FRANCHISE DISCLOSURE DOCUMENT

Choice Hotels International, Inc.
a Delaware corporation
1 Choice Hotels Circle, Suite 400
Rockville, Maryland 20850
(301) 592-5000
https://choicehotelsdevelopment.com
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The franchise offered in this disclosure document is for the rights to own and/or operate a RODEWAY INN® or RODEWAY INN & SUITES® hotel business ("RODEWAY INN").

The total investment necessary to convert an existing hotel and begin operation of a 57-room RODEWAY INN hotel franchise is between $118,825 and $626,995. This includes the following fees that must be paid to the franchisor or its affiliates as follows: an affiliation fee of $125 per room for new construction and $375 per room for transfers and renewals, $15,000 minimum; a property management system software license and systems training fee of between $5,250 and $11,250; and orientation and hospitality training fees of between $0 and $3,245 per person. These sums do not include the cost of any real estate taxes.

This disclosure document summarizes certain provisions of your franchise agreement and other information in plain English. Read this disclosure document and all agreements carefully. You must receive this disclosure document at least 14 calendar days before you sign a binding agreement with, or make any payment to, us or our affiliates in connection with the proposed franchise sale or grant. **Note, however, that no governmental agency has verified the information contained in this document.**

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact Tom Nee, Vice President, Foundation Brands Development at (301) 592-5000, 1 Choice Hotels Circle, Suite 400, Rockville, Maryland 20850.

The terms of your franchise agreement will govern your franchise relationship. Do not rely on the disclosure document alone to understand your franchise agreement. Read all of your franchise agreement carefully. Show your franchise agreement and this disclosure document to an advisor, like a lawyer or an accountant.

Buying a franchise is a complex investment. The information in this disclosure document can help you make up your mind. More information on franchising, such as "A Consumer's Guide to Buying a Franchise," which can help you understand how to use this disclosure document, is available from the Federal Trade Commission. You can contact the FTC at 1-877-FTC-HELP or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, D.C. 20580. You can also visit the FTC's home page at www.ftc.gov for additional information. Call your state agency or visit your public library for other sources of information on franchising.

There may also be laws on franchising in your state. Ask your state agencies about them.

Issuance Date: April 1, 2021

How to Use This Franchise Disclosure Document

Here are some questions you may be asking about buying a franchise and tips on how to find more information:

QUESTION	WHERE TO FIND INFORMATION
How much can I earn?	Item 19 may give you information about outlet sales, costs, profits or losses. You should also try to obtain this information from others, like current and former franchisees.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at Choice's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Exhibit C includes financial statements. Review these statements carefully.
Is the franchise system stable, growing, or shrinking?	Item 20 summarizes the recent history of the number of franchised outlets.
Will my Rodeway business be the only Rodeway business in my area?	Item 12 and the "territory" provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you.
Does the franchisor have a troubled legal history?	Items 3 and 4 tell you whether the franchisor or its management have been involved in material litigation or bankruptcy proceedings.
What is it like to be a Rodeway franchisee?	Exhibits O and P list current and former franchisees. You can contact them to ask them about their experience.
What else should I know?	These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents.

What You Need to Know About Franchising *Generally*

Continuing responsibility to pay fees. You may have to pay royalties and other fees even if you are losing money.

Business model can change. The franchise agreement may allow the franchisor to change its manuals and business model without your consent. These changes may require you to make additional investments in your franchise business or may harm your franchise business.

Supplier restrictions. You may have to buy or lease items from the franchisor or a limited group of suppliers the franchisor designates. These items may be more expensive than similar items you could buy on your own.

Operating restrictions. The franchise agreement may prohibit you from operating a similar business during the term of the franchise. There are usually other restrictions. Some examples may include controlling your location your access to customers, what sell, how you market and your hours of operation.

Competition from franchisor. Even if the franchise agreement grants you a territory, the franchisor may have the right to compete with you in your territory.

Renewal. Your franchise agreement may not permit you to renew. Even if it does, you may have to sign a new agreement with different terms and conditions in order to continue to operate your franchise business.

When your franchise ends. The franchise agreement may prohibit you from operating a similar business after your franchise ends even if you still have obligations to your landlord or other creditors.

Some States Require Registration

Your state may have a franchise law, or other law, that requires franchisors to register before offering or selling franchises in the state. Registration does not mean that the state recommends the franchise or has verified the information in this document. To find out if your state has a registration requirement, or to contact your state, use the agency information in Exhibit B.

Your state also may have laws that require special disclosures or amendments be made to your franchise agreement. If so, you should check the State Specific Addenda. See the Table of Contents for the location of the State Specific Addenda.

Special Risks to Consider About *This* Franchise

Certain states require that the following risks be highlighted:

1. **Out-of-State Dispute Resolution**. The Franchise Agreement requires you to resolve disputes with the franchisor by mediation, arbitration and/or litigation only in Maryland. Out-of-state mediation arbitration, or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to mediate, arbitrate, or litigate with the franchisor in Maryland than in your own state.
2. **Renewal**. Many franchise agreements do not allow you to renew unconditionally after the initial term expires. You may have to sign a new franchise agreement with different terms and conditions in order to continue to operate your business. Before you buy, consider what rights you have to renew your franchise, if any, and what terms you might have to accept in order to renew.
3. **Negative Net Worth**. As of December 31, 2020, Choice had a net income of $75,387,000, but a shareholders' deficit of $5,752,000, which is primarily attributable to our repurchase of 51.6 million shares of treasury stock through December 31, 2020. You may wish to consult with your financial adviser.
4. **No Exclusive Territory**. The territory is not exclusive. You may face competition from other franchisees, from franchisor owned outlets or from other channels of distribution or competitive brands franchisor controls.
5. **Termination**. While the franchise agreement has a term of twenty years, the franchise agreement provides for a termination without cause by either party on any anniversary of the opening date.
6. **Trademark**. The franchise agreement provides that franchisor has sole discretion to modify, add to, or discontinue use of the brand mark or to substitute different proprietary marks for the use in identifying the system and/or the hotel and franchisee shall bear all the costs of complying with such change.
7. **Franchise Brokers and Referral Sources**. We use the services of one or more FRANCHISE BROKERS or referral sources to assist us in selling our franchises. A franchise broker or referral source may represent us, not you. We pay this person a fee for selling our franchises or referring you to us. You should be sure to do your own investigation of our franchises.
8. **COVID-19 Pandemic.** The COVID-19 pandemic has caused material decreases in demand, occupancy and system-wide revenue per available room, accompanied by forced or voluntary hotel closures and disruptions (see Item 1).

This disclosure document is for use in the United States and its territories. The page following Item 23 contains the Effective Dates of this Disclosure Document for each state with its own franchise registration law. Certain states may require other risks to be highlighted. Check the "State-Specific Addenda" to see whether your state requires other risks to be highlighted.

TABLE OF CONTENTS

ITEM	PAGE
ITEM 1 THE FRANCHISOR AND ANY PARENTS, PREDECESSORS AND AFFILIATES	1
ITEM 2 BUSINESS EXPERIENCE	5
ITEM 3 LITIGATION	10
ITEM 4 BANKRUPTCY	16
ITEM 5 INITIAL FEES	16
ITEM 6 OTHER FEES	17
ITEM 7 ESTIMATED INITIAL INVESTMENT	28
ITEM 8 RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES	30
ITEM 9 FRANCHISEE'S OBLIGATIONS	33
ITEM 10 FINANCING	34
ITEM 11 FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING	39
ITEM 12 TERRITORY	50
ITEM 13 TRADEMARKS	51
ITEM 14 PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION	53
ITEM 15 OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS	54
ITEM 16 RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL	54
ITEM 17 RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION	55
ITEM 18 PUBLIC FIGURES	59
ITEM 19 FINANCIAL PERFORMANCE REPRESENTATIONS	59
ITEM 20 OUTLETS AND FRANCHISEE INFORMATION	63
ITEM 21 FINANCIAL STATEMENTS	73
ITEM 22 CONTRACTS	73
ITEM 23 RECEIPT	73

EXHIBITS

EXHIBIT A STATE-SPECIFIC ADDENDA PAGES
EXHIBIT B REGULATORY AUTHORITIES; REGISTERED AGENTS FOR SERVICE OF PROCESS
EXHIBIT C FINANCIAL STATEMENTS
EXHIBIT D FRANCHISE AGREEMENT, PERSONAL GUARANTY AND STATE ADDENDA
EXHIBIT E choiceADVANTAGE SOFTWARE TERMS OF USE
EXHIBIT F CALL FORWARDING TERMS OF USE
EXHIBIT G GIFT CARD ENROLLMENT FORM
EXHIBIT H PROMISSORY NOTE
EXHIBIT I INCENTIVE PROMISSORY NOTE
EXHIBIT J LENDER DOCUMENTS
EXHIBIT K RULES AND REGULATIONS TABLE OF CONTENTS
EXHIBIT L FAIR FRANCHISING POLICY
EXHIBIT M INCREMENTAL IMPACT POLICY
EXHIBIT N FRANCHISEE ASSOCIATION INFORMATION
EXHIBIT O LIST OF FRANCHISEES
EXHIBIT P LIST OF FORMER FRANCHISEES
EXHIBIT Q COMFORT LETTERS
EXHIBIT R FRANCHISE DISCLOSURE ACKNOWLEDGMENT FORM
EXHIBIT S STATE EFFECTIVE DATES AND RECEIPT

ITEM 1

THE FRANCHISOR AND ANY PARENTS, PREDECESSORS AND AFFILIATES

To simplify the language in this disclosure document, "we," "us," "our," "Choice" or "Choice Hotels" means Choice Hotels International, Inc., the franchisor. "We," "us," "our," "Choice" or "Choice Hotels" does not include the employees, officers, directors or shareholders of Choice. "You" means the person who buys the franchise. "You" may be an individual, corporation, partnership, limited liability company or other legal entity, or may include the principal owners of such entity or entities if an owner of you is required to sign a personal guarantee and be personally bound by your obligations under the franchise agreement.

This disclosure document is for the right to own and/or operate a RODEWAY INN® or RODEWAY INN & SUITES® branded hotel ("RODEWAY INN" or "RODEWAY INN Marks").

We do business under the following primary Choice Hotels trademarks among others: COMFORT INN®, COMFORT INN & SUITES®, COMFORT SUITES®, CAMBRIA®, QUALITY INN®, QUALITY INN & SUITES®, QUALITY SUITES®, QUALITY HOTEL®, CLARION HOTEL®, CLARION INN®, CLARION INN & SUITES®, CLARION SUITES®, CLARION RESORT®, CLARION COLLECTION®, CLARION POINTE®, SLEEP INN®, SLEEP INN & SUITES®, RODEWAY INN®, RODEWAY INN & SUITES®, ECONO LODGE®, ECONO LODGE INN & SUITES®, MAINSTAY SUITES®, SUBURBAN EXTENDED STAY HOTEL®, SUBURBAN LODGE®, ASCEND HOTEL COLLECTION®, WOODSPRING SUITES®, and EVERHOME SUITES®.

Choice Background.

We are a Delaware corporation formed on January 8, 1963, under the name Quality Inns International, Inc. We changed our corporate name to Choice Hotels International, Inc. on July 25, 1990. From November 1, 1996 to October 15, 1997, our corporate name was Choice Hotels Franchising, Inc. Our corporate name has been Choice Hotels International, Inc. since October 15, 1997. Our principal business address is 1 Choice Hotels Circle, Suite 400, Rockville, Maryland 20850. Our agents for service of process are disclosed in Exhibit B of this disclosure document.

Our business began in 1939 when seven independent motel owners in Florida met to discuss how they could better satisfy the needs of their customers. Over the next few years, the group continued to meet and share best practices. In 1941, the group formalized its relationship by creating a membership association called Quality Courts United, thereby creating the nation's first hotel chain. The vision of the members of Quality Courts United was to develop quality and other standards for their customers, as well as to refer guests to each other's motels.

In January 1963, the organization officially became a for-profit corporation operating under the name Quality Courts Motels, Inc. Shortly thereafter, a training school, a central reservations system and hotel directory were added to the organization. Since that time, the company has changed its name to Choice Hotels International, Inc. and has expanded and further developed the Choice franchise system of hotels through the development of additional hotel brands and expansion into new markets.

In 2013, we established a subsidiary, SkyTouch Solutions, LLC, that develops and markets cloud-based technology products, including inventory management, pricing and connectivity to third party channels, to hoteliers who do not have franchise agreements with us.

Choice Privileges Loyalty Services, LLC is a Delaware limited liability company formed on June 12, 2017 ("CPLS"). CPLS owns, operates and administers the Choice Privileges® guest rewards program. Its principal business address is 2711 Centerville Road, Suite 400, Wilmington, Delaware 19808. Except as set forth in this Item 1, we do not have any other parents, predecessors or affiliates that must be disclosed.

RODEWAY INN Hotels.

We began offering franchises under the trademark RODEWAY INN ("RODEWAY INN hotels") in 1990. RODEWAY INN hotels provide budget segment hotels for value-oriented travelers that offer a welcoming and efficient environment at an economy price. Neither we, nor any current affiliate or predecessor, has owned or operated a RODEWAY INN hotel. Sunburst Hospitality Corporation, which was our affiliate until October 15, 1997, has owned and operated RODEWAY INN hotels.

Your receipt of this disclosure document does not mean that you will be approved as a franchisee or that you may develop or open any of our franchised hotels. Before you may develop and open any of our franchised hotels, we must approve you as a franchisee, we must approve the location of your proposed hotel, you must attend and successfully complete our training programs, we and you must sign the Franchise Agreement (Exhibit D), and you must pay the affiliation fee. You should not acquire any interest in a site for a hotel franchise until, at the earliest, you are approved by us as a franchisee.

General Market and Competition.

The market for hotel services is generally well developed but will depend largely on your hotel's location, size and its type of operation (for example, resort location, hotel for frequent business travelers, etc.). Franchisees typically seek customers and business referrals from the local community and solicit business from tour and travel groups on a regional and national level. Depending on the location of the hotel, sales may increase or decrease significantly on a seasonal basis.

Your competitors will include other chain-affiliated (including our hotel brands) and independent hotels and motels in the area where your hotel is located.

COVID-19 Pandemic.

With the global spread of COVID-19, our franchise system has experienced material decreases in demand, occupancy and system-wide revenue per available room, accompanied by forced or voluntary hotel closures and disruptions. While governments have and may continue to implement various stimulus and relief programs, it is uncertain whether and to what extent our franchisees will be eligible for or willing to participate in such programs, whether conditions or restrictions imposed under such programs will be acceptable to our franchisees, or whether such programs will have sufficient funds available to permit participation by our eligible franchisees. We cannot be certain whether the availability of government stimulus and relief programs will be effective in avoiding or significantly mitigating the financial impacts on our franchisees of the COVID-19 pandemic. Even after the COVID-19 pandemic subsides, our franchisees could experience a significant increase in their operating costs, including the need to invest in new equipment, technology, amenities, products, and services in order to satisfy newly issued health, hygiene, and safety regulations and requirements or to conform to evolving guest expectations. If franchisees are unable to make these investments, their ability to continue operations or generate revenue may be adversely impacted.

Other Choice Hotels Brands.

We franchise other hotel brands under the Choice Marks as defined in Item 13. We have franchised full service, mid-priced hotels under the trademark QUALITY INN since 1968 and under the trademark CLARION since 1987. QUALITY INN provides an accommodating environment, friendly service and a continental breakfast. All-suites hotels within the QUALITY brand are known as QUALITY SUITES hotels. CLARION branded hotels offer guests a quality of service, amenities and inviting atmosphere associated with finer hotels, but at an affordable price. These hotels offer free high-speed internet access, and most locations offer a full-service restaurant, room service, swimming pool and fitness center. In 2018, we began franchising limited-service hotels under the trademark CLARION POINTE, which offer affordable accommodations with comfortable, contemporary rooms, free high-speed internet access, and a free better-for-you breakfast.

We have franchised limited service, mid-scale hotels under the trademark COMFORT since 1981 and under the trademark SLEEP INN since 1987. We have franchised limited service, economy and budget hotels under the trademark ECONO LODGE since 1990. Our largest hotel brand, COMFORT, provides a warm atmosphere, friendly service including free breakfast, in-room coffee and free high-speed internet access. All-suites hotels under the COMFORT brand are offered under the COMFORT SUITES trademark. SLEEP INN branded hotels provide exceptional service and value in a familiar atmosphere with carefully maintained facilities. SLEEP INN branded hotels that contain at least 10% suites may operate under the SLEEP INN & SUITES trademark. We began offering ECONO LODGE branded hotels in 1990. ECONO LODGE hotels provide a comfortable stay at a great value for business and leisure travelers.

We have franchised extended stay, limited service hotels under the trademark MAINSTAY SUITES since 1996 and under the trademark SUBURBAN since 2005. MAINSTAY SUITES offers residential style amenities and affordable rates. Each MAINSTAY SUITES hotel room offers ample space for an extended stay, with areas for dressing, relaxing, sleeping and eating, and includes a well-equipped kitchen. SUBURBAN offers competitive rates for stays of one week or more. Rooms at a SUBURBAN property are spacious and feature a well-equipped kitchen and free high-speed internet access.

We acquired the WOODSPRING SUITES brand from WoodSpring Hotels Franchise Services LLC, a Kansas limited liability company ("WHFS") in 2018. From 2004 to April 2015, WHFS offered extended-stay franchises under the name "VALUE PLACE," and in 2015 WHFS changed the brand to "WOODSPRING SUITES." We began offering franchises under the trademark WOODSPRING SUITES in February 2018. We were the franchisor of the remaining hotels that operated under the trademark VALUE PLACE.We do not plan to franchise any new VALUE PLACE hotels in the future. WOODSPRING SUITES and VALUE PLACE hotels are extended stay, limited services hotels that offer customers the value of a furnished room with kitchen facilities, together with terms and conditions, services and amenities associated with extended-stay hotels, including easy check-in, one-week stays, and periodic housekeeping

We began offering EVERHOME SUITES franchises in November 2019. EVERHOME SUITES offers in the mid-scale space studio and larger one-bedroom options, all of which include a fully equipped, modern kitchen complete with a full-sized refrigerator, dishwasher, stovetop, microwave, and ample counter space. Dishes, utensils, glassware, and cookware will be provided in room for free to enable guests to cook their own meals. Small appliances, such as blenders, crock-pots, and electric indoor grills, will be available to rent at the front desk.

We have franchised all-suites hotels under the trademark CAMBRIA since 2004. CAMBRIA is an upscale, select-service hotel brand designed for guests who want to take their lifestyle with them when

traveling. CAMBRIA branded hotels feature a stylish design that creates a unique sense of place, within our design framework—optimized for operational excellence, financial performance and guest appeal.

We also offer hotels under the trademark ASCEND, which is a special group of boutique, unique or historic hotels that have a strong local identity and share a common commitment to outstanding guest service. ASCEND member hotels range from historic to themed to contemporary and offer amenities, including operation of an onsite, upscale dining restaurant or are located within one city block of an upscale dining restaurant. From April 1, 2005 through April 30, 2008, we offered franchises for a similar concept under the trademark CLARION COLLECTION. As of December 31, 2019, there were 3 CLARION COLLECTION franchises. ASCEND member hotels typically will be conversions of existing hotels that retain their existing name followed by the words, "ASCEND HOTEL COLLECTION" or "ASCEND RESORT COLLECTION" for local marketing and signage purposes.

As of December 31, 2020, there were 49 CAMBRIA hotel franchises, 1,697 QUALITY hotel franchises, 1,065 COMFORT INN and COMFORT INN & SUITES hotel franchises, 567 COMFORT SUITES hotel franchises, 155 CLARION hotel franchises, 176 ASCEND hotel franchises, 3 CLARION COLLECTION hotel franchises, 25 CLARION POINTE hotel franchises, 408 SLEEP INN and SLEEP INN & SUITES hotel franchises, 559 RODEWAY INN hotel franchises, 777 ECONO LODGE hotel franchises, 90 MAINSTAY SUITES hotel franchises, 66 SUBURBAN franchises, 293 WOODSPRING SUITES hotel franchises, 0 EVERHOME SUITES, and 0 VALUE PLACE hotel franchises open in the United States. Choice also currently owns 5 Cambria hotels, which it acquired in 2019. Those hotels are operated by third party management companies. Choice intends to franchise all company-owned Cambria hotels in the near future. Choice does not operate any hotels under any of the Choice Marks.

Industry Specific Laws and Regulations.

Your franchised hotel will be subject to significant federal, state and local laws and regulations applicable to businesses generally and those specific to the hotel industry, including regulations regarding zoning and building, occupational health and safety, labor, licensing and bonding, food, insurance, advertising, liquor licenses, sales, income and other taxes, and the Americans with Disabilities Act. There may be other laws and regulations applicable to the hotel industry or businesses generally, with which you must comply. You should consult with your attorney concerning these laws and regulations.

Except as described in this Item 1, we have not offered franchises in any other line of business, and we do not engage in any franchise business not related to those described in this Item 1.

ITEM 2

BUSINESS EXPERIENCE

OFFICERS

President and Chief Executive Officer: Patrick S. Pacious

Mr. Pacious has been a Director and Chief Executive Officer since September 2017 and President since May 2016. He was Chief Operating Officer from December 2013 to September 2017.

Senior Vice President, Human Resources and Administration: Patrick J. Cimerola

Mr. Cimerola has been Senior Vice President, Human Resources and Administration since September 2009.

Senior Vice President, Chief Development Officer: David A. Pepper

Mr. Pepper has been Senior Vice President, Chief Development Officer since May 2015.

Chief Financial Officer: Dominic Dragisich

Mr. Dragisich has been Chief Financial Officer since March 2017. He was Chief Financial Officer at XO Communications in Herndon, Virginia from July 2015 to February 2016.

Senior Vice President, General Counsel and Corporate Secretary: Simone Wu

Ms. Wu has been Senior Vice President, General Counsel and Corporate Secretary since February 2012.

Senior Vice President, Upscale Brands: Janis Cannon

Ms. Cannon has been Senior Vice President, Upscale Brands since April 2015.

Senior Vice President, Finance & Chief Accounting Officer: Scott E. Oaksmith

Mr. Oaksmith has been Senior Vice President, Finance & Chief Accounting Officer since May 2016. Mr. Oaksmith was Controller from September 2006 to April 2016.

Chief Commercial Officer: Robert McDowell

Mr. McDowell has been Chief Commercial Officer for Choice Hotels International since May 2016. He was Senior Vice President, Marketing and Distribution from January 2011 to April 2016.

Senior Vice President, Enterprise Operations and Technology: John Bonds

Mr. Bonds has been Senior Vice President, Enterprise Operations and Technology since September 2017. He was Senior Vice President, Strategy & Services from December 2012 to August 2017.

Deputy General Counsel and Assistant Secretary: Jeff Lobb

Mr. Lobb has been Deputy General Counsel since February 2017 and has been Assistant Secretary since September 2015. Mr. Lobb was Assistant General Counsel from March 2011 and to January 2017.

OTHER EXECUTIVES WITH MANAGEMENT RESPONSIBILITY RELATING TO THE SALE OR OPERATION OF OUR FRANCHISES

Chief Technology Officer: Brian Kirkland

Mr. Kirkland has been Chief Technology Officer since January 2018. He was Vice President, Engineering from December 2015 to December 2017.

Vice President, Owner and Portfolio Strategy: Timothy R. Shuy

Mr. Shuy has been Vice President, Owner and Portfolio Strategy since September 2015.

Senior Vice President, Upscale Brands Development: Mark Shalala

Mr. Shalala has been Senior Vice President, Upscale Brands Development since January 2020. He was Vice President, Upscale Brands Development from January 2017 to December 2019. He was Vice President, Cambria Development from March 2015 to December 2016.

Vice President, Foundation Brands Development: Tom Nee

Mr. Nee has been Vice President, Foundation Brands Development since January 2017. Mr. Nee was Regional Vice President, Franchise Sales from January 2014 to December 2016.

Vice President, Brand Management, Design and Compliance: Megan Brumagim

Ms. Brumagim has been Vice President, Brand Management, Design and Compliance since June 2019. Previously, she was Senior Director, Signature Brands for Choice Hotels from September 2017 to June 2019. She was Senior Director & Head of Domestic Brand Management, Comfort Hotels from April 2015 to September 2017.

Senior Vice President, Extended Stay Development: Ron Burgett

Mr. Burgett has been Senior Vice President, Extended Stay Development since January 2020. Previously, Mr. Burgett was Vice President, Franchise Development, WoodSpring from February 2018 to January 2020. He was Executive Vice President, Brand Development for WoodSpring Hotels Holdings, LLC in Topeka, Kansas from January 2014 to February 2018.

Vice President, Franchisee Onboarding and Learning: Timothy Tobin

Mr. Tobin has been Vice President, Franchisee Onboarding and Learning since February 2018. Previously, he was Senior Director, Performance Training from January 2016 to January 2018.

Vice President, Procurement Services: Frederick H. Summa, III

Mr. Summa has been Vice President, Procurement Services since November 2008.

Vice President, Extended Stay Brand Operations and Strategy: Anna Scozzafava

Ms. Scozzafava has been Vice President of Extended Stay Brand Operations and Strategy since June 2019. Previously, she was Vice President of Strategy and Planning from November 2017 to June 2019. She was Senior Director of Strategy and Planning from July 2016 to October 2017 and was Director of Corporate Strategy from January 2014 through June 2016.

Vice President, Franchise Services: Curtis Osekowsky

Mr. Osekowsky has been Vice President, Franchise Services since February 2018. He was Regional Vice President of Radisson Hotel Group in Minnetonka, Minnesota from April 2016 to February 2018.

Regional Vice President, Franchise Services: Byron Bean

Mr. Bean has been Regional Vice President, Franchise Services since February 2005.

Regional Vice President, Franchise Services: Jill Burke

Ms. Burke has been Regional Vice President, Franchise Services since January 2019. She was Area Director from May 2016 to January 2019, and she was Regional Area Director from March 2013 to April 2016.

Regional Vice President, Franchise Services: Michelle Masters

Ms. Masters has been Regional Vice President, Franchise Services since April 2019. She was Regional Vice President, Operations of Radisson Hotel Group in Minnetonka, Minnesota from November 2002 to April 2019.

Regional Vice President, Franchise Services: Odette Brown

Ms. Brown has been Regional Vice President since January 2018. She was Area Director from April 2014 to December 2017.

Regional Vice President, Franchise Sales Development: Luke Wright

Mr. Wright has been Regional Vice President, Franchise Sales Development since March 2021. He was a Franchise Development Associate from January 2019 to March 2021. Previously, he was a Business Development Intern for Access Point Financial in Atlanta, Georgia from June 2018 to August 2018.

Vice President, Franchise Development: Brian Parker

Mr. Parker has been Vice President, Franchise Development since January 2020. He was Regional Vice President, Franchise Sales from January 2012 to December 2019.

Senior Vice President, Franchise Development: Jason Cowan

Mr. Cowan has been Senior Vice President, Franchise Development since January 2020. Previously, he was Regional Vice President, Franchise Development from May 2018 to January 2020. He was Regional Vice President, Franchise Sales from January 2012 to April 2018.

Vice President, Franchise Development: Thomas P. Bernardo

Mr. Bernardo has been Vice President, Franchise Development since January 2020. Previously, he was Regional Vice President, Franchise Development from May 2018 to January 2020. He was Regional Vice President, Franchise Sales from February 2013 to May 2018. He has been owner of Giammarco's Italian Restaurant in Westerville, Ohio since 2003.

Vice President, Franchise Development: Nick DePaolo

Mr. DePaolo has been Vice President, Franchise Development since January 2020. He was Regional Vice President, Franchise Development from May 2018 to January 2020. He was Vice President, Franchise Sales from January 2017 to April 2018, and was Director, Franchise Sales from April 2008 to December 2016.

Vice President of Hotel Development – Ascend Hotel Collection: Pete Metzger

Mr. Metzger has been Vice President of Hotel Development-Ascend Hotel Collection since January 2020. Previously, he was Regional Vice President Ascend Collection Development – Ascend Hotel Collection from May 2018 to January 2020. He was Director of Development for Choice Hotels International from January 2013 to August 2018.

Vice President, Franchise Development: Anthony Goldstein

Mr. Goldstein has been Vice President, Franchise Development since January 2020. Previously, he was Regional Vice President, Franchise Development from May 2018 to January 2020. He was Regional Vice President, Franchise Sales from July 2017 to April 2018 and was Director of Franchise Sales from April 2013 to August 2015. Mr. Goldstein was Regional Vice President of Red Roof Hotels in Columbus, Ohio from August 2015 to June 2017.

Senior Director, Relicensing: James Rudeau

Mr. Rudeau has been Senior Director, Relicensing since April 2005.

Project Director, Relicensing: Phil Carandang

Mr. Carandang has been Project Director, Relicensing since March 2015. Mr. Carandang was Manager, Retention & Re-Licensing for Wyndham Worldwide Corporation in Parsippany, NJ from February 2002 to February 2015.

Senior Director, Onboarding Services: Colleen Kruse

Ms. Kruse has been Senior Director, Onboarding Services since January 2020. Previously, Ms. Kruse was Director, Franchise Development Operations from January 2015 to January 2020.

Ascend Collection Brand Strategy & Management Director: Neerav Dudhwala

Mr. Dudhwala has been Ascend Collection Brand Strategy & Management Director since October 2020. He was Senior Director of Brand Operations-Americinn by Wyndham for Wyndham Worldwide Corporation in Parsippany, NJ from May 2020 to October 2020. Mr. Dudhwala was the Senior Director of Franchise Operations and Quality for Wyndham Worldwide Corporation in Parsippany, NJ from January 2019 to October 2020. He was Regional Director of Franchise Operations for Wyndham Worldwide

Corporation in Parsippany, NJ from December 2016 to January 2019. Mr. Dudhwala was Director of Franchise Operations for Wyndham Worldwide Corporation in Parsippany, NJ from August 2006 to December 2016.

DIRECTORS

Chairman of the Board: Stewart W. Bainum, Jr.

Mr. Bainum has been a Director and Chairman of the Board of Choice Hotels since October 1997. He has also been Chairman of the Board of Realty Investment Company, Inc., in Silver Spring, Maryland since December 2005. Mr. Bainum has been Chairman of the Board of Sunburst Hospitality Corporation, in Silver Spring, Maryland since November 1996.

Director: Ervin Shames

Mr. Shames has been a Director since April 2002. He has been an independent management advisor to consumer goods and services companies based out of Wilton, Connecticut since January 1995.

Director: William Jews

Mr. Jews has been a Director since March 2006 and was also a Director from 2000 to 2005. Mr. Jews has also been Chairman of the Ryland Group, in Calabasas, California since February 2010. He has been a Director of Fortress International Group, in Columbia, Maryland since August 2007 and a Director of KCI Technologies, Inc., in Sparks, Maryland since December 2009.

Director: Scott A. Renschler

Dr. Renschler has been a Director since February 2008. He has been a clinical psychologist in private practice since July 2007. Dr. Renschler has also been a Director of The Commonwealth Foundation, Inc., in Silver Spring, Maryland since 1993 and a Director of The Mental Wellness Foundation, Inc., in Silver Spring, Maryland since 2000.

Director: John Tague

Mr. Tague has been a Director since February 2012. He has been Chief Executive Officer of Greatwide Logistics Services, Inc., in Dallas, Texas since July 2011.

Director: Barbara T. Alexander

Ms. Alexander has been a Director since February 2012. She has been a Director of KB Home, in Los Angeles, California since October 2010. She has been a Director of Allied World Assurance Company Holdings, Ltd., in Zug, Switzerland since August 2009. She has been a Director of QUALCOMM Incorporated, in San Diego, California since July 2006. She has been an independent consultant since February 2004.

Director: Monte J. M. Koch

Mr. Koch has been a Director since March 2014. He has been Vice Chairman of the Board of Directors of Auction.com, in Irvine, California since July 2012. He has been a Director of the National Business Aviation Association located in Washington, DC since November 2005.

Director: Liza K. Landsman

Ms. Landsman has been a Director since October 2014. She has been Chief Customer Officer at Jet.com, Inc. in Montclair, New Jersey since March 2015.

Director: Maureen Sullivan

Ms. Sullivan has been a Director since November 2018. She has been Chief Operating Officer of Rent the Runway, Inc. in New York, New York since September 2015..

ITEM 3

LITIGATION

I. PENDING LITIGATION AND ARBITRATION DEMANDS

(1) SENDER KOHL v. CHOICE HOTELS INTERNATIONAL, INC.
United States District Court for the Southern District of Florida, Fort Lauderdale Division, Case #0:18-cv-62597
American Arbitration Association, Case #01-19-0000-1797

On October 29, 2018, Sender Kohl filed an action against Choice Hotels International, Inc. seeking damages in an unspecified amount. The complaint alleges breach of contract, breach of the implied covenant of good faith and fair dealing, fraud and material misrepresentations. In December 2018, the court action was stayed pending arbitration, pursuant to the terms of the franchise agreement, which was filed in January 2019. An arbitration hearing has been scheduled in this matter for November 1, 2021 through November 15, 2021.

(2) JAI SAI BABA LLC et al. v. CHOICE HOTELS INTERNATIONAL et al.
United States, Eastern District of Pennsylvania, Case No. 2:20-cv-02823, June 12, 2020

On June 12, 2020 (amended on July 15, 2020), approximately ninety current and former franchise owners that own and operate one or more Choice branded hotels ("Plaintiffs") filed suit against Choice Hotels ("Choice") and Choice Hotels Owner Council ("CHOC") (Choice and CHOC collectively referred to as "Defendants"). In the complaint, the Plaintiffs allege that the Defendants engaged in discriminatory and anti-competitive practices and violated the Racketeer Influenced and Corrupt Organizations Act, the Sherman Act, the Civil Rights Act, and various state franchise laws. Additionally, the Defendants have claimed that Choice is in in breach of contract, has breached the implied duty of good faith and fair dealing and committed common law fraud. The Plaintiffs are seeking unspecified actual damages, punitive damages, consequential and/or compensatory damages, attorneys' fees, costs and interest, a declaratory judgment that certain allegedly unconscionable provisions are unenforceable, an accounting of all fees paid by Plaintiffs, an order for restitution and the rescission of Maryland franchise agreements, a declaratory judgment that some or all franchise agreements are terminated, and certain permanent injunctive relief. On July 29, 2020, Choice filed a motion to stay the litigation and compel arbitration.

II. ACTIONS INITIATED BY CHOICE HOTELS INTERNATIONAL, INC. TO RECOVER ROYALTIES, LIQUIDATED DAMAGES AND OTHER DEBTS OWED TO CHOICE

RESPONDENT(S)/DEFENDANT(S)	VENUE	CASE NUMBER	FILING DATE
Jagdish K. Patel	American Arbitration Association	01-20-0000-0559	January 7, 2020
Ladani Ukani Hospitality, LLC, Durlabhji B. Ukani and Chhaganlal D. Ladani	American Arbitration Association	01-20-0000-1322	January 14, 2020
K.C.P. Hotels, LLC, Chirag Patel and Keena Patel	American Arbitration Association	01-20-0000-2231	January 21, 2020
Clifton Hospitality, Inc. and Frank Carnevale	American Arbitration Association	01-20-0000-2209	January 21, 2020
Sita Corporation and Jaimin Patel	United States District Court for the District of Maryland, Southern Division	8:20-cv-00189	January 22, 2020
HRDMM Hospitality Services, Inc., Imtiaz Hussain, Hana Imtiaz Chohan and Hassan Imtiaz Hussain	United States District Court for the District of Maryland, Southern Division	8:20-cv-00191	January 22, 2020
Lexington Hospitality Group, LLC, Janee Hotel Corporation	American Arbitration Association	01-20-0000-2505	January 23, 2020
Parul Makadia	Circuit Court for Montgomery County, Maryland	478063V	January 23, 2020
Faith Investments, LLC, The Louisiana Community Development Capital Fund, Inc., Jules B. Leblanc III and Dr. Earnest L. Johnson	American Arbitration Association	01-20-0000-3047	January 28, 2020
Prathamesh, LLC, Hasmukbhai Patel, Nilesh Kapadia and Nikunj Bhakta	United States District Court for the District of Maryland, Southern Division	8:20-cv-00539	January 28, 2020
P I Hospitality, LLC and Sudhir Patel	United States District Court for the District of Maryland, Southern Division	8:20-cv-00536	January 28, 2020
RWN 102-110 Saint Paul Street Owner, LLC and Hung Tran	Circuit Court for Montgomery County, Maryland	478250V	January 30, 2020
Jacobson Hospitality, Inc. and Grace Johnson	American Arbitration Association	01-20-0000-4897	February 11, 2020
CDTB, LLC, Shailesh Desai, Shashikant N. Patel and Hasmukh Bhaga	American Arbitration Association	01-20-0000-4898	February 11, 2020
Motiba, LLC and Aka K. Patel	American Arbitration Association	01-20-0000-4941	February 11, 2020

RESPONDENT(S)/DEFENDANT(S)	VENUE	CASE NUMBER	FILING DATE
38-04 11th Street, LLC, Sind Hospitality, LLC, Agama Properties, LLC, Alec Shtromandel, Rahul Bijlani, Kaiyi Yu, Jack Lee, George Lee, David Chang and Emily K. Lee	American Arbitration Association	01-20-0000-5207	February 13, 2020
OVH Investors, Inc., Sukhjit Bhatti and Charanjit Singh	American Arbitration Association	01-20-0000-7112	February 27, 2020
Forsyth Hotel Management, LLC, Farid Kapadia and Rahim Kapadia	American Arbitration Association	01-20-0000-7113	February 27, 2020
Singh Lodging, Inc. and Kabal Virk	Circuit Court for Montgomery County, Maryland	480008V	February 27, 2020
Radhe Krishna Enterprises, Inc. and Vina Patel	Circuit Court for Montgomery County, Maryland	480009V	February 27, 2020
Jaimatajiclt, Inc. and Chandresh Patel	Circuit Court for Montgomery County, Maryland	480010V	February 27, 2020
Jermaine Brooks	United States District Court for the District of Maryland, Southern Division	8:20-cv-00538	February 28, 2020
Someshvar, LLC and Aka Patel	American Arbitration Association	01-20-0003-7001	March 12, 2020
Quality Resort, N.V., Freddy G. Castillo and Deyanira De Stefano	American Arbitration Association	01-20-0003-7206	March 13, 2020
Jai Amba Maa Hospitality GSO Airport, LLC, Jayant R. Patel, Bharat Patel, Girish Patel, Jayesh Lallu, Karunaben Patel, Chirag Patel, Neal Patel, Rakesh Patel, Ravindra Patel, Prianca Patel, and Kajal Patel	American Arbitration Association	01-20-0005-3124	May 18, 2020
Dynasty Gonzalez, LLC, Alma Rosa Gonzalez, Fabiola Gonzalez Alcocer, Oscar Gonzalez Alcocer, Victor Rogelio Gonzalez, and Rogelio Gonzalez Bazaldua	American Arbitration Association	01-20-0005-3109	May 18, 2020
Gresham Hotel, LLC and Hardeep Samra	American Arbitration Association	01-20-0005-3213	May 18, 2020
Eloy Hospitality, Inc. and Pravinkumar Kansagra	American Arbitration Association	01-20-0005-3265	May 19, 2020
Astoria Minot, LLC and Hitesh Patel	American Arbitration Association	01-20-0005-5249	June 8, 2020
Seven Star Hotels Group, Inc., Khurram Chaudhry, and Mohamad Ayache	American Arbitration Association	01-20-0007-2454	June 17, 2020
Group 13 Management, LTD and Gurpal Garcha	American Arbitration Association	01-20-0009-7557	July 8, 2020
Megha Hotels, LLC and Diptiben Patel	American Arbitration Association	01-20-0009-8497	July 9, 2020

RESPONDENT(S)/DEFENDANT(S)	VENUE	CASE NUMBER	FILING DATE
Parmjit Singh, Harpreet Singh and Gurcharan Kaur	United States District Court for the District of Maryland, Southern Division	8:20-cv-02120	July 21, 2020
Usman Khan	American Arbitration Association	01-20-0010-1148	July 23, 2020
KBC Management, LLC, Babubhai C. Patel, Kirankumar Patel, and Lalitaben B. Patel	American Arbitration Association	01-20-0010-8093	July 24, 2020
Stillwater Joint Venture, LLC and Samit Patel	United States District Court for the District of Maryland, Southern Division	8:20-cv-02162	July 24, 2020
Shiv, Inc. and Mira Chetan	Circuit Court for Montgomery County, Maryland	482961V	July 28, 2020
Check-Inn Express, Inc. and Chandrankant Patel	American Arbitration Association	01-20-0014-1330	August 11, 2020
NY Hospitality, LLC, Loan H. Do, and Thang Dac Huynh	American Arbitration Association	01-20-0014-1326	August 11, 2020
Lord Krishna 5 Ella Grasso, LLC, Neel D. Patel, Jagrutibahen Patel, and Ramesh Patel	American Arbitration Association	01-20-0014-7115	August 31, 2020
HPJA, LLC and Pushpaben Desai	Circuit Court for Montgomery County, Maryland	483339V	September 1, 2020
GEM Washington Group, LLC, Paul Gibb Self Directed IRA, Donna Gibb Self Directed IRA, Anthony Montefusco, Rocke S. Cooper, and Richard Miller	American Arbitration Association	01-20-0014-9070	September 17, 2020
Krish Hospitality, LLC, Tushar Patel, Nikhil Patel, and Anil Patel	American Arbitration Association	01-20-0014-9878	September 22, 2020
Anch Enterprises, Inc., Arkesh Tripathi, and Niriksha Tripathi	American Arbitration Association	01-20-0014-9884	September 22, 2020
Pocono Plaza Inn, Inc., Shamshad Hassam, Nazim Hassam and Faizal Bhimani	United States District Court for the District of Maryland, Southern Division	8:20-cv-02785	September 24, 2020
Redwood Hotel, LLC and Ashok K. Goyal	Circuit Court for Montgomery County, Maryland	483570V	September 28, 2020
Shant Hotels, LLC, Arvind Patel, Sonmuchlal Patel and Mahesh Patel	American Arbitration Association	01-20-0015-0797	September 29, 2020
Barrington Development, LLC, Stewart Family Trust and Lori A. Stewart	American Arbitration Association	01-20-0015-3557	October 20, 2020
Om Ganeshaya Namaha, LLC, Bipin Patel and Sunita B. Patel	American Arbitration Association	01-20-0015-3774	October 22, 2020
Mataji2, LLC and Arvindkumar Patel	American Arbitration Association	01-20-0015-4232	October 23, 2020

RESPONDENT(S)/DEFENDANT(S)	VENUE	CASE NUMBER	FILING DATE
Arvindkumar Patel	American Arbitration Association	01-20-0015-4862	October 29, 2020
New Cumberland Hotel Corporation, Kishor C. Sheth and Aarti Sheth	American Arbitration Association	8:20-cv-03144	October 29, 2020
OVH Investors, Inc., Sukhjit Bhatti and Charanjit Singh	Circuit Court for Montgomery County, Maryland	483896V	October 29, 2020
Laxmi Lodging, LLC, Aka Patel and Kanaiylan Patel	Circuit Court for Montgomery County, Maryland	483924V	November 2, 2020
Super Inn of America, Inc. and Hasmukh A. Patel	Circuit Court for Montgomery County, Maryland	484018V	November 13, 2020
Lavale Hospitality, LLC, Prashant Patel, Rajendra Parikh, and Himanshu Amin	American Arbitration Association	01-20-0015-7525	November 17, 2020
Best Western Overland Park Hotel, LLC, Jasmit Chadha, Sherry Rangar, David Nedunilam, and Tony Nedunilam	American Arbitration Association	01-20-0015-7774	November 19, 2020
Prashant R. Vaghashia	American Arbitration Association	01-20-0015-8201	November 20, 2020
Avsar Hotel Enterprise, Inc., Hiren Shah and Nilesh Sheth	American Arbitration Association	01-20-0015-8208	November 20, 2020
Jerath Hospitality, LLC, Ravinder Jerath, and Rajinder Jerath	American Arbitration Association	01-20-0015-8342	November 23, 2020
Riddhi Enterprises Corp. and Amit Patel	American Arbitration Association	01-20-0016-0210	December 10, 2020
Bharat Patel	American Arbitration Association	01-20-0016-0609	December 14, 2020
Darsh Hospitality, LLC, Praful B. Patel and Bharat Patel	American Arbitration Association	01-20-0019-2971	December 21, 2020
3712 Shree, LLC, Vikas H. Joshi, and Haresh T. Joshi	American Arbitration Association	01-20-0019-2967	December 22, 2020
Dan's Global Hotels, LLC, Dan's Globabl Management Company, LLC and Daniel Ahn	Circuit Court for Montgomery County, Maryland	484358V	December 23, 2020

III. RESOLVED LITIGATION/PRIOR ACTIONS

(1) Summit Hotel Properties, Inc., Summit Hotel OP, LP, Summit Hotel GP, LLC, Summit Hotel Properties, LLC, Summit Hospitality I, LLC, Summit Hospitality V, LLC, The Summit Group, Summit Hotel TRS, Inc., Summit Hotel TRS 002, LLC, Summit Hotel TRS 003, LLC, Summit Hotel TRS 006, LLC, Summit Hotel TRS 004, LLC, Summit Hotel TRS 012, LLC, Summit Hotel TRS 019, LLC, Summit Hotel TRS 025, LLC, Summit Hotel TRS 039, LLC, Summit Hotel TRS 045, LLC, Summit Hotel TRS 047, LLC and Summit Hotel TRS 077, LLC ("Summit") v. Choice Hotels International, Inc.
American Arbitration Association, Case # 16 114 Y 000166 11

On March 24, 2011, Summit filed an arbitration demand with the American Arbitration Association in Maryland seeking emergency injunctive relief and damages for breach of contract related to the

termination of eleven franchises. On May 11, 2011, Choice filed a counterclaim against Summit seeking past due franchise fees, liquidated damages and trademark infringement damages.

On April 4, 2012, the arbitration panel returned its ruling. The ruling split the decision between the parties. The net result of the findings was in favor of Summit in the amount of $298,000.00.

(2) Trocki Hotels, LP, Trocki Holding, Inc., Ira Trocki and Shari Trocki v. Choice Hotels International, Inc.
Superior Court of New Jersey, Law Division, Atlantic County, Case # L-4370-10
United States District Court for the District of New Jersey, Case # 1:10-CV-05177

On August 16, 2010, Trocki Hotels, LP, Trocki Holding, Inc., Ira Trocki and Shari Trocki filed an action against Choice Hotels International, Inc. in the Superior Court of New Jersey, Law Division, Atlantic County. The Plaintiffs alleged that Choice's actions in terminating their franchise agreement violated the New Jersey Franchise Act, breached the contract and violated the covenant of good faith and fair dealing.

On June 26, 2013, the parties settled this dispute. As part of the settlement, Choice agreed to pay its former franchisee $200,000 in exchange for dismissal of the lawsuit.

(3) Rogers Hospitality, LLC and Brian Conneran v. Choice Hotels International, Inc.
American Arbitration Association, Case # 65 114 Y 00212 11

On December 22, 2011, Rogers Hospitality, LLC and Brian Conneran filed an arbitration demand against Choice Hotels International, Inc. The arbitration demand included eight counts that alleged violations of Minnesota and North Dakota franchise laws, unjust enrichment, intentional misrepresentations, negligent misrepresentation, breach of contract and the implied covenant of good faith and fair dealing.

On December 23, 2013, the arbitration panel presiding over the matter rendered a decision that found in favor of the former franchisee on one count. As part of its ruling the panel awarded the former franchisees $667,000 in damages and $533,000 in fees and other costs.

(4) Wydredge, L.L.C., H & P Investments, Clayton Wyman, Barry Eldredge and James Rumpsa v. Choice Hotels International, Inc.
American Arbitration Association, Case # 16-114-000517-12

On August 31, 2012, Wydredge, L.L.C., H & P Investments, Clayton Wyman, Barry Eldredge and James Rumpsa filed an arbitration demand against Choice Hotels International, Inc. The arbitration demand sought unspecified damages for unjust enrichment, intentional misrepresentation, negligent misrepresentation, breach of contract, and breach of implied covenant of good faith and fair dealing. On or about September 27, 2012, Choice filed a counterclaim alleging breach of contract.

On July 7, 2014, the parties settled this dispute. As part of the settlement, Choice made certain concessions to franchisees in connection with two existing franchise agreements for other properties owned by franchisees reducing the royalty rate to 4.65% for 24 months and 4.25% for 24 months respectively.

* * *

Other than these actions, no litigation must be disclosed in this disclosure document..

ITEM 4

BANKRUPTCY

No bankruptcy information is required to be disclosed in this Item.

ITEM 5

INITIAL FEES

APPLICATION AND AFFILIATION FEE

You must pay us, for the rights granted to you in the RODEWAY INN hotel franchise agreement, an affiliation fee of $125 per room for new construction and $375 per room for transfers and renewals, with a minimum of $15,000 for both new construction and transfers and renewals. The entire affiliation fee is due at the time you sign the franchise agreement and is non-refundable following our signing of the franchise agreement. We will also collect a non-refundable application fee of $5,000 that will be credited towards the affiliation fee. If for any reason we do not grant you a franchise, or a franchise agreement is not counter signed by us, the affiliation fee, less the $5,000 application fee, will be refunded to you. Financing information is in Item 10. In the past, we have agreed to reduce the affiliation fee in certain circumstances for multiple unit franchisees, franchisees with larger properties, franchisees with whom we have previously dealt, franchisees that are departing other hotel chains or franchised systems and joining our system, and franchisees in other special circumstances. However, we do not always negotiate the affiliation fee even for franchisees possessing these characteristics, and we may freely choose not to negotiate with you, even if you possess some or all of these characteristics. During the 12 months ending December 31, 2019, the affiliation fees ranged from $2,500 to $18,000 for new RODEWAY INN franchise agreements.

EXTENSION FEE

If you do not begin construction within 12 months after both you and we sign the franchise agreement or if you do not complete renovations to an existing franchised hotel within the time required under your franchise agreement, you may apply for an additional 3 months in which to begin construction or complete renovations. If we agree to grant an extension, you must pay us an additional $5,000 per extension. In special circumstances we may waive the extension fee, but we are not obligated to, and any decision to waive an extension fee will be determined solely by us.

PROPERTY MANAGEMENT SYSTEM

You are required to install, maintain, and use full functionality of the choiceADVANTAGE® property management and reservation system as specified by us. You must purchase from us, an initial software license to use choiceADVANTAGE®. The software license includes one basic interface connected to choiceADVANTAGE®. Optional interfaces are available for an additional fee. You will receive dedicated support during your onboarding of choiceADVANTAGE®. The fees for the software license, the choiceADVANTAGE® systems onboarding, project management, and credit card interface is between $5,250 and $11,250 depending on the number of hotel rooms. The price is subject to increase depending on the number of additional interfaces you select. The initial software license and onboarding fees do not include the monthly choiceADVANTAGE® support fee to cover ongoing remote software support (See Item 6). If you need to reschedule onboarding or if onboarding is not completed due to circumstances that are within your control**,** there will be a rescheduling fee of between $500 and $2,100.

When a franchised hotel undergoes a 50% or greater change in its ownership and the new owners sign a franchise agreement with Choice (known as a "re-licensing"), the hotel is also required to have a customized re-licensing training. This session is delivered remotely via webinar by a Choice University Learning Facilitator. The fee for the re-licensing training is $995.

ORIENTATION / HOSPITALITY TRAINING

We provide required training programs that you, your General Manager, or other key employees must complete before opening your hotel in the Choice franchise system. The training fees you must pay for orientation and hospitality operations training include Our Choice Onboard training fee, which is $1,850, and our HOST training fee, which is $1,395. The cost of attending the Choice Onboard training for any subsequent attendees beyond the Owner and the General Manager is 50% of the tuition (not to exceed $875) per subsequent attendee. The HOST training fee covers an operator certification program that is offered virtually, consisting of self-paced online lessons, live interactive virtual workshops, and exams. The costs for both training programs do not include the cost of travel, lodging, or meals to attend the required training programs. The total training fee is between $0 and $3,245 per person, plus travel, lodging and meals for you and your General Manager. Training consists of a 2.5-day Choice onboarding program at our headquarters in Maryland, as well as an online operator certification program that is offered virtually. Some or all of the training may not be required if you have previously owned a Choice branded hotel, obtained Choice Hotels training certification for another existing Choice-branded hotel and/or a hotel staff member has previously completed the training in a prior position.

Attendance is mandatory at the training programs identified in this Item 5. Failure to attend within the prescribed time frame may result in formal default, and failure to cure the default could result in the termination of your franchise agreement. For more detailed information on each training program, see Item 11.

* * *

Except as identified in this Item 5, the affiliation fee, extension fee, property management system fees and online training fees are uniform, are fully earned by us when paid by you, and we have no obligation to refund these fees. Except as set forth in Item 10, we do not offer financing for any part of the affiliation fee, and we do not offer financing for any other initial fees paid to us.

ITEM 6

OTHER FEES

TYPE OF FEE	AMOUNT (Note 1)	DUE DATE	REMARKS
GENERAL			
Royalty Fee	5.0% of the preceding month's total Gross Room Revenues ("GRR") (See Note 2).	Payable monthly.	

TYPE OF FEE	AMOUNT (Note 1)	DUE DATE	REMARKS
System Fee	3.5% of the preceding month's total GRR (See Note 2).	Payable monthly.	This fee covers the ongoing development, maintenance and upgrading of the property management and reservations systems, as well as advertising, publicity, public relations, marketing, reservations and similar services (Note 3).
REWARDS, MARKETING AND DISTRIBUTION PROGRAMS			
Rewards Program Fee (Choice Privileges)	5% of room revenue generated by rewards programs members.	Monthly (Commission invoice is transmitted each Sunday night and payment must be submitted to us no later than Friday).	This fee is established by us to administer program and reimburse hotels for reward nights.
Airline Frequent Traveler Program Fee	5% of room revenue generated by airline frequent travelers.	Payable monthly.	This fee is established by us to administer the program and pay for airline miles awarded.
Affiliate and Enhanced Reservations Program Commissions	Standard commissions (currently up to 10%) for reservations delivered through our Affiliate Program or Choice Hotels Enhanced Reservations Program (CHERP).	Payable monthly.	We have negotiated marketing arrangements with certain online providers such as Kayak and Commission Junction and may retain a portion of this fee ($1.00 per transaction) to cover our expenses in administering the Affiliate Program. We also manage a pay for performance program where a commission is charged on certain reservations delivered through search engines such as Google, Yahoo!, and Bing. This program may be changed to provide for smaller commissions on all e-commerce reservations.
Marketing Processing Fee Programs Processing Fee	$0.48 per transaction per eligible stay for Affiliate, FedRooms, GSA fees $0.12 per transaction per eligible stay for Reward Program or CHERP fees (not charged if the Commission Processing Fee is charged by Onyx).	Payable monthly.	These fees cover our administrative costs of consolidating the billing and processing disbursements for the applicable Marketing and Rewards program costs.

TYPE OF FEE	AMOUNT (Note 1)	DUE DATE	REMARKS
Third Party Distribution Fee	$3.00 for each consumed reservation made through directly connected online travel agents and DerbySoft.	Payable monthly.	Directly connected online travel agents include Expedia and Booking.com. DerbySoft is used to connect with other online travel agents, such as GTA, Hotelbeds, Ctrip, Priceline and Agoda.com.
Travel Agent and Other Reservation Based Commissions (Note 4)	Standard commission (currently 10% - 12%) through our Travel Agent Centralized Commission Program, including marketing programs developed by Choice and commissions from third party designated accounts (for example wholesale clubs, motorclubs, sports marketing).	Weekly (Commission remittance is available via the online portal of our commission processing vendor, Onyx CenterSource, each Monday and payment must be submitted no later than Thursday).	$0.48 per Commissionable Transaction processing fee is applied to the Onyx remittance. Commissions are payable on retail or "rack" rates and not on net, non-commissionable rates.
General Sales Agents (GSA) Fee	5% commission in addition to any applicable Travel Agent Commission.	Payable monthly.	This fee covers commissions for international sales agents when they book reservations for international guests staying at domestic Choice brand hotels.
Global Distribution System ("GDS") / DHISCO Fee	Currently $7.70 for each reservation received through a GDS with which we have an agreement or with DHISCO, an online hotel reservations service.	Payable monthly.	This fee is a reimbursement of costs we incur by using a GDS or DHISCO and is subject to change.
Gift Card Redemption Processing Fee	2.5% of the value of the gift card. Hotels that are set up to receive check reimbursements are charged an additional $3 monthly check fee for each month gift cards are redeemed.	Upon redemption of the gift card.	It is mandatory that you redeem gift cards at your hotel.
PROPERTY MANAGEMENT SYSTEM			

TYPE OF FEE	AMOUNT (Note 1)	DUE DATE	REMARKS
choiceADVANTAGE® Support Fee	$275-$549/month, based on room count.	Payable monthly.	This fee includes selected interfaces. Additional interfaces are optional and will add $50/month each to the support fee. Optional choiceADVANTAGE remote security costs an additional monthly fee of $6/month. /CONNECT integrations are optional and will add $0.35 per room per month to the support fee. Optional choiceADVANTAGE® remote security will add $6/month to the support fee.
choiceADVANTAGE® Database Clean Up Fee	$500.	As incurred.	This fee covers the cost to assist with updating information stored in the choiceADVANTAGE database, including reservations and account data and applies to existing or former Choice branded properties that change ownership or require prior database information be renewed or expunged.
CrowdStrike	$35	Payable monthly	The fee is required for all brands and covers security software and services to help monitor, detect and prevent software-based cyber security threats.
OTHER			
RODEWAY Owners Association (ROA) Dues	$20/month.	Payable monthly.	This fee is established by the ROA and may be changed from time to time. This fee is collected by us on behalf of the ROA, but is managed by the ROA for its benefit and covers its operating expenses.
Association's Regional Franchise Meeting Fee	$149 plus travel, lodging and living expenses.	Annually, prior to the meetings.	You must attend. General Manager attendance is recommended.
Annual Convention Registration Fee	$1,115 plus travel, lodging and living expenses. The Late Registration Fee is $1,305.	Annually, before Convention.	You must attend. General Manager attendance is recommended.
Educational Resources Program	$400 plus any applicable taxes.	Annually (billed in four even amounts on a quarterly basis).	This program provides unlimited access to training programs on Choice's learning management system.

TYPE OF FEE	AMOUNT (Note 1)	DUE DATE	REMARKS
Additional Training Programs	Reasonable charges ranging from $49 - $499.	On enrollment.	You also must pay travel, lodging and living expenses for all attending employees for any additional training requested by you or required by us.
Re-Licensed Hotel Training	$995	Within 90 days of transfer and franchise agreement execution.	This training is required when a hotel changes ownership, and the new owners sign a franchise agreement with Choice.
Room Count Change Fee	The per-room charge then being charged for new franchisees, but not less than $1,000.	Before expansion of sleeping rooms.	This fee is applicable only if you choose to change the room count by more than 5%. Our consent is required for any room count change greater than 5%.
Extension Fee (Note 5)	$5,000.	Upon expiration of your Construction Start or other renovation deadline.	If we agree to grant you an extension, you must pay us $5,000 for each 3-month extension.
Assumption Fee	$7,500.	Upon submission of application.	This fee is applicable if we consent to a transfer of less than 50% of the equity interest in you or the hotel.
Property Improvement Plan Fee	$3,000.	Upon transferee's submission of application.	This fee is for the inspection of your hotel and the creation of a property improvement plan which will be integrated into the transferee's franchise agreement.
Comfort Letter Fee	$2,500 (if a Comfort Letter is needed within 1-3 days there will be a $500 expedite fee.)	Upon request for a Comfort Letter.	The comfort letter is a document issued by us in our sole discretion that grants your lender certain rights under the franchise agreement. You may be required to sign this agreement as a condition of receiving a loan from your lender. Attached as Exhibit Q is our current form comfort letter
Choice Privileges Elite Welcome Recognition Program	Approximately $0.005 per Choice Privileges point awarded to guest, or the cost of the gift provided to guest.	Monthly for Choice Privileges point reimbursements. As incurred for other gifts provided.	At check-in, Choice Privileges Elite members will be given the option of receiving Choice Privileges points (amount determined by us) or a gift as required by us (such as snacks, drinks, or other items).
Choice Privileges Elite Benefits "Reserved Parking" Signs	Approximately $25 per "Reserved Parking" sign based on number of parking signs purchased	Upon purchase of parking signs	Hotels are required to offer Choice Privileges Elite Members the on-property benefit of "Reserved Parking" spaces. Hotels are required to purchase "Reserved Parking" signs based on Rules and Regulations.

TYPE OF FEE	AMOUNT (Note 1)	DUE DATE	REMARKS
Transfer Fee	The then current affiliation fee or $15,000, whichever is greater.	Upon transferee's submission of application.	This fee is applicable only if we consent to a transfer of 50% or more of the equity interest in you or your hotel franchise. Our consent is required for any transfer of more than 5% of the equity interests in you or the hotel.
Close Family Member Transfer Fee	$0-$7,500	Upon transferee's submission of application.	Upon death or disability, if you wish to transfer to a close adult family member (such as a current spouse, parent, child, sibling, grandchild or grandparent) we shall charge a non-refundable application fee not to exceed $7,500.
Choice Privileges "Points Plus" Packages	Approximately $0.005 per Choice Privileges point awarded to guest.	Monthly for Choice Privileges point reimbursements.	At the time of booking, when booking BAR, guests have the option to purchase 1,000 or 2,000 points in addition to their base stay points. Hotels are charged for the additional points purchased by the guest.
Insurance Reimbursement Fee	$500-$100,000	As incurred	This fee applies only if you fail to procure or provide us with evidence that you maintain at least the minimum insurance required by the Franchise Agreement. The range for this fee is dependent on market conditions and a policy may fall outside of this range depending on the current market rate.
Taxes	Amount assessed by federal, state and local tax authorities	When we invoice you	You must pay an amount equal to any sales tax, gross receipt tax or similar tax imposed with respect to any payments required under the Franchise Agreement, unless the tax is credited against income tax otherwise payable to us. You shall have no obligation for any tax which is based upon the net income of us.
ChoiceMAX Training and Set Up Fee	$1,000-$2,500	At the time of ChoiceMAX installation.	This fee covers the following: System implementation and account access, activation of competitive rate shopping services, support for proper tool setup and configuration, self-paced training and job aids.
OPTIONAL			

TYPE OF FEE	AMOUNT (Note 1)	DUE DATE	REMARKS
Sales Certification Training Program	$500 per attendee	On enrollment	This training program is optional and is a 3-day sales workshop. Attendees must pay travel, lodging, and living expenses.
SmartMarketing	$15 - $45.	As incurred.	This program is an online toolkit of marketing materials that can be customized for your hotel. Members of a Marketing Cooperative (see Item 11) will not be charged a fee for using the SmartMarketing website.
ChoiceMAX Revenue Management Program (Note 6)	$415 - $1,595 based on offering tier/service levels and room count.	Monthly.	Participation in the Revenue Management Program is optional. During the first year of operation, the only minimum service levels available for enrollment are Silver or higher, as further set forth in the Rules and Regulations.
Interior Design Waiver Fee	Not to exceed $15,000.	At the time of request.	If you request a waiver from using any pre-approved interior design schemes, you must pay our then-current fee, regardless of whether the waiver is granted.
Mega Agency and Consortia Pay for Performance Program (Note 7)	2.7% of total room revenue from consumed business (for example, actual room sold).	Payable monthly.	You may opt out of this program.
Call Forwarding Reservation Service Fees	$2.95 per call transferred from your hotel to our central reservations system ("CRS") plus any additional costs necessary to update telephones to support the call forwarding system. An early exit fee of $500/month remaining in the initial term (plus a pro rata share for the remaining portion of the current month)	Payable monthly.	This is an optional program and we may change the fee at any time upon 60 days written notice to you. Exhibit F includes the terms of use agreements for Call Forwarding Premium, Call Forwarding DiGITAL, and Call Forwarding Flex services.
ChoiceMAX Pricing Optimization system (or similar program) (Note 6)	$45 - $350 based on number of rooms.	Monthly.	This fee is mandatory. This software provides forecasting and pricing recommendations.
Choice Privileges Meeting/Group Planner Point Program	$0.005 per Choice Privileges point awarded.	Payable monthly.	Meeting organizers will be awarded 4 Choice Privileges per dollar spent on meeting related activities (meeting room rental, food and beverage, and meeting attendees' guest rooms)

TYPE OF FEE	AMOUNT (Note 1)	DUE DATE	REMARKS
Marketing Cooperative Fee	$1 per room.	Payable by November 15 of each year.	This fee is established by the regional franchisee marketing cooperatives and varies by region and hotel size. These fees are placed in a fund for each regional marketing cooperative and used for its operating expenses. Participation in a marketing cooperative is voluntary (See Item 11).
Additional Consultation and Services Fee	Dependent on the service requested	As incurred	We may make available to you additional consultation and services to assist you to construct, renovate, maintain, operate, and/or market the Hotel.
ChoiceAdvantage Quick Shop	$30 monthly	Payable monthly	This is a feature to improve the process for hotels that have a side shop off the front desk to sell snacks and sundries. Available only upon request.
AHLA Dues	$4.50/room	Annually	This fee covers dues for membership in the American Hotel & Lodging Association. You have the opportunity to opt out of membership by January 15 of each year.
REMEDIES AND NON-COMPLIANCE			
Non-Compliance Penalty	$35 - $5,000 per instance of non-compliance.	As incurred.	Non-compliance penalty is charged as a result of a failure to meet quality assurance and/or guest satisfaction standards required for the brand, non-compliance with your Property Improvement Plan, non-compliance with the franchise agreement or the Rules and Regulations, and non-compliance with Minimum Choice Privileges Enrollment requirements. This range of penalties may change from time to time.

TYPE OF FEE	AMOUNT (Note 1)	DUE DATE	REMARKS
Audit Fee	Cost of inspection or audit, including travel, lodging, meals, salaries, professional fees and other expenses. We anticipate the cost will be $1,000 - $6,000.	As incurred.	Payable only if any inspection or audit discloses a deficiency in any payments due under the franchise agreement. If the deficiency in any payment is willful or exceeds 5% of the correct amount, you must immediately pay the deficient amount plus interest at 1.5% and the entire cost of the inspection or audit, including travel, lodging, meals, salaries, professional fees, and other expenses of the inspecting or auditing personnel.
Revenue Reporting Late Fee	1.5% of the preceding month's Royalty Fee and System Fee.	Payable only if you do not send us the required reports on time.	Immediately payable if the any report is not timely submitted.
Interest	1.5% of the delinquent amount.	Payable only if you do not pay your bills on time.	Immediately payable if the franchisee's account is not timely paid.
Reservation System Reinstatement Fee	$5,000.	This fee must be paid prior to reinstatement of reservation services.	Payable only if you are suspended from the reservation system due to your default and you wish to be reinstated.

TYPE OF FEE	AMOUNT (Note 1)	DUE DATE	REMARKS
Liquidated Damages (Note 9)	If terminated before opening, the number of sleeping rooms multiplied by the number of months after opening that you would have been permitted to terminate the franchise agreement without penalty (not to exceed 36 months), multiplied by $25. If terminated after opening, the greater of (a) $25, multiplied by the number of sleeping rooms, multiplied by the number of months until the next date on which you may terminate the franchise agreement without penalty (not to exceed 36 months); or (b) the average monthly GRR for the last 12 months, multiplied by the Royalty Fee, multiplied by the number of months until the next date on which you may terminate the franchise agreement without penalty (not to exceed 36 months).	Within 30 days after license termination.	We will discount Liquidated Damages by 20% (or by 5% if we terminate the franchise agreement because you abandon the hotel or stop using the RODEWAY INN Marks) if within 15 days of termination, you (i) pay all fees and charges due under the franchise agreement, (ii) discontinue use of our intellectual property, and (iii) pay the discounted Liquidated Damages by certified or cashier's check.
Intellectual Property Liquidated Damages	$2,500 per day that you continue to use our intellectual property following the expiration or termination of the franchise agreement.	Upon demand.	If you continue to use our intellectual property after the expiration or termination of the franchise agreement, you must pay this fee to compensate us for damage to our ownership interests in our intellectual property.

Note 1: Unless otherwise stated, these fees are imposed by us, paid to us, and are non-refundable. The following fees are not paid to Choice: Data Communication Fee, and Commitment to Your Satisfaction Program. The Travel Agent and Other Reservation Based Commissions fee and the Travel Agent Centralized Commission Processing Fee may not be paid to Choice. Unless otherwise stated, all fees are uniformly imposed except when negotiated in special circumstances.

Note 2: "Gross Room Revenues" means all revenues from the rental, sale, use or occupancy of any of sleeping rooms or meeting rooms at the hotel, for whatever purpose, including cash and credit transactions, whether or not collected by you, and any proceeds from business interruption insurance. It does not include taxes required by law, revenues from telephone calls, movie rentals, vending machines, room service or food and beverages sales.

Note 3: We may increase the System Fee for increases in inflation or costs of advertising, publicity, public relations, marketing or for increases in our cost of providing the property management system or reservation system or any other aspect of our franchise system so long as the increases apply to all or most of the U.S. hotels that are authorized to use our franchise system, unless we get your approval of a greater amount. We may also assess additional fees and charges for various components of the System and other services (including promotional programs and use of proprietary software) as described in the Rules and Regulations.

Note 4: A "Travel Agent" includes traditional travel agents, such as American Express Travel, CWT, BCD and others, as well as online travel agents such as Expedia if those online travel agents book through our global distribution system ("GDS"). For all reservations originating in a foreign country in which there is a Choice-approved General Sales Agent or which is serviced by a Choice sales team, a hotel will be required to pay a 5% commission in addition to the standard Travel Agent Commission. The additional commission will apply to reservations via travel agents, GDS, and Choice's central reservation system, but will not apply to reservations through online travel agents (for example, Expedia) that are designated by an International Air Transport Association number.

Note 5: This fee is payable only if you fail to cause Construction Start to occur or you do not complete any renovations which are required to be completed prior to the opening of the hotel in the Choice franchise system within the deadlines specified in your franchise agreement.

Note 6: The ChoiceMAX Revenue Management System program and costs include: a Revenue Management Technology Solution, reporting and analytical tools, and Revenue Management Consultation. The Revenue Management service will provide these elements as a package or individually to supplement the franchisees revenue management program. The cost will be determined by the offering provided. The Revenue Management programs works in tandem with ChoiceMAX (or similar program). ChoiceMAX is a revenue management technology solution that provides forecasting and pricing recommendations. The cost of both programs is determined by the number of rooms in the hotel and offering/service tier. Please see the ChoiceMAX Pricing Optimization System fee in Item 6. Monthly fees for ChoiceMAX will be bundled with the ChoiceMAX Revenue Management System monthly program fee through December 31, 2020.

Note 7: Choice has secured preferred status with leading "mega" travel agencies (for example, multi-national travel management companies) and consortia of travel agencies so that our franchisees receive a high level of exposure within the Global Distribution System, corporate online booking tools, and preferencing through the various booking channels. For consumed reservations booked through a "mega" travel agency that are commissionable, the Travel Agent and Other Reservation Based Commissions Fee and Travel Agent Centralized Commission Processing Fee apply. These payments are made through ONYX. Hotels that are not current with their travel agent fees risk suspension from the agencies booking tool.

Note 8: This fee is payable only if the franchise agreement is terminated due to your breach and does not apply where state law prohibits it.

ITEM 7

ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT

RODEWAY INN CONVERSION HOTEL (Note 1)

TYPE OF EXPENDITURE	AMOUNT (Note 2)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Affiliation Fee (Note 3)	$125 per room for new construction and $375 per room for transfers and renewals ($15,000 minimum)	Lump sum	Upon application	Us
Property Improvements (Note 4)	$39,900-$285,000	As incurred	Before opening	Your general contractor
Insurance (Note 5)	$2,000-$70,000	As incurred	Before opening	Your insurance carriers
Advertising	$2,500-$40,000	As incurred	Before opening	Various advertising media
Hardware required to operate choiceADVANTAGE® property management system	$2,875-$10,500	Lump sum	Before opening	Insight (Dell equipment), Shift4 Payments (for EMV chip readers)
choiceADVANTAGE® Software License and Systems Onboarding (Note 6)	$5,250-$11,250	Lump sum	Before opening	Us
Opening Inventory of Supplies (Note 8)	$9,300-$62,000	As incurred	Before opening	Your suppliers or Qualified Vendor
Orientation and Hospitality Training Fees (Note 8)	$0 - $3,245	As incurred	Before opening	Us
Mandatory On-Premise Signs (including freight and installation but excluding maintenance and insurance)	$15,000-$80,000	As incurred	Before opening	Qualified Vendor
Working Capital Required Before Operations Begin (Note 9)	$10,000-$25,000	As incurred	Before opening	Us, your suppliers, your employees, utilities, consultants

TYPE OF EXPENDITURE	AMOUNT (Note 2)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Additional Funds for 3-Month Initial Period (Note 10)	$10,000-$25,000	Monthly payment for recurring fees; as incurred for other expenses	After opening	Us, your suppliers, your employees, utilities
TOTAL ESTIMATED INITIAL INVESTMENT (Note 11)	$118,825-$626,995			
TOTAL COST PER ROOM (Based on 57 Rooms)	$1,962-$11,000			

Note 1: This table is an estimate of the initial investment required to convert an existing hotel and the estimate provided is based on our experience and our brand standards. Estimates are based on a 57-guestroom hotel. The cost of renovating each hotel has the potential to vary greatly and will depend on factors unique to your situation and your hotel, including the location of the hotel, the condition of the hotel and any upgrades necessary to bring the hotel up to our standards. Therefore, your actual costs may fall outside the estimated ranges provided. Where the hotel is a newly constructed hotel, the initial investment may also fall outside of the estimated ranges provided since it depends in large part on the real estate you select to build the hotel and additional costs such as architectural plans and inspections, soil tests, lending and legal fees, market studies, or environmental impact studies to secure a location. In addition to the estimates provided, the estimated construction costs (not including permits or licenses) to newly construct a hotel to meet our prototype will range between $25,000 and $40,000 per room and the furniture, fixtures, and equipment needed to newly construct the hotel to meet our prototype will range between $3,000 and $4,000 per room.

Note 2: Costs paid to Choice are not refundable, unless otherwise stated. Whether any costs payable to third parties are refundable will vary based on the particular third party and on where your hotel is located.

Note 3: The full affiliation fee is due at the time you sign the franchise agreement and is non-refundable following our signing of the franchise agreement. If for any reason we do not grant you a franchise or a franchise agreement is not countersigned by us, the affiliation fee, less a $5,000 application fee, will be refunded.

Note 4: Renovation costs vary considerably and the estimate provided is based on a typical property improvement plan provided by us that the hotel must complete to upgrade to our standards. The costs provided includes an estimate for furniture fixture and equipment that must be refurbished, replaced, or removed. Upon application, we will provide you a customized property improvement plan unique to your hotel. Your costs to upgrade the hotel to our standards may depend on local contractor and material costs in your area as well as the condition of your hotel at the time you apply for a franchise and may fall outside the estimated range provided.

Note 5: These policies cover construction, General Liability, Cyber Liability, and Workers Compensation, including Statutory Workers Compensation and Employers Liability insurance, and must provide minimum limits per location of coverage as stated in the franchise agreement.

Note 6: choiceADVANTAGE® software license and onboarding fees include the costs of the initial software license, eLearning modules, project management, and the credit card interface. Your costs may fall on the higher end of this range depending on the number of rooms, additional interfaces and integrations you select. The fees do not include the monthly choiceADVANTAGE® support fee to cover ongoing remote software support.

Note 7: Opening inventory of supplies includes brand standards items, linen, paper supplies and housekeeping supplies that meet our system requirements.

Note 8: Orientation and Hospitality operations training includes the cost to attend Choice Onboard orientation training and Hospitality Operations Success Training ("HOST"). Our Choice Onboard training fee is $1,850 and covers 2.5 days of orientation training at our headquarters in Rockville, Maryland. The costs do not include the cost of travel, lodging, or meals to attend the required training programs. Our HOST training fee is $1,395 and covers an operator certification program that is offered virtually, consisting of self-paced online lessons, live interactive virtual workshops, and exams. The costs do not include the cost of travel, lodging, or meals to attend the required training programs. Some or all of the training may not be required if you have previously owned a Choice branded hotel, obtained Choice Hotels training certification for another existing hotel and/or a hotel staff member has previously earned the HOST certification.

Note 9: We estimate that you will need this amount in working capital before the hotel opens. The actual amount of working capital you will need depends on a variety of factors, such as the number of paid employees you hire and their rate of pay, your own management and operational skills, economic conditions, and competition.

Note 10: We based these estimates on our experience with hotel franchises, discussions with hotel businesspeople and recent trends in pricing from other relevant companies.

Note 11: The total investment above assumes the hotel is currently open and operating at the time you apply for a franchise and has real estate, furniture, fixtures, and equipment, hotel staff, current marketing and advertising programs, and other standards to operate a hotel. In addition, your total investment may be higher if you are required to participate in our Re-Licensing Systems Training. This program is not required for all owners. The Re-Licensing Systems Training fee is $995 and is payable only when a franchised hotel has changed ownership and the new owner signs a franchise agreement with us. The Re-Licensing Systems Training fee covers the cost of 2-days of remote training concerning our proprietary choiceADVANTAGE property management and reservation system.

ITEM 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

All RODEWAY INN hotels are required to meet the current minimum design standards for the brand, including Choice-approved product in the public space and guestrooms. You must design the hotel to meet the current minimum standards for guest room size and facilities and equip the hotel with furniture, fixtures and equipment, bath and bed linens, draperies, bedcoverings, floor coverings, wall coverings, lighting, ice machines, telephone systems and other amenities for which we have established written specifications or minimum standards. We may modify our specifications in writing as we determine appropriate from time to time and may add new specifications or brand guidelines, in writing, including any manuals or policies regarding, among other things, our standards and requirements for construction, equipment, furnishings, supplies, maintenance and marketing that are applicable to RODEWAY INN hotels ("Rules and Regulations").

Our Procurement Services Department maintains a list of "Qualified Vendors" of products and services for our franchisees. Certain Qualified Vendors are designated in the Rules and Regulations as exclusive suppliers. Unless required by the Rules and Regulations, you do not have to purchase products that otherwise meet brand standards from Qualified Vendors. You do have to purchase certain Choice Mark-bearing items, such as signs and bath amenities, only from Qualified Vendors. You must also purchase bedding, computer hardware, and other brand standard items per brand specifications through a Qualified Vendor. Neither Choice nor any persons affiliated with Choice are currently Qualified Vendors.

Vendors that are not on the Qualified Vendor list may apply to become "Qualified," and you may recommend new vendors to us. Among the criteria that we consider is the financial stability of the company, whether the product or service meets brand standards and if the product or service is of use to our franchisees. Our criteria are available to you for review upon your request. Where applicable, the vendor may be asked to submit product samples and specifications to us. We usually make our decision and notify the vendor within 90 days after all information and samples have been submitted, although a longer period may be required for products or services that, due to their cost or importance to the brand, may have significant financial impact on our franchisees. We may limit the number of Qualified Vendors to obtain volume discounts and to promote consistent quality and adequate supplies for the brand. We may revoke a vendor's "Qualified" status if the vendor no longer meets our criteria, if they breach their agreement with us or if the product or service offered is no longer competitive in price or quality, among other reasons.

None of our officers own an interest in any privately-held suppliers, or a material interest in any publicly-held suppliers of our franchise system. From time to time, our officers may own non-material interests in publicly-held companies that are suppliers to our franchise system.

We receive certain commissions or rebates from Qualified Vendors that typically range from 1% to 2% (but may be up to 20%) of net sales volume to franchisees, as well as a flat fee that we typically receive annually from each Qualified Vendor. In exchange for these fees, we may provide each vendor with certain services, which may include one or more of the following: marketing services from our Procurement Managers and/or marketing personnel, space on our ChoiceBuys.com website, a booth at our annual convention, advertisements in our print and electronic publications (Choice e-Connections and Choice Connections) and sponsorship opportunities, among other benefits. We do not provide franchisees with any material benefits, such as opportunities to acquire additional franchises, based on their purchases of particular products or services from Qualified Vendors or use of particular Qualified Vendors.

You must display at your hotel entrance the number and type of identity signs required by the Rules and Regulations. Such signs must display the approved brand name and logo of your hotel. Signs are available from manufacturers who must be approved by us and who must comply with brand specifications. Each sign manufacturer must meet certain business, financial and insurance requirements . We derive income from appointment fees, limited trademark licenses, drawing charges and commissions on signs sold that are purchased through signage Qualified Vendors. All highway billboards and printed advertising, among other electronic or printed media, must use the Choice Marks in accordance with our specifications.

As indicated in Item 6, you must participate in the Choice Gift Card Program by allowing guests the option of redeeming Choice Gift Cards at your hotel. You must also enter into an enrollment agreement with SVM, LP, the administrator of the program (See Exhibit G).

We also periodically negotiate preferred marketing agreements with corporations and other organizations for joint marketing efforts, which may result in commissionable stays at your hotel. If you make inventory available to these organizations, we may retain up to 50% of any commissions payable by you in consideration of our marketing services and program administration costs.

As described in Item 7, you must obtain and maintain insurance which will include, at a minimum, insurance policies of the kinds, and in the amounts, required by us (Franchise Agreement Section 12). These written insurance policies include, at a minimum, the following coverage during construction or complete renovation of the hotel: commercial general liability insurance (including automobile liability, bodily injury and property damage) for all types of liabilities, together with the costs of defense and/or adjustments arising out of the operations to construct the hotel, providing limits of coverage of not less than $1,000,000 per occurrence, and including coverage for contractual liability, explosion, collapse and underground property damage hazard liability, personal injury liability, products and completed operations liability, owner's and contractor's protective liability, and independent contractor's liability; all-risk builder's insurance to insure the hotel buildings under construction to 100% of their replacement cost value; and a workers' compensation policy as required by statute. During the operation of the hotel, required insurance policies include, at a minimum: all-risk physical damage coverage insuring the hotel and its contents for full replacement costs; commercial automobile and commercial general liability insurance policies written on an occurrence form, which must include contractual, products and completed operations, independent contractors, personal injury, property damage, bodily injury and host liquor liability coverage, together with the costs and expenses of the defense and/or adjustment of injury or damage, providing limits of coverage, per location, of not less than $5,000,000 ($10,000,000 if the hotel has 6 or more stories) per occurrence; cyber liability insurance coverage that provides minimum coverage of $1,000,000 workers' compensation and employers' liability insurance with minimum employers liability limits of $1,000,000 bodily injury by accident (each accident); $1,000,000 bodily injury by disease (policy limit); and $1,000,000 bodily injury by disease (each employee), whether or not required by the state where the hotel is located; dram shop/liquor liability insurance with limits of not less than $5,000,000 per occurrence if alcoholic beverages are sold at the hotel (whether or not you own the establishment that sells alcohol) and business interruption insurance that provides coverage for a minimum of six (6) months in the event the hotel is not operational.

You must also obtain and attach endorsements to your insurance policies adding us and our affiliates and subsidiaries, our and their respective officers, directors, agents, partners and employees, as additional insureds and provide waiver of subrogation on commercial automobile, commercial general and umbrella insurance policies and dram shop/liquor liability (if applicable). If you fail to procure or maintain the minimum insurance described above (or as designated by us from time to time in the brand standards), we may procure the insurance on your behalf and charge you the cost of the insurance and, at our option, a reasonable penalty. You will be required to reimburse us for the cost of such insurance and for any reasonable out-of-pocket costs that we incur should we elect to obtain the insurance on your behalf.

You must purchase from us a software license to onboard and use choiceADVANTAGE®. You also must purchase the mandatory hardware package we specify that meets or exceeds specifications needed to operate choiceADVANTAGE®. You are required to use a designated Qualified Vendor to purchase and install a dedicated, wired, business grade High Speed Internet Access solution located at the front desk for access to choiceADVANTAGE® (see Items 5, 7 & 11 for more details).

Unless mandated by the brand standards contained in the then-current version of the Rules and Regulations, you do not have to participate in any purchasing or distribution cooperative we maintain. However, the Choice Procurement Services Department attempts to negotiate pricing believed to be favorable from its Qualified Vendors for franchisees, and we may from time to time offer cooperative buying programs to provide additional savings for those hotels that commit to any such program. In addition, you will automatically become a member of a cooperative buying program at no additional cost to you. You may opt out of being a member of such program at any time by completing and sending us the opt out electronic form located within the FAQs on Choicebuys.com. Most product and services offerings are accessible via ChoiceBuys.com, a proprietary web-based electronic catalogue.

In the year ended December 31, 2020, our total revenues were about $774.1 million. Revenues attributable to franchisee purchases were about $80 million, or about 10.32% of our total revenues in 2020, which includes revenues from Qualified Vendors and choiceADVANTAGE installation and support fees.

We estimate the cost of items that must be purchased from Qualified Vendors or subject to our standards or specifications to be less than 5% of your initial investment to convert an existing hotel or in a new construction facility. Your annual expenditures on these items may range between 5-10% of your annual purchases.

ITEM 9

FRANCHISEE'S OBLIGATIONS

This table lists your principal obligations under the franchise and other agreements. It will help you find more detailed information about your obligations in these agreements and in other items of this disclosure document.

Obligation	Section in Franchise Agreement	Section in choiceADVANTAGE Terms of Use	Section in Call Forwarding Program Terms of Use	Disclosure Document Item
(a) Site selection & Acquisition/lease	Not Applicable	Not Applicable	Not Applicable	Not Applicable
(b) Pre-opening purchases/leases	Sections 6(b), (e), (f) & (g), (s)(3) & (8)	Not Applicable	Not Applicable	Items 5, 7, 8 & 11
(c) Site development & other pre-opening requirements	Section 6	Not Applicable	Not Applicable	Items 5, 7, 8 & 11
(d) Initial & ongoing training	Section 6(e)	Not Applicable	Not Applicable	Items 5, 6, 7 & 11
(e) Opening	Sections 1(f) & 6(s)	Not Applicable	Not Applicable	Item 11
(f) Fees	Sections 4, 6(e), (f), (g), (k), (n) & (r), (s) 8, 9(b), (c), 10(c), (d), 12 & 16	Not Applicable	Section 3	Items 5, 6, 11 & 17
(g) Compliance with Standards & Policies/Operating Manual	Sections 1(k), 5(a) & (b), 6 & 10	Not Applicable	Not Applicable	Items 8 & 11
(h) Trademarks & proprietary information	Sections 1(i) & (j), 6(s)(1) & 7	COPYRIGHTS & TRADEMARKS	Section 8	Items 13 & 14
(i) Restrictions on products/services offered	Section 6(b), (c) & (d)	Not Applicable	Not Applicable	Items 8 & 16
(j) Warranty & customer service requirements	Sections 6(l) & (q)	WARRANTIES	Section 6	Not Applicable

Obligation	Section in Franchise Agreement	Section in choiceADVANTAGE Terms of Use	Section in Call Forwarding Program Terms of Use	Disclosure Document Item
(k) Territorial development and sales quotas	Not Applicable	Not Applicable	Not Applicable	Not Applicable
(l) Ongoing product/service purchases	Sections 6(b), (c), (e), (f), (g) & (o)	Not Applicable	Not Applicable	Item 8
(m) Maintenance, appearance and remodeling requirements	Sections 6(a), (b), (c), (d), (f), (o) & (p), 7(c) & 8	Not Applicable	Not Applicable	Items 6, 8 & 11
(n) Insurance	Section 12	Not Applicable	Not Applicable	Items 6, 7 & 8
(o) Advertising	Section 6(s)(4)	Not Applicable	Not Applicable	Items 6, 8 & 11
(p) Indemnification	Section 13	INDEMNIFICATION	Section 7	NONE
(q) Owner's Participation/ Management/Staffing	Not Applicable	Not Applicable	Not Applicable	Item 15
(r) Records and Reports	Sections 4(c), (d) & (e), 6(r)(4), 10(b)(2)(e) & 12(e)	Not Applicable	Not Applicable	Item 6
(s) Inspections and Audits	Sections 4(e) & (f), 5(b), 6(h) & (s)(2)	Not Applicable	Not Applicable	Items 6 & 11
(t) Transfer	Section 9	SOFTWARE USE AND SITE ACCESS; GENERAL	Section 10	Items 6 & 17
(u) Renewal	Not Applicable	Not Applicable	Not Applicable	Item 17
(v) Post-termination obligations	Section 11	Not Applicable	Not Applicable	Items 6 &17
(w) Non-competition covenants	Not Applicable	Not Applicable	Not Applicable	Not Applicable
(x) Dispute resolution	Sections 16, 21, 22, 23, & 24	GOVERNING LAW	Section 9	Item 17

ITEM 10

FINANCING

AFFILIATION FEE PROMISSORY NOTE

In our sole discretion and on approval of your credit, we may offer to finance the affiliation fee without interest. In that event, you must sign a promissory note (see Exhibit H). Note payment is due in one full lump sum generally within three months after the note is signed. The note may be accelerated upon default and provides for a waiver of presentment, demand for payment, notice of dishonor, protest, and includes a confession of judgment clause. If the principal amount of the note, or any portion of the amount,

is not paid on or before the maturity date, the note will bear interest from the date on which the funds are due until paid at a default annual rate equal to eighteen percent (18%). In the event of default, you must pay all of our costs of suit and reasonable attorney's fees. The note contains no pre-payment penalty. The owners of the franchise entity may be required to sign the note personally.

DIVERSITY AND VETERAN INCENTIVE PROGRAM

We participate in the International Franchise Association's Veteran's Transition Franchise Initiative (known as VetFran®). We are currently offering a diversity and veteran incentive program to encourage and increase the diversity of our franchise system and the hospitality industry as well as to encourage entrepreneurs that have served in the United States military and been honorably discharged from service ("Diversity and Veteran Incentive"). The Diversity and Veteran Incentive Program is intended to attract top hotel developers from diverse backgrounds and involves our commitment of capital to incentivize qualifying franchisees to develop either a newly constructed Choice-branded hotel or convert an existing hotel to a Choice-branded hotel. Qualifying franchisees who enter into franchise agreements to re-license Choice branded hotels that are currently part of the Choice franchise system are not eligible to receive a Diversity and Veteran Incentive; however these franchisees will be given a 50% discount on the then-current affiliation fee due in connection with the re-licensed franchise agreement (see below).

Qualifications

To qualify for the Diversity and Veteran Incentive Program, you must meet all of the following conditions: you must make a good faith request for the Diversity and Veteran Incentive at the time of application; you must meet our then-current qualifications for new franchisees (including our standard credit review); you must be a majority owner that is actively engaged in the deal process ; if you are an individual, you must identify to us the characteristics and background that will contribute to the diversity of our franchise system and the hospitality industry or if you are veteran you must demonstrate that you have served in the United States military and have been honorably discharged from service; or if you are a legal entity, you must be at least 51% legally and beneficially owned by persons that can demonstrate to us characteristics and background that will contribute to the diversity of our franchise system and the hospitality industry or meet the requirements of a veteran stated above. We will have sole discretion in determining whether you qualify for the Diversity and Veteran Incentive Program. The Diversity and Veteran Incentive Program may not be combined with any other incentive program that we may be offering at the time of your application and we may discontinue the Diversity and Veteran Incentive Program at any time.

Incentive

Each Diversity and Veteran Incentive we make for a hotel using the RODEWAY Marks will be for $750 per room in the hotel (maximum of $50,000). Each incentive will be evidenced by a 10-year forgivable promissory note (see Exhibit I) (the "Note"). We will pay the proceeds of the Note to you only after the Opening Date of your hotel. You may use the proceeds of the Note for any purpose related to the hotel. We do not require collateral for this Note, but may you or the owners of a franchise entity to sign personally. Forgiveness of the Note will be amortized over 10 years (beginning on the Opening Date of your hotel) using a straight-line method, so that the Note will be completely forgiven if you do not commit certain defaults under the Note beginning upon signing of the franchise agreement and ending 10 years after the Opening Date. The Note is structured to provide for one payment at the end of 10 years; however, you do not have to make payments on the Note if you remain in good standing under your franchise agreement. If you default in the obligations of franchise agreement, your franchise agreement is terminated or expires, you die or you file for bankruptcy, then the entire remaining unforgiven principal balance is immediately due along with interest (accruing on the remaining unforgiven balance only) from the original date of the

Note at an interest rate of prime plus 2%. The maximum interest rate in California is 10% annually. Under the Note, you must waive demand, presentment for payment, protest, notice of dishonor and your right to a jury trial. On your default, you also must pay all reasonable expenses, costs and attorneys' fees that we incur in collecting the Note. The Note contains no pre-payment penalty.

If you qualify for a Diversity and Veteran Incentive, you may request amortization over 5 years instead (beginning on the Opening Date of your hotel) using a straight-line method, so that the Note will be completely forgiven if you do not commit certain defaults under your franchise agreement upon signing of the franchise agreement and ending 5 years after the Opening Date. If you request a 5 year Note, the incentive will be 50% of the amount of the 10 year Note, and will be limited to a maximum of $25,000. Each incentive will be evidenced by a 5 year Note in the same form attached as Exhibit I. The Note is structured to provide for one payment at the end of 5 years; however, you do not have to make payments on the Note if you remain in good standing under your franchise agreement. If you default in the obligations of your franchise agreement, your franchise agreement is terminated or expires, you die or you file for bankruptcy, then the entire remaining unforgiven principal balance is immediately due along with interest (accruing on the remaining unforgiven balance only) from the original date of the Note at an interest rate of prime plus 2%. If the Default Payment Amount (as defined in Exhibit I) has not been paid in full fifteen (15) days after the date such amount became due and payable, interest will begin to accrue at a default annual rate equal to Prime plus seven percent (prime plus 7%). The maximum interest rate in California is 10% annually. Under the Note, you must waive demand, presentment for payment, protest, notice of dishonor and your right to a jury trial. On your default, you also must pay all reasonable expenses, costs and attorneys' fees that we incur in collecting the Note. The Note contains no pre-payment penalty.

Termination Rights

In addition, unless you have signed a 5 year promissory note, you and we must agree to waive our right to terminate the franchise agreement, without cause, on the 5th anniversary of the Opening Date.

DIVERSITY AND VETERAN RE-LICENSING INCENTIVE

If you: 1) qualify for the Diversity and Veteran Incentive Program; and 2) purchase a hotel that is a RODEWAY branded hotel operating as part of the Choice franchise system at the time of purchase; and 3) enter into a franchise agreement with Choice to re-license the hotel as a RODEWAY branded hotel, you will be granted a 50% discount on the then-current affiliation fee due in connection with your franchise agreement. Franchisees that enter into franchise agreements with Choice for the re-licensing of an existing Choice brand hotel and qualify and accept the Diversity and Veteran Incentive are not eligible to participate in any other incentive program.

PMC COMMERCIAL TRUST

We have entered into a non-exclusive Qualified Vendor agreement with a third party named PMC Commercial Trust (previously known as PMC Capital, Inc.) ("PMC"), which is a company authorized to provide loans. Under this agreement, PMC may offer conventional and Small Business Administration ("SBA") financing to those of our franchisees that qualify and choose to use PMC to finance some of the following costs: affiliation fee, site acquisition, construction or remodeling, equipment and/or fixtures, opening inventory or supplies, ongoing inventory or supplies, replacement of equipment or fixtures, and other continuing expenses. These loans are generally for up to 70% to 85% of the value of the collateral and range from $500,000 to $5,000,000 for acquisitions, refinances and construction/permanent loans.

Interest rates are generally variable and are at PMC's discretion. You are not required to use PMC as your lender. If you choose to use PMC as your lender, you must enter into agreements with PMC,

substantially in the form attached as Exhibit J or as PMC may otherwise require depending on your specific loan. The loan will be for up to 25 years and will require monthly payments, with the amount of the payments based on the terms agreed upon. You must grant a first lien on land and building, a first lien on furniture, fixtures and equipment and, if necessary, a lien on your personal assets. PMC will require that you personally guarantee the loan. The loans can be pre-paid but there may be a pre-payment penalty.

If you default on the note, the entire remaining principal balance becomes due and the lender may have the right to take possession of the collateral and/or sell or lease the collateral. You must waive your rights to presentment for payment, demand, protest, notice of non-payment or dishonor, notices of protest and all other demands or notices. On default, the note will bear interest at the maximum rate permitted by applicable law. You must also pay PMC all the costs of collection or costs of exercising its remedies, including attorneys' fees. You must waive your right to object to jurisdiction in the courts of Dallas, Texas as the venue for the resolution of disputes and must waive your right to a trial by jury. See the sample documents in Exhibit J for PMC's additional rights and remedies.

In consideration of Choice's agreement to grant PMC access to our marketing channels, Choice will receive from PMC a flat payment of $10,000 annually.

BALBOA CAPITAL CORPORATION

We have entered into a non-exclusive Qualified Vendor agreement with a third party named Balboa Capital Corporation ("Balboa"), which is a company authorized to provide loans. Under this agreement, Balboa may offer conventional and lease financing to those of our franchisees that qualify and choose to use Balboa to finance some of the following costs: affiliation fee, costs to meet brand standards, property improvement or remodeling, equipment and/or fixtures, replacement of equipment or fixtures, and other continuing expenses. These loans are generally available for up to 100% of the value of the collateral and generally range from $5,000 to $1,000,000.

Interest rates are fixed and are determined at Balboa's discretion in accordance with its standard underwriting practices. You are not required to use Balboa as your lender. If you choose to use Balboa as your lender, you must enter into one or more agreements with Balboa, substantially in the form attached as Exhibit J or as Balboa may otherwise require depending on your specific financing agreement. The financing agreement will be for between 24 to 84 months and will require monthly or quarterly installment payments, with the amount of the payments based on the terms agreed upon. You must grant a first lien on the financed equipment and, if applicable, a security interest and lien on the land or building. Balboa may require that you personally guarantee the financing agreement. The financing agreement can be pre-paid and there is no pre-payment penalty.

If you default on the financing agreement, the entire remaining balance becomes due and Balboa may have the right to take possession of the collateral and/or sell or lease the collateral. You must waive your rights to presentment for payment, demand, protest, notice of non-payment or dishonor, notices of protest and all other demands or notices. On default, the loan will bear interest at the rate set forth in the loan agreement. You must also pay Balboa all the costs of collection or costs of exercising its remedies, including attorneys' fees. You must waive your right to object to jurisdiction in the courts of California as the venue for the resolution of disputes and must waive your right to a trial by jury. See the sample documents in Exhibit J for Balboa's additional rights and remedies.

In consideration of Choice's agreement to grant Balboa access to our marketing channels, Choice will receive from Balboa a flat payment of $15,000 annually.

ACCESS POINT FINANCIAL

We have entered into a non-exclusive Qualified Vendor agreement with a third party named ACCESS POINT FINANCIAL ("APF"), which is a company authorized to provide loans. Under this agreement, APF may offer financing to those of our franchisees that qualify and choose to use APF to finance some of the following costs: affiliation fee, site acquisition, construction or remodeling, equipment and/or fixtures, opening inventory or supplies, replacement of equipment or fixtures, and other continuing expenses. These loans are generally for up to 70% to 85% of the value of the hotel and typically range from $200,000 to $10,000,000 for bridge financing, acquisitions, refinance, renovation and brand conversion loans.

Interest rates are fixed and are at APF's discretion. You are not required to use APF as your lender. If you choose to use APF as your lender, you must enter into agreements with APF, substantially in the form attached as Exhibit J or as APF may otherwise require depending on your specific loan. The loan will be for 3 to 10 years and will require monthly payments, with the amount of the payments based on the terms agreed upon. Depending on your scenario, you may be requested to grant a first lien on land and building, or a first or second lien on furniture, fixtures and equipment or, if necessary, a lien on your personal assets. APF will require that you personally guarantee the loan. The loans can be pre-paid and there will be a pre-payment penalty.

If you default on the note, the entire remaining principal balance becomes due and the lender may have the right to take possession of the collateral and/or sell or lease the collateral. You must waive your rights to presentment for payment, demand, protest, notice of non-payment or dishonor, notices of protest and all other demands or notices. On default, the note will bear interest at the maximum rate permitted by applicable law. You must also pay APF all the costs of collection or costs of exercising its remedies, including attorneys' fees. You must waive your right to object to jurisdiction in the courts of Atlanta, Georgia as the venue for the resolution of disputes and must waive your right to a trial by jury. See the sample documents in Exhibit J for APF additional rights and remedies.

In consideration of Choice's agreement to grant APF access to our marketing channels, Choice will receive from APF a flat payment of $12,000 annually.

ASCENTIUM CAPITAL LLC

We have entered into a non-exclusive Qualified Vendor agreement with a third party named Ascentium Capital LLC, which is a company authorized to provide loans. Under this agreement, ASCENTIUM CAPITAL LLC may offer conventional and lease financing to those of our franchisees that qualify and choose to use ASCENTIUM CAPITAL LLC to finance some of the following costs: affiliation fee, costs to meet brand standards, property improvement or remodeling, equipment and/or fixtures, replacement of equipment or fixtures, and other continuing expenses. These loans are generally available for up to 100% of the value of the collateral and range from $5,000 to $500,000.

Interest rates are fixed and are determined at ASCENTIUM CAPITAL LLC's discretion in accordance with its standard underwriting practices. You are not required to use ASCENTIUM CAPITAL LLC as your lender. If you choose to use ASCENTIUM CAPITAL LLC as your lender, you must enter into one or more agreements with ASCENTIUM CAPITAL LLC, substantially in the form attached as Exhibit J or as ASCENTIUM CAPITAL LLC may otherwise require depending on your specific loan. The loan will be for between 12 to 72 months and will require monthly payments, with the amount of the payments based on the terms agreed upon. You must grant a first lien on the financed equipment and, if applicable, a security interest and lien on the land or building. ASCENTIUM CAPITAL LLC may require

that you personally guarantee the loan. The loans can be pre-paid with Ascentium Capital LLC's prior written consent and there is no pre-payment penalty.

If you default on the loan, the entire remaining balance becomes due and ASCENTIUM CAPITAL LLC may have the right to take possession of the collateral and/or sell or lease the collateral. You must waive your rights to presentment for payment, demand, protest, notice of non-payment or dishonor, notices of protest and all other demands or notices. On default, the loan will bear interest at the rate set forth in the loan agreement. You must also pay ASCENTIUM CAPITAL LLC all the costs of collection or costs of exercising its remedies, including attorneys' fees. You must waive your right to object to jurisdiction in the courts of California as the venue for the resolution of disputes and must waive your right to a trial by jury. See the sample documents in Exhibit J for ASCENTIUM CAPITAL LLC's additional rights and remedies.

In consideration of Choice's agreement to grant ASCENTIUM CAPITAL LLC access to our marketing channels, Choice will receive from ASCENTIUM CAPITAL LLC a flat payment of $15,000 annually.

* * *

We have not sold, assigned or discounted our commercial paper to anyone, nor do we intend to (although we are permitted to do so).

ITEM 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

Except as listed below, Choice Hotels International, Inc. is not required to provide you with any assistance.

PRE-OPENING OBLIGATIONS. Before you open your hotel in the Choice franchise system, we will provide certain assistance, including:

SITE SELECTION

We must approve the site you select. (Franchise Agreement Section 6(r).) We consider a number of factors, including the location, market and revenue potential as factors for approval. Our approval of your site does not assure that your business will be successful. Choice's Franchise Committee will review your application within 30 days of submission. If a site cannot be agreed upon and we reject your application, your affiliation fee will be refunded, less $5,000 and any pre-application property improvement plan fees that you may have paid and no franchise agreement will be signed. (Franchise Agreement Section 4(a).) The "typical" length of time to construct and open a new RODEWAY hotel between the signing of a franchise agreement (including paying the affiliation fee) until the opening of a newly constructed hotel is between 18 and 24 months. This period may vary and largely depend on a number of factors, such as the ability to obtain a lease or control of the site; financing; local zoning laws and ordinances; the ability to obtain building permits on a timely basis; weather conditions; or any delays associated with the installation of equipment, fixtures and signs. For an existing hotel to be converted to a RODEWAY hotel, the time table varies depending upon your ability to obtain any necessary financing, the amount of renovation required to meet our specifications and the process and time periods required to obtain all the necessary permits, licenses and approvals from various government agencies (Franchise Agreement, Section 6(r)).

CONSTRUCTION

If the hotel is to be newly constructed, we will review and comment on whether your preliminary drawings, final working drawings and architectural designs for the hotel to satisfy the prototype design specifications. Our approval of your designs does not assure that they are adequate (Franchise Agreement, Section 6(r)).

At our discretion, we may provide additional consultation and services to assist you to construct, renovate, maintain, operate, and/or market the hotel on the same basis as provided to other hotels that are authorized to use our System under the Brand Mark; we reserve the right to charge you reasonable fees that we may establish in advance or on a project-by-project basis for such consultation and services. (Franchise Agreement Section 5(d).)

You must submit your preliminary drawings for our approval at least 6 months before Construction Start, and final working drawings and final architectural designs for the hotel for our approval at least 3 months prior to Construction Start (Franchise Agreement, Section 6(r)). If Construction Start does not commence within 6 months of our written approval of your final architectural designs for the hotel, then you must resubmit final architectural designs for our approval at least 60 days prior to your revised Construction Start. Our review of your architectural designs is for compliance with our brand standards only and does not assure that your business will be successful, that your designs are suitable for architectural or engineering purposes, or that your designs are in compliance with local, state, or federal laws. It will be your responsibility to comply with all local, state, and national code requirements applicable to the construction of your hotel.

You must begin construction of your hotel within 12 months after the date of the franchise agreement, and, within 5 days after Construction Start, notify us that the Construction Start has occurred (Franchise Agreement, Section 6(r)(2)), continue construction of the hotel, in accordance with the designs without interruption, until the hotel is ready for our inspection and complete construction of the hotel, including furnishing, equipping and preparing for opening, within 12 months of Construction Start (Franchise Agreement, Section 6(r)(3)).

You must undertake any remodeling, renovations, and modifications to existing improvements, necessary to modernize and conform your hotel to the Rules and Regulations or other requirements of our System as described in your franchise agreement. (Franchise Agreement, Section 6(o).)

RULES & REGULATIONS

Upon request, you may view the current Rules and Regulations at our proprietary intranet site, www.choicecentral.com (Franchise Agreement, Section 5(a)). Once you become an RODEWAY franchisee you will have access to these Rules and Regulations without having to request them from us. We may periodically revise, add to or update brand standards and other requirements by issuing revisions to the Rules and Regulations and other manuals that we may publish. As of the date of this disclosure document, the Rules and Regulations were a minimum of 130 pages in length. The Table of Contents for our Rules and Regulations manual is attached as Exhibit K to this disclosure document.

OPENING SERVICES SUPPORT

Our Opening Services department will assist you to open your hotel in the Choice franchise system. (Franchise Agreement Section 5.) We will assign an Onboarding Project Director and Opening Services Coordinator to monitor your project's progress and to assist you to meet contractual milestones (for example architectural and/or property improvement plan reviews). Your Onboarding Project Director will introduce

you to Choice's organizational support departments, enroll your hotel in appropriate marketing programs, and help coordinate training course attendance/resource utilization. Finally, your Onboarding Project Director will help you to make sure that your hotel meets brand standards and that you have the knowledge and tools to assist you to successfully pass the hotel's first Quality Assurance Review (QAR). (Franchise Agreement Section 5.) Once your hotel opens in the Choice franchise system, your Onboarding Project Director will arrange for a meeting with your assigned Area Director, who will be your ongoing liaison with Choice for most day-to-day questions related to our programs and policies. You must ensure your hotel opens in accordance with your franchise agreement. (Franchise Agreement Section 6(s).)

* * *

TRAINING

TRAINING PROGRAM

We will provide training, as described below (Franchise Agreement, Section 6(e)). You must comply with our training requirements by ensuring that you and the Hotel's general manager(s) attend (at the times required by us) our then-current training programs, including our annual national convention for hotels authorized to use the System.:

CHOICE ONBOARD
(Notes 1, 2, and 3)

SUBJECT	HOURS OF CLASSROOM TRAINING	HOURS OF ON THE JOB TRAINING	LOCATION
Choice History, Mission, and Culture	2	None	Rockville, Maryland
Choice Privileges Loyalty Program	1	None	Rockville, Maryland
Choice Resources (including Choice University, ChoiceCentral, choiceAdvantage	4	None	Rockville, Maryland
Legislative Advocacy	0.5	None	Rockville, Maryland
Franchise Services and Support	2.5	None	Rockville, Maryland
Staff Retention Best Practices	0.5	None	Rockville, Maryland
Owner Portfolio Strategy (including PIP management)	1	None	Rockville, Maryland
Performance Metrics	1.5	None	Rockville, Maryland
Global Sales and SmartMarketing Tools	1	None	Rockville, Maryland

SUBJECT	HOURS OF CLASSROOM TRAINING	HOURS OF ON THE JOB TRAINING	LOCATION
Distribution Channels & eCommerce, and the related tools	1	None	Rockville, Maryland
Guest Insight Reporting and Operations (Reputation Management)	1.5	None	Rockville, Maryland
Brand Identities, Standards and Culture (including Compliance and Awards)	2.5	None	Rockville, Maryland
Procurement	0.5	None	Rockville, Maryland
Crisis Management	0.5	None	Rockville, Maryland
TOTAL	20	0	

Note 1: This training is mandatory for all owners and General Managers of new hotels, conversions and transfers to new owners and must be completed to our satisfaction. Some or all of the training may not be required if you have previously owned a Choice branded hotel and/or obtained Choice Hotels training certification for another existing hotel. Choice Onboard classes are held multiple times per year at our headquarters in Rockville, Maryland.

Note 2: Instructional materials for the Choice Onboard Orientation Program include handouts or electronic training materials and videos. Choice Onboard is led by our Choice University Learning Professionals and Franchise Services Area Directors. Members of other Choice Hotels International teams, (including, but not limited to: Brand Strategy and Management, Choice Privileges, Global Sales, Owner Portfolio Strategy, Franchise Services and Compliance, Procurement, Distribution and Revenue Management), provide expertise during the session. Experience of Choice Onboard instructors ranges from 10 years to 30 plus years

Note 3: Each owner and General Manager must attend the Choice Onboard Orientation Program within 90 days of opening in the Choice franchise system. The cost of the training classes will not exceed $1,850 each for the owner and the General Manager plus travel, lodging and meals while attending the 2.5-day Choice Onboard Orientation Program. Instructional materials are included. Attendance at the Choice Onboard Orientation Program is open to other members of your staff. The cost for any subsequent attendees is 50% of the tuition each at a cost not to exceed $875 each plus travel, lodging and meals while attending the program. Your Area Director may require your attendance at this Choice Onboard Orientation Program, at any time, based on less than expected results at an open and operating hotel.

Attendance at the Choice Onboard Orientation Program is mandatory. Failure to attend within the prescribed time frame may result in a formal default under your franchise agreement, and failure to cure the formal default could result in the termination of your franchise agreement.

* * *

You must have a certified General Manager at your hotel. We will provide our Certified General Manager training under the HOST program, as described below:

You must have at least one hotel staff member who is in a managerial role and is present on the hotel premises operations certified by attending the HOST program. We will provide our operations certification training under the HOST program, as described below:

HOSPITALITY OPERATIONS SUCCESS TRAINING (HOST)
(Notes 1, 2 and 3)

SUBJECT	HOURS OF CLASSROOM TRAINING	HOURS OF ON THE JOB TRAINING	LOCATION
Self-Paced Online Modules, videos, and job aids covering: 1) Brands, Brand/Corporate Programs 2) Quality Assurance and Compliance 3) Choice Systems and Resources 4) Distribution and Reservations 5) Reputation Management 6) Driving Revenue 7) Profitability 8) Crisis/Emergency Management 9) Lodging Legal Fundamentals 10) Leadership	12	None	Any location with internet access
Live Online Virtual Workshops and related activities covering: 1) Local Sales 2) Responding to Reviews 3) Online Engagement 4) Digital Presence 5) Profitability 6) Leadership 7) Housekeeping Operations 8) Maintenance Operations	12	None	Any location with internet access
Online Exams covering: 1) Hotel and Business Operations 2) Systems and Distribution Sales, Revenue, and Profitability	3	None	Any location with internet access
TOTAL	27	0	

Note 1: It is mandatory that at least one hotel staff member who is in a managerial role and is present on the hotel premises has completed the HOST training. The cost of the training class is $1,395.

Note 2: Instructional materials for the HOST training program include interactive online learning, videos, job aids, virtual workshops, activities, and online examinations. Instructors for the program include Choice University Learning Professionals, and their experiences range from 15 to 30 plus years.

Note 3: At least one hotel staff member who is in a managerial role must become HOST certified within 90 days of opening or relicensing the hotel in the Choice franchise system, and at least one

hotel staff member that has completed HOST training must be on the hotel premises. As described in Item 5, the HOST requirement is satisfied if a hotel staff member in a managerial role has previously completed HOST training.

* * *

In addition, we will provide training Sales Certification Program, as described below:

SALES TRAINING PROGRAM (NOTES 1 AND 2)

SUBJECT	HOURS OF CLASSROOM TRAINING	HOURS OF ON THE JOB TRAINING	LOCATION
Foundations of Sales: Self-Paced Online Modules with topics to include: 1) Hotel Buyers Process 2) Guest Segmentation 3) Research Tools 4) The Booking Process 5) Key Buying Criteria 6) Market Segmentation and Tracking 7) Front Desk Sales 8) Responsive Sales	2.5	None	Any location with internet access or at an open and operating Choice branded hotel
Advanced Sales: Self-Paced Online Modules with topics to include: 1) Strategies for Selling Locally 2) The Basics of Internet Prospecting 3) Learning to Ask Qualifying Questions 4) Conducting a Sales Blitz 5) Competitive Assessment and SWOT Analysis 6) The Cost of Not Selling: Sales Cost Opportunity Displacement 7) Request for Proposals (RFP) 8) Group Business 9) Revenue Management Strategies for Group Business 10) Corporate Group Segments 11) Partnering with Global Sales to Drive Corporate Business	12	None	Any location with internet access or at an open and operating Choice branded hotel
TOTAL	14.5	0	

Note 1: The Sales curriculum is optional and is designed to help hoteliers sharpen their sales skills by building a knowledge foundation, then advanced skills, and live interaction and skill practice. The fee for advanced, immersive training will not exceed $500.

Note 2: Instructors for the Sales curriculum includes Choice University Learning Professionals and Franchise Services Area Directors. Each instructor has a minimum of 10 years of hotel operations, sales, and training experience. All instructional materials are included in any training fee, including participant guides, case studies, and presentations..

* * *

In addition, we will provide Re-Licensed Hotel Training, as described below:

SYSTEMS RE-LICENSED HOTEL TRAINING

SUBJECT	HOURS OF CLASSROOM TRAINING	HOURS OF ON THE JOB TRAINING	LOCATION
The systems relicense training program entitles General Managers a full year of access to more than a dozen training videos, covering choiceADVANTAGE, Rates Center, ChoiceMAX and ChoiceCentral. Topics include Choice's property management system, e-brochure, hotel configuration, rates management, direct billing and company profiles, housekeeping functionality, night audit procedures, and more. Additionally, Owners and Operators are also entitled to weekly live webinar sessions called Office Hours. Office Hours allows Owners and Operators access to experienced Choice University Learning Professionals who can answer systems questions about their individual hotel. Office Hours will be offered weekly at a set time. Each Office Hours session will be scheduled for sixty minutes. The relicense training program allows unlimited access to Office Hours. Additionally, every Owner and Operator of a relicensed hotel is given access to the Relicense Training Map on ChoiceU.com . This link gives them immediate access to everything they need to know first as a new Owner and Operator of a Choice Hotel	4	0	Any location with internet access
TOTAL	4	0	

When a Choice branded hotel changes owners and the new owners sign a franchise agreement with Choice (known as a "re-licensing"), the hotel is granted access to customized training videos as well as live

(virtual) sessions where they can get their systems questions for their individual hotel answered. The live sessions are delivered remotely via webinar by a Choice University Learning Professional. The training videos, the live sessions, as well as other important learning resources for new Owners and Operators are made available to the relicensed hotel via the Relicense Training Map on ChoiceU.com. The fee for this training is $995.

In addition, upon re-licensing, the new owners and new General Manager must attend the Choice Onboard Orientation Program, as detailed above, at the earliest available session. However, the new owners must attend the Choice Onboard Orientation Program within 90 days of hotel re-licensing.

Attendance at the Choice Onboard Orientation Program is mandatory. Some or all of the training may not be required if you have previously owned a Choice branded hotel, obtained Choice Hotels training certification for another existing Choice branded hotel and/or a hotel staff member has previously earned the HOST certification. Failure to attend within the prescribed time frame may result in a formal default under your franchise agreement, and failure to cure the formal default could result in the termination of your franchise agreement.

Instructional materials for the Re-licensed Hotel Training include a participant guide and a choiceADVANTAGE Quick Reference Guide. The training materials have been developed and produced by Choice University Learning Professionals with an average experience of 10 plus years.

* * *

We will also provide choiceADVANTAGE systems online remote training, as described below:

choiceADVANTAGE® ONLINE REMOTE ONBOARDING (Notes 1 and 2)

SUBJECT	HOURS OF ON THE JOB TRAINING	LOCATION
Day One • Setup and configure hardware • Guide the Property Contact through adding Future Reservations, Pre-Paid Reservations, Company Profiles, Groups and Accounts Receivable. • Review property configuration • Understanding and using reports • Rates Center overview • choiceADVANTAGE® User Admin set-up/overview • ChoiceCentral.com overview • Utilizing Choice resources	4-6	Remotely
Day Two • Complete Property Contact Training • Guide property through balance transfers • Credit Card and EMV installation • Interface installation	6-8	Remotely
TOTAL	10-14	

Note 1: eLearning training is mandatory for all General Managers, Assistant General Managers, front office managers and all front desk staff and must be completed to our satisfaction. Training is completed in ChoiceU.com and is vital for all hotel staff to complete as it is the only training they will receive on the system. choiceADVANTAGE® eLearning training is a series of training modules prepared by members of our SkyTouch Technology team.

Note 2: Optional on-site choiceADVANTAGE® training is available and will be held at your hotel, preferably in a meeting room and required to have High Speed Internet Access. The on-site training would be conducted by members of our SkyTouch Technology team. On-site choiceADVANTAGE® training requires you to provide one free hotel room per trainer per night for the on-site training. In the event you are unable to accommodate the trainer to stay at your property for reasons of safety, occupancy permits, or other reasons, you are responsible for reimbursing the costs and expense of the trainer's stay at a comparable neighboring hotel. The fee for optional on-site choiceADVANTAGE® training is $8,000. You may reschedule the training without paying an additional fee by providing written notice of your need to postpone the training program to your Onboarding Representative at least 14 days prior to the trainer travel date. There will be a rescheduling fee of $2,100 if you need to reschedule within 14 days of the trainer travel date or system conversion was not completed while trainer was on-site.

* * *

You may also participate in the Educational Resources Program, which provides training on various topics through our online learning management system. The cost of the Educational Resources Program is $400 annually plus any applicable state tax.

Additional training may be required based on individual hotel needs. We reserve the right to charge you a tuition fee for these additional training programs as established by us from time to time. You also will be required to pay all travel, living and other expenses incurred by you and your employees while attending any required additional training programs.

We also offer many optional training programs throughout the year, including the regional workshops. In these educational workshops, you and your staff can gain valuable knowledge on a wide variety of topics designed to help your hotel become more effective and efficient.

Any training provided by us to any of your employees will be limited to training or guiding the employees regarding the delivery of approved services to guests in a manner that reflects the brand standards of the System. You are, and will remain, the sole employer of your employees during all training programs, and you are solely responsible for all employment decisions and actions related to your employees. It is your obligation to ensure that your employees receive adequate training.

* * *

POST OPENING OBLIGATIONS. During the operation of the hotel in the Choice franchise system, we will provide the following services:

QUALITY ASSURANCE

We will administer a quality assurance program that may include periodic visits to your hotel (by us or our authorized representatives) and/or guest satisfaction surveys to evaluate your compliance with your franchise agreement and the Rules and Regulations. If necessary, we will advise you of changes that

you must make to the hotel or its operations to comply with the franchise agreement and/or the Rules and Regulations (Franchise Agreement, Section 5(b)).

MARKETING AND RESERVATIONS

We will provide an advance reservation system for your hotel and other Choice branded hotels using the System Fee that you will pay each month during the term of your franchise agreement. (Franchise Agreement Section 5(c).) We will also provide national, international and regional advertising, promotion, publicity, marketing research, system programs and related programs as we reasonably determine to be appropriate for the entire Choice franchise system, using the System Fee. (Franchise Agreement Section 5(c).)

Marketing and advertising are primarily disseminated via media such as direct sales efforts, digital media, multi-brand television campaigns, trade publications, radio, directories and other collateral materials. National advertising and promotion agencies are primarily used to create and place advertisements with the participation and supervision of our in-house marketing department. Funding for the advertising program comes from the System Fee that each Choice Hotels franchisee pays each month during the term of their franchise agreement and which we control. We do not use any of the System Fee to solicit new franchisees. The System Fee covers the ongoing development, maintenance and upgrading of the property management and reservations systems, as well as advertising, publicity, public relations, marketing, reservations and similar services. All franchisees contribute to the System Fee at a rate dependent on their individual franchise agreement. Company-owned outlets (if any) contribute to the System fee at the standard rate as other franchised outlets. As of April 1, 2020, there were no RODEWAY company-owned outlets. See Item 6 for a description of the System Fee.

Currently, Rodeway Owners' Association, the Econo Lodge Franchisee Association, and the Choice Hotels Owners Council administer 13 voluntary regional marketing cooperatives ("Marketing Cooperatives"), which we support. Each Marketing Cooperative establishes an annual fee for participating hotels, and we also provide funding. The participating hotels in a Marketing Cooperative, along with the assistance of a Choice representative, create an annual budget and an annual marketing plan. As of the date of this disclosure document, participation in the Marketing Cooperatives is voluntary, and you may opt out on an annual basis. However, we may require participation in the Marketing Cooperatives in the future and we have the right to audit the Marketing Cooperatives program at any time.

You may conduct your own local marketing program provided that all materials comply with brand standards, including proper trademark usage, and are approved in writing by us, typically within 30 days after you submit your materials to us for review. (Franchise Agreement Section 6(s)(4).) The SmartMarketing program provides marketing and promotional materials that help you promote your hotel professionally and within brand standards. The fee for customizing some materials (for example, business cards and sales flyers) ranges from $15 to $45, but members of a Marketing Cooperative will not be charged any fee for using the website. We are not required to use any portion of the System Fee for advertising in your area.

Any website created for your hotel must follow the Choice Property Website Guidelines, Internet Distribution Policy and Domain Name Policy. (Franchise Agreement 7(b).) We retain the right to pre-approve your hotel's website design and use of linking between your internet web pages (or other networks) and all other web sites. All websites that are accessed from a domain name that uses one or more of the Choice Marks must conform to the Choice Hotels Property Website Guidelines and Internet Distribution Policy and cannot contain, or link to other web pages that contain, logos or information on non-Choice brand hotels. We have the right to determine the content and use of online or electronic media associated with any of the Choice Marks. You may not participate in any website or other electronic media (including

social media) that markets goods and services under the Choice Marks unless it is first approved in writing by us. Your general conduct on the internet or other electronic media, including your use of the Choice Marks or any advertising is subject to the terms and conditions of the Franchise Agreement and any other rules, requirements or policies that we may identify from time to time.

We administer the allocation of the System Fee, although recommendations by our franchisee associations with respect to our marketing and reservation efforts are considered. (Franchise Agreement Section 4.) The System Fees are aggregated into one fund and used for marketing and reservation purposes as described above. We do not prepare audited financial statements for the fund. Upon request, we will provide an unaudited statement of the fund for the previous calendar year. We have no obligation to separate incomes or expenditures between Choice brands. Any unspent System Fees remaining at the end of the fiscal year generally are carried over for use in the following year unless there is a deficit from a preceding year. In that case, the monies will be applied to pay down the deficit and any remaining funds will be carried over. We pay administrative costs to provide the goods and services described above using a portion of the System Fee. Our internal costs associated with marketing the goods and services of our franchise system are reflected in the percentages below, including our media (broadcast and digital), creative, supplies and graphics. In calendar year 2020, approximately 8.2% of all System Fees collected from the Choice Franchise System was spent on media and other advertising, 9.5% on the Choice Privileges Loyalty Program, which includes national advertising (broadcast and digital), 70.3% on marketing and distribution (for example, reservations services, global sales, eCommerce, publicity, research & analytics) and 11.9% on general and administrative expenses, including the salaries of applicable personnel..

COMPUTER HARDWARE AND SOFTWARE

You will be required to purchase and install a dedicated, wired, business grade High Speed Internet Access solution located at the front desk for access to choiceADVANTAGE®, to electronically update your hotel's information in our advance reservations system; to receive reservations from our advance reservations system; to collect data on reservations made by travel agents; to collect daily revenue and occupancy figures; and to manage your front desk operations. (Franchise Agreement Section 6(g).)

The costs and fees for purchasing a license to use choiceADVANTAGE® system include:

choiceADVANTAGE® Software License and Administrative Fee -- $2,350-$8,350 (payable to Choice Hotels International)

choiceADVANTAGE® Systems Onboarding and Project Management Fee -- $2,500 (payable to Choice Hotels International)

choiceADVANTAGE® Software Interface Implementation Fee (optional) -- $1,500 (payable to Choice Hotels International)

choiceADVANTAGE® Credit Card Interface Implementation Fee -- $400 (payable to Choice Hotels International)

choiceADVANTAGE® Database Clean Up Fee -- $500 (payable to Choice Hotels International)

Dell hardware -- $2,000-$7,000 depending on the configuration (payable to Insight)

EMV Fee- $875 - $3,500 (payable to Shift4 Payments)

We will also provide the following:

- Ongoing remote support relating to maintenance of the choiceADVANTAGE® software, 24 hours a day, 7 days a week.
- Enhancements or updates to the choiceADVANTAGE® software with training bulletins.
- Remote configuration and installation services for the choiceADVANTAGE® software.
- Online training on ChoiceU.com relating to the use of the choiceADVANTAGE® software.
- The choiceADVANTAGE® software.

You are required to purchase the mandatory Dell hardware package through our preferred hardware vendor, Insight. Your Dell hardware will be subject to Dell's warranty and support provisions. The cost of the computer hardware listed above does not include the cost of any peripheral items such as credit card processing machines, printers, or other network needs unique to your hotel.

You will be required to refresh the choiceADVANTAGE® system with Dell hardware and required peripherals in order to comply with specifications mandated by us. Dell hardware and required peripherals should be refreshed every 48 months or upon expiration of your hardware warranty. We estimate that the cost to refresh and install new Dell hardware and peripherals will be between $2,000 and $7,000 depending on the configuration at your hotel (number of workstations, printers etc.). However, there is no limit on the frequency or cost of this obligation.

We will have independent access to the information that will be generated by the choiceADVANTAGE® property management system and will use the information and data to identify trends, as well as to perform statistical analysis for improvement of the brand standards, as well as the overall Choice franchise system.

We have approved a chip enabled credit card acceptance (EMV) hardware for use in your hotel. We require chip enabled credit card acceptance (EMV) hardware for use in your hotel. We estimate the cost of each device, including programming, to be approximately $875. Fees may vary based on the number of devices required for your hotel. We also require EMV software for use in your hotel. The required EMV software for processing credit card payments through choiceADVANTAGE® property management system is only available from Shift4 Payments, a Nevada corporation, with a business address at 1491 Center Crossing Road, Las Vegas, Nevada 89144. You will make payments directly to Shift4. Shift4 is a Qualified Vendor. See Item 8.

CHANGE IN SLEEPING ROOM COUNT

We will review and, where appropriate, approve requests to add or remove guest rooms to your hotel after receipt of your room count change fee (if applicable) and construction plans (Franchise Agreement, Section 8).

ITEM 12

TERRITORY

We grant franchises for specific sites only. You will not receive an exclusive territory, unless we grant to you an exclusive territory as further discussed below. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution or competitive brands that we control. However, we may, depending on local market conditions or other factors such as your prior history with us (if any) and number of hotels franchised by us, grant exclusive territories in which no other hotel of the same brand will be franchised or operated for a period of time that we determine. Preferred regions

or exclusive territories are determined by us. Our grant of a preferred region or exclusive territory can be terminated by us if you default under your franchise agreement, including failing to maintain quality standards or failing to pay fees due on a timely basis.

We expressly reserve the right to grant franchises or open company owned hotels at any location under any brand name other than the location specified in your franchise agreement. We may open company-owned hotels under any brand and offer hotel franchises for upscale, mid-priced and budget hotels under any of the Choice Marks.

If you wish to relocate or establish additional facilities, you must follow our usual application procedures and sign additional franchise agreements. Customarily, we do not grant to franchisees options, rights of first refusal or similar rights to acquire additional franchises.

We may take reservations for rooms through any method of distribution, including sales through such channels of distribution as the internet, catalog sales, telemarketing, or other direct marketing sales ("Alternative Distribution Channels"). You will receive no compensation for our sales through Alternative Distribution Channels, unless we make a reservation on your behalf.

You may solicit or accept reservations from customers at any location (including outside your territory, if applicable). You may use Alternative Distribution Channels to make sales if you comply with all of our standards, including any approval process that we may require (see Item 11). We, our affiliates and franchisees can use Alternative Distribution Channels to make sales anywhere (including within your territory, if applicable) of products or services under trademarks different from the trademarks that you are permitted to use under your franchise agreement. See Item 1 for additional information on other Choice brands.

We have implemented a Fair Franchising Policy (attached as Exhibit L) that sets general guidelines on how Choice will maintain the overall Choice franchise system of brands, including principles for informal resolution of disputes between Choice and our franchisees. In addition, we have adopted an Incremental Impact Policy (attached as Exhibit M) that establishes a procedure that our franchisees can use under certain circumstances, to object to an application for a new same brand hotel franchise within a designated area of protection. The Incremental Impact Policy is only offered to certain Choice brands. Both the Incremental Impact Policy and the Fair Franchising Policy are internal policies, not contractual obligations and can be changed or revoked by Choice in our sole discretion at any time on reasonable notice.

As noted in Item 1, we currently grant franchises for hotels operated under the following brands or extensions of these brands: ASCEND, CAMBRIA, CLARION, CLARION POINTE, COMFORT INN, COMFORT SUITES, ECONO LODGE, EVERHOME SUITES, MAINSTAY SUITES, QUALITY, RODEWAY, SLEEP INN, SUBURBAN and WOODSPRING SUITES. We have the right to operate and franchise these hotels at any location in accordance with the terms of your franchise agreement and you may compete with any of our brands in the operation of your hotel. We also have the right to operate or franchise a hotel or other business under a different trademark. We do not maintain physically separate offices or training facilities for the other Choice brands that may compete with your hotel.

ITEM 13

TRADEMARKS

You will receive in the franchise agreement a limited license and obligation to use one or more of the trademarks and trade names identified below together with the related logo(s), including designs, stylized letters and colors that we permit you to use at your hotel and in advertising for your hotel, and any

other additional or substituted trademarks, trade names, service marks or logos that we later adopt and authorize you in writing to use.

We own and license to you some of the following service marks and trademarks registered on the Principal Register with the U.S. Patent and Trademark Office that correspond to the brand you may be granted to use in your franchise agreement:

MARK	REGISTRATION NUMBER	REGISTRATION DATE
RODEWAY INN	1669813	24-Dec-1991
RODEWAY INN & Design	1414585	21-Oct-1986
RODEWAY INN & Design (color)	1414584	21-Oct-1986
RODEWAY INN & SUITES	3020736	29-Nov-2005
RODEWAY INN & SUITES & Design	2463494	26-Jun-2001

We have filed all required affidavits and renewals in connection with these trademarks.

You must follow the policies and rules we establish from time to time governing your use of the trademarks that your franchise agreement permits you to use. "Choice Marks" means collectively all of our trademarks or trade names, the trademarks and trade names ASCEND®, CAMBRIA®, CLARION®, CLARION POINTE®, COMFORT®, ECONO LODGE®, MAINSTAY®, QUALITY®, RODEWAY INN®, SLEEP®, SUBURBAN®, WOODSPRING®, EVERHOME®, and our slogans (such as "Our Business is You®"), the names/trademarks of any Choice products, the names of our property management system, reservation system, guest loyalty program and any other additional or substituted trademarks, trade names, service marks or logos. You cannot use any Choice Marks or anything similar to these words in your name or the name of any of your affiliates, whether a partnership, corporation, limited liability company, joint venture or any other type of business organization. You may not establish a website on the internet using the Choice Marks, or anything similar to the aforementioned words that does not comply with our Domain Name Policy, Internet Distribution Policy or our Property Website Guidelines (or such similar policies or regulations adopted by us from time to time). We retain the right to pre-approve your use of linking and framing between your internet web pages (or other network) and all other websites. All websites that are accessed from a domain name that uses a Choice Mark must conform to the Choice Hotels Property Website Guidelines and Internet Distribution Policy and cannot contain, or link to other web pages that contain, logos or information relating to non-Choice branded hotels. We have the right to determine the content and use of online or electronic media associated with any of the Choice Marks. You may not participate in any website or other electronic media (including social media) that markets goods and services under the Choice Marks unless it is first approved in writing by us.

If you are required by law to register any of the Choice Marks, your trademark application must specify that you use the Choice Marks: (1) only at your hotel and in advertising for your hotel; (2) only during the term of your franchise agreement; and (3) without claiming any property right in the Choice Marks during or after the term of your franchise agreement.

There are no effective material determinations by the United States Patent and Trademark Office, Trademark Trial and Appeal Board, the trademark administrator of any state or any court; pending infringement, opposition or cancellation proceedings; or pending material litigation involving the Choice Marks that your franchise agreement permits you to use.

We have no agreements currently in effect that significantly limit our rights to use or license our use of the Choice Marks. We do not know of any superior prior rights or material infringing uses of the Choice Marks that could materially and adversely affect your permitted use of the Choice Marks in any state.

You will not interfere with our use or registration of any of the Choice Marks, or with use of the Choice Marks by other hotels. You have no right to sublicense anyone else to use any Choice Marks and you have no right to use them for any purpose other than as permitted in connection with your hotel.

You must promptly notify us of any suit filed or demand made against you challenging the validity of any of the Choice Marks ("Mark Claim"). Using our attorneys, we agree to protect and defend you against a Mark Claim, and to defend and indemnify you against your loss, cost or expense related to the Mark Claim, except where the Mark Claim arose because you used the Choice Marks in violation of your franchise agreement. You may not settle or compromise a Mark Claim without our prior written consent, and you agree to cooperate with us in defending against any Mark Claim.

ITEM 14

PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

Patents and Copyrights

We have no patents or copyright registrations or pending patent or copyright applications that are material to the franchise. However, we claim copyrights on certain forms, advertisements, promotional materials, our proprietary software, our rules and regulations and other written materials. We also claim copyrights and other proprietary rights in the Rules and Regulations and the Choice Marks. There are no agreements currently in effect that significantly limit your right to use any of our copyrights. Also, there are no currently effective determinations of the U.S. Patent and Trademark Office, the U.S. Copyright Office (Library of Congress), or any court pertaining to or affecting any of our copyrights discussed above. As of the date of this disclosure document, we are unaware of any infringing uses of, or superior rights to, any of our copyrights that materially and adversely affect your use of them in any state.

Your and our obligations to protect your rights to use our copyrights are the same as the obligations for Trademarks described in Item 13 of this disclosure document.

Proprietary Information

Except as provided in your franchise agreement, the Rules and Regulations, or as otherwise authorized by us, you may never – during the term of your franchise agreement or after your franchise agreement expires or is terminated – reveal any of our proprietary information to another person or use it for any other purpose or business. You may not copy any of our proprietary information or give it to a third party except as we authorize in writing prior to any such transfer.

Our proprietary information includes any manuals, feedback, automated advance reservation and property management methods, our ecommerce offerings, any other automated systems techniques, our business referral, gift card and credit card agreements, your franchise agreement, the Rules and Regulations,

and those identifying brand characteristics of the Choice franchise system as we may reasonably designate. In addition, you are required to restrict your General Managers, Office Managers, Directors of Sales, and any third party property management company from revealing any of our proprietary information to another person or using it for any other person or business. This includes requiring your General Manager, Office Managers, Director of Sales, and any third party property management company to maintain Choice's trade secrets and proprietary information in confidence and to protect against such information being copied or given to a third party except as we authorize.

ITEM 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

We do not require you to personally participate in the direct operation of the franchised hotel nor do we make any recommendation regarding your personal participation in the direct operation of the franchise business. However, you must have a certified General Manager at your hotel. We provide Choice Hotels Certified General Manager training under the Hospitality Operations Success Training ("HOST") and each new or replacement General Manager must be certified A General Manager is not required to hold any ownership interest in the hotel in order to operate the franchise business.

ITEM 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

Goods or services that you offer at your hotel must be consistent with high moral and ethical principles. You must offer accommodations and accompanying goods and services that comply with our Rules and Regulations and applicable local, state, and federal law. We may periodically modify the Rules and Regulations to require you to provide additional services or amenities to your guests. See Item 8 for additional information.

ITEM 17

RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

These tables list certain important provisions of the franchise and related agreements. You should read these provisions in the agreements attached to this disclosure document.

FRANCHISE AGREEMENT

PROVISION	SECTION IN FRANCHISE AGREEMENT	SUMMARY
a. Length of the franchise term	Section 3	Term is 20 years from the Opening Date, subject to (d), (e), and (f) below. If you are entering into a replacement franchise agreement for your existing Rodeway brand hotel, we have the discretion to offer you a term of less than 20 years.
b. Renewal or extension of the term	Not Applicable	No provision for renewal after the 20 year term expires.
c. Requirements for you to renew or extend	Not Applicable	
d. Termination by you	Sections 3 and 10(a)	You typically have the right to terminate on any annual anniversary of the Opening Date by giving us no less than 6 months prior written notice provided you pay all fees and charges under the franchise agreement and any other related agreement at all times during the remainder of the term. However, based on the size of the hotel, type of market where the hotel is located, and other factors we consider, we may modify the time period(s) within which the franchise agreement may be terminated without cause. If you participate in the Diversity Developer Incentive Program described in Item 10, both you and we waive our rights to terminate without cause on each anniversary of the Opening Date, until the 5th or 10th anniversary (depending on the Diversity Developer Incentive granted). If we are in default of material obligations, you may terminate the franchise agreement, if after 60 days written notice, we have failed to cure the default.

e. Termination by us without cause	Section 3	On any annual anniversary of the Opening Date by giving 6 months written notice, unless you and we agree to different time period(s) within which the franchise agreement may be terminated without cause. If you participate in the Diversity Developer Incentive Program described in Item 10, both you and we waive our rights to terminate without cause on each anniversary of the Opening Date, until the 5th or 10th anniversary (depending on the Diversity Developer Incentive granted).
f. Termination by us with cause	Section 10(b)	We may terminate if you are in default and fail to cure within the applicable time period.
g. "Cause" defined – curable defaults	Section 10(b)(1)	You have 10 days to cure non-payment of fees and non-submission of reports and 30 days to cure any other breach of your obligations under the franchise agreement.
h. "Cause" defined – non-curable defaults	Section 10(b)(2)	Non-curable defaults: threat of danger due to condition of hotel; abandonment; loss of possession; criminal behavior; unauthorized transfer; knowingly false statements on application, submission of false reports or maintenance of false books and records; failure to open hotel; becoming insolvent or making a general assignment for the benefit of creditors; failure to maintain the required insurance coverage; we send you 2 notices of default for the same or similar cause in any consecutive 12 month-period, whether or not cured; failure to begin construction or renovation of the hotel on or before the required date or failure to begin or complete construction or renovation of the hotel on or before the required dates; failure to complete required property improvements by their deadlines; engaging in conduct that damaged our brand; unauthorized disclosure of confidential information; or breach of another agreement with us or our affiliates, or relating to the possession of the hotel.
i. Your obligations upon termination/non-renewal	Sections 10 and 11	Obligations include complete de-identification; payment of all fees due; cancellation of any assumed name filing containing any Choice Marks; return of all materials we provided for the operation of the hotel and payment of any damages as a result of enforcing Section 10 or 11 of the franchise agreement.
j. Assignment of contract by us	Section 9(a)	No restrictions on our right to assign.
k. "Transfer" by you-defined	Section 9(b)	Includes sale, assignment, lease, or other encumberment of the franchise agreement, the hotel or ownership change.

l. Our approval of transfer by you	Section 9(b)	We must approve all transfers of more than 5% of the ownership interest in the hotel with certain exceptions.
m. Conditions for our approval of transfer	Sections 9(b) and 9(c)	Transferee must meet all of our then-current qualifications for new franchisees; the hotel must comply with our then-current brand image and standards. In addition, if you transfer a Controlling Interest in you (if you are an entity) or the hotel, the transferee must sign our then-current form of franchise agreement and pay a re-licensing fee equal to the then-current affiliation fee we charge. If we approve the transfer to a Close Family Member (for example, current spouse, parent, child, sibling, or grandparent), that Close Family Member must pay us an application fee (not to exceed $7,500).
n. Our right of first refusal to acquire your business	Not Applicable	
o. Our option to purchase your business	Not Applicable	
p. Your death or disability	Section 9(c)	Franchise must be assigned by estate to a remaining franchisee or to your heirs, when we approve, within 12 months.
q. Non-competition covenants during the term of the franchise	Not Applicable	
r. Non-competition covenants after the franchise is terminated or expires	Not Applicable	
s. Modification of the agreement	Section 20(h)	This agreement may only be modified in writing and signed by both parties.
t. Integration/merger clause	Section 24	Only the terms of the franchise agreement are binding (subject to state law). Any representations or promises outside of the disclosure document and franchise agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	Section 21	Except for certain claims, all disputes must be arbitrated, subject to Maryland law.
v. Choice of forum	Sections 21 and 24	Arbitration must be in Maryland (subject to state law). See Exhibit D, Addenda to the Franchise Agreement.
w. Choice of law	Sections 20(f) and 21	Maryland law applies (subject to state law). See Exhibit D, Addenda to the Franchise Agreement.
x. Other – Liquidated Damages	Sections 10(d) and 11(a)	If we terminate the franchise agreement due to your default, or if you use our trademarks after the franchise agreement is terminated, you may be subject to liquidated damages.

choiceADVANTAGE® SOFTWARE TERMS OF USE

PROVISION	SECTION IN choiceADVANTAGE SOFTWARE TERMS OF USE	SUMMARY
a. Length of the agreement term	TERMINATION	The Terms of Use will begin when you accept the terms and will terminate if the franchise agreement terminates or expires, if you are in default of the Terms of Use or if you fail to make payments for the use of the software.
b. Renewal or extension of the term	Not Applicable	
c. Requirements for you to renew or extend	Not Applicable	
d. Termination by you	Not Applicable	
e. Termination by us without cause	TERMINATION	Upon expiration of the franchise agreement.
f. Termination by us with "cause"	TERMINATION	We may terminate if you are in default.
g. "Cause" defined - curable defaults	Not Applicable	
h. "Cause" defined - defaults that cannot be cured	TERMINATION	Non-curable defaults: breach of any provision in the Terms of Use; failure to make payments for use of the software; termination of the franchise agreement.
i. Your obligations upon termination/non-renewal	Not Applicable	
j. Assignment of contract by us	Not Applicable	
k. "Transfer" by you – defined	SOFTWARE USE AND SITE ACCESS; GENERAL	You may not transfer or assign the software, your right to access the site, or any rights under the Terms of Use.
l. Our approval of transfer	SOFTWARE USE AND SITE ACCESS; GENERAL	You may not assign without Choice's written permission to do so.
m. Conditions for our approval of transfer	Not Applicable	
n. Our right of first refusal to acquire your business	Not Applicable	
o. Our option to purchase your business	Not Applicable	
p. Your death or disability	Not Applicable	
q. Non-competition covenants during the term of the franchise	Not Applicable	
r. Non-competition covenants after the franchise is terminated or expires	Not Applicable	
s. Modification of the agreement	PREAMBLE	We may modify, add or remove any terms and conditions without notice or liability to you. You accept and agree to any modifications, additions, or removals by your subsequent use of the software.

PROVISION	SECTION IN choiceADVANTAGE SOFTWARE TERMS OF USE	SUMMARY
t. Integration/merger clause	ENTIRE AGREEMENT	Only the terms of the Terms of Use and the Franchise Agreement are binding (subject to state law). Any representations or promises outside of the disclosure document and franchise agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	Not Applicable	
v. Choice of forum	Not Applicable	
w. Choice of law	GOVERNING LAW	Maryland law applies (subject to state law) except the Maryland Uniform Computer Information Transactions Act, which is expressly disclaimed.

ITEM 18

PUBLIC FIGURES

We do not use any public figure to promote our franchise.

ITEM 19

FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

Table 1a: 2019 Average Occupancy Rate, Average Daily Room Rate, RevPAR, and Total Choice Contribution for RODEWAY INN Hotels in the 2019 Performance Sample (Notes 1 and 2)

	For Year Ended December 31, 2019
Average Occupancy Rate	57.7%
Average Daily Rate	$67.11
Revenue per Available Room ("RevPAR")	$38.74
Total Choice Proprietary Contribution	35.8%

As of December 31, 2019, there were 600 open and operating RODEWAY INN hotels in the United States. Of these 600 hotels, all were franchised RODEWAY INN hotels and 289 were RODEWAY INN hotels in the United States that met the definition of the 2019 Performance Sample. The data presented in the above table are based on the 289 hotels in the 2019 Performance Sample. For the 289 hotels that were included in the sample, 141 hotels or 49.0% met or exceeded the Average Occupancy Rate; 131 hotels or 45.0% met or exceeded the Average Daily Rate; 133 hotels or 46.0% met or exceeded the RevPAR; and 133 hotels or 46.0% met or exceeded the Total Choice Proprietary Contribution presented. For the 289 hotels in the 2019 Performance Sample, the median Average Occupancy Rate equaled 57.2% (with a low

of 6.9% and a high of 100.0%); the median Average Daily Rate equaled $64.34 (with a low of $31.72 and a high of $149.49); the median RevPAR equaled $35.64 (with a low of $3.18 and a high of $129.71); and the median Total Choice Proprietary Contribution equaled 34.2% (with a low of 5.1% and a high of 76.4%).

Table 1b: 2020 Average Occupancy Rate, Average Daily Rate, RevPAR, and Total Choice Contribution for RODEWAY Hotels in the 2020 Performance Sample (Notes 1, 2 and 3)

	For Year Ended December 31, 2020
Average Occupancy Rate	51.8%
Average Daily Rate	$61.19
Revenue per Available Room ("RevPAR")	$31.70
Total Choice Proprietary Contribution	31.9%

As of December 31, 2020, there were 559 open and operating RODEWAY INN hotels in the United States. Of these 559 hotels, all were franchised RODEWAY INN hotels and 200 were RODEWAY INN hotels in the United States that met the definition of the 2020 Performance Sample. The data presented in the above table are based on the 200 hotels in the 2020 Performance Sample. For the 200 hotels that were included in the sample, 87 hotels or 44.0% met or exceeded the Average Occupancy Rate; 97 hotels or 49.0% met or exceeded the Average Daily Rate; 94 hotels or 47.0% met or exceeded the average RevPAR, and 97 hotels or 49.0% met or exceeded the Total Choice Proprietary Contribution presented. For the 200 hotels in the Performance Sample, the median Average Occupancy Rate equaled 48.6% (with a low of 11.3% and a high of 100.0%); the median Average Daily Rate equaled $60.73 (with a low of $30.53 and a high of $139.80); the median RevPAR equaled $31.05 (with a low of $9.55 and a high of $117.68); and the median Total Choice Proprietary Contribution equaled 32.3% (with a low of 3.5% and a high of 69.8%).

Table 2a: 2019 Net Reservations Contribution and CRS Average Daily Rate for RODEWAY INN Hotels in the 2019 Performance Sample (Notes 1 and 2)

	For Year Ended December 31, 2019
Net Reservations Contribution	49.9%
CRS Average Daily Rate	$71.85

For the one-year period starting January 1, 2019 and ending December 31, 2019, reservations generated through the CRS represented an average of 49.9% of gross room revenue at an Average Daily Rate of $71.85 for the 289 RODEWAY INN hotels that met the definition of the 2019 Performance Sample. For the 289 hotels that were included in the sample, 114 hotels or 39.0% met or exceeded the Net Reservations Contribution, and 111 hotels or 38.0% met or exceeded the CRS Average Daily Rate presented in the table above. For the 289 hotels in the 2019 Performance Sample, the median Net Reservations Contribution equaled 42.9% (with a low of 1.0% and a high of 100.0%); and the median CRS Average Daily Rate equaled $66.07 (with a low of $35.64 and a high of $151.45).

Table 2b: 2020 Net Reservations Contribution and CRS Average Daily Rate for CAMBRIA Hotels in the 2020 Performance Sample (Notes 1, 2 and 3)

	For Year Ended December 31, 2020
Net Reservations Contribution	29.7%
CRS Average Daily Rate	$62.32

For the one-year period starting January 1, 2020 and ending December 31, 2020, reservations generated through the CRS represented an average of 29.7% of gross room revenue at an Average Daily Rate of $62.32 for the 200 RODEWAY hotels that met the definition of the 2020 Performance Sample. For the hotels that were included in the sample, 85 hotels or 43.0% met or exceeded the Net Reservations Contribution, and 84 hotels or 42.0% met or exceeded the CRS Average Daily Rate presented in the table above. For the 200 hotels in the 2020 Performance Sample, the median Net Reservations Contribution equaled 25.7% (with a low of 1.5% and a high of 90.6%); and the median CRS Average Daily Rate equaled $60.05 (with a low of $28.95 and a high of $140.83).

Table 3a: 2019 CP Contribution and CP Average Daily Rate for RODEWAY INN Hotels in the 2019 Performance Sample (Notes 1 and 2)

	For Year Ended December 31, 2019
CP Contribution (through all sources)	23.4%
CP Average Daily Rate	$67.72

For the one-year period starting January 1, 2019 and ending December 31, 2019, reservations generated through our guest loyalty program and affiliated loyalty programs represented an average of 23.4% of gross room revenue at an Average Daily Rate of $67.72 for the 289 RODEWAY INN hotels that met the definition of the 2019 Performance Sample. For the hotels that were included in the sample, 158 hotels or 55.0% met or exceeded the CP Contribution, and 116 hotels or 40.0% met or exceeded the CP Average Daily Rate presented in the table above. For the 289 hotels in the 2019 Performance Sample, the median CP Contribution equaled 26.2% (with a low of 0.0% and a high of 58.6%); and the median CP Average Daily Rate equaled $67.05 (with a low of $34.58 and a high of $146.41).

Table 3b: 2020 CP Contribution and CP Average Daily Rate for CAMBRIA Hotels in the 2020 Performance Sample (Notes 1, 2 and 3)

	For Year Ended December 31, 2020
CP Contribution (through all sources)	24.8%
CP Average Daily Rate	$59.96

For the one-year period starting January 1, 2020 and ending December 31, 2020, reservations generated through our guest loyalty program and affiliated loyalty programs represented an average of 24.8% of gross room revenue at an Average Daily Rate of $59.96 for the 200 RODEWAY hotels that met the definition of the 2020 Performance Sample. For the hotels that were included in the sample, 97 hotels or 49.0% met or exceeded the CP Contribution, and 92 hotels or 46.0% met or exceeded the CP Average Daily Rate presented in the table above. For the 200 hotels in the 2020 Performance Sample, the median CP Contribution equaled 25.2% (with a low of 1.3% and a high of 65.5%); and the median CP Average Daily Rate equaled $58.98 (with a low of $31.15 and a high of $120.08).

Note 1: The "2019 Performance Sample" means all RODEWAY INN branded hotels that were open and operating as of December 31, 2019, and that were franchised by Choice and operating as RODEWAY INN, on or after January 1, 2018, excluding hotels that: (1) had reservations suspended by Choice of more than 30 consecutive days during the period beginning January 1, 2018 and ending December 31, 2019; (2) experienced an interruption in operations (for example, due to renovation, natural disaster, etc.) of more than 30 consecutive days during the period beginning January 1, 2018 and ending December 31, 2019; (3) had no hotel room inventory changes resulting in greater than 10% fluctuation of annual available room nights during the period beginning January 1, 2019 and ending December 31, 2019; and/or (4) repositioned from another Choice brand to the RODEWAY INN brand since January 1, 2019. The "2020 Performance Sample" means all RODEWAY INN branded hotels that were open and operating as

of December 31, 2020, and that were franchised by Choice and operating as RODEWAY INN, on or after January 1, 2019, excluding hotels that: (1) had reservations suspended by Choice of more than 30 consecutive days during the period beginning January 1, 2019 and ending December 31, 2020; (2) experienced an interruption in operations (for example, due to renovation, natural disaster, etc.) of more than 30 consecutive days during the period beginning January 1, 2019 and ending December 31, 2020; (3) had no hotel room inventory changes resulting in greater than 10% fluctuation of annual available room nights during the period beginning January 1, 2020 and ending December 31, 2020; and/or (4) repositioned from another Choice brand to the RODEWAY INN brand since January 1, 2020.

Note 2: We used the following definitions in the preceding tables: "Average Occupancy Rate" is the average of each hotel's occupied rooms reported for each hotel divided by its total number of available rooms. "Average Daily Rate" is the average of each hotel's gross room revenue reported divided by its total number of occupied rooms reported. "RevPAR" is the average of each hotel's gross room revenues reported divided by its number of available rooms. "Total Choice Proprietary Contribution" is the average of each hotel's revenue generated through the CRS (excluding online travel agent bookings) and non-CRS marketing channels, including members of our Choice Privileges and affiliated guest loyalty programs that booked directly with Choice Hotels branded properties as well as reservation revenue from wholesale group accounts and global sales accounts, excluding cancelled reservations, divided by that hotel's gross room revenues. "Net Reservations Contribution" is the average of each hotel's revenue generated through the CRS, excluding cancelled reservations, divided by that hotel's gross room revenues. "CRS Average Daily Rate" is the Average Daily Rate for reservations generated through the CRS, excluding cancelled reservations. "CP Contribution" is the average of each hotel's eligible revenue generated through our Choice Privileges guest loyalty program and other affiliated loyalty programs through all sources, including airline loyalty programs and the CRS, and excluding cancelled reservations, divided by that hotel's gross room revenues. "CP Average Daily Rate" is the Average Daily Rate for reservations generated through our Choice Privileges guest loyalty program and other affiliated loyalty programs, including airline loyalty programs, excluding cancelled reservations.

Note 3: As described in Item 1, the COVID-19 pandemic and its consequences have dramatically reduced travel and demand for hotel rooms, which has had, and is expected to continue to have, a material adverse impact on our franchised hotel businesses. At its peak, 51 RODEWAY hotels in the United States temporarily closed due to reduced customer demand during the pandemic. As of December 31, 2020, 19 RODEWAY hotels remained temporarily closed.

* * *

The financial performance representations in the above Tables do not reflect the costs of sales, operating expenses, or other costs or expenses that must be deducted from the gross revenue or gross sales figures to obtain your net income or profit. You should conduct an independent investigation of the costs and expenses you will incur in operating your hotel. Franchisees or former franchisees, listed in this disclosure document, may be one source of this information.

Some franchised RODEWAY INN hotels have earned the results indicated above. Your individual results may differ. There is no assurance that you'll earn as much.

The data presented in the above Tables are based on information that individual franchise owners provided to us and verified as accurate. We have not audited or otherwise verified the accuracy of the information that the franchisees provided to us. Written substantiation of the financial information that forms the bases for our financial performance representations will be made available to you within a reasonable period of time following receipt of your written request.

Except as stated in this Item 19, we do not furnish to you or authorize our salespersons to furnish to you any oral or written information or representation on the actual or potential sales, income or profits of any RODEWAY INN hotel franchises.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
RODEWAY INN Hotels
System-wide Outlet Summary
For Years 2018 to 2020

Outlet Type	Year	Outlets at Start of the Year	Outlets at End of the Year	Net Change
Franchised	2018	600	612	+12
	2019	612	600	-12
	2020	600	559	-41
Company	2018	0	0	0
	2019	0	0	0
	2020	0	0	0
Total Outlets	2018	600	612	+12
	2019	612	600	-12
	2020	600	559	-41

Table No. 2
Transfers of RODEWAY INN Outlets from Franchisees to New Owners
(Other than Choice)
For Years 2018 to 2020

State	Year	Number of Transfers
Alabama	2018	1
	2019	0
	2020	0
California	2018	4
	2019	1
	2020	3
Colorado	2018	1
	2019	2
	2020	1

State	Year	Number of Transfers
Delaware	2018	0
	2019	0
	2020	1
Florida	2018	1
	2019	1
	2020	0
Georgia	2018	3
	2019	1
	2020	0
Indiana	2018	2
	2019	2
	2020	1
Iowa	2018	1
	2019	0
	2020	0
Kansas	2018	2
	2019	1
	2020	2
Kentucky	2018	1
	2019	0
	2020	0
Louisiana	2018	1
	2019	0
	2020	0
Maryland	2018	1
	2019	0
	2020	0
Michigan	2018	0
	2019	0
	2020	1
Minnesota	2018	1
	2019	1

State	Year	Number of Transfers
	2020	0
Nebraska	2018	1
	2019	0
	2020	1
Nevada	2018	0
	2019	1
	2020	0
New Mexico	2018	1
	2019	1
	2020	0
North Carolina	2018	0
	2019	3
	2020	1
Ohio	2018	0
	2019	1
	2020	1
Oklahoma	2018	0
	2019	1
	2020	0
Oregon	2018	2
	2019	1
	2020	1
Pennsylvania	2018	0
	2019	2
	2020	0
Rhode Island	2018	0
	2019	1
	2020	0
South Carolina	2018	1
	2019	1
	2020	2
South Dakota	2018	0

State	Year	Number of Transfers
	2019	2
	2020	0
Tennessee	2018	1
	2019	0
	2020	0
Texas	2018	3
	2019	3
	2020	1
Utah	2018	0
	2019	1
	2020	0
Vermont	2018	1
	2019	0
	2020	0
Virginia	2018	1
	2019	0
	2020	0
Washington	2018	1
	2019	0
	2020	0
Wisconsin	2018	1
	2019	0
	2020	0
Wyoming	2018	0
	2019	0
	2020	1
Total	2018	32
	2019	27
	2020	17

Table No. 3
Status of RODEWAY INN Franchised Outlets
For Years 2018 to 2020

State	Year	Outlets At Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Choice	Ceased Operations – Other Reason	Outlets at End of the Year
Alabama	2018	6	1	0	0	0	0	7
	2019	7	1	0	0	0	1	7
	2020	7	0	0	0	0	0	7
Alaska	2018	1	0	0	0	0	0	1
	2019	1	0	0	0	0	1	0
	2020	0	0	0	0	0	0	0
Arizona	2018	16	1	1	0	0	1	15
	2019	15	2	1	0	0	0	16
	2020	16	1	0	0	0	2	15
Arkansas	2018	6	2	0	0	0	1	7
	2019	7	2	0	0	0	1	8
	2020	8	1	0	1	0	0	8
California	2018	83	4	0	0	0	4	83
	2019	83	1	2	1	0	5	76
	2020	76	5	1	2	0	6	72
Colorado	2018	23	1	0	0	0	1	23
	2019	23	1	1	0	0	2	21
	2020	21	1	0	0	0	3	19
Connecticut	2018	7	0	0	0	0	1	6
	2019	6	1	0	0	0	1	6
	2020	6	0	0	0	0	0	6
Delaware	2018	2	1	0	0	0	0	3
	2019	3	0	0	0	0	0	3
	2020	3	0	0	0	0	0	3
Florida	2018	27	1	0	0	0	0	28
	2019	28	6	0	0	0	3	31
	2020	31	3	0	0	0	2	32
Georgia	2018	20	5	0	0	0	2	23
	2019	23	2	1	0	0	4	20
	2020	20	3	0	0	0	3	20

State	Year	Outlets At Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Choice	Ceased Operations – Other Reason	Outlets at End of the Year
Idaho	2018	6	0	0	0	0	1	5
	2019	5	0	0	0	0	0	5
	2020	5	0	0	0	0	0	5
Illinois	2018	7	5	0	0	0	1	11
	2019	11	4	1	0	0	2	12
	2020	12	2	0	0	0	3	11
Indiana	2018	9	1	0	0	0	0	10
	2019	10	1	1	0	0	1	9
	2020	9	0	0	0	0	2	7
Iowa	2018	6	1	0	0	0	1	6
	2019	6	0	1	0	0	0	5
	2020	5	2	0	0	0	1	6
Kansas	2018	14	4	1	0	0	0	17
	2019	17	1	0	0	0	2	16
	2020	16	0	1	0	0	3	12
Kentucky	2018	4	1	0	0	0	0	5
	2019	5	2	0	0	0	1	6
	2020	6	0	0	0	0	0	6
Louisiana	2018	9	0	2	0	0	0	7
	2019	7	1	0	0	0	3	5
	2020	5	0	0	0	0	1	4
Maine	2018	3	0	0	0	0	0	3
	2019	3	1	0	0	0	0	4
	2020	4	0	0	0	0	2	2
Maryland	2018	3	0	0	0	0	0	3
	2019	3	3	0	0	0	1	5
	2020	5	0	0	0	0	1	4
Massachusetts	2018	7	1	0	0	0	1	7
	2019		7	1	0	0	0	1
	2020	7	1	0	0	0	2	6
Michigan	2018	13	1	1	0	0	1	12
	2019	12	3	0	0	0	0	15
	2020	15	2	0	0	0	2	15

State	Year	Outlets At Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Choice	Ceased Operations – Other Reason	Outlets at End of the Year
Minnesota	2018	7	1	0	0	0	0	8
	2019	8	0	0	0	0	1	7
	2020	7	1	0	0	0	2	6
Mississippi	2018	16	0	1	0	0	2	13
	2019	13	0	0	0	0	3	10
	2020	10	0	0	0	0	1	9
Missouri	2018	5	1	2	0	0	1	3
	2019	3	2	0	0	0	0	5
	2020	5	0	0	0	0	1	4
Montana	2018	4	0	0	0	0	0	4
	2019	4	0	0	0	0	0	4
	2020	4	1	0	0	0	1	4
Nebraska	2018	16	2	0	0	0	1	17
	2019	17	1	3	0	0	1	14
	2020	14	1	1	0	0	2	12
Nevada	2018	4	0	0	0	0	0	4
	2019	4	0	0	0	0	1	3
	2020	3	1	0	0	0	0	4
New Hampshire	2018	2	0	0	0	0	0	2
	2019	2	1	0	0	0	0	3
	2020	3	1	0	0	0	2	2
New Jersey	2018	17	1	2	1	0	1	14
	2019	14	1	0	0	0	0	15
	2020	15	0	0	0	0	2	13
New Mexico	2018	10	4	0	0	0	1	13
	2019	13	3	0	1	0	3	12
	2020	12	0	0	0	0	1	11
New York	2018	17	1	1	0	0	0	17
	2019	17	2	0	0	0	1	18
	2020	18	1	0	1	0	1	17
North Carolina	2018	19	4	0	0	0	3	20
	2019	20	1	2	0	0	2	17
	2020	17	0	0	0	0	3	14

State	Year	Outlets At Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Choice	Ceased Operations – Other Reason	Outlets at End of the Year
North Dakota	2018	6	0	0	0	0	0	6
	2019	6	0	0	0	0	0	6
	2020	6	0	0	0	0	0	6
Ohio	2018	12	3	0	1	0	2	12
	2019	12	3	0	0	0	1	14
	2020	14	2	0	0	0	1	15
Oklahoma	2018	7	3	1	0	0	0	9
	2019	9	1	1	0	0	2	7
	2020	7	0	0	0	0	1	6
Oregon	2018	23	0	0	1	0	0	22
	2019	22	1	0	0	0	3	20
	2020	20	0	0	0	0	1	19
Pennsylvania	2018	24	4	1	0	0	1	26
	2019	26	3	0	0	0	0	29
	2020	29	2	0	0	0	1	30
Rhode Island	2018	2	0	0	0	0	1	1
	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
South Carolina	2018	17	3	0	1	0	3	16
	2019	16	2	0	2	0	3	13
	2020	13	1	0	0	0	2	12
South Dakota	2018	3	2	0	0	0	0	5
	2019	5	0	0	0	0	1	4
	2020	4	0	0	0	0	0	4
Tennessee	2018	21	3	1	0	0	3	20
	2019	20	4	2	0	0	3	19
	2020	19	2	0	0	0	3	18
Texas	2018	36	9	1	1	0	3	40
	2019	40	7	0	0	0	4	43
	2020	43	3	1	1	0	8	36
Utah	2018	10	1	0	0	0	1	10
	2019	10	0	0	0	0	0	10
	2020	10	0	0	0	0	1	9

State	Year	Outlets At Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Choice	Ceased Operations – Other Reason	Outlets at End of the Year
Vermont	2018	3	0	0	0	0	0	3
	2019	3	0	0	0	0	0	3
	2020	3	0	0	0	0	0	3
Virginia	2018	10	2	0	0	0	3	9
	2019	9	5	1	0	0	0	13
	2020	13	1	0	1	0	2	11
Washington	2018	14	2	0	0	0	2	14
	2019	14	0	0	0	0	0	14
	2020	14	1	0	0	0	2	13
West Virginia	2018	3	2	0	0	0	0	5
	2019	5	0	1	0	0	1	3
	2020	3	1	0	0	0	1	3
Wisconsin	2018	10	3	0	0	0	4	9
	2019	9	1	0	0	0	2	8
	2020	8	2	0	0	0	0	10
Wyoming	2018	10	1	0	0	0	3	8
	2019	8	0	0	0	0	0	8
	2020	8	0	0	0	0	1	7
Total	2018	600	82	15	5	0	50	612
	2019	612	71	18	4	0	61	600
	2020	600	42	4	6	0	73	559

Table No. 4
Status of Company-Owned Outlets
For Years 2018 to 2020

State	Year	Outlets At Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Choice	Ceased Operations – Other Reason	Outlets at End of the Year
Total	2018	0	0	0	0	0	0	0
	2019	0	0	0	0	0	0	0
	2020	0	0	0	0	0	0	0

Table No. 5
Projected RODEWAY INN Openings as of December 31, 2020 (Note 1)

State	Franchise Agreements Signed But Outlets Not Opened	Projected New Franchised Outlets in Fiscal Year 2021	Projected Company-Owned Outlets in 2021
Alabama	1	0	0
California	2	1	0
Florida	2	1	0
Georgia	4	4	0
Maryland	1	1	0
Michigan	1	0	0
Nevada	1	1	0
North Carolina	2	2	0
North Dakota	1	0	0
Tennessee	2	1	0
Texas	3	1	0
Utah	2	0	0
Wyoming	1	1	0
Total	23	13	0

Note 1: Projected openings are based on management's current beliefs, assumptions and expectations, which in turn are based on information currently available to management. We caution you not to place undue reliance on these projections, which are made as of December 31, 2020. Projected openings are not a guarantee of future performance and involve uncertainties and other factors.

The number of franchises as of year-end may differ from that in the 2020 audited financial statements as the financial statements also include franchises in Puerto Rico, Dominican Republic, Turks & Caicos, the Cayman Islands and the Bahamas.

The data provided for each table above are as of December 31st of each year presented.

Attached as Exhibit O is a list of the names, addresses and telephone numbers of all RODEWAY INN franchisees in the United States as of December 31, 2019.

Attached as Exhibit P is the name, last known address and telephone number of each RODEWAY INN franchisee in the United States who had a franchised hotel terminated, canceled or not renewed or who otherwise voluntarily or involuntarily ceased to do business under a franchise agreement during the period January 1, 2020 to December 31, 2020 or have not communicated with Choice within 10 weeks before the issuance date of this disclosure document. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

During the last three fiscal years, we have signed confidentiality clauses with current and former franchisees. In some instances, current and former franchisees sign provisions restricting their ability to speak openly about their experience with Choice. You may wish to speak with current and former franchisees, but be aware that not all such franchisees will be able to communicate with you.

Exhibit N lists, to the extent known, the names, addresses, telephone numbers, e-mail addresses and Web addresses of each trademark-specific franchisee organization associated with the franchise system being offered which we have created, sponsored or endorsed.

ITEM 21

FINANCIAL STATEMENTS

Our audited consolidated financial statements for the years ended December 31, 2020, 2019 and 2018 are included in this disclosure document as Exhibit C.

ITEM 22

CONTRACTS

Attached as Exhibits D through J as well as Exhibit R to this disclosure document are copies of the agreements you may be required to sign or accept. These are the Franchise Agreement, Personal Guaranty and State Addenda to the Franchise Agreement, choiceADVANTAGE Software Terms of Use, and Call Forwarding Terms of Use, Gift Card Enrollment Form, Promissory Note, Incentive Promissory Note, Lender Documents, Comfort Letters, and Franchise Disclosure Acknowledgment Form.

ITEM 23

RECEIPT

The last two pages of this disclosure document (Exhibit S) are detachable receipt pages. Please sign and date each of them as of the date you received this disclosure document and return one copy to us.

EXHIBIT A

NEGOTIATED CHANGE APPENDIX FOR USE IN CALIFORNIA

A. Pursuant to the requirements of Section 31109.1 of the California Franchise Investment Law, the following is a summary of negotiated changes made during the last 12 months:

1. Reduced certain franchise fees including the System Fee and Liquidated Damages for individual franchisees.

STATE SPECIFIC ADDENDA FOR THE FOLLOWING STATES:

CALIFORNIA
HAWAII
ILLINIOS
MARYLAND
MICHIGAN
MINNESOTA
NEW YORK
NORTH DAKOTA
RHODE ISLAND
VIRGINIA
WASHINGTON
WISCONSIN

ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT FOR CALIFORNIA

Notwithstanding anything to the contrary set forth in the Franchise Disclosure Document, the following provisions will supersede and apply to all franchises offered and sold in the State of California:

THE CALIFORNIA FRANCHISE INVESTMENT LAW REQUIRES THAT A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE BE DELIVERED TOGETHER WITH THE DISCLOSURE DOCUMENT.

ITEM 3 LITIGATION

1. We, nor any person identified in Item 2, is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities Exchange Act of 1934, 15 U.S.C.A. 78 a et seq., suspending or expelling these persons from membership in such association or exchange.

ITEM 6 OTHER FEES

1. The maximum interest rate in California is 10% annually.

ITEM 10 FINANCING

1. We will comply with all appropriate laws governing any direct financing offered by us to you including, if applicable, the California Finance Lenders Law.
2. The maximum interest rate in California is 10% annually.
3. Item 10 of the FDD is amended to provide that Balboa Capital Corporation, Access Point Financial, Ascentium Capital LLC, Northeast Bank, and Avana Capital all operate in California under a California Finance Lender license. PMC Commercial Trust holds a license issued directly by the Small Business Administration ("SBA") that allows it to make SBA 7a loans in every state, including the State of California.

ITEM 17 RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

1. California Business and Professions Code Sections 20000 through 20043 provide rights to you concerning termination, transfer or non-renewal of a franchise. If the Franchise Agreement contains a provision that is inconsistent with the law, the law will control.

2. The Franchise Agreement provides for termination upon bankruptcy. This provision may not be enforceable under federal bankruptcy law (11 U.S.C.A. Sec. 101 et seq.).

3. The Franchise Agreement contains a provision requiring application of the laws of Maryland. This provision may not be enforceable under California law.

4. The Franchise Agreement requires venue to be limited to Maryland. This provision may not be enforceable under California law.

5. The Franchise Agreement requires you to execute a general release of claims upon renewal or transfer of the Franchise Agreement. California Corporations Code Section 31512 provides that any condition, stipulation or provision purporting to bind any person acquiring any franchise to

waive compliance with any provision of that law or any rule or order is void. Section 31512 voids a waiver of your rights under the Franchise Investment Law (California Corporations Code Section 31000-31516). Business and Professions Code Section 20010 voids a waiver of your rights under the Franchise Relations Act (Business and Professions Code Sections 20000-20043).

6. California Corporations Code, Section 31125 requires Choice Hotels International, Inc. to give you a disclosure document, approved by the Department of Corporations prior to a solicitation of a proposed material modification of an existing franchise.

7. The Franchise Agreement contains a liquidated damages clause. Under Civil Code Section 1671 certain liquidated damages clauses are unenforceable.

8. THE CALIFORNIA FRANCHISE INVESTMENT LAW REQUIRES THAT A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE BE DELIVERED TOGETHER WITH THE FRANCHISE DISCLOSURE DOCUMENT.

9. The Franchise Agreement requires binding arbitration. The arbitration will occur at our headquarters in Rockville, Maryland with the costs being borne by the non-prevailing party. Prospective franchisees are encouraged to consult private legal counsel to determine the applicability of California and Federal laws (such as Business and Professions Code Section 20040.5, Code of Civil Procedure Section 1281, and the Federal Arbitration Act) to any provision of a franchise agreement restricting venue to a forum outside the State of California.

10. OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF THIS WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION AT WWW.DFPI.CA.GOV.

ITEM 19 FINANCIAL PERFORMANCE REPRESENTATIONS

The financial performance representations do not reflect the costs of sales, operating expenses, or other costs or expenses that must be deducted from the gross revenue or gross sales figures to obtain your net income or profit. You should conduct an independent investigation of the costs and expenses you will incur in operating your franchised business, Franchisees or former franchisees, listed in the disclosure document, may be one source of this information

ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT PURSUANT TO THE HAWAII FRANCHISE INVESTMENT LAW

These franchises have been filed under the Franchise Investment law of the State of Hawaii. Filing does not constitute approval, recommendation or endorsement by the director of the Department of Commerce and Consumer Affairs or a finding by the director of the Department of Commerce and Consumer Affairs that the information provided herein is true, complete, and not misleading.

The Franchise Investment Law makes it unlawful to offer or sell any franchise in this state without first providing to the prospective franchisee or subfranchisor, at least seven (7) days prior to the execution by the prospective franchisee, of any binding franchise or other agreement, or at least seven (7) days prior to the payment of any consideration by the franchisee or subfranchisor, whichever occurs first, a copy of all proposed agreements relating to the sale of the franchise.

This Franchise Disclosure Document contains a summary only of certain material provisions of the Franchise Agreement. The contract or agreement should be referred to for a statement of all rights, conditions, restrictions and obligations of both the franchisor and the franchisee.

1. A. This proposed registration is or will be effective in California, Hawaii, Illinois, Indiana, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Washington and Virginia.

   B. This proposed registration is on file in all states with franchise disclosure legislation.

   C. No states have refused, by order or otherwise, to register these franchises.

   D. No states have revoked or suspended the right to offer these franchises.

   E. The proposed registration of these franchises has not been withdrawn from any states.

2. No release language stated in the Franchise Agreement will relieve us or any other person, directly or indirectly, from liability imposed by the laws on franchising in Hawaii.

ILLINIOS ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT PURSUANT TO THE ILLINOIS FRANCHISE DISCLOSURE ACT

1. Items 17(v) and 17(w) of the "Franchise Agreement" chart are supplemented by the following:

   The conditions under which the Franchise Agreement can be terminated and not renewed may be affected by the Illinois Franchise Disclosure Act ("Act").

   The Act will govern any franchise agreement if it applies to a franchise located or domiciled in Illinois.

   The parties waive all question of personal jurisdiction or venue. However, any condition in the Franchise Agreement that designates jurisdiction or venue in a forum outside of Illinois is void as to any cause of action that otherwise is enforceable in Illinois, provided that the Franchise Agreement may provide for arbitration in a forum outside of Illinois.

ADDENDUM TO THE DISCLOSURE DOCUMENT FOR MARYLAND

The following provisions will apply to all franchises offered and sold in the State of Maryland. Item numbers correspond to those in the main body of the disclosure document.

ITEM 17

1. Any claims arising under the Maryland Franchise Registration and Disclosure law must be brought within 3 years after we grant you a franchise.

2. Our termination of the Franchise Agreement because of your bankruptcy may not be enforceable under applicable federal law (11 U.S.C.A. 101 et seq.).

3. The release language set forth in the Franchise Agreement will not apply to any liability under the Maryland Franchise Registration and Disclosure Law (COMAR 02.02.08.16L).

ADDENDUM TO THE DISCLOSURE DOCUMENT FOR MICHIGAN

THE STATE OF MICHIGAN PROHIBITS CERTAIN UNFAIR PROVISIONS THAT ARE SOMETIMES IN FRANCHISE DOCUMENTS. IF ANY OF THE FOLLOWING PROVISIONS ARE IN THESE FRANCHISE DOCUMENTS, THE PROVISIONS ARE VOID AND CANNOT BE ENFORCED AGAINST YOU.

(a) A prohibition on the right of a franchisee to join an association of franchisees.

(b) A requirement that a franchisee assent to a release, assignment, novation, waiver, or estoppel, which deprives a franchisee of rights and protections provided in this act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.

(c) A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.

(d) A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee's inventory, supplies, equipment, fixtures, and furnishings. Personalized materials which have no value to the franchisor and inventory, supplies, equipment, fixtures, and furnishings not reasonably required in the conduct of the franchise business are not subject to compensation. This subsection applies only if: (i) the term of the franchise is less than 5 years and (ii) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising, or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least 6 months advance notice of franchisor's intent not to renew the franchise.

(e) A provision that permits the franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This section does not require a renewal provision.

(f) A provision requiring that arbitration or litigation be conducted outside this state. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.

(g) A provision which permits a franchisor to refuse to permit a transfer of ownership of a franchise, except for good cause. This subdivision does not prevent a franchisor from exercising a right of first refusal to purchase the franchise. Good cause shall include, but is not limited to:

(i) The failure of the proposed transferee to meet the franchisor's then current reasonable qualifications or standards;

(ii) The fact that the proposed transferee is a competitor of the franchisor or subfranchisor;

(iii) The unwillingness of the proposed transferee to agree in writing to comply with all lawful obligations; and

(iv) The failure of the franchisee or proposed transferee to pay any sums owing to the franchisor or to cure any default in the franchise agreement existing at the time of the proposed transfer.

(h) A provision that requires the franchisee to resell to the franchisor items that are not uniquely identified with the franchisor. This subdivision does not prohibit a provision that grants to a franchisor a right of first refusal to purchase the assets of a franchise on the same terms and conditions as a bona fide third party willing and able to purchase those assets, nor does this subdivision prohibit a provision that grants the franchisor the right to acquire the assets of a franchise for the market or appraised value of such assets if the franchisee has breached the lawful provisions of the franchise agreement and has failed to cure the breach in the manner provided in subdivision (c).

(i) A provision which permits the franchisor to directly or indirectly convey, assign, or otherwise transfer its obligations to fulfill contractual obligations to the franchisee unless provision has been made for providing the required contractual services.

THE FACT THAT THE NOTICE OF INTENT IS ON FILE WITH THE ATTORNEY GENERAL IN MICHIGAN DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION, OR ENDORSEMENT BY THE ATTORNEY GENERAL OF THE FRANCHISE OFFERING.

Any questions regarding the notice should be directed to the Department of Attorney General, Consumer Protection Division, 525 W. Ottawa Street, 670 Law Building, Landing, MI 48913 (517) 373-7117 (www.ag.state.mi.us/cp).

ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT PURSUANT TO THE MINNESOTA FRANCHISE INVESTMENT LAW

If and to the extent the Minnesota Franchise Investment Law applies to the Franchise Agreement, the following provisions supersede the Franchise Disclosure Document and apply to all franchises offered and sold in Minnesota.

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1. Minnesota law provides franchisees with certain termination and non-renewal rights. Minnesota Statutes, Section 80C.14, Subdivisions 3, 4 and 5 require, except in certain specified cases, that a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the Franchise Agreement.

2. According to Minnesota Statute Section 2860.4400 (D), no release language stated in the Franchise Agreement will relieve us or any other person, directly or indirectly, from liability imposed by the laws on franchising in Minnesota, provided, that this part will not bar the voluntary settlement of disputes.

3. Any provision in a franchise agreement that requires the franchisee to consent to liquidated damages and/or termination penalties is deleted from any franchise agreement issued in Minnesota.

4. The franchisor will protect the franchisee's rights to use the trademarks, service marks, trade names, logos, slogans and other commercial symbols, or indemnify the franchisee from any loss, costs, or expenses arising out of the use of any trade or service mark in compliance with the Franchise Agreement.

5. The following language will appear at the end of Paragraph 20(f) of any Franchise Agreement issued in the State of Minnesota: Pursuant to Minnesota Statutes, Section 80C.21, this Section does not abrogate or reduce any rights of the franchisee as provided for in the Minnesota Statutes 1987, Chapter 80C.

ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT FOR NEW YORK

1. The following information is added to the cover page of the Franchise Disclosure Document:

   INFORMATION COMPARING FRANCHISORS IS AVAILABLE. CALL THE STATE ADMINISTRATORS LISTED IN EXHIBIT A OR YOUR PUBLIC LIBRARY FOR SOURCES OF INFORMATION. REGISTRATION OF THIS FRANCHISE BY NEW YORK STATE DOES NOT MEAN THAT NEW YORK STATE RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS FRANCHISE DISCLOSURE DOCUMENT. IF YOU LEARN THAT ANYTHING IN THE FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND NEW YORK STATE DEPARTMENT OF LAW, BUREAU OF INVESTOR PROTECTION AND SECURITIES, 28 LIBERTY STREET, 21ST FLOOR, NEW YORK, NEW YORK 10005. THE FRANCHISOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, THE FRANCHISOR CANNOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS WHICH ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. The following is added at the end of Item 3:

   Except as provided above, with regard to the franchisor, its predecessor, a person identified in Item 2, or an affiliate offering franchises under the franchisor's principal trademark:

   A. No such party has an administrative, criminal or civil action pending against that person alleging: a felony, a violation of a franchise, antitrust, or securities law, fraud, embezzlement, fraudulent conversion, misappropriation of property, unfair or deceptive practices, or comparable civil or misdemeanor allegations.

   B. No such party has pending actions, other than routine litigation incidental to the business, which are significant in the context of the number of franchisees and the size, nature or financial condition of the franchise system or its business operations.

   C. No such party has been convicted of a felony or pleaded nolo contendere to a felony charge or, within the 10 year period immediately preceding the application for registration, has been convicted of or pleaded nolo contendere to a misdemeanor charge or has been the subject of a civil action alleging: violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion or misappropriation of property; or unfair or deceptive practices or comparable allegations.

   D. No such party is subject to a currently effective injunctive or restrictive order or decree relating to the franchise, or under a Federal, State, or Canadian franchise, securities, antitrust, trade regulation or trade practice law, resulting from a concluded or pending action or proceeding brought by a public agency; or is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities and Exchange Act of 1934, suspending or expelling such person from membership in such association or exchange; or is subject to a currently effective injunctive or restrictive order relating to any other business activity as a result of an action brought by a public agency or department, including, without limitation, actions affecting a license as a real estate broker or sales agent.

3. The following is added to the end of Item 4:

Neither the franchisor, its affiliate, its predecessor, officers, or general partner during the 10-year period immediately before the date of the offering circular: (a) filed as debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code; (b) obtained a discharge of its debts under the bankruptcy code; or (c) was a principal officer of a company or a general partner in a partnership that either filed as a debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code or that obtained a discharge of its debts under the U.S. Bankruptcy Code during or within 1 year after that officer or general partner of the franchisor held this position in the company or partnership.

4. The following is added to the end of Item 5:

   The initial franchise fee constitutes part of our general operating funds and will be used as such in our discretion.

5. The following is added to the end of the "Summary" sections of Item 17(c), **"Requirements for you to renew or extend"** and Item 17(m) **"Conditions for our approval of transfer"**:

   However, to the extent required by applicable law, all rights you enjoy and any causes of action arising in your favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder shall remain in force; it being the intent of this proviso that the non-waiver provisions of General Business Law Sections 687.4 and 687.5 be satisfied.

6. The following language replaces the "Summary" section of Item 17(d), **"Termination by you"**:

   You may terminate the agreement on any grounds available by law.

7. The following is added to the end of the "Summary" section of Item 17(j), **"Assignment of contract by us"**:

   However, no assignment will be made except to an assignee who in good faith and judgment of the franchisor, is willing and financially able to assume the franchisor's obligations under the Franchise Agreement.

8. The following is added to the end of the "Summary" sections of Item 17(v), **"Choice of forum"**, and Item 17(w), **"Choice of law"**:

   The foregoing choice of law should not be considered a waiver of any right conferred upon the franchisor or upon the franchisee by Article 33 of the General Business Law of the State of New York.

ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT FOR NORTH DAKOTA

Notwithstanding anything to the contrary set forth in the Franchise Disclosure Document, the following provisions will supersede and apply to all franchises offered and sold in the State of North Dakota:

The North Dakota Securities Commissioner has held the following to be unfair, unjust, or inequitable to North Dakota franchisees:

1. Restrictive Covenants: Franchise disclosure documents that disclose the existence of covenants restricting competition contrary to Section 9-08-06, N.D.C.C., without further disclosing that such covenants will be subject to this statute.

2. Situs of Arbitration/Litigation Proceedings: Franchise agreements providing that the parties must agree to arbitrate/litigate disputes at a location that is remote from the site of the franchisee's business.

3. Restriction of Forum: Requiring North Dakota franchisees to consent to the jurisdiction of courts outside North Dakota.

4. Liquidated Damages and Termination Penalties: Requiring North Dakota franchisees to consent to liquidated damages or termination penalties.

5. Applicable Laws: Franchise agreements which specify that any claims arising under the North Dakota franchise law will be governed by the laws of a state other than North Dakota.

6. Waiver of Trial by Jury: Requiring North Dakota franchisees to consent to the waiver of a trial by jury.

7. Waiver of Exemplary and Punitive Damages: Requiring North Dakota franchisees to consent to a waiver of exemplary and punitive damages.

8. General Release: Requiring North Dakota franchisees to execute a general release of claims as a condition of renewal or transfer of a franchise.

9. Limitation of Claims: Requiring that North Dakota franchisees to consent to a limitation of claims. The statute of limitations under North Dakota law applies.

10. Enforcement of Agreement: Requiring that North Dakota franchisees pay all costs and expenses incurred by the franchisor in enforcing the agreement. The prevailing party in any enforcement action is entitled to recover all costs and expenses including attorney's fees.

ADDENDUM TO THE FRANCHISE DISLCOSURE DOCUMENT FOR RHODE ISLAND

Notwithstanding anything to the contrary set forth in the Franchise Disclosure Document, the following provisions will supersede and apply to all franchises offered and sold in the State of Rhode Island.

ITEM 17 RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

§19-28.1.-14 of the Rhode Island Franchise Investment Act provides that "A provision in a franchise agreement restricting jurisdiction or venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under this Act."

ADDENDUM TO THE FRANCHISE DISLCOSURE DOCUMENT FOR VIRGINIA

Notwithstanding anything to the contrary set forth in the Franchise Disclosure Document, the following provisions will supersede and apply to all franchises offered and sold in the State of Virginia.

ITEM 17 RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any ground for default or termination stated in the franchise agreement does not constitute "reasonable cause," as that term may be defined in the Virginia Retail Franchising Act or the laws of Virginia, that provision may not be enforceable.

ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT PURSUANT TO THE WASHINGTON FRANCHISE INVESTMENT LAW

Item 17, "Renewal, Termination, Transfer, and Dispute Resolution," is amended by adding the following at the end of the Item:

1. The state of Washington has a statute, the Washington Franchise Investment Protection Act, RCW § 19.100.010 to § 19.100.940 (the "Act"), which may supersede the franchise agreement in your relationship with the franchisor including the areas of termination, renewal, and transfer of your franchise. There may also be court decisions which may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise.

2. In any arbitration involving a franchise purchased in Washington, Washington law requires that the arbitration site be either in Washington or in a place as mutually agreed upon at the time of the arbitration, or as determined by the arbitrator.

3. A release or waiver of rights executed by a franchisee shall not include rights under the Act; except when a release or waiver is executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. If there are provisions in the franchise agreement that unreasonably restrict or limit a franchise's rights or remedies under the Act, such provisions may not be enforceable.

4. In the event of a conflict of laws, the provisions of the Act will prevail.

5. Subject to applicable state law, transfer or assumption fees are collectable to the extent that they reflect our reasonable estimated or actual costs in effecting a transfer.

6. Non-compliance penalties are collectable to the extent that they are reasonable and consistent with RCW §§ 19.100.180(1), 2(h).

7. Pursuant to applicable law, liquidated damages will only be collected to the extent that they bear a reasonable relation to actual damages.

In Item 19, the following paragraph is hereby deleted in its entirety:

The data presented in Tables 1 and 2 above relate to historical performance of franchised ASCEND hotels in the United States and represent average performance of ASCEND hotels in a specific performance sample. Typically, a new hotel requires at least two years of operating experience to reach a stabilized performance.

ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT FOR WISCONSIN

Notwithstanding anything to the contrary set forth in the Franchise Disclosure document, the following provisions will supersede and apply to all franchises offered and sold in the State of Wisconsin:

1. Registration does not constitute approval, recommendation or endorsement by the Commissioner of Securities of the State of Wisconsin.

2. The following will apply to Franchise Agreements in the State of Wisconsin:

   a. The Wisconsin Fair Dealership Act, Wisconsin Statutes, Chapter 135 will apply to and govern the provisions of Franchise Agreements issued in the State of Wisconsin.

   b. That Act's requirement, including the requirements that, in certain circumstances, a franchisee receives ninety (90) days' notice of termination, cancellation, non-renewal or substantial change in competitive circumstances, and sixty (60) days to remedy claimed deficiencies, will supersede the requirements of the Franchise Agreement to the extent they may be inconsistent with the Act's requirements. If the reason for termination, cancellation, or substantial change in competitive circumstances is nonpayment of sums due under the franchise, you will have 10 days to cure the deficiency.

EXHIBIT B

REGISTERED AGENTS FOR SERVICE OF PROCESS

CALIFORNIA

Department of Business Oversight
1-866-275-2677

Los Angeles
320 West 4th Street, Suite 750
Los Angeles, CA 90013-2344
(213) 576-7500

Sacramento
1515 K Street, Suite 200
Sacramento, CA 95814-4052
(916) 445-7205

San Diego
1350 Front Street, Room 2034
San Diego, CA 92101-3697
(619) 525-4233

San Francisco
California Corporations Commissioner
One Sansome Street, Suite 600
San Francisco, CA 94104

HAWAII

Corporation Service Company
1003 Bishop Street, Suite 1600
Pauahi Tower
Honolulu, HI 96813
And
Commissioner of Securities of the State of Hawaii
Department of Commerce and Consumer Affairs
Business Registration / Securities Compliance
335 Merchant Street, Room 203
Honolulu, HI 96813

ILLINOIS

Corporation Service Company
801 Adlai Stevenson Drive
Springfield, IL 62703
Or
Attorney General State of Illinois
500 South Second Street
Springfield, IL 62706

INDIANA

Corporation Service Company
Two Market Square Center
251 East Ohio Street, Suite 500
Indianapolis, IN 46204
Or
Indiana Secretary of State
Securities Division
302 West Washington Street
Room E-111
Indiana Government Center South
Indianapolis, IN 46204

MARYLAND

Corporation Service Company
7 St. Paul Street, Suite 1660
Baltimore, MD 21202
Or
Maryland Securities Commissioner
200 St. Paul Place
Baltimore, MD 21202-2020

MICHIGAN

Corporation Service Company
601 Abbot Road
East Lansing, MI 48823

MINNESOTA

Corporation Service Company
380 Jackson Street, Suite 700
St. Paul, MN 55101
Or
Commissioner of Commerce
85 7th Place East, Suite 280
Minneapolis, MN 55101-2198

NEW YORK

New York Department of State
One Commerce Plaza
99 Washington Avenue, 6th Floor
Albany, NY 12231-0001
518-473-2492

Or
Secretary of State
41 State Street
Albany, NY 12231

NORTH DAKOTA

Corporation Service Company
316 North 5th Street
P.O. Box 1695
Bismarck, ND 58202
Or
Securities Commissioner
North Dakota Securities Department
600 East Boulevard Avenue

State Capitol, Fifth Floor, Dept 414
Bismarck, ND 58505

RHODE ISLAND
Director of Department of Business Regulation
Securities Division
Building 69, First Floor, John O. Pastore Center
1511 Pontiac Avenue
Cranston, Rhode Island 02920

SOUTH DAKOTA
Corporation Service Company
503 South Pierre Street
Pierre, SD 57501
And
Division of Insurance
Securities Regulation
124 S. Euclid, Suite 104
Pierre, South Dakota 57501

VIRGINIA
Bank of America Center, 16th Floor
111 East Main Street
Richmond, VA 23219
Or
Clerk of the State Corporation Commission
1300 E. Main Street, 1st Floor
Richmond, VA 23219

WASHINGTON
Department of Financial Institutions
150 Israel Rd SW
Tumwater, WA98501

WISCONSIN
Corporation Service Company
8040 Excelsior Drive
Suite 400
Madison, WI 53717

REGULATORY AUTHORITIES

CALIFORNIA

Department of Business Oversight
1-866-275-2677

Los Angeles
320 West 4th Street, Suite 750
Los Angeles, CA 90013-2344
(213) 576-7500

Sacramento
1515 K Street, Suite 200
Sacramento, CA 95814-4052
(916) 445-7205

San Diego
1350 Front Street, Room 2034
San Diego, CA 92101-3697
(619) 525-4233

San Francisco
One Sansome Street, Suite 600
San Francisco, CA 94104-4428
(415) 972-8565

HAWAII

Commissioner of Securities of the State of Hawaii
Department of Commerce and Consumer Affairs
Business Registration / Securities Compliance
335 Merchant Street, Room 203
Honolulu, HI 96813
(808) 586-2722

ILLINOIS

Illinois Attorney General
500 South Second Street
Springfield, IL 62706
(217) 782-4465

INDIANA

Securities Commissioner
Securities Division
302 West Washington Street, Room E-111
Indianapolis, IN 46204
(317) 232-6681

MARYLAND

Office of the Attorney General
Division of Securities
200 St. Paul Place
Baltimore, MD 21202-2020
(410) 576-6360

MICHIGAN

Consumer Protection Division
Attn: Antitrust and Franchise Unit
G. Mennen Williams Building
525 W. Ottawa Street
Lansing, MI 48913
(517) 373-7117

MINNESOTA

Commissioner of Commerce
Minnesota Department of Commerce
85 7th Place East, Suite 280
St. Paul, MN 55101
651-539-1600

NEW YORK

NYS Department of Law
Investor Protection Bureau
28 Liberty Street, 21st Floor
New York, NY 10005
212-416-8236

NORTH DAKOTA

North Dakota Securities Department
State of North Dakota
State Capitol, 5th Floor
600 East Boulevard Avenue
Bismarck, ND 58505-0510
(701) 328-2910

OREGON

Division of Finance & Corp. Securities
Department of Consumer & Business Services
350 Winter Street NE
Room 410
Salem, OR 97301-3881
(503) 378-4140

RHODE ISLAND

Department of Business Regulation
Securities Division
Building 69, First Floor, John O. Pastore Center
1511 Pontiac Avenue
Cranston, Rhode Island 02920
(401) 462-9527

SOUTH DAKOTA

Division of Insurance
Securities Regulation
124 S. Euclid, Suite 104
Pierre, SD 57501
(605) 773-3563

VIRGINIA

State Corporation Commission
Division of Securities & Retail Franchising
1300 East Main Street, 9th Floor
Richmond, VA 23219
(804) 371-9051

WASHINGTON

Director of Securities Division
Department of Financial Institutions
150 Israel Road, SW
Olympia, WA 98501
(360) 902-8760

WISCONSIN

Commissioner of Securities
Department of Financial Institutions
Division of Securities
4822 Madison Yards Way, North Tower
Madison, WI 53705

EXHIBIT C

Item 8. Financial Statements and Supplementary Data.

INDEX TO CONSOLIDATED FINANCIAL STATEMENTS

	Page No.
Report of Independent Registered Public Accounting Firm	65
Consolidated Statements of Income	67
Consolidated Statements of Comprehensive Income	68
Consolidated Balance Sheets	69
Consolidated Statements of Cash Flow	70
Consolidated Statements of Shareholders' Deficit	72
Notes to Consolidated Financial Statements	73

Report of Independent Registered Public Accounting Firm

To the Shareholders and the Board of Directors of Choice Hotels International, Inc.

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of Choice Hotels International, Inc. and subsidiaries (the Company) as of December 31, 2020 and 2019, the related consolidated statements of income, comprehensive income, shareholders' deficit and cash flows for each of the three years in the period ended December 31, 2020, and the related notes and financial statement schedule listed in the Index at Item 15(a)(2) (collectively referred to as the "consolidated financial statements"). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company at December 31, 2020 and 2019, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2020, in conformity with U.S. generally accepted accounting principles.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the Company's internal control over financial reporting as of December 31, 2020, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) and our report dated February 26, 2021 expressed an unqualified opinion thereon.

Basis for Opinion

These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the Company's financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matter

The critical audit matter communicated below is a matter arising from the current period audit of the financial statements that was communicated or required to be communicated to the audit committee and that: (1) relates to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective or complex judgments. The communication of the critical audit matter does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates.

Accounting for Choice Privileges Loyalty Program

Description of the Matter

The Company recognized $79.1 million in revenues from loyalty points redeemed, net of the cost of redemptions, and had a point liability and deferred revenue of $120.4 million and $63.6 million, respectively, as of December 31, 2020 associated with the Choice Privileges Loyalty Program ("Loyalty Program"). As discussed in Note 1 to the consolidated financial statements, loyalty points earned represent a performance obligation attributable to usage of the points, and thus revenues are recognized at the point in time when the loyalty points are redeemed by members for benefits. The liability for the Loyalty Program is developed based on an estimate of the eventual redemption rates and point values using various actuarial methods. The amount of the Loyalty Program fees in excess of the point liability represents deferred revenue, which is recognized to revenue as points are redeemed including an estimate of future forfeitures.

Auditing the Loyalty Program results is complex due to: (1) the complexity of the models used to account for the Loyalty Program results; and (2) the complexity of estimating the future redemption rate and Loyalty Program point values. Such estimates are highly judgmental given the significant estimation uncertainty associated with expected redemption activity.

How We Addressed the Matter in Our Audit

We obtained an understanding, evaluated the design and tested the operating effectiveness of controls over the Company's process of accounting for the Loyalty Program during the year. For example, we tested controls over management's review of the assumptions and data inputs used in the accounting model and the actuarial methods used to estimate the redemption rate of Loyalty Program points.

To test the recognition of revenues and liabilities associated with the Loyalty Program, we performed audit procedures that included, among others, testing the completeness and accuracy of the data and significant assumptions used in the model and assessing the accounting model developed by the Company to recognize the related revenue and the liabilities. For example, we tested significant inputs into the accounting model, including the Loyalty Program point value and the recognition of points earned and redeemed during the period. With the assistance of our actuarial specialists, we evaluated management's methodologies as well as the actuarial assumptions used in estimating the Loyalty Program redemption rate.

/s/ Ernst & Young LLP

We have served as the Company's auditor since 2014.

Tysons, Virginia
February 26, 2021

CONSOLIDATED FINANCIAL STATEMENTS

CHOICE HOTELS INTERNATIONAL, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF INCOME
(IN THOUSANDS, EXCEPT PER SHARE AMOUNTS)

	Years Ended December 31,		
	2020	**2019**	**2018**
REVENUES			
Royalty fees	**$ 263,308**	$ 388,151	$ 376,676
Initial franchise and relicensing fees	**25,906**	27,489	26,072
Procurement services	**45,242**	61,429	52,088
Marketing and reservation system	**402,568**	577,426	543,677
Owned hotels	**20,168**	20,282	—
Other	**16,880**	40,043	42,791
Total revenues	**774,072**	1,114,820	1,041,304
OPERATING EXPENSES			
Selling, general and administrative	**148,524**	168,833	170,027
Depreciation and amortization	**25,831**	18,828	14,330
Marketing and reservation system	**446,847**	579,139	534,266
Owned hotels	**16,066**	14,448	—
Total operating expenses	**637,268**	781,248	718,623
Impairment of goodwill	**—**	(3,097)	(4,289)
Impairment of long-lived assets	**(14,751)**	(7,259)	—
Loss on sale of business	**—**	(4,674)	—
Gain on sale of assets, net	**—**	100	82
Operating income	**122,053**	318,642	318,474
OTHER INCOME AND EXPENSES, NET			
Interest expense	**49,028**	46,807	45,908
Interest income	**(7,688)**	(9,996)	(7,452)
Loss on extinguishment of debt	**16,565**	7,188	—
Other (gain) loss	**(4,147)**	(4,862)	1,437
Equity in net loss of affiliates	**15,289**	9,576	5,323
Total other income and expenses, net	**69,047**	48,713	45,216
Income before income taxes	**53,006**	269,929	273,258
Income tax (benefit) expense	**(22,381)**	47,051	56,903
Net income	**$ 75,387**	$ 222,878	$ 216,355
Basic earnings per share	**$ 1.36**	$ 4.00	$ 3.83
Diluted earnings per share	**$ 1.35**	$ 3.98	$ 3.80

The accompanying notes are an integral part of these consolidated financial statements.

CHOICE HOTELS INTERNATIONAL, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(IN THOUSANDS)

	Years Ended December 31,		
	2020	**2019**	**2018**
Net income	**$ 75,387**	$ 222,878	$ 216,355
Other comprehensive income (loss), net of tax:			
Amortization of loss on cash flow hedge	**—**	1,436	862
Foreign currency translation adjustment	**(96)**	(540)	(1,609)
Other comprehensive income (loss), net of tax	**(96)**	896	(747)
Comprehensive income	**$ 75,291**	$ 223,774	$ 215,608

The accompanying notes are an integral part of these consolidated financial statements.

CHOICE HOTELS INTERNATIONAL, INC. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
(IN THOUSANDS, EXCEPT SHARE AMOUNTS)

	December 31, 2020	December 31, 2019
ASSETS		
Current assets		
Cash and cash equivalents	**$ 234,779**	$ 33,766
Receivables (net of allowance for credit losses of $59,424 and $18,482, respectively)	**149,921**	141,566
Income taxes receivable	**4,186**	11,126
Notes receivable	**28,227**	26,265
Less: Allowance for notes receivable credit losses	**(4,179)**	(861)
Other current assets	**19,980**	24,727
Total current assets	**432,914**	236,589
Property and equipment, at cost, net	**334,901**	351,502
Operating lease right-of-use assets	**17,688**	24,088
Goodwill	**159,196**	159,196
Intangible assets, net	**303,725**	290,421
Notes receivable	**111,090**	106,749
Less: Allowance for notes receivable credit losses	**(15,305)**	(3,695)
Investments, employee benefit plans, at fair value	**29,104**	24,978
Investments in unconsolidated entities	**57,879**	78,655
Deferred income taxes	**67,745**	20,747
Other assets	**88,396**	97,442
Total assets	**$ 1,587,333**	$ 1,386,672
LIABILITIES AND SHAREHOLDERS' DEFICIT		
Current liabilities		
Accounts payable	**$ 83,329**	$ 73,449
Accrued expenses and other current liabilities	**78,920**	90,364
Deferred revenue	**50,290**	71,594
Liability for guest loyalty program	**43,308**	82,970
Current portion of long-term debt	**—**	7,511
Total current liabilities	**255,847**	325,888
Long-term debt	**1,058,738**	844,102
Long-term deferred revenue	**122,406**	112,662
Deferred compensation and retirement plan obligations	**33,756**	29,949
Income taxes payable	**23,394**	26,147
Operating lease liabilities	**12,739**	21,270
Liability for guest loyalty program	**77,071**	46,698
Other liabilities	**9,134**	3,467
Total liabilities	**1,593,085**	1,410,183
Commitments and Contingencies		
Common stock, $0.01 par value; 160,000,000 shares authorized; 95,065,638 shares issued at December 31, 2020 and December 31, 2019; 55,535,554 and 55,702,628 shares outstanding at December 31, 2020 and December 31, 2019, respectively	**951**	951
Additional paid-in-capital	**233,921**	231,160
Accumulated other comprehensive loss	**(4,646)**	(4,550)
Treasury stock, at cost; 39,530,084 and 39,363,010 shares at December 31, 2020 and December 31, 2019, respectively	**(1,260,478)**	(1,219,905)
Retained earnings	**1,024,500**	968,833
Total shareholders' deficit	**(5,752)**	(23,511)
Total liabilities and shareholders' deficit	**$ 1,587,333**	$ 1,386,672

The accompanying notes are an integral part of these consolidated financial statements.

CHOICE HOTELS INTERNATIONAL, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
(IN THOUSANDS)

	Years Ended December 31,		
	2020	**2019**	**2018**
CASH FLOWS FROM OPERATING ACTIVITIES			
Net income	**$ 75,387**	$ 222,878	$ 216,355
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	**25,831**	18,828	14,330
Depreciation and amortization - marketing and reservation system	**22,625**	17,294	19,597
Franchise agreement acquisition cost amortization	**11,310**	7,992	9,239
Impairment of goodwill	**—**	3,097	4,289
Impairment of long-lived assets	**14,751**	7,259	—
Loss on sale of business	**—**	4,674	—
Loss on debt extinguishment	**16,565**	7,188	—
Gain on disposal of assets, net	**—**	(2,103)	(56)
Non-cash stock compensation and other charges	**9,690**	17,615	15,986
Non-cash interest and other investment (income) loss	**(6,723)**	(4,010)	3,695
Deferred income taxes	**(44,826)**	9,810	(3,510)
Equity in net losses from unconsolidated joint ventures, less distributions received	**15,439**	12,562	7,389
Franchise agreement acquisition costs, net of reimbursements	**(36,479)**	(38,944)	(52,929)
Change in working capital and other, net of acquisition	**6,491**	(13,584)	8,511
Net cash provided by operating activities	**110,061**	270,556	242,896
CASH FLOWS FROM INVESTING ACTIVITIES			
Investment in property and equipment	**(33,603)**	(57,342)	(47,673)
Investment in intangible assets	**(1,359)**	(6,699)	(1,803)
Proceeds from sales of assets	**—**	10,585	3,053
Asset acquisitions, net of cash acquired	**—**	(168,954)	(3,179)
Proceeds from sale of unconsolidated joint venture	**7,435**	8,937	—
Proceeds from sale of tax credits for rehabilitation of historic building	**9,197**	—	—
Business acquisition, net of cash acquired	**—**	—	(231,317)
Payment on business disposition, net	**—**	(10,783)	—
Contributions to equity method investments	**(5,454)**	(27,828)	(9,604)
Distributions from equity method investments	**3,363**	10,241	1,429
Purchases of investments, employee benefit plans	**(2,562)**	(3,175)	(2,895)
Proceeds from sales of investments, employee benefit plans	**2,478**	2,217	2,825
Issuance of notes receivable	**(9,845)**	(20,722)	(36,045)
Collections of notes receivable	**6,494**	14,231	4,997
Other items, net	**(623)**	(1,875)	(1,040)
Net cash used in investing activities	**(24,479)**	(251,167)	(321,252)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from issuance of long term debt	**—**	422,376	9,037
Proceeds from issuance of Term Loan	**249,500**	—	—
Proceeds from issuance of 2020 Senior Notes	**447,723**	—	—
Net (repayments) borrowings pursuant to revolving credit facilities	**(18,480)**	(72,400)	20,600
Principal payments on long-term debt	**(473,857)**	(250,497)	(603)
Payments to extinguish long-term debt	**(14,347)**	(6,312)	—
Debt issuance costs	**(4,620)**	(3,936)	(2,590)
Purchases of treasury stock	**(55,450)**	(50,638)	(148,679)
Dividends paid	**(25,274)**	(48,089)	(48,715)
(Payments on) proceeds from transfer of interest in notes receivable	**—**	(24,409)	173
Proceeds from exercise of stock options	**10,203**	21,410	41,360
Net cash provided by (used in) financing activities	**115,398**	(12,495)	(129,417)

Net change in cash and cash equivalents	**200,980**	6,894	(207,773)
Effect of foreign exchange rate changes on cash and cash equivalents	**33**	230	(921)
Cash and cash equivalents at beginning of period	**33,766**	26,642	235,336
Cash and cash equivalents at end of period	**$ 234,779**	$ 33,766	$ 26,642
Supplemental disclosure of cash flow information:			
Cash payments during the year for			
Income taxes, net of refunds	**$ 8,605**	$ 41,859	$ 77,357
Interest, net of capitalized interest	**$ 45,145**	$ 48,179	$ 43,254
Non-cash investing and financing activities			
Dividends declared but not paid	**$ —**	$ 12,535	$ 11,977
Investment in property, equipment and intangibles acquired in accounts payable and accrued liabilities	**$ 1,421**	$ 959	$ 5,949

The accompanying notes are an integral part of these consolidated financial statements.

CHOICE HOTELS INTERNATIONAL, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF SHAREHOLDERS' DEFICIT
(IN THOUSANDS, EXCEPT SHARE AMOUNTS)

	Common Stock - Shares Outstanding	Common Stock - Par Value	Additional Paid-in-Capital	Accumulated Other Comprehensive Income (Loss)	Treasury Stock	Retained Earnings	Total
Balance as of December 31, 2017	56,679,968	$ 951	$ 182,448	$ (4,699)	$ (1,064,573)	$ 627,272	$ (258,601)
Net income	—	—	—	—	—	216,355	216,355
Other comprehensive income (loss)	—	—	—	(747)	—	—	(747)
Share based payment activity	918,397	—	30,722	—	25,627	—	56,349
Dividends declared ($0.215 per share)	—	—	—	—	—	(48,449)	(48,449)
Treasury purchases	(1,919,158)	—	—	—	(148,679)	—	(148,679)
Balance as of December 31, 2018	55,679,207	$ 951	$ 213,170	$ (5,446)	$ (1,187,625)	$ 795,178	$ (183,772)
Net income	—	—	—	—	—	222,878	222,878
Other comprehensive income (loss)	—	—	—	896	—	—	896
Share based payment activity	654,694	—	19,698	—	18,358	—	38,056
Dividends declared ($0.215 per share)	—	—	—	—	—	(48,609)	(48,609)
Treasury purchases	(631,273)	—	—	—	(50,638)	—	(50,638)
Other [1]	—	—	(1,708)	—	—	(614)	(2,322)
Balance as of December 31, 2019	55,702,628	$ 951	$ 231,160	$ (4,550)	$ (1,219,905)	$ 968,833	$ (23,511)
Cumulative-effect adjustment [2]	**—**	**—**	**—**	**—**	**—**	**(6,831)**	**(6,831)**
Net income	**—**	**—**	**—**	**—**	**—**	**75,387**	**75,387**
Other comprehensive income (loss)	**—**	**—**	**—**	**(96)**	**—**	**—**	**(96)**
Share based payment activity [3]	**506,953**	**—**	**2,761**	**—**	**14,877**	**(437)**	**17,201**
Dividends declared [3]	**—**	**—**	**—**	**—**	**—**	**(12,452)**	**(12,452)**
Treasury purchases	**(674,027)**	**—**	**—**	**—**	**(55,450)**	**—**	**(55,450)**
Balance as of December 31, 2020	**55,535,554**	**$ 951**	**$ 233,921**	**$ (4,646)**	**$ (1,260,478)**	**$ 1,024,500**	**$ (5,752)**

[1] Impacts of i) adoption of Topic 606 related to a foreign joint venture accounted for as an equity method investment on Retained Earnings and ii) transaction resulting in an increase in ownership of a consolidated joint venture on Additional Paid-in-Capital.

[2] Reflects the cumulative effect of Topic 326, which was adopted on January 1, 2020. Refer to Note 1 for additional details.

[3] During the fourth quarter of 2019, the Company's board of directors announced a 5% increase to the quarterly dividend rate to $0.225 per share from $0.215 per share, beginning with the dividend payable in the first quarter of 2020. On February 28, 2020, the Company's board of directors declared a quarterly cash dividend of $0.225 per share of common stock. The dividend was payable on April 16, 2020 to shareholders of record on April 2, 2020. Subsequent to the payment of the dividend, in light of uncertainty resulting from the COVID-19 pandemic, we suspended future, undeclared dividends while the pandemic is significantly impacting travel. During 2020, accumulated dividends were paid to certain shareholders upon vesting of certain performance-based stock grants which are captured in Share based payment activity.

The accompanying notes are an integral part of these consolidated financial statements.

CHOICE HOTELS INTERNATIONAL, INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. Summary of Significant Accounting Policies

Basis of Presentation

The accompanying consolidated financial statements of Choice Hotels International, Inc. and its subsidiaries (together the "Company") have been prepared in conformity with accounting principles generally accepted in the United States of America ("GAAP"). All significant intercompany accounts and transactions have been eliminated in consolidation.

The preparation of consolidated financial statements in conformity with GAAP requires management to make certain estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. In the opinion of management, the accompanying consolidated financial statements include all normal and recurring adjustments that are necessary to fairly present the consolidated financial statements.

Revenue Recognition

Revenues are primarily derived from franchise agreements with third-party hotel owners. The majority of the Company's performance obligations are a series of distinct services, as described in more detail below, for which the Company receives variable consideration through franchise fees. The Company enters into franchise agreements to provide franchisees with a limited non-exclusive license to utilize the Company's registered brand trade names and trademarks, marketing and reservation services, and other miscellaneous franchise services. These agreements typically have an initial term from 10 to 30 years, with provisions permitting franchisees or the Company to terminate the franchise agreement upon designated anniversaries of the hotel opening before the end of the initial term. An up-front initial or relicensing fee is assessed to third-party hotel owners to affiliate with our brands, which is typically paid prior to agreement execution and is non-refundable. After hotel opening, fees are typically generated based on a percentage of gross room revenues or as designated transactions and events occur (such as when a reservation is delivered to the hotel through a specified channel) and are due to the Company in the following month.

The franchise agreements are comprised of multiple performance obligations, which may require significant judgment in identifying. The primary performance obligations are as follows:

- *License of brand intellectual property and related services* ("brand intellectual property"): Grants the right to access the Company's intellectual property associated with brand trade names, trademarks, reservation systems, property management systems and related services.
- *Material rights for free or discounted goods or services to hotel guests:* Primarily consists of the points issued under the Company's guest loyalty program, Choice Privileges.

Brand intellectual property

Fees generated from brand intellectual property are recognized to revenue over time as hotel owners pay for access to these services for the duration of the franchise agreement. Franchise fees are typically based on the sales or usage of the underlying hotel, with the exception of fixed up-front fees that usually represent an insignificant portion of the transaction price. The variable consideration is recognizable after the completion of a hotel stay. As a result, variable transaction price is determined for the period when the underlying gross room revenues and transactions or events which generate fees are known.

Franchise fees include the following:

- *Royalty fees*. Royalty fees are earned in exchange for a license to brand intellectual property typically based on a percentage of gross room revenues. These fees are billed and collected monthly and revenues are recognized in the same period that the underlying gross room revenues are earned by the Company's franchisees.
- *Initial franchise and relicensing fees*. Initial and relicensing fees are charged when (i) new hotels enter the franchise system; (ii) there is a change of ownership; or (iii) existing franchise agreements are extended. These fees are recognized as revenue ratably as services are provided over the enforceable period of the franchise agreement. The enforceable period is the period from hotel opening to the first point the franchisee or the Company can terminate the franchise agreement without incurring a significant penalty. Deferred revenues from initial and relicensing fees will typically be recognized over a five to ten-year period, unless the franchise agreement is terminated and the hotel exits the franchise system whereby remaining deferred amounts will be recognized to revenue in the period of termination.

- *Other revenue.* Other revenue is a combination of miscellaneous non-marketing and reservation system fees, inclusive of quality assurance, non-compliance and franchisee training fees, and is recognized in the period the designated transaction or event has occurred.

The Company's franchise agreements require the payment of marketing and reservation system fees. The Company is obligated to use these marketing and reservation system fees to provide marketing and reservation services such as advertising, providing a centralized reservation and property management system, providing reservation and revenue management services, and performing certain franchise services to support the operation of the overall franchise system. These services are comprised of multiple fees including the following:

- Fees based on a percentage of gross room revenues are recognized in the period the gross room revenue was earned, based on the underlying hotel's sales or usage.
- Fees based on the occurrence of a designated transaction or event are recognized in the period the transaction or event occurred.
- System implementation fees charged to franchisees are deferred and recognized as revenue over the enforceable period of the franchise agreement.
- Marketing and reservation system activities also include revenues generated from the Company's guest loyalty program. The revenue recognition of this program is discussed in *Material rights for free or discounted goods or services to hotel guests* below.

Marketing and reservation system expenses are those expenses incurred to facilitate the delivery of marketing and reservation system services, including direct expenses and an allocation of costs for certain administrative activities required to carry out marketing and reservation services. Marketing and reservation system expenses are recognized as services are incurred or goods are received, and as such may not equal marketing and reservation system revenues in a specific period but are expected to equal revenues earned from franchisees over time. The Company's franchise agreements provide the Company the right to advance monies to the franchise system when the needs of the system surpass the balances currently available and recover such advances in future periods through additional fee assessments or reduced spending. During the years ended December 31, 2020, and 2019, marketing and reservation system expenses exceeded revenues by $44.3 million and $1.7 million, respectively. During the year ended December 31, 2018, marketing and reservation system revenues exceeded expenses by $9.4 million. The deficit generated during the year ended December 31, 2020 is a result of lower marketing and reservation fees generated and incremental spend by the Company to support franchisees during the COVID-19 pandemic.

Material rights for free or discounted goods or services to hotel guests

Choice Privileges is the Company's frequent guest loyalty program, which enables members to earn points based on their spending levels with the Company's franchisees. The points, which the Company accumulates and tracks on the members' behalf, may be redeemed for free accommodations or other benefits (e.g., gift cards to participating retailers). The Company collects from franchisees a percentage of loyalty program members' gross room revenue from completed stays to operate the program. At such time points are redeemed for free accommodations or other benefits, the Company reimburses franchisees or third parties based on a rate derived in accordance with the franchise or vendor agreement.

Loyalty points represent a performance obligation attributable to usage of the points, and thus revenues are recognized at the point in time when the loyalty points are redeemed by members for benefits. The transaction price is variable and determined in the period when the loyalty points are earned and the underlying gross room revenues are known. No loyalty program revenues are recognized at the time the loyalty points are issued.

The Company is an agent in coordinating delivery of the services between the loyalty program member and franchisee or third party, and as a result, revenues are recognized net of the cost of redemptions. The estimated fair value of future redemptions is reflected in current and non-current *Liability for guest loyalty program* in our consolidated balance sheets. The liability for guest loyalty program is developed based on an estimate of the eventual redemption rates and point values using various actuarial methods. These significant judgments determine the required point liability attributable to outstanding points, which is relieved as redemption costs are processed. The amount of the loyalty program fees in excess of the point liability represents current and non-current *Deferred revenue*, which is recognized to revenue as points are redeemed including an estimate of future forfeitures ("breakage"). The anticipated redemption pattern of the points is the basis for current and non-current designation of each liability, which was adjusted in the first quarter of 2020 to reflect an anticipated longer issuance to redemption period in light of impacts from the COVID-19 pandemic. As of December 31, 2020, the current and non-current deferred revenue balances are $23.0 million and $40.6 million, respectively. Loyalty points are typically redeemed within three years of issuance. Loyalty

program point redemption revenues are recognized within marketing and reservation system revenue in the consolidated statements of income.

The Company also earns revenues on contracts incidental to the support of operations for franchised hotels, including purchasing operations.

Partnership Agreements

The Company maintains various agreements with third-party partners, including the co-branding of the Choice Privileges credit card. The agreements typically provide for use of the Company's marks, limited access to the Company's distribution channels, and sale of Choice Privileges points, in exchange for fees primarily comprising variable consideration paid each month. Choice Privileges members can earn points through participation in the partner's program.

Partnership agreements include multiple performance obligations. The primary performance obligations are brand intellectual property and material rights for free or discounted goods or services to hotel guests. Allocation of fixed and variable consideration to the performance obligations is based on standalone selling price as estimated based on market and income methods, which represent significant judgments. The amounts allocated to brand intellectual property are recognized on a gross basis over time using the output measure of time elapsed, primarily within Procurement services revenue. The amounts allocated to material rights for free or discounted goods or services to hotel guests are recognized to revenue as points are redeemed including an estimate of breakage, primarily within marketing and reservation system revenue.

Qualified Vendors

The Company generates procurement services revenues from qualified vendors. Procurement services revenues are generally based on marketing services provided by the Company on behalf of the qualified vendors to hotel owners and guests. The Company provides these services in exchange for either fixed consideration or a percentage of revenues earned by the qualified vendor pertaining to purchases by the Company's franchisees or guests. Fixed consideration is paid in installments based on a contractual schedule, with an initial payment typically due at contract execution. Variable consideration is typically paid quarterly after sales to franchisees or guests have occurred.

Qualified vendor agreements comprise a single performance obligation, which is satisfied over time based on the access afforded and services provided to the qualified vendor for the stated duration of the agreement. Fixed consideration is allocated and recognized ratably to each period over the term of the agreement. Variable consideration is determined and recognized in the period when sales to franchisees or guests from vendors are known or cash payment has been remitted. Qualified vendor revenues are recognized within procurement services revenue.

Other

The Company is party to other non-franchising agreements that generate revenue within Other revenue in the consolidated statements of income which are primarily SaaS arrangements for non-franchised hoteliers. SaaS agreements typically include fixed consideration for installment and other initiation fees paid at contract onset, and variable consideration for recurring subscription revenue paid monthly. SaaS agreements comprise a single performance obligation, which is satisfied over time based on the access to the software for the stated duration of the agreement. Fixed consideration is allocated and recognized ratably to each period over the term of the agreement. Variable consideration is determined at the conclusion of each period, and allocated to and recognized in the current period.

Owned Hotels

The Company owned five hotels at December 31, 2020 and December 31, 2019, from which the Company derives revenues. As a hotel owner, the Company has performance obligations to provide accommodations to hotel guests and in return the Company earns a nightly fee for an agreed upon period that is generally payable at the time the hotel guest checks out of the hotel. The Company typically satisfies the performance obligations over the length of the stay and recognizes the revenue on a daily basis, as the hotel rooms are occupied and services are rendered.

Other ancillary goods and services at owned hotels are purchased independently of the hotel stay at standalone selling prices and are considered separate performance obligations, which are satisfied at the point in time when the related good or service is provided to the guest. These primarily consist of food and beverage, incidentals and parking fees.

Sales Taxes

The Company presents taxes collected from customers and remitted to governmental authorities on a net basis and, therefore, they are excluded from revenues in the consolidated financial statements.

Accounts & Notes Receivable and Allowances for Credit Losses

Refer to the *Recently Adopted Accounting Standards* section below and Note 4.

Advertising Costs

The Company expenses advertising costs as the advertising occurs. Advertising expense was $88.5 million, $158.4 million, and $141.8 million for the years ended December 31, 2020, 2019 and 2018, respectively. The Company includes advertising costs primarily in marketing and reservation system expenses in the consolidated statements of income.

Cash and Cash Equivalents

The Company considers all highly liquid investments purchased with a maturity of three months or less at the date of purchase to be cash equivalents.

The Company maintains cash balances in domestic banks, which, at times, may exceed the limits of amounts insured by the Federal Deposit Insurance Corporation. In addition, the Company also maintains cash balances in international banks which do not provide deposit insurance.

Capitalization Policies

Property and equipment are recorded at cost and depreciated for financial reporting purposes using the straight-line method over the estimated useful lives of the assets. Leasehold improvements are amortized over the shorter of the lease term or their useful lives. Major renovations and replacements incurred during construction are capitalized. Costs for computer software developed for internal use are capitalized during the application development stage and amortized using the straight-line method over the estimated useful lives of the software. Software licenses pertaining to cloud computing arrangements that are capitalized are amortized using the straight-line method over the shorter of the cloud computing arrangement term or their useful lives. The Company capitalizes interest incurred during construction of property and equipment. Interest capitalized as a cost of property and equipment totaled $0.1 million and $0.2 million for the years ended December 31, 2020 and 2019.

As construction in progress and software development are completed and placed in service, they are transferred to appropriate property and equipment categories and depreciation begins. Upon sale or retirement of property, the cost and related accumulated depreciation are eliminated from the accounts and any related gain or loss is recognized in the consolidated statements of income. Maintenance, repairs and minor replacements are charged to expense as incurred.

A summary of the ranges of estimated useful lives upon which depreciation rates are based follows:

Computer equipment and software	2 - 7 years
Buildings and leasehold improvements	10 - 40 years
Furniture, fixtures, vehicles and equipment	3 - 10 years

Assets Held for Sale

The Company considers assets to be held for sale when all of the following criteria are met:

- Management commits to a plan to sell an asset;
- It is unlikely that the disposal plan will be significantly modified or discontinued;
- The asset is available for immediate sale in its present condition;
- Actions required to complete the sale of the asset have been initiated;
- Sale of the asset is probable and the Company expects the completed sale will occur within one year; and
- The asset is actively being marketed for sale at a price that is reasonable given its current market value.

Upon designation as an asset held for sale, the Company records the carrying value of each asset at the lower of its carrying value or its estimated fair value, less estimated costs to sell, and ceases recording depreciation.

If at any time these criteria are no longer met, subject to certain exceptions, the assets previously classified as held for sale are reclassified as held and used and measured individually at the lower of (a) the carrying amount before the asset was classified as held for sale, adjusted for any depreciation or amortization expense that would have been recognized had the asset been continuously classified as held and used, or (b) the fair value at the date of the subsequent decision not to sell.

Valuation of Long-Lived Assets, Intangibles, and Goodwill

The Company evaluates the potential impairment of property and equipment and other long-lived assets, including franchise rights and other intangible assets with definite lives, annually or earlier upon the occurrence of an event or when other circumstances indicate that the Company may not be able to recover the carrying value of the asset. When indicators of impairment are present, recoverability is assessed based on undiscounted expected cash flows. If the undiscounted expected cash flows are less than the carrying amount of the assets, an impairment charge is recorded for the excess of the carrying value over the fair value of the asset. The fair value of intangibles and long-lived assets are estimated primarily using undiscounted cash flow analyses. Significant management judgment is involved in evaluating indicators of impairment and developing any required projections to test for recoverability or estimate the fair value of an asset. Furthermore, if management uses different projections or if different conditions occur in future periods, future-operating results could be materially impacted.

The Company did not identify any indicators of impairment of long-lived assets from the Hotel Franchising reporting unit during the years ended December 31, 2020, 2019 and 2018, other than impairments on franchise sales commission assets and franchise agreement acquisition cost intangibles resulting from terminations of franchisees from the Choice system as discussed in Note 2.

During 2020, the Company recognized impairments of long-lived assets attributable to a commercial office building and a real estate parcel. During 2019, the Company recognized impairments of long-lived assets attributable to the SaaS for vacation rentals reporting unit. Refer to Note 6.

The Company evaluates the impairment of goodwill and intangible assets with indefinite lives annually as of December 31 or earlier upon the occurrence of substantive unfavorable changes in economic conditions, industry trends, costs, cash flows, or ongoing declines in market capitalization that indicate that the Company may not be able to recover the carrying amount of the asset. In evaluating these assets for impairment, the Company may elect to first assess qualitative factors to determine whether it is more likely than not that the fair value of the reporting unit or the indefinite lived intangible asset is less than its carrying amount. If the conclusion is that it is not more likely than not that the fair value of the asset is less than its carrying value, then no further testing is required. If the conclusion is that it is more likely than not that the fair value of the asset is less than its carrying value, then a quantitative impairment test is performed whereby the carrying value is compared to the fair value of the asset and an impairment charge is recognized for any excess. The Company may elect to forgo the qualitative assessment and move directly to the quantitative impairment tests for goodwill and indefinite-lived intangibles. The Company determines the fair value of its reporting units and indefinite-lived intangibles using income and market methods.

Goodwill is allocated to the Company's reporting units, which are determined by the availability of discrete financial information relied upon by segment management. As of December 31, 2020, the Company's goodwill is allocated to the Hotel Franchising reporting unit. The Company performed the qualitative impairment analysis for the Hotel Franchising reporting unit, concluding that it is more likely than not that the fair value of the reporting unit is greater than its carrying amount. As such, a quantitative test was not required and no impairment was recorded.

Historically, goodwill has been partially allocated to the SaaS for vacation rentals reporting unit. The Company performed the quantitative test for the SaaS for vacation rentals reporting unit during the fourth quarter of 2018 and first quarter of 2019 determining that the carrying value of the reporting unit exceeded the fair value. As a result, the Company recognized a goodwill impairment of $4.3 million and $3.1 million in the fourth quarter of 2018 and first quarter of 2019, respectively. The SaaS for vacation rentals reporting unit was sold during the second quarter of 2019, resulting in the write-off of the remaining goodwill. Refer to Note 6.

Other than the SaaS for vacation rentals reporting unit, the Company did not record any impairment of goodwill or intangible assets with indefinite lives during the years ended December 31, 2020, 2019 and 2018.

Variable Interest Entities

In accordance with the guidance for the consolidation of variable interest entities ("VIE"), the Company identifies its variable interests and analyzes to determine if the entity in which the Company has a variable interest is a VIE. The Company's variable interests include equity investments, loans, and guaranties. Determination if a variable interest is a VIE includes both quantitative and qualitative consideration. For those entities determined to be VIEs, a further quantitative and qualitative analysis is performed to determine if the Company is deemed the primary beneficiary. The primary beneficiary is the party who has the power to direct the activities of a VIE that most significantly impact the entity's economic performance and who has an obligation to absorb losses of the entity or a right to receive benefits from the entity that could potentially be significant. The Company would consolidate those entities in which it is determined to be the primary beneficiary. As of December 31, 2020, the Company is not the primary beneficiary of any VIE. The Company based its qualitative analysis on its review of the design of the entity, its organizational structure including decision-making ability and the relevant development, operating management and financial agreements.

Investments in unconsolidated affiliates where the Company is not deemed to be the primary beneficiary but where the Company exercises significant influence over the operating and financial policies of the investee are accounted for using the equity method.

Valuation of Investments in Equity Method Investments

The Company evaluates an investment in a venture for impairment when circumstances indicate that the carrying value may not be recoverable, for example due to loan defaults, significant under performance relative to historical or projected operating performance, and significant negative industry or economic trends. When there is indication that a loss in value has occurred, the Company evaluates the carrying value compared to the estimated fair value of the investment. Fair value is based upon internally-developed discounted cash flow models, third-party appraisals, and if appropriate, current estimated net sales proceeds from pending offers. If the estimated fair value is less than carrying value, management uses its judgment to determine if the decline in value is other-than-temporary. In determining this, the Company considers factors including, but not limited to, the length of time and extent of the decline, loss of values as a percentage of the cost, financial condition and near-term financial projections, the Company's intent and ability to recover the lost value, and current economic conditions. For declines in value that are deemed other-than-temporary, impairments are charged to earnings. During the year ended December 31, 2020, the Company recognized impairment charges of $7.3 million related to four separate equity method investments. The impairment charges are classified as equity in net loss of affiliates in the consolidated statements of income. Refer to Note 8.

Foreign Operations

The United States dollar is the functional currency of the consolidated entities operating in the United States. The functional currency for the consolidated entities operating outside of the United States is generally the currency of the primary economic environment in which the entity primarily generates and expends cash. The Company translates the financial statements of consolidated entities whose functional currency is not the United States dollar into United States dollars. The Company translates assets and liabilities at the exchange rate in effect as of the financial statement date and translates income statement accounts using the weighted average exchange rate for the period. The Company includes translation adjustments from foreign exchange and the effect of exchange rate changes on intercompany transactions of a long-term investment nature as a separate component of shareholders’ deficit. The Company reports foreign currency transaction gains and losses and the effect of inter-company transactions of a short-term or trading nature in SG&A expenses on the consolidated statements of income. Foreign currency transaction (gains) losses for the years ended December 31, 2020, 2019 and 2018 were $(0.4) million, $(0.1) million, and $0.3 million, respectively.

Leases

The Company determines if an arrangement is a lease and classification as operating or financing at lease inception. Operating leases are included in operating lease right-of-use ("ROU") assets, accrued expenses and other current liabilities, and operating lease liabilities on our consolidated balance sheets. At December 31, 2020 and 2019, the Company did not have any leases classified as financing.

Operating lease ROU assets and operating lease liabilities are recognized based on the present value of the future minimum lease payments over the lease term at commencement date. Operating lease ROU assets are further offset by any prepaid rent, lease incentives and initial direct costs incurred. When a lease agreement does not provide an implicit rate, the Company utilizes its incremental borrowing rate based on the information available at commencement date in determining the present value of future minimum lease payments.

Lease expense for minimum lease payments is recognized on a straight-line basis over the lease term. Variable lease payments include certain index-based changes in rent, certain non-lease components (such as maintenance and other services provided by the lessor), and other charges included in the lease. Variable lease payments are excluded from future minimum lease payments and expensed as incurred.

The Company has made elections to not separate lease and non-lease components for all classes of underlying assets in which it is the lessee nor account for leases with an initial term of 12 months or less on the balance sheet. These short-term leases are expensed on a straight-line basis over the lease term.

The Company adopted Accounting Standards Update (“ASU”) 2016-02, *Leases* ("Topic 842") on January 1, 2019, using the optional transitional method to apply Topic 842 at the effective date rather than at the beginning of the earliest comparative period. Topic 842 did not have an impact on the Company's consolidated statements of income. Refer to Note 19.

Derivatives

The Company periodically uses derivative instruments as part of its overall strategy to manage exposure to market risks associated with fluctuations in interest rates. All outstanding derivative financial instruments are recognized at their fair values

as assets or liabilities. The impact on earnings from recognizing the fair values of these instruments depends on their intended use, their hedge designation and their effectiveness in offsetting changes in the fair values of the exposures they are hedging. The Company does not use derivatives for trading purposes.

The effective portion of changes in fair value of derivatives designated as cash flow hedging instruments are recorded as a component of accumulated other comprehensive income (loss) and the ineffective portion is reported currently in earnings. The amounts included in accumulated other comprehensive income (loss) are reclassified into earnings in the same period during which the hedged item affects earnings. Amounts reported in earnings are classified consistent with the item being hedged.

The Company formally documents all relationships between its hedging instruments and hedged items at inception, including its risk management objective and strategy for establishing various hedge relationships. Cash flows from hedging instruments are classified in the consolidated statements of cash flows consistent with the items being hedged.

Hedge accounting is discontinued prospectively when (i) the derivative instrument is no longer effective in offsetting changes in fair value or cash flows of the underlying hedged item, (ii) the derivative instrument expires, is sold, terminated or exercised, or (iii) designating the derivative instrument as a hedge is no longer appropriate. The effectiveness of derivative instruments is assessed at inception and on an ongoing basis.

At December 31, 2020 and 2019, there were no outstanding derivative positions.

Recently Adopted Accounting Standards

In June 2016, the Financial Accounting Standards Board ("FASB") issued ASU 2016-13, *Financial Instruments - Credit Losses (Topic 326)* and issued subsequent amendments to the initial guidance at various points thereafter ("Topic 326"). Under legacy standards, we recognized an impairment of receivables when it was probable that a loss had been incurred. Topic 326 requires the measurement of all expected credit losses for financial assets held at the reporting date based on historical experience, current conditions, and reasonable and supportable forecasts (which includes losses that may be incurred in future periods), and enhanced disclosures to provide insight to significant estimates and judgments used in estimating credit losses.

The scope and provisions of Topic 326 impact the allowance for the Company's notes and accounts receivables. The Company adopted Topic 326 on January 1, 2020 using the modified retrospective approach resulting in a cumulative-effect adjustment of $6.8 million with respect to notes receivable (inclusive of deferred taxes), recorded in retained earnings as of the date of adoption.

The Company has developed a systematic methodology to determine its allowance for credit losses across our portfolio of notes receivable loans. The Company monitors the risk and performance of our portfolio by the level of security in collateral (i.e., senior, subordinated or unsecured). As each of the Company’s notes receivable loans has unique risk characteristics, the Company deploys its methodology to calculate allowances for credit losses at the individual notes receivable loan level.

The Company primarily utilizes a discounted cash flow ("DCF") approach to measure the credit allowance, influenced by the key economic variables of each note receivable loan. The Company identified the key economic variables for these loans to be loan-to-cost ("LTC") or loan-to-value ("LTV") ratios and debt service coverage ratio ("DSCR"). The LTC or LTV ratio represents the loan principal relative to the project cost or value and is an indication of the ability to be re-paid principal at loan maturity. The DSCR represents borrower net operating income as a percentage of the interest and principal payments incurred (i.e., debt service) on all debt of the borrower and is an indication of the ability of the borrower to timely pay amounts due during the term of the loan. The LTC or LTV ratios and DSCR are considered during loan underwriting as indications of risk and, accordingly, we believe these factors are the most representative risk indicators for calculating the allowance for credit loss. Loans with higher LTC or LTV ratios and lower DSCR ratios generally are representative of loans with greater risk and, accordingly, have higher credit allowances as a percentage of loan principal. Conversely, loans with lower LTC or LTV ratios and higher DSCR ratios generally are representative of loans with lesser risk and, accordingly, have lower credit allowances as a percentage of loan principal.

Collateral-dependent financial assets are financial assets for which repayment is expected to be derived substantially through the operation or sale of the collateral and where the borrower is experiencing financial difficulty. For collateral-dependent loans, expected credit losses are based on the fair value of the collateral, less selling costs if repayment will be from the sale of the collateral.

Management assesses the credit quality of the portfolio and adequacy of credit loss allowances on an at least quarterly basis. Significant judgment is required in this analysis.

Accounts receivable consist primarily of franchise and related fees due from hotel franchisees and are recorded at the invoiced amount. The allowance for credit losses is the Company’s best estimate of the amount of expected credit losses inherent in the

accounts receivable balance. The Company determines the allowance considering historical write-off experience, review of aged receivable balances and customer payment trends, the economic environment, and other available evidence.

The Company records provisions for credit losses in SG&A expenses and marketing and reservation system expenses in the accompanying consolidated statements of income. When the Company determines that an account is not collectible, the account is written-off to the associated allowance for credit losses.

Historically, the Company has considered its credit risk associated with accounts receivables to be partially mitigated due to the dispersion of these receivables across a large number of geographically diverse franchisees. During the year ended December 31, 2020, the Company recorded provisions for credit losses on accounts receivable of $15.6 million in SG&A expenses and $26.0 million in marketing and reservation system expenses, with contemplation to economic and credit conditions resulting from the COVID-19 pandemic and estimates of other expected credit losses. These provisions represent the material valuation activity for the accounts receivable allowance for credit losses.

Refer to Note 4 for further discussion of notes receivable and rollforward of our allowance for credit losses.

In August 2018, the FASB issued ASU 2018-13, *Fair Value Measurement (Topic 820): Disclosure Framework—Changes to the Disclosure Requirements for Fair Value Measurement* ("ASU 2018-13"). ASU 2018-13 modifies disclosure requirements on fair value measurements. The Company adopted ASU 2018-13 on a retrospective basis on January 1, 2020, with limited modifications to its fair value footnote disclosure. Refer to Note 14.

In August 2018, the FASB issued ASU 2018-15, *Intangibles—Goodwill and Other—Internal-Use Software (Subtopic 350-40)*: *Customer's Accounting for Implementation Costs Incurred in a Cloud Computing Arrangement That Is a Service Contract* ("ASU 2018-15"). ASU 2018-15 aligns the requirements for capitalizing implementation costs incurred in a hosting arrangement that is a service contract with the requirements for capitalizing implementation costs incurred to develop or obtain internal-use software (and hosting arrangements that include an internal-use software license). The Company adopted ASU 2018-15 on a prospective basis on January 1, 2020. As the majority of the Company's hosting arrangements are service contracts, the capitalization and subsequent amortization of implementation costs incurred after adoption are expected to impact the timing, but not classification, of expense recognition.

2. Revenue

Contract Liabilities

Contract liabilities relate to (i) advance consideration received, such as initial franchise and relicensing fees paid when a franchise agreement is executed and system implementation fees paid at time of installation, for services considered to be part of the brand intellectual property performance obligation and (ii) amounts received when Choice Privileges points are issued but for which revenue is not yet recognized since the related points have not been redeemed.

Significant changes in the contract liabilities balances during 2020 are as follows:

(in thousands)		
Balance as of December 31, 2019	**$**	**163,847**
Increases to the contract liability balance due to cash received		**69,116**
Revenue recognized in the period		**(76,736)**
Balance as of December 31, 2020	**$**	**156,227**

Remaining Performance Obligations

The aggregate transaction price allocated to unsatisfied or partially unsatisfied performance obligations is $156.2 million as of December 31, 2020. This amount represents fixed transaction price that will be recognized as revenue in future periods, which is primarily captured in the balance sheet as current and non-current deferred revenue.

Based on practical expedient elections permitted by ASU 2014-09, *Revenue From Contracts with Customers (Topic 606)* and subsequent amendments ("Topic 606"), the Company does not disclose the value of unsatisfied performance obligations for (i) variable consideration subject to the sales or usage-based royalty constraint or comprising a component of a series (including franchise, partnership, qualified vendor, and SaaS agreements), (ii) variable consideration for which we recognize revenue at the amount to which we have the right to invoice for services performed, or (iii) contracts with an expected original duration of one year or less.

Capitalized Franchise Agreement Costs

Sales commissions earned by Company personnel upon execution of a franchise agreement ("franchise sales commissions") meet the requirement to be capitalized as an incremental cost of obtaining a contract with a customer. Capitalized franchise sales commission are amortized on a straight-line basis over the estimated benefit period of the arrangement, unless the franchise agreement is terminated and the hotel exits the system whereby remaining capitalized amounts will be expensed in the period of termination. The estimated benefit period is the Company's estimate of the duration a hotel will remain in the Choice system. Capitalized franchise sales commissions are $54.3 million and $55.7 million within Other assets as of December 31, 2020 and 2019, respectively. Amortization expense and impairment loss for the years ended December 31, 2020, 2019 and 2018 were $9.7 million, $10.0 million and $9.0 million, respectively, and are reflected within SG&A expenses.

The Company makes certain payments to customers as an incentive to enter into new franchise agreements ("franchise agreement acquisition cost"). These payments are recognized as an adjustment to transaction price and capitalized as an intangible asset. Franchise agreement acquisition cost intangibles are amortized on a straight-line basis over the estimated benefit period of the arrangement as an offset to royalty fees and marketing and reservation system fees. Impairments from hotel terminations for the years ended December 31, 2020, 2019 and 2018 were $2.0 million, $1.0 million and $0.3 million, respectively, and are recorded within SG&A expenses and marketing and reservation system expenses.

Disaggregation of Revenue

The following table presents our revenues by over time and point in time recognition:

	Year Ended December 31, 2020		
(in thousands)	**Over time**	**Point in time**	**Total**
Royalty fees	**$ 263,308**	**$ —**	**$ 263,308**
Initial franchise and relicensing fees	**25,906**	**—**	**25,906**
Procurement services	**42,919**	**2,323**	**45,242**
Marketing and reservation system	**325,785**	**76,783**	**402,568**
Owned hotels	**16,824**	**2,912**	**19,736**
Other	**15,838**	**—**	**15,838**
Topic 606 revenues	**$ 690,580**	**$ 82,018**	**772,598**
Non-Topic 606 revenues			**1,474**
Total revenues			**$ 774,072**

	Year Ended December 31, 2019		
(in thousands)	**Over time**	**Point in time**	**Total**
Royalty fees	$ 388,151	$ —	$ 388,151
Initial franchise and relicensing fees	27,489	—	27,489
Procurement services	58,248	3,181	61,429
Marketing and reservation system	499,368	78,058	577,426
Owned hotels	17,345	2,821	20,166
Other	38,860	141	39,001
Topic 606 revenues	$ 1,029,461	$ 84,201	1,113,662
Non-Topic 606 revenues			1,158
Total revenues			$ 1,114,820

(in thousands)	Year Ended December 31, 2018		
	Over time	Point in time	Total
Royalty fees	$ 376,676	$ —	$ 376,676
Initial franchise and relicensing fees	26,072	—	26,072
Procurement services	49,496	2,592	52,088
Marketing and reservation system	490,025	53,652	543,677
Owned hotels	—	—	—
Other	40,360	1,058	41,418
Topic 606 revenues	$ 982,629	$ 57,302	1,039,931
Non-Topic 606 revenues			1,373
Total revenues			$ 1,041,304

Marketing and reservation system and Procurement services point in time revenues represent loyalty points redeemed by members for benefits (including with third-party partners) including adjustments to estimated redemption rates, net of the cost of redemptions of $79.1 million, $81.2 million, and $56.2 million for the years ended December 31, 2020, 2019 and 2018, respectively.

Non-Topic 606 revenues represent revenue from leasing (refer to Note 19) and are presented in Owned hotels and Other revenues in the consolidated statements of income.

As presented in Note 20, the Corporate & Other segment amounts represent $28.3 million, $30.7 million, and $14.3 million for the years ended December 31, 2020, 2019 and 2018, respectively, and are included in the Over time column of Other revenues and the Owned hotels and Non-Topic 606 revenues rows. The remaining revenues relate to the Hotel Franchising segment. Royalty fees and Marketing and reservation system revenues are presented net of intersegment revenues of $1.5 million, $1.7 million, and zero for the years ended December 31, 2020, 2019 and 2018, respectively.

3. Other Current Assets

Other current assets consist of the following:

(in thousands)	December 31,	
	2020	2019
Prepaid expenses	**$ 16,164**	$ 21,016
Other current assets	**3,816**	3,711
Total other current assets	**$ 19,980**	$ 24,727

4. Notes Receivable and Allowance for Credit Losses

The Company has provided financing in the form of notes receivable loans to franchisees to support the development of properties in strategic markets. The composition of notes receivable balances based on the level of security credit quality indicator and the allowance for credit losses is as follows:

	December 31,	
(in thousands)	**2020**	**2019**
Senior	**$ 104,716**	$ 98,545
Subordinated	**33,234**	32,153
Unsecured	**1,367**	2,316
Total notes receivable	**139,317**	133,014
Total allowance for notes receivable credit losses	**19,484**	4,556
Total notes receivable, net of allowance	**$ 119,833**	$ 128,458
Current portion, net of allowance	**$ 24,048**	$ 25,404
Long-term portion, net of allowance	**$ 95,785**	$ 103,054

Amortized cost basis by year of origination and level of security credit quality indicator are as follows:

(in thousands)	**2020**	**2019**	**2018**	**Prior**	**Total**
Senior	$ —	$ 28,643	$ 15,200	$ 60,873	$ 104,716
Subordinated	—	2,515	11,360	19,359	33,234
Unsecured	—	—	581	786	1,367
Total notes receivable	$ —	$ 31,158	$ 27,141	$ 81,018	$ 139,317

As disclosed in Note 1, Topic 326 required a cumulative-effect adjustment to the consolidated balance sheet as of the beginning of the first reporting period in which the guidance was effective. As of the adoption date of January 1, 2020, the Company established a credit allowance on its notes receivable loans of $12.9 million, an increase of $8.3 million from the previous loan allowance of $4.6 million as of December 31, 2019.

The following table summarizes the activity related to the Company’s notes receivable allowance for credit losses, including the impacts of adopting Topic 326:

	December 31,	
(in thousands)	**2020**	**2019**
Beginning balance	**$ 4,556**	$ 4,685
Reserves established from adoption of Topic 326	**8,348**	—
Provisions for credit losses	**7,634**	—
Write-offs	**(1,054)**	(129)
Ending balance	**$ 19,484**	$ 4,556

The provisions recorded in the year ended December 31, 2020 reflect the increased likelihood of adverse outcomes on loans to borrowers with contemplation to impacts of the COVID-19 pandemic and estimates of other expected credit losses.

As of December 31, 2020, one of the Company’s loans with senior and subordinated tranches met the definition of collateral-dependent and is collateralized by an operating hotel and membership interests in the borrowing entity. This loan was previously restructured with concessions to the borrower in 2019 and 2020. The Company uses a DCF technique to project cash flows based upon the underlying property. In projecting these cash flows, the Company reviewed the borrower's financial statements, economic trends, industry projections for the market, and comparable sales capitalization rates. These nonrecurring fair value measurements are considered to be in level three of the fair value measurement hierarchy as there are unobservable inputs, which are significant to the overall fair value. Based on this analysis, the fair value of the collateral secures the carrying value of the loan to a significant extent. As of December 31, 2020, the Company's provision for credit losses attributable to this loan is $7.8 million.

As a result of the COVID-19 pandemic, the Company extended interest deferral terms on certain notes receivable. The Company considers loans to be past due and in default when payments are not made when due in accordance with then current loan provisions or terms extended to borrowers, including loans with concessions or interest deferral. Although the Company considers loans to be in default if payments are not received on the due date, the Company does not suspend the accrual of

interest until those payments are more than 30 days past due. The Company applies payments received for loans on non-accrual status first to interest and then to principal. The Company does not resume interest accrual until all delinquent payments are received based on then current loan provisions. The amortized cost basis of notes receivable on non-accrual status was $28.9 million and $1.7 million at December 31, 2020 and 2019, respectively.

The Company has identified loans totaling approximately $13.1 million and $16.3 million, respectively, with stated interest rates that are less than market rate, representing a total discount of $0.8 million and $1.3 million as of the years ended December 31, 2020 and 2019, respectively. These discounts are reflected as a reduction of the outstanding loan amounts and are amortized over the life of the related loan.

The past due status by credit quality indicator of the notes receivable amortized cost basis are as follows:

(in thousands)	30-89 days Past Due	> 90 days Past Due	Total Past Due	Current	Total Notes Receivable
As of December 31, 2020					
Senior	**$ —**	**$ 15,200**	**$ 15,200**	**$ 89,516**	**$ 104,716**
Subordinated	**—**	**2,209**	**2,209**	**31,025**	**33,234**
Unsecured	**—**	**—**	**—**	**1,367**	**1,367**
	$ —	**$ 17,409**	**$ 17,409**	**$ 121,908**	**$ 139,317**
As of December 31, 2019					
Senior	$ —	$ —	$ —	$ 98,545	$ 98,545
Subordinated	—	—	—	32,153	32,153
Unsecured	—	—	—	2,316	2,316
	$ —	$ —	$ —	$ 133,014	$ 133,014

The Company evaluated its off-balance-sheet credit exposure for loan commitments and determined the likelihood of having to perform is remote as of December 31, 2020. Refer to Note 23.

Variable Interest through Notes Issued

The Company has issued notes receivables to certain entities that have created variable interests in these borrowers totaling $119.3 million and $126.5 million at December 31, 2020 and 2019, respectively. The Company has determined that it is not the primary beneficiary of these VIEs. These loans have stated fixed and/or variable interest amounts.

5. Property and Equipment

The components of property and equipment are:

	December 31,	
(in thousands)	2020	2019
Land and land improvements	**$ 29,001**	$ 29,648
Construction in progress and software under development	**30,776**	20,138
Computer equipment and software	**217,594**	197,665
Buildings and leasehold improvements	**218,421**	229,961
Furniture, fixtures, vehicles and equipment	**62,530**	60,798
Property and equipment, at cost	**558,322**	538,210
Less: Accumulated depreciation and amortization	**(223,421)**	(186,708)
Property and equipment, at cost, net	**$ 334,901**	$ 351,502

Unamortized capitalized software development costs at December 31, 2020 and 2019 totaled $52.2 million and $45.2 million, respectively. Amortization of software development costs for the years ended December 31, 2020, 2019 and 2018 totaled $14.6 million, $9.7 million, and $11.2 million, respectively.

Depreciation expense, excluding amounts attributable to marketing and reservation activities, for the years ended December 31, 2020, 2019 and 2018 was $16.9 million, $9.7 million and $5.5 million, respectively.

In the third quarter of 2019, the Company completed an asset acquisition for four Cambria Hotels with a total net asset basis of $194.0 million. Refer to Note 24.

During the third quarter of 2020, the Company recognized a non-cash pre-tax long-lived asset group impairment charge for a commercial office building in the amount of $4.3 million. Refer to Note 6.

6. Goodwill, Impairment of Assets, and Loss on Sale of Business

Goodwill

The following table details the carrying amount of our goodwill:

	December 31,	
(in thousands)	**2020**	**2019**
Goodwill	**$ 166,774**	$ 173,070
Accumulated impairment losses	**(7,578)**	(7,578)
Disposition	**—**	(6,296)
Goodwill, net carrying amount	**$ 159,196**	$ 159,196

The following is a summary of changes in the carrying amount of goodwill:

(in thousands)	**December 31, 2019**	**Acquisitions**	**Foreign Exchange**	**Impairment**	**Disposition**	**December 31, 2020**
Hotel Franchising	**$ 159,196**	**$ —**	**$ —**	**$ —**	**$ —**	**$ 159,196**
Other	**—**	**—**	**—**	**—**	**—**	**—**
Total	**$ 159,196**	**$ —**	**$ —**	**$ —**	**$ —**	**$ 159,196**

(in thousands)	**December 31, 2018**	**Acquisitions**	**Foreign Exchange**	**Impairment**	**Disposition**	**December 31, 2019**
Hotel Franchising	$ 159,196	$ —	$ —	$ —	$ —	$ 159,196
Other	9,800	—	(407)	(3,097)	(6,296)	—
Total	$ 168,996	$ —	$ (407)	$ (3,097)	$ (6,296)	$ 159,196

Goodwill has historically been allocated to two reporting units: (1) Hotel Franchising and (2) SaaS for vacation rentals ("Other" in the table above). Activity by reporting unit in the current and prior periods is organized by reporting unit below.

Hotel Franchising

The Company assessed the qualitative factors attributable to the Hotel Franchising reporting unit and determined it is not more likely than not that the fair value of the reporting unit is less than its carrying amount. The Hotel Franchising reporting unit is included in the Hotel Franchising reportable segment in Note 20.

SaaS for vacation rentals

Fourth Quarter of 2018 evaluation

The Company acquired the SaaS for vacation rentals reporting unit on August 11, 2015 as a complementary adjacent business line to its Vacation Rentals initiative with the intention of leveraging the established SaaS based platform to acquire new customers and expand into new markets. During the period from acquisition through 2017, the performance of the reporting unit was in line with the assumptions at the time the acquisition was consummated. In the fourth quarter of 2018, the Company concluded the reporting unit did not achieve the annual revenue and customer acquisition targets. As part of the Company’s long range planning process, the Company assessed the long-term prospects for the reporting unit, determining certain investments are required to maintain the growth trajectory and achieve the customer acquisition assumed at the time of the acquisition. The Company elected not to make these investments as there was no longer a strategic alignment with the Vacation Rentals initiative. In contemplation of this strategic shift in combination with lower than expected revenues and customer acquisition in 2018, the Company revised its future outlook for the reporting unit. To estimate a fair value for the reporting unit, the Company utilized a combination of market and income approach valuation methods via quoted market prices, market multiples of comparable businesses, and performance of a discounted cash flow analysis.

During 2018, the Company early adopted ASU 2017-04, *Intangibles-Goodwill and Other (Topic 350) Simplifying the Test for Goodwill Impairment* ("ASU 2017-04"), which eliminated Step 2 from the goodwill impairment test. Based on the guidance in

ASU 2017-04, the Company recognized a non-cash pre-tax impairment charge on the SaaS for vacation rentals reporting unit's goodwill in the amount by which the carrying amount exceeded fair value of $4.3 million.

Prior to performing the goodwill impairment test, the Company assessed if any indicators of impairment were present in the long-lived assets related to the SaaS for vacation rentals reporting unit, including intangible assets. We concluded the reporting unit’s long-lived assets were not impaired as of December 31, 2018.

As of December 31, 2018, the $9.8 million of carrying value remaining in Other goodwill was fully attributable to the SaaS for vacation rentals reporting unit.

First Quarter of 2019 evaluation

On January 29, 2019, the Company became aware that a key customer of the SaaS for vacation rentals reporting unit provided the unit’s management team with a letter purporting to terminate the customer’s contract. The unit’s management team asserted, and the Company believed, that the purported termination notice was not valid. The customer was contemplated in the SaaS for vacation rentals reporting unit's projected revenues, and the Company determined that the unit’s receipt of the purported termination notice, even though the validity of the notice was being actively contested by the unit, represented a triggering event which required an interim reevaluation of the reporting unit's long-lived assets group and goodwill in the first quarter of 2019.

The long-lived assets of the SaaS for vacation rentals reporting unit were comprised of $4.3 million of intangible assets, $1.7 million of operating lease ROU assets, and $1.3 million of property and equipment. The long-lived asset group was determined to be at the SaaS for vacation rentals reporting unit level. Recoverability of the long-lived asset group was assessed based on undiscounted expected cash flows of the asset group, which were less than the carrying amount of the asset group. An impairment charge was recorded for the excess of the carrying value over the fair value of the asset group. To estimate the fair value of the long-lived asset group, the Company utilized a combination of income and market approach valuation methods via performance of a discounted cash flow analysis and quoted market prices. The Company recognized a non-cash pre-tax long-lived asset group impairment charge for the full amount of SaaS for vacation rentals long-lived assets of $7.3 million.

The carrying value of the SaaS for vacation rentals reporting unit was adjusted after the $7.3 million long-lived asset impairment. The adjusted carrying value exceeded the fair value of the reporting unit by $3.1 million, resulting in an additional non-cash pre-tax impairment charge on the SaaS for vacation rentals reporting unit's goodwill in this amount. As of March 31, 2019, the carrying value of the reporting unit's goodwill was $6.4 million.

Second Quarter of 2019 evaluation

On June 3, 2019, the SaaS for vacation rentals reporting unit was sold. As a result of costs incurred in completing the disposition and the derecognition of net assets of the reporting unit, including the remaining goodwill of $6.3 million, the Company recognized a loss on sale of $4.7 million.

The results of the SaaS for vacation rentals reporting unit prior to the disposition are included in the Corporate & Other segment in Note 20. The impairment charges and loss on sale did not have an impact on the Company's liquidity or calculation of financial covenants under existing debt arrangements.

Long-lived asset group impairments

Commercial office building

On December 30, 2014, a court awarded the Company title to a commercial office building as settlement of a portion of an outstanding loan receivable for which the building was pledged as collateral. At the time of settlement, a single tenant fully occupied the building. The initial lease term expiration was in December 2020 and the tenant had extension options for up to 30 years.

Prior to initial lease term expiration, the tenant provided notice that the lease renewal options would not be exercised. Management identified this as a triggering event requiring the interim reevaluation of the commercial office building's long-lived assets. The long-lived asset group had a carrying value prior to recoverability evaluation of $11.1 million in property and equipment and $0.2 million in intangible assets as of September 30, 2020. During the third quarter of 2020, recoverability of the long-lived asset group was assessed based on undiscounted expected cash flows of the asset group aligned with management’s present long-term strategy for the building, and management concluded the undiscounted expected cash flows were less than the carrying amount of the asset group.

An impairment charge was recorded for the excess of the carrying value over the fair value of the asset group. To estimate the fair value of the long-lived asset group, the Company utilized a combination of market and income approach valuation methods.

The Company recognized a non-cash pretax long-lived asset group impairment charge in the amount of $4.3 million during the third quarter of 2020.

The results of the commercial office building are included in the Corporate & Other segment in Note 20. The impairment charge does not have an impact on the Company's liquidity or compliance with financial covenants under existing debt arrangements.

Real estate parcel

The Company purchases real estate as part of its program to incent franchise development in strategic markets for the Cambria brand. The real estate is classified in other assets to the extent it is not presently under active construction. During the third quarter of 2018, the Company purchased the remaining membership interests in a VIE previously accounted for under the equity method of accounting. The VIE held a real estate parcel and the purchase was accounted for an asset acquisition. The financial results of the 100% owned entity have been consolidated in the Company's financial statements since August 2018. The real estate parcel represents a long-lived asset group with a carrying value prior to recoverability evaluation of $29.5 million in other assets as of December 31, 2020.

Based on the impact of the COVID-19 pandemic, the Company's assessment of the highest and best use of the real estate parcel changed and, therefore, the recoverability of the long-lived asset group was re-assessed based on undiscounted expected cash flows of the asset group from a sale, which were less than the carrying value of the asset group. An impairment charge was recorded for the excess of the carrying value over the fair value of the asset group. To estimate the fair value of the long-lived asset group, the Company utilized market approach valuation methods. The Company recognized a non-cash pre-tax long-lived asset group impairment charge in the amount of $9.2 million during the fourth quarter of 2020.

The results of the real estate parcel are included in the Corporate & Other segment in Note 20. The impairment charge does not have an impact on the Company's liquidity or compliance with financial covenants under existing debt arrangements.

7. Intangible Assets

The components of the Company's intangible assets are as follows:

	As of December 31, 2020			As of December 31, 2019		
(in thousands)	**Gross Carrying Amount**	**Accumulated Amortization**	**Net Carrying Value**	**Gross Carrying Amount**	**Accumulated Amortization**	**Net Carrying Value**
Franchise Rights[1]	**$ 190,714**	**$ 98,027**	**$ 92,687**	$ 190,637	$ 90,280	$ 100,357
Franchise Agreement Acquisition Costs[2]	**223,536**	**43,036**	**180,500**	198,352	41,667	156,685
Trademarks & Other[3]	**17,810**	**13,937**	**3,873**	17,341	12,595	4,746
Capitalized SaaS Licenses[4]	**11,779**	**8,128**	**3,651**	10,880	5,261	5,619
Total amortizing intangible assets	**443,839**	**163,128**	**280,711**	417,210	149,803	267,407
Trademarks (non-amortizing)[5]	**23,014**	**—**	**23,014**	23,014	—	23,014
Total intangible assets	**$ 466,853**	**$ 163,128**	**$ 303,725**	$ 440,224	$ 149,803	$ 290,421

(1) Represents the purchase price assigned to long-term franchise contracts. The unamortized balance relates primarily to the acquisition of the WoodSpring franchise rights. The franchise rights are being amortized over lives ranging from 12 to 20 years on a straight-line basis.

(2) Represents certain payments to customers as an incentive to enter into new franchise agreements generally amortized as an offset to royalty fees and marketing and reservation system fees over lives ranging from 5 to 30 years on a straight-line basis commencing at hotel opening. Gross and accumulated amortization amounts are written off upon full amortization recognition, including at termination of an associated franchise agreement. Refer to Note 2.

(3) Represents definite-lived trademarks and other various amortizing assets generally amortized on a straight-line basis over a period of 8 years to 40 years.

(4) Represents software licenses capitalized under a SaaS agreement generally amortized on a straight-line basis over a period of 3 to 5 years.

(5) Represents the purchase price assigned to the WoodSpring and Suburban trademarks at acquisition. The trademarks are expected to generate future cash flows for an indefinite period of time and therefore are non-amortizing.

Amortization expense for the years ended December 31, 2020, 2019 and 2018 amounted to $23.6 million, $19.4 million, and $19.4 million, respectively.

The estimated annual amortization expense related to the Company’s amortizing intangible assets for each of the years ending December 31, 2021 through 2025 is as follows:

(in thousands)		
2021	$	22,129
2022	$	20,428
2023	$	18,961
2024	$	18,579
2025	$	18,042

During the year ended 2019, the SaaS for vacation rentals reporting unit experienced a triggering event requiring the interim reevaluation of the reporting unit's long-lived assets group resulting in the recognition of an impairment of $7.3 million. The reporting unit was subsequently sold. Refer to Note 6.

8. Investments in Unconsolidated Entities

The Company maintains a portfolio of investments owned through noncontrolling interests in equity method investments with one or more partners. The Company has equity method investments in joint ventures that represent VIEs totaling $56.9 million and $74.4 million on the consolidated balance sheets at December 31, 2020 and 2019, respectively. These investments relate to the Company's program to offer equity support to qualified franchisees to develop and operate Cambria Hotels in strategic markets. The Company has determined that it is not the primary beneficiary of any of these VIEs, however it does exercise significant influence through its equity ownership and as a result the investment in these entities is accounted for under the equity method. The Company's maximum exposure to losses related to its investments in VIEs is limited to its equity investments as well as certain guaranties as described in Note 23 of these financial statements.

For the years ended December 31, 2020, 2019 and 2018, the Company recognized losses, inclusive of impairments and gains or losses upon sale, totaling $15.4 million, $11.3 million and $8.0 million from the investment in these entities, respectively.

During the year ended December 31, 2020, the Company recognized impairment charges of $7.3 million related to four separate equity method investments. The Company assessed the estimated fair value of each investment on an individual basis and derived the value from observable prices from offers received for either the underlying collateral or the ownership interest of the unconsolidated joint venture, comparable market transactions, and DCF techniques to project cash flows based upon the underlying property. Based on these analyses, in each case the Company determined that the fair market value declined below the carrying value and the decline is other-than-temporary. As a result, the Company recorded impairment charges from the carrying value to the estimated fair value for each investment. The impairment charges are classified as equity in net loss of affiliates in the consolidated statements of income and captured in the Hotel Franchising reportable segment in Note 20.

During the third quarter of 2019, the Company redeemed the remaining 60% ownership interest in four of the hotels under the equity method investment and sold its 40% ownership interest in the fifth hotel. Following the redemption, the Company consolidated the operations of the four acquired hotels, and recognized a $6.0 million loss on the sale of the fifth hotel which is recorded in equity in net loss of affiliates. The financial results of the 100% owned hotels have been consolidated in the Company's financial statements since July 23, 2019. Refer to Note 24.

Equity method investment ownership interests at December 31, 2020 and 2019 are as follows:

	Ownership Interest	
	December 31, 2020	December 31, 2019
Main Street WP Hotel Associates, LLC	50 %	50 %
CS Hotel 30W46th, LLC	25 %	25 %
CS Brickell, LLC [2]	— %	50 %
CS Hotel West Orange, LLC	50 %	50 %
Hotel JV Services, LLC [1], [3]	— %	16 %
City Market Hotel Development, LLC	43 %	43 %
CS Woodlands, LLC	50 %	50 %
926 James M. Wood Boulevard, LLC	75 %	75 %
CS Dallas Elm, LLC	45 %	45 %
Choice Hotels Canada, Inc. [1]	50 %	50 %
Pine Street Long Beach LLC	50 %	50 %
SY Valley Vineyard Resorts LLC	50 %	50 %
CS Lakeside Santa Clara LLC	50 %	50 %
BL 219 Holdco, LP	50 %	50 %
Integrated 32 West Randolph LLC	20 %	20 %

[1] Non-VIE investments
[2] During the fourth quarter of 2020, the Company sold its ownership interest in the equity method investment recognizing a gain of $1.1 million.
[3] During the second quarter of 2020, the Company terminated its ownership interest in the equity method investment and recognized a loss of $0.6 million.

The following tables present summarized financial information for all unconsolidated ventures in which the Company holds an investment that is accounted for under the equity method:

	Year Ended December 31,		
(in thousands)	2020	2019	2018
Revenues	**$ 30,364**	$ 109,896	$ 118,324
Operating (loss) income	**(6,494)**	12,617	11,790
Income (loss) from continuing operations	**(18,366)**	(1,400)	1,658
Net (loss) income	**$ (18,977)**	$ (2,564)	$ 477

	As of December 31,	
(in thousands)	2020	2019
Current assets	**$ 21,046**	$ 53,324
Non-current assets	**364,531**	390,881
Total assets	**$ 385,577**	$ 444,205
Current liabilities	**$ 25,735**	$ 27,583
Non-current liabilities	**263,459**	261,039
Total liabilities	**$ 289,194**	$ 288,622

9. Other Assets

Other assets consist of the following at:

(in thousands)	December 31, 2020	December 31, 2019
Land and buildings	$ 20,303	$ 29,700
Capitalized franchise sales commissions (refer to Note 2)	54,272	55,662
Other assets	13,821	12,080
Total other assets	$ 88,396	$ 97,442

Land and buildings represents the Company's purchase of real estate as part of its program to incent franchise development in strategic markets for the Cambria Hotels brand and is classified as Other Assets as the real estate is not presently under active construction. The Company recognized a non-cash pre-tax long-lived asset group impairment charge for a real estate parcel in the amount of $9.2 million during the fourth quarter of 2020. Refer to Note 6.

10. Accrued Expenses and Other Current Liabilities

Accrued expenses and other current liabilities consist of the following:

(in thousands)	December 31, 2020	December 31, 2019
Accrued compensation and benefits	$ 37,454	$ 41,939
Accrued interest	14,712	12,954
Dividends payable[1]	—	12,535
Termination benefits	2,837	1,782
Income taxes payable	7,041	—
Current operating lease liabilities	10,603	10,099
Other liabilities and contingencies	6,273	11,055
Total	$ 78,920	$ 90,364

[1] In light of uncertainty resulting from the COVID-19 pandemic, in the second quarter of 2020 the Company suspended future, undeclared dividends while the pandemic is significantly impacting travel.

11. Deferred Revenue

Deferred revenue consists of the following:

(in thousands)	December 31, 2020	December 31, 2019
Initial franchising and relicensing fees	$ 97,340	$ 106,196
Loyalty programs	63,625	60,428
System implementation fees	6,760	7,986
Procurement services fees	2,508	6,037
Other	2,463	3,609
Total deferred revenue	$ 172,696	$ 184,256
Current portion	$ 50,290	$ 71,594
Long-term portion	$ 122,406	$ 112,662

Refer to Note 2 for revenue recognition policies resulting in the deferral of revenue, including loyalty programs and the relationship between the loyalty programs deferred revenue and the liability for the guest loyalty program.

12. Debt

Debt consists of the following:

(in thousands)	December 31, 2020	2019
$400 million senior unsecured notes due 2022 with an effective interest rate of 6.0% less deferred issuance costs of $0.7 million and $2.3 million at December 31, 2020 and December 31, 2019, respectively	**$ 215,827**	$ 397,680
$400 million senior unsecured notes due 2029 with an effective interest rate of 3.88%, less a discount and deferred issuance costs of $5.4 million and $6.0 million at December 31, 2020 and December 31, 2019, respectively	**394,635**	394,039
$600 million senior unsecured credit facility with an effective interest rate of 2.76%, less deferred issuance costs of $2.7 million at December 31, 2019[(1)]	**—**	15,502
$450 million senior unsecured notes due 2031 with an effective interest rate of 3.86%, less a discount and deferred issuance costs of $6.1 million at December 31, 2020	**443,860**	—
Construction loan with an effective interest rate of 6.23%, less deferred issuance costs of $0.6 million at December 31, 2019	**—**	32,465
Fixed rate collateralized mortgage with an effective interest rate of 4.57%, plus a fair value adjustment of $0.2 million at December 31, 2019	**—**	7,511
Economic development loans with an effective interest rate of 3.0% at December 31, 2020 and December 31, 2019, respectively	**4,416**	4,416
Total debt	**$ 1,058,738**	$ 851,613
Less current portion	**—**	7,511
Total long-term debt	**$ 1,058,738**	$ 844,102

[(1)] During the third quarter of 2020, the Company utilized excess cash on hand to pay down its senior unsecured revolving credit facility balance in full. As there are no outstanding borrowings at December 31, 2020, deferred issuance costs of $2.4 million for the senior unsecured revolving credit facility are presented in other assets in the consolidated balance sheets.

Scheduled principal maturities of debt, net of unamortized discounts, premiums and deferred issuance costs, as of December 31, 2020 were as follows:

(in thousands)	Senior Notes	Other Notes Payable	Total
2021	—	—	—
2022	215,827	—	215,827
2023	—	4,416	4,416
2024	—	—	—
2025	—	—	—
Thereafter	838,495	—	838,495
Total payments	$ 1,054,322	$ 4,416	$ 1,058,738

Restated Senior Unsecured Credit Facility

On August 20, 2018, the Company entered into the Restated Senior Unsecured Credit Agreement (the "Restated Credit Agreement"), which amended and restated the Company's existing senior unsecured revolving credit agreement, dated July 21, 2015.

The Restated Credit Agreement provides for a $600 million unsecured credit facility with a maturity date of August 20, 2023, subject to optional one-year extensions that can be requested by the Company prior to each of the first, second and third anniversaries of the closing date of the Restated Credit Agreement. The effectiveness of such extensions are subject to the consent of the lenders under the Restated Credit Agreement and certain customary conditions. The Restated Credit Agreement also provides that up to $35 million of borrowings under the Restated Credit Agreement may be used for alternative currency loans and up to $25 million of borrowings under the Restated Credit Agreement may be used for swingline loans. The Company may from time to time designate one or more wholly owned subsidiaries of the Company as additional borrowers under the Restated Credit Agreement, subject to the consent of the lenders and certain customary conditions.

On July 2, 2019, the Company exercised a one-year extension option on the Restated Credit Agreement, extending the maturity date from August 20, 2023 to August 20, 2024. On August 12, 2020, the Company exercised an additional one-year extension

on the Restated Credit Agreement for $525 million of the $600 million total capacity in exchange for a fee of $0.3 million. The extended maturity date is August 20, 2025.

There are no subsidiary guarantors under the Restated Credit Agreement. However, if certain subsidiaries of the Company subsequently incur certain recourse debt or become obligors in respect of certain recourse debt of the Company or certain of its other subsidiaries, the Restated Credit Agreement requires such obligated subsidiaries to guarantee the Company's obligations under the Restated Credit Agreement (the "springing guarantee"). In the event that these subsidiary guarantees are triggered under the Restated Credit Agreement the same subsidiary guarantees would be required under the Company's $400 million senior unsecured notes due 2022 and certain hedging and bank product arrangements, if any, with lenders that are parties to the Restated Credit Agreement.

On February 18, 2020, the Company entered into the First Amendment to the Amended and Restated Senior Unsecured Credit Agreement (the "Amendment") among the Company, Deutsche Bank AG New York Branch, as administrative agent and the lenders party thereto. The Amendment, among other things, removes the springing guarantee and other provisions and references in the Restated Credit Agreement related to the potential existence of subsidiary guarantors.

The Company may at any time prior to the final maturity date increase the amount of the Restated Credit Agreement or add one or more term loan facilities under the Restated Credit Agreement by up to an additional $250 million in the aggregate to the extent that any one or more lenders commit to being a lender for the additional amount of such term loan facility and certain other customary conditions are met.

The Restated Credit Agreement provides that the Company may elect to have borrowings bear interest at a rate equal to (i) LIBOR plus a margin ranging from 90 to 150 basis points or (ii) a base rate plus a margin ranging from 0 to 50 basis points, in each case, with the margin determined according to the Company's senior unsecured long-term debt rating or under circumstances as set forth in the Restated Credit Agreement, the Company's total leverage ratio in the event that such total leverage ratio is less than 2.5 to 1.0.

The Restated Credit Agreement requires the Company to pay a fee on the total commitments, calculated on the basis of the actual daily amount of the commitments (regardless of usage) times a percentage per annum ranging from 0.075% to 0.25% (depending on the Company's senior unsecured long-term debt rating or under circumstances as set forth in the Restated Credit Agreement, the Company's total leverage ratio in the event that such total leverage ratio is less than 2.5 to 1.0).

The Restated Credit Agreement requires that the Company and its restricted subsidiaries comply with various covenants, including with respect to restrictions on liens, incurring indebtedness, making investments and effecting mergers and/or asset sales. With respect to dividends, the Company may not declare or make any payment if there is an existing event of default or if the payment would create an event of default.

The Restated Credit Agreement imposes financial maintenance covenants requiring the Company to maintain a consolidated fixed charge coverage ratio of at least 2.5 to 1.0 and a total leverage ratio of not more than 4.5 to 1.0 or, on up to two nonconsecutive occasions, 5.5 to 1.0 for up to three consecutive quarters following a material acquisition commencing with the fiscal quarter in which such material acquisition occurred. The Company maintains an Investment Grade Rating, as defined in the Restated Credit Agreement, and therefore is not currently required to comply with the consolidated fixed charge coverage ratio covenant.

The Restated Credit Agreement includes customary events of default, the occurrence of which, following any applicable cure period, would permit the lenders to, among other things, declare the principal, accrued interest and other obligations of the Company under the Restated Credit Agreement to be immediately due and payable. At December 31, 2020, the Company was in compliance with all financial covenants under the Restated Credit Agreement. During the year ended December 31, 2020, the Company utilized excess cash on hand to pay down the senior unsecured revolving credit facility balance in full.

Debt issuance costs incurred in connection with the Restated Credit Agreement are amortized on a straight-line basis, which is not materially different than the effective interest method, through maturity. Amortization of these costs is included in interest expense in the consolidated statements of income.

The proceeds of the Restated Credit Agreement are generally expected to be used for general corporate purposes, including working capital, debt repayment, stock repurchases, dividends, investments and other permitted uses set forth in the Restated Credit Agreement. However, in light of uncertainty resulting from the COVID-19 pandemic, we determined to suspend future, undeclared dividends while the pandemic is significantly impacting travel and have temporarily suspended activity under our share repurchase program.

Term Loan

To preserve financial flexibility and liquidity during the COVID-19 pandemic, on April 16, 2020, the Company entered into a credit agreement (the "Credit Agreement"), which provided for the $250 million Term Loan (the "Term Loan") with a scheduled maturity date of April 15, 2021, subject to an optional one-year extension if requested by the Company prior to the initial maturity date. The effectiveness of such extension was subject to the consent of the lenders under the Credit Agreement and certain customary conditions.

The Term Loan and all accrued but unpaid interest thereon was required to be repaid in full on the maturity date. Upon the occurrence of certain asset sales, debt issuances and equity issuances, subject to the exceptions set forth in the Credit Agreement, the Company was required to make certain mandatory principal prepayments of the Term Loan in an amount equal to 100% of the net cash proceeds of such transactions.

The Credit Agreement provided that the Company may elect to have the Term Loan bear interest at a rate equal to (i) LIBOR (subject to a floor of 1.00%) plus a margin ranging from 200 to 275 basis points or (ii) a base rate plus a margin ranging from 100 to 175 basis points, in each case, with the margin determined according to the Company’s senior unsecured long-term debt rating.

The Credit Agreement required that the Company and its restricted subsidiaries comply with various covenants, including with respect to restrictions on liens, incurring indebtedness, making investments and effecting mergers and/or asset sales. With respect to dividends and stock repurchases, the Company could not declare or make any payment, subject to certain exceptions set forth in the Credit Agreement, if (i) there is an existing event of default or if the payment would create an event of default or (ii) (x) the Company’s total leverage ratio exceeds 4.0 to 1.0 or (y) liquidity (defined in the Credit Agreement as the Company’s unrestricted cash and cash equivalents plus undrawn amounts under the Company’s existing senior unsecured revolving credit facility) is less than $250 million, in each case, both before or immediately after giving effect to such payment.

The Credit Agreement imposed financial maintenance covenants requiring the Company to maintain a consolidated fixed charge coverage ratio of at least 2.5 to 1.0 and a total leverage ratio of not more than 4.5 to 1.0. If the Company maintained an Investment Grade Rating, as defined in the Credit Agreement, then the Company would not need to comply with the consolidated fixed charge coverage ratio covenant.

The Credit Agreement included customary events of default, the occurrence of which, following any applicable cure period, would permit the lenders to, among other things, declare the principal, accrued interest and other obligations of the Company under the Credit Agreement to be immediately due and payable.

The proceeds of the Term Loan were utilized to reduce borrowings on the Company’s senior unsecured revolving credit facility. The Term Loan was subsequently paid off in full in July 2020 utilizing the proceeds of the 2020 Senior Notes. In combination with the Tender Offer, the Company recorded a loss on extinguishment of debt of $16.0 million in the third quarter of 2020.

Senior Unsecured Notes Due 2031

On July 23, 2020, the Company issued unsecured senior notes in the principal amount of $450 million (the "2020 Senior Notes") bearing a coupon of 3.70%. The 2020 Senior Notes will mature on January 15, 2031, with interest to be paid semi-annually on January 15th and July 15th beginning January 15, 2021. The Company used the net proceeds of the 2020 Senior Notes, after deducting underwriting discounts, commissions and other offering expenses, to repay the Term Loan in full and fund the purchase price of the 2012 Senior Notes tendered and accepted by the Company for purchase pursuant to the tender offer (discussed below under "Senior Unsecured Notes due 2022").

Interest on the 2020 Senior Notes is payable semi-annually on January 15th and July 15th of each year, commencing on January 15, 2021. The interest rate payable on the 2020 Senior Notes will be subject to adjustment based on certain rating events. The Company may redeem the 2020 Senior Notes, in whole or in part, at its option at the applicable redemption price before maturity. If the Company redeems the 2020 Senior Notes prior to October 15, 2030 (three months prior to the maturity date) (the “2020 Notes Par Call Date”), the redemption price will be equal to the greater of (a) 100% of the principal amount of the notes to be redeemed, or (b) the sum of the present values of the remaining scheduled principal and interest payments that would have been payable had the 2020 Senior Notes matured on the 2020 Notes Par Call Date, discounted to the redemption date on a semi-annual basis at the applicable Treasury Rate plus 50 basis points, plus accrued and unpaid interest. If the Company redeems the 2020 Senior Notes on or after the 2020 Notes Par Call Date, the redemption price will equal 100% of the principal amount of the notes to be redeemed, plus accrued and unpaid interest. Additionally, at the option of the holders of the 2020 Senior Notes, the Company may be required to repurchase all or a portion of the 2020 Senior Notes of a holder upon the occurrence of a change of control event at a price equal to 101% of their aggregate principal amount, plus accrued and unpaid interest, to the date of repurchase.

Senior Unsecured Notes Due 2029

On November 27, 2019, the Company issued unsecured senior notes in the principal amount of $400 million (the "2019 Senior Notes") at a discount of $2.4 million, bearing a coupon of 3.70% with an effective rate of 3.88%. The 2019 Senior Notes will mature on December 1, 2029, with interest to be paid semi-annually on December 1st and June 1st. The Company used the net proceeds of this offering, after deducting underwriting discounts, commissions and other offering expenses, to repay the previously outstanding senior notes in the principal amount of $250 million due August 28, 2020, and for working capital and other general corporate purposes.

Bond discounts and debt issuance costs incurred in connection with the 2019 Senior Notes are amortized on a straight-line basis, which is not materially different than the effective interest method, through maturity. Amortization of these costs is included in interest expense in the consolidated statements of income.

The Company may redeem the 2019 Senior Notes, in whole or in part, at its option at the applicable redemption price before maturity. If the Company redeems the 2019 Senior Notes prior to September 1, 2029 (three months prior to the maturity date) (the “2019 Notes Par Call Date”), the redemption price will be equal to the greater of (a) 100% of the principal amount of the notes to be redeemed, or (b) the sum of the present values of the remaining scheduled principal and interest payments that would have been payable had the 2019 Senior Notes matured on the 2019 Notes Par Call Date, discounted to the redemption date on a semi-annual basis at the applicable Treasury Rate plus 30 basis points, plus accrued and unpaid interest. If the Company redeems the 2019 Senior Notes on or after the 2019 Notes Par Call Date, the redemption price will equal 100% of the principal amount of the notes to be redeemed, plus accrued and unpaid interest. Additionally, at the option of the holders of the 2019 Senior Notes, the Company may be required to repurchase all or a portion of the 2019 Senior Notes of a holder upon the occurrence of a change of control event at a price equal to 101% of their aggregate principal amount, plus accrued and unpaid interest, to the date of repurchase.

Senior Unsecured Notes Due 2022

On June 27, 2012, the Company issued unsecured senior notes with a principal amount of $400 million (the "2012 Senior Notes") at par, bearing a coupon of 5.75% with an effective rate of 6.00%. The 2012 Senior Notes will mature on July 1, 2022, with interest to be paid semi-annually on January 1st and July 1st. The Company utilized the net proceeds of this offering, after deducting underwriting discounts, commissions and other offering expenses, together with borrowings under the Company's senior unsecured senior credit facility, to pay a special cash dividend to stockholders totaling approximately $600.7 million paid on August 23, 2012.

Debt issuance costs incurred in connection with the 2012 Senior Notes are amortized, utilizing the effective interest method through maturity. Amortization of these costs is included in interest expense in the consolidated statements of income.

The Company may redeem the 2012 Senior Notes at its option at a redemption price equal to the greater of (a) 100% of the principal amount of the notes to be redeemed and (b) the sum of the present values of the remaining scheduled principal and interest payments from the redemption date to the date of maturity, discounted to the redemption date on a semi-annual basis at the Treasury Rate plus 50 basis points. Additionally, at the option of the holders of the 2012 Senior Notes, the Company may be required to repurchase all or a portion of the 2012 Senior Notes of a holder upon the occurrence of a change of control event at a price equal to 101% of their aggregate principal amount, plus accrued and unpaid interest, to the date of repurchase.

On July 9, 2020, the Company commenced the tender offer (the "Tender Offer") to purchase up to $160.0 million aggregate principal amount of the Company’s 2012 Senior Notes subject to increase or decrease. The Tender Offer was subsequently upsized to $180.0 million aggregate principal amount of the 2012 Notes. On July 23, 2020, the Company amended the Tender Offer by increasing the aggregate principal maximum tender amount from $180.0 million to $183.4 million. The Tender Offer settled on July 24, 2020 for $197.8 million, including an early tender premium, settlement fees, and accrued interest paid. In combination with the early pay off of the Term Loan, the Company recorded a loss on extinguishment of debt of $16.0 million in the third quarter of 2020.

Construction Loan

In March 2018, the Company entered into a construction loan agreement for the rehabilitation and development of a former office building into a Cambria Hotel through a consolidating joint venture with a commercial lender, which is secured by the building. The construction loan can be drawn up to $34.9 million. The construction was completed and the hotel opened in the third quarter of 2019, resulting in the satisfaction of the completion guaranty. On March 5, 2020, the Company paid off the

construction loan in the amount of $33.1 million inclusive of accrued and unpaid interest and recorded a loss on extinguishment of debt of $0.6 million.

Fixed Rate Collateralized Mortgage

On December 30, 2014, a court awarded the Company title to an office building as settlement for a portion of an outstanding loan receivable for which the building was pledged as collateral. In conjunction with the court award, the Company also assumed the $9.5 million mortgage on the property with a fixed interest rate of 7.26%. The mortgage is collateralized by the office building, requires monthly payments of principal and interest and matures in December 2020 with a balloon payment due of $6.9 million. At the time of acquisition, the Company determined that the fixed interest rate of 7.26% exceeded market interest rates and therefore the Company increased the carrying value of the debt by $1.2 million to record the debt at fair value. The fair value adjustment will be amortized over the remaining term of the mortgage utilizing the effective interest method. The mortgage principal and outstanding interest was paid off in the amount of $6.9 million at maturity in December 2020.

Economic Development Loans

The Company entered into economic development agreements with various governmental entities in conjunction with the relocation of its corporate headquarters in April 2013. In accordance with these agreements, the governmental entities agreed to advance approximately $4.4 million to the Company to offset a portion of the corporate headquarters relocation and tenant improvement costs in consideration of the employment of permanent, full-time employees within the jurisdictions. At December 31, 2020, the Company had been fully advanced the amounts due pursuant to these agreements. These advances bear interest at a rate of 3% per annum.

Repayment of the advances is contingent upon the Company achieving certain performance conditions. Performance conditions are measured annually on December 31st and primarily relate to maintaining certain levels of employment within the various jurisdictions. If the Company fails to meet an annual performance condition, the Company may be required to repay a portion or all of the advances including accrued interest by April 30th following the measurement date. Any outstanding advances at the expiration of the Company's ten-year corporate headquarters lease in 2023 will be forgiven in full. The advances will be included in long-term debt in the Company's consolidated balance sheets until the Company determines that the future performance conditions will be met over the entire term of the agreement and the Company will not be required to repay the advances. The Company accrues interest on the portion of the advances that it expects to repay.

On December 28, 2020, the Company reached an agreement to amend the performance conditions and waive any defaults associated with employment levels until April 1, 2021. The Company was in compliance with all applicable current performance conditions in accordance with the amended terms of the agreement as of December 31, 2020.

13. Non-Qualified Retirement, Savings and Investment Plans

The Company sponsors two non-qualified retirement savings and investment plans for certain employees and senior executives. Employee and Company contributions are maintained in separate irrevocable trusts. Legally, the assets of the trusts remain those of the Company; however, access to the trusts' assets is severely restricted. The trusts cannot be revoked by the Company or an acquirer, but the assets are subject to the claims of the Company's general creditors. The participants do not have the right to assign or transfer contractual rights in the trusts.

In 2002, the Company adopted the Choice Hotels International, Inc. Executive Deferred Compensation Plan ("EDCP") which became effective January 1, 2003. Under the EDCP, certain executive officers may defer a portion of their salary into an irrevocable trust and invest these amounts in a selection of available diversified investment options. In 1997, the Company adopted the Choice Hotels International, Inc. Non-Qualified Retirement Savings and Investment Plan ("Non-Qualified Plan"). The Non-Qualified Plan allows certain employees who do not participate in the EDCP to defer a portion of their salary and invest these amounts in a selection of available diversified investment options. Under the EDCP and Non-Qualified Plan, (together, the "Deferred Compensation Plan"), the Company recorded current and long-term deferred compensation liabilities of $36.0 million and $32.1 million at December 31, 2020 and 2019, respectively, related to these deferrals and credited investment return under these two deferred compensation plans. Compensation expense is recorded in SG&A expense on the Company's consolidated statements of income based on the change in the deferred compensation obligation related to earnings credited to participants as well as changes in the fair value of diversified investments. The net increase (decrease) in compensation expense recorded in SG&A for the years ended December 31, 2020, 2019 and 2018 were $4.5 million, $5.3 million, and $(0.7) million, respectively.

Under the Deferred Compensation Plan, the Company has invested the employee salary deferrals in diversified long-term investments which are intended to provide investment returns that offset the earnings credited to the participants. The diversified investments held in the trusts totaled $31.4 million and $27.1 million as of December 31, 2020 and 2019, respectively, and are recorded at their fair value, based on quoted market prices. At December 31, 2020, the Company expects

$2.3 million of the assets held in the trust to be distributed during the year ended December 31, 2021 to participants. These investments are considered trading securities and therefore the changes in the fair value of the diversified assets is included in other gains and losses in the accompanying consolidated statements of income. The Company recorded investment gains (losses) during the years ended December 31, 2020, 2019 and 2018 of $4.2 million, $4.9 million, and $(1.3) million, respectively. The Deferred Compensation Plan held no shares of the Company's common stock at December 31, 2020 and 2019.

14. Fair Value Measurements

The Company estimates the fair value of its financial instruments utilizing a three-tier fair value hierarchy, which prioritizes the inputs used in measuring fair value. The following summarizes the three levels of inputs, as well as the assets that the Company values using those levels of inputs on a recurring basis.

Level 1: Quoted prices in active markets for identical assets and liabilities. The Company's Level 1 assets consist of marketable securities (primarily mutual funds) held in the Deferred Compensation Plan.

Level 2: Observable inputs, other than quoted prices in active markets for identical assets and liabilities, such as quoted prices for similar assets and liabilities; quoted prices in markets that are not active; or other inputs that are observable. The Company's Level 2 assets consist of money market funds held in the Deferred Compensation Plan.

Level 3: Unobservable inputs, supported by little or no market data available, where the reporting entity is required to develop its own assumptions to determine the fair value of the instrument. The Company does not currently have any assets recorded at fair value whose fair value was determined using Level 3 inputs and there were no transfers of Level 3 assets during the years ended December 31, 2020 and 2019.

As of December 31, 2020 and 2019, the Company had the following assets measured at fair value on a recurring basis:

	Fair Value Measurements at Reporting Date Using			
(in thousands)	**Total**	**Level 1**	**Level 2**	**Level 3**
December 31, 2020				
Mutual funds[(1)]	**$ 28,520**	**$ 28,520**	**$ —**	**$ —**
Money market funds[(1)]	**2,836**	**—**	**2,836**	**—**
Total	**$ 31,356**	**$ 28,520**	**$ 2,836**	**$ —**
December 31, 2019				
Mutual funds[(1)]	$ 24,927	$ 24,927	$ —	$ —
Money market funds[(1)]	2,192	—	2,192	—
Total	$ 27,119	$ 24,927	$ 2,192	$ —

[(1)] Included in Investments, employee benefit plans, at fair value and other current assets on the consolidated balance sheets.

Other financial instruments disclosure

The Company believes that the fair values of its current assets and current liabilities approximate their reported carrying amounts due to the short-term nature of these items. In addition, the interest rates of the Company's Restated Credit Agreement adjust frequently based on current market rates; accordingly we believe its carrying amount, when amounts are drawn, approximates fair value.

The fair values of the Company's $400 million 2012 Senior Notes, $400 million 2019 Senior Notes, and $450 million 2020 Senior Notes are classified as Level 2 as the significant inputs are observable in an active market. At December 31, 2019, the $400 million 2012 Senior Notes had an approximate fair value of $432.0 million. On July 23, 2020, the Company purchased approximately $183.4 million aggregate principal amount of the 2012 Senior Notes. At December 31, 2020, the $216.6 million remaining 2012 Senior Notes had an approximate fair value of $232.4 million. At December 31, 2020 and 2019, the $400 million 2019 Senior Notes had an approximate fair value of $438.1 million and $403.4 million, respectively. At December 31, 2020, the $450 million 2020 Senior Notes had an approximate fair value of $498.3 million. Refer to Note 13 for further information on debt.

Fair value estimates are made at a specific point in time, are subjective in nature and involve uncertainties and matters of significant judgment. Settlement of such fair value amounts may not be possible or a prudent management decision.

15. Income Taxes

Total income before income taxes, classified by source of income, was as follows:

(in thousands)	Year Ended December 31, 2020	2019	2018
U.S.	**$ 38,475**	$ 259,943	$ 251,056
Outside the U.S.	**14,531**	9,986	22,202
Income from continuing operations before income taxes	**$ 53,006**	$ 269,929	$ 273,258

The provision for income taxes, classified by the timing and location of payment, was as follows:

(in thousands)	Year Ended December 31, 2020	2019	2018
Current tax expense			
Federal	**$ 14,345**	$ 31,556	$ 48,941
State	**4,303**	10,154	8,966
Foreign	**2,300**	1,619	1,471
Deferred tax (benefit) expense			
Federal	**(12,333)**	3,380	(1,459)
State	**(1,953)**	1,635	(959)
Foreign	**(29,043)**	(1,293)	(57)
Income taxes	**$ (22,381)**	$ 47,051	$ 56,903

Net deferred tax assets consisted of:

(in thousands)	December 31, 2020	2019
Deferred tax assets:		
Accrued compensation	**$ 13,251**	$ 13,070
Deferred revenue	**26,430**	28,436
Receivable, net	**18,044**	5,655
Tax credits	**11,671**	8,978
Operating lease liabilities	**6,359**	7,324
Foreign net operating losses	**5,749**	2,330
Non-US intellectual property	**30,243**	—
Other	**5,420**	2,827
Total gross deferred tax assets	**117,167**	68,620
Less: Valuation allowance	**(20,099)**	(10,840)
Deferred tax assets	**$ 97,068**	$ 57,780
Deferred tax liabilities:		
Property, equipment and intangible assets	**$ (20,331)**	$ (22,280)
Operating lease ROU assets	**(6,359)**	(7,324)
Partnership interests	**(550)**	(3,002)
Other	**(2,083)**	(4,427)
Deferred tax liabilities	**(29,323)**	(37,033)
Net deferred tax assets	**$ 67,745**	$ 20,747

The Company assesses available positive and negative evidence to estimate whether sufficient future taxable income will be generated to permit use of the existing deferred tax assets. Based on this evaluation, the Company recorded a net change to its valuation allowance of $9.3 million.

In 2020, the Company identified $14.3 million of state tax credit carryforwards due to expire at various dates but no later than 2035. The Company believes that it is more likely than not that these benefits will not be realized. Accordingly, the Company has provided a valuation allowance of $11.7 million for these credits.

As of December 31, 2020, the Company had foreign net operating losses ("NOLs") of $19.8 million. The Company believes that it is more likely than not that some of these benefits will not be realized. Accordingly, the Company recorded a valuation allowance of $8.4 million on the deferred tax assets related to these foreign net operating losses. We have $10.0 million of foreign NOLs with an indefinite carryforward life. The remaining NOLs with limited carryforward periods will expire beginning in 2026.

On January 1, 2018, the Company adopted ASU 2016-16, *Income Taxes (Topic 740) - Intra-Entity Transfers of Assets Other than Inventory* ("ASU 2016-16"), which provides guidance on recognition of current income tax consequences for intercompany asset transfers (other than inventory) at the time of transfer. On January 1, 2020, the Company completed a reorganization of its foreign legal entity structure. In accordance with ASU 2016-16, the Company recorded a $34.6 million tax benefit and a corresponding deferred tax asset due to the reorganization. As of December 31, 2020, the balance of this deferred tax asset is $30.2 million, net of current year amortization utilization. Due to a decrease in the forecasted international income resulting from adverse impacts of the COVID-19 pandemic, the Company recorded a valuation allowance of $5.7 million reflecting a change in the anticipated realizability of this deferred tax asset.

The statutory United States federal income tax rate reconciles to the effective income tax rates for continuing operations as follows:

	Year Ended December 31,		
	2020	**2019**	**2018**
Statutory U.S. federal income tax rate	**21.0 %**	21.0 %	21.0 %
State income taxes, net of federal tax benefit	**4.6 %**	3.5 %	2.9 %
Benefits related to foreign operations	**(4.2)%**	(0.6)%	(0.5)%
Benefits related to compensation	**(5.8)%**	(1.3)%	(1.5)%
Unrecognized tax positions	**4.7 %**	2.0 %	(0.4)%
Transition Tax imposed on unrepatriated foreign earnings	**— %**	— %	(0.1)%
Write-down of net deferred tax assets due to U.S. rate change	**— %**	— %	0.4 %
International Reorganization	**(65.2)%**	— %	— %
Tax credits	**(15.2)%**	(9.9)%	(0.5)%
Valuation allowance	**17.5 %**	3.4 %	— %
Other	**0.4 %**	(0.7)%	(0.5)%
Effective income tax rates	**(42.2)%**	17.4 %	20.8 %

The Company's effective income tax rates from continuing operations were (42.2)%, 17.4% and 20.8%, for the years ended December 31, 2020, 2019 and 2018, respectively.

The Tax Cuts and Jobs Act subjects a U.S. shareholder to a minimum tax on "global intangible low-taxed income" ("GILTI") earned by certain foreign subsidiaries. The FASB Staff Q&A, Topic 740 No. 5, *Accounting for GILTI* states that an entity can make an accounting policy election to either recognize deferred taxes for temporary differences expected to reverse as GILTI in future years or provide for the tax expense related to GILTI resulting from those items in the year the tax is incurred. The Company has elected to recognize the resulting tax on GILTI as a period expense in the period the tax is incurred and has incurred tax for the year ended December 31, 2020.

The effective income tax rate for the year ended December 31, 2020 was lower than the U.S. federal income tax rate of 21.0% due to the impact of our international reorganization under ASU 2016-16 (partially offset by the related valuation allowance), tax credits recognized during the year of $3.0 million, $4.2 million of excess tax benefits from share-based compensation, and the impact of foreign operations, partially offset by state income taxes, and a change in estimated uncertain tax positions. The effective income tax rate for the year ended December 31, 2019 was lower than the U.S. federal income tax rate of 21% due to tax credits recognized during the year of $11.6 million, $4.4 million of excess tax benefits from share-based compensation and the impact of foreign operations, partially offset by the impact of state income taxes.

As of December 31, 2020, 2019 and 2018, the Company’s gross unrecognized tax benefits totaled $10.2 million, $7.7 million, and $1.6 million, respectively. After considering the deferred income tax accounting impact, it is expected that about $6.9 million of the total as of December 31, 2020 would favorably affect the effective tax rate if resolved in the Company’s favor.

The following table presents a reconciliation of the beginning and ending amounts of unrecognized tax benefits:

(in thousands)	2020	2019	2018
Balance, January 1	**$ 7,738**	$ 1,588	$ 2,284
Changes for tax positions of prior years	**1,174**	4,633	(861)
Increases for tax positions related to the current year	**1,281**	2,084	165
Settlements and lapsing of statutes of limitations	**—**	(567)	—
Balance, December 31	**$ 10,193**	$ 7,738	$ 1,588

It is reasonably possible that the Company's unrecognized tax benefits could decrease within the next 12 months by as much as $9.8 million due to settlements and the expiration of applicable statutes of limitations. The Company's federal income tax return for tax years 2015 and 2016 are currently under examination by the Internal Revenue Service for a tax credit refund claim. The Company's federal income tax return for tax years 2017 and 2018 are also under examination by the Internal Revenue Service. Further, the Company's federal income tax return for tax year 2019 is subject to examination by the Internal Revenue Service.

The practice of the Company is to recognize interest and penalties related to income tax matters in the provision for income taxes. The Company did not incur any material interest or penalties for 2020 and 2019. The Company had $0.5 million and $0.3 million of accrued interest and penalties at December 31, 2020 and 2019, respectively.

On March 27, 2020, in response to the COVID-19 pandemic, the "Coronavirus Aid, Relief and Economic Security Act" ("CARES") was signed into law by the President of the United States. The CARES Act includes, among other things, U.S. corporate income tax provisions related to net operating loss carryback periods, alternative minimum tax credits, modifications to interest deduction limitations and technical corrections on tax depreciation methods for qualified improvement property. Many other countries have also introduced various corporate income tax relief provisions in response to the pandemic. The Company does not believe that any of these changes will have a material effect on our financial statements.

16. Share-Based Compensation and Capital Stock

Share-Based Compensation

The Company recognizes compensation cost related to share-based payment transactions in the financial statements based on the fair value of the equity or liability instruments issued. Compensation expense related to the fair value of share-based awards is recognized over the requisite service period based on an estimate of those awards that will ultimately vest. The Company estimates the share-based compensation expense for awards that will ultimately vest at the inception of the grant. Over the life of the grant, the estimate of share-based compensation expense for awards with performance and/or service requirements is adjusted so that compensation cost is generally recognized only for awards that ultimately vest.

The Company has stock compensation plans pursuant to which it is authorized to grant stock-based awards of which 2.4 million shares of the Company's common stock remain available for grant as of December 31, 2020. The Company's policy allows the issuance of new or treasury shares to satisfy stock-based awards. Restricted stock, stock options, stock appreciation rights and performance share awards may be granted to officers, key employees and non-employee directors with contractual terms set by the Compensation and Management Development Committee of the Board of Directors.

Stock Options

The Company granted approximately 0.2 million, 0.1 million and 0.1 million options to certain employees of the Company at a fair value of approximately $2.7 million, $2.2 million and $1.8 million during the years ended December 31, 2020, 2019 and 2018, respectively. The stock options granted by the Company had an exercise price equal to the market price of the Company's common stock on the date of grant. The fair value of the options granted was estimated on the grant date using the Black-Scholes option-pricing model with the following weighted average assumptions:

	2020	2019	2018
Risk-free interest rate	**0.99 %**	2.46 %	2.58 %
Expected volatility	**20.88 %**	21.49 %	21.17 %
Expected life of stock option	**5.9 years**	4.4 years	4.6 years
Dividend yield	**0.99 %**	1.06 %	1.05 %
Requisite service period	**4 years**	4 years	4 years
Contractual life	**10 years**	7 years	7 years
Weighted average fair value of options granted (per option)	**$ 17.25**	$ 15.84	$ 16.27

The expected life of the options and volatility are based on the historical data which is believed to be indicative of future exercise patterns and volatility. Historical volatility is calculated based on a period that corresponds to the expected life of the stock option. The dividend yield and the risk-free rate of return are calculated on the grant date based on the then current dividend rate and the risk-free rate for the period corresponding to the expected life of the stock option. Compensation expense related to the fair value of these awards is recognized straight-line over the requisite service period based on those awards that ultimately vest.

The aggregate intrinsic value of stock options outstanding and exercisable as of December 31, 2020 was $29.7 million and $22.1 million, respectively. The total intrinsic value of options exercised during the years ended December 31, 2020, 2019 and 2018 was $8.9 million, $15.8 million and $26.4 million, respectively.

The Company received $10.2 million, $21.4 million and $41.4 million in proceeds from the exercise of 0.2 million, 0.4 million and 0.8 million employee stock options during the years ended December 31, 2020, 2019 and 2018, respectively.

The following table summarizes information about stock options outstanding as of December 31, 2020:

	Options Outstanding			Options Exercisable	
Range of Exercise Prices	Number Outstanding at December 31, 2020	Weighted Average Remaining Contractual Life	Weighted Average Exercise Price	Number Exercisable at December 31, 2020	Weighted Average Exercise Price
$45.59 to $55.00	223,012	2.12 years	$ 51.27	223,012	$ 51.27
$55.01 to $65.00	194,337	2.2 years	$ 62.15	169,042	$ 62.34
$65.01 to $85.00	247,337	4.7 years	$ 81.32	88,201	$ 81.39
$85.01 to $91.28	154,924	9.2 years	$ 91.28	—	$ —
	819,610	4.2 years	$ 70.48	480,255	$ 60.70

Restricted Stock

The following table is a summary of activity related to restricted stock grants:

	For the Year Ended December 31,		
	2020	2019	2018
Restricted shares granted	**158,133**	167,731	101,325
Weighted average grant date fair value per share	**$ 90.18**	$ 81.92	$ 81.21
Aggregate grant date fair value (in thousands)	**$ 14,260**	$ 13,741	$ 8,229
Restricted shares forfeited	**36,860**	32,735	46,785
Vesting service period of shares granted	**12 - 48 months**	12 - 48 months	12 - 48 months
Fair value of shares vested (in thousands)	**$ 9,000**	$ 10,671	$ 8,025

Compensation expense related to the fair value of these awards is recognized straight-line over the requisite service period based on those restricted stock grants that ultimately vest. The fair value of grants is measured by the market price of the Company’s common stock on the date of grant. Restricted stock awards generally vest ratably over the service period beginning with the first anniversary of the grant date. Awards granted to retirement eligible non-employee directors are recognized over the shorter of the requisite service period or the length of time until retirement since the terms of the grant provide that awards will vest upon retirement.

Performance Vested Restricted Stock Units

The Company has granted performance vested restricted stock units (“PVRSU”) to certain employees. The Company grants two types of PVRSU awards: PVRSUs with performance conditions based on internal performance metrics and PVRSUs with market conditions based on the Company's total shareholder return ("TSR") relative to a predetermined peer group. The vesting of PVRSU stock awards is contingent upon the Company achieving internal performance or TSR targets over a specified period and the employees' continued employment for a service period. These performance and market conditions affect the number of shares that will ultimately vest. During the year ended December 31, 2020, PVRSU awards granted had service periods ranging from 31 - 36 months with award vesting ranges generally between 0% and 200% of the initial units granted.

The fair value of PVRSUs based on internal performance metrics is measured by the market price of the Company's common stock on the date of award grant. Compensation expense is recognized ratably over the requisite service period based on the Company's estimate of the achievement of the performance conditions. Management monitors current results and forecasts of the relevant internal performance metrics and, as necessary, adjusts the performance-based leveraging of unvested PVRSUs.

Management monitors current results and forecasts of the relevant internal performance metrics and, as necessary, adjusts the performance-based leveraging of unvested PVRSUs. Compensation expense is recognized only on those PVRSUs that ultimately vest. The Company has currently estimated that between 0% and 115% of the various award targets will be achieved. During the year ended December 31, 2020, the Company reduced the leveraging factor for 230,647 unvested PVRSUs granted in the current and prior periods to 0%, based on management's estimate of achievement of performance targets with contemplation to impacts from the COVID-19 pandemic.

The fair value of TSR PVRSUs are estimated using a Monte Carlo simulation method as of the date of award grant. Compensation expense is recognized ratably over the requisite service period, regardless of whether the market conditions are achieved and the awards ultimately vest.

The following table is a summary of activity related to PVRSU grants:

	For the Years Ended December 31,		
	2020	**2019**	**2018**
PVRSUs granted at target	**170,471**	83,934	100,919
Weighted average grant date fair value per share	**$ 134.26**	$ 81.15	$ 81.25
Aggregate grant date fair value (in thousands)	**$ 22,888**	$ 6,811	$ 8,200
PVRSUs forfeited & expired	**33,080**	18,379	27,255
Requisite service period	**31 - 36 months**	36 to 48 months	36 to 39 months

During the years ended December 31, 2020, 2019 and 2018, PVRSUs totaling 176,471, 73,242 and 31,048, respectively, vested at a fair value of $17.5 million, $5.5 million, and $2.5 million, respectively. During the year ended December 31, 2020, an 30,116 additional units were awarded because the Company's performance exceeded the conditions provided in the awards. During the year ended December 31, 2019, an additional 1,583 units were awarded because the Company's performance exceeded the conditions provided in the awards. During the year ended December 31, 2018, PVRSU award vested at target, therefore no additional PVRSU units were awarded.

As a result of the Company's operating results not achieving certain performance conditions contained in the PVRSU awards, there were PVRSUs that expired of 16,117 shares for the year ended December 31, 2020, zero for the year ended December 31, 2019, and 416 shares for the year ended December 31, 2018.

A summary of stock-based award activity as of December 31, 2020, 2019 and 2018 and the changes during those years are presented below:

	2020						
	Stock Options			Restricted Stock		Performance Vested Restricted Stock Units	
	Options	**Weighted Average Exercise Price**	**Weighted Average Remaining Contractual Life**	**Shares**	**Weighted Average Grant Date Fair Value**	**Shares**	**Weighted Average Grant Date Fair Value**
Outstanding as of January 1, 2020	**873,895**	**$ 61.69**		**312,097**	**$ 75.23**	**330,716**	**$ 70.03**
Granted	**158,620**	**91.28**		**158,133**	**90.18**	**170,471**	**134.26**
Performance-based leveraging*	**—**	**—**		**—**	**—**	**30,116**	**60.68**
Exercised/vested	**(209,209)**	**49.17**		**(128,931)**	**69.80**	**(176,471)**	**58.68**
Expired	**—**	**—**		**—**	**—**	**(16,117)**	**60.50**
Forfeited	**(3,696)**	**91.28**		**(36,860)**	**81.98**	**(16,963)**	**82.25**
Outstanding as of December 31, 2020	**819,610**	**$ 70.48**	**4.2 years**	**304,439**	**$ 84.48**	**321,752**	**$ 109.25**
Options exercisable as of December 31, 2020	**480,255**	**$ 60.70**	**2.5 years**				

* PVRSU units outstanding have been increased by 30,116 units during the year ended December 31, 2020, due to the Company exceeding the targeted performance conditions contained in PVRSU's granted in prior periods.

	2019						
	Stock Options			Restricted Stock		Performance Vested Restricted Stock Units	
	Options	Weighted Average Exercise Price	Weighted Average Remaining Contractual Life	Shares	Weighted Average Grant Date Fair Value	Shares	Weighted Average Grant Date Fair Value
Outstanding as of January 1, 2019	1,186,180	$ 54.13		303,765	$ 65.06	336,820	$ 63.28
Granted	141,827	81.15		167,731	81.92	83,934	81.15
Performance-based leveraging*	—	—		—	—	1,583	51.49
Exercised/vested	(446,456)	47.96		(126,664)	60.39	(73,242)	50.69
Expired	—	—		—	—	—	—
Forfeited	(7,656)	51.49		(32,735)	72.54	(18,379)	72.50
Outstanding as of December 31, 2019	873,895	$ 61.69	3.5 years	312,097	$ 75.23	330,716	$ 70.03
Options exercisable as of December 31, 2019	513,924	$ 55.10	2.6 years				

* PVRSU units outstanding have been increased by 1,583 units during the year ended December 31, 2019, due to the Company exceeding the targeted performance conditions contained in PVRSU's granted in prior periods.

	2018						
	Stock Options			Restricted Stock		Performance Vested Restricted Stock Units	
	Options	Weighted Average Exercise Price	Weighted Average Remaining Contractual Life	Shares	Weighted Average Grant Date Fair Value	Shares	Weighted Average Grant Date Fair Value
Outstanding as of January 1, 2018	1,976,326	$ 50.80		348,876	$ 57.05	294,204	$ 56.95
Granted	109,045	81.55		101,325	81.21	100,919	81.25
Exercised/vested	(832,809)	49.66		(99,651)	55.64	(31,048)	60.60
Expired	(2,018)	63.47		—	—	(416)	64.49
Forfeited	(64,364)	55.79		(46,785)	60.40	(26,839)	64.49
Outstanding as of December 31, 2018	1,186,180	$ 54.13	3.5 years	303,765	$ 65.06	336,820	$ 63.28
Options exercisable as of December 31, 2018	753,681	$ 49.55	2.7 years				

The components of the Company’s pretax stock-based compensation expense and associated income tax benefits are as follows:

	For the Year Ended December 31,		
(in thousands)	2020	2019	2018
Stock options	**$ 1,975**	$ 2,194	$ 2,433
Restricted stock	**8,731**	8,043	6,759
Performance vested restricted stock units	**(3,466)**	6,409	5,798
Total share-based compensation expense	**$ 7,241**	$ 16,646	$ 14,990
Income tax benefit	**$ 1,706**	$ 4,010	$ 3,583

The total unrecognized compensation costs related to stock-based awards that have not yet vested and the related weighted average amortization period over which the costs are to be recognized as of December 31, 2020 are as follows:

(in thousands)	Unrecognized Compensation Expense on Unvested Awards	Weighted Average Remaining Amortization Period
Stock options	$ 3,696	2.6 years
Restricted stock	18,173	2.4 years
Performance vested restricted stock units	33,137	1.6 years
Total	$ 55,006	

Dividends

During the fourth quarter of 2019, the Company's board of directors announced a 5% increase to the quarterly dividend rate to $0.225 per share from $0.215 per share, beginning with the dividend payable in the first quarter of 2020. On February 28, 2020, the Company's board of directors declared a quarterly cash dividend of $0.225 per share of common stock for $12.5 million. The dividend was payable on April 16, 2020 to shareholders of record on April 2, 2020. Subsequent to the payment of the dividend, in light of uncertainty resulting from the COVID-19 pandemic, the Company's board of directors suspended future, undeclared dividends while the pandemic is significantly impacting travel.

During the year ended December 31, 2019, the Company's quarterly dividend rate was $0.215 per share for the first three quarters and was $0.225 per share in the fourth quarter of 2019. Annual dividends declared during the year ended December 31, 2019 were $0.87 per share or $48.5 million. During the year ended December 31, 2018, the Company's quarterly dividend rate was $0.215 per share. Annual dividends declared during the year ended December 31, 2018 were $0.86 per share or $48.4 million.

The Company may not declare or make any payment if under the Restated Credit agreement there is an existing event of default or if the payment would create an event of default.

In addition, during the years ended December 31, 2020, 2019 and 2018, the Company paid previously declared but unrecorded dividends totaling $0.4 million, $0.2 million, and $0.1 million, respectively, that were contingent upon the vesting of performance vested restricted units.

Share Repurchases and Redemptions

The Company may purchase stock under a stock repurchase program to return excess capital to its shareholders. Treasury stock activity is recorded at cost in the accompanying consolidated financial statements.

The Company repurchased 0.5 million shares of common stock under the share repurchase program at a total cost of $43.3 million during the three months ended March 31, 2020. In light of uncertainty resulting from the COVID-19 pandemic, the Company subsequently temporarily suspended activity under the share repurchase program and no additional repurchases were made pursuant to the program for the balance of 2020. During the year ended December 31, 2019, the Company repurchased 0.6 million shares of its common stock under the repurchase program at a total cost of $44.1 million. During the year ended December 31, 2018, the Company repurchased 1.8 million shares of its common stock under the repurchase program at a total cost of $141.2 million. On a cumulative basis through December 31, 2020, the Company repurchased 51.6 million shares of its common stock (including 33.0 million prior to the two-for-one stock split effected in October 2005) under the share repurchase program at a total cost of $1.5 billion.

During 2020, the Company redeemed 0.1 million shares of common stock at a total cost of approximately $12.2 million from employees to satisfy the option exercise price and statutory minimum tax-withholding requirements related to the exercising of stock options and vesting of performance vested restricted stock units and restricted stock grants. During 2019 and 2018, the Company redeemed 79,603 and 92,366 shares of common stock at a total cost of $6.5 million and $7.4 million, respectively, from employees to satisfy the option price and minimum tax-withholding requirements related to the exercising of options and vesting of performance vested restricted stock units and restricted stock grants. These redemptions were outside the share repurchase program initiated in June 1998.

17. Accumulated Other Comprehensive Loss

The components of accumulated other comprehensive loss is as follows:

(in thousands)	December 31, 2020	2019	2018
Foreign currency translation adjustments	**$ (4,646)**	$ (4,550)	$ (4,010)
Deferred loss on cash flow hedge	**—**	—	(1,436)
Total accumulated other comprehensive loss	**$ (4,646)**	$ (4,550)	$ (5,446)

The following represents the changes in accumulated other comprehensive loss, net of tax by component for the years ended December 31, 2020 and 2019:

(in thousands)	Year Ended December 31, 2020			Year Ended December 31, 2019		
	Loss on Cash Flow Hedge	Foreign Currency Items	Total	Loss on Cash Flow Hedge	Foreign Currency Items	Total
Beginning Balance	**$ —**	**$ (4,550)**	**$ (4,550)**	$ (1,436)	$ (4,010)	$ (5,446)
Other comprehensive loss before reclassification	**—**	**(96)**	**(96)**	—	(540)	(540)
Amounts reclassified from accumulated other comprehensive income	**—**	**—**	**—**	1,436	—	1,436
Net current period other comprehensive (loss) income	**—**	**(96)**	**(96)**	1,436	(540)	896
Ending Balance	**$ —**	**$ (4,646)**	**$ (4,646)**	$ —	$ (4,550)	$ (4,550)

During the year ended December 31, 2019, $0.8 million and $0.6 million was reclassified from accumulated other comprehensive loss to Interest expense and Loss on extinguishment of debt, respectively, in the Company's Consolidated Statements of Income with reference to a cash flow hedge loss on an interest rate contract. There was no income tax expense or benefit. There were no amounts reclassified during the year ended December 31, 2020, as the debt related to the Interest rate contract was paid off in December 2019.

18. Earnings Per Share

The Company’s unvested restricted shares contain rights to receive nonforfeitable dividends and thus are participating securities requiring the computation basic earnings per share (“EPS”) using the two-class method. The unvested restricted shares are both potential common shares and participating securities, the Company calculates diluted earnings per share by the more dilutive of the treasury stock method or the two-class method. The calculation of EPS for net income available to common shareholders shown below excludes the distribution of dividends and undistributed earnings attributable to participating securities from the numerator. Stock options are included in the diluted earnings per share calculation unless the stock options are anti-dilutive. PVRSUs are also included in the diluted earnings per share calculation if the performance or market conditions have been met as of the reporting date.

The computation of basic and diluted earnings per common share is as follows:

(in thousands, except per share amounts)	Year Ended December 31, 2020	2019	2018
Numerator:			
Net income	**$ 75,387**	$ 222,878	$ 216,355
Income allocated to participating securities	**(423)**	(1,352)	(1,248)
Net income available to common shareholders	**$ 74,964**	$ 221,526	$ 215,107
Denominator:			
Weighted average common shares outstanding - basic	**55,175**	55,358	56,130
Basic earnings per share	**$ 1.36**	$ 4.00	$ 3.83
Numerator:			
Net income	**$ 75,387**	$ 222,878	$ 216,355
Income allocated to participating securities	**(423)**	(1,346)	(1,241)
Net income available to common shareholders	**$ 74,964**	$ 221,532	$ 215,114
Denominator:			
Weighted average common shares outstanding - basic	**55,175**	55,358	56,130
Diluted effect of stock options and PVRSUs	**354**	310	471
Weighted average common shares outstanding - diluted	**55,529**	55,668	56,601
Diluted earnings per share	**$ 1.35**	$ 3.98	$ 3.80

The following securities have been excluded from the calculation of diluted weighted average common shares outstanding as the inclusion of these securities would have an anti-dilutive effect:

(in thousands)	Year Ended December 31, 2020	2019	2018
Stock Options	**155**	—	106
PVRSUs	**231**	168	243

19. Leases

Lessee

The Company has operating leases primarily for office space, buildings, and equipment. Our leases have remaining lease terms of one month to four years, some of which may include options to extend leases for up to fifteen years and some which may include options to terminate the leases within one year.

The Company's lease costs were as follows:

(in thousands)	Year Ended December 31, 2020	2019
Operating lease cost	**$ 9,700**	$ 9,837
Short-term lease cost	**280**	—
Sublease income	**—**	(84)
Total lease cost	**$ 9,980**	$ 9,753

Leases recorded on the consolidated balance sheet consist of the following:

(in thousands)	December 31, 2020	2019
Assets:		
Operating lease right-of-use assets	**$ 17,688**	$ 24,088
Liabilities:		
Current operating lease liabilities	**$ 10,603**	$ 10,099
Long-term operating lease liabilities	**12,739**	21,270
Total lease liabilities	**$ 23,342**	$ 31,369

Other information related to the Company's lease arrangements is as follows:

(in thousands)	Year Ended December 31, 2020	2019
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows from operating leases	**$ 11,926**	$ 12,322
ROU assets obtained in exchange for lease liabilities in non-cash transactions:		
Operating lease assets obtained in exchange for operating lease liabilities	**$ 2,364**	$ 3,818
Weighted-average remaining lease term	**2.24 years**	3.09 years
Weighted-average discount rate[(1)]	**3.55 %**	3.60 %

[(1)] Discount rates used for existing operating leases upon adoption of Topic 842 were established based on remaining lease term as of January 1, 2019.

Maturities of lease liabilities as of December 31, 2020 are as follows:

(in thousands)	
2021	**$ 11,237**
2022	**9,506**
2023	**3,623**
2024	**51**
2025	**—**
Thereafter	**—**
Total minimum lease payments	**$ 24,417**
Less imputed interest	**1,075**
Present value of minimum lease payments	**$ 23,342**

During the year ended December 31, 2019, the Company entered into a sale and leaseback transaction in which we sold an office building for a gain of $2.0 million within the Marketing and reservation system line item on the consolidated statements of income and entered into a lease that terminated in 2020. This lease is included in the tables above.

In the third quarter of 2019, we entered into one office lease agreement with an unrelated third-party that we expect to account for as an operating lease. This lease is not reflected in our consolidated balance sheets or in the table above as the leases have not commenced. The lease has an approximate 10-year term and expected to commence in the third quarter of 2021.

Lessor

The Company leases to third-party tenants (i) a commercial office building with a lease term that expired as of December 31, 2020 and (ii) a restaurant space within an operating hotel with a remaining lease term of less than nine years. Income for the two leases comprises of fixed and fixed escalating lease payments of $1.4 million and $1.2 million, respectively, for the years ended December 31, 2020 and 2019. Neither lease contains an option to purchase the underlying assets. The Company elected to not separate lease and nonlease components.

Related Party

The Company and family members of the Company's largest shareholder entered into an agreement that allows those family members to lease the Company aircraft from time to time for their personal use. The agreement provides for lease payments that contribute towards the fixed costs associated with the aircraft as well as reimbursement of the Company's variable costs associated with operation of the aircraft, in compliance with, and to the extent authorized by, applicable regulatory requirements. The terms of the lease agreements are consistent with the terms of lease agreements that the Company has entered into with unrelated third parties for use of the aircraft. During the years ended December 31, 2020 and 2019, the Company received $0.2 million and $12 thousand, respectively, pursuant to this arrangement.

In December 2013, the Company's board of directors approved an arrangement between the Company and an entity controlled by the family members of the Company's largest shareholder to sublease approximately 2,200 square feet of office space located in Chevy Chase, Maryland. The sublease had a month-to-month term, with a 90-day notice period and annual lease payments totaling approximately $0.1 million. The sublease was not renewed following April 2019. During the year ended December 31, 2019, the Company received approximately $49 thousand in rent payments associated with this lease. Subsequently, the entity affiliated with the Company's largest shareholder entered into a separate lease with a third-party lessor and the Company reimburses the entity for use of the space by the Company's Chairman. During the years ended December 31, 2020 and 2019, the Company reimbursed the entity approximately $66 thousand and $76 thousand, respectively.

20. Reportable Segments

The Hotel Franchising reportable segment includes the Company's hotel franchising operations consisting of its 14 brands. The 14 brands are aggregated within this segment considering their similar economic characteristics, types of customers, distribution channels and regulatory business environments. Revenues from the hotel franchising business include royalty fees, initial franchise and relicensing fees, marketing and reservation system fees, procurement services revenue and other hotel franchising related revenue. The Company is obligated under its hotel franchise agreements to provide marketing and reservation services appropriate for the operation of its systems. The revenues received from franchisees that are used to pay for part of the Company's ongoing operations are included in hotel franchising revenues and are offset by the related expenses paid for marketing and reservation system activities to calculate hotel franchising operating income. Equity in earnings or losses from hotel franchising related joint ventures is allocated to the Company's hotel franchising segment.

The Company evaluates its hotel franchising segment based primarily on the results of the segment without allocating corporate expenses, indirect general and administrative expenses, interest expense, interest income, other gains and losses or income taxes, which are included in the Corporate & Other column. Corporate & Other revenues include owned hotel revenues, rental income related to an office building owned by the Company, and revenues related to the Company's SaaS technology solutions division which provide cloud-based property management software to non-franchised hoteliers.

The intersegment revenue adjustment is from the elimination of Hotel Franchising revenue which include royalty and marketing and reservation system fees charged to our owned hotels against franchise fee expense recognized by our owned hotels in Corporate & Other operating income (loss).

Our President and Chief Executive Officer, who is our chief operating decision maker ("CODM"), does not use assets by operating segment when assessing performance or making operating segment resource allocations and therefore assets by segment are not disclosed below.

The following tables present the financial information for the Company's segments:

	For the Year Ended December 31, 2020			
(in thousands)	**Hotel Franchising**	**Corporate & Other**	**Intersegment Eliminations**	**Consolidated**
Revenues	**$ 747,329**	**$ 28,257**	**$ (1,514)**	**$ 774,072**
Operating income (loss)	**191,301**	**(69,248)**	**—**	**122,053**
Depreciation and amortization	**8,000**	**17,831**	**—**	**25,831**
Income (loss) before income taxes	**176,012**	**(123,006)**	**—**	**53,006**

	For the Year Ended December 31, 2019			
(in thousands)	**Hotel Franchising**	**Corporate & Other**	**Intersegment Eliminations**	**Consolidated**
Revenues	$ 1,085,860	$ 30,700	$ (1,740)	$ 1,114,820
Operating income (loss)	392,405	(73,763)	—	318,642
Depreciation and amortization	7,995	10,833	—	18,828
Income (loss) before income taxes	382,829	(112,900)	—	269,929

	For the Year Ended December 31, 2018			
(in thousands)	**Hotel Franchising**	**Corporate & Other**	**Intersegment Eliminations**	**Consolidated**
Revenues	$ 1,027,047	$ 14,257	$ —	$ 1,041,304
Operating income (loss)	378,014	(59,540)	—	318,474
Depreciation and amortization	7,352	6,978	—	14,330
Income (loss) before income taxes	372,691	(99,433)	—	273,258

The results of the Company's international operations are included in the Hotel Franchising and Corporate & Other segments. Revenues generated by foreign operations, including royalty, marketing and reservations system fees and other revenues for the years ended December 31, 2020, 2019 and 2018 were $42.6 million, $69.5 million, and $72.1 million, respectively.

21. Related Party Transactions

Transactions with Company's Largest Shareholder

Effective October 15, 1997, Choice Hotels International, Inc., which included both a franchising business and owned hotel business, separated the businesses via a spin-off into two companies: Sunburst Hospitality Corporation (referred to hereafter as “Sunburst”) and the Company. Subsequent to the spin-off, the Company’s largest shareholder retained significant ownership percentages in both Sunburst and the Company. As part of the spin-off, Sunburst and the Company entered into a strategic alliance agreement (as amended, the "Strategic Alliance Agreement"). Among other things, the Strategic Alliance Agreement provided for revised royalty and system fees and the determination of liquidated damages related to the termination of Choice branded Sunburst properties. The liquidated damage provisions extend through the life of the existing Sunburst franchise agreements.

On June 5, 2019, the Strategic Alliance Agreement was terminated and replaced with addenda to each of the five hotels under franchise. The addenda preserve certain terms from the Strategic Alliance Agreement with respect to the five hotels, including the revised royalty and system fee and liquidated damage provisions, which would also apply to new franchise agreements signed for the five hotels (as either a renewal or a change to another Choice brand not contemplated at the time of original agreement execution). No terms were substantially modified with respect to the five operating hotels under franchise. In June 2019, the Company and Sunburst entered into master development agreements which provide Sunburst geographic exclusivity in two specified regions for development of six WoodSpring branded hotels. For each of the years ended December 31, 2020 and 2019, there was one new franchise agreement signed between the Company and Sunburst. As of December 31, 2020, Sunburst operates 4 hotels under franchise with the Company.

Total franchise fees, including royalty and marketing and reservation system fees, paid by Sunburst to the Company included in the accompanying consolidated financial statements were $0.5 million, $1.8 million, and $1.9 million for the years ended December 31, 2020, 2019 and 2018, respectively. As of December 31, 2020 and 2019, accounts receivable included $0.1 million and $0.2 million, respectively, due from Sunburst.

22. Transactions with Unconsolidated Joint Ventures

The Company extends loans to various unconsolidated joint ventures or members of our unconsolidated joint ventures. The Company has a total principal balance on these loans of $90.7 million and $96.0 million as of December 31, 2020 and December 31, 2019, respectively. These loans mature at various dates and bear interest at fixed and variable rates that is typically payable monthly.

The Company signed a management fee arrangement for marketing services with a joint venture partner. For the years ended December 31, 2020, 2019 and 2018, fees earned and payroll costs reimbursed under this arrangement totaled $1.3 million, $2.3 million and $1.7 million, respectively.

The Company entered into franchise agreements with certain of the unconsolidated joint ventures listed within Note 8. Pursuant to these franchise agreements, the Company recorded royalty and marketing and reservation system fees of approximately $13.9 million, $25.2 million, and $25.4 million for the years ended December 31, 2020, 2019 and 2018, respectively. The Company recorded $2.4 million and $1.4 million as a receivable due from these joint ventures as of December 31, 2020 and 2019, respectively.

23. Commitments and Contingencies

The Company is not a party to any litigation other than litigation in the ordinary course of business. The Company's management and legal counsel do not expect that the ultimate outcome of any of its currently ongoing legal proceedings, individually or collectively, will have a material adverse effect on the Company's financial position, results of operations or cash flows.

Contingencies

The Company entered into various limited payment guaranties with regards to the Company’s VIEs supporting the VIE’s efforts to develop and own hotels franchised under the Company’s brands. Under these limited payment guaranties, the Company has agreed to guarantee a portion of the outstanding debt until certain conditions are met such as (a) the loan matures, (b) certain debt covenants are achieved, (c) the maximum amount guaranteed by the Company is paid in full, or (d) the Company, through its affiliates, ceases to be a member of the VIE. The maximum exposure of principal incidental to these limited payment guaranties is $5.7 million, plus unpaid expenses and accrued unpaid interest. As of December 31, 2020 and December 31, 2019, the Company believed the likelihood of having to perform under the aforementioned limited payment guaranties was remote. In the event of performance, the Company has recourse for one of the transactions in the form of a membership interest pledge as collateral for the guaranty.

Commitments

The Company has the following commitments outstanding at December 31, 2020:

- The Company provides financing in the form of franchise agreement acquisition payments to franchisees for property improvements, hotel development efforts and other purposes. These payments are typically made at commencement of construction or hotel opening, in accordance with agreed upon provisions in individual franchise agreements. At December 31, 2020, the Company had commitments to extend an additional $304.6 million for these purposes provided the conditions of the payment are met by its franchisees.
- To the extent existing unconsolidated joint ventures proceed to the hotel construction phase, the Company is committed to make capital contributions totaling $8.4 million to support their efforts to construct Cambria hotels.
- The Company committed to provide financing in the form of mezzanine loans or credit facilities to franchisees for Choice brand development efforts. For the year ended December 31, 2020, the Company has committed to provide an aggregate of approximately $1.0 million, upon certain conditions being met. As of December 31, 2020, no amounts have been disbursed.
- In March 2018, the Company entered into a construction loan agreement for the rehabilitation and development of a former office building into a hotel through a consolidated joint venture with a commercial lender, which was secured by the building. The Company had a carve-out guaranty on the loan to the extent amounts drawn were outstanding. On March 5, 2020, the Company paid off the construction loan in the amount $33.1 million inclusive of accrued and unpaid interest and recorded a loss on extinguishment of debt of $0.6 million.
- The Company’s franchise agreements require the payment of franchise fees, which include marketing and reservation system fees. In accordance with terms of our franchise agreements, the Company is obligated to use the marketing and reservation system revenues it collects from the current franchisees comprising its various hotel brands to provide marketing and reservation services appropriate to support the operation of the overall system. To the extent revenues

collected exceed expenditures incurred, the Company has a commitment to the franchisee system to make expenditures in future years. Conversely, to the extent expenditures incurred exceed revenues collected, the Company has the contractual enforceable right to assess and collect such amounts.

In the ordinary course of business, the Company enters into numerous agreements that contain standard indemnities whereby the Company indemnifies another party for breaches of representations and warranties. Such indemnifications are granted under various agreements, including those governing (i) purchases or sales of assets or businesses, (ii) leases of real estate, (iii) licensing of trademarks, (iv) access to credit facilities, (v) issuances of debt or equity securities, and (vi) certain operating agreements. The indemnifications issued are for the benefit of the (i) buyers in sale agreements and sellers in purchase agreements, (ii) landlords in lease contracts, (iii) franchisees in licensing agreements, (iv) financial institutions in credit facility arrangements, (v) underwriters in debt or equity security issuances and (vi) parties under certain operating agreements. In addition, these parties are also generally indemnified against any third-party claim resulting from the transaction that is contemplated in the underlying agreement. While some of these indemnities extend only for the duration of the underlying agreement, many survive the expiration of the term of the agreement or extend into perpetuity (unless subject to a legal statute of limitations). There are no specific limitations on the maximum potential amount of future payments that the Company could be required to make under these indemnities, nor is the Company able to develop an estimate of the maximum potential amount of future payments to be made under these indemnifications as the triggering events are not subject to predictability. With respect to certain of the aforementioned indemnities, such as indemnifications of landlords against third-party claims for the use of real estate property leased by the Company, the Company maintains insurance coverage that mitigates potential liability.

24. Acquisitions

2019 Asset Acquisition

Prior to July 23, 2019, the Company held a 40% ownership interest of a joint venture that owned five Cambria hotels recorded as an investment in unconsolidated entities. On July 23, 2019, the Company redeemed the remaining 60% ownership interest in four of the hotels for approximately $169.0 million cash paid (inclusive of $0.7 million in capitalized transaction costs), net of cash acquired. The transaction was funded with cash and borrowings under the Company's revolving credit facility.

In accordance with the provisions of ASU 2017-01, *Business Combinations (Topic 805): Clarifying the Definition of a Business*, the purchase represents an asset acquisition based on the concentration of value in the acquired land and buildings. This assessment was performed on the four hotels as a group of similar identifiable assets based on the similar risk characteristics as operating Cambria Hotels. The $25.0 million previously in investments in unconsolidated entities is included in the total net asset basis of $194.0 million. The total net asset basis was attributed to each asset and asset class based on a relative fair value allocation to qualifying assets, resulting in $21.7 million to land, $148.4 million to building and improvements, $27.0 million to furniture, fixtures, and equipment, $0.8 million to an in-place lease intangible asset, and $3.9 million to net liabilities assumed.

2018 WoodSpring Suites Business Combination

On February 1, 2018, the Company acquired 100% of the issued and outstanding equity interest of WoodSpring Suites. At the time of the acquisition, WoodSpring franchised 239 economy extended stay hotels across 35 U.S. states. The total consideration was $231.6 million, which consisted of cash paid, net of cash acquired, of $231.3 million as well as liabilities assumed of $0.4 million and a preliminary working capital adjustment of $0.1 million. The transaction has been accounted for as a business combination and accordingly, assets acquired, and liabilities assumed were recorded at their fair values as of the acquisition date. The results of WoodSpring have been consolidated with the Company since February 1, 2018 and are included in the Company’s Hotel Franchising segment.

The fair value of the assets and liabilities is as follows:

(in thousands)	
Cash	$ 250
Accounts receivables	1,258
Prepaid	23
Contract assets	115,000
Tradename	22,000
Goodwill	93,384
Accounts payable	(348)
Total Consideration	**$ 231,567**

25. Future Adoption of Accounting Standards

In December 2019, the FASB issued ASU 2019-12, *Simplifying the Accounting for Income Taxes* ("ASU 2019-12"). ASU 2019-12 enhances and simplifies various aspects of the income tax accounting guidance in ASC 740. The guidance is effective for annual reporting periods beginning after December 15, 2020 and interim periods within those fiscal years. Early adoption is permitted. The Company is evaluating the effect of adopting ASU 2019-12 but does not expect adoption will have a material impact on the consolidated financial statements and disclosures.

EXHIBIT D

CHOICE HOTELS INTERNATIONAL, INC.
FRANCHISE AGREEMENT

THIS AGREEMENT ("Agreement") is made in Maryland, effective as of _____ ("Effective Date"), between **Choice Hotels International, Inc**., a Delaware corporation ("we" or "us"), and «LIC_BLOCK» ("you").

We and you agree as follows:

1. Definitions. In addition to the terms that are defined in other parts of this Agreement, the following terms shall have the indicated meanings:

a. "Hotel" means the property located at **«PROP_ADDR1», «PROP_ADDR2» «PROP_CITY», «PROP_ST» «PROP_ZIP»** ("Location") and includes the building, land and all improvements, structures, fixtures, amenities, equipment, furniture and related rights, privileges and properties at such Location.

b. "Sleeping Rooms" means the number **«ROOM_CNT»**, which is and shall be the total number of rentable sleeping rooms in the Hotel, subject to change only in accordance with Section 8, below.

c. "Meeting Rooms" means the total number of meeting, conference and/or banquet or similar rooms generally available for rent in the Hotel, subject to change only in accordance with Section 8, below.

d. "Rentable Rooms" means the Sleeping Rooms and the Meeting Rooms, collectively.

e. "Designated Representative" means the person designated by you to represent you on all matters relating to this Agreement and to receive notices under this Agreement on your behalf. Unless you change the Designated Representative in accordance with Section 15 of this Agreement, your Designated Representative is **«LR1_NAME_FULL»** whose address is **«LR1_ADDRESS1» «LR1_ADDRESS2» «LR1_ADDRESS3», «LR1_CITY», «LR1_STATE» «LR1_POSTAL» and «LR2_NAME_FULL» whose address is «LR2_ADDRESS1» «LR2_ADDRESS2»«LR2_ADDRESS3», «LR2_CITY», «LR2_STATE» «LR2_POSTAL» .**

f. "Opening Date" means the date that you begin to rent any portion of the Rentable Rooms under this Agreement.

g. "Gross Room Revenues" means all revenues from the rental, sale, use or occupancy of any of the Rentable Rooms, for whatever purpose, including cash and credit transactions, whether or not collected by you, and any proceeds from business interruption insurance, as required by Section 12 of this Agreement. It does not include taxes required by law (including gross receipt taxes, property taxes, and hotel sales taxes), revenues from telephone calls, movie rentals, vending machines, room service or food and beverages sales.

h. "Hotel Supplies" means all furniture, fixtures, equipment (including, without limitation, computers, printers, telephones and facsimile machines), signs, amenities and other supplies used in the construction, renovation, maintenance and operation of the Hotel.

i. "Brand Mark" means the trademark and trade name **«Brand_Name»®** and the logo designated by us for use in association with the Hotel (including designs, stylized letters, colors and other elements that we permit you to use at the Hotel and in advertising for the Hotel) and/or any other trademarks, trade names, trade dress, service marks or logos (whether registered or not), or any domain name, as we may require from time to time be used in connection with the Hotel.

j. "Choice Marks" means collectively all of our trademarks and trade names, including, but not limited to, the Brand Mark, the trademarks and trade names ASCEND HOTEL COLLECTION®, CAMBRIA®, COMFORT INN®, COMFORT SUITES®, CLARION®, CLARION POINTE®, QUALITY®, SLEEP INN®, MAINSTAY SUITES®, SUBURBAN EXTENDED STAY HOTEL®, ECONO LODGE®, RODEWAY INN®, WOODSPRING SUITES®, EVERHOME SUITES®, CHOICE HOTELS® and the names of our Property Management System and Reservation System, together with all related logos, trade dress, and any other additional or substituted trademarks, trade names, service marks or logos (whether registered or not) currently owned, licensed or used by us or that we later adopt, purchase or develop.

k. "Rules and Regulations" means our then-current brand rules and regulations, as updated and/or modified by us in our discretion from time to time (and any supplements) and brand guidelines (including any manuals or policies that we may make available), which may contain, among other things, our standards and requirements for constructing, equipping, furnishing, supplying, operating, maintaining and marketing the Hotel. The Rules and Regulations shall apply to all hotels operating under the Brand Mark.

l. "System" means our then-current concepts and methods for providing hotel accommodations with a high standard of service, courtesy and cleanliness using the Choice Marks and any trade secrets and includes our Property Management System and Reservation System, our loyalty program, our business referral, gift card and credit card agreements, this Agreement, the Rules and Regulations, and those identifying brand characteristics as we may from time to time reasonably designate.

m. "Other Choice Brand Hotels" means hotels other than the Hotel that are authorized by us to use the Choice Marks, our System for such Choice Marks and our Intellectual Property (as defined in Section 7).

n. "Property Management System" means the then-current version of the automated system that we will license to you on a non-exclusive basis to assist you to operate and manage the Hotel and to capture all data and record all transactions entered into by you and the Hotel in connection with the operation of the Hotel, including all transactions relating to the Rentable Rooms.

o. "Reservation System" means the then-current methods and automated systems that we use (including our call centers and any and all related telecommunications systems, e-commerce tools and techniques, websites or mobile applications, call-forwarding or call-transfer programs and techniques or similar tools or methods used by us as modified from time to time) to take, hold, honor, and report advance reservations that are made in connection with the use of the Rentable Rooms at the Hotel and at the Other Choice Brand Hotels.

2. Grant of License. Subject to your compliance with all of your obligations under this Agreement, we grant to you a non-exclusive, limited, revocable license to use (without the right to sublicense) our System and the Brand Mark to operate the Hotel during the Term. You do not have the right to use any of the Choice Marks other than the Brand Mark in connection with the operation of the Hotel, except as expressly authorized by us in writing. We, for ourselves and our affiliates, retain all rights and discretion with respect to the Brand Mark and the System, including, but not limited to, those specified in Section 19(b).

3. Term. The term of this Agreement ("Term") begins on the Effective Date and ends on the date that is 20 years after the Opening Date. You have no right or option to renew this Agreement or extend the Term. Both you and we have the right to terminate this Agreement, with or without cause, and as a matter of right, on each anniversary of the Opening Date. You or we may only exercise such termination right by giving prior written notice to the other party, provided that you may not exercise your termination right under this Section 3 unless you have paid all fees and charges due under this Agreement (and all related agreements, including any promissory notes or other incentive agreements, and any agreements relating to the use of our System) at the time you give us notice and at the time of the proposed termination. The written notice required by this Section 3 shall be given at least 6 months prior to the date that the proposed

termination as a matter of right would be effective. If you elect to terminate this Agreement in accordance with this Section 3, you must continue to remain current on all fees and charges under this Agreement through the date of such termination in order for your termination to be effective. Any termination in accordance with this Section 3 will not be subject to liquidated damages as described in Section 10(d)(2).

4. Fees and Reports.

a. Affiliation Fee. When you sign this Agreement, you will pay us an affiliation fee of **«AFFIL_FEE».00** ("Affiliation Fee"). The Affiliation Fee is fully earned and non-refundable when both you and we sign this Agreement whether or not you open the Hotel. Any monies that you have paid to us as an application fee will be credited towards the Affiliation Fee.

b. Monthly Fees. Beginning on the Opening Date, you will pay us for each month during the Term each of the following monthly fees (collectively, "Monthly Fees"):

1. Royalty Fee. A royalty fee 5.0% of the preceding month's Gross Room Revenues ("Royalty Fee") in consideration for the license granted to you in Section 2.

2. System Fee. A system fee equal to 3.5% of the preceding month's Gross Room Revenues for the ongoing development, maintenance and upgrading of the Property Management System and Reservation System, and for advertising, publicity, public relations, marketing, promotional programs, website maintenance, reservations and other similar services that we will provide to you under this Agreement and for our System as further described in Section 19(h) below, as we determine in our absolute right (collectively, the "System Fee"). You acknowledge and agree that: (i) we may increase the System Fee due to cost increases attributable to inflation, increases in the costs of advertising, publicity, public relations or marketing, additional costs of implementing new or improved programs or systems, or increases in our cost of providing the Property Management or Reservation Systems or any of the other aspects of our System, so long as the increases apply to all or most of the U.S. hotels that are authorized to use the Brand Mark; (ii) we may assess additional fees and charges for various components of the System and other services (including promotional programs and use of proprietary software) as described in this Agreement and the Rules and Regulations; and (iii) we may advance monies for the purposes described herein in an amount reasonably necessary to ensure the provision of such services whether or not sufficient System Fees are then available and subsequently obtain reimbursement of such advances by utilizing future System Fees or through the fee increases described above, provided that such increases shall be limited to the amount needed to recover the previous monies advanced; and

3. Other Fees and Commissions. Such other fees and commissions described in the Rules and Regulations which are reasonably charged by us in connection with the rights and obligations granted under this Agreement.

c. Payments and Reports. Beginning on the Opening Date, within 5 days after the end of each calendar month during the Term, you will send us a statement on a form to be determined by us showing the Gross Room Revenues, occupancy and other related information that we request for the immediately preceding month or, in the alternative, at our election, we will gather the Gross Room Revenues, occupancy and other related information through any automated information reporting systems we establish. In the event we elect to have you send us a statement of the Gross Room Revenues, you will certify that your reports are true and accurate. If we elect to have you send us a statement of the Gross Room Revenues, and you do not send us the required reports on time, we will estimate your Gross Room Revenues for interim billing purposes, and you must pay us a late charge of 1.5% of your previous month's Monthly Fees. If we elect to gather the Gross Room Revenues through our automated reporting systems, and we are unable for whatever reason to obtain an accurate report of the Gross Room Revenues, we will estimate your Gross Room Revenues for interim billing purposes. Interim bills will be considered accurate until we receive any late monthly reports or acquire accurate information through our automated reporting systems, as appropriate. We will bill you for the Monthly Fees (and interest or other penalty, if any) due under this Agreement each month, and you will pay us those amounts by the 25th day of the same month. You agree that timely payment of the Monthly Fees and any other amounts and fees due to us is of the essence for

the purposes of this Agreement. You also agree that we may apply payments that you make in any order we determine regardless of any contrary language you may indicate. You agree that you will participate in computerized or automated information reporting programs and electronic fund transfer programs that we adopt for use by hotels that are authorized to use our System. If we adopt electronic fund transfer programs, you agree to make the necessary arrangements with your bank to participate in such programs and you agree to purchase computer hardware, computer software and related telephone or other network services reasonably required in order to properly participate in these programs.

d. Hotel Data. You will, in a manner and form satisfactory to us and utilizing accounting and reporting standards as reasonably required by us, prepare on a current basis (and preserve for no less than 7 years), complete and accurate records concerning Gross Room Revenues and all financial, operating, marketing and other aspects of the Hotel specified by us from time to time ("Hotel Data") and maintain an accounting system that fully and accurately reflects all financial aspects of the Hotel and its business. The Hotel Data includes but is not limited to all bank statements, federal tax returns, state tax returns, local occupancy tax returns, daily revenue reports, monthly and annual revenue summary reports, maid logs, guest registration folios, guest complaints, guest satisfaction survey results, any other operating reports or contracts regarding the occupancy of guest and meeting rooms, and complete annual financial statements (profit and loss statements, balance sheets and cash flow statements). The Hotel Data will be maintained at the Hotel, or, if you notify us in writing, at an alternate location suitable for inspection by us. All Hotel Data must be kept separate and apart from all other data. Nothing in the foregoing shall limit us from reviewing Hotel Data that is older than 7 years or from recovering amounts owed to us from any period of time.

e. Financial Statements and Audit. If we request in writing, you will send us copies of the Hotel Data and financial statements certified by you as true and accurate (including a profit and loss statement, balance sheet, cash flow statement, or such other financial data or reports as we may request, in a form satisfactory to us) for the Hotel for the prior fiscal year (or other time period), and you will have the Gross Room Revenues or other monies due hereunder computed and certified as accurate by a certified public accountant. During the Term and for 7 years afterward, we and our authorized representatives will have the right to verify information required under this Agreement by requesting, receiving, inspecting, copying and auditing the Hotel Data and any and all records or documents related to the Hotel Data wherever they may be located. If any inspection or audit discloses a deficiency in any payments due hereunder, you must pay us all deficiencies plus interest at the rate indicated in Section 4(f), below. If the deficiency in any payment is willful or exceeds 5% of the correct amount, you will also immediately pay to us the entire cost of the inspection and audit, including travel, lodging, meals, salaries, professional fees and other expenses of the inspecting or auditing personnel.

f. Interest. You will pay us interest on all charges, costs, fees and amounts due under this Agreement but not paid on time at the rate of 1.5% per month, but not more than the maximum interest rate permitted by applicable law.

5. Our Duties. We will during the Term:

a. Rules and Regulations. Make available to you an electronic copy of the Rules and Regulations;

b. Quality Assurance. Administer quality assurance programs as described in the Rules and Regulations that may include periodic visits to the Hotel (by us or authorized third parties) and/or guest satisfaction surveys and guest reviews to evaluate your compliance with this Agreement and the Rules and Regulations and advise you of any defaults and on changes that you must make to the Hotel or its operations to comply with this Agreement or the Rules and Regulations;

c. System Services. (i) Allow you to use the Property Management System and the Reservation System; (ii) provide marketing services, such as national, international and regional advertising, promotional programs, publicity, marketing research, and other related marketing activities, that we reasonably determine are appropriate for the promotion of the Hotel, our System and the Other Choice Brand Hotels; and (iii) periodically make available to the traveling public a directory or other listing of all

hotels which are in good standing and that are authorized to use our System, which may be provided in an electronic format, including on the Internet, in our sole discretion. You acknowledge and agree that we may combine the services that we will provide to you in clauses (i), (ii) and (iii), above, with other hotels that are authorized to use the Brand Mark and/or our System, or other hotels that we or our affiliates operate in our sole, but reasonable, discretion. You also acknowledge and agree that we will not be obligated to permit or assist in making reservations for the Hotel for any dates following the scheduled date of expiration or termination of this Agreement, or during any period in which your rights are suspended under Section 10(c) of this Agreement; and

d. Consultation. Make available to you, at our discretion, additional consultation and services to assist you to construct, renovate, maintain, operate, and/or market the Hotel on the same basis as provided to other hotels that are authorized to use our System under the Brand Mark; we reserve the right to charge you reasonable fees that we may establish in advance or on a project-by-project basis for such consultation and services. Any guidance, recommendations, or advice provided to you during such consultation shall be deemed suggestions only, and the decision to follow any such guidance, recommendations, or advice will be made by you in your sole discretion.

6. Your Duties. You will during the Term:

a. Compliance with Rules and Regulations. Comply with the requirements of this Agreement and the Rules and Regulations, which you acknowledge we may modify and/or update in our sole discretion from time to time, and not disclose this Agreement or the Rules and Regulations (including any copies of the Rules and Regulations that are no longer the then-current version) to anyone except your authorized employees (or the employees of your management company, if authorized by us), or your attorneys, accountants, or lenders, or on an as-needed basis;

b. Good Repair; Safe and Secure. Construct, renovate, operate, furnish, maintain and advertise the Hotel according to this Agreement and the Rules and Regulations; undertake all repairs, cleaning, redecoration, repainting, and replacement of obsolete or outdated Hotel Supplies; take such other corrective action as is necessary to maintain the Hotel interior and exterior, including any parking areas and food and beverage facilities, in a clean, sound, and attractive condition and good repair at all times; and operate the Hotel in a safe and secure manner that optimizes public health and safety. You are solely responsible for determining and addressing all safety concerns relating to the condition of the Hotel and surrounding areas;

c. Ethical Standards; Performance. Establish and maintain a high ethical and moral standard in connection with your operation of the Hotel and not allow or sponsor any activity at the Hotel that could reasonably be determined to negatively impact the Brand Mark, the Choice Marks, our System, the Other Choice Brand Hotels or our business reputation; operate the Hotel in a professional manner that meets or exceeds the generally accepted standards of performance of leading hotel operators in the industry;

d. Compliance with Laws; Limited Use. Comply with all local, state, and federal laws, rules, regulations and agency orders, and obtain all required permits and licenses, applicable to you, your employees, or the construction, renovation, operation, maintenance or promotion of the Hotel (including, but not limited to, all labor and employment laws), and not permit the Hotel to be used for any purpose or activity that is unlawful or that is not contemplated by this Agreement or the Rules and Regulations;

e. Training. Comply with our training requirements by ensuring that you and the Hotel's general manager(s) attend (at the times required by us) our then-current training programs, including our annual national convention for hotels authorized to use the System ("Training Programs") and pay the cost of tuition, living expenses, and travel expenses associated with attendance at the Training Programs by you and the Hotel's general manager(s). You understand and agree that you will be solely responsible for training your employees in the operation of the Hotel;

f. Signage. Obtain and display prominently at the Hotel our approved interior and exterior signage in compliance with the Rules and Regulations, which may be modified from time to time in our sole

discretion, and maintain the signage in a clean and attractive condition, and in good working order at all times;

g. Property Management and Reservation Systems. Use the Property Management System (and the equipment, networks, software and procedures (including hardware and software refresh requirements) that are described in the Rules and Regulations) to operate and manage the Hotel and in connection with all guest transactions (including all transactions relating to the Rentable Rooms), and use our Reservation System to accept, hold, honor and track all reservations for the Rentable Rooms. You understand and agree that your use of the Property Management System is governed by a separate agreement, as we may modify and/or update from time to time ("ChoiceAdvantage Software Terms of Use"), which ChoiceAdvantage Software Terms of Use are expressly incorporated herein by reference and made a part of this Agreement, and you agree that you will abide by such ChoiceAdvantage Software Terms of Use and pay all applicable fees described in the Rules and Regulations. You also acknowledge and agree that you and we have ownership rights in data used or generated by the Property Management System or the Reservation System;

h. Evaluation. Allow us (or any third party authorized by us) to enter the Hotel at any reasonable time to evaluate your compliance with this Agreement, the Rules and Regulations, and any quality assurance program we administer either directly or through an authorized third party. During such visit, you will assist us (or the authorized third party) in such manner as is required for us (or the authorized third party) to conduct our evaluation and, subject to availability, provide us (or the authorized third party) with one free Sleeping Room for one night. In addition, you agree that we (or the authorized third party) may evaluate your compliance with this Agreement, the Rules and Regulations, and any quality assurance program we administer, remotely and/or through data obtained from guest satisfaction surveys or programs. You agree to take all steps necessary to correct any deficiencies identified in our evaluation within the time periods that we reasonably specify;

i. Rate Information. Upon our request, and in the manner and format we specify, send us a written description of your Hotel and its then-current rates so that we may include this information in directories and other listings and information that we periodically make available to the public. If you do not send us changes to the information that you provide to us by the deadlines that we indicate, you will honor the rates and descriptive information on record at the time of the deadlines;

j. Promotional Programs. Participate in and honor the terms of any loyalty, discount or promotional program and pay all applicable fees or charges associated with such programs (including any room discounts, rewards programs, frequent traveler programs, photographic or virtual tour programs or gift card programs that are applicable to the Hotel or Other Choice Brand Hotels) that we offer to the public on your behalf and any room rate quoted to any guest at the time the guest makes an advance reservation. You agree that you will take all action necessary (including the supply to us of all information and the purchase of any supplies, equipment or services) to participate in any loyalty, discount or promotional programs, and that you will grant us all necessary rights in and to any photographs, video and/or other marketing materials that we may require in order to reasonably undertake such promotional programs on behalf of the Hotel, and/or some or all of the Other Choice Brand Hotels;

k. Travel Agent Commissions. Promptly pay all travel agent commissions and global distribution system charges due from you in connection with the Hotel whether payable by you directly or collected by us on behalf of others, and abide by the Rules and Regulations related to travel agent and global distribution system procedures;

l. System Referrals. Use your best efforts to maximize and increase the business of the Hotel, and if you are unable to accommodate a potential guest, refer the guest to Other Choice Brand Hotels that are near to the Hotel, if any;

m. ADA Certification. Ensure that the Hotel complies with the requirements of the Americans with Disabilities Act ("ADA"). Prior to the Opening Date, you will provide to us a certification from your architect, your general contractor, a consulting architect or you, on a form satisfactory to us, certifying that the Hotel

is in compliance with all applicable provisions of the ADA. The Hotel may not open, use the Brand Mark or our System until this certification is properly completed and delivered to us;

n. Franchise Association. Join and maintain membership in a franchise association designated by us for hotels that are authorized to use the Brand Mark ("Franchise Association"), and pay monthly Franchise Association dues to us (or our designee) in an amount we reasonably require. You acknowledge and agree that the purpose of any Franchise Association created, sponsored, or endorsed by us will be to, among other things: affect a high-level relationship among all franchisees, and between individual franchisees and us, for the purpose of mutual advantage and cooperation; improve and encourage a high performance level and cooperative action among all franchisees; advance new ideas, discuss System-wide issues and focus attention on various matters as they relate to a significant number of franchisees; encourage an exchange of operational and promotional ideas; and make appropriate recommendations to us to assure that our plans and policies enhance our mutual interests. However, you acknowledge and agree that we are not required to obtain the consent of any Franchise Association on these or any other matters;

o. Renovations. Undertake, at our written request, remodeling, renovations, and modifications to existing improvements, necessary to modernize and conform the Hotel to the Rules and Regulations or other requirements of our System ("Renovations") and sign a property improvement plan or other writing that we prepare to document your obligation to complete such Renovations. Within 90 days after receipt of our written request that your Hotel undergo Renovations, you will submit to us for our review and approval, complete and professional drawings and plans for such Renovations before beginning any work to complete the Renovations. You will complete the required Renovations within the time reasonably specified by us in our written request. You acknowledge and agree that the obligations described in this Section 6(o) are in addition to your ongoing obligations to comply with Section 6(b) and Section 6(d);

p. Identifying Information. Send us, before the Opening Date (and any time there is a change in any of the information), the following, as appropriate: (i) the legal name and business type (corporation, limited liability company, limited partnership, etc.) of the Hotel's operating entity; (ii) its federal TIN (taxpayer identifying number); (iii) its state income tax account number(s); (iv) its state payroll tax (withholding and unemployment tax) account number(s); (v) its state sales tax and occupancy tax account number(s); and (vi) its local (county and city) occupancy tax account number(s);

q. Guest Complaints. Participate in, and pay all charges in connection with all required guest complaint resolution programs and ratings and review policies, which we may modify from time to time, as specified in the Rules and Regulations;

r. Construction and Substantial Renovation Related Duties. If the Hotel has yet to be constructed or if the Hotel is to be Substantially Renovated (as defined below):

1. Plans. Ensure that your preliminary drawings and designs for the Hotel satisfy the Rules and Regulations and the then-current prototype design specifications for hotels that are authorized to use the Brand Mark and provide a copy of your preliminary drawings and designs to us for our review and approval at least **6 months** before Construction Start, and final working drawings and final architectural designs for the Hotel ("Plans") to us for our review at least **3 months** before Construction Start. "Construction Start" means the date that bona fide pouring of footings for the Hotel begins at the Location in the case of a hotel to be constructed or the date that renovations begin in the case of an existing hotel that is to be Substantially Renovated. "Substantially Renovated" means the existing building is to be re-constructed on the interior in all areas (public spaces, guestrooms, and bathrooms) down to the concrete or stud walls (or drywall, if in good condition), including replacement of all (or substantially all) floors and ceilings. We agree to provide you with written notice of our review and determination of the Plans within 15 business days after the date we have received the Plans and agree that if we fail to provide you notice in accordance with this Section 6(r)(1), the Plans are deemed to be approved by us. If Construction Start does not commence within 6 months of our written approval of your final architectural designs for the hotel (or within 6 months of automatic approval if we fail to provide you notice within fifteen business days in

accordance with this Section 6(r)(1)), then you must resubmit final architectural designs for approval at least 60 days prior to Construction Start;

2. Timing and Extensions. Cause Construction Start to occur within **12 months** of the Effective Date, and within 5 days after Construction Start, inform us in writing that Construction Start has occurred. If you do not cause Construction Start to occur within 12 months of the Effective Date of this Agreement, you may request, before the end of the 12 months, an additional 3 months for Construction Start. We are not obligated to extend the time for Construction Start. If we agree to extend the time for Construction Start beyond the original 12 month requirement, you will pay us an extension fee of $5,000 for each 3-month extension that we grant to you;

3. Completion. Continue Hotel construction (or renovation) in accordance with the Plans, after Construction Start, without unreasonable interruption, until the Hotel is ready for our inspection. You must complete Hotel construction (or renovation), including furnishing, equipping, and preparing for opening, by the Opening Deadline (as defined in Section 6(s)(6)); and

4. Progress Reports. Send us, when we request during construction (or renovation), reports showing the progress made toward completing Hotel construction (or renovation).

s. Opening. Prior to the Opening Date:

1. Use of Brand Mark. Use the Brand Mark only as permitted in Section 7(c) of this Agreement;

2. Cooperation/Inspection. Cooperate with us, and require your architect, engineer, contractors and subcontractors to cooperate with us, and allow us to inspect the Location and the Hotel to determine whether construction (or renovation) satisfies the Rules and Regulations, the then-current prototype design specifications for hotels that are authorized to use the Brand Mark, and the Plans and/or the property improvement plan set forth in Attachment A (if applicable);

3. Hotel Supplies. Order, purchase and/or lease and install all Hotel Supplies, related equipment, supplies and other required items to operate the Hotel;

4. Advertising. Advertise the Hotel locally, at your expense and in a manner meeting our specifications; and

5. Opening Authorization. Notify us in writing at least 30 days before the Opening Date so that we can inspect, and if we reasonably determine it to be appropriate, authorize you to begin operating the Hotel under the Brand Mark and this Agreement. You will not begin operation of the Hotel using the Brand Mark or our System until you have received our specific written authorization to do so; and

6. Opening Deadline. Ensure that the Opening Date occurs within **12 months** after Construction Start (if the Hotel has yet to be constructed or if the Hotel is to be Substantially Renovated), or the BES Deadline (if set forth in Attachment A) ("Opening Deadline").

t. Sources of Products and Services. Ensure that all products and services sold or offered for sale at the Hotel, and other products, materials, supplies, paper goods, fixtures, furnishings and equipment used at the Hotel, meet our standards and specifications. You must also purchase all products and services that we designate in the Rules and Regulations solely from suppliers (including manufacturers, distributors and other sources) approved by us (collectively, "Qualified Vendors"), which demonstrate, to our continuing reasonable satisfaction, the ability to meet our standards and specifications, who possess adequate quality controls and capacity to supply your needs promptly and reliably, and who have been approved by us in writing. We reserve the right to require you to purchase any or all approved products or services solely from us or our designated affiliate. We also reserve the right to receive a rebate or other benefit from Qualified Vendors based on purchases by you and other franchisees. We may limit the number of Qualified Vendors to obtain volume discounts and to promote consistent quality and adequate supplies for the brand. If you

desire to purchase designated products or services from a party other than a Qualified Vendor, you must submit to us a written request to approve the proposed supplier, together with such information as we may reasonably require. Among the criteria that we consider is the financial stability of the supplier, whether the product or service meets our standards and specifications, and whether the product or service is of use to our franchisees. Our complete written criteria are available for review upon your request. Where applicable, the proposed supplier must submit product samples and specifications to us. We will use our best efforts to notify the proposed supplier within 90 days after we receive all required information and samples, although a longer period may be required for certain products or services due to their cost or importance to the brand or their financial impact on our franchisees. We may revoke our approval of particular products or Qualified Vendors when we determine, in our sole discretion, that such products or suppliers no longer meet our standards or specifications. By entering into this Agreement, you consent to Choice sharing your contact information with Qualified Vendors who provide services to franchisees under the Brand Mark. If such contact information is deemed "personal information" under state or federal law, and you do not want us to share this information, please contact us.

u. Confidential Information. Maintain the absolute confidentiality of the Confidential Information (as defined below) during and after the term of this Agreement. You agree that you: (i) will not use the Confidential Information in any capacity or business or purpose other than what is explicitly authorized under the terms of this Agreement; (ii) will not make unauthorized copies of any Confidential Information disclosed in written form; (iii) will adopt and implement all reasonable procedures we direct to prevent unauthorized use or disclosure of the Confidential Information. You shall divulge such Confidential Information only to such of your employees, attorneys, accountants, agents, lenders, or prospective purchasers of the Hotel as must have access to it in order to operate, loan money in connection with, or purchase the Hotel. "Confidential Information" includes the methods, techniques, formats, marketing and promotional techniques and procedures, specifications, information, Rules and Regulations, systems, costs and financial information that we communicate to you or that you otherwise acquire in operating the Hotel under the System. Confidential Information does not include information, processes or techniques that are generally known to the public, other than through disclosure (whether deliberate or inadvertent) by you.

7. Intellectual Property.

a. No Ownership Rights. You acknowledge and agree that except as expressly permitted by this Agreement or any ChoiceAdvantage Software Terms of Use, you do not have any right, title or interest in and to the Brand Mark or the Choice Marks, Rules and Regulations, System, our then current concept and method for providing hotel accommodations using any of the Choice Marks, Property Management System, Reservation System, trade secrets or business methods (collectively "Intellectual Property") and you will not contest our rights in and to such Intellectual Property or to current or future derivations of or improvements made to the Intellectual Property, nor our right to register our rights in the Intellectual Property or to grant to others the right to use the Intellectual Property or any other intellectual property that we own. You understand that the Intellectual Property will remain our property, and that your use of any portion of the Intellectual Property inures to our benefit. You also agree that you will not sub-license the Intellectual Property rights we have granted to you under this Agreement, to any other person or entity and you will not use such Intellectual Property for any purpose other than in connection with the Hotel in accordance with the terms of this Agreement. You agree to assign and you do hereby assign any and all rights you or any other party working on your behalf may have or develop in the Intellectual Property at no cost to us. You acknowledge and agree that all rights to our Intellectual Property that have not been granted to you in this Agreement will remain ours.

b. Limited Use; Web Sites. You acknowledge and agree that you will not include the Brand Mark (or any other Choice Marks), any words that constitute a portion of the Brand Mark (or any other Choice Marks), words that describe the Brand Mark (or any other Choice Marks), any portion of the names of our Property Management System or Reservation System, or anything confusingly similar to these marks or words ("Choice-Related Words") in your name or the name of any of your affiliates, whether a partnership, corporation, limited liability company, joint venture or any other type of business organization. You will not establish, or operate a previously established web site on the internet (or on any other network, wireless or otherwise) using any domain name (or other identifying characteristics) that contains any of the Choice-

Related Words, or any other portion of our Intellectual Property or anything similar to our Intellectual Property or which does not comply with our then-current domain name policy or our property website guidelines, internet distribution policy, or such similar policies or regulations adopted by us from time to time and made available to you. You acknowledge and agree that the restrictions on your use of the Choice-Related Words will survive the expiration or earlier termination of this Agreement and that we retain the right to pre-approve your use of linking and framing between your internet (or other network) web pages and all other web sites. We have the right to determine the content and use of online or electronic media associated with any of the Choice Marks. You may not participate in any website or other electronic media (including social media) that markets goods and services under the Choice Marks unless it is first approved in writing by us.

c. Limited Use of Brand Mark. After the Effective Date but before the Opening Date, you may make the following limited use of the Brand Mark:

1. Temporary Signs. No earlier than 90 days prior to the Opening Date, use the Brand Mark on a temporary sign, meeting our standards, at the Location advising the general public that a hotel authorized to use the Brand Mark is under construction;

2. Local Media. No earlier than 90 days prior to the Opening Date, use the Brand Mark to promote the Hotel construction and opening in the local media;

3. Supplies. No earlier than 90 days prior to the Opening Date, purchase operating supplies and equipment bearing the Brand Mark required for Hotel operation; and

4. Permanent Signs. No earlier than 30 days before the Opening Date and only with our written consent, install permanent Hotel signs meeting our standards bearing the Brand Mark and the designated logo.

d. Permitted Registration. If you are required by law to register any of our Intellectual Property, your registration application must specify that you will use our Intellectual Property: (i) only at the Hotel and in advertising for the Hotel; (ii) only during the Term; and (iii) without claiming any rights in and to the Intellectual Property during or after the Term.

e. Notice of Suit; Injunctive Relief; Survival. You will promptly notify us of any suit filed or demand made against you challenging the validity of our Intellectual Property ("IP Claim"). Following the receipt of such notice from you and using our attorneys, we agree to defend you against any IP Claim, and to defend and indemnify you against your loss, cost or expense related to such IP Claim, except where such IP Claim arose because you used our Intellectual Property in violation of our domain name policy, property website guidelines, internet distribution policy, this Agreement, the ChoiceAdvantage Software Terms of Use, or the Rules and Regulations. You will not settle or compromise any IP Claim without our prior written consent, and you agree to cooperate with us in defending against any such IP Claim. In connection with such IP Claim, you acknowledge and agree that if at any time during the Term you do not immediately discontinue the use of our Intellectual Property (including the Brand Mark) or the Choice-Related Words following our notice to you to discontinue such use, we will seek injunctive and equitable relief for your infringement (or use of the Choice-Related Words) and, in that event, you waive, to the maximum extent permitted by law, any requirement for any bond for the issuance of any injunction, and if a bond is required, you agree that it will not exceed $1,000. The provisions of this Section 7 will survive the expiration or earlier termination of this Agreement.

f. Changes to Brand Mark. You agree and acknowledge that we have the right, in our sole discretion, to modify, add to, or discontinue use of the Brand Mark, or to substitute different proprietary marks, for use in identifying the System and/or the Hotel. You shall promptly comply with such changes, revisions and/or substitutions, and bear all the costs of modifying your interior and exterior signage, advertising materials, interior graphics and any other items which bear the Brand Mark to conform therewith.

8. Change in Sleeping Room Count. You may change the Sleeping Rooms by 5% or less by

constructing additional (or removing) Sleeping Rooms, but only after providing prior written notice to us. If you wish to change the Sleeping Rooms by more than 5% by constructing additional (or removing) Sleeping Rooms or if you wish to make substantial alterations to the Hotel, you may not do so without our prior written consent, which may be conditioned on, among other things, our inspection of the Hotel and the applicable rooms. If we consent to your expansion of the Hotel or to substantial alterations to the Hotel, you must send us your construction plans and pay us an expansion fee for each addition to the number of Sleeping Rooms equal to the then-current per-room charge for hotels that are permitted to use the Brand Mark, but the expansion fee will be not less than $1,000. We will add any additional Sleeping Rooms or Meeting Rooms that you construct to the Rentable Rooms (or delete any Sleeping Rooms or Meeting Rooms that you remove from the Rentable Rooms), and you will include revenues from the additional Sleeping Rooms and any additional Meeting Rooms to calculate the Gross Room Revenues for determining the Monthly Fees due under this Agreement.

9. Assignment.

a. Our Assignment. We may sell or assign all or part of our rights or obligations under this Agreement to any person or legal entity. Any such sale or assignment will inure to the benefit of any assignee or other successor.

b. Your Assignment. Your rights and duties under this Agreement are personal to you. We entered into this Agreement and granted the rights outlined in this Agreement to you in reliance on the business skill, financial capacity and personal character of you and your principal owners. You may not sell, assign, transfer, lease, or otherwise encumber any direct or indirect interest that you have in the Hotel, in you, or in any rights or obligations under this Agreement without giving us at least 15 days' prior written notice and obtaining our prior written consent, which will not be unreasonably withheld or delayed. Furthermore, if a Controlling Interest (as defined in Section 9(d)) of the originally approved ownership of the Hotel is being transferred or if you are conveying the Hotel or 50% or more of the undivided interest in the Hotel, you and the transferee must comply with all reasonable conditions we require before we will approve of such transfer, including, but not limited to, (i) the transferee signing our then-current form of the franchise agreement for hotels that are authorized to use the Brand Mark, (ii) the transferee signing a property improvement plan or other writing that we prepare to document the transferee's obligations to complete required Renovations (as defined in Section 6(o)), (iii) all of transferee's owners signing our then-current form of personal guaranty agreement, and (iv) payment of a re-licensing fee equal to the then-current affiliation fee we charge for new franchisees authorized to use the Brand Mark. We reserve the right to withhold our consent to any transfer if the Hotel fails to comply with our then-current brand image and standards or the transferee fails to demonstrate to our satisfaction that it meets our educational, managerial and business standards, possesses a good moral character, business reputation and credit rating, has the experience, aptitude and ability to operate the Hotel, and has adequate financial resources and capital to operate the Hotel. So long as you promptly provide us with written notice, our consent is not required for the following: (1) a mortgage, deed of trust or other encumbrance, pledge or other grant of security interest in any direct or indirect interests in you or the Hotel to a third party lender or third party preferred equity provider; or (2) the sale, assignment or transfer by you of securities in a publicly-traded corporation or entity that individually, or in the aggregate with other sales or transfers by you, constitute the sale or transfer of less than 5% of the outstanding capital stock or other equity interests in you or the Hotel. If you assign or transfer the Hotel or any rights granted to you or your obligations under this Agreement without our written consent, you breach this Agreement and we may terminate this Agreement pursuant to Section 10(b)(2)(d).

c. Transfer due to Death or Mental Incompetence; Transfer to Close Family Member. If you, or any natural person with an ownership interest in you, dies or becomes mentally incompetent, the executor, administrator, or personal representative of that person must transfer that person's ownership interest in you or the Hotel (within 12 months after death or determination of mental incompetence) to one or more of the remaining persons in your entity (if applicable) or to heirs of the deceased person that we approve. If you wish to transfer your ownership interest in the Hotel to a close adult family member (such as a current spouse, parent, child, sibling, grandchild or grandparent) ("Close Family Member"), that Close Family Member must demonstrate to us that he or she has both the financial ability and experience necessary to operate the Hotel as required by Section 9(b) before we will approve a transfer. No additional fees will be

payable for any transfers of an ownership interest in the Hotel due to death or determination of mental incompetence. However, if you wish to transfer your ownership interest in the Hotel to a Close Family Member, an application fee (not to exceed $7,500) will be due to us, which will be fully refundable if we do not approve the transfer. Our approvals under this Section 9(c) will not be unreasonably withheld or delayed.

d. Controlling Interest. For purposes of this Agreement, "Controlling Interest" includes your interest if you are an individual and you own 50% or more ownership interest in the Hotel, any general partner's interest in a partnership entity, 50% or more of the voting stock of a corporate entity, 50% or more of the ownership interests in a limited liability company, or a 50% or more undivided interest in the Hotel.

10. Default and Termination.

a. Termination By You. If we default in our material obligations under this Agreement, you may terminate this Agreement only if you first give us written notice of the defaults and of your intention to terminate this Agreement and we have not cured those defaults within 60 days after receiving your written notice. With regard to any defaults which are not reasonably capable of being cured within 60 days, the cure period shall be extended for a reasonable additional period of time provided that we have promptly commenced to cure or cause to be cured such default, and thereafter we diligently pursue our efforts in that regard.

b. Termination By Us.

1. Termination with Notice and Opportunity to Cure. If you default in your material obligations under this Agreement, we may terminate this Agreement, effective on the date stated in our notice (or the earliest date permitted by applicable law) as follows:

(a) Non-Payment of Fees. If you do not pay us the Monthly Fees or any other fees, charges and amounts due under this Agreement (including travel agent commissions and global distribution system fees) or file required monthly reports of Gross Room Revenues, within 10 days of our written notice of default to you; or

(b) Other Breach. If you do not cure fully any other breach of your obligations or warranties under this Agreement, within 30 days of our written notice of default to you (or such longer period we designate in our sole discretion).

(c) Cure Periods. You acknowledge and agree that we may, in our sole discretion, extend the time period for you to cure any default but are under no obligation to do so, and any such extension shall not constitute a waiver of the cure periods set forth in this Agreement.

2. Immediate Termination Effective on Notice. Upon written notice to you, we may terminate this Agreement immediately, without giving you an opportunity to cure the default, if:

(a) Imminent Threat. There is an imminent threat or danger to public health or the safety of persons or property resulting from the construction, renovation, maintenance, or operation of your Hotel;

(b) Abandonment; Loss of Possession; Failure to Open. Subject to Section 14 of this Agreement, you stop operating the Hotel using the Brand Mark or according to the requirements of our System or this Agreement for any period of time, you abandon the Hotel, you temporarily or permanently lose the right to possess the Hotel (including, without limitation, due to the appointment of a Receiver or an event of condemnation), you lose the right to operate the Hotel, you fail to open the Hotel using the Brand Mark or in accordance with this Agreement, or you lose the right to transact business in the jurisdiction in which the Hotel is located;

(c) Criminal Behavior. You (or a beneficial owner of you) are charged with or plead guilty to a felony, a fraud, a crime involving moral turpitude or any other crime or offense that we reasonably

believe is likely to have an adverse effect on the Brand Mark, the Choice Marks, our System, the Other Choice Brand Hotels, our business, our goodwill, our Intellectual Property, or our interest in this Agreement or any other instrument or agreement that we may have entered with you;

(d) Transfer. You (or a beneficial owner of you) transfer or purport to transfer any rights or obligations under this Agreement, any Controlling Interest in you, your interest in the Hotel, or a Controlling Interest in the Hotel without our prior written consent, except as otherwise permitted under Section 9(b) or 9(c) hereof;

(e) False Records. You maintain false books or records, send us false reports, or make any materially false statement in your franchise application or any other document you are required to submit to us;

(f) Bankruptcy. You file a petition in bankruptcy, become insolvent, make a general assignment for the benefit of creditors, or are unable to pay your debts to creditors on a timely basis;

(g) Insurance. You do not buy, maintain or send us evidence of insurance as required by this Agreement, or if we opt to procure, on your behalf, insurance required by this Agreement and you fail to reimburse us as we require under Section 12(f);

(h) Multiple Defaults. We send you 2 or more written notices of default under this Agreement for the same or a similar cause or reason in any consecutive 12 month period during the Term, whether or not cured;

(i) Construction. You do not (i) begin construction or renovation of the Hotel on or before the date required by Section 6(r)(2) of this Agreement, (ii) submit Plans to us for our approval prior to Construction Start, and in accordance with Section 6(r)(1), or (iii) once begun, continue, without unreasonable interruptions, the construction or renovation of the Hotel;

(j) Opening Deadline. You fail to open the Hotel by the Opening Deadline in accordance with Section 6(s)(6);

(k) Property Improvement Deadline. You fail to complete required improvements and/or repairs to upgrade the Hotel by the deadline(s) set forth in a property improvement plan;

(l) Goodwill. You engage in conduct that impairs the image, identity, value or goodwill associated with the Brand Mark (or any other Choice Marks) or the System;

(m) Confidential Information. You make a material unauthorized disclosure of Confidential Information; or

(n) Other Agreements. You or your affiliate (or a beneficial owner of you or your affiliate) materially breaches any other instrument or agreement with us or our affiliates, or any mortgage, deed of trust or lease covering the Hotel, unless cured within any applicable notice or grace periods contained in such document.

c. Suspension of Franchise Rights. If you breach any material obligation required by this Agreement or are in default hereunder, we may, after 10 days from our written notice of default (or longer time required by law) for financial defaults, or after 30 days from our written notice of default (or longer time required by law) for non-financial defaults, or immediately in the case of a breach under Section 10(b)(2), above: (i) suspend any or all services that we (or our authorized representative) provide to you in connection with our System including your access to our Central Reservations System; or (ii) suspend your right to use our Intellectual Property. In addition, while the default remains uncured, you will have no rights under the Impact Policy or the Fair Franchising Policy (as defined in Section 19(b)). In our sole discretion, we may reinstate the suspended System services or the right to use our Intellectual Property if you cure your default before this Agreement terminates and pay us the then-current reinstatement fee (as established in the

Rules and Regulations). If we suspend System services or your right to use our Intellectual Property, we may use other remedies, including termination of this Agreement, after the appropriate time to cure, if any, has lapsed.

d. Our Remedies.

1. No System Services. If this Agreement expires or is terminated, we will cease to provide you with any services in connection with our System, which will include removal of the Hotel from any directories, websites, and other distribution channels, cessation of promotion programs and advertising, and cessation of your right to use our Intellectual Property. In addition, we may notify guests holding reservations that the Hotel is no longer authorized to use the Brand Mark, use our Intellectual Property or receive services in connection with our System, and we may relocate such guests upon their request.

2. Liquidated Damages – Post-Opening Termination. If we terminate this Agreement due to your default after the Opening Date, you will pay us, within 30 days after termination, as liquidated damages and not as a penalty for the premature termination of this Agreement, an amount equal to the product of (i) the average monthly Gross Room Revenues during the prior 12 full calendar months (or such shorter time that the Hotel has been open), multiplied by (ii) the maximum Royalty Fee payable under Section 4(b)(1), multiplied by (iii) the number of months (including partial months, which will be prorated) between the date of termination and the next date that you could have terminated this Agreement under Section 3, not to exceed 36 months. However, the product of (i) multiplied by (ii) will not be less than the product of $25.00 multiplied by the number of contractually approved Sleeping Rooms.

3. Liquidated Damages – Pre-Opening Termination. If we terminate this Agreement due to your default prior to the Opening Date, you will pay us, within 30 days after the termination, as liquidated damages and not as a penalty for the premature termination of this Agreement, an amount equal to the product of (i) the number of contractually approved Sleeping Rooms, multiplied by (ii) $25.00, multiplied by (iii) the fewest number of months after the Opening Date that you would have been permitted to terminate this Agreement under Section 3, not to exceed 36 months.

4. Reasonable Estimate. You acknowledge and agree that the injury to us caused by your breach of this Agreement and its termination is difficult or impossible to accurately estimate, and that the methods of calculating liquidated damages in Sections 10(d)(2), 10(d)(3), and 11(a) are reasonable estimates of our probable loss resulting from your breach of this Agreement and its termination. Payment of liquidated damages by you does not affect your obligation to pay us all Monthly Fees and other fees and amounts due to us that accrued before the termination of this Agreement, nor does it affect your continuing indemnification obligations pursuant to Section 13 of this Agreement.

5. Discounted Liquidated Damages. We will reduce the amount of liquidated damages payable to us under this Section 10(d) by 20% (the "Discounted Liquidated Damages Amount") if, within 15 days of termination of this Agreement, you (i) discontinue all use of our Intellectual Property (including the Brand Mark and Choice-Related Words), (ii) pay all outstanding fees and charges due under this Agreement and any other franchise agreement between Choice and you or your affiliate, and (iii) pay the Discounted Liquidated Damages Amount to us by certified or cashier's check. Notwithstanding the foregoing, if we terminate this Agreement pursuant to Section 10(b)(2)(b) because you abandon the Hotel or stop operating the Hotel using the Brand Mark or according to the requirements of our System or this Agreement, we will reduce the amount of liquidated damages payable to us under this Section 10(d) by only 5%, provided that you comply with (i) through (iii) above.

e. Evidence of Breach. If the validity of the termination of this Agreement is disputed, we may introduce evidence of a breach of this Agreement or evidence of any claim associated with the Hotel, including any facilities that are managed by others at the Hotel, whether or not stated in the default or termination notice.

11. Obligations on Termination. On termination or expiration of this Agreement for any reason, you must, at your expense:

a. Intellectual Property. Immediately discontinue all use of our Intellectual Property, refrain from using the Brand Mark to identify the Hotel and cease to use the Choice-Related Words. If you do not immediately discontinue use of our Intellectual Property (including the Brand Mark) or use of the Choice-Related Words following the expiration or termination of this Agreement, you will pay us as liquidated damages and not as a penalty, the sum of $2,500 for each day following the termination of this Agreement that you continue to use our Intellectual Property (including the Brand Mark) or the Choice-Related Words, and we will have the right to seek injunctive and equitable relief for your infringement (or use of the Choice-Related Words) and, in that event, you waive, to the maximum extent permitted by law, any requirement for any bond for the issuance of any injunction, and if a bond is required, you agree that it will not exceed $1,000;

b. Registration. Cancel any assumed name or similar registration containing our Intellectual Property (including the Brand Mark) or any variation or portion of our Intellectual Property (including the Brand Mark) or the Choice-Related Words, discontinue all use of any web sites or other electronic media (including social media) that markets goods and services under the Choice Marks and furnish us with reasonable evidence showing that you complied with these obligations within 30 days after termination or expiration of this Agreement;

c. Payment. Promptly pay all sums owed to us and our subsidiaries or affiliates, and all damages, costs, and expenses, including reasonable attorneys' fees, that we incur, either before or following the termination of this Agreement, as a result of your default, including all outstanding Monthly Fees, any liquidated damages due under this Agreement, and any costs and expenses we incur to obtain injunctive relief for the enforcement of any portion of this Agreement; and

d. Return or Destroy Materials. Immediately return to us, or at our option, destroy all originals and copies of any materials that we have provided to you relating to our System and your operation of the Hotel, including all copies of any manuals, the Rules and Regulations and any data stored in or generated by our Property Management System and Reservation System. Except for your copy of this Agreement and other documents that you reasonably need to comply with applicable laws, you may not retain any material that we provided to you during the Term.

12. Insurance.

a. Pre-Opening Coverage. You must purchase by Construction Start and maintain until the Opening Date, at your expense, directly or through your general contractor, the types and amounts of insurance coverage as we may require in the Rules and Regulations or otherwise in writing, including, but not limited to:

1. General Liability. Commercial General Liability Insurance (including automobile liability, bodily injury and property damage) protecting you and naming us and our affiliates and subsidiaries, our and their respective officers, directors, agents and employees as Additional Insureds (as defined in Section 12(c)) from and against all types of liabilities, including personal injury and property damage, together with the costs of defense and/or adjustments arising out of the operations to construct or renovate the Hotel. The insurance must include coverage for contractual liability, explosion, collapse and underground property damage hazard liability, personal injury liability, products and completed operations liability, owner's and contractor's protective liability, and independent contractor's liability and must be accompanied by waivers of subrogation in our favor and the favor of our affiliates and subsidiaries, the officers, directors, agents and employers of us, our affiliates and subsidiaries.

2. Builder's Risk. All-risk builder's risk coverage to insure the Hotel buildings under construction or renovation to 100% of their replacement cost value, protecting you, us and the Additional Insureds, and a workers' compensation policy as required by statute.

b. Post-Opening Coverage. Beginning no later than the Opening Date and for the rest of the Term, you must purchase and maintain, at your expense, the types and amounts of insurance coverage as we

may require in the Rules and Regulations or otherwise in writing, including, but not limited to:

1. Physical Damage Coverage. All-risk physical damage coverage, insuring the Hotel and its contents for its full replacement cost. If the Hotel is damaged or destroyed, and unless a mortgagee requires otherwise, the proceeds of any insurance will be used to repair or restore the Hotel in accordance with your plans that we approve. Your insurance must contain a waiver of subrogation in our favor and the favor of our affiliates and subsidiaries, the officers, directors, agents and employees of us, our affiliates and subsidiaries.

2. General Liability; Automobile. Commercial Automobile and Commercial General Liability Insurance policies written on an occurrence form protecting you and the Additional Insureds (as defined in Section 12(c)) from and against all manner of liability. The coverage described in the preceding sentence is primary to any coverage that we maintain and must include Contractual, Products and Completed Operations, Independent Contractors, Personal Injury, Property Damage, Bodily Injury and Host Liquor Liability coverage (if applicable), together with the costs and expenses of the defense and/or adjustment of injury or damage, without exception, from or in any way related to any operation or activity conducted under this Agreement and/or of the Hotel, including adjacent areas like swimming pools, parking lots, restaurants, and bars. Your Automobile Liability Policy must cover owned, hired and non-owned vehicles used in the operation of the Hotel. The policies described in this Section 12(b)(2) must cover lawsuits or actions brought anywhere in the world. These policies must provide limits per location and per occurrence as required in the Rules and Regulations and must be accompanied by a waiver of subrogation in favor of the Additional Insureds. You may meet the required total minimum limits through a combination of primary and umbrella policies. If alcoholic beverages are sold at the Hotel (whether or not you own the establishment that sells the alcohol), you must purchase and maintain Dram Shop/Liquor Liability Insurance with such limits as required in the Rules and Regulations.

3. Workers' Compensation. Statutory Workers Compensation and Employers Liability insurance with minimum Employers Liability limits per accident and per disease as required in the Rules and Regulations.

4. Business Interruption. Business interruption insurance that shall provide for coverage of a minimum of three (3) months in the event the Hotel is not operational at any time during the Term. Your business interruption insurance policy must name us as a specific loss payee.

5. Cyber Liability. Cyber Liability insurance providing minimum coverage as required by the Rules and Regulations.

c. Additional Insured Requirement. You must also obtain and attach an endorsement for all commercial automobile, commercial general and umbrella policies used to meet the requirements in Sections 12(a) and 12(b) adding us, our affiliates and subsidiaries, our and their respective officers, directors, agents, partners and employees, as additional insureds ("Additional Insureds").

d. Rating; Primary Coverage; Notice of Change. You must place your insurance with insurance companies reasonably acceptable to us and with an A.M. Best Rating of A-, VI or better. All insurance, commercial automobile, commercial general liability, umbrella and dram shop/liquor liability (if applicable), that you purchase must be specifically endorsed to provide that the coverage will be primary and that any insurance carried by Additional Insureds will be excess and non-contributory. We may reasonably change the insurance coverage requirements set forth in this Section 12 during the Term by giving you at least 30 days' notice of the change. You must comply with our directions, at your expense, and deliver to us evidence of your compliance before the change becomes effective.

e. Certificates of Insurance. You must send us, by no later than ten (10) days prior to Construction Start and/or the Opening Date, as applicable under Sections 12(a) and 12(b), certificates of insurance, endorsements, declarations and/or other documents requested by us, indicating your property code, the Hotel name and address, and proof that you have purchased the required insurance coverage and the Additional Insureds endorsement has been accepted by your insurance carrier. You must also provide us

with evidence of renewal before the expiration date of each insurance policy. You are responsible for providing us with 30 days' advanced written notice if the certificate of insurance by the insurer has been canceled, reduced in coverage, or otherwise altered. Acceptance by Choice of an improper certificate of insurance shall not constitute a waiver, release or modification of any of the insurance coverage and endorsements required under this Agreement.

f. Procurement of Insurance. If you, for any reason, fail to procure or provide us with evidence that you maintain at least the minimum insurance required by Section 12(a) or 12(b), as applicable (or as designated by us from time to time in the Rules and Regulations) together with the endorsement required by Section 12(c), you acknowledge and agree that we will have the immediate right and authority, but not the obligation, to procure such insurance on your behalf, and charge you the cost of the insurance and, at our option, a reasonable penalty. You agree that you will reimburse us for the cost of such insurance and for any reasonable out-of-pocket costs that we incur should we elect to obtain such insurance within 30 days of receipt of our notice that such costs are due and payable to us. The foregoing shall not limit our right to terminate this Agreement pursuant to Section 10(b)(2)(g).

g. No Waiver of Obligations. Your purchase and maintenance of insurance and your performance of your obligations under this Agreement are in addition to your obligation to indemnify us. If applicable, you should obtain additional insurance coverage since we do not require insurance against all potentially insurable risks, such as Employment Practices Liability insurance; if you do, for your protection, you should name us as an Additional Insured on this additional coverage.

13. Indemnification. To the fullest extent permitted by law, you must defend, indemnify and hold harmless us, our affiliates and subsidiaries, our and their respective officers, directors, agents, partners and employees (each, an "Indemnified Party") from and against any claim, loss, cost, damage, expense judgment and liability, including, but not limited to, employment related liability and environmental liability (a "Claim"), including reasonable attorneys' fees (whether or not a lawsuit has been filed) and any court costs, resulting in whole or in part from any damage or loss, including personal injury, of any nature, connected with the Hotel construction, renovation or operation, or any facilities that are managed by others in the Hotel, or out of, or as a result of, in whole or in part your (or your agent's or employee's) error, omission, act or failure, even where negligence of an Indemnified Party is alleged, except to the extent that the loss, costs, damage, expense or liability is solely and proximately caused by the negligence of an Indemnified Party. Notwithstanding the foregoing, if we are required by a court of law to contribute to any Claim, the amount of our contribution will be calculated by applying principles of comparative negligence where a Claim was jointly caused by your negligence and by our negligence. You must reimburse us for all amounts we reasonably spend, including attorneys' fees and court costs, to protect the Indemnified Parties from, or to remedy, your defaults under this Agreement or claims arising out of your operation of the Hotel. We will have the sole and exclusive control (including the right to be represented by attorneys of our choosing) over the defense of any Claims against an Indemnified Party and over their settlement, compromise or other disposition. This provision will be deemed divisible, such that if it is in any way (or to any extent) determined to be invalid or unenforceable, it will be deemed modified so as to be valid and enforceable and to be in full force and effect to the fullest extent permitted by law. This provision will survive the expiration or earlier termination of this Agreement.

14. Casualty. If the Hotel is damaged by fire, natural disaster or other casualty, you must promptly and properly repair the damage. If the damage or repair requires closing the Hotel, you must immediately notify us, begin reconstruction within 6 months after that closing; reopen the Hotel for continuous business operation in accordance with the Rules and Regulations as soon as practicable (but in any event within 12 months after the Hotel closing), and send us at least 30 days' prior written notice of the date of reopening. Upon your written request, we will extend the Term of this Agreement by the number of days between the date of the original closing of the Hotel and the date of reopening. If insurance proceeds are not available or are insufficient to repair or rebuild the Hotel and if you provide us with reasonable evidence that such proceeds are not available to you within 6 months after the original closing of the Hotel, and provided that you are not in default at the time of casualty and are not the cause of the insurance proceeds not being available, then we will terminate this Agreement without penalty to either party.

15. Notices. All notices required or permitted under this Agreement must be in writing, must be personally delivered or mailed by registered or certified mail, return receipt requested, or by a nationally recognized delivery or courier service that allows tracking of packages or letters, to us at **Choice Hotels International, Inc., 1 Choice Hotels Circle, Suite 400, Rockville, Maryland 20850, Attention: General Counsel**, or at such other address we require upon written notice to you, and to you at the Designated Representative's address set forth in Section 1 of this Agreement. You authorize the Designated Representative to submit written notices to us or receive our written notices to you as your agent. Any notice by registered or certified mail or by delivery or courier service is deemed given and received at the date and time of sending. You may change the Designated Representative and/or the Designated Representative's address by written notice to us.

16. Attorneys' Fees. Attorneys' fees must be paid according to the terms of this Section 16 and also, as may be applicable, Section 13 of this Agreement. The prevailing party (as determined by the court or arbitrator) in any arbitration or claim filed to enforce the terms of this Agreement will recover from the other party the reasonable expenses of its attorneys, whether that attorney is employed by you or us or specially retained in connection with the proceeding, along with any court costs, arbitration costs, arbitrator fees, the reasonable costs of necessary expert witnesses, and the reasonable travel costs (including food and lodging) of the prevailing party's witnesses in the proceeding. If such a claim seeks, in whole or in part, attorneys' fees under Section 13, that provision will control. Attorneys' fees, including those payable to any attorney who is an employee of yours or ours, will be determined by reference to the usual and customary rate for such attorney, and the rates charged by attorneys of similar background and experience performing similar work in the area where the proceeding is conducted. Any judgment or arbitration award for fees or other amounts owed to us to enforce our rights under Section 4, Section 10(d) or Section 21 of this Agreement will bear interest at the rate referred to in Section 4(f) until paid.

17. Taxes, Permits; Notice of Legal Actions.

a. Taxes. You must pay when due all taxes related to the Hotel that may be levied or assessed by any federal, state, or local taxing authority, and all other indebtedness related to the Hotel. You must pay any sales tax, gross receipts tax, or similar tax imposed on us (but not our income taxes) on any payments that you must make to us under this Agreement. If there is a bona fide dispute as to liability for taxes assessed or other indebtedness, you may contest the validity or the amount of the tax or indebtedness under the procedures of the taxing authority or applicable law. You may not permit a tax sale or seizure by levy of execution or similar writ or warrant, or attachment by a creditor to occur against the Hotel or the Location. If any amount to be paid or reimbursed under this Agreement to us, or any of our affiliates, is subject to state gross receipts or other state income tax, then you must pay or reimburse an additional amount to us (or to our affiliate as the case may be), so that the amount actually received by us (or our affiliate) after such deduction, payment or withholding will equal the full amount stated to be payable or reimbursable under this Agreement.

b. Permits. You must timely obtain and maintain all permits, certificates, and licenses necessary for the construction, renovation, operation and maintenance of the Hotel, including licenses to do business, fictitious name registration and sales tax permits, health and sanitation permits, and ratings and fire clearances. You must send us, within 10 days of your receipt, copies of all inspection reports, warnings, certificates, and ratings, received from any governmental entity.

c. Notice of Suit. You must notify us in writing and provide us with copies, within 5 days of your receipt, of any actual or threatened criminal or civil action, suit, proceeding, or the issuance of any order, writ, injunction, award, or decree of any court, agency, or other governmental instrumentality affecting you or the Hotel.

18. Approvals and Waivers.

a. Approvals. Our approvals and consents will not be effective unless signed by one of our duly-authorized representatives. We may withhold our consent in our reasonable discretion or at any time when you are in breach of any obligation under this Agreement.

b. Reliance; No Liability. Except as otherwise expressly stated in this Agreement (including any addenda or amendments), we make no warranties or guarantees on which you may rely. We assume no liability or obligation to you by providing any waiver, approval, consent, suggestion to you, or by reason of any delay or denial of any request that you make to us.

c. No Waiver/Forbearance. Failure to exercise any power or to insist on strict compliance with any obligation or condition under this Agreement is not a waiver of any future right to demand exact compliance with any of the terms in this Agreement. Waiver of any particular default or extension of any cure period will not affect or impair a party's rights with respect to any later default of the same, similar, or a different nature. No delay, forbearance, or omission to exercise any power or right of a party following any breach or default of any of the terms, sections, or covenants of this Agreement by the defaulting party, will affect or impair the rights of the party not in default.

19. Acknowledgments.

a. No Warranty or Guarantee. You acknowledge and agree that you have conducted an independent investigation of the benefits of signing this Agreement, and you understand that the business venture contemplated by this Agreement involves business risks, and that its success will be largely dependent on your ability as an independent businessperson. We have not made, and you acknowledge that you have not received from us or our agents, any representations, projection, warranty or guarantee, express or implied, as to the profitability or other potential success of the business venture contemplated by this Agreement, except as expressly set forth in the Franchise Disclosure Document.

b. Limited Rights. You acknowledge and agree that this Agreement and the limited rights to use the Intellectual Property granted to you under this Agreement relate only to the Hotel and the Location. Except as may be specifically set forth in Section 2, this Agreement does not grant you any protected area, market or territorial rights. Subject to the terms of our then-current incremental impact policy ("Impact Policy") and our then-current version of the fair franchising policy ("Fair Franchising Policy"): (i) we may own, operate, or franchise other hotels and/or allow such hotels to use our Intellectual Property (including the Brand Mark), at any other location, either separately or combined; and (ii) we, and any of our affiliates and other franchisees may now or in the future engage in transient lodging or related business activities that may compete with the Hotel.

c. Control; No Duty; Independent Contractor. You acknowledge and agree that you are solely responsible for exercising ordinary, day-to-day business control over the Hotel, including all personnel and employment related matters and decisions and pricing of rooms and other services at the Hotel, regardless of any advice or consultation received from us. This includes, but is not limited to, hiring and firing employees, supervising and controlling employees' work schedules and conditions of employment, determining employees' rate and method of payment, and maintaining employees' employment records. Neither this Agreement nor the Rules and Regulations create a fiduciary or joint employer relationship between you and us or between your employees and us. You are an independent contractor. Nothing in this Agreement or the Rules and Regulations makes, or is intended to make, either party an agent, legal representative, subsidiary, joint venturer, partner, employee, joint employer or servant of the other (except that you agree that we may act as your agent when making reservations for your Hotel).

d. No Right to Contract; No Third-Party Obligations; Truthfulness. You acknowledge and agree that you are not authorized to make any contract, agreement, warranty, or representation on our behalf, or to incur any debt or other obligation in our name; and we shall in no event assume liability for, or be deemed liable hereunder as a result of, any such action. You acknowledge and agree that you will not represent in any proposed financing agreement or to any proposed lender or participant in a public or private investment offering that we or any of our affiliates is, or will, become responsible for your obligations under the financing agreement, nor that we are, or will be, participating in any private or public investment offering. Before you distribute a prospectus of your intended private or public offering, you must send us a copy for our prior written approval, not to be unreasonably withheld, of references made to us in the prospectus. You warrant the truth and completeness of all your statements in your application and the content of all other documents

that you send to us as part of the application process and that you are required to submit to us under this Agreement.

e. Disclosure. You acknowledge that you received from us the Franchise Disclosure Document required by the Federal Trade Commission and by the applicable state(s) in which you live and where the Hotel is located at least 14 days before you signed this Agreement or paid to us any consideration for the hotel franchise.

f. Ownership. You warrant that you are the true owner of, and record holder of title to, the Hotel, or that you are currently leasing the Hotel under a lease that allows you the right to enter into this Agreement. If you are a corporation, limited liability company, partnership, or other entity, all owners of the entity, including any subsequent person or entity that becomes an owner at any time after the Effective Date, shall sign our then-current form of personal guaranty agreement, unless expressly waived by us in our sole discretion.

g. Data Security. You acknowledge and agree that we and you each own the rights in and to any data captured by the Property Management System or Reservation System ("Guest Data") and that we may use Guest Data in any reasonable manner that we determine. You also acknowledge and agree that you are obligated to comply with all information security and data privacy standards and requirements contained in the Rules and Regulations and all applicable federal and state laws, regulations, and standards relating to information security and data privacy, including, without limitation, the Payment Card Industry Data Security Standard ("PCI DSS"). You must secure all Guest Data against loss or theft and against unauthorized or unintended access, disclosure, copying, use or modification. You agree to notify us in writing as soon as practicable (and at least within 24 hours) of any known, suspected, or alleged security breach of Guest Data in your possession or custody or under your control. You also acknowledge and agree that you are obligated to indemnify us from and against any Claim resulting from any such data security breach pursuant to Section 13 of this Agreement. Without limiting the foregoing, to the extent we possess or otherwise provide services that allow for the storage, processing, or transmittal of Guest Data as defined by the PCI DSS ("Services"), or to the extent we could impact the security of the Guest Data environment, we will remain in compliance with the applicable PCI DSS requirements with respect to those Services. We will also remain aware of changes to the PCI DSS and implement all procedures and practices as may be reasonably necessary for the Services to remain in compliance with the PCI DSS, in each case at our sole cost and expense.

h. System Fee. You acknowledge and agree that we may use the System Fee to meet all costs incident to providing the Hotel (and all Other Choice Brand Hotels) with marketing and advertising services, the Property Management System, and the Reservation System, and that such costs may include certain of our overhead expenses that are reasonably allocated to provide such services. You further agree that we have the absolute and unilateral right to determine, when, how and what portion of the System Fee may be used for (i) marketing purposes, including the right to purchase and pay for marketing services, product research and development, production materials, ad slicks, brochures, videotapes, radio and television commercials, media advertising (internet, e-commerce, television, radio, cable, magazines, newspapers and other print), services provided by advertising agencies, market research, trade shows, conventions, promotions, research and design, public relations, and loyalty programs, (ii) the development, operation and maintenance of the Property Management System and Reservation System, and (iii) the cost of personnel, accounting services, travel expenses, office space, overhead costs, administrative costs, computers, other equipment, furniture, salaries and fringe benefits, development, design and maintenance of internet web-pages and websites, including internet service provider costs, network costs, and for other similar costs that we reasonably deem to be appropriate. You also acknowledge that other franchisees authorized to use our System may not contribute the same percentage or total amount that you must pay to us as the System Fee. You further acknowledge and agree that we are not obligated, in expending the System Fee, to make expenditures for your Hotel or Brand Mark which are equivalent or proportionate to your contribution.

i. ChoiceAdvantage Software Terms of Use. You acknowledge and agree that your right to use the Property Management System will be governed by the ChoiceAdvantage Software Terms of Use that

are provided to you in an online format which you agree to review periodically. You acknowledge and agree that the ChoiceAdvantage Software Terms of Use are specifically incorporated as part of this Agreement and you will comply with the terms and conditions of the then-current ChoiceAdvantage Software Terms of Use. You agree that you, the Hotel's general manager, or any other authorized employee of the Hotel ("Authorized User") may accept and agree on behalf of you to the terms and conditions of the ChoiceAdvantage Software Terms of Use. You also acknowledge and agree that we have the right, in our sole discretion, to modify, add or remove any terms or conditions of the ChoiceAdvantage Software Terms of Use. Changes to the ChoiceAdvantage Software Terms of Use will be posted online and will be immediately effective. You agree that use by an Authorized User of the Property Management System after we post any such changes will indicate that you accept and agree to the ChoiceAdvantage Software Terms of Use, as modified.

j. No Liability. You acknowledge and agree that we will not assume liability for, or be deemed liable as a result of, any act or omission of yours relating to the construction, renovation, operation, maintenance or promotion of the Hotel or for any claim or judgment arising from such act or omission.

k. Anti-Terrorism / Anti-Bribery Laws. You individually represent and warrant to us that neither you (including your directors and officers, senior management and shareholders (or other persons) having a controlling interest in you), nor any affiliates or funding sources are (a) owned or controlled by, or acting on behalf of, the government of any country that is subject to an embargo imposed by the United States government; or (b) an entity or individual ("Person") identified by any government or legal authority under applicable laws as a Person with whom dealings and transactions by us are prohibited or restricted, including Persons designated on the U.S. Department of the Treasury's Office of Foreign Assets Control (OFAC) List of Specially Designated Nationals and Other Blocked Persons (including known terrorists and narcotics and human traffickers). You will promptly notify us in writing upon the occurrence of any event which would render the foregoing representations and warranties incorrect. You further represent and warrant to us that you, including persons having a controlling interest in you, are not in violation of any anti-money laundering laws, anti-terrorism, anti-bribery, trade sanctions or other laws or embargoes, including without limitation the U.S. Patriot Act and the U.S. Foreign Corrupt Practices Act and related regulations and executive orders. You represent and warrant that you are qualified to do business in the United States, have the authority to execute this Agreement, and are eligible under applicable United States laws to carry out the obligations under this Agreement and any subsequent assumption of your rights and obligations under this Agreement.

l. Child Protection Code of Conduct. We are a member of "The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism" (www.thecode.org) ("The Code"), which is an industry-driven responsible tourism initiative with a mission to provide awareness, tools, and support to the tourism industry in order to prevent the sexual exploitation of children. You agree to support the principles of The Code and to take all reasonable steps at the Hotel, including the training of staff, to recognize and prevent all forms of human trafficking.

20. Miscellaneous.

a. Severability. If any section of this Agreement is held to be illegal, invalid or unenforceable, both parties agree that (i) the section will be removed; (ii) this Agreement will be understood and enforced as if the illegal, invalid, or unenforceable section had never been in this Agreement; and (iii) the remaining sections will remain in full force and effect and will not be affected by the illegal, invalid, or unenforceable section or by its removal. A section similar to the removed section will be automatically added as a part of this Agreement to the maximum extent enforceable.

b. No Third Party Beneficiaries. Except as otherwise expressly provided in this Agreement, nothing in this Agreement is intended, nor will anything in this Agreement be deemed, to confer on any person or legal entity other than us or you, or our respective successors and permitted assigns, any rights or remedies under or by reason of this Agreement.

c. Headings. All captions and headings in this Agreement are intended solely for the convenience

of the parties and do not affect the meaning or construction of any section.

d. References. All references to the masculine, neuter, or singular, include the masculine, feminine, neuter, or plural. The word “include” and its derivatives are not to be construed as terms of limitation. If “you” consists of more than one person or entity, your acknowledgments, promises, covenants, agreements, and obligations made or undertaken in this Agreement are jointly and severally undertaken by each of you.

e. Counterparts. If this Agreement is executed in multiple counterparts, each executed copy is an original.

f. Governing Law. This Agreement becomes valid and effective only when we have signed it, and it will be interpreted under the substantive laws of Maryland, not including its conflict of laws provision or such provisions of any other jurisdiction; except that nothing herein shall be construed to establish independently your right to pursue claims under Maryland’s Franchise Registration and Disclosure Law.

g. Cumulative Rights and Remedies. Rights and remedies stated in this Agreement are cumulative and not exclusive of any other right or remedy.

h. Attachments/Addenda. All attachments, addenda, and amendments to this Agreement are incorporated into and a part of this Agreement. Any addenda or amendments to this Agreement will not be effective unless signed by one of our duly-authorized representatives and by you. All duly-executed addenda and/or amendments are incorporated into and will become a part of this Agreement.

i. Survival. Those of your obligations and our obligations under this Agreement which expressly or by their nature survive the expiration or earlier termination of this Agreement will survive such expiration or termination, including, but not limited to, Sections 7, 10(d), 11, 13, 16, 17, 18, 19, 20, 21, 22, 23 and 24.

j. Seal. This Agreement is a contract under seal and is intended by the parties to be a specialty under Maryland law.

k. Electronic Signatures. The parties hereby acknowledge and agree that electronic signatures, facsimile signatures or signatures transmitted by electronic mail in so-called "pdf" format shall be legal and binding and shall have the same full force and effect as if an original of this Agreement had been signed and delivered by hand. You and we both (i) intend to be bound by the signatures (whether original, faxed or electronic) on any document sent by electronic means, (ii) are aware that the other party will rely on such signatures, and (iii) hereby waive any defenses to the enforcement of the terms of this Agreement based on the foregoing forms of signature.

21. Arbitration. Except for our claims against you for indemnification or actions seeking to enjoin you from using any of our Intellectual Property (including the Brand Mark) or the Choice-Related Words in violation of this Agreement or any other related agreements (including the ChoiceAdvantage Software Terms of Use), any controversy or claim arising out of or relating to this Agreement or any other related agreements, or the breach of this Agreement or any other related agreements, including any claim that this Agreement or any part of this Agreement or any related agreements is invalid, illegal, or otherwise voidable or void, as well as any claim that we violated any laws in connection with the execution or enforcement of this Agreement or any related agreements and any claim for declaratory relief, will be sent to final and binding arbitration in the state of Maryland before either the American Arbitration Association, J.A.M.S., or National Arbitration Forum in accordance with the Commercial Arbitration Rules of the American Arbitration Association, including its rules for emergency measures of protection, except to the extent that the Commercial Rules of the American Arbitration Association may be interpreted to require you or us to produce documents, witnesses, or information at a time other than at a hearing on the claim without our mutual consent. In the event more than one demand for arbitration is filed in connection with this Agreement or any related agreements, the demand filed with the American Arbitration Association, J.A.M.S., or National Arbitration Forum office having jurisdiction over Maryland

proceedings shall take precedence, and any other demand shall be withdrawn and presented in the Maryland filing. The arbitrator will apply the substantive laws of Maryland, without reference to its conflict of laws provision, except that nothing herein shall be construed to establish independently your right to pursue claims under Maryland's Franchise Registration and Disclosure Law. Judgment on the arbitration award may be entered in any court having jurisdiction. If any party fails to appear at any properly noticed arbitration proceeding, an award may be entered against the party, notwithstanding its failure to appear. Any arbitration will be conducted at our headquarters office in Maryland and the parties agree that any state laws attempting to prohibit arbitration in Maryland are pre-empted by the Federal Arbitration Act. Nothing in this Section 21 will be construed as requiring you or us to make a claim in arbitration before exercising any rights you or we may have to give notice of default or termination in accordance with the terms of this Agreement or any related agreements.

22. NO CLASS ACTIONS. NEITHER YOU NOR WE SHALL SEEK TO LITIGATE OR ARBITRATE AGAINST THE OTHER PARTY TO THIS AGREEMENT OR SUCH PARTY'S AFFILIATES, EITHER AS A REPRESENTATIVE OF, OR ON BEHALF OF, ANY OTHER PERSON, CLASS, OR ENTITY, ANY DISPUTE, CONTROVERSY, OR CLAIM OF ANY KIND ARISING OUT OF, OR RELATING TO, THIS AGREEMENT, THE RIGHTS AND OBLIGATIONS OF THE PARTIES, THE SALE OF THE FRANCHISE, OR OTHER CLAIMS OR CAUSES OF ACTION RELATING TO THE PERFORMANCE OF EITHER PARTY TO THIS AGREEMENT. NO ARBITRATION OR OTHER ACTION OR PROCEEDING UNDER THIS AGREEMENT SHALL ADD AS A PARTY, BY CONSOLIDATION, JOINDER, OR IN ANY OTHER MANNER, ANY PERSON OR PARTY OTHER THAN US AND YOU AND ANY PERSON IN PRIVITY WITH, OR CLAIMING THROUGH, IN THE RIGHT OF, OR ON BEHALF OF, US OR YOU, UNLESS BOTH WE AND YOU CONSENT IN WRITING. WE HAVE THE ABSOLUTE RIGHT TO REFUSE SUCH CONSENT. YOU AGREE AND ACKNOWLEDGE THAT ANY PROCEEDING DIRECTLY OR INDIRECTLY ARISING FROM OR RELATING TO THIS AGREEMENT, THE RELATIONSHIP BETWEEN THE PARTIES, OR ANY AGREEMENT OR RELATIONSHIP BETWEEN YOU AND US OR ANY AFFILIATE OF OURS WILL BE CONSIDERED UNIQUE ON ITS FACTS AND MAY NOT BE BROUGHT AS A CLASS OR GROUP ACTION.

23. WAIVER OF JURY TRIAL. EACH PARTY HEREBY KNOWINGLY, VOLUNTARILY, INTENTIONALLY, AND IRREVOCABLY WAIVES TRIAL BY JURY IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM, WHETHER AT LAW OR IN EQUITY, BROUGHT BY EITHER OF THEM AGAINST THE OTHER.

24. INTEGRATION. THIS AGREEMENT, ALL OF ITS ATTACHMENTS, AND ANY AGREEMENT SPECIFICALLY MADE A PART OF THIS AGREEMENT PURSUANT TO THE TERMS HEREOF, CONTAIN THE COMPLETE UNDERSTANDING OF THE PARTIES AND REPLACE ANY PREVIOUS WRITTEN OR ORAL AGREEMENT ON THE SAME SUBJECT MATTER. NO REPRESENTATION, INDUCEMENT, PROMISE OR AGREEMENT, ORAL OR OTHERWISE, NOT CONTAINED IN THIS AGREEMENT, WILL BE OF ANY FORCE OR EFFECT. NOTHING IN THIS AGREEMENT OR IN ANY RELATED AGREEMENT, HOWEVER, IS INTENDED TO DISCLAIM THE REPRESENTATIONS WE MADE IN THE FRANCHISE DISCLOSURE DOCUMENT THAT WE FURNISHED TO YOU.

ATTACHMENT A

PROPERTY IMPROVEMENT PLAN

[For existing hotels converting to use the Brand Mark]

Attachment A

ATTACHMENT B

RIDER TO THE FRANCHISE AGREEMENT

[Other Modifications to the Franchise Agreement]

We and you agree to be bound by the terms and conditions of this Agreement, including all Attachments, by setting the hands and seals of our duly authorized and empowered representatives on this Agreement, effective as of the Effective Date.

Choice Hotels International, Inc.,
a Delaware corporation

By: _____ (Seal)
Name: Christopher J. Wallace
Title: Vice President and Assistant General Counsel

«LIC_BLOCK»

«FRANCHISEE»

By: _____ (Seal)
Name:
Title:

Date: _____

PLEASE INITIAL THE ATTACHED SCHEDULE A

Schedule A – for Individuals

By initialing this Schedule A that is attached to the Franchise Agreement, you certify that the information provided below is true and accurate. The following represents the names and percentages owned of the individual owners of the Hotel.

.

Name of Individual Hotel Owner *Percentage owned*

_____ _____%
(type or print)

_____ _____%
(type or print)

_____ _____%
(type or print)

_____ _____%
(type or print)

_____ _____%
(type or print)

_____ _____%
(type or print)

_____ _____%
(type or print)

_____ _____%
(type or print)

_____ _____%
(type or print)

_____ _____%
(type or print)

_____ _____%
(type or print)

INITIAL HERE _____

Schedule A – Entity Ownership Breakdown

By initialing this Schedule A that is attached to the Franchise Agreement, you certify that the information provided below is true and accurate. The following represents the names and percentages owned of **«FRANCHISEE».**

Name of member/shareholder/partner	*Percentage owned*
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%

INITIAL HERE _____

Schedule A – Entity Ownership Breakdown

By initialing this Schedule A that is attached to the Franchise Agreement, you certify that the information provided below is true and accurate. The following represents the names and percentages owned of _____.

Name of member/shareholder/partner	*Percentage owned*
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%
_____ (type or print)	_____%

INITIAL HERE _____

«PROP_CODE» - «CONTRACT_ID»
«Brand_Name»

GUARANTY

This Guaranty ("Guaranty") is made as of _____, by **(name of guarantors)** ("each, individually a Guarantor"), in favor of and for the benefit of Choice Hotels International, Inc., a Delaware corporation ("Choice"). In consideration of and as an inducement to Choice to execute a Franchise Agreement by and between Choice and **«LIC_BLOCK»** ("Franchisee"), Guarantor agrees as follows:

1. Guarantor unconditionally warrants to Choice and its successor and assigns that all of Franchisee's representations and warranties in (a) any application submitted by Franchisee to Choice; and (b) the Franchise Agreement are true, accurate and complete as of the time made as of the date of this Guaranty.

2. Guarantor personally and unconditionally guarantees that all of Franchisee's obligations under the Franchise Agreement, as amended, and all related agreements will be punctually paid and performed.

3. Guarantor agrees that the obligations of Guarantor under this Guaranty shall not be reduced, limited, terminated, discharged, impaired or otherwise affected by: (a) the occurrence or continuance of a default under the Franchise Agreement or any related agreement; (b) any assignment of the Franchise Agreement; (c) any modification or amendment of, or waiver or consent or other action taken with respect to the Franchise Agreement or any related agreement; (d) the voluntary or involuntary liquidation, sale or other disposition of Franchisee's assets, or the receivership, insolvency, bankruptcy, reorganization or similar proceedings affecting Franchisee or its assets or the release or discharge of Franchisee from any of its obligations under the Franchise Agreement; or (e) any change of circumstances, whether or not foreseeable, and whether or not any such change does or might vary the risk of Guarantor hereunder. Any failure by Choice to exercise any power or right or to insist upon Guarantor's compliance with any term under this Guaranty shall not constitute a waiver of Choice's right to demand full compliance with any term of this Guaranty.

4. Guarantor unconditionally and irrevocably waives notice of acceptance of this Guaranty, presentment, demand, diligence, protest and notice of dishonor or of any other kind to which Guarantor otherwise might be entitled under applicable law.

5. Guarantor agrees to promptly pay all sums owed to Choice and its subsidiaries or affiliates, and all damages, costs, and expenses, including reasonable attorneys' fees, that Choice or its subsidiaries or affiliates incur as a result of any default under this Guaranty, the Franchise Agreement, or any related Agreement, including all outstanding fees, any liquidated damages due under the Franchise Agreement, and any costs and expenses that Choice or its subsidiaries or affiliates incur to obtain injunctive relief for the enforcement of any portion of this Guaranty, the Franchise Agreement, or any related Agreement.

6. If more than one person or entity has signed this Guaranty as a Guarantor, the liability of each such Guarantor shall be joint, several and primary. Each Guarantor shall be bound by his/her/its/their signature block below, and such Guarantor's obligations hereunder are not contingent on any other Guarantor being bound hereby.

Choice Hotels International, Inc.

7. All notices required or permitted under this Guaranty must be in writing, must be personally delivered or mailed by registered or certified mail, return receipt requested, or by a nationally recognized courier service, to Choice at **Choice Hotels International, Inc., 1 Choice Hotels Circle, Suite 400, Rockville, Maryland 20850, Attention: General Counsel**, and to Guarantor care of the Designated Representative at the address set forth in the Franchise Agreement. Any notice by registered or certified mail or by courier service is deemed given and received at the date and time of sending. Guarantor may change its address only by written notice to Choice, and Choice may change our address by written notice to Guarantor.

8. This Guaranty will be interpreted under the substantive laws of Maryland, not including its conflict of laws provision or such provisions of any other jurisdiction.

9. Except for our claims for indemnification or actions seeking to enjoin you the use of any of our Intellectual Property or the Choice-Related Words in violation of the Franchise Agreement, any controversy or claim founded upon or arising out of or relating to this Guaranty, the Franchise Agreement, or any related Agreement, or to the breach of this Guaranty, the Franchise Agreement, or any related Agreement, will be sent to final and binding arbitration before either the American Arbitration Association, J.A.M.S., or National Arbitration Forum in accordance with the Commercial Arbitration Rules of the American Arbitration Association, including its rules for emergency measures of protection, except to the extent that the Commercial Rules of the American Arbitration Association may be interpreted to require you or us to produce documents, witnesses, or information at a time other than at a hearing on the claim without our mutual consent. In the event more than one demand for arbitration is filed in connection with this Guaranty, the Franchise Agreement, or any related Agreement, the demand filed with the American Arbitration Association, J.A.M.S., or National Arbitration Forum office having jurisdiction over Maryland proceedings shall take precedence, and any other demand shall be withdrawn and presented in the Maryland filing. The arbitrator will apply the substantive laws of Maryland, without reference to its conflict of laws provision, except that nothing herein shall be construed to establish independently a right to pursue claims under Maryland's Franchise Registration and Disclosure Law. Judgment on the arbitration award may be entered in any court having jurisdiction. If any party fails to appear at any properly noticed arbitration proceeding, an award may be entered against the party, notwithstanding its failure to appear. Any arbitration will be conducted at Choice's headquarters office in Maryland. Nothing in this Section will be construed as requiring you or us to make a claim in arbitration before exercising any rights Choice or Guarantor may have to give notice of default or termination in accordance with the terms of this Guaranty.

Choice Hotels International, Inc.

IN WITNESS WHEREOF, the undersigned have set his/her/its/their hands and seals on the date noted above.

Add all Guarantors (entities & people individually)
, Individually, Jointly and Severally

(name of entity)

By: _____L.S.
Name:
Title:

Social Security No. _____

Date: _____

Address: _____

_____

, Individually

_____L.S.

Social Security No. _____

Date: _____

Address: _____

_____

Choice Hotels International, Inc.

ADDENDUM TO THE FRANCHISE AGREEMENT PURSUANT TO THE ILLINOIS FRANCHISE DISCLOSURE ACT

This Addendum to the Franchise Agreement (the "Agreement") pertains to franchises sold in the State of Illinois. If and to the extent that the Illinois Franchise Disclosure Act ("Illinois Franchise Disclosure Act" or "Act") applies to the Agreement, the following provisions supersede anything to the contrary in the Agreement:

1. Section 10 (Default Termination) of the Agreement is supplemented by the following:

   If any of the provisions of this Section 10 governing termination are inconsistent with the provisions of Section 705/19 of the Illinois Franchise Disclosure Act, then such provisions of the Act will apply.

2. The provisions of Sections 20(f) and 21 of the Agreement and Sections 9 and 10.2 of the Cambria Master Development Agreement, if applicable, and Sections 17 and 18 of the MainStay Suites and Suburban Extended Stay Hotels Master Development Agreement, if applicable, that designate choice of law and jurisdiction for venue of any lawsuit in a forum outside of the State of Illinois, will be governed by the Illinois Franchise Disclosure Act, provided that the Agreement may provide for arbitration in a forum outside of Illinois.

3. Section 23 (WAIVER OF JURY TRIAL) of the Agreement is supplemented by the following:

   If any provisions of this Section of the Agreement are inconsistent with the provisions of Section 705/41 of the Illinois Franchise Disclosure Act, then such provisions of the Act will apply to the extent such law is constitutional and the jurisdictional requirements of the Act (as amended) are met.

4. Franchisor reserves the right to challenge the applicability of any law that declares provisions in the Agreement void or unenforceable.

The parties to this Addendum agree to be bound by the terms of this Addendum as of the effective date of the Agreement as evidenced by their signatures below.

Witness:	**Choice Hotels International, Inc**., a Delaware corporation
_____	By:_____L.S.
Name:	Name:
Title:	Title:
Date:	Date:

ADDENDUM TO THE FRANCHISE AGREEMENT PURSUANT TO
THE MINNESOTA FRANCHISE INVESTMENT LAW

This Addendum to the Franchise Agreement (the "Agreement") pertains to franchises sold in the State of Minnesota. If and to the extent that the Minnesota Franchise Disclosure laws apply to the Agreement, the following provisions supersede anything to the contrary in the Agreement:

1. Minnesota Law may provide you with certain termination and non-renewal rights. Minnesota Statutes, Section 80C 14, Subdivisions 3, 4 and 5 require, except in certain specified cases, that you be given 90 days of notice of termination (with 60 days to cure) and 180 days notice for non-renewal of the Agreement.

2. According to Minnesota Statute Section 2860.4400 (D), no release language in the Agreement will relieve us or any other person, directly or indirectly, from liability imposed by the laws on franchising in Minnesota, provided that this part will not bar the voluntary settlement of disputes.

3. Any provision in the Agreement that requires you to consent to liquidated damages and/or termination penalties is deleted from the Agreement if issued in Minnesota.

4. The Franchisor will protect the franchisee's rights to use the trademarks, service marks, trade names, logos, slogans and other commercial symbols, or indemnify the franchisee from any loss, costs, or expenses arising out of the use of any trade or service mark in compliance with the Agreement.

5. The following language will appear at the end of Section 20(f) of the Agreement if issued in Minnesota:

> "Pursuant to Minnesota Statutes, Section 80C.21, this Section does not abrogate or reduce any rights of the franchisee as provided for in the Minnesota Statutes 1987, Chapter 80C."

6. All other rights, obligations and provisions of the Agreement remain in full force and effect. Only the Sections added to or amended by the Addendum are affected. This Addendum is incorporated in and made part of the Agreement if and to the extent the Minnesota Franchise Investment Law applies.

IN WITNESS WHEREOF, the undersigned have executed this Addendum as of the date set forth above.

Witness:	**Choice Hotels International, Inc**., a Delaware corporation
_____	By:_____L.S.
Name:	Name:
Title:	Title:
Date:	Date:

ADDENDUM TO THE FRANCHISE AGREEMENT FOR NEW YORK

This Addendum to the Franchise Agreement (the "Agreement") pertains to franchises sold in the State of New York. If and to the extent that the New York General Business Law regarding franchises applies to the Agreement, the following provisions supersede anything to the contrary in the Agreement:

1. If the Agreement requires that it be governed by the law of a state, other than the State of New York, the choice of law provision will not be considered to waive any rights conferred upon the franchisor or upon the franchisee under New York General Business Law, Article 33, Sections 680 through 695.

2. We will not assign our rights under the Agreement except to an assignee who in our good faith and judgment is willing and able to assume our obligations under the Agreement.

3. If your franchise is located in the state of New York, you may terminate the Agreement on any ground available by law.

4. All other rights, obligations and provisions of the Agreement remain in full force and effect. Only the Sections added to or amended by this Addendum are affected. This Addendum is incorporated in and made part of the Agreement if and to the extent the New York General Business Law applies.

IN WITNESS WHEREOF, the undersigned have executed this Addendum as of the date set forth above.

Witness:	**Choice Hotels International, Inc**., a Delaware corporation
_____	By:_____L.S.
Name:	Name:
Title:	Title:
Date:	Date:

ADDENDUM TO THE FRANCHISE AGREEMENT FOR THE STATE OF NORTH DAKOTA

This Addendum to the Franchise Agreement (the "Agreement") pertains to franchises sold in the State of North Dakota. If and to the extent that the North Dakota franchise statutes and regulations apply to the Agreement, the following provisions supersede anything to the contrary in the Agreement:

1. The North Dakota Franchise Law prohibits a franchisor from requiring a franchisee to consent to liquidated damages and termination penalties. If the Agreement contains a provision that is inconsistent with the North Dakota Franchise Law, the provisions of the Agreement will be superseded by the North Dakota Franchise Law's requirements and Franchisee will not be deemed to have consented to the calculation of the amount of such damages.

2. Sections 20(f) and 21 of the Agreement require: (a) the Agreement to be governed and interpreted under Maryland Law, and (b) certain disputes to be resolved by arbitration in Maryland. To the extent that such provisions conflict with the North Dakota Franchise Law, the North Dakota Franchise Law will control.

3. Section 23 of the Agreement require Franchisee and Franchisor to waive their respective rights to a jury trial. To the extent such provisions violate North Dakota Franchise Law, such law will prevail and such provisions will not apply with respect to claims thereunder.

The parties to this Addendum agree to be bound by the terms of this Addendum as of the effective date of the Agreement as evidenced by their signatures below.

Witness:	**Choice Hotels International, Inc**., a Delaware corporation
_____	By:_____L.S.
Name:	Name:
Title:	Title:
Date:	Date:

ADDENDUM TO THE FRANCHISE AGREEMENT
FOR THE STATE OF RHODE ISLAND

This Addendum to the Franchise Agreement (the "Agreement") pertains to franchises sold in the State of Rhode Island. If and to the extent that the Rhode Island franchise statutes and regulations apply to the Agreement, the following provisions supersede anything to the contrary in the Agreement:

1. If Section 20(f) of the Agreement is inconsistent with §19-28.1.-14 of the Rhode Island Franchise Investment Act, which states that a provision in a franchise agreement restricting jurisdiction or venue to a forum outside the state of Rhode Island or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under the Rhode Island Franchise Investment Act, then said Rhode Island law will apply.

IN WITNESS WHEREOF, the undersigned have executed this Addendum as of the date set forth above.

Witness:	**Choice Hotels International, Inc**., a Delaware corporation
_____	By:_____L.S.
Name:	Name:
Title:	Title:
Date:	Date:

ADDENDUM TO THE FRANCHISE AGREEMENT PURSUANT TO THE WASHINGTON FRANCHISE INVESTMENT PROTECTION ACT

This Addendum to the Franchise Agreement (the "Agreement") pertains to franchises sold in the State of Washington. If and to the extent that the Washington Franchise Investment Protection Act, RCW 19.100.010 to 19.100.940 ("Washington Franchise Investment Protection Act" or "Act") applies to the Agreement, the following provisions supersede anything to the contrary in the Agreement:

1. The state of Washington has a statute, RCW 19.100.180 which may supersede the Agreement in your relationship with us including the areas of termination and renewal of your franchise. There may also be court decisions that may supersede the Agreement in your relationship with us including the areas of termination and renewal of your franchise.

2. In any arbitration involving a franchise purchased in Washington, the arbitration site will be either in the state of Washington, or in a place mutually agreed on at the time of the arbitration, or as determined by the arbitrator.

3. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.

4. A release or waiver of rights executed by a franchisee shall not include rights under the Washington Franchise Investment Protection Act; except when signed under a negotiated settlement after the Agreement is in effect and where the parties are represented by independent counsel. If there are provisions in the Agreement that unreasonably restrict or limit rights or remedies under the Act, those provisions may not be enforceable.

5. Transfer fees are collectable to the extent that they reflect our reasonable estimated or actual costs in effecting a transfer.

IN WITNESS WHEREOF, the undersigned have executed this Addendum as of the date set forth above.

Witness:

_____
Name:
Title:
Date:

Choice Hotels International, Inc.,
a Delaware corporation

By:_____L.S.
Name:
Title:
Date:

ADDENDUM TO THE FRANCHISE AGREEMENT
FOR THE STATE OF WISCONSIN

This Addendum to the Franchise Agreement pertains to franchises sold in the State of Wisconsin. If and to the extent that the Wisconsin franchise statutes and regulations apply to this Agreement, the following provisions supersede anything to the contrary in the Franchise Agreement:

1. The Wisconsin Fair Dealership Act, Wisconsin Statutes, Chapter 135 will apply to and govern the provisions of the Franchise Agreement.

2. That Act's requirement, including the requirements that, in certain circumstances, a franchisee receives ninety (90) days' notice of termination, cancellation, non-renewal or substantial change in competitive circumstances, and sixty (60) days to remedy claimed deficiencies, will supersede the requirements of the Franchise Agreement to the extent they may be inconsistent with the Act's requirements.

IN WITNESS WHEREOF, the undersigned have executed this Addendum as of the date set forth above.

Witness:	**Choice Hotels International, Inc**., a Delaware corporation
_____	By:_____L.S.
Name:	Name:
Title:	Title:
Date:	Date:

EXHIBIT E

choiceADVANTAGE® Software Terms of Use

By entering this site ("Site") and using the choiceADVANTAGE® software, together with any software updates or other software or API or other interfaces provided to you in connection therewith (collectively, the "Software"), you are confirming that you are an authorized franchisee of Choice Hotels International, Inc. or its subsidiaries or affiliated companies (collectively, "Choice")[*], the franchisee's general manager, or an authorized employee of the franchisee (in each case, an "Authorized User") and accept and agree on behalf of yourself and the franchisee to the following terms and conditions ("Terms of Use"). You must be an Authorized User and agree to be bound by and comply with all of these Terms of Use to access or use the Software or this Site. Choice has the right, at its sole discretion and from time to time, to modify, add or remove any terms or conditions of these Terms of Use without notice or liability to you. Changes will be posted on this Site and will be immediately effective. You agree to review these Terms of Use from time to time. By subsequent use of the Software and this Site after Choice posts any such changes, you accept and agree to the Terms of Use, as modified. Choice may change, restrict access to, suspend, or discontinue the Software, or any portion of this Site, at any time without notice or liability to you or any affiliate of yours. Any terms not defined in these Terms of Use shall have the meaning ascribed to them in your Franchise Agreement.

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You will use a transport layer security (TLS) 1.2 or higher, JavaScript and Cookie-enabled browsers to log into your account and perform transactions. The browser(s) currently supported for accessing the Software is: Microsoft Internet Explorer 11 or higher.

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Governing Language

The parties hereto confirm that it is their wish that this Agreement, as well as all other documents relating hereto, including all notices, have been and shall be drawn up in the English language only. *Les parties aux présentes confirment leur volonté que cette convention, de même que tous les documents, y compris tout avis, qui s'y rattachent, soient rédigés en langue anglaise.*

General

The waiver by Choice of a breach or right under these Terms of Use will not constitute a waiver of any subsequent breach or right. If any provision of these Terms of Use is found to be invalid or unenforceable by a court of competent jurisdiction, such provision shall be severed from the remainder of these Terms of Use, which will otherwise remain in full force and effect. Choice will not be responsible for any delay or failure to provide the Software or this Site or any associated services, in whole or in part, due to the following factors as they affect Choice, its licensors, agents or representatives or the Software or this Site: federal, state or municipal action or regulation; strikes or other labor troubles; fire; damage; delay in transportation; shortages of raw materials, labor, fuel or supplies; sabotage; terrorism; insurrection, riot or other acts of civil disobedience or public enemy; and failures or interruptions in Internet service or other communication failures. You may not assign your rights or obligations under these Terms of Use, in whole or in part, without the prior written consent of Choice. For the purposes of these Terms of Use, an assignment shall include any assignments resulting from a merger, a transfer of all or substantially all of your assets, a change of control, or by operation of lawIn the event that Choice finds it necessary to employ legal counsel or to bring an action at law or other proceeding against you to enforce any of the provisions of these Terms of Use, you agree to pay Choice, in addition to any damages for which you may be responsible, all reasonable attorneys' and witness' fees and expenses incurred by Choice. The obligations with respect to Copyrights, Confidentiality, Software Use and Site Access, Limitation of Liability, Indemnification, Termination, Governing Law, and these General provisions survive termination of your right of access to and use of the Software and this Site.

Reservation of Rights

Any rights not expressly granted to you herein are reserved to Choice and its licensors.

Entire Agreement

You acknowledge and agree that these Terms of Use, your Franchise Agreement and the applicable Rules and Regulations that accompany your Franchise Agreement (and, for Canadian franchisees, your choiceADVANTAGE Technology Services Agreement) are the complete and exclusive agreement between Choice and you relating to the Software and this Site, superseding all other agreements, proposals and communications (oral or written) related to the Software or this Site, including, without limitation, any prior Technology Services Agreement and Software

License in effect between Choice and you In the event of any conflict or ambiguity between these Terms of Use, your Franchise Agreement or and the applicable Rules and Regulations that accompany your Franchise Agreement, these Terms of Use shall control.

Address of Choice

choiceADVANTAGE.com
Choice Hotels International, Inc.
1 Choice Hotels Circle
Rockville, Maryland 20850
http://www.choicehotels.com

For Canada:
Choice Hotels International Licensing ULC
5090 Explorer Drive, Suite 500
Mississauga, Ontario L4W 4T9

EXHIBIT F

Call Forwarding Reservations Services Program — Terms of Use

Thank You for Your interest in the Choice Hotels International, Inc. ("Choice") Call Forwarding Reservations Services Program (the "Program"). To enroll one or more of Your hotel properties in the Program, please review the terms below that will govern Your participation in and use of the Program ("Terms of Use"), choose one or more of the three service options ("Service Options") that fits Your needs, and click on the "I Accept" button to agree to the Terms of Use. You will repeat this process for each property You intend to enroll in the Program.

Terms of Use

By clicking "I Accept" below, You are confirming that You are either (1) an authorized franchisee in good standing of Choice or its subsidiaries or affiliated companies ("**Franchisee**"), or (2) the Franchisee's general manager or another authorized employee (in each case, an "**Authorized Representative**"), and You accept and agree to these Terms of Use on behalf of Yourself and/or the Franchisee for Your participation in the Program and Service Option(s) for the specific hotel property You identify on the Enrollment Checklist (the "**Hotel**"). These Terms of Use shall govern Your participation in and use of the Program and shall be binding on You and Your employees and contractors. Choice has the right to and may, in its sole discretion and from time to time, modify, add or remove any of the provisions, rights or obligations in these Terms of Use without notice or liability to You. We will post any changes we make to the Terms of Use on this Call Forwarding Webpage on Choice Central and, once posted, the changes will be effective immediately. You agree to review these Terms of Use from time to time. By Your participation in the Program after Choice posts any changes to the Terms of Use, You accept and agree to the Terms of Use, as modified.

As used in these Terms of Use, the terms "You" and "Your" shall mean you, as the person accepting these Terms of Use, the Franchisee, or any and all Authorized Representatives as applicable by the context used herein. Additionally, "we" or "us" or "our" shall mean Choice.

1. The Program.

Subject to these Terms of Use, Choice will make available to Your Hotel each of the Service Options described below. You will select the Service Option that fits Your needs for Your Hotel (Premium, DiGITAL, or Flex) by checking the appropriate box at the end of each Service Option description. DiGITAL and Flex are not mutually exclusive and may be used in conjunction with one another.

Service Option #1 — Premium

Premium is available on either a seasonal basis (from April 1 to September 30) or on an annual basis.

With Premium, callers to Your Hotel will continue to use Your existing Main Number as they did before You enrolled in the Program. With this Service Option, You will assign to us and we will assume that Main Number (also referred to as the "**Ported Number**") by executing a Letter of Agency we provide to you.

When calls are made to the Ported Number, they will be routed to an automated "interactive voice response" system (IVR) with a message specific to Your Hotel. The caller will be prompted to choose either "reservations" or "all other inquiries", or a third option of your choice if required. If the caller chooses the "reservations" option, then the call will be forwarded to our Reservation Center and You will be charged the standard fee detailed in Section 3. If the caller chooses the "all other inquiries" option, then the caller be routed to Your Hotel's front desk agent and no fee will apply. If you should also like to implement a third option on the IVR, calls will be transferred to a designated telephone number of your choice and no fee will apply.

To select Service Option #1 – Premium, Your Hotel must have, in addition to the Main Number, at least one other working phone number/phone line available at Your front desk ("**Secondary Number**"). Callers who chose the "all other inquiries" option will be routed to Your Hotel front desk via the Secondary Number.

You acknowledge that prior to activation of Service Option #1 – Premium, You are responsible for contacting Your phone company to ensure Your Secondary Number phone line is set up to roll all incoming calls to another available phone line if the Secondary Number phone line is in use. If this rollover feature (known as a "**Hunt Group**") isn't set up properly, calls to the Secondary Number while in use may go unanswered or fail. You are responsible for any fees charged by the phone company in connection with the implementation of Service Option #1, including fees for setting up the Ported Number or Hunt Group.

You agree to continue to list the Main Number as Your Hotel's published phone number throughout Your participation in the Program. You also acknowledge that Choice will use commercially reasonable efforts to reassign the Ported Number back to Your Hotel upon termination of Your participation in the Program or Service Option #1, in accordance with the terms stated below in Section 4, however, Choice does not guaranty this reassignment back to Your Hotel.

◉ **Select Service Option #1 — Premium**

Service Option #2 — DiGITAL

DiGITAL is available on either a seasonal basis (from April 1 to September 30) or on an annual basis.

Choice will provide Your Hotel with its own unique Call Forwarding Number. Choice will substitute Your Hotel's published primary toll-number (the "**Main Number**") with a designated Call Forwarding Number for organic internet search results, and listings on the Choice Mobile App, ChoiceHotels.com and Choice

reservation systems. This means that Incoming Calls can be made using the designated Call Forwarding Number. You must retain Your Hotel's Main Number and keep it operational throughout the course of Your participation in the Program.

Incoming Calls on Your Call Forwarding Number will be routed to an automated "interactive voice response" system (IVR) with a message specific to Your Hotel (similar to the Premium service). The caller will be prompted to choose either "reservations" or "all other inquiries," or a third option of your choice if required If the caller chooses the "reservations" option, then the call will be forwarded to our Reservation Center and You will be charged the standard fee detailed in Section 3. If the caller chooses the "all other inquiries" option, then the caller be routed to Your Hotel's front desk agent and no fee will apply. If you should also like to implement a third option on the IVR, calls will be transferred to a designated telephone number of your choice and no fee will apply.

You also have the option to also have Incoming Calls on Your Call Forwarding Number routed through Your Hotel's PBX system. You then can treat the Incoming Call as a Manual Transfer or an Automatic Transfer, as outlined under Service Option #2. Dependent on your agreement with your telephone provider, additional fees may apply.

Select Service Option #2 — DiGITAL

Service Option #3 — Flex

Incoming calls to Your Hotel ("**Incoming Calls**") will be screened by Your Hotel front desk. If the caller requests a reservation at Your Hotel, Your Hotel's front desk agent will manually transfer the caller (a "**Manual Transfer**") to a sales agent at a Choice Hotels Central Reservation Center ("**Reservation Center**") using a unique Call Forwarding Number that we provide (the "**CF Number**") and You will be charged the standard Call Forwarding fee (the "Fee") detailed in Section 3. This special CF Number must be programed into Your Hotel's PBX system and You must ensure that Your employees are properly trained to make a Manual Transfer.

Instead of Your Hotel's front desk agent manually screening Incoming Calls, You may set up an auto-attendant in Your PBX System and allow the caller to choose "reservations", in which case the Incoming Call will be transferred automatically from Your Hotel's PBX directly to the Reservation Center via the CF Number (an "**Automatic Transfer**"). If You choose the Automatic Transfer option, You will be charged the standard Fee for each Automatic Transfer.

You acknowledge that prior to activation of Service Option #3 – Flex, it is Your responsibility to contact Your PBX service provider and direct them to program Your CF Number into Your Hotel's PBX switch and any automated transfer features You may require. Once this programming is complete, You must notify Choice's Call Forwarding Operations Services that Your CF Number has been programmed so we can then activate the Program Service Option #3 for Your Hotel.

Select Service Option #3 — Flex

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2. Obligations and Representations

Once You accept these Terms of Use and select Your Service Option(s), You will be enrolled in the Program and You will receive an e-mail confirmation including the Call Forwarding Technical & Enrollment Checklist (the "**Enrollment Checklist**"). You represent and warrant that the Enrollment Checklist You submit is and will be complete and accurate. You agree to notify Choice promptly of any changes to the information You provide in the Enrollment Checklist. If You wish to enroll additional Hotels in the Program, You must accept these Terms of Use and complete a separate Enrollment Checklist for each Hotel.

Call Forwarding representatives have access to all your local negotiated rate plans through our reservation system. This includes rate plans You have loaded as Property Direct. It is Your responsibility to ensure every local negotiated rate plan has a loaded rate description.

To enable the full functionality of the Program, You may be required to take additional actions, such as providing us with certain information, directions and preferences. We will provide You with a supplemental Enrollment Checklist detailing the requirements and requests if necessary. If You fail to satisfy the enrollment requirements and our requests, You may impair Your Hotel's ability to implement/participate in the Program.

You agree to follow all operation instructions and the requirements of the Program as may be set forth in the Rules and Regulations that accompany Your franchise agreement with Choice (the "**Franchise Agreement**") and which may apply to any of the Program Service Options.

It is possible for the CF Number we assign to Your Hotel when You select Service Options #2 or #3 to become compromised by an unaffiliated third party. If we determine that has occurred, we will issue You a credit for calls not sent by Your Hotel, and we will provide You with a new CF number for Your Hotel. However, You are solely responsible for arranging any new CF Number to be programmed into Your Hotel’s PBX switch at Your own expense (and also removing the compromised CF Number from the PBX switch).

3. Fees

You will pay Choice a fee of $2.95 USD per call that is forwarded to the Reservation Center under any of the Service Options (the "**Fee**"). We have the right to increase the Fee at any time upon sixty (60) days' prior notice to You. The Fee is due and payable by You to us for each call that is forwarded to the Reservation Center, regardless of whether the forwarded call results in a booking. If You do not have room inventory available for the dates requested, the Reservation Center sales agent may cross-sell the caller to another hotel property within the Choice franchise system. We will invoice You monthly for the Fees and other amounts due under these Terms of Use and You must pay each invoice in full by the first

day of the month following the month in which the invoice is issued. Choice reserves the right to suspend Your participation in and use of the Program if You fail to pay any invoice in a timely manner. Fees do not include any taxes. You are solely responsible for paying taxes applicable to Your participation in and use of the Program, which may include sales tax, gross receipts tax, use tax, transaction privilege tax or other taxes.

4. Term and Termination

The initial term for Your participation in the Program under any Service Option is six (6) months (the "Initial Term"). Your Hotel must remain enrolled in the Program for at least six (6) months and You may not cancel before the end of the Initial Term except as detailed below. After the Initial Term, You will continue to be enrolled until either party provides the other with thirty (30) days advance written notice of an intent to terminate. If You wish to take Your Hotel out of the Program early, You may do so by notifying us and paying an early exit fee of $500 for each month remaining in the Initial Term (plus a pro rata share for the remaining portion of the current month).

Default and Termination

Non-payment. We may terminate Your participation in the Program upon five (5) days written notice if You fail to timely pay any amounts due to Choice as a result of Your participation in the Program.

Franchise Agreement Default, Termination or Expiration. We may terminate Your participation in the Program immediately upon any default under the Program or Your Franchise Agreement and Your participation in and use of the Program will automatically terminate upon the expiration (or earlier termination) of the Franchise Agreement.

Removal of CF Number Published Listings (Service Option #2 only). For Service Option #2, Your removal of the CF Number from any or one of the following channels (or any other channel in which we list Your CF Number) constitutes a breach of these Terms of Use for which we may terminate immediately Your participation in the Program: organic internet search, Choice Mobile App, ChoiceHotels.com and Choice Reservations systems.

Change of Main Number (Service Option #1 only). For Service Option #1, it is a breach of these Terms of Use if Your Hotel takes on/publishes a new Main Number, in which case we may terminate immediately Your participation in the Program.

Additional Remedies. In addition to any damages to which it may be entitled, Choice will be entitled to reimbursement of all costs relating to the breach of the Terms of Use, including reasonable attorneys' and witness' fees. If, because of Your breach of the Terms of Use, we terminate Your participation in the Program during the first six months after Your enrollment, we will charge You the early exit fee. Your breach of these Terms of Use may also cause irreparable harm to Choice. You agree that damages may be an inadequate remedy and, therefore, in addition to its rights and remedies otherwise available at law, Choice will be entitled to equitable relief, including both a preliminary and permanent injunction, if such a breach occurs. You waive any requirement for the posting of a bond or other security if Choice seeks such an injunction.

Post Termination Reassignment of Ported Number (Service Option #1 only). Upon termination of Your participation in the Program under Service Option #1 – Premium, we will use commercially reasonable efforts for ninety (90) days thereafter ("**Transfer Window**") to reassign the Ported Number back to Your Hotel. If we are unable to reassign the Ported Number back to Your Hotel during the Transfer Window, we may retain the Ported Number and/or forward it to a non-working line. You acknowledge that the actual termination of the Hotel's commitment and responsibility under Service Option #1 (including Your payment of Fees) will only become effective upon the earlier of: (a) the date the Ported Number is actually reassigned back to the Hotel (which will be determined by several factors outside of Choice's control), or (b) the last day of the Transfer Window.

5. Limitation of Liability

You expressly understand and agree that neither Choice, its licensors, nor related parties shall be liable for any indirect, punitive, consequential, incidental or special damages of any kind resulting from these terms, access to or any use of, or inability to use or access, or reliance on, or functioning of, the Program, regardless of the basis upon which liability is claimed, even if Choice has been advised of the possibility of such loss of damage. In no event shall Choice's liability for damages, regardless of the form of action, exceed the fees You actually paid in the six (6) months immediately preceding Your claim.

6. No Warranty

Choice provides the Program "as is" and without warranties of any kind, either express or implied, except to the extent that any warranties implied by law cannot be validly waived or disclaimed. The disclaimed warranties, to the extent allowed by law, include but are not limited to the implied warranties of merchantability, non-infringement of intellectual property, and fitness for a particular purpose.

Choice makes no warranty that the Program will meet Your requirements or that it will be uninterrupted, timely, secure, or error free; nor does Choice make any warranty as to the results that may be obtained from Your participation in or use of the Program or as to the accuracy or reliability of any information obtained through Your participation in or use of the Program.

Choice shall be not responsible for any problems or technical malfunction of any telephone network or lines, computer on-line systems, servers, internet access providers, computer equipment, software, or any combination thereof including any injury or damage to Your or any other person's computer or networks as a result of using the Program. Choice makes no representations or warranties express or implied, with respect to the information received by or through Your participation in or use of the Program, including any representations or warranties as to the accuracy, completeness or timeliness of the information obtained by or through Your participation in or use of the Program.

7. Indemnity

You agree, at Your expense, to indemnify, defend and hold Choice, as well as its officers, directors, employees, agents, subsidiaries, affiliates, distributors, franchisees, licensors and licensees harmless from and against any judgments, losses, deficiencies, damages, liabilities, costs, and expenses (including reasonable attorneys' and witness' fees and expenses) incurred in connection with or arising from any claim, demand, suit, action, or proceeding arising out of Your breach of these Terms of Use or in connection with Your participation in or use of the Program or any product or service related to the Program. Choice reserves the right to assume the exclusive defense and control of any matter subject to indemnification by You, which shall not excuse Your indemnity obligations.

8. Trademarks

You acknowledge that Choice Hotels International®, Choice Hotels® and the trademarks associated with our brands are the sole property of Choice and are registered in the U.S. Patent and Trademark Office and other trademark offices around the world. Any use of these trademarks by You requires the prior express written consent of Choice.

9. Governing Law

Choice creates and controls the Program in the State of Maryland, U.S.A. Accordingly, these Terms of Use are governed by the laws of the United States and Maryland law, except the Maryland Uniform Computer Information Transactions Act, which is expressly disclaimed, and without regard to Maryland conflicts of law principles. Any controversy or claim arising out of or relating to these Terms of Use or relating to Your participation in or use of the Program and the materials related to the Program shall be resolved in a Maryland court. You agree that, regardless of any statute or law to the contrary, any claim or cause of action You may have against Choice arising out of or related to these Terms of Use must be filed within one (1) year after such claim or cause of action arises or this claim or cause of action will be forever barred.

10. General

The waiver by Choice of a breach or right under these Terms of Use will not constitute a waiver of any subsequent breach or right. If any provision of these Terms of Use is found to be invalid or unenforceable by a court of competent jurisdiction, such provision shall be severed from the remainder of these Terms of Use, which will otherwise remain in full force and effect. Choice will not be responsible for any delay or failure of the Program or any associated services, in whole or in part, due to the following factors as they affect Choice, its licensors, agents or representatives or the Program: federal, state or municipal action or regulation; strikes or other labor troubles; fire; damage; delay in transportation; shortages of raw materials, labor, fuel or supplies; sabotage; insurrection, riot or other acts of civil disobedience or public enemy; and failures or interruptions in Internet service, networks or other communication failures. You may not assign Your rights under these Terms of Use, in whole or in part, without the prior written consent of Choice. If Choice finds it necessary to employ legal counsel or to bring an action at law or other proceeding against You to enforce any of the provisions of these Terms of Use, You agree to pay Choice, in addition to any damages for which You may be responsible, all reasonable attorneys' and witness' fees and expenses incurred by Choice, if Choice prevails in such action or proceeding. Your obligations under these Terms of Use will survive termination of Your participation in, right to access, and use of the Program. Any rights not expressly granted to You herein are reserved to Choice and its licensors. You acknowledge and agree that these Terms of Use are the complete and exclusive agreement between

Choice and You relating to the Program, superseding all other agreements, proposals and communications (oral or written) related to the Program.

11. Notices

Notices to Choice can be sent via email to: hotel_call_forwarding_support@choicehotels.com.

EXHIBIT G

Choice Hotels Gift Card Enrollment Form

The Choice Gift Card program is currently open only to the following brands in the United States: Comfort Inn, Comfort Suites, Quality, Sleep Inn, Clarion, Cambria hotels & suites, MainStay Suites, Suburban Extended Stay, Econo Lodge, Rodeway Inn and Ascend Hotel Collection.

This Enrollment Form constitutes an agreement ("**Agreement**") between _____ ("**You**") and the company selected by Choice Hotels International, Inc. ("**Choice**") to administer the Choice Gift Card Program ("**Program**"), SVM, LP (the "**Program Administrator**"), dated _____, 201_.

Redemption of Gift Cards.

Choice has made the redemption of Choice Gift Cards **mandatory** and You agree that You will activate Your point of sale systems in order to be able to redeem Choice Gift Cards under the Program. You understand that whenever a guest pays for a room night(s) or any other charges which appear on the hotel bill using a Choice Gift Card, the Program Administrator will reimburse You for the value of the sale, less a 2.5% interchange fee. You will receive the 97.5% of the sale that is to be paid to You by (1) an electronic ACH transfer directly into Your bank account; or (2) receiving a monthly check from the Program Administrator for all Gift Card redemptions processed at Your property during the preceding month. If You choose Option (2) and there are payments owed to You there will be a check processing fee of $3.00 per monthly check in addition to the interchange fee which will be deducted from Your reimbursement amount. If You choose Option (1), You must complete the attached ACH Authorization Form and supply a copy of a voided check to the Program Administrator with this signed Agreement in order to be reimbursed.

Sale of Gift Cards (Optional).

Unlike the redemption of Gift Cards which is mandatory, ***You are not required to sell Choice Gift Cards at Your property, but You have the option to do so.*** If You choose to sell Gift Cards at Your property (Option 3), You agree to the following terms and conditions:

Supply of Cards for Sale: You will pay the Program Administrator a one-time fee of $99.95 to cover the cost of an initial package of 100 Gift Cards, a counter display, and start-up materials. This fee and all subsequent orders of Gift Cards will be billed to You electronically via an ACH debit to Your account. Subsequent card orders will be billed to You at a cost of $0.60 per Gift Card, subject to a 100 card minimum order. Payment for card orders will be made via an ACH debit to Your account. Please note that the cost of the Gift Cards, counter displays and start-up materials may vary based on particular promotions that are being run by the Program Administrator and you will be notified of any changes.

Payments: Each time You sell and activate a Gift Card at Your property, You will be charged 95% of the value of the card sold. You will retain the remaining 5% value of the gift card sold as payment for the sale. If You sell Gift Cards under the Program, You **must** complete the attached ACH Authorization Form and supply a copy of a voided check to the Program Administrator with this signed Agreement so that any payment amounts that are to be paid to the Program Administrator may be made by electronic debit to the bank account that You have designated for the Program.

Payment Options.

(***SELECT ONLY "ONE" OF THE THREE OPTIONS***).

☐ **OPTION 1 : ONLY REDEEM GIFT CARDS (ELECTRONIC). I wish only to "redeem" Gift Cards under the Program and I want to participate in the electronic payments option. Therefore, I am supplying my bank account information in order to electronically receive funds via ACH at no additional**

Property Code: _____

cost. I have completed the ACH form, I am supplying a copy of a voided check, and I am attaching both items to this Agreement.

☐ **OPTION 2 : ONLY REDEEM GIFT CARDS (NON-ELECTRONIC). I wish only to "redeem" Gift Cards under the Program and I do NOT wish to participate in the electronic payments option. I elect to receive a check once each month for redemptions at my property. I understand this is available for a fee of $3.00 per monthly check, which is in addition to the interchange fee of 2.5% set forth above. I am returning this signed Agreement without the ACH form and without a copy of a voided check.**

☐ **OPTION 3 : SELL & REDEEM GIFT CARDS. I wish to "sell and redeem" Gift Cards under the Program. Therefore I am supplying my bank account information in order to electronically exchange funds via ACH at no additional cost. I have completed the ACH form, I am supplying a copy of a voided check, and I am attaching both items to this Agreement.**

You agree to mail a signed copy of this Agreement (and ACH Form and voided check, if applicable) to the Program Administrator at the following address, OR alternatively, You agree to fax these materials to the Program Administrator's secure fax at:

FAX NUMBER: 1-847-553-9223

SVM, LP
3727 Ventura Drive
Arlington Heights, IL 60004
Attention: CHOICE HOTELS PROGRAM

You understand that a signed copy of this Agreement (and the ACH Form and voided check, if applicable) must be received by the Program Administrator so that all payments due under this Agreement can be properly administered. You also understand that it is Your responsibility to notify the Program Administrator of any changes to Your relevant bank account information and that a fee may be levied by the Program Administrator for all returned ACH transactions due to incorrect bank account information or non-sufficient funds.

You understand that this Agreement will remain in force until either You or the Program Administrator terminates this Agreement. Choice will make reports available to You in a format designed to assist You to track Gift Card activity at Your hotel.

ACCEPTED AND AGREED:

Franchisee:_____ Address:_____

By: _____ _____

Printed Name: _____ _____

Title:_____ Property Code: _____

SVM, LP

Bank Account Information for ACH Credits/Debits

*If you plan to **SELL and REDEEM** cards at your property, this form must be completed for ACH credits and debits. If you plan to ONLY REDEEM cards at your property, this form must be completed ONLY if you select the ACH option for redemption reimbursement.*

You must include a voided check or a copy of a voided check with this form

Franchisee Name: _____ Property Code: _____

Property Name: _____ Phone Number: _____

Property Address: _____ Email Address: _____

_____

_____

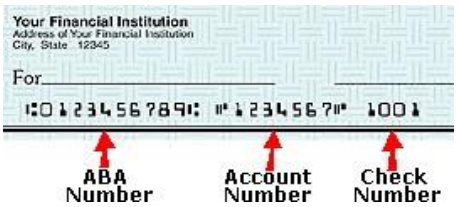
Federal Tax ID #: _____

Bank Name: _____ ***Include a voided check with this completed form**

Bank Address: _____

_____

_____



Routing (ABA) #: _____

Bank Account #: _____

Account Type: □ Checking □ Savings

Authorized Signature: _____ Date: _____

Initial Program Pricing (Subject to Change or Termination with 60 Days Written Notice):
Card Redemptions: 97.5% of transaction amount remitted to Franchisee (2.5% service fee)

Note: If you selected electronic funds transfer, this form must be completed and returned to SVM. Franchisees are responsible for communicating bank account changes. Check with your bank to confirm that your account is set up to receive ACH deposits. Returned ACH's are subject to a $15 fee.

(ACH is the Automated Clearing House for electronic banking transactions. See www.nacha.org for more information

Please return this form with a voided check and your Choice Hotels Gift Card Enrollment Form to SVM LP, 3727 Ventura Drive, Arlington Heights, IL60004

OR

Fax both forms and your voided check to SVM's secure **fax** at **1-847-553-9223**

EXHIBIT H

«PROP_CODE» - «CONTRACT_ID»
«Brand_Name»

Promissory Note

Issuance Date: _____

Maturity Date: _____

$_____ **«PROP_CITY», «PROP_ST»**

FOR VALUE RECEIVED, each of the undersigned (collectively, "Maker"), jointly and severally, hereby promises to pay to the order of Choice Hotels International, Inc. ("Holder") the principal sum of _____ and 00/100 Dollars ($_____) ("Principal Amount") as provided for herein.:

1. Franchise Agreement. Maker and Holder are parties to a franchise agreement dated _____ (as may be amended or supplemented from time to time, the "Franchise Agreement"). The parties have agreed upon certain conditions pursuant to which Holder will make a loan to Maker pursuant to a promissory note in substantially similar form to this promissory note ("Note"). Capitalized terms used but not defined herein will have the meaning set forth in the Franchise Agreement.

2. Payment. Unless otherwise accelerated pursuant to Section 3, this Note matures on the Maturity Date, at which time the entire Principal Amount will be due and payable in full.

3. Default. The occurrence of any one or more of the following events shall constitute a "Default": (1) Maker's failure to observe or perform any covenant, condition or agreement under the terms of this Note; (2) if any representation or warranty made in connection with this Note is in Holder's opinion, false, misleading or incorrect in any material respect; (3) if for any reason, the Franchise Agreement terminates or is otherwise rendered ineffective prior to the Maturity Date; (4) the occurrence of any event(s) or existence of any situation that, after providing for any applicable notice/cure rights set forth in the Franchise Agreement, would provide Holder with a right to terminate the Franchise Agreement; (5) if all or any portion of the premises to which the Franchise Agreement applies ("Premises"), any interest in the Premises (including an ownership interest in any entity that owns the Premises), or any interest in this Note is transferred, leased, or conveyed, other than as security for a debt or other obligation, whether done by a direct or indirect method, or should Maker enter into any contractual arrangement to transfer or convey the Premises, any interest in the Premises (including an ownership interest in any entity that owns the Premises), any part of this Note, or any interest in this Note other than as security for a debt; and (6) the death of any Maker or the filing of any insolvency or bankruptcy proceeding by or against any Maker or the appointment of a receiver for any Maker or any Maker's assets. If a Default occurs, the entire Principal Amount will be due and payable in full within fifteen (15) days after Maker's receipt of a written Notice of Default from Holder.

4. Interest. If the Principal Amount, or any portion thereof, is not paid on or before the Maturity Date (or such earlier date required by Section 3), this Note will bear interest from the date on which funds are due until paid in full at the annual rate of eighteen percent (18%). The maximum interest rate in California is 10% annually. Interest will be computed on the basis of a 360-day year and charged for the actual number of days elapsed in each interest calculation period. Nothing in this Note will be construed or operate to require Maker to pay interest at a greater rate than the maximum allowed by law. Should any interest or other charges paid or payable by Maker under this Note result in the computation or earning of interest in excess of the maximum allowed by law, then all excess interest charges are waived by Holder, and any such excess interest received by Holder will be automatically credited against the Principal Amount, and any such remaining excess received by Holder that exceeds the Principal Amount will be credited by Holder against Royalty Fees payable to Holder pursuant to the Franchise Agreement.

5. Confession of Judgment. **Upon the occurrence of a Default, Maker hereby irrevocably authorizes and empowers any attorney or clerk of any court of record in the United States or elsewhere to appear for and, with or without declaration filed, confess judgment against Maker in favor of Holder or an assignee or successor of Holder, of the Note, at any time, for the full or total Principal Amount under this Note, together with all indebtedness provided for therein, with interest, costs of suit, and reasonable attorneys' fees; and the undersigned expressly releases all errors, waives all stay of execution, rights of inquisition and extension upon any levy upon real estate and**

all exemption of property from levy and sale upon any execution hereon; and Maker expressly agrees to condemnation and expressly relinquishes all rights to benefits or exemptions under any and all exemption laws now in force or which may hereafter be enacted. Maker acknowledges and agrees that Maker is voluntarily, knowingly, and intelligently giving up its right to notice and hearing prior to the entry of judgment, is granting Holder, or Holder's assignee or successor, the right to confess judgment against Maker and is freely waiving its due process rights. Maker further consents to immediate execution on the judgment and waives all right of appeal, ratifying and confirming all that the attorney or clerk may do by virtue of this Note.

6. General.

No failure or delay by Holder to insist on the strict performance of any term of this Note or to exercise any right, power or remedy upon the occurrence of a Default or any other breach of this Note, is a waiver of any term or agreement or of any breach, or will preclude Holder from exercising any right, power or remedy at any later time unless in writing. If Holder accepts any payment after its due date, this act will not be a waiver of Holder's right to receive timely payment of all other amounts or to declare a default for the failure to make any other payment when due.

If Holder or any future holder of this Note assigns its rights under this Note, the term "Holder" as used in this Note will refer to such then-current assignee. This Note is not assignable by Maker.

If any provision (or any part of any provision) in this Note is for any reason held to be invalid, illegal or unenforceable in any respect, the invalidity, illegality or unenforceability will not affect any other provision (or remaining part of the affected provision) of this Note, and this Note will be construed as if the invalid, illegal or unenforceable provision (or part of this Note) had never been contained in this Note but only to the extent it is invalid, illegal or unenforceable.

This Note shall be governed by and construed in accordance with the laws of the State of Maryland.

Negotiable and payable at the office of: CHOICE HOTELS INTERNATIONAL, INC., 1 Choice Hotels Circle, Suite 400, Rockville, Maryland 20850, Attention: Billing Department.

In Witness Whereof, Maker acknowledges and agrees to the terms of this Note as evidenced by its signature under seal as of the day and year first above written.

EXHIBIT I

«PROP_CODE» - «CONTRACT_ID»
«Brand_Name»

INCENTIVE PROMISSORY NOTE

$_____ **City, State** Date:_____

FOR VALUE RECEIVED, each of the undersigned (collectively, "Maker"), jointly and severally hereby promises to pay to the order of Choice Hotels International, Inc. ("Holder") the principal sum of _____ Dollars ($_____) (the "Principal Amount"), or such lesser amount as shall then equal the outstanding Principal Amount hereof on the terms and conditions set forth hereinafter, together with interest thereon, as provided for herein. Pursuant to the terms of the Franchise Agreement (defined below), Holder will lend Maker the sum of $_____ upon the occurrence of the Opening Date, as defined in the Franchise Agreement. Capitalized terms used but not defined herein will have the meaning ascribed to such terms in the Franchise Agreement.

1. Background and Certain Definitions. Maker and Holder are parties to a franchise agreement dated _____, (as may be amended or supplemented from time to time, the "Franchise Agreement"), which Franchise Agreement, among other items, set forth certain conditions pursuant to which Holder will make a loan to Maker pursuant to a promissory note in substantially similar form to this promissory note (the "Note").

2. Interest.

2.1 This Note will bear interest from the date on which funds are advanced to Maker (the "Distribution Date") until paid in full at the annual rate of Prime plus two percent (2%) (the "Rate of Interest"). "Prime" initially refers to the prime rate quoted by the Wall Street Journal Prime Rate as of the Distribution Date, and during the period in which all or any portion of the Principal Amount remains outstanding, shall adjust from time to time as the rate quoted by the Wall Street Journal adjusts. Rate of Interest will be computed on the basis of a 360-day year and charged for the actual number of days elapsed in each interest calculation period. The maximum interest rate in California is 10% annually.

2.2 Nothing in this Note will be construed or operate to require Maker to pay interest at a greater rate than the maximum allowed by law. Should any interest or other charges paid or payable by Maker under this Note result in the computation or earning of interest in excess of the maximum allowed by law, then all excess interest charges are waived by Holder, and any such excess interest received by Holder will be automatically credited against the Principal Amount, and any such remaining excess received by Holder that exceeds the Principal Amount will be credited by Holder against Royalty Fees payable to Holder pursuant to the Franchise Agreement.

3. Use of Proceeds. Maker agrees that the entire proceeds of this Note will be used solely for purposes related to the operation of a **«Brand_Name»** hotel pursuant to the Franchise Agreement.

4. Payment.

4.1 Unless otherwise accelerated pursuant to Section 5.2, this Note matures one hundred and twenty (120) months from the Opening Date (the "Maturity Date"), at which time the entire Principal Amount, all accrued and unpaid interest on this Note and all other sums due under this Note will be due and payable in full.

4.2 Notwithstanding the foregoing, no payments (of either the Principal Amount or any associated interest) will be due or payable under this Note unless and until a Default (as defined in Section 5.1 hereof) occurs. If no Default (i) has occurred before the Maturity Date, or (ii) is occurring on the Maturity Date, then the entire Principal Amount and all accrued interest will be waived and forgiven by Holder as of the Maturity Date.

4.3 As of each anniversary of the Opening Date, unless a Default has occurred, the loan balance shall automatically be reduced by: (a) $1/10^{th}$ of the Principal Amount (the "Forgiven Amount"), and (b) all accrued interest on the Forgiven Amount.

4.4 Payments on this Note shall be made in lawful currency of the United States of America to Holder, at the address set forth in Section 6.3 of this Note or such other address as Holder may designate by written notice to Maker.

5. Default.

5.1 The occurrence of any one or more of the following events shall constitute a "Default": (1) Maker's failure to observe or perform any covenant, condition or agreement under the terms of this Note or under the terms of any documents signed in connection with this Note, if any, (including, but not limited to, any commitment, loan agreement, stock pledge agreement or guaranty) or any other note or other obligation payable by Maker to Holder; (2) if any representation or warranty made in connection with this Note or in any report, opinion, schedule or certification with this Note or later submitted to Holder is in Holder's opinion, false, misleading or incorrect in any material respect; (3) if for any reason, the Franchise Agreement terminates or is otherwise rendered ineffective; (4) the occurrence of any event(s) or existence of any situation that, after providing for any applicable notice/cure rights set forth in the Franchise Agreement, would provide Holder with a right to terminate the Franchise Agreement; (5) if all of any portion of the premises to which the Franchise Agreement applies (the "Premises"), any interest in the Premises (including an ownership interest in any entity that owns the Premises), or any interest in this Note is transferred, leased, or conveyed, other than as security for a debt or other obligation, whether done by a direct or indirect method, or should Maker enter into any contractual arrangement to transfer or convey the Premises, any interest in the Premises (including an ownership interest in any entity that owns the Premises), any part of this Note, or any interest in this Note other than as security for a debt, unless, within 30 days of such transfer, Holder enters into a new **«Brand_Name»** franchise agreement with the transferee for the Premises, and the transferee assumes all of Maker's obligations under this Note and executes Holder's then-current form of Assumption of Promissory Note; (6) the filing of any insolvency or bankruptcy proceeding by or against any Maker or the appointment of a receiver for any Maker or any Maker's assets; and (7) the death of any Maker unless (i) within 30 days upon death of a Maker, Holder is notified of such death, and (ii) within 60 days of said notification, this Note is transferred to and assumed by a new individual within Maker's family, that Holder approves in its sole discretion, by executing Holder's then-current form of Assumption of Promissory Note.

5.2 If a Default occurs, at Holder's option, the Default Payment Amount (as defined below) will immediately become due and payable by Maker to Holder without notice to Maker or any other person or entity. The "Default Payment Amount" means the sum of: (a) the original Principal Amount less an amount equal to the product resulting from multiplying the original Principal Amount by a fraction, the numerator of which is the number of full calendar months that have elapsed since the Opening Date, and the denominator of which is one hundred twenty (120) (the amount resulting from this calculation is referred to as the "Amount Due"); plus (b) interest on the Amount Due calculated from the Distribution Date at the Rate of Interest.

5.3 Interest will accrue on the Default Payment Amount at the Rate of Interest until the Default Payment Amount has been paid in full; provided, that if such Default Payment Amount has not been paid in full by the date that is fifteen (15) days after the date such amount became due and payable, interest will begin to accrue at a default annual rate equal to Prime plus seven percent (prime plus 7%). The maximum interest rate in California is 10% annually.

5.4 The following provisions are applicable upon the occurrence of a Default: (A) Maker will pay Holder all expenses, costs and attorneys' fees that Holder incurs in connection with Holder's collection of any monies due under this Note or for the enforcement of any right under this Note or under any other agreement related to the loan evidenced by this Note, and (B) Holder may exercise any or all other rights, powers and remedies provided for in any instrument, document or agreement now or later evidencing security or otherwise relating to the loan evidenced by this Note or now or later existing at law or in equity or by statute or otherwise.

5.5 CONFESSION OF JUDGEMENT. Upon the occurrence of a Default, Maker hereby irrevocably authorizes and empowers any attorney or clerk of any court of record in the United States or elsewhere to appear for and, with or without declaration filed, confess judgment against Maker in favor of Holder or an assignee or successor of Holder, of the Note, at any time, for the full or total Default Payment Amount under this Note, together with all indebtedness provided for therein, with interest, costs of suit, and reasonable attorneys' fees; and the undersigned expressly releases all errors, waives all stay of execution, rights of inquisition and extension upon any levy upon real estate and all exemption of property from levy and sale upon any execution hereon; and Maker expressly agrees to condemnation and expressly relinquishes all rights to benefits or exemptions under any and all exemption laws now in force or which may hereafter be enacted. Maker acknowledges and agrees that Maker is voluntarily, knowingly, and intelligently giving up its right to notice and hearing prior to the entry of judgment, is granting Holder, or Holder's assignee or successor, the right to confess judgment against Maker and is freely waiving its due process rights. Maker further consents to immediate execution on the judgment and waives all right of appeal, ratifying and confirming all that the attorney or clerk may do by virtue of this Note.

5.6 Maker waives demand, presentment for payment, protest and notice of dishonor and agrees that at any time and from time to time and with or without consideration, Holder may, without notice to or further consent of Maker and without in any manner releasing, lessening, or affecting the obligations of any of them: (1) release, surrender, waive, add, substitute, settle, exchange, compromise, modify, extend, or grant indulgences with respect to (a) this Note, (b) all or any part of any collateral or security for this Note, and (c) Maker or any of them; and (2) grant any extension or other postponements of the time of payment of this Note.

6. General.

6.1 Cumulative Rights. Each right, power and remedy of Holder as provided for in this Note or now or hereafter existing at law or in equity or by statute or otherwise is cumulative and concurrent and is in addition to every other right, power or remedy, and Holder's exercise or beginning of exercise of any one or more of these rights, powers or remedies will not preclude Holder's simultaneous or later exercise of any or all these other rights, powers or remedies.

6.2 No Waiver; Application of Payment. No failure or delay by Holder to insist on the strict performance of any term of this Note or to exercise any right, power or remedy upon the occurrence of a Default or any other breach of this Note, is a waiver of any term or agreement or of any breach, or preclude Holder from exercising any right, power or remedy at any later time unless in writing. If Holder accepts any payment after its due date, this act will not be a waiver of Holder's right to receive timely payment of all other amounts or to declare a default for the failure to make any other payment when due. Any partial payments under this Note may be applied to pay interest, the Principal Amount, the Amount Due or costs as Holder, in its sole discretion determines.

6.3 Notices. All notices required under this Note must be in writing, must be personally delivered or mailed by registered or certified mail, return receipt requested, or by a nationally recognized courier service, to Holder at **Choice Hotels International, Inc., 1 Choice Hotels Circle, Suite 400, Rockville, MD 20850**, and to Maker at the Designated Representative's address identified in the Franchise Agreement. Either Holder or Maker may change the applicable address to which such notices are to be sent by written notice to the other party; provided, that Maker may only change the Designated Representative by written notice to Holder delivered in compliance with the Franchise Agreement. Maker authorizes the Designated Representative to receive Holder's written notices to Maker as its agent. Any notice by registered or certified mail or by reputable national courier service is deemed given and received at the date and time of sending.

6.4 Severability. If any provision (or any part of any provision) in this Note is for any reason held to be invalid, illegal or unenforceable in any respect, the invalidity, illegality or unenforceability will not affect any other provision (or remaining part of the affected provision) of this Note, and this Note will be construed as if the invalid, illegal or unenforceable provision (or part of this Note) had never been contained in this Note but only to the extent it is invalid, illegal or unenforceable.

6.5 Assignment. If Holder or any future holder of this Note assigns its rights under this Note, the term "Holder" as used in this Note will refer to such then-current assignee.

6.6 Choice of Law. This Note is a contract made under, and for all purposes will be construed in accordance with, the internal laws and judicial decisions of the State of Maryland. Maker and Holder agree that any dispute arising out of this Note is subject to the jurisdiction of both the state and federal courts in the State of Maryland. For that purpose, Maker submits to the jurisdiction of the state and federal courts of the State of Maryland. Maker further agrees to accept service of process out of any of the before-mentioned courts in any dispute by registered, certified mail or international courier service addressed to Maker.

6.7. Confidentiality**.** You agree to keep the provisions of this Note in strict confidence and will not disclose them to any persons other than your directors, officers, partners, employees, agents and advisors that have a need to know. Any unauthorized disclosure is a Default under this Note as defined in Section 5.1 hereto.

6.8 Waiver of Trial by Jury. **THE MAKER AND THE HOLDER HEREBY WAIVE TRIAL BY JURY IN ANY ACTION OR PROCEEDING TO WHICH THE MAKER AND THE HOLDER MAY BE PARTIES, ARISING OUT OF OR IN ANY WAY PERTAINING TO THIS NOTE. IT IS AGREED AND UNDERSTOOD THAT THIS WAIVER CONSTITUTES A WAIVER OF TRIAL BY JURY OF ALL CLAIMS AGAINST ALL PARTIES TO SUCH ACTIONS OR PROCEEDINGS, INCLUDING CLAIMS AGAINST PARTIES WHO ARE NOT PARTIES TO THIS NOTE.**

In Witness Whereof, Maker acknowledges and agrees to the terms of this Note as evidenced by its signature under seal as of the day and year first above written.

EXHIBIT J

ACCESS POINT FINANCIAL

EQUIPMENT LOAN AND SECURITY AGREEMENT

THIS EQUIPMENT LOAN AND SECURITY AGREEMENT ("Agreement") is made and entered into as of this _____ day of _____, 2015, by and between **ACCESS POINT FINANCIAL, INC.**, a Delaware corporation ("Lender"), and _____, a _____ ("Borrower"), whose principal place of business is located at _____.

RECITALS

Borrower has applied to Lender for a loan to acquire certain personal property. Lender has agreed to make such loan on certain terms and conditions, all of which have been accepted by Borrower. Lender and Borrower are entering into this Agreement to set forth more fully the terms and conditions of the loan transaction.

AGREEMENT

NOW, THEREFORE, in consideration of the mutual covenants herein set forth and other good and valuable consideration, and the receipt and adequacy of which are hereby acknowledged, Borrower and Lender do hereby agree as follows:

1. LOAN AMOUNT AND PURPOSE.

(a) Subject to the terms and conditions of this Agreement, and provided no Event of Default (hereafter defined) has occurred, Lender agrees to lend to Borrower the principal amount not to exceed $_____ (the "Loan"). The Loan may be disbursed in one or more advances, but each such disbursement shall reduce Lender's loan commitment hereunder, and any sums advanced hereunder may not be repaid and then re-borrowed. Notwithstanding the foregoing, all advances of the Loan now or at any time hereafter made by Lender to Borrower under this Agreement shall constitute one loan secured by Lender's security interest in the Collateral (hereafter defined).

(b) The Loan shall be used by Borrower only to acquire the furniture, fixtures and equipment identified in each approved Draw Request (hereafter defined) to be used in connection with the refurbishing or operations of the Location Premises (hereafter defined) and to pay for such closing costs incidental to the Loan as Lender may approve. Borrower and Lender agree that no more than twentypercent (20%) of the Collateral shall consist of Soft Cost Items. For purposes of this Agreement, “Soft Cost Items” are personal property which Lender, in its sole discretion, believes will be of little or no residual value upon termination of the Loan.

2. RESERVE ACCOUNT/LOAN ADVANCES. Lender shall approve advances for FF&E to be used in the operation of the Premises, as described in the Budget. Lender shall fund the entire loan amount at the time of closing into a reserve account held by the Servicer and shall permit advances to be made for a period of _____ days from the date Applicant executes the Loan Documents. Such Advances shall be paid directly to vendors for FF&E delivered to Applicant upon receipt of an executed Rental Schedule and Delivery and Acceptance Certificate for each set of invoices received.

3. TERMS AND CONDITIONS. The Loan is subject to the following terms and conditions:

(a) [TERMS AND CONDITIONS 1 - Subject to subordination of the Management Fees.] ___ Initial

(b) [TERMS AND CONDITIONS 2 - Lender, in its sole discretion may require that the outstanding principal balance of this Note, together with all accrued and unpaid interest thereon and all other sums payable in connection with the indebtedness evidenced hereby is due and payable by _____ unless the first mortgage is refinanced. The first Mortgage matures on or by _____.] ___ Initial

(c) [TERMS AND CONDITIONS 3 - As a condition of Lender making the loan to Borrower, during the term of this loan Borrower agrees not to further encumber the real estate or any personal property (furniture, fixtures, equipment, etc.) to be placed on or affixed to the real estate with any security interest for the benefit of any other party.] ___ Initial

(d) [TERMS AND CONDITIONS 4 - Borrower has committed to complete the renovations and improvements of the HVAC systems, Key Card Access System, mattresses, micro-fridges, desk chairs and other hotel furniture and materials, subject to approval by APF, of the hotel on the Location Premises (defined below) within the allotted draw-down period.] ___ Initial

(e) [TERMS AND CONDITIONS 5 - Subject to verification of cash balances stated on the Guarantor's personal financial statements.]

4. PAYMENT TERMS. The Loan shall be evidenced by Borrower's Promissory Note ("Note") executed by Borrower to the order of Lender in the stated principal amount equal to the maximum amount of the Loan, providing for the payment of principal, together with interest thereon and a late charge for delinquent payments at the rate(s) set forth therein, in such installments, at such times and according to such further terms as set forth in the Note. (For purposes hereof, the "Note" shall include any extensions, renewals, modifications or replacements thereof.)

5. COLLATERAL AND SECURITY INTEREST.

(a) Grant of Security Interest. As security for payment of all indebtedness, interest, late charges and other fees, and all other obligations or other liabilities which may be now or hereafter owing by Borrower to Lender in connection with the Loan or arising under the Note, this Agreement or any other Loan Document (hereafter defined), and for any extensions, renewals, refinancings, restructurings, modifications or replacements, in whole or in part, of the Note (collectively, the "Obligations"), Borrower hereby grants to Lender a present and continuing first priority purchase money security interest in and lien on all right, title and interest of Borrower in the Collateral. (USE THIS LANGUAGE IF THERE IS NO INTERCREDITOR AGREEMENT) OR Borrower hereby grants to Lender a present and continuing specific lien in and on all right, title and interest of Borrower in the Collateral (see Exhibit C for collateral list). (USE THIS LANGUAGE AND ATTACH EXHIBIT IF THERE IS AN INTERCREDITOR AGREEMENT)

(b) Collateral Designation. The Collateral consists of any and all furnishings, fixtures and equipment acquired with the proceeds of the Loan, together with all attachments, accessories, accessions, parts, replacements, substitutions, additions, and improvements thereto, and all service contracts, warranty claims and other general intangibles relating thereto, and all insurance proceeds and condemnation awards received or receivable with respect thereto, and all cash and non-cash proceeds of the foregoing (collectively, "Collateral"). Unless otherwise defined herein, all terms used in defining the Collateral shall have the meanings under the Uniform Commercial Code ("UCC") as in effect in the State of Georgia to the extent a definition is provided therein. In addition, the term "proceeds" as used herein includes whatever is receivable or received, cash or non-cash, when any Collateral or any proceeds thereof is sold, collected, exchanged or otherwise disposed of, whether such disposition is voluntary or involuntary, and also includes without limitation all rights to payment (including returned premiums) with respect to any insurance relating to the Collateral. In addition, all references herein to a particular type or item of Collateral shall be deemed to include all now existing or hereafter acquired books and records of Borrower relating to such Collateral (including, without limitation, all computer materials and records). Borrower agrees that the Collateral shall be and remain personal property and shall not, by reason of its attachment or other connection to any real property, either become or be deemed to be a fixture or appurtenance to such real property and shall at all times be deemed severable therefrom.

(c) Perfection of Security Interest. Borrower shall keep, procure, execute, and deliver from time to time any and all endorsements, notifications, registrations, assignments, financing statements, fixture filings, certificate of title applications, blank transfer powers, and other writings deemed necessary or appropriate by Lender to perfect, maintain, and protect its security interest in and lien on the Collateral hereunder and the priority thereof, and Borrower shall take such other actions as Lender may request to protect the value of the Collateral and of Lender's security interest in the Collateral, including, without limitation, obtaining such landlord waivers, mortgagee waivers and other assurances from third parties

regarding Lender's access to and right to foreclose on or sell the Collateral and right to realize the practical benefits of such foreclosure or sale as Lender may request. Unless prohibited by applicable law, Borrower hereby authorizes Lender to execute and file any financing statement or fixture filing on Borrower's behalf, and the parties further agree that any carbon, photographic, or other reproduction of this Agreement shall be sufficient as a financing statement and may be filed in any appropriate office in lieu thereof.

(d) Power Of Attorney. Borrower hereby makes, constitutes and appoints (which appointment is coupled with an interest and shall be irrevocable so long as this Agreement is in effect) Lender as its attorney-in-fact with full power and authority to take any action contemplated by subsection (c) above and also to take any of the following actions at any time during the existence of any Event of Default hereunder (but Lender shall have no obligation to and shall incur no liability to Borrower or any third party for failing to exercise any such power or authority): (i) to collect by legal proceedings or otherwise and endorse and receive all interest, payments, proceeds, and other sums and property now or hereafter payable on or on account of any of the Collateral; (ii) to insure, process, and preserve any of the Collateral or to take any other action which Borrower is obligated by this Agreement to take; (iii) to transfer any of the Collateral to its own or its nominee's name; (iv) to make any compromise or settlement, and take any action it deems advisable, with respect to any of the Collateral; (v) to endorse Borrower's name upon any checks or other proceeds of any Collateral and apply same to amounts due under the Loan in such priority and proportions as Lender deems appropriate; (vi) to endorse Borrower's name on any other document, instrument or other agreement relating to any of the Collateral; (vii) to use the information recorded on or contained in any data processing equipment, other computer hardware or any software relating to any Collateral; and (viii) to make, adjust or enforce claims under any insurance policy relating to any Collateral. Lender may exercise the foregoing power of attorney in its discretion, in its name or Borrower's name, and without prior notice to or demand upon Borrower.

6. LOAN DOCUMENTS AND COLLATERAL LOAN DOCUMENTS. In addition to this Agreement and the Note, Borrower shall grant, execute and deliver to Lender, or cause to be granted, executed and delivered to Lender, as the case may be, all of the documents requested by Lender, all of which shall be in form and substance acceptable to Lender and its counsel. Such Loan documents along with the Note and this Agreement are referred to herein together as the "Loan Documents."

7. CONDITIONS TO LOAN ADVANCES. At the time of the making of each advance of the Loan by Lender to Borrower under this Agreement, the following conditions shall have been fulfilled to Lender's satisfaction:

(a) All conditions and requirements of this Agreement shall have been provided and satisfied in form and substance satisfactory to Lender;

(b) The Loan Documents shall have been duly executed and delivered by all required parties thereto and in form and substance satisfactory to Lender;

(c) Lender shall have received and approved the Draw Request and the Delivery and Acceptance Certificate for the Collateral which shall be substantially in the form attached hereto as Exhibit A ("Delivery and Acceptance Certificate");

(d) Borrower shall have executed and delivered to Lender any and all instruments, agreements and documents required by Lender in connection with such Draw Request or as Lender deems necessary or appropriate to perfect or continue the perfection of Lender's security interest in the Collateral to be acquired with the proceeds thereof;

(e) Borrower shall have delivered to Lender the insurance certificates required by Section 10 of this Agreement;

(f) No Event of Default shall exist hereunder or under any of the other Loan Documents nor shall any event or condition exist which, with the giving of notice where applicable or the expiration of applicable grace or cure periods, or both, would constitute such an Event of Default;

(g) All representations and warranties by Borrower and/or any guarantor of the Loan ("Guarantor" and sometimes referred to with Borrower as "Credit Parties") in the Loan Documents, as well as in any other notice, material or document provided by a Credit Party to Lender in connection with the Draw Request for the advance being funded, shall be true and correct in all material respects with the same effect as if such representations and warranties had been made on and as of the date of such advance;

(h) Since the date of the most recent annual financial statements for any Credit Party delivered to Lender, no material adverse change shall have occurred in the financial condition of any Credit Party;

(i) Each and all of the covenants set forth in this Agreement shall have been performed and complied with in all material respects to the extent required by Lender in connection with such advance; and

(j) The advance to be made and the use of the proceeds thereof shall not violate any applicable law, regulation, injunction or order of any government or court.

8. PROCEDURE FOR LOAN ADVANCES.

(a) Borrower shall submit written application for advances of the Loan ("Draw Request(s)") to Lender which shall identify in reasonable detail the Collateral to be purchased with such advance and shall be accompanied by original invoices or paid receipts of the party claiming payment due and a Delivery and Acceptance Certificate unless waived by Lender. Draw Requests may be submitted not more than twice a month, unless otherwise agreed by Lender, each request for an advance (unless it is the final request for an advance) shall be in the minimum amount of 10% of the maximum amount of the Loan; Soft Cost Items may only be included in the final Draw Request. Upon Lender's approval of the form and content of a Draw Request and confirmation that all conditions precedent to an advance have been satisfied, Lender will disburse or advance the amount requested. If Lender determines that the advance requested or any part thereof is not to be made, Lender will inform Borrower of the reasons for not making any such advance. All advances shall be made by wire transfer to the party entitled to receive such payment as designated on the Certificate of Acceptance and Delivery, as Lender deems appropriate in each case. All payments to parties other than Borrower shall be deemed made for the use and benefit of Borrower with the same force and effect as if disbursed or advanced directly to Borrower.

(b) Each Draw Request submitted shall constitute a representation and certification by Borrower to Lender that (i) the Collateral for which payment is requested has been ordered and received by Borrower; (ii) the Collateral has the value as stated in the Draw Request; (iii) each and all of the representations and warranties set forth in Section 9 hereof continue to be true, complete and correct in all material respects; and (iv) no event has occurred nor does any condition exist which, with the giving of notice where applicable or the expiration of applicable grace or cure periods, or both, would constitute an Event of Default.

9. REPRESENTATIONS AND WARRANTIES. Borrower makes the following representations and warranties to Lender, which shall be true, complete and correct as of the date hereof and upon each advance of the Loan:

(a) Authority. Borrower has full power, authority and legal right to execute this Agreement, to own the Collateral, to borrow the Loan and grant to Lender the security interest hereby contemplated, and to perform all of Borrower's obligations under this Agreement and the other Loan Documents.

(b) Legal Status and Authority. Borrower (i) is duly organized, validly existing and in good standing under the laws of its state of organization or incorporation; (ii) is duly qualified to transact business and is in good standing in the state where the Collateral is to be located; and (iii) has all necessary approvals (governmental and otherwise) to carry out its business as now conducted and proposed to be conducted.

(c) Validity of Documents. Borrower's execution, delivery and performance of this Agreement and the other Loan Documents (i) are within Borrower's power and authority; (ii) have been duly authorized by all requisite organizational action; (iii) have received all necessary approvals and consents (organizations, governmental or otherwise); (iv) will not violate, conflict with, result in a breach of, nor constitute a default under any provision of law (including, without limitation, any usury law), any order or judgment of any court or governmental authority, Borrower's organizational documents or any indenture, contract or other agreement to which Borrower is a party or by which Borrower or any of Borrower's assets (including the Collateral) may be bound or affected; and (v) will not require any authorization or license from, or any filing with, any governmental or other body (except for UCC filings relating to the security interest created hereby).

(d) Authorized Signer. The person signing this Agreement and the other Loan Documents on Borrower's behalf has been validly authorized and directed to sign such documents. This Agreement and the other Loan Documents, when executed by or on behalf of Borrower, shall be the legal, valid and binding obligation of Borrower, enforceable against Borrower in accordance with their respective terms, except to the extent enforcement of the remedies hereunder may be limited under applicable bankruptcy and insolvency laws.

(e) Litigation. No action, suit or proceeding, judicial, administrative or otherwise (including any condemnation of the property where the Collateral is to be located or similar proceeding) currently is pending or, to Borrower's knowledge, threatened or contemplated against Borrower, the property where the Collateral is to be located, or any Guarantor, that (i) has not been disclosed in writing to Lender, and (ii) will have (singularly or in the aggregate) a material, adverse effect on the ability of Borrower or of any Guarantor to perform its obligations to Lender under this Agreement, any of the other Loan Documents or the guaranty, as applicable.

(f) Financial Condition. All financial statements and information relating to Borrower and to each Guarantor which have been delivered to Lender in connection with the Loan are true and correct, fairly represent the financial condition or results of operations of Borrower or such Guarantor as of the date(s) or period(s) set forth therein and have been prepared in accordance with generally accepted accounting principals consistently applied. No material adverse change in the condition (financial or otherwise) of Borrower or any Guarantor has occurred since the date(s) of such financial statements. No bankruptcy, reorganization, insolvency or similar proceedings under any state or federal law have been initiated by or against Borrower or any such Guarantor. The granting of the security interest contemplated hereby does not constitute a fraudulent conveyance.

(g) Place of Business. Borrower's principal place of business is located at the address stated in the first paragraph of this Agreement. Borrower does not use any trade, assumed or fictitious name. The Collateral will at all times be used for commercial or business purposes and will be located at _____ ("Location Premises").

(h) Condition of the Location Premises. The Location Premises currently is in compliance with all applicable laws, regulations, ordinances, directives and orders of each governmental agency having jurisdiction thereof.

(i) Title to Collateral; No Encumbrances. Borrower is or will be on delivery the sole owner of the Collateral and has or will have upon delivery good and marketable title thereto. Except for the security interest and lien granted hereunder in favor of Lender, no person has (or, in the case of any after-acquired Collateral, at the time Borrower acquires rights therein, will have) any right, title, claim, or other interest (whether in the nature of a security interest, other lien or charge, or otherwise) in, against or to any Collateral or any interest therein.

(j) Disclosure. To the best of Borrower’s knowledge, Borrower has not failed to disclose any material fact that could cause any representation or warranty made herein to be false or materially misleading.

10. BORROWER COVENANTS. In addition to the covenants set forth in other sections of this Agreement or in the other Loan Documents, Borrower agrees to comply with the following covenants so long as this Agreement is in effect:

(a) Ownership and Restrictions on Transfers. Legal and equitable ownership of the Collateral shall at all times be and remain solely held by Borrower, subject only to the security interest and lien in favor of Lender. Borrower will not change Borrower's name (including its trade name or names) or, if not an individual, Borrower's corporate, partnership or other entity structure without, in each case, notifying Lender of such change in writing at least 30 days prior to the effective date of such change, and, in the case of a change in Borrower's structure, without first obtaining Lender's prior written consent. Without limiting the foregoing, Borrower will not, directly or indirectly, (i) sell, contract to sell, convey, mortgage, pledge, hypothecate, grant a security interest in or otherwise transfer, encumber or suffer a lien upon or against any of the Collateral, or (ii) assign, lease, sublet or grant licenses to use the Collateral or any part thereof (collectively, "Transfer"). For purposes of this Agreement, a "Transfer" shall be deemed to include, without limitation, any change in the ownership or control of Borrower, whether by operation of law, merger, consolidation or otherwise, unless Borrower is publicly traded in which case transfers of stock shall not be deemed to be a Transfer.

(b) Change in Organization Documents. Borrower shall promptly notify Lender of any changes in the organizational documents of Borrower or any other Credit Party; provided, however, that no changes shall be made which would affect such Credit Party's ability to perform any of its obligations under the Loan Documents, without in each case obtaining Lender's prior written consent.

(c) Change of Borrower's Principal Place of Business. Borrower shall give Lender not less than 30 days prior written notice of any change in Borrower's principal place of business or primary residence if Borrower is an individual.

(d) Restriction on Location of Collateral. Borrower will cause the Collateral to be installed and located only at the Location Premises. Other than as may be necessary for repairs or maintenance, Borrower will not remove, nor permit removal of, the Collateral from the Location Premises nor part with possession or control of the Collateral without Lender's prior written consent.

(e) Use of Collateral. Borrower will use the Collateral only for the normal and customary use for which such Collateral is intended and only so as to subject it to ordinary wear and tear. Borrower will cause the Collateral to be operated in accordance with the applicable manufacturer's manuals or instructions by competent and duly qualified personnel and only in accordance with applicable law or other governmental regulations, if any.

(f) Repair and Maintenance. Borrower shall do all acts that may be necessary to maintain, preserve, and protect the Collateral and shall keep the Collateral in good condition and repair and shall not cause or permit any waste of any of the Collateral. Without limiting the foregoing, Borrower, at its sole expense, will repair and maintain each item of the Collateral so as to keep it in as good condition as of the date of the Loan or advance with respect thereto, ordinary wear and tear excepted, including, without limitation, the provision of Replacement Parts (defined below) as and when necessary. Borrower, at its sole expense, also will perform all maintenance of the Collateral necessary to satisfy the requirements of and keep in full force and effect any manufacturer's or other warranty. Any replacement of a part or component added to the Collateral ("Replacement Part(s)") made by Borrower shall be a new part or component of the same or better quality than the part or component being replaced and shall be considered an accession to such item of the Collateral upon installation or affixation thereof. Except as set forth above as to Replacement Parts, Borrower, without the prior written consent of Lender, shall not affix or install any accessory, equipment or device on any item of Collateral or otherwise alter the Collateral.

(g) Mechanic's Liens and Other Encumbrances. Borrower shall keep the Collateral free and clear of all liens and claims of others and promptly pay and discharge any mechanic's liens or other encumbrances or claims of any party which may be filed or recorded against any of the Collateral, within 30 days after Borrower receives notice thereof, whether such notice is received from Lender or otherwise.

(h) Taxes. Borrower shall pay promptly when due, and agrees to indemnify and hold Lender harmless on an after-tax basis from and against, all titling, filing, recordation and other fees and taxes (including without limitation sales, use, excise, personal property, franchise or other taxes, levies, imposts, duties, assessments and all other charges or withholding of any nature together with any penalties, fines or interest thereon), arising at any time prior to or during the term of the Loan or any renewal or extension hereof, upon or relating to the Collateral, or this Agreement or any other Loan Documents, whether the same be assessed to Lender or Borrower by any federal, state or local government or taxing authority or any subdivision thereof', excluding, however, taxes on, or measured by, the net income of Lender. All amounts payable by Borrower pursuant to this section shall be payable to the extent not theretofore paid, on demand by Lender, and the obligation of Borrower under this section shall survive the expiration or earlier termination of this Agreement.

(i) No Additional Indebtedness. Borrower shall not, without Lender's prior written consent, incur additional indebtedness (secured or unsecured), except for trade payables in Borrower's ordinary course of business.

(j) Books and Records. Borrower shall keep adequate books and records of account with respect to the Borrower's financial conditions and operation of the Location Premises and the Collateral, in accordance with methods acceptable to Lender and consistently applied. Lender and its agents shall have the right upon prior written notice to Borrower (notice to be given unless an Event of Default has occurred and is then continuing) to inspect such books and records and to make copies and abstracts from such materials for Lender's records. Borrower shall furnish to Lender and its agents convenient facilities at the Location Premises for the examination and audit of any such books and records at all reasonable times. Borrower shall furnish to Lender the following within 120 days after the end of each of Borrower's fiscal year: (a) an annual operating statement for the Location Premises and (b) an annual balance sheet, profit and loss statement, and source and application of funds of Borrower, all of which shall be in reasonable detail and certified by Borrower to be true, complete and accurate. Lender reserves the right to request the foregoing statement(s) to be delivered at more frequent intervals, but, unless an Event of Default has occurred, not more frequently than quarterly. Lender also shall cause any guarantor of Borrower's obligations to Lender to furnish to Lender within the time period set for the above (1) if the guarantor is an individual, a copy of his/her prior year federal income tax return and a certified net worth statement, or (b) if the guarantor is not an individual, the information set forth above.

(k) Inspections and Right of Entry. Lender and its agents shall have the right to enter upon the Location Premises for the purpose of inspecting the Collateral. In making such entry and inspection, Lender agrees to use reasonable efforts to minimize disturbance to Lender's operations. Unless an emergency exists or an Event of Default has occurred and is then continuing, Lender will provide reasonable notice to Borrower prior to its planned entry or inspection.

(l) Performance at Borrower's Expense. Borrower acknowledges and confirms that Lender shall impose certain administrative processing and/or commitment fees in connection with (i) the extension, renewal, modification, amendment and termination of its loans, (ii) the release or substitution of collateral therefor, (iii) obtaining certain consents, waivers and approvals with respect to the Collateral, or (iv) the review of any subordination, non-disturbance or intercreditor agreement (occurrence of any of the above shall be called an "Event"). Borrower hereby acknowledges and agrees to pay, immediately, with or without demand, all such fees (as the same may be increased or decreased from time to time), and any additional fees of a similar type or nature which may be imposed by Lender from time to time, with respect to any Event or otherwise. Such costs and expenses shall include, but not be limited to, all reasonable fees and disbursements for legal counsel (whether of retained firms or of in-house staff). All such amounts shall accrue interest at the Default Rate provided in the Note if not paid in full within 5 days of Lender's written demand therefor, which interest shall accrue from the date demanded by Lender until paid in full by Borrower.

(m) Costs of Enforcement. Borrower shall pay, on demand by Lender all reasonable fees and disbursements for legal counsel (whether of retained firms or of in-house staff) incurred by Lender in connection with (i) protecting its interest in the Collateral or (ii) in collecting any amount payable hereunder (including recovery of amount under subsection (l) above) or (iii) in enforcing its rights hereunder with respect to the Collateral, whether or not any legal proceeding is commenced hereunder and whether or not any

default or Event of Default shall have occurred and is continuing. All such amounts shall accrue interest at the Default Rate provided in the Note if not paid in full within 5 days of Lender's written demand therefor, which interest shall accrue from the date demanded by Lender until paid in full by Borrower.

(n) Risk of Loss. Borrower agrees that all risk of loss of the Collateral shall at all times be and remain upon Borrower irrespective of whether such Collateral is then in Borrower's or Lender's possession.

(o) Insurance. Borrower, at its sole expense, shall obtain and maintain on each item of Collateral, all-risk casualty and liability insurance in such amounts, against such risks (including theft and vandalism), in such form and with such insurers as shall be satisfactory to Lender; provided, however, that the amount of property damage insurance at any particular time shall not be less than the full replacement value of the Collateral and shall not require co-insurance. Each casualty insurance policy will name Lender as loss payee and each liability insurance policy shall name Lender as an additional insured, and each policy shall contain clauses (a) requiring the insurer to give Lender at least 30 days prior written notice of any alteration in the terms of such policy or of the cancellation or nonrenewal thereof and (b) providing that, as to the interest of Lender thereunder, such policy shall not be suspended, invalidated or in any manner prejudiced by any action or inaction of Borrower or any other party (other than Lender) and shall insure Lender regardless of any default, misrepresentation or breach of warranty or conditions by Borrower or any other party (other than Lender). At Lender's option, Borrower shall furnish to Lender a certificate of insurance or other evidence satisfactory to Lender that such insurance coverage is in effect; provided, however, that Lender shall be under no duty either to ascertain the existence of or to examine such insurance or to advise Borrower in the event such insurance shall not comply with the requirements of this section. Borrower hereby appoints Lender as Borrower's attorney-in-fact to claim receipt for, receive payment of and execute and endorse all documents, checks or drafts for loss or damage under any of said insurance policies, and Borrower hereby assigns to Lender all proceeds of any such policy paid on account of any damage to or loss of the Collateral or any part thereof.

(p) Borrower Certificate. At the end of each calendar quarter from and after the date hereof, Borrower shall deliver to Lender a Borrower Certificate in the form attached hereto as Exhibit B certifying to Lender the following:

i. The quarterly management prepared financial statements are true and correct;

ii. The STR Report is based on the current competitive set and is an accurate picture of the performance of the hotel on which the Collateral is located (the “Hotel”); and

iii. The Hotel is current on the franchise fees with Borrower’s franchisor and, otherwise, not in default of any of its obligations under the franchise agreement. ___ Initial

11. GENERAL INDEMNITY. Borrower agrees to indemnify, defend (at Lender's option and with counsel approved by Lender) and hold harmless Lender, on an after-tax basis, against and from all losses, damages (including punitive damages), injuries to persons or property (including death), claims (including claims for strict liability, negligence or other tort), demands and expenses (including reasonable fees and expenses for legal counsel), of any kind or nature (collectively, "Claims"), imposed on, incurred by or asserted against Lender in any way relating to or arising out of the execution, delivery or performance of this Agreement or the other Loan Documents or arising out of or relating to any injury to persons or property resulting from or based upon the Collateral; provided, however, that this indemnity shall not extend to any of the foregoing caused solely by the willful misconduct or gross negligence of Lender. All amounts payable by Borrower pursuant to this section shall be payable on demand by Lender, shall accrue interest at the rate then prevailing under the Note and shall be secured by the lien and security interest granted hereby. The obligations of Borrower under this section shall survive the expiration or other termination of this Agreement.

12. EVENTS OF DEFAULT. The term "Event of Default", whenever used herein, shall mean the occurrence of any of the following events:

a. If an Event of Default as defined in the Note or any of the Other Loan Documents shall have occurred; or

b. Except for the specific defaults set forth in this Section 12 or declared to be an immediate default under any other Loan Documents, any other default hereunder or under any of the other Loan Documents occurs which is not cured (i) in the case of any default which can be cured by the payment of a sum of money, within 5 days after written notice from Lender to Borrower, or (ii) in the case of any other default, within 30 days after written notice from Lender to Borrower; provided that if such default cannot reasonably be cured within such 30-day period and Borrower shall have commenced to cure such default within such 30-day period and thereafter diligently and expeditiously pursues the cure, such 30-day period shall be extended for so long as it shall require Borrower in the exercise of due diligence to cure such default, it being agreed that no such extension shall be for a period in excess of 120 days; or

c. If any representation or warranty of Borrower or any Guarantor, or any member, general partner, principal or beneficial owner in or of any of the foregoing, made herein or in any guaranty, or in any certificate, report, financial statement or other instrument or document furnished to Lender in connection herewith or in connection with any request for Lender's consent or approval, shall have been false or misleading in any material respect when made; or

d. If Borrower or any Guarantor shall make an assignment for the benefit of creditors or shall generally not be paying its debts as they become due; or

e. If Borrower or any Guarantor is adjudged insolvent or becomes a debtor in any voluntary or involuntary bankruptcy or other proceeding under any existing or future law of any jurisdiction, domestic or foreign, seeking relief with respect to it or its debts; provided that in the case of any such proceeding commenced against Borrower or any Guarantor an Event of Default shall not be deemed to have occurred if such proceeding is dismissed or discharged as to Borrower or such Guarantor within 60 days from the filing thereof; or

f. If any default occurs under any guaranty executed in connection with the Loan and such default continues after applicable notice and the expiration of applicable grace or cure periods, if any, or if any Guarantor repudiates or terminates such guaranty; or

g. If any Guarantor become deceased unless Lender is provided with a substitute guarantor or alternative collateral satisfactory to Lender in its sole discretion within 90 days; or

h. Any judgment for monetary damages is entered against Borrower or any Guarantor which, in Lender's sole judgment, has a material, adverse effect on the ability of Borrower or of such Guarantor to perform its obligations to Lender under any of the Loan Documents or is not covered to Lender's satisfaction by collectible insurance proceeds; or

i. If the insurance Borrower is required to maintain hereunder is not kept in full force and effect, or Borrower has not delivered evidence of the renewal thereof at least 10 days prior to the expiration as required in Section 10 hereof; or

j. Any Transfer (as defined in Section 10 hereof) shall occur without Lender's prior written consent, or if the Collateral shall be removed or relocated from the Location Premises except to the extent permitted for repairs in Section 10 hereof; or

k. Borrower shall default in the performance of any other obligation or agreement with Lender for money borrowed or equipment leased, which continues following applicable notice and the expiration of applicable grace or cure periods, if any.

l. Failure of Borrower to provide Lender on or before _____ , with proof reasonably acceptable to Lender that the renovations and improvements have been substantially completed.

m. Failure of Borrower to maintain its brand and franchise with _____.

13. REMEDIES.

a. Upon the occurrence of an Event of Default, Lender may, at its option, without notice or demand of any kind, and in addition to any and all other rights available to Lender under applicable law, exercise any one or more of the following remedies, as Lender, in its sole discretion, shall elect:

i. Declare the entire unpaid balance of the Loan immediately due payable;

ii. Cease making any further disbursements or advances hereunder and terminate any further obligation to do so;

iii. Proceed by appropriate court action, either at law or in equity, to enforce performance by Borrower of its obligations under this Agreement or to recover damages for the breach thereof;

iv. Exercise any and all rights and remedies available to a Lender under the UCC;

v. Require Borrower, at Borrower's expense, to promptly assemble and return the Collateral or any selection thereof to the possession of Lender at such place or places as Lender shall designate, or Lender, at its option, may enter upon the Location Premises where the Collateral is located and take immediate possession of and remove the same by summary proceedings or otherwise, all without liability accruing to Lender for or by reason of such entry or taking of possession or removal, whether for the restoration of damaged property caused by such action or otherwise;

vi. Sell, for cash or upon credit, all or any part of each item of Collateral at public or private sale(s) and at such time and locations, as Lender, in its sole discretion, may determine, or otherwise dispose of, hold, use, operate, lease to others or keep idle all or any part of each item of Collateral as Lender, in its sole discretion, may determine, in each case free and clear of any rights, title or interest of Borrower therein; or

vii. Set-off, hold and apply against all amounts due to Lender hereunder or under any of the other Loan Documents, any security deposits, cash, credits or accounts of any nature whatsoever, now or hereafter held or maintained by or on behalf of Borrower with Lender, regardless of whether such account is general or special, individual or joint.

b. All sums collected by Lender may be applied by Lender to the payment of Borrower's obligations hereunder in such priority and proportions as Lender, in its sole discretion, shall deem proper.

c. If Lender shall have sold or otherwise disposed of each item of Collateral, Borrower shall remain liable for the amount of any deficiency between the net proceeds of such sale(s) or other disposition(s) (after deducting all costs, charges and expenses, including without limitation reasonable fees and disbursements of legal counsel, incurred by Lender in connection therewith and otherwise as a result of the default or Lender's exercise of its remedies with respect thereto) and the outstanding indebtedness payable hereunder. If any item of Collateral, in Lender's sole judgment shall require repair or maintenance, Lender, at Borrower's cost, shall have the right, but shall not be obligated, to perform such repair or maintenance for the purpose of putting such item of Collateral in condition suitable for sale or other disposition as Lender deems appropriate, but Lender shall have the right to sell or otherwise dispose of such item of Collateral without such repair or maintenance.

d. Upon the occurrence of any Event of Default, Lender also may, but without any obligation to do so and without notice to or demand on Borrower, cure the same in such manner and to such extent as Lender may deem necessary to protect the Collateral and Lender's interest therein. Lender is authorized for such purposes to enter upon the property at which the Collateral is located and to appear in, defend or bring any action or proceeding to protect its interest in the Collateral. Costs and expenses

incurred by Lender in remedying such Event of Default or in appearing in, defending or bringing any action or proceeding shall bear interest at the rate then prevailing under the Note, commencing with notice from Lender that such cost or expense was incurred to the date of full payment thereof to Lender.

e. Lender shall have the right to conduct sales on Borrower's premises, without any charge therefor, and all sales of the Collateral (or any part thereof) may be adjourned from time to time in accordance with applicable law. Lender may purchase all or any part of the Collateral at any public sale or, if permitted by law, any private sale and, in lieu of actual payment of such purchase price, Lender may set-off the amount of such price against Borrower's unpaid obligations hereunder. If any sale is of less than all of the Collateral, the security interest created by the Loan Documents shall continue as a lien and security interest on the remaining portion of the Collateral, unimpaired and without loss of priority.

f. Upon the occurrence of any Event of Default, Lender also may, but without any obligation to do so and without notice to or demand on Borrower, notify Borrower's franchisor of the Event of Default and Lender's proposed remedies.

g. No remedy referred to herein is intended to be exclusive, but each, except to the extent otherwise expressly provided herein, shall be cumulative and in addition to any other remedy referred to above or in the other Loan Documents or otherwise available to Lender at law or in equity.

14. CASUALTY LOSS.

a. Borrower shall promptly and fully inform Lender of any Casualty Loss (as defined below) with respect to all or any item of Collateral. Sums recovered or paid in connection with any Casualty Loss (after deducting Lender's reasonable legal fees and costs in collection thereof) shall be retained and applied by Lender toward the outstanding amount of the Loan (including unpaid and accrued interest thereon), whether or not then due, in such priority and proportions as Lender in its discretion shall deem proper, or Lender, in its sole discretion, may make such proceeds available to Borrower upon such terms and condition as Lender deems appropriate (including without limitation requiring Borrower to deposit in escrow with Lender the difference, if any, between the amount of such proceeds and the estimated cost to fully restore and repair the Collateral). Except for funds applied toward indebtedness as provided above in this section, Borrower shall not be released from its obligations hereunder in the event of any Casualty Loss to the Collateral.

b. The term "Casualty Loss" as used herein shall mean any of the following: Any item of Collateral shall be or become worn out, lost, stolen, destroyed, vandalized, or, in the opinion of Lender, irreparably damaged from any cause whatsoever, or taken, seized, or impounded by any governmental authority, or requisitioned by condemnation or otherwise permanently appropriated to the public use by any governmental authority.

15. NO LIABILITY FOR COLLATERAL. Borrower has selected or will have selected all of the Collateral and Lender has not had and shall not have any responsibility whatsoever for the selection of the Collateral or the quality of materials or workmanship thereof, it being understood and agreed that Lender's sole function is that of a Lender making the Loan to Borrower in accordance with and subject to the terms of this Agreement. Neither Borrower nor any other party shall have any right to rely on any procedures required by Lender herein for inspection of the Collateral, such procedures being solely for the protection of Lender as a lender.

16. ASSIGNMENT OF LENDER'S INTEREST.

a. Lender, and each successor to Lender's interest, has the right, in its sole discretion, to transfer, sell, pledge, assign or otherwise encumber or dispose of its interest in the Loan and/or servicing rights with respect thereto, to grant participations herein, or to issue pass-through certificates or other securities ("Securities") evidencing a beneficial interest in a rated or unrated public offering or private placement of which the Loan will be made a part; provided, however, that for so long as Borrower is not in default hereunder, each such transfer shall be subject to Borrower's rights hereunder. Upon notification of any such transfer, Borrower agrees to make all payments required under the Note and this Agreement to the

designated transferee without asserting any defense, setoff, recoupment, claim or counterclaim which Borrower may have against Lender.

b. If Lender, or any successor to Lender's interest, determines to undertake any action contemplated by subsection (a) above, Borrower acknowledges that Lender may forward to each prospective purchaser, transferee, assignee, servicer, participant, investor or their respective successors (collectively, "Investor") or any agency rating the Securities, all documents and information which Lender now has or may hereafter acquire relating to the Loan (including personal financial statement of Borrower or any guarantor), as Lender determines necessary or desirable. Borrower's execution of this Agreement shall be deemed Borrower's written consent to Lender's furnishing of such information, but, if requested by Lender, Borrower agrees to confirm such consent to writing to Lender. Borrower further agrees to cooperate, and to cause each guarantor to cooperate with Lender in connection with any action contemplated under subsection (a) including, without limitation, executing any financing statements, continuation statements or other documents deemed necessary by such Lender or such transferee to create, perfect, protect or preserve the rights and interests to be acquired by it, meeting with any rating agency for due diligence purposes, and providing all information concerning the Location Premises, the financial condition of Borrower, or the financial condition of any guarantor as Lender may request.

17. BORROWER ESTOPPEL CERTIFICATES. Upon Lender's request from time to time, Borrower agrees to execute and deliver to Lender (or to such party as Lender may designate from time to time) an estoppel certificate in form and substance satisfactory to Lender (or such other party designated by Lender). Borrower's failure to execute and deliver such estoppel certificate within 10 business days of Lender's written request therefor shall be deemed, at Lender's option, to be Borrower's conclusive statement of the facts set forth in such certificate.

18. USURY. The Loan is being made to the Borrower subject to the express condition that at no time shall Borrower be obligated or required to pay interest on the Loan or amounts due hereunder at a rate which could subject the holder of the Note to either civil or criminal liability as a result of being in excess of the maximum interest rate which Borrower is permitted by applicable law to contract or agree to pay. If by the terms of this Agreement or the Note, Borrower is at any time required or obligated to pay interest on the Loan at a rate in excess of such maximum rate, the rate of interest under Note shall be deemed to be immediately reduced to such maximum rate and the interest payable shall be computed at such maximum rate and all prior interest payments in excess of such maximum rate shall be applied and shall be deemed to have been payments in reduction of the principal balance of the Note. All sums paid or agreed to be paid to Lender for the use, forbearance, or detention of the Loan shall, to the extent permitted by applicable law, be amortized, prorated, allocated, and spread throughout the full stated term of the Note until payment in full so that the rate or amount of interest on account of the Loan does not exceed the maximum lawful rate of interest from time to time in effect and applicable to the Loan for so long as the Loan is outstanding.

19. NOTICES. All notices and other communications under this Agreement are to be in writing, addressed to the respective party to the address as set forth below such party's signature hereto, and shall be deemed to have been duly given (a) upon delivery, if delivered in person with receipt acknowledged by the recipient thereof, (b) one business day after having been timely deposited for overnight delivery, fee prepaid, with any reputable overnight courier service, or (c) three business days after having been deposited in any post office or mail depository regularly maintained by the U.S. Postal Service and sent by registered or certified mail, postage prepaid, return receipt requested. Each party may establish a new address from time to time by written notice to the other given in accordance with this section; provided, however, that no such change of address will be effective until written notice thereof is actually received by the party to whom such change of address is sent. Notice to additional parties designated by a party entitled to notice are for convenience only and are not required for notice to a party to be effective in accordance with this section.

20. MISCELLANEOUS.

a. Entire Agreement Modification. This Agreement, together with the other Loan Documents, represents the entire agreement between Borrower and Lender with respect to the transaction contemplated thereby and supersede all prior discussions, representations, communications and agreements (oral and written) by and between Lender and Borrower with respect thereto. In the event of any conflict between the terms of the Loan Documents, the following order of priority shall be used to resolve

such conflict: the Note shall control over this Agreement, and this Agreement shall control over all other Loan Documents. Neither the terms of this Agreement nor any of the other Loan Documents shall be waived, modified, supplemented or terminated in any manner whatsoever, except by a written instrument signed by the party against whom enforcement thereof is sought and then only to the extent expressly set forth in such writing. Time is of the essence of this Agreement.

b. Binding Effect; Joint and Several Obligations. The terms and provisions of this Agreement shall be binding upon and inure to the benefit of Borrower and Lender and their respective heirs, executors, legal representatives, successors, and assigns, whether by voluntary action of the parties or by operation of law. The foregoing shall not be construed, however, to permit assignments or transfers otherwise prohibited. If Borrower consists of more than one person or entity, each shall be jointly and severally liable to perform the obligations of Borrower under this Agreement.

c. Duplicate Originals; Counterparts. This Agreement may be executed in any number of duplicate originals, and each duplicate original shall be deemed to be an original. This Agreement (and each duplicate original) also may be executed in any number of counterparts, each of which shall be deemed an original and all of which together constitute a fully executed agreement even though all signatures do not appear on the same document.

d. Waiver. Lender will not be deemed as a consequence of any act, delay, failure, omission or forbearance or for any other reason to have waived or be estopped from exercising any of its rights or remedies under this Agreement. No single or partial exercise by Lender of any right or remedy will preclude other or further exercise thereof or preclude the exercise of any other right or remedy, and a waiver expressly made in writing on one occasion will be effective only in that specific instance and only for the precise purpose for which given, and will not be construed as a consent to or a waiver of any right or remedy on any future occasion. No notice to or demand on Borrower in any instance will entitle Borrower to any other or further notice or demand in similar or other circumstances or constitute a waiver of Lender's rights to take any other or future action in any circumstances without notice or demand.

e. Survival. All indemnities, representations and warranties contained in this Agreement shall survive the termination of this Agreement.

f. Unenforceable Provisions. If any provision of this Agreement is found by competent judicial authority to be invalid or unenforceable, the other provisions of this Agreement that can be carried out without the invalid or unenforceable provision will not be affected, and such invalid or unenforceable provision will be ineffective only to the extent of such invalidity or unenforceability and shall be construed to the greatest extent possible to accomplish fairly the purposes and intentions of the parties hereto.

g. Ambiguity; Headings and Construction of Certain Terms. Neither this Agreement nor any uncertainty or ambiguity herein shall be construed or resolved against Lender by virtue of the fact that such document has originated with Lender as drafter. Borrower agrees that this Agreement shall be construed and interpreted according to the ordinary meaning of the words used so as to accomplish fairly the purposes and intentions of the parties hereto. Words used in this Agreement may be used interchangeably in singular or plural form, and any pronoun shall be deemed to cover all genders. Section headings are for convenience only and shall not be used in interpretation of this Agreement. "Herein," "hereof" and "hereunder" and other words of similar import refer to this Agreement as a whole and not to any particular section, paragraph or other subdivision; and "section" refers to the entire section and not to any particular subsection, paragraph of other subdivision. Reference to days for performance shall mean calendar days unless business days are expressly indicated.

h. Governing Law. Except to the extent that the laws of another jurisdiction may govern the perfection of any security interest or lien in the Collateral granted hereunder, this Agreement shall be construed in accordance with, and shall be governed by, the laws of the State of Georgia (without giving effect to its conflicts of law rules).

i. Consent to Jurisdiction. Borrower and Lender agree and consent to the jurisdiction and venue of any state or federal court sitting in Dekalb County, Georgia, with respect to any legal action, proceeding, or dispute between them and hereby expressly waive any and all rights under applicable law or

in equity to object to the jurisdiction and venue of said courts. Nothing herein shall, however, preclude or prevent Lender from bringing any one or more actions against Borrower in any other jurisdiction as may be necessary to enforce or realize upon the security provided for the obligations herein. Borrower further irrevocably consents to service of process by certified mail, return receipt requested, to Borrower at the address for Borrower last provided to Lender in accordance with the notice provision of this Agreement and agrees that, should Borrower fail to appear or answer to any summons, complaint or other process within 30 days after the mailing thereof in accordance with the preceding sentence, Borrower shall be deemed in default and judgment may be entered in Lender's favor against Borrower for the amount demanded in said summons, complaint or other process.

j. WAIVER OF JURY TRIAL. BORROWER, AS AN INDUCEMENT TO LENDER TO MAKE THE LOAN AND ENTER INTO THIS AGREEMENT, HEREBY WAIVES, TO THE FULLEST EXTENT PERMITTED BY LAW, ANY RIGHT IT MAY HAVE TO TRIAL BY JURY IN ANY LEGAL ACTION, PROCEEDING, OR COUNTERCLAIM, WHETHER IN CONTRACT, TORT OR OTHERWISE, RELATING DIRECTLY OR INDIRECTLY TO THE INTERPRETATION, CONSTRUCTION, VALIDITY, ENFORCEMENT OR PERFORMANCE OF THIS AGREEMENT.

k. BORROWER WAIVER OF NOTICE. BORROWER HEREBY WAIVES ANY AND ALL RIGHTS IT MAY HAVE TO NOTICE OR HEARING PRIOR TO SEIZURE OR RECLAMATION OF ANY ITEM OF COLLATERAL WHETHER BY JUDICIAL PROCESS OR OTHERWISE.

l. BORROWER'S WAIVER OF REDEMPTION. BORROWER HEREBY WAIVES (TO THE MAXIMUM EXTENT PERMITTED BY LAW) ALL RIGHTS OF REDEMPTION, STAY OR APPRAISAL WITH RESPECT TO THE COLLATERAL (AND EACH PART THEREOF) WHICH BORROWER HAS OR MAY HAVE UNDER ANY APPLICABLE LAW NOW EXISTING OR HEREAFTER IN EFFECT.

m. ADVERTISING. LENDER IS AUTHORIZED TO STATE IN ADVERTISING OR OTHER PRESS RELEASES THE FACT THAT THE TYPE AND AMOUNT OF FINANCING CONTEMPLATED UNDER THIS LOAN AGREEMENT HAS BEEN PROVIDED FOR BORROWER BY LENDER.

[Continued on Next Page]

IN WITNESS WHEREOF, the parties have caused this Agreement to be duly signed and sealed, all as of the day and year first above written, intending to be legally bound hereby.

LENDER

ACCESS POINT FINANCIAL, INC.

By:_____
Name: Dilip R. Petigara
Title: Chief Operating Officer

Address for Lender:

Access Point Financial, Inc.
1 Ravinia Drive, Suite 900
Atlanta, GA 30346
Attn: Dilip R. Petigara

BORROWER

_____

By:_____
Name:_____
Title:_____

Borrower's Tax ID: _____

Address for Borrower:

_____
_____
_____
Attn: _____

EXHIBIT A

DELIVERY AND ACCEPTANCE CERTIFICATE

Draw # 000 / Loan No. _____

Sample

This Certificate is given pursuant to that certain Loan Agreement, dated _____ by and between **ACCESS POINT FINANCIAL, INC.**, a Delaware corporation ("Lender"), with offices at 1 Ravinia Drive, Suite 900, Atlanta, GA 30346 and _____, a _____ ("Borrower"), with its principal place of business at _____.

Borrower hereby (a) certifies and acknowledges to Lender that the following equipment ("Equipment") has been delivered to the premises situated at _____ (the "Premises"); has been inspected by Borrower; is a size, design, capacity and manufacture acceptable to Borrower; is suitable for Borrower's purposes; is in good working order, repair and condition; and has been installed in the Premises to the satisfaction of Borrower; and, (b) unconditionally accepts the Equipment for all purposes as of the date hereof.

Equipment Description: _____
(See attached invoices)

Borrower hereby authorizes and directs Lender to pay the following parties the sum(s) set opposite their respective name(s).

Name:	Amount:
	TOTAL:

Payment when so made shall be deemed to be payment to Borrower and shall be without liability to Lender of any kind or character.

BORROWER:

_____

By: _____
Name: _____
Date: _____

EXHIBIT B

BORROWER'S CERTIFICATE

The undersigned _____, a _____ _____ (hereinafter referred to as the "Borrower"), as an inducement to **ACCESS POINT FINANCIAL, INC.**, a Delaware corporation, (hereinafter referred to as the "Lender") to make a loan to the Borrower evidenced by that certain Promissory Note of even date herewith in the principal amount of _____ AND NO/100 DOLLARS ($_____) (hereinafter referred to as the "Note"), which Note is secured by that certain Equipment Loan and Security Agreement of even date herewith (hereinafter referred to as the "Security Instrument"), which Security Instrument encumbers certain hotel property located at _____ (hereinafter referred to as the "Hotel") hereby certifies, warrants and represents to Lender that as of this date:

1. The quarterly management prepared financial statements are true and correct;

Sample

2. The STR Report is based on the current competitive set and is an accurate picture of the performance of the Hotel;

3. The Hotel is current on the franchise fees with Borrower's franchisor and, otherwise, not in default of any of its obligations under the franchise agreement; and

4. This Certificate is given by Borrower to Lender as required by the Security Instrument, with the knowledge that Lender is relying upon the truth of the statements made herein.

IN WITNESS WHEREOF, the undersigned has hereunto caused these presents to be executed under seal by persons duly authorized thereunto in its name and behalf, this ____ day of _____, 20__.

Sworn to and subscribed before me

this ____ day of _____, 20__

_____

Notary Public

My Commission Expires:

(NOTARIAL SEAL)

BORROWER:

_____

By:_____(SEAL)
Name:_____
Title:_____

EXHIBIT C

REPLACEMENT COST REPORT

NOTE: DELETE THIS EXHIBIT PAGE IF YOUR DEAL DOES NOT HAVE AN INTERCREDITOR AGREEMENT

PROMISSORY NOTE

$_____ _____, 2015

FOR VALUE RECEIVED, _____, a _____ (the "Borrower"), promises to pay to the order of ACCESS POINT FINANCIAL, INC., a Delaware corporation, or its successors and assigns (collectively, the "Lender"), the principal sum of _____ AND _____/100 DOLLARS (U.S. $_____) or so much thereof as shall be advanced and from time to time remain unpaid, plus interest on the principal balance hereof from time to time outstanding, at the interest rate(s) set forth below. All defined terms not defined herein shall have the meaning given to them in the Loan Agreement (as hereinafter defined).

1. INTEREST.

A. Interest Rate: The interest rate is fixed at _____% ("Interest Rate").

B. Interest Accrual: Interest at the fixed Interest Rate shall accrue on the Loan Amount from the date of this Promissory Note (the "Closing Date") and shall be payable to Lender on the first day of the month immediately following the Closing Date and continuing on the first day of each succeeding month until Maturity Date (hereinafter defined)

2. DISBURSEMENTS.

A. Lender Controlled Escrow Account: The entire Loan Amount will be disbursed by Lender into a Lender Controlled Escrow Account on the Closing Date.

B. Draw Down Period: The full disbursement of the Loan Amount from the Lender controlled escrow account for the completion of the renovation project will be made on or before the _____ day following the Closing Date (the "Target Date").

3. PAYMENTS.

A. Interest Only Period: Beginning on the Closing Date, and for _____ consecutive months thereafter, on the first day of each consecutive calendar month installments of interest payments only shall be due and payable. The amount of such monthly payments shall be calculated by Lender as of the Closing Date and shall be confirmed to Borrower in writing.

B. Amortizing Period. Beginning on the _____ anniversary of the Closing Date and thereafter on the first day of each consecutive calendar month, the Loan Amount shall be payable in _____ consecutive equal (or as equal as possible) monthly installments of principal and interest due and payable ("Permanent Loan"). The amount of such monthly payments shall be calculated by Lender as of the Closing Date and shall be confirmed by Lender to Borrower in writing.

C. Application of Payments; Calculation of Interest. All payments on this Note shall be applied first to accrued and unpaid interest, then in reduction of principal amount. Interest calculations shall be based upon a 360 actual/day year.

D. ACH Automatic Debit. All required payments are to be made no later than 2:00 p.m. (EDT) on the date when due (the "Regular Payment Date") in immediately available funds in lawful money of the United States of America which is legal tender for public and private debts, by ACH automatic debit.

4. MATURITY DATE.

The outstanding principal balance of this Note, together with all accrued and unpaid interest thereon and all other sums payable in connection with the indebtedness evidenced hereby shall mature and be due and payable in full to Lender, unless sooner accelerated pursuant to Section 5 below or otherwise, on the _____ anniversary of the Closing Date which is _____ (the "Maturity Date").

5. ACCELERATION; EXPENSES.

Lender may accelerate the Maturity Date, and at the option of Lender the entire outstanding principal balance hereof and all accrued and unpaid interest and other sums due hereon shall be due and payable in full, if (i) default be made in the payment within ten (10) days of the date when due of any installment of principal and/or interest or other sum due under this Note or any other Loan Document (hereinafter defined), and such default shall have continued unremedied beyond the expiration of any applicable notice and/or grace period: or (ii) Borrower shall default in the performance of any other obligation under this Note or any other Loan Document, and such default shall have continued unremedied for thirty (30) days after written notice thereof from Lender to Borrower, provided that if such default cannot reasonably be cured within such 30-day period and Borrower shall have commenced to cure such default within such 30-day period and thereafter diligently and expeditiously pursues the cure, such 30-day period shall be extended for so long as it shall require Borrower in the exercise of due diligence to cure such default, it being agreed that no such extension shall be for a period in excess of 120 days, or beyond the expiration of any applicable notice and/or grace period; or (iii) an Event of Default (as defined in that certain Loan and Security Agreement of even date herewith, between Borrower and Lender, which is referred to herein as the "Loan Agreement") shall occur, regardless of any prior forbearance. Borrower shall pay all costs and expenses incurred by Lender in connection with collecting or attempting to collect any sums due under this Note or enforcing or preparing to enforce any right of Lender in connection with this Note, the Loan Agreement or any other Loan Document, including, but not limited to, reasonable attorneys' fees and disbursements and other costs and expenses, whether incurred out of court or in litigation, including pre-trial, appellate and bankruptcy proceedings that are actually incurred without giving effect to statutory presumption.

6. LATE PAYMENTS AND DEFAULT INTEREST.

A. Late Charge: If any amount due under this Note is not received by Lender on or before within ten (10) calendar days after the date such amount is due, Borrower shall pay to Lender a late charge equal to five (5%) percent of such overdue amount, which late charge shall be immediately due and payable without notice or demand by Lender.

B. Interest on Delinquent Payments and Events of Default: During the continuance of any Event of Default, interest on the outstanding principal balance hereof shall accrue at a rate of eighteen percent (18%) per annum (the "Default Rate"), until the earlier to occur of (i) the date on which any and all Events of Default have been remedied to the satisfaction of Lender; or (ii) the date on which the Principal Amount, together with all accrued and unpaid interest thereon and other amounts payable in connection herewith are paid and satisfied in full. The foregoing shall not be construed as a waiver by Lender of its right to pursue any other remedies available to it under this Note, the Loan Agreement, or any other document or instrument now or hereafter executed, issued or delivered in connection with the loan evidenced hereby (together with all extensions, renewals, modifications, amendments and substitutions thereof or therefor, the "Loan Documents"). All amounts evidenced hereby shall bear interest at the Default Rate from and after the Maturity Date, whether maturity occurs by reason of acceleration or otherwise.

7. PREPAYMENT.

The Loan may not be prepaid during the Interest Only period. Provided no default exists under the Note or the other Loan Documents, and Borrower is in current and good standing on all obligations and accounts with Lender, Borrower may prepay the Loan, in full, including all accrued and unpaid interest, at any time upon not less than thirty (30) days with prior written notice to Lender. If the loan is paid off in an amount above the scheduled principal amortization prior to the end of the loan term, a prepayment premium will be earned by the lender. The premium amount will be calculated based on the principal amount prepaid multiplied by the following schedule.

Lockout in Year 1 of the Loan
_____% in Year 2 of the Loan
_____% in Year 3 of the Loan
_____% in Year 4 of the Loan
_____% in Year 5 of the Loan
_____% in Year 6 of the Loan
_____% in Year 7 of the Loan

8. WAIVERS; NO RELEASE; REMEDIES CUMULATIVE.

Presentment, demand, notice of dishonor, notice of protest and protest are hereby waived by all makers, sureties, guarantors and endorsers hereof. No release of any person liable for the indebtedness evidenced hereby or any portion thereof, no release of any security for the indebtedness evidenced by this Note or any portion thereof, and no extension, alteration, amendment, subordination or waiver of any provision of this Note or any other Loan Document

shall release, discharge, modify, change or affect the liability of Borrower or any other person now or hereafter liable for payment of this Note or any amount payable pursuant to any other Loan Document. The remedies provided Lender in this Note, the Loan Agreement and the other Loan Documents shall be cumulative and concurrent, and shall be in addition to every other right or remedy now or hereafter provided by law or equity. Such remedies may be pursued singly, successively or together against Borrower, any of the collateral described in the Loan Agreement or any other security, at the option of Lender. The failure to exercise or a delay in exercising any such remedy shall not be construed as a waiver or release thereof.

9. LOAN DOCUMENTS.

This Note is issued pursuant to the terms and conditions of the Loan Agreement, and is secured by, among other things: (a) the Loan Agreement; and (b) UCC Financing Statements. All of the terms, covenants, provisions, conditions, stipulations, promises and agreements contained in the Loan Documents to be kept, observed, and performed by Borrower are hereby made a part of this Note and incorporated herein by reference to the same extent and with the same force and effect as if they were fully set forth herein, and Borrower promises and agrees to keep, observe and perform them, or cause them to be kept, observed, and performed, strictly in accordance with the terms and provisions thereof.

10. GOVERNING LAW; SUCCESSORS AND ASSIGNS: JOINT AND SEVERAL LIABILITY.

This Note shall be governed by the laws of the State of Georgia, without regard to conflicts of law provisions, and shall be binding upon and inure to the benefit of the parties hereto and their respective successor and assigns.

11. LEGAL RATE OF INTEREST.

This Note is subject to the express condition that at no time shall Borrower be obligated or required to pay interest on the principal balance hereof at a rate in excess of the maximum rate which Borrower is permitted by law to contract for or agree to pay. If pursuant to the terms of this Note or any other Loan Document Borrower at any time is required or obligated to pay interest on the principal balance hereof at a rate in excess of such maximum rate, then the rate of interest payable hereunder shall be deemed to be reduced immediately and automatically to such maximum rate, interest payable hereunder shall be computed at such maximum rate and any prior interest payment made in excess of such maximum rate shall be immediately and automatically applied to, and shall be deemed to have been a payment made in reduction of, the principal balance hereof.

12. INVALIDITY.

In the event anyone or more of the provisions contained in this Note or any other Loan Document shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision of this Note or such other Loan Document, but this Note and the other Loan Documents shall be construed as if such invalid, illegal or unenforceable provision had never been contained herein or therein.

13. RELATIONSHIP OF PARTIES.

Lender shall in no event be construed for any purpose to be a partner, joint venturer or associate of Borrower, or of any lessee, operator, concessionaire or licensee of Borrower, in the conduct of their respective businesses.

14. MODIFICATION.

This Note may not be modified, amended, discharged or waived orally, but only by an agreement in writing signed by the party against whom such modification, amendment, discharge or waiver is sought to be enforced.

15. CAPTIONS.

The captions and headings set forth in this Note are for convenience purposes only and shall not limit, define or otherwise have any effect on the interpretation of the agreements and understandings set forth herein.

16. PURPOSE OF LOAN.

Borrower warrants and represents that the loan evidenced hereby is being made for business or investment purposes.

[Continued on Next Page]

IN WITNESS WHEREOF, the undersigned has caused this Note to be signed, sealed and delivered as of the day and year first above written.

_____, a
_____

WITNESS/ATTEST:

_____

By: _____
Name: _____
Title:_____

Borrower's Address
_____
_____
Attn:_____

GUARANTY AGREEMENT

FOR VALUE RECEIVED, and in order to induce **ACCESS POINT FINANCIAL, INC.,** a Delaware corporation ("Lender"), to extend credit or other financial accommodations to _____**,** a _____ ("Borrower"), and for other good and valuable consideration, the receipt and adequacy of all of the foregoing as legally sufficient consideration being hereby acknowledged, each of the undersigned (each a "Guarantor") hereby agrees in favor of Lender as follows:

1. Guaranty of Obligations.

(a) Guarantor hereby irrevocably, absolutely and unconditionally guarantees to Lender the prompt payment when due, whether at stated maturity, by acceleration or otherwise, of the Debt (as hereinafter defined). Guarantor acknowledges and agrees that this Guaranty Agreement ("Guaranty") is a guaranty of payment and not of collection and upon any default of Borrower under the Loan Documents (as defined below), Lender may, at its option, proceed directly and at once, without notice, against Guarantor to collect and recover the full amount of the liability hereunder or any portion thereof, without proceeding against Borrower or any other person, or foreclosing upon, selling, or otherwise disposing of or collecting or applying against any of the collateral for the Debt. It is expressly understood and agreed that this is a continuing guaranty and that the obligations of Guarantor hereunder are and shall be absolute under any and all circumstances, without regard to the validity, regularity or enforceability of the Loan Documents, a true copy of each of said documents Guarantor hereby acknowledges having received and reviewed.

(b) Guarantor further covenants that this Guaranty shall remain and continue in full force and effect as to any modification, extension or renewal of the Loan Documents; that Lender shall not be under a duty to protect, secure or insure any security or lien provided by the Security Instrument (defined below) or other such collateral; and that indulgences or forbearance may be granted under any or all of such documents, all of which may be made, done or suffered without notice to, or further consent of Guarantor.

2. Obligations and Documents Defined.

(a) The term "Debt" as used in this Guaranty shall mean the principal sum evidenced by the Note and secured by the Security Instrument, or so much thereof as may be outstanding from time to time, together with interest thereon at the rates of interest specified in the Note, late fees, prepayment consideration, and all other sums which may or shall become due and payable pursuant to the provisions of the Loan Documents.

(b) The term "Loan Documents" shall mean and include the following: The Promissory Note dated the date thereof, in the original principal amount of $_____ and executed by Borrower to the order of Lender ("Note"), and the Equipment Loan and Security Agreement of the date herewith between Borrower and Lender ("Security Instrument"), together with any extensions, renewals, refinancings, restructurings, modifications or replacements, in whole or in part, of or for any of the foregoing.

3. Guaranty Absolute. Guarantor agrees that the validity of this Guaranty and the obligations of Guarantor hereunder shall in no way be terminated, affected or impaired (a) by reason of the assertion by Lender of any rights or remedies which it may have under or with respect to any of the Loan Documents, against any person obligated thereunder; (b) by reason of any failure to file or record any of such instruments or to take or perfect any security intended to be provided thereby; (c) by reason of the release or exchange of any covered by the Security Instrument or other collateral for the Debt; (d) by reason of Lender's failure to exercise, or delay in exercising, any such right or remedy or any right or remedy Lender may have hereunder or in respect to this Guaranty; (e) by reason of the commencement of a case under the Bankruptcy Code (hereafter defined) by or against any person obligated under the Note or the other Loan Documents, or the death or dissolution of any Guarantor; or (f) by reason of any payment made on the Debt, whether made by Borrower or Guarantor or any other person, which is required to be refunded pursuant to any bankruptcy or insolvency law; it being understood that no payment so refunded shall be considered as a payment of any portion of the Debt, nor shall it have the effect of reducing the liability of Guarantor hereunder. It is further understood, that if Borrower shall have taken advantage of, or be subject to the protection of, any provision in the Bankruptcy Code, the effect of which is to prevent or delay Lender from taking any remedial action against Borrower, including the exercise of any option Lender has to declare the Debt due and payable on

the happening of any default or event by which under the terms of the Note or the other Loan Documents the Debt shall become due and payable, Lender may, as against Guarantor, nevertheless, declare the Debt due and payable and enforce any or all of its rights and remedies against Guarantor provided for herein.

4. Subordination of Borrower's Obligations to Guarantor. Any indebtedness of Borrower to Guarantor now or hereafter existing (including, but not limited to, any rights to subrogation Guarantor may have as a result of any payment by Guarantor under this Guaranty), together with any interest thereon, shall be, and such indebtedness is, hereby deferred, postponed and subordinated to the prior payment in full of the Debt. Until payment in full of the Debt (and including interest accruing on the Debt after the commencement of a proceeding by or against Borrower under the Bankruptcy Reform Act of 1978, as amended, 11 U.S.C. Sections 101 et seq., and the regulations adopted and promulgated pursuant thereto (collectively, "Bankruptcy Code"), which interest the parties agree shall remain a claim that is prior and superior to any claim of Guarantor notwithstanding any contrary practice, custom or ruling in cases under the Bankruptcy Code generally), Guarantor agrees not to accept any payment or satisfaction of any kind of indebtedness of Borrower to Guarantor and hereby assigns such indebtedness to Lender, including the right to file proof of claim and to vote thereon in connection with any such proceeding under the Bankruptcy Code, including the right to vote on any plan of reorganization. Further, if Guarantor shall be comprised of more than one person, firm or corporation, Guarantor agrees that until such payment in full of the Debt, (a) no one of them shall accept payment from the others by way of contribution on account of any payment made hereunder by such party to Lender, (b) no one of them will take any action to exercise or enforce any rights to such contribution, and (c) if any of Guarantor should receive any payment, satisfaction or security for any indebtedness of Borrower to any of Guarantor or for any contribution by the others of Guarantor for payment made hereunder by the recipient to Lender, the same shall be delivered to Lender in the form received, endorsed or assigned as may be appropriate for application on account of, or as security for, the Debt and until so delivered, shall be held in trust for Lender as security for the Debt.

5. Subrogation and Other Rights. Guarantor agrees that no payment, performance or enforcement of Guarantor's liabilities and obligations under this Guaranty shall cause Guarantor, by subrogation or otherwise, to acquire any of Lender's rights against Borrower or any property of Borrower (or any interest in such rights) unless and until Lender has received full and indefeasible payment of the Debt.

6. Waivers. Guarantor hereby waives, to the fullest extent permitted by law: (a) notice of acceptance of this Guaranty; (b) notice of any acceleration or other demand for payment of the Debt; (c) any and all notice of nonpayment, nonperformance or nonobservance or other proof, notice or demand, whereby to charge Guarantor therefor, or to which Guarantor might otherwise be entitled with respect to the Debt or the Loan Documents or with respect to Lender's enforcement of its rights and remedies thereunder; (d) notice of presentment, demand, protest, and notice of dishonor or nonpayment as to any instrument; (e) the pleading of any statute of limitations as a defense to the obligation hereunder; and (f) jury trial and the right to personal service in accordance with section 14(g).

7. Guarantor Due Diligence and Benefit. Guarantor represents and warrants to Lender that it is fully aware of the financial condition, assets and prospects of Borrower and that Guarantor is executing and delivering this Guaranty based solely upon Guarantor's own independent investigation thereof and in no part upon any representation, warranty or statement of Lender with respect to Borrower's financial condition, assets or prospects. Guarantor hereby knowingly accepts the full range of risks encompassed within a contract of guaranty, which risks Guarantor understands may include, without limitation, the possibility that Borrower may incur additional indebtedness to Lender for which Guarantor may be liable hereunder after Borrower's financial condition or means or ability to pay its lawful debts when they fall due has deteriorated.

8. Application of Payments. Lender may apply all moneys available to Lender for application in payment or reduction of the Debt in such priority and proportions as set forth in the Loan Documents.

9. Collection Costs. Guarantor shall be liable to Lender for, and shall pay to Lender on demand, all costs (including without limitation reasonable fees and expenses of legal counsel, whether of retained firms or of in-house staff) incurred by Lender in enforcing performance of or collecting any payments due under this Guaranty. All such amounts shall accrue interest at the Default Rate provided in the Note if not paid in full within five (5) days of Lender's written demand therefor, which interest shall accrue from the date demanded by Lender until paid in full by Guarantor. Interest at the greater of the Default Rate or the

legal rate applicable to judgments shall accrue on any judgment obtained by Lender in connection with this Guaranty.

10. Guarantor Information. Guarantor agrees that, so long as this Guaranty remains in effect, Guarantor shall furnish to Lender from time to time, at such intervals and by such dates as may be required by Lender (by no more frequently than annually unless an Event of Default under the Note or the Security Instrument has occurred), Guarantor's Federal and state income tax returns and a balance sheet and statement of changes in Guarantor's financial position, each certified by Guarantor as true, complete and accurate. Each such financial statement shall be in reasonable detail and prepared in accordance with consistently applied accounting methods acceptable to Lender. Guarantor shall permit Lender or its representatives to visit and inspect Guarantor's books and records during reasonable business hours and agrees to discuss Guarantor's financial condition with Lender.

11. Assignment and Transfer.

(a) Guarantor acknowledges that Lender, and each successor to Lender's interest, has the right, in its sole discretion, to transfer, sell, pledge, assign or otherwise encumber or dispose of its interest in the loan evidenced by the Loan Documents, to grant participations therein, or to issue pass-through certificates or other securities ("Securities") evidencing a beneficial interest in a rated or unrated public offering or private placement of which the loan evidenced by the Loan Documents will be made a part, without Guarantor's consent or any notice thereof to Guarantor. Lender also may split the Debt into one or more separate obligations, each of which will be separately guaranteed by this Guaranty.

(b) If Lender, or any successor to Lender's interest, determines to undertake any action contemplated by subsection (a) above, Guarantor acknowledges that Lender may forward to each prospective purchaser, transferee, assignee, servicer, participant, investor or their respective successors (collectively, "Investor") or any agency rating the Securities, all documents and information which Lender now has or may hereafter acquire relating to Guarantor (including personal financial statement of Guarantor), as Lender determines necessary or desirable. Guarantor's execution of this Guaranty shall be deemed Guarantor's written consent to Lender's furnishing of such information, but, if requested by Lender, Guarantor agrees to confirm such consent to writing to Lender. Guarantor further agrees to cooperate with Lender in connection with any action contemplated under subsection (a) including, without limitation, ratifications of this Guaranty or execution of other documents deemed necessary by Lender or such transferee to create, perfect, protect or preserve the rights and interests to be acquired by it, meeting with any rating agency for due diligence purposes, and providing all information concerning Guarantor's financial condition as Lender reasonably may request.

12. Power to Execute Guaranty. Guarantor hereby certifies, represents, and warrants to Lender that Guarantor has full power and authority to execute this Guaranty, that Guarantor's execution and delivery of this Guaranty has been fully authorized and directed, that, as applicable, the persons executing this Guaranty on behalf of Guarantor have been duly authorized to do so by Guarantor, and that this Guaranty, once executed, shall be the valid and binding obligation of Guaranty enforceable in accordance with its terms.

13. Notices. All notices and other communications under this Guaranty are to be in writing, addressed in the case of Lender to the address as set forth below and in the case of each Guarantor as set forth below such Guarantor's signature hereto, and shall be deemed to have been duly given (a) upon delivery, if delivered in person with receipt acknowledged by the recipient thereof, (b) one business day after having been timely deposited for overnight delivery, fee prepaid, with any reputable overnight courier service, or (c) three business days after having been deposited in any post office or mail depository regularly maintained by the U.S. Postal Service and sent by certified mail, postage prepaid, return receipt requested. Each party may establish a new address from time to time by written notice to the other given in accordance with this section; provided, however, that no such change of address will be effective until written notice thereof is actually received by the party to whom such change of address is sent. Notice to additional parties designated by a party entitled to notice are for convenience only and are not required for notice to a party to be effective in accordance with this section. Lender's notice address is as follows: Access Point Financial, Inc., 1 Ravinia Drive, Suite 900, Atlanta, GA 30346, Attention: Dilip Petigara.

14. Miscellaneous.

(a) Entire Guaranty; Modification. All prior agreements, understandings, representations and communications between the parties, whether oral or written, with respect to this Guaranty are merged into this Guaranty which alone and completely expresses the agreement of Guarantor and Lender. Neither this Guaranty nor any provisions hereof will be modified, supplemented or waived, except by an agreement in writing signed by the party against whom enforcement is thereof is sought and then only to the extent expressly provided in such writing.

(b) Binding Effect. The Guaranty shall be binding upon and inure to the benefit of Lender, its successors and assigns. This Guaranty shall be binding upon Guarantor and its heirs, executors, legal representatives, successors, successors and assigns, whether by voluntary action of the parties or by operation of law. If Guarantor shall be a partnership, the agreements and obligations on the part of such Guarantor herein contained shall remain in force and application notwithstanding any changes in the individuals composing the partnership and the term "Guarantor" shall include any altered or successive partnerships, but the predecessor partnerships and their partners shall not thereby be released from any obligations or liability hereunder. The foregoing shall not be construed to permit assignments or other transfers otherwise prohibited. If Guarantor consists of more than one person or entity, the obligations and liabilities of each such person or entity hereunder shall be joint and several.

(c) Applicable Law. This Guaranty shall be deemed to be a contract entered into pursuant to the laws of the State of Georgia and shall in all respects be governed, construed, applied and enforced in accordance with applicable federal law and the laws of the State of Georgia, without giving effect to any conflict of laws principles.

(d) Enforceability. If any provision of this Guaranty is found by competent judicial authority to be invalid or unenforceable, the other provisions of this Guaranty that can be carried out without the invalid or unenforceable provision will not be affected, and such invalid or unenforceable provision will be ineffective only to the extent of such invalidity or unenforceability and to the greatest extent possible to accomplish fairly the purposes and intentions of the parties hereto. All rights and remedies under this Guaranty are distinct and cumulative not only as to each other but as to any rights or remedies afforded by law or equity. They may be exercised together, separately or successively. Any failure by Lender to exercise any of its remedies does not constitute a waiver of that remedy in the future as to the same or any other default.

(e) Ambiguity; Headings; Gender; and Certain Terms. Neither this Guaranty nor any uncertainty or ambiguity herein shall be construed or resolved against Lender by virtue of the fact that such document has originated with Lender as drafter. Guarantor agrees that this Guaranty shall be construed and interpreted according to the ordinary meaning of the words used so as to accomplish fairly the purposes and intentions of the parties hereto. Words used in this Guaranty may be used interchangeably in singular or plural form, and any pronoun shall be deemed to cover all genders. Section headings are for convenience only and shall not be used in interpretation of this Guaranty. "Herein," "hereof" and "hereunder" and other words of similar import refer to this Guaranty as a whole and not to any particular section, paragraph or other subdivision. Reference to days for performance shall mean calendar days unless business days are expressly indicated.

(f) Multiple Counterparts. This Guaranty may be executed in one or more counterparts, each of which counterpart will, for all purposes, be deemed an original, but all such counterparts together will constitute one instrument.

(g) Consent to Jurisdiction; Service of Process. Each Guarantor agrees and consents to the jurisdiction and venue of any state or federal court sitting in or having jurisdiction over the DeKalb County, Georgia with respect to any legal action, proceeding, or dispute between them and hereby expressly waives any and all rights under applicable law or in equity to object to the jurisdiction and venue of said courts. Each Guarantor further irrevocably consents to service of process by certified mail, return receipt requested, to the address for such party last provided in accordance with the notice provision of this Guaranty and agrees that within thirty (30) days after such mailing, Guarantor so served shall appear or answer to any summons and complaint or other process and should Guarantor so served fail to appear or answer within said thirty-day period, said Guarantor shall be deemed in default and judgment may be

entered by Lender against the said party for the amount as demanded in any summons and complaint or other process so served.

(h) WAIVER OF JURY TRIAL. GUARANTOR, IN ORDER TO INDUCE LENDER TO EXTEND FINANCIAL ACCOMODATIONS TO BORROWER, HEREBY WAIVES ANY RIGHT SUCH PARTY MAY HAVE UNDER ANY APPLICABLE LAW TO A TRIAL BY JURY WITH RESPECT TO ANY SUIT OR LEGAL ACTION WHICH MAY BE COMMENCED BY OR AGAINST GUARANTOR CONCERNING THE INTERPRETATION, CONSTRUCTION, VALIDITY, ENFORCEMENT OR PERFORMANCE OF THIS GUARANTY TO THE FULLEST EXTENT PERMITTED BY APPLICABLE LAW.

IN WITNESS WHEREOF, the undersigned has/have signed, sealed and delivered this Guaranty as of this _____ day of _____, 2015, intending to be legally bound hereby.

GUARANTORS:

Signed, sealed and delivered in the presence of:

_____
Notary Public
My Commission Expires: _____

[Notary Seal]

Signature: _____
Printed Name:_____

Date: _____, 2015

SSN#:_____

Address for Notice:

_____
_____

ASCENTIUM CAPITAL LLC

Your Application for Financing is Approved

Finance Agreement	Prepared For	Financing Provided By
_____	**Customer Name**	**Ascentium Capital LLC**
	Address	23970 HWY 59 N
Prepared On March 6, 2017	City, State, Zip Code	Kingwood TX 77339

Enclosed is your Finance agreement. The below instructions will help you complete your documents:

- Include a copy of your driver's license (all signors).
- Include a copy of your business check payable to Ascentium Capital LLC for the below invoice amount. Please write your agreement number on the memo line. This check copy will be used to initiate payment via ACH/EFT withdrawal. Do not mail the original check.
- Return completed cover page and documents by Email to VSR@AscentiumCapital.com or by Fax to 1-866-846-3680.

Please Complete Signor Information for _____

Cell Phone:		Home Phone:	832-766-7224
Email:			
Federal Tax ID:			
Equipment Location: (Please update if incorrect)	_____ Updated address:		

INVOICE AMOUNT	INVOICE DETAILS
$	Advanced Payment Amount
$	Processing Fee(s)
$0.00	Less Money Received
$	TOTAL AMOUNT DUE AT SIGNING

Ascentium Capital greatly appreciates your business. If you have any questions, please contact me.

Phone:
Email: .

AUTHORIZATION TO PERFORM VERBAL VERIFICATION

Ascentium Capital LLC
23970 HWY 59 N
Kingwood, TX 77339-1535
AscentiumCapital.com

Agreement No. _____

The undersigned hereby authorizes Ascentium Capital LLC to perform a verbal verification accepting the terms and conditions of the above-referenced Agreement and confirming the identification and condition of the Collateral or Equipment subject thereto.

The undersigned agrees that a facsimile or other image of this Authorization to Perform Verbal Verification, as executed, shall be deemed the equivalent of the originally executed copy for all purposes.

Person(s) Authorized to Provide Verbal Verification:

Name: _____ Title: _____ Phone: _____

Name: _____ Title: _____ Phone: _____

Name: _____ Title: _____ Phone _____

CUSTOMER: _____

Signature: _____

Printed Name: _____

Title: _____ **Date:** _____

EQUIPMENT FINANCE AGREEMENT
No. _____

Ascentium Capital LLC
23970 HWY 59 N
Kingwood, TX 77339-1535
AscentiumCapital.com

DEBTOR:	ADDRESS	TERM:

PAYMENT SCHEDULE: ___ @ $_____

COLLATERAL: Items of personal property as generally described herein which Ascentium Capital LLC ("Secured Party") and Debtor agree that a more detailed description of the property being financed shall be maintained by us among our books and records in whatever more detailed description of the property financed is received from the supplier of such property and, absent manifest error, such detailed description shall be considered incorporated into this Equipment Finance Agreement and shall be provided to Debtor promptly upon request.

Personal Property Description: _____

1. Definitions: The words "you" and "your" refer to the DEBTOR, its successors and permitted assigns, as shown above. The words "we", "us" and "our" refer to the SECURED PARTY, its successors and assigns.

2. Acceptance; Representations & Warranties: We agree to lend to you, and you agree to borrow from us, an amount for the financing of the Collateral. This Equipment Finance Agreement (this "Agreement") has an interim term ("Interim Term") and an initial term ("Initial Term"). The foregoing, collectively, the "Term". The Interim Term starts on the date of the funding of the loan evidenced by this Agreement. The Initial Term starts on the billing date specified by us in our sole discretion (the "Commencement Date"). We shall have no obligations under this Agreement whatsoever until we accept and sign this Agreement at our office and the satisfaction in our sole discretion of all conditions we may specify including our receipt of all documents we specify. You represent and warrant to us that all information conveyed to us in connection with this Agreement and all related documents whether by you, a guarantor, the supplier or any other person, is true, accurate, complete and not misleading. If you are an entity, the person executing this Agreement on your behalf represents to us that they are authorized to do so, making this Agreement the valid and binding act of the entity.

3. Security Interest: You hereby grant to us a security interest under the Uniform Commercial Code ("UCC") in the Collateral and all accessories and additions thereto and replacements thereof and all proceeds and products of the foregoing. Such security interest is granted to secure payment and performance by you of your obligations hereunder. All amounts received from you under this Agreement shall be applied towards your obligations to us as we determine.

4. Payments: You promise to pay us the number of payments shown above, each in the amount shown above, commencing on the Commencement Date and continuing on the same day of each month thereafter during the Initial Term (each a "Payment", and each day a Payment is due hereunder a "Payment Date"), without need of an invoice, together with all other amounts due from time to time by you hereunder. The total initial payment shall be paid upon your execution of this Agreement. If the contemplated transaction is not consummated, the total initial payment may be retained by us as partial compensation for costs and expenses incurred by us in preparation for the transaction. The amount of each Payment is based upon the total estimated cost of the Collateral, or the portion thereof being purchased with the proceeds of the loan evidenced hereby, you have provided to us and which is set forth above. If the final cost of the Collateral (or the portion being purchased) we pay the supplier is higher or lower than that estimate, we will adjust the amount of each Payment proportionately higher or lower than the Payment amount specified above. You also agree to pay, when invoiced, an amount equal to 1/30th of the Payment amount for each day from and including the date we fund the loan evidenced by this Agreement, to but excluding the first Payment Date. Following the first Payment Date, the Term shall continue without interruption for the number of months indicated above. YOUR OBLIGATION TO MAKE PAYMENTS AND PAY OTHER AMOUNTS DUE HEREUNDER IS ABSOLUTE AND UNCONDITIONAL AND NOT SUBJECT TO ABATEMENT, REDUCTION OR SET-OFF FOR ANY REASON WHATSOEVER. THIS IS A NON-CANCELABLE AGREEMENT: THIS AGREEMENT, THE TERMS OF WHICH HAVE BEEN FREELY NEGOTIATED BY EACH PARTY, IS ALSO SUBJECT TO THE TERMS AND CONDITIONS ON THE FOLLOWING PAGE WHICH IS MADE PART HEREOF AND WHICH DEBTOR AND SECURED PARTY ACKNOWLEDGE THEY HAVE READ AND ACCEPTED.

5. DISCLAIMER OF WARRANTIES AND CLAIMS; LIMITATION OF REMEDIES: THERE ARE NO WARRANTIES BY OR ON BEHALF OF SECURED PARTY AND NEITHER THE SUPPLIER NOR ANY OTHER PARTY IS SECURED PARTY'S AGENT. DEBTOR ACKNOWLEDGES AND AGREES: (A) SECURED PARTY MAKES NO WARRANTIES WHETHER EXPRESS OR IMPLIED AS TO THE CONDITION OF THE COLLATERAL, ITS MERCHANTABILITY, ITS FITNESS FOR ANY PARTICULAR PURPOSE; (B) DEBTOR ACCEPTS THE COLLATERAL "AS IS" AND WITH ALL FAULTS; (C) DEBTOR AGREES THAT THE COLLATERAL WILL BE USED SOLELY FOR COMMERCIAL OR BUSINESS PURPOSES; (D) IF THE COLLATERAL IS UNSATISFACTORY FOR ANY REASON DEBTOR'S ONLY REMEDY, IF ANY, SHALL BE AGAINST THE SUPPLIER OR MANUFACTURER OF THE COLLATERAL AND NOT AGAINST SECURED PARTY; (E) DEBTOR SHALL HAVE NO REMEDY FOR CONSEQUENTIAL, INCIDENTAL, SPECIAL, PUNITIVE OR EXEMPLARY DAMAGES AGAINST SECURED PARTY, ALL OF THE SAME BEING DISCLAIMED AND WAIVED; AND (F) NO DEFECT, DAMAGE OR UNFITNESS OF THE COLLATERAL SHALL RELIEVE DEBTOR OF THE OBLIGATION TO MAKE PAYMENTS OR RELIEVE DEBTOR OF ANY OTHER OBLIGATION UNDER THIS AGREEMENT.

6. Location; Maintenance; Installation; Insurance: You agree to maintain records showing the location of each item of Collateral. You shall report each location to us upon our request and shall not change the location of the Collateral without our advance written consent. You are responsible for installing and keeping the Collateral in good working order. You shall not make any alterations, additions or improvements to the Collateral which detracts from its economic value or functional utility. If the Collateral is damaged or lost, you agree to continue making scheduled Payments unless we have received the Casualty Value pursuant to Section 11. You agree to keep the Collateral insured against loss during the Term and to have us named as loss payee n such coverage amounts as we may specify from time to time, from anyone who is acceptable to us. You agree to provide us with a certificate of insurance acceptable to us upon our request and if at any time you fail to deliver to us a valid certificate of insurance reflecting such insurance as being in effect, then we will have the right, but no obligation, to have such insurance protecting us placed for the Term at your expense; and if so placed, we will add to the Payments and you will pay us our costs of obtaining such insurance and any customary charges or fees of ours.

7. Taxes and Fees; Indemnification: You agree to pay when due and to indemnify and hold us harmless from all taxes, fees, fines, interest and penalties, including, without limitation, personal property or documentary stamp taxes, ("Taxes") relating to the use or ownership of the Collateral or to this Agreement now or hereafter imposed, levied or assessed by any taxing authority. We may in our sole discretion, elect to pay any such Taxes directly to a taxing authority and if so you agree to reimburse us on our demand for any such Taxes paid on your behalf together with any filing or processing fee charged by us. If any taxing authority requires any Taxes to be paid in advance, and we pay such Taxes, we may increase the cost of the Collateral we are financing by such amount as described in Section 4 above thereby increasing the amount of each Payment to reflect the payment of such Taxes. You also agree to pay us and reimburse us for all costs and expenses in documenting and servicing this Agreement. You agree to indemnify and hold us harmless from any suits, claims, losses or damages we suffer in any way relating to the use or ownership of the Collateral. Your obligations under this Section 7 shall survive the expiration or earlier termination of this Agreement. You agree to pay us fees in an amount in effect from time to time in connection with the documentation of the Agreement and any site inspection or lien search we deem necessary. You agree that all such fees and any insurance we obtain pursuant to the last sentence of Section 6 may not only cover our costs they may also include a profit.

8. Personal Property: The Collateral will be and shall remain personal property and, if requested by us, you will obtain real property waivers satisfactory to us. You shall keep the Collateral free from any and all liens and encumbrances other than those in our favor. You shall give us immediate notice of any attachment or other judicial process, liens or encumbrances affecting the Collateral. You hereby irrevocably authorize us and appoint us as your attorney-in-fact with the power to execute and to file this Agreement and any financing statement(s) or security agreement(s) with respect to the Collateral. If your signature on any financing statement or similar document is required by law, you shall execute such supplemental instruments and financing statements we deem to be necessary and advisable and shall otherwise cooperate to defend and perfect our interest in the Collateral by filing or otherwise. You also agree to pay us on demand filing and registration fees prescribed by the UCC or other law. Any Collateral that is subject to title or registration laws shall be titled and registered as directed by us.

9. Default; Remedies; Late Charges: If any one of the following events occur with respect to you or any Guarantor, you will be in default: (i) you fail to pay any Payment or other amount due under this Agreement, when due, (ii) you breach or fail to perform any of your other covenants and promises under this Agreement, (iii) you become insolvent, any action under the United States Bankruptcy Code is filed by or against you, make an assignment for the benefit of creditors, admit your inability to pay your debts as they become due, or if you terminate your entity existence or take any actions regarding the cessation or winding up of your business affairs. If you are in default, at our election, we can accelerate and require that you pay, as reasonable liquidated damages for loss of bargain, the "Accelerated Balance". The Accelerated Balance will be equal to the total of: (i) accrued and unpaid amounts then due under this Agreement, and (ii) the remaining Payments discounted to their then present value at 3% per annum. We can also pursue any of the remedies available to us under the UCC or any other law. In the event we seek to take possession of any part of the Collateral, you irrevocably waive to the fullest extent permitted by law any bonds, surety or security required by statute, court rule or otherwise as an incident of such possession. You agree to pay our reasonable attorneys' fees and actual costs incurred by us in enforcing our rights hereunder including repossession, storage, refurbishment and sale of the Collateral and collection costs, and all non-sufficient funds charges and similar charges. If any part of a payment is late, you agree to pay us upon our demand the following, or if less, the maximum amount allowed under applicable law: (x) a late charge equal to the greater of 10% of the payment or $25.00, (y) a charge of $30.00 for each check returned for any reason or if any ACH debit charge is not honored and (z) if we have had to perform collection activities in connection with such late payment, our specified collection charges then in effect. The foregoing will not be construed as interest but as reimbursement to us to cover administrative and overhead expenses related to the processing and collection of the late payment.

10. Assignment; Inspection: YOU HAVE NO RIGHT TO SELL, TRANSFER, ASSIGN, LEASE OR ENCUMBER THE COLLATERAL OR THIS AGREEMENT. We may sell, transfer, assign or encumber this Agreement, in whole or in part, without notice to you or your consent. You agree that if we sell, transfer, assign or encumber this Agreement, the assignee will have the rights and benefits that we assign to the assignee and will not have to perform any of our obligations. You agree that the rights of the assignee will not be subject to any claims, defenses or set-offs that you may have against us. We and our agents and representatives shall have the right at any time during regular business hours to inspect the Collateral and for that purpose to have access to the location of the Collateral.

11. Risk of Loss: You assume and shall bear the entire risk of loss, theft, damage and destruction of the Collateral from any cause whatsoever, and no loss, theft, damage or destruction of the Collateral shall relieve you of the obligation to make Payments or any other obligation under this Agreement. You shall promptly notify us in writing of such loss, theft, damage or destruction. If damage of any kind occurs to any item of Collateral, you, at our option, shall at your expense (a) place the Collateral in good repair, condition or working order, or (b) if the Collateral cannot be repaired or is lost, stolen or suffers a constructive loss under an insurance policy covering the Collateral, pay to us the "Casualty Value." The Casualty Value will be equal to the total of (i) accrued and unpaid amounts then due and owing, and (ii) the remaining Payments discounted to present value at 3%, in both cases as of the date the Casualty Value is received by us.

12. Choice of Law; Waiver of Jury Trial: Subject to the following sentence, this Agreement shall be governed by, construed, interpreted and enforced in accordance with the laws of the state of California. If any amount contracted for, charged or received in connection with this Agreement constitutes interest or regulated time-price differential governed by, not exempt from, and in excess of amounts lawfully permitted, under California law (the "Subject Amount"), then (i) if the law of state in which Debtor resides (as indicated in Debtor's address above; the "Debtor's State") would permit the lawful contracting for, charging or receipt of any part of the Subject Amount, then the parties agree that the law of Debtor's State shall govern as to the contracting for, charging and receipt of such interest or regulated time-price differential and (ii) if clause (i) preceding is not applicable, Secured Party shall make any necessary adjustments so as to eliminate such excess. Debtor agrees to provide Secured Party advance written notice and an opportunity to cure pursuant to the preceding sentence any contract, charge or receipt claimed by Debtor to be unlawful; and Secured Party may calculate maximum lawful amounts by amortizing, prorating, allocating reallocating, discounting, treating months as equal intervals, and spreading in each case to the fullest extent permitted by applicable law. You consent to the non-exclusive jurisdiction of the federal and state courts located in the state of California in any action or proceeding relating to this Agreement, YOU WAIVE ANY RIGHT TO A TRIAL BY JURY IN ANY SUCH ACTION OR PROCEEDING, AND YOU WAIVE ANY RIGHT TO ASSERT THIS IS AN INCONVENIENT FORUM.

13. Miscellaneous: During the Term, you agree to provide us with all financial statements and copies of tax returns we may request. If we supply you with labels, you shall label any and all Collateral and shall keep the same affixed in a prominent place. If any provision hereof or any remedy herein provided is found to be invalid under any applicable law, the remaining provisions hereof, shall be given effect in accordance with the manifest intent hereof. The parties agree that each Payment includes interest. You agree that a waiver of breach will not be a waiver of any other subsequent breach, and that any delay or failure to enforce our rights under this Agreement does not prevent us from enforcing any rights at a later time. YOU AGREE THAT WE WILL NOT BE LIABLE FOR ANY CONSEQUENTIAL OR INCIDENTAL DAMAGES FOR ANY DEFAULT BY US UNDER THIS AGREEMENT. Section headings are for convenience and are not a part of this Agreement. You agree that by providing us with an email address or telephone number for a cellular or other wireless device, you expressly consent to receiving communications including email, voice and text messages from us or our affiliates or assigns at that email address or telephone number, and this express consent applies to each such email address or telephone number that you provide to us now or in the future and permits such communications regardless of their purpose. These calls and messages may incur access fees from your internet or wireless provider. You agree that the original of this Agreement may be electronically duplicated and a copy hereof may be introduced in lieu of the original thereof and without further foundation. The parties hereto expressly waive the secondary evidence rule. You agree that this Agreement will be binding upon your successors, permitted assigns, heirs and legal representatives. You authorize us to complete any blank in this instrument or in any document executed or delivered in connection herewith that contemplates a date by inserting a date deemed appropriate by us. Time is of the essence with respect to your obligations hereunder. No term or provision of this Agreement may be amended, altered, waived or discharged except by a written instrument signed by both parties to this Agreement. Any formal notice given pursuant to this Agreement shall be deemed given 2 business days after being placed with the U.S. Postal Service, postage prepaid, addressed to the Debtor at its address set forth above, or to Secured Party at 23970 Hwy 59 N, Kingwood, TX 77339-1535, or such other address as a party may designate by written notice to the other. If Debtor constitutes more than one person, you agree that the liability of each such person hereunder is joint and several. Any restrictive endorsement on any check you give us in payment of any amount due hereunder shall be void. You may not prepay this Agreement without our prior written consent. A facsimile or other copy of this Agreement, as executed, shall be deemed the equivalent of the originally executed copy for all purposes. All amounts payable hereunder by you if not paid when due shall accrue interest at a rate of interest of 1.5% per month or the highest rate allowed by applicable law if less, from the due date thereof until received by us in cash and shall be payable on demand. This Agreement may be executed in separate counterparts which together shall constitute one and the same instrument. You agree this Agreement may be signed electronically pursuant to the Electronic Signatures in Global and National Commerce Act and other applicable law.

By signing below Debtor hereby irrevocably accepts the Collateral under this Agreement and irrevocably authorizes Secured Party to pay the supplier on behalf of the Debtor. The person executing this Agreement is authorized to do so, making this Agreement the valid and binding act of the Debtor.

Debtor Name:		**Accepted By:**	Ascentium Capital LLC
By:	⊠	**By:**	
Printed Name and Title:		**Printed Name and Title:**	Bryan Wheeler, Senior Vice President

GUARANTY: The undersigned ("you", "your", jointly and severally if more than one) unconditionally guarantees to Secured Party and its assigns the prompt payment and performance when due of all of the obligations of the Debtor under the Agreement and all related documents executed by the Debtor in connection with it (collectively with the Agreement, the "Agreements"). We shall not be obligated to proceed against the Debtor, the property being financed under the Agreements or enforce any other remedy before proceeding against you to enforce this Guaranty. Notwithstanding any changes made to the Agreements in the course of our dealings with the Debtor, this Guaranty will remain in effect with respect to the Agreements as so changed even if you are not notified of the changes and will remain in effect even if the Agreements or any of them are no longer enforceable against the Debtor. You waive all presentments, demand for performance, notices of protest, notices of dishonor, notices of acceptance of this Guaranty and all other notices to which you may have a right. You agree to pay us all the expenses incurred by us in enforcing this Guaranty. You may not assign this Guaranty without our written consent. This Guaranty shall be governed by, construed, interpreted and enforced in accordance with the laws of the state of California without reference to its principles of conflicts of laws. You consent to the non-exclusive jurisdiction of the federal and state courts located in the state of California in any action to enforce this Guaranty and you waive any right to assert this is an inconvenient forum. You consent to us conducting a credit evaluation of you from all sources, periodically updating it and sharing the results with others. This Guaranty may be executed in separate counterparts which together shall constitute one and the same instrument.

Guarantor Signature:	⊠	**Printed Name:**	
Guarantor Signature:		**Printed Name:**	

AUTHORIZATION FOR ACH PAYMENTS: Debtor authorizes Secured Party or Secured Party's successors and assigns to automatically initiate and make debit entry charges to Debtor's bank account indicated below for the payment of all amounts owed by you from time to time under the Agreement. This Authorization is to remain in effect during the Term of the Agreement Agreement. Any incorrect charge will be corrected upon notification to us, by either a credit or debit to Debtor's account.

Bank Name:		**Account Holder Name:**	
Account No:		**ABA No.:**	
Authorized Signature:	⊠	**Printed Name and Title:**	,

COMMENCEMENT AGREEMENT

Ascentium Capital LLC
23970 HWY 59 N
Kingwood, TX 77339-1535
AscentiumCapital.com

Agreement No. _____

Date: March 6, 2017

You, the Customer, and Ascentium Capital LLC ("we", "us", "our") have entered into the above referenced equipment lease, equipment finance agreement, secured loan or similar agreement (which may be one or more schedules to a master agreement) ("Agreement") pursuant to which we will be financing the Equipment or Collateral as defined in and described in the Agreement (in either case "Equipment") as set forth in this Commencement Agreement ("CA"). The Equipment is being delivered at various times and the vendor or vendors of the Equipment have to be paid for each item of Equipment at or before its delivery to you. You agree to commence the initial non-cancelable term of the Agreement immediately even though items of Equipment remain to be delivered to and accepted by you from one or more vendors.

NOW THEREFOR, you and we hereby agree as follows:

1. The term of the Agreement will commence on the date of this CA, with the interim term commencing on the date set forth above and the initial term commencing as provided in the Agreement. You acknowledge and agree that notwithstanding the fact that not all items of Equipment have been delivered to and accepted by you as of the date set forth above, the terms and conditions of the Agreement, including your obligation to pay all amounts of rent or debt service set forth in the Agreement, shall commence immediately and, except as otherwise specifically set forth in this CA, irrevocably.

2. You agree to inspect and accept for purposes of the Agreement all undelivered items of Equipment immediately upon their delivery to you. If, when delivered, an item of Equipment is damaged or non-conforming, you agree to cause the vendor in question to repair and/or replace any such item of Equipment and you agree to immediately accept any conforming replacement and/or repaired Equipment for all purposes under the Agreement while continuing to meet all of your payment and other obligations under the Agreement.

3. All amounts anticipated to be disbursed by us on your behalf that have not been disbursed as of the date of this CA will be deemed disbursed by us into a separate holding account for your benefit ("Account"), the contents of which shall be debited by the amount of each subsequent disbursement to vendor(s) as contemplated by this CA. To secure your obligations to us under the Agreement and this CA, you hereby grant to us a security interest in the contents of the Account and any proceeds.

4. The Agreement contemplates a pro-rata adjustment to the payments owed by you under the Agreement in the event the purchase price of the Equipment and other amounts, if any, paid by us on your behalf are higher or lower than those on which the payments set forth in the Agreement are based. Following the delivery and acceptance of all items of Equipment set forth in the Agreement, we shall make any necessary adjustments to the payments as contemplated by the Agreement. You agree that we will have no liability to you in the event we determine to terminate the funding of any vendor because we have determined, in our sole discretion, that there has been a material adverse change in your creditworthiness from that on which we based our approval of the Agreement. In any circumstance contemplated by the preceding sentence, we will continue the Agreement with the Equipment accepted by you and funded by us as of the date we determine to terminate funding the Agreement and we will reduce the amount of each payment of rent or debt service you owe under the Agreement proportionally, taking into account the higher payments made by you up to the date of that determination and any balance in the Account shall revert to us.

5. This CA sets forth the entire agreement of the parties with respect to its subject matter and it may only be amended by a written instrument executed by you and us. In the event of a conflict between this CA and the terms of the Agreement, the terms of this CA shall govern and control, provided however, except as explicitly set forth in Section 4 above, nothing set forth in this CA shall be deemed to affect your obligation to pay and perform all of your obligations as set forth in the Agreement without setoff, abatement or counterclaim. This CA shall terminate and be of no further force and effect following your acceptance and our funding of the last item of Equipment being financed under the Agreement. This CA will be governed by and construed in accordance with the laws of the jurisdiction governing the Agreement.

You agree that a facsimile or other copy of this CA, as executed, shall be deemed the equivalent of the originally executed copy for all purposes.

CUSTOMER:		**SECURED PARTY:**	**Ascentium Capital LLC**
Signature:	⊠	**By:**	
Printed Name:		**Printed Name:**	Bryan Wheeler
Title:		**Title:**	Senior Vice President

DELIVERY AND ACCEPTANCE CERTIFICATE

Ascentium Capital LLC
23970 HWY 59 N
Kingwood, TX 77339-1535
AscentiumCapital.com

Agreement No. _____

To: Ascentium Capital LLC

The undersigned hereby certifies: (i) that all of the property which is to be leased, financed or sold, as applicable, pursuant to the rental agreement, lease agreement, equipment finance agreement, note, security agreement, loan and security agreement, conditional sale agreement or similar document referenced above (which may be one or more schedules to a master agreement) (the "Agreement") between Ascentium Capital LLC as payee, lessor, lender, secured party or seller and the undersigned as renter, lessee, debtor, buyer or other obligor (the "Equipment"), has been delivered to, and received by, the undersigned, (ii) the Equipment conforms in all respects to that ordered by the undersigned, (iii) its condition is satisfactory in all respects to the undersigned and (iv) that the Equipment is accepted by the undersigned under the Agreement in all respects, and the undersigned hereby irrevocably directs Ascentium Capital LLC to pay the equipment suppliers the purchase price of the Equipment.

The undersigned agrees that a facsimile or other copy of this Delivery and Acceptance Certificate, as executed, shall be deemed the equivalent of the originally executed copy for all purposes. By executing this Delivery and Acceptance Certificate the undersigned irrevocably acknowledges and agrees that the undersigned's non-terminable installment payment and other obligations under the Agreement have commenced.

CUSTOMER: _____

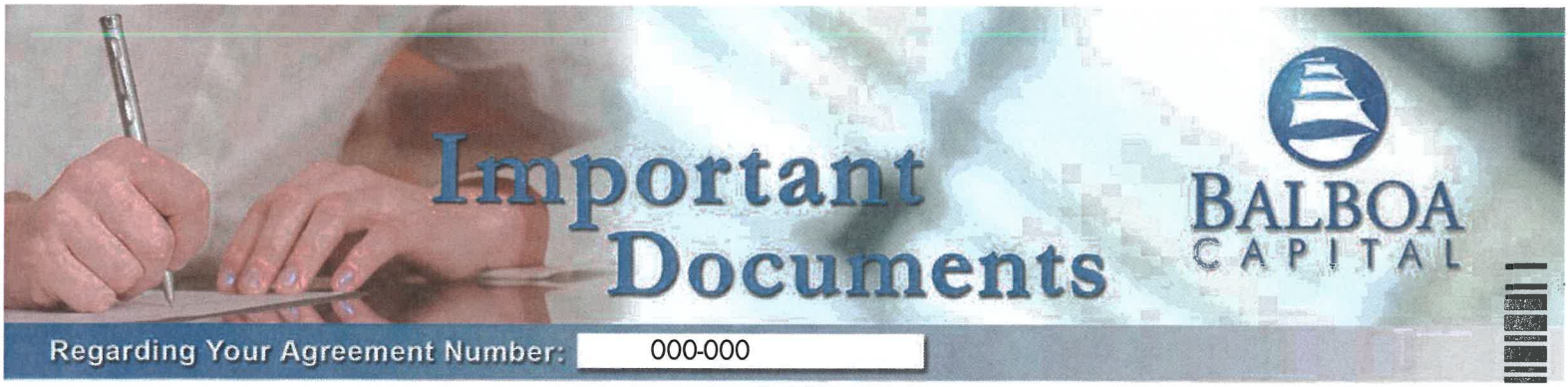
Signature: _____

Printed Name: _____

Title: _____

Date Signed: _____

BALBOA CAPITAL CORPORATION



Date March 5 2014
Debtor Name Example Docs LLC
Debtor Address 43RD ST
Owatonna, MN 55060

Dear Valued Customer,

Balboa Capital is pleased to be working with you to earn your business and complete the equipment financing transaction. We strive to give you the best customer service possible, so please feel free to call your Account Executive with any questions you may have.

Enclosed you will find the necessary documents to complete your equipment financing. Please complete and sign the documents as indicated and return them by one of the following options:

Return documents **via overnight mail** to the following address:

Balboa Capital Corporation
Attn: Business Center
2010 Main Street 11th Floor
Irvine, CA 92614

Be sure to follow these simple instructions when signing the documents:

1. Please ensure the Company Resolution, if applicable, is signed by an officer or other authorized representative of your company other than the person signing the agreement.
2. Please do not cross out or make any changes on the documents without first discussing such changes with your Account Executive.

Enclosed Documents:

Equipment Financing Agreement	Exhibit "A"
ACH Agreement	Request for Drivers License Copy
Company Resolution	Personal Guaranty
Disbursement Authorization	EFA PG

Please forward the above documents with the following items:

Advance Payment(s):	$0.00
Loan Fee:	$0.00
Total Amount Due:	$0.00

- **Tax ID Number:** _____
- **Email Address:** _____
- **Mobile Number:** _____
- **Fax Number:** _____
- **Tax Exemption Certificate (If available)**
- **Copy of all invoices and cancelled checks**
- **Copy of current and valid driver's license for each of the lease signors and guarantors**

Please note that you will be invoiced for standard closing costs once your equipment financing transaction has been completed including applicable prorated rent and other expenses directly related to the completion of your equipment financing.

If you have any questions, please contact your Account Executive at **Eric M. Bisson** at **949-553-3480**.

Thank you for choosing Balboa Capital Corporation for your financing needs. Balboa is here to help you get the equipment you need to help your business grow.

BALBOA CAPITAL

EQUIPMENT FINANCING AGREEMENT (Page 1 of 2)

Agreement # 000-000

Debtor Information

Business Name:	Business Address:	Collateral Location:
Example Docs LLC	**43RD ST** **Owatonna, MN 55060**	**(if different than billing address of Debtor)**
Business Phone: **9495533480** Business Tax ID#:		

Full Description Of Collateral Including Model, Serial Numbers:	Equipment Cost:	**Initial Payment** (Check For This Amount Must Accompany Agreement)
As delineated on Exhibit "A", attached hereto and made a part hereof.	**$100,000.00**	SECURITY DEPOSIT: $0.00 FIRST PAYMENT: $1,909.98 LAST PAYMENT: $1,919.98
Monthly Payment: **$1,909.98**	Initial Payment Date:	Loan Fee: $0.00
Loan Term In Months: **60**		**Total Amount Due: $0.00**

TERMS OF EQUIPMENT FINANCING AGREEMENT

Debtor and Creditor agree as follows:

1. SECURITY INTEREST: Debtor hereby grants Creditor a security under the Uniform Commercial Code in the above property (collectively the "Collateral" and individually an "Item" or "Item of Collateral"). Such security interest is granted to secure performance by Debtor if its obligations thereunder and under any other present or future agreement with Creditor. Debtor shall insure that such security interest is and shall remain a sole first lien security interest. **DEBTOR HEREBY AUTHORIZES CREDITOR TO FILE A COPY OF THIS AGREEMENT AS A FINANCING STATEMENT AND APPOINTS CREDITOR OR ITS DESIGNEE AS DEBTOR'S ATTORNEY-IN-FACT TO EXECUTE AND FILE, ON DEBTOR'S BEHALF, FINANCING STATEMENTS COVERING THE COLLATERAL.** 2. PAYMENTS: Debtor shall repay creditor the above Total of Payments in the number of monthly installments of the amount indicated above. The initial installment payment shall be deemed due as of the date indicated above and subsequent installment payments shall be due on the same day of each month thereafter until paid. A prorata portion of the installment payment based on a daily charge of one-thirtieth (1/30) of the installment payment calculated from the payment commencement date to the start of the base term shall be due and payable at the payment commencement date. All other amounts due thereunder shall be due upon Debtor's Receipt of Creditor's invoice therefor. Advance payments shall be applied to the last installment payments in reverse order until exhausted; provided that if there is a default, any payments under this agreement may be applied to Debtor's obligations to Creditor in such order as Creditor chooses. 3. NO AGENCY. DEBTOR ACKNOWLEDGES THAT NO SUPPLIER OF AN ITEM OR INTERMEDIARY NOR ANY AGENT OF EITHER THEREOF IS AN AGENT OF CREDITOR AND FURTHER THAT NONE OF SUCH PARTIES IS AUTHORIZED TO WAIVE OR ALTER ANY ITEM OR CONDITION OF THIS AGREEMENT. NO REPRESENTATION AS TO ANY MATTER BY ANY SUCH PARTY SHALL BIND CREDITOR OR AFFECT DEBTORS DUTY TO PAY THE INSTALLMENT PAYMENTS AND PERFORM ITS OTHER OBLIGATIONS THEREUNDER. 4. **NON CANCELABLE AGREEMENT;** PREPAYMENT, NO OFFSET, THIS AGREEMENT IS NON CANCELABLE BY DEBTOR FOR ANY REASON WHATSOEVER. DEBTOR MAY REPAY THE INSTALLMENT PAYMENTS ONLY IN ACCORDANCE HEREWITH. ALL PAYMENTS THEREUNDER ARE TO BE MADE WITHOUT OFFSET. 5. FINANCING. THIS AGREEMENT IS SOLELY A FINANCING AGREEMENT. SEE REVERSE SIDE FOR ADDITIONAL TERMS AND CONDITIONS WHICH ARE PART OF THIS AGREEMENT. **CREDITOR MAKES NO WARRANTY, EXPRESS OR IMPLIED, OR THAT THE EQUIPMENT IS FIT FOR A PARTICULAR PURPOSE OR THAT THE EQUIPMENT IS MERCHANTABLE.** DEBTOR AGREES THAT DEBTOR HAS SELECTED THE SUPPLIER AND EACH ITEM OF EQUIPMENT BASED UPON DEBTOR'S OWN JUDGMENT AND DISCLAIMS ANY RELIANCE UPON ANY STATEMENTS OR REPRESENTATIONS MADE BY CREDITOR. CREDITOR DOES NOT TAKE RESPONSIBILITY FOR THE INSTALLATION OR PERFORMACE OF THE EQUIPMENT. THE SUPPLIER IS NOT AN AGENT OF CREDITOR'S AND NOTHING THE SUPPLIER STATES CAN AFFECT DEBTOR'S OBLIGATION UNDER THE AGREEMENT. DEBTOR WILL CONTINUE TO MAKE ALL PAYMENTS UNDER THIS AGREEMENT REGARDLESS OF ANY CLAIM OR COMPLAINT AGAINST SUPPLIER. This agreement is effective only upon execution by an authorized officer of Creditor following Debtor's execution hereof, and upon execution Creditor shall fund the Equipment Cost/Advanced. Debtor hereby authorizes Creditor to Disburse the Equipment Cost/Advance as indicated on the attached Disbursement Authorization. Creditor reserves the right to pay the applicable portion of the Equipment Cost/Advance jointly to any party not specified in the preceding sentence with a security interest in an Item of Collateral. 6. LOCATION; INSPECTION; USE. Debtor shall keep, or, as to an Item which is movable, permanently garage and not remove from the United States, as appropriate, each Item of Collateral in Debtor's possession and control at the Collateral Location or at such other location to which such Item may have been moved with the prior written consent of Creditor, Upon request, Debtor shall advise Creditor as to the exact location of an Item of Collateral. Creditor may inspect the Collateral during normal business hours and enter the premises where the Collateral may be located for such purposes. Each Item shall be used solely for commercial or business purposes and operated in a careful and proper manner an in compliance with all applicable governmental requirements, all requirements of insurance policies carried hereunder and all manufacturer's instructions and warranty requirements.

7. ALTERATIONS; SECURITY INTEREST COVERAGE. Without Creditor's prior written consent, Debtor shall not make any alterations, additions **or** improvements to an Item of Collateral which detract from its economic value or functional utility. All additions and improvements made to an Item shall be deemed accessions thereto, and shall not be removed if removal would impair the Item's economic value or functional utility. Creditor's security interest shall cover all modifications, accessions, additions to and replacements and substitutions for the Collateral. Debtor will not make any replacements or substitutions without Creditor's prior written consent. 8. MAINTENANCE. Debtor shall maintain the Collateral in good repair, condition and working order. Debtor shall cause all repairs required to maintain the Collateral in such condition to be made promptly by qualified parties. Debtor will cause each Item of Collateral for which a service contract is generally available to be covered by such a contract which provides coverage typical as to property of the type involved and is issued by a competent servicing entity. 9. LOSS AND DAMAGE; CASUALTY VALUE. In the event of loss, theft, destruction or requisition of or damage to an Item of Collateral from any cause Debtor shall give Creditor prompt notice thereof and shall thereafter place the Item in good repair, condition and working order; provided, however, that if such Item is determined by Creditor to be lost, stolen, destroyed or damaged beyond repair or is requisitioned or suffers a constructive total loss under an insurance policy carried hereunder Debtor shall cause the Equipment to be replaced and shall immediately provide Creditor with information necessary to perfect Creditor's security interest in the replacement Equipment, or shall pay Creditor the "Casualty Value" of such Item which shall equal (a) any amounts due at the time of such payment, and (b) each future installment payment due with respect to such Item discounted at three percent (3%) per annum simple interest from the date due to the date of such payment. 10. PAYMENT OF FINANCING AGREEMENT OBLIGATIONS: Payment of the Financing Agreement Obligation shall be made by electronically withdrawing funds from the bank account on which Debtors deposit check was drawn, or any other account from which Debtor paid any obligation under this Agreement. Debtor authorizes Creditor to debit from this account on which Debtors deposit check was drawn, or any other account from which Debtor paid any obligation under this Agreement on or after the due date of Debtors monthly installment, for scheduled Financing Agreement Payments or other amounts due and owing at the time under the Financing Agreement. Debtor acknowledges that, if Creditor assigns the Financing Agreement to a third party, the assignee is authorized to debit the account on which Debtors deposit check was drawn, or any other account from which Debtor paid any obligation under this Agreement. If Debtor would prefer to authorize Creditor to debit another account, fill in the blanks provided below along with a copy of a voided check from the specified account. However, Debtor agrees that Creditor, or its assignees, has the right, but not the obligation, to electronically withdraw funds from the bank account on which Debtor's deposit check was drawn, the account specified below, or any other account from which Debtor paid any obligation under this Agreement to pay for any unpaid Financing Agreement Payment or other amounts due and owing at the time under this Agreement.

Account Number: _____ ABA / Routing Number: _____

Financial Institution Name: _____ Initials _____ sign

SEE REVERSE SIDE FOR ADDITIONAL TERMS AND CONDITIONS WHICH ARE PART OF THIS AGREEMENT.

(CREDITOR)	(DEBTOR)
BALBOA CAPITAL CORPORATION **2010 Main Street** **11th Floor** **Irvine, Ca 92614**	**Example Docs LLC** 43RD ST Owatonna, MN 55060
By: _____ sign Vice President	By: _____ Name: John Johnson Title: Managing Member
Date _____	Date 03/05/14 Home Phone _____

11. TITLING. If requested by Creditor, Debtor shall cause an Item of Collateral subject to title registration laws to be titled as directed by Creditor. Debtor shall advise Creditor promptly as to any necessary re-titling. Debtor shall cause all documents of title to be furnished Creditor within sixty (60) days of the date of any titling effected by Debtor.

12. TAXES. Debtor agree to pay when due all taxes (including personal property tax, fines and penalties) and fees relating to this Agreement or the Equipment. If Creditor pays any of the above for Debtor, Debtor agrees to reimburse Creditor and to pay Creditor a processing fee for each payment Creditor makes on Debtors behalf. In addition, Debtor also agrees to pay Creditor any filing fees prescribed by the Uniform Commercial Code or other law and reimburse Creditor for all costs and expenses involved in documenting and servicing this transaction. Debtor further agrees to pay Creditor an origination fee on or before the date the first payment is due. Debtor also acknowledges that in addition to the lease payments, Creditor may assess and Debtor may be required to pay additional taxes and/or fees. Such fees may not only cover Creditors costs they may also include a profit.

13. INSURANCE. Debtor agrees to maintain, at Debtor's expense, "Special Form" property insurance protecting the Equipment for its full replacement value, naming Creditor as a loss payee on a "Lender's Loss Payable" endorsement; and public liability insurance, in amounts acceptable to Creditor, naming Creditor as an additional insured (together "Required Insurance"). Debtor must provide Creditor satisfactory written evidence of Required Insurance within thirty (30) days of the commencement date of this Equipment Finance Agreement or of any subsequent written request. If Debtor does not do so, Creditor may obtain insurance from an insurer of Creditor's choosing in such forms and amounts as Creditor selects ("Insurance"). Insurance covers the Equipment and Creditor only and not Debtor. Debtor shall pay Creditor periodic charges for Insurance ("Insurance Charges") that include: a premium that may be higher than if Debtor maintained Required Insurance separately; a finance charge of up to the implicit rate of the Equipment Finance Agreement on any premium advances made by Creditor or Creditors agents; and billing and processing fees; each of which may generate a profit to Creditor and Creditor agents. If Debtor fails to pay billed Insurance Charges within 30 days of their due date, Creditor may pay them by applying funds paid under the Equipment Finance Agreement or debiting Debtor's account under any previously authorized automatic payment. Debtor agrees to arbitrate any dispute with Creditor or Creditor agents regarding Insurance or Insurance Charges under the rules of the American Arbitration Association in Los Angeles, California; provided however, such agreement does not authorize class action arbitration. At Creditor's election, in lieu of obtaining or continuing Insurance, Creditor may require Debtor to pay a monthly additional fee up to 2% of the Equipment Cost. This fee is not calculated with reference to additional risk and constitutes additional profit for Creditor, but represents the basis on which Creditor is willing to forbear from exercising remedies and continue this Agreement without Required Insurance. Debtor will receive no insurance coverage and will not be released from any obligations. Creditor is not selling insurance. Creditor will cease charging the additional fee or billing for Insurance 30 days after Debtor provides satisfactory proof of Required Insurance and compliance with this section.

14. CREDITOR'S PAYMENT. If Debtor fails to perform any of its obligations hereunder, Creditor may perform such obligation, and Debtor shall (a) reimburse Creditor the cost of such performance and (b) pay creditor the service charge contemplated in paragraph 21.

15. INDEMNITY. Debtor shall indemnify, defend and hold Creditor harmless against any claim, action, liability or expense, including attorneys' fees and court costs, incurred by Creditor related to this agreement. While it is not anticipated that Creditor shall have any liability for torts related to the Collateral, this indemnity covers tort proceedings including any strict liability claim, any claim under another theory related to latent or other defects and any patent, trademark or service mark infringement claim.

16. DEFAULT. Any of the following constitutes an event of default hereunder: (a) Debtor's failure to pay any amount hereunder, within three (3) business days of when due; (b) Debtor's default in performing any other obligation hereunder or under any agreement between Debtor and Creditor; (c) death or judicial declaration of competency of Debtor, if an individual; (d) the filing by or against Debtor of a petition under the Bankruptcy Code or under any other insolvency law or law providing for the relief of debtors, including, without limitation, a petition for reorganization, agreement or extension; (e) the making of an assignment of a substantial portion of its assets by Debtor for the benefit of creditors, appointment of a receiver or trustee for Debtor or for any Debtor's assets, institution by or against Debtor of any other type of insolvency proceeding or other proceeding contemplating settlement claims against or winding up of the affairs of Debtor, Debtor's cessation of active business affairs or the making by Debtor of a transfer of a material portion of Debtor's assets or inventory not in the ordinary course of business; (f) the occurrence of an event described in (c), (d), or (e) s to a guarantor of other surety of Debtor's obligations hereunder, (g) any misrepresentation of a material fact in connection herewith by or on behalf of Debtor; (h) Debtor's default under a lease or agreement providing financial accommodation with a third party or (i) creditor shall in good faith deem itself insecure as a result of a material adverse change in Debtor's financial condition or otherwise.

17. REMEDIES. Upon the occurrence of an event of default Creditor shall have the right, options, duties and remedies of a secured party, and Debtor shall have the rights and duties of a Debtor, under the Uniform Commercial Code (regardless of whether such Code or a law similar thereto has been enacted in a jurisdiction wherein the rights or remedies are asserted) and in connection therewith Creditor may: (a) declare the Casualty Value or such lesser amount as may be set by law immediately due and payable with respect to any or all Items of Collateral without notice or demand to Debtor; (b) take possession of and, if deemed appropriate, render unusable any or all Items of Collateral, without demand or notice, wherever located, without any process of law and without liability for any damages occasioned by such taking of possession including damages to contents; (c) require Debtor to assemble any or all Items of Collateral at a location in reasonable proximity to their designated location hereunder, (d) upon notice to Debtor required by law, sell or otherwise dispose of any Items of Collateral, whether or not in Creditor's possession, in a commercially reasonable manner at public or private sale and apply the net proceeds of such sale after deducting all costs of such sale, including, but not limited to, costs of transportation, repossession, storage, refurbishing, advertising and brokers fees, to the obligations of Debtor hereunder with Debtor remaining liable for any deficiency and with any excess being returned to Debtor or (e) utilize any other remedy available under the Uniform Commercial code or otherwise to Creditor.

All remedies are cumulative. Any sale may be adjourned by announcement at the time and place appointed for such sale without further published notice, and Creditor may if permitted by law bid and become the purchaser at any such sale.

18. LITIGATION EXPENSES. Debtor shall pay Creditor its costs and expenses not offset as provided in paragraph 17, including repossession and attorneys' fees and court costs, incurred by Creditor in enforcing this agreement. This obligation includes the payment of such amounts whether an action is filed and whether an action which is filed is dismissed.

19. ASSIGNMENT. Without the prior written consent of Creditor, Debtor shall not sell, lease or create or allow any lien other than Creditor's security interest against an Item of Collateral or assign any of Debtor's obligations hereunder. Debtor's obligations are not assignable by operation of law. Consent to any of the foregoing applies only in the given instance.

Creditor may assign, pledge or otherwise transfer any of its rights **but none of its obligations** hereunder without notice to Debtor. If Debtor is given notice of any such assignment, Debtor shall acknowledge receipt thereof in writing and shall thereafter pay any amounts due hereunder as directed in the notice. The rights of an assignee to amounts due hereunder shall be free of any claim or defense Debtor may have against Creditor, and Debtor agrees not to assert against an assignee any claim or defense which Debtor may have against Creditor.

Subject to the foregoing, this agreement inures to the benefit of, and is binding upon, the heirs, legatees, personal representatives, successors and assigns of the parties.

20. MARKINGS; PERSONAL PROPERTY. Debtor shall mark the Collateral or its location as requested by Creditor to indicate Creditor's security interest. As between the parties the Collateral shall at all times be deemed personal. Debtor will provide Creditor any real property waivers requested by Creditor as to the real property where an Item of Collateral is or is to be located.

21. LATE PAYMENT. If Debtor fails to pay any amount to be paid hereunder within Three (3) days of when due, Debtor agree to pay us (a) eighteen percent (18%) of each such late payment (to the extent permitted by law) (b) amounts Creditor pays others in connection with the collection of the payment and (c) interest on such unpaid amount from the date due until paid at the lesser of eighteen percent (18%) per annum or the highest rate permitted by applicable law. No more than a single charge under subparagraph (a) will be due in any given month.

22. SECURITY INTEREST RELEASE. At such time as there is no outstanding obligation secured hereby (including obligations under other agreements contemplated under paragraph 1) Creditor shall provide Debtor such termination statements related to the Collateral as Debtor shall reasonably request. Debtor shall be responsible for the filing of each such termination statement.

23. ADDITIONAL DOCUMENTS. Debtor shall provide to Creditor such financing statements and similar documents as Creditor shall request. Debtor authorizes Creditor where permitted by law to make filings of such documents without Debtor's signature. Debtor further shall furnish Creditor (a) a fiscal year end financial statement including balance sheet and profit and loss statement within one hundred twenty (120) days of the close of each fiscal year and (b) such other information and documents not specifically mentioned herein relative to this agreement as Creditor may request. Debtor shall reimburse Creditor for all search and filing fees incurred by Creditor related hereto.

24. NOTICES. Notices shall be in writing, and sufficient if mailed to the party involved, United States mail first class postage prepaid, at its respective address set forth above or at such other address as such party may provide on notice in accordance herewith. Notice so given shall be effective when mailed. Debtor shall promptly notify Creditor of any change in Debtor's address.

25. GENERAL. This agreement constitutes the entire agreement of the parties as to the subject matter and shall not be amended, altered or changed except by a written agreement signed by the parties. Any waiver by Creditor must be in writing, and forbearance shall not Constitute a waiver. Whenever the context of this agreement requires, the neuter includes the masculine or feminine and the singular includes the plural. If there is more than one Debtor named in this agreement, the liability of each shall be joint and several. The titles to the paragraphs of this agreement are solely for the convenience of the parties and are not an aid in the interpretation. This agreement shall be governed by the law of the State of California. Venue for any action related to this agreement shall be in an appropriate court in Orange County, California or the home county and state of anyone holding Creditor's interest as it may be assigned from time to time, to which Debtor consents, or in an appropriate court in another jurisdiction selected by Creditor which has jurisdiction over the parties. Any provision declared invalid shall be deemed severable from the remaining provisions which shall remain in full force and effect. Time is of the essence of this agreement. The obligations of Debtor shall survive the release of the security interest in the Collateral.

26. DEBTOR'S WARRANTIES. DEBTOR CERTIFIES AND WARRANTS:(a) THE FINANCIAL AND OTHER INFORMATION WHICH DEBTOR HAS SUBMITTED, OR WILL SUBMIT, TO CREDITOR IN CONNECTION WITH THIS AGREEMENT IS, OR SHALL BE AT TIME OF SUBMISSION, TRUE AND COMPLETE; (b) THIS AGREEMENT HAS BEEN DULY AUTHORIZED BY DEBTOR AND UPON EXECUTION BY DEBTOR SHALL CONSTITUTE THE LEGAL, VALID AND BINDING OBLIGATION, CONTRACT AND AGREEMENT OF DEBTOR ENFORCEABLE AGAINST DEBTOR IN ACCORDANCE WITH ITS TERMS; AND (c) EACH SHOWING PROVIDED BY DEBTOR IN CONNECTION HEREWITH MAY BE FULLY RELIED UPON BY CREDITOR NONWITHSTANDING ANY TECHNICAL DEFICIENCY IN ATTESTATION OR OTHERWISE. THE PERSON EXECUTING THIS AGREEMENT ON BEHALF OF DEBTOR WARRANTS THAT PERSON'S DUE AUTHORITY TO DO SO. DEBTOR FURTHER WARRANTS THAT EACH ITEM OF COLLATERAL SHALL AT THE TIME CREDITOR FUNDS THE TOTAL ADVANCE BE OWNED BY DEBTOR FREE AND CLEAR OF LIENS OR ENCUMBRANCES AND BE IN GOOD CONDITION AND WORKING ORDER.

27. Counterparts and Facsimile Signatures. If this Agreement was sent electronically, Debtor hereby warrants that this Agreement has not been altered in any way. Any alteration or revision to any part of this Agreement or any attached documents will make all alterations or revisions non-binding and void. Only one counterpart of this Agreement and of each Schedule, Addenda, or Exhibit attached hereto shall bear our ink signed signature and shall be marked "Original". To the extent that any Equipment Financing Agreement, Schedule, Addenda or Exhibit hereto constitute chattel paper (as that term is defined by the Uniform Commercial Code), a security interest may only be created in this Agreement, Schedule, Addenda or Exhibit that bears our ink signed signature and is marked "Original".

BALBOA CAPITAL

DISBURSEMENT AUTHORIZATION

TO: Balboa Capital Corporation

The undersigned hereby certifies that all the property described below (the "Equipment"), which is to be financed for the undersigned pursuant to the Equipment Financing Agreement No. 000-000 dated as of _____, (the "Agreement") between **Balboa Capital Corporation** and the undersigned, as Debtor, has been furnished to the undersigned, that delivery and installation has been fully completed and that the Equipment is acceptable in all respects to the undersigned.

In view of the above, the undersigned hereby authorizes and requests you to pay for the Equipment in accordance with the terms of any purchase orders the undersigned may have issued for the same and/or to pay the undersigned the advance amount to the extent the undersigned has previously paid for the Equipment, as appropriate. The undersigned acknowledges that you are relying upon this executed Delivery and Acceptance Certificate in so doing. Debtor hereby authorizes Creditor to disburse the Total Advance as follows:

Payee Name	Amount
Example Vendor	$100,000.00
Total Amount to be Disbursed	$100,000.00

EQUIPMENT - SEE EXHIBIT "A" ATTACHED HERETO AND MADE A PART HEREOF.

The undersigned recognizes that by executing this Delivery and Acceptance Certificate the undersigned's non-terminable installment payment obligation under the Agreement will commence. The undersigned reaffirms its understanding that the Agreement is solely a financing agreement and that, accordingly, you have made no express warranties as to the Equipment of any other matter and that there are no related implied warranties created by law and further that, accordingly, the undersigned's obligation to pay amounts due under the Agreement will not be affected by any problems the undersigned experiences with the Equipment or any similar or dissimilar occurrence as also set forth in the Agreement.

Date Equipment accepted by Debtor *("Acceptance Date")*

_____ (Date)

I hereby authorize _____ to orally verify my/our acceptance of the equipment subject to Equipment Finance Agreement # 000-000 in my absence

"Delivery of this document bearing a facsimile signature or signatures shall have the same force and effect as if the document bore an original signature."

Debtor Name: Example Docs LLC

sign

By: _____

Name: John Johnson

Title: Managing Member

Date: 03/05/14

EFA302

BALBOA CAPITAL

EXHIBIT 'A'
EQUIPMENT DESCRIPTION

The following invoice(s) are referenced, and hereby incorporated, for the purpose of describing the equipment subject to Equipment Financing Agreement ("Agreement") Number **000-000**. By signing below, I, the debtor, acknowledge that I choose to finance the equipment listed on the invoice(s) per the payment schedule and the terms and conditions set out in the agreement, which is the governing document to this equipment financing regardless of the price and terms (if any) indicated on the invoice(s).

EQUIPMENT DESCRIPTION	INVOICE #	INVOICE DATE	VENDOR NAME

Equipment Financing Agreement Number 000-000

Debtor Name Example Docs LLC

sign **By:** _____

Name: John Johnson

Title: Managing Member

Date: 03/05/14

"Delivery of this document bearing a facsimile signature or signatures shall have the same force and effect as if the document bore an original signature."

BALBOA CAPITAL

COPY OF DRIVERS LICENSE

Equipment Financing Agreement Number: 000-000

Debtor Name: Example Docs LLC

Please include a copy of your driver's license; with picture and signature, or another form of photo identification with signature.

Please provide a copy from the following individuals:

Signor	**John Johnson**
PG 1	**John Johnson**
PG 2	**Jane Johnson**
PG 3	
PG 4	

Place copy of Driver's License(s) below:

BALBOA CAPITAL

PERSONAL GUARANTY

Equipment Financing Agreement # 000-000

THIS PERSONAL GUARANTY CREATES SPECIFIC LEGAL OBLIGATIONS. When we use the words **you** and **your** in this Personal Guaranty, we mean the **Personal Guarantor (s)** indicated below. When we use the words **we, us** and **our** in this Personal Guaranty, we mean **BALBOA CAPITAL CORPORATION,** its successors and assigns.

In consideration of our entering into the equipment financing agreement above ("EFA"), you unconditionally and irrevocably guarantee to us, our successors and assigns, the prompt payment and performance of any and all obligations of the Customer ("Debtor") under the EFA and any other financial transaction of any kind whatsoever, whether now existing or hereafter arising with us. You agree that this is a guaranty of payment and not of collection, and that we can proceed directly against you without first proceeding against the Debtor or against the Equipment covered by the EFA or against any collateral or security held by us. You waive all defenses and notices, including those of protest, presentment and demand. You agree that we can renew, extend or otherwise modify the terms of the EFA and you will be bound by such changes. If the Debtor defaults under the EFA, you will immediately perform all obligations of the Debtor under the EFA, including, but not limited to, paying all amounts due under the EFA. You will pay to us all expenses (including attorneys' fees) incurred by us in enforcing our rights against you or the Debtor. This is a continuing guaranty that will not be discharged or affected by your death and will bind your heirs and personal representatives. You waive any rights to seek repayment from the Debtor in the event you pay us. If more than one personal guarantor has signed this Personal Guaranty, each of you agree that your liability is joint and several. You authorize us or any of our affiliates to obtain credit bureau reports regarding your personal credit, and make other credit inquiries that we determine are necessary.

THIS PERSONAL GUARANTY IS GOVERNED BY THE LAWS OF THE STATE OF CALIFORNIA. YOU CONSENT TO THE JURISDICTION OF THE COUNTY OF ORANGE IN THE STATE OF CALIFORNIA. YOU HEREBY EXPRESSLY WAIVE THE RIGHT TO TRIAL BY JURY.

"Delivery of this document bearing a facsimile signature or signatures shall have the same force and effect as if the document bore an original signature."

sign **X** _____

John Johnson — **Name**

03/05/14 — **Date**

S. Oak Ave

Owatonna, MN 55060

Home Street Address, City, State, Zip Code

111111111 — **Social Security Number**

_____ — **Phone Number**

BALBOA CAPITAL

PERSONAL GUARANTY

Equipment Financing Agreement # 000-000

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"Delivery of this document bearing a facsimile signature or signatures shall have the same force and effect as if the document bore an original signature."

sign **X** _____

Jane Johnson
Name

03/05/14
Date

S. Oak Ave
Owatonna, MN 55060
Home Street Address, City, State, Zip Code

111111111
Social Security Number

Phone Number

PMC COMMERCIAL TRUST

U.S. Small Business Administration

NOTE

SBA Loan #
SBA Loan Name
Date
Loan Amount
Interest Rate
Borrower
Operating Company
Lender

1. PROMISE TO PAY:

In return for the Loan, Borrower promises to pay to the order of Lender the amount o
___ _____ Dollars, interest on the unpaid principal balance, and all other amounts required by this Note.

2. DEFINITIONS:

"Collateral" means any property taken as security for payment of this Note or any guarantee of this Note.
"Guarantor" means each person or entity that signs a guarantee of payment of this Note.
"Loan" means the loan evidenced by this Note.
"Loan Documents" means the documents related to this loan signed by Borrower, any Guarantor, or anyone who pledges collateral.
"SBA" means the Small Business Administration, an Agency of the United States of America.

3. PAYMENT TERMS:

Borrower must make all payments at the place Lender designates. The payment terms for this Note are:

The interest rate on this Note will fluctuate. The initial interest rate is 6.00% per year. This initial rate is the prime rate in effect on the first business day of the month in which SBA received the loan application, plus 2.75%. The initial interest rate must remain in effect until the first change period begins unless reduced in accordance with SOP 50 10.

Borrower must pay a total of 2 payments of interest only on the disbursed principal balance beginning one month from the month this Note is dated and every month thereafter; payments must be made on the first calendar day in the months they are due.

Borrower must pay principal and interest payments of every month, beginning three months from the month this Note is dated; payments must be made on the first calendar day in the months they are due.

Lender will apply each installment payment first to pay interest accrued to the day Lender receives the payment, then to bring principal current, then to pay any late fees, and will apply any remaining balance to reduce principal.

Lender and Borrower may agree to pay an additional amount into an escrow account for payment of real estate taxes and required insurance related to commercial real estate securing the loan. Any such account must comply with SOP 50 10.

The interest rate will be adjusted every calendar quarter (the "change period").

The "Prime Rate" is the prime rate in effect on the first business day of the month (as published in a national financial newspaper or website) in which SBA received the application, or any interest rate change occurs. Base Rates will be rounded to two decimal places with .004 being rounded down and .005 being rounded up.

The adjusted interest rate will be 2.75% above the Prime Rate. Lender will adjust the interest rate on the first calendar day of each change period. The change in interest rate is effective on that day whether or not Lender gives Borrower notice of the change.

The spread as identified in the Note may not be changed during the life of the Loan without the written agreement of the Borrower.

For variable rate loans, the interest rate adjustment period may not be changed without the written consent of the Borrower.

Lender must adjust the payment amount at least annually as needed to amortize principal over the remaining term of the note.

If SBA purchases the guaranteed portion of the unpaid principal balance, the interest rate becomes fixed at the rate in effect at the time of the earliest uncured payment default. If there is no uncured payment default, the rate becomes fixed at the rate in effect at the time of purchase.

LOAN PREPAYMENT:

Notwithstanding any provision in this Note to the contrary:

Borrower may prepay this Note. Borrower may prepay 20 percent or less of the unpaid principal balance at any time without notice. If Borrower prepays more than 20 percent and the Loan has been sold on the secondary market, Borrower must:

a. Give Lender written notice;
b. Pay all accrued interest; and
c. If the prepayment is received less than 21 days from the date Lender receives the notice, pay an amount equal to 21 days' interest from the date lender receives the notice, less any interest accrued during the 21 days and paid under subparagraph b., above.

If Borrower does not prepay within 30 days from the date Lender receives the notice, Borrower must give Lender a new notice.

Subsidy Recoupment Fee. When in any one of the first three years from the date of initial disbursement Borrower voluntarily prepays more than 25% of the outstanding principal balance of the loan, Borrower must pay to Lender on behalf of SBA a prepayment fee for that year as follows:

a. During the first year after the date on which the loan is first disbursed, 5% of the total prepayment amount;

b. During the second year after the date on which the loan is first disbursed, 3% of the total prepayment amount; and

c. During the third year after the date on which the loan is first disbursed, 1% of the total prepayment amount.

All remaining principal and accrued interest is due and payable 25 years and 2 months from the date of this Note.

Late Charge: If a payment on this Note is more than 10 days late, Lender may charge Borrower a late fee of up to 5% of the unpaid portion of the regularly scheduled payment.

4. DEFAULT:

Borrower is in default under this Note if Borrower does not make a payment when due under this Note, or if Borrower or Operating Company:

A. Fails to do anything required by this Note and other Loan Documents;
B. Defaults on any other loan with Lender;
C. Does not preserve, or account to Lender's satisfaction for, any of the Collateral or its proceeds;
D. Does not disclose, or anyone acting on their behalf does not disclose, any material fact to Lender or SBA;
E. Makes, or anyone acting on their behalf makes, a materially false or misleading representation to Lender or SBA;
F. Defaults on any loan or agreement with another creditor, if Lender believes the default may materially affect Borrower's ability to pay this Note;
G. Fails to pay any taxes when due;
H. Becomes the subject of a proceeding under any bankruptcy or insolvency law;
I. Has a receiver or liquidator appointed for any part of their business or property;
J. Makes an assignment for the benefit of creditors;
K. Has any adverse change in financial condition or business operation that Lender believes may materially affect Borrower's ability to pay this Note;
L. Reorganizes, merges, consolidates, or otherwise changes ownership or business structure without Lender's prior written consent; or
M. Becomes the subject of a civil or criminal action that Lender believes may materially affect Borrower's ability to pay this Note.

5. LENDER'S RIGHTS IF THERE IS A DEFAULT:

Without notice or demand and without giving up any of its rights, Lender may:

A. Require immediate payment of all amounts owing under this Note;
B. Collect all amounts owing from any Borrower or Guarantor;
C. File suit and obtain judgment;
D. Take possession of any Collateral; or
E. Sell, lease, or otherwise dispose of, any Collateral at public or private sale, with or without advertisement.

6. LENDER'S GENERAL POWERS:

Without notice and without Borrower's consent, Lender may:

A. Bid on or buy the Collateral at its sale or the sale of another lienholder, at any price it chooses;
B. Incur expenses to collect amounts due under this Note, enforce the terms of this Note or any other Loan Document, and preserve or dispose of the Collateral. Among other things, the expenses may include payments for property taxes, prior liens, insurance, appraisals, environmental remediation costs, and reasonable attorney's fees and costs. If Lender incurs such expenses, it may demand immediate repayment from Borrower or add the expenses to the principal balance;
C. Release anyone obligated to pay this Note;

D. Compromise, release, renew, extend or substitute any of the Collateral; and

E. Take any action necessary to protect the Collateral or collect amounts owing on this Note.

7. WHEN FEDERAL LAW APPLIES:

When SBA is the holder, this Note will be interpreted and enforced under federal law, including SBA regulations. Lender or SBA may use state or local procedures for filing papers, recording documents, giving notice, foreclosing liens and other purposes. By using such procedures, SBA does not waive any federal immunity from state or local control, penalty, tax, or liability. As to this Note, Borrower may not claim or assert against SBA any local or state law to deny any obligation, defeat any claim of SBA, or preempt federal law.

8. SUCCESSORS AND ASSIGNS:

Under this Note, Borrower and Operating Company include the successors of each, and Lender includes its successors and assigns.

9. GENERAL PROVISIONS:

A. All individuals and entities signing this Note are jointly and severally liable.

B. Borrower waives all suretyship defenses.

C. Borrower must sign all documents necessary at any time to comply with the Loan Documents and to enable Lender to acquire, perfect, or maintain Lender's liens on Collateral.

D. Lender may exercise any of its rights separately or together, as many times and in any order it chooses. Lender may delay or forgo enforcing any of its rights without giving up any of them.

E. Borrower may not use an oral statement of Lender or SBA to contradict or alter the written terms of this Note.

F. If any part of this Note is unenforceable, all other parts remain in effect.

G. To the extent allowed by law, Borrower waives all demands and notices in connection with this Note, including presentment, demand, protest, and notice of dishonor. Borrower also waives any defenses based upon any claim that Lender did not obtain any guarantee; did not obtain, perfect, or maintain a lien upon Collateral; impaired Collateral; or did not obtain the fair market value of Collateral at a sale.

10. STATE - SPECIFIC PROVISIONS:

None.

11. BORROWER'S NAME(S) AND SIGNATURE(S):

By signing below, each individual or entity becomes obligated under this Note as Borrower.

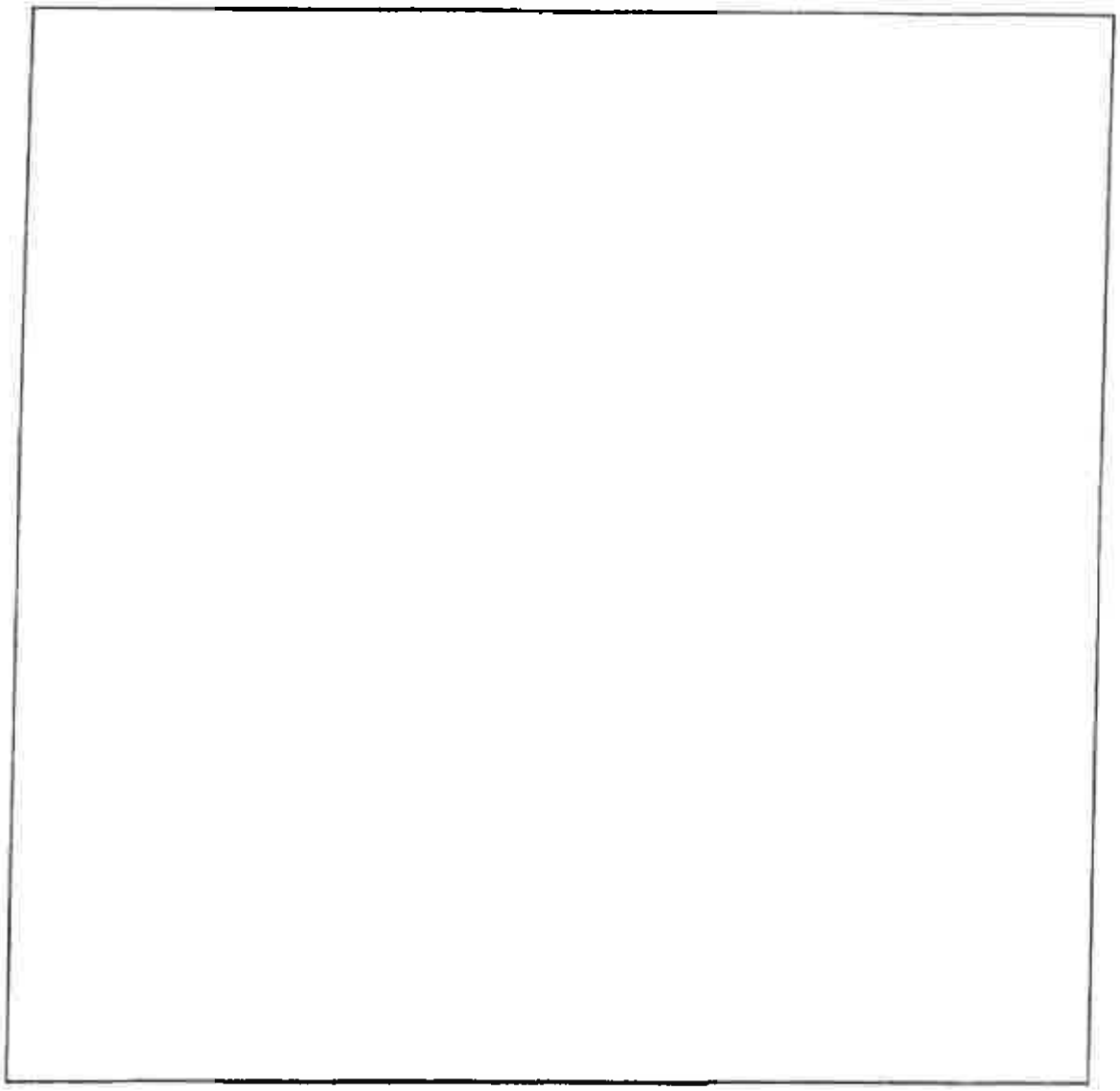

EXHIBIT K

Rules & Regulations by Categories

Rodeway Inn Rules & Regulations

1. Preface & Introduction

Operating Standards

1. Rules of Operation
   - 100 Introduction
   - 100.0 General Rules of Operation
   - 110.0 Guest Facilities
   - 120.0 Hotel Services
   - 130.0 Guest Service Standards
   - 140.0 Marketing Programs
   - 150.0 Guest Amenities & Supplies
   - 160.0 Training
   - 170.0 Hotel Technology & Reservation Standards
   - 180.0 Quality Assurance
   - 190.0 Safety, Security & Risk Control
2. Breakfast Operations
   - 200 Introduction
   - 200.0 General

Product Standards

3. Construction/Project Management
   - 300 Introduction
   - 300.0 Licensee Responsibilities
   - 310.0 Submittal Process
   - 320.0 Construction
4. Architecture & Engineering
   - 400 Introduction
   - 410.0 Approach
   - 410.1 Welcome
   - 410.2 Public Space Food Service
   - 410.3 Public Space Circulation
   - 410.4 Meeting Space
   - 410.5 Guest Facilities
   - 410.6 Recreation

- 410.7 Public Space Finishes
- 420.0 Guest Room / Suite
- 420.1 Guest Bath
- 420.2 Guest Room/Bath Finishes
- 430.0 Administration
- 430.1 Housekeeping
- 430.2 Back of House Circulation
- 430.3 Engineering
- 440.0 System Information

5. Interior Design

- 500 Introduction
- 510.1 Welcome
- 510.2 Public Space Food Service
- 510.3 Public Space Circulation
- 510.4 Meeting Space
- 510.5 Guest Services
- 510.6 Recreation
- 510.7 Public Space Finish Standards
- 520.0 Guest Room / Suite
- 520.1 Guest Room / Suite Finishes & Furnishings
- 521.0 Guest Bath
- 521.1 Guest Bath Finishes & Standards
- 530.0 Administration - Optional Guidelines
- 530.1 Housekeeping
- 530.2 Back of House Circulation
- 530.3 Back of House Finish Standards - Optional Guidelines

Identity Standards

6. Service Marks/Signage

- 600 Introduction
- 600.0 Service Marks & Usage

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Privacy Policy | Terms Of Use

1996 - 2021 Choice Hotels International

EXHIBIT L

FAIR FRANCHISING POLICY

(Updated January 2021)

Choice Hotels International, Inc. ("Choice," "we," or "us") and our franchisee(s) ("Franchisee", "Franchisees", or "you") share substantial interests in the success of our brands, as well as the worldwide lodging system they comprise ("System"). Choice and its Franchisees all benefit when Choice considers System interests first when making policies. For these reasons, Choice has adopted the following guiding principles, which may be modified from time to time in our sole discretion. Any substantive changes to this policy will be conducted in consultation with our Franchisee Associations.

Mission Statement

Both Choice and our Franchisees have a responsibility to build and maintain the System. At the individual property level, it is your responsibility to represent your hotel's brand in a manner that continually builds brand equity; and we are responsible for confirming that general System and individual brand standards are met throughout the entire Choice franchise System.

Even under the best of circumstances, however, we realize that situations can arise that may create conflict between Choice and our Franchisees. Accordingly, Choice maintains this fair franchising policy ("Fair Franchising Policy") to help us mutually address these situations. The Fair Franchising Policy contains standards relating to the System and is available for review at any time. We also have an Ombudsperson and Vice President of Owner & Portfolio Strategy dedicated to addressing any conflicts between Choice and Franchisees in a manner that is fair and non-retaliatory to all parties concerned. We encourage you to contact any member of our Fair Franchising Department to discuss the Fair Franchising Policy or any concerns that you have regarding your relationship with Choice.

Impact

Choice and Franchisees agree that every Choice brand, each property, and the entire System benefit from strategic growth and strong brand awareness.

Impact Policy.[1] In some cases, a Franchisee may believe that a third party's application for a new Choice franchise is too close in proximity to the Franchisee's existing property. To address this concern, Choice has instituted an incremental impact policy ("Impact Policy"), which has been benchmarked with our competitors and tailored to carefully balance the rights of existing Franchisees with the need for growth that benefits our entire System. The Impact Policy permits a Franchisee (in good standing) to object to the grant of a same-brand franchise, if the applying franchise is within a specified radius of the existing Franchisee's property.

Under the Impact Policy, we will notify both your designated representative and the general manager of your property: (i) by electronic mail, if we have received an application for a hotel of a different brand than your hotel, the proposed hotel is within 5 miles of your existing property, and your existing brand is covered by the Impact Policy; (ii) in writing (via express mail to the designated representative and via first-class mail to the general manager), if we have accepted an application for a same-brand hotel and the applying franchise is within a specified radius of your property; or (iii) by telephone, if you are an applicant and we have received an additional application for a same-brand hotel to be located within the Area of *Enhanced Protection (as defined more fully* in the Impact Policy) of your proposed hotel.

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[1] As of the date of this Fair Franchising Policy, the Impact Policy applies only to the following brands: Clarion, Comfort, Econo Lodge, MainStay Suites, Quality, Rodeway Inn, Sleep Inn, and certain WoodSpring properties.

First opportunity to develop in franchisee's Area of Enhanced Protection (AOEP). In addition to the objection rights described above, each existing franchisee in good standing with Choice will have the option of submitting an application for a new same-brand hotel within its AOEP before Choice will approve a same-brand application within that AOEP from another prospective franchisee. Specifically, Choice will permit existing franchisees to submit an application for a same-brand property within 15-calendar days of being notified of a proposed application by another prospective franchisee, and the existing franchisee will receive preference in the application for a same-brand property. In making a final decision, however, we will also consider other factors, such as site location, financing, relative strength of each application and Choice's past experience with the existing franchisee. Finally, our Franchise Development team will inform the existing franchisee of our decision before we grant final approval of an application for a same-brand hotel within that franchisee's AOEP.

Consultation. As has been our practice, we will continue to consult with our Franchisees on amendments and modifications to the Impact Policy. For more information, please refer to our **Impact Policy,** at www.choicecentral.com or call the Fair Franchising Department for a detailed explanation of our Impact Policy.

Exercise of Contractual Outs

Company Philosophy. Choice is committed to meeting the evolving needs of its guests across all of its brands and driving continued brand equity. It is imperative that each hotel delivers a top-notch, consistent experience to every guest, every time. Our brands are as strong as their weakest performer, so if a guest has a bad experience at one hotel, it adversely impacts us all and the System. Not only should each hotel be clean, in good condition and in working order, they should be modern, up-to-date, and competitive within their markets. Choice's contractual out evaluation process was created to ensure that we all meet these objectives.

Contractual Out Evaluation Process. For some brands the franchise agreement may include a mutual right to terminate the franchise agreement on the 5th, 10th, or 15th anniversary of the Opening Date by providing advance written notice.[2] Choice reviews every active property prior to these anniversaries and evaluates the following aspects of the hotel:

- How well does the hotel meet guest expectations as measured by Guest Insight System ("GIS") scores and customer complaints?
- How do the hotel's GIS scores and guest complaints compare to other hotels within its brand?
- How strongly does the hotel compete in its local market as determined by Smith Travel Research (STR) reports compared to both local competitive set and tract chain scale?
- What is the hotel's historic pass/fail rate for Quality Assurance ("QA") inspections?
- Has the hotel been defaulted in the past for any reason, including but not limited to QA, After Entering System ("AES"), credit or legal reasons?
- How does the physical plant of the hotel compare to its competitive set within its market?
- How does the physical plant of the hotel compare to other hotels within its brand?
- If there are gaps between the property and its competitive set or peers, can the property be updated cost-effectively?

[2] As of the date of this Fair Franchising Policy, there is no mutual right of termination in our standard WoodSpring franchise agreement. For our Comfort brands, the standard franchise agreement includes an out on the 5th anniversary of the Opening Date for conversion properties only. For Cambria, the standard form franchise agreement includes outs at the 10th and 15th anniversary of the Opening Date for Mainstay and Sleep, the standard franchise agreement includes an out on the 10th and 15th anniversaries of the Opening Date for new construction properties only. For Rodeway, the standard franchise agreement includes annual outs on the anniversary of the Opening Date.

Risk Factors. In keeping with Choice's philosophy, we review in detail the aggregate results of these questions referenced above for each hotel. In particular, we take into account any unique aspects of the hotel's market or its guest base. There is no standardized formula that is applied to every hotel and each situation is evaluated independently. Furthermore, typically Choice reserves the right under the franchise agreement to exercise its contractual out for any reason or no reason at all, subject to state law. There are certain factors, however, that place a property at greater risk that Choice typically will exercise its contractual out, including but not limited to (subject to state law):

- The property's Likelihood to Recommend ("LTR") score places it in the bottom third of its brand for the most recent 12 month period.
- The property has guest complaints per thousand ("CPT") higher than the brand average for the most recent 12 month period.
- The property has a history of shifting between passing and failing scores on QA inspections.
- The property passes its QA inspections but only minimally.
- The property performs below the tract chain scale as determined by STR.
- The physical plant of the property is outdated, worn, and/or in poor condition.

Note on Comfort Inn: To achieve the brand's goal of becoming one of the top 3 brands in the Midscale without Food & Beverage segment, all Comfort Inn properties must be held to a higher standard in terms of both guest satisfaction and physical representation. For example, the outside appearance of the hotel must meet or be able to achieve a consistent, above-average guest experience when compared to other hotels within the brand and to its national competitive set, which includes Holiday Inn Express and Fairfield Inn.

If the physical plant of a Comfort Inn property resembles economy-level competitors in the market due to its room size, lobby size, public space, corridor type (interior v. exterior), single loaded v. double loaded, or other aspects, then Choice may elect to exercise its contractual out or, if desirable, discuss the potential for the property to reposition to another Choice brand.

Management Committee. Due to the importance of these decisions and their impact on both Choice and the Franchisee, no single person at Choice has the ability to exercise a contractual out. All decisions to exercise this right are made by a Committee and must be unanimously supported by each member of that Committee. The Management Committee is comprised of representatives from:

- Fair Franchising
- Owner & Portfolio Strategy
- Legal
- Development
- Services
- Credit

Contractual Out Notification Process. Approximately eighteen (18) months prior to a contractual out, a representative from Choice will contact the Franchisee's Designated Representative if:

1. Choice is considering whether to exercise its contractual out and feels that a Product Improvement Plan ("PIP") is necessary to continue the relationship.
   - The Franchisee's Designated Representative will receive a letter explaining Choice's position and the PIP process. A copy of the letter will be sent to the hotel's General Manager.
   - Once the PIP is prepared, the Franchisee's Designated Representative will receive a phone call from a member of Choice's Owner & Portfolio Strategy department to discuss the scope of work to update the property. (See below)

2. Choice has decided to exercise its contractual out.
   - The Franchisee's Designated Representative will receive a phone call from Choice to discuss the decision.

- If Choice is unable to reach the Franchisee's Designated Representative by phone, Choice will send a letter notifying the hotel of its attempts to contact the Designated Representative by phone and requesting the hotel contact Choice immediately. If Choice is unsuccessful in contacting the Franchisee, then Choice will release a formal Notice of Termination letter generally twelve (12) months prior to the contractual out date. Individual franchise agreements may contain different notice periods. If that is the case, those notice periods will apply, however Choice will attempt to provide as much notice as is reasonably possible.

Please note that each Franchisee is obligated to maintain accurate contact information with Choice. If the Franchisee's Designated Representative name, address, or telephone number on file is no longer valid, then Choice cannot be held responsible for any resulting delays in reaching the Franchisee.

Product Improvement Plans. In many cases, Choice will agree to continue its relationship based on an agreed scope of work to update and refresh the property and/or additional training. These requirements will be detailed in the PIP. If Choice and the Franchisee's Designated Representative cannot finalize and execute the PIP twelve (12) months prior to the contractual out date, then Choice may issue a Notice of Termination to the Franchisee's Designated Representative.

This Notice of Termination can be rescinded if subsequent discussions result in a mutually agreeable PIP Addendum that is executed by both parties within 30 days of the Notice of Termination letter.

Options Available to Properties. There are 4 options available to properties where Choice has exercised its contractual out:

1. Reposition to Another Choice Brand

In many cases, there will be another Choice brand available in the market for the hotel to consider. There may be many financial benefits to remaining with the Choice System rather than exiting the System completely. When Choice calls the Franchisee's Designated Representative to inform them that Choice is exercising its contractual out, he or she will discuss the availability of this option.

2. Replace the Existing Hotel

Many owners prefer to replace their hotel with a newer product in their market. Please let a Choice representative know your interest in this option and the appropriate person will contact you.

3. Appeal the Decision

If a Franchisee's Designated Representative would like to appeal a contractual out decision, then a letter detailing the request and the reasons for appeal should be emailed to the contact person on the termination notice. Upon receipt of the appeal request, a confirmation email will be sent within approximately 48 hours. The Management Committee will generally review the appeal within 7-10 business days following the receipt confirmation. The Franchisee's Designated Representative will receive the results of the Committee review via email.

4. Early Termination following Choice's exercise of a window.

When Choice exercises its option to terminate a franchise agreement at a contractual out, and a franchisee in good standing wishes to leave the Choice system before the agreed-upon termination date, Choice will take special consideration, on a case-by-case basis, in reviewing a franchisee's request to discount or waive any liquidated damages that may be owed due to the early termination.

Non-retaliation. In deciding whether to exercise our contractual out, Choice will not discriminate or retaliate against a property that has requested or is in the process of requesting an impact study or has challenged some other action taken by Choice.

Marketing and Reservation Services Funds:

Consultation. Choice is committed to the practice of consulting with its applicable franchisee association(s) on certain marketing campaigns the company undertakes and generally on the use of monthly fees designated for marketing, and reservation services. The franchise associations also are consulted on changing the amounts of those fees.

Disclosure. Upon request, Choice will make available to Franchisees its unaudited financial statements for those portions of System fees that are designated for marketing and reservation services purposes. Choice has no obligation to separate incomes or expenditures between Choice brands. Moreover, as a public company, Choice will continue to report its System fees (including marketing and reservations fees) in accordance with GAAP (generally accepted accounting principles) on its income statements, which are reviewed and published quarterly.

Corporate Ethics:

Ethical Conduct. Choice expects all Choice associates, franchisees and vendors to practice "good faith and fair dealing" in all business matters. All Choice associates are subject to a corporate ethics policy that mandates certain standards of conduct. In addition, your franchise agreement contains provisions that require you to operate your franchise in a manner that does not negatively impact Choice and the brand or violate any laws.

Termination for Cause:

Liquidated Damages. For most brands, if the standard franchise agreement is terminated before the end of its term, we have generally capped both pre-opening and post-opening liquated damages at 36 months of historical royalty fees (membership fees for Ascend properties) and the formula applicable to each brand.[3] In addition, under certain circumstances and for certain brands, a 20% discount on liquidated damages will be applied as an incentive for quickly settling accounts unless the franchise agreement was terminated due to your abandonment of the hotel or your cessation of operating the hotel as our brand. Moreover, Choice's approach to liquidated damages seeks only to recoup future lost royalty fees, not lost system fees. Individual franchise agreements may contain different terms, and your agreement will control the amount of liquidated damages you will have to pay.

Extraordinary Circumstances. If you encounter extraordinary, unforeseen circumstances (such as the death of franchisee, environmental issues, permanent disabilities, etc.) that affect your ability to operate your franchise in good standing, it is your responsibility to contact us in a timely manner to work towards possible resolutions. In these instances, we will attempt in good faith to find a mutually acceptable resolution to the particular situation.

Transfers:

Family Transfer.[4] If you wish to transfer your franchise to a close adult family member (*e.g.*, current spouse, parent, child, sibling, grandchild or grandparent) ("Close Family Member"), that Close Family Member must demonstrate to us that he or she has both the financial ability and experience necessary to operate your franchise in accordance with Choice standards before we will approve a transfer, among other requirements. If the transfer to a Close Family Member occurs outside of circumstances involving death and/or mental incapacity, you must pay an application fee (not to exceed $7,500), which will be fully refunded if we do not approve the transfer. The terms of your franchise agreement may differ and, in that

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[3] Typically, 60 months of historical royalty fees for Cambria. In addition, typically 60 months historical royalty fees for Post-Opening liquidated damages for Suburban and MainStay Hotels.

[4] Ascend Membership Agreements allow a transfer to a close family member for estate planning purposes and does not include a transfer to a Close Family Member based on death and mental incapacity.

case, the terms of your agreement may override the family transfer provision described above.

Supplier Options:

Vendor Exclusivity. Our Procurement Services Department maintains a list of "Qualified Vendors" of products and services for our franchisees. Certain Qualified Vendors are designated in the Rules and Regulations as exclusive suppliers. Unless required by the Rules and Regulations, you do not have to purchase products that otherwise meet brand standards from Qualified Vendors. We frequently solicit feedback from the elected members of our franchisee associations before implementing new brand standards or vendor requirements. Additionally, for most products and services, we attempt to identify 3 or more vendors who are capable of meeting our brand standards.

Building Brand Equity:

Quality Assurance Reviews. Our entire System benefits from positive brand equity. Building brand equity begins at the local level with how you operate your hotel and also includes Brand Standards or Rules and Regulations that we communicate to you in order to ensure that each of our hotels is meeting or exceeding customer expectations.

Brand Standards or Rules and Regulations, as applicable, change from time to time to reflect changing customer trends and in response to our competition. Where applicable, we will consult with the various brand associations regarding significant changes contemplated for the Brand Standards/Rules and Regulations before implementation, and we will provide our franchisees with a reasonable period to absorb such changes financially.

In addition, each of us has an obligation to your guests to require that your hotel meets or exceeds our brand-specific performance and quality standards. In that regard, we will continue to apply our Quality Assurance process in a fair and impartial manner. If at any time you wish to dispute your Quality Assurance scores, you may make an appeal to the Brand Standards & Compliance.

Database Information:

Prohibited Uses. We have agreed not to share individual, hotel-specific property reservation data for the sole purpose of selling new franchises.

Dispute Resolution:

There are two mechanisms for handling disputes. The first is an informal process, and the second is through arbitration.

Informal Process. We have found that certain disputes with our franchisees can be handled locally or through our established organizational structure. Our Ombudsperson and Vice President of Owner & Portfolio Strategy both provide a retribution-free outlet for our franchisees to share their concerns regarding fairness.

Arbitration. The terms of the franchise agreement (which control) generally require all franchise disputes to be resolved by submitting the claim to binding arbitration before the American Arbitration Association or alternative arbitration groups.

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EXHIBIT M

Choice Hotels International
Incremental Impact Policy

(Updated January 1, 2021)

Choice Hotels International, Inc. ("Choice") establishes this domestic Incremental Impact Policy ("Policy") to assist Choice and Choice's franchisees ("you") in pursuing the important mutual goals of i) avoiding an unfair depletion of your room revenues through same-brand competition, and ii) expanding the various Choice hotel brand systems.

Under this Policy, your hotel will be granted an Area of Enhanced Protection in which Choice will not generally grant hotel franchises for the same brand as your hotel. Additionally, you will be granted the right to object to (and, possibly, to exclude) same-brand franchises that are proposed to be located within a specified radius from your hotel determined by the market and location of the applying franchise. Finally, this Policy grants you certain other objection rights if your hotel is newly constructed, is located within a declining market or has recently had an incremental impact study conclude in its favor. If you have a negotiated exclusive territory in your contract and waived rights outside of that negotiated territory, impact policy rights do not apply.

I. Definitions:

- **Incremental Impact** - For the purposes of this Policy, "incremental impact" means that portion of projected room revenue loss for an existing Choice hotel which is **solely** attributable to the subject applicant's proposed hotel being part of the same Choice hotel brand system.

- **Good Standing** - For the purposes of this Policy, a Choice hotel is in "good standing" if:

    - It is not 90 days past due on its franchise and related fees or assessments without Choice approved repayment plan in place; (See Interpretational Note No. 1);

    - It is not in red status of the performance zone program;

    - It is not subject to a notice of non-renewal or termination; and

    - It is not subject to a notice of default for a material obligation under its Franchise Agreement (and other related agreements) after expiration of any applicable cure period.

II. Area of Enhanced Protection:

Each Choice hotel is hereby granted an Area of Enhanced Protection for such time as it remains in good standing. The Area of Enhanced Protection for your hotel is determined by identifying your hotel's appropriate market category in the chart below (e.g., Primary/Airport) and is expressed in terms of radial miles from your hotel. The pre-defined market categories set forth in the chart and your hotel's appropriate placement within these categories will be determined from Smith Travel Research data, if available (See Interpretational Note No. 3).

	Primary	Secondary	Tertiary
Airport	1	5	7
Highway	2	5	7
Urban	.5	1.5	5
Resort	1	5	7
Suburban	2	5	5
Small Town Metro	2	5	7

Except as set forth below, Choice will not grant a franchise for a same-brand hotel within your hotel's Area of Enhanced Protection.

- ***When Choice Can Approve an Application Within Your Hotel's Area of Enhanced Protection:***
  Notwithstanding the Area of Enhanced Protection granted to your hotel above, Choice will initiate an incremental impact study, providing your hotel is in good standing, when it receives a franchise application for a same-brand hotel to be located within your hotel's Area of Enhanced Protection if Choice determines that the market containing your hotel is inadequately served by that Choice brand system. You must formally object to the application in order for Choice to initiate the incremental impact study. If the incremental impact study concludes that the proposed franchise will not result in an incremental impact of more than a 5% reduction in your hotel's annual gross room revenues in any of the first 3 years of projections, Choice may grant the proposed franchise. You will select the consulting firm to perform the incremental impact study from the approved consultant list and Choice will pay for the study, regardless of the outcome.

III. Your Objection Rights for Applications Outside Your Hotel's Area of Enhanced Protection:

In addition to the Area of Enhanced Protection granted in Section II, you have the right to object to (and, possibly, to exclude) any franchise application for a same-brand hotel, if your hotel is located within a specified radius of the location of the applying franchise. The notification areas are determined by identifying the applying franchise's appropriate market category in the chart below and is expressed in terms of radial miles.

Primary	Secondary	Tertiary
7	10	15

You can object by following the procedures set forth below:

- ***Notice to You of an Application Received by Choice:***

Choice will notify, in writing, your Designated Representative and the General Manager of your hotel of any franchise application for a same-brand hotel to be located within the specified notification areas noted above. In addition to same-brand notification, Choice will also notify by email all other Choice branded hotels included in the Impact Policy within a 5-mile radius of the proposed hotel. You will have the right to object to a franchise application, however, only if it is for a same-brand hotel to be located within the specified notification areas. If requested, Choice will deliver the above notice by fax. You should address written requests for faxed notification to:

Ms. Shellome Pinnock
Ombudsperson
One Choice Hotels Circle
Suite 400
Rockville, MD 20850
(301) 592-6165
FAX (301) 592-6360

Please include your property code and the name, address and fax number of the person to whom the notice should be faxed.

- ***Your options upon receiving a notice:***

You may object to a franchise application for a same-brand hotel to be located within the specified notification areas if your hotel is in good standing at the time Choice issues notification of the application, provided your hotel does not subsequently become subject to a notice of non-renewal or termination. You may object by electing either or both of the objection options set forth below:

Option A: Letter Objection

You may write a Letter Objection and deliver it to Shellome Pinnock, Ombudsperson, (via the address or fax previously listed or via email ombudsperson@choicehotels.com) within 15 calendar days after Choice issues notification of a franchise application for a same-brand hotel, providing Choice with information you would like us to consider when reviewing the application. Before acting upon the application, Choice will fairly consider your letter and any information you submit in support.

Choosing to exercise Option A does not preclude you from also exercising Option B, provided you do so in a timely manner.

Option B: Formal Objection

You may file a Formal Objection to a franchise application for a same-brand hotel by completing an "Incremental Impact Form" (attached hereto) and delivering it to Shellome Pinnock, Ombudsperson, (via the address or fax previously listed or via email ombudsperson@choicehotels.com) within 15 calendar days after Choice issues notification of the application. This option must be selected for you to be eligible to request an incremental impact study.

Upon sending your Formal Objection, contact the Ombudsperson or another representative of Choice if you would like to discuss your objection ("impact discussion"). If this impact discussion does not resolve your objection concerns, you may request an independent incremental impact study by an approved hotel consulting firm that you choose from the attached list. Each firm is a member of the International Society of Hospitality Consultants and is experienced in performing incremental impact studies. Your request for an incremental impact study must be made in writing to the Ombudsperson within 5 business days after receipt of the impact study correspondence sent by Choice and must include a check for the full incremental impact study fee made payable to Choice Hotels International. During that 5-day period, you may request an extension of the 5-day period, which Choice may, in its sole discretion, grant under compelling circumstances. The amount of the incremental impact study fee charged by each individual consulting firm is set forth on the approved list (and may be exclusive of expenses). The consulting firm you select will be contacted by Choice. If the selected firm cannot complete the study within 28 days, you will be contacted by the Ombudsperson and asked to select another consulting firm. You must notify the Ombudsperson of your new selection within 48 hours.

Following receipt of the incremental impact study results (approximately 28 days), Choice will deny the subject application if the study concludes that the proposed franchise will result in incremental impact of more than a 5% reduction in your hotel's annual gross room revenues in any of the first 3 years of projections. Moreover, if you signed your franchise agreement for a new construction hotel within 18 months prior to Choice's issuance of notification of the subject application, Choice will deny the application if the incremental impact study concludes that the proposed franchise will result in incremental impact of more than a 3% reduction in your hotel's annual gross room revenues in any of the first 3 years of projections. If Choice denies the application due to the results of the incremental impact study, Choice will refund the incremental impact study fee you paid.

If the incremental impact study concludes that the proposed franchise will not result in an incremental impact of more than a 5% reduction (or 3% reduction, if applicable) in your hotel's annual gross room revenues in each of the first 3 years of projections, Choice may approve the subject application in its sole discretion. In that event, you will forfeit the incremental impact study fee you paid and you will be obligated to remit the balance of any fees or expenses due the consulting firm by submitting a check payable to Choice Hotels International.

If your hotel is a designated winner of a Gold or Platinum Award at the time you file your Formal Objection, Choice will bear the cost of the incremental impact study regardless of the outcome.

Choice will refund any incremental impact study fees you paid if the franchise you objected to is terminated due to failure to commence construction or to complete a BES addendum.

IV. **Your Additional Rights:**

Along with the rights granted to you in Sections II and III, you are granted the following additional rights:

- If an incremental impact study concludes against your hotel's favor, you may request a second incremental impact study ("second study") not less than 365 days and not more than 400 days after the hotel you objected to ("new hotel") opens to the public. In the event the second study concludes that the new hotel resulted in an incremental impact of more than a 5% reduction in your hotel's gross room revenues in the first year of the new hotel's operation, you may terminate your Choice Franchise Agreement, without payment of liquidated damages. You must submit the applicable incremental impact study fee at the time you request the second study, and the fee will be non-refundable, regardless of outcome.

- If an incremental impact study concludes in your hotel's favor, Choice will not, for a period of 12 months following the study, accept any franchise applications for a same-brand hotel to be located within your hotel's submarket (as such submarket is defined by the previous study).

- Choice will not approve any franchise application for a same-brand hotel to be located within your hotel's market tract (as such market tract is defined by Smith Travel Research) if your hotel is in a declining market, is operating below a 52% annual occupancy, is in good standing at the time Choice issues notification of the application and is operating at a RevPAR yield of at least 95% of your hotel's local competitive set. You must notify Choice in writing that you believe you qualify for the protections afforded by this paragraph within 15 days after Choice issues notification of a same-brand franchise application.

V. Choice's Right to Replace Franchises

Notwithstanding the Area of Enhanced Protection granted in Section II or the additional rights of exclusion granted in Sections III and IV, Choice reserves the right to replace any franchise which has departed or which is scheduled to depart from a Choice brand system ("departed/departing franchise") with a same-brand franchise, located anywhere within the Area of Enhanced Protection of the departed/departing franchise. Choice, however, will not grant a replacement franchise if it is to be located within the Area of Enhanced Protection of a same-brand hotel in good standing, unless the departed/departing franchise was/is already located in such same-brand hotel's Area of Enhanced Protection.

For the purpose of this provision, a "departed/departing franchise" means any open hotel, executed franchise agreement or approved franchise application. Moreover, Choice will not grant a replacement franchise if the replacement hotel would entail more than a 50% increase in the number of rooms over that of the departed/departing franchise. If a replacement franchise is to be granted for a hotel to be located within a specified radius from your hotel, determined by the market and location of the applying franchise, we will notify you of this action.

VI. Scope and Term of This Policy

This Policy shall apply to all Choice hotels that are part of the Clarion, Comfort, Quality, Sleep, Econo Lodge, Rodeway, or MainStay brands (including all hotels that are part of any sub-segment of those brands, such as Comfort Suites, for example) and that are located in the United States of America (including all not-yet-operating hotels that are subject to a Choice Franchise Agreement) and its provisions shall be in effect until such time this Policy is withdrawn, amended or modified. Any withdrawal, amendment or modification of this Policy shall be within Choice's sole discretion.

Interpretational Notes

1. In assessing the payment history component of the "good standing" requirement under Section I of the Impact Policy, Choice will consider the payment history for only those fees or charges contained in the Monthly Franchise Services Invoice. These charges include, without limitation, royalty fees, marketing fees, reservation fees, franchise association dues, technology services fees (Choice Link support, Profit Manager support) and hardware sublease payments. Travel Agent commissions are not included in the Monthly Franchise Services Invoice.

   In assessing the payment history component of the "good standing" requirement under Section I of the Impact Policy, a hotel will be considered "past due" only if it has been 90 days late beyond the contractual due date in making payment on the Monthly Franchise Services Invoice over the payment history period being considered without of repayment plan in place.

2. If a property has expressly waived impact rights to a specific brand, such property's rights under this Policy, including the Area of Enhanced Protection, do not apply to applications within that specific brand system.

3. With respect to the Area of Enhanced Protection chart set forth in Section II of the Impact Policy, the following terms shall be defined as follows:

   Primary: All market tracts contained **within any of the top fifty Metropolitan Statistical Areas** identified by Smith Travel based on total room supply.

   Secondary: All market tracts contained **within all BUT the top fifty Metropolitan Statistical Areas** identified by Smith Travel based on total room supply

   Tertiary: All market tracts contained **within any of the Non-Metropolitan Statistical Areas** identified by Smith Travel.

   Resort hotels in cities located in Tertiary (Non-MSA) markets

   Primary: Cities with over 2,000 resort rooms

   Secondary: Cities with 1,000 – 1,999 resort rooms

   Tertiary: Cities with less than 1,000 resort rooms

EXHIBIT N

Rodeway Owners Association

Giresh Patel
Chairman
6500 W. Enrique Barrera Parkway
San Antonio, TX 78227Phone: 210-834-2586
Email: girish.patel@bhagvanhospitality.com

EXHIBIT O

RODEWAY FRANCHISES OPEN AND OPERATING AS OF DECEMBER 31, 2020

AL027-04	SHRI SAI KRUPA, INC.	3909 West Meighan Blvd	Gadsden	Alabama	35904	(256) 543-0323
AL056-05	SPENCER'S, LLC	4300 Skyland Blvd. E	Tuscaloosa	Alabama	35405-4712	(205) 556-5696
AL074-03	DEESHA CORPORATION, INC	9225 Parkway E.	Birmingham	Alabama	35206	(205) 836-5400
AL077-04	OSDA DINGINELA, LLP	444 N. Daleville Ave.	Daleville	Alabama	36322	(334) 599-0161
AL247-02	MEGHA, INC	1600 East Highway 280 Bypass	Phenix City	Alabama	36867	(334) 298-8000
AL427-02	M.V.K., INC.	2505 Cobbs Ford Rd.	Prattville	Alabama	36066	(334) 285-5022
AL578-01	JAY & KAVYA, LLC	1504 S McKenzie Street	Foley	Alabama	36535	(251) 943-8600
AR030-03	SHIV LODGING INC.	1221 Hot Springs Rd.	Benton	Arkansas	72015	(501) 776-1515
AR222-02	REDZEPI ENTERPRISES, INC	4635 W. Keiser Ave.	Osceola	Arkansas	72370	(870) 576-4042
AR238-02	SIDDHIVINAYAK, INC.	1045 East Grand Ave	Hot Springs	Arkansas	71901	(501) 624-4681
AR288-01	HARIBHAKTI, LLC	100 Tammy Ln	Beebe	Arkansas	72012	501-882-2008
AR293-01	ANAND OM HOTELS, LLC	6001 Rogers Ave	Fort Smith	Arkansas	72903	(479) 434-3911
AR298-01	KVS GROUP, INC	2300 S Caraway Rd	Jonesboro	Arkansas	72401	(870) 520-6367
AR311-02	SHIV HOTELS, LLC	1105 S 4th Street	Nashville	Arkansas	71852	(870) 455-4261
AR329-01	SPRG, INC.	705 Eureka Avenue	Berryville	Arkansas	72616	(870) 423-2489
AZ026-07	KINGMAN HOTEL PARTNERS LLC	1400 E. Andy Devine Ave.	Kingman	Arizona	86401	(928) 753-4747
AZ083-06	AMERILOGDE LLC	2101 E. Apache Blvd.	Tempe	Arizona	85281	(480) 393-3090
AZ253-02	OM GANESH, LLC	825 North Main Street	Taylor	Arizona	85939	(928) 536-2600
AZ259-03	JAI SHREE HANUMAN, LLC	2285 E. Butler Ave.	Flagstaff	Arizona	86004	(928) 774-1821
AZ279-02	RAMADADA INVESTMENTS, INC	122 West Route 66	Flagstaff	Arizona	86001	(928) 774-5081
AZ282-01	MEGNA MANAGEMENT, INC	107 South Lake Powell Blvd	Page	Arizona	86040	(928) 645-2406
AZ302-01	THE DOWNTOWNER ON RT 66, LLC	201 E SR 66	Williams	Arizona	86046	(928) 635-4041
AZ328-02	JALARAM HOSPITALITY, LLC	1225 E. Gurley Street	Prescott	Arizona	86301	(928) 445-7057
AZ330-02	S5 HOTELS, LLC	335 London Bridge Road	Lake Havasu City	Arizona	86403	(928) 453-4656
AZ358-05	GVS SERVICES, LLC	1916 W 3rd Street	Winslow	Arizona	86047	928-289-4606

AZ395-02	MK HOTELS, LLC	2735 West Sweetwater Ave.	Phoenix	Arizona	85029	(602) 938-0286
AZ428-02	DBADGUY, LLC	2140 East Route 66	Flagstaff	Arizona	86004	(928) 779-2012
AZ437-01	JPO 66 LLC	2934 North Scottsdale Road	Scottsdale	Arizona	85251	(480) 361-7555
AZ456-01	SIERRA VISTA HOTEL LLC	100 Fab Ave	Sierra Vista	Arizona	85635	(520) 335-2198
AZ495-03	DHAN LLC	1001 W Route 66	Williams	Arizona	86046-2231	(928) 635-2202
CA009-02	NILESH D. BHAKTA & PADMINI BHAKTA	250 W. El Norte Pkwy	Escondido	California	92026	(760) 746-0441
CA220-03	MANOJ C. MAPARA AND NINA M. MAPARA	200 W. Colorado St.	Glendale	California	91204	818-246-7331
CA228-03	MAGAN HOLDINGS, LLC	860 Eddy St.	San Francisco	California	94109	(415) 474-4374
CA245-03	DHIRENDRA BHAKTA	777 Vine St.	Hollywood	California	90038	(323) 463-5671
CA279-02	PUNAM INVESTMENTS CO.	2211 Girard St.	Delano	California	93215	(661) 725-1022
CA323-05	CULVER CITY HOSPITALITY, INC.	11933 Washington Blvd. W.	Los Angeles	California	90066	(310) 398-1651
CA340-04	CHANDRAKANT PATEL AND HANSABEN PATEL	50 Atlantic Ave.	Long Beach	California	90802	(562) 435-8369
CA343-06	JALA SAI LLC	2860 E. Colorado Blvd.	Pasadena	California	91107	(626) 792-3700
CA381-05	DOUGLAS FIR LODGES, INC	2014 4th Street	Eureka	California	95501	(707) 444-0401
CA431-04	RAJENDRA & MANJU MAKAN	1325 E. Carson St.	Carson	California	90745	(310) 830-8044
CA480-07	31558 CASTAIC ROAD LLC	31558 Castaic Rd.	Castaic	California	91384-3910	(661) 295-1100
CA512-03	S & P HOSPITALITY, INC.	13490 Lincoln Way	Auburn	California	95603	(530) 885-7025
CA564-05	RADHE RADHE CORPORATION	835 West A St.	Hayward	California	94541	(510) 731-3571
CA566-04	ISHWARKRUPA CORPORATION	1093 Airport Road	Imperial	California	92251	760-355-4500
CA721-01	MONTEREY EXPRESS INN, LLC	2041 Fremont Street	Monterey	California	93940	(831) 920-5800
CA773-05	GURU KRUPA HOSPITALITY, INC.	28718 Front Street	Temecula	California	92590	(951) 676-4833

CA806-05	PALM TREE HOSPITALITY CORPORATION	5399 Adobe Falls Road	San Diego	California	92120	(619) 287-8730
CA816-05	MVNS HOSPITALITY GROUP, INC.	4075 East Guasti Road	Ontario	California	91761	(909) 390-8886
CA911-02	BHAGAT INVESTMENTS-CENTURY, LLC	3940 W. Century Blvd.	Inglewood	California	90303	(310) 672-4570
CA956-02	ROYAL SUN INN LLC	1700 South Palm Canyon Drive	Palm Springs	California	92264	(442) 315-6715
CA962-01	BRK HOSPITALITY, LLC	1261 East Main Street	Barstow	California	92311	(760) 256-7581
CA970-03	SOTO ENTERPRISES, LLC	1635 South Mission Rd.	Fallbrook	California	92028	(760) 728-6174
CA971-01	PA-AN, INC	607 West 5th Street	San Bernardino	California	92410	(909) 383-1500
CA986-01	CHANDU PATEL AND TARA PATEL	6826 Sunset Boulevard	Hollywood	California	90028	(323) 465-7186
CA993-03	CALIFORNIA INN	3400 Chester Lane	Bakersfield	California	93309	(661) 328-1100
CA996-02	SHREE JALASAI LODGING, LP	1461 University Avenue	Berkeley	California	94702	(510) 848-3840
CAA35-01	ANIL PATEL ET AL	7930 Beach Blvd	Buena Park	California	90620	7149946480
CAB08-01	JAYESH DESAI	6288 Redwood Drive	Rohnert Park	California	94928	(707) 584-1600
CAB11-01	SANRAJ CORP.	1904 W. Olympic Blvd	Los Angeles	California	90006	(213) 380-9393
CAB30-03	HRD HOTELS, L.P.	6610 Stockton Blvd	Sacramento	California	95823	9163998077
CAB41-02	LUV-KUSH ENTERPRISES, INC.	607 Roosevelt Ave	National City	California	91950	(619) 474-7502
CAB42-03	LUV-KUSH ENTERPRISES, INC.	7458 Broadway	Lemon Grove	California	91945	(619) 462-7022
CAB48-01	MATA GUJRI, INC	532 N. Market Street	Redding	California	96003	5302416464
CAB53-01	HETAL, LLC	1701 W Sixth Street	Corona	California	92882	(951) 735-5500
CAB67-02	ADIT, LLC	11854 Artesia Blvd	Artesia	California	90701	(562) 402-0070
CAB72-01	RAJESH PATEL ET. AL.	15607 S. Normandie Ave	Gardena	California	90247	(424) 329-5093
CAB84-01	YANG & CHANG INTERNATIONAL INC	10518 Magnolia Ave	Riverside	California	92505	(951) 359-0770
CAB90-01	SHREEJI, LLC	1690 E. Thompson Blvd	Ventura	California	93001	(805) 648-6440
CAB97-01	ANAND DESAI, VINOD DESAI, & BHARAT DESAI	1665 Pacific Coast Highway	Harbor City	California	90710	(310) 326-9026
CAC06-01	HASU PATEL	31820 Railroad Canyon Rd	Canyon Lake	California	92587	(951) 244-1164

CAC09-01	HARIKRUSHNA CORP	5311 Lincoln Avenue	Cypress	California	90630	(714) 947-0166
CAC10-02	JAMANIA HOLDINGS, LLC	1265 E. 6th Street	Beaumont	California	92223	(951) 845-1436
CAC46-01	CHANDRAVADAN BHAKTA & RANJANA BHAKTA	10135 Mission Gorge Road	Santee	California	92071-3813	(619) 258-2020
CAC66-01	SAN YSIDRO MOTEL INVESTMENTS, INC.	643 East San Ysidro Boulevard	San Ysidro	California	92173	(619) 428-2800
CAC71-01	PACIFIC COAST INN, LLC	1103 N. Coast Highway	Oceanside	California	92054	(760) 722-1904
CAC93-03	BPS HOSPITALITY, LLC	11625 Lawson Avenue	Adelanto	California	92301	(760) 530-2200
CAC94-02	JAYACAURI SOLANKI	4 Mariposa St.	Vallejo	California	94590	(707) 554-1840
CAD05-01	ROSHAN INVESTMENTS CO, INC	1925 Webster Street	Alameda	California	94501	(510) 521-8400
CAD16-02	WATSONVILLE LODGING GROUP, LLC	1620 W. Beach Street	Watsonville	California	95076	831-740-4520
CAD17-01	GREENS GROUP, INC	1195 3rd Street	Needles	California	92363	(760) 326-4900
CAD32-01	BINA BHAKTA	1311 RV Center Dr	Colton	California	92324	(909) 824-9020
CAD34-01	BHARAT SHARMA ET AL	1001 Motel Drive	Merced	California	95340-5155	(209) 723-1034
CAD39-02	SONORA INN LP	128 South Green Street	Sonora	California	95370	(209) 536-4694
CAD49-02	CHUNG CHING KUO	8911 S. Atlantic Ave.	South Gate	California	90280	(323) 564-7701
CAD53-02	SAIRANG INVESTMENTS, LLC	1444 N. Coast Hwy 101	Encinitas	California	92024	(760) 436-1988
CAD74-01	SHREE JALA SAI LLC	9130 Alondra Blvd	Bellflower	California	90706	562-866-9095
CAD75-01	PRAVINKUMAR N. PATEL, ET. AL	1717 Park Avenue	Chico	California	95928	530-342-9472
CAD81-03	DEVRAAJ MANAGEMENT, LLC	372 Broadway	Chula Vista	California	91910	6194224242
CAD86-01	MAJP HOTELS, INC.	101 N. Redington Street	Hanford	California	93230	(559) 582-9036
CAD92-02	CHANDRAVADAN BHAKTA, ET. AL.	1301 N El Camino Real	San Clemente	California	92672	(949) 361-0636
CAD93-01	CARAMEL PROPERTIES INC.	82275 Indio Blvd	Indio	California	92201	(760) 775-2229
CAD95-01	JAY HARI INC.	15366 La Paz Drive	Victorville	California	92395	(760) 243-5757
CAE13-01	USG, LLC	8009 N. Highway 99	Stockton	California	95212	(209) 956-5200
CAE30-04	OCEANIC FRESNO LP	4141 N. Blackstone Ave.	Fresno	California	93726	559-540-2431
CAE61-01	JAYESH DESAI	14800 San Pablo Ave	San Pablo	California	94806	(510) 232-1553

CAF19-01	121 EGA LIMITED PARTNERSHIP	1234 Great Highway	San Francisco	California	94122	(415) 731-6644
CAF24-03	LODGING VENTURES, LLC	1050 N Norma Street	Ridgecrest	California	93555	(760) 446-6543
CAH56-01	SAI RADHEKRISHNA INC.	1127 E. Hobsonway	Blythe	California	92225	(760) 922-4126
CAH61-01	RAJU BHAKTA	912 McHenry Avenue	Modesto	California	95350	(209) 524-7331
CAH71-02	TWINS BAY, INC	2460 Main St	Morro Bay	California	93442	(805) 772-2212
CAH72-05	SAC STATE HOTEL VENTURE, LLC	25 Howe Avenue	Sacramento	California	95826	(916) 386-8408
CAH92-01	LIYA, LLC	1374 Munras Ave	Monterey	California	93940	(831) 373-3252
CO024-02	US MOTELS DOWNTOWN INC	2601 ZUNI STREET	Denver	Colorado	80211	(720) 907-4021
CO081-05	KINSALE PROPERTIES, INC.	1409 Barlow Rd.	Fort Morgan	Colorado	80701	(970) 867-9481
CO176-05	ALAMOSA LODGING LLC	333 Santa Fe Ave.	Alamosa	Colorado	81101	(719) 589-5833
CO199-05	SAL, LLC	1639 E. Eisenhower Blvd.	Loveland	Colorado	80537	(970) 635-9500
CO206-06	YH HOTELS, LLC	520 North Murray Blvd.	Colorado Springs	Colorado	80915	719-596-7660
CO213-02	HOMESTEAD INN, INC.	52039 Hwy 6	Glenwood Springs	Colorado	81601	(970) 945-8817
CO219-04	MARK IV MOTEL LLC	1208 N. Colorado Ave	Brush	Colorado	80723	(970) 842-5146
CO223-01	MCBRIDE BOULDER BROKEN INN, LLC	555 30th Street	Boulder	Colorado	80303	(303) 444-3330
CO273-02	ROCKY MOUNTAIN LODGING LLC	960 West US Highway 50	Pueblo	Colorado	81008	(719) 583-0333
CO276-02	NEXT PHASE INVESTING, INC.	718 Taughenbaugh Boulevard	Rifle	Colorado	81650	(970) 625-3050
CO302-01	AVS HOSPITALITY LLC	9800 Santa Fe Trail Drive	Trinidad	Colorado	81082	(719) 846-2251
CO303-01	8TH AVE. LODGING, LLC	3015 8th Ave.	Evans	Colorado	80620	(970) 351-6482
CO344-01	DIPALI HOTELS LLC	1480 S Townsend Ave	Montrose	Colorado	81401	(970) 249-6644
CO345-01	AKM HOTELS LLC	721 Horizon Drive	Grand Junction	Colorado	81506	970-243-6050
CO353-01	LEADVILLE INN LLC	1128 US Highway 24 S	Leadville	Colorado	80461	(719) 486-3637
CO429-01	HAN CHUN, INC.	15040 Brighton Rd	Brighton	Colorado	80601	(303) 659-6063
CO468-01	CORTEZ HOTELS, LLC	1120 East Main	Cortez	Colorado	81321	(970) 565-3761
CO725-03	GEMUTLICHKEIT, LLC	1623 S. Nevada Ave.	Colorado Springs	Colorado	80905	(719) 623-2300
CO737-04	RANCHO KYRIAKI, LLC	37760 W. US Hwy 50	Gunnison	Colorado	81230	(970) 641-0500

CT004-05	H.A. HOSPITALITY GROUP, LLC	327 Ruby Rd	Willington	Connecticut	06279	(860) 684-1400
CT036-03	INNTOWN GROTON LLC	425 Bridge St.	Groton	Connecticut	06340	(860) 445-6550
CT063-03	GANESH HOSPITALITY LLC	251 Greenmanville Avenue	Mystic	Connecticut	06355	(860) 536-9666
CT069-03	DAIVD A. PICCOLO	211 Parkway North	Waterford	Connecticut	06385	(860) 442-7227
CT097-01	ADVANCED MOTEL, LLC	81 Leetes Island Road	Branford	Connecticut	06405	(203) 481-4528
CT123-05	WINDSOR HOSPITALITY, LLC	161 Bridge Street	East Windsor	Connecticut	06088	(860) 623-9411
DE008-06	BHAVI MOTEL, LLC	1120 S. College Ave.	Newark	Delaware	19713	(302) 731-3132
DE046-01	BAYSIDE INN & SUITES LLC	19540-A Coastal Hwy	Rehoboth Beach	Delaware	19971	(302) 227-0401
DE063-02	SAI RAM HOSPITALITY, INC.	1036 N. Walnut Street	Milford	Delaware	19963	(302) 422-8089
FL239-10	SHREEJI KRUPAS, LLC	11810 US 19	Port Richey	Florida	34668	(727) 863-3336
FL379-03	DEVISHA, LLC	1115 North Blvd W	Leesburg	Florida	34748	(352) 787-3131
FL418-02	LIONS HOSPITALITY, LLC	3101 Ponce De Leon Blvd.	Saint Augustine	Florida	32084	(904) 829-3461
FL477-06	SWAMI INVESTMENT INC	205 SW Commerce Drive	Lake City	Florida	32025	(386) 755-5203
FL482-04	EXPRESS INN, LLC	6826 US 19 North	New Port Richey	Florida	34652-1743	(727) 842-6800
FL496-02	LAXMEE KRUPA, LLC	7050 Okeechobee Rd.	Fort Pierce	Florida	34945	(772) 465-8600
FL625-03	B.D MARS, INC	3459 Williston Road	Gainesville	Florida	32608	(352) 378-9240
FL645-03	CASA BELLA TOY 14, INC.	5959 S.W. 71st Street	South Miami	Florida	33143	(305) 667-6664
FL691-02	GULF SOUTH ENTERPRISES, INC.	5995 W. Irlo Bronson Hwy.	Kissimmee	Florida	34747	(407) 396-4300
FL775-03	TROPICAL PARADISE RESORTS, LLC	2440 West State Road 84	Fort Lauderdale	Florida	33312	(954) 792-8181
FL866-07	MKP HOTEL INC.	5642 Oakley Blvd	Wesley Chapel	Florida	33544	(813) 991-4600
FL917-02	O.J.A. DEVELOPMENT COMPANY, LTD	148 NW 167th St.	Miami	Florida	33169	(305) 949-1441
FL922-02	TRI MURTI HOSPITALITY	16405 US Highway 19 North	Clearwater	Florida	33764	(727) 535-0505
FL996-03	RIDHI, INC	2601 S US Highway 1	Fort Pierce	Florida	34982	(772) 464-8850
FLA43-03	SHREE AUM, LLC	2224 W. county Road 48	Bushnell	Florida	33513	(352) 793-5010
FLB33-04	SHRIJI 06, LLC	605 B Moore Road	Haines City	Florida	33844	(863) 421-1310

FLB79-02	OHM ENTERPRISE, LLC	2004 South Waukesha Street	Bonifay	Florida	32425	(850) 614-1000
FLB94-02	SAI RAM HOTELS LLC	6510 N US-301	Tampa	Florida	33610	(813) 630-0880
FLC11-02	RAOJIDADA INVESTMENTS, INC	1317 South Orange Blossom Trai	Apopka	Florida	32703	(407) 886-1010
FLC70-04	ISHA & MAHI, LLC	44199 Highway 27	Davenport	Florida	33897	(863) 420-8888
FLC71-02	SANDHU INC	2904 Melbourne Blvd	Tampa	Florida	33605	(813) 374-2108
FLC89-01	DRASHTI HOTELS LLC	28596 US Hwy 19 N	Clearwater	Florida	33761	(727) 791-1100
FLD10-05	LAXMI PATEL OF VENICE, LLC	1710 Tamiami Trail South	Venice	Florida	34293	(941) 207-7256
FLD30-01	GANESHGEE, INC	4111 W Hwy 98	Panama City	Florida	32401	(850) 784-1777
FLD42-02	GANESHA ENTERPRISES, LLC	1911 Cypress Gardens Boulevard	Winter Haven	Florida	33884	(863) 324-5994
FLD44-01	AKSHAR PURSHOTTAM INC.	2238 S Byron Butler Pkwy	Perry	Florida	32348	(850) 584-4221
FLD57-02	DK HOSPITALITY, LLC	2307 East Busch Blvd	Tampa	Florida	33612	(813) 932-0073
FLD60-01	FAVORITA INN, LLC	509 N Federal Highway	Hollywood	Florida	33020	(754) 300-1148
FLD72-01	ALIANI HOSPITALITY, LLC	20329 US Highway 27	Clermont	Florida	34715	(352) 429-9033
FLD97-01	IB HOTELS, LLC	7455 WEST IRLO BRONSON HGHWAY	Kissimmee	Florida	34747	(407) 390-0197
FLF99-01	ASHIYANA HOTELS, LLC	809 N Pebble Beach Blvd	Sun City Center	Florida	33573-5376	(813) 634-3331
FLG87-01	Laxmi Hotels, LLC	5751 East Silver Springs Boulevard	Silver Springs	Florida	34488	(352) 236-2575
GA207-02	SUZY INVESTMENTS LLC	2375 Delk Rd. SE	Marietta	Georgia	30067	(770) 951-1144
GA215-03	SAIKRUPA ENTERPRISES, INC.	1820 Mountain Industrial Blvd.	Tucker	Georgia	30084	(770) 939-8440
GA456-11	FAIR BRIDGE, LLC	160 Centennial Road	Carrollton	Georgia	30116	(770) 832-2611
GA459-09	DHNS, LLC	5252 New Jesup Highway	Brunswick	Georgia	31523-1211	(912) 275-7833
GA585-05	SHREE OHM SAI RAM, LLC	2926 Peach Orchard Road	Augusta	Georgia	30906	(706) 793-3306
GA611-03	JAY BHAGVAN HOSPITALITY LLC	4415 Jonesboro Road	Forest Park	Georgia	30297	4043610200
GA618-04	SCENIC VIEW INN, LLC	1311 E. King Ave	Kingsland	Georgia	31548	9125107898
GA655-04	GOVINDA CORPORATION	6009 Harrison Road	Macon	Georgia	31206	(478) 788-8800
GA736-05	HILLTOP HOSPITALITY INC	5990 Western Hills Dr.	Norcross	Georgia	30071	(770) 368-0218

GA761-04	BANA CORPORATION	125 South Service Road	Austell	Georgia	30168-7719	(770) 819-2805
GA895-02	VISHVAKARMA, INC.	3682 Deans Bridge Road	Hephzibah	Georgia	30815	(706) 798-1467
GA973-02	ANAYA AHANA, LLC	156 Whittle Circle	Ashburn	Georgia	31714	(229) 778-9016
GAA01-01	PLATINUM HOSPITALITY GROUP, LLC	951 GA Hwy 42 N.	Forsyth	Georgia	31029	478-994-9260
GAA18-01	JAI JAGDAMBA LLC	1601 Lafayette Pkwy	La Grange	Georgia	30241	(706) 882-9540
GAA26-01	MANHARBHAI PATEL AND VASANTIBEN PATEL	612 S Main St	Swainsboro	Georgia	30401	(478) 237-3577
GAA40-01	HIRA GROUP LLC	2566 Riverside Dr	Macon	Georgia	31204	(478) 746-7671
GAA60-01	PRAMUKH JIVAN, INC.	1007 Highway 53 E SE	Calhoun	Georgia	30701	(706) 383-8600
GAB11-03	AHAN HOTELS, LLC	1170 Hampton Road	Mcdonough	Georgia	30253	770-957-2458
GAB65-03	CHANDRA IDHANI, INC.	4045 Jimmie Dyess Parkway	Augusta	Georgia	30909	(706) 922-3450
GAB77-01	SHANTEE HOSPITALITY, LLC	735 Central Dr	East Dublin	Georgia	31027-7553	(478) 277-9161
IA080-03	JAY AMBAMA, INC	2670 Dodge St.	Dubuque	Iowa	52003	(563) 556-0880
IA086-02	EUGENE J. RATH, INC.	103 Sergeant Square Drive	Sergeant Bluff	Iowa	51054	(712) 943-5079
IA161-03	OKOBOJI INN PROPERTY LLC	1511 Okoboji Ave	Milford	Iowa	51351	(712) 338-4701
IA172-03	NEALKANTH INC.,	4011 16th Ave. SW	Cedar Rapids	Iowa	52404	(319) 396-5000
IA242-01	LAXMI NARAYAN, LLC	800 Senate Ave	Red Oak	Iowa	51566	(712) 623-6919
IA298-01	PAVO HOTELS, LLC	2013 East Main Street	Lamoni	Iowa	50140	(641) 784-7500
ID017-03	N B & J, LLC	2799 Airport Way	Boise	Idaho	83705	(208) 336-7377
ID029-05	ZORIAH INVESTORS INC	835 South 5th Ave.	Pocatello	Idaho	83201	(208) 233-0451
ID045-03	HAR HAR HAR LLC	130 Shannon Drive	Nampa	Idaho	83687	(208) 442-0800
ID070-01	IDAHO FALLS LODGE, LLC	525 River Parkway	Idaho Falls	Idaho	83402	(208) 523-8000
ID072-01	SAPPHIRE HOSPITALITY GROUP LLC	6160 N Sunshine St	Coeur D' Alene	Idaho	83815	(208) 762-0140
IL223-06	ARIHANTANAM 2, LLC	2850 W. 159th St	Markham	Illinois	60426	(708) 331-5000
IL290-01	SEY, INC.	8640 W. Ogden Ave.	Lyons	Illinois	60534	(708) 589-7044
IL452-01	LINCOLN INN, LP	5952 North Lincoln Avenue	Chicago	Illinois	60657	(773) 784-1118
IL500-02	JANKI HOSPITALITY, INC.	630 N Green Bay Rd	Waukegan	Illinois	60085	(847) 249-2388
IL522-01	RIO MOTEL LP	6155 N Jersey Avenue	Chicago	Illinois	60659	(847) 931-4800

IL554-01	PRANNATH FAMILY , INCORPORATED.	11639 IL Hwy 1	Paris	Illinois	61944	217-465-6441
IL556-01	NORTH AURORA HOTEL, LLC	201 Smoke Tree Lane	North Aurora	Illinois	60542	(331) 205-1700
IL579-01	MAHAKALI LODGING, INC	4605 E. State St.	Rockford	Illinois	61108	(815) 977-5982
IL591-02	URBANA HOTEL GROUP 612, LLC	612 W Killarney St.	Urbana	Illinois	61801	(217) 384-8000
IL610-01	NEEL INVESTMENT CORPORATION	1238 W. Washington St.	Pittsfield	Illinois	62363	(217) 285-2129
IL649-01	KALPANA, INC	900 North Olive Road	Flora	Illinois	62839	(618) 662-2181
IN167-09	REM & N, LLC	1302 South 13th Street	Decatur	Indiana	46733	2607248888
IN281-04	HUNTINGTON HOTEL REAL ESTATE LLC	2820 Hotel Ave	Huntington	Indiana	46750	(260) 366-4001
IN318-05	PREFERRED HOSPITALITY GROUP LLC	6990 East 21st St.	Indianapolis	Indiana	46219	(317) 359-5341
IN336-02	ANAYA HOSPITALITY, INC.	1917 Dowling Street	Kendallville	Indiana	46755	(260) 343-0000
IN450-04	MANUSHIV, LLC	2920 Goshen Road	Fort Wayne	Indiana	46808	(260) 484-8641
IN478-02	NEEV LODGING ASSOCIATES LLP	400 S. 3rd Street	Terre Haute	Indiana	47807	(812) 232-0383
IN502-01	G&R HOSPITALITY, LLC	935 W. State Rd. 42	Brazil	Indiana	47834	(812) 446-2345
KS110-02	KANEB INVESTMENT GROUP. LLC	3932 South 9th Street	Salina	Kansas	67401	(785) 404-6777
KS121-02	KIRIT S. BHAKTA & NISHA BHAKTA	488 East Pancake Blvd	Liberal	Kansas	67901	(620) 624-5642
KS124-04	SHIV SHAMBU, LLC	802 E. 14th Street	Larned	Kansas	67550	(620) 285-2300
KS156-03	PRYCE INDUSTRIES LLC	11 Des Moines Avenue	South Hutchinson	Kansas	67505	(620) 663-4444
KS200-02	HOISINGTON HOSPITALITY, LLC	57 W. Kansas Highway 4	Hoisington	Kansas	67544	(620) 292-6022
KS206-02	UNIVERSAL INVESTMENT INC.	429 W Diamond Dr	Salina	Kansas	67401	(785) 825-2500
KS215-02	SMRUTI, LLC	19941 W Kellogg Dr	Goddard	Kansas	67052	(316) 794-3366
KS217-02	JAY SHRI AMBA MAA LLC	3183 W Highway 50	Emporia	Kansas	66801	(620) 342-7822
KS218-01	PIONEER HOTEL INVESTORS, LLC	130 East US Hwy. 36	Phillipsburg	Kansas	67661	(844) 867-1026

KS248-02	Chhona Hotels LLC	830 W Hwy 24	Goodland	Kansas	67735	(785) 890-3621
KS251-02	DIVYA LAXMI, LLC	2 Leonard Court	Hesston	Kansas	67062	6203272053
KS281-01	HKHR HOSPITALITY INC.	3404 Vine Street	Hays	Kansas	67601	7856253067
KY066-04	SHIVA CORPORATION	2923 Fort Campbell Blvd	Hopkinsville	Kentucky	42240	(270) 885-1126
KY074-07	JR LLC	1375 Richmond St.	Mount Vernon	Kentucky	40456	(606) 256-4621
KY090-02	KHANDAN ENTERPRISES, INC	571 Phillips Ln.	Louisville	Kentucky	40209	(502) 361-5008
KY139-04	SHREEJI HOSPITALITY OF LEXINGTON, LLC	5556 Versailles Road	Lexington	Kentucky	40510	(859) 254-6699
KY290-02	KIWI HOSPITALITY FLORENCE, LLC	7928 Dream Street	Florence	Kentucky	41042-1802	(859) 283-1221
KY349-01	SHREE RAM INC.	5698 Hopkinsville Rd.	Cadiz	Kentucky	42211	(270) 522-9395
LA061-02	BAJRANG, INC	5733 Airline Drive	Metairie	Louisiana	70003	504-733-1550
LA290-01	APOLLO LODGING, LLC	6014 Old Boyce Road	Alexandria	Louisiana	71303	(318) 442-5190
LA338-01	WINNFIELD LODGING PARTNER, LLC	5930 Hwy 167 North	Winnfield	Louisiana	71483	(318) 648-9400
LA371-01	SHASHIKANT AND DARSHNA PATEL	2724 NE Evangeline Trwy	Lafayette	Louisiana	70507	(337) 889-5969
MA129-01	EMERALD BUSINESS ENTERPRISES INC.	309 American Legion Highway	Revere	Massachusetts	02151	(781) 284-3663
MA142-01	DIPAK & MANHER PATEL	183 Main Street	Westminster	Massachusetts	01473	(978) 874-5951
MA183-01	DILIP PATEL & MAHESH PATEL	48 Cranberry Hwy	Orleans	Massachusetts	02653	(508) 255-1514
MA201-03	JAI UMA MAHESHWAR, INC.	999 Gar Highway	Swansea	Massachusetts	02777	(508) 675-7700
MA209-04	Gayatri, Inc	170 Housatonic St	Lee	Massachusetts	01238	(413) 243-0143
MA234-01	SAI MIDDLEBORO HOSPITALITY, INC.	390 Wareham St.	Middleboro	Massachusetts	02346	(508) 947-7777
MD190-03	CATONS HOSPITALITY LLC	1401 Bloomfield Avenue	Baltimore	Maryland	21227	(410) 646-1700
MD247-01	INKA CORPORATION	74 Old Mill Bottom Road North	Annapolis	Maryland	21409	(410) 757-2222
MD294-01	PICCARD ENTERPRISES, LLC	4783 Allentown Road	Camp Springs	Maryland	20746	(301) 456-1646
MD338-02	BMORE HOTELS LLC	1654 Whitehead Court	Baltimore	Maryland	21207	(410) 226-8935

ME047-03	VIJAY T PATEL	21 Ocean Park Road	Saco	Maine	04072	(207) 282-5569
ME060-02	SAI KRUPA, LLC	287 Bath Road	Brunswick	Maine	04011	(207) 261-1223
MI166-04	UNITY INVESTORS, LLC	9285 W. Lake City Road	Houghton Lake	Michigan	48629	(989) 302-8201
MI180-06	AMI HOSPITALITY, LLC	703 N. Cedar St.	Kalkaska	Michigan	49646-8485	(231) 258-9119
MI181-04	RACHEE LODGING, INC.	8500 Wickham Rd.	Romulus	Michigan	48174	(734) 595-1990
MI222-02	MADISON NIGHTS, INC	32703 Stephenson Highway	Madison Heights	Michigan	48071	(248) 583-7700
MI304-01	JIL CORPORATION	1010 S. Beacon Blvd	Grand Haven	Michigan	49417	6168461800
MI313-03	SHYAM CORP	1040 O'Malley Drive	Coopersville	Michigan	49404	(616) 837-8100
MI399-02	OPDYKE INN & SUITES, INC	1471 N Opdyke Road	Auburn Hills	Michigan	48326	(248) 370-8100
MI427-02	DEVCHANDRAJI HOSPITALITY, INC.	3080 E. Colby Street	Whitehall	Michigan	49461	(231) 894-4848
MI437-03	SWAMI LLC	3425 Fairlanes Avenue SW	Grandville	Michigan	49418	(616) 532-3222
MI440-02	CSP INC	4786 Beckley Road	Battle Creek	Michigan	49017	2693393623
MI446-01	SCA MUSKEGON CORP.	4620 Airline Road	Muskegon	Michigan	49444	2317332511
MI481-01	GSPK, LLC	5095 W. US Highway 10	Ludington	Michigan	49431	(231) 843-2233
MI518-02	RAM KI, INC.	160 E. Cloverland Drive	Ironwood	Michigan	49938	(906) 932-3395
MI534-02	M6GR CORP.	4855 28th St SE	Grand Rapids	Michigan	49512	(616) 957-3000
MI547-01	NEEJ INVESTMENTS LLC	206 N. Nicolet Street	Mackinaw City	Michigan	49701	(231) 436-8961
MN040-05	RED WING LODGING GROUP LLC	235 Withers Harbor Drive	Red Wing	Minnesota	55066	(651) 388-1502
MN123-03	SIDDHI VINAYAK, INC.	805 21st St. NE	Austin	Minnesota	55912	(507) 433-9254
MN147-02	FERGUS FALLS HOSPITALITY INC	610 Western Ave	Fergus Falls	Minnesota	56537	(218) 321-5399
MN196-02	AUM SAI CORP	635 10th ave SE	Milaca	Minnesota	56353	(320) 983-2660
MN197-02	ROMIE HOSPITALITY, LLC	1825 East Minnesota Street	Saint Joseph	Minnesota	56374	(320) 363-7711
MN217-01	ROSHAN & PALAK'S HOSPITALITY, LLC	1411 E 40th St	Hibbing	Minnesota	55746	(218) 263-8982
MO314-01	PRIME HOSPITALITY INC	3800 Harry S. Truman Boulevard	Saint Charles	Missouri	63301	(636) 724-3500
MO328-03	SATYAM, CORP	1409 Admiral Boulevard	Kansas City	Missouri	64106	(816) 842-7220

MO459-01	J & K MOTEL MANAGEMENT, INC.	1057 Old Route 66	Saint Robert	Missouri	65584	(573) 336-3223
MO462-01	BRICK HOUSE HOTEL OF BRANSON, LLC	2651 Shepherd of the Hill Expressway	Branson	Missouri	65616	(417) 339-3000
MS062-04	CHAWLA AND PADHIAR ENTERPRISES, INC	721 N. Davis Ave.	Cleveland	Mississippi	38732	(662) 843-4060
MS102-05	COLUMBIA LODGING ASSOCIATES LLP	820 Highway 98 Byp	Columbia	Mississippi	39429	(601) 731-9955
MS149-03	HARIKRISHNA, LLC	839 Ridgewood Road	Ridgeland	Mississippi	39157	6019566203
MS229-01	JAISHRI, INC	1608 Jefferson Street	Laurel	Mississippi	39440	6014220500
MS233-01	SHSM HOTELS, LLC	2 Pemberton Place	Vicksburg	Mississippi	39180	(601) 634-1622
MS261-01	VRISHAB HOSPITALITY, LLC	390 Highway 49 South	Richland	Mississippi	39218	(601) 664-3456
MS298-01	AMBICA INC	28078 Highway 28	Hazlehurst	Mississippi	39083	(601) 574-4001
MS312-01	GULF TRAVEL LODGE, INC.	601 E Lee St	Sardis	Mississippi	38666	(662) 487-2311
MS409-04	CHAWLA ENTERPRISES, INC	401 Highway 82 W.	Greenwood	Mississippi	38930	(662) 453-5974
MT079-03	SAEM LLC	1324 North Crawford Avenue	Hardin	Montana	59034	(406) 665-1870
MT080-03	RIMROCK HOSPITALITY, LLC	1315 North 27th Street	Billings	Montana	59101	(406) 245-4128
MT087-01	MJC/SUPER, LLC	515 N. Whitehall Street	Whitehall	Montana	59759	(406) 287-5588
MT128-01	MEET PATEL	427 2nd Avenue NW	Wibaux	Montana	59353	(406) 796-2666
NC168-02	SUGAR CREEK INN CO	1416 W. Sugar Creek	Charlotte	North Carolina	28262	(704) 597-5074
NC401-02	QUEEN BEE, INC.	44 Tsalagi Road	Cherokee	North Carolina	28719	(828) 497-2411
NC522-03	DIWALI HOTEL, INC.	3601 Brookshire Boulevard	Charlotte	North Carolina	28216	7043919484
NC562-03	SAI GANESH HOSPITALITY, INC.	3117 Cedar Park Road	Greensboro	North Carolina	27405	(336) 697-4000
NC618-02	KRINA, INC.	510 US Highway 64 E.	Plymouth	North Carolina	27962	(252) 793-5006
NC629-01	MOTEL GROUP INC	8 Crowell Road	Asheville	North Carolina	28806	(828) 667-8706
NC634-01	LAB MOTELS, INC.	9 Wedgefield Drive	Asheville	North Carolina	28806	(828) 670-8800
NC657-03	GOSA HOSPITALITY I, LLC	5025 Market Street	Wilmington	North Carolina	28405	(910) 799-6001
NC687-02	SAI BABA HOSPITALITY OF NC LLC	2149 North Marine Boulevard	Jacksonville	North Carolina	28546	(910) 455-6888

NC773-02	GANESH HOSPITALITY, LLC	1320 E. Main Street	Franklin	North Carolina	28734	(828) 349-0600
NC873-01	LAXMI HOTEL WS, INC.	3810 Patterson Ave.	Winston Salem	North Carolina	27105	(336) 999-7311
NC905-01	LAFAYETTE HOSPITALITY, LLC	1952 Cedar Creek Road	Fayetteville	North Carolina	28312	(910) 433-4422
NC943-02	EAGLE HOSPITALITY, LLC	5601 U.S. 21	Jonesville	North Carolina	28642	(336) 835-1461
NC950-01	JIJ, INC.	150 Jackson Court	Lumberton	North Carolina	28358	(910) 671-4444
ND006-02	SHREE JAYKALYAN, LLC	209 13th St., S.	Wahpeton	North Dakota	58075-4604	(701) 642-1115
ND023-05	ROCKSTAR LODGING #1, INC	2202 University Dr. S.	Fargo	North Dakota	58103	(701) 239-8022
ND093-02	PINAK, LLC	731 Main Ave W	West Fargo	North Dakota	58078	(701) 282-3266
ND098-01	SHIV LLC	637 W 12th St	Dickinson	North Dakota	58601	(701) 227-1215
ND103-01	VINAYAK, INC.	3300 30th Ave South	Grand Forks	North Dakota	58201	(701) 746-1391
ND108-01	DEVILS LAKE HOSPITALITY, INC.	1109 Highway 20 South	Devils Lake	North Dakota	58301	(701) 662-5381
NE003-06	MAHADEV HOSPITALITY, LLC	809 S. Meridian Avenue	Cozad	Nebraska	69130	(308) 784-4900
NE025-05	MILTON MOTELS LLC	3205 S. Locust St.	Grand Island	Nebraska	68801	308-646-2090
NE055-02	SUITE 16 CORPORATION	1124 East 4th St	Ainsworth	Nebraska	69210	(402) 387-1050
NE059-04	FREMONT HOSPITALITY, L.L.C.	120 W. Cathy Street	Fremont	Nebraska	68025	(402) 721-8400
NE072-02	SANTRAM, LLC	1355 S Highway 30	Blair	Nebraska	68008	4024262340
NE093-04	HASTINGS LODGING, LLC	2424 Osborne Drive East	Hastings	Nebraska	68901	(402) 463-1422
NE103-02	OLSO LLC	2206 Market Lane	Norfolk	Nebraska	68701	(402) 371-9779
NE111-01	BELLEVUE HOSPITALITY LLC	1110 Fort Crook Road	Bellevue	Nebraska	68005	4022910804
NE117-03	INDUS HOSPITALITY, LLC	501 Halligan Dr.	North Platte	Nebraska	69101	(308) 532-6650
NE119-03	B & K HOLL FAMILY LLC	709 E. 2nd Ave	Kearney	Nebraska	68847	308-237-2671
NE135-02	MAA AMBE HOSPITALITY, LLC	2801 West O Street	Lincoln	Nebraska	68528	(402) 475-4921
NE178-02	JAY SHADHI, LLC	420 Broadway Street	Holdrege	Nebraska	68949	(308) 995-2793
NH049-03	KUSHI CORPORATION	417 US Route 3	Lincoln	New Hampshire	03251	(603) 745-2267
NH090-01	ROYALTY INN LLC	130 Main St	Gorham	New Hampshire	03581-1635	(603) 466-1006

NJ062-02	BUENA VISTA INVESTORS	102 Tuckahoe Rd.	Buena	New Jersey	08310	(856) 697-9000
NJ127-01	ATLANTIC SAI MOTEL LLC	124 S. North Carolina Ave	Atlantic City	New Jersey	08401	(609) 345-0155
NJ202-01	CAPRI LITTLE FERRY, LLC	1 Valley Road	Little Ferry	New Jersey	07643	(201) 440-4500
NJ242-02	SJ HOSPITALITY, LLC	620 Ocean Road/Rte 88	Point Pleasant	New Jersey	08742	(732) 899-3776
NJ253-01	JAYKISH INC	1650 Route 1 South	Rahway	New Jersey	07065	(732) 396-9300
NJ258-02	RMD Hospitality Inc	1132 Route 73	Mount Laurel	New Jersey	08054	(856) 656-2000
NJ297-02	RATAN SECAUCUS, L.L.C.	155 Route 3 East	Secaucus	New Jersey	07094	(201) 348-8300
NJ300-01	3200 PACIFIC AVENUE, LLC	3200 Pacific Avenue	Atlantic City	New Jersey	08401	(609) 345-6195
NJ320-01	MAGRAT LLC	459 Tonnelle Avenue	Jersey City	New Jersey	07307	(201) 420-7788
NJ322-03	PRAAS OP, LLC	524 Route 73	Hammonton	New Jersey	08037	(609) 561-6200
NJ327-01	568 WASHINGTON AVENUE LLC	568 Washington Ave	Belleville	New Jersey	07109	(973) 759-9898
NJ332-01	PATERSON HOTEL, LLC	411 Broadway	Paterson	New Jersey	07501	(973) 977-9977
NJ723-06	JAI SWAMINARAYAN GLOUCESTER, LLC	1200 Crescent Blvd	Gloucester City	New Jersey	08030	(856) 456-7400
NM060-02	VISVAS PARTNERSHIP	2800 E. Tucumcari Blvd.	Tucumcari	New Mexico	88401	(575) 461-4094
NM069-03	ROSHNI, INC.	604-B S. Riverside Dr.	Espanola	New Mexico	87532	505-753-2419
NM109-03	PARVATI LLC	1316 Route 66 West	Moriarty	New Mexico	87035	505-832-4457
NM153-01	JITEN-SIRLALI, INC	1601 E Broadway	Farmington	New Mexico	87401	(505) 325-1813
NM209-01	MESILLA VALLEY HOSPITALITY LLC	901 Avenida De Mesilla	Las Cruces	New Mexico	88005	(575) 524-8603
NM236-02	MAJESTIC HOSPITALITY, LLC	3820 National Parks Hwy	Carlsbad	New Mexico	88220	(575) 887-0341
NM258-01	ISHWARBHAI PATEL	2298 Historic Route 66	Santa Rosa	New Mexico	88435-2849	(575) 472-5985
NM265-03	MD HOSPITALITY, LLC	200 Clayton Rd	Raton	New Mexico	87740	(575) 245-7325
NM267-01	S K & D, INC.	801 Central Ave NE	Albuquerque	New Mexico	87102	(505) 243-2891
NM406-04	GNH505, LLC	13031 Central Ave., N.E.	Albuquerque	New Mexico	87123	(505) 294-1800
NM408-02	CINDY BROCKMAN & VERNON BROCKMAN	2803 W. 2nd St.	Roswell	New Mexico	88201	(575) 623-9440
NV037-05	BATTLE MOUNTAIN INN, LLC	650 West Front Street	Battle Mountain	Nevada	89820	775-635-5200
NV057-02	B.J.H.S., LLC	736 Idaho Street	Elko	Nevada	89801	7757387152
NV075-03	KULWANT MAND ET AL	1300 N. Carson Street	Carson City	Nevada	89701	(775) 883-7300

NV136-01	55 MCDERMITT CRUDE, LLC	55 US Hwy 95 N	Mcdermitt	Nevada	89421	(775) 532-8449
NY128-03	MARIANNE MEISTER	5828 Cascade Road	Lake Placid	New York	12946	(518) 523-2817
NY173-04	RATAN RONKONKOMA L.L.C.	3055 Veterans Memorial Hwy.	Ronkonkoma	New York	11779	6315886800
NY324-02	MCSAM BRONX LLC	3070-72 Webster Avenue	Bronx	New York	10467	(718) 654-5500
NY331-02	POOJA, INC.	601 Main Street	New Paltz	New York	12561	(845) 883-7373
NY362-01	JAMNA HOSPITALITY, INC.	654 Elmira Road	Ithaca	New York	14850	(607) 272-5252
NY478-02	SKY TOP MOTEL, LLC	239 Forest Hill Drive	Kingston	New York	12401	(845) 331-2900
NY492-01	SHREE HARI MOTELS, INC.	9802 Niagara Falls Blvd	Niagara Falls	New York	14304	7162973730
NY494-01	6001 BIG TREE ROAD INC.	6001 Big Tree Road	Lakeville	New York	14480	(585) 346-2330
NY524-01	HRB HOSPITALITY, INC.	1951 Niagara Falls Boulevard	Amherst	New York	14228	(716) 691-9392
NY535-01	SPRING HILLS PROPERTY MANAGEMENT CORP	2447 State Route 9 N	Lake George	New York	12845	(518) 668-4141
NY549-01	MIRACLE INN, LLC	3527 Watkins Road	Horseheads	New York	14845	607-739-3891
NY583-02	ROSLYN PROPERTIES GROUP, LLC	270 West Jericho Turnpike	Huntington Station	New York	11746	(631) 421-3900
NY593-01	CRANSTON HOTEL, LLC	136-05 Cranston Street	Jamaica	New York	11434	(718) 749-5855
NY674-01	KS & D, INC.	2709 Erie Drive	Weedsport	New York	13166-9465	(315) 834-6623
NY682-01	DIVAM, LLC	6578 Thompson Rd	Syracuse	New York	13206-1307	(315) 463-8555
NY799-01	RAM INC.	430 Electronics Parkway	Liverpool	New York	13088	(315) 453-6330
NY855-01	Rupson Corporation	536 Haight Avenue	Poughkeepsie	New York	12603	(845) 454-1011
OH061-03	HARRI, INC.	13-485 SR 15	Montpelier	Ohio	43543-9736	(419) 485-3139
OH135-04	LA RIVIERA MOTEL	1021 Cleveland Road	Sandusky	Ohio	44870-0353	(419) 626-6852
OH174-02	SHREE SOMNATH, LLC	1901 Broad Ave.	Findlay	Ohio	45840	(419) 424-1133
OH272-03	DHARA & MEERA, LLC	185 Byers Road	Miamisburg	Ohio	45342	(937) 859-8797
OH621-01	RACAR ENTERPRISES, LLC	4250 Belmont Avenue	Youngstown	Ohio	44505	(330) 759-0040
OH647-01	EC HOTELS, LLC	5910 Scarborough Blvd	Columbus	Ohio	43232	(614) 762-8080
OH683-02	IMPERIAL GROUP HOSPITALITY, LLC	3850 Hauck Road	Sharonville	Ohio	45241	(513) 954-0701
OH687-01	DEVASHREE INVESTMENT INC.	8224 State Route 108	Wauseon	Ohio	43567	(419) 404-9031
OH712-02	OM SRP, LLC	6880 Sunset Strip Ave NW	Canton	Ohio	44720	(330) 490-9000

OH714-01	CIRCLEVILLE HOTELS, LLC	23897 US Route 23 South	Circleville	Ohio	43113	7404746006
OH742-02	PARI HOSPITALITY LLC	4925 East Pike	Zanesville	Ohio	43701	(740) 453-6002
OH744-01	HILLIARD PARKWAY KNIGHTS LLC	3950 Parkway Lane	Hilliard	Ohio	43026	(614) 710-1060
OH752-01	SINDHU HOSPITALITY LLC	3762 U.S. Highway 23	Portsmouth	Ohio	45662	(740) 354-2851
OH763-01	LODGING INDUSTRY INC.	5410 Milan Road	Sandusky	Ohio	44870	419-625-7070
OH826-01	TULSI HOTELS, LLC	1313 W St James Lutheran Lane	Columbus	Ohio	43228	(614) 870-7090
OK164-05	SHRI RAM PROPERTY LLC	3110 NW Cache Road	Lawton	Oklahoma	73505	(580) 280-2300
OK258-02	FINE HOSPITALITY, LLC	3296 S. Muskogee Ave.	Tahlequah	Oklahoma	74464	(918) 458-1818
OK285-01	A & R HOSPITALITY, LLC	6800 S I 35 Service Road	Oklahoma City	Oklahoma	73149	405-631-3321
OK288-02	JAI SIYA RAM, LLC.	1912 S Park Drive	Broken Bow	Oklahoma	74728	(580) 584-9103
OK297-01	GURU INC	2415 W Grant Ave	Pauls Valley	Oklahoma	73075	(405) 238-6415
OK416-07	ILS I, LLC	1201 N. 44th St.	Blackwell	Oklahoma	74631	(580) 363-7000
OR037-03	A.S.M. INVEST LLC	305 N. Broadway Street	Portland	Oregon	97227	503-284-5181
OR046-03	JAY AMBE INVESTMENT, LLC	345 N.W. 2nd St.	Corvallis	Oregon	97330	(541) 752-9601
OR047-08	UNITED HOTELS, LLC	810 Campbell St.	Baker City	Oregon	97814	(541) 523-2242
OR057-03	DHAMI & SANDHU ENTERPRISE, INC	3340 Astoria Way NE	Salem	Oregon	97305	(503) 393-6000
OR097-05	EEE ENTERPRISE, LLC	105 Front Street S. W.	Boardman	Oregon	97818	(541) 481-2375
OR154-04	FLAMINGO GROUP LLC	9723 NE Sandy Blvd.	Portland	Oregon	97220	(503) 255-1400
OR158-02	BIPIN PATEL & REKHA PATEL	1212 SE Price Road	Albany	Oregon	97322	(541) 926-0170
OR189-03	SHAURYA'S HOSPITALITY, LLC	901 S. Riverside Ave	Medford	Oregon	97501	(541) 776-9194
OR193-02	AM HOSPITALITY, LLC	635 S Hwy 395	Hermiston	Oregon	97838	(541) 567-5561
OR204-01	SHINONG LEE	206 North Coast Highway	Newport	Oregon	97365	(541) 265-5321
OR210-01	ALL AMERICAN INN OREGON, LLC	402 Adams Avenue	La Grande	Oregon	97850	(541) 962-7143
OR211-01	SHREE GANESH LLC	10207 SW Park Way	Portland	Oregon	97225-5009	(503) 297-2211
OR216-01	SAI VILLA, LLC	2359 Ashland Street	Ashland	Oregon	97520	5414825111
OR227-01	GOLDEN SERVICES, LLC	511 S. E. Stephens Street	Roseburg	Oregon	97470	5416736625
OR230-02	HAAP ENTERPRISES, LLC	1055 West 6th Avenue	Eugene	Oregon	97402	541-345-0579

OR240-02	TULJA MANAGEMENT, LLC	410 Beech Street	Arlington	Oregon	97812	(541) 454-2089
OR256-01	JBH PROPERTY ACQUISITIONS, LLC	1401 Hayden Island Dr	Portland	Oregon	97217	(503) 344-1360
OR264-02	EK ONKAR CORPORATION	621 John Long Road	Oakland	Oregon	97462	(541) 849-3335
OR299-01	QIRI ONT LLC	139 NE Goodfellow Street	Ontario	Oregon	97914	541-889-9615
PA128-06	SHREE SAI SIDDHI L.L.C.	1239 Harrisburg Pike	Carlisle	Pennsylvania	17013	(717) 249-2800
PA137-03	NBA HOTELS LLC	2331 Lincoln Hwy. E.	Lancaster	Pennsylvania	17602	(717) 397-4973
PA146-04	SHREE GHANSHAYAM, LLC	235 Allegheny Blvd.	Brookville	Pennsylvania	15825	(814) 849-8381
PA181-07	PAR ENTERPRISES INC	860 N. Front St.	Wormleysburg	Pennsylvania	17043-1024	(717) 763-7086
PA185-06	AKSHAY LLC	2115 Downyflake Ln.	Allentown	Pennsylvania	18103	(610) 797-2200
PA201-04	BABUBHAI PATEL & KANCHANBEN PATEL	1040 N Atherton Street	State College	Pennsylvania	16803	(814) 238-6783
PA202-03	VITTHAL L. PATEL & SAVITA PATEL	6259 Clearfield Woodland Hwy	Clearfield	Pennsylvania	16830	(814) 765-7587
PA210-05	SAI LAKSHMIDEVI, LLC	1027 O'Neill Highway	Dunmore	Pennsylvania	18512	5703468782
PA253-03	SUDHA ENTERPRISES INC	7 N. US Highway 15	Dillsburg	Pennsylvania	17019	(717) 432-9766
PA271-02	MILLENIUM HOTEL GROUP, LLC	1208 Walnut Street	Philadelphia	Pennsylvania	19107	(215) 546-7000
PA305-03	PARTH SAI, LLC	4130 Birney Ave.	Moosic	Pennsylvania	18507	(570) 457-6713
PA335-03	DESTINY HOTELS INC.	969 Bethlehem Pike	Montgomeryville	Pennsylvania	18936	(215) 699-8800
PA534-01	KISHOR SHAH & PRAGNA SHAH	116 S. 7th Street	Akron	Pennsylvania	17501	(717) 859-1654
PA536-02	PANCHWATI GROUP, LLC	3127 Lincoln Highway E	Paradise	Pennsylvania	17562	(717) 687-6272
PA557-02	RAJUL CORPORATION	10 Hershey Road	Shippensburg	Pennsylvania	17257-9407	(717) 530-1234
PA578-03	GAMMA MANAGEMENT GROUP, INC.	2545 North 5th Street Highway	Reading	Pennsylvania	19605	(610) 929-4741
PA584-01	POOJA & VRISHA, LLC	1100 Green Lane	Bristol	Pennsylvania	19007	(215) 788-8400
PA585-04	SMITA SHAH, LLC	411 North College Street	Myerstown	Pennsylvania	17067	(717) 866-6536
PA612-02	KAUTILYA CLARION HOTEL LLC	151 Hotel Drive	Clarion	Pennsylvania	16214	(814) 227-2700
PA628-02	VIDHISA, INC.	631 South Eisenhower Boulevard	Harrisburg	Pennsylvania	17111	(717) 564-3876
PA704-01	SHRI RANG, LLC	4271 Business 220	Bedford	Pennsylvania	15522	(814) 623-7800
PA732-01	JAY HARAN, INC.	240 Route 6	Milford	Pennsylvania	18337	(570) 296-9444

PA751-02	Vishva Corporation	383 York Ave	Towanda	Pennsylvania	18848-2098	(570) 265-2178
PA813-01	FAIRMOUNT HOSPITALITY LLC	101 Broad St.	Delaware Water Gap	Pennsylvania	18327	(570) 476-0000
PA835-01	POOJA VRISHA HOSPITALITY, LLC	2727 Mosside Blvd.	Monroeville	Pennsylvania	15146	(412) 856-1610
PA838-02	MERCURY LODGING LLC	2049 Leesburg Grove City Road	Mercer	Pennsylvania	16137	(724) 748-9920
PA847-03	MIDLANG HOSPITALITY LLC	625 Quentin Road	Lebanon	Pennsylvania	17042	(717) 273-6771
PA854-01	SHREE JALARAM, INC	5351 State Route 30	Greensburg	Pennsylvania	15601	(724) 836-1648
PA889-01	SHREEJISAAMAN LLC	1283 Motel 6 Drive	Washington	Pennsylvania	15301	(724) 798-0091
PA894-02	SHREE JI MAHANT LLC	1500 Sterling Street	Altoona	Pennsylvania	16602	(814) 902-7026
RI029-02	FAME AND JOY LLC	31 W. Main Road	Middletown	Rhode Island	02842	(401) 847-2735
SC124-03	K & JRD, LLC	494 Beltline Blvd.	Columbia	South Carolina	29205	(803) 738-1642
SC154-09	SHREE GOPINATH, INC.	499 Piney Grove Rd.	Columbia	South Carolina	29210	(803) 798-0500
SC389-03	MA DURGA, LLC	97 Ladson Street	Walterboro	South Carolina	29488	(843) 538-8964
SC423-08	SIDDEHSHWAR, INC.	2070 New Cut Rd.	Spartanburg	South Carolina	29303	(864) 541-7750
SC457-01	SHRI, INC	102 Bolt Dr	Laurens	South Carolina	29360	8646811153
SC471-02	ISLAND HOSPITALITY GROUP, LLC	863 Sea Island Parkway	Saint Helena Island	South Carolina	29920	(843) 838-5022
SC475-01	ANIL PATEL	2311 Ashley Phosphate	North Charleston	South Carolina	29406	(843) 572-2228
SC485-01	RAJKRUPA, LLC	4515 Clemson Blvd	Anderson	South Carolina	29621	(864) 226-7236
SC517-02	YOGIVINAYAK, LLC	1415 John C. Calhoun Dr.	Orangeburg	South Carolina	29115	(803) 531-4603
SC529-01	PALMETTO INN OF UNION, LLC	1235 S. Duncan Bypass	Union	South Carolina	29379	(864) 427-5682
SC562-01	SKYLINE HOSPITALITY INC.	901 East Main Street	Walhalla	South Carolina	29691	(864) 638-2585
SC616-01	SHIMA AND ANA, INC.	1210 Camden Hwy.	Sumter	South Carolina	29153	803-469-9210
SD020-05	JAY KALI HOSPITALITY, LLC	908 Madill St, SR 40 E.	Keystone	South Dakota	57751	605-857-8783
SD041-05	SMS, L.L.C.	1313 South Ohlman	Mitchell	South Dakota	57301	605-996-6647
SD079-02	SAKARIA HOTEL GROUP LLC	1313 N Lacrosse St	Rapid City	South Dakota	57701	(605) 348-3313
SD125-02	ABDUL LLC	801 S Main Street	Plankinton	South Dakota	57368	605-942-7722
TN038-06	SHIV OF MEMPHIS, LLC	5119 American Way	Memphis	Tennessee	38115	(901) 363-4800

TN061-04	JAYANTI PATEL BALGIRDHAR	893 Murfreesboro Pike	Nashville	Tennessee	37217-1114	(615) 361-6830
TN163-03	HOSPITALITY, LLC	196 Providence Rd.	Denmark	Tennessee	38391	(731) 256-0320
TN193-04	SAI KRIPA, INC.	650 Wade Circle	Goodlettsville	Tennessee	37072	6158591416
TN194-04	COLLINS COM1, LLC	123 Luyben Hills Rd	Kingston Springs	Tennessee	37082	(615) 903-9046
TN229-03	NORTHGATE LODGING CLARKSVILLE, LLC	111 Westfield Dr.	Clarksville	Tennessee	37040	9316476144
TN379-02	JENIL & JANVI HOSPITALITY, LLC	916 West Market Street	Bolivar	Tennessee	38008	(731) 658-7888
TN403-05	NEIL MISTRY	731 South Main Street	Sweetwater	Tennessee	37874	(423) 337-6646
TN413-04	JAI GANESHA, LLC	5768 Old Hickory Blvd.	Hermitage	Tennessee	37076	615-889-5060
TN538-01	JAY SHREE GIRDHAR HOSPITALITY, LLC	1300 Plaza Drive	Smyrna	Tennessee	37167	(615) 355-6161
TN545-06	KRUPA, NANCY INVESTMENT, LLC	1055 E. Christi Drive	Dickson	Tennessee	37055	(615) 740-0074
TN608-02	AJK HOSPITALITY, LLC	1199 Linden Avenue	Memphis	Tennessee	38104	(901) 726-4171
TN696-03	SHAY ASSOCIATES	814 Brakebill Road	Knoxville	Tennessee	37924	(865) 246-3600
TN727-02	ESHANYA TN HOSPITALITY, LLC	2239 N Hollywood Drive	Jackson	Tennessee	38305	(731) 668-4840
TN793-02	RIA, LLC	95 Wallace Road	Nashville	Tennessee	37211	615-315-5335
TN815-02	SHIV SHAKTI, LLC	610 NW Broad St	Murfreesboro	Tennessee	37130	615-893-0550
TN880-01	AACH ENTERPRISE, GP	1415 Bryson Road	Ardmore	Tennessee	38449	931-468-2594
TN950-03	Karamah Hospitality, LLC	336 Henderson Chapel Road	Pigeon Forge	Tennessee	37863	(865) 908-1244
TX076-08	SINGH & SINGH, LLC	2925 West Washington Street	Stephenville	Texas	76401	(254) 965-7162
TX191-03	DIAMOND MANAGEMENT	2900 N. I-35	Austin	Texas	78705-3404	5124776395
TX208-04	JAY GURUDEV LP	1209 I-35 N	New Braunfels	Texas	78130	(830) 629-6991
TX233-04	SHREE DASHA MAA, LLC	17011 East Freeway	Channelview	Texas	77530	(281) 457-2966
TX310-07	AUSTIN LODGING, LLC	6201 US 290 E.	Austin	Texas	78723	5124284494
TX443-08	MTAG LLC	5105 North Stateline Ave.	Texarkana	Texas	75501	(903) 306-1010
TX448-04	N.K. PATEL AND U.N. PATEL PARTNERSHIP	6712 Morningside Drive	Houston	Texas	77030	(713) 663-6200

TX554-03	BHAGVAN, INC	6500 Enrique M. Barerra Prkwy	San Antonio	Texas	78227	210-674-1511
TX639-03	CHINTAMANI HOSPITALITY, LLC	4760 Sherwood Ln.	Houston	Texas	77092	(713) 686-5525
TX764-03	HARI, LLP	5224 IH-37 North	Corpus Christi	Texas	78407	(361) 883-6161
TX815-02	HEMAXI CORPORATION	1832 North I - 35 E.	Carrollton	Texas	75006	972-245-9900
TX859-04	SHRI ASHTAVINAYAK, LLC	10950 Laureate Dr.	San Antonio	Texas	78249	210-249-4800
TX861-01	ANKUR HOSPITALITY, INC	9717 West FM 1960 Bus. Road	Humble	Texas	77338	(281) 446-5001
TX982-01	JUNCTION HOTEL PARTNERS, LP	2343 North Main Street	Junction	Texas	76849	(325) 446-4588
TX991-03	R K LODGING INC	400 S. U.S. Hwy 181 Bypass	Beeville	Texas	78102	361-358-4000
TXA42-05	HH&Q MANAGEMENT LLC	1610 West Nugent Ave	Temple	Texas	76504	(254) 770-1100
TXA61-04	SOUTHERN US STATES INVESTMENTS LLC	203 Outlet Drive	Hillsboro	Texas	76645	(254) 582-8804
TXC87-03	SARJUDAS ENTERPRISES LLC	3501 East Division Street	Arlington	Texas	76011	(817) 710-0300
TXC91-05	HOLLYSTONE, LLC	2103 North Interstate 35	Gainesville	Texas	76240	(940) 665-7737
TXD15-07	254 GROUP, LLC	711 E. Camp Wisdom Rd.	Duncanville	Texas	75116	(972) 354-1546
TXF64-01	SAN JUAN INN, LLC	112 West Expressway 83	San Juan	Texas	78589	956-782-1510
TXF92-02	GAYATRI ENTERPRISES, INC.	6107 Broadway Street	Galveston	Texas	77551	(409) 740-2491
TXH19-01	AEP INVESTMENTS LLC	239 E Gibson Street	Jasper	Texas	75951	(409) 384-9021
TXH28-01	DILIP V. PATEL	17715 Westfield Place Dr.	Houston	Texas	77090	832-446-6316
TXH31-01	PARVATI HOSPITALITY, INC.	2042 Houston Blvd.	South Houston	Texas	77587	(713) 943-8191
TXI06-01	BHAKTA LIMITED PARTNERSHIP	909 S Frio Street	San Antonio	Texas	78207	(210) 212-5054
TXI44-03	SHREE ISHWAR CORPORATION	2501 E Main Street	Gatesville	Texas	76528	(254) 865-2281
TXK01-01	HUNTSVILLE HOST LLC	124 I-45 North	Huntsville	Texas	77320	936-755-6033
TXK36-01	S.A. HOSPITALITY LLC	6500 Hwy 21 East	Hemphill	Texas	75948	409-527-6988
TXK48-01	GANESH HOTEL, INC.	1510 I 35 N	Waco	Texas	76705-2467	(254) 799-0244

TXK96-03	JAAP HOSPITALITY GROUP, LLC	1507 Highway 287 S	Decatur	Texas	76234	(940) 627-6262
TXL69-01	JAY ASHAPURI MAA HOSPITALITY INC.	3838 Hwy 73	Port Arthur	Texas	77642	(409) 983-7255
TXL97-01	THE GREAT AMERICAN HOSPITALITY LLC	209 N Interstate 35 Frontage Rd	Georgetown	Texas	78628	512-863-5572
TXM26-01	MANN HOSPITALITY LLC	405 Hwy 36 N	Caldwell	Texas	77836-7568	(979) 567-4661
TXM35-01	NL LLC	1200 W Cameron Ave	Rockdale	Texas	76567-2722	(512) 446-2575
TXM73-01	RUSHI INVESTMENT CORPORATION	111 Interstate 20 Frontage Rd	Weatherford	Texas	76087	(817) 550-6890
UT047-06	MAA BLANDING HOSPITALITY, LLC	711 S. Main St.	Blanding	Utah	84511	(435) 678-3271
UT102-06	MAA HOSPITALITY, LLC.	649 North Main St.	Monticello	Utah	84535	(435) 587-2489
UT135-01	PRINAY INC	650 W State St	Hurricane	Utah	84737	(435) 635-4010
UT144-02	SPANISH FORK HOSPITALITY, LLC	70 South 200 West	Kanab	Utah	84741	(435) 644-5500
UT151-02	STEPHEN FLANDERS	25 E SR 24	Caineville	Utah	84775	4354569900
UT178-02	SHIV INC	323 South Main Street	Cedar City	Utah	84720	(435) 586-6557
UT184-02	VIJAY INC	420 E St George Blvd	Saint George	Utah	84770	4356736181
UT199-01	BRYCE HOTEL, LLC	3090 UT-12	Panguitch	Utah	84759	435-676-8886
UT231-01	TORRY HOSPITALITY LLC	605 Independence Dr	Big Water	Utah	84741	(435) 675-5846
VA044-06	CHANDRA, INC.	309 Page Street	Williamsburg	Virginia	23185	7572291855
VA145-11	R&J HOLDING COMPANY, INC.	25297 Lankford Hwy.	Onley	Virginia	23418	(757) 787-7787
VA191-05	PARMESWARI, LLC	1850 E. Little Creek	Norfolk	Virginia	23518	(757) 588-8888
VA202-06	WILLIS HOTEL, LLC	2125 Willis Rd.	Richmond	Virginia	23237	804-271-6031
VA292-03	Mahalaxmi Hotel LLC	1005 Pacific Avenue	Virginia Beach	Virginia	23451	(757) 428-3462
VA303-03	SUNJAL CORPORATION	7224 Merrimac Trail	Williamsburg	Virginia	23185	(757) 229-0400
VA489-05	MK HOSPITALITY LLC	5203 Williamsburg Rd	Sandston	Virginia	23150	(804) 222-6450
VA567-01	HASMUKH PATEL & RANJAN PATEL	7300A West Broad Street	Richmond	Virginia	23294	(804) 726-9970
VA581-01	UMIYA, INC.	303 North Main Street	Galax	Virginia	24333	(276) 236-5127
VA658-03	BRISTOL1, LLC	2221 Euclid Ave	Bristol	Virginia	24201	(276) 644-3570

VA774-01	DK HOSPITALITY LLC	3207 N. Arthur Ashe Boulevard	Richmond	Virginia	23230	804-359-0776
VT041-01	SHREE INC	138 North Main Street	Rutland	Vermont	05701	802-735-0135
VT054-02	ROSHNI, LLC	115 Woodstock Avenue	Rutland	Vermont	05701	8027790036
VT070-01	SAI RAM, LLC	593 Rockingham Road	Bellows Falls	Vermont	05101	(802) 463-4536
WA071-03	SHREEJI ENTERPRISES LLC	40 N E Second St	Stevenson	Washington	98648	5094275628
WA075-03	R.R. MOTELS, INC.	2930 S. 176th St.	SeaTac	Washington	98188	(206) 246-9300
WA115-02	ICHIBAN HOLDINGS, LLC	122 North Main St	Omak	Washington	98841	509-826-0400
WA139-03	GDS INVESTMENTS, INC.	6309 East Broadway	Spokane	Washington	99212	5095357185
WA154-07	PACIFIC HOTELS, INC	3100 Pacific Highway East	Fife	Washington	98424	(253) 922-9520
WA185-02	WELCOME INN, LLC	232 N. Wenatchee Avenue	Wenatchee	Washington	98801	(509) 663-7121
WA239-02	SJ HOSPITALITY LLC	20 W. Houston Ave	Spokane	Washington	99208	(509) 467-6672
WA259-01	APEX HOSPITALITY INC	11504 NE 2nd Street	Vancouver	Washington	98684	3602544511
WA276-02	Rajiv Sauson	1223 N 1st Street	Yakima	Washington	98901	(509) 317-2249
WA282-01	SHERGILL SUNNYSIDE MOTEL, LLC	408 Yakima Valley	Sunnyside	Washington	98944	(509) 837-7878
WA292-03	Basin Street Motel, Inc	31 S Basin Street SW	Ephrata	Washington	98823	5097544651
WA299-01	NIJJER HOSPITALITY LLC	1520 N Oregon Ave	Pasco	Washington	99301	(509) 546-2010
WA343-01	FEDERAL WAY MOTOR INN LLC	1334 Roosevelt Ave E	Enumclaw	Washington	98022	3608251626
WI005-02	GRAND HOTELS, INC	4845 HAYES ROAD	Madison	Wisconsin	53704	6082491815
WI024-07	STEVENS POINT LODGING GROUP, LLC	300 Division St. N.	Stevens Point	Wisconsin	54481	(715) 997-9097
WI073-03	NRJ HOLDINGS, LLC	525 Memory Lane	Antigo	Wisconsin	54409	(715) 623-0506
WI078-06	ABBY GROUP, INC.	300 East Elderberry Road	Abbotsford	Wisconsin	54405	7152233337
WI098-03	KRISHNA HOTELS 2, INC.	1738 Comfort Drive	Tomahawk	Wisconsin	54487	(715) 453-8900
WI121-01	SIDHIVANAYAK, LLC	4400 S. 27th Street	Milwaukee	Wisconsin	53221	(414) 817-5004
WI287-01	LAXMIJIKRUPA, LLC	3920 W College Avenue	Appleton	Wisconsin	54914	(920) 734-6070
WI315-01	GEORGE SHEETS AND BONITA SHEETS	667 W. Kemp Street	Rhinelander	Wisconsin	54501	7153695880
WI378-01	HRK HOTELS, LLC	7221 122 Ave.	Kenosha	Wisconsin	53142	(262) 857-2622
WI403-07	MCBAIN ENTERPRISES, INC	2956 Milwaukee Rd.	Beloit	Wisconsin	53511	(608) 364-4000

WV118-05	TINA & TINA HOSPITALITY, LLC	1339 Highland Avenue	Williamstown	West Virginia	26187	(304) 375-4112
WV145-01	RONALD MARCUS	741 E Washington St	Charles Town	West Virginia	25414	(304) 725-2081
WV166-01	WELCOME CHARLESTON INC.	330 Goff Mountain Road	Cross Lanes	West Virginia	25313	(681) 217-1811
WY056-03	KESHAVJI LLC	1500 West Spruce Street	Rawlins	Wyoming	82301	(307) 324-2905
WY068-02	MAVERICK ENTERPRISES, INC.	150 East Main Street	Lander	Wyoming	82520	(307) 332-3940
WY069-02	WILDER ENTERPRISES, LLC	1919 17th Street	Cody	Wyoming	82414	3075874201
WY090-02	Sanderi Hospitality 1, LLC	611 West Main Street	Riverton	Wyoming	82501	(307) 856-2900
WY091-03	TWIN HOSPITALITY, INC.	1704 North Main Street	Sheridan	Wyoming	82801	(307) 672-2439
WY101-01	AMERICA WEST MOTELS, LLC	12500 I-80 East	Cheyenne	Wyoming	82009	307-635-7799
WY106-01	610 HART, LLC	610 E Hart Street	Buffalo	Wyoming	82834	(307) 684-5505

EXHIBIT P

RODEWAY FRANCHISES WHO LEFT THE SYSTEM BETWEEN JANUARY 1, 2020 AND DECEMBER 31, 2020

Sarvaprintsingh	Chavla	401 N. Main Street	Pearisburg	Virginia	24134	5409981251
Rajan	Patel	19793 I-10 West	San Antonio	Texas	78257	2106983991
Kuldeep	Mand	3860 Lake Tahoe Boulevard	South Lake Tahoe	California	96150	530-318-9060
Mahesh	Patel	6125 Forest River Drive	Fort Worth	Texas	76112	5015707915
SURAJ C	BHAKTA	211 N.W.W. White Road	San Antonio	Texas	78219	
Jayesh	Patel	18543 Yorba Linda Blvd #328	Yorba Linda	California	92886	3237077934
Dharmesh	Patel	2700 West Broadway Street	Ardmore	Oklahoma	73401	4057871350
Shirish	Patel	817 W. Capitol Ave	West Sacramento	California	95691	9163716983
Yogita	Patel	2502 W loop 306	San Angelo	Texas	76904	325-944-2578
Min Soo	Park	17328 34th Pl, W	Lynnwood	Washington	98037	4257420278
Yatish	Nathraj		Anaheim Hills	California	92808	
Kanu	Dumbhalia	146 US Highway 11 and 80	Meridian	Mississippi	39301	6018803001
Nikhil	Merchant	1733 East Chocolate Avenue	Hershey	Pennsylvania	17033	7175334533
Pankaj R.	Bhagat	1001 North General Bruce Drive	Temple	Texas	76504	6035429567
Ghanshyam C.	Patel	1516 HWY. 29 NORTH	Concord	North Carolina	28025	7047823960
TEJASH M.	PATEL	28049 South Wixom Road	Wixom	Michigan	48393	
Dilip	Denapiya	1235 South Main Street	Yreka	California	96097	3108375366
Samirkumar	Patel	905 Terramore Lane	Waxhaw	North Carolina	28173	770-756-2017
Rajesh	Patel	1504 Nashville Hwy	Columbia	Tennessee	38401	9313813297
Dinesh	Rama	1838 E. Patrick Ln.	Phoenix	Arizona	85024	5132418971
Dhaval	Patel	110 Perimeter Road	Perry	Georgia	31069	2298861146
Umesh	Bhakta	2200 W. Wyatt Earp Blvd	Dodge City	Kansas	67801	6202278146
HOSANG	YOO	1500 Atlantic Ave	Woodland	Washington	98674	
Ashish	Sangani	225 W. Squantum Street Suite 200	Quincy	Massachusetts	02169	6177703722
Muljibhai	Chaudhari	1724 South 1050 West	Vernal	Utah	84078	4357816315
Ankit	Desai	5301 E End Blvd.	Marshall	Texas	75672	8607095885
Vijay	Patel	2684 State 371 SW	Pine River	Minnesota	56474	
Champ	Patel	9700 Fairfax Blvd.	Fairfax	Virginia	22031	
Mahekkumar	Patel	1950 South Range Ave	Colby	Kansas	67701	7856725571

Tarandeep	Kaur	20 SE Wyoming Blvd	Casper	Wyoming	82609	307-277-8494
JOHN	LEE	103 Manitou Ave	Manitou Springs	Colorado	80829	
Narendra	Dolia	146 Highway 11 & 80	Meridian	Mississippi	39301	6014824400
Roger	Guzman	9655 W Colfax Blvd	Lakewood	Colorado	80215	3034330452
Vikram	Patel	5 Whippoorwill Ct.	Roselle	Illinois	60172	8156902681
Rutvij (Rick)	Munshi	11490 Lake Lane	Chisago	Minnesota	55013	6512578088
Radhesh	Patel	890 Ross Place	Lavonia	Georgia	30553	7063562268
Erfina	Khan	1324 N. Crawford Ave	Hardin	Montana	59034	4066651870
Jagrutiben	Patel	817 W. Capitol Avenue	W. Sacramento	California	95691	9163716983
Jayesh	Kumar	2010 N. Highland Ave	Hollywood	California	90068-3239	3238744300
Satish	Bhakta		Fort Scott	Kansas	66701	6202230100
Martin	Patel	9370 Main Street	Clarence	New York	14031	7167716285
J.D.	Desai	773 St. Andrews Road	Columbia	South Carolina	29210	8037727275
VIRAL	PATEL	2711 S Interstate 35	Austin	Texas	78741	
Laxman	Parmar	239 Russell Street	Hadley	Massachusetts	01035	4135849816
Vipinchandra	Patel	6750 IH20 Exit #349	Ranger	Texas	76470	9726471176
Hitesh	Rawal	20 Clark Rd	Tilton	New Hampshire	03276	6032199663
Hamid	Hursan	200 WEST 48TH AVE	Denver	Colorado	80216	3032964000
Himanshu	Sarvaiya	5100 E La Palma Ave #201	Anaheim	California	92807	8883625894
VINCENT	CHEUNG	5432 David Drive	Kenner	Louisiana	70065	
Tarpan	Patel	2815 Monroe Ave	Rochester	New York	14618	5852718400
Viren	Vaidya		Manchester	Tennessee	37355	9317289530
Alpesh	Khushal	235 South Wymore Road	Altamonte Springs	Florida	32714	4078622800
Syed	Raza	3207 County Road 211	Kingdom City	Missouri	65262	5736427745
Yogesh	Panchal	310 West 23rd Street	Fremont	Nebraska	68025	4027214310
Joginder	Chumber	108 Prospector Drive	Ogalalla	Nebraska	69153	3082842056
Viraj	Patel	1 Schoolhouse Landing	East Granby	Connecticut	06026	8607185995
Francisco	Martinez-Miyashiki	555 NE 15th Street #100	Miami	Florida	33132	3055767800
Ajit	Patel	1400 Little Elm Trail	Cedar Park	Texas	78613	5127666116
Ashok	Bhojwani	37 Melbloum Lane	Edison	New Jersey	08837	8604420631

Mukesh	Bhakta	2224 N White Sands Blvd	Alamogordo	New Mexico	88310	0
Arun	Butta	205 SE Dorion Avenue	Pendleton	Oregon	97801	3605280374
Mehdi	Turabi	1909 Harper Rd.	Beckley	West Virginia	25801	7066314616
Gaurang	Jariwala	1600 Matso Drive	Toms River	New Jersey	08753	2.02E+12
Ryan	Nofar	1145 W. Maple Rd. Clawson, MI 48017	Clawson	Michigan	48017	2487983828
Sanjay (Sam)	Patel	1325 Old Walker Chapel Road	Fultondale	Alabama	35068	2052592160
Ila H.	Patel	7508 WEST 63RD STREET	Shawnee Mission	Kansas	66203	9132629600
Jayshriben	Kothiya	142 Skyros Loop	Cary	North Carolina	27519	5516894715
KAUSHIK	PATEL	788 Spruce Street	Leavenworth	Kansas	66048	
AMAN	PATEL	10620 Emmett F Lowry Expy	Texas City	Texas	77591	
Jeffrey	Good	1351 Silhavy Road Suite 100	Valparaiso	Indiana	46383	2194626265
Kiran	Doshi	2501 Manchester	Valparaiso	Indiana	46385	2194627300
Rajendra	Patel	13726 Olive Drive	Hagerstown	Maryland	21740	3019919931
Andrew	Fausak	1001 Iowa Ave W	Marshalltown	Iowa	50158	214-636-5857
SAGAR N	PATEL	600 Enterprise Drive	Lewis Center	Ohio	43035	
Jignesh	Patel		Freeport	Maine	04032	000000000
Neelam	Bhakta	820 S. I-35 E.	Denton	Texas	76205	9403870591
Kevin	Havey	60 N. State Street	Salina	Utah	84654	000-000-0000
Danish	Patel	7324 Shallowford Road	Chattanooga	Tennessee	37421	8653847252
MAHESH	PATEL	2929 N Central Expwy Suite 240	Richardson	Texas	75080	
Mihir (Mark)	Patel	1150 Grand Blvd	Kansas City	Missouri	64106	8166683945
Meenesh	Bhoola	1600 Matso Drive	Toms River	New Jersey	08573	9732163935
Chirag	Patel	118 Tobias Road	Vinton	Virginia	24179	5408154778
DJ	Rathod	1401 Harborth Ave.	Three Rivers	Texas	78071	(361) 786-3563

EXHIBIT Q

March 21, 2021

Lender Name
Lender Address
Lender Address
Attention: Lender contact name/title

Re: **«Contract_Brand» «Contract_Product» «Contract_Property» - «Contract_Contract_ID»**
«Contract_Property_Address_for_ChoiceMap» (the "Hotel")

Dear Lender:

Choice Hotels International, Inc. ("Franchisor") and **«Customer_Customer_Name»** ("Franchisee") are parties to a Franchise Agreement dated **«Contract_EffectiveExecution_Date»** (as amended, the "Franchise Agreement"). The Franchise Agreement permits Franchisee to operate the Hotel as a **«Contract_Brand» «Contract_Product»**® hotel.

As of the date of this letter agreement, the Franchise Agreement is in full force and effect, Franchisee is in good standing with Franchisor, and Franchisor has issued no notice of default under the Franchise Agreement which has not been cured; and to the best of Franchisor's knowledge and belief, Franchisee is not currently in default of the Franchise Agreement. "Franchisor's knowledge" means the actual knowledge of obvious Hotel operational matters regularly reviewed by company employees who have given their attention to such matters in the ordinary course of business and does not include any investigation by those employees or others of other matters or beyond their usual and customary reviews of the Hotel, nor does it include constructive notice of matters or information located in public or Hotel records. "Default" means matters which have been the subject of an actual notice of default under the Franchise Agreement and does not include matters which are or may be in process, under discussion, or otherwise addressed.

_____ ("Lender") and Franchisee have informed Franchisor that Lender has issued a commitment to loan funds (the "Loan") to Franchisee to be used for the direct benefit of the Hotel and secured by the Hotel.

Lender and Franchisee have requested that Franchisor enter into this letter agreement (the "Comfort Letter") and have submitted the nonrefundable current processing fee. The undersigned parties agree as follows:

1. Opportunity to Cure Defaults.

(a) Notice and Cure Period. Franchisor will copy Lender on any notice of default or termination issued to Franchisee under the Franchise Agreement. To the extent any default is curable, Lender shall have the right, but not the obligation, to cure the default within a cure period of fifteen (15) calendar days for monetary defaults or forty-five (45) days for non-monetary defaults beyond the expiration of the cure period, if any, given to Franchisee ("Lender's Cure Period"). The Lender must notify Choice in writing of their intent to cure within the original cure period, if applicable.

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(b) Non-Monetary Default Requiring Possession to Cure. If the default is a non-monetary default which Lender can only cure by acquiring ownership of the Hotel (an "Acquisition"), Lender may have an additional one hundred eighty (180) calendar days ("Additional Period") commencing at the expiration of Lender's Cure Period to complete the Acquisition, through foreclosure or other appropriate proceedings. If requested by Lender, Franchisor may extend the Additional Period, at Franchisor's determination taking into consideration the period of time that may be necessary to complete the foreclosure or other proceeding in the applicable jurisdiction and any period of time during which such action has been stayed or enjoined. To request the Additional Period, Lender must: (i) notify Franchisor no later than the date it commences proceedings (or promptly after action is stayed or enjoined) that Lender wants the Additional Period; (ii) commence proceedings within Lender's Cure Period and diligently prosecute such proceedings to completion; and (iii) comply with the obligations of Franchisee under the Franchise Agreement not being performed by Franchisee during the Additional Period including payment of all monetary obligations but excluding those obligations which can only be performed by Franchisee or which Lender cannot perform without ownership of the Hotel.

(c) Foreclosure. If Lender commences a foreclosure or other proceeding intended to result in the Acquisition but Franchisor has not issued a default notice to Franchisee or Lender has cured Franchisee's default during Lender's Cure Period, Lender may exercise the rights under this Comfort Letter if Lender (i) notifies Franchisor of its proceeding as required by this Comfort Letter and confirms its intention to proceed under the terms of this Comfort Letter and (ii) subsequently completes its Acquisition within one hundred eighty (180) calendar days of the date Lender commenced its proceeding (as such one hundred eighty (180) day period may be extended by Franchisor in its determination if requested by Lender, which determination shall take into consideration the period of time required to complete a foreclosure in the applicable jurisdiction, and any period of time in which Lender's action has been stayed or enjoined). Lender must also comply with the obligations in Paragraph 1(b)(iii) while the Acquisition is pending. Franchisor acknowledges and agrees that an Acquisition shall not be deemed a sale or lease of the Hotel under the Franchise Agreement, nor a violation of any control or transfer provisions of the Franchise Agreement, and shall not be subject to any right of first refusal or right of first offer contained in the Franchise Agreement.

(d) Franchisor's Rights to Terminate Franchise Agreement. Notwithstanding any other provision of this Comfort Letter, and without limiting Franchisor's rights under the Franchise Agreement, Franchisor may terminate the Franchise Agreement if any of the following occur: (i) Franchisee's default or any subsequent default, in the sole opinion of Franchisor, damages the image or reputation of Franchisor or any brand name owned and/or licensed by Franchisor; (ii) Franchisor is required to terminate the Franchise Agreement by court order or action of any trustee in bankruptcy or debtor in possession of the Hotel; (iii) the Additional Period expires without other arrangements, satisfactory to Franchisor in its sole discretion, having been entered into between Franchisor and Lender, or (iv) Franchisor has the right to terminate the Franchise Agreement without cause under Section 3 of the Franchise Agreement

(e) Expiration of Franchise Agreement. Nothing in this Comfort Letter will extend the Franchise Agreement beyond its stated Term.

2. Elections Upon Lender Acquisition.

(a) Election Not to Operate. If Lender completes its Acquisition before the expiration of the applicable time periods set forth in Paragraph 1, Lender may elect not to continue operating the Hotel under the terms of the Franchise Agreement. In such event, Lender must give written notice to Franchisor within thirty (30) calendar days after the Acquisition of its election not to operate. Upon receipt by Franchisor of such notice, Franchisor shall terminate the Franchise Agreement in accordance with the terms thereof. Upon such termination of the Franchise Agreement pursuant to this Paragraph, Lender shall not be liable for any termination fees or liquidated damages for early termination. Lender shall be solely liable for all fees and obligations of Franchisee that accrued during the time period from the date of the Acquisition through the date of Lender's notice not to operate, and Lender shall be responsible for complying with the de-identification obligations contained in the Franchise Agreement.

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(b) Election to Operate. If Lender completes its Acquisition before the expiration of the applicable time periods set forth in Paragraph 1 and Lender elects to continue operating the Hotel as a **«Contract_Brand» «Contract_Product»** hotel, Lender may, by notice and payment to Franchisor of an affiliation fee in the amount of $15,000 by no later than thirty (30) days after the Acquisition, elect to enter into a new franchise agreement on Franchisor's then-current form. Lender and Franchisor will execute the new franchise agreement within thirty (30) days of Lender's Acquisition. Such franchise agreement shall be dated as of the later of (i) the date that Lender acquired the Hotel or (ii) the date that we sign the new franchise agreement. Additionally, in connection with a new franchise agreement pursuant to this Paragraph 2(b)., Lender shall: (a) comply with any renovation or upgrading requirements that are set forth in the new franchise agreement, and (b) cure any quality, service, monetary or other deficiency in Franchisee's prior performance of obligations under the Franchise Agreement; however, Lender shall not be liable for any termination fees or liquidated damages. Lender will, within ten (10) business days after the request by Franchisor, provide Franchisor all information necessary for Franchisor to determine that Lender is not a Sanctioned Person as defined in Paragraph 10(a) herein. If Lender fails to timely execute and deliver to Franchisor the franchise agreement, Franchisor shall have the unrestricted right to terminate the Franchise Agreement.

The conditions contained in the Section 9 transfer provisions of the Franchise Agreement relevant to a new franchisee as determined appropriate by Franchisor shall apply with respect to the transfer to Lender, including but not limited to submission by Lender of its ownership structure, evidence of ADA compliance and evidence of insurance. Any renovation requirements imposed by Franchisor will not exceed those which Franchisor could have imposed had Franchisee remained as the Franchisee under the Franchise Agreement. Lender must diligently cure all defaults which it could not cure before the Acquisition under the terms of Paragraph 1(b), except for personal and non-curable defaults as defined below, within the time period determined by Franchisor based on the nature of the default and/or the condition of the Hotel at the time of Lender's Acquisition. The term "personal and non-curable defaults" as used in this Paragraph shall mean such defaults that (i) occurred before the date of Lender's Acquisition; (ii) are non-curable; (iii) are purely personal to Franchisee (*e.g.*, failure to provide adequate notice or past failure to maintain Franchisee's company status); and (iv) are unrelated to the operation of the Hotel.

3. Receivership. If a receiver is appointed by court order to operate the Hotel, and Lender desires the Hotel to continue to be operated as a **«Contract_Brand» «Contract_Product»** hotel, Lender may, by notice and payment to Franchisor of a non-refundable $7,500 administrative fee within thirty (30) days of receiver's appointment and subject to Paragraph 2(b) above, elect to have receiver enter into an assumption of the franchise agreement on Franchisor's then-current form. The receiver must execute an assumption of the Franchise Agreement within thirty (30) days of receiver's appointment. Before Franchisor approves such assumption of the Franchise Agreement pursuant to this Paragraph 3, (i) Franchisor, Lender and receiver must reach agreement concerning the cure of any quality, service or other deficiencies in Franchisee's prior performance of its obligations under the Franchise Agreement, including any deficiencies under any other agreements with Franchisor and/or its affiliates relating to the Hotel but excluding liquidated damages; (ii) receiver must enter into an assumption of the Franchise Agreement containing all terms required by Franchisor, which will be dated as of receiver's possession date; and (iii) receiver must specifically be authorized by court order to operate the Hotel and enter into and comply with the agreements referenced in subsection (ii) above.

4. Notifications to Franchisor. Lender agrees to notify Franchisor: (i) contemporaneously with commencement of foreclosure proceedings regarding the Hotel; (ii) contemporaneously with the filing of any petition for appointment of a receiver, to obtain the entry of an order for relief, or take any action under federal or state bankruptcy laws or similar laws with regard to the Hotel; (iii) contemporaneously with the acceptance of a deed for the Hotel in lieu of foreclosure; and (iv) promptly, after taking ownership, possession or control of the Hotel, directly or indirectly, in any manner. Lender's notice to Franchisor must identify the court in which any such action referred to in subsection (i) or subsection (ii) is or will be filed. Lender shall promptly notify Franchisor in writing of the commencement by another party of

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foreclosure proceedings or the filing of an action for the appointment of a receiver or petition for relief under state or federal bankruptcy laws after Lender receives notice of commencement of such proceedings.

5. **No Consent to Assignment of Franchise Agreement.** Lender and Franchisee acknowledge and agree that any current and any future collateral assignment, pledge, grant of a security interest or other transfer to Lender or its Affiliates of any interest in the Franchise Agreement: (i) has not been and will not be consented to by Franchisor; (ii) does not and will not affect Franchisor's rights under the Franchise Agreement; (iii) does not and will not grant Lender or any person gaining ownership or possession of the Hotel any rights under the Franchise Agreement or with respect to the license granted thereunder, including the right to operate the Hotel as a **«Contract_Brand» «Contract_Product»** hotel; and (iv) is and will be limited by the terms and conditions of this Comfort Letter. If the Hotel is acquired by anyone other than Lender neither Lender nor Franchisee will have the right or authority to sell, convey, assign or in any manner transfer any rights under this Comfort Letter or under the Franchise Agreement without the prior written consent of Franchisor. Lender's only rights with respect to the Franchise Agreement and the license granted thereunder, including the right to operate the Hotel as a **«Contract_Brand» «Contract_Product»** hotel, are stated in this Comfort Letter.

6. **Subsequent Sale.** Any subsequent sale, assignment or transfer of the Hotel by Lender to a third party who desires to continue to operate the Hotel as a **«Contract_Brand» «Contract_Product»** Hotel must be in accordance with the transfer and assignment provisions of the Franchise Agreement, which require, among other things, submission of a relicensing application, payment of an affiliation fee, and payment of all amounts due to Franchisor. Franchisor will require the transfer applicant to sign the then-current form of franchise agreement, which will include a new property improvement plan.

7. **No Claims.** Franchisor may discuss with Lender or its designee the status of the Hotel, the Franchise Agreement, the terms of any agreement contemplated by this Comfort Letter and any of the matters to which Lender is entitled to notice. Franchisor and its respective owners, affiliates, agents, employees, officers, directors, successors, assigns and representatives ("Released Persons") shall not be liable to any person for taking any action or providing any information required or contemplated by this Comfort Letter ("Comfort Letter Acts") and Franchisee, on behalf of itself and its owners, affiliates, agents, officers, directors, employees, representatives, successors and assigns, hereby releases the Released Persons of and from any and all actions, causes of action, suits, claims, demands, contingencies, debts, accounts and judgments whatsoever, at law or in equity, for any Comfort Letter Acts.

8. **Notices.** All notices required under this Comfort Letter shall be in writing, sent by certified mail, return receipt requested, or by Federal Express or other national express delivery service and addressed, if to Lender, to:

Lender name
Lender address
Lender address
Attention: Lender contact/title

if to Franchisee, to:

«Customer_Customer_Name»
«Licensee_Rep_Account_Billing_Address_Li»
«Licensee_Rep_Account_Billing_Address_Li1»
«Licensee_Rep_Account_Billing_Address_Li2»
«Licensee_Rep_Account_City», «Licensee_Rep_Account_StateProvince»
«Licensee_Rep_Account_ZipPostal_Code»
Attention: «Licensee_Rep_Contact»

If to Franchisor, to:

Choice Hotels International, Inc.
1 Choice Hotels Circle, Suite 400
Rockville, MD 20850
Attention: Legal Department

Any notice sent pursuant to this Comfort Letter shall be deemed to be given three (3) days after mailing or on the next business day after such notice is deposited with a national express delivery service.

9. Franchisee Estoppel and Release. As consideration for this Comfort Letter relating to the Loan, Franchisee hereby:

(a) certifies to Franchisor that the Franchise Agreement is in full force and effect, and no default, claim, breach, offset, defense to full and strict enforcement, waiver, or estoppel (collectively, a "**Claim**"), or condition that could with passage of time, giving notice or otherwise become a Claim, currently exists or has existed against Franchisor under the Franchise Agreement.

(b) agrees that this Comfort Letter will remain in full force and effect in favor of Lender with respect to the Loan, as the Loan may periodically be modified, amended, extended, supplemented, or restated.

(c) agrees that this Comfort Letter was provided to Lender at Franchisee's request.

(d) fully and forever releases, discharges, and agrees to indemnify, defend, and hold harmless Franchisor, its predecessors, successors and assigns and each of their respective former and present officers, employees, directors, shareholders, partners, members, parents, subsidiaries, affiliates, alter egos, representatives, agents, and attorneys (collectively, the "Released Parties"), from any and all Claims, demands, liens, actions, agreements, suits, causes of action, obligations, controversies, debts, costs, attorney's fees, expenses, damages, judgments, orders, and liabilities of whatever kind or nature in law, equity, or otherwise, whether now known or suspected which have, may or do exist ("Released Claims"), based on any facts, events, or omissions occurring before the execution of this Comfort Letter which arise out of, concern, pertain, or relate in any way to the subject matter of this Comfort Letter. Franchisee acknowledges that it may hereafter discover Claims presently unknown or unsuspected, or facts in addition to or different from those which it now knows or believes to be true, with respect to the matters released by this Comfort Letter. Nevertheless, Franchisee fully and finally settles and releases all such matters, and all Claims relative thereto, which do now exist, may exist or have existed between the Released Parties and Franchisee.

10. Lender Estoppel and Release. As consideration for this Comfort Letter relating to the Loan, Lender hereby:

(a) certifies to Franchisor that Lender is not a Sanctioned Person. "Sanctioned Person" means any person or entity (including financial institutions) who is: (i) or is controlled by or acting on behalf of the Government of any country subject to comprehensive U.S. sanctions in force and which currently include the Government of Cuba, Iran, North Korea, Sudan, and Syria ("Sanctioned Countries"); (ii) located in, organized under the laws of or ordinarily resident in Sanctioned Countries; and/or (iii) identified by any government or legal authority under applicable Trade Restrictions as a person with whom dealings and transactions by Lender and/or its affiliates are prohibited or restricted, including but not limited to persons designated under United Nations Security Council Resolutions, the U.S. Department of the Treasury's Office of Foreign Assets Control ("OFAC") List of Specially Designated Nationals and Other Blocked Persons; the U.S. Department of State's lists of persons subject to non-proliferation sanctions; the

European Union Financial Sanctions List; persons and entities subject to Special Measures regulations under Section 311 of the USA PATRIOT Act and the Bank Secrecy Act;

(b) agrees that this Comfort Letter shall remain in full force and effect in favor of Lender with respect to the Loan, as the Loan may periodically be modified, amended, extended, supplemented or restated; ***if Lender is a party to the existing LCL, add:*** and certifies to Franchisor that no Claim or condition that could with the passage of time, giving notice or otherwise, become a Claim by or through Lender, currently exists or has existed against Franchisor under the existing comfort letter;

(c) fully and forever releases and discharges the Released Parties from any and all Released Claims by or through Lender based on any facts, events, or omissions occurring before the execution of this Comfort Letter which arise out of, concern, pertain, or relate in any way to this Comfort Letter.

11. No Representations or Warranties. In no event shall this Comfort Letter or any other circumstances surrounding the provision of financing by Lender be construed to involve: (i) any representation by Franchisor that Franchisor endorses, approves, recommends or otherwise concurs in the financing; (ii) any guarantee or assurance by Franchisor that Franchisee or any other party to the Loan will be able to repay the Loan in accordance with its terms; (iii) any endorsement, approval, recommendation or concurrence in any financial projections submitted to Lender in connection with the Loan; or (iv) any endorsement, approval or recommendation of Franchisee's character or reputation. Franchisor's representation in the second paragraph of this Comfort Letter regarding the status of the Franchise Agreement pertains to the status of the Franchise Agreement as of the date of this Comfort Letter only. As a result, Lender acknowledges that Franchisor makes no representation that it has or has not issued any default notice after the date hereof, and Lender is not relying on any such representation (or absence of a representation) in making any decision or representation or warranty in connection with any material modification, securitization, or sale of the Loan.

12. Replacement Comfort Letter. Franchisor will issue a replacement comfort letter, substantially similar in form to Franchisor's then current comfort letter and then current fee if Lender (a)(i) appoints a third-party loan servicing agent to service the Loan, (ii) transfers the Loan to a successor mortgagee that is a financial institution in the business of routinely financing real estate transactions, or (iii) designates a trustee of a trust established in connection with the securitization of the Loan, provided that such transferee, designee, or appointee is not a Competitor, an affiliate of a Competitor, or a Person as defined in Section 19.k of the Franchise Agreement, and is not an affiliate of Franchisee, and (b) Franchisor receives a written request to issue a replacement comfort letter within sixty (60) days of the date of such appointment or transfer, setting forth the name, address of the entity for which the replacement comfort letter is requested, the name, address, telephone number and email address for the contact person for such entity, and the date of such appointment or transfer.

"Competitor" means an individual person who directly, or indirectly through an affiliate, owns or controls a hotel brand (or brands) and brands hotels through branded management, licensing and/or franchising (or similar means) for at least ten (10) hotels; provided, however, that a financial investor (such as an investment bank, private equity fund, pension fund, hedge fund or similar institution or any investor therein) shall not be deemed a competitor solely because of its financial investment in any competitor so long as either such financing investor is a passive investor or such financial investor is not actively involved in the day-to-day business operations of the brand and an appropriate and sufficient barrier is established to prevent such financial investor from receiving any confidential information of Franchisee, as applicable. In addition, a bank or other institutional lender that provides commercial financing to a competitor shall not be deemed a competitor solely because in the ordinary course of business it has financed a competitor, whether or not such financing results in, or has the potential to result in, such lender having control of a competitor as a result of the enforcement of remedies in the applicable financing documents, provided that such lender does not assume active management of the day to day operations of such competitor. Franchisor reserves the right to require representations and warranties or certifications that the conditions

in this Paragraph are satisfied prior to issuing any replacement comfort letter. Any such replacement comfort letter shall supersede and replace this Comfort Letter.

13. Possession of the Hotel. If Lender owns, controls or possesses the Hotel after termination of the Franchise Agreement for any reason and Lender has not entered into a franchise agreement with Franchisor pursuant to Paragraph 2(b) herein, Lender will (i) upon Franchisor's request immediately perform the requirements of the Franchise Agreement with respect to de-identifying the Hotel as a **«Contract_Brand» «Contract_Product»** hotel and (ii) indemnify, defend and hold harmless Franchisor and its affiliates from and against any loss, claim or other liability of any kind arising from or in connection with the operation of the Hotel as a **«Contract_Brand» «Contract_Product»** hotel during such ownership, control or possession. Lender's obligations under this Paragraph shall survive termination of this Comfort Letter, and nothing herein shall limit Franchisor's rights to seek legal redress for any unauthorized use of Franchisor's trademarks, service marks, or systems.

14. Termination. This Comfort Letter shall terminate and Lender shall have no rights hereunder if:

(i) Lender has been taken over in any manner by any state or federal agency or is in a receivership, conservatorship, reorganization, or liquidation, or Lender or any of its officers or directors has entered into or is subject to a cease and desist order or any other formal or informal written agreement with a federal or state regulatory agency;

(ii) Lender no longer holds a valid first mortgage or security deed for the Hotel unless (a) Lender has acquired the Hotel by foreclosure, deed in lieu of foreclosure, or any other exercise of its rights as a secured lender, in which case Lender will have the rights stated in Paragraph 2 for the period stated in such Paragraph, or (b) there has been a securitization or transfer of the Loan, in which case Lender will have the rights stated in Paragraph 12 for the period stated in such Paragraph;

(iii) the Franchise Agreement has expired by its terms;

(iv) the Franchise Agreement has been terminated, unless such a termination is the result of the timely exercise of Lender's rights under Paragraph 2 or Paragraph 3, in which case this comfort letter will terminate on the exercise or expiration of such rights, but in no event later than forty-five (45) days after such termination of the Franchise Agreement; or

(v) Lender breaches this Comfort Letter.

15. Confidentiality. You agree to keep the grant of modifications contained in the Comfort Letter in strict confidence and to not disclose them to any persons other than your directors, officers, partners, employees, agents and advisors who have a need to know for the sole purpose of the servicing, sale, administration, or securitization of the Loan. Any unauthorized disclosure is a default under the terms of the Comfort Letter, and we may, at our option, immediately terminate the Comfort Letter upon notice to you. The modifications outlined in this Comfort Letter are for the Hotel only and do not indicate that other hotels owned by you or by others will receive similar modifications. You acknowledge and agree that nothing in the Comfort Letter prohibits us from disclosing the terms of the Comfort Letter to any vendors, lenders, or other third parties as we determine in our reasonable discretion.

16. Final Agreement. Except as otherwise expressly set forth, this Comfort Letter is the final integration of the agreements between the parties with respect to the matters covered by it and supersedes any prior understanding or agreement, oral or written, with respect to the matters covered by the Comfort Letter.

17. Effectiveness. Franchisor shall have no obligations hereunder unless Lender and Franchisee have executed and delivered to the other parties this Comfort Letter, which may be executed in a number of

identical counterparts, each of which shall be deemed an original for all purposes and all of which shall constitute, collectively, one and the same letter agreement. Delivery of an executed signature page to this Comfort Letter by electronic transmission is as effective as delivery of an original signed counterpart. This Comfort Letter is effective as of the date the Franchisor signs the letter agreement. Franchisor's offer to enter into this Comfort Letter will be automatically withdrawn if (i) Franchisor does not receive signed copies from lender and Franchisee within 30 days of the date on page 1 herein, or (ii) Franchisor does not receive proof of the date of Loan closing within 60 days of the date on page 1 herein.

***** if hotel is executed NYO repositioning brand, add the following:*** the Hotel opens as the [repo] brand. And delete "Franchisor signs the letter agreement."

Very truly yours,

CHOICE HOTELS INTERNATIONAL, INC.

By: _____
Name: Christopher J. Wallace
Title: Vice President and Assistant General Counsel

Date: _____

(signatures continue on following page)

1 Choice Hotels Circle, Suite 400, Rockville, MD 20850 (301) 592-5000

FRANCHISEE:

«Customer_Customer_Name»

«Customer_Customer_Name»

By:_____
Name:
Title:

Date: _____

LENDER:

By:_____

Name:_____

Title:_____

Date: _____

1 Choice Hotels Circle, Suite 400, Rockville, MD 20850 (301) 592-5000

EXHIBIT R

FRANCHISE DISCLOSURE ACKNOWLEDGMENT FORM

Choice Hotels International, Inc. ("Choice") and you are preparing to enter into a Franchise Agreement for a hotel operating under the Choice system. The purpose of this Acknowledgment Form is to confirm that you are making an informed investment decision and to determine whether any improper statements or promises were made to you that Choice has not authorized. Please review each of the following acknowledgments carefully and provide your initials to indicate your understanding of, and agreement with, the statements made.

1. You acknowledge and agree that you received a copy of the Franchise Disclosure Document at least 14 calendar days before you signed any agreement with Choice or made any payment to Choice.

Initial _____

2. You acknowledge and agree that you received and personally reviewed the Franchise Agreement and each of its attachments.

Initial _____

3. You acknowledge and agree that you consulted an attorney before signing the Franchise Agreement, or that you voluntarily declined to do so.

Initial _____

4. You acknowledge and agree that you understand the risks of operating a hotel under the Choice system and understand that the success or failure of your business will depend in large part upon on a number of factors, including your skills and abilities, competition from other businesses, interest rates, inflation, labor and supply costs, the overall economy, and other economic and business factors.

Initial _____

5. You acknowledge and agree that no Choice employee or representative has made any oral, written or visual claim or representation concerning the revenues, profits or earnings of a hotel (or hotels) operating in the Choice system that is different from or inconsistent with the information contained in the Franchise Disclosure Document.

Initial _____

6. You acknowledge and agree that no Choice employee or representative has made any oral, written or visual promise or guaranty regarding the amount of money you may earn, the amount of revenue a hotel operating under the Choice system may generate, or the likelihood of your success.

Initial _____

7. You acknowledge and agree that no Choice employee or representative has made any oral, written or visual statement or promise concerning the advertising, marketing, training, support service or other assistance that Choice will furnish to you that is different from or inconsistent with the information contained in the Franchise Disclosure Document.

Initial _____

8. If the Franchisee is a corporation, partnership, limited liability or other entity, you acknowledge and agree that (a) you have the authority to bind the entity for purposes of this Acknowledgment Form, and (b) you have discussed this Acknowledgment Form with all principal owners and have obtained their oral or written agreement with the statements made in this Acknowledgment Form.

Initial _____

9. You understand that this Acknowledgment Form is important to Choice and that we are relying on the accuracy and truthfulness of your acknowledgments as a condition of signing the Franchise Agreement.

Initial _____

This Acknowledgment Form is not intended to disclaim any representations made in the Franchise Disclosure Document that was furnished to you. This Acknowledgment Form is not intended nor will it act as a release, estoppel, or waiver of any liability incurred under the Illinois Franchise Disclosure Act or the Maryland Franchise Registration and Disclosure Law.

EXHIBIT S

STATE EFFECTIVE DATES

The following states have franchise laws that require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

This document is effective and may be used in the following states, where the document is filed, registered or exempt from registration, as of the Effective Date stated below:

State	Effective Date
California	Pending
Hawaii	Pending
Illinois	Pending
Indiana	Pending
Maryland	Pending
Michigan	Pending
Minnesota	Pending
New York	Pending
North Dakota	Pending
Rhode Island	Pending
South Dakota	Pending
Virginia	Pending
Washington	Pending
Wisconsin	Pending

Other states may require registration, filing or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

RECEIPT

This Disclosure Document summarizes certain provisions of the franchise agreement and other information in plain language. Read this Disclosure Document and all agreements carefully.

If Choice Hotels International, Inc. ("Choice") offers you a franchise, it must provide this Disclosure Document to you 14 calendar days before you sign a binding agreement with, or make a payment to, Choice or an affiliate in connection with the proposed franchise sale.

New York and Rhode Island require that Choice gives you this Disclosure Document at the earlier of the first personal meeting or 10 business days before the execution of the franchise agreement or the payment of any consideration that relates to the franchise relationship. Michigan requires that Choice gives you this Disclosure Document at the earlier of 10 business days before the execution of any binding franchise agreement or the payment of any consideration.

If Choice does not deliver this Disclosure Document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, DC 20580 and the state agency listed in Exhibit B.

Franchise Seller(s): Tom Nee and/or _____,
Choice Hotels International, 1 Choice Hotels Circle, Suite 400, Rockville, MD 20850, 301-592-5000.

Issuance Date: April 1, 2021

We authorize the respective agents and/or state agencies identified in Exhibit B to receive service of process for us. This Disclosure Document is for use in all states and the District of Columbia (see state Effective Dates at the beginning of this document).

I have received a Rodeway Inn disclosure document dated April 1, 2021, that included the following Exhibits: (A) State Addenda; (B) Regulatory Agencies and Registered Agents for Service of Process; (C) Audited Financial Statements; (D) the Franchise Agreement, Personal Guaranty and State Addenda; (E) choiceADVANTAGE Software Terms of Use; (F) Call Forwarding Terms of Use; (G) Gift Card Enrollment Form; (H) Promissory Note; (I) Incentive Promissory Note; (J) Sample Lender Agreements; (K) Rules & Regulations Table of Contents; (L) Fair Franchising Policy; (M) Incremental Impact Policy; (N) Franchisee Association Information; (O) List of Current Franchisees; (P) List of Former Franchisees; (Q) Comfort Letter; (R) Franchise Disclosure Acknowledgment Form; and (S) Receipt Page.

Location in which you are interested: _____(City, State)

Date Received:_____

ENTITY: Entity Name:_____

Print Name:_____

Title:_____

Signature:_____

INDIVIDUALS: All persons signing a Franchise Agreement must sign Receipt (Owners, Partners, Members)

Signature:_____ Signature:_____

Name: _____ Name:_____

Franchisee's Copy

RECEIPT

This Disclosure Document summarizes certain provisions of the franchise agreement and other information in plain language. Read this Disclosure Document and all agreements carefully.

If Choice Hotels International, Inc. ("Choice") offers you a franchise, it must provide this Disclosure Document to you 14 calendar days before you sign a binding agreement with, or make a payment to, Choice or an affiliate in connection with the proposed franchise sale.

New York and Rhode Island require that Choice gives you this Disclosure Document at the earlier of the first personal meeting or 10 business days before the execution of the franchise agreement or the payment of any consideration that relates to the franchise relationship. Michigan requires that Choice gives you this Disclosure Document at the earlier of 10 business days before the execution of any binding franchise agreement or the payment of any consideration.

If Choice does not deliver this Disclosure Document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, DC 20580 and the state agency listed in Exhibit B.

Franchise Seller(s): Tom Nee and/or _____,
Choice Hotels International, 1 Choice Hotels Circle, Suite 400, Rockville, MD 20850, 301-592-5000.

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Location in which you are interested: _____(City, State)

Date Received:_____

ENTITY:

Entity Name:_____

Print Name:_____

Title:_____

Signature:_____

INDIVIDUALS: All persons signing a Franchise Agreement must sign Receipt (Owners, Partners, Members)

Signature:_____ Signature:_____

Name: _____ Name:_____

Choice Hotels Copy