



HOT SHOPPES, INC.®

ANNUAL REPORT FOR THE FISCAL
YEAR ENDED JULY 28, 1963

The Marriott Motor Hotel in Philadelphia, featuring 300 guest rooms, is adding 150 rooms and a new ballroom to accommodate 650 persons. The Philadelphia Marriott is the home of the famous Kona Kai, exotic polynesian restaurant.

Opening this year, the new Smithsonian Institution in Washington, D. C. will have a 400-seat public dining room, a 100-seat employee cafeteria, and an 87-seat coffee shop, all operated by Hot Shoppes. It is estimated that several million people will visit the new Smithsonian yearly.

The newest Hot Shoppes restaurant, opened in Salt Lake City in September, 1963, features an early American design with beamed ceilings and warm colors of rust, brown, beige and tangerine. The new restaurant seats 139 guests and has parking facilities for 105 cars.

Hot Shoppes Airline Catering Division is one of the largest operators in the industry, serving 25 airlines at ten major airports.

Eye appealing decor and comfortable surroundings make the newest Hot Shoppes cafeteria a pleasant place to dine. Opened in Newport News, Virginia in August, 1963, this is the second Hot Shoppes restaurant facility in the Tidewater Area.

OFFICERS

J. Williard Marriott
Chairman of the Board and President

Milton A. Barlow
Executive Vice President

Alice S. Marriott
Vice President

Paul M. Marriott
Vice President

Woodrow D. Marriott
Vice President, Store Operations

J. Willard Marriott, Jr.
Vice President, Hotel Operations

John S. Daniels
First Vice President

J. Franklin Groff
*Vice President,
Architecture and Engineering*

Frank C. Kimball
Vice President and General Counsel

Robert E. Koehler
Vice President, Finance

Foster M. Kunz
Vice President, Industrial Relations

H. H. Shaller, Brig. Gen. USA (Ret.)
Vice President, Airline Catering

Betty L. Cushwa
Secretary

Donald R. Jackson
Treasurer

The annual meeting of stockholders will take place at 10:00 AM Tuesday, November 12, 1963 in the Chesapeake Bay Room of the Twin Bridges Marriott Motor Hotel, Arlington, Virginia (U. S. 1).

Eric Johnston,
*deceased,
(1954-1963)
President,
Motion Picture
Association of
America*



DIRECTORS

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



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



Milton A. Barlow
*Executive Vice
President, Hot
Shoppes, Inc.*



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



Louis W. Prentiss
*Maj. Gen.
USA (Ret.) and
Executive Vice
President,
American
Roadbuilders
Association*



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



Don G. Mitchell
*Chairman of
the Board,
American
Management
Association*



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Executive Offices
*Hot Shoppes, Inc., 5161 River Road,
N.W., Washington 16, D. C.*

Transfer Agent
*American Security & Trust Com-
pany, Fifteenth Street and Pennsyl-
vania Avenue, N.W., Washington
13, D. C.*

Registrar
*The Riggs National Bank, 1503
Pennsylvania Avenue, N.W., Wash-
ington 13, D. C.*

General Counsel
*Whiteford, Hart, Carmody & Wil-
son, 815 Fifteenth Street, N.W.,
Washington 5, D. C.*

Auditors
*Arthur Andersen & Co., 777 Four-
teenth Street, N.W., Washington
5, D. C.*

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the Board,
American
Management
Association*





TO OUR STOCKHOLDERS

SALES AND EARNINGS REACH NEW PEAKS

Sales of \$74.6 million from Hot Shoppes' broadly diversified public feeding and motor hotel operations were up \$3 million from last year. Your Company thus enjoys the unique record of increasing its sales in every year of its 36-year history, with the last five years alone producing an 83% increase in volume.

After-tax earnings of \$2.4 million also evidence the stability and growth that Hot Shoppes' broad participation in basic consumer areas has provided over the years. 1963 per share earnings are \$1.18 or 7% above the \$1.10 earned last year. We feel that this is a good profit performance. Our 1963 operations absorbed heavy expansion expenses and were adversely influenced by the Eastern Air Lines' strike, and the unusually cold winter.

A 4% stock dividend totaling 77,501 shares was distributed to our 6,150 shareholders in June, 1963. The market value of these shares totaled \$1.9 million.

EXPANSION IN 1963

Each of our divisions was expanded in fiscal 1963 in our continuing effort to provide quality food, good service, and beautiful surroundings to American families and businessmen at reasonable prices.

The Airline Catering Division opened the country's largest and most modern jet flight kitchen at Washington's new Dulles International Airport. This new facility has a capacity of 10,000 in-flight

meals per day, and provides a basic participation for your Company in the growth of national and international air transportation serving the Nation's Capital.

New service restaurants were opened in North Miami Beach, Florida, South Miami, Florida, Capital Plaza Shopping Center near Washington, D. C., and a beautiful Top O' The Mall dining room in Salt Lake City's Cottonwood Mall Shopping Center. The Hot Shoppe on Florida Avenue in Washington, D. C. was also reopened after extensive remodeling.

A new public cafeteria was opened at Salt Lake City in the Cottonwood Mall Shopping Center, and several additional units are planned in this division for fiscal 1964.

The Motor Hotel Division has opened a 184-room addition to the Dallas Marriott Motor Hotel, making it now the "world's largest" facility of its kind with almost 500 guest rooms. The addition features bi-level luxury suites, a second patio and pool area, and a ballroom seating 1,000 persons for dinner or 1,500 for meetings.

The convention facilities of the Washington, D. C. Twin Bridges Marriott have also been expanded with the addition of two more 600-700-person ballrooms, complete with exhibition areas and a banquet kitchen. This 12,000 square foot addition supplements the new 1,000-person Persian Room reported last year.

Your Company was operating 111 units in 12 states and the District

of Columbia at July 28, 1963, and twenty potential new units are under active development.

PROFIT PLANNING FOR 1964

Our strong year-end financial position provides a sound basis for your Company's future profit growth.

Current assets of \$16.2 million provided a 2.3 to 1 current ratio over current liabilities of \$7.1 million, and net working capital totaled \$9.1 million.

The flow of cash available for investment from earnings, depreciation, and deferred taxes also increased to \$5.3 million in 1963 from \$4.9 million last year.

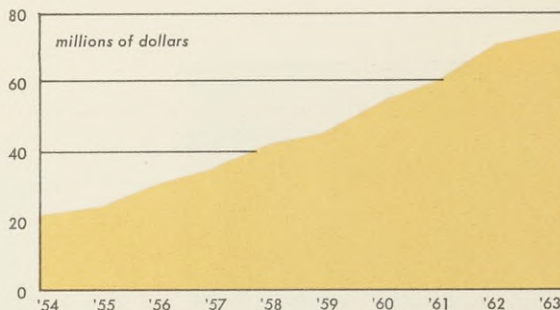
The stockholders' equity increased by \$2.4 million to \$18.7 million, and the 1963 book value of each share of stock was \$9.28 as compared to \$8.10 at the end of fiscal 1962.

These strong financial reserves coupled with our continued good earnings record provide your Company with the capability and flexibility to continue successfully its ambitious but selective expansion program.

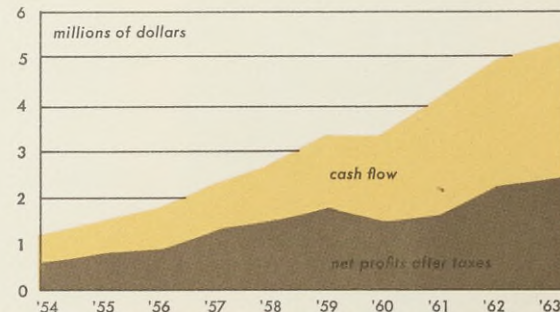
Some significant organizational steps already have been taken to further strengthen our management base for growth through the establishment of six major operating divisions for Service Restaurants, Cafeterias, Motor Hotels, Airline Catering, Institutional Food Service, and Manufacturing.

T. Lawson Combs has been named Vice President, Service Restaurant Division; Charles C. Baker, Vice

SALES



PROFITS



President, Cafeteria Division; J. W. Marriott, Jr., President, Motor Hotel Division; Harold H. Shaller, Corporate Vice President and Vice President, Airline Catering Division; and George N. Young, Vice President, Manufacturing Division. In addition, Foster M. Kunz was elected our Corporate Vice President of Industrial Relations; J. Franklin Groff joined our Company as Corporate Vice President of Architecture and Engineering; Fred Boulineau was named Controller; and Calvin L. Wienges has been elevated to the position of Vice President of Sales and Account Relations in the Airline Catering Division.

EXPANSION IN 1964

Capable management, financial strength, and sound diversification provide the foundation for the coming year.

Two units, a public cafeteria in the Newmarket Shopping Center, Newport News, Virginia, and a drive-in service restaurant in Salt Lake City, Utah, are already open in fiscal 1964. Others are under lease in Cleveland, Ohio; Dallas, Texas; Haverford, Pennsylvania; Mt. Lebanon, Pennsylvania; Moorestown, New Jersey; Washington, D. C.; Delaware Turnpike; and 4 new units on an extension of the Sunshine Parkway in Florida.

Site work has begun on our 500-room Atlanta, Georgia, Marriott Motor Hotel which will be located on a superb 5-acre tract two blocks east of Peachtree Street. This magnificent motor hotel will feature

free parking for 500 cars, complete banquet and convention facilities, three beautiful restaurants, and an exclusive Windjammer Club.

The Philadelphia Marriott Motor Hotel currently is being expanded with 150 additional rooms and convention facilities.

New flight kitchens are being constructed in Newark and at Chicago's O'Hare Field to replace presently inadequate facilities, and a 36-acre tract near Washington, D. C., has been acquired for the construction of a new multi-million dollar food processing and manufacturing facility. This new commissary will serve all units in the Washington, Philadelphia, and Richmond areas.

Efficient, attractive, prototype designs are available for all units contemplated in each division, which will contribute much to the effective realization of our expansion plans.

Several new institutional feeding contracts have been signed, and operations have already begun for General Electric in Johnson City, New York, and Holton Arms School, Washington, D. C.

PROGRAMS

Early in September, 1963 we undertook an extensive advertising campaign promoting our new Pappy Parker Smoky Mountain Fried Chicken. Early indications are most encouraging, and we believe that this and other intensified merchandising and sales efforts in all divisions will contribute significantly to 1964 earnings.

* * * * *

We regret the recent passing of Mr. Eric Johnston, President of the Motion Picture Association of America, and a Director of Hot Shoppes, Inc. for the past 9 years. Mr. Johnston's wisdom and judgment contributed much to our Company during this period.

We have been fortunate to fill Mr. Johnston's vacancy on our Board with Mr. Don G. Mitchell, an outstanding authority on professional management and a successful businessman. Mr. Mitchell is presently Chairman of the Board of Directors of the American Management Association and a director of many other companies.

Our past achievements and future success rest on the support and loyalty of our customers, our stockholders, and our 9,100 employees. We very much appreciate the gratifying response we have received from each group during the past year.

Our annual stockholders' meeting will take place at 10:00 A.M. Tuesday, November 12, 1963, in the Chesapeake Room of the Twin Bridges Marriott Motor Hotel, Arlington, Virginia (U. S. 1). I hope that you will be able to join us on this significant occasion.

Respectfully submitted,

J. Willard Marriott
President

September 13, 1963

Hot Shoppes, Inc. and Subsidiaries

FIVE YEAR SUMMARY OF FINANCIAL INFORMATION*

for fiscal years 1959 through 1963

	1963	1962	1961	1960 (53 weeks)	1959
SALES	\$74,596,857	\$71,517,367	\$58,869,188	\$54,944,943	\$46,029,006
EARNINGS BEFORE INCOME TAXES	\$ 4,019,592	\$ 3,858,531	\$ 3,050,660	\$ 3,064,074	\$ 3,614,126
Per Share	\$ 1.99	\$ 1.91	\$ 1.51	\$ 1.52	\$ 1.79
INCOME TAXES	\$ 1,639,620	\$ 1,643,598	\$ 1,383,253	\$ 1,588,023	\$ 1,766,060
Per Share	\$.81	\$.81	\$.68	\$.79	\$.87
NET INCOME	\$ 2,379,972	\$ 2,214,933	\$ 1,667,407	\$ 1,476,051	\$ 1,848,066
Per Share	\$ 1.18	\$ 1.10	\$.83	\$.73	\$.91
CASH FLOW	\$ 5,253,582	\$ 4,867,576	\$ 4,045,953	\$ 3,274,274	\$ 3,291,920
Per Share	\$ 2.60	\$ 2.41	\$ 2.00	\$ 1.62	\$ 1.63
DIVIDENDS					
Cash and/or fractional shares	\$ —	\$ 143	\$ 56,250	\$ 51,291	\$ 155,873
Stock	\$ 1,860,024	\$ 2,064,600	\$ 1,776,407	\$ 1,134,015	\$ 868,285
Per Share	4%	4%	4%	4%	\$ 0.15 & 4%
EARNINGS REINVESTED.....	\$ 2,379,972	\$ 2,214,790	\$ 1,611,157	\$ 1,424,760	\$ 1,692,193
Per Share	\$ 1.18	\$ 1.10	\$.80	\$.71	\$.84
STOCKHOLDERS' INVESTMENT.....	\$18,742,462	\$16,362,490	\$14,147,700	\$12,455,268	\$11,030,508
Per Share	\$ 9.28	\$ 8.10	\$ 7.00	\$ 6.17	\$ 5.46
WORKING CAPITAL.....	\$ 9,143,019	\$ 7,411,271	\$ 5,358,494	\$ 2,602,738	\$ 3,788,763
COMMON AND CLASS B COMMON SHARES.....	2,020,014	1,942,513	1,868,113	896,251	863,381
STOCKHOLDERS	6,150	5,812	4,660	3,807	3,438

*Amounts per share based on shares outstanding July 28, 1963.

Hot Shoppes, Inc. and Subsidiaries

CONSOLIDATED FINANCIAL CONDITION

July 28, 1963 — July 29, 1962

ASSETS

	1963	1962
CURRENT ASSETS		
Cash and Marketable Securities	\$ 7,318,384	\$ 7,879,589
Accounts Receivable	2,395,166	2,241,274
Inventories, at lower of average cost or market		
Food, Cigarettes, Novelties, etc.	2,052,355	1,622,558
Farm Livestock	191,124	181,770
Expense Supplies	949,480	769,210
Prepaid Expenses	438,724	338,263
Property Held for Sale and Leaseback	2,865,230	526,000
Total Current Assets	<u>\$16,210,463</u>	<u>\$13,558,664</u>
 FIXED ASSETS, At Cost (Note 1)		
Land and Land Improvements	\$ 2,413,598	\$ 936,894
Buildings and Improvements	2,222,809	2,693,593
Leasehold Improvements	5,709,011	3,842,858
Furniture and Equipment	10,220,130	11,217,606
Automotive Equipment	1,512,825	1,409,683
Construction in Progress	657,823	244,295
	<u>\$22,736,196</u>	<u>\$20,344,929</u>
Depreciation and Amortization	9,831,034	8,874,617
Total Fixed Assets	<u>\$12,905,162</u>	<u>\$11,470,312</u>
 OTHER ASSETS		
Cash Surrender Value of Life Insurance (\$710,000 Face Amount)	\$ 246,687	\$ 292,000
Deferred Charges, etc.	184,859	406,109
Total Other Assets	<u>\$ 431,546</u>	<u>\$ 698,109</u>
TOTAL ASSETS	<u>\$29,547,171</u>	<u>\$25,727,085</u>

The accompanying notes are an integral part of this statement.

NOTES TO FINANCIAL STATEMENTS

NOTE 1

The companies operate properties and equipment at a substantial number of locations under renewable leases (some with repurchase options) of various terms ranging to a maximum of thirty-five years with an average of thirteen years. Minimum average annual rental payments amount to approximately \$4,200,000.

NOTE 2

Long-Term Debt consists of mortgages (\$590,736) and notes (\$530,093) due on various dates to 1976. Interest rates vary from 4½% to 5% (one minor mortgage is non-interest bearing).

The parent company also is contingently liable in the amount of \$684,000 as guarantor on a mortgage under a sale-leaseback agreement.

LIABILITIES AND STOCKHOLDERS' INVESTMENT

	1963	1962
CURRENT LIABILITIES		
Current Maturities of Long-Term Debt	\$ 244,266	\$ 365,000
Accounts Payable	1,810,563	1,697,449
Construction Contract Accruals	397,522	25,432
Accrued Expenses		
Salaries, Wages and Bonuses	2,194,951	2,039,790
Income Taxes	1,006,197	967,096
Rent, Utilities, Insurance, etc.	925,967	683,209
Other Taxes	487,978	369,417
Total Current Liabilities	<u>\$ 7,067,444</u>	<u>\$ 6,147,393</u>
LONG-TERM DEBT (Note 2)	1,120,829	1,365,094
DEFERRED INCOME TAXES (Note 4) (Substantially Related to Accelerated Depreciation)	2,616,436	1,852,108
Total Liabilities	<u>\$10,804,709</u>	<u>\$ 9,364,595</u>
STOCKHOLDERS' INVESTMENT		
Capital Stock — \$1 Par Value		
Common — 3,000,000 Shares Authorized; outstanding	\$ 2,018,014	\$ 1,540,797
Class B Common — 750,000 Shares Authorized; outstanding	2,000	401,716
Total Capital Stock	<u>\$ 2,020,014</u>	<u>\$ 1,942,513</u>
Capital Surplus (Note 3)	9,135,805	7,353,282
Earned Surplus	7,586,643	7,066,695
Total Stockholders' Investment	<u>\$18,742,462</u>	<u>\$16,362,490</u>
TOTAL LIABILITIES AND STOCKHOLDERS' INVESTMENT	<u><u>\$29,547,171</u></u>	<u><u>\$25,727,085</u></u>

NOTE 3

The increase of \$1,782,523 in Capital Surplus represents the excess of fair market value over the par value of 77,501 shares of capital stock issued as a 4% stock dividend.

NOTE 4

Under the Revenue Act of 1962 the companies receive investment credits against income tax liability which credit is based, with certain limitations, on the investment in qualified property placed in service during the year. In the financial statements 50% of the investment credit has been deferred to subsequent periods to offset reduced tax depreciation deductions and 50% has been reflected as a reduction of Federal Income Tax expense, with a corresponding increase of \$66,500 in net income for 1963.

Hot Shoppes, Inc. and Subsidiaries

**CONSOLIDATED INCOME
AND EARNED SURPLUS**

for the 52 weeks ended July 28, 1963 and July 29, 1962

INCOME	1963	1962
SALES	\$74,596,857	\$71,517,367
DEDUCTIONS		
Cost of Sales and Operating Expenses	\$61,242,736	\$58,843,072
Administrative and General Expenses	4,751,156	4,626,427
Payroll and Other Taxes	2,331,411	2,109,221
Depreciation and Amortization	2,162,459	1,973,634
Interest and Finance Expenses	89,503	106,482
	<u>\$70,577,265</u>	<u>\$67,658,836</u>
NET INCOME BEFORE TAXES ON INCOME	\$ 4,019,592	\$ 3,858,531
FEDERAL AND STATE INCOME TAXES (Note 4) (Including \$711,151 and \$679,009 Deferred Taxes)	1,639,620	1,643,598
NET INCOME	<u>\$ 2,379,972</u>	<u>\$ 2,214,933</u>
EARNED SURPLUS		
BALANCE		
Beginning of Period	\$ 7,066,695	\$ 6,916,505
ADD		
Net Income	2,379,972	2,214,933
DEDUCT		
4% Stock Dividends — amount transferred to Capital Stock and Capital Surplus (Note 3)	1,860,024	2,064,600
Cash paid in lieu of fractional stock dividends	—	143
BALANCE		
End of Period	<u>\$ 7,586,643</u>	<u>\$ 7,066,695</u>

The accompanying notes are an integral part of these statements.

ACCOUNTANTS' OPINION

TO THE STOCKHOLDERS AND BOARD OF DIRECTORS, HOT SHOPPES, INC.:

We have examined the statement of consolidated financial condition of HOT SHOPPES, INC. (a Delaware corporation) and subsidiaries as of July 28, 1963, and the related statements of consolidated income and earned surplus for the fifty-two weeks then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying statement of consolidated financial condition and statements of consolidated income and earned surplus present fairly the financial position of Hot Shoppes, Inc. and subsidiaries as of July 28, 1963, and the results of their operations for the fifty-two weeks then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding period.

Washington, D. C., September 11, 1963.

ARTHUR ANDERSEN & CO.



ATLANTA, GEORGIA

Pictured above is an artist's rendering of the new Marriott Motor Hotel to be constructed in downtown Atlanta. The new 500-room Marriott Motor Hotel is located on a five-acre tract of land two blocks east of historic Peachtree Street. This will be the first hotel with major convention facilities to be constructed in Atlanta since 1930. It will include a 10,000-square-foot ballroom which will accommodate 1,000 persons at a banquet or 1,500 for a meeting. A highlight of the convention facilities will be the 35,000-square-foot exhibit concourse.

Dining facilities will include a luxurious 250-seat Sirloin & Saddle restaurant, a 160-seat Char-Broiler Coffee Shop, a 150-seat Jockey Club Cocktail Lounge and a 120-seat exclusive Windjammer Club located on the top floor of the hotel overlooking downtown Atlanta.

FOOD SERVICES

A keynote of Hot Shoppes' growth over the past years has been the diversification of food services. In addition to restaurants and cafeterias, these services include airline catering, institutional and industrial feeding and luxurious banquet facilities in the Marriott Motor Hotels.

Our Airline Catering Division is a leader in the industry, and the Institutional and Industrial Division serves large hospitals, government office buildings, and many industrial clients including the Ford Motor Company, E. I. duPont de Nemours and Company and the General Electric Company.

Expert, experienced banquet staffs distinguish the Marriott Motor Hotels as leaders in the banquet and convention field.

RESTAURANTS



Restaurant and Curb Service in Capital Plaza Shopping Center, Landover, Maryland — opened December, 1962.



Dining Room in new South Miami restaurant on U.S. #1 — opened March, 1963

CAFETERIAS



Elegant Top O' The Mall Dining Room in the Cottonwood Mall Shopping Center, Salt Lake City, Utah.



This outstanding food merchandising is characteristic of all Hot Shoppes cafeterias.

INSTITUTIONAL AND BANQUETS



Hot Shoppes provides food service for both patients and staff in the 300-bed Sibley Hospital in Washington, D. C.



The magnificent new Chesapeake Bay Ballroom at the Twin Bridges Marriott Motor Hotel provides needed additional banquet facilities.

HOT SHOPPES, INC. OPERATIONS

RESTAURANTS

D. C., 4340 Connecticut Ave., N.W. (Alt. U. S. 29)
 D. C., 4th and Florida Ave., N. E.
 D. C., 14th and Rhode Island Ave., N. E.
 D. C., 1404 Park Road, N.W.
 D. C., 2230 New York Ave., N. E.
 D. C., 14th and G Sts., N.W. (Colorado Bldg.)
 D. C., South Capitol St. and Southern Ave., S. E.
 D. C., 4110 Wisconsin Ave., N.W.
 D. C., 3250 Pennsylvania Ave., S. E.
 D. C., Georgia Ave. & Gallatin St., N.W.
 Bethesda, Md., Wisconsin Ave. at East-West Highway (U. S. 240)

Silver Spring, Md., 7980 Georgia Ave. (U. S. 29)
 Silver Spring, Md., 8643 Colesville Road (U. S. 29)
 Hyattsville, Md., 5315 Baltimore Ave. (U. S. 1)
 College Park, Md., 7300 Baltimore Ave. (U. S. 1)
 Langley Park, Md., New Hampshire Ave. & University Blvd.

Baltimore, Md., 5807 Harford Road
 Wheaton, Md., 11190 Viers Mill Road
 Hyattsville, Md., Hamilton St. & Queens Chapel Road
 Takoma Park, Md., New Hampshire Ave. & East-West Highway

District Heights, Md., Great Eastern Plaza,
 7181 Marlboro Pike

Rockville, Md., Congressional Shopping Center,
 1699 E. Montgomery Ave.

Landover, Md., 6000 Annapolis Road★
 Alexandria, Va., Mt. Vernon Memorial Highway
 Shirlington, Va., off Shirley Highway (Route 350)
 Arlington, Va., 3130 Lee Highway (U. S. 29-211)
 Arlington, Va., South End 14th Street Bridge (U. S. 1)
 Richmond, Va., 2310 West Broad Street
 Fredericksburg, Va., 501 Jefferson Davis Blvd.
 Fairfax, Va., Arlington Blvd. & Patrick Henry Drive (U. S. 50)

Falls Church, Va., Bailey's Cross Roads (Route 7)
 Arlington, Va., 2820 Columbia Pike
 Springfield, Va., 7001 Keene Mill Road
 Abington, Pa., 825 York Road
 Philadelphia, Pa., Broad & Stenton Ave. (U. S. 611)
 Philadelphia, Pa., 28th & Hunting Park Ave. (U. S. 1-13)

Upper Darby, Pa., 66th & Market Streets
 Salt Lake City, Utah, 532 South Main Street
 Salt Lake City, Utah, 4800 South Highland Drive★
 Salt Lake City, Utah, 21st South & 7th East Streets★
 Albany, N. Y., Northern Blvd. & Shaker Road
 New York City, EAL Terminal, Falcon Rm., Idlewild International Airport

Plattekill, Milepost #65, North Lane, New York State Thruway

Malden, Milepost #103, North Lane, New York State Thruway

Modena, Milepost #66, South Lane, New York State Thruway

Ulster, Milepost #96, South Lane, New York State Thruway

New Baltimore, Milepost #127, South Lane, New York State Thruway

Pompano Beach, Fla., Sunshine State Parkway
 West Palm Beach, Fla., Sunshine State Parkway

Ft. Pierce, Fla., Sunshine State Parkway

Miami, Fla., Bird Road (U. S. 1)
 North Miami Beach, Fla., 950 N. Miami Blvd.
 South Miami, Fla., Dixie Highway & Southwest 104th St. (U. S. 1)★

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

CAFETERIAS

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

D. C., Universal Bldg., 1835 Connecticut Ave., N.W.
 Hyattsville, Md., Prince Georges Plaza, 3500 East-West Highway

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

Baltimore, Md., 6600 Reisterstown Road
 Wheaton, Md., Wheaton Plaza Regional Shopping Center, 11160 Viers Mill Road

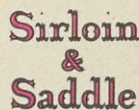
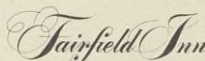
Richmond, Va., 7th & Grace Sts.
 Richmond, Va., 3410 West Broad St. (Seaboard Bldg.)

Norfolk, Va., Maritime Tower Bldg., 200 Monticello Ave.
 Newport News, Va., New Market Village Shopping Center★

Pittsburgh, Pa., East Hills Shopping Center, Frankstown Rd. & Robinson Blvd.

Sloatsburg, Milepost #33, North Lane, New York State Thruway

Salt Lake City, Utah, 4800 South Highland Drive★



MARRIOTT MOTOR HOTELS

Arlington, Va., Twin Bridges (U. S. 1)
 Rosslyn, Va., Key Bridge (U. S. 29-211)
 Philadelphia, Pa., City Ave. & Monument Road
 Dallas, Texas, 2101 Stemmons Freeway
 Newark, N. J., Airport Motel, opposite entrance to Newark Municipal Airport

FAIRFIELD INNS (Hotel Family Restaurants)

Arlington, Va., Marriott Motor Hotel, Twin Bridges (U. S. 1)
 Rosslyn, Va., Marriott Key Bridge Motor Hotel (U. S. 29-211)
 Philadelphia, Pa., Marriott Motor Hotel, City Ave. & Monument Road
 Dallas, Texas, Marriott Motor Hotel, 2101 Stemmons Freeway

POLYNESIAN RESTAURANT

Philadelphia, Pa., Marriott Motor Hotel, City Ave. & Monument Road

SIRLOIN & SADDLE (Steaks a Specialty)

Wheaton, Md., Wheaton Plaza Regional Shopping Center
 Arlington, Va., Marriott Motor Hotel, Twin Bridges (U. S. 1)
 Philadelphia, Pa., Marriott Motor Hotel, City Ave. & Monument Road
 Dallas, Texas, Marriott Motor Hotel, 2101 Stemmons Freeway

INDUSTRIAL FEEDING

D. C., Treasury Dept., 15th & Pennsylvania Ave., N.W.
 D. C., Bureau of Printing & Engraving, 14th & C Sts., S.W.
 D. C., International Monetary Fund, 19th & H Sts., N.W.
 Chevy Chase, Md., Government Employees Ins. Co., 4608 Willard Ave.
 Norfolk, Va., Ford Motor Company
 Waynesboro, Va., E. I. du Pont de Nemours & Co. Martinsville, Va., E. I. du Pont de Nemours & Co.
 Richmond, Va., E. I. du Pont de Nemours & Co.
 Waynesboro, Va., General Electric Company
 Clinton, Iowa, E. I. du Pont de Nemours & Co.
 Buffalo, N. Y., E. I. du Pont de Nemours & Co.
 Johnson City, N. Y., General Electric Company★
 Miami, Fla., Eastern Airlines
 Miami, Fla., Pan American Airways (3)

INSTITUTIONAL FEEDING

D. C., Children's Hospital, 2125 13th St., N.W.
 D. C., Washington Hospital Center, 110 Irving St., N.W.
 D. C., Sibley Memorial Hospital, 5255 Loughboro Road, N.W.
 Bethesda, Md., Holton Arms School, Inc., 7305 River Road★

AIRLINE CATERING

Baltimore, Md., Friendship Airport
 Alexandria, Va., Washington National Airport (2)
 Chantilly, Va., Dulles International Airport★
 Chicago, Ill., O'Hare Field (2)
 New York, N. Y., Idlewild International Airport (2)
 Newark, N. J., Municipal Airport
 Miami, Fla., International Airport
 Fort Lauderdale, Fla., Broward International Airport
 Dallas, Texas, Braniff International Airways, Love Field
 Los Angeles, Cal., International Airport

★New in fiscal 1963-64



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