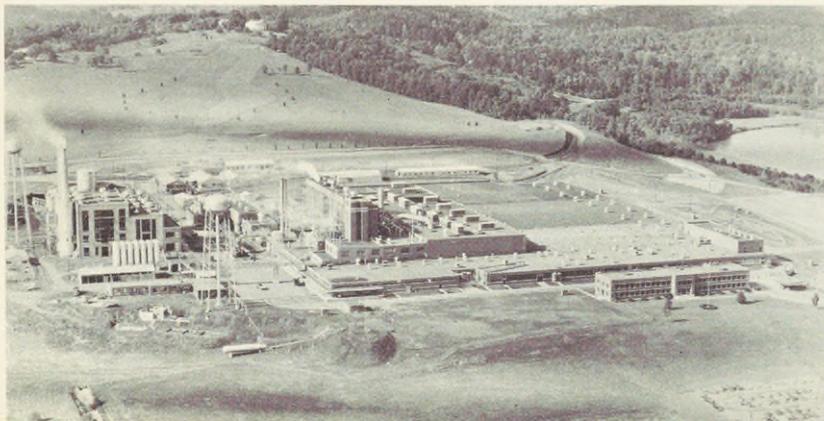
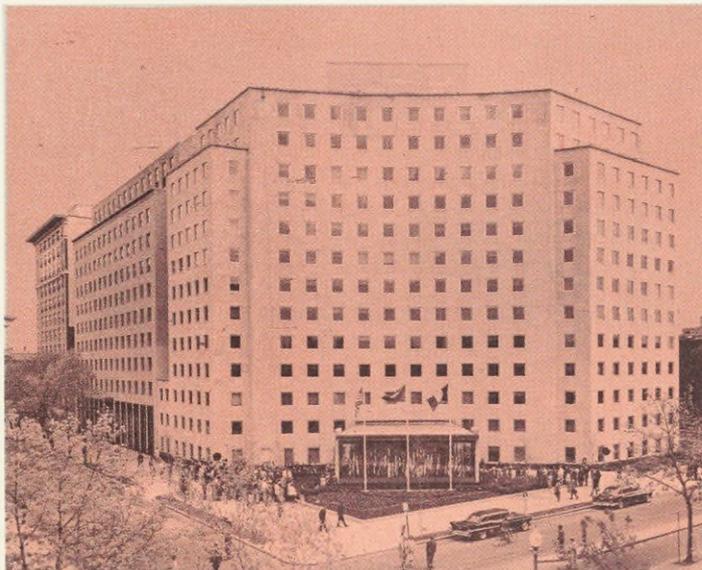


*Part of the more than 6,000 Hot Shoppes employees and their families who attended the annual outing.*

*AN IMPROVED training program was inaugurated this year which will provide Hot Shoppes with a steady supply of highly-trained management personnel. Here, President Marriott talks to a group of graduates before they are assigned to individual shoppes and operations.*

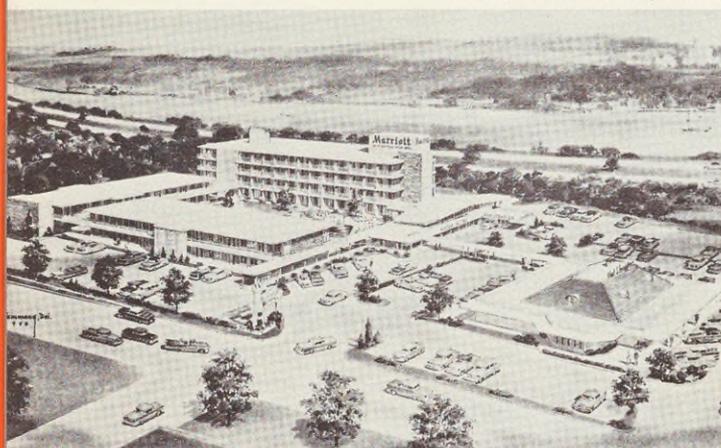


*THE UNUSUAL and graceful profile of the International Monetary Fund Building at 19th and H Streets, in Washington, D. C. Catering to members of 64 different countries, the cuisine is predominantly French, but with daily variations to suit tastes from the tropics to the arctic.*



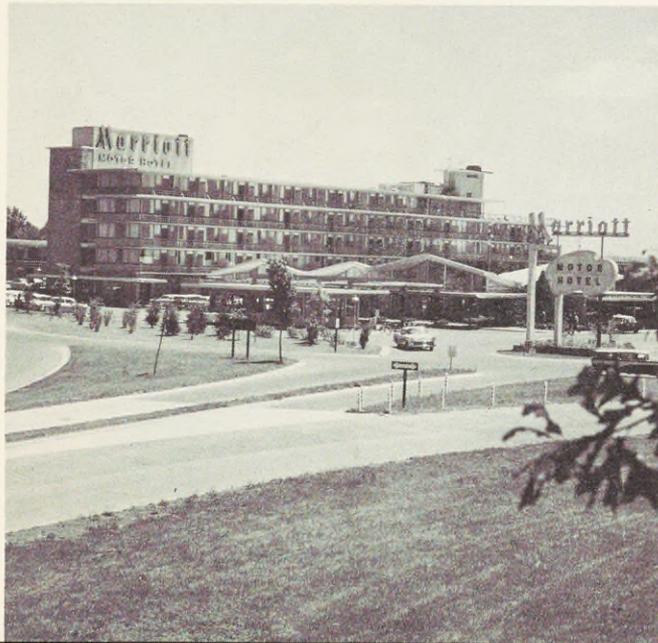
*This is the huge duPont Plant at Martinsville, Virginia now being served by Hot Shoppes. Seated on 510 acres of rolling land, the plant employs over 3,000 persons and is presently engaged in the making of Nylon fiber.*

*ARCHITECT'S rendering of the new Rosslyn Marriott Motor Hotel now under construction at Rosslyn, Virginia. Similar in design to the original Marriott, this new site will have about half the number of rooms, and use the present Rosslyn restaurant which will be remodeled. The Rosslyn Marriott will afford a sweeping view of the nearby Potomac and historic Georgetown.*



*SPACIOUS, and with every modern comfort incorporated, this room is typical of those in the Marriott Motor Hotel.*

*INCOMING North-bound visitors to Washington get this view of the Marriott just before crossing the Potomac River.*



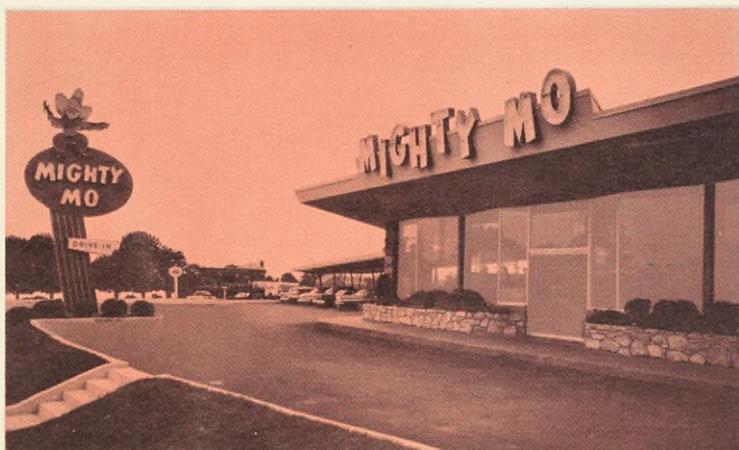
*WARM SUNSHINE means swimming in the big blue pools for adults and children, or just lounging in the landscaped court. In winter, this area is transformed into an outdoor ice rink.*



*NEWEST in the Hot Shoppes' ever-growing chain of fine restaurants is this one in Friendship, on Wisconsin Ave., Washington, D. C. It features an extra-large waiting-lounge and Pantry House, counter area and a vaulted ceiling in the main dining room.*



*The NEW MIGHTY MO Shoppe at New Hampshire Avenue and East West Highway. These shoppes are mainly designed for fast curb and indoor service. Though only in operation for a few months in 1958, they have already proved themselves very popular.*



*IN WINTER, the swimming pool is covered over and becomes the largest outdoor skating rink in the Metropolitan Area. Hundreds skate daily . . . and nightly . . . to continuous music.*



*DINING at 575-miles an hour in one of the new 165-passenger jet planes which are going into operation the first of the year. Hot Shoppes served this first test flight out of Miami, and will continue to serve the giant jets.*

**Hot Shoppes, Inc.** *directors*



**J. Willard Marriott**  
Chairman of the Board  
and President,  
Hot Shoppes, Inc.



**Alice S. Marriott**  
Vice President,  
Hot Shoppes, Inc.



**Eric Johnston**  
President, Motion Picture  
Association of America



**James M. Johnston**  
Senior Partner,  
Johnston, Lemon & Co.



**Roger J. Whiteford**  
Senior Partner,  
Whiteford, Hart,  
Carmody & Wilson

*officers*

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**J. Willard Marriott** • *Chairman of the Board and President*

**Milton A. Barlow** • *Executive Vice President*

**Alice S. Marriott** • *Vice President*

**Paul M. Marriott** • *Vice President of Hot Shoppes, Inc. and  
President of Hot Shoppes Caterers, Inc.*

**Woodrow D. Marriott** • *Vice President, Store Operations*

**John S. Daniels** • *Vice President in Charge of Manufacturing,  
Procurement, and Merchandising*

**Frank C. Kimball** • *Vice President, Real Estate*

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**Betty L. Cushwa** • *Secretary*

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# Hot Shoppes, Inc. *Operations*



## WASHINGTON, D. C.

### Service & Drive-in Restaurants

Georgia Ave. and Gallatin Street, N.W.  
4340 Connecticut Ave., N.W. (Alt. U.S. 29)  
4th and Florida Ave., N.E.  
14th and Rhode Island Ave., N.E.  
1404 Park Road, N.W.  
2230 New York Ave., N.E.  
14th and G Streets, N.W. (Colorado Bldg.)  
South Capitol St. and Southern Ave., S.E.  
4110 Wisconsin Ave., N.W.

### Cafeterias

McLean Gardens, 3811 Porter Street, N.W.  
1621 H Street at Connecticut Ave., N.W.  
Meridian Hill Hotel, 16th & Euclid St., N.W. (U.S. 29)

### Government Cafeterias

U.S. Naval Security Station, 3801 Nebraska Ave., N.W.  
Securities & Exchange Commission, 425 Second St., N.W.  
Treasury Department, 15th and Penn. Ave., N.W.  
Bureau of Printing & Engraving, 14th and C Sts., S.W.

### Institutional Feeding

Children's Hospital, 2125 13th Street, N.W.  
International Monetary Fund, 19th and H Sts., N.W.

## MARYLAND

### Service & Drive-in Restaurants

Bethesda, Wisconsin Ave. at East-West Highway (U.S. 240)  
Silver Spring, 7980 Georgia Avenue (U.S. 29)  
Silver Spring, 8643 Colesville Road (U.S. 29)  
Hyattsville, 5315 Baltimore Avenue (U.S. 1)  
College Park, 7300 Baltimore Avenue (U.S. 1)  
Langley Park, New Hampshire Avenue and University Lane  
Baltimore, 5807 Harford Road  
Wheaton, 11190 Viers Mill Road

### Cafeterias

Baltimore, Hecht Co. Dept. Store, Swann St. & Edmondson Ave.

### Government Cafeterias

Fort Meade

### Mighty Mo Restaurants

Hyattsville, Hamilton St. and Queens Chapel Road  
Takoma Park, New Hampshire Ave. and East-West Highway

## VIRGINIA

### Service & Drive-in Restaurants

Alexandria, Mt. Vernon Memorial Highway  
Shirlington, off Shirley Highway (Route 350)  
Arlington, 3130 Lee Highway (U.S. 29-211)  
South End, 14th Street Bridge (U.S. 1)  
Rosslyn (U.S. 29-211)  
Richmond, 2310 West Broad Street  
Fredericksburg, 501 Jefferson-Davis Boulevard  
Williston, Arlington Blvd. & Patrick Henry Drive (U.S. 50)  
Marriott Motor Hotel, Twin Bridges (U.S. 1)

### Cafeterias

Richmond, 7th and Grace Streets  
Richmond, 3410 West Broad Street

### Airline Catering

Washington National Airport

### Industrial Cafeterias

Norfolk, Ford Motor Company  
Hopewell, Allied Chemical Corporation  
Richmond, Philip Morris Tobacco Company  
Petersburg, Brown & Williamson Tobacco Company  
Waynesboro, E. I. duPont de Nemours Company  
Martinsville, E. I. duPont de Nemours Company

### Motor Hotels

Marriott Motor Hotel, Twin Bridges (U.S. 1)

## PENNSYLVANIA

### Service & Drive-in Restaurants

Philadelphia, Broad and Stenton Avenue (U.S. 611)  
Philadelphia, 28th and Hunting Park Avenue (U.S. 1-13)  
Upper Darby, 66th and Market Streets

## UTAH

### Service & Drive-in Restaurants

Salt Lake City, 532 South Main Street

## ILLINOIS

### Airline Catering

Chicago Midway Airport  
Chicago, O'Hare Field

## NEW YORK

### Service & Drive-in Restaurant

Albany, Northern Blvd. and Shaker Road

### Airline Catering

Idlewild International Airport

### New York State Thruway Restaurants

Sloatsburg, Milepost #33, North Lane  
Plattekill, Milepost #65, North Lane  
Malden, Milepost #103, North Lane  
Modena, Milepost #66, South Lane  
Ulster, Milepost #96, South Lane  
New Baltimore, Milepost #127, South Lane

## NEW JERSEY

### Airline Catering

Newark Municipal Airport

## FLORIDA

### Airline Catering

Miami International Airport

### Industrial Cafeterias

Miami, Eastern Airlines  
Miami, Pan American Airways  
Miami, National Air Lines  
Miami, Miami Daily News

### Sunshine State Parkway

Pompano Beach  
West Palm Beach  
Ft. Pierce

## TEXAS

### Airline Catering

Dallas, Braniff International Airways, Love Field

## NORTH CAROLINA

### Service & Drive-in Restaurants

Greensboro, Summit and Wendover Ave. (Alt. Route 29)



**DRIVE-IN RESTAURANTS**

**CAFETERIAS**

**PANTRY HOUSES**

**SERVICE RESTAURANTS**

**INDUSTRIAL FEEDING**

**INSTITUTIONAL FEEDING**

**AIRLINE CATERING**



**MOTOR HOTELS**



**MIGHTY MO'S**

**Hot Shoppes, Inc.**

