

FRANCHISE DISCLOSURE DOCUMENT



Best Western International, Inc.
An Arizona nonprofit corporation
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This Franchise Disclosure Document offers a membership in Best Western International, Inc. and the right to construct, or convert an existing hotel to, a hotel that utilizes the “Best Western[®]”, “Best Western Plus[®]”, “Best Western Premier[®]”, “Executive Residency by Best Western[®]”, “@Home by Best WesternSM”, “GLō[®]” or “Aiden[®]” name, as well as Best Western’s proprietary system.

The total investment necessary to begin operation of a 75-room Best Western hotel as one of our members is \$6,130,275 - \$12,658,075 (for new construction) and \$581,925 - \$2,557,075 (for a conversion), which includes \$64,200 - \$127,550 that must be paid to us or our affiliate; the total investment necessary to begin operation of a 90-room Best Western Plus hotel as one of our members is \$7,795,575 - \$15,802,375 (for new construction) and \$671,325 - \$3,209,625 (for a conversion), which includes \$67,500 - \$131,300 that must be paid to us or our affiliate; the total investment necessary to begin operation of a 120-room Best Western Premier hotel as one of our members is \$17,000,975 - \$32,499,275 (for new construction) and \$962,225 - \$7,441,025 (for a conversion), which includes \$74,200 - \$138,800 that must be paid to us or our affiliate; the total investment necessary to begin operation of a 100-room @Home by Best Western hotel as one of our members is \$9,654,675 - \$19,154,375 (for new construction) and \$707,925 - \$5,170,375 (for a conversion), which includes \$70,200 - \$133,800 that must be paid to us or our affiliate; the total investment necessary to begin operation of a 100-room Executive Residency by Best Western hotel as one of our members is \$9,654,675 - \$19,154,375 (for new construction) and \$713,925 - \$5,184,125 (for a conversion), which includes \$70,200 - \$133,800 that must be paid to us or our affiliate; the total investment necessary to begin operation of an 80-room GLō hotel as one of our members is \$7,527,075 - \$13,507,225 (for new construction) and \$1,274,325 - \$3,568,975 (for a conversion), which includes \$66,200 - \$128,800 that must be paid to us or our affiliate; and, the total investment necessary to begin operation of a 90-room Aiden hotel as one of our members is \$10,233,725 - \$13,778,825 (for new construction) and \$784,527 - \$3,326,877 (for a conversion), which includes \$68,200 - \$131,300 that must be paid to us or our affiliate.

This disclosure document summarizes certain provisions of your Membership Agreement and other information in plain English. Read this disclosure document and all accompanying agreements carefully. You must receive this disclosure document at least fourteen (14) calendar days before you sign a binding agreement with, or make any payment to, the licensor or an affiliate in connection with the proposed franchise sale. **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 Jay Pricher, General Counsel and Corporate Secretary of Best Western International, Inc. at 6201 N. 24th Parkway, Phoenix, AZ 85016, and (602) 957-4200.

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

Buying a franchise is a complex decision. 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.

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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. You can find their names and contact information in Item 20 or Exhibit G.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor'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?	Item 21 or Exhibit E 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 company-owned and franchised outlets.
Will my business be the only Best Western, Best Western Plus, Best Western Premier, @Home by Best Western, Executive Residency by Best Western, GLō, or Aiden hotel business in my area?	Item 12 and the "territory" provisions in the membership 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's it like to be a Best Western, Best Western Plus, Best Western Premier, @Home by Best Western, Executive Residency by Best Western, GLō, or Aiden hotel franchisee?	Item 20 or Exhibit G lists current and former franchisees. You can contact them to ask about their experiences.
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 membership 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 membership 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 you sell, how you market, and your hours of operation.

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

Renewal. Your membership 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 membership 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 A](#).

Your state also may have laws that require special disclosures or amendments be made to your membership 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 risk(s) be highlighted:

1. **Out-of-State Dispute Resolution.** The membership agreement requires you to resolve disputes with the franchisor by litigation only in Arizona. Out-of-state litigation may force you to accept a less favorable settlement for disputes. It may also cost more to litigate with franchisor in Arizona than in your own state.

2. **Mandatory Minimum Payments.** You must make minimum monthly room fees, dues, and advertising payments, regardless of your sales levels. Your inability to make the payments may result in termination of your franchise and loss of your investment.

Certain states may require other risks to be highlighted. Check the “State Specific Addenda” (if any) to see whether your state requires other risks to be highlighted.

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ITEM 1

THE FRANCHISOR AND ANY PARENTS, PREDECESSORS, AND AFFILIATES

The Licensor

The licensor is Best Western International, Inc. (“we”, “us”, or “our”). “You” means the individual or entity that signs the Membership Agreement – the “Member”. If you are a business entity, “you” means both the business entity and its owners. “System Hotels” refers to hotels operating under the System (as defined below) using the Best Western Identifying Marks (defined below). The “Property” refers to the hotel you will operate under a Membership Agreement. If we have an agent in your state for service of process, we disclose that agent in Exhibit B.

We are an Arizona nonprofit corporation formed on December 13, 1957, with a principal business address located at 6201 N. 24th Parkway, Phoenix, AZ 85016. We operate: (i) as a membership association and licensor under Best Western Identifying Marks, including, without limitation, the “Best Western[®]”, “Best Western Plus[®]”, “Best Western Premier[®]”, “Executive Residency by Best Western[®]”, “@Home by Best WesternSM”, “GLo[®]”, and “Aiden[®]” names; and (ii) as a licensor under the “BW Premier Collection[®]” and “BW Signature Collection[®]” names (the “Premier Marks” and the “Signature Marks,” which are referred to collectively as the “Collection Marks”), and under no other name.

We have never operated a System Hotel (although through one of our subsidiaries we own one System Hotel and through another one of our subsidiaries we have a majority ownership interest in a second System Hotel, each of which is operated by a third-party management company), a hotel using any of the Collection Marks or any other type of business. While we began granting membership interests in our nonprofit corporation (“Memberships”) and offering licenses for System Hotels under this franchise disclosure document (this “Disclosure Document”) for the first time in April 2020, our Members have operated System Hotels in the United States (to include its territories and possessions) since on or about 1946, and in Canada since 1964. We did not offer Memberships and licenses using the “Executive Residency by Best Western” Membership Brand between February 2023 and February 2025. We previously granted Memberships and offered licenses for “Sadie” hotels under this Disclosure Document from April 2020 to November 2024 and granted Memberships and offered licenses for “Vīb” hotels under this Disclosure Document from April 2020 to February 2025. We have licensed the Best Western Identifying Marks to System Hotels outside North America since 1976. These non-North American System Hotels are not Member hotels.

We began offering licenses for hotels using the Premier Marks and the Signature Marks under a separate franchise disclosure document in April 2020. Our hotel owners have operated (i) hotels using the Premier Marks in the United States and a number of other countries since 2015 and (ii) hotels using the Signature Marks in the United States and a number of other countries since 2017. As of November 30, 2025, there were 296 hotels using the Collection Marks operating in the United States and abroad.

Item 3 identifies certain state actions alleging that the Memberships we granted were in fact franchises. We neither admit nor deny these allegations. We do not provide products or services to our Members.

Our Parent and Affiliates

Our direct subsidiary, SureStay, Inc., has offered hotel franchises using the mark “SureStay[®] by Best Western” since 2016, and has offered hotel franchises using the mark “SureStay Studio[®] by Best Western” since April 2020. SureStay, Inc. previously offered hotel franchises using the mark “SureStay Plus[®] by Best Western” from 2016 to March 2026. SureStay, Inc. offered hotel franchises under franchise agreements using the “SureStay Collection by Best Western[®]” mark from 2016 until March 2024, since which date it has been offering hotel licenses under distribution agreements using the “SureStay Collection by Best Western” mark. SureStay, Inc. offers franchises and licenses in the United States and Canada. Our indirect subsidiary, SureStay International, Inc., has offered hotel licenses internationally using the marks “SureStay[®]” and “SureStay Collection[®]” since 2016, and has offered hotel licenses using the mark “SureStay Studio[®]” since April 2020. SureStay International, Inc. offered hotel licenses internationally using the mark “SureStay Plus” from 2016 to 2026. SureStay International, Inc. offers license agreements internationally except for in the countries in which our other indirect subsidiaries (see below) and unaffiliated sublicensees offer licenses. SureStay, Inc. and SureStay International, Inc. each have a principal business address located at 6201 N. 24th Parkway, Phoenix, AZ 85016. As of November 30, 2025, there were 449 SureStay hotels operating in the United States and abroad. Neither SureStay, Inc. nor SureStay International, Inc. provide products or services to our Members.

Our indirect subsidiary, B-W International Licensing Mexico, S.A. de C.V., has offered hotel licenses in the United Mexican States, Belize, Costa Rica, Guatemala, Nicaragua and El Salvador using the marks “Best Western”, “Best Western Plus”, “Best Western Premier”, “Executive Residency by Best Western”, “@Home by Best Western”, “GLō”, “Aiden”, “BW Premier Collection”, “BW Signature Collection”, “SureStay” and “SureStay Collection” since 2018. B-W International Licensing Mexico, S.A. de C.V. offered hotel licenses in the United Mexican States, Belize, Costa Rica, Guatemala, Nicaragua and El Salvador using the mark “SureStay Plus” from 2018 to 2026 and using the mark “Vīb” from 2018 to 2025. B-W International Licensing Mexico, S.A. de C.V. has a principal business address located at Av. Xola No. 535 Int. 401, Col. Del Valle, Del. Benito Juárez, C.P. 03100 CDMX. B-W International Licensing Mexico, S.A. de C.V. does not provide products or services to our Members.

Our indirect subsidiary, B-W International Licensing Australia Pty Limited, has offered hotel licenses in Australia, New Zealand and Fiji, using the marks “Best Western”, “Best Western Plus”, “Best Western Premier”, “Executive Residency by Best Western”, “@Home by Best Western”, “GLō”, “Aiden”, “BW Premier Collection”, “BW Signature Collection”, “SureStay” and “SureStay Collection” since 2018. B-W International Licensing Australia Pty Limited offered hotel licenses in Australia, New Zealand and Fiji using the mark “SureStay Plus” from 2018 to 2026. B-W International Licensing Australia Pty Limited has a principal business address located at Level 11, 213 Miller Street, North Sydney, NSW 2060 Australia. B-W International Licensing Australia Pty Limited does not provide products or services to our Members.

Our direct subsidiary, World Hotels GmbH (“WH”) licenses independent upscale, upper-upscale and luxury hotels across the world under the WorldHotels™ Collection brand. Although WH does not currently offer franchises for the WorldHotels Collection brand, WorldHotels Collection hotel owners have been operating in the United States and a number of other countries since 2004. Currently, there are 12 WorldHotels operating in the United States (to include its territories and possessions) and 125 WorldHotels operating outside of the United States. WH’s principal business address is

Unterschweinstiege 2-14, 60549 Frankfurt am Main, Germany. WH does not provide products or services to our Members.

On or about July 31, 2019, we acquired all of the outstanding shares of AutoClerk, Inc. (“AutoClerk”). AutoClerk is now the sole approved supplier of the property management system (“PMS”) for new System Hotels. AutoClerk has a principal business address of 1900 N. California Boulevard, 8th Floor #1139, Walnut Creek, California.

We have no parents or other affiliates required to be disclosed in this Item. We have no predecessors.

The License Offered

This Disclosure Document offers Memberships and the right to construct, or convert an existing hotel to, a System Hotel that utilizes a hotel system consisting of the elements, standards, specifications, requirements, criteria, and policies that we periodically designate to identify System Hotels (the “System”) and the “Best Western” name and those Best Western trademarks, service marks, domain names, and other identifying marks, words, letters, designs, names, or symbols as set forth from time to time in our confidential North America Quality Assurance Manual and Rules & Regulations (the “Manuals”) (collectively, the “Best Western Identifying Marks”). Members operating System Hotels operate according to the Membership Agreement (Exhibit C), our Membership Fees (Exhibit J-3), our Articles of Incorporation, our Bylaws (Exhibit J-1), our Members’ Rules and Regulations (Exhibit J-2), the Application for Membership (Exhibit I), guidelines, standards, resolutions and policies adopted by our Board of Directors (the “Board”) from time to time (including brand identity, quality assurance, customer care, new construction, refurbishment and design manuals and policies) and other documents defining terms or rights of Memberships (collectively, the “Regulatory Documents”).

System Hotels operating under the “Best Western” name appeal to leisure and business travelers and compete in the midscale market. “Best Western” System Hotels provide a welcoming environment, clean and comfortable rooms, a free continental breakfast, free high-speed Internet access and great service for a reasonable value.

System Hotels operating under the “Best Western Plus” name appeal to leisure and business travelers looking for upgraded or “Plus” standards and amenities that provide guests enhanced style and comfort. “Best Western Plus” System Hotels compete in the upper-midscale market. “Best Western Plus” System Hotels and their rooms are stylish and well-appointed and provide upgraded amenities that include a free hot breakfast, free high-speed internet access and exceptional service.

System Hotels operating under the “Best Western Premier” name appeal to leisure and business travelers looking for upgraded or “Premier” standards and amenities. These hotels offer a truly refined atmosphere and style, with deluxe amenities and features, along with superior comfort and service for a truly memorable stay. “Best Western Premier” System Hotels compete in the upscale market. “Best Western Premier” System Hotels and their rooms are stylish and well-appointed and provide upgraded amenities that include a free hot breakfast, free high-speed internet access and exceptional service.

System Hotels operating under the “@Home by Best Western” name offer travelers the perfect combination of hotel and home, with modern apartment-style rooms offering flexible designs for a

clean, streamlined, modern and fresh approach to extended stays while giving licensees the opportunity to curate their System Hotels to their locations and to the specific needs of their guests. “@Home by Best Western” System Hotels often offer moderate food and beverage services (i.e., market).

System Hotels operating under the “Executive Residency by Best Western” name offer travelers the perfect hotel, with studios and suites thoughtfully designed to provide dedicated spaces for sleeping, dining, work and relaxation focusing on design and comfort. “Executive Residency by Best Western” System Hotels often offer food and beverage services.

System Hotels operating under the “GLō” name appeal to leisure and business travelers looking for a stylish boutique hotel intended for suburban, airport and highway locations. “GLō” System Hotels compete in the upper-midscale market and offer travelers the best in value, design and comfort with a focus on arrival experience, streamlined and contemporary guest rooms.

System Hotels operating under the “Aiden” name appeal to leisure and business travelers looking for an upper-midscale and upscale brand with unique characteristics that reflect the locale in which the hotel is situated. An Aiden System Hotel can be new construction or a conversion hotel or a structure that had a prior life with a different purpose. Aiden System Hotels compete in the upper-midscale and upscale markets in typically urban settings.

The Market and Competition

The market for your services will depend on the Best Western Identifying Marks the Property utilizes and the Property’s location and size, among other things. The customer of a “Best Western” System Hotel is a leisure or business traveler looking for a midscale segment hotel stay. The customer of a “Best Western Plus” System Hotel is a leisure or business traveler looking for upgraded standards and amenities of an upper-midscale segment hotel. The customer of a “Best Western Premier” System Hotel is a leisure or business traveler looking for an upscale segment hotel. The customer of an “@Home by Best Western” System Hotel is a leisure or business traveler looking for an upper-midscale segment hotel. The customer of an “Executive Residency by Best Western” System Hotel is a leisure or business traveler looking for an upper-midscale segment hotel. The customer of a “GLō” System Hotel is a leisure or business traveler looking for a stylish boutique hotel in a suburban, airport or highway location. The customer of an “Aiden” System Hotel is a leisure or business traveler looking for a stylish boutique hotel typically in an urban setting.

In general, you will compete with national and international hotel and motel chains and independently operated local hotels offering similar types of hotel rooms and food and beverage services to the same clientele. Your convention and meeting facilities, if any, will also compete with national, international and independent hotels and convention centers in other regions. We, our parents and our affiliates engage in a wide range of business activities in lodging and related services, both directly and through the activities of our and their parents and affiliates. Some of these activities may be competitive with the Property.

Applicable Laws

You must comply with innkeeper liability laws, laws and regulations regarding food handling and preparation, truth in menu and labeling laws, alcoholic beverage control laws and dram shop acts, license, certificate and permit requirements for hotel and restaurant operation and occupancy, laws

regulating the posting of hotel room rates, hotel room occupancy tax laws, and laws applicable to public accommodations and services such as the Americans with Disabilities Act (“ADA”). In addition, the laws, rules and regulations which apply to businesses in general will affect you. Consult your lawyer about them. Discuss with your architect the ADA and its architectural guidelines, and state and local accessible facilities requirements.

ITEM 2

BUSINESS EXPERIENCE

Chairman and District III Director: Viral Patel

Mr. Patel has served as our Chairman since December 2025 and our District III Director since December 2021, in both cases in Phoenix, Arizona. He previously served as our Vice-Chairman from December 2024 to December 2025 and our Secretary-Treasurer from December 2023 to December 2024, in both cases in Phoenix, Arizona. Mr. Patel has been an owner of the Best Western Corbin Inn in Corbin, Kentucky since 2000. Mr. Patel has also served as SureStay, Inc.’s Director in Phoenix, Arizona since December 2021.

Vice-Chairman and District IV Director: Rajesh Patel

Mr. Patel has served as our Vice-Chairman since December 2025 and our District IV Director since December 2022, in both cases in Phoenix, Arizona. He previously served as our Secretary-Treasurer from December 2024 to December 2025 in Phoenix, Arizona. Mr. Patel has been an owner of the Best Western Plus Fairburn in Fairburn, Georgia since June 2015. Mr. Patel has been an owner of the Best Western Plus Atlanta Airport in Hapeville, Georgia since June 1994. Mr. Patel has also served as SureStay, Inc.’s Director in Phoenix, Arizona since December 2022.

Secretary-Treasurer and District V Director: Santosh Khanjee

Mr. Khanjee has served as our Secretary-Treasurer since December 2025 and our District V Director since December 2022, in both cases in Phoenix, Arizona. Mr. Khanjee has been an owner of the Aiden by BW @Austin City Hotel in Austin, Texas since June 1993, the Best Western Airport Hotel-Los Angeles LAX Airport in Inglewood, California since March 1987, the Best Western Airport Plaza Inn – Los Angeles LAX Hotel in Los Angeles, California since October 1986, and the Best Western Courtesy Inn – Anaheim Park Hotel in Anaheim, California since April 1988. Mr. Khanjee has also served as SureStay, Inc.’s Director in Phoenix, Arizona since December 2022.

District I Director: Rebecca Driggs

Ms. Driggs has served as our District I Director since December 2025 in Phoenix, Arizona. Ms. Driggs has been an owner of the Best Western Pony Soldier Inn & Suites in Flagstaff, Arizona since 1990, an owner of the Best Western Red Hills in Kanab, Utah since 1990, an owner of the Best Western Discovery Inn in Tucumcari, New Mexico since 1993, an owner of the Best Western El Paso Airport Entrada in El Paso, Texas since 2020, and an owner of the Aiden by Best Western Sedona in Sedona, Arizona since 2023. Ms. Driggs has also served as SureStay, Inc.’s Director in Phoenix, Arizona since December 2025.

District II Director: Stephen Wahrlich

Mr. Wahrlich has served as our District II Director since December 2020 in Phoenix, Arizona. He previously served as our Chairman from December 2024 to December 2025, our Vice-Chairman from December 2023 to December 2024 and our Secretary-Treasurer from December 2022 to December 2023, in all cases in Phoenix, Arizona. Mr. Wahrlich has been the owner of the Best Western Plus Clocktower Inn in Billings, Montana since 2005, and an owner of the Best Western Plus Hilltop in Redding, California since 1977. Mr. Wahrlich has also served as SureStay, Inc.'s Director in Phoenix, Arizona since December 2020.

District VI Director: Mahmood Merchant

Mr. Merchant has served as our District VI Director since December 2021, in Phoenix, Arizona. Mr. Merchant has been the owner of the Best Western Big Country Inn in Coalinga, California since 2000, the Best Western Apricot Inn in Firebaugh, California since 2003, the Best Western Colonial Inn in Selma, California since 2017, and the Best Western Plus Inn in Coalinga, California since 2018. Mr. Merchant has also served as SureStay, Inc.'s Director in Phoenix, Arizona since December 2021. He has also been the President and Chief Executive Officer of Merchant Valley Corporation in Roseville, California since March 1997.

District VII Director: Steven Angeline

Mr. Angeline has served as our District VII Director since December 2024, in Phoenix, Arizona. Mr. Angeline has been the owner of the Best Western Plus Concordville Hotel in Glen Mills, Pennsylvania since April 2019, and has been the owner of the Inn at Mendenhall, WorldHotels Crafted in Chadds Ford, Pennsylvania since April 2019. Mr. Angeline has also served as SureStay Inc.'s Director in Phoenix, Arizona since December 2024.

Managing Director, North American Development: Thomas Giuliano

Mr. Giuliano has served as our Managing/Regional Director, North American Development since 2016, in Phoenix, Arizona. He currently serves in a similar role for SureStay, Inc. since 2016, in Phoenix Arizona.

President and Chief Executive Officer: Lawrence M. Cuculic

Mr. Cuculic has served as our President and Chief Executive Officer in Phoenix, Arizona since December 2021. Mr. Cuculic has also served as SureStay, Inc.'s President in Phoenix, Arizona since December 2021. Mr. Cuculic previously served as our Senior Vice President, General Counsel and Corporate Secretary in Phoenix, Arizona from 2009 to December 2021, and as SureStay, Inc.'s Secretary in Phoenix, Arizona from its formation in August 2016 to December 2021.

Senior Vice President and Chief Financial Officer: Mark Straszynski

Mr. Straszynski has served as our Senior Vice President and Chief Financial Officer in Phoenix, Arizona since 2008. Mr. Straszynski has also served as SureStay, Inc.'s Treasurer in Phoenix, Arizona since its formation in August 2016.

President of International Operations and WorldHotels: Ron Pohl

Mr. Pohl has served as our President of International Operations and WorldHotels in Phoenix, Arizona since April 2022. Mr. Pohl served as our Senior Vice President and Chief Operations Officer in Phoenix, Arizona from 2007 to 2022.

Senior Vice President and Chief Technology Officer: William Ryan

Mr. Ryan has served as our Senior Vice President and Chief Technology Officer in Phoenix, Arizona since October 2024. From July 2023 to February 2024, Mr. Ryan served as Vice President of Digital Commerce and Customer Technology at Backcountry.com, LLC in Park City, Utah. From April 2017 to March 2023, Mr. Ryan served as Senior Director at PetSmart, Inc. in Phoenix, Arizona.

Senior Vice President and Chief Development Officer: Brad LeBlanc

Mr. LeBlanc has served as our and SureStay, Inc.'s Senior Vice President and Chief Development Officer in Phoenix, Arizona since April 2019.

Senior Vice President, General Counsel and Corporate Secretary: Jay Pricher

Mr. Pricher has served as our Senior Vice President, General Counsel and Corporate Secretary in Phoenix, Arizona since December 2021. Mr. Pricher has also served as SureStay, Inc.'s Secretary in Phoenix, Arizona since December 2021. Mr. Pricher previously served as our Vice President of Legal in Phoenix, Arizona from 2016 to December 2021.

Senior Vice President, Chief Marketing Officer: Joelle Park

Ms. Park has served as our Senior Vice President, Chief Marketing Officer in Phoenix, Arizona since July 2023. From 2018 to March 2023, Ms. Park served as Vice President and Senior Director at Hilton Worldwide Holdings, Inc. in McLean, Virginia.

Senior Vice President, Brand Management and Member Services: Michael Morton

Mr. Morton has served as our Senior Vice President, Brand Management and Member Services in Phoenix, Arizona since December 2023. From March 2022 to December 2023, Mr. Morton served as our Vice President of Brand Management & Member Services in Phoenix, Arizona. From January 2021 to March 2022, Mr. Morton served as our Vice President of Operations in Phoenix, Arizona.

Senior Vice President, World Wide Sales: Chad Fletcher

Mr. Fletcher has served as our Senior Vice President, World Wide Sales in Phoenix, Arizona since October 2025. From August 2023 to April 2025, Mr. Fletcher served as Vice President of Global Sales at Sonder, Inc. in Los Angeles, California. From January 2018 to July 2023, Mr. Fletcher served as Vice President of Global Sales at Choice Hotels International in Baltimore, Maryland.

ITEM 3
LITIGATION

A. PENDING ACTIONS INVOLVING US

None.

B. CONCLUDED ACTIONS INVOLVING US

Best Western International, Inc. v. 1025 Beach LLC, Joga Sing Hayre, et al., Arizona District Court Case No. 2:22-cv-01696-CDB (Filed October 5, 2022; Counterclaim filed December 28, 2022).

The Membership for the Best Western Far Rockaway (“Far Rockaway Former Member”) was terminated for failure to pay its large, outstanding account; failure to pay its annual dues; and failure to satisfy the terms of a payment plan. On October 5, 2022, we filed a complaint against the owner of the Far Rockaway Former Member, 1025 Beach LLC, and its voting member, for their failure to pay the outstanding account and fees and dues owed following the termination. The Far Rockaway Former Member filed a counterclaim against us for breach of the implied covenant of good faith and fair dealing. The Far Rockaway Former Member is seeking lost revenue proximately caused by us in an amount to be proven at trial. We denied any wrongdoing and disputed the allegations in the counterclaim. On April 19, 2023, the parties settled the case with mutual releases of all claims per a confidential settlement agreement, the disclosure of which is only allowed if required by applicable law or court order. The parties agreed that the Far Rockaway Former Member would pay us \$160,000 in installment payments over 18 months.

Best Western International, Inc. v. Brookfield Ventures, LLC, et al., Arizona District Court Case No. 2:22-cv-00037-JAT (Filed January 10, 2022; Counterclaim filed August 1, 2022).

The Member for the Best Western Premier Milwaukee-Brookfield Hotel & Suites (“Milwaukee-Brookfield Former Member”) terminated its Membership with us by self-termination, effective December 2020. At the time of the self-termination, the Milwaukee-Brookfield Former Member had a large, outstanding balance owed to us. On January 10, 2022, we filed a complaint against the owner of the Milwaukee-Brookfield Former Member, Brookfield Ventures, LLC, and its voting member, for their failure to pay the outstanding account and fees and dues owed following the self-termination. The Milwaukee-Brookfield Former Member filed a counterclaim against us for breach of contract, breach of the implied covenant of good faith and fair dealing, fraud, and negligent misrepresentation. The Milwaukee-Brookfield Former Member sought approximately \$15.4 million in lost profits, reliance damages for renovations, punitive damages, attorneys’ fees and extracontractual damages. We denied any wrongdoing and disputed the allegations and damages sought in the counterclaim. On December 1, 2023, the parties settled the case with mutual releases of all claims per a confidential settlement agreement, the disclosure of which is only allowed if required by applicable law or court order. The parties agreed that the Milwaukee-Brookfield Former Member would pay us \$25,000.

Best Western International, Inc. v. INonly Phi Mar, LLC, Philip Levine, et al., Arizona District Court Case No. 2:22-cv-00440-MTL (Filed March 21, 2022; Counterclaim filed July 8, 2022).

The Member for the Best Western Plus Dallas Hotel & Conference Center (“Dallas Former Member”) terminated its Membership with us by self-termination, effective September 21, 2021. At the

time of the self-termination, the Dallas Former Member had a large, outstanding balance owed to us. On March 21, 2022, we filed a complaint against the owner of the Dallas Former Member, 1Nonly Phi Mar, LLC, and its voting member, for their failure to pay the outstanding account and fees and dues owed following the self-termination. The Dallas Former Member filed a counterclaim against us for breach of contract and breach of the implied covenant of good faith and fair dealing. We denied any wrongdoing and disputed the allegations in the counterclaim. On January 12, 2023, the parties settled the case with mutual releases of all claims per a confidential settlement agreement, the disclosure of which is only allowed if required by applicable law or court order. The parties agreed that the Dallas Former Member would pay us \$223,000 in installment payments over 13 months.

Best Western International, Inc. v. 764 4th Avenue Associates, LLC, Arizona District Court Case No. 2:20-cv-01760 (Filed September 8, 2020; Counterclaim filed January 29, 2021).

Defendant 764 4th Avenue Associates, LLC (“4th Avenue”) owns a hotel in Brooklyn, New York known as the Brooklyn Way (the “Hotel”), which was a BW Signature Collection® hotel. We discovered that the Hotel was operating primarily as a transitional housing/homeless shelter rather than an upper mid-scale hotel, was underreporting its occupancy, and underpaying its monthly fees pursuant to the parties’ Distribution Agreement. We were forced to sue 4th Avenue for the outstanding fees owed. 4th Avenue filed a counterclaim on January 8, 2021 asserting claims against us for breach of contract, breach of the duty of good faith and fair dealing, unjust enrichment, and negligent misrepresentation. We disputed the allegations and damages in the counterclaim. On April 30, 2021, the parties settled the case with mutual releases of all claims per a confidential settlement agreement, the disclosure of which is only allowed if required by applicable law or court order. The parties agreed that the Hotel would pay us \$250,000 in installment payments over 24 months.

Best Western International, Inc. v. Twin City Lodging, LLC, et al., Arizona District Court Case No. 18-cv-03374-SPL (Filed October 19, 2018).

The former Best Western Hotel & Restaurant in Mankato, Minnesota was terminated in June 2018 for failing to satisfy high speed internet and customer care ratio requirements and for having a large outstanding, unpaid account. On October 19, 2018, we filed a complaint against a former Member, Twin City Lodging, LLC (“Mankato Former Hotel”), and its voting members for the Mankato Former Hotel’s failure to pay its outstanding account and fees and dues owed following termination. The Mankato Former Hotel filed a counterclaim against us alleging wrongful termination. The counterclaim asserted causes of action for violations of the Minnesota Franchise Act, breach of the implied covenant of good faith and fair dealing, and breach of contract. We denied any wrongdoing and moved to dismiss the claims. On April 25, 2020, the parties settled the case with mutual releases of all claims per a confidential settlement agreement, the disclosure of which is only allowed if required by applicable law or court order. The parties agreed that the Mankato Former Hotel would pay us \$66,250.

Best Western International, Inc. v. Oakland Park, Inc., et al., Arizona State Court (Maricopa County) Case No. CV 2015-000279 (Filed December 12, 2016, Appellate Ruling December 6, 2018).

The former Best Western Oakland Park Inn in Fort Lauderdale, Florida was terminated in 2014 for refusing to pay its outstanding, unpaid account and breaching its payment plan obligations. In January 2015, we sued the former Member, Oakland Park, Inc. (the “Fort Lauderdale Former Hotel”) and its voting member for failure to pay its outstanding account, fees and dues owed following termination, and for trademark infringement. The Fort Lauderdale Former Hotel filed a counterclaim against us in December 2016 alleging wrongful termination, asserting causes of action for breach of contract, breach of the duty of good faith and fair dealing, and breach of the fiduciary duty, among others. We denied any wrongdoing.

After a series of motions, the court ruled that the Fort Lauderdale Former Hotel could not assert any wrongful termination claims. Following several hearings that the Fort Lauderdale Former Hotel and its counsel failed to attend, the court granted us default judgment and dismissed all of the Fort Lauderdale Former Hotel's remaining claims. The default judgment was reversed on appeal on December 6, 2018, but the court of appeals found the termination was justified and that there is no counterclaim for breach of fiduciary duty. The case was remanded to the trial court for resolution of any remaining claims, but in the interim the Fort Lauderdale Former Hotel filed for bankruptcy so the action was subject to the bankruptcy court's automatic stay. On July 6, 2020, the parties, with the consent of the bankruptcy trustee and bankruptcy court, settled the case with mutual releases of all claims per a confidential settlement agreement, the disclosure of which is only allowed if required by applicable law or court order. The parties agreed that the Fort Lauderdale Former Hotel would pay us \$225,000.

Bright LLC v. Best Western International, Inc., Arizona District Court Case No. 17-cv-00463-PHX-ROS (Filed July 8, 2016).

Bright LLC, a former conditionally-approved applicant for a Membership ("Former Applicant"), sued us for terminating its conditional approval after having already received 18 months of extensions. Former Applicant sought \$1.5 million in damages and asserted causes of action for breach of contract, breach of the implied covenant of good faith and fair dealing, promissory estoppel, unjust enrichment, and declaratory judgment. We denied any wrongdoing. We counterclaimed for damages in the amount of \$110,000 pursuant to the agreed contractual damages provision in the parties' agreements. On March 1, 2019, the court granted summary judgment in our favor and dismissed all of the Former Applicant's claims. On April 19, 2019, the parties settled the case with mutual releases of all claims per a confidential settlement agreement, the disclosure of which is only allowed if required by applicable law or court order. The parties agreed that the Former Applicant would pay us \$114,000.

State Bank of Texas, SBT I-10 Service Rd., Ft. Worth Hotel South, LLC v. Best Western International, Inc., Arizona State Court (Maricopa County) Case No. CV 2015-008670 (Filed November 20, 2015).

The former Best Western Plus Fort Worth South Hotel (the "Fort Worth Former Hotel") was terminated in May 2015 for failing to satisfy design requirements and for failing to meet quality assurance standards established in applicable operations manuals after having been granted multiple extensions. The Fort Worth Former Hotel sued us, seeking over \$3.5 million in damages for costs spent on renovations, alleging improper termination and asserting claims for fraud, constructive fraud, breach of contract, equitable estoppel, breach of implied covenant of good faith and fair dealing, negligent misrepresentation, unjust enrichment/disgorgement, declaratory relief of unconscionability, declaratory relief of non-infringement, and recoupment. We counterclaimed for our contractual damages. We denied any wrongdoing. We moved for summary judgment and all of the Fort Worth Former Hotel's claims were dismissed. The court ruled, however, that the Fort Worth Former Hotel could assert an affirmative defense for recoupment in response to our counterclaim. On September 25, 2018, the parties settled the case with mutual releases of all claims per a confidential settlement agreement, the disclosure of which is only allowed if required by applicable law or court order. The parties agreed that the Fort Worth Former Hotel would pay us \$25,000.

Best Western International, Inc. v. SDV Hospitality and Resources Corporation and Deepak Kant Vyas, Arizona District Court Case No. 2:15-cv-02159 (Filed October 27, 2015).

The former Best Western Plus Timber Creek Inn & Suites in Sandwich, Illinois (the "Sandwich Former Hotel") was terminated for failing quality assessments established in applicable operations manuals

and refusing to allow re-inspection. The contract provided that upon termination, the Sandwich Former Hotel was required to pay fees and dues for the remainder of the contract term, to timely de-brand, and to pay damages for improper use of our trademarks. Following termination, demands were made to the Sandwich Former Hotel for an outstanding account balance and for liquidated damages relating to ongoing trademark infringement. We sued the Sandwich Former Hotel to recover the fees. The Sandwich Former Hotel filed a counterclaim asserting violations of the computer fraud and abuse act, the wire-tap act, the stored communication act, interference with business expectancy, negligent misrepresentation, breach of the covenant of good faith and fair dealing, and breach of fiduciary duty. We denied any wrongdoing. We successfully moved to dismiss the counterclaims for breach of the covenant of good faith and fair dealing and breach of fiduciary duty. On July 26, 2017, the parties settled the case with mutual releases of all claims per a confidential settlement agreement, the disclosure of which is only allowed if required by applicable law or court order. The parties agreed to pay their own attorneys' fees and costs incurred in the action and to refrain from and correct any marketing, social media, or misrepresentations regarding the Sandwich Former Hotel or its status as a Best Western branded hotel.

Best Western International, Inc. v. Upstate Host, LLC and Tarrunum Murad, Arizona District Court Case No. 2:16-cv-00885 (PGR) (Filed March 31, 2016).

The former Best Western Plus Carrier Circle in Syracuse, New York (the "Syracuse Former Hotel") was terminated for failing quality assessments established in applicable operations manuals. The contract provided that upon termination, the Syracuse Former Hotel was required to pay fees and dues for the remainder of the contract term, to timely de-brand, and to pay damages for improper use of our trademarks. Following termination, demands were made to the Syracuse Former Hotel for an outstanding account balance and for liquidated damages relating to trademark infringement. We were forced to sue the Syracuse Former Hotel. The Syracuse Former Hotel filed a counterclaim against us and a third party complaint against various of our employees alleging wrongful termination and asserting claims for violation of the New York Franchise Act, violation of the Arizona Consumer Fraud Act, fraudulent concealment, intentional/negligent misrepresentation, breach of contract, breach of the covenant of good faith and fair dealing, and unjust enrichment. We denied any wrongdoing. On July 13, 2016, the parties settled the case with mutual releases of all claims per a confidential settlement agreement, the disclosure of which is only allowed if required by applicable law or court order. The parties agreed that the Syracuse Former Hotel would pay us \$78,000 in 24 equal monthly payments of \$3,250.

Best Western International, Inc. v. American Hospitality Solution, LLC and Deborah Speziale, Arizona District Court Case No. 2:16-cv-03405 (Filed October 6, 2016).

The former Best Western Crossroads (the "Crossroads Former Hotel") was terminated for failing to meet quality assurance standards established in applicable operations manuals. The contract provided that upon termination, the Crossroads Former Hotel was required to pay any outstanding account balances, fees and dues for the remainder of the contract term, to timely de-brand, and to pay damages for improper use of our trademarks. Following termination, demands were made to the Crossroads Former Hotel for an outstanding account balance and fees and dues for the remainder of the contract term. We sued the Crossroads Former Hotel to recover the fees. The Crossroads Former Hotel asserted counterclaims for fraud, violation of the Illinois Franchise Act, violation of the Indiana Franchise Act, breach of contract, and declaratory relief that the liquidated damages provision in the parties' agreement is invalid. We denied any wrongdoing and moved to dismiss all of the counterclaims. On April 24, 2017, the parties settled the case with mutual releases of all claims per a confidential settlement agreement, the disclosure of which is only allowed if required by applicable law or court order. The parties agreed that the Crossroads Former Hotel would pay us \$35,000.

Quist v. Best Western International, Inc., Supreme Court of North Dakota, Civ. Case No. 10571 (Filed July 18, 1984).

On March 3, 1983, the North Dakota Securities Commissioner held that (i) the agreements between us and our Members were “franchises” as defined in the North Dakota Franchise Investment Law (“FIL”); (ii) we had offered or sold franchises in North Dakota in violation of the registration provisions of the FIL; (iii) we did not qualify for the statutory exemptions from registration; (iv) we had not been exempted by rule from registration; and, (v) the North Dakota Securities Commissioner had not applied the FIL in a discriminatory manner, and ordered us to refrain and desist from offering Memberships in our organization until the offers are registered with the North Dakota Securities Commissioner per the provisions of the FIL. The District Court, Burleigh County, South Central Judicial District, affirmed the North Dakota Securities Commissioner’s order, and we appealed. On July 19, 1984, the Supreme Court affirmed the District Court’s decision, holding that: (i) the FIL contained no exception for cooperative marketing agreements; (ii) we had waived constitutional challenges to the FIL itself; and, (iii) the record did not establish any discriminatory enforcement policy of the North Dakota Securities Commissioner or prove any discrimination against us.

Commissioner of Corporations v. Best Western International, Inc., Superior Court of the State of California for the County of Los Angeles, Case No. 0693928 (Filed July 29, 1988).

In response to a complaint filed by the California Commissioner of Corporations (“California Commissioner”) asserting that we violated the registration and disclosure provisions of the California Franchise Investment Law (the “California Franchise Law”), and without admitting or denying any allegation of the complaint or liabilities arising therefrom, we consented to the entry of a Final Judgment of Permanent Injunction which ordered that: we (i) be permanently enjoined from offering to selling or otherwise in any way dealing or participating in the offer or sale of any franchise which is not exempt from the registration requirements under the California Franchise Law unless and until we are first registered under the California Franchise Law to offer and sell franchises; (ii) be permanently enjoined from selling any franchise without first submitting to the prospective Member at least 10 business days prior to the receipt of any consideration or the execution of any binding franchise or other agreement, whichever occurs first, the prospectus and all agreements; (iii) file a notice of exemption or register our franchise offer per the California Franchise Law and prepare the applicable disclosure document(s) or file a letter that we have not filed a notice of exemption or obtained franchise registration because we have ceased all franchise offers and will not recommence until we have filed a notice of exemption or registered our franchise offer; and, (iv) pay the California Commissioner its costs of \$3,080 (the “1988 Final Judgment of Permanent Injunction”).

In the Matter of Best Western International, Inc. Securities Division of the Office of the Attorney General of Maryland, Case No. 2018-0237 (Effective August 24, 2018).

The Securities Division of the Office of the Attorney General of Maryland (“Securities Division”) asserted that we violated the registration and disclosure provisions of the Maryland Franchise Registration and Disclosure Law (the “Maryland Franchise Law”) by entering into Membership Agreements. Without admitting or denying any violation of law, we voluntarily entered into a Consent Order with the Maryland Securities Commissioner (the “Securities Commissioner”) dated August 24, 2018. In the Consent Order, we agreed to: (i) immediately and permanently cease and desist from the offer and sale of Best Western Membership Agreements in Maryland unless and until we comply with the Maryland Franchise Law; (ii) reimburse the Office of the Attorney General \$16,500 in unpaid franchise filing fees; (iii) within 15 days of our receipt of the fully executed Consent Order, send to seven current Best Western Maryland Members a copy of the signed Consent Order and a rescission letter offering, for a period of 30 days, to immediately

rescind the Member's Membership Agreement and refund the Best Western entrance fee that Member paid; (iv) within 30 days of our receipt of the fully executed Consent Order, send to three Best Western Maryland Members who canceled their Membership Agreements an unconditional refund of the Best Western entrance fee that Member paid; (v) pay the Office of the Attorney General a civil monetary penalty in the amount of \$297,000 for the alleged violations described in the Consent Order, which amount would be reduced to as low as \$25,000 to account for rescission payments we offered to make to existing and former Best Western Maryland Members; and, (vi) complete payments to those Best Western Maryland Members who accepted our rescission offer within 30 days of our receipt of that written acceptance.

In the Matter of Best Western International, Inc. Securities Division of Department of Financial Institutions of Washington, Order No. S-18-2510-19-CO01 (Effective February 7, 2019).

The Securities Division of Department of Financial Institutions of Washington ("Washington Securities Division") asserted that we violated the registration and disclosure provisions of the Washington Franchise Registration and Disclosure Law (the "Washington Franchise Law") by entering into Membership Agreements. Without admitting or denying any violation of law, we voluntarily entered into a Consent Order with Washington Chief of Enforcement, dated February 7, 2019. In the Consent Order, we agreed to: (i) cease and desist from the offer and sale of Best Western Membership Agreements in Washington unless and until we comply with the Washington Franchise Law; (ii) pay the Washington Securities Division \$3,000 for unpaid franchise filing fees for the period 2012 to 2015; (iii) pay investigative costs of \$5,600; and (iv) provide a copy of the Consent Order to all Members who were Washington residents or operated a hotel located in Washington after January 1, 2015 within 60 days of the entry of the Consent Order.

In the Matter of Best Western International, Inc., Department of Business Oversight of the State of California, FIL ORG ID.: 102063 (Effective April 9, 2019).

The Commissioner of California's Department of Business Oversight (the "California DOB Commissioner") claimed that we violated the 1988 Final Judgment of Permanent Injunction described above by selling franchises in California between 1988 and 2018 without being registered or filing for an exemption under the California Franchise Law. Without admitting or denying any violation of law, we voluntarily entered into a Consent Order with the California DOB Commissioner effective April 9, 2019. In the Consent Order, we agreed to: (i) cease and desist from the offer and sale of Best Western Membership Agreements in California unless and until we comply with the California Franchise Law; (ii) pay California's Department of Business Oversight \$500,000 in administrative penalties; and (iii) pay California's Department of Business Oversight \$10,000 in investigative costs.

In the Matter of Best Western International, Inc. Virginia Corporation Commission's Division of Securities and Retail Franchising, Case No. SEC-2019-00060 (Effective February 24, 2020).

The State Corporation Commission's Division of Securities and Retail Franchising (the "Commission") asserted that we violated the registration and disclosure provisions of the Virginia Retail Franchising Act (the "Virginia Franchise Law") by entering into Membership Agreements. Without admitting or denying any violation of law, we voluntarily entered into a Settlement Order with the Commission, which was filed on February 24, 2020. In the Settlement Order, we agreed to: (i) pay to the Treasurer of Virginia \$12,000 in monetary penalties; (ii) pay to the Treasurer of Virginia \$1,000 to defray the costs of investigation; and (iii) not violate Virginia Franchise Law in the future.

C. ACTIONS WE INITIATED DURING THE LAST FISCAL YEAR

Actions to Collect Unpaid Fees

Best Western International, Inc. v. Supreme International Hotels, Inc., Shakeel Syed, and Sama Amrin, Arizona Superior Court, Maricopa County Case No. CV2025-005555 (Filed February 12, 2025).

Best Western International, Inc. v. VD Patel Family Company, LLC, Ashik Patel, and Trisha Patel, Arizona Superior Court, Maricopa County Case No. CV2025-011764 (Filed April 2, 2025).

Best Western International, Inc. v. VED Enterprises Inc. Aksha Amin, and Jane Doe Amin, Arizona Superior Court, Maricopa County, Case No. CV2025-030228 (Filed August 22, 2025).

Best Western International, Inc. v. GVR Holding LTD, Gurkamal Kullar, and Jane Doe Kullar, Arizona Superior Court, Maricopa County Case No. CV2025-030257 (Filed August 22, 2025).

Best Western International, Inc. v. Hari Krupa, LLC, Pranav Halvawala, and Jane Doe Halvawala, Arizona Superior Court, Maricopa County Case No. CV2025-061393 (Filed November 10, 2025).

Best Western International, Inc. v. Hriday Hospitality, LLC, Jigar Desai, and Tanvi Desai, Arizona Superior Court, Maricopa County Case No. CV2025-062934 (Filed November 12, 2025).

Actions to Collect Unpaid Fees and Trademark Infringement Actions

Best Western International, Inc. v. Anderson Hospitality, LLC Ankit Panchal, and Nikita Panchal, Arizona District Court Case No. 2:25-cv-03077-MTM (Filed August 22, 2025).

Best Western International, Inc. v. Satguru Nanak Ji, LLC, Taranjit Singh, and Jane Doe Singh, Arizona District Court Case No. 2:25-CV-03086-DGC (Filed August 25, 2025).

Other than these actions, no litigation is required to be disclosed in this Item.

ITEM 4

BANKRUPTCY

No bankruptcy proceedings are required to be disclosed in this Item.

ITEM 5

INITIAL FEES

Impact Study Fee

New prospective Members may, by paying us an Impact Study Fee of \$4,000, contribute funds to our commissioning of an impact study. All new prospective Members must complete an Application for Membership (the current form of which is attached as Exhibit I). Applications for Membership are valid for six months from the Board meeting they are originally intended for (the “Application Deadline”). If a new prospective Member’s Application for Membership is presented to the Board by

the Application Deadline and the Application for Membership is approved, the Impact Study Fee will be credited toward the Affiliation Fee (see below). If a new prospective Member's Application for Membership is presented to the Board by the Application Deadline and the Application for Membership is not approved, the entire Affiliation Fee (including the \$4,000 Impact Study Fee) will be refunded. If a new prospective Member's Application for Membership is not presented to the Board by the Application Deadline due to the actions of the prospective Member or the Application for Membership is approved by the Board, but the prospective Member does not accept the conditions of approval, the \$4,000 Impact Study Fee will not be refunded.

Entrance Fee

All new prospective Members must pay an Entrance Fee, which is comprised of an evaluation fee (the "Evaluation Fee") and an affiliation fee (the "Affiliation Fee").

As explained above, all new prospective Members must complete an Application for Membership. When you submit the Application for Membership to us for processing, you must pay an Evaluation Fee of \$4,000. The Evaluation Fee is applied uniformly to all new prospective Members, is not credited toward any other payment you must make and is non-refundable.

All new prospective Members must pay the Affiliation Fee before the Board's consideration of the Application for Membership. The Affiliation Fee for a System Hotel is \$45,000, plus an additional \$200 per guest room over 50 guest rooms up to a maximum of 1,000 rooms. Therefore, the Affiliation Fee for a 75- room Best Western System Hotel is \$50,000, of a 90-room Best Western Plus System Hotel is \$53,000, of a 120-room Best Western Premier System Hotel is \$59,000, of a 100-room @Home by Best Western System Hotel is \$55,000, of a 100-room Executive Residency by Best Western is \$55,000, of an 80-room GLō System Hotel is \$51,000, and of a 90-room Aiden System Hotel is \$53,000.

If a new prospective Member's Application for Membership is either (i) presented to the Board by the Application Deadline and the Application for Membership is not approved or (ii) not presented to the Board by the Application Deadline due to the actions of the prospective Member, the entire Affiliation Fee will be refunded. The Affiliation Fee otherwise becomes non-refundable at the time of signing the Membership Agreement.

Proposed Construction Extension Fee to Begin Construction

An applicant granted approval for a System Hotel proposed for construction must commence construction within 12 months from the date of approval, or otherwise may apply for extensions of time to begin construction. Extensions may be granted in 6-month increments. The total amount of time that may be allowed to begin construction is 3 years from the date of approval. Requests for extensions: must be submitted at least 30 days prior to the then expiring period allowed for commencement of construction; include a progress report describing, at a minimum, the current status of financing, architectural plans, specifications, satisfaction of zoning requirements, and plans for commencement of construction; and payment of a non-waivable proposed construction extension fee ("Proposed Construction Extension Fee"). In the event a request for extension is not timely submitted, an extension shall not be granted and the applicant may not re-apply for membership at the same location for 90 days following the end of the extension period. The Proposed Construction Extension Fee is currently \$5,000 for the first 6-month increment and \$10,000 for each subsequent 6-month

increment. The Proposed Construction Extension Fee for the total amount of time that may be allowed to begin construction (i.e., 3 years from the date of approval) is therefore \$35,000.

Opening Date Extension Fee

As described in Item 1, the license offered is for the construction of, or conversion of an existing hotel to, a System Hotel. You must complete the construction of your Property, or renovations to the existing hotel to bring it into conformity with System Hotels, and open your Property within an agreed-to time frame (e.g., two years after signing the Membership Agreement for the construction of a new System Hotel and nine months after signing the Membership Agreement for the conversion of an existing hotel to a System Hotel). If you want to request an extension of the time in which you are required to complete construction or renovations and open, you must submit a written request 30 days before the required opening date describing the status of the project and the reason for the requested extension. If we approve the extension, you must pay an extension fee (“Opening Date Extension Fee”) equal to $\frac{1}{4}$ of the Entrance Fee for each 3-month increment, and we will set the new required opening date and project milestone dates. Therefore, the Opening Date Extension Fee for a 3-month extension for a 75- room Best Western System Hotel is \$13,500, of a 90-room Best Western Plus System Hotel is \$14,250, of a 120-room Best Western Premier System Hotel is \$15,750, of a 100-room @Home by Best Western System Hotel is \$14,750, of a 100-room Executive Residency by Best Western is \$14,750, of an 80-room GLō System Hotel is \$13,750, and of a 90-room Aiden System Hotel is \$14,250.

If you do not request an extension, you will not be required to pay any Opening Date Extension Fee. If your Property opens prior to the expiration of the extension, the applicable Opening Date Extension Fee may be refunded. The Opening Date Extension Fee is otherwise nonrefundable. The Opening Date Extension Fee was applied uniformly to all Members in our last fiscal year.

Distribution Photography Package Fees

To ensure System Hotels are professionally represented, meet brand standards, comply with industry requirements, and comply with legal rights for image usage, System Hotels must use brand endorsed photographers at our preferred pricing.

The initial photography packages for high-quality still photographs of each room type and all public areas for use across our distribution channels start at: \$1,200 for Best Western System Hotels, \$1,500 for Best Western Plus System Hotels, and \$2,200 for Best Western Premier System Hotels, @Home by Best Western System Hotels, Executive Residency by Best Western System Hotels, GLō System Hotels, and Aiden System Hotels (“Distribution Photography Package Fee”) plus one room night for the photographer (if needed). The Distribution Photography Package Fee increases based on the number of room types and public areas to be photographed to up to \$8,000. The Distribution Photography Package Fee must be paid prior to opening.

Initial Training Fees

Your General Manager (defined in Item 15) will take an assessment to determine whether he/she must attend only General Manager Professional Development Training or whether he/she must attend both General Manager Professional Development Training and General Manager Leadership Training. The cost for General Manager Professional Development Training is \$2,600 and the cost for

General Manager Leadership Training ranges from \$1,800 (when the training is not provided at our headquarters) to \$2,650 (when the training is provided at our headquarters). The least you can pay for General Manager training is \$2,600 and the most you can pay for General Manager training is \$5,250.

You must pay \$750 for your voting member to attend Voting Representative Brand Orientation.

Each of these training fees is fully earned and non-refundable upon completing the applicable training program.

Property Management System (“PMS”) Installation Fee

New System Hotels are required to use the AutoClerk Atlas PMS from our affiliate, AutoClerk, which includes the Canary Guest Management System (“GMS”). You will be required to pay AutoClerk an installation/implementation fee of \$1,500 for the AutoClerk Atlas PMS.

Internet of Things (“IoT”) Hardware Fee

All Members must purchase IoT hardware from our affiliate, AutoClerk, for a fee of \$550 (“IoT Hardware Fee”). IoT hardware provides connectivity and integration of the PMS into other guest and hotel service systems (e.g. Call Accounting, PBX, in-room entertainment, Key Card, etc.). The IoT Hardware Fee is non-refundable.

BWI Two-Way System Installation Fee

You must pay us an installation fee of \$1,500 to install our BWI Two-Way system, which connects your PMS system with our hotel system. This fee is fully earned and payable upon our installation of the necessary components and is non-refundable under any circumstance.

Hotel Managed Security Service (“HMSS”) One-Time Installation Fee

All Members must obtain a Hotel Managed Security Service (“HMSS”). The HMSS provides System Hotels with secure communications to our data centers and increased security between System Hotels and approved PMS providers. Installation of the HMSS will require that you pay us a one-time installation fee that ranges between \$2,100 and \$3,500.

Range of Pre-Opening Amounts Received During Prior Fiscal Year

During our 2025 fiscal year, we accepted decreased Entrance Fees ranging from \$0 to \$25,000. The decreased Entrance Fees were agreed upon as the result of arms-length negotiations. We did not otherwise reduce any of the fees described above for any Member.

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ITEM 6

OTHER FEES

Column 1 Type of Fee	Column 2 Amount	Column 3 Due Date	Column 4 Remarks
General			
Annual Dues	\$2,345.45 for 20 rooms plus: \$78.85 per room for 21 to 50 rooms; \$30.66 per room for 51 to 400 rooms; and \$3.07 per room for 401 rooms or more.	September 15 for the following fiscal year.	Annual Dues are charged each fiscal year, payable once per year, and become nonrefundable on December 1. The Board of Directors may increase Annual Dues no more than once per fiscal year. No such annual increase shall exceed the lesser of (i) 5%, or (ii) the rate of inflation of the previous year as measured by the U.S. Bureau of Labor Statistics Consumer Price Index (all items for all urban areas), unless a majority of all System Hotels vote to approve a greater increase.
Monthly Fees	3.5% or 5% of Property Room Revenue (“PRR”) as set forth in the Membership Agreement. See Remarks and Note 1.	Billed one month in arrears, payable by the 15th of each month.	For a Member that has an ownership structure consisting of Best Western hotel owners who were Members as of July 1, 2016, and who collectively have a minimum of a 50% financial ownership interest in the Member, the Monthly Fees are 3.5% of PRR.
Advertising Assessment	\$16.86 per room per month.	Due and payable upon statement receipt.	The Board has the authority to increase the Advertising Assessment once each fiscal year, with no such increase exceeding the greater of (i) 2% of the prior year’s assessment, or (ii) the rate of inflation for the previous year as measured by the U.S. Bureau of Labor Statistics Consumer Price Index (all items for all urban areas).

Marketing and Technology Fees	2.10% of PRR. See Note 1.	Billed one month in arrears, due and payable upon statement receipt.	See Note 1 for details on what components comprise the Marketing and Technology Fees.
Distribution Services			
Distribution Commissions	Varies by distribution commission.	When applicable, due and payable upon statement receipt.	Payable as a pass-through distribution commission on system-delivered reservations made through our preferred distribution partnerships at negotiated brand rates (e.g., Expedia, Booking.com).
Global Distribution Systems (“GDS”) Fee	\$7.90 per booking.	Due and payable monthly upon statement receipt.	Payable for reservations booked through GDS and GDS internet travel sites.
Third-Party Internet Booking Fee	\$4.60 per booking.	Due and payable monthly upon statement receipt.	Payable for reservations booked through third-party internet booking sites.
Third-Party Partner Booking Fee	\$1.00 to \$2.00 per booking.	Due and payable monthly upon statement receipt.	Payable for reservations booked through our third-party partner.
Performance Based Marketing (“PBM”)	10% of PRR for each reservation received from a digital opportunity. See Note 1.	Due and payable monthly upon statement receipt.	Commission charge for reservations which result from digital opportunity. Subject to amendment by majority vote of System Hotels.

Member Web Booking Commissions	10% of PRR for reservations from North American (N.A.) hotels. 5% of PRR for reservations from international hotels.	Billed one month in arrears. Due and payable monthly upon statement receipt.	Commission charge for reservations the Property receives from N.A. Best Western hotels and/or international hotels.
	10% of PRR for reservations to N.A. hotels. 5% of PRR for reservations to international hotels.	Credited one month in arrears.	Commission credit for reservations the Property sends to N.A. Best Western hotels and/or international hotels.
Travel Agent Commissions	Varies by travel agent and agreement.	Case by case basis. Due and payable monthly upon statement receipt.	Payable as a pass-through commission charge for travel agents that are passed on to System Hotels without mark-up.
Best Western Rewards® (“BWR®”) Fee	5.5% of PRR (2.75% of PRR for Executive Residency by Best Western and @Home by Best Western), with a BWR cost per point issued of \$0.0055. For newly enrolled Online Travel Agent (“OTA”) guests, the Property will be charged a flat fee of \$2.75 for the 500 points issued to the guest.	Billed one month in arrears. Due and payable monthly upon statement receipt.	Fee for BWR points or airline program miles issued by the Property to BWR members based on 10 points issued for each revenue dollar (5 points issued for each revenue dollar for Executive Residency by Best Western and @Home by Best Western).
BWR Enrollment Fee Rebate	For all System Hotels except for Executive Residency by Best Western and @Home by Best Western System Hotels: 5.5% of PRR for newly enrolled BWR members with valid email address, up to 5 nights stay, maximum \$500; 2.75% of PRR for newly enrolled BWR members without valid email address, up to 5 nights stay, maximum \$500. \$2.75 rebate for newly enrolled OTA guests with a valid email address; \$1.38 rebate for newly enrolled OTA guests without a valid email address.	Credited monthly.	Rebate of BWR fee imposed when a new BWR member is enrolled.

	<p>For all Executive Residency by Best Western and @Home by Best Western System Hotels: 2.75% of PRR for newly enrolled BWR members with valid email address, up to 5 nights stay, maximum \$500; 1.37% of PRR for newly enrolled BWR members without valid email address, up to 5 nights stay, maximum \$500.</p>		
<p>Pay With Points</p>	<p>The credit portion for BWR points redeemed:</p> <p>If 90% occupied or greater, a credit equal to the number of points times \$0.005 times 90%.</p> <p>If 70% or greater but less than 90% occupied, a credit equal to the number of points times \$0.005 times 70%.</p> <p>If less than 70% occupied, a credit equal to the number of points times \$0.005 times 40%.</p> <p>The cash paid (non-points) portion of Pay with Points is collected and retained by the Property from the BWR member guest.</p>	<p>Credited two months in arrears.</p>	<p>Credit for reservations booked using a combination of BWR points and an alternative payment method. Property retains the non-points portion of the stay and receives a credit for the points portion.</p>

Free Night Awards	<p>If the occupancy of the Property is:</p> <p>90% or greater, a credit of 90% of the Property's Average Daily Rate ("ADR").</p> <p>70% or greater but less than 90%, a credit of 70% of the Property's ADR.</p> <p>Less than 70%, a credit of 40% or \$40 (whichever is greater).</p>	Reimbursed two months in arrears.	Reimbursement for BWR free night award consumed at the Property. Property must provide at least 10% of total rooms (a minimum of 3 rooms) and no more than 50% of total rooms for free night redemptions.
Best Western Gift Card	Amount of gift card redeemed less 10% commission.	Credited monthly.	Credit for gift cards redeemed at the Property.
	Amount of gift cards sold or reloaded is charged; related 10% commission is credited.	Due and payable monthly upon statement receipt.	Charge for gift cards sold or reloaded at the Property. Related commission is credit to the Property.
Cooperative (Co-Op) Membership Fee	Fee per room per month which varies based on Co-Op.	Due and payable monthly upon statement receipt.	Fee for regional Best Western Member Co-Op marketing efforts. Subject to amendment by Co-Op members. Co-Op fees are established by majority vote of the System Hotels that are in a Co-Op (which is not an entity affiliated with us). Co-Op fees are billed monthly and have a fixed fee component of approximately \$100 per month and a variable fee component calculated per System Hotel of approximately \$1.50 per guest room, with many Co-Ops having a variable fee component cap of 150 rooms. If a hotel is currently a participant in a Co-Op, please refer to the fees currently charged by a Co-Op.

BestCheque	\$0.71 per commissionable transaction.	Due and payable monthly upon statement receipt.	Fee for administering the centralized travel agent commissions program.
Flat Commission – consortia marketing program	\$3.00 per net room night reservation booked.	Due and payable monthly upon statement receipt.	Per booking fee for reservations received from TMC/Consortia partners.
Commission Junction	10% of PRR for each reservation associated with a banner ad. See Note 1.	Due and payable monthly upon statement receipt.	Commission charge for reservations which result from a banner ad placed on a publisher’s network.
Central Bill Revenue	Central Bill reservation revenue credited monthly to your account.	Credited one month in arrears.	Credit for reservations revenue booked by tour operators and corporate accounts through the Central Bill program.
Hotel Managed Security Service (“HMSS”)	One-time fee for installation of HMSS ranging from \$2,100 to \$3,500 and a monthly maintenance fee of \$130 per month, per Property, after installation of HMSS.	Due and payable monthly upon statement receipt.	One-time installation fee and monthly maintenance fee, both payable to us, for HMSS, an internet based solution through a Best Western endorsed vendor for sending and receiving reservations. The HMSS provides hotels with secure communications to our data centers and increased security between hotels and approved PMS providers.
BWI Two-Way Interface Maintenance Fee	One-time BWI Two-Way system installation fee of \$1,500 and a monthly BWI Two-Way interface maintenance fee (consisting of support fee and certification fee) that ranges from \$0 to \$921.	Due and payable monthly upon statement receipt.	One-time installation fee and monthly interface maintenance fee for technical and software license support of BWI Two-Way system, which connects your PMS to our hotel system.
Property Management System (“PMS”) Support Fee and Guest Management System (“GMS”) Support Fee	\$3.97 per guest room per month for the AutoClerk Atlas PMS (includes \$1.45 per guest room per month for the GMS). For System Hotels with a PMS waiver, a \$1.45 per	Due and payable monthly upon statement receipt.	A support fee for the AutoClerk Atlas PMS which includes the GMS fee. System Hotels with a PMS waiver are required to pay a GMS fee.

	room per month fee for GMS support is required.		The GMS is a web-based mobile concierge service that provides communications with a guest pre-arrival, during a stay and at checkout utilizing messaging, email, and SMS text.
Internet of Things (“IoT”) Monthly Fee	\$9.99 per month	Due and payable monthly upon statement receipt.	All Members must pay our affiliate, AutoClerk, an ongoing monthly fee for IoT, which provides connectivity and integration of the PMS into other guest and hotel service systems (e.g. Call Accounting, PBX, in-room entertainment, Key Card, etc.).
High-Speed Internet Access (“HSIA”) Advocacy Program	\$2,100 one-time program participation fee.	Due and payable upon statement receipt.	Fee for hotels to participate in the Advocacy Program to improve HSIA guest satisfaction scores (“GSS”) through system improvements. <u>Required:</u> If GSS scores are below the threshold. <u>Optional:</u> If GSS scores are above the threshold.
Other Fees			
Tools For Success	\$30.62 per month.	Due and payable monthly upon statement receipt.	Fee for online and other education and training resources provided to the Property.
Quality Re-Assessment Fee	\$2,500 for the first failure; \$3,500 for the second failure; and, \$5,000 for the third failure, plus a free room night for the inspector.	Due and payable upon statement receipt.	Payable following a failed post-opening inspection (Quality Assurance failure is score of 600-799). Multiple failures within 18 months result in a hearing.
Online Housekeeping Supervisory Training	Cost recovery fee billed annually.	Due and payable monthly upon statement receipt.	Fee for online housekeeping and supervisory training and certification program. Only billed to all Members as

			approved by the Board on a cost-recovery basis if the training program is updated.
Online Front Desk Training	Cost recovery fee billed annually.	Due and payable monthly upon statement receipt.	Fee for online front desk training program. Only billed to all Members as approved by the Board on a cost-recovery basis if the training program is updated.
On-Boarding Program Service and Support	\$15,000 total billed in 12 equal monthly installments.	Due and payable monthly upon statement receipt.	Fee for training and other on-boarding services and support provided to new System Hotels.
Customer Care Non-Response Fee	\$75 per occurrence.	Billed one month in arrears. Due and payable monthly upon statement receipt.	Fee charged if a System Hotel does not acknowledge a billing or miscellaneous file with the guest within 2 business days.
Customer Care – Per Complaint Fee Above .17	\$50 per occurrence.	Billed one month in arrears. Due and payable monthly upon statement receipt.	Fee for complaints above the permitted guest complaint ratio of .17.
Customer Care/First Contact Resolution (“FCR”)	<u>1 – 100 Rooms</u> First 4 Complaints: Free Complaints 5–10: \$100 Each Complaints 11+: \$250 Each <u>101–200 Rooms</u> First 5 Complaints: Free Complaints 6–10: \$100 Each Complaints 11+: \$250 Each <u>201+ Rooms</u> First 6 Complaints: Free Complaints 7–10: \$100 Each Complaints 11+: \$250 Each	Due and payable monthly upon statement receipt.	Fee for Customer Care agent to respond to and resolve customer service and accommodation complaints on first contact. Subject to amendment by majority vote of System Hotels.
Rate Shopping Service	Pricing varies by level of service: \$32 per month or \$59 per month.	Due and payable monthly upon statement receipt.	Fee to provide competitor rate data necessary to effectively use the Revenue Management System we offer.

Online Travel Agency (“OTA”) Marketing Fund Assessment	\$250 annual fee per hotel.	Annual fee. Due and payable upon statement receipt.	Annual marketing fee for costs of OTA advertising and marketing.
Distribution Photography Package Fees	Initial photography packages start at \$1,200 for Best Western System Hotels, \$1,500 for Best Western Plus System Hotels, and \$2,200 for Best Western Premier System Hotels, @Home by Best Western System Hotels, Executive Residency by Best Western System Hotels, GLō System Hotels, and Aiden System Hotels, plus one room night for the photographer (if needed), and increase based on the number of room types and public areas to be photographed to up to \$8,000.	Due and payable monthly upon statement receipt.	System Hotels are required to update photographs at least every three years, or sooner if requested, to maintain compliance, accuracy, and legal rights for image use.
Room Addition Fee	\$100 fee, plus \$200 multiplied by the number of additional guest rooms you request to add.	Due if we grant consent for you to add additional guest rooms.	If you wish to add additional guest rooms after opening, you must submit an application to obtain our consent.
Annual Convention Meeting Attendance	\$949.	Annual fee. Due and payable upon statement receipt.	Charge for one Annual Convention registration per year, whether or not attended. It may increase annually, but not by more than the lesser of: (1) 5% or (2) the rate of inflation for the previous year, as measured by the United States Bureau of Labor Statistics Consumer Price Index (all items for all urban areas).
District/Regional Meeting Attendance	\$530 per System Hotel.	Annual fee. Due and payable upon statement receipt.	Charge for one district/regional meeting registration per year, whether or not attended. It may increase annually, by not by more than the lesser

			of (1) 5% or (2) the rate of inflation for the previous year, as measured by the United States Bureau of Labor Statistics Consumer Price Index (all items for all urban areas).
Member Market Area (“MMA”) Assessment	\$160 annual fee per System Hotel.	Annual fee. Due and payable upon statement receipt.	Annual fee to cover costs of the MMA program.
Relocation Fee	\$15,000 plus \$200 per room for any increase in room count.	Upon submission of your request to relocate. \$4,000 of the relocation fee is non-refundable. The remainder is non-refundable upon execution of the Membership Agreement you must sign for the Property at the new designated location.	Fee to cover relocation of the Property to another designated location in which you own an interest.
Membership Change of Ownership Transfer Fee – (50% or more change in ownership)	One-half (1/2) the then current Entrance Fee.	Within 20 days of sale.	Once a member, Transfer Fee payable upon Change of Ownership Transfer (50% or more change in ownership).
Membership Change of Ownership Transfer Fee – (50% or more buyout of existing partner (s))	One-fourth (1/4) the then current Entrance Fee.	Within 20 days of sale.	Once a member, Transfer Fee payable upon Change of Ownership Transfer (50% or more buyout of existing partner(s)).
Change of Ownership Fee – Prior to Activation (minimum 25% ownership remains)	\$6,500	Within 20 days of change of ownership.	Change of Ownership Fee required when ownership changes prior to activation on reservations systems – noting at least 25% of ownership remains.
Change of Ownership Fee – Prior to Activation (less than 25% ownership remains)	Then current Entrance Fee.	Within 20 days of change of ownership.	Change of Ownership Fee required when ownership changes prior to activation

			on reservations systems and less than 25% of ownership remains.
Transfer of Membership to Another Designated Property	\$15,000 plus the difference in the then current Entrance Fee if the designated System Hotel has more rooms.	At time of request of transfer.	Fee when membership is transferred to another designated property <u>and</u> ownership does not change more than 50%.
Non-Compliance/Critical Care Visits	\$2,400 per visit.	Due and payable upon statement receipt.	Fee for training to improve hotel performance that we determine is required or that you request.
Overall Experience Threshold Fee	\$2,500 if placed in probation after cure period; \$500 per month for each month of continued non-compliance.	Due and payable upon statement receipt.	Fee for Property's failure to improve overall experience score during a 12-month cure period.
Voting Representative Brand Orientation (2 days)	\$750 per course. To audit only, \$200.	Due and payable upon statement receipt.	Required Voting Representative Brand Orientation for new voting members. Others can choose to audit Voting Representative Brand Orientation.
General Manager Professional Development Training and, if applicable, General Manager Leadership Training (5 days)	\$2,600 for General Manager Professional Development Training and \$700 to only audit General Manager Professional Development Training. If applicable, \$1,800 to \$2,650 for General Manager Leadership Training.	Due and payable upon statement receipt.	General Manager Professional Development Training is required new General Manager training. May also be required to improve Property performance. General Manager Leadership Training is required if your General Manager does not pass the assessment. Others can choose to audit General Manager Professional Development Training.
Conditional Extension Fee – Hotel Reviews	\$10,000	Due and payable upon statement receipt.	Fee charged to poor performing hotels for extension of time to improve performance (e.g., brand standards, customer complaint ratio, brand identity, and other performance reviews).

90-Day Extension Fee	\$3,300	Due and payable upon statement receipt.	Fee charged to poor performing hotels for extension of time to improve performance as granted by the Review Committee (e.g., brand standards, customer complaint ratio, brand identity, and other performance reviews).
Conditional Extension Fee – Board of Directors Review	\$10,000	Due and payable upon statement receipt.	Fee charged to poor performing hotels for extension of time to improve performance as granted by the Board (e.g., quality assurance, design, guest surveys (overall service, breakfast, BWR enrollments, etc.)).
Regional Services Visit to Property	\$2,400 per day	Due and payable upon statement receipt.	Visit to Property for training and assistance that we determine is required or that you request.
Specialized 2-Day Property Visit	\$2,400	Due and payable upon statement receipt.	Board mandated Regional Services (“RS”) assistance visit to improve Property performance. RS visit is required for multiple low scores (scores of 800-839) within 24 months.
Design Visit to Property	\$2,650	Due and payable upon statement receipt.	Design visit to Property (e.g., to create Property Improvement Plan (“PIP”), compliance with PIP, etc.).
Pre-Hearing Administrative Fee	\$4,500	Payable prior to the hearing.	Fee if you request a Board hearing.
Membership/Status Review Administrative Fee	\$3,000	Payable prior to the Board review.	Fee if you request an administrative review in lieu of a Board review.
Digital Display Boards	Fee for digital content ranging from \$276 to \$708 annually for a maximum of three updates per month.	Due and payable annually upon statement receipt.	Fee for content management services for digital display boards that includes a maximum of three updates per month.
Default Remedies	Reimbursement of all of our expenses.	Case by case basis as	Our expenses may include attorneys’ fees, court costs,

		incurred. Due and payable upon statement receipt.	and other expenses reasonably incurred to protect us or to remedy your default.
Indemnification	Reimbursement for all payments by us or our affiliates due to any claim, demand, tax, penalty, or judicial or administrative investigation or proceeding arising from any claimed occurrence at the Property.	Case by case basis as incurred. Due and payable upon statement receipt.	You must reimburse us for all expenses including attorneys' fees and court costs we reasonably incur to protect us, our subsidiaries or affiliates or to remedy your defaults under the Membership Agreement. You must also defend us, our affiliates and our and their predecessors, successors, assigns, members, officers, directors, employees, managers, and agents.
Liquidated Damages for Unauthorized Opening	\$1,000 per day that your Property is open without authorization, plus our costs.	On demand. Due and payable upon statement receipt.	Payable if you open before we give you written authorization to open.
Liquidated Damages for Pre-Opening Premature Termination	\$2,000 for each authorized guest room.	On demand. Due and payable upon statement receipt.	Payable if we terminate the Membership Agreement before you open because you default, or because you terminate the Membership Agreement without cause; or we terminate the Membership Agreement and you enter into an agreement for or begin construction of a competing brand within 1 year after termination.
Liquidated Damages for Post-Opening Premature Termination	The lesser of: (x) (i) 48 months of Monthly Fees (calculated as your average Monthly Fees during the previous 12 months (but if Monthly Fees have been owed to us for less than 12 months, the average of all prior months) multiplied by 48) plus (ii) 48 months of the Advertising Assessment, the	On demand.	Payable if you resign from the Membership or we terminate the Membership Agreement.

	<p>Sales and Marketing Assessment, and the Marketing and Technology Assessment (each an “Assessment” and together the “Assessments”) (calculated as your average for each Assessment during the previous 12 months (but if the Assessments have been owed to us for less than 12 months, the average of all prior months) multiplied by 48); or (y) Monthly Fees and Assessments for the remainder of the Extended-Length Term or renewal term (calculated as your average Monthly Fees and Assessments during the previous 12 months multiplied by the number of months remaining in the Extended-Length Term or renewal term).</p>		
Liquidated Damages for Post-Termination Use of Best Western Identifying Marks	15% of the average of the Property’s room rates per room per day multiplied by the total number of rooms.	On demand.	Payable for each day that any Best Western Identifying Mark is used in connection with the Property, after 15 days following resignation, cancellation or termination of the Membership Agreement.
ACH Processing Charge	\$50 per resubmission.	Due and payable monthly upon statement receipt.	Payable if we have to resubmit an ACH payment to the bank after an initial ACH payment is rejected for insufficient funds.
Service Charge	18% Annual Percentage Rate (“APR”).	Due and payable monthly upon statement receipt.	Service charge if you do not make any payment to us or our affiliates when due.
Statement Delivery Fee	Cost recovery fee of \$20 for mailed monthly statements and support.	Due and payable monthly upon	Statements are available electronically at no cost. Monthly fee if Property

		statement receipt.	requests mailed paper statements and support.
Rate Parity	System Hotels that repeatedly violate rate parity and our brand low-rate guarantee are subject to administrative fees which range from written notification to up to \$4,000 per violation depending on the number of violations annually. These violations may also impact third-party commission rates through preferred distribution partners.	Due and payable upon statement receipt.	Administrative fee charged to System Hotels for rate parity violations, which may also result in increased third-party commission costs through preferred distribution partners.
Taxes	Actual amount.	On demand.	If any sales, use, gross receipts or similar tax is imposed on us for the receipt of any payments you are required to make to us under the Membership Agreement, then you must reimburse us the actual amount.
Optional Programs			
Revenue for Hire (“RFH”) Program	Per month fee based on size of the hotel: \$1,087 for 1-120 rooms \$1,308 for 121-200 rooms \$1,524 for 201+ rooms	Due and payable monthly upon statement receipt.	Fee charged to System Hotels that participate in the optional RFH Program.
Essential Revenue Management (“ERM”) Program	\$631 per month	Due and payable monthly upon statement receipt.	Optional program fee for hotels under 70 rooms. Fee charged to hotels that participate in the ERM Program.

Supply and Studio Design	Varies depending on level and amount of services and support.	Due and payable upon statement receipt.	Access to supply procurement and negotiated brand pricing using the Supply Endorsed Vendor program. Interior design creation and conceptual architectural service (for exteriors) available through the Studio Design team of interior designers and architects on a contract basis.
Reservation Call Transfer Service (“RCTS”) Program	Participating System Hotel: 3% commission per reservation booked with a cap of 3 nights of a single reservation. Non-participating System Hotel: \$5 for each call transferred.	Due and payable monthly upon statement receipt.	Optional program fee to have calls transferred from the hotel to Central Reservations Office. System Hotels not participating are subject to a fee per call transferred.
Revenue Services Property Visits	Pricing varies by program services.	Due and payable upon statement receipt.	Fee charged to hotels that participate in the optional Revenue Services Property Visit Program.
Regional Training	\$399	Due and payable upon statement receipt.	Fee for attending one-day of optional regional training.
Property Sales Management (“PSM”) Program	Program is included in the On-Boarding Program Service and Support for 8 months. After 8 months this is an optional program with a monthly charge of \$2,300 per System Hotel (or discount rate of \$2,100 per System Hotel for multi-property owners).	Due and payable upon statement receipt.	Payable for System Hotels that participate in the optional local sales program.
BWH MediaMax	Cost recovery of media services costs and 10% commission on net consumed revenue through the MediaMax program.	Due and payable monthly upon statement receipt.	Hotel-managed marketing platform that empowers property level marketing managers to drive additional online visibility and room night production across a variety of digital channels.

NOTES

1. “Property Room Revenue” (“PRR”) means all revenues derived from the sale or rental of guest rooms (both transient and permanent) of the Property, including revenue derived from the redemption of points or rewards under the loyalty programs in which the Property participates, amounts attributable to breakfast (where the guest room rate includes breakfast), and guaranteed no-show revenue and credit transactions, whether or not collected, at the actual rates charged, less allowances for any guest room rebates and overcharges, and will not include taxes collected directly from patrons or guests. Group booking rebates, if any, paid by you or on your behalf to third-party groups for group stays must be included in, and not deducted from, the calculation of PRR.

If there is a fire or other insured casualty that results in a reduction of PRR, you will determine and pay us, from the proceeds of any business interruption or other insurance applicable to loss of revenues, an amount equal to the forecasted Monthly Fees, Advertising Assessment, and Marketing and Technology Fees, based on the PRR amounts agreed on between you and your insurance company that would have been paid to us in the absence of the insured casualty.

The Marketing and Technology Fees combine the prior Best Western Membership-approved: (i) Sales and Marketing Assessment; and (ii) Technology Assessment; and a Marketing and Technology Assessment. The following details the combination of all of these fees:

Marketing and Technology Fees	Effective Date	Description
2.10% of PRR	January 1, 2022	The sum of the Sales and Marketing assessment of 0.6% of PRR, the Technology Assessment of 0.5% of PRR and the Technology and Marketing Assessment of 1.00% of PRR

2. You must participate in all guest loyalty or frequency programs we require. You must also honor the terms of any discount or promotional programs (including any frequent guest program) that we or our affiliates offer to the public on your behalf, any room rate quoted to any guest when the guest makes an advance reservation, and any award guest certificates issued to hotel guests participating in these programs. We and our affiliates’ other hotel brands may also participate in these programs. These programs are subject to change. You pay your share of the costs of the programs.
3. Unless otherwise indicated, all fees described in this Item 6 apply to Fiscal Year 2026, are payable to, and imposed by, us or our affiliates and are non-refundable. You agree to allow us to automatically debit your bank account each month in the amount owing us and you agree to electronic monthly statements. The fees listed in this Item 6 are more fully described in the Regulatory Documents.
4. All other fees, dues and assessments are subject to change by us without limitation except as noted above.

ITEM 7

ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT

NEW CONSTRUCTION – BEST WESTERN SYSTEM HOTEL (75-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$54,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$13,500	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$1,200 - \$8,000	Lump Sum	As Required	Us
Construction Work (6)	\$4,830,000 - \$10,500,000	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$693,000 - \$1,155,000	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$105,000 - \$241,500	As Agreed	As Agreed	Suppliers
Signage (9)	\$21,000 - \$47,250	As Agreed	As Agreed	Suppliers
Computer System (10)	\$117,250 - \$118,650	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$26,250 - \$89,250	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$270,000 - \$291,900	As Incurred	As Arranged	Suppliers
TOTAL (18)				
\$6,130,275 - \$12,658,075				

YOUR ESTIMATED INITIAL INVESTMENT*

CONVERSION – BEST WESTERN SYSTEM HOTEL (75-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$54,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$13,500	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$1,200 - \$8,000	Lump Sum	As Required	Us
Renovation Work (6)	\$0 - \$677,250	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$0 - \$934,500	As Agreed	As Agreed	Suppliers

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Inventory and Operating Equipment (8)	\$105,000 - \$241,500	As Agreed	As Agreed	Suppliers
Signage (9)	\$21,000 - \$47,250	As Agreed	As Agreed	Suppliers
Computer System (10)	\$117,250 - \$118,650	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$0 - \$31,500	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$270,900 - \$291,900	As Incurred	As Arranged	Suppliers
TOTAL (18)				
\$581,925 - \$2,557,075				

YOUR ESTIMATED INITIAL INVESTMENT*

NEW CONSTRUCTION – BEST WESTERN PLUS SYSTEM HOTEL (90-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$57,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional	Lump Sum	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of	Us

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
	room up to 1,000 rooms)		Application of Membership	
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$14,250	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$1,500 - \$8,000	Lump Sum	As Required	Us
Construction Work (6)	\$6,090,000 - \$13,125,000	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$1,008,000 - \$1,575,000	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$105,000 - \$241,500	As Agreed	As Agreed	Suppliers
Signage (9)	\$21,000 - \$47,250	As Agreed	As Agreed	Suppliers
Computer System (10)	\$117,250 - \$118,650	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$26,250 - \$89,250	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$357,000 - \$387,450	As Incurred	As Arranged	Suppliers
TOTAL (18)				
\$7,795,575 - \$15,802,375				

YOUR ESTIMATED INITIAL INVESTMENT*

CONVERSION – BEST WESTERN PLUS SYSTEM HOTEL (90-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$57,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum, if applicable	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$14,250	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$1,500 - \$8,000	Lump Sum	As Required	Us
Renovation Work (6)	\$0 - \$800,000	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$0 - \$1,365,000	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$105,000 - \$241,500	As Agreed	As Agreed	Suppliers
Signage (9)	\$21,000 - \$47,250	As Agreed	As Agreed	Suppliers
Computer System (10)	\$117,250 - \$118,650	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$0 - \$31,500	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$357,000 - \$387,450	As Incurred	As Arranged	Suppliers
TOTAL (18)				
\$671,325 - \$3,209,625				

YOUR ESTIMATED INITIAL INVESTMENT*

NEW CONSTRUCTION – BEST WESTERN PREMIER SYSTEM HOTEL (120-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$63,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum, if applicable	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$15,750	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$2,200 - \$8,000	Lump Sum	As Required	Us
Construction Work (6)	\$13,545,000 - \$26,250,000	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$2,415,000 - \$4,725,000	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$210,000 - \$367,500	As Agreed	As Agreed	Suppliers
Signage (9)	\$21,000 - \$47,250	As Agreed	As Agreed	Suppliers

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Computer System (10)	\$153,650 - \$155,050	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$52,500 - \$183,750	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Miscellaneous Preopening and Project Management Expenses (15)	\$26,250 - \$78,750	As Incurred	As Agreed	Suppliers
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$499,800 - \$544,950	As Incurred	As Arranged	Suppliers
TOTAL (18)				
\$17,000,975 - \$32,499,275				

YOUR ESTIMATED INITIAL INVESTMENT*

CONVERSION – BEST WESTERN PREMIER SYSTEM HOTEL (120-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$63,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum, if applicable	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Opening Date Extension Fee (4)	\$0 - \$15,750	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$2,200 - \$8,000	Lump Sum	As Required	Us
Renovation Work (6)	\$0 - \$2,625,000	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$0 - \$3,412,500	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$210,000 - \$367,500	As Agreed	As Agreed	Suppliers
Signage (9)	\$21,000 - \$47,250	As Agreed	As Agreed	Suppliers
Computer System (10)	\$153,650 - \$155,050	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$0 - \$63,000	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$499,800 - \$544,950	As Incurred	As Arranged	Suppliers
TOTAL (18)	\$962,225 - \$7,441,025			

YOUR ESTIMATED INITIAL INVESTMENT

NEW CONSTRUCTION – @HOME BY BEST WESTERN SYSTEM HOTEL (100-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Entrance Fee (2)	\$59,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum, if applicable	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$14,750	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$2,200 - \$8,000	Lump Sum	As Required	Us
Construction Work (6)	\$7,077,000 - \$14,595,000	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$1,837,500 - \$3,412,500	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$105,000 - \$241,500	As Agreed	As Agreed	Suppliers
Signage (9)	\$21,000 - \$47,250	As Agreed	As Agreed	Suppliers
Computer System (10)	\$117,250 - \$118,650	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$26,250 - \$89,250	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$396,900 - \$429,450	As Incurred	As Arranged	Suppliers
TOTAL (18)				
\$9,654,675 - \$19,154,375				

YOUR ESTIMATED INITIAL INVESTMENT*

CONVERSION – @HOME BY BEST WESTERN SYSTEM HOTEL (100-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$59,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum, if applicable	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$14,750	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$2,200 - \$8,000	Lump Sum	As Required	Us
Renovation Work (6)	\$0 - \$1,365,000	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$0 - \$2,730,000	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$100,000 - \$230,000	As Agreed	As Agreed	Suppliers
Signage (9)	\$20,000 - \$45,000	As Agreed	As Agreed	Suppliers
Computer System (10)	\$117,250 - \$118,650	Cash, Check or Wire Transfer	As required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$0 - \$31,500	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$396,900 - \$429,450	As Incurred	As Arranged	Suppliers
TOTAL (18)	\$707,925 - \$5,170,375			

YOUR ESTIMATED INITIAL INVESTMENT*

NEW CONSTRUCTION – EXECUTIVE RESIDENCY BY BEST WESTERN SYSTEM HOTEL (100-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$59,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum, if applicable	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$14,750	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$2,200 - \$8,000	Lump Sum	As Required	Us
Construction Work (6)	\$7,077,000 - \$14,595,000	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$1,837,500 - \$3,412,500	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$105,000 - \$241,500	As Agreed	As Agreed	Suppliers

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Signage (9)	\$21,000 - \$47,250	As Agreed	As Agreed	Suppliers
Computer System (10)	\$117,250 - \$118,650	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$26,250 - \$89,250	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$396,900 - \$429,450	As Incurred	As Arranged	Suppliers
TOTAL (18)	\$9,654,675 - \$19,154,375			

YOUR ESTIMATED INITIAL INVESTMENT*

CONVERSION – EXECUTIVE RESIDENCY BY BEST WESTERN SYSTEM HOTEL (100-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$59,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room	Lump Sum, if applicable	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
	up to 1,000 rooms)			
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$14,750	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$2,200 - \$8,000	Lump Sum	As Required	Us
Renovation Work (6)	\$0 - \$1,365,000	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$0 - \$2,730,000	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$105,000 - \$241,500	As Agreed	As Agreed	Suppliers
Signage (9)	\$21,000 - \$47,250	As Agreed	As Agreed	Suppliers
Computer System (10)	\$117,250 - \$118,650	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Agreed	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$0 - \$31,500	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$396,900 - \$429,450	As Incurred	As Arranged	Suppliers
TOTAL (18)				
\$713,925- \$5,184,125				

YOUR ESTIMATED INITIAL INVESTMENT

NEW CONSTRUCTION – GLō SYSTEM HOTEL (80-ROOM)

Column 1 Type of Expenditure	Column 2 Amount	Column 3 Method of Payment	Column 4 When Due	Column 5 To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$55,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum, if applicable	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$13,750	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$2,200 - \$8,000	Lump Sum	As Required	Us
Construction Work (6)	\$5,775,000 - \$11,182,500	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$1,050,000 - \$1,218,000	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$105,000 - \$241,500	As Agreed	As Agreed	Suppliers
Signage (9)	\$31,500 - \$63,000	As Agreed	As Agreed	Suppliers
Computer System (10)	\$152,450 - \$153,850	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$26,250 - \$89,250	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$317,100 - \$343,350	As Incurred	As Arranged	Suppliers
TOTAL (18) \$7,527,075 - \$13,507,225				

YOUR ESTIMATED INITIAL INVESTMENT*
CONVERSION – GLō SYSTEM HOTEL (80-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$55,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum, if applicable	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$13,750	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$2,200 - \$8,000	Lump Sum	As Required	Us
Renovation Work (6)	\$105,000 - \$1,312,500	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$493,500 - \$1,207,500	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$105,000 - \$241,500	As Agreed	As Agreed	Suppliers
Signage (9)	\$31,500 - \$63,000	As Agreed	As Agreed	Suppliers

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Computer System (10)	\$152,450 - \$153,850	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$0 - \$31,500	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$317,100 - \$343,350	As Incurred	As Arranged	Suppliers
TOTAL (18)				
\$1,274,325 - \$3,568,975				

YOUR ESTIMATED INITIAL INVESTMENT

NEW CONSTRUCTION – AIDEN SYSTEM HOTEL (90-ROOM)

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$57,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Opening Date Extension Fee (4)	\$0 - \$14,250	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$2,200 - \$8,000	Lump Sum	As Required	Us
Construction Work (6)	\$8,400,000 - \$11,182,500	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$1,023,750 - \$1,365,000	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$157,500 - \$294,000	As Agreed	As Agreed	Suppliers
Signage (9)	\$21,000 - \$52,500	As Agreed	As Agreed	Suppliers
Computer System (10)	\$152,450 - \$153,850	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$26,250 - \$89,250	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Management Company (14)	\$24,000 - \$36,000	As Required	As Required	Management Company
Miscellaneous Preopening and Project Management Expenses (15)	\$0 - \$78,750	As Incurred	As Agreed	Suppliers
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$357,000 - \$387,450	As Incurred	As Arranged	Suppliers
TOTAL (18)	\$10,233,725 - \$13,778,825			

YOUR ESTIMATED INITIAL INVESTMENT*
CONVERSION – AIDEN SYSTEM HOTEL (90-ROOM)

Column 1 Type of Expenditure	Column 2 Amount	Column 3 Method of Payment	Column 4 When Due	Column 5 To Whom Payment is to be made
Impact Study Fee (1)	\$0 - \$4,000	Lump Sum	Before Commission of Impact Study	Us
Entrance Fee (2)	\$57,000 (comprised of Evaluation Fee of \$4,000 plus Affiliation Fee of \$45,000 (50 rooms or less) plus \$200 for each additional room up to 1,000 rooms)	Lump Sum, if applicable	Evaluation Fee portion upon Application of Membership and Affiliation Fee portion before Board's consideration of Application of Membership	Us
Proposed Construction Extension Fee (3)	\$0 - \$35,000	Lump Sum	When Requested	Us
Opening Date Extension Fee (4)	\$0 - \$14,250	Lump Sum	When Requested	Us
Distribution Photography Package Fee (5)	\$2,200 - \$8,000	Lump Sum	As Required	Us
Renovation Work (6)	\$0 - \$840,000	As Agreed	As Agreed	Contractors
Furniture, Fixtures and Equipment (7)	\$0 - \$1,312,500	As Agreed	As Agreed	Suppliers
Inventory and Operating Equipment (8)	\$158,302 - \$294,802	As Agreed	As Agreed	Suppliers
Signage (9)	\$21,000 - \$52,500	As Agreed	As Agreed	Suppliers
Computer System (10)	\$152,450 - \$153,850	Cash, Check or Wire Transfer	As Required	Us and Suppliers
Insurance (11)	\$7,500 - \$12,500	As Required	As Required	Agent/Insurer
Organizational Expense (12)	\$1,050 - \$2,100	As Required	As Agreed	Accountant/Attorney
Permits and Licenses (13)	\$0 - \$31,500	As Required	As Required	Governmental Agency
Initial Training Fees	\$3,350 - \$6,000	As Required	As Required	Us or our affiliates
Management Company (14)	\$24,000 - \$36,000	As Agreed	As Agreed	Management Company
Miscellaneous Preopening and Project	\$0 - \$78,750	As Incurred	As Agreed	Suppliers

Column 1	Column 2	Column 3	Column 4	Column 5
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be made
Management Expenses (15)				
Green Key Global Certification (16)	\$675	Lump Sum	As Required	Supplier(s)
Additional Funds (3 months) (17)	\$357,000 - \$387,450	As Incurred	As Arranged	Suppliers
TOTAL (18)				
\$784,527 - \$3,326,877				

Explanatory Notes

* All amounts listed in the above tables are non-refundable, unless stated otherwise below. All estimates are based on our and our affiliates' 70+ years of experience. The estimates in the above tables are for the new construction of, and conversion of an existing hotel to, a Best Western, Best Western Plus, Best Western Premier, @Home by Best Western, Executive Residency by Best Western, GLō and Aiden System Hotel, as applicable. The costs in the above tables are only estimates, and the actual costs may vary substantially depending on the type, condition, age, physical structure and quality of furnishing of the existing hotel and the building construction, material and labor costs applicable to the geographic area in which the hotel is located. You are encouraged to independently investigate, before executing the Membership Agreement, the actual costs.

1. New prospective Members may, by paying us an Impact Study Fee of \$4,000, contribute funds for our commissioning an impact study. All new prospective Members must complete an Application for Membership. If a new prospective Member's Application for Membership is presented to the Board by the Application Deadline and the Application for Membership is approved, the Impact Study Fee will be credited toward the Affiliation Fee. If a new prospective Member's Application for Membership is presented to the Board by the Application Deadline and the Application for Membership is not approved, the entire Affiliation Fee (including the \$4,000 Impact Study Fee) will be refunded. If a new prospective Member's Application for Membership is not presented to the Board by the Application Deadline due to the actions of the prospective Member, or the Application for Membership is approved by the Board but the prospective Member does not accept the conditions of approval, the \$4,000 Impact Study Fee will not be refunded.
2. All prospective Members must complete an Application for Membership for a hotel and pay a \$4,000 Evaluation Fee and an Affiliation Fee, the amount of which will depend on the number of rooms at the Property. Please note, if you are a new Member purchasing your Membership from an existing Member, you will be charged a transfer fee in lieu of an Entrance Fee, which will equal 50% of our then current Entrance Fee. If a prospective Member's Application for Membership is either (i) presented to the Board by the Application Deadline and the Application for Membership is not approved or (ii) not presented to the Board by the Application Deadline due to the actions of the prospective Member, the entire Affiliation Fee will be refunded. The Affiliation Fee otherwise becomes non-refundable at the time of signing

the Membership Agreement. The Affiliation Fee is \$45,000 (50 rooms or less), plus \$200 for each additional room up to a maximum of 1,000 rooms.

3. An applicant granted approval for a System Hotel proposed for construction must begin construction within 12 months from the date of approval, or may apply for extensions of time to begin construction if the applicant makes a request for extension that satisfies certain requirements and pays a Proposed Construction Extension Fee. Extensions may be granted in 6-month increments and the total amount of time that may be allowed to begin construction is 3 years from the date of approval. The Proposed Construction Extension Fee is \$5,000 for the first 6-month increment and \$10,000 for each subsequent 6-month increment. The Proposed Construction Extension Fee represented in each of the tables above is for an extension of 2 years beyond the initial 12 months you have to begin construction (i.e., \$35,000).
4. You must complete the construction of your Property, or renovations to the existing hotel to bring it into conformity with System Hotels, and open your Property within an agreed-to time frame (e.g., two years after signing the Membership Agreement for the construction of a new System Hotel and nine months after signing the Membership Agreement for the conversion of an existing hotel to a System Hotel). If you request and we approve an extension, you must pay an Opening Date Extension Fee equal to $\frac{1}{4}$ of the Entrance Fee for each 3-month increment. If your Property opens prior to the expiration of the extension, the applicable Opening Date Extension Fee will be refunded. The Opening Date Extension Fee is otherwise nonrefundable. The Opening Date Extension Fee represented in each of the tables above is for an extension of 3 months.
5. To ensure System Hotels are professionally represented, meet brand standards, comply with industry requirements, and comply with legal rights for image usage, System Hotels must use brand endorsed photographers at our preferred pricing. The Distribution Photography Package Fee starts at: \$1,200 for Best Western System Hotels, \$1,500 for Best Western Plus System Hotels, and \$2,200 for Best Western Premier System Hotels, @Home by Best Western System Hotels, Executive Residency by Best Western System Hotels, GLō System Hotels, and Aiden System Hotels, but increases based on the number of room types and public areas to be photographed. You must also pay for one room night's accommodation for the photographer (if needed).
6. If your hotel will be new construction, you will have to incur construction work costs to build the Property so that is in conformity with the requirements specified in the Regulatory Documents. If your license is for the conversion of an existing hotel to a hotel, depending on the type, condition, age and physical structure of the existing hotel, you may or may not have to incur renovation work costs to bring the existing hotel into conformity with the requirements specified in the Regulatory Documents. Construction or renovation costs, as applicable, will vary significantly and the amounts in the above table are just estimates.
7. If your hotel will be new construction, you will have to incur costs to furnish and equip the Property in conformity with the requirements specified in the Regulatory Documents. If your hotel will be converted from an existing hotel to a hotel operating under the Best Western Identifying Marks, depending on the type, condition, age and quality of furnishing of the existing hotel, you may or may not have to incur costs to furnish and equip the existing property

in conformity with the requirements specified in the Regulatory Documents. These costs will vary significantly and the amounts in the above table are just estimates.

8. “Inventory” includes food and beverages and other immediately consumable items such as fuel, soap, cleansing material, and similar items. “Operating equipment” includes such items as plates, cups, glasses, and uniforms. Although the estimated initial investment for inventory and operating equipment may vary significantly depending upon the Best Western Identifying Marks under which the Property operates, the number of rooms at the Property, occupancy and other similar factors, we anticipate the initial investment for inventory and operating equipment will equal roughly 8% to 10% of guest room revenue. The estimated ranges are for inventory and operating equipment for three months of operations. The below estimates are for illustrative purposes only.

- The estimated range in the Best Western tables was calculated for a Best Western System Hotel with 75 rooms and revenue per available room (“RevPAR”) of \$64.
- The estimated range in the Best Western Plus tables was calculated for a Best Western Plus System Hotel with 80 rooms and RevPAR of \$75.
- The estimated range in the Best Western Premier tables was calculated for a Best Western Premier System Hotel with 120 rooms and RevPAR of \$85.
- The estimated range in the @Home by Best Western tables was calculated for an @Home by Best Western System Hotel with 100 rooms and RevPAR of \$75.
- The estimated range in the Executive Residency by Best Western tables was calculated for an Executive Residency by Best Western System Hotel with 100 rooms and RevPAR of \$75.
- The estimated range in GLō tables was calculated for a GLō System Hotel with 80 rooms and RevPAR of \$75.
- The estimated range in Aiden tables was calculated for an Aiden System Hotel with 90 rooms and RevPAR of \$80.

9. For a new construction System Hotel, you must obtain on-premises signage and off-premises signage (e.g., highway billboards). For the conversion of an existing hotel to a System Hotel, you must change the existing hotel’s on-premises signage, off-premises signage (e.g., highway billboards) and alter operating supplies and equipment, including brochures and paper items, to replace any existing brand names with the applicable Best Western Identifying Marks. Your signs must be purchased from a supplier we approve (see Item 8).

Signs include freestanding signs and primary identification for the building. The cost of signage for the Property depends on location, type, quantity and sizes of exterior signs. The estimates include installation, freight, foundation and wiring. You must install, display, and maintain signage displaying or containing the applicable Best Western Identifying Marks and

other distinguishing characteristics in accordance with plans, specifications and standards we establish for existing hotels.

10. The “Computer System” and the cost breakdown for each component is more fully described in Item 11.
11. You must maintain the minimum levels and types of insurance specified in the Regulatory Documents at your expense. This insurance must be with insurers having minimum ratings we specify; name as additional insureds the parties we specify in the Regulatory Documents; and carry the endorsements and notice requirements we specify in the Regulatory Documents. Insurance premiums vary widely by reason of location, size of hotel and type of coverage purchased. The amounts disclosed in the above tables represent the cost of the annual premium for three months.
12. Actual cost depends on work done by an accountant and attorney, and standard regional rates.
13. The licenses and permits you must obtain to operate the Property vary depending on the state, county or other political subdivision in which the Property is located and the size of the Property. The low end of the ranges in the tables for the conversion of an existing hotel to a System Hotel presumes the hotel was open and operating as a hotel immediately prior to converting to a System Hotel and will not have permit and license fees. This range includes licensing or permits that will be necessary for the Property to offer food and alcoholic beverages. The price and related costs of obtaining an alcohol permit may vary substantially by jurisdiction, especially in those jurisdictions that consider a liquor license to be an asset.
14. Aiden System Hotels are required to hire a management company that meets our then-current Standards and is approved by us to operate the Property. We may reject a proposed management company if we determine that it is unwilling or unable to comply with all requirements under our then-current Standards. The estimate in the table above represents the estimated management company fees for 3 months, assuming a 90-room Aiden System Hotel, 65% occupancy, and a nightly room rate of \$140 per room.
15. You will incur pre-activation expenses for salaries and wages; personnel training; sales; administrative and general expenses; project management; technical services; advertising; and, opening festivities.
16. We require all Members to participate in certain sustainability and environmental responsibility programs that we establish. As part of these programs, you must obtain Green Key Global certification for the Property within six months of the Property’s opening date from Green Key Global or its designated vendor. You must also maintain the certification for the duration of the Membership Agreement.
17. The additional funds estimated for operating the Property for the initial 3-month period (e.g., working capital for staff salaries and operating expenses) will vary materially by geographic location, taxes (e.g., federal, state and local) size of your land and Property, age of the Property, your Property room count, seasonality, number and size of your common areas, whether you have meeting rooms and/or a conference center, food service offered (e.g., restaurant), amenities offered, labor costs, health benefits costs, utility costs, insurance costs, and the

relative effectiveness of you and your staff. The estimates do not include debt service or lease costs. The estimates are not a warranty as to your actual operating costs which you best can determine.

18. You should review these estimated figures carefully with a business advisor before deciding to acquire the license. We and our affiliates do not offer financing directly or indirectly for any part of the initial investment. The availability and terms of financing depend on many factors, including the availability of financing generally, your creditworthiness and collateral, and lending policies of financial institutions from which you request a loan.

ITEM 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

We issue standards, specifications, requirements, criteria, and policies for use by Members in developing and operating System Hotels, and modifications of those standards and specifications, in the Regulatory Documents. In order to maintain the integrity, image uniformity and public reputation of System Hotels, you are required to comply with all of our standards and specifications. Among other things, the standards and specifications in the Regulatory Documents may regulate the types, models, and brands of products and services the Property uses; required and authorized products and services that the Property must offer to customers and quality standards for those products and services; and designated and approved suppliers of these items and services. We may require you to purchase products or services from us or another supplier we designate and/or with our prior approval and/or according to our specifications. Unless otherwise noted below, neither we nor any affiliate is an approved supplier or the sole supplier of any product or service.

You are currently required to purchase from approved suppliers initial and, from time to time, additional and/or replacement: (i) signage from suppliers we designate and other signage from approved suppliers who meet our criteria, (ii) linens, terry products, and bath amenities (e.g., soaps, shampoos, conditioners and lotions) from designated or approved suppliers, (iii) *ICare*[®] items (e.g., hygienic wrap for additional bedding) from approved suppliers, and (iv) our approved rate shopping service and rate optimization software subscription program.

You are currently required to license the System's PMS (currently AutoClerk Atlas PMS) from our affiliate, AutoClerk. When you obtain the required PMS, you will also receive the GMS. The GMS provides a full-suite guest management system for System Hotels. The GMS includes pre-registration, dynamic upsells, guest messaging, digital compendium and mobile check-out. The GMS enables hoteliers to increase revenue, boost staff efficiency and maximize guest satisfaction. If the Property has a waiver from the requirement to use the System's required PMS, you must still obtain the GMS and pay all associated fees.

In order to license the PMS from AutoClerk, you will be required to enter into a Software as a Service Agreement in the form attached as Exhibit K. You are also currently required to purchase IoT hardware from AutoClerk. IoT hardware provides connectivity and integration of the PMS into other guest and hotel service systems (e.g., Call Accounting, PBX, in-room entertainment, Key Card, etc.). We are the only approved supplier and licensor of the BWI Two-Way connect software, which connects your PMS software system to our hotel software system. We are also the only approved supplier of distribution photographs that must be taken of the Property and certain other distribution

services disclosed in Item 6. We and AutoClerk are the only approved suppliers of certain PMS-related installation, maintenance and licensing, and you will be required to make payments to us/AutoClerk for those services.

Aiden System Hotels are required to hire a management company that meets our then-current Standards and is approved by us to operate the Property. We may reject a proposed management company if we determine that it is unwilling or unable to comply with all requirements under our then-current Standards.

We require all Members to participate in certain sustainability and environmental responsibility programs that we establish. As part of these programs, you must obtain Green Key Global certification for the Property within six months of the Property's opening date from Green Key Global or its designated vendor. You must also maintain the certification for the duration of the Membership Agreement. The initial cost of obtaining the certification is \$675, and the recurring cost to maintain the certification is \$500 every three years.

Except as described above, you currently may purchase all other products and services from any source of distribution as long as the product or service meets the requirements in the Regulatory Documents. We may enter into exclusive purchasing arrangements for particular products or services and to require that you purchase products or services from approved suppliers or distributors in the future.

You must maintain, at your own expense, the insurance coverage that we periodically require. You currently must have commercial general liability insurance, automobile liability insurance (for owned, non-owned, and hired automobiles), cyber security insurance, and statutory workers' compensation insurance, each in the amount set forth in the Regulatory Documents, currently as follows:

- Commercial General Liability: \$6,000,000 General/Excess/Umbrella. We strongly recommend that assault and battery, abuse and molestation, and human trafficking liability coverage not be limited or excluded. Exposure to carbon monoxide may not be excluded and may not be limited to amounts less than \$6,000,000.
- Automobile Liability: \$1,000,000 coverage for owned, hired and non-owned automobiles.
- Cyber Security Liability: \$1,000,000
- Worker's Compensation: As required by law.

All required insurance must be with insurers having the minimum ratings we specify, name as additional insureds the parties we specify in the Regulatory Documents (to include us), and carry the endorsements and notice requirements we specify in the Regulatory Documents. Upon request, you shall provide us with certificates and such other documents that we request evidencing that you have obtained insurance policies that comply with the then-current insurance requirements set forth in the Regulatory Documents.

If you would like to purchase any items you are required to purchase from approved suppliers from any supplier or distributor we have not yet approved, you must submit to us a written request for approval of the proposed supplier or distributor. We have the right to inspect a proposed supplier's or

distributor's facilities, and to require product samples from the proposed supplier or distributor to be delivered at our option either directly to us or to any independent, certified laboratory which we designate for testing. We may charge you or the supplier a reasonable fee for the evaluation, or require the supplier to participate in a brand marketing or rebate program, and will decide within a reasonable time (no more than 120 days). We have no obligation to approve any new supplier you propose. We may periodically re-inspect the facilities and products of any approved supplier or distributor and to revoke our approval if the supplier or distributor does not continue to meet any of our criteria.

Approval of a supplier or distributor may be conditioned on requirements relating to product quality and reviews, prices, consistency, reliability, financial capability, industry reviews, labor relations, client relations, frequency of delivery, concentration of purchases, standards of service, including prompt attention to complaints, willingness to participate in brand marketing or rebate programs, or other criteria and may be temporary, pending our continued evaluation of the supplier or distributor at any time and from time to time. We will make available our then current criteria to you, as necessary, upon request if we are asked to evaluate and approve a new supplier, item, or service.

Advertising Materials. You must obtain our approval before conducting any significant marketing and promotion activities, including before using any Internet sites or posting any content to those Internet sites.

Property Development. The specifications and layout of the Property must conform to our policies and the policies in the Regulatory Documents. You may not change the specifications and layout of the Property without our prior written approval, except if changes are requested by a competent federal or state authority.

There is currently no supplier in which one of our officers owns an interest.

Our affiliate, AutoClerk, received approximately \$1,287,635 in revenue during 2025 from selling what were then optional items to Members. Neither we nor any other affiliates received any revenue or other material consideration during 2025 from selling required items to Members, but we and they may do so in the future. Designated suppliers did, however, make payments (i.e., commissions and rebates) to us in 2025 in connection with required and discretionary purchases by Members and our and our affiliates' licensees and franchisees operating under other hotel brands (collectively referred to as "BW Hotel Operators"). We generally receive a margin of approximately 3.6% from furniture, fixtures and equipment suppliers and commissions of 2.6% from direct order suppliers (i.e., suppliers of hotel operational items such as guest room amenities, linens, etc.) based on purchases made by BW Hotel Operators. During fiscal year 2025, we received total revenue of \$588 million and we received \$5.7 million, or approximately 1.0% of our total revenue, from vendors (i.e., rebates) in connection with purchases by BW Hotel Operators. All such funds were used for the administration of the supply program.

We or an affiliate provide access to a procurement service. There are not currently any other purchasing or distribution cooperatives. We currently negotiate purchase arrangements with suppliers (including price terms). We do not provide material benefits to Members based on their purchase of particular products or services or use of particular suppliers.

Collectively, the purchases and leases described above are approximately 75% - 85% of your overall purchases and leases in establishing a System Hotel and approximately 40% - 50% of your overall purchases and leases in operating a hotel operating under the Best Western Identifying Marks.

ITEM 9

FRANCHISEE’S OBLIGATIONS

This table lists your principal obligations under the Membership Agreement. 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 MEMBERSHIP AGREEMENT AND REGULATORY DOCUMENTS	DISCLOSURE DOCUMENT ITEM
a. Site selection and acquisition/lease	Not applicable	Items 7, 8 and 12
b. Pre-opening purchases/leases	G; Rules and Regulations Chapters III, IX and X; the Manual; Design Guidelines for New Construction and Conversion Properties	Items 5, 7, 8 and 11
c. Site development and other pre-opening requirements	Not applicable	Items 5, 7, 8 and 11
d. Initial and ongoing training	Rules and Regulations 500.11, 500.12, 500.31, 500.55, 500.56, 500.58; Rules and Regulations Section “Member Approved Ballots”	Items 5, 6, 7, 11 and 15
e. Opening	G; Rules and Regulations Chapters III, IX and X; Brand Identity Manual; Design Guidelines for New Construction and Conversion Properties	Items 7 and 11
f. Fees	A(2), C, F(3), F(4), F(5) and F(6); Bylaws Article I and Article II Section 5 and Section 6; Rules and Regulations 200.4(F), 500.35, 500.50, 500.53, and 500.54; and Rules and Regulations Section “Member Approved Ballots”	Items 5, 6, and 7
g. Compliance with standards and policies/operating manual	Introductory paragraph, A(1), D, E, G, M(1) and P; Bylaws Article II Section 8; Rules and Regulations Chapters III, V, VI, VII, VIII, IX, X, XII and XIII	Items 8 and 11
h. Trademarks and proprietary information	D, F, G, and N; Rules and Regulations Chapter III	Items 13 and 14

OBLIGATION	SECTION IN MEMBERSHIP AGREEMENT AND REGULATORY DOCUMENTS	DISCLOSURE DOCUMENT ITEM
i. Restrictions on products/services offered	Rules and Regulations 400.4 and 500.29; Rules and Regulations Chapter X; and Rules and Regulations Section “Member Approved Ballots”	Items 8, 11, 12, and 16
j. Warranty and customer service requirements	Rules and Regulations 500.24 - 500.27, 500.35, 500.43, 500.53 and 500.54; Rules and Regulations Section “Member Approved Ballots”	Items 8, 12, and 16
k. Territorial development and sales quotas	Not applicable	Item 12
l. Ongoing product/service purchases	G(1); Rules and Regulations Chapters IX and X; the Manual	Items 6 and 8
m. Maintenance, appearance, and remodeling requirements	Rules and Regulations Chapters V – X	Items 8, 11, 16, and 17
n. Insurance	Rules and Regulations 500.14	Items 7 and 8
o. Advertising	Rules and Regulations Chapters III and IV; Rules and Regulations Section “Member Approved Ballots”	Items 6, 8 and 11
p. Indemnification	N; Rules and Regulations 500.14	Item 6
q. Owner’s participation/management/staffing	Rules and Regulations 500.11, 500.12, 500.31 and 500.58	Items 11 and 15
r. Records and reports	Rules and Regulations Section “Member Approved Ballots”	Not Applicable
s. Inspections and audits	Rules and Regulations 500.15 – 500.20; Rules and Regulations Chapter XI	Items 8 and 11
t. Transfer	B (3); Bylaws Article II Sections 4 and 7 (C)	Item 17
u. Renewal	B (2); Bylaws Article II Sections 2 (B) and 5	Items 17
v. Post-termination obligations	F; Rules and Regulations 300.6	Item 17
w. Non-competition covenants	Bylaws Article II Sections 2 (C), 2(D) and 3	Items 15 and 17
x. Dispute resolution	Q	Item 17
y. Other. Guaranty of Member’s obligations	K	Item 15

ITEM 10

FINANCING

We and our affiliates do not offer direct or indirect financing. Neither we nor our affiliates will guarantee your note, lease, or obligation.

ITEM 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS, AND TRAINING

Except as listed below, we are not required to provide you with any assistance.

Before you begin operating the Property, we (or our parent, affiliate, or designee) will:

1. Issue to you or make available a copy of the Manuals. The Manuals are confidential. References to the Manuals include the "Standards", which include all standards, specifications, requirements, criteria, and policies that have been and are in the future developed and compiled by us in our sole business judgment for use by System Hotels in connection with the design, construction, renovation, refurbishment, appearance, equipping, furnishing, supplying, opening, operating, maintaining, marketing, services, service levels, quality, and quality assurance of System Hotels, including the Property, and for Hotel advertising and accounting, whether in the Manual or in the Membership Agreement or other written communication. The Board may adopt and implement programs and requirements to (i) provide regular maintenance of System Hotels, (ii) maintain a fresh and high quality appearance of System Hotels, (iii) conform to design, appearance, or operating criteria for System Hotels, and (iv) refurbish and renovate System Hotels, to help ensure that each System Hotel offers the public fresh and high quality accommodations that are competitive with other lodging available to the public and are current with lodging industry trends. For purposes of Best Western Rule 500.21, such programs are individually and collectively referred to as "Refurbishment Programs." Any Refurbishment Program adopted by the Board or Best Western Members is applicable to all Members, and shall include requirements for specific brands. Any Refurbishment Program adopted by the Board shall, prior to implementation, be submitted to the Members for their vote and approval, in accordance with the Bylaws, if (i) the cost of required item(s) is more than \$150 per room, per Member Property if purchased through Best Western Supply (the "Expenditure Limitation"), or (ii) the Board should reasonably expect that most Member Properties will need to hire a "trade person" to install the item(s). With regard to any such System Hotel vote, an affirmative vote of a majority of the votes cast shall result in passage of the matter proposed, provided at least 33 1/3% of all System Hotels vote in favor of the proposal. The current tables of contents of the Manuals are attached as Exhibit F-1 and Exhibit F-2. The Manuals contain 301 total pages.
2. Review designs and/or plans for constructing/renovating and furnishing the System Hotel, and grant or deny approval, which may be conditioned on your architect or other certified professional certifying to us that the designs and/or plans comply with all laws related to accessibility/accommodations/facilities for those with disabilities. You may not start construction/renovations until you receive our approval. Once we have issued our approval,

you may not make any changes to the designs and/or plans without our advance consent (Rules and Regulations 500.22).

3. Furnish you with a reservation service (Membership Agreement, Section G).
4. As discussed in Item 8, you are required to comply with the Standards and specifications as detailed in the Manual. Among other things, the Standards may regulate the designated and approved suppliers of equipment, signs, fixtures, inventory and supplies you are required to use. While we do not currently provide, deliver or install any of these items directly, we may do so in the future. We also make available to you for use in the Property various purchase, lease, or other arrangements with respect to exterior signs, operating equipment, operating supplies and furnishings, which we may have and which we make available to other System Hotels (Membership Agreement, Section A).
5. Specify ongoing required and optional training programs on providing accommodations and related services. You must pay a fee for these programs and the training materials. You must also pay for all costs incurred in connection with training (Rules and Regulations 500.11, 500.12, 500.31, 500.55, 500.56, 500.58; Rules and Regulations Section “Member Approved Ballots”).

During your operation of the Property, we (or our parent, affiliate, or designee) will:

1. Use commercially reasonable efforts to market the Property on our reservation service and any loyalty programs associated with the System Hotels. We will also include the Property, or cause the Property to be included, when applicable, in advertising of System Hotels and in marketing programs offered by us, subject to and in accordance with our general practice for System Hotels.
2. Continue to furnish you access to the reservation service so long as you are in full compliance with the material obligations set forth in the Regulatory Documents, including all standards set forth in the Manual. (Member’s Bill of Rights Section 12).
3. Offer consultation services and advice in areas such as operations, facilities, and marketing. We may establish fees in advance, or on a project-by-project basis, for any consultation service or advice you request, such as revenue management and sales support. You will be entitled to such services upon request and payment of any applicable fees.
4. Administer a quality assurance program for System Hotels that may include conducting periodic inspections and audits (at least once every 12 months upon at least 24 hours’ notice) of the Property to ensure compliance with our operating standards. (Rules and Regulations 500.15 – 500.20).

Marketing, Sales and Technology

Advertising Assessment. We will use your Advertising Assessment to pay for various programs, including (i) advertising, promotions, publicity, public relations, market research, loyalty programs and other marketing programs for the benefit of BW Hotel Operators (defined in Item 8), and (ii) administrative costs and overhead related to the administration or direction of these projects

and programs and other such services as we may determine from time to time. Currently, the Advertising Assessment is \$16.86 per room per month.

Marketing and Technology Fees. We will use your Marketing and Technology Fees to pay for various programs, including (i) advertising, promotions, publicity, public relations, market research, loyalty programs and other marketing programs for the benefit of BW Hotel Operators, (ii) administrative costs and overhead related to the administration or direction of these projects and programs, (iii) investments in Best Western's internal technology platform and assets; and (iv) other such services as we may determine from time to time related to sales and marketing. The Marketing and Technology Fees are payable monthly at 2.10% of PRR.

We will have the sole right to determine how and when we spend these funds, including sole control over the creative concepts, materials and media used in the programs, the placement and allocation of advertising, the selection of promotional programs, and the development of reservations systems. We may enter into, modify or terminate arrangements for development, marketing, operations, administrative, technical and support functions, facilities, programs, services and/or personnel with any other entity, including any of our affiliates or a third party. We will not use the Monthly Advertising Assessment or the Marketing and Technology Fees to solicit new Memberships (other than the development and maintenance of our website and its developers' pages).

The Advertising Assessment and the Marketing and Technology Fees may be, together with marketing fees paid by other BW Hotel Operators, spent for the benefit of System Hotels and other BW Hotel Operators, and they will not be used to exclusively promote or benefit the Best Western Identifying Marks or any one System Hotel or market. We will have no obligation in administering any activities paid for with the Monthly Advertising Assessment and the Monthly Sales and Marketing Fees to make expenditures for you that are equivalent or proportionate to your payments or to ensure that the Property benefits directly or proportionately from such expenditures.

We may create any programs and allocate monies derived from the Advertising Assessment and the Marketing and Technology Fees to any regions or localities, as we consider appropriate in our sole business judgment. The aggregate of the Advertising Assessment and the Marketing and Technology Fees paid to us by System Hotels does not constitute a trust and we are not a fiduciary with respect to the Advertising Assessments and the Marketing and Technology Fees paid by you and other System Hotels.

We are not obligated to expend funds in excess of the amounts received from System Hotels. If any interest is earned on unused Advertising Assessments and Marketing and Technology Fees, we will use the interest before using the principal. The Advertising Assessment and the Marketing and Technology Fees do not cover your costs of participating in any optional marketing programs and promotions offered by us in which you voluntarily choose to participate. The Advertising Assessment and the Marketing and Technology Fees also do not cover the cost of operating the Property in accordance with the Standards. There are no reimbursements or other funds to which you are entitled from unused Advertising Assessments or Marketing and Technology Fees.

The amount of Advertising Assessment and the Marketing and Technology Fees collected and spent currently is not audited. Members may obtain an accounting of the collection and expenditure of Advertising Assessment and the Marketing and Technology Fees by contacting us at Best Western International, Inc., Attention: Treasurer, 6201 N. 24th Parkway, Phoenix, AZ 85016. During the 2025

fiscal year, Advertising Assessments, Marketing and Technology Fees collected from System Hotels and the marketing fees collected from other BW Hotel Operators were collectively spent in the following approximate amounts: 52% on advertising and media placement, production and other associated expenses, 8% on promotions for seasonal marketing, trade shows and other associated expenses and 40% on internal technology platforms, assets, disaster recovery and security.

There is currently a Sales Advisory Committee (SAC), a Marketing Advisory Committee (MAC) and a Reservations Technology Advisory Committee (ResTech) composed of current Members that provide advice on sales, marketing and technology matters. SAC and ResTech each have 7 participants. MAC has 14 participants. These committees serve in an advisory capacity and generally meet twice per year.

There are regional advertising cooperatives defined by region in which you are required to participate. Your advertising cooperative fees are established by majority vote of the System Hotels that are in your advertising cooperative (which is not an entity that is affiliated with us). Advertising cooperative fees are billed monthly. An example of a typical advertising cooperative fee structure includes a fixed fee component of approximately \$100 per month and a variable fee component calculated per hotel of approximately \$1.50 per guest room, with many cooperatives having a variable fee component cap of 150 rooms. It is important to note that the fees vary among advertising cooperatives. Each cooperative is administered by its members and according to operating guidelines, which members have access to. The cooperatives are not required to prepare financial statements.

We are not required to engage in or maintain any particular advertising program, apart from our general obligations to include the Property in group advertising of System Hotels, and to include the Property in marketing programs in accordance with our general practice for System Hotels. However, we will use commercially reasonable efforts to market the Property on our reservation service and any loyalty programs associated with System Hotels. We may use print, radio, television, magazines, direct mail and the internet to advertise System Hotels. Media coverage is national in scope. The source of our advertising for System Hotels is a marketing department and a national advertising agency. We are not required to spend any amount on advertising in your Market Area (defined in Item 12 below) or your geographic area.

You must advertise and promote the Property and related facilities and services on a local and regional basis in a first-class, dignified manner, using our identity and graphics Standards for all System Hotels, at your cost and expense. You must submit to us for our approval samples of all advertising and promotional materials that we have not previously approved (including any materials in digital, electronic or computerized form or in any form of media that exists now or is developed in the future) before you produce or distribute them. You will not begin using the materials until we approve them. You must immediately discontinue your use of any advertising or promotional material we disapprove, even if we previously approved the materials.

You may not engage, directly or indirectly, in any cross-marketing or cross-promotion of the Property with any Other Hotel or related business, without our prior written consent. "Other Hotels" means any hotel, motel, inn, lodging facility, conference center or other similar business, other than a System Hotel. You agree to refer guests and customers, wherever reasonably possible, only to System Hotels. We may require you to participate in programs designed to refer prospective customers to Other Hotels. You must display all material, including brochures and promotional material we provide for System Hotels, and allow advertising and promotion only of System Hotels on the Property site, unless

we specifically direct you to include advertising or promotion of Other Hotels. You may only accept reservations through the approved reservation service we furnish to you. You may not use an individual hotel website, booking engine, extranet, channel manager or any other channel of distribution to accept reservations.

Computer System

The hardware, software, cabling and related equipment comprising the computer system (the “Computer System”) you are required to obtain and maintain throughout the term of the Membership Agreement varies depending on the type of Property you develop. The tables below detail the components of the Computer System by Property-type, including the estimated initial purchase price of the Computer System and certain related ongoing fees. All payments are made to third-parties except for the HMSS One-Time Installation Fee, HMSS Monthly Maintenance Fee, the BWI Two-Way System Installation Fee, the PMS Installation Fee, the IoT Hardware Fee, IoT Monthly Fee, and the BWI Two-Way Interface Maintenance Fee, which are payable to us or our affiliate, AutoClerk.

Best Western, Best Western Plus, @Home by Best Western and Executive Residency by Best Western	Cost Estimate
Initial Purchase Price:	
PMS Hardware (2 Workstations)	\$6,600
Point of Sale Hardware (2 EMV Devices, Installation, PMS Interface)	\$4,000
Telephone System	\$35,000
Secure Printing (Public Space)	\$6,000
Guest Wireless Solution (WIFI) (Gateway, Switches, UPS, Cabling, etc.)	\$23,000
Electronic Door Locking System (Onity preferred)	\$30,000
Televisions (Public Space)	\$7,000
Hotel Managed Security Service (HMSS) One-Time Installation Fee	\$2,100 - \$3,500
BWI Two-Way System Installation Fee	\$1,500
PMS Installation Fee	\$1,500

IoT Hardware Fee	\$550
Ongoing Fees:	
PMS Support Fee and GMS Support Fee	\$3.97 per room per month for the AutoClerk Atlas PMS (includes \$1.45 per room for the GMS) For System Hotels with a PMS waiver, a \$1.45 per room per month fee for GMS support is required
IoT Monthly Fee	\$9.99 per month
BWI Two-Way Interface Maintenance Fee	\$0 to \$921 per month
HMSS Monthly Maintenance Fee	\$130 per month, per Property

Best Western Premier	Cost Estimate
Initial Purchase Price:	
PMS Hardware (4 Workstations)	\$20,000
Point of Sale Hardware (4 EMV Devices, Installation, PMS Interface)	\$10,000
Telephone System	\$35,000
Secure Printing (Public Space)	\$6,000
Guest Wireless Solution (WIFI) (Gateway, Switches, UPS, Cabling, etc.)	\$40,000

Best Western Premier	Cost Estimate
Electronic Door Locking System (Onity preferred)	\$30,000
Televisions (Public Space)	\$7,000
Hotel Managed Security Service (HMSS) One-Time Installation Fee	\$2,100 - \$3,500
BWI Two-Way System Installation Fee	\$1,500
PMS Installation Fee	\$1,500
IoT Hardware Fee	\$550
Ongoing Fees:	
PMS Support Fee and GMS Support Fee	\$3.97 per room per month for the AutoClerk Atlas PMS (includes \$1.45 per room for the GMS) For System Hotels with a PMS waiver, a \$1.45 per room per month fee for GMS support is required
IoT Monthly Fee	\$9.99 per month
BWI Two-Way Interface Maintenance Fee	\$0 to \$921 per month
HMSS Monthly Maintenance Fee	\$130 per month, per Property

GLō, Aiden	Cost Estimate
Initial Purchase Price:	
PMS Hardware (2 Workstations)	\$13,200
Point of Sale Hardware (4 EMV Devices, Installation, PMS Interface)	\$4,000
Telephone System	\$35,600
Secure Printing (Public Space)	\$6,000
Guest Wireless Solution (WIFI) (Gateway, Switches, UPS, Cabling, etc.)	\$23,000
Electronic Door Locking System (Onity preferred)	\$30,000
Televisions (Public Space)	\$7,000
eConcierge System	\$28,000
Hotel Managed Security Service (HMSS) One-Time Installation Fee	\$2,100 - \$3,500
BWI Two-Way System Installation Fee	\$1,500
PMS Installation Fee	\$1,500
IoT Hardware Fee	\$550
Ongoing Fees:	
PMS Support Fee and GMS Support Fee	<p style="text-align: right;">\$3.97 per room per month for the AutoClerk Atlas PMS (includes \$1.45 per room for the GMS)</p> <p style="text-align: right;">For System Hotels with a PMS waiver, a \$1.45 per room per month fee for</p>

	GMS support is required
IoT Monthly Fee	\$9.99 per month
BWI Two-Way Interface Maintenance Fee	\$0 to \$921 per month
HMSS Monthly Maintenance Fee	\$130 per month, per Property

You are currently required to license the System’s PMS (currently AutoClerk Atlas PMS) from our affiliate, AutoClerk, for the PMS Support Fee disclosed in the above tables under Ongoing Fees. When you obtain the required PMS, you will also receive the GMS. The GMS provides a full-suite guest management system for System Hotels and includes pre-registration, dynamic upsells, guest messaging, digital compendium and mobile check-out. The GMS enables hoteliers to increase revenue, boost staff efficiency and maximize guest satisfaction. If the Property has a waiver from the requirement to use the System’s required PMS, you must still obtain the GMS and pay all associated fees.

HMSS provides PMS network segment patching and assists in the securing of devices in the reservations system, helping protect the hotel environment. Other than the monthly maintenance costs listed above, we estimate the annual costs to maintain the necessary upgrades of the Computer System to be \$2,500.

Other than the ongoing maintenance costs described above, no party has an obligation to provide ongoing maintenance, repairs, upgrades or updates to the Computer System. The cost of other optional maintenance, updating, upgrading and support contracts varies widely depending on the market and the level of support you need. We may periodically require changes, upgrades, or updates to the Computer System. Any changes to equipment requirements will be in accordance with the Manual. No contract limits the frequency or cost of changes, upgrades or updates. We or our affiliates may charge you reasonable fees for software or other technology that we license to the Property and for other Computer System maintenance and support services that we or they periodically provide to the Property. We will have independent access to the information that will be generated by or stored in the Computer System. There are no contractual rights on our ability to access this information. Additionally, we may use information regarding brand-generated System Hotel revenue, in aggregate form, for the purpose of development of our Membership network.

Site Selection and Commencement of Operations

We do not select the site for the Property. You select the site for the Property. You must propose a site when you submit the Application for Membership and include information that the Board requires to evaluate the proposed site. The Application for Membership must include proof of land ownership, lease agreement, or contingent right to purchase. The Board considers several factors when evaluating an Application for Membership and a proposed site, including but not limited to: location, presence in the market, applicant brand, number of guest rooms, operational experience of applicant, funding

ability of the applicant to complete the project, potential impact on existing Members (if any) in the market, demand generators and projected market growth, market competition, and, if a conversion, the extent of the required renovation. The Board will approve or reject the Application for Membership, which includes the proposed site, within approximately 60 days of receiving the Application for Membership. If the Board rejects the Application for Membership, we will not enter into a Membership Agreement with you and we will refund the Impact Study Fee, if applicable, and Affiliation Fee.

The typical length of time between signing a Membership Agreement and commencing operations of a System Hotel is two years for a newly constructed System Hotel and nine months for the conversion of an existing hotel to a System Hotel. The specific timetable for opening the Property and becoming active on the reservations system depends on various factors, including the time to complete the construction work or renovation work, as applicable, and anything specified in a property improvement plan (“PIP”), putting a preventative maintenance program and a “deep clean” program in place, deep cleaning the Property, successful completion of our pre-activation inspection, compliance with all branding requirements (e.g., signage and collateral material requirements), having professional photographs taken of the Property and successful completion of required training. You must commence operations of the Property no later than two years after signing the Membership Agreement for a newly constructed System Hotel and no later than nine months after signing the Membership Agreement for the conversion of an existing hotel to a System Hotel. You will give us at least 10 days advance notice that you have complied with all the terms and conditions of the Membership Agreement and the Property is ready to open. We will use reasonable efforts within 10 days after we receive your notice to visit the Property and to conduct inspections as we deem necessary to determine whether to authorize the opening of the Property, but we will not be liable for delays or loss occasioned by our inability to complete our inspection and to make this determination within the 10 day period. You will not open the Property unless and until you receive our written consent to do so.

Training

We provide between three to five days of initial training at the Property (or another location we designate). Your General Manager, voting member, the sales manager (if applicable), and all front desk, housekeeping, and maintenance personnel must successfully complete initial training to our satisfaction before you may open and begin operating the Property. Your General Manager will take an assessment to determine whether he/she must attend only General Manager Professional Development Training or whether he/she must attend both General Manager Professional Development Training and General Manager Leadership Training. The cost for General Manager Professional Development Training is \$2,600 and the cost for General Manager Leadership Training ranges from \$1,800 (when the training is not provided at our headquarters) to \$2,650 (when the training is provided at our headquarters). If someone other than your General wants to audit the General Manager Professional Development Training, the cost is \$700. You will also pay \$750 for your voting member to attend Voting Representative Brand Orientation. If someone other than your voting member wants to audit the Voting Representative Brand Orientation, the cost is \$200. You must provide accommodations for our trainers at no cost while they provide the initial training at the Property. We will use the Manual and various instructional handouts and online materials as we conduct the initial training program. We will generally schedule initial training after you finish construction of the Property. If any of your required personnel do not successfully complete initial training to our satisfaction, we may require you and/or your personnel to attend additional training

programs at the Property or another location we designate in order to achieve the sufficient level of training we require. You must pay for your and your employees' wages and workers' compensation insurance while they attend initial or additional training. You must also pay for your and your employees' travel and living expenses while they attend initial or additional training, except in connection with any training we provide at our headquarters, where roundtrip travel from/to your local hotel to/from our headquarters and breakfast and lunch are included in the training fees you pay us. (Membership Agreement Section A)

Additional people beyond the attendees we require may attend initial training, subject to our ability and capacity to accommodate these extra persons in any training session.

As of the date of this Disclosure Document, the initial training program includes the following:

TRAINING PROGRAM

Column 1	Column 2	Column 3	Column 4
Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Customer Service	6	2	The Property or another location we designate
Best Western Brand Culture	4	2	The Property or another location we designate
Guest Satisfaction Survey	4	1	The Property or another location we designate
Operations Training: (i) Front Desk; (ii) Maintenance; and (iii) Housekeeping	6	2	The Property or another location we designate
General Manager / Leadership	64	8	The Property or another location we designate
TOTAL	84	15	

We may require that your General Manager, voting member or other employees complete ongoing training programs or refresher training to our satisfaction. You must pay us \$30.62 per month for the Tools For Success online training, \$750 per course (or \$200 to audit only) for Voting Representative Brand Orientation (if you change the voting member), \$2,600 - \$5,250 for new or replacement General Manager training (or \$700 to audit only the General Manager Professional Development Training), \$2,400 per day for a regional services visit to the Property for training that we

determine is required or that you request, and \$399 for attendance at optional one-day regional training. We currently provide certain other online refresher courses at no cost to you covering customer service, housekeeping, maintenance, front desk services, regional services, and operational consultative training. However, we may in the future designate other required ongoing training programs or refresher training programs for your General Manager and/or other employees and may charge you a fee for those programs.

You must pay for your and your employees' wages and workers' compensation insurance while they attend initial or additional training. You must also pay for your and your employees' travel and living expenses while they attend initial or additional training, except in connection with any training we provide at our headquarters, where roundtrip travel from/to your local hotel to/from our headquarters and breakfast and lunch are included in the training fees you pay us.

We require on-boarding training for all staff of new construction and converted System Hotels beginning when the Property opens to help facilitate a smooth transition into the System. Training for the line level staff of the Property introduces staff to our vision and mission statements, brand history, service level expectations and core values of our brand and assists staff to deliver our brands' service promise. On-boarding training consists of both live and virtual training. The following on-boarding training will be provided for the following time periods of service:

Revenue for Hire Program: This program offers a dedicated certified revenue manager that provides Property-specific revenue management services in collaboration with the Property team. Services will be provided for a 12 month period.

Property Sales Manager Program: This program provides System Hotels with dedicated sales support to drive local sales and assist with request for proposals. Services will be provided for an eight month period.

Other on-boarding services include assistance from a Brand Development Project Manager, as well as training and support from various departments, including Worldwide Sales, Learning & Development, Marketing, Design and Public Relations.

You can also request on-site training and/or assistance at any time. We will provide it at our option, but the Membership Agreement does not require us to provide it. We may impose a fee for each day of on-site training or assistance we agree to provide and you must also pay all of the expenses incurred by our personnel in connection with this on-site training or assistance. The current cost for one day of training is \$2,400 plus the cost to you of providing complimentary lodging. The timing of all on-site and off-site advice, consultation and training will be subject to the availability of our personnel.

Training is conducted by members of our staff who have been employed by us since our inception in February 2018; have between four and 15 years of experience with our affiliates; and have between four and more than 40 years of experience in the hotel industry.

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ITEM 12
TERRITORY

Member Market Area (“MMA”)

We grant Members a license to operate the Property at a specified location (the “Site”) during the term of the Membership Agreement. If your membership application relates to the right to convert an existing hotel to a System Hotel, you will already have the location for your Property.

You will not receive an exclusive territory. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution or competitive brands that we control. If you are a “Qualified Hotel,” you will receive an exclusive territory with respect to System Hotels. This means that neither we nor any of our affiliates will open, or allow to open, a System Hotel within a circular area around the Site, whose radius is measured from the center of the main entrance of the lobby and is of a length determined by the MMA Radius Chart below (the “MMA Area”).

A “Qualified Hotel” is a System Hotel that:

- (1) Is current on all dues, fees and assessments and has not been 60 days past due on any of its dues, fees, or assessments twice within the last 12 months;
- (2) Its most recent three quality assurance scores, or such lesser number of scores if the Property has not yet received three quality assurance scores, average at least 50 points higher than the passing level as defined in the Regulatory Documents;
- (3) Is not past due in meeting any conditions or requirements which would constitute grounds for cancelling the Membership Agreement; and
- (4) Is not a BW Signature Collection[®] hotel, a BW Premier Collection[®] hotel or a SureStay Collection by Best Western[®] hotel.

MMA Radius Chart

MMA radius protections are as follows:

Primary Market	Secondary Market	Tertiary Market
.25 Miles	1.25 Miles	3 Miles

“Primary Markets” are markets with more than 80 hotels, 8,000 hotel rooms or a metropolitan statistical area (“MSA”) with a population greater than 400,000.

“Secondary Markets” are markets with greater than 50 but less than 80 hotels or MSA population less than 400,000 but greater than 100,000.

“Tertiary Markets” are all other markets, typically with a MSA population less than 100,000.

If a System Hotel applicant would be within the MMA radius protection of an existing System Hotel, the Board may alter the MMA radius protection to equitably account for obstacles or barriers (e.g.,

mountains, lakes and major airports) that materially affect travel time or travel distance between a System Hotel and a System Hotel applicant, although the existing System Hotel could request an Impact Analysis as described below.

MMA Radius Rules 1 through 9

With regard to applying the above MMA radius protections to a Qualified Hotel, System Hotels are divided into the following color-coded categories (“Category” or “Categories”) for purposes of applying Rules 1 through 9:



Rule 1: System Hotels in the same Category will have full MMA radius protection with respect to System Hotels in the same Category. For example, a Best Western System Hotel will have full MMA radius protection from a Best Western or SureStay System Hotel as both are in the same “blue” Category.

Rule 2: System Hotels in the blue and green Categories will have one-half of the MMA radius protection with respect to System Hotels in the other color Category (i.e., blue or green, respectively). For example, a Best Western Plus System Hotel (green Category) will have one half the MMA radius protection from a Best Western System Hotel (blue Category) and vice versa.

Rule 3: System Hotels in the blue and green Categories will not have any MMA radius protection from System Hotels in the orange and red Categories. For example, a Vīb System Hotel could be placed next to a Best Western System Hotel, although the Best Western System Hotel may request an Impact Analysis as described in the section below.

Rule 4: System Hotels in the orange and red Categories do not have MMA radius protection against any hotel in a different color Category, although they may request an Impact Analysis as described in the section below.

Rule 5: Despite Rules 1, 2 and 3 above, if you operate a Best Western branded System Hotel: (i) in a tertiary market; (ii) with a city population of less than 15,000; and (iii) fewer than 5 hotels that are listed in Smith Travel Research in the city, you will have full MMA radius protection from all System Hotels in every color Category.

Rule 6: If a Best Western branded System Hotel converts to a SureStay branded System Hotel, the MMA radius protection will not apply to the SureStay branded System Hotel, which will instead have any protections granted to it as a SureStay branded System Hotel.

Rule 7: BW Signature Collection, BW Premier Collection and SureStay System Hotels do not have MMA radius protection or the right to request an Impact Analysis; but, Best Western hotels have the protection as noted above (same color categories) and have full Impact Analysis rights.

Rule 8: An Aiden Membership Application will only be approved by the Board if it meets the following criteria:

1. A third-party designer has cultivated an imaginative and innovative hotel design;
2. The hotel will include a creative food and beverage element; and
3. The hotel is located within an Upscale or primarily urban area or competitive set.

In addition, if an application is in a Member's impact radius, it requires a favorable vote of 6 Directors.

Rule 9: An @HOME by Best Western Membership Application will only be approved by the Board if it meets the following criteria:

1. New construction or substantially similar design to the @HOME prototype;
2. 100% extended stay rooms with kitchens in every room; and
3. No complimentary or paid for breakfast.

In addition, if an application is in a Member's impact radius, it requires a favorable vote of 6 Directors.

If we develop a new hotel brand after the Effective Date, such new hotel brand shall be added to the Category containing hotels of the most similar chain segment as determined by STR, Inc. and the MMA radius protection and Impact Analysis rights for such Category shall apply with respect to such new hotel brand.

In certain instances as described in the Rules set forth above, you will not receive an exclusive territory with respect to System Hotels of certain Best Western Identifying Marks. This means that we and our affiliates may open, or allow another to open, a System Hotel designated under the heading "MMA Radius Rules 1 through 9," above, within your MMA. You may face competition from other Members, from outlets that we own, or from other channels of distribution or competitive brands that we control.

Impact Analysis Rights

Neither we nor any of our affiliates will open, or allow to open, a System Hotel within a circular area around the Site, whose radius is measured from the center of the main entrance of the lobby and is of a length determined by the Impact Analysis Radius Chart below without affording you the right to request an impact analysis.

Primary Market	Secondary Market	Tertiary Market
.75 Miles	3.75 Miles	9 Miles

If the Property is within the applicable radius, you will have the right, within 15 days of the mailing of the notice of the application, to request that an impact analysis be made concerning the effect of the applicant’s operations on the relevant market (“Impact Analysis”).

The Impact Analysis will be conducted by an independent nationally recognized consulting firm familiar with and knowledgeable about the hospitality business, which shall not be affiliated with, in any respect, us or any of our Members. The Impact Analysis will analyze the applicant’s prospect for success, the demand for the applicant’s services in the relevant market and the incremental impact on existing Members within the relevant market, and provide such other information as we may request it include. For this purpose, incremental impact means the occupancy and revenue losses (expressed as a percentage) projected to result from the operation of the applicant’s proposed System Hotel, less any occupancy and revenue losses projected to result to existing System Hotels in the relevant market from operation of the property covered by the application as a non- System Hotel.

To the extent an Impact Analysis is requested, we will consider the application upon the completion of the Impact Analysis. We may not approve any application unless we have:

- (a) Reviewed and analyzed any requested Impact Analysis; and
- (b) Determined that granting the application will not materially impair the ability of existing Members to compete with properties or other hospitality services operated by non-Members in the relevant market.

New Member applications may only be approved upon the favorable vote of at least five Directors of the Board. In the event that ambiguity, conflict, or inadequate data exists in the application of the rules set forth above regarding an MMA radius protection and/or an Impact Analysis, the Board shall have the right in its sole discretion to resolve the conflict or ambiguity or select appropriate data on which to rely.

Except for our restrictions within the Property’s MMA and your right to request an Impact Analysis as described above, we and our affiliates have the right to engage in any other businesses of any nature, whether in the lodging or hospitality industry or not, and whether under the Best Western Identifying Marks, a competing brand, or otherwise, even if they compete with the Property or the Best Western Identifying Marks, and whether we or our affiliates start those businesses, or purchase, merge with, acquire, are acquired by, come under common ownership with, or associate with, such other businesses. We may also use or license to others all or part of the system for operating hotels under the Best Western Identifying Marks; use the facilities, programs, services and/or personnel used in connection with the system for operating hotels under the Best Western Identifying Marks in other businesses; use the system for operating hotels under the Best Western Identifying Marks and the Best Western Identifying Marks in other businesses; and add, alter, delete or otherwise modify elements of the system for operating hotels under the Best Western Identifying Marks.

Agreed-upon MMA radius and Impact Analysis Rights radius are negotiated terms of the Membership Agreement. They are agreed upon considering all relevant facts (e.g., location of the Site, your Hotel room count, hotel density in the area, population, demand generators, etc.).

We are not restricted from soliciting or accepting reservations from customers located inside your MMA. We and our affiliates may use other channels of distribution, such as the Internet, catalog sales, telemarketing, or other direct marketing sales, to accept reservations under the Property’s Best Western Identifying Marks and under other trademarks from customers located in your MMA. We do not need to pay you any compensation for soliciting or accepting reservations from customers located inside your MMA. You are not restricted from soliciting reservations from customers located outside of your MMA, except that all of your advertising is subject to our advance written approval. While you may accept reservations from customers located outside of your MMA, you may only do so through the approved reservation service we furnish to you. You may not use an individual hotel website, booking engine, extranet, channel manager or any other channel of distribution to accept reservations.

Upon a System Hotel providing notice of cancellation of its Membership Agreement, the System Hotel forfeits its MMA and Impact Analysis rights such that we can begin efforts to replace the System Hotel in the market.

We, SureStay, Inc. and certain of our and SureStay Inc.’s affiliates and subsidiaries operate hotels under the Best Western, Best Western Plus, Best Western Premier, Executive Residency by Best Western, @Home by Best Western, GLō, Aiden, BW Premier Collection, BW Signature Collection, SureStay by Best Western, SureStay Studio by Best Western, SureStay Collection by Best Western and WorldHotels Collection names. (We share offices with SureStay, Inc. and some of our and SureStay, Inc.’s affiliates and subsidiaries and we disclose the principal business addresses for WH in Item 1.) We, SureStay, Inc. and our and SureStay, Inc.’s affiliates and subsidiaries are engaged in a variety of business activities in the lodging and hospitality industry. Guest lodging properties owned, managed or licensed to use marks by us, SureStay, Inc., or our and SureStay, Inc.’s affiliates or subsidiaries may currently or in the future be located in or near your MMA. You may compete with these guest lodging properties. There is no mechanism for resolving any conflicts that may arise between your hotel and hotels which are owned, managed or licensed to use marks by us, SureStay, Inc., or our or SureStay, Inc.’s affiliates or subsidiaries.

You have no options, rights of first refusal, or similar rights to acquire additional franchises. Continuation of your territorial rights does not depend on your achieving a certain sales volume, market penetration or other contingency. We may not alter your MMA or territorial rights during the term of the Membership Agreement without your written consent excepted as noted herein.

Relocating The Property

You may request to relocate the Property from the Site to another designated property you own an interest in (the “Designated Property”) if ownership does not change more than 50%. The criteria that we will use to decide any such request include:

1. The Designated Property shall be within the same MMA as the Site, and the distance between the Site and the Designated Property shall not exceed:

Property Type	Primary Market	Secondary Market	Tertiary Market
Distance	2 Miles	3 Miles	5 Miles

2. The Designated Property shall not be in an MMA of any Member nor where any Member has the right to request an Impact Analysis, unless any such Member waives any such right.

3. The Designated Property shall have an MMA consistent with the criteria as described herein or as determined by the Board.

4. The Best Western Identifying Marks associated with the relocated Property at the Designated Property shall be the same as or higher than the Best Western Identifying Marks associated with the Property at the Site.

5. The Designated Property must, in the opinion of the Board, provide improved representation in the same relevant market. In evaluating this requirement, the Board in its sole discretion may consider the Designated Property's attributes, such as, but not limited to: superior facilities, improved location, stronger access to demand generators and increased visibility.

6. The Property at the Designated Property shall meet or exceed our standards prior to relocating and commencing operations as a System Hotel.

7. A relocation fee of \$15,000 plus \$200 per room for any increase in room count must be submitted upon submission of your request to relocate. \$4,000 of the relocation fee is non-refundable immediately upon payment. The remainder is non-refundable upon execution of the Membership Agreement you must sign for the Designated Property.

8. The Designated Property will be reviewed according to established policies and procedures.

9. The request will be presented to the Board for approval or denial and reviewed in conjunction with other relocation requests for the surrounding area or prospect property applications for the same area.

10. The Property must remain operating as a System Hotel in good standing at the Site, and continue to pay full fees and dues, until the relocation is completed. At that time, the Property at the Site must discontinue operating as a System Hotel.

11. The transition from the Site to the Designated Property must be seamless (e.g., installation of new signage and removal of old signage being done as close to simultaneous as possible to eliminate the perception that Best Western is not being represented in a given area).

12. You must consistently adhere to our policy of always referring guests to the nearest Best Western.




[Remainder of page intentionally left blank]

ITEM 13

TRADEMARKS

You may use certain Best Western Identifying Marks in operating the Property. The current principal Best Western Identifying Marks we have registered (or applied for registration) on the Principal Register of the United States Patent and Trademark Office (“USPTO”) are:

TRADEMARK	REGISTRATION/ APPLICATION NUMBER	REGISTRATION/ APPLICATION DATE
Best Western®	Reg. 1432431	Reg. 03/10/87
	Reg. 5079664	Reg. 11/08/16
Best Western Plus®	Reg. 7242466	Reg. 12/12/23
	Reg. 5079666	Reg. 11/08/16
Best Western Premier®	Reg. 2826386	Reg. 03/23/04
	Reg. 5079665	Reg. 11/08/16
GLō®	Reg. 5083442	Reg. 11/15/16
	Reg. 5073431	Reg. 11/01/16
Best Western Rewards®	Reg. 3636227	Reg. 06/09/09

TRADEMARK	REGISTRATION/ APPLICATION NUMBER	REGISTRATION/ APPLICATION DATE
	Reg. 5209381	Reg. 05/23/17
Aiden [®]	Reg. 5753488	Reg. 05/14/19
	Reg. 5753489	Reg. 05/14/19
Executive Residency by Best Western	Reg. 5079751	Reg. 11/08/16
	Reg. 7522011	Reg. 10/01/2024
@Home by Best Western	App. 97761960	App. Submitted 11/3/22

There are no currently effective material determinations of the USPTO, the Trademark Trial and Appeal Board, the trademark administrator of any state, or any court, and no pending infringement, opposition, or cancellation proceedings or material litigation, involving the principal Best Western Identifying Marks. We do not actually know of either superior prior rights or infringing uses that could materially affect your use of the Best Western Identifying Marks in any state. There are no currently effective agreements that significantly limit our rights to use or license the use of the principal Best Western Identifying Marks in a manner material to the Membership. No affidavits or renewal filings are yet due in connection with these registrations or applications. If your hotel will operate under the “@Home by Best Western” name, then we do not have a federal registration for the principal trademark. Therefore, the “@Home by Best Western” trademark does not have many legal benefits and rights as a federally registered trademark. If our right to use the “@Home by Best Western” trademark is challenged, you may have to change to an alternative trademark, which may increase your expenses.

You must notify us immediately of any apparent infringement or challenge to your use of any Best Western Identifying Marks, or of any person’s claim of any rights in any Best Western Identifying Marks, and you may not communicate with any person other than us, our attorneys, and your attorneys, regarding any infringement, challenge, or claim. We may take the action we deem appropriate (including no action) and control exclusively any litigation, USPTO proceeding, or other administrative proceeding arising from any infringement, challenge, or claim. You must assist us in protecting and maintaining our interests in any litigation or USPTO proceeding or other administrative proceeding. We will reimburse you for expenses incurred by you as the direct result of activities undertaken by you at our prior written request and specifically relating to the trademark dispute at

issue. We will not reimburse you for any other expenses incurred by you for cooperating with us or our affiliates. You must timely notify us and comply with our directions in response to a trademark infringement proceeding that disputes your authorized use of the Best Western Identifying Marks and we may, at our option, defend and/or control the defense of any proceeding arising from your use of any Best Western Identifying Marks.

We may change any of the Best Western Identifying Marks, or the way in which any of them are depicted, at any time at our sole option and at your expense.

ITEM 14

PATENTS, COPYRIGHTS, AND PROPRIETARY INFORMATION

No patents or pending patent applications are material to the Property. We claim copyrights in the Regulatory Documents (which contain our trade secrets), advertising and marketing materials, and similar items used in operating System Hotels. We have not registered these copyrights with the United States Copyright Office, but we need not do so at this time to protect them. You may use these items only as we specify while operating the Property (and must stop using them if we so direct you).

There currently are no effective adverse determinations of the USPTO, the United States Copyright Office, or any court regarding the copyrighted materials. No agreement limits our right to use or allow others to use the copyrighted materials. We do not actually know of any infringing uses of our copyrights that could materially affect your use of the copyrighted materials in any state.

We need not protect or defend copyrights, although we intend to do so if in the best interests of all or some of our Members, as we solely determine. We may control any action we choose to bring, even if you voluntarily bring the matter to our attention. We need not participate in your defense and/or indemnify you for damages or expenses in a proceeding involving a copyright.

The Regulatory Documents and other materials contain our confidential information (some of which constitutes trade secrets under applicable law). The Regulatory Documents are the written compilation of our standards and specifications for operating hotels.

[Remainder of page intentionally left blank]

ITEM 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

Whether you are an individual, corporation, limited liability company, partnership or other entity, you must at all times retain and exercise direct management control over the Property's business. You are required to fulfill this responsibility only by providing qualified and experienced management, which in the case of a Best Western, a Best Western Plus, a Best Western Premier, an Executive Residency by Best Western, an @Home by Best Western, or a GLō System Hotel may be (i) a management company that meets our then-current Standards and is approved by us to operate the Property, with an employee of the management company acting as a full-time, dedicated, on premises general manager ("General Manager"), or (ii) one of your employees acting as the General Manager. If you operate an Aiden System Hotel, you are required to fulfill this responsibility only by hiring a management company that meets our then-current Standards and is approved by us to operate the Property, with an employee of the management company acting as the General Manager. We may reject a proposed management company if we determine that it is unwilling or unable to comply with all requirements under our then-current Standards. You are required at all times to provide to us up-to-date information regarding the name and contact information of the management company (if applicable) and the General Manager. Your General Manager does not need to have an equity interest in the Property or you.

You must comply with Standards for the training of persons involved in the operation of the Property. You must at all times maintain a General Manager who has completed the initial and other training we require in the Manuals or otherwise. Before the Property becomes operational, your General Manager and other required employees are required to attend and successfully complete our required pre-opening training. If you hire a new or replacement General Manager in the future, you must pay us a fee for the new or replacement General Manager to attend the General Manager Professional Development Training and, if applicable, General Manager Leadership Training.

You must adopt and implement all procedures we periodically establish in our business judgment to prevent unauthorized use or disclosure of our proprietary information, including restrictions on disclosure to employees and the use of non-disclosure and non-competition clauses in agreements with employees, agents and independent contractors who have access to the proprietary information.

ITEM 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

We do not impose any restrictions as to the customers to whom you may sell goods or services. In general, you must comply with our requirements as to the types and levels of services, amenities and products that must or may be used, promoted or offered at or in connection with the Property. You must comply with our requirements regarding supplies, including our specifications for all supplies and our policies regarding suppliers from whom you purchase supplies.

There is no limit on our right to make changes to the system of operating hotels under the Best Western Identifying Marks and you must comply with all changes we adopt. We may require that you

purchase a particular brand of product or service for resale to be sold from the Property from us or from a source we designate.

You must participate in and use the required reservation service, including any additions, enhancements, supplements or variants we develop or adopt, and honor and give first priority on available rooms to all confirmed reservations referred to the Property through the required reservation service. The only reservation service or system you may use for outgoing reservations referred by or from the Property to other properties owned, licensed or franchised by us or one of our affiliates will be the reservation service we designate and require.

ITEM 17

RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

This table lists certain important provisions of the Regulatory Documents. You should read these provisions in the agreements attached to this Disclosure Document.

PROVISION	SECTION IN REGULATORY DOCUMENT	SUMMARY
a. Length of the franchise term	Section B of Membership Agreement	The effective date of the Membership Agreement is the date of execution; however, Membership rights shall not be granted until the Property has been activated on our reservations systems and the Extended-Length Term of 20 years has begun (see below). The initial term of the Membership Agreement, and any and all Membership rights, begins on the first day the Property is activated on our reservations system and ends on the last day of our fiscal year during which the last day of the 240 th month falls (“Extended-Length Term”).
b. Renewal or extension of the term	Section B of Membership Agreement, Bylaws Article II, Section 5	The Membership Agreement automatically renews for successive 10 year terms unless one party provides the other with written notice of its intent to not renew at least 12 months prior to the end of the then-current Term.
c. Requirements for Member to renew or extend	Section B of Membership Agreement, Bylaws Article II, Section 2	Your Membership Agreement shall renew, automatically for an additional 120-month term. You are not required to sign a new Membership Agreement upon renewal.

PROVISION	SECTION IN REGULATORY DOCUMENT	SUMMARY
d. Termination by Member	Section E of Membership Agreement, Bylaws Article II, Section 5 and Section 7	The Membership Agreement will terminate: (1) upon sale or lease of the Property, or transfer of control of the Property, as more fully set forth in the Bylaws & Articles; or (2) upon your resignation from the Membership. (Subject to state law).
e. Termination by licensor without cause	Not applicable	Not applicable
f. Termination by licensor with cause	Section E of Membership Agreement	The Membership Agreement will terminate: (1) upon sale or lease of the Property, or transfer of control of the Property, as more fully set forth in the Bylaws & Articles; or (2) upon your default of any obligation to us, as more fully set forth in the Regulatory Documents.
g. "Cause" defined - curable defaults	Bylaws Article II, Section 8	Prior to the termination of the Membership, a Member may demand a hearing with the Board in an effort to cure a breach of the Membership Agreement.
h. "Cause" defined - non-curable defaults	Section E of Membership Agreement, Bylaws Article II, Section 7	Defaults include, for the avoidance of doubt and without limitation, your failure to make timely payment of any fees, dues, assessments, or charges owed to us or your failure to comply with all applicable laws.
i. Member's obligations on termination/non-renewal	Section F of Membership Agreement	Within 15 days the Property and you must cease use of and remove from public view all Best Western Identifying Marks (e.g., signs and logo'd items) and transfer to us any domains containing any Best Western Identifying Marks; actively take such steps as may be necessary to cause the cessation of all advertising and distribution of promotional material containing any Best Western Identifying Marks and not use anything consisting of or incorporating any part of any Best Western Identifying Marks, or which are similar in spelling, sound, appearance or otherwise to any Best Western Identifying Mark; if we elect to claim it, pay us, for each day that any Best Western Identifying Mark is used in connection with the Property after 15 days following resignation, cancellation or termination of the Membership Agreement, daily damages in an amount equal to 15%

PROVISION	SECTION IN REGULATORY DOCUMENT	SUMMARY
		of the average of the Property’s room rates per room per day multiplied by the total number of rooms; pay us the lesser of: (x) (i) 48 months of Monthly Fees (calculated as your average Monthly Fees during the previous 12 months (but if Monthly Fees have been owed to us for less than 12 months, the average of all prior months) multiplied by 48) plus (ii) 48 months of the Assessments (calculated as your average for each Assessment during the previous 12 months (but if the Assessments have been owed to us for less than 12 months, the average of all prior months) multiplied by 48); or (y) Monthly Fees and Assessments for the remainder of the Extended-Length Term or renewal term (calculated as your average Monthly Fees and Assessments during the previous 12 months multiplied by the number of months remaining in the Extended-Length Term or renewal term); pay us the cost of all goods and services provided by or ordered through us for which payment has not yet been received; and, if the Property continues to operate after resignation, cancellation or termination, pay the full fees, dues, charges, and assessments until the Property closes.
j. Assignment of contract by licensor	Not applicable	Not applicable
k. “Transfer” by Member – defined	Bylaws Article II, Section 4, Section 7(B) and Section 7(C)	Transfer of Membership to a Designated Property (defined in Item 12), and transfer of Membership associated with a sale of the Property.
l. Licensor approval of transfer by Member	Bylaws Article II, Section 4, Section 7(B) and Section 7(C)	You may not transfer Membership without our prior approval.
m. Conditions for licensor approval of transfer	Bylaws Article II, Section 4 and Section 7	To transfer Membership from the Site to a Designated Property: (i) ownership must not change more than 50%, (ii) Designated Property must be within the same MMA as the Site, and distance between the Site and the Designated Property cannot exceed a certain designated distance, (iii) Designated Property not in an MMA of any Member nor where any Member has right

PROVISION	SECTION IN REGULATORY DOCUMENT	SUMMARY
		<p>to request an Impact Analysis, (iv) Designated Property has an MMA consistent with the criteria as described herein or determined by Board, (v) Best Western Identifying Marks associated with the relocated Property are same as or higher, (vi) Designated Property provides improved representation in the same relevant market, (vii) the Property at the Designated Property meets or exceeds standards prior to relocating and commencing operations as a System Hotel, (viii) payment of relocation fee, (ix) the Designated Property is reviewed according to established policies and procedures, (x) request is presented to Board, (xi) the Property remains operating as a System Hotel in good standing at the Site until the relocation is completed, (xii) transition from the Site to the Designated Property is seamless, and (xiii) consistent adherence to our policy of always referring guests to the nearest Best Western.</p> <p>To transfer Membership associated with a sale of the Property: (i) the Property must have passed the past 2 inspections, (ii) you must provide required documents to the purchaser, (iii) the Property must be in compliance with the current design program, (iv) you must not be past due regarding conditions of Membership, and (v) you must be current with regard to all dues, fees and assessments.</p>
n. Licensor’s right of first refusal to acquire Member’s business	Not applicable	Not applicable
o. Licensor’s option to purchase Member’s business	Not applicable	Not applicable
p. Death or disability of Member	Not applicable	Not applicable

PROVISION	SECTION IN REGULATORY DOCUMENT	SUMMARY
q. Non-competition covenants during the term of the franchise	Not applicable	Not applicable
r. Non-competition covenants after the franchise is terminated or expires	Not applicable	Not applicable
s. Modification of the agreement	Not applicable	Not applicable
t. Integration/merger clause	Section V of Membership Agreement	Only the terms of the Membership Agreement, Application for Membership, our approval letter and the Regulatory Documents (as each are amended from time to time) are enforceable (subject to state law). Any other promises may not be enforceable. However, nothing in the Membership Agreement or any related agreement is intended to disclaim our representations made in this Disclosure Document.
u. Dispute resolution by arbitration or mediation	Not applicable	Not applicable
v. Choice of forum	Section Q of Membership Agreement	The Membership Agreement will be deemed executed in Phoenix, Arizona. We are headquartered in Phoenix, Arizona, the majority of our records and employees are in Phoenix, Arizona, and Phoenix, Arizona is the most convenient forum for actions between us and you. (Subject to state law).
w. Choice of law	Section Q of Membership Agreement	The Membership Agreement will be governed by the laws of the State of Arizona without recourse to Arizona conflicts of law principles. (Subject to state law).

ITEM 18

PUBLIC FIGURES

We do not use any public figures to promote Memberships or licenses for System Hotels.

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.

We do not make any representations about a Member’s future financial performance or the past financial performance of company-owned or Member-owned outlets. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the licensor’s management by contacting Jay Pricher, General Counsel and Corporate Secretary of Best Western International, Inc., at 6201 N. 24th Parkway, Phoenix, AZ 85016, 602-957-4200, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

**Table 1
System-wide Outlet Summary
For years 2023 to 2025**

Column 1	Column 2	Column 3	Column 4	Column 5
Outlet Type	Year	Outlets at the Start of Year	Outlets at the End of Year	Net Change
Licensed	2023	1,855	1,801	-54
	2024	1,801	1,768	-33
	2025	1,768	1,748	-20

Column 1	Column 2	Column 3	Column 4	Column 5
Outlet Type	Year	Outlets at the Start of Year	Outlets at the End of Year	Net Change
Company Owned	2023	2	2	0
	2024	2	2	0
	2025	2	2	0
Total Outlets	2023	1,857	1,803	-54
	2024	1,803	1,770	-33
	2025	1,770	1,750	-20

Table 2
Transfers of Outlets from Members to New Owners (other than the Licensor)
For years 2023 to 2025

Column 1	Column 2	Column 3
State	Year	Number of Transfers
Alabama	2023	2
	2024	4
	2025	1
Alaska	2023	1
	2024	1
	2025	0
Arizona	2023	2
	2024	4
	2025	2
Arkansas	2023	2
	2024	1
	2025	0
California	2023	4

Column 1	Column 2	Column 3
State	Year	Number of Transfers
	2024	10
	2025	7
Colorado	2023	2
	2024	3
	2025	2
Delaware	2023	0
	2024	0
	2025	1
Florida	2023	2
	2024	3
	2025	1
Georgia	2023	3
	2024	3
	2025	0
Idaho	2023	1
	2024	0
	2025	0
Illinois	2023	6
	2024	3
	2025	4
Indiana	2023	3
	2024	2
	2025	2

Column 1	Column 2	Column 3
State	Year	Number of Transfers
Iowa	2023	0
	2024	2
	2025	0
Kansas	2023	2
	2024	3
	2025	0
Kentucky	2023	3
	2024	3
	2025	2
Louisiana	2023	1
	2024	2
	2025	0
Maine	2023	1
	2024	0
	2025	1
Maryland	2023	0
	2024	0
	2025	1
Massachusetts	2023	0
	2024	0
	2025	1
Michigan	2023	3
	2024	0

Column 1	Column 2	Column 3
State	Year	Number of Transfers
	2025	0
Minnesota	2023	0
	2024	1
	2025	2
Mississippi	2023	0
	2024	0
	2025	1
Missouri	2023	4
	2024	2
	2025	3
Montana	2023	2
	2024	1
	2025	0
Nebraska	2023	0
	2024	1
	2025	1
Nevada	2023	1
	2024	0
	2025	0
New Hampshire	2023	1
	2024	0
	2025	0
New Mexico	2023	1

Column 1	Column 2	Column 3
State	Year	Number of Transfers
	2024	0
	2025	2
New York	2023	3
	2024	2
	2025	0
North Carolina	2023	2
	2024	3
	2025	2
North Dakota	2023	0
	2024	0
	2025	1
Ohio	2023	1
	2024	5
	2025	1
Oklahoma	2023	1
	2024	2
	2025	3
Oregon	2023	0
	2024	1
	2025	3
Pennsylvania	2023	0
	2024	1
	2025	4

Column 1	Column 2	Column 3
State	Year	Number of Transfers
South Carolina	2023	1
	2024	2
	2025	1
South Dakota	2023	1
	2024	2
	2025	1
Tennessee	2023	1
	2024	1
	2025	1
Texas	2023	15
	2024	13
	2025	5
Utah	2023	1
	2024	1
	2025	3
Vermont	2023	0
	2024	1
	2025	1
Virginia	2023	4
	2024	3
	2025	4
Washington	2023	0
	2024	2

Column 1	Column 2	Column 3
State	Year	Number of Transfers
	2025	3
Wisconsin	2023	3
	2024	4
	2025	5
Wyoming	2023	0
	2024	1
	2025	0
Totals	2023	80
	2024	93
	2025	72

Table 3
Status of Licensed Outlets
For years 2023 to 2025

Col. 1 State	Col. 2 Year	Col. 3 Outlets at Start of Year	Col. 4 Outlets Opened	Col. 5 Terminations	Col. 6 Non- Renewals	Col. 7 Reacquired By Licensor	Col. 8 Ceased Operations - Other Reasons	Col. 9 Outlets at End of the Year
Alabama	2023	32	1	0	0	0	0	33
	2024	33	0	0	0	0	0	33
	2025	33	0	0	0	0	0	33
Alaska	2023	9	0	0	0	0	0	9
	2024	9	0	0	0	0	0	9
	2025	9	0	0	0	0	0	9
Arizona	2023	54	3	1	1	0	1	54
	2024	54	0	0	0	0	0	54
	2025	54	0	0	1	0	1	52
Arkansas	2023	21	1	0	1	0	0	21
	2024	21	0	0	0	0	0	21
	2025	21	0	0	0	0	0	21
California	2023	248	3	0	1	0	1	249

Col. 1 State	Col. 2 Year	Col. 3 Outlets at Start of Year	Col. 4 Outlets Opened	Col. 5 Terminations	Col. 6 Non- Renewals	Col. 7 Reacquired By Licensor	Col. 8 Ceased Operations - Other Reasons	Col. 9 Outlets at End of the Year
	2024	249	1	0	3	0	1	246
	2025	246	2	2	2	0	0	244
Colorado	2023	38	0	2	1	0	0	35
	2024	35	1	0	0	0	0	36
	2025	36	1	0	1	0	0	36
Connecticut	2023	6	0	0	0	0	0	6
	2024	6	2	0	1	0	0	7
	2025	7	1	0	0	0	0	8
Delaware	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Florida	2023	92	1	1	5	0	0	87
	2024	87	0	0	9	0	0	78
	2025	78	1	0	0	0	0	79
Georgia	2023	48	2	0	3	0	0	47
	2024	47	0	0	3	0	0	44
	2025	44	2	0	1	0	0	45
Hawaii	2023	2	0	0	1	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Idaho	2023	22	0	0	0	0	0	22
	2024	22	0	0	0	0	0	22
	2025	22	0	0	0	0	0	22
Illinois	2023	57	2	0	3	0	0	56
	2024	56	1	0	3	0	1	53
	2025	53	3	1	1	0	0	54
Indiana	2023	36	1	0	3	0	0	34
	2024	34	0	1	1	0	0	32
	2025	32	1	0	0	0	0	33
Iowa	2023	19	0	0	2	0	0	17
	2024	17	1	0	2	0	0	16
	2025	16	2	0	0	0	0	18
Kansas	2023	27	0	0	1	0	1	25
	2024	25	1	0	0	0	0	26
	2025	26	0	0	1	0	0	25
Kentucky	2023	31	0	1	2	0	0	28
	2024	28	2	0	0	0	0	30

Col. 1 State	Col. 2 Year	Col. 3 Outlets at Start of Year	Col. 4 Outlets Opened	Col. 5 Terminations	Col. 6 Non- Renewals	Col. 7 Reacquired By Licensor	Col. 8 Ceased Operations - Other Reasons	Col. 9 Outlets at End of the Year
	2025	30	0	0	3	0	0	27
Louisiana	2023	41	2	2	1	0	1	39
	2024	39	1	0	2	0	1	37
	2025	37	1	0	1	0	0	37
Maine	2023	9	0	0	0	0	0	9
	2024	9	0	0	0	0	0	9
	2025	9	1	0	0	0	0	10
Maryland	2023	17	1	0	0	0	0	18
	2024	18	0	0	0	0	0	18
	2025	18	1	0	1	0	0	18
Massachusetts	2023	22	0	0	2	0	0	20
	2024	20	0	0	2	0	0	18
	2025	18	0	1	1	0	0	16
Michigan	2023	31	0	1	0	0	0	30
	2024	30	0	1	1	0	0	28
	2025	28	2	0	0	0	0	30
Minnesota	2023	26	0	1	1	0	0	24
	2024	24	1	0	2	0	0	23
	2025	23	0	1	2	0	0	20
Mississippi	2023	20	0	1	0	0	0	19
	2024	19	0	0	1	0	0	18
	2025	18	1	0	0	0	0	19
Missouri	2023	37	0	2	0	0	0	35
	2024	35	1	0	0	0	1	35
	2025	35	0	0	0	0	0	35
Montana	2023	19	0	0	0	0	0	19
	2024	19	1	1	0	0	0	19
	2025	19	0	0	0	0	0	19
Nebraska	2023	10	0	0	0	0	0	10
	2024	10	0	0	0	0	0	10
	2025	10	0	0	0	0	0	10
Nevada	2023	17	0	0	0	0	0	17
	2024	17	0	0	0	0	0	17
	2025	17	0	0	0	0	0	17
New Hampshire	2023	10	0	0	0	0	0	10
	2024	10	0	0	0	0	0	10
	2025	10	0	0	0	0	0	10

Col. 1 State	Col. 2 Year	Col. 3 Outlets at Start of Year	Col. 4 Outlets Opened	Col. 5 Terminations	Col. 6 Non- Renewals	Col. 7 Reacquired By Licensor	Col. 8 Ceased Operations - Other Reasons	Col. 9 Outlets at End of the Year
New Jersey	2023	14	0	1	0	0	0	13
	2024	13	2	0	1	0	0	14
	2025	14	0	0	0	0	0	14
New Mexico	2023	26	1	0	1	0	0	26
	2024	26	0	0	1	0	0	25
	2025	25	0	0	0	0	0	25
New York	2023	60	3	0	4	0	0	59
	2024	59	2	1	0	0	1	59
	2025	59	4	1	4	0	0	58
North Carolina	2023	37	0	1	1	0	0	35
	2024	35	1	1	3	0	0	32
	2025	32	1	0	3	0	0	30
North Dakota	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	0	4
	2025	4	0	0	1	0	0	3
Ohio	2023	42	1	2	2	0	0	39
	2024	39	0	0	0	0	0	39
	2025	39	0	1	1	0	0	37
Oklahoma	2023	41	2	1	0	0	0	42
	2024	42	1	0	1	0	0	42
	2025	42	0	1	2	0	0	39
Oregon	2023	57	2	0	2	0	1	56
	2024	56	0	0	0	0	0	56
	2025	56	0	0	0	0	0	56
Pennsylvania	2023	45	1	2	2	0	0	42
	2024	42	4	0	5	0	1	40
	2025	40	2	0	1	0	1	40
Rhode Island	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
South Carolina	2023	27	1	0	1	0	0	27
	2024	27	1	0	1	0	0	27
	2025	27	0	0	1	0	0	26
South Dakota	2023	17	0	0	0	0	0	17
	2024	17	0	0	0	0	0	17
	2025	17	0	0	0	0	0	17
	2023	42	0	0	1	0	0	41

Col. 1 State	Col. 2 Year	Col. 3 Outlets at Start of Year	Col. 4 Outlets Opened	Col. 5 Terminations	Col. 6 Non- Renewals	Col. 7 Reacquired By Licensor	Col. 8 Ceased Operations - Other Reasons	Col. 9 Outlets at End of the Year
Tennessee	2024	41	0	0	0	0	1	40
	2025	40	1	1	1	0	0	39
Texas	2023	236	4	6	8	0	0	226
	2024	226	5	0	4	0	2	225
	2025	225	4	1	4	0	0	224
Utah	2023	39	0	0	1	0	0	38
	2024	38	0	0	1	0	0	37
	2025	37	0	0	1	0	0	36
Vermont	2023	5	0	0	0	0	0	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	0	0	0	5
Virginia	2023	38	0	0	1	0	0	37
	2024	37	1	0	2	0	0	36
	2025	36	0	0	3	0	0	33
Washington	2023	56	0	1	0	0	1	54
	2024	54	1	0	0	0	0	55
	2025	55	1	0	0	0	0	56
West Virginia	2023	6	0	0	1	0	0	5
	2024	5	0	0	1	0	0	4
	2025	4	0	1	0	0	0	3
Wisconsin	2023	41	0	0	1	0	0	40
	2024	40	0	0	0	0	0	40
	2025	40	0	0	2	0	0	38
Wyoming	2023	17	0	0	0	0	0	17
	2024	17	0	0	0	0	0	17
	2025	17	0	0	0	0	0	17
Totals	2023	1855	32	26	54	0	6	1801
	2024	1801	31	5	50	0	9	1768
	2025	1768	32	11	39	0	2	1748

Table 4
Status of Company-Owned Outlets
For years 2022 to 2024*

Col. 1 State	Col. 2 Year	Col. 3 Outlets at Start of Year	Col. 4 Outlets Opened	Col. 5 Outlets Reacquired From Member	Col. 6 Outlets Closed	Col. 7 Outlets Sold to Member	Col. 8 Outlets at End of the Year
Arizona	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
	2025	1	0	0	0	0	1
Colorado	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
	2025	1	0	0	0	0	1
Totals	2023	2	0	0	0	0	2
	2024	2	0	0	0	0	2
	2025	2	0	0	0	0	2

* We include in this table System Hotels that, through two of our subsidiaries, we own (or have a majority ownership interest in), each of which is operated by a third-party management company.

Table 5
Projected Openings as of November 30, 2025

Column 1 State	Column 2 Membership Agreements Signed but Outlets Not Opened	Column 3 Projected New Licensed Outlets In The New Fiscal Year	Column 4 Projected New Company-Owned Outlets In The New Fiscal Year
Alabama	1	0	0
Arizona	0	2	0
California	0	2	0

Column 1	Column 2	Column 3	Column 4
State	Membership Agreements Signed but Outlets Not Opened	Projected New Licensed Outlets In The New Fiscal Year	Projected New Company-Owned Outlets In The New Fiscal Year
Florida	0	3	0
Georgia	0	3	0
Illinois	0	3	0
Indiana	0	2	0
Kansas	0	1	0
Maryland	0	1	0
Mississippi	0	1	0
Missouri	0	1	0
Montana	0	1	0
Nebraska	0	1	0
New Jersey	1	0	0
New York	1	2	0
Nevada	0	1	0
North Carolina	1	2	0
Ohio	0	2	0
Oklahoma	1	1	0
Oregon	0	2	0
South Carolina	2	1	0
Tennessee	0	2	0
Texas	0	6	0
Utah	0	1	0
Virginia	0	1	0
Wisconsin	0	2	0
Wyoming	0	1	0
Totals	7	45	0

Exhibit G lists the names of all Members operating a System Hotel as of the end of our last fiscal year, along with each System Hotel’s address and telephone number. Exhibit G also lists the names of the Members that signed Membership Agreements as of the end of our last fiscal year but had not yet opened their System Hotels, along with the addresses and telephone numbers of the System Hotels they will open, if available, or, if not available, the Members’ cities and states and business telephone numbers or e-mail addresses.

Exhibit G also includes the Members who had a System Hotel terminated, canceled, transferred, or not renewed, or otherwise voluntarily or involuntarily ceased to do business under our Membership Agreement during our last fiscal year or who have not communicated with us within 10

weeks of this Disclosure Document's issuance date. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the System.

During the last 3 fiscal years, no current or former Members have signed confidentiality clauses that restrict them from discussing with you their experiences as a Member.

There are currently no trademark-specific franchisee organizations.

ITEM 21

FINANCIAL STATEMENTS

Exhibit E contains our audited consolidated financial statements (and the related notes) for the years ended November 30, 2025, November 30, 2024 and November 30, 2023.

ITEM 22

CONTRACTS

The following agreements are exhibits:

Exhibit C	Membership Agreement
Exhibit H	State Addenda to Membership Agreement
Exhibit J-1	2026 Bylaws and Articles
Exhibit J-2	2026 Rules and Regulations
Exhibit J-3	2026 Membership Fees
Exhibit K	AutoClerk Atlas PMS Software as a Service Agreement

ITEM 23

RECEIPTS

Our and your copies of the receipt to this Disclosure Document are located on Exhibit L, which is the last two pages of this Disclosure Document.

EXHIBIT A TO FDD

LIST OF STATE ADMINISTRATORS

Listed here is the contact information for each of the state agencies responsible for franchising disclosure/registration laws. We may not yet be registered to sell franchises in any or all of these states.

CALIFORNIA

Office of the Commissioner
California Department of Financial
Protection and Innovation
320 West 4th Street, Suite 750
Los Angeles, California 90013-2344
(866) 275-2677

HAWAII

Commissioner of Securities
State of Hawaii, Dept. of Commerce &
Consumer Affairs
Business Registration Division – Securities
Compliance Branch
335 Merchant Street, Room 203
Honolulu, HI 96813
(844) 808-3222

ILLINOIS

Franchise Division
Office of Attorney General
State of Illinois
500 South Second Street
Springfield, Illinois 62701
(217) 782-4465

INDIANA

Franchise Bureau
Indiana Securities Commission
302 West Washington Street, Room E-111
Indianapolis, Indiana 46204
(317) 232-6681

MARYLAND

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

MICHIGAN

Corporate Oversight Division
Antitrust and Franchise Unit
Michigan Department of Attorney General
G. Mennen Williams Building, 1st Floor
525 W. Ottawa Street
Lansing, Michigan 48913
(517) 335-7567

MINNESOTA

Minnesota Department of Commerce
85 7th Place East, Suite 280
St. Paul, Minnesota 55101-2198
(651) 539-1600

NEW YORK

New York State Department of Law
Investor Protection Bureau
28 Liberty Street, 21st Floor
New York, New York 10005
(212) 416-8222

NORTH DAKOTA

North Dakota Insurance & Securities
Department
600 E. Boulevard Avenue, Dept. 401
Bismarck, ND 58505
(701) 328-2910

OREGON

Dept. of Consumer & Business Services
Division of Financial Regulation
350 Winter St. NE, Rm. 410
Salem, OR 97301-3881
(503) 378-4140

RHODE ISLAND

Division of Securities
1511 Pontiac Avenue
John O. Pastore Complex – Building 68-2
Cranston, Rhode Island 02920
(401) 462-9527

SOUTH DAKOTA

Department of Labor and Regulation
Division of Insurance -Securities Regulation
124 S. Euclid Ave., 2nd Floor
Pierre, South Dakota 57501-3185
(605) 773-3563

VIRGINIA

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

WASHINGTON

Securities Division
Department of Financial Institutions
150 Israel Rd. SW
Tumwater, WA 98501
(360) 902-8760

WISCONSIN

Division of Securities
Department of Financial Institutions
4822 Madison Yards Way, North Tower
Madison, Wisconsin 53705
(608) 266-0448

EXHIBIT B TO FDD

LIST OF STATE AGENTS FOR SERVICE OF PROCESS

Listed here are the names, addresses and telephone numbers of the state agencies having responsibility for franchising disclosure/registration laws. We may not yet be registered to sell franchises in any or all of these states. If a state is not listed, we have not appointed an agent for service of process in that state in connection with the requirements of the franchise laws. There may be states in addition to those listed below in which we have appointed an agent for service of process. There also may be additional agents appointed in some of the states listed.

CALIFORNIA

Commissioner of the Department of
Financial Protection and Innovation:
Toll Free: 1 (866) 275-2677
Suite 750
320 West 4th Street
Los Angeles, California 90013-2344
(213) 576-7500
(415) 972-8565

HAWAII

Commissioner of Securities
State of Hawaii, Dept. of Commerce &
Consumer Affairs
Business Registration Division – Securities
Compliance Branch
335 Merchant Street, Room 203
Honolulu, HI 96813
(844) 808-3222

ILLINOIS

Attorney General of the State of Illinois
500 South Second Street
Springfield, Illinois 62701
(217) 782-4465

INDIANA

Indiana Secretary of State
201 State House
200 West Washington Street
Indianapolis, Indiana 46204
(317) 232-6531

MARYLAND

Maryland Securities Commissioner
at the Office of Attorney General-
Securities Division
200 St. Paul Place
Baltimore, Maryland 21202-2021
(410) 576-6360

MICHIGAN

Office of the Attorney General – Corporate
Oversight Division
Franchise Section
G. Mennen Williams Bldg., 1st Floor
525 West Ottawa Street
Lansing, Michigan 48913
(517) 335-7567

MINNESOTA

Commissioner of Commerce
Department of Commerce
85 7th Place East, Suite 280
St. Paul, Minnesota 55101-2198
(651) 539-1600

NEW YORK

Secretary of State of the State of New York
Division of Corporations, State Records &
Uniform Commercial Code
One Commerce Plaza
99 Washington Avenue, 6th Floor
Albany, New York 12231
(518) 473-2492

NORTH DAKOTA

Insurance Commissioner
North Dakota Insurance & Securities
Department
600 E. Boulevard Avenue, Dept. 401
Bismarck, ND 58505
(701) 328-2910

OREGON

Oregon Dept. of Consumer & Business
Services
Division of Financial Regulation
350 Winter Street NE, Room 410
Salem, Oregon 97301-3881
(503) 378-4140

RHODE ISLAND

Director of Department of Business
Regulation
1511 Pontiac Avenue
John O. Pastore Complex – Building 68-2
Cranston, Rhode Island 02920
(401) 462-9527

SOUTH DAKOTA

Department of Labor and Regulation
Division of Insurance – Securities Regulation
124 S. Euclid Ave., 2nd Floor
Pierre, SD 57501
(605) 773-3563

VIRGINIA

Clerk, Virginia State Corporation
Commission
1300 East Main Street, 9th Floor
Richmond, Virginia 23219
(804) 371-9733

WASHINGTON

Director, Department of Financial
Institutions
Securities Division – 3rd Floor
150 Israel Road Southwest
Tumwater, Washington 98501
(360) 902-8760

WISCONSIN

Administrator, Division of Securities
Department of Financial Institutions
4822 Madison Yards Way, North Tower
Madison, Wisconsin 53705
(608) 266-0448

EXHIBIT C TO FDD
MEMBERSHIP AGREEMENT

BEST WESTERN INTERNATIONAL, INC.

MEMBERSHIP AGREEMENT

THIS MEMBERSHIP AGREEMENT ("AGREEMENT") SHALL BE BINDING AND EFFECTIVE AS BETWEEN THE UNDERSIGNED PARTIES, TO INCLUDE BOTH THE OWNER/LESSEE AND THE VOTING MEMBER (COLLECTIVELY, "MEMBER"), AND BEST WESTERN INTERNATIONAL, INC. ("BEST WESTERN"), ONLY UPON RECEIPT BY BEST WESTERN OF A FULLY-EXECUTED ORIGINAL OF THIS AGREEMENT, THE TERMS OF APPROVAL LETTER ("APPROVAL LETTER"), AND THE PAYMENT OF ALL REQUIRED FEES.

THIS AGREEMENT INCORPORATES BY REFERENCE THE TERMS AND CONDITIONS AND ALL INFORMATION PROVIDED IN THE APPLICATION FOR MEMBERSHIP ("APPLICATION") AS PREVIOUSLY SUBMITTED TO BEST WESTERN, THE TERMS OF APPROVAL LETTER, BEST WESTERN'S BYLAWS, RULES AND REGULATIONS, AND ALL OTHER REGULATORY DOCUMENTS. ALL CAPITALIZED TERMS HEREIN NOT OTHERWISE DEFINED SHALL HAVE THE MEANING PROVIDED IN BEST WESTERN'S BYLAWS AND RULES AND REGULATIONS.

A. Membership Rights and Obligations

1. Best Western is a Membership organization, organized as a non-profit corporation pursuant to Arizona Revised Statutes § 10-3101, *et seq.*, providing rights and obligations as set forth by the Membership in this Agreement, Best Western's Bylaws, Rules and Regulations, and all other Regulatory Documents (as that term is defined in Best Western's Bylaws). In connection only with the Property designated in this Agreement ("Property"), Best Western agrees to provide to Member all rights, and Member agrees to abide by all obligations, as may be established from time to time in Best Western's Regulatory Documents, all of which are accessible to Member or available upon request. This Agreement incorporates the rights and obligations of the Regulatory Documents, as amended from time to time.
2. Member agrees to timely pay all fees, dues, charges, and assessments imposed generally on the Membership by the Best Western Board of Directors ("Board") or the Membership, and the cost of all goods or services provided by or ordered through Best Western. Member agrees to allow Best Western to automatically debit Member's bank account each month in the amount owing Best Western. Member agrees to electronic monthly statements. Past due amounts shall bear interest at the rate of one and one half percent (1.5%) per month from the due date until paid, provided that such interest charge shall in no way authorize or excuse late payments or limit Best Western's rights and remedies against Member.
3. When grounds for cancellation or termination exist because of a Member default (as more fully set forth below), the Board may, in lieu of cancellation or termination, impose additional conditions to Membership. These may include, for example, higher quality assurance requirements, additional design requirements, or restriction of rights or services.
4. Member acknowledges and agrees that Member is solely responsible for all matters relating to the safety and security of the Property, including, without limitation, guest safety, employee safety, physical security measures, emergency procedures, and compliance with all applicable safety, security, and risk-management laws, regulations, and industry standards. Best Western shall have no responsibility for establishing, directing, controlling, or overseeing any safety or security measures at the Property.
5. Member agrees that Member is solely responsible for monitoring, evaluating, and responding to guest reviews, surveys, ratings, comments, complaints, and any other guest-experience feedback relating to the Property, whether received through Best Western systems, third-party online travel agencies, social media platforms, or any other channels. Member shall investigate and take corrective or remedial measures based on such feedback, and Best Western shall have no responsibility or obligation to monitor, manage, interpret, or respond to guest reviews or surveys on behalf of the Member and shall have no responsibility or obligation to alert the Member to the guest

feedback or to its obligation to investigate and take action.

6. Member acknowledges and agrees that Member shall comply with all applicable federal, state, provincial, territorial, and local laws, ordinances, codes, regulations, rules, and other legal requirements governing the ownership, operation, maintenance, safety, security, staffing, and management of the Property. Member is solely responsible for determining, implementing, and maintaining all measures necessary to ensure such compliance. Best Western shall have no responsibility for monitoring, enforcing, or ensuring Member's compliance with any legal or regulatory requirement applicable to the Property.

B. Term

1. The Effective Date of this Agreement is the date of execution; however, Membership rights shall not be granted until such time as the Property has been activated on Best Western's reservations systems and the Extended-Length Term of twenty (20) years (two hundred and forty (240) months) has begun.
2. The initial term of this Agreement, and any and all Membership rights, shall begin on the first day the Member's Property is activated on Best Western's reservations systems and will end on the last day of Best Western's fiscal year during which the last day of the two hundred and fortieth (240th) month falls ("Extended-Length Term"). Thereafter, this Agreement shall automatically renew for successive one hundred and twenty (120) month terms (each a "Renewal Term") unless either Best Western or the Member provides the other with written notice of its intent to not renew at least twelve (12) months prior to the end of the then-current Term. The Extended-Length Term and Renewal Term(s) may be collectively referred to herein as the "Term."
3. If a Membership is transferred during the Term pursuant to Article II, Section 7 (B) or (C) of Best Western's Bylaws, the remainder of the Term will transfer with the transfer of the Membership.

C. Fees and Dues

All fees, dues, charges, and assessments shall be calculated, due, and owing as they apply to all other Best Western Members with the exception of Monthly Fees, which shall be equal to [REDACTED] percent ([REDACTED]%) of the Property Room Revenue. Upon resignation, termination, or cancellation of Membership, the Member shall owe certain fees, dues, charges, assessments, and other damages to Best Western, as discussed in greater detail below in Section F.

1. **Sustainability Assessment Requirement.** Member shall participate in, maintain, and remain in good standing with Best Western's designated sustainability certification program, which may include Green Key Global or its successor. Member agrees to comply with all program requirements, including audits, scoring thresholds, and payment of any associated fees.

D. Grant of License

Best Western grants to Member, but only as permitted by its Regulatory Documents, a non-exclusive license to use, at and in connection with the Property, the "Best Western" name and those Best Western trademarks, service marks, domain names, and other identifying marks, words, letters, designs, names, or symbols as set forth from time to time in the Brand Identity Manual (collectively "Best Western Identifying Marks").

E. Resignation, Cancellation or Termination of Agreement

This Agreement shall terminate: (1) upon sale or lease of the Property, or transfer of control of the Property, as more fully set forth in the Bylaws; or (2) upon Member's default of any obligation to Best Western, as more fully set forth in the Bylaws, Rules and Regulations, and Regulatory Documents, to include, for the avoidance of doubt and without limitation, Member's failure to make timely payment of any fees, dues, assessments, or charges owed Best Western, or Member's failure to comply with all applicable laws and regulations; or (3) upon Member's resignation from the Membership.

F. Rights and Duties Upon Resignation, Cancellation or Termination of Agreement/License

1. The license provided hereunder shall terminate immediately upon resignation of Member from the Membership or cancellation or termination of this Agreement. Within fifteen (15) days of resignation, cancellation or termination of the Agreement, the Property and Member shall cease use of and remove from public view all Best Western Identifying Marks (e.g. signs and logo'd items) and transfer to Best Western any domains containing any Best Western Identifying Marks (including, but not limited to, any domain names containing "best," "western," "bw," or any combination thereof). This prohibition includes any representation, directly or indirectly, that the Property was formerly affiliated with Best Western.
2. Furthermore, upon resignation, cancellation or termination, Member shall actively take such steps as may be necessary to cause the cessation of all advertising and distribution of promotional material, to include for the avoidance of doubt and without limitation, online material containing any Best Western Identifying Marks, and shall not use anything consisting of or incorporating any part of any Best Western Identifying Marks or which singularly or together are similar in spelling, sound, appearance or otherwise to any Best Western Identifying Mark. Pursuant to this section F, Member shall also take reasonable steps to notify all third-party advertisers marketing the Property, online or in other media, that the Property is no longer affiliated with Best Western. Reasonable steps shall include, but not be limited to, contacting third-party travel websites (e.g., Expedia, Travelocity, Orbitz, Priceline, and Hotwire) to ensure that those third parties cease the advertising and distribution of promotional material containing any Best Western Identifying Marks in connection with the Property. The Member's obligation with respect to correcting all advertising – whether the Member contracted for the advertising or otherwise – is a continuing obligation.
3. For each day that any Best Western Identifying Mark is used in connection with the Property, after fifteen (15) days following resignation, cancellation or termination of this Agreement, Best Western may elect to claim from Member daily damages in an amount equal to fifteen percent (15%) of the average of the Property's room rates per room per day multiplied by the total number of rooms. This amount is payable by Member whether or not Member continues to exercise control over the operations of the Property. It is understood and agreed that said amount is fixed as liquidated damages and not a penalty because of the difficulty of ascertaining the exact amount of damages that may be sustained by Best Western because of such use. It is further understood and agreed that said amount fixed as liquidated damages is a reasonable amount, considering the damages that Best Western will sustain in the event of such unauthorized use.
4. Furthermore, if a Member resigns from the Membership (which it, he, or she may do at any time) or this Agreement is cancelled or terminated by Best Western, the following are immediately due and payable to Best Western:
 - a. *Resignation, Cancellation or Termination:* Upon a resignation, cancellation or termination, the Member shall pay to Best Western:
 - (i) *Monthly Fees and Assessments.* The lesser of: (x) (i) forty-eight (48) months of Monthly Fees (calculated as the Member's average Monthly Fees during the previous twelve (12) months (but if Monthly Fees have been owed to Best Western for less than twelve (12) months, the average of all prior months) multiplied by forty-eight (48)) plus (ii) forty-eight (48) months of the following assessments: the Advertising Assessment, the Sales and Marketing Assessment, and the Marketing and Technology Assessment (the "Assessments" or the "Assessment") (calculated as the Member's average for each Assessment during the previous twelve (12) months (but if the Assessments have been owed to Best Western for less than twelve (12) months, the average of all prior months) multiplied by forty-eight (48)); or (y) Monthly Fees and Assessments for the remainder of the Extended-Length Term or Renewal Term (calculated as the Member's average Monthly Fees and the Assessments during the previous twelve (12) months multiplied by the number of months remaining in the Extended-Length Term or Renewal Term); and

(ii) *Goods and Services*. The cost of all goods and services provided by or ordered through Best Western for which payment has not yet been received.

b. *Continued Operation as a "Best Western" after Resignation, Cancellation or Termination*: In the event that the Property continues to operate as a "Best Western" after resignation, cancellation or termination of this Agreement, in addition to the amount due as noted in paragraph F.4.a, the former Member shall pay full fees, dues, charges, and assessments as the former Member would have been required to pay if still a Member until the Property ceases operation as a "Best Western."

5. It is understood and agreed that the amounts described in section F.3 and F.4 are fixed as liquidated damages and not as penalties because of the difficulty of ascertaining the exact amount of damages that may be sustained by Best Western as a result of such resignation, cancellation, or termination. It is further understood and agreed that such amounts fixed as liquidated damages represent a reasonable amount considering the damages that Best Western will sustain from the Member resigning or this Agreement being cancelled or terminated.
6. The rights provided in this section F shall be exercised solely at the option of Best Western.

G. Reservations Systems

1. Member shall comply with all Best Western requirements to securely connect the Property to Best Western's reservations systems.
2. Member shall be responsible for complying with Payment Card Industry Data Security Standards ("PCI-DSS") and all applicable data privacy/security laws. Member shall adopt adequate measures to ensure the safety and security of customer information, including but not limited to Personally Identifiable Information ("PII") and credit card data. In no event shall Member exercise less than reasonable care in securing such information. If Member's data security systems are compromised, Member shall notify Best Western within twenty-four (24) hours of becoming aware of any such incident. Member further agrees and understands that Best Western shall be permitted to take, at Member's cost, any reasonable actions to protect itself from a data security compromise event at Member's Property, including but not limited to disconnecting the Member from Best Western's reservations systems until the incident is resolved and requiring that the Member provide appropriate documentation and certification that the incident has been resolved (e.g., if applicable, certification from a Payment Card Industry Qualified Security Assessor). Best Western acknowledges it is responsible for the security of cardholder data that it possesses or otherwise stores, processes, or transmits on behalf of the Member and that it will not adversely affect the security of the cardholder data environment of the Member.
3. Best Western has provided or will provide access to computer software that is to be used by the Property to access Best Western supporting applications ("Software"). Software programs are copyrighted by Best Western or licensed to Best Western by third parties. Member agrees to use the Software only for reservation communications with Best Western's reservations systems and with other Members, and for other business purposes relating to the operation of the Property as a Best Western® branded hotel. Member shall not copy, allow to be copied, or disclose any of the Software programs. Member will abide with all licensing and use terms and conditions of any Software provided. Such terms are available upon request.
4. Software may be upgraded by Best Western or its designee from time to time, and Member may be charged an upgrade fee.
5. In the event of failure or interruption of reservation services, it is a Member's responsibility to participate in the troubleshooting process. Best Western shall, in its sole and absolute discretion, make all final problem determinations and may dispatch technical resources as needed to achieve problem resolution.
6. All Software shall be deleted or returned upon demand of Best Western or upon resignation by Member, cancellation or termination of this Agreement, whichever is sooner. Failure to do so will result in a charge for the

cost of the Software to the Property's Best Western account.

7. Member hereby assumes all risks and liabilities, whether covered by insurance or not, for loss or damage to or destruction of any Software. Member shall replace, at its expense, any Software which is lost, damaged, or destroyed.

H. Relationship of Parties

Best Western is a non-profit corporation operated on a cooperative basis by and for its Members. The relationship of Best Western to its Members is one of an independent contractor. Neither party has the power to obligate or bind the other in any way. No relationship of partners, joint employers, franchisor/franchisee, joint venturers, or agents is created.

BEST WESTERN BRANDED HOTELS ARE INDEPENDENTLY OWNED AND OPERATED. BEST WESTERN ONLY PROVIDES SERVICES AS DIRECTED BY THE MEMBERSHIP. BEST WESTERN HAS NO RESPONSIBILITY FOR THE USE, CONDITION, MANAGEMENT, MAINTENANCE, POLICIES, PRACTICES, OR OPERATION OF BEST WESTERN BRANDED HOTELS, NOR THE SAFETY OF THE DESIGN OF ANY STRUCTURE OR PRODUCT. BEST WESTERN HAS NO CONTROL (DIRECT OR INDIRECT) OVER, OR RESPONSIBILITY FOR, ANY DECISION RELATED TO OR AFFECTING THE EMPLOYMENT OR SUPERVISION OF ANY PERSON EMPLOYED AT OR PROVIDING SERVICES IN CONNECTION WITH BEST WESTERN BRANDED HOTELS, INCLUDING BUT NOT LIMITED TO RECRUITMENT; HIRING; TERMINATION; DISCIPLINE/SUPERVISION; PERFORMANCE EVALUATION; PAYROLL; SETTING OF WAGES, SCHEDULES, WORKFLOW, QUALIFICATIONS, OR PRODUCTIVITY; MAINTENANCE OF PERSONNEL RECORDS; THE PROVISION OF EMPLOYMENT BENEFITS; OR THE ASSIGNMENT OF RESPONSIBILITIES.

I. Representations to Best Western

Member certifies that all representations made in connection with its Application, the Approval Letter, and this Agreement are true and constitute material representations for the purpose of inducing Best Western to grant Membership. Member agrees that any misrepresentation shall be grounds for denial of this Application or cancellation of Membership. Member further agrees that any representations made in the future, whether in connection with renewing this Agreement or otherwise, constitute material representations for the purpose of inducing Best Western to grant, continue, or renew Membership, and that any false representation shall be grounds for revocation of a decision regarding the Application or the Approval Letter, or denial of Membership, denial of Membership renewal, or cancellation of Membership.

J. Appointment of Voting Member as Attorney-in-Fact

The undersigned owner/lessee hereby appoints the undersigned Voting Member, and any substituted Voting Member, as its attorney-in-fact with full power and authority to bind owner/lessee in any and all agreements and liabilities which Voting Member may enter into or undertake to Best Western in connection with the Property. This authorization shall continue during the Term of the Agreement and during any renewal or continuation thereof, until terminated in writing by the owner/lessee. This power of attorney shall survive the death or disability of the undersigned Voting Member.

K. Voting Member Obligations

By executing this Agreement, Voting Member hereby acknowledges, consents, and accepts all responsibility associated with such appointment, including, without limitation and for the avoidance of doubt, personal liability to answer for the debts, liabilities, and obligations associated with the Membership, Member, and the Property. Voting Member agrees that it, he or she is to be jointly and severally liable to Best Western. Accordingly, Voting Member must personally execute this Agreement below and complete the form attached hereto and incorporated herein as **Addendum A**, entitled "Voting Member Information."

L. Remedies

It is understood that Best Western shall have the right to invoke any remedy at law or in equity, whether or not such remedies are herein provided, for any breach of this Agreement, the Approval Letter, the Application, or for any other matter arising out of Member's affiliation or dealings with Best Western. All rights and remedies given to Best Western are distinct, separate, and cumulative and no one of them, whether or not exercised by Best Western, shall be deemed to be an election of that remedy only or to be a waiver or exclusion of any of the others. The obligations of Member and the remedies available to Best Western are binding upon Member's heirs, executors, administrators, successors, assignees, receivers, and trustees in bankruptcy. If Best Western brings an injunctive action against Member, Member waives any requirement that Best Western post a bond. It is also understood and agreed that the amounts described herein as payable by the Member following resignation, termination, cancellation, or default are fixed as liquidated damages and not as penalties for the reasons stated above. Further, it is understood that Best Western's acceptance of payment from the former Member after resignation by a Member, termination or cancellation of this Agreement, or default by the Member shall not be deemed a waiver of any rights Best Western may have against the former Member, all of which are expressly reserved.

M. Limitation of Damages

1. MEMBER AGREES THAT THE MEMBER, THE VOTING MEMBER, AND ANY LEGAL ENTITY ASSOCIATED WITH THE PROPERTY BY WAY OF OWNERSHIP OR LEASE INTEREST, SHALL HAVE NO RECOURSE OF ANY KIND AGAINST BEST WESTERN OR ITS SUBSIDIARIES OR AFFILIATES AND ITS AND THEIR DIRECTORS, OFFICERS, EMPLOYEES, AGENTS, REPRESENTATIVES, INSURERS, OR OTHER MEMBERS FOR FAILURE TO GRANT MEMBERSHIP UNLESS MEMBER HAS STRICTLY, ABSOLUTELY, AND TIMELY COMPLIED WITH EACH AND EVERY REQUIREMENT IMPOSED UPON MEMBER BY BEST WESTERN, INCLUDING BUT NOT LIMITED TO THOSE CONTAINED IN THIS AGREEMENT, THE APPROVAL LETTER, THE APPLICATION, AND THE REGULATORY DOCUMENTS TO THE SATISFACTION OF BEST WESTERN. IN THE EVENT THAT BEST WESTERN WRONGFULLY FAILS TO GRANT MEMBERSHIP AFTER MAKING AN ALLEGED COMMITMENT FOR MEMBERSHIP UNDER THIS AGREEMENT AND THE APPROVAL LETTER, OR IF BEST WESTERN IS FOUND TO HAVE WRONGFULLY FAILED TO GRANT MEMBERSHIP IN ANY OTHER SITUATION, MEMBER SHALL HAVE NO RIGHT TO COMPEL BEST WESTERN TO GRANT A MEMBERSHIP TO MEMBER. MEMBER AGREES THAT MEMBER'S SOLE REMEDY SHALL BE LIMITED TO ACTUAL DAMAGES, WHICH IN NO EVENT SHALL EXCEED THE ENTRANCE FEES PAID BY MEMBER TO BEST WESTERN IN CONNECTION WITH THE SUBMISSION OF ITS APPLICATION, THE APPROVAL LETTER, AND THIS AGREEMENT.
2. MEMBER AGREES THAT IF INFORMATION RELATED TO THE PROPERTY IS OMITTED FROM BEST WESTERN'S RESERVATIONS SYSTEMS OR A MATERIAL ERROR OCCURS IN ANY PROPERTY LISTING ON BEST WESTERN'S RESERVATIONS SYSTEMS THROUGH THE FAULT OF BEST WESTERN, MEMBER'S SOLE REMEDY SHALL BE THE REFUND, WITHOUT INTEREST, OF THE ANNUAL DUES PAID ON BEHALF OF THE PROPERTY FOR THAT SINGLE FISCAL YEAR DURING WHICH SUCH OCCURRED. BEST WESTERN SHALL HAVE NO OTHER LIABILITY IN CONNECTION WITH OR RELATED TO ITS PROVIDING OF RESERVATION SERVICES OR LISTINGS.
3. MEMBER AGREES THAT IT SHALL BE LIMITED TO RECOVERY OF ACTUAL DAMAGES FOR ANY BREACH OR DEFAULT BY BEST WESTERN OF ANY OBLIGATION OR DUTY OWED TO MEMBER, AND MEMBER FURTHER AGREES THAT BEST WESTERN'S LIABILITY FOR ANY DAMAGES SHALL BE LIMITED TO THE AMOUNT OF MEMBERSHIP FEES ACTUALLY PAID BY MEMBER IN CONNECTION WITH THE PROPERTY, DURING A SINGLE FISCAL YEAR IN WHICH THE BREACH OR DEFAULT OCCURRED.

N. Indemnification

Member shall indemnify, defend, and hold harmless Best Western and its subsidiaries and affiliates and its and their respective directors, officers, employees, agents, representatives, insurers, and other Members (hereinafter collectively

referred to as "Indemnitees" and individually referred to as "Indemnitee"), from any and all claims, demands, suits, actions, proceedings, losses, liabilities, penalties, causes of action, and damages of every kind and description, including but not limited to any attorneys' fees and costs and expenses (hereinafter collectively referred to as "Losses" and individually referred to as "Loss"), whether or not a lawsuit or other type of action is filed, which may be brought, made, alleged, or claimed by a third party arising out of (or contributed to, in whole or in part, by reason of) any alleged act, omission, fault, mistake, wrongdoing, or negligence of Member or its directors, officers, employees, agents, representatives, or contractors, in connection with, relating to, or incident to the use, condition, or operation of the Property. For the avoidance of doubt, this shall include but is not limited to Losses arising out of, in connection with, relating to, or incident to: (a) Member's (or its directors', officers', employees', agents', representatives', or contractors') failure to comply with applicable laws and regulations; (b) workers' compensation claims, unemployment disability compensation claims, or discrimination or other employment-related claims of employees or contractors of Member; (c) breach of contract claims, data privacy claims, PCI-DSS claims, consumer deception claims, or tort claims; and (d) infringement related to intellectual property rights (e.g., patent, trademark, copyright). Member shall not settle any Loss against an Indemnitee without the Indemnitee's prior written consent.

O. Attorneys' Fees

In the event that Member breaches any obligation to Best Western, Member is liable to Best Western for all attorneys' fees, costs and expenses incurred by Best Western in connection with the breach or violation, whether or not suit is filed.

P. Best Interests of Best Western

Membership shall be subject to cancellation or termination in accordance with Best Western's Regulatory Documents when the continuation of this Membership would be contrary to the interests of Best Western, its affiliates, subsidiaries or Members, or the public image, goodwill or reputation of any such entity or the "Best Western" name and Best Western Identifying Marks. Such reasons include, by way of example only, conduct of an owner, lessee, Voting Member, or management staff that includes offensive, inappropriate, or discriminatory acts or speech.

Q. Application of Law and Choice of Forum

This Agreement, the Application, the Approval Letter, and the Regulatory Documents shall be governed and construed according to the laws of the State of Arizona without reference to conflicts of laws principles. This Agreement shall be deemed executed in Phoenix, Arizona, USA. Member acknowledges that Best Western is headquartered in Phoenix, Arizona, that the majority of Best Western's records and employees are in Phoenix, Arizona, and that Phoenix, Arizona is the most convenient forum for actions between Best Western and Member.

ALL CLAIMS, DISPUTES, AND ACTIONS ARISING FROM, IN CONNECTION WITH, RELATED TO, OR INCIDENT TO THE APPLICATION PROCESS, THE APPROVAL LETTER, THIS AGREEMENT, CANCELLATION/TERMINATION OF THIS AGREEMENT, RESIGNATION BY MEMBER FROM THE MEMBERSHIP, OR TO ANY RELATIONSHIP BETWEEN THE PARTIES HERETO SHALL BE BROUGHT SOLELY AND EXCLUSIVELY IN THE STATE AND FEDERAL COURTS LOCATED IN PHOENIX, ARIZONA, USA. THE PARTIES AGREE THAT SAID COURTS HAVE PERSONAL JURISDICTION TO HEAR AND DETERMINE SUCH ACTIONS AND THAT VENUE THERE IS ALSO PROPER. MEMBER/APPLICANT EXPRESSLY CONSENTS TO AND SUBMITS TO THE JURISDICTION AND VENUE OF SAID COURTS AND WAIVES ANY AND ALL OBJECTIONS TO JURISDICTION OR VENUE OF SAID COURTS.

R. Waiver

Any waiver by Best Western of a breach of any provision of this Agreement, or of any breach of any other requirement or policy of Best Western, shall not operate or be construed as a waiver of any subsequent breach thereof. Any delay by Best Western of enforcement of obligations shall not be deemed to be a waiver of Best Western's right to enforce the obligation.

S. Notices

All notices given by Best Western under this Agreement or otherwise, shall be given to the Voting Member at such location as may be specified by the Voting Member, in writing. Notice to the Voting Member shall constitute notice to each person or entity signing this Agreement. Any notice given to Best Western under this Agreement shall be given in writing to Best Western International, Inc., 6201 North 24th Parkway, Phoenix, Arizona 85016-2023, USA, Attention: Member Care Administration or such other location as may be specified by Best Western.

T. Headings

The headings of the sections of this Agreement are for convenience only and are not to be considered part of this Agreement or used in determining its content or context.

U. Severability

Any provision of this Agreement prohibited by law, or by court decree, in any jurisdiction shall be ineffective to the extent of such prohibition without in any way invalidating or affecting the remaining provisions of this Agreement.

V. Entire Agreement

This Agreement, the Application, the Approval Letter, any signed amendment, and the Regulatory Documents (as amended from time to time) embody the entire agreement between the parties with regard to the subject matters herein and therein. There are no promises, terms, conditions, or obligations other than those contained herein and therein. This Agreement may be modified only by a written amendment signed by the Parties. This Agreement, the Application, the Approval Letter, any signed amendment, and the Regulatory Documents shall supersede all previous communications, representations, or agreements, either verbal or written, between the parties with regard to the subject matters herein and therein. Notwithstanding the foregoing, nothing in this Agreement shall disclaim or require Member to waive reliance on any representation made by Best Western in its most recent franchise disclosure document (including exhibits and amendments) delivered to Member or its representative.

W. Signatures Required for Execution

The signature of an authorized representative with the authority to bind all owners or lessees identified on the Application is required. If that authority has not been granted, additional signatures are required. This Agreement may be executed in counterparts.

The signature of the Voting Member is also required. The Voting Member's spouse must sign this Agreement when the Voting Member resides in one of the following States, Provinces, or Territories: Arizona, California, Idaho, Louisiana, Missouri, Nevada, New Mexico, Quebec, Texas, Washington, Wisconsin, or Puerto Rico.

[Signatures appear on the following page]

For the property located at: _____

ACKNOWLEDGED and AGREED this _____ day of _____, 20____ by:

AUTHORIZED REPRESENTATIVE:

Entity Name

Signature of Authorized Signer

Title of Authorized Signer

Date

-AND-

Each of the undersigned has read and understands the terms, conditions and obligations of this Agreement, and each agrees to be bound by this Agreement.

Signature

Signature

Voting Member Name

Voting Member's Spouse's Name

Date

Date

For the property located at: _____

MEMBERSHIP AGREEMENT**Addendum A****Voting Member Information**

In Best Western's Membership organization, one individual is designated the Voting Member for purposes of deciding important matters relevant to all Members and the Property itself. The Voting Member is and agrees to be jointly and severally liable to Best Western as provided in the Agreement. Please provide the following information with regard to the Voting Member.

Mr. Ms. Mrs. Full Legal Name _____

Social Security Number _____

Nickname (if any) _____ Email Address _____

Company Name _____

Primary Address _____ Unit # _____

City _____ State/Province _____ Postal Code _____

Office Phone # _____ Ext. _____ Cell phone # _____ Fax # _____

Express Mail Address (If primary address is a P.O. Box)

Company Name _____ Office Phone # _____

Street Address _____ Unit # _____

City _____ State/Province _____ Postal Code _____

Home Address

Street Address _____ Unit # _____

City _____ State/Province _____ Postal Code _____

Phone # _____ Extension _____

Spouse Information (Required when the Voting Member resides in one of the following: Arizona, California, Idaho, Louisiana, Missouri, Nevada, New Mexico, Quebec, Texas, Washington, Wisconsin, or Puerto Rico.)

Mr. Ms. Mrs. Full legal name _____

Social Security Number _____

Primary Address _____

City _____ State/Province _____ Postal code _____

MEMBERSHIP AGREEMENT

Addendum A

Voting Registration Card

I hereby certify that I am the authorized Voting Member for the Best Western Property referenced above. Upon activation of the Property on the Best Western reservations system, as the Best Western Voting Member I will be entitled to one vote on each matter which is submitted to a vote of the Membership in accordance with the Bylaws of Best Western International, Inc. ("Best Western"). This information is submitted in accordance with Article III, Section 4 of Best Western's Bylaws.

Signature

Voting Member Name

Date

EXHIBIT D TO FDD

STATE ADDENDA TO MEMBERSHIP AGREEMENT

**RIDER TO THE BEST WESTERN INTERNATIONAL, INC. MEMBERSHIP AGREEMENT
FOR USE IN CALIFORNIA, HAWAII, INDIANA, MICHIGAN, SOUTH DAKOTA, VIRGINIA,
AND WISCONSIN**

This Rider (the “**Rider**”) is made and entered into as of the Effective Date as stated in the Franchise Agreement (defined below), by and between Best Western International, Inc., an Arizona nonprofit corporation with its principal business address at 6201 N. 24th Parkway, Phoenix, Arizona 85016 (“we,” “us” “our,” or “**Licensor**”), and _____ (“you,” “your,” or “**Member**”).

1. **Background.** We and you are parties to that certain Membership Agreement that has been signed at the same time as the signing of this Rider (the “**Membership Agreement**”). This Rider is part of the Membership Agreement.

2. **No Waiver of Disclaimer of Reliance in Certain States.** The following provision applies only to franchisees and franchises that are subject to the state franchise disclosure laws in California, Hawaii, Indiana, Michigan, South Dakota, Virginia or Wisconsin:

No statement, questionnaire or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or any other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the Effective Date stated in the Membership Agreement.

MEMBER:

LICENSOR:

[INSERT MEMBER ENTITY], a [INSERT
TYPE OF ENTITY]

Best Western International, Inc., an Arizona
corporation

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Executed on: _____

Executed on: _____

**RIDER TO THE BEST WESTERN INTERNATIONAL, INC.
MEMBERSHIP AGREEMENT
FOR USE IN ILLINOIS**

This Rider (the “**Rider**”) is made and entered into as of the Effective Date as stated in the Membership Agreement (defined below), by and between Best Western International, Inc., an Arizona nonprofit corporation with its principal business address at 6201 N. 24th Parkway, Phoenix, Arizona 85016 (“we,” “us” “our,” or “**Licensor**”), and _____ (“you,” “your,” or “**Member**”).

1. **Background.** Licensor and Member are parties to that certain Membership Agreement that has been signed at the same time as the signing of this Rider (the “**Membership Agreement**”). This Rider is annexed to and forms a part of the Membership Agreement. This Rider is being signed because (a) the offer to sell or buy the license for the Property was made in the State of Illinois, and/or (b) the offer to sell or buy the license for the Property was made outside of the State of Illinois and accepted in the State of Illinois, and/or (c) Member is domiciled in the State of Illinois, and/or (d) the licensed Property will be located in the State of Illinois.

2. **Governing Law/Consent to Jurisdiction.** The following language is added to the end of Section Q of the Membership Agreement:

However, Illinois law will apply to claims arising under the Illinois Franchise Disclosure Act and the parties submit to the jurisdiction and venue of the state and federal courts of competent jurisdiction in Illinois for claims arising under the Illinois Franchise Disclosure Act

3. **Limitation of Claims.** The following language is added as a new Section X of the Membership Agreement:

Nothing in this Agreement shall shorten any period within which Member may bring a claim under Section 705/27 of the Illinois Franchise Disclosure Act or constitute a condition, stipulation, or provision purporting to bind any person acquiring any membership to waive compliance with any provision of the Illinois Franchise Disclosure Act of 1987 or any other Illinois law (as long as the jurisdictional requirements of that Illinois law are met).

4. **Waivers Void.** The following language is added as a new Section Y of the Membership Agreement:

Nothing in this Agreement shall constitute a condition, stipulation, or provision purporting to bind any person acquiring any license to waive compliance with any provision of the Illinois Franchise Disclosure Act of 1987 or any other Illinois law (as long as the jurisdictional requirements of that Illinois law are met).

5. **No Waiver of Disclaimer of Reliance.** No statement, questionnaire or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state

franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or any other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the Effective Date stated in the Membership Agreement.

MEMBER:

LICENSOR:

[INSERT MEMBER ENTITY], a [INSERT
TYPE OF ENTITY]

Best Western International, Inc., an Arizona
nonprofit corporation

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Executed on: _____

Executed on: _____

**RIDER TO THE BEST WESTERN INTERNATIONAL, INC.
MEMBERSHIP AGREEMENT
FOR USE IN MARYLAND**

This Rider (the “**Rider**”) is made and entered into as of the Effective Date as stated in the Membership Agreement (defined below), by and between Best Western International, Inc., an Arizona nonprofit corporation with its principal business address at 6201 N. 24th Parkway, Phoenix, Arizona 85016 (“we,” “us” “our,” or “**Franchisor**”), and _____ (“you,” “your,” or “**Member**”).

1. **Background.** We and you are parties to that certain Membership Agreement that has been signed at the same time as the signing of this Rider (the “**Membership Agreement**”). This Rider is annexed to and forms part of the Membership Agreement. This Rider is being signed because (a) you are a resident of the State of Maryland and/or (b) the franchised Property will be or is operated in the State of Maryland, and/or (c) the offer to sell the franchise for the Property was made in the State or Maryland; and/or (d) the offer to buy the franchise for the Property was accepted in the State of Maryland.

2. **Application of Law and Choice of Forum.** The following language is added to the end of Section Q. of the Membership Agreement:

However, Maryland law will apply to claims arising under the Maryland Franchise Registration and Disclosure Law. In addition, you may bring an action in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

3. **Acknowledgements.** The following language is added as a new Section X. of the Membership Agreement:

All representations requiring you to assent to a release, estoppel or waiver of liability are not intended to nor shall they act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

4. **No Waiver of Disclaimer of Reliance.** No statement, questionnaire or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or any other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

[Signatures on following page]

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the Effective Date stated in the Membership Agreement.

MEMBER:

FRANCHISOR:

[INSERT MEMBER ENTITY], a [INSERT TYPE OF ENTITY]

Best Western International, Inc., an Arizona nonprofit corporation

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Executed on: _____

Executed on: _____

**RIDER TO THE BEST WESTERN INTERNATIONAL, INC.
MEMBERSHIP AGREEMENT
FOR USE IN MINNESOTA**

This Rider (the “**Rider**”) is made and entered into as of the Effective Date as stated in the Membership Agreement (defined below), by and between Best Western International, Inc., an Arizona corporation with its principal business address at 6201 N. 24th Parkway, Phoenix, Arizona 85016 (“**we,**” “**us**” “**our,**” or “**Licensor**”), and _____ (“**you,**” “**your,**” or “**Member**”).

1. **Background.** Licensor and Member are parties to that certain Membership Agreement that has been signed at the same time as the signing of this Rider (the “**Membership Agreement**”). This Rider is annexed to and forms a part of the Membership Agreement. This Rider is annexed to and forms part of the Membership Agreement. This Rider is being signed because (a) the Property that Member will operate under the Membership Agreement will be located in Minnesota; and/or (b) any of the offering or sales activity relating to the Membership Agreement occurred in Minnesota.

2. **Infringement.** The following language is added to the end of Section D of the Membership Agreement:

To the extent required by Minnesota Stat. Sec. 80C.12, Subd. 1(G), Best Western will protect Member’s right to use the Best Western Identifying Marks or indemnify Member from any loss, costs or expenses arising out of any claim, suit, or demand regarding the use of the Best Western Identifying Marks.

3. **Termination.** The following is added to the end of Section E of the Membership Agreement:

However, with respect to memberships governed by Minnesota law, Best Western will comply with Minn. Stat. Sec. 80C.14, Subds. 3, 4 and 5 which require, except in certain specified cases, that Member be given 90 days’ notice of termination (with 60 days to cure) and 180 days’ notice of non-renewal of this Agreement.

4. **Governing Law/Consent to Jurisdiction.** The following is added to the end of Section Q of the Membership Agreement:

Minn. Statutes. Section 80C.21 and Minnesota Rule 2860.4400(J) prohibit Best Western from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring the Member to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the Membership Agreement can abrogate or reduce any of Member’s rights as provided for in Minnesota Statutes, Chapter 80C, or the Member’s rights to any procedure, forum, or remedies provided for by the laws of the jurisdiction.

5. **Limitations of Claims.** The following language is added as a new Section X of the Membership Agreement:

The Limitation of Claims section must comply with Minnesota Statute 80C.17 Subd. 5.

6. **Transfer.** With respect to memberships governed by Minnesota law, Best Western will comply with Minnesota Statute 80C.14, Subd. 3-5 which require (except in certain specified cases) that consent to the transfer of the membership will not be unreasonably withheld.

7. **General Release.** Minnesota Rules 2860.4400(D) prohibits Licensor from requiring you to assent to a general release.

8. **Remedies.** The following language is added to the end of Section L of the Membership Agreement:

Member cannot consent to Best Western obtaining injunctive relief. Best Western may seek injunctive relief. See Minnesota Rule 2860.4400(J). Also, a court will determine if a bond is required.

9. **No Waiver of Disclaimer of Reliance.** No statement, questionnaire or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or any other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the Effective Date stated in the Membership Agreement.

MEMBER:

LICENSOR:

[INSERT MEMBER ENTITY], a [INSERT TYPE OF ENTITY]

Best Western International, Inc., an Arizona nonprofit corporation

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Executed on: _____

Executed on: _____

**RIDER TO THE BEST WESTERN INTERNATIONAL, INC.
MEMBERSHIP AGREEMENT
FOR USE IN NEW YORK**

This Rider (the “**Rider**”) is made and entered into as of the Effective Date as stated in the Membership Agreement (defined below), by and between Best Western International, Inc., an Arizona nonprofit corporation with its principal business address at 6201 N. 24th Parkway, Phoenix, Arizona 85016 (“we,” “us” “our,” or “**Licensor**”), and _____ (“you,” “your,” or “**Member**”).

1. **Background.** Licensor and Member are parties to that certain Membership Agreement that has been signed at the same time as the signing of this Rider (the “**Membership Agreement**”). This Rider is annexed to and forms a part of the Membership Agreement. This Rider is being signed because (a) the offer or sale of the license for the Property that Member will operate under the Membership Agreement was made in the State of New York, and/or (b) Member is a resident of New York and will operate the Property in New York.

2. **Releases.** The following language is added as a new Section M.4 of the Membership Agreement:

To the extent required by Article 33 of the General Business Law of the State of New York, all rights Member enjoys and any causes of action arising in Member’s 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 the proviso that the non-waiver provisions of GBL 687 and 687.5 be satisfied.

3. **Licensor’s Transfer.** The following language is added as a new Section X of the Membership Agreement:

However, to the extent required by applicable law, no assignment will be made except to an assignee who, in Best Western’s good faith judgment, is willing and able to assume Best Western’s obligations under this Agreement.

4. **Termination by You.** The following language is added to the end of Section E of the Membership Agreement:

Member may terminate this Agreement on any grounds available by law under the provisions of Article 33 of the General Business Law of the State of New York.

5. **Governing Law/Consent to Jurisdiction.** The following language is added to the end of Section Q of the Membership Agreement:

However, to the extent required by Article 33 of the General Business Law of the State of New York, this Section shall not be considered a waiver of any right conferred upon Member by the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder.

6. **Limitation of Claims.** The following language is added as a new Section Y of the Membership Agreement:

However, to the extent required by Article 33 of the General Business Law of the State of New York, all rights and any causes of action arising in Member's 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 provision that the non-waiver provisions of GBL Sections 687.4 and 687.5 be satisfied

7. **Application of Rider.** There are circumstances in which an offering made by Licensor would not fall within the scope of the New York General Business Law, Article 33, such as when the offer and acceptance occurred outside the State of New York. However, an offer or sale is deemed to be made in New York if Member is domiciled in and the Property will be opened in New York. We are required to furnish a New York prospectus to every prospective Member who is protected under the New York General Business Law, Article 33.

8. **No Waiver of Disclaimer of Reliance.** No statement, questionnaire or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or any other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the Effective Date stated in the Membership Agreement.

MEMBER:

LICENSOR:

[INSERT MEMBER ENTITY], a [INSERT
TYPE OF ENTITY]

Best Western International, Inc., an Arizona
corporation

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Executed on: _____

Executed on: _____

**RIDER TO THE BEST WESTERN INTERNATIONAL, INC.
MEMBERSHIP AGREEMENT
FOR USE IN NORTH DAKOTA**

This Rider (the “**Rider**”) is made and entered into as of the Effective Date as stated in the Membership Agreement (defined below), by and between Best Western International, Inc., an Arizona nonprofit corporation with its principal business address at 6201 N. 24th Parkway, Phoenix, Arizona 85016 (“we,” “us” “our,” or “**Licensor**”), and _____ (“you,” “your,” or “**Member**”).

1. **Background.** Licensor and Member are parties to that certain Membership Agreement that has been signed at the same time as the signing of this Rider (the “**Membership Agreement**”). This Rider is annexed to and forms a part of the Membership Agreement. This Rider is being signed because (a) Member is a resident of North Dakota and the Property will be located in North Dakota, and/or (b) the offer or sale of the license for the Property that Member will operate under the Membership Agreement was made in the State of North Dakota.

2. **Releases.** The following language is added as a new Section X of the Membership Agreement:

Any general release shall not apply to the extent prohibited by law with respect to claims arising under the North Dakota Franchise Investment Law.

3. **Liquidated Damages on Termination.** The following language is added to the end of Section F.5 of the Membership Agreement:

The Commissioner has determined termination or liquidated damages to be unfair, unjust and inequitable within the intent of Section 51-19-09 of the North Dakota Franchise Investment Law. However, Best Western and Member agree to enforce these provisions to the extent the law allows.

4. **Governing Law/Consent to Jurisdiction.** The following language is added to the end of Section Q of the Membership Agreement:

Notwithstanding the foregoing, to the extent required by the North Dakota Franchise Investment Law, North Dakota law will apply to this Agreement. In addition, to the extent required by applicable law, Member may bring an action in North Dakota.

5. **No Waiver of Disclaimer of Reliance.** No statement, questionnaire or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or any other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the Effective Date stated in the Membership Agreement.

MEMBER:

LICENSOR:

[INSERT MEMBER ENTITY], a [INSERT TYPE OF ENTITY]

Best Western International, Inc., an Arizona nonprofit corporation

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Executed on: _____

Executed on: _____

**RIDER TO THE BEST WESTERN INTERNATIONAL, INC.
MEMBERSHIP AGREEMENT
FOR USE IN RHODE ISLAND**

This Rider (the “**Rider**”) is made and entered into as of the Effective Date as stated in the Membership Agreement (defined below), by and between Best Western International, Inc., an Arizona nonprofit corporation with its principal business address at 6201 N. 24th Parkway, Phoenix, Arizona 85016 (“**we,**” “**us**” “**our,**” or “**Licensor**”), and _____ (“**you,**” “**your,**” or “**Member**”).

1. **Background.** Licensor and Member are parties to that certain Membership Agreement that has been signed at the same time as the signing of this Rider (the “**Membership Agreement**”). This Rider is annexed to and forms a part of the Membership Agreement. This Rider is being signed because (a) Member is a resident of Rhode Island and the Property that Member will operate under the Membership Agreement will be located in Rhode Island; and/or (b) any of the offering or sales activity relating to the Membership Agreement occurred in Rhode Island.

2. **Governing Law/Consent to Jurisdiction.** The following language is added to the end of Section Q of the Membership Agreement:

Notwithstanding the foregoing, to the extent required by applicable law, Rhode Island law will apply to claims arising under the Rhode Island Franchise Investment Act. Section 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."

To the extent required by applicable law, Member may bring an action in Rhode Island for claims arising under the Rhode Island Franchise Investment Act.

3. **No Waiver of Disclaimer of Reliance.** No statement, questionnaire or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or any other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

[Signatures on following page]

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the Effective Date stated in the Membership Agreement.

MEMBER:

LICENSOR:

[INSERT MEMBER ENTITY], a [INSERT TYPE OF ENTITY]

Best Western International, Inc., an Arizona nonprofit corporation

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Executed on: _____

Executed on: _____

**RIDER TO THE BEST WESTERN INTERNATIONAL, INC.
MEMBERSHIP AGREEMENT
FOR USE IN WASHINGTON**

This Rider (the “**Rider**”) is made and entered into as of the Effective Date as stated in the Membership Agreement (defined below), by and between Best Western International, Inc., an Arizona nonprofit corporation with its principal business address at 6201 N. 24th Parkway, Phoenix, Arizona 85016 (“**we,**” “**us**” “**our,**” or “**Licensor**”), and _____ (“**you,**” “**your,**” or “**Member**”).

1. **Background.** Licensor and Member are parties to those certain regulatory documents, including, (i) the Membership Agreement; (ii) Bylaws; and (iii) Rules and Regulations; that have been signed at the same time as the signing of this Rider (collectively, the “**Regulatory Documents**”). This Rider is annexed to and forms part of the Regulatory Documents. This Rider is being signed because (a) the Property that Member will operate under the Membership Agreement will be located in Washington; and/or (b) Member is a resident of Washington; and/or (c) any of the offering or sales activity relating to the Membership Agreement occurred in Washington.

2. **Addition of Paragraphs.** The following is added to the end of all the Regulatory Documents:

In recognition of the requirements by the Washington Franchise Investment Protection Act and the Rules and Regulations promulgated thereunder (the “**Act**”), the Regulatory Documents of Best Western International, Inc. shall be modified as follows:

In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.

RCW 19.100.180 may supersede this Agreement in Member’s relationship with Best Western including the areas of termination and renewal of your license. There may also be court decisions which may supersede this Agreement in Member’s relationship with Best Western including the areas of termination and renewal of Member’s license.

In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the Agreement, a Member may bring an action or proceeding arising out of or in connection with the sale of licenses, or a violation of the Washington Franchise Investment Protection Act, in Washington.

A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the

Agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

Transfer fees are collectable to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provisions contained in the franchise agreement or elsewhere that conflict with these limitations are void and unenforceable in Washington.

RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the franchise agreement or elsewhere are void and unenforceable in Washington.

3. **No Waiver of Disclaimer of Reliance.** No statement, questionnaire or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or any other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the Effective Date stated in the Regulatory Documents.

MEMBER:

LICENSOR:

[INSERT MEMBER ENTITY], a [INSERT
TYPE OF ENTITY]

Best Western International, Inc., an Arizona
nonprofit corporation

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Executed on: _____

Executed on: _____

EXHIBIT E TO FDD
FINANCIAL STATEMENTS

Report of Independent Auditors

To the Board of Directors and Members of Best Western International, Inc.

Opinion

We have audited the consolidated financial statements of Best Western International, Inc. (the Company), which comprise the consolidated statements of financial position as of November 30, 2025 and 2024, and the related consolidated statements of revenues and expenses, other comprehensive revenues and expenses, cash flows and changes in net assets for the years then ended, and the related notes (collectively referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company at November 30, 2025 and 2024, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company’s ability to continue as a going concern for one year after the date that the financial statements are available to be issued.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free of material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

Report of Independent Auditors

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Other Information

Management is responsible for the other information. The other information comprises the Financial Highlights in the Annual Report but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

/s/ Ernst & Young LLP

Phoenix, Arizona
February 20, 2026

Consolidated Statements of Financial Position

(in thousands)	As of November 30,	
	2025	2024
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 148,012	\$ 162,790
Restricted cash and restricted cash equivalents	19,244	11,849
Short-term investments	46,612	16,824
Accounts receivable, principally from Members, net	82,194	64,917
Prepaid expenses and other current assets	20,807	18,581
Assets held for sale	17,000	-
Income taxes receivable	1,981	10,105
TOTAL CURRENT ASSETS	335,850	285,066
Property, equipment and computer software, net	38,925	38,587
Hotel investments, net	29,051	50,124
Long-term investments	397,581	358,416
Restricted Rabbi Trust investments	14,207	17,220
Deferred income taxes	47,670	44,236
Other assets, net	28,133	22,450
TOTAL ASSETS	\$ 891,417	\$ 816,099
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts payable and accrued liabilities	\$ 87,494	\$ 82,638
Current frequent stay program liability	124,791	118,299
Current deferred revenue	18,199	17,218
Deposits	12,158	9,984
Line of credit	-	-
TOTAL CURRENT LIABILITIES	242,642	228,139
Non-current frequent stay program liability	197,656	190,375
Non-current deferred revenue	45,311	45,383
Non-current construction loans	35,869	36,983
Non-current other liabilities	15,442	15,492
TOTAL LIABILITIES	536,920	516,372
NET ASSETS:		
Retained earnings	354,190	298,920
Accumulated other comprehensive (loss) income	(1,148)	(827)
TOTAL BEST WESTERN INTERNATIONAL, INC. NET ASSETS	353,042	298,093
Non-controlling interests	1,455	1,634
TOTAL NET ASSETS	354,497	299,727
TOTAL LIABILITIES AND NET ASSETS	\$ 891,417	\$ 816,099

See accompanying notes to consolidated financial statements.

Consolidated Statements of Revenues and Expenses

(in thousands)	Years Ended November 30,	
	2025	2024
REVENUES:		
Fees, dues and assessments	\$ 304,904	\$ 292,244
Program revenues	179,735	167,615
Other revenues	62,905	61,083
TOTAL REVENUES	547,544	520,942
EXPENSES:		
Compensation, taxes and benefits	208,720	207,143
Advertising and promotion	144,987	139,190
General and administrative	110,799	102,157
Depreciation and amortization	22,208	20,774
Program cost of sales	20,752	19,448
TOTAL EXPENSES	507,466	488,712
Net realized and unrealized gains on investments	15,671	35,323
Interest and dividend income, and interest and other expense, net	21,430	18,044
Impairment charges	(7,244)	-
Excess of revenues over expenses before income taxes	69,935	85,597
Income tax provision	(14,844)	(20,480)
Excess of revenues over expenses	55,091	65,117
Excess of expenses over revenues attributable to non-controlling interests	179	271
EXCESS OF REVENUES OVER EXPENSES ATTRIBUTABLE TO BEST WESTERN INTERNATIONAL, INC.	\$ 55,270	\$ 65,388

See accompanying notes to consolidated financial statements.

Consolidated Statements of Other Comprehensive Revenues and Expenses

(in thousands)	Years Ended November 30,	
	2025	2024
EXCESS OF REVENUES OVER EXPENSES	\$ 55,091	\$ 65,117
Foreign currency translation adjustment, net of tax	(1,766)	(11)
Change in net unrealized gains (losses) on available-for-sale debt securities, net of tax:		
Net unrealized gains (losses) on available-for-sale debt securities	1,176	2,471
Adjustment for net losses realized and included in excess of revenues over expenses	269	238
Total change in net unrealized gains (losses) on available-for-sale debt securities	1,445	2,709
Comprehensive excess of revenues over expenses	54,770	67,815
Comprehensive excess of expenses over revenues attributable to non-controlling interests	179	271
COMPREHENSIVE EXCESS OF REVENUES OVER EXPENSES ATTRIBUTABLE TO BEST WESTERN INTERNATIONAL, INC.	\$ 54,949	\$ 68,086

See accompanying notes to consolidated financial statements.

Consolidated Statements of Cash Flows

(in thousands)	Years Ended November 30,	
	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES:		
Excess of revenues over expenses	\$ 55,091	\$ 65,117
Adjustments to reconcile excess of revenues over expenses to net cash provided by operating activities:		
Depreciation and amortization	22,208	20,774
Impairment of fixed assets and other intangible assets	7,244	-
Provision for credit losses	3,724	1,006
Net (gains) on Restricted Rabbi Trust investments	(1,310)	(3,828)
Net losses on available-for-sale debt securities	540	238
Net (gains) on equity securities	(14,630)	(31,732)
Amortization of bond premiums/(discounts) on held-to-maturity debt securities, net	(432)	16
Amortization/(accretion) of premiums/(discounts) on available-for-sale debt securities, net	(1,708)	(1,990)
Accrued interest on held-to-maturity debt securities, net	-	30
Accrued interest on available-for-sale debt securities, net	(92)	(77)
Accretion of revolving line of credit loan discount as imputed interest income	(182)	-
Provision for deferred income taxes	(3,948)	2,167
Loss on disposition of property, equipment and computer software	274	13
Changes in assets and liabilities:		
Accounts receivable	(20,737)	(4,125)
Prepaid expenses and other current assets	(2,128)	(574)
Income taxes receivable	8,116	(352)
Other assets, net	(3,539)	(640)
Accounts payable, accrued liabilities and non-current liabilities	9,351	3,938
Deferred revenue	832	(202)
Frequent stay program liability	13,774	15,426
Deposits	(551)	(104)
NET CASH PROVIDED BY OPERATING ACTIVITIES	71,897	65,101
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from maturity of held-to-maturity debt securities	30,000	4,250
Proceeds from maturity of available-for-sale debt securities	13,275	5,281
Proceeds from sale of available-for-sale debt securities	79,625	64,396
Proceeds from sale of equity securities	23,154	15,865
Purchase of held-to-maturity debt securities	(54,421)	-
Purchase of available-for-sale debt securities	(111,194)	(104,222)
Purchase of equity securities	(31,151)	(26,664)
Revolving line of credit loan distributions	(3,500)	-
Member financing distribution, net	(245)	-
Development costs of hotel investments	(20)	(554)
Fund Restricted Rabbi Trust investments	(376)	(413)
Purchase of property, equipment and computer software	(23,261)	(20,742)
NET CASH USED IN INVESTING ACTIVITIES	(78,114)	(62,803)

Continues on next page.

See accompanying notes to consolidated financial statements.

Consolidated Statements of Cash Flows

(in thousands)	Years Ended November 30,	
	2025	2024
CASH FLOWS FROM FINANCING ACTIVITIES:		
Repayment of construction loans	\$ (1,082)	\$ (1,044)
Proceeds from construction loans	-	100
NET CASH USED IN FINANCING ACTIVITIES	(1,082)	(944)
Net increase (decrease) in cash and cash equivalents, and restricted cash and restricted cash equivalents	(7,299)	1,354
Effect of foreign exchange rate changes on cash and cash equivalents, and restricted cash and restricted cash equivalents	(84)	(68)
Cash and cash equivalents, and restricted cash and restricted cash equivalents at beginning of period	174,639	173,353
CASH AND CASH EQUIVALENTS, AND RESTRICTED CASH AND RESTRICTED CASH EQUIVALENTS AT END OF PERIOD	\$ 167,256	\$ 174,639
Supplemental disclosures of cash flow information:		
Cash paid for:		
Interest, net of capitalized interest of \$0 and \$0 for the years ended November 30, 2025 and 2024, respectively	\$ 1,272	\$ 1,316
Income taxes receivable	13,527	19,898
Income tax refunds received	\$ 2,912	\$ 1,208
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows used in operating leases	\$ 857	\$ 998
Non-cash operating activities:		
Amortization of operating lease right-of-use assets	\$ 866	\$ 960
Right-of-use assets obtained in exchange for operating lease liabilities	1,982	830
Non-cash investing activities:		
Disposal of fully depreciated property, equipment and computer software	\$ 19,149	\$ 4,829
Reclassification of hotel investments to assets held for sale	17,000	-
Accrued additions to property, equipment and computer software	1,118	430
Employee contributions to the Restricted Rabbi Trust investments	207	125
Distributions from Restricted Rabbi Trust investments	4,906	4,183
Non-cash financing activities:		
Equity contribution from joint venture partner	\$ -	\$ 75

See accompanying notes to consolidated financial statements.

Consolidated Statements of Changes in Net Assets

(in thousands)	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Non-controlling Interests in Consolidated Subsidiaries	Total Net Assets
Balance - November 30, 2023	\$ 233,532	\$ (3,525)	\$ 1,830	\$ 231,837
Total excess of revenues over expenses (expenses over revenue)	65,388	-	(271)	65,117
Foreign currency translation adjustment, net of tax	-	(11)	-	(11)
Unrealized gains on available-for-sale debt securities, net of tax	-	2,709	-	2,709
Contributions from non-controlling interests	-	-	75	75
Balance - November 30, 2024	298,920	(827)	1,634	299,727
Total excess of revenues over expenses (expenses over revenue)	55,270	-	(179)	55,091
Foreign currency translation adjustment, net of tax	-	(1,766)	-	(1,766)
Unrealized gains on available-for-sale debt securities, net of tax	-	1,445	-	1,445
Balance - November 30, 2025	\$ 354,190	\$ (1,148)	\$ 1,455	\$ 354,497

See accompanying notes to consolidated financial statements.

Notes to Consolidated Financial Statements

November 30, 2025

(1) Business, Organization and Summary of Significant Accounting Policies

(a) Nature of Business

Best Western International, Inc. and its consolidated subsidiaries ("Best Western" or the "Company") is a membership organization incorporated as a non-profit corporation in the State of Arizona. The Company is a membership association of hotels established solely to provide revenue generating opportunities and to leverage marketing and purchasing power to benefit the holders of the Company's membership interests (the "Members"). The exceptions to the membership structure are the wholly owned subsidiaries: (i) SureStay, Inc. ("SureStay"), which is a franchisor, (ii) soft brand licensees, (iii) World Hotels GmbH ("WorldHotels"), which is a licensor, (iv) AutoClerk, Inc. ("AutoClerk" or "AC"), which provides property management system ("PMS") services, (v) BWI DevCo Tempe, LLC ("DevCo Tempe"), which owns and operates a Best Western branded hotel in Tempe, Arizona (see note 7), and (vi) BWI Insurance, LLC and BWI Risk Purchasing Group, LLC, both of which are domiciled in Arizona and were formed to provide insurance coverage for Members. The Company's wholly owned subsidiary, BWI DevCo Denver 3560, LLC, and T.W.C. LLC ("TWC"), entered into a joint venture Contribution Agreement and formed Denver 3560, LLC ("Denver 3560"), a Colorado limited liability company to develop, build, own and operate a Best Western branded hotel in Denver, Colorado.

Best Western branded hotels, SureStay branded hotels, soft brand licensees, and WorldHotels branded properties, collectively referred to as BWH Hotels ("BWH"), are located throughout the world. As of November 30, 2025, there are approximately 4,400 hotels in over 100 countries and territories worldwide associated with BWH that are activated or currently in the development pipeline to be activated on our reservations platform.

(b) Principles of Consolidation

The consolidated financial statements include the accounts of the Company, our wholly owned subsidiaries and entities in which the Company has a controlling financial interest, including variable interest entities where the Company is the primary beneficiary.

The determination of a controlling financial interest is based upon the terms of the governing agreements of the respective entities, including the evaluation of rights held by other ownership interests. If the entity is considered to be a variable interest entity, the Company determines whether the Company is the primary beneficiary, and then consolidates those variable interest entities for which the Company has determined that the Company is the primary beneficiary.

All significant intercompany transactions and balances are eliminated in consolidation.

(c) Basis of Presentation

The preparation of financial statements in conformity with Generally Accepted Accounting Principles ("GAAP") requires management to make estimates and assumptions that affect the amounts reported and, accordingly, ultimate results could differ from those estimates. In our opinion, the consolidated financial statements reflect all adjustments, including normal recurring items, considered necessary for a fair presentation of financial performance.

(d) Cash and Cash Equivalents

Cash and cash equivalents include highly liquid money market instruments, commercial paper, and U.S. treasury bonds that have original maturities of three months or less at the date of purchase.

(e) Restricted Cash and Restricted Cash Equivalents

Restricted cash and restricted cash equivalents is primarily comprised of annual dues paid by Members prior to the related service period and an escrow deposit related to the Denver 3560, LLC construction loan (see note 17). Annual dues are held in a custodial account and are not available to the Company until December of the following fiscal year. The escrow deposit is held in restricted cash equivalents as collateral security for the loan and is not available to the Company until certain conditions are met. As of November 30, 2025 and 2024, there was \$19.2 million and \$11.8 million of restricted cash and restricted cash equivalents, respectively.

Notes to Consolidated Financial Statements

November 30, 2025

The following table provides a reconciliation of cash and cash equivalents, and restricted cash and restricted cash equivalents reported in the Consolidated Statements of Financial Position that sum to the total of such amounts shown in the Consolidated Statements of Cash Flows:

(in thousands)	As of November 30,	
	2025	2024
Cash and cash equivalents	\$ 148,012	\$ 162,790
Restricted cash and restricted cash equivalents	19,244	11,849
Total cash and cash equivalents, and restricted cash and restricted cash equivalents shown in the Consolidated Statements of Cash Flows	<u>\$ 167,256</u>	<u>\$ 174,639</u>

(f) *Investments*

Investments consist of commercial paper, mutual funds, common shares, U.S. treasury and government agency bonds, corporate bonds, mortgage and asset-backed securities, and municipal and provincial notes and bonds, and are classified as short-term or long-term investments based on maturity dates for debt securities, and equity securities are classified as long-term based on the Company's liquidity position. The Company has not recognized any investment impairments during the years ended November 30, 2025 and 2024 (see note 3).

(g) *Restricted Rabbi Trust Investments*

The Company has a Nonqualified Deferred Compensation Plan ("NQP") in which key management employees of the Company, as determined by the Board of Directors, are selected to participate. The NQP was restated effective December 1, 2020, to provide for the use of a Rabbi Trust and to amend the design of the Company's contributions. Effective December 1, 2020, the Company established a NQP Rabbi Trust ("Trust"), whereby the Company makes contributions to this Trust to provide the Company a source of funds to assist in satisfying the NQP liability. The investments included in this Trust are carried at fair value and recorded in Restricted Rabbi Trust investments in the Consolidated Statements of Financial Position (see note 13).

(h) *Fair Value of Financial Instruments*

The carrying amount reflected in the Consolidated Statements of Financial Position for cash and cash equivalents, restricted cash, and restricted cash equivalents, prepaid expenses and other current assets, accounts receivable, principally from Members, net, income taxes receivable, accounts payable and accrued liabilities, and deposits approximate their respective fair values based on their liquidity and/or the short-term nature of these instruments. The Company measures and discloses the estimated fair value of financial assets and liabilities utilizing a hierarchy of valuation techniques based on whether the inputs to a fair value measurement are considered to be observable or unobservable in a marketplace. Observable inputs reflect market data obtained from independent sources, while unobservable inputs reflect the Company's market assumptions. This hierarchy requires the use of observable market data when available. These inputs have created the following fair value hierarchy:

- Level 1 – quoted prices for identical instruments in active markets;
- Level 2 – quoted prices for similar instruments in active markets, quoted prices for identical or similar instruments in markets that are not active, and model-derived valuations in which significant inputs and significant value drivers are observable in active markets; and
- Level 3 – fair value measurements derived from valuation techniques in which one or more significant inputs or significant value drivers are unobservable.

The Company measures fair value using a set of standardized procedures for all assets and liabilities which are required to be measured at their estimated fair value on either a recurring or non-recurring basis. When available, the Company utilizes quoted market prices from an independent third-party source to determine fair value and classifies such items in Level 1.

In accordance with the fair value accounting requirements, companies may choose to measure eligible financial instruments and certain other items at fair value. The Company has not elected the fair value option for any eligible financial instruments.

The investments in the Trust are restricted and are designated as trading securities and carried at fair value. The fair market value of these restricted investments are measured using Level 1 inputs (quoted prices for identical assets in active markets).

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The following tables present information about the carrying value of the Company's financial assets compared to fair value as of November 30, 2025 and 2024, and indicate the fair value hierarchy of the valuation techniques utilized to determine such fair value. The investments in commercial paper, mutual funds, common shares, U.S. treasury and government agency bonds, corporate bonds, mortgage and asset-backed securities, and municipal and provincial notes and bonds are included in both short-term and long-term investments in the Consolidated Statements of Financial Position, and the investments held in a Restricted Rabbi Trust are included in Restricted Rabbi Trust investments in the Consolidated Statements of Financial Position.

Carrying Value vs. Fair Value Measurements

(in thousands)	November 30, 2025	
	Carrying Value	Fair Value
		Quoted Prices in Active Markets for Identical Assets (Level 1)
Mutual funds	\$ 121,253	\$121,253
Mortgage and asset-backed securities	100,106	99,710
Corporate bonds	84,760	83,768
Common shares	63,605	63,605
U.S. treasury and government agency bonds	46,825	46,546
Commercial paper	24,853	24,846
Municipal and provincial notes and bonds	2,791	2,761
Restricted Rabbi Trust investments	14,207	14,207
Total	\$ 458,400	\$456,696

Carrying Value vs. Fair Value Measurements

(in thousands)	November 30, 2024	
	Carrying Value	Fair Value
		Quoted Prices in Active Markets for Identical Assets (Level 1)
Mutual funds	\$ 101,602	\$101,602
Mortgage and asset-backed securities	83,694	83,372
Corporate bonds	77,126	76,300
Common shares	60,630	60,630
U.S. treasury and government agency bonds	48,487	48,283
Municipal and provincial notes and bonds	3,701	3,663
Restricted Rabbi Trust investments	17,220	17,220
Total	\$ 392,460	\$391,070

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(i) *Property, Equipment and Computer Software and Hotel Investments*

Property, equipment and computer software and hotel investments are recorded at cost. Costs of improvements that extend the economic life or improve service potential are also capitalized. Depreciation on land improvements, buildings, and furniture and equipment is computed using straight-line and accelerated methods over estimated useful lives ranging from 3 to 39 years. Leasehold improvements are amortized on a straight-line basis over the shorter of the related lease term or the estimated useful lives of the assets.

Purchased software license fees and related implementation costs, and costs to develop software for internal use are capitalized and amortized on a straight-line basis over a three-year useful life. Repair and maintenance costs are charged to expenses as incurred.

The Company developed, opened and is operating two hotels, one in Denver, Colorado and one in Tempe, Arizona. The property and equipment related to the hotel in Denver is included in hotel investments, net in the Consolidated Statements of Financial Position (see notes 7, 16, and 17). The property and equipment related to the hotel in Tempe is included in assets held for sale in the Consolidated Statements of Financial Position as of November 30, 2025 (see notes 7 and 17).

(j) *Goodwill and Other Intangible Assets*

Goodwill arises from business combinations and represents the excess of the cost of an acquired entity over the net fair value amounts that were assigned to the identifiable assets acquired and the liabilities assumed. Goodwill is amortized on a straight-line basis over a ten-year useful life and is tested for impairment if circumstances indicate that the goodwill carrying value may exceed its fair value. Goodwill is included in other assets, net in the Consolidated Statements of Financial Position.

Other intangible assets include acquired customers, developed technologies, and trademarks and trade names resulting from business acquisitions. The developed technologies intangible asset related to AutoClerk was written-off during fiscal year 2025 (see note 15). Other intangible assets are valued based on their acquisition date fair values and, other than trademarks and trade names which are indefinite-lived, are amortized using the straight-line method over their estimated useful lives of approximately 8 years. Other intangible assets are included in other assets, net in the Consolidated Statements of Financial Position.

The Company evaluates the potential impairment of goodwill and other intangible assets annually. 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 intangible assets is less than its carrying amount. If the conclusion is that the fair value of the assets is not more likely than not less than its carrying value, then no further testing is required. If the conclusion is that the fair value of the assets is more likely than not less than its carrying value, then a quantitative impairment test is performed. For intangible assets, if the carrying value is greater than the fair value of the assets, an impairment charge is recognized for this excess. The Company may elect to forgo the qualitative assessment and move directly to the quantitative impairment tests for goodwill and other intangible assets. The Company determines the fair value of its reporting units and intangible assets using income and market methods (see note 15).

Goodwill has been allocated to two reporting units: (i) WorldHotels, and (ii) AutoClerk. The Company performed a quantitative impairment analysis for the WorldHotels reporting unit in both 2025 and 2024. As of November 30, 2025 and November 30, 2024, the Company determined that the fair value of the WorldHotels reporting unit exceeded the carrying value and no impairment was recorded. The Company performed a qualitative impairment analysis for the AutoClerk reporting unit during both 2025 and 2024, concluding that it is more likely than not that the fair value of the reporting unit is greater than its carrying amount (see note 15).

(k) *Impairment or Disposal of Long-Lived Assets*

The Company reviews long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of assets is measured by a comparison of the carrying amount of an asset to future undiscounted net cash flows expected to be generated by the asset. If such

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assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the estimated fair value of the assets. During the fiscal year ended November 30, 2025, the Company made a strategic decision to discontinue use of the AutoClerk property management system ("AC PMS") and enter into a License and Master Service Agreement with a third-party Software-as-a-Service ("SaaS") provider to deliver property management system services to existing AutoClerk customers. The Company recognized an impairment charge of \$4.8 million related to the write-off of internally developed software costs associated with the AC PMS platform during the year ended November 30, 2025, which is included in impairment charges on the Consolidated Statements of Revenues and Expenses. No impairment was recognized during the year ended November 30, 2024.

(l) *Leases*

The Company primarily leases office space, vehicles, and office equipment from third parties. The Company determines if a contract is a lease at inception. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The lease term begins on the commencement date, which is the date the Company takes possession of the asset and may include options to extend or terminate the lease when it is reasonably certain that the option will be exercised. Certain of the Company's leases contain renewal options for varying periods, which can be exercised at the Company's sole discretion. Leases are classified as operating or finance leases based on factors such as the lease term, lease payments, economic life, fair value and estimated residual value of the asset. Where leases include options to purchase the leased asset at the end of the lease term, this is assessed as a part of the Company's lease classification determination.

Under Accounting Standards Codification ("ASC") Leases ("ASC 842"), the Company recognizes a right-of-use ("ROU") asset and lease liability to account for its operating leases. ROU assets represent the Company's right to use an underlying asset for the lease term and lease liabilities represent the Company's obligation to make lease payments arising from the lease. ROU assets and lease liabilities are recognized on the commencement date based on the present value of lease payments over the lease term. ROU assets are based on the lease liability (which represents the present value of remaining lease payments) and are increased by prepaid lease payments and decreased by lease incentives received. Lease incentives are amortized through the lease asset as reductions of expense over the lease term. For leases where the Company is reasonably certain to exercise a renewal option, such option periods have been included in the determination of the Company's ROU assets and lease liabilities.

Leases typically contain rent escalations over the lease term. The Company recognizes expenses for these leases on a straight-line basis over the lease term. Certain leases require the Company to pay taxes, insurance, maintenance and other operating expenses associated with the leased asset. Such amounts are not included in the measurement of the ROU assets and lease liabilities to the extent they are variable in nature. These variable lease costs are recognized as a variable lease expense when incurred.

The Company's lease agreements do not contain any material residual value guarantees or material restrictive covenants.

As a practical expedient, lease agreements with lease and non-lease components are accounted for as a single lease component for all asset classes. The Company estimates contingent lease incentives when it is probable that the Company is entitled to the incentive at lease commencement. The Company elected the short-term lease recognition exemption for all leases. Therefore, leases with an initial term of 12 months or less are not recorded in the Consolidated Statements of Financial Position; instead, lease payments are recognized as lease expense on a straight-line basis over the lease term. The depreciable life of the ROU assets are limited by the expected lease term unless the Company is reasonably certain of a transfer of title or purchase option.

The Company elected to use a risk-free rate as the discount rate for all asset classes.

(m) *Income Taxes*

The Company utilizes the liability method of accounting for income taxes whereby deferred taxes are determined based on the difference between the financial statement and tax basis of assets and liabilities using enacted tax rates in effect in the years in which the differences are expected to reverse.

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Recognition of deferred tax assets is limited to amounts considered by management to be more likely than not realized in future period.

The Company assesses whether a valuation allowance should be established based on its determination of whether it is more likely than not that some portion or all of the deferred tax assets will not be realized. Both positive and negative evidence is considered when determining the necessity of the valuation allowance as well as the sources of taxable income supporting the realization of the deferred tax assets, including taxable income in carryback years, future reversals of existing taxable temporary differences, tax-planning strategies and projected taxable income from future operations.

Based on the history of positive earnings, in addition to the expected reversal of taxable temporary differences and forecasted positive results of operations, management determined, based on its assessment of both positive and negative evidence and objective and subjective evidence, that it is more likely than not that the Company will realize its deferred tax assets, with the exception of certain deferred tax assets related to foreign net operating losses ("NOL"), and foreign tax credit ("FTC") carryforwards. The Company has provided a valuation allowance against net deferred tax assets for certain foreign loss entities as the realization of such assets are not more likely than not to occur.

As of November 30, 2025, the Company has foreign NOL carryforwards of \$18.5 million and U.S. FTC carryforwards of \$0.6 million. The foreign NOLs will not expire and will carryforward indefinitely. The FTC carryforwards were generated in the years ended November 30, 2019, and 2020, in the amounts of \$0.2 million and \$0.4 million, respectively, and will expire in the years ended November 30, 2029, and 2030, respectively.

The Company reviews uncertain tax positions taken, or expected to be taken, in the course of preparing the Company's tax returns to determine whether the tax positions are more likely than not of being sustained by the applicable tax authority. Management of the Company is required to analyze all open tax years, as defined by the statutes of limitations for all major jurisdictions, which include federal, state, and foreign. As of November 30, 2025 and 2024, the Company has not recognized any asset or liability for unrecognized income tax benefits. It is the Company's policy to recognize interest and penalties related to uncertain tax positions as a component of the income tax provision.

(n) Revenue Recognition

Fees, dues and assessments

Fees, dues and assessments are established by the membership and the Board of Directors to compensate the Company for providing services to Members, soft brand licensees, SureStay franchisees, and WorldHotels licensees. The Company has performance obligations to provide hotel support and marketing, and a license to our intellectual property. Our performance obligations are a series of distinct goods or services, for which the Company receives the following types of variable consideration through our membership agreements with our Members. Monthly fees and assessments (which include advertising, sales and marketing and reimbursement for the Company's technology expenses) represent fixed and variable consideration and are billed monthly and recognized as revenue in the same month as the services are provided and charges become fixed or determinable and payable. Annual dues are established, billed and payable each year for continuing membership during the succeeding year. Annual dues are recognized as revenue ratably in the year to which the continuing membership applies. Any Member may resign from the Company at any time, but if the Member resigns or is terminated, fees, dues and charges become immediately due and payable per the terms of the applicable contract and are recognized as revenue when cash is received regardless of the term of the contract.

Affiliation fee revenues from Best Western branded hotels are fixed consideration payable upon approval of the Member or licensee by the Board of Directors and acceptance of membership or license terms by the property owner. These revenues are recognized on a straight-line basis over the hotelier's expected life as a Best Western branded hotel or over the initial contract term. SureStay franchisee initial fees are due upon execution of a franchise agreement and recognized over the initial term of the franchise agreement. WorldHotels property integration fees are recognized on a straight-line basis over the expected life as a WorldHotels property. Affiliation fee revenues were \$8.2 million and \$8.8 million for the years ended November 30, 2025 and 2024, respectively.

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Best Western Rewards® frequent stay program (“BWR® program”)

The Company administers the BWR program for the benefit of BWH properties and BWR program members. Under our BWR program, the Company has a performance obligation to provide or arrange for the provision of goods or services between BWR program members and BWH properties in exchange for the redemption of points earned from past activities. Costs of operating the BWR program, including costs for marketing, promotion, and other member services, are charged to the BWH properties through an assessment fee that is based on BWR program members’ qualified expenditures. The assessment fees received from BWH properties are deferred and recognized as BWR program revenues in the Consolidated Statements of Revenues and Expenses as the loyalty points are redeemed and the related service, net of redemption expense, is provided. The amount of revenue the Company recognizes upon point redemption is impacted by the Company’s estimate of the breakage for points that BWR program members will never redeem. The Company estimates breakage based on historical experience and expectations of future BWR program member behavior, including analyses performed by and input of third-party actuaries. All BWR program costs are recognized as incurred and are recorded in program cost of sales in the Consolidated Statements of Revenues and Expenses.

Program revenues in excess of redemption costs are used to fund the operational expenses of the BWR program.

Best Western Travel Card® (a card having no expiration date and no usage or non-usage fees) revenue is recognized when: (i) the Best Western Travel Card is redeemed, or (ii) the likelihood of the Best Western Travel Card being redeemed is remote (Best Western Travel Card breakage), and the Company determines that there is not a legal obligation to remit the unredeemed Best Western Travel Card balance to the relevant jurisdiction. The determination of the Best Western Travel Card breakage rate is based upon Company specific historical redemption patterns. Best Western Travel Card breakage is included in program revenues in the Consolidated Statements of Revenues and Expenses.

Other revenues

Other revenues in the Consolidated Statements of Revenues and Expenses consist of: (i) international fees and other fees from hotelier meetings, training, quality assurance assessments and other services, and (ii) owned hotel operations revenues, and are recognized in the month the services are provided. International fees include fees and charges for reservations and other services billed to international organizations monthly and were \$24.4 million and \$23.5 million for the years ended November 30, 2025 and 2024, respectively. Owned hotel operations revenues were \$9.1 million and \$9.7 million for the years ended November 30, 2025 and 2024, respectively.

All other revenue sources, such as program fees, are recognized in the month that the product or service is provided. Revenues, including rebates from vendors, and associated costs of product sold to hoteliers when the Company does not assume the risk and rewards of ownership of the product, is not the primary obligator, and does not possess other indicators of gross reporting, are reported as a net amount earned and included in program revenues in the Consolidated Statements of Revenues and Expenses.

Contract balances

The Company records a receivable as performance obligations are satisfied and there is an unconditional right to receive payment. Deferred revenue is recorded when the Company receives payment, or has the unconditional right to receive payment, in advance of the satisfaction of the Company’s performance obligations related to initial affiliation fees and the BWR program.

Certain costs to obtain contracts with Members, soft brand licensees, SureStay franchisees, and WorldHotels licensees are capitalized and amortized on a straight-line basis over the hotelier’s expected life as a branded hotel or over the initial contract term. The costs of obtaining a contract with a Member, soft brand licensee, SureStay franchisee, and WorldHotels

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licensee are recorded in prepaid expenses and other current assets, and other assets, net in the Consolidated Statements of Financial Position. The related amortization is recorded in compensation, taxes and benefits in the Consolidated Statements of Revenues and Expenses. The Company had capitalized costs to obtain contracts with customers of \$13.3 million and \$13.2 million at November 30, 2025 and 2024, respectively, consisting of the following:

(in thousands)	As of November 30,	
	2025	2024
Current contract assets	\$ 983	\$ 954
Non-current contract assets	12,356	12,229
Total contract assets	\$ 13,339	\$ 13,183

At November 30, 2025 and 2024, the contract liabilities balances related to affiliation fees and the BWR program include the following components and are included in current frequent stay program liability, current deferred revenue, non-current frequent stay program liability, and non-current deferred revenue in the Consolidated Statements of Financial Position:

(in thousands)	As of November 30,	
	2025	2024
Current contract liabilities	\$ 129,749	\$ 123,035
Non-current contract liabilities	240,378	235,022
Total contract liabilities	\$ 370,127	\$ 358,057

(in thousands)	As of November 30,	
	2025	2024
Liability related to the loyalty program	\$ 322,167	\$ 308,058
Affiliation fees received from hoteliers	47,960	49,999
Total contract liabilities	\$ 370,127	\$ 358,057

(o) *Significant Estimates and Assumptions*

Management of the Company has made certain estimates and assumptions relating to the reporting of assets and liabilities, revenues and expenses, and the disclosure of contingent assets and liabilities to prepare these consolidated financial statements in conformity with GAAP. Actual results could differ from those estimates.

(p) *Concentration of Credit Risk*

Financial instruments that potentially subject the Company to concentrations of credit risk consist primarily of cash and cash equivalents, restricted cash and restricted cash equivalents, accounts receivable, principally from Members, net, other assets, net, and investments.

The Company has concentrated its credit risk for cash by maintaining deposits in financial institutions which exceed amounts covered by insurance provided by the U.S. Federal Deposit Insurance Corporation. The Company has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk to cash and cash equivalents.

Accounts receivable, principally from Members, net, are primarily from Member, franchisee, licensee fees and services, and product sales. Concentrations of credit risk with respect to accounts receivable are limited due to the large number of hoteliers located throughout the world comprising the Company's customer base. The Company does not require collateral within credit limits established. In those instances when a Member, franchisee, or licensee requests product in excess of the credit limit allowed by Company policy, the Company requests a letter of credit, deposit, or prepayment

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to secure the collection of accounts receivable. The Company performs ongoing evaluations of its hotelier receivables; non-payment can lead to cancellation of the applicable membership, license or franchise agreements.

The revolving line of credit ("RLOC") agreements are line of credit agreements entered into with terms available for multi-unit development opportunities to assist in the development of multiple @Home by Best Western ("@Home") hotels and include an incentive to pay off the line of credit before the end of the term (see note 14). As of November 30, 2025 and 2024, the total outstanding balance under these RLOC agreements was \$3.5 million and \$0.0 million, respectively. The Company performs ongoing evaluations to assess probable exposure in the event of default. The Company believes it is not exposed to any material credit risk related to these agreements.

The Company is also subject to concentrations of credit risk in its investments. The Company has investments in commercial paper, mutual funds, common shares, U.S. treasury and government agency bonds, corporate bonds, mortgage and asset-backed securities, and municipal and provincial notes and bonds. The Company has appointed an investment advisory firm to oversee the Company's investment strategy who have assigned various fund managers to manage the Company's investments. The Company believes it is not exposed to any material credit risk to investments based on its analysis under ASC 326: Financial Instruments – Credit Losses ("ASC 326").

(q) *Advertising Costs*

Advertising costs are expensed as incurred and recorded as advertising and promotion expenses.

(r) *Foreign Currency*

Non-U.S. dollar monetary assets and liabilities are translated using period-end exchange rates; income and expense items are remeasured at average exchange rates prevailing during the periods reported. Exchange rate gains and losses, unrealized and realized, are included in interest and dividend income, and interest and other expense, net in the Consolidated Statements of Revenues and Expenses and were approximately a \$1.3 million gain and a \$0.9 million loss during the years ended November 30, 2025 and 2024, respectively.

(s) *Self-Insurance Programs*

The Company self-insures for certain levels of employee medical and dental coverage. For medical, the Company accrues estimated costs of this self-insurance program based on its history of claims experience and the estimated time lag between incidents and the dates claims are payable. Because of the short-term nature of the time lag, no discount rate is used when evaluating the present value of the projected settlements. The ultimate cost of claims for a covered period may differ from original estimates.

(t) *Recent Accounting Guidance Not Yet Adopted*

In December 2023, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2023-09 "Income Taxes (Topic 740): Improvements to Income Tax Disclosures" ("ASU 2023-09"). This update establishes new disclosure requirements related to income taxes and modifies or eliminates certain existing requirements. Under the new guidance, entities will be required to consistently categorize and disaggregate information in the rate reconciliation, as well as further disaggregate income tax paid. The standard is effective for fiscal years beginning after December 15, 2025 for private companies. Therefore, the Company will be required to adopt this guidance beginning with fiscal year 2027. The Company is currently assessing the impact of the adoption of this guidance.

In July 2025, the FASB issued ASU 2025-05 "Financial Instruments – Credit Losses (Topic 326): Measurement of Credit Losses for Accounts Receivable and Contract Assets" ("ASU-2025-05"). This update introduces a practical expedient for all entities and an accounting policy election for entities other than public business entities related to applying ASC 326 to current accounts receivable and current contract assets arising from transactions accounted for under ASC 606: Revenue from Contracts with Customers. An entity may elect a practical expedient to assume that current conditions as of the balance sheet date do not change for the remaining life of the asset. An entity other than a public business entity that elects the practical expedient may also elect an accounting policy when estimating expected credit losses to consider collection activity after the balance sheet date but before the entity's financial statements are available to be issued. The standard is effective for fiscal years beginning after December 15, 2025 for private companies.

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Therefore, the Company will have the option to adopt this guidance beginning with fiscal year 2027. The Company is currently assessing the impact of the adoption of this guidance.

In September 2025, the FASB issued ASU 2025-06 "Intangibles—Goodwill and Other—Internal-Use Software (Subtopic 350-40): Targeted Improvements to the Accounting for Internal-Use Software" ("ASU-2025-06"). This update clarifies when software development costs should be capitalized, removing references to project stages and focusing on management authorization and the likelihood of project completion. It also aligns disclosure requirements for capitalized software costs with those for property, plant, and equipment. The standard is effective for fiscal years beginning after December 15, 2027 for private companies. Therefore, the Company will be required to adopt this guidance beginning with fiscal year 2029. The Company is currently assessing the impact of the adoption of this guidance.

(2) Accounts Receivable, Principally from Members, net and Allowance for Credit Losses

Accounts receivable, principally from Members, net primarily consists of amounts due from hoteliers with whom the Company has membership, franchise, or license agreements and includes reimbursements of costs the Company incurred on behalf of the hoteliers. These amounts represent amounts owed to the Company by its customers that are recorded net of allowances for current expected credit losses. These allowances are based on the Company's assessment of customers credit risk and the collectability of accounts by considering the age of each outstanding invoice and an evaluation of expected risk of credit loss based on current conditions and reasonable and supportable forecasts of future economic conditions over the life of the receivable. The Company pools its trade accounts receivables based on similar risk characteristics in estimating its expected credit losses. In situations where a trade accounts receivable does not share the same risk characteristics with others, the Company measures it individually. The Company also continuously evaluates such pooling decisions and adjusts as needed from period to period as risk characteristics change.

Credit losses for trade accounts receivables are recorded in general and administrative expense in the Consolidated Statements of Revenues and Expenses. Account balances are charged off against the allowance after all means of collection have been exhausted and the potential for recovery is considered remote. Expected recoveries of amounts previously written off, not to exceed the aggregate of the amount previously written off, are included in determining the allowance at November 30, 2025.

The activity in the allowance for expected credit losses, which is included in accounts receivable, principally from Members, net in the Consolidated Statements of Financial Position, consisted of the following:

(in thousands)	As of November 30,	
	2025	2024
Beginning balance	\$ 15,652	\$ 16,425
Provisions	3,576	1,006
Write-offs, net of recoveries (1)	(1,941)	(1,779)
Ending balance	\$ 17,287	\$ 15,652

(1) Certain amounts have been reclassified for the period ended November 30, 2024 to conform with current year presentation.

In the normal course of business, the Company extends credit to its hoteliers, tour operators, central bill accounts and other third parties. The Company evaluates the collectability of the accounts receivable balances based on a combination of factors. These factors include the type of relationship the Company has with the account, the prior experience the Company has with accounts in each relationship type, and an evaluation of current and projected economic conditions as of the Consolidated Statements of Financial Position date. Based on the current economic conditions, the Company believes the estimate to be appropriate as of November 30, 2025. Actual collections of accounts receivable could differ from management's estimates.

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3) Debt and Equity Securities

The Company invests in debt and equity securities as part of the Company's investment strategy.

Marketable securities held for investment purposes, which are recorded at cost or fair value, depending on the nature of the investment, in the Consolidated Statements of Financial Position, were as follows:

(in thousands)	As of November 30,	
	2025	2024
Short-term debt securities held-to-maturity (at cost)	\$ 24,853	\$ -
Short-term debt securities available-for-sale (at fair value)	21,759	16,824
Total short-term debt securities	\$ 46,612	\$ 16,824

(in thousands)	As of November 30,	
	2025	2024
Long-term debt securities available-for-sale (at fair value)	\$ 212,723	\$ 196,185
Long-term equity securities (at fair value)	184,858	162,231
Total long-term debt and equity securities	\$ 397,581	\$ 358,416

Gross unrealized gains and losses for available-for-sale securities recognized in the Consolidated Statements of Financial Position were as follows:

November 30, 2025

(in thousands)	Available-For-Sale Debt Securities			
	Amortized Cost Basis	Gross Unrealized Gains	Gross Unrealized (Losses)	Fair Value
Mortgage and asset-backed securities	\$ 98,962	\$ 1,542	\$ (398)	\$ 100,106
Corporate bonds	83,694	1,302	(236)	84,760
U.S. treasury and government agency bonds	48,726	366	(2,267)	46,825
Municipal and provincial notes and bonds	2,741	51	(1)	2,791
Total available-for-sale debt securities	\$ 234,123	\$ 3,261	\$ (2,902)	\$ 234,482

November 30, 2024

(in thousands)	Available-For-Sale Debt Securities			
	Amortized Cost Basis	Gross Unrealized Gains	Gross Unrealized (Losses)	Fair Value
Mortgage and asset-backed securities	\$ 83,972	\$ 586	\$ (863)	\$ 83,695
Corporate bonds	76,661	904	(439)	77,126
U.S. treasury and government agency bonds	50,257	168	(1,938)	48,487
Municipal and provincial notes and bonds	3,680	30	(9)	3,701
Total available-for-sale debt securities	\$ 214,570	\$ 1,688	\$ (3,249)	\$ 213,009

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A portion of the Company's available-for-sale debt securities are in an unrealized loss position as of November 30, 2025, due to the interest rate environment. The Company has evaluated these investments on an individual security basis to determine what amount of allowance related to credit loss needs to be recorded. The Company performs an analysis and considers qualitative factors such as, but not limited to, the inherent default risk based on the type of security, the security's current ratings and any rating changes that have occurred, and the extent of the current loss position. The Company also considers the intention to sell the securities in an unrealized loss position or whether it is more likely than not that the Company will be required to sell the securities before the recovery of the entire amortized cost basis, for reasons including working capital and contractual or regulatory obligations. If material, a credit loss allowance is recorded to offset the fair value of assets on the Consolidated Statements of Financial Position.

The Company determined that there is no allowance for credit losses on the available-for-sale investment portfolio based upon: (i) the fact it does not intend to sell the investments nor is it more likely than not that the Company will be required to sell these securities, and (ii) the qualitative considerations noted above. No impairment was recorded for the years ended November 30, 2025 and 2024.

The aggregate fair value of investments in an unrealized loss position, the amount of unrealized losses, and the duration of the losses are shown below:

	Available-For-Sale Debt Securities					
	Less Than 12 Months		12 Months or More		Total	
	Fair Value	Gross Unrealized (Losses)	Fair Value	Gross Unrealized (Losses)	Fair Value	Gross Unrealized (Losses)
(in thousands)						
November 30, 2025						
Mortgage and asset-backed securities	\$ 12,212	\$ (26)	\$ 12,559	\$ (372)	\$ 24,771	\$ (398)
Corporate bonds	16,502	(96)	4,827	(140)	21,329	(236)
U.S. treasury and government agency bonds	7,081	(197)	14,072	(2,070)	21,153	(2,267)
Municipal and provincial notes and bonds	-	-	193	(1)	193	(1)
Total available-for-sale debt securities	\$ 35,795	\$ (319)	\$ 31,651	\$ (2,583)	\$ 67,446	\$ (2,902)

	Available-For-Sale Debt Securities					
	Less Than 12 Months		12 Months or More		Total	
	Fair Value	Gross Unrealized (Losses)	Fair Value	Gross Unrealized (Losses)	Fair Value	Gross Unrealized (Losses)
(in thousands)						
November 30, 2024						
Mortgage and asset-backed securities	\$ 27,352	\$ (297)	\$ 10,532	\$ (566)	\$ 37,884	\$ (863)
Corporate bonds	22,052	(259)	5,657	(180)	27,709	(439)
U.S. treasury and government agency bonds	19,018	(464)	10,633	(1,474)	29,651	(1,938)
Municipal and provincial notes and bonds	1,147	(9)	-	-	1,147	(9)
Total available-for-sale debt securities	\$ 69,569	\$ (1,029)	\$ 26,822	\$ (2,220)	\$ 96,391	\$ (3,249)

Notes to Consolidated Financial Statements

November 30, 2025

The amortized cost basis and fair value of debt securities at November 30, 2025, by contractual maturity date, are shown below:

(in thousands)	Available-For-Sale Debt Securities	
	As of November 30, 2025	
	Amortized cost	Fair Value
Due in one year or less	\$ 21,724	\$ 21,759
Due after one year through five years	36,014	36,554
Due after five years through ten years	44,924	45,652
Due after ten years	131,461	130,517
Total	\$ 234,123	\$ 234,482

(in thousands)	Held-To-Maturity Debt Securities	
	As of November 30, 2025	
	Amortized cost	Fair Value
Due in one year or less	\$ 24,853	\$ 24,846
Due after one year through five years	-	-
Due after five years through ten years	-	-
Due after ten years	-	-
Total	\$ 24,853	\$ 24,846

Amortized costs for held-to-maturity debt securities recognized in the Consolidated Statements of Financial Position were as follows:

(in thousands)	Held-To-Maturity Debt Securities	
	As of November 30,	
	2025	2024
Commercial paper	\$ 24,853	\$ -
Total held-to-maturity debt securities	\$ 24,853	\$ -

The portion of unrealized gains and losses for the period related to equity securities still held at the reporting date is calculated as follows:

(in thousands)	Years Ended November 30,	
	2025	2024
Net unrealized gains recognized during the period on equity securities still held	\$ 7,758	\$ 28,211
Net realized gains recognized during the period on equity securities sold during the period	6,872	3,521
Net gains recognized during the period on equity securities	\$ 14,630	\$ 31,732

Notes to Consolidated Financial Statements

November 30, 2025

(4) Prepaid Expenses and Other Current Assets

Prepaid expenses (primarily related to payments for insurance, software and hardware maintenance and support costs, third party internet, Global Distribution System's reservation fees, and advertising costs) and other current assets are expensed when services are rendered. Contract assets represent the current portion of the costs incurred to obtain a membership, license, or franchise agreement.

Prepaid expenses and other current assets consisted of the following:

(in thousands)	Years Ended November 30,	
	2025	2024
Prepaid expenses and other current assets	\$ 19,824	\$ 17,627
Current contract assets	983	954
Total	\$ 20,807	\$ 18,581

(5) Income Taxes

The income tax provision for the years ended November 30, 2025 and 2024, consisted of the following:

(in thousands)	Years Ended November 30,	
	2025	2024
Current:		
Federal	\$ 16,084	\$ 13,990
State	2,310	3,411
Foreign	360	928
Total current	18,754	18,329
Deferred:		
Federal	(3,275)	1,650
State	(628)	552
Foreign	(7)	(51)
Total deferred	(3,910)	2,151
Income tax provision	\$ 14,844	\$ 20,480

The following table reconciles the U.S. statutory tax rate to the Company's effective income tax rate and presents the associated income tax provision:

(in thousands)	Years Ended November 30,			
	2025		2024	
	\$	%	\$	%
Income taxes computed at statutory rates	\$ 14,697	21.0%	\$ 17,974	21.0%
State taxes, net of federal benefit	3,082	4.4%	3,350	3.9%
Valuation allowance	1,197	1.7%	1,167	1.4%
Non-deductible meals and entertainment	952	1.5%	730	0.8%
Other non-deductible items	230	0.3%	166	0.2%
Current period research and development	(2,363)	(3.4%)	(1,287)	(1.5%)
Prior period research and development	(1,953)	(2.8%)	(400)	(0.5%)
Foreign-derived intangible income	(529)	(0.8%)	(749)	(0.9%)
Other	(469)	(0.7%)	(471)	(0.5%)
Income tax provision	\$ 14,844	21.2%	\$ 20,480	23.9%

Notes to Consolidated Financial Statements

November 30, 2025

The tax effects of temporary differences that give rise to significant portions of the deferred tax assets and deferred tax liabilities as of November 30, 2025 and 2024, are presented below:

(in thousands)	As of November 30,	
	2025	2024
Loyalty program	\$ 33,967	\$ 33,199
Capitalized R&D expenses	13,867	9,837
Deferred revenue	8,573	9,098
Net operating loss	5,886	4,687
Deferred compensation plans	4,662	5,126
Allowance for credit losses	4,280	3,875
Compensated absences	2,086	1,939
Other, net	1,816	1,786
Contract incentives	1,333	-
Total deferred tax assets	76,470	69,547
Deferred tax liabilities:		
Unrealized gain	11,894	9,267
Fixed assets	7,611	8,146
Prepaid expenses	2,013	1,932
Other, net	750	631
Total deferred tax liabilities	22,268	19,976
Less valuation allowance	(6,532)	(5,335)
Net deferred tax assets	\$ 47,670	\$ 44,236

As of November 30, 2025 and 2024, the Company had no unrecognized tax benefits which would impact the Company's effective tax rate if recognized, and the Company has no accrued interest or penalties related to uncertain tax positions. Management is unaware of any provisions that need to be made for any penalties and fees that may result from tax examinations. However, the outcome of tax audits cannot be predicted with certainty and the Company could be required to adjust its provision for income taxes in the period such resolution occurs.

The Company is subject to taxation and files income tax returns in the U.S. federal jurisdiction and in many state and foreign jurisdictions. Currently, the Company has statutes of limitation open in various states and the majority of the foreign jurisdictions ranging from fiscal years ended November 30, 2021 through November 30, 2024, which relate to tax years 2020 through 2023. The federal statute of limitations is currently open from fiscal years ended November 30, 2022 through November 30, 2024, which relate to tax years 2021 through 2023.

The Company has not provided for applicable income or withholding taxes on the undistributed earnings from continuing operations of its subsidiaries operating outside of the United States. Any undistributed earnings are considered permanently reinvested.

On July 4, 2025, the One Big Beautiful Bill Act ("OBBBA") was enacted in the U.S. The OBBBA includes significant provisions, such as the permanent extension of certain expiring provisions of the Tax Cuts and Jobs Act, modifications to the international tax framework and the restoration of favorable tax treatment for certain business provisions. Other notable corporate provisions under the OBBBA include; the restoration of 100% bonus depreciation; the creation of Section 174A which reinstates expensing for domestic research and experimental expenditures; modifications to Section 163(j) interest limitations; updates to the rules for global intangible low-taxed income (GILTI) and foreign-derived intangible income (FDII). The legislation has multiple effective dates, with certain provisions effective in 2025 and others implemented through 2027. For the year ended November 30, 2025, the Company reflected the tax effect of adjustments related to the 100% bonus depreciation. The Company is currently assessing the potential impact of other provisions and will reflect them in the period when they become applicable.

Notes to Consolidated Financial Statements

November 30, 2025

(6) Property, Equipment and Computer Software, net

Property, equipment and computer software consisted of the following:

(in thousands)	As of November 30,	
	2025	2024
Property and equipment, at cost:		
Buildings	\$ 20,313	\$ 20,030
Furniture and equipment	14,391	27,553
Leasehold improvements	2,484	2,282
Land	2,335	2,335
Land improvements	1,234	1,234
Work in process	-	135
Property and equipment	40,757	53,569
Less accumulated depreciation	(31,581)	(44,115)
Property and equipment, net	9,176	9,454
Computer software, at cost:		
Developed	122,739	113,827
Purchased	7,638	6,707
Work in process	1,825	2,178
Computer software	132,202	122,712
Less accumulated amortization	(102,453)	(93,579)
Computer software, net	29,749	29,133
Property, equipment and computer software, net	\$ 38,925	\$ 38,587

Depreciation and amortization expense consisted of the following:

(in thousands)	Years Ended November 30,	
	2025	2024
Depreciation of property and equipment	\$ 1,351	\$ 1,382
Amortization of computer software	17,582	15,665
Depreciation and amortization of property, equipment and computer software	18,933	17,047
Depreciation of hotel investments (note 7)	2,119	2,531
Amortization of goodwill and other intangible assets (note 15)	1,156	1,196
Depreciation and amortization	\$ 22,208	\$ 20,774

During the fiscal year ended November 30, 2025, the Company made a strategic decision to discontinue use of the AC PMS and enter into a License and Master Service Agreement with a third-party SaaS provider to deliver property management system services to existing and yet to be developed AutoClerk customers. The Company recognized a non-cash impairment charge of \$4.8 million related to the write-off of internally developed software costs associated with the AC PMS platform during the year ended November 30, 2025, which is included in impairment charges in the Consolidated Statements of Revenues and Expenses. No impairment was recognized during the year ended November 30, 2024.

Also during the fiscal year ended November 30, 2025, the Company strategically migrated its technology infrastructure from on-premises to a cloud-based environment. As a result of this transition, approximately \$12.6 million of fully depreciated assets were written off.

Notes to Consolidated Financial Statements

November 30, 2025

(7) Hotel Investments, net

In December 2019 and March 2020, the Company acquired land to develop two hotels, located in Tempe, Arizona, and Denver, Colorado, respectively. Property development costs, including property construction costs, interest and other financing fees, property taxes, architectural and engineering fees, and other direct and indirect development costs, are capitalized beginning when the development activity commences and ending when all infrastructure is substantially complete and the property is available for occupancy.

The Vīb in Tempe, Arizona opened in March 2022 and the Vīb in Denver, Colorado opened in June 2022. During the month the respective hotel opened, the development in process assets were placed into service and depreciation of these assets commenced.

The results of operations for the hotels are reported in other revenues and general and administrative expenses in the Consolidated Statements of Revenues and Expenses. Hotel operations revenues were \$9.1 million and \$9.7 million for the years ended November 30, 2025 and 2024, respectively. Hotel operations expenses were \$6.9 million and \$8.4 million for the years ended November 30, 2025 and 2024, respectively.

Hotel investments, net, consisted of the following:

(in thousands)	As of November 30,	
	2025	2024
Hotel investments, at cost:		
Buildings	\$ 26,936	\$ 40,934
Land	3,285	6,985
Furniture and equipment	3,008	6,821
Land improvements	265	1,761
Work in process	2	8
Hotel investments	33,496	56,509
Less accumulated depreciation	(4,445)	(6,385)
Hotel investments, net	\$ 29,051	\$ 50,124

Depreciation expense on hotel investments was approximately \$2.1 million and \$2.5 million for the years ended November 30, 2025 and 2024, respectively.

During fiscal year 2025, the Company committed to a plan to sell the the Vīb hotel in Tempe ("Tempe Vīb") and \$17.0 million was reclassified to assets held for sale in accordance with ASC 360: Property, Plant, and Equipment. Upon the reclassification, the Tempe Vīb was measured at the lower of its carrying amount or fair value less cost to sell, which resulted in the carrying value of \$19.0 million being written down through the recognition of an impairment charge of \$2.0 million, which is included in impairment charges in the Consolidated Statements of Revenues and Expenses. For purposes of assessing fair value, the Company utilized a valuation approach classified within Level 2 of the fair value hierarchy, as the valuation relied on significant unobservable inputs, including a bona fide purchase offer received from a third party. These inputs are not directly observable in active markets and therefore require significant judgment.

(8) Line of Credit

The Company had an Uncommitted Revolving Line of Credit and Security Agreement (the "LOC Agreement") with the Royal Bank of Canada ("RBC") at November 30, 2025 and 2024. The LOC Agreement allows for up to a \$160 million credit advance and is secured by the Company's unencumbered and unrestricted marketable securities ("Securities") at RBC. Based on the Company's Securities at RBC as of November 30, 2025, the Company may request a credit advance up to \$2 million at a variable interest rate based on the 1 month Secured Overnight Financing Rate ("SOFR") plus 0.75%. Interest is due and payable monthly, with the principal due and payable upon demand of the bank. The Company had no outstanding borrowings against this line of credit at November 30, 2025 and 2024.

Notes to Consolidated Financial Statements

November 30, 2025

(9) Accounts Payable and Accrued Liabilities

Accounts payable and accrued liabilities consisted of the following:

(in thousands)	As of November 30,	
	2025	2024
Accounts payable	\$ 31,118	\$ 25,340
Accrued compensation and benefits	29,978	29,935
Accrued liabilities	20,992	21,878
Travel Card liability	3,725	3,716
Current construction loans payable	1,116	1,079
Current lease liability	565	690
Total	\$ 87,494	\$ 82,638

(10) Contingencies and Commitments

From time to time, the Company has been, and expects to continue to be, subject to legal proceedings and claims in the ordinary course of business. Such claims, even if not meritorious, could result in the expenditure of significant financial and managerial resources, divert management's attention from the Company's business objectives, and adversely affect the Company's business, results of operations, financial condition and cash flow.

The Company is committed to providing certain payments or credits to: (i) applicants who were offered an incentive to become a new Member, and (ii) Members who were offered an incentive to allow approval of an application in a Member's protected area. These payments or credits are due and payable when the contract terms are met and refundable back to the Company or cease, pursuant to contract terms. As of November 30, 2025 and 2024, the amount of commitments not yet paid was \$20.3 million and \$17.5 million, respectively, which is not recorded in the Consolidated Statements of Financial Position.

In January 2024, the Company entered into an agreement with terms available for multi-unit development opportunities with a Limited Liability Company, partially owned by a Director, to provide a RLOC to assist in the development of multiple @Home hotels (see note 14). The available RLOC is \$10 million at a variable interest rate based on the SOFR plus 7.0%. For each @Home hotel, a one-time draw on this RLOC, which is capped at a designated amount, is available through November 30, 2028. The RLOC expires on May 31, 2031. As of November 30, 2025, one draw of \$3.5 million has been made, leaving \$6.5 million available under the RLOC. There were no draws outstanding as of November 30, 2024.

(11) Leases

The Company has lease arrangements for office space, vehicles, and office equipment. These leases expire at various dates through 2034.

Operating lease ROU assets and lease liabilities consisted of the following:

(in thousands)	As of November 30,	
	2025	2024
Assets		
Total non-current operating lease assets (1)	\$ 2,664	\$ 1,482
Liabilities		
Current operating lease liabilities (2)	\$ 565	\$ 690
Non-current operating lease liabilities (3)	2,234	811
Total operating lease liabilities	\$ 2,799	\$ 1,501

(1) Non-current operating lease assets are recorded in other assets, net, in the Consolidated Statements of Financial Position.

(2) Current operating lease liabilities are recorded in accounts payable and accrued liabilities in the Consolidated Statements of Financial Position.

(3) Non-current operating lease liabilities are recorded in non-current other liabilities in the Consolidated Statements of Financial Position.

Notes to Consolidated Financial Statements

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Lease-related expenses consisted of the following:

(in thousands)	Year Ended November 30,	
	2025	2024
Operating lease expense	\$ 862	\$ 960
Variable lease expense	26	11
Total lease expenses	\$ 888	\$ 971

For operating leases, the weighted average remaining lease term is 6.4 years and the weighted average discount rate is 3.93%.

Minimum future rentals on non-cancelable operating leases, having an initial or remaining term in excess of one year as of November 30, 2025 were as follows (in thousands):

Years ending November 30,	Operating Leases
2026	\$ 665
2027	607
2028	531
2029	321
2030 and thereafter	1,061
Total minimum lease payments	3,185
Less interest	(386)
Net present value of minimum lease payments	\$ 2,799

(12) Employee Retirement Savings Plans

The Company sponsors a 401(k) investment plan that is available to all U.S. employees on the first day of service, and a Canadian Registered Retirement Savings Plan (the "RRSP") that is available to all Canadian employees on the first day of service. Under the plans, employees may contribute a percentage of their eligible wages to the plans, subject to maximum statutory regulations. The Company contributes 3% of the annual salary of all eligible employees to these plans.

The Company may also contribute a discretionary amount, as determined annually by the Board of Directors, up to 6% of employees' eligible compensation, to be allocated in proportion to the employees' contributions provided an employee has worked 1,000 hours during the plan year and is employed on the last day of the plan year.

The Company's expense related to the 401(k) investment plan was \$9.5 million and \$9.1 million for the years ended November 30, 2025 and 2024, respectively, and the Company's expense related to the RRSP was \$210.2 thousand and \$189.5 thousand for the years ended November 30, 2025 and 2024, respectively. These amounts are included in compensation, taxes and benefits in the Consolidated Statements of Revenues and Expenses. The Company's liability related to the 401(k) investment plan was \$6.6 million and \$6.0 million as of November 30, 2025 and 2024, respectively, and \$126.6 thousand and \$116.3 thousand as of November 30, 2025 and 2024, respectively, for the RRSP and is included in accounts payable and accrued liabilities in the Consolidated Statements of Financial Position as of November 30, 2025 and 2024, respectively.

(13) Deferred Compensation Plans and Restricted Rabbi Trust Investments

Nonqualified Deferred Compensation Plan ("NQP") and Restricted Rabbi Trust Investments

The Company has a NQP in which key management employees of the Company, as determined by the Board of Directors, are selected to participate. The NQP is a defined contribution plan, in which participating employees may defer a percentage of their annual salaries and a percentage of any incentive compensation into the NQP. The Company contributes: (i) a non-discretionary contribution of 3% of a participating employee's compensation each pay period, and (ii) an annual discretionary contribution, as determined by the Board of Directors, up to 9% of a participating employee's eligible wages.

Notes to Consolidated Financial Statements

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The Company utilizes a Trust, whereby the Company makes contributions to this Trust to provide the Company a source of funds to assist in satisfying the NQP liability. It is the intention of the Company that the NQP and the Trust shall constitute an unfunded arrangement for the purpose of providing tax-deferred compensation in accordance with Title I of the Employee Retirement Income Security Act of 1974, as amended. It is also the intention of the Company to fund the Trust and have its assets invested in a manner that matches each participant's deemed investment elections under the NQP, so that the investment gains and losses of the Trust mirror the investment gains and losses credited/debited to participants' accounts. The Trust balance was \$14.2 million and \$17.2 million as of November 30, 2025 and 2024, respectively. Realized and unrealized gains and losses on these investments were realized gains of \$1.3 million and unrealized losses of \$0.0 million, for the year ended November 30, 2025, and were realized gains of \$0.7 million and unrealized gains of \$3.1 million, for the year ended November 30, 2024, and are recognized in net realized and unrealized gains on investments in the Consolidated Statements of Revenues and Expenses.

The Company's expense related to the NQP was \$1.7 million (including a liability increase associated with net investment gains of \$1.3 million as of November 30, 2025) and \$4.2 million (including a liability increase associated with net investment gains of \$3.8 million as of November 30, 2024) for the years ended November 30, 2025 and 2024, respectively, and is included in compensation, taxes and benefits in the Consolidated Statements of Revenues and Expenses. The Company's total liability for the NQP was \$14.5 million and \$17.5 million as of November 30, 2025 and 2024, respectively, of which the current portion of \$5.8 million and \$5.3 million is included in accounts payable and accrued liabilities in the Consolidated Statements of Financial Position as of November 30, 2025 and 2024, respectively. The non-current portion is included in non-current other liabilities in the Consolidated Statements of Financial Position.

Long-term Incentive Plan

The Company has a long-term incentive plan for key executives, as determined by the Board of Directors. Amounts awarded under the plan for each performance period are payable to each key executive in March of the third year from the beginning of the fiscal year for which the award is granted. The key executive must be employed by the Company or retired from the Company on the payment date, noting there are qualifying events with regard to vesting. The plan allows for proration of the accrued benefit for key executives because of death, disability or retirement. The Company records expense for this plan over the three-year required service period. The Company's expense related to this plan was \$1.9 million and \$1.6 million for the years ended November 30, 2025 and 2024, respectively, and is included in compensation, taxes and benefits in the Consolidated Statements of Revenues and Expenses. The Company's total liability for this long-term incentive plan was \$3.8 million and \$3.2 million as of November 30, 2025 and 2024, respectively, of which the current portion of \$1.7 million and \$1.4 million is included in accounts payable and accrued liabilities in the Consolidated Statements of Financial Position as of November 30, 2025 and 2024, respectively. The non-current portion is included in non-current other liabilities in the Consolidated Statements of Financial Position.

(14) Related Party Transactions

Each member of our Board of Directors ("Director", or an entity affiliated with a Director) is a party to a membership agreement with the Company, and as a result, our Directors pay dues, fees, and assessments to us based upon the terms of their respective membership agreements. Our Directors are party to such membership agreements on the same terms and conditions as each of the other Members of the Company.

In January 2024, the Company entered into an RLOC agreement with a Limited Liability Company, partially owned by a Director, to provide an RLOC to assist in the development of multiple @Home hotels (see note 10).

Director compensation consisted of \$128,564 and \$123,500 in annual Director fees per district for the years ended November 30, 2025 and 2024, respectively. Directors are reimbursed reasonable, ordinary and necessary business and travel expenses in accordance with the Company's travel and expense policies.

(15) Goodwill and Other Intangible Assets

Goodwill is allocated to two reporting units: (i) WorldHotels, and (ii) AutoClerk. Activity by reporting unit in the current and prior period is organized by reporting unit noted below.

WorldHotels

Acquired in February 2019 and accounted for in accordance with ASC Topic 805: Business Combinations, other intangible assets of acquired customers and trademarks and trade names were valued at \$2.1 million and \$1.3 million, respectively. To

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the extent the consideration exceeded the fair value of the net assets acquired in this transaction, the excess was assigned to goodwill.

As of August 31, 2025 and 2024, the Company performed a quantitative analysis of goodwill and other intangible assets. The goodwill analysis utilized a combination of income-based and market-based approaches. As a result of this analysis, no impairment was recorded for the years ended November 30, 2025 and 2024. The analysis of the indefinite-lived trademarks and trade names utilized an income-based approach. As a result of this analysis, no impairment was recorded for the years ended November 30, 2025 and 2024.

AutoClerk

Acquired in July 2019 and accounted for in accordance with ASC Topic 805: Business Combinations, other intangible assets of developed technology and acquired customers were valued at \$1.9 million and \$1.5 million, respectively. To the extent the consideration exceeded the fair value of the net assets acquired in this transaction, the excess was assigned to goodwill.

During the fiscal year ended November 30, 2025, the Company made a strategic decision to discontinue the use of the AC property management system and enter into a License and Master Service Agreement with a third-party SaaS provider to deliver property management system services to AC customers, resulting in a full impairment of the developed technology intangible assets of \$0.4 million, which is included in impairment charges in the Consolidated Statements of Revenues and Expenses. The Company also performed a recoverability assessment of the acquired customer intangible asset. Based on the results of the undiscounted cash flow analysis, the Company determined that the carrying amount of the asset was recoverable, and therefore no impairment was recorded.

The Company assessed the qualitative factors attributable to the AC reporting unit and determined that the fair value of the reporting unit is not more likely than not less than its carrying amount as of August 31, 2025 and 2024. Therefore, no quantitative analysis was performed and no goodwill impairment was recorded for the years ended November 30, 2025 and 2024.

Amortized goodwill and other intangible assets consisted of the following:

(in thousands)	As of November 30, 2025			Net Carrying Amount at November 30
	Gross Carrying Amount	Accumulated Amortization	Impairment	
Amortizing goodwill:				
WorldHotels	\$ 4,554	\$ (2,828)	\$ -	\$ 1,726
AutoClerk	2,198	(1,391)	-	807
Amortizing other intangible assets:				
Acquired customers:				
AutoClerk	1,500	(1,267)	-	233
Developed technology:				
AutoClerk	1,900	(1,464)	(436)	-

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(in thousands)	As of November 30, 2024		
	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount at November 30
Amortizing goodwill:			
WorldHotels	\$ 4,554	\$ (2,289)	\$ 2,265
AutoClerk	2,198	(1,172)	1,026
Amortizing other intangible assets:			
Acquired customers:			
AutoClerk	1,500	(1,067)	433
Developed technology:			
AutoClerk	1,900	(1,266)	634

The Company has elected the private-company alternative to amortize goodwill over 10 years. Amortization expense for goodwill was approximately \$0.8 million and \$0.8 million for the years ended November 30, 2025 and 2024, respectively, and is estimated to be approximately \$0.8 million annually for fiscal years ended 2026 through 2028.

Amortization expense for definite-life intangible assets was approximately \$0.4 million and \$0.4 million for the years ended November 30, 2025 and 2024, respectively, and is estimated to be approximately \$0.2 million and \$0.0 million annually for fiscal years ended 2026 and 2027.

Trademarks and trade names are indefinite-life assets as there is no foreseeable limit to the cash flows generated by these assets. The Company has determined that there are currently no legal, regulatory, contractual, competitive, economic or other factors that limit the useful lives of these acquired trademarks and trade names and therefore are considered to be indefinite-lived intangible assets that are not subject to amortization. Trademarks and trade names value resulting from the WorldHotels acquisition was \$1.3 million as of November 30, 2025 and 2024.

(16) Joint Venture

On May 2, 2019, the Company's wholly owned subsidiary, BWI DevCo Denver 3560, LLC, and a third-party, TWC, entered into a joint venture Contribution Agreement and formed Denver 3560, a Colorado limited liability company to develop, build, own and operate a Vib hotel in Denver. Under the terms of the Contribution Agreement, the Company's interest in the joint venture is seventy-five percent (75%) and the TWC interest in the joint venture is twenty-five percent (25%). The hotel started operations in 2022.

The joint venture was accounted for as a variable interest entity in accordance with ASC Topic 810: Consolidations. The Company evaluated the provisions of this standard and determined that the joint venture should be consolidated as the Company has both the power to direct the activities of the joint venture and will participate in the benefits.

The Company has consolidated the results of the Denver 3560 joint venture as of November 30, 2025 and 2024. The contribution by the Company was \$0.0 million and \$0.2 million in the fiscal years ending November 30, 2025 and 2024, respectively, with total contributions of \$7.6 million since inception. The contribution by TWC was \$0.0 million and \$0.1 million in the fiscal years ending November 30, 2025 and 2024, respectively, with total contributions of \$2.5 million since inception. The contributions were used primarily for the land purchase, development and other start-up construction related costs, which are included in hotel investments, net in the Consolidated Statements of Financial Position. The equity contribution from the joint venture partner of \$2.5 million, offset by 25% of the net cumulative losses from operations amounting to \$1.1 million, are included in non-controlling interests in the Consolidated Statement of Financial Position.

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(17) Construction Loans

Denver 3560

In March 2020, Denver 3560 entered into an initial Construction Loan Agreement (the "Denver Loan") with UMB Bank, which allowed Denver 3560 to request advances up to \$21.6 million. In July 2021, this Denver Loan was modified to increase the availability of loan advances from \$21.6 million to \$24.4 million. For the period May 1, 2020 through April 1, 2023, interest on the outstanding principal balance of the Denver Loan was due and payable monthly. Beginning April 1, 2023, through the maturity date of March 11, 2027, principal and interest are due and payable in an amount determined by UMB to be sufficient to amortize the outstanding principal balance of the Denver Loan over a twenty-five (25) year period. The outstanding principal balance of this Denver Loan is due and payable on the maturity date. Principal due over the remaining years of the loan as of November 30, 2025 is as follows (in thousands):

Years ending November 30,	Principal
2026	\$ 700
2027	21,904
Total	\$ 22,604

The interest rate on the Denver Loan is a fixed annual rate of 3.21% and is computed and accrued on an ACT/360 basis. The Denver Loan is secured by, among other things, the Deed of Trust and is guaranteed by the Company.

The current portion of \$0.7 million and \$0.7 million is included in accounts payable and accrued liabilities and \$21.9 million and \$22.6 million is included in non-current construction loans in the Consolidated Statements of Financial Position for the years ended November 30, 2025 and 2024, respectively.

Construction loan interest of \$0.8 million and \$0.8 million was incurred for the years ended November 30, 2025 and 2024, of which \$0.0 million and \$0.0 million was capitalized and included in hotel investments, net in the Consolidated Statements of Financial Position for the years ended November 30, 2025 and 2024, respectively. \$0.8 million and \$0.8 million of construction loan interest was expensed in interest and dividend income, and interest and other expense, net in the Consolidated Statements of Revenues and Expenses for the years ended November 30, 2025 and 2024, respectively.

The Company is required to maintain certain financial and operational covenants. At November 30, 2025 and 2024, the Company was in compliance with all covenants.

DevCo Tempe

In October 2020, DevCo Tempe entered into the Tempe Loan with UMB Bank. Under terms of the Tempe Loan, DevCo Tempe can request advances up to \$15.3 million. For the period November 1, 2020 through October 31, 2023, interest on the outstanding principal balance of the Tempe Loan was due and payable monthly. Beginning November 1, 2023, through the maturity date of October 2, 2027, principal and interest are due and payable in an amount determined by UMB to be sufficient to amortize the outstanding principal balance of the Tempe Loan over a twenty-five (25) year period. The outstanding principal balance of this Tempe Loan is due and payable on the maturity date. Principal due over the remaining years of the loan as of November 30, 2025 is as follows (in thousands):

Years ending November 30,	Principal
2026	\$ 416
2027	14,057
Total	\$ 14,473

The interest rate on the Tempe Loan is a fixed annual rate of 3.50% and is computed and accrued on an ACT/360 basis. The Tempe Loan is secured by, among other things, the Deed of Trust and is guaranteed by the Company.

Notes to Consolidated Financial Statements

November 30, 2025

The current portion of \$0.4 million and \$0.4 million is included in accounts payable and accrued liabilities and \$14.1 million and \$14.5 million is included in non-current construction loans in the Consolidated Statements of Financial Position for the years ended November 30, 2025 and 2024, respectively.

Construction loan interest of \$0.5 million and \$0.5 million was incurred for the years ended November 30, 2025 and 2024, of which \$0.0 million and \$0.0 million was capitalized and included in hotel investments, net in the Consolidated Statements of Financial Position for the years ended November 30, 2025 and 2024, respectively. \$0.5 million and \$0.5 million of construction loan interest was expensed in interest and dividend income, and interest and other expense, net in the Consolidated Statements of Revenues and Expenses for the years ended November 30, 2025 and 2024, respectively.

The Company is required to maintain certain financial and operational covenants. At November 30, 2025 and 2024, the Company was in compliance with all covenants.

(18) Subsequent Events

In connection with the preparation of the consolidated financial statements, the Company evaluated events and transactions occurring after November 30, 2025, for potential recognition or disclosure. The Company has evaluated its subsequent events through February 20, 2026, the date financial statements were available to be issued.

Subsequent to November 30, 2025, the Company completed the sale of the Tempe Vīb pursuant to a definitive purchase and sale agreement. The transaction closed on January 22, 2026 with a sale price of \$17.0 million. The total consideration included cash proceeds of \$0.9 million inclusive of customary closing adjustments, and a loan receivable from the buyer with a face amount of \$16.0 million. The loan receivable includes a \$1.0 million installment due January 2027, monthly interest installments at a fixed annual rate of 3.50%, and the outstanding principal balance due January 2029, subject to a one year extension.

In connection with the sale, the Company repaid the construction loan on the Tempe Vīb of \$14.4 million which satisfied all obligations under the loan agreement.

2026 BWH Hotels Board of Directors



2026 BWH® Hotels
Board of Directors and President and Chief Executive Officer,
clockwise from far left, rear:

- Stephen Wahrlich, Director representing District II
- Santosh Khanjee, Director representing District V
- Rebecca Driggs, Director representing District I
- Steven Angeline, Director representing District VII
- Viral (Victor) Patel, Director representing District III
- Lawrence M. Cuculic, President and Chief Executive Officer
- Rajesh (Raj) Patel, Director representing District IV

**2026 BWH HOTELS
BOARD OF DIRECTORS**

- Viral (Victor) Patel**
Chairman
Representing District III
- Rajesh (Raj) Patel**
Vice Chairman
Representing District IV
- Santosh Khanjee**
Secretary/Treasurer
Representing District V
- Rebecca Driggs**
Representing District I
- Stephen Wahrlich**
Representing District II
- Mahmood (Mike) Merchant (not pictured)**
Representing District VI
- Steven Angeline**
Representing District VII

Corporate Officers

- Lawrence M. Cuculic**
President and Chief Executive Officer
- Mark Straszynski**
Senior Vice President and Chief Financial Officer
- Jay Pricher**
Senior Vice President, General Counsel and Secretary

Principal Place of Business
6201 North 24th Parkway
Phoenix, Arizona 85016-2023, USA
(602) 957-4200

Independent Auditors

Ernst & Young LLP

Report of Independent Auditors

To the Board of Directors and Members of Best Western International, Inc.

Opinion

We have audited the consolidated financial statements of Best Western International, Inc. (the Company), which comprise the consolidated statements of financial position as of November 30, 2024 and 2023, and the related consolidated statements of revenues and expenses, other comprehensive revenues and expenses, cash flows and changes in net assets for the years then ended, and the related notes (collectively referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company at November 30, 2024 and 2023, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company’s ability to continue as a going concern for one year after the date that the financial statements are available to be issued.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free of material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

Report of Independent Auditors

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Other Information

Management is responsible for the other information. The other information comprises the Financial Highlights in the Annual Report but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

/s/ Ernst & Young LLP

Phoenix, Arizona
February 26, 2025

Consolidated Statements of Financial Position

(in thousands)	As of November 30,	
	2024	2023
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 162,790	\$ 161,159
Restricted cash	11,849	12,194
Short-term investments	16,824	15,939
Accounts receivable, principally from Members, net	64,917	61,858
Prepaid expenses and other current assets	18,581	18,017
Income taxes receivable	10,105	9,748
TOTAL CURRENT ASSETS	285,066	278,915
Property, equipment and computer software, net	38,587	34,476
Hotel investments, net	50,124	52,025
Long-term investments	358,416	281,094
Restricted Rabbi Trust investments	17,220	17,037
Deferred income taxes	44,236	47,276
Other assets, net	22,450	23,014
TOTAL ASSETS	\$ 816,099	\$ 733,837
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts payable and accrued liabilities	\$ 82,638	\$ 81,708
Current frequent stay program liability	118,299	117,949
Current deferred revenue	17,218	16,845
Deposits	9,984	10,109
Line of credit	-	-
TOTAL CURRENT LIABILITIES	228,139	226,611
Non-current frequent stay program liability	190,375	175,298
Non-current deferred revenue	45,383	45,980
Non-current deferred compensation plans liability	14,681	15,358
Non-current construction loans	36,983	37,963
Non-current lease liability	811	790
TOTAL LIABILITIES	516,372	502,000
NET ASSETS:		
Retained earnings	298,920	233,532
Accumulated other comprehensive (loss) income	(827)	(3,525)
TOTAL BEST WESTERN INTERNATIONAL, INC. NET ASSETS	298,093	230,007
Non-controlling interests	1,634	1,830
TOTAL NET ASSETS	299,727	231,837
TOTAL LIABILITIES AND NET ASSETS	\$ 816,099	\$ 733,837

See accompanying notes to consolidated financial statements.

Consolidated Statements of Revenues and Expenses

(in thousands)	Years Ended November 30,	
	2024	2023
REVENUES:		
Fees, dues and assessments	\$ 292,244	\$ 293,536
Program revenues	167,615	180,273
Other revenues	61,083	60,589
TOTAL REVENUES	520,942	534,398
EXPENSES:		
Compensation, taxes and benefits	207,143	197,303
Advertising and promotion	139,190	121,415
General and administrative	102,157	88,222
Depreciation and amortization	20,774	18,162
Program cost of sales	19,448	19,540
TOTAL EXPENSES	488,712	444,642
Net realized and unrealized gains on investments	35,323	12,414
Interest and dividend income, and interest and other expense, net	18,044	14,348
Excess of revenues over expenses before income taxes	85,597	116,518
Income tax provision	(20,480)	(27,498)
Excess of revenues over expenses	65,117	89,020
Excess of expenses over revenues attributable to non-controlling interests	271	299
EXCESS OF REVENUES OVER EXPENSES ATTRIBUTABLE TO BEST WESTERN INTERNATIONAL, INC.	\$ 65,388	\$ 89,319

See accompanying notes to consolidated financial statements.

Consolidated Statements of Other Comprehensive Revenues and Expenses

(in thousands)	Years Ended November 30,	
	2024	2023
EXCESS OF REVENUES OVER EXPENSES	\$ 65,117	\$ 89,020
Foreign currency translation adjustment, net of tax	(11)	(755)
Change in net unrealized gains (losses) on available-for-sale debt securities, net of tax:		
Net unrealized gains (losses) on available-for-sale debt securities	2,471	(3,825)
Adjustment for net losses realized and included in excess of revenues over expenses	238	479
Total change in net unrealized gains (losses) on available-for-sale debt securities	2,709	(3,346)
Comprehensive excess of revenues over expenses	67,815	84,919
Comprehensive excess of expenses over revenues attributable to non-controlling interests	271	299
COMPREHENSIVE EXCESS OF REVENUES OVER EXPENSES ATTRIBUTABLE TO BEST WESTERN INTERNATIONAL, INC.	\$ 68,086	\$ 85,218

See accompanying notes to consolidated financial statements.

Consolidated Statements of Cash Flows

(in thousands)	Years Ended November 30,	
	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES:		
Excess of revenues over expenses	\$ 65,117	\$ 89,020
Adjustments to reconcile excess of revenues over expenses to net cash provided by operating activities:		
Depreciation and amortization	20,774	18,162
Provision for credit losses	1,006	794
Net (gains) on Restricted Rabbi Trust investments	(3,828)	(996)
Net losses on available-for-sale debt securities	238	479
Net (gains) on equity securities	(31,732)	(11,629)
Amortization of bond premiums/(discounts) on held-to-maturity debt securities, net	16	79
Amortization/(accretion) of premiums/(discounts) on available-for-sale debt securities, net	(1,990)	(1,732)
Accrued interest on held-to-maturity debt securities, net	30	66
Accrued interest on available-for-sale debt securities, net	(77)	(6)
Provision for deferred income taxes	2,167	2,999
Loss on disposition of property, equipment and computer software	13	27
Changes in assets and liabilities:		
Accounts receivable	(4,125)	9,528
Prepaid expenses and other current assets	(574)	(741)
Income taxes	(352)	(1,327)
Other assets, net	(640)	(735)
Accounts payable, accrued liabilities and deferred compensation plans liability	3,938	5,239
Deferred revenue	(202)	(2,089)
Frequent stay program liability	15,426	(1,094)
Deposits	(104)	(3,567)
NET CASH PROVIDED BY OPERATING ACTIVITIES	65,101	102,477
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from maturity of held-to-maturity debt securities	4,250	13,000
Proceeds from maturity of available-for-sale debt securities	5,281	4,118
Proceeds from sale of available-for-sale debt securities	64,396	41,029
Proceeds from sale of equity securities	15,865	9,722
Purchase of available-for-sale debt securities	(104,222)	(149,432)
Purchase of equity securities	(26,664)	(80,164)
Development costs of hotel investments	(554)	(820)
Fund Restricted Rabbi Trust investments	(413)	(285)
Purchase of property, equipment and computer software	(20,742)	(17,683)
NET CASH USED IN INVESTING ACTIVITIES	(62,803)	(180,515)

Continues on next page.

See accompanying notes to consolidated financial statements.

Consolidated Statements of Cash Flows

(in thousands)	Years Ended November 30,	
	2024	2023
CASH FLOWS FROM FINANCING ACTIVITIES:		
Repayment of construction loans	\$ (1,044)	\$ (456)
Proceeds from construction loans	100	1,135
NET CASH (USED IN) PROVIDED BY FINANCING ACTIVITIES	(944)	679
Net increase (decrease) in cash and cash equivalents, and restricted cash	1,354	(77,359)
Effect of foreign exchange rate changes on cash and cash equivalents, and restricted cash	(68)	197
Cash and cash equivalents, and restricted cash at beginning of period	173,353	250,515
CASH AND CASH EQUIVALENTS, AND RESTRICTED CASH AT END OF PERIOD	\$ 174,639	\$ 173,353
Supplemental disclosures of cash flow information:		
Cash paid for:		
Interest, net of capitalized interest of \$0 and \$0 for the years ended November 30, 2024 and 2023, respectively	\$ 1,316	\$ 1,386
Income taxes	19,898	26,317
Income tax refunds received	\$ 1,208	\$ 532
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows used in operating leases	\$ 998	\$ 1,043
Non-cash operating activities:		
Amortization of operating lease right-of-use assets	\$ 960	\$ 958
Net increase in operating lease right-of-use assets and operating lease liabilities due to adoption of ASC 842	-	2,191
Right-of-use assets obtained in exchange for operating lease liabilities	830	330
Non-cash impact to right-of-use assets and lease liabilities due to lease cancellation	-	(39)
Non-cash investing activities:		
Disposal of fully depreciated property, equipment and computer software	\$ 4,829	\$ 8,156
Accrued additions to hotel investments	-	104
Accrued additions to property, equipment and computer software	430	57
Employee contributions to the Restricted Rabbi Trust investments	125	176
Distributions from Restricted Rabbi Trust investments	4,183	3,483
Non-cash financing activities:		
Equity contribution from joint venture partner	\$ 75	\$ 175

See accompanying notes to consolidated financial statements.

Consolidated Statements of Changes in Net Assets

(in thousands)	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Non-controlling Interests in Consolidated Subsidiaries	Total Net Assets
Balance - November 30, 2022	\$ 144,213	\$ 576	\$ 1,954	\$ 146,743
Total excess of revenues over expenses (expenses over revenue)	89,319	-	(299)	89,020
Foreign currency translation adjustment, net of tax	-	(755)	-	(755)
Unrealized (losses) on available-for-sale debt securities, net of tax	-	(3,346)	-	(3,346)
Contributions from non-controlling interests	-	-	175	175
Balance - November 30, 2023	233,532	(3,525)	1,830	231,837
Total excess of revenues over expenses (expenses over revenue)	65,388	-	(271)	65,117
Foreign currency translation adjustment, net of tax	-	(11)	-	(11)
Unrealized gains on available-for-sale debt securities, net of tax	-	2,709	-	2,709
Contributions from non-controlling interests	-	-	75	75
Balance - November 30, 2024	\$ 298,920	\$ (827)	\$ 1,634	\$ 299,727

See accompanying notes to consolidated financial statements.

Notes to Consolidated Financial Statements

November 30, 2024

(1) Business, Organization and Summary of Significant Accounting Policies

(a) Nature of Business

Best Western International, Inc. and its consolidated subsidiaries ("Best Western" or the "Company") is a membership organization incorporated as a non-profit corporation in the State of Arizona. The Company is a membership association of hotels established solely to provide revenue generating opportunities and to leverage marketing and purchasing power to benefit the holders of the Company's membership interests (the "Members"). The exceptions to the membership structure are the wholly owned subsidiaries: (i) SureStay, Inc. ("SureStay"), which is a franchisor, (ii) soft brand licensees, (iii) World Hotels GmbH ("WorldHotels"), which is a licensor, (iv) AutoClerk, Inc. ("AutoClerk"), which is a property management system, and (v) BWI DevCo Tempe, LLC ("DevCo Tempe"), which owns and operates a Best Western branded hotel in Tempe, Arizona. The Company's wholly owned subsidiary, BWI DevCo Denver 3560, LLC, and T.W.C. LLC ("TWC"), entered into a joint venture Contribution Agreement and formed Denver 3560, LLC ("Denver 3560"), a Colorado limited liability company to develop, build, own and operate a Best Western branded hotel in Denver, Colorado.

Best Western branded hotels, SureStay branded hotels, soft brand licensees, and WorldHotels branded properties, collectively referred to as BWH Hotels ("BWH"), are located throughout the world. As of November 30, 2024, there are approximately 4,300 hotels in over 100 countries and territories worldwide associated with BWH, that are activated or currently in the development pipeline to be activated on our reservations platform.

(b) Principles of Consolidation

The consolidated financial statements include the accounts of the Company, our wholly owned subsidiaries and entities in which the Company has a controlling financial interest, including variable interest entities where the Company is the primary beneficiary.

The determination of a controlling financial interest is based upon the terms of the governing agreements of the respective entities, including the evaluation of rights held by other ownership interests. If the entity is considered to be a variable interest entity, the Company determines whether the Company is the primary beneficiary, and then consolidates those variable interest entities for which the Company has determined that the Company is the primary beneficiary.

All significant intercompany transactions and balances are eliminated in consolidation.

(c) Basis of Presentation

The preparation of financial statements in conformity with Generally Accepted Accounting Principles ("GAAP") requires management to make estimates and assumptions that affect the amounts reported and, accordingly, ultimate results could differ from those estimates. In our opinion, the consolidated financial statements reflect all adjustments, including normal recurring items, considered necessary for a fair presentation of financial performance.

(d) Reclassifications

In the Consolidated Statements of Revenues and Expenses for the year ended November 30, 2023, other revenues of \$2.2 million were reclassified to interest and dividend income, and interest and other expense, net to conform with the current year presentation.

(e) Cash and Cash Equivalents

Cash and cash equivalents include highly liquid money market instruments and U.S. treasury bonds that have original maturities of three months or less at the date of purchase.

Notes to Consolidated Financial Statements

November 30, 2024

(f) *Restricted Cash*

Restricted cash is primarily comprised of annual dues paid by Members prior to the related service period. Annual dues are held in a custodial account and are not available to the Company until December of the following fiscal year. As of November 30, 2024 and 2023, there was \$11.8 million and \$12.2 million of restricted cash, respectively.

The following table provides a reconciliation of cash and cash equivalents, and restricted cash reported in the Consolidated Statements of Financial Position that sum to the total of such amounts shown in the Consolidated Statements of Cash Flows:

(in thousands)	As of November 30,	
	2024	2023
Cash and cash equivalents	\$ 162,790	\$ 161,159
Restricted cash	11,849	12,194
Total cash and cash equivalents, and restricted cash shown in the Consolidated Statements of Cash Flows	<u>\$ 174,639</u>	<u>\$ 173,353</u>

(g) *Investments*

Investments consist of certificates of deposits, mutual funds, common shares, U.S. treasury and government agency bonds, corporate bonds, mortgage and asset-backed securities, and municipal and provincial notes and bonds, and are classified as short-term or long-term investments based on maturity dates for debt securities, and equity securities are classified as long-term based on the Company's liquidity position. The Company has not recognized any investment impairments during the years ended November 30, 2024 and 2023 (see note 3).

(h) *Restricted Rabbi Trust Investments*

The Company has a Nonqualified Deferred Compensation Plan ("NQP") in which key management employees of the Company, as determined by the Board of Directors, are selected to participate. The NQP was restated effective December 1, 2020, to provide for the use of a Rabbi Trust and to amend the design of the Company's contributions. Effective December 1, 2020, the Company established a NQP Rabbi Trust ("Trust"), whereby the Company makes contributions to this Trust to provide the Company a source of funds to assist in satisfying the NQP liability. The investments included in this Trust are carried at fair value and recorded in Restricted Rabbi Trust investments in the Consolidated Statements of Financial Position (see note 13).

(i) *Fair Value of Financial Instruments*

The carrying amount reflected in the Consolidated Statements of Financial Position for cash and cash equivalents, restricted cash, prepaid expenses and other current assets, accounts receivable, principally from Members, net, income taxes receivable, accounts payable and accrued liabilities, and deposits approximate their respective fair values based on their liquidity and/or the short-term nature of these instruments. The Company measures and discloses the estimated fair value of financial assets and liabilities utilizing a hierarchy of valuation techniques based on whether the inputs to a fair value measurement are considered to be observable or unobservable in a marketplace. Observable inputs reflect market data obtained from independent sources, while unobservable inputs reflect the Company's market assumptions. This hierarchy requires the use of observable market data when available. These inputs have created the following fair value hierarchy:

- Level 1 – quoted prices for identical instruments in active markets;
- Level 2 – quoted prices for similar instruments in active markets, quoted prices for identical or similar instruments in markets that are not active, and model-derived valuations in which significant inputs and significant value drivers are observable in active markets; and
- Level 3 – fair value measurements derived from valuation techniques in which one or more significant inputs or significant value drivers are unobservable.

The Company measures fair value using a set of standardized procedures for all assets and liabilities which are required to be measured at their estimated fair value on either a recurring or non-recurring basis. When available, the Company utilizes quoted market prices from an independent third-party source to determine fair value and classifies such items in Level 1.

Notes to Consolidated Financial Statements

November 30, 2024

In accordance with the fair value accounting requirements, companies may choose to measure eligible financial instruments and certain other items at fair value. The Company has not elected the fair value option for any eligible financial instruments.

The investments in the Trust are restricted and are designated as trading securities and carried at fair value. The fair market value of these restricted investments are measured using Level 1 inputs (quoted prices for identical assets in active markets).

The following tables present information about the carrying value of the Company's financial assets compared to fair value as of November 30, 2024 and 2023, and indicate the fair value hierarchy of the valuation techniques utilized to determine such fair value. The investments in certificates of deposits, mutual funds, common shares, U.S. treasury and government agency bonds, corporate bonds, mortgage and asset-backed securities, and municipal and provincial notes and bonds are included in both short-term and long-term investments in the Consolidated Statements of Financial Position, and the investments held in a Restricted Rabbi Trust are included in Restricted Rabbi Trust investments in the Consolidated Statements of Financial Position.

Carrying Value vs. Fair Value Measurements

(in thousands)	November 30, 2024		
	Carrying Value	Fair Value	
		Total	Quoted Prices in Active Markets for Identical Assets (Level 1)
Mutual funds	\$ 101,602	\$ 101,602	\$101,602
Mortgage and asset-backed securities	83,694	83,372	83,372
Corporate bonds	77,126	76,300	76,300
Common shares	60,630	60,630	60,630
U.S. treasury and government agency bonds	48,487	48,283	48,283
Municipal and provincial notes and bonds	3,701	3,663	3,663
Restricted Rabbi Trust investments	17,220	17,220	17,220
Total	\$ 392,460	\$ 391,070	\$391,070

Notes to Consolidated Financial Statements

November 30, 2024

Carrying Value vs. Fair Value Measurements

(in thousands)	November 30, 2023		
	Carrying Value	Fair Value	
		Total	Quoted Prices in Active Markets for Identical Assets (Level 1)
Mutual funds	\$ 75,070	\$ 75,070	\$ 75,070
Mortgage and asset-backed securities	74,452	74,185	74,185
Corporate bonds	64,357	63,702	63,702
Common shares	44,630	44,630	44,630
U.S. treasury and government agency bonds	32,649	32,538	32,538
Municipal and provincial notes and bonds	3,622	3,594	3,594
Investments in certificates of deposits	2,253	2,234	2,234
Restricted Rabbi Trust investments	17,037	17,037	17,037
Total	\$ 314,070	\$ 312,990	\$312,990

(j) Property, Equipment and Computer Software and Hotel Investments

Property, equipment and computer software and hotel investments are recorded at cost. Costs of improvements that extend the economic life or improve service potential are also capitalized. Depreciation on land improvements, buildings, and furniture and equipment is computed using straight-line and accelerated methods over estimated useful lives ranging from 3 to 39 years. Leasehold improvements are amortized on a straight-line basis over the shorter of the related lease term or the estimated useful lives of the assets.

Purchased software license fees and related implementation costs, and costs to develop software for internal use are capitalized and amortized on a straight-line basis over a three-year useful life. Repair and maintenance costs are charged to expenses as incurred.

The Company developed, opened and is operating two hotels and the property and equipment related to these hotels are included in hotel investments, net in the Consolidated Statements of Financial Position (see notes 7, 16, and 17).

(k) Goodwill and Other Intangible Assets

Goodwill arises from business combinations and represents the excess of the cost of an acquired entity over the net fair value amounts that were assigned to the identifiable assets acquired and the liabilities assumed. Goodwill is amortized on a straight-line basis over a ten-year useful life and is tested for impairment if circumstances indicate that the goodwill carrying value may exceed its fair value. Goodwill is included in other assets, net in the Consolidated Statements of Financial Position.

Other intangible assets include acquired customers, developed technologies, and trademarks and trade names resulting from business acquisitions. Other intangible assets are valued based on their acquisition date fair values and, other than trademarks and trade names which are indefinite-lived, are amortized using the straight-line method over their estimated useful lives, ranging from 7.5 years to 10 years. Other intangible assets are included in other assets, net in the Consolidated Statements of Financial Position.

The Company evaluates the potential impairment of goodwill and other intangible assets annually. 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 intangible assets is less than its carrying amount. If the conclusion is that the fair value of the assets is not more likely than not less than its carrying value, then no further

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testing is required. If the conclusion is that the fair value of the assets is more likely than not less than its carrying value, then a quantitative impairment test is performed. For intangible assets, if the carrying value is greater than the fair value of the assets, an impairment charge is recognized for this excess. The Company may elect to forgo the qualitative assessment and move directly to the quantitative impairment tests for goodwill and other intangible assets. The Company determines the fair value of its reporting units and intangible assets using income and market methods.

Goodwill has been allocated to two reporting units: (i) WorldHotels, and (ii) AutoClerk. The Company performed a quantitative impairment analysis for the WorldHotels reporting unit in both 2024 and 2023. As of November 30, 2024 and November 30, 2023, the Company determined that the fair value of the WorldHotels reporting unit exceeded the carrying value and no impairment was recorded. The Company performed a qualitative impairment analysis for the AutoClerk reporting unit during both 2024 and 2023, concluding that it is more likely than not that the fair value of the reporting unit is greater than its carrying amount (see note 15).

(l) *Impairment or Disposal of Long-Lived Assets*

The Company reviews long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of assets is measured by a comparison of the carrying amount of an asset to future undiscounted net cash flows expected to be generated by the asset. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the estimated fair value of the assets. The Company has not recognized any impairments during the years ended November 30, 2024 and 2023.

(m) *Leases*

The Company primarily leases office space, vehicles, and office equipment from third parties. The Company determines if a contract is a lease at inception. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The lease term begins on the commencement date, which is the date the Company takes possession of the asset and may include options to extend or terminate the lease when it is reasonably certain that the option will be exercised. Certain of the Company's leases contain renewal options for varying periods, which can be exercised at the Company's sole discretion. Leases are classified as operating or finance leases based on factors such as the lease term, lease payments, and the economic life, fair value and estimated residual value of the asset. Where leases include options to purchase the leased asset at the end of the lease term, this is assessed as a part of the Company's lease classification determination.

Under Accounting Standards Codification ("ASC") Leases ("ASC 842"), the Company recognizes a right-of-use ("ROU") asset and lease liability to account for its operating leases. ROU assets represent the Company's right to use an underlying asset for the lease term and lease liabilities represent the Company's obligation to make lease payments arising from the lease. ROU assets and lease liabilities are recognized on the commencement date based on the present value of lease payments over the lease term. ROU assets are based on the lease liability (which represents the present value of remaining lease payments) and are increased by prepaid lease payments and decreased by lease incentives received. Lease incentives are amortized through the lease asset as reductions of expense over the lease term. For leases where the Company is reasonably certain to exercise a renewal option, such option periods have been included in the determination of the Company's ROU assets and lease liabilities.

Leases typically contain rent escalations over the lease term. The Company recognizes expense for these leases on a straight-line basis over the lease term. Certain leases require the Company to pay taxes, insurance, maintenance and other operating expenses associated with the leased asset. Such amounts are not included in the measurement of the ROU assets and lease liabilities to the extent they are variable in nature. These variable lease costs are recognized as a variable lease expense when incurred.

Our lease agreements do not contain any material residual value guarantees or material restrictive covenants.

As a practical expedient, lease agreements with lease and non-lease components are accounted for as a single lease component for all asset classes. The Company estimates contingent lease incentives when it is probable that the Company is entitled to the incentive at lease commencement. The Company elected the short-term lease recognition exemption for all leases. Therefore, leases with an initial term of 12 months or less are not recorded in the Consolidated Statements of Financial Position; instead, lease payments are recognized as lease expense on a straight-line basis over

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the lease term. The depreciable life of the ROU assets are limited by the expected lease term unless the Company is reasonably certain of a transfer of title or purchase option.

The Company elected to use a risk-free rate as the discount rate for all asset classes.

(n) *Income Taxes*

The Company utilizes the liability method of accounting for income taxes whereby deferred taxes are determined based on the difference between the financial statement and tax basis of assets and liabilities using enacted tax rates in effect in the years in which the differences are expected to reverse.

Recognition of deferred tax assets is limited to amounts considered by management to be more likely than not realized in future period.

The Company assesses whether a valuation allowance should be established based on its determination of whether it is more likely than not that some portion or all of the deferred tax assets will not be realized. Both positive and negative evidence is considered when determining the necessity of the valuation allowance as well as the sources of taxable income supporting the realization of the deferred tax assets, including taxable income in carryback years, future reversals of existing taxable temporary differences, tax-planning strategies and projected taxable income from future operations.

Based on the history of positive earnings, in addition to the expected reversal of taxable temporary differences and forecasted positive results of operations, management determined, based on its assessment of both positive and negative evidence and objective and subjective evidence, that it is more likely than not that the Company will realize its deferred tax assets, with the exception of certain deferred tax assets related to foreign net operating losses ("NOL"), and foreign tax credit ("FTC") carryforwards. The Company has provided a valuation allowance against net deferred tax assets for certain foreign loss entities as the realization of such assets are not more likely than not to occur.

As of November 30, 2024, the Company has foreign NOL carryforwards of \$15.5 million and U.S. FTC carryforwards of \$0.6 million. Of the \$15.5 million in foreign NOLs, \$1.9 million is subject to expiration beginning in 2029, while the remaining \$13.6 million is not subject to expiration and will carry forward indefinitely. The FTC carryforwards were generated in the years ended November 30, 2019, and 2020, in the amounts of \$0.2 million and \$0.4 million, respectively, and will expire in the years ended November 30, 2029, and 2030, respectively.

The Company reviews uncertain tax positions taken, or expected to be taken, in the course of preparing the Company's tax returns to determine whether the tax positions are more likely than not of being sustained by the applicable tax authority. Management of the Company is required to analyze all open tax years, as defined by the statutes of limitations for all major jurisdictions, which include federal, state, and foreign. As of November 30, 2024 and 2023, the Company has not recognized any asset or liability for unrecognized income tax benefits or liabilities. It is the Company's policy to recognize interest and penalties related to uncertain tax positions as a component of the income tax provision.

(o) *Revenue Recognition*

Fees, dues and assessments

Fees, dues and assessments are established by the membership and the Board of Directors to compensate the Company for providing services to Members, soft brand licensees, SureStay franchisees, and WorldHotels licensees. The Company has performance obligations to provide hotel support and marketing, and a license to our hotel system intellectual property for the use of our brand names. Our performance obligations are a series of distinct goods or services, for which the Company receives the following types of variable consideration through our membership agreements with our Members. Monthly fees and assessments (which include advertising, sales and marketing and reimbursement for the Company's technology expenses) represent fixed and variable consideration and are billed monthly and recognized as revenue in the same month as the services are provided and charges become fixed or determinable and payable. Annual dues are established, billed and payable each year for continuing membership during the succeeding year. Annual dues are recognized as revenue ratably in the year to which the continuing membership applies. Any Member may resign from the Company at any time, but if the Member resigns or is terminated, fees and

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dues become immediately due and payable per the terms of the applicable contract and are recognized as revenue when cash is received regardless of the term of the contract.

Affiliation fee revenues from Best Western branded hotels are fixed consideration payable upon approval of the Member or licensee by the Board of Directors and acceptance of membership or license terms by the property owner. These revenues are recognized on a straight-line basis over the hotelier's expected life as a Best Western branded hotel or over the initial contract term. SureStay franchisee initial fees are due upon execution of a franchise agreement and recognized over the initial term of the franchise agreement. WorldHotels hotel integration fees are recognized on a straight-line basis over the expected life as a WorldHotels branded hotel. Affiliation fee revenues were \$8.8 million and \$9.8 million for the years ended November 30, 2024 and 2023, respectively.

Best Western Rewards[®] frequent stay program ("BWR[®] program")

The Company administers the BWR program for the benefit of BWH and BWR program members. Under our BWR program, the Company has a performance obligation to provide or arrange for the provision of goods or services between BWR program members and BWH hotels in exchange for the redemption of points earned from past activities. Costs of operating the BWR program, including costs for marketing, promotion, and other member services, are charged to the BWH hotels through an assessment fee that is based on members' qualified expenditures. The assessment fees received from BWH hotels are deferred and recognized as program revenues in the Consolidated Statements of Revenues and Expenses as the loyalty points are redeemed and the related service, net of redemption expense, is provided. The amount of revenue the Company recognizes upon point redemption is impacted by the Company's estimate of the breakage for points that BWR members will never redeem. The Company estimates breakage based on historical experience and expectations of future BWR member behavior, including analyses performed by and input of third-party actuaries. All BWR program costs are recognized as incurred and are recorded in program cost of sales in the Consolidated Statements of Revenues and Expenses.

Program revenues in excess of redemption costs are used to fund the operational expenses of the BWR program.

Best Western Travel Card[®] (a card having no expiration date and no usage or non-usage fees) revenue is recognized when: (i) the Best Western Travel Card is redeemed, or (ii) the likelihood of the Best Western Travel Card being redeemed is remote (Best Western Travel Card breakage), and the Company determines that there is not a legal obligation to remit the unredeemed Best Western Travel Card balance to the relevant jurisdiction. The determination of the Best Western Travel Card breakage rate is based upon Company specific historical redemption patterns. Best Western Travel Card breakage is included in program revenues in the Consolidated Statements of Revenues and Expenses.

Other revenues

Other revenues in the Consolidated Statements of Revenues and Expenses consist of: (i) international fees and other fees from hotelier meetings, training, quality assurance assessments and other services, and (ii) owned hotel operations revenues, and are recognized in the month the services are provided. International fees include fees and charges for reservations and other services billed to international organizations monthly and were \$23.5 million and \$23.0 million for the years ended November 30, 2024 and 2023, respectively. Owned hotel operations revenues were \$9.7 million and \$9.5 million for the years ended November 30, 2024 and 2023, respectively.

All other revenue sources, such as program fees, are recognized in the month that the product or service is provided. Revenues, including rebates from vendors, and associated costs of product sold to hoteliers when the Company does not assume the risk and rewards of ownership of the product, is not the primary obligator, and does not possess other indicators of gross reporting, are reported as a net amount earned and included in program revenues in the Consolidated Statements of Revenues and Expenses.

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Contract balances

The Company records a receivable as performance obligations are satisfied and there is an unconditional right to receive payment. Deferred revenue is recorded when the Company receives payment, or has the unconditional right to receive payment, in advance of the satisfaction of the Company's performance obligations related to initial affiliation fees and the BWR program.

Certain costs to obtain contracts with Members, soft brand licensees, SureStay franchisees, and WorldHotels licensees are capitalized and amortized on a straight-line basis over the hotelier's expected life as a branded hotel or over the initial contract term. The costs of obtaining a contract with a Member, soft brand licensee, SureStay franchisee, and WorldHotels licensee are recorded in prepaid expenses and other current assets, and other assets, net in the Consolidated Statements of Financial Position. The related amortization is recorded in compensation, taxes and benefits in the Consolidated Statements of Revenues and Expenses. The Company had capitalized costs to obtain contracts with customers of \$13.2 million and \$12.9 million at November 30, 2024 and 2023, respectively, consisting of the following:

(in thousands)	As of November 30,	
	2024	2023
Current contract assets	\$ 954	\$ 957
Non-current contract assets	12,229	11,903
Total contract assets	\$ 13,183	\$ 12,860

At November 30, 2024 and 2023, the contract liabilities balances related to affiliation fees and the BWR program include the following components and are included in current frequent stay program liability, current deferred revenue, non-current frequent stay program liability, and non-current deferred revenue in the Consolidated Statements of Financial Position:

(in thousands)	As of November 30,	
	2024	2023
Current contract liabilities	\$ 123,035	\$ 122,503
Non-current contract liabilities	235,022	221,278
Total contract liabilities	\$ 358,057	\$ 343,781

(in thousands)	As of November 30,	
	2024	2023
Liability related to the loyalty program	\$ 308,058	\$ 292,438
Affiliation fees received from hoteliers	49,999	51,343
Total contract liabilities	\$ 358,057	\$ 343,781

(p) *Significant Estimates and Assumptions*

Management of the Company has made certain estimates and assumptions relating to the reporting of assets and liabilities, revenues and expenses, and the disclosure of contingent assets and liabilities to prepare these consolidated financial statements in conformity with GAAP. Actual results could differ from those estimates.

(q) *Concentration of Credit Risk*

Financial instruments that potentially subject the Company to concentrations of credit risk consist primarily of cash and cash equivalents, accounts receivable, principally from Members, net, and investments.

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The Company has concentrated its credit risk for cash by maintaining deposits in financial institutions which exceed amounts covered by insurance provided by the U.S. Federal Deposit Insurance Corporation. The Company has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk to cash and cash equivalents.

Accounts receivable, principally from Members, net, are primarily from Member, franchisee, licensee fees and services, and product sales. Concentrations of credit risk with respect to accounts receivable are limited due to the large number of hoteliers located throughout the world comprising the Company's customer base. The Company does not require collateral within credit limits established. In those instances when a Member, franchisee, or licensee requests product in excess of the credit limit allowed by Company policy, the Company requests a letter of credit, deposit, or prepayment to secure the collection of accounts receivable. The Company performs ongoing evaluations of its hotelier receivables; non-payment can lead to cancellation of the applicable membership, license or franchise.

The Company is also potentially subject to concentrations of credit risk in its investments. The Company has investments in certificates of deposits, mutual funds, common shares, U.S. treasury and government agency bonds, corporate bonds, mortgage and asset-backed securities, and municipal and provincial notes and bonds. The Company has appointed an investment advisory firm to oversee the Company's investment strategy who have assigned various fund managers to manage the Company's investments. The Company believes it is not exposed to any material credit risk to investments based on its analysis through the implementation of ASC 326: Measurement of Credit Losses on Financial Instruments.

(r) *Advertising Costs*

Advertising costs are expensed as incurred and recorded as advertising and promotion expenses.

(s) *Foreign Currency*

Non-U.S. dollar monetary assets and liabilities are translated using period-end exchange rates; income and expense items are remeasured at average exchange rates prevailing during the periods reported. Exchange rate gains and losses, unrealized and realized, are included in interest and dividend income, and interest and other expense, net in the Consolidated Statements of Revenues and Expenses and were approximately a \$0.9 million loss and a \$0.4 million gain during the years ended November 30, 2024 and 2023, respectively.

(t) *Self-Insurance Programs*

The Company self-insures for certain levels of employee medical and dental coverage. For medical, the Company accrues estimated costs of this self-insurance program based on its history of claims experience and the estimated time lag between incidents and the dates claims are payable. Because of the short-term nature of the time lag, no discount rate is used when evaluating the present value of the projected settlements. The ultimate cost of claims for a covered period may differ from original estimates.

(u) *Recent Accounting Guidance Not Yet Adopted*

In December 2023, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2023-09 "Income Taxes (Topic 740): Improvements to Income Tax Disclosures" ("ASU 2023-09"). This update establishes new disclosure requirements related to income taxes and modifies or eliminates certain existing requirements. Under the new guidance, entities will be required to consistently categorize and disaggregate information in the rate reconciliation, as well as further disaggregate income tax paid.

The standard is effective for fiscal years beginning after December 15, 2025 for private companies. Therefore, the Company will be required to adopt this guidance beginning with fiscal year 2027. The Company is currently assessing the impact of this guidance on its financial statement disclosures and expects to implement the changes in accordance with the effective date.

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(v) *New Accounting Standards Adopted*

In June 2016, the FASB issued ASU No. 2016-13, "Financial Instruments — Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments", which changes the impairment model for most financial assets. The ASU introduces a new credit loss methodology, Current Expected Credit Losses ("CECL"), which requires earlier recognition of credit losses, while also providing additional transparency about credit risk. Since its original issuance in 2016, the FASB has issued several updates to the original ASU. The CECL framework utilizes a lifetime "expected credit loss" measurement objective for the recognition of credit losses for loans, held-to-maturity securities and other receivables at the time the financial asset is originated or acquired. The expected credit losses are adjusted each period for changes in expected lifetime credit losses. The methodology replaces the multiple existing impairment methods, which generally require that a loss be incurred before it is recognized.

As it relates to available-for-sale securities, the same credit loss model cannot apply because there are different measurement attributes. The measurement attribute for available-for-sale debt securities necessitates a separate credit loss model because an entity may realize the total value of the securities either through collection of contractual cash flows or through sales of the securities.

On December 1, 2023, the Company adopted the guidance using the modified retrospective approach. The Company has not restated comparative information for 2023 and, therefore, the comparative information for 2023 is reported under previous guidance and is not comparable to the information presented for 2024. The adoption of this standard resulted in no adjustment to retained earnings at December 1, 2023.

(2) Accounts Receivable, Principally from Members, net and Allowance for Credit Losses

Accounts receivable, principally from Members, net primarily consists of amounts due from hoteliers with whom the Company has membership, franchise, or license agreements and includes reimbursements of costs the Company incurred on behalf of the hoteliers. These amounts represent amounts owed to the Company by its customers that are recorded at their amortized cost. The Company also records allowances for current expected credit losses. These allowances are based on the Company's assessment of customers credit risk and the collectability of accounts by considering the age of each outstanding invoice and an evaluation of expected risk of credit loss based on current conditions and reasonable and supportable forecasts of future economic conditions over the life of the receivable. The Company pools its trade receivables based on similar risk characteristics in estimating its expected credit losses. In situations where a trade receivable does not share the same risk characteristics with others, the Company measures it individually. The Company also continuously evaluates such pooling decisions and adjusts as needed from period to period as risk characteristics change.

Credit losses for trade receivables are recorded in general and administrative expense in the Consolidated Statements of Revenues and Expenses. Account balances are charged off against the allowance after all means of collection have been exhausted and the potential for recovery is considered remote. Expected recoveries of amounts previously written off, not to exceed the aggregate of the amount previously written off, are included in determining the allowance at November 30, 2024.

The activity in the allowance for expected credit losses, which is included in accounts receivable, principally from Members, net in the Consolidated Statements of Financial Position consisted of the following:

(in thousands)	As of November 30,	
	2024	2023
Beginning balance	\$ 16,425	\$ 17,373
Recoveries	2,135	1,478
Provisions	1,006	794
Write offs	(3,914)	(3,220)
Ending balance	\$ 15,652	\$ 16,425

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In the normal course of business, the Company extends credit to its hoteliers, tour operators, central bill accounts and other third parties. The Company evaluates the collectability of the accounts receivable balances based on a combination of factors. These factors include the type of relationship the Company has with the account, the prior experience the Company has with accounts in each relationship type, and an evaluation of current and projected economic conditions as of the Consolidated Statements of Financial Position date. Based on the current economic conditions, the Company believes the estimate to be appropriate as of November 30, 2024. Actual collections of accounts receivable could differ from management's estimates.

3) Debt and Equity Securities

The Company invests in debt and equity securities as part of the Company's investment strategy.

Marketable securities held for investment purposes, which are recorded at cost or fair value, depending on the nature of the investment, in the Consolidated Statements of Financial Position, were as follows:

(in thousands)	As of November 30,	
	2024	2023
Short-term debt securities available-for-sale (at fair value)	\$ 16,824	\$ 11,643
Short-term debt securities held-to-maturity (at cost)	-	4,296
Total short-term debt securities	\$ 16,824	\$ 15,939

(in thousands)	As of November 30,	
	2024	2023
Long-term debt securities available-for-sale (at fair value)	\$ 196,185	\$ 161,394
Long-term equity securities (at fair value)	162,231	119,700
Total long-term debt and equity securities	\$ 358,416	\$ 281,094

Gross unrealized gains and losses for available-for-sale securities recognized in the Consolidated Statements of Financial Position were as follows:

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(in thousands)	Available-For-Sale Debt Securities			
	Amortized Cost Basis	Gross Unrealized Gains	Gross Unrealized (Losses)	Fair Value
Mortgage and asset-backed securities	\$ 83,972	\$ 586	\$ (863)	\$ 83,695
Corporate bonds	76,661	904	(439)	77,126
U.S. treasury and government agency bonds	50,257	168	(1,938)	48,487
Municipal and provincial notes and bonds	3,680	30	(9)	3,701
Total available-for-sale debt securities	\$ 214,570	\$ 1,688	\$ (3,249)	\$ 213,009

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November 30, 2023

(in thousands)	Available-For-Sale Debt Securities			
	Amortized Cost Basis	Gross Unrealized Gains	Gross Unrealized (Losses)	Fair Value
Mortgage and asset-backed securities	\$ 76,129	\$ 170	\$ (1,848)	\$ 74,451
Corporate bonds	63,165	318	(1,168)	62,315
U.S. treasury and government agency bonds	35,236	16	(2,603)	32,649
Municipal and provincial notes and bonds	3,668	13	(59)	3,622
Total available-for-sale debt securities	\$ 178,198	\$ 517	\$ (5,678)	\$ 173,037

A portion of the Company's available-for-sale debt securities are in an unrealized loss position as of November 30, 2024, due to the interest rate environment. The Company has evaluated these investments on an individual security basis to determine what amount of allowance related to credit loss needs to be recorded. The Company performs an analysis and considers qualitative factors such as, but not limited to, the inherent default risk based on the type of security, the security's current ratings and any rating changes that have occurred, and the extent of the current loss position. The Company also considers the intention to sell the securities in an unrealized loss position or whether it is more likely than not that the Company will be required to sell the securities before the recovery of the entire amortized cost basis, for reasons including working capital and contractual or regulatory obligations. If material, a credit loss allowance is recorded to offset the fair value of assets on the balance sheet.

The Company determined based upon: (i) the fact it does not intend to sell the investments nor is it more likely than not that the Company will be required to sell these securities, and (ii) the qualitative considerations noted above, that there is no allowance for credit losses on the available-for-sale investment portfolio. No impairment was recorded for the years ended November 30, 2024 and 2023.

The aggregate fair value of investments in an unrealized loss position, the amount of unrealized losses, and the duration of the losses are shown below:

(in thousands)	Available-For-Sale Debt Securities					
	Less Than 12 Months		12 Months or More		Total	
	Fair Value	Gross Unrealized (Losses)	Fair Value	Gross Unrealized (Losses)	Fair Value	Gross Unrealized (Losses)
November 30, 2024						
Mortgage and asset-backed securities	\$ 27,352	\$ (297)	\$ 10,532	\$ (566)	\$ 37,884	\$ (863)
Corporate bonds	22,052	(259)	5,657	(180)	27,709	(439)
U.S. treasury and government agency bonds	19,018	(464)	10,633	(1,474)	29,651	(1,938)
Municipal and provincial notes and bonds	1,147	(9)	-	-	1,147	(9)
Total available-for-sale debt securities	\$ 69,569	\$ (1,029)	\$ 26,822	\$ (2,220)	\$ 96,391	\$ (3,249)

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(in thousands)	Available-For-Sale Debt Securities					
	Less Than 12 Months		12 Months or More		Total	
	Fair Value	Gross Unrealized (Losses)	Fair Value	Gross Unrealized (Losses)	Fair Value	Gross Unrealized (Losses)
November 30, 2023						
Mortgage and asset-backed securities	\$ 47,833	\$ (1,208)	\$ 7,559	\$ (640)	\$ 55,392	\$ (1,848)
Corporate bonds	35,061	(715)	9,117	(453)	44,178	(1,168)
U.S. treasury and government agency bonds	25,638	(1,714)	3,587	(889)	29,225	(2,603)
Municipal and provincial notes and bonds	2,477	(47)	224	(12)	2,701	(59)
Total available-for-sale debt securities	\$ 111,009	\$ (3,684)	\$ 20,487	\$ (1,994)	\$ 131,496	\$ (5,678)

The amortized cost basis and fair value of debt securities at November 30, 2024, by contractual maturity date, are shown below:

(in thousands)	Available-For-Sale Debt Securities	
	Amortized cost	Fair Value
Due in one year or less	\$ 16,816	\$ 16,824
Due after one year through five years	36,538	36,851
Due after five years through ten years	48,383	48,183
Due after ten years	112,833	111,151
Total	\$ 214,570	\$ 213,009

Amortized costs for held-to-maturity debt securities recognized in the Consolidated Statements of Financial Position were as follows:

(in thousands)	Held-To-Maturity Debt Securities	
	As of November 30, 2024	As of November 30, 2023
Investments in certificates of deposits	\$ -	\$ 2,253
Corporate bonds	-	2,043
Total held-to-maturity debt securities	\$ -	\$ 4,296

The portion of unrealized gains and losses for the period related to equity securities still held at the reporting date is calculated as follows:

(in thousands)	Years Ended November 30,	
	2024	2023
Net unrealized gains recognized during the period on equity securities still held	\$ 28,211	\$ 11,137
Net realized gains recognized during the period on equity securities sold during the period	3,521	760
Net gains recognized during the period on equity securities	\$ 31,732	\$ 11,897

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(4) Prepaid Expenses and Other Current Assets

Prepaid expenses (primarily related to payments for insurance, software and hardware maintenance and support costs, third party internet, Global Distribution System's reservation fees, and advertising costs) and other current assets are expensed when services are rendered. Contract assets represent the current portion of the costs incurred to obtain a membership, licensee, or franchise agreement.

Prepaid expenses and other current assets consisted of the following:

(in thousands)	Years Ended November 30,	
	2024	2023
Prepaid expenses and other current assets	\$ 17,627	\$ 17,060
Current contract assets	954	957
Total	\$ 18,581	\$ 18,017

(5) Income Taxes

The income tax provision for the years ended November 30, 2024 and 2023, consisted of the following:

(in thousands)	Years Ended November 30,	
	2024	2023
Current:		
Federal	\$ 13,990	\$ 19,580
Foreign	928	856
State	3,411	5,135
Total current	18,329	25,571
Deferred:		
Federal	1,650	1,405
Foreign	(51)	46
State	552	476
Total deferred	2,151	1,927
Income tax provision	\$ 20,480	\$ 27,498

The following table reconciles the U.S. statutory tax rate to the Company's effective income tax rate and presents the associated income tax provision:

(in thousands)	Years Ended November 30,			
	2024		2023	
	\$	%	\$	%
Income taxes computed at statutory rates	\$ 17,974	21.0%	\$ 24,478	21.0%
State taxes, net of federal benefit	3,350	3.9%	4,445	3.8%
Valuation allowance	1,167	1.4%	150	0.1%
Non-deductible meals and entertainment	730	0.8%	775	0.7%
Other non-deductible items	166	0.2%	272	0.2%
Research and development and foreign tax credits	(1,287)	(1.5%)	(1,041)	(0.9%)
Other	(871)	(1.0%)	(367)	(0.3%)
Foreign-derived intangible income	(749)	(0.9%)	(1,214)	(1.0%)
Income tax provision	\$ 20,480	23.9%	\$ 27,498	23.6%

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The tax effects of temporary differences that give rise to significant portions of the deferred tax assets and deferred tax liabilities as of November 30, 2024 and 2023, are presented below:

(in thousands)	As of November 30,	
	2024	2023
Loyalty program	\$ 33,199	\$ 32,756
Deferred revenue	9,098	9,492
Deferred compensation plans	5,126	4,977
Allowance for doubtful accounts	3,875	4,053
Net operating loss	4,687	3,521
Capitalized R&D expenses	9,837	3,436
Compensated absences	1,939	1,779
Other, net	1,786	1,902
Total deferred tax assets	69,547	61,916
Deferred tax liabilities:		
Unrealized gain (1)	\$ 9,267	\$ 1,243
Fixed assets	8,146	7,350
Prepaid expenses	1,932	1,791
Other, net (1)	631	88
Total deferred tax liabilities	19,976	10,472
Less valuation allowance	(5,335)	(4,168)
Net deferred tax assets	\$ 44,236	\$ 47,276

(1) Certain amounts have been reclassified for the period ended November 30, 2023 to conform with current year presentation.

As of November 30, 2024 and 2023, the Company had no unrecognized tax benefits which would impact the Company's effective tax rate if recognized, and the Company has no accrued interest or penalties related to uncertain tax positions. Management is unaware of any provisions that need to be made for any penalties and fees that may result from tax examinations. However, the outcome of tax audits cannot be predicted with certainty and the Company could be required to adjust its provision for income taxes in the period such resolution occurs.

The Company is subject to taxation and files income tax returns in the U.S. federal jurisdiction and in many state and foreign jurisdictions. Currently, the Company has statutes of limitation open in various states ranging from fiscal years ended November 30, 2020 through November 30, 2023, which relate to tax years 2019 through 2022. The federal statute of limitations is currently open from fiscal years ended November 30, 2021 through November 30, 2023, which relate to tax years 2020 through 2022.

The Company has not provided for applicable income or withholding taxes on the undistributed earnings from continuing operations of its subsidiaries operating outside of the United States. Undistributed net income of these subsidiaries as of November 30, 2024 and 2023, net to zero. Any undistributed earnings are considered permanently reinvested.

Notes to Consolidated Financial Statements

November 30, 2024

(6) Property, Equipment and Computer Software, net

Property, equipment and computer software consisted of the following:

(in thousands)	As of November 30,	
	2024	2023
Property and equipment, at cost:		
Furniture and equipment	\$ 27,553	\$ 27,359
Buildings	20,030	19,815
Land	2,335	2,335
Leasehold improvements	2,282	2,160
Land improvements	1,234	1,234
Work in process	135	56
Property and equipment	53,569	52,959
Less accumulated depreciation	(44,115)	(43,795)
Property and equipment, net	9,454	9,164
Computer software, at cost:		
Developed	113,827	96,145
Purchased	6,707	8,158
Work in process	2,178	2,844
Computer software	122,712	107,147
Less accumulated amortization	(93,579)	(81,835)
Computer software, net	29,133	25,312
Property, equipment and computer software, net	\$ 38,587	\$ 34,476

Depreciation and amortization expense consisted of the following:

(in thousands)	Years Ended November 30,	
	2024	2023
Depreciation of property and equipment	\$ 1,382	\$ 1,805
Amortization of computer software	15,665	12,684
Depreciation and amortization of property, equipment and computer software	17,047	14,489
Depreciation of hotel investments (Note 7)	2,531	2,477
Amortization of goodwill and other intangible assets (Note 15)	1,196	1,196
Depreciation and amortization	\$ 20,774	\$ 18,162

(7) Hotel Investments, net

In December 2019 and March 2020, the Company acquired land to develop two hotels, located in Tempe, Arizona, and Denver, Colorado, respectively. Property development costs, including property construction costs, interest and other financing fees, property taxes, architectural and engineering fees, and other direct and indirect development costs, are capitalized beginning when the development activity commences and ending when all infrastructure is substantially complete and the property is available for occupancy.

The Vib in Tempe, Arizona opened in March 2022 and the Vib in Denver, Colorado opened in June 2022. During the month the respective hotel opened, the development in process assets were placed into service and depreciation of these assets commenced.

Notes to Consolidated Financial Statements

November 30, 2024

The results of operations for the hotels are reported in other revenues and general and administrative expenses in the Consolidated Statements of Revenues and Expenses. Hotel operations revenues were \$9.7 million and \$9.5 million for the years ended November 30, 2024 and 2023, respectively. Hotel operations expenses were \$8.4 million and \$8.0 million for the years ended November 30, 2024 and 2023, respectively.

Hotel investments, net, consisted of the following:

(in thousands)	As of November 30,	
	2024	2023
Hotel investments, at cost:		
Buildings	\$ 40,934	\$ 40,263
Land	6,985	6,985
Furniture and equipment	6,821	6,785
Land improvements	1,761	1,742
Work in process	8	104
Hotel investments	56,509	55,879
Less accumulated depreciation	(6,385)	(3,854)
Hotel investments, net	\$ 50,124	\$ 52,025

Depreciation expense on hotel investments was approximately \$2.5 million and \$2.5 million for the years ended November 30, 2024 and 2023, respectively.

(8) Line of Credit

The Company had a Uncommitted Revolving Line of Credit and Security Agreement (the "LOC Agreement") with the Royal Bank of Canada ("RBC") at November 30, 2024 and 2023. The LOC Agreement allows for up to a \$160 million credit advance and is secured by the Company's unencumbered and unrestricted marketable securities ("Securities") at RBC. Based on the Company's Securities at RBC as of November 30, 2024, the Company may request a credit advance up to \$2 million at a variable interest rate based on the 1 month Secured Overnight Financing Rate ("SOFR") plus 0.75%. Interest is due and payable monthly, with the principal due and payable upon demand of the bank. The Company had no outstanding borrowings against this line of credit at November 30, 2024 and 2023.

(9) Accounts Payable and Accrued Liabilities

Accounts payable and accrued liabilities consisted of the following:

(in thousands)	As of November 30,	
	2024	2023
Accrued compensation and benefits	\$ 29,935	\$ 27,155
Accounts payable	25,340	26,273
Accrued liabilities	21,878	21,851
Travel Card liability	3,716	4,542
Current construction loans payable	1,079	1,039
Current lease liability	690	848
Total	\$ 82,638	\$ 81,708

(10) Contingencies and Commitments

From time to time, the Company has been, and expects to continue to be, subject to legal proceedings and claims in the ordinary course of business. Such claims, even if not meritorious, could result in the expenditure of significant financial and managerial resources, divert management's attention from the Company's business objectives, and adversely affect the Company's business, results of operations, financial condition and cash flow.

Notes to Consolidated Financial Statements

November 30, 2024

The Company is committed to providing certain payments or credits to: (i) applicants who were offered an incentive to become a new Member, and (ii) Members who were offered an incentive to allow approval of an application in a Member's protected area. These payments or credits are due and payable when the contract terms are met and refundable back to the Company or cease, pursuant to contract terms. As of November 30, 2024 and 2023, the amount of commitments not yet paid was \$17.5 million and \$14.3 million, respectively, which is not recorded in the Consolidated Statements of Financial Position.

(11) Leases

The Company has lease arrangements for office space, vehicles, and office equipment. These leases expire at various dates through 2029.

Operating lease ROU assets and lease liabilities consisted of the following:

(in thousands)	As of November 30,	
	2024	2023
Assets		
Total non-current operating lease assets (1)	\$ 1,482	\$ 1,600
Liabilities		
Current operating lease liabilities (2)	\$ 690	\$ 848
Non-current operating lease liabilities (3)	811	791
Total operating lease liabilities	\$ 1,501	\$ 1,639

(1) Non-current operating lease assets are recorded in other assets, net, in the Consolidated Statements of Financial Position.

(2) Current operating lease liabilities are recorded in accounts payable and accrued liabilities in the Consolidated Statements of Financial Position.

(3) Non-current operating lease liabilities are recorded in non-current lease liability in the Consolidated Statements of Financial Position.

Lease-related expenses consisted of the following:

(in thousands)	Year Ended November 30,	
	2024	2023
Operating lease expense	\$ 960	\$ 958
Variable lease expense	11	50
Total lease expenses	\$ 971	\$ 1,008

For operating leases, the weighted average remaining lease term is 2.9 years and the weighted average discount rate is 3.58%.

Notes to Consolidated Financial Statements

November 30, 2024

Minimum future rentals on non-cancelable operating leases, having an initial or remaining term in excess of one year as of November 30, 2024 were as follows (in thousands):

Years ending November 30,	Operating Leases
2025	\$ 731
2026	333
2027	264
2028	207
2029 and thereafter	50
Total minimum lease payments	1,585
Less interest	(84)
Net present value of minimum lease payments	\$ 1,501

(12) Employee Retirement Savings Plans

The Company sponsors a 401(k) investment plan which is available to all U.S. employees on the first day of service, and a Canadian Registered Retirement Savings Plan (the "RRSP") which is available to all Canadian employees on the first day of service. Under the plans, employees may contribute a percentage of their eligible wages to the plans, subject to maximum statutory regulations. The Company contributes 3% of the annual salary of all eligible employees to these plans.

The Company may also contribute a discretionary amount, as determined by the Board of Directors, up to 6% of employees' eligible compensation, to be allocated in proportion to the employees' contributions provided an employee has worked 1,000 hours during the plan year and is employed on the last day of the plan year.

The Company's expense related to the 401(k) investment plan was \$9.1 million and \$8.2 million for the years ended November 30, 2024 and 2023, respectively, and the Company's expense related to the RRSP was \$189.5 thousand and \$163.1 thousand for the years ended November 30, 2024 and 2023, respectively. These amounts are included in compensation, taxes and benefits in the Consolidated Statements of Revenues and Expenses. The Company's liability related to the 401(k) investment plan was \$6.0 million and \$5.5 million as of November 30, 2024 and 2023, respectively, and \$116.3 thousand and \$110.0 thousand as of November 30, 2024 and 2023, respectively, for the RRSP and is included in accounts payable and accrued liabilities in the Consolidated Statements of Financial Position as of November 30, 2024 and 2023, respectively.

(13) Deferred Compensation Plans and Restricted Rabbi Trust Investments

Nonqualified Deferred Compensation Plan ("NQP") and Restricted Rabbi Trust Investments

The Company has a NQP in which key management employees of the Company, as determined by the Board of Directors, are selected to participate. The NQP is a defined contribution plan, in which participating employees may defer a percentage of their annual salaries and a percentage of any incentive compensation into the NQP. The Company contributes: (i) a non-discretionary contribution of 3% of a participating employee's compensation each pay period, and (ii) an annual discretionary contribution, as determined by the Board of Directors, up to 9% of a participating employee's annual compensation.

The Company utilizes a Trust, whereby the Company makes contributions to this Trust to provide the Company a source of funds to assist in satisfying the NQP liability. It is the intention of the Company that the NQP and the Trust shall constitute an unfunded arrangement for the purpose of providing tax-deferred compensation in accordance with Title I of the Employee Retirement Income Security Act of 1974, as amended. It is also the intention of the Company to fund the Trust and have its assets invested in a manner that matches each participant's deemed investment elections under the NQP, so that the investment gains and losses of the Trust mirror the investment gains and losses credited/debited to participants' accounts. The Trust balance was \$17.2 million and \$17.0 million as of November 30, 2024 and 2023, respectively. Realized and unrealized gains and losses on these investments were realized gains of \$0.7 million and unrealized gains of \$3.1 million, for the year ended November 30, 2024, and were realized gains of \$0.3 million and unrealized gains of \$0.7 million,

Notes to Consolidated Financial Statements

November 30, 2024

for the year ended November 30, 2023, and are recognized in net realized and unrealized gains on investments in the Consolidated Statements of Revenues and Expenses.

The Company's expense related to the NQP was \$4.2 million (including a liability increase associated with net investment gains of \$3.8 million as of November 30, 2024) and \$1.3 million (including a liability increase associated with net investment gains of \$1.0 million as of November 30, 2023) for the years ended November 30, 2024 and 2023, respectively, and is included in compensation, taxes and benefits in the Consolidated Statements of Revenues and Expenses. The Company's total liability for the NQP was \$17.5 million and \$17.3 million as of November 30, 2024 and 2023, respectively, of which the current portion of \$5.3 million and \$3.9 million is included in accounts payable and accrued liabilities in the Consolidated Statements of Financial Position as of November 30, 2024 and 2023, respectively.

Long-term Incentive Plan

The Company has a long-term incentive plan for key executives, as determined by the Board of Directors. Amounts awarded under the plan for each performance period are payable to each key executive in March of the third year from the beginning of the fiscal year for which the award is granted. The key executive must be employed by the Company or retired from the Company on the payment date, noting there are qualifying events with regard to vesting. The plan allows for proration of the accrued benefit for key executives because of death, disability or retirement. The Company records expense for this plan over the three-year required service period. The Company's expense related to this plan was \$1.6 million and \$1.6 million for the years ended November 30, 2024 and 2023, respectively, and is included in compensation, taxes and benefits in the Consolidated Statements of Revenues and Expenses. The Company's total liability for this long-term incentive plan was \$3.2 million and \$2.9 million as of November 30, 2024 and 2023, respectively, of which the current portion of \$1.4 million and \$1.2 million is included in accounts payable and accrued liabilities in the Consolidated Statements of Financial Position as of November 30, 2024 and 2023, respectively.

(14) Related Party Transactions

Each member of our Board of Directors ("Director", or an entity affiliated with a Director) is a party to a membership agreement with the Company, and as a result, our Directors pay system and other fees to us based upon the terms of their respective membership agreements. Our Directors are party to such membership agreements on the same terms and conditions as each of the other Members of the Company.

In January 2024, the Company entered into an agreement with terms available for multi-unit development opportunities with a Limited Liability Company, partially owned by a Director, to provide a Revolving Credit Facility ("RCF") to assist in the development of a number of @Home by Best Western ("@Home") hotels. The available RCF is \$10 million at a variable interest rate based on the SOFR plus 7.0%. For each @Home hotel, a one-time draw on this RCF, which is capped at a designated amount, is available through November 30, 2028. The RCF expires on May 31, 2031. There have been no draws on the RCF at November 30, 2024.

Director compensation consisted of \$123,500 and \$114,351 in annual Director fees per district for the years ended November 30, 2024 and 2023, respectively. Directors are reimbursed reasonable, ordinary and necessary business and travel expenses in accordance with the Company's travel and expense policies.

(15) Goodwill and Other Intangible Assets

Goodwill is allocated to two reporting units: (i) WorldHotels, and (ii) AutoClerk. Activity by reporting unit in the current and prior period is organized by reporting unit noted below.

WorldHotels

On February 15, 2019, the Company entered into and closed a definitive Share Sale and Purchase Agreement with WorldHotels Holdings, LLC ("WH Holdings") and ALHI Holdings, LLC ("ALHI") to purchase 100% of the outstanding shares of BV Acquisitions X GmbH from WH Holdings (thereby also acquiring BV Acquisitions' approximately 98% ownership of the outstanding shares of WorldHotels Aktiengesellschaft ("WH")), and assumed certain rights and obligations of ALHI. During 2020, the Company acquired the remaining approximately 2% ownership of the outstanding shares of WH and now owns 100% of the outstanding shares. The WorldHotels Acquisition was accounted for as a business combination in accordance with ASC Topic 805, Business Combinations.

Notes to Consolidated Financial Statements

November 30, 2024

The total purchase price was allocated based upon: (i) the amounts reported in the WH historical financial statements for any assets that were reported at fair value in accordance with WH's historical accounting policies, and (ii) management's estimates of fair value. The Company determined estimated fair value for other intangible assets with the assistance of valuations performed by third-party specialists. Other intangible assets of acquired customers and trademarks and trade names were valued at \$2.1 million and \$1.3 million, respectively. To the extent the consideration exceeded the fair value of the net assets acquired in this transaction, the excess was assigned to goodwill.

As of August 31, 2024 and 2023, quantitative analyses of goodwill and other intangible asset impairment were performed. To estimate the fair value of goodwill for the reporting unit, the Company utilized a combination of income-based and market-based approaches. The income-based approach utilized a discounted cash flow analysis which considered future growth and profitability. Significant inputs included the discount rate and the terminal growth rate. The market-based approach considered comparable businesses' quoted market prices and market multiples, and a control premium. No impairment was recorded for the years ended November 30, 2024 and 2023. To estimate the fair value of the indefinite-lived trademarks and trade name, the Company utilized an income-based approach, specifically the relief-from-royalty approach. Significant inputs included revenue growth, royalty rate, and discount rate. No impairment was recorded for the years ended November 30, 2024 and 2023.

AutoClerk

On July 31, 2019, the Company entered into and closed a definitive Share Sale and Purchase Agreement with the shareholders of AutoClerk, Inc. ("AC"), to purchase 100% of the outstanding shares of AC. The AC acquisition was accounted for as a business combination in accordance with ASC Topic 805, Business Combinations.

The total purchase price was allocated based upon: (i) the amounts reported in the AC historical financial statements for any assets that were reported at fair value in accordance with AC's historical accounting policies, and (ii) management's estimates of fair value. The Company determined estimated fair value for other intangible assets with the assistance of valuations performed by third-party specialists. Other intangible assets of developed technology and acquired customers were valued at \$1.9 million and \$1.5 million, respectively. To the extent the consideration exceeded the fair value of the net assets acquired in this transaction, the excess was assigned to goodwill.

The Company assessed the qualitative factors attributable to the AC reporting unit and determined that the fair value of the reporting unit is not more likely than not less than its carrying amount as of August 31, 2024 and 2023. Therefore, no quantitative analysis was performed and no impairment was recorded for the years ended November 30, 2024 and 2023.

Amortized goodwill and other intangible assets consisted of the following:

(in thousands)	As of November 30, 2024		
	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount at November 30
Amortizing goodwill:			
WorldHotels	\$ 4,554	\$ (2,289)	\$ 2,265
AutoClerk	2,198	(1,172)	1,026
Amortizing other intangible assets:			
Acquired customers:			
AutoClerk	1,500	(1,067)	433
Developed technology:			
AutoClerk	1,900	(1,266)	634

Notes to Consolidated Financial Statements

November 30, 2024

(in thousands)	As of November 30, 2023		
	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount at November 30
Amortizing goodwill:			
WorldHotels	\$ 4,554	\$ (1,750)	\$ 2,804
AutoClerk	2,198	(953)	1,245
Amortizing other intangible assets:			
Acquired customers:			
AutoClerk	1,500	(867)	633
Developed technology:			
AutoClerk	1,900	(1,029)	871

The Company has elected the private-company alternative to amortize goodwill over 10 years. Amortization expense for goodwill was approximately \$0.8 million and \$0.8 million for the years ended November 30, 2024 and 2023, respectively, and is estimated to be approximately \$0.8 million annually for fiscal years ended 2025 through 2028.

Acquired customers and developed technology are definite-life intangible assets, and as such, amortization expense is calculated using a method that most appropriately reflects expected cash flows from these assets with an amortization period, ranging from 7.5 years to 10 years, depending on the type of asset. Amortization expense for definite-life intangible assets was approximately \$0.4 million and \$0.4 million for the years ended November 30, 2024 and 2023, respectively, and is estimated to be approximately \$0.4 million annually for fiscal years ended 2025 and 2026.

Trademarks and trade names are indefinite-life assets as there is no foreseeable limit to the cash flows generated by these assets. The Company has determined that there are currently no legal, regulatory, contractual, competitive, economic or other factors that limit the useful lives of these acquired trademarks and trade names and therefore are considered to be indefinite-lived intangible assets that are not subject to amortization. Trademarks and trade names value resulting from the WorldHotels acquisition was \$1.3 million as of November 30, 2024 and 2023.

(16) Joint Venture

On May 2, 2019, the Company's wholly owned subsidiary, BWI DevCo Denver 3560, LLC, and a third-party, TWC, entered into a joint venture Contribution Agreement and formed Denver 3560, a Colorado limited liability company to develop, build, own and operate a Best Western Vib-branded hotel in Denver, Colorado. Under the terms of the Contribution Agreement, the Company's interest in the joint venture is seventy-five percent (75%) and the TWC interest in the joint venture is twenty-five percent (25%). The hotel started operations in mid-2022.

The joint venture was accounted for as a variable interest entity in accordance with ASC Topic 810, "Consolidations". The Company evaluated the provisions of this standard and determined that the joint venture should be consolidated as the Company has both the power to direct the activities of the joint venture and will participate in the benefits.

The Company has consolidated the results of the Denver 3560 joint venture as of November 30, 2024 and 2023. The contribution by the Company was \$0.2 million and \$0.6 million in the fiscal years ending November 30, 2024 and 2023, respectively, with total contributions of \$7.6 million since inception. The contribution by TWC was \$0.1 million and \$0.2 million in the fiscal years ending November 30, 2024 and 2023, respectively, with total contributions of \$2.5 million since inception through November 30, 2024. The total contributions were used primarily for the land purchase, development and other start-up construction related costs, which are included in hotel investments, net in the Consolidated Statements of Financial Position. The equity contribution from the joint venture partner of \$2.5 million, offset by 25% of the net cumulative losses from operations amounting to \$0.9 million, are included in non-controlling interests in the Consolidated Statement of Financial Position. The contributions by TWC are presented as a supplemental disclosure in the Consolidated Statements of Cash Flows.

Notes to Consolidated Financial Statements

November 30, 2024

(17) Construction Loans

Denver 3560

In March 2020, Denver 3560 entered into an initial Construction Loan Agreement (the "Denver Loan") with UMB Bank, which allowed Denver 3560 to request advances up to \$21.6 million. In July 2021, this Denver Loan was modified to increase the availability of loan advances from \$21.6 million to \$24.4 million. For the period May 1, 2020 through April 1, 2023, interest on the outstanding principal balance of the Denver Loan was due and payable monthly. Beginning April 1, 2023, through the maturity date of March 11, 2027, principal and interest are due and payable in an amount determined by UMB to be sufficient to amortize the outstanding principal balance of the Denver Loan over a twenty-five (25) year period. The outstanding principal balance of this Denver Loan is due and payable on the maturity date. Principal due over the remaining years of the loan as of November 30, 2024 is as follows (in thousands):

Years ending November 30,	Principal
2025	\$ 677
2026	699
2027	21,906
Total	\$ 23,282

The interest rate on the Denver Loan is a fixed annual rate of 3.21% and is computed and accrued on an ACT/360 basis. The Denver Loan is secured by, among other things, the Deed of Trust and is guaranteed by the Company.

The Company had borrowed \$24.4 million and \$24.4 million as of November 30, 2024 and 2023, respectively. The current portion of \$0.7 million and \$0.7 million is included in accounts payable and accrued liabilities and \$22.6 million and \$23.2 million is included in non-current construction loans in the Consolidated Statements of Financial Position for the years ended November 30, 2024 and 2023, respectively.

Construction loan interest of \$0.8 million and \$0.8 million was incurred for the years ended November 30, 2024 and 2023, of which \$0.0 million and \$0.0 million was capitalized and included in hotel investments, net in the Consolidated Statements of Financial Position for the years ended November 30, 2024 and 2023, respectively. \$0.8 million and \$0.8 million of construction loan interest was expensed in interest and dividend income, and interest and other expense, net in the Consolidated Statements of Revenues and Expenses for the years ended November 30, 2024 and 2023, respectively.

The Company is required to maintain certain financial and operational covenants. At November 30, 2024 and 2023, the Company was in compliance with all covenants.

DevCo Tempe

In October 2020, DevCo Tempe entered into the Tempe Loan with UMB Bank. Under terms of the Tempe Loan, DevCo Tempe can request advances up to \$15.3 million. For the period November 1, 2020 through October 31, 2023, interest on the outstanding principal balance of the Tempe Loan was due and payable monthly. Beginning November 1, 2023, through the maturity date of October 2, 2027, principal and interest are due and payable in an amount determined by UMB to be sufficient to amortize the outstanding principal balance of the Tempe Loan over a twenty-five (25) year period. The outstanding principal balance of this Tempe Loan is due and payable on the maturity date. Principal due over the remaining years of the loan as of November 30, 2024 is as follows (in thousands):

Years ending November 30,	Principal
2025	\$ 402
2026	416
2027	14,058
Total	\$ 14,876

Notes to Consolidated Financial Statements

November 30, 2024

The interest rate on the Tempe Loan is a fixed annual rate of 3.50% and is computed and accrued on an ACT/360 basis. The Tempe Loan is secured by, among other things, the Deed of Trust and is guaranteed by the Company.

The Company had borrowed \$15.3 million and \$15.2 million as of November 30, 2024 and 2023, respectively. The current portion of \$0.4 million and \$0.4 million is included in accounts payable and accrued liabilities and \$14.5 million and \$14.8 million is included in non-current construction loans in the Consolidated Statements of Financial Position for the years ended November 30, 2024 and 2023, respectively.

Construction loan interest of \$0.5 million and \$0.5 million was incurred for the years ended November 30, 2024 and 2023, of which \$0.0 million and \$0.0 million was capitalized and included in hotel investments, net in the Consolidated Statements of Financial Position for the years ended November 30, 2024 and 2023, respectively. \$0.5 million and \$0.5 million of construction loan interest was expensed in interest and dividend income, and interest and other expense, net in the Consolidated Statements of Revenues and Expenses for the years ended November 30, 2024 and 2023, respectively.

The Company is required to maintain certain financial and operational covenants. At November 30, 2024 and 2023, the Company was in compliance with all covenants.

(18) Subsequent Events

In connection with the preparation of the consolidated financial statements, the Company evaluated events and transactions occurring after November 30, 2024, for potential recognition or disclosure. The Company has evaluated its subsequent events through February 26, 2025, the date financial statements were available to be issued.

2025 BWH Hotels Board of Directors



2025 BWH® Hotels
Board of Directors and President and Chief Executive Officer,
clockwise from far left, rear:

- Mahmood (Mike) Merchant, Director representing District VI
- Phillip Payne, Director representing District I
- Santosh Khanjee, Director representing District V
- Steven Angeline, Director representing District VII
- Rajesh (Raj) Patel, Director representing District IV
- Stephen Wahrlich, Director representing District II
- Lawrence M. Cuculic, President and Chief Executive Officer
- Viral (Victor) Patel, Director representing District III

**2025 BWH HOTELS
BOARD OF DIRECTORS**

- Stephen Wahrlich**
Chairman
Representing District II
- Viral (Victor) Patel**
Vice Chairman
Representing District III
- Rajesh (Raj) Patel**
Secretary/Treasurer
Representing District IV
- Phillip Payne**
Representing District I
- Santosh Khanjee**
Representing District V
- Mahmood (Mike) Merchant**
Representing District VI
- Steven Angeline**
Representing District VII

Corporate Officers

- Lawrence M. Cuculic**
President and Chief Executive Officer
- Mark Straszynski**
Senior Vice President and Chief Financial Officer
- Jay Pricher**
Senior Vice President, General Counsel and Secretary

Principal Place of Business
6201 North 24th Parkway
Phoenix, Arizona 85016-2023, USA
(602) 957-4200

Independent Auditors

Ernst & Young LLP

EXHIBIT F-1 TO FDD

NORTH AMERICA QUALITY ASSURANCE MANUAL TABLE OF CONTENTS

2026 North America Quality Assurance Manual	# of Pages
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Best Western Plus Brand Standards - Detailed Definitions	26
Best Western Premier Brand Standards - Detailed Definitions	36
Vib Brand Standards - Detailed Definitions	35
GLō Brand Standards - Detailed Definitions	30
Aiden Brand Standards - Detailed Definitions	28
Executive Residency by Best Western Brand Standards - Detailed Definitions	25
@Home by Best Western Brand Standards - Detailed Definitions	25
Assessment Information for Hotels	5
Quality Assurance Assessment Procedures	6
Assessment Follow Up	11
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Total Pages	265

EXHIBIT F-2 TO FDD

RULES & REGULATIONS TABLE OF CONTENTS

**Best Western International, Inc.
Rules & Regulations – Table of Contents**

	# of Pages
100.0 General Provisions	¾
200.0 Regional Governors	1 ¼
300.0 Signs and Advertising	1 ¾
400.0 Reservations System	¾
500.0 Administrative	8
600.0 Lobby and Front Office	½
700.0 Buildings, Grounds and Public Areas	3
800.0 Housekeeping Department	¼
900.0 Guest Rooms and Bathrooms	3
1000.0 Logo Items and Room Supply Requirements	1 ¾
1100.0 Violations and Sanctions	1
1200.0 Procedure for Cancellation of Membership	2
1300.0 Procedure for Termination of Contingently-Approved Applicants	1
Member-Approved Ballots	11
Total Pages	36

EXHIBIT G TO FDD

LISTS OF CURRENT AND FORMER MEMBERS

Open Hotels as of 11/30/25

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Plus Chena River Lodge	Dena' Nena' Henash	Ben Shilling	1255 TVSA Way	Fairbanks	AK	99709-4678	(907) 328-3500
B/W Plus Pioneer Park Inn	Pioneer Park Hospitality LLC	Gregory Phillip Gray	1908 Chena Landing Loop	Fairbanks	AK	99701-2704	(907) 479-8080
B/W Bidarka Inn	Johnson Inn Homer, LLC	Douglas Lowell Johnson	575 Sterling Hwy	Homer	AK	99603-7447	(907) 235-8148
B/W Country Lane Inn	COUNTRY LANE INC.	Melvin Perkins	9300 Glacier Hwy	Juneau	AK	99801-9315	(907) 789-5005
B/W Grandma's Feather Bed	COUNTRY LANE INC.	Melvin Perkins	2358 Mendenhall Loop Rd	Juneau	AK	99801-8001	(907) 789-5566
B/W Kodiak Inn	Island Hotels, LLC	Susan Marie Johnson	236 W Rezanof Dr	Kodiak	AK	99615-6044	(907) 486-5712
B/W King Salmon Inn	King Salmon Hospitality LLC	Gregory Phillip Gray	35546A Kenai Spur Hwy	Soldotna	AK	99669-7655	(907) 262-5857
B/W Valdez Harbor Inn	Johnson Inn Valdez, LLC	Douglas Lowell Johnson	100 Harbor Drive	Valdez	AK	99686-0468	(907) 835-3434
B/W Lake Lucille Inn	Wasilla LL Holding, LLC	Richard David Marko	1300 W Lake Lucille Dr	Wasilla	AK	99654-7923	(907) 373-1776
B/W Andalusia Inn	Andalusia Inn, Inc.	Dharmesh Patel	305 W Bypass	Andalusia	AL	36420-2513	(334) 222-9999
B/W Athens Inn	Elegant Hospitality LLC	Jasak Patel	1329 US Highway 72 E	Athens	AL	35611-4405	(256) 233-4030
B/W Plus Bessemer Hotel & Suites	Singh Brothers Enterprises, LLC	Manraj Singh Gill	5041 Academy Ln	Bessemer	AL	35022-5250	(205) 481-1950
B/W Carlton Suites	Bryson Hospitality LLC	Ashok Patel	140 State Farm Pkwy	Birmingham	AL	35209-7186	(205) 940-9990
B/W Plus Birmingham Inn & Suites	Shree Sai Narayana LLC	Jalpesh Patel	800 Corporate Rdg	Birmingham	AL	35242-5405	(205) 995-8586
B/W Brewton Inn	Sapphire Hospitality, LLC	Atul Patel	1115 Douglas Ave	Brewton	AL	36426-1509	(251) 727-5050
B/W Inn	Saibaba Inc.	Paresh Patel	801 Bradberry Ln	Clanton	AL	35046-6260	(205) 280-1006
B/W Fairwinds Inn	Balaji 3, LLC	Hareshkumar Patel	1917 Commerce Ave	Cullman	AL	35055-6151	(256) 737-5009
B/W Plus Daphne Inn & Suites	Tulsi Hotels, Inc	Nilay A Patel	8931 Sawwood St	Daphne	AL	36527-7607	(251) 625-6260
B/W River City Hotel	SHIV Decatur, LLC	Viren I. Patel	1305 Front Ave SW	Decatur	AL	35603-2675	(256) 301-1388
B/W Plus Two Rivers Hotel & Suites	Doghouse Properties, LLC	Hugh V. Overmyer	662 US Highway 80 W	Demopolis	AL	36732-4122	(334) 289-2611
B/W Dothan Inn & Suites	Shree Ganeshji, LLC	Kitendrakumar Patel	1650 Westgate Pkwy	Dothan	AL	36303-5652	(334) 792-9000
B/W Plus Circle Inn	Circle Inn, LLC	Kartik Patel	715 Boll Weevil Cir	Enterprise	AL	36330-2036	(334) 393-5248
B/W Plus Gadsden Hotel & Suites	Shivalaya Hospitality, LLC	Nileshkumar T. Patel	205 Enterprise Dr	Gadsden	AL	35904-8239	(256) 570-0569
B/W Gardendale	Shrji Shani Sai LLC	Sanjay M. Patel	842 Thompson St	Gardendale	AL	35071-4602	(205) 631-1181
B/W Greenville Inn	BABA INTERNATIONAL LLC	Amit Patel	56 Cahaba Rd	Greenville	AL	36037-4307	(334) 382-9200
B/W on the Beach	Howard Resorts Inn, Inc.	Bobby Thompson	337 E Beach Blvd	Gulf Shores	AL	36542-6505	(251) 948-2711
B/W Huntsville	Cheharma, LLC	Vikram Patel	4890 University Dr NW	Huntsville	AL	35816-1848	(256) 830-8999
B/W Suites	SHOWS MICHAEL	Michael Shows	3218 College Ave	Jackson	AL	36545-2233	(251) 246-6030
B/W Plus Bass Hotel & Suites	Shree Shayona, Inc.	Hasitkumar Patel	1949 Village Dr	Leeds	AL	35094-1133	(205) 640-5300
B/W Plus Madison-Huntsville Hotel	PKL Hospitality LLC	Vijay Patel	9035 Madison Blvd	Madison	AL	35758-1703	(256) 542-9010
B/W Plus Mobile Inn & Suites	Vighnaharta, LLC	Hiralbahen Patel	600 West Interstate 65 Service Rd S	Mobile	AL	36608-5907	(251) 551-6565
B/W Inn	Raman Hospitality, LLC	Paresh Patel	4419 S Alabama Ave	Monroeville	AL	36460-5639	(251) 575-9999
B/W Montgomery I-85 North Hotel	Lion Hotels Montgomery LLC	Bhargav Acharya	5225 Carmichael Rd	Montgomery	AL	36106-2904	(334) 277-6000
B/W Catalina Inn	Anil Patel	Anil Patel	2015 McFarland Blvd	Northport	AL	35476-2920	(205) 339-5200
B/W Auburn/Opelika Inn	Shree Dharma, LLC	Vishal C. Patel	205 N 21st St	Opelika	AL	36801-5447	(334) 745-6293
B/W Opp Inn	WPS HOSPITALITY LLC	Neil Patel	7084 Veterans Memorial Pkwy	Opp	AL	36467-3772	(334) 493-9000
B/W Premier The Tides	Rock Point Village LLC	Gabe DiCianni	26032 Perdido Beach Blvd	Orange Beach	AL	36561-3148	(251) 981-9888
B/W Plus Oak Mountain Inn	JAY KRISHNA INVESTMENT INC.	Anil Patel	100 Bishop Cir	Pelham	AL	35124-1397	(205) 982-1113
B/W Plus Russellville Hotel & Suites	Russellville Hospitality LLC	Mehul H. Patel	13770 Highway 43	Russellville	AL	35653-2834	(256) 332-1002
B/W Troy Inn	Adinath Dada, LLC	Dhara Shah	100 Hunters Mountain Pkwy	Troy	AL	36079-5885	(334) 566-1585
B/W University Inn	AAARD LLC	Sanjay M. Patel	3801 McFarland Blvd E	Tuscaloosa	AL	35405-2403	(205) 556-9690
B/W Plus Tusculumbia/Muscle Shoals Hotel & Suites	KA Tusculumbia LLC	Rajesh Mukkirla	1934 Highway 20	Tusculumbia	AL	35674-7365	(256) 386-9889
B/W Benton Inn	MILLENNIUM HOSPITALITY LLC	Naresh Patel	17036 Interstate 30	Benton	AR	72019-2935	(501) 778-9695
B/W Plus Castlerock Inn & Suites	Silver Hospitality, LLC	Janak Patel	501 SE Walton Blvd	Bentonville	AR	72712-6768	(479) 845-7707
B/W Conway	Laguraajswami, LLC	Ankur B. Patel	816 E Oak St	Conway	AR	72032-4724	(501) 329-9855
B/W Inn of the Ozarks	Ozark Lodging Limited Partnership	Randy Wolfenbarger	207 W Van Buren	Eureka Springs	AR	72632-3648	(479) 253-9768
B/W Windsor Suites	MAJOR INVESTMENTS INC.	Terry B. Dill	1122 S Futrall Dr	Fayetteville	AR	72701-6291	(479) 301-2882
B/W Aspen Hotel	Ishani Hotel LLC	Pinakin Patel	2900 S 68th St	Fort Smith	AR	72903-4000	(479) 452-9000
B/W Hope	Diwan Best Western Hope LLC	Abdulaziz Madhani	1800 Holiday Dr	Hope	AR	71801-2510	(870) 777-9222
B/W Winners Circle	Winners Circle Hospitality LLP	James D. Shamburger Jr.	2520 Central Ave	Hot Springs	AR	71901-7512	(501) 624-2531
B/W Jacksonville near Little Rock Air Force Base	Shree Ganesh Arsh LLC	Nevil Patel	1600 John Harden Dr	Jacksonville	AR	72076-3157	(501) 982-8181
B/W Plus Jonesboro Inn & Suites	JJB Jonesboro LLC	Jasdeep S. Grewal	2911 Gilmore Dr	Jonesboro	AR	72401-7328	(870) 333-1419
B/W Southwest Little Rock	Aniary LLC	Radha Patel	6100 Mitchell Dr.	Little Rock	AR	72209-4669	(501) 562-6667
B/W Shackleford	H & N Hospitality, LLC	Rahul R. Patel	8 Shackleford Dr	Little Rock	AR	72211-2858	(501) 221-7666
B/W Plus Lonoke Hotel	Bhakti, LLC	Nick Patel	102 Dee Dee Ln	Lonoke	AR	72086-8155	(501) 676-8880
B/W Plus Executive Residency Marion	S & E Hospitality, LLC	William Thompson	100 Hannah Ln	Marion	AR	72364	(870) 559-4155

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Sherwood Inn & Suites	Shivshakti Hospitality, LLC	Neesant Balwantrai Patel	7533 Warden Rd	North Little Rock	AR	72120-5042	(501) 835-7556
B/W Plus JFK Inn & Suites	Sun Rise Lodging LLC	Parimala Ashok Desai	2500 Main St	North Little Rock	AR	72114-2316	(501) 246-3300
B/W Presidential Hotel & Suites	Hardm Hotels LLC	Rajendra B. Bhakta	3104 Market St	Pine Bluff	AR	71601-6811	(870) 535-6300
B/W Inn	Jai Bhole, LLC	Paresh Patel	2326 N Arkansas Ave	Russellville	AR	72802-2218	(479) 967-1000
B/W Plus Searcy Inn	Searcy Investment Ilc	Parimala Ashok Desai	501 Willow St	Searcy	AR	72143-9709	(501) 279-9191
B/W Plus Texarkana Inn & Suites	RV Hotel, LLC	Jayantkumar B Patel	5219 Cross Roads Pkwy	Texarkana	AR	71854-2301	(870) 774-1534
B/W Van Buren Inn	Somnath Hospitality, LLC	Shailesh Gopal	1918 N 6th St	Van Buren	AR	72956-2338	(479) 474-8100
B/W Apache Junction Inn	HARI OM LLC	Dilipbhai P. Patel	1101 W Apache Trl	Apache Junction	AZ	85120-5402	(480) 982-9200
B/W Belmont Shadow Mountain Inn	AVST Hospitality LLC	Sunesh Tewari	12380 Interstate 40	Bellemont	AZ	86015-5087	(928) 449-5113
B/W Plus Casa Grande Inn & Suites	Legacy Hotels, LLC	Sarjit Singh Samra	1918 E Florence Blvd	Casa Grande	AZ	85122	(520) 836-5190
B/W Inn of Chandler	ASHA RAM LLC	Mamta Hemant Patel	950 N Arizona Ave	Chandler	AZ	85225-6709	(480) 814-8600
B/W Plus Chandler Hotel & Suites	Love's Hospitality LLC	Tushar Gohel	7101 W Sundust Rd	Chandler	AZ	85226-5889	(520) 796-1350
B/W Canyon De Chelly Inn	PRO HOSPITALITY THREE CHINLE LLC	Francois Massicotte	100 Main St	Chinle	AZ	86503	(928) 674-5875
B/W Cottonwood Inn	BAPA HOSPITALITY, LLC	Ghanshyam Patel	993 S Main St	Cottonwood	AZ	86326-4608	(928) 634-5575
B/W Douglas Inn & Suites	DHD L.L.C.	Pragnesh T. Patel	199 E 7th St	Douglas	AZ	85607-2877	(520) 364-5000
B/W Sunrise Inn	Sal AZ Properties, LLC	Junaib A. Rizvi	128 N Main St	Eagar	AZ	85925-9690	(928) 333-2540
B/W Desert Oasis	Z3 Hospitality Inc	Amit Patel	I-10 Exit 1 S Frontage Rd	Ehrenberg	AZ	85334	(928) 923-9711
B/W Pony Soldier Inn & Suites	Catalina Investment & Trust LP	Rebecca Driggs	3030 E Route 66	Flagstaff	AZ	86004-3936	(928) 526-2388
Aiden by Best Western Flagstaff	Flagstaff Lodging Premier, LLC	Kunal Patel	2000 S Milton Rd	Flagstaff	AZ	86001-6314	(928) 456-3050
B/W Space Age Lodge	Space Age Lodge-Gila Bend, LLC	James Stovall	401 E Pima	Gila Bend	AZ	85337	(928) 683-2273
B/W Copper Hills Inn	Bechar Investment, LLC	Rajesh Patel	1565 E South St	Globe	AZ	85501-1475	(928) 425-7575
B/W Gold Canyon Inn & Suites	GANPATI LLC	Ramesh C. Somaiya	8333 E Sunrise Sky Dr	Gold Canyon	AZ	85118-2992	(480) 671-6000
B/W Phoenix Goodyear Inn	Galaxy Hotels Inc	Gurprit Singh	55 N Litchfield Rd	Goodyear	AZ	85338-1283	(623) 932-3210
B/W Green Valley Inn	Parvina Investments LLC	Suhrob M Marufi	111 S La Canada Dr	Green Valley	AZ	85614-2601	(520) 625-2250
B/W Sawmill Inn	Vedant LLC	Dharmendra V. Bhakta	1877 Highway 260	Heber	AZ	85928	(928) 535-5053
B/W Arizonian Inn	Pro Hospitality Six LLC	Jean-Michel Rizk	2508 Navajo Blvd	Holbrook	AZ	86025-1831	(928) 524-2611
B/W Plus A Wayfarer's Inn and Suites	Kingman Investments, LP	Cary A. Swenson	2815 E Andy Devine Ave	Kingman	AZ	86401-4202	(928) 753-6271
B/W Plus King's Inn & Suites	Lester Wittwer Investment Co.	Shayne R. Wittwer	2930 E. Andy Devine Ave	Kingman	AZ	86401-4205	(928) 753-6101
B/W Superstition Springs Inn	Sai Astha LLC	Bhupendrakumar Rohit	1342 S Power Rd	Mesa	AZ	85206-3704	(480) 641-1164
B/W Sonora Inn & Suites	Sonoran Sky Lodging LLC	Harvir Bhatti	750 W Shell Rd	Nogales	AZ	85621-1152	(520) 375-6500
B/W View of Lake Powell Hotel	Giammatteo Investments, LLC	Jennifer Giammatteo	1716 Rimview Dr	Page	AZ	86040	(928) 645-8868
B/W Plus at Lake Powell	Page Hotel Venture, LLC	Sundip Patel	208 N Lake Powell Blvd	Page	AZ	86040	(928) 645-5988
B/W Parker Inn	Waheguru Hospitality LLC	Swarndeep Singh	1012 Geronimo Ave	Parker	AZ	85344-5142	(928) 669-6060
B/W Inn of Payson	Pine Valley LLC	Bharat Patel	301 S Beeline Hwy Ste A	Payson	AZ	85541-4987	(928) 474-9800
B/W Downtown Phoenix	Downtown Hospitality Group, LLC	Brian Daley Welker	620 N 6th St	Phoenix	AZ	85004-2149	(602) 452-2020
B/W North Phoenix Hotel	Metro Hospitality, LLC	Nilesh Patel	9455 N. Black Canyon Hwy	Phoenix	AZ	85021-2708	(602) 395-0900
B/W Plus Executive Residency Phoenix North Happy Valley	Shree Hospitality, LLC	Chandrashekhar P. Trivedi	2108 West Whispering Wind Dr	Phoenix	AZ	85085	(623) 259-9300
B/W Inn of Pinetop	Pro Hospitality Two Pinetop LLC	Simon Rizk	404 E White Mountain Blvd	Pinetop	AZ	85935-7032	(928) 367-6667
B/W Prescottonian	Prescottonian Arizona, LLC	Amariah Olson	1317 E Gurley St	Prescott	AZ	86301-3313	(928) 445-3096
B/W Plus Safford	3JS Hospitality Management Corp	Paramjit Nagra	450 E Entertainment Ave	Safford	AZ	85546-2220	(928) 348-9400
B/W Desert Inn	SHRI KRSNA INVESTMENTS L.L.C.	Raj Shastri	1391 W Thatcher Blvd	Safford	AZ	85546-3304	(928) 428-0521
B/W Plus Scottsdale Thunderbird Suites	Century Hotels Corporation	Benjamin Wagner	7515 E Butherus Dr	Scottsdale	AZ	85260-2416	(480) 951-4000
B/W Plus Sundial	SUNDIAL RESORTS INC	Jude Nau	7320 E Camelback Rd	Scottsdale	AZ	85251-3404	(480) 994-4170
Aiden by Best Western Scottsdale North	W.A.K LLC	Nirav Patel	10801 N 89th Place	Scottsdale	AZ	85260-6772	(480) 314-1200
B/W Plus Arroyo Roble Hotel & Creekside Villas	Kohan Sedona, LLC (AZ)	Kristi Allen Nickols	400 N State Route 89A	Sedona	AZ	86336-4214	(928) 282-4001
Aiden by Best Western Sedona	Railroad Inn LLC	Rebecca Driggs	2545 W Highway 89A	Sedona	AZ	86336	(928) 282-1533
B/W Paint Pony Lodge	MAHALAXMI LLC	Vijay Koradiya	581 W Deuce of Clubs	Show Low	AZ	85901-5813	(928) 537-5773
B/W Plus Sun Canyon	Sun Canyon Hotel Partners, LLC	Brad Christensen	260 N Garden Ave	Sierra Vista	AZ	85635-3810	(520) 335-0404
B/W Snowflake Inn	OM Ganesh LLC	Vijay Koradiya	2055 S Main St	Snowflake	AZ	85937-5613	(928) 536-3888
B/W Plus Surprise-Phoenix NW	Grand Hospitality, LLC	Amandeep Dhillion	13337 W Grand Ave	Surprise	AZ	85374-4070	(623) 544-6874
Vib Hotel by Best Western Phoenix-Tempe	BWI DevCo LLC	Parimal (Perry) Vashee	511 South Farmer Ave	Tempe	AZ	85281	(480) 805-2070
B/W Tolleson Hotel	Sundip Patel	Sundip Patel	8421 W McDowell Rd	Tolleson	AZ	85353-9007	(623) 936-6000
B/W Gold Poppy Inn	MSRP Ina, Inc	Alpa M. Patel	4930 W Ina Rd	Tucson	AZ	85743-8633	(520) 579-7202
B/W InnSuites Tucson Foothills Hotel & Suites	Tucson Hospitality Properties, LTD	Jeffrey Egelhoff	6201 N Oracle Rd	Tucson	AZ	85704-5409	(520) 297-8111
B/W Rancho Grande	Tonto Basin Investment LLC	Paramjit Nagra	293 E Wickenburg Way	Wickenburg	AZ	85390-1484	(928) 684-5445
B/W Plus Inn of Williams	Olybros, LLC	Sheryl Lynn Olson	2600 W Route 66	Williams	AZ	86046-9182	(928) 635-4400
B/W Plus Winslow Inn	Tinwoods Inc	Ted Chou	816 Transcon Ln	Winslow	AZ	86047-4442	(928) 289-2960
B/W Plus Yuma Foothills Inn & Suites	JSC Yuma Inc.	Jasjit Singh	10731 E South Frontage Rd	Yuma	AZ	85367-7847	(928) 345-1777

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Yuma Mall Hotel & Suites	Palm Springs Inn, LLC	Chris Kang	1450 S Castle Dome Ave	Yuma	AZ	85365-1732	(928) 783-8341
B/W Plus Anaheim Inn	Anaheim Inn LLC	William O'Connell III	1630 S Harbor Blvd	Anaheim	CA	92802-2314	(714) 774-1050
B/W Plus Park Place Inn - Mini Suites	Anaheim Park Place Inn, LTD.	Diane Irene Stovall	1544 S Harbor Blvd	Anaheim	CA	92802-2312	(714) 776-4800
B/W Plus Raffles Inn & Suites	G2A, LLC	Jerry Lee Simpkins	2040 S Harbor Blvd	Anaheim	CA	92802-3514	(714) 750-6100
B/W Courtesy Inn Hotel - Anaheim Resort at the Park	MADHUCO INVESTMENTS INC.	Minakshi Dahya	1070 W Ball Rd	Anaheim	CA	92802-1804	(714) 772-2470
B/W Plus Pavilions	Pavilions, LLC	William O'Connell III	1176 W Katella Ave	Anaheim	CA	92802-2833	(714) 776-0140
B/W Plus Stovall's Inn	Stovall's Inn, LLC	Tina Stovall Luis	1110 W Katella Ave	Anaheim	CA	92802-2805	(714) 778-1880
B/W Cedar Inn & Suites	AJJ, LLC	Dan J. Aspromonte	444 S Main St	Angels Camp	CA	95222	(209) 736-4000
B/W Arcata Inn	Arcata Properties LLC	Harpreet Sidhu	4827 Valley West Blvd	Arcata	CA	95521-4693	(707) 826-0313
B/W Casa Grande Inn	Bunnell Land Company	Kevin Thornton	850 Oak Park Blvd	Arroyo Grande	CA	93420-1812	(805) 481-7398
B/W Golden Key	Maruti Goldenkey	Naymesh Waland	13450 Lincoln Way	Auburn	CA	95603-3238	(530) 885-8611
B/W Heritage Inn	Eagle Company Investments, Inc	Kusum R. Pitamber	253 Trask St	Bakersfield	CA	93314-9756	(661) 764-6268
B/W Plus Hill House	Gaytri, Inc.	Ghanshyamsinh Zala	700 Truxtun Ave	Bakersfield	CA	93301-4817	(661) 327-4064
B/W Desert Villa Inn	Khan Hotels Inc.	Sakib Rahman	1984 E Main St	Barstow	CA	92311-3218	(760) 256-1781
B/W Plus New Barstow Inn & Suites	Sunrise Hotels Corp	Ashka Patel	2565 Commerce Parkway	Barstow	CA	92311	(760) 307-5555
B/W Plus Heritage Inn	KRIPALU INVESTMENTS, LLC	Vishal Mirpuri	1955 E 2nd St	Benicia	CA	94510-2201	(707) 746-0401
Aiden by Best Western Berkeley	Berkeley Hospitality, LLC	Jiten Jadav	1499 University Ave	Berkeley	CA	94702-1508	(510) 898-2650
B/W Bishop Lodge	Mohan Bishop Limited Partnership	Sunil Lad	1025 N Main St	Bishop	CA	93514-2407	(760) 873-3543
B/W Blythe	A to Z Investment Properties, LLC	Amit Patel	550 W Donlon St	Blythe	CA	92225-2704	(760) 922-8881
B/W Plus Main Street Inn	Yogi Krupa LLC	Tyler Pitman	1562 E Main St	Brawley	CA	92227-9504	(760) 351-9800
B/W Brentwood Inn	KAI HOTELS, LP	Bhavesh Patel	8820 Brentwood Blvd	Brentwood	CA	94513-4003	(925) 634-6400
B/W Plus Media Center Inn & Suites	Ishver A. Patel	Ishver A. Patel	3910 W Riverside Dr	Burbank	CA	91505-4326	(818) 842-1900
B/W John Jay Inn	SILVERNEST HOSPITALITY, LLC	Vikas Ajwani	2421 Scaroni Rd	Calexico	CA	92231-9731	(760) 768-0442
B/W California City Inn & Suites	California City Hospitality Inc.	Mitul Tundavia	10386 California City Blvd	California City	CA	93505-6302	(760) 373-1369
B/W Plus Stevenson Manor	CJ COMPANY LLC	David Patel	1830 Lincoln Ave	Calistoga	CA	94515-1115	(707) 942-1112
B/W Canoga Park Motor Inn	CANOGA PARK BOWL LLC	Mireya Rodriguez	20122 Vanowen St	Canoga Park	CA	91306-4308	(818) 883-1200
B/W Plus Capitola By-the-Sea Inn & Suites	Capitola By-the-Sea Inn & Suites, LLC	Dan J. Aspromonte	1435 41st Ave	Capitola	CA	95010-2912	(831) 477-0607
B/W Plus Beach View Lodge Carlsbad	Carlsbad Beach Hotel Properties LLC	Renier Milan	3180 Carlsbad Blvd	Carlsbad	CA	92008-2908	(760) 729-1151
B/W Carlsbad by the Sea	Maji Investments, LLC	Ramesh Pitamber	751 Macadamia Dr	Carlsbad	CA	92011-3205	(760) 438-2285
B/W Carmel's Town House Lodge	Carmel Town House Hospitality, Inc.	Nilam Patel	5th & San Carlos Street	Carmel-by-the-Sea	CA	94539	(831) 624-1261
B/W Plus Carpinteria Inn	Carpinteria Hotel LP	Neil S. Patel	4558 Carpinteria Ave	Carpinteria	CA	93013-1863	(805) 684-0473
B/W Plus Coachella Valley Inn & Suites	CC MMP Hotel Group	Alpa M. Patel	31450 Bob Hope Dr	Cathedral City	CA	92276-3311	(760) 537-1510
B/W Rose Quartz Inn	Chester Lodge Inc	Ghulam Fareed	306 Main St	Chester	CA	96020	(530) 258-2002
B/W Heritage Inn - Chico	Emerald Investments Inc.	Ramesh Pitamber	25 Heritage Ln	Chico	CA	95926-1368	(530) 894-8600
B/W Pine Tree Motel	GRABOWSKI PATRICK F.	Trevor Grabowski	12018 Central Ave	Chino	CA	91710-1907	(909) 628-6021
B/W Chula Vista/Otay Valley Hotel	Excel Austin North LP	Neil S. Patel	4450 Main St	Chula Vista	CA	91911-6508	(619) 422-2600
B/W El Grande Inn	Vishal Corporation	Dilipkumar G. Patel	15135 Lakeshore Dr	Clearlake	CA	95422-8106	(707) 994-2000
B/W Clovis Cole	MDM Properties, LLC	Stephen E. Trettin	415 Clovis Ave	Clovis	CA	93612-1119	(559) 299-1547
B/W Big Country Inn	Merchant Valley Corporation	Mahmood (Mike) E. Merchant	25020 W Dorris Ave	Coalinga	CA	93210-9723	(559) 935-0866
B/W Plus Coalinga Inn	Merchant Valley Corporation	Mahmood (Mike) E. Merchant	1786 Jayne Ave	Coalinga	CA	93210-9249	(559) 934-0101
B/W Colfax	Colfax Hospitality Partners	Rajinder Singh	801 South Auburn St	Colfax	CA	95713	(530) 206-8787
B/W Plus Arrowhead Hotel	Gurkirpa Investments LLC	Brahmand Deep Singh	250 N 9th St	Colton	CA	92324-2915	(909) 370-2424
B/W Plus Commerce Hotel	Sappie Investments, LLC	Neelum Pitamber	7272 E Gage Ave	Commerce	CA	90040-3813	(562) 806-4777
B/W Heritage Inn	HERITAGE INVESTMENTS CONCORD, LI	Kusum R. Pitamber	4600 Clayton Rd	Concord	CA	94521-7644	(925) 686-4466
B/W Plus Corning Inn	GS Hospitality, Inc.	Suresh C. Patel	910 Highway 99 W	Corning	CA	96021-2706	(530) 824-5200
B/W Corona Hotel & Suites	Anmol, LLC	Amit Patel	1900 Frontage Rd	Corona	CA	92882-8401	(951) 738-9113
B/W Plus Suites Hotel Coronado Island	BW Coronado, LLC	Jeffrey Hsin-Yang Lin	275 Orange Ave	Coronado	CA	92118-1410	(619) 437-1666
B/W Corte Madera Inn	Reneson Hotels, Inc	Garrett C. Grialou	56 Madera Blvd	Corte Madera	CA	94925-1227	(415) 924-1502
B/W Plus Newport Mesa Inn	Newport Mesa Inn, LLC	Naj Ekhlas	2642 Newport Blvd	Costa Mesa	CA	92627-4626	(949) 650-3020
B/W Plus Northwoods Inn	Jaya LLC	Harish S. Patel	655 US Highway 101 S	Crescent City	CA	95531-4416	(707) 464-9771
B/W Plus Dana Point Inn-by-the-Sea	Coastal Comfort Lodging LLC	Tania Muqadarati	34744 Pacific Coast Hwy	Dana Point	CA	92624-1302	(949) 240-0150
B/W Plus Marina Shores Hotel	Dana Point Hotel Venture LLC	Devang Patel	34280 Pacific Coast Hwy	Dana Point	CA	92629-2824	(949) 248-1000
B/W Danville Sycamore Inn	DANVILLE SYCAMORE INN LLC	James F. Baldacci	803 Camino Ramon	Danville	CA	94526-4253	(925) 855-8888
B/W Plus Palm Court Hotel	BW Palm Court Hotel, LLC	Ashok Ravindra Patel	234 D St	Davis	CA	95616-4513	(530) 753-7100
B/W University Lodge	Warren Resort Hotels of California, Inc	Emily Warren	123 B St	Davis	CA	95616-4636	(530) 756-7890
B/W Premier Hotel Del Mar	Del Mar Inn Associates	Glen Holloway	720 Camino Del Mar	Del Mar	CA	92014-3008	(858) 755-9765
B/W Liberty Inn	Delano Hotel Partners	Kevin Thornton	14394 County Line Rd	Delano	CA	93215-9425	(661) 725-0976
B/W Diamond Bar Hotel & Suites	Ratan Hospitality, LLC	Manish Patel	259 Gentle Springs Ln	Diamond Bar	CA	91765-1614	(909) 860-3700

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Americana	ATIS INVESTMENTS INC.	Ajit Tailor	1450 S Alta Ave	Dinuba	CA	93618-3802	(559) 595-8401
B/W Plus Dixon Davis	BWDixon, LLC	Bharat C. Patel	1345 Commercial Way	Dixon	CA	95620-2025	(707) 678-1400
B/W El Centro Inn	EL CENTRO HOTEL PARTNERS, LLC	Jagmeet Singh Gill	2352 S 4th St	El Centro	CA	92243-6002	(760) 337-8677
B/W Escondido Hotel	INN-SPIRED INVESTMENTS INC.	Sandeep Bagri	1700 Seven Oakes Rd	Escondido	CA	92026-3308	(760) 740-1700
B/W Plus Humboldt Bay Inn	HUMBOLDT BAY INN LLC	Gary Stone	232 W 5th St	Eureka	CA	95501-0221	(707) 443-2234
B/W Plus Bayshore Inn	Sarti Rohnert Park LLC	Ron Reynolds	3500 Broadway	Eureka	CA	95503-3810	(707) 268-8005
B/W Exeter Inn & Suites	PATEL ANIL P.	Anil P. Patel	805 S Kaweah Ave	Exeter	CA	93221-9361	(559) 592-8118
B/W Cordelia Inn	PATEL - PRAKASH SUBHASH & HARISH	Subhash Patel	4373 Central Pl	Fairfield	CA	94534-1604	(707) 864-2029
B/W La Posada Motel	J & W Hotel Inc.	Jae Hong Kim	827 W Ventura St	Fillmore	CA	93015-1836	(805) 524-0440
B/W Apricot Inn	Merchant Valley Corporation	Mahmood (Mike) E. Merchant	46290 W Panoche Rd	Firebaugh	CA	93622-9719	(559) 659-1444
B/W Vista Manor Lodge	KUAMI KAO	Kuami Kao	1100 N Main St	Fort Bragg	CA	95437-8132	(707) 964-4776
B/W Country Inn	Fortuna Hotel Venture LLC	Armaan Patel	2025 Riverwalk Dr	Fortuna	CA	95540-9552	(707) 725-6822
B/W Plus Garden Court Inn	ZN Hotels LLC	Poras Ahir	5400 Mowry Ave	Fremont	CA	94538-1049	(510) 792-4300
B/W Plus Fresno Airport Hotel	BNP LODGING LLC	Ajit Patel	1551 N Peach Ave	Fresno	CA	93727-8507	(559) 251-5200
B/W Village Inn	Shree Gopinathji Inc.	Kaushikkumar Patel	3110 N Blackstone Ave	Fresno	CA	93703-1018	(559) 226-2110
B/W Plus Fresno Inn	SHYAM, LLC	Ajit Patel	480 E Shaw Ave	Fresno	CA	93710-7602	(559) 229-5811
B/W Galt Inn	GALT HOTEL LLC	Amarjit Kaur Sandhu	620 N Lincoln Way	Galt	CA	95632-8601	(209) 745-9500
B/W Plus Humboldt House Inn	Garberville Hospitality LLC	Roshan Anil Patel	701 Redwood Dr	Garberville	CA	95542-3104	(707) 923-2771
B/W Plus Gardena Inn & Suites	GW Suites, Inc.	Ramesh Ahir	14400 S Western Ave	Gardena	CA	90249-3302	(310) 817-4983
B/W Plus Forest Park Inn	BMV Hotels LP	Bhavesh Patel	375 Leavesley Rd	Gilroy	CA	95020-3606	(408) 848-5144
B/W Route 66 Glendora Inn	Anish Hospitality, LLC	Manish Patel	625 E Route 66	Glendora	CA	91740-3508	(626) 335-2817
B/W Plus South Coast Inn	Bar Investors, A Joint Venture	Alex N. Pananides	5620 Calle Real	Goleta	CA	93117-2319	(805) 967-3200
B/W Gold Country Inn	GOLD COUNTRY INVESTMENTS, INC.	Neelum Pitamber	972 Sutton Way	Grass Valley	CA	95945-5177	(530) 273-1393
B/W Hanford Inn	Radha Kishan Inc.	Hemant Patel	755 Cadillac Ln	Hanford	CA	93230-4965	(559) 583-7300
B/W Plus Inn of Hayward	Khatri, Inc.	Narendra M. Khatri	360 W A St	Hayward	CA	94541-4857	(510) 785-8700
B/W Plus Diamond Valley Inn	SHREE INVESTMENTS, LLC	Nishith Mehta	3510 W Florida Ave	Hemet	CA	92545-3518	(951) 658-2281
B/W Hesperia-Victorville Suites	Manohar's Investment Inc.	Arpit Bhatia	9625 Mariposa Rd	Hesperia	CA	92344-4606	(760) 948-8982
B/W Hollywood Plaza Inn Hotel - Hollywood Walk of Fame LA	Hollywood Inn Inc.	Minakshi Dahya	2011 N Highland Ave	Hollywood	CA	90068-3238	(323) 851-1800
B/W Surf City	Hoang Sweden LLC	Kim Than	19360 Beach Blvd	Huntington Beach	CA	92648-2502	(714) 962-4244
B/W Date Tree Hotel	J.K.B. Brothers, INC.	Steve Carter	81909 Indio Blvd	Indio	CA	92201-2038	(760) 347-3421
B/W Plus Suites Hotel - Los Angeles LAX Airport	Century Associates Incorp.	Dinu D. Patel	5005 W Century Blvd	Inglewood	CA	90304-1228	(310) 677-7733
B/W Airport Plaza Hotel – LAX Airport LA Stadium	Ravilance Investments Incorp.	Dinu D. Patel	1730 Centinela Ave	Inglewood	CA	90302-1027	(310) 568-0071
B/W Airpark Hotel-Los Angeles LAX Airport	SDP Investments Inc.	Dinu D. Patel	640 W Manchester	Inglewood	CA	90301-1655	(310) 677-7378
B/W Amador Inn	AR Investments, LLC	Ramesh Pitamber	200 S State Highway 49	Jackson	CA	95642-2548	(209) 223-0211
B/W Kettleman City Inn & Suites	DEVEN AND FAMILY INCORPORATED	Bankim Patel	33410 Powers Dr	Kettleman City	CA	93239-9731	(559) 386-0804
B/W Plus La Mesa San Diego	MG Hospitality La Mesa LLC	Rohit Marwaha	9550 Murray Dr	La Mesa	CA	91942-3924	(619) 466-0200
B/W Plus Lake Elsinore Inn & Suites	MSA ENTERPRISES, INC	Ajay Patel	31781 Casino Dr	Lake Elsinore	CA	92530-4511	(951) 674-3131
B/W Plus Irvine Spectrum Hotel	AP Heritage Lake Forest, LLC	Ramesh Pitamber	23192 Lake Center Dr	Lake Forest	CA	92630-2837	(949) 380-9888
B/W Plus South Bay Hotel	XJ GRAND HOTEL LLC	Yaping Wang	15000 Hawthorne Blvd.	Lawndale	CA	90260-1503	(310) 973-0998
B/W Liberty Inn	UNITY PROPERTY MANAGEMENT L.P	Kevin Thornton	5521 Dennis McCarthy Dr	Lebec	CA	93243-9721	(661) 858-7777
B/W Inn & Suites Lemoore	ANAND INVESTMENTS LLC	Frances J. Parry	820 E Bush St	Lemoore	CA	93245-9578	(559) 924-3200
B/W Plus Vineyard Inn	ROSH INVESTMENTS INC.	Hema Roy	7600 Southfront Rd	Livermore	CA	94551-8227	(925) 456-5422
B/W I-5 Inn & Suites	Mars Hotels. LLC	Sarah Bathla	6411 W Banner Rd	Lodi	CA	95242-9125	(209) 367-3000
B/W Frontier Motel	FRONTIER MOTEL INC.	Travis Powell	1008 S Main St	Lone Pine	CA	93545-3010	(760) 876-5571
B/W Plus Hotel at the Convention Center	First Street Management, Inc.	Hitendra Patel	517 E 1st St	Long Beach	CA	90802-5025	(562) 285-0281
B/W Los Alamitos Inn & Suites	Govind Investments Inc.	Dipak Bhakta	10591 Los Alamitos Blvd	Los Alamitos	CA	90720-2113	(562) 598-2299
B/W Plus LA Mid-Town Hotel	D. Wang Inc.	Gerald Wang	603 S New Hampshire Ave	Los Angeles	CA	90005-1342	(213) 385-4444
B/W Royal Palace Inn & Suites	HAPPY TEAM INC	Kunal Sikand	2528 S Sepulveda Blvd	Los Angeles	CA	90064-3123	(310) 477-9066
B/W Plus Glendale	KL Hospitality, LLC	Kinnari Desai	2911 Colorado Blvd	Los Angeles	CA	90041-1011	(323) 256-7711
Aiden Los Angeles Downtown Dragon Gate Inn	Kwong Family 2012 Irrevocable Trust	Peter R. Kwong	818 N Hill St	Los Angeles	CA	90012-2395	(213) 617-3077
B/W Plus Sunset Plaza Hotel	Sunset Towers West Limited Partnersh	David Rose	8400 Sunset Blvd	Los Angeles	CA	90069-1910	(323) 654-0750
B/W Executive Inn	OMSIVE, INC,	Balwantbhai I. Patel	301 W Pacheco Blvd	Los Banos	CA	93635-4046	(209) 827-0954
B/W The Inn of Los Gatos	55 PARTNERS, LLC	Jonathan Shank	55 Los Gatos Saratoga Rd	Los Gatos	CA	95032-5461	(408) 356-9191
B/W Plus Executive Inn & Suites	DP Hotels Investment, Inc.	Ramandeep Singh	1415 E Yosemite Ave	Manteca	CA	95336-5005	(209) 825-1415
B/W Marina State Beach	Marina Hotels BW LLC	Nupen Dahya Patel	3290 Dunes Rd	Marina	CA	93933-2005	(831) 883-0300
B/W Plus Yosemite Way Station Motel	SHANTILAL MANAGEMENT INC	Pramod J. Patel	4999 Highway 140	Mariposa	CA	95338	(209) 966-7545
B/W John Muir Inn	Opal Investment, LLC	Anita Visha Mirpuri Pitamber	445 Muir Station Rd	Martinez	CA	94553-4671	(925) 229-1010
B/W Plus Riviera	BW Riviera, LLC	Bhupendra B. Patel	15 El Camino Real	Menlo Park	CA	94025-5232	(650) 321-8772

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Inn	Riayaan LLC	Paresh Patel	1033 Motel Dr	Merced	CA	95340-5155	(209) 723-2163
B/W Plus Brookside Inn	West Coast Property Management, LLC	Prashant M. Mehta	400 Valley Way	Milpitas	CA	95035-4136	(408) 263-5566
B/W Town House Lodge	Khatri, Inc.	Anil M. Khatri	909 16th St	Modesto	CA	95354-1117	(209) 524-7261
B/W Palm Court Inn	Khatri, Inc.	Anil M. Khatri	2001 W Orangeburg Ave	Modesto	CA	95350-3741	(209) 521-9000
B/W Desert Winds	T. Z. Patel & J. T. Patel as Trustees for F	David Hasmukhbhai Patel	16200 Sierra Hwy	Mojave	CA	93501-1835	(661) 824-3601
B/W Park Crest Inn	Bhrij Hospitality LLC	Sanjay Patel	1100 Munras Ave	Monterey	CA	93940-4514	(831) 372-4576
B/W De Anza Inn	FAIRVIEW ASSOCIATES	Michael A. Marotta	2141 N Fremont St	Monterey	CA	93940-5242	(831) 646-8300
B/W Plus Monterey Inn	Hoseit Management LLC	Paul Hoseit	825 Abrego St	Monterey	CA	93940-3103	(831) 373-5345
B/W Moreno Hotel & Suites	Rishabh Investment LLC	Harshit Italia	24840 Elder Ave	Moreno Valley	CA	92557-7300	(951) 924-4546
B/W San Marcos Inn	MORRO COAST HOSPITALITY LLC	Paresh Patel	250 Pacific St	Morro Bay	CA	93442-2261	(805) 772-2248
B/W Tradewinds	Tradewinds 805 LLC	Lori Lascola	225 Beach St	Morro Bay	CA	93442-2001	(805) 772-7376
B/W Plus Tree House	Good Nite Inn, Inc.	Charles T. Gaspar	111 Morgan Way	Mount Shasta	CA	96067-2557	(530) 926-3101
B/W Plus Inn at the Vines	Good Nite Inn, Inc.	Charles T. Gaspar	100 Soscol Ave	Napa	CA	94559-4010	(707) 257-1930
B/W Plus Marina Gateway Hotel	IWF MARINA GATEWAY, LLC	John J. Sanders	800 Bay Marina Dr.	National City	CA	91950-6406	(619) 259-2800
B/W Colorado River Inn	Spire Hospitality Inc.	Unmesh Mehta	2371 Needles Hwy	Needles	CA	92363-2106	(760) 326-4552
B/W Burbank Airport Inn	SHURJA HOSPITALITY, INC	Yagnesh K. Patel	7615 Lankershim Blvd	North Hollywood	CA	91605-2814	(818) 765-2900
B/W Norwalk Inn	Norwalk Inn, Inc.	Karena Chang Sujo	10902 Firestone Blvd	Norwalk	CA	90650-2241	(562) 929-8831
B/W Plus Novato Oaks Inn	Reneson Hotels, Inc	Garrett C. Grialou	215 Alameda Del Prado	Novato	CA	94949-6657	(415) 883-4400
B/W Plus Rama Inn & Suites	Omshiva, LLC	Mahesh Mistry	1450 E F St	Oakdale	CA	95361-9228	(209) 845-2500
B/W Plus Yosemite Gateway Inn	Ghyselinc Inc.	Glenn Hargrove	40530 Highway 41	Oakhurst	CA	93644-9621	(559) 683-2378
B/W Plus Bayside Hotel	East Bay Hotel, LP	Raymond John Ziccardi	1717 Embarcadero	Oakland	CA	94606-5223	(510) 356-2450
B/W Plus Delta Inn & Suites	Oakley Hotels, LLC	Roger N. Patel	5549 Bridgehead Rd	Oakley	CA	94561-2938	(925) 755-1222
B/W Plus Oceanside Palms	9 Vista Montemar LP	Kim Walker	909 N Coast Hwy	Oceanside	CA	92054-2135	(760) 721-1543
B/W Oceanside Inn	BWOC168 LLC	Xiao Ying Zhao	1680 Oceanside Blvd	Oceanside	CA	92054-5427	(760) 722-1821
B/W Plus Ontario Airport & Convention Center	G. Wang, Inc.	Gerald Wang	209 N Vineyard Ave	Ontario	CA	91764-4427	(909) 937-6800
B/W Ontario Mills Mall	Shridhar, LLC	Gopal Kapuria	4395 Ontario Mills Pkwy	Ontario	CA	91764-5105	(909) 987-5940
B/W Orange Plaza	1302 CHAPMAN LLC	Anil V. Patel	1302 W Chapman Ave	Orange	CA	92868-2833	(714) 633-7720
B/W Plus Meridian Inn & Suites, Anaheim-Orange	Orange Hotel Venture LLC	Devang Patel	720 The City Dr S	Orange	CA	92868-4927	(714) 740-2700
B/W Oxnard Inn	Oxnard Inn LLC	Jaysree Lad	1156 S Oxnard Blvd	Oxnard	CA	93030-7418	(805) 483-9581
B/W The Inn & Suites Pacific Grove	The Ashok C Patel Family Trust	Sejal A. Patel	660 Dennett St	Pacific Grove	CA	93950-3832	(831) 373-8777
B/W Plus Palm Desert Resort	J and S Hospitality, Inc.	James E. Choi	74695 Highway 111	Palm Desert	CA	92260-3803	(760) 340-4441
B/W Inn at Palm Springs	Blue Sky Hospitality Investment Inc.	Christopher S. Choi	1633 S Palm Canyon Dr	Palm Springs	CA	92264-8343	(760) 325-9177
B/W Plus Las Brisas Hotel	LAS BRISAS NEW CENTURY INC	Raymond E. Johnston	222 S Indian Canyon Dr	Palm Springs	CA	92262-6618	(760) 325-4372
B/W Plus John Jay Inn & Suites	Pair Hotel Group Inc.	Shamir Patel	600 W Palmdale Blvd	Palmdale	CA	93551-4578	(661) 575-9322
B/W Paradise Hotel	Paradise Lodging, Inc.	Ghulam Fareed	5475 Clark Rd	Paradise	CA	95969-6327	(530) 762-6051
B/W Pasadena Royale Inn & Suites	Grand Park Inn Inc.	Erika Hsu	3600 E Colorado Blvd	Pasadena	CA	91107-3866	(626) 793-0950
B/W Pasadena Inn	Grand Pasadena Inn, Inc	Erika Hsu	3570 E Colorado Blvd	Pasadena	CA	91107-3846	(626) 796-9100
B/W Plus Black Oak	BLACK OAKS INC.	Angela Beth McKee	1135 24th St	Paso Robles	CA	93446-1309	(805) 238-4740
B/W Plus Villa Del Lago Inn Patterson	Sai Shiva LLC	Sunny Patel	2959 Speno Dr	Patterson	CA	95363-8521	(209) 892-5300
B/W Petaluma Inn	200 South McDowell Blvd, LLC	Satishkumar N Patel	200 S McDowell Blvd	Petaluma	CA	94954-3506	(707) 763-0994
B/W Plus Anaheim Orange County Hotel	118 Orangethorpe LLC	Anil V. Patel	118 E Orangethorpe Ave	Placentia	CA	92870-6410	(714) 528-7778
B/W Plus Placerville Inn	JAI SHRI RAM HOSPITALITY GROUP, LLC	Vinod K. Sharma	6850 Green Leaf Dr	Placerville	CA	95667-6228	(530) 622-9100
B/W Plus Pleasanton Inn	KHATRI BROTHERS PARTNERSHIP	Narendra M. Khatri	5375 Owens Ct	Pleasanton	CA	94588-3336	(925) 463-1300
B/W Stagecoach Inn	Kanya Westley, LLC	Hitesh Patel	5940 Pony Express Trl	Pollock Pines	CA	95726-9785	(530) 644-2029
B/W Porterville Inn	KANWAR S INC	Jasvir Singh Dhaliwal	350 W Montgomery Ave	Porterville	CA	93257-5965	(559) 781-7411
B/W Poway/San Diego Hotel	MNC Hospitality Inc.	Samapti Majumdar	13845 Poway Rd	Poway	CA	92064-4805	(858) 748-6320
B/W Plus Rancho Cordova Inn	Vista Inn Rancho Cordova, LLC	Juan Llaca	10713 White Rock Rd	Rancho Cordova	CA	95670-6031	(916) 631-7500
B/W Plus Heritage Inn Ontario Rancho Cucamonga	BJ WIN HOSPITALITY, INC	Ming Yueh Liu	8179 Spruce Ave	Rancho Cucamong	CA	91730-3818	(909) 466-1111
B/W Antelope Inn & Suites	RED BLUFF MOTEL INVESTMENTS LLC	Ajit B Patel	203 Antelope Blvd	Red Bluff	CA	96080-2901	(530) 527-8882
B/W Plus Twin View Inn & Suites	BMV LP	Bhavesht Patel	1080 Twin View Blvd	Redding	CA	96003-2021	(530) 241-5500
B/W Plus Hilltop Inn	Hilltop Inn Redding LLC	Stephen C. Wahrlich	2300 Hilltop Dr	Redding	CA	96002-0508	(530) 221-6100
B/W Redondo Beach Galleria Inn Hotel - Beach City LA	Hu Ang Investments Inc.	Dinu D. Patel	2740 Artesia Blvd	Redondo Beach	CA	90278-3314	(310) 370-4353
B/W Plus Redondo Beach Inn	OTORO GROUP, LLC	Stanley L. Huang	1850 S. Pacific Coast Hwy	Redondo Beach	CA	90277-6117	(310) 540-3700
B/W Plus Executive Suites	BPR Properties Redwood City, LLC	Parimal Patel	25 5th Ave	Redwood City	CA	94063-3601	(650) 366-5794
B/W Inn	Parbhuhai L. Patel	Paresh Patel	316 El Camino Real	Redwood City	CA	94062-1724	(650) 366-3808
B/W China Lake Inn	Tho Van Huynh & Minh T. Mai Huynh F	Jonathan Huynh	400 S China Lake Blvd	Ridgecrest	CA	93555-4610	(760) 371-2300
B/W Plus Orchid Hotel & Suites	Amba Investments, LLC	Ramesh Pitamber	130 N Sunrise Ave	Roseville	CA	95661-2905	(916) 784-2222
B/W Roseville Inn	LUCLY CHARM RK INVESTMENTS, LLC	Ramesh Pitamber	220 Harding Blvd	Roseville	CA	95678-2404	(916) 782-4434

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Plus Executive Inn	H. Roger Wang, John Logg, R.J. Skip Zic	H. Roger Wang	18880 Gale Ave	Rowland Heights	CA	91748-1337	(626) 810-1818
B/W Sandman Hotel	Sandman Property, LLC	Venu Madhav Kondle	236 Jibboom St	Sacramento	CA	95811-0108	(916) 443-6515
B/W Capital City Inn	Wahe Sadguru, LLC	Darshana Solanki	15 Massie Ct	Sacramento	CA	95823-4301	(916) 689-4425
B/W Salinas Valley Inn & Suites	Daniel and Heejoo Oh Family Trust	Daniel Oh	187 Kern St	Salinas	CA	93905-2016	(831) 751-6411
B/W Salinas Monterey Hotel	Vinhabai/Shalben Patel	Vinubhai Shankarbhai Patel	175 Kern St	Salinas	CA	93905-2016	(831) 784-0176
B/W San Bernardino Hotel	Belmont Caring LLC	Kajal Kalpesh Solanki	258 E Redlands Blvd	San Bernardino	CA	92408	(909) 515-9960
B/W Plus Island Palms Hotel & Marina	BARTELL HOTELS, a California Limited F	Barbara Thompson	2051 Shelter Island Dr	San Diego	CA	92106-3105	(619) 222-0561
B/W Downtown San Diego	CABRILLO GARDEN INN LLC	Pei-Lee Lin	840 A St	San Diego	CA	92101-4613	(619) 234-8477
B/W Plus Hacienda Hotel Old Town	Hacienda Hospitality LP	James Woo	4041 Harney St	San Diego	CA	92110-2866	(619) 298-4707
B/W San Diego Pacific Beach/Mission Bay	MBI 2024, LLC	Nilesh Ramesh Patel	2575 Clairemont Dr	San Diego	CA	92117-6602	(619) 275-5700
B/W Americana Inn	MERCED MOTEL INVESTMENTS INC	Mahesh Patel	815 W San Ysidro Blvd	San Diego	CA	92173-1827	(619) 428-5521
B/W Yacht Harbor Hotel	OAK PARK APRATMENTS, INC.	Nicholas J. Novasic	5005 N Harbor Dr	San Diego	CA	92106-2307	(619) 224-3254
B/W Inn & Suites San Diego – Zoo/SeaWorld Area	Pinnacle Hotel Circle, LP	Bharat K. Lall	2485 Hotel Circle Pl	San Diego	CA	92108-2813	(619) 881-6200
B/W San Diego/Miramar Hotel	Pinnacle Miramar LP	Neil S. Patel	9310 Kearny Mesa Rd	San Diego	CA	92126-4503	(858) 578-6600
B/W Seven Seas	Seven Seas Associates, LLC	Joseph F. Toczylowski	411 Hotel Cir S	San Diego	CA	92108-3402	(619) 291-1300
B/W Plus Bayside Inn	TIC Bayside Inn, LLC dba Best Western	Aki Wakabayashi	555 W Ash St	San Diego	CA	92101-3414	(619) 233-7500
B/W San Dimas Hotel & Suites	OM SHREE GANESHA LLC	Minal Ahir	501 W Bonita Ave	San Dimas	CA	91773-2500	(909) 592-0500
B/W Red Coach Inn	2930 El Camino, LLC	Shailendra Devdhara	700 Eddy St	San Francisco	CA	94109-7806	(415) 771-2100
B/W Lanai Garden Inn & Suites	LANAI GARDEN CORPORATION	Ashok Thakrar	1575 Tully Rd	San Jose	CA	95122-2459	(408) 929-8100
B/W Plus Airport Plaza	NIKKH INC	Nitin Kumar	2118 The Alameda	San Jose	CA	95126-1140	(408) 243-2400
B/W Capistrano Inn	DC Properties 2, LP	Jignesh Leva	27174 Ortega Hwy	San Juan Capistrano	CA	92675-2702	(949) 493-5661
B/W Plus Royal Oak Hotel	DILOP, INC.	Laurenne Douglas	214 Madonna Rd	San Luis Obispo	CA	93405-5409	(805) 544-4410
B/W Inn & Suites San Mateo - San Francisco Airport	Nirali Coyote Point LLC	Pravin Punjiya	480 N Bayshore Blvd	San Mateo	CA	94401-1236	(650) 347-9990
B/W Plus Orange County Airport North	MASCOT MANAGEMENT CORP	Michael C. Jiang	2700 Hotel Ter	Santa Ana	CA	92705-5602	(714) 432-8888
B/W Plus Pepper Tree Inn	3850 State Street Owner, LLC	David S. Cornish	3850 State St	Santa Barbara	CA	93105-3112	(805) 687-5511
B/W Plus Santa Barbara	Encina-Pepper Tree, LP	Mark Weakland	2220 Bath St	Santa Barbara	CA	93105-4322	(805) 682-7277
B/W University Inn Santa Clara	ASSTIK CORPORATION	Paresh B. Patel	1655 El Camino Real	Santa Clara	CA	95050-4158	(408) 244-8313
B/W Inn Santa Clara	Harish Patel	Prakash Patel	4341 El Camino Real	Santa Clara	CA	95051-2510	(408) 244-3366
B/W Plus All Suites Inn	BHUPENDRA/BHARAT/PRAFUL PATEL	Bhupendra B. Patel	500 Ocean St	Santa Cruz	CA	95060-6602	(831) 458-9898
B/W Inn	Patel, Patel et al	Paresh Patel	126 Plymouth St	Santa Cruz	CA	95060-2932	(831) 425-4717
B/W Plus Big America	EDGEWATER INC. NEVADA AMERICA IN	Kenneth Thomas	1725 N Broadway	Santa Maria	CA	93454-1927	(805) 922-5200
B/W Andersen's Inn	Ranchhodrai Inc.	Dylan Patel	12367 State Highway 33	Santa Nella	CA	95322-9733	(209) 826-5534
B/W Garden Inn	Garden Inn LLC	Carl T. Doughty	1500 Santa Rosa Ave	Santa Rosa	CA	95404-5428	(707) 546-4031
B/W Plus Wine Country Inn & Suites	MAHADEV INVESTMENTS, LLC	Ramesh Pitamber	870 Hopper Ave	Santa Rosa	CA	95403-1611	(707) 545-9000
B/W Santee Lodge	SANTEE HOSPITALITY, LLC.	Nilesh Patel	10726 Woodside Ave	Santee	CA	92071-3143	(619) 449-2626
B/W Plus Inn Scotts Valley	Praful C. Patel	Praful C. Patel	6020 Scotts Valley Dr	Scotts Valley	CA	95066-3234	(831) 438-6666
B/W Colonial Inn	Merchant Valley Corporation	Aamir Merchant	2799 Floral Ave	Selma	CA	93662-2603	(559) 891-0300
B/W Plus Carriage Inn	5525 Sepulveda LLC	John J. Sanders	5525 Sepulveda Blvd	Sherman Oaks	CA	91411-3438	(818) 787-2300
B/W Posada Royale Hotel & Suites	GOOD FAMILY INC	Bong Je Choi	1775 Madera Rd	Simi Valley	CA	93065-3049	(805) 584-6300
B/W Plus Sonora Oaks Hotel & Conference Center	MOUNTAIN INVESTMENTS LLC	Ramesh Pitamber	19551 Hess Ave	Sonora	CA	95370-9720	(209) 533-4400
B/W Plus Grosvenor Airport Hotel	Grosvenor Airport Associates	Todd Werby	380 S Airport Blvd	South San Francis	CA	94080-6704	(650) 873-3200
B/W Plus Heritage Inn	Atharwa Investments, LLC	Vishal Mirpuri	111 E March Ln	Stockton	CA	95207-5854	(209) 474-3301
B/W Silicon Valley Inn	Silicon Valley Hospitality, Inc.	Jayeshkumar I. Patel	600 N Mathilda Ave	Sunnyvale	CA	94085-3508	(408) 735-7800
B/W Harbour Inn & Suites Huntington - Sunset Beach	Harbour Inn Group	Girish K. Patel	16912 Pacific Coast Hwy	Sunset Beach	CA	90742	(562) 592-4770
B/W Plus Taft Inn	DEEPA INVESTMENTS & LODGING, LLC	Kundan S. Patel	203 S 6th St	Taft	CA	93268-3452	(661) 745-5555
B/W Plus Country Park Hotel	C & K KERN INC	Joseph Andreas	420 W Tehachapi Blvd	Tehachapi	CA	93561-1638	(661) 823-1800
B/W Plus Temecula Wine Country Hotel & Suites	Anay, LLC	Amit Patel	41841 Moreno Rd	Temecula	CA	92590-1809	(951) 501-8100
B/W Country Inn	Temecula Investments by AGA, LLC	Armaan Patel	27706 Jefferson Ave	Temecula	CA	92590-2638	(951) 676-7378
B/W Plus Thousand Oaks Inn	WESTCHASE MINI SUITES LLC	Felix Wang	75 W Thousand Oaks Blvd	Thousand Oaks	CA	91360-4416	(805) 497-3701
B/W Plus Avita Suites	CLOCKTOWER INN INC.	Mike Patel	3531 Torrance Blvd	Torrance	CA	90503-4802	(310) 540-5051
B/W Luxury Inn	Clover Hotel Partners L.P.	Sandip Patel	811 Clover Rd	Tracy	CA	95376-1704	(209) 832-0271
B/W Plus Truckee-Tahoe Hotel	Vista Truckee Tahoe, LLC	Juan Llaca	11331 Brockway Rd	Truckee	CA	96161-2107	(530) 587-4525
B/W Town & Country Lodge	Jackson Tsai & Associates, Inc	Jackson C.H. Tsai	1051 N Blackstone St	Tulare	CA	93274-7376	(559) 688-7537
B/W Orchard Inn	KHATRI BROTHERS PARTNERSHIP	Pranita Khatri	5025 N Golden State Blvd	Turlock	CA	95382-9552	(209) 667-8227
B/W Heritage Inn	R & P PROPERTIES INC.	Kusum R. Pitamber	1420 E Monte Vista Ave	Vacaville	CA	95688-3016	(707) 448-8453
B/W Valencia/Six Flags Inn & Suites	Excel Buena Park LP	Neil S. Patel	27513 Wayne Mills Place	Valencia	CA	91355-4980	(661) 255-0555
B/W at Ventura Pier	Ventura B.V. Inn, LLC	Juan Llaca	708 E Thompson Blvd	Ventura	CA	93001-2916	(805) 648-3101
Executive Residency by Best Western Victorville	Hotel Extended Studio, LLC	Shivam Patel	14786 Monarch Blvd	Victorville	CA	92395-6021	(760) 843-3800

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Visalia Hotel	Karvins Hospitality, Inc.	Andy N. Chhikara	9300 W Airport Dr	Visalia	CA	93277-9500	(559) 651-3700
B/W Plus Wasco Inn & Suites	KAJAL INC.	Sohan S. Patel	1704 Highway 46	Wasco	CA	93280-1227	(661) 758-1111
B/W Rose Garden Inn	Aspromonte Inns, LLC	Dan J. Aspromonte	740 Freedom Blvd	Watsonville	CA	95076-3811	(831) 724-3367
B/W Plus West Covina Inn	West Covina 1 Hotel Co.	Karena Chang Sujo	3275 E Garvey Ave N	West Covina	CA	91791-1708	(626) 915-1611
B/W Westminster Inn	SANAMA L.L.C	Maha Shah	5755 Westminster	Westminster	CA	92683-3541	(714) 898-4043
B/W Palm Garden Inn	Twin Cypress LLC	Chirag Patel	13659 Beach Blvd	Westminster	CA	92683-3203	(714) 373-3200
B/W Willits Inn	Niruben Patel	Sudhaben C. Patel	1777 S Main St	Willits	CA	95490-4404	(707) 459-5800
B/W Willows Inn	B & S HOSPITALITY INC.	Suresh C. Patel	475 N Humboldt Ave	Willows	CA	95988-2644	(530) 934-4444
B/W Los Angeles Worldport Hotel	Win-Win Hotel Investment Partnership	Rick Chung-Yung Wang	1402 W Pacific Coast Hwy	Wilmington	CA	90744-1803	(310) 834-3400
B/W Shadow Inn	Shadow Oaks Hospitality, Inc.	Bharat Jivan Patel	584 N East St	Woodland	CA	95776-6101	(530) 666-1251
B/W Woodland Hills Inn	BAKOR INVESTMENTS VENTURA INC	Hina Parmar	21830 Ventura Blvd	Woodland Hills	CA	91364-1837	(818) 340-1000
B/W Miner's Inn	Miner's Inn LLC	Kirti Krishna Patel	122 E Miner St.	Yreka	CA	96097-2937	(530) 842-4355
B/W Yuba City Inn	SUTTER HOTEL GROUP	Kishan Reddy Kandula	894 W Onstott Frontage Rd	Yuba City	CA	95991-3519	(530) 674-1650
B/W Alamosa Inn	MDR Hospitality Inc.	Atul Shah	2005 Main St	Alamosa	CO	81101-2322	(719) 589-2567
B/W Plus Gateway Inn & Suites	Colorado Lodging Inc	Hitesh Lalubhai Patel	800 S Abilene St	Aurora	CO	80012-3684	(720) 748-4800
B/W Brighton Inn	Brighton Inn, LLC	Warren J. Collier	15151 Brighton Rd	Brighton	CO	80601-7303	(303) 637-7710
B/W Vista Inn	B & J INC	Carolyn E. Jewell	733 US Highway 24 N	Buena Vista	CO	81211	(719) 395-8009
B/W Plus Carousel Inn & Suites	Venus Hotels LLC	Minakshi Ashra	605 S Lincoln St	Burlington	CO	80807-1128	(719) 346-7777
B/W Canon City	Latigo Lane Investment Group, LLC	Stephen A Henderson	110 Latigo Ln	Canon City	CO	81212-8101	(719) 275-2400
B/W Plus Castle Rock	GOPALA HOSPITALITY INC.	Dipak Gopal	595 Genoa Way	Castle Rock	CO	80109-1980	(303) 814-8800
B/W Grande River Inn & Suites	KB Clifton LLC	Rajesh Mukkirla	3228 I-70 Business Loop	Clifton	CO	81520-7600	(970) 434-3400
B/W Executive Inn & Suites	BW Harrison Hotel Owners, LLC	Franzuas Moser	1440 Harrison Rd	Colorado Springs	CO	80905-4002	(719) 576-2371
B/W Plus Peak Vista Inn & Suites	BW Monument Hotel Owner, LLC	Franzuas Moser	7265 Commerce Center Dr	Colorado Springs	CO	80919-2635	(719) 598-7500
B/W Plus Fillmore Inn & Suites	Fillmore Inn, LLC	Tyler Walters	3150 N Chestnut St	Colorado Springs	CO	80907-5168	(719) 471-4331
B/W Plus Deer Park Hotel and Suites	MPP Hospitality Craig Inc.	Vamsidar Malgireddy	262 Commerce St (Hwy 13)	Craig	CO	81625-3635	(970) 824-9282
Vib Hotel by Best Western Denver RiNO	Denver 3560, LLC	Jennifer K. Gipfert	3560 Brighton Blvd.	Denver	CO	80216	(720) 844-3100
B/W Premier Denver East	Peoria Hospitality, LLC	Sharjeel Hassan	4411 Peoria St	Denver	CO	80239-4817	(303) 373-1444
B/W Ptarmigan Lodge	RSS MOUNTAINVIEW L. L. C.	Anna Staszal	652 Lake Dillon Dr	Dillon	CO	80435	(970) 468-2341
B/W Plus Rio Grande Inn	McCallister Rio Grande Invesments, LLI	Marci Lynn Wait	400 E 2nd Ave	Durango	CO	81301-5602	(970) 385-4980
B/W Plus Eagle/Vail Airport	CSS Warner Eagle LLC	Alex Cerda	200 Loren Ln	Eagle	CO	81631	(970) 328-6316
B/W Plus Silver Saddle Inn	SILVER SADDLE OF ESTES LLC	Bryan Burke	1260 Big Thompson Ave	Estes Park	CO	80517-8929	(970) 586-4476
B/W Firestone Inn & Suites	LONGMONT BUSINESS PARTNERS	Ramesh Patel	11228 Business Park Cir	Firestone	CO	80504-9540	(720) 494-1925
B/W University Inn	Buxton Hotel, LLC	Sanjay M. Patel	914 S College Ave	Fort Collins	CO	80524-3033	(970) 484-2984
B/W Kiva Inn	NBA HOSPITALITY INC.	Rajesh Sarda	1638 E Mulberry St	Fort Collins	CO	80524-3522	(970) 484-2444
B/W Plus Overland Inn	Fort Morgan Sundowner, LLC	Jennifer K. Gipfert	1410 Barlow Rd	Fort Morgan	CO	80701-4359	(970) 370-2322
B/W Antlers at Glenwood Springs	RHI 1 Antlers, LLC	Collin M. Richardson	171 W 6th St	Glenwood Spring	CO	81601-2911	(970) 945-8535
B/W Plus Denver West/Golden	Ephesians320 Partners, LLC	Sean Keating	15059 W Colfax Ave	Golden	CO	80401-4022	(303) 277-0200
B/W Greeley	Keystone JS LLC	Mary Yeuwoon Ki	2563 W 29th St	Greeley	CO	80631-8505	(970) 330-7495
B/W Plus Hudson Hotel & Suites	KA Midvale Hotel LLC	Rajesh Mukkirla	301 E Bison Hwy	Hudson	CO	80642-5027	(303) 536-4401
B/W Denver Southwest	UMA Lakewood LLC	Om Patel	3440 S Vance St	Lakewood	CO	80227-5150	(303) 989-5500
B/W Limon	Lincoln Hospitality, LLC	Steve Sparks	2510 6th St	Limon	CO	80828	(719) 775-8121
B/W Plus Boulder Louisville	Louisville Hospitality Group Inc.	Dipak Patel	960 W Dillon Rd	Louisville	CO	80027-9448	(303) 327-1215
B/W Plus Loveland Inn	Ouro Loveland LLC	Nikhil Parekh	5542 E US Highway 34	Loveland	CO	80537-8994	(970) 667-7810
B/W Movie Manor	PS Cube LLC	Shital Patelia	2830 US Highway 160 W	Monte Vista	CO	81144-9357	(719) 852-5921
B/W Montrose Inn	Belleclair Hotels, LLC	Surinder Roshan	2100 E Main St	Montrose	CO	81401-3834	(970) 240-8000
B/W Plus Eagleridge Inn & Suites	KIMLEE BM, INC	Myung Ho Kim	4727 N Elizabeth St	Pueblo	CO	81008-2055	(719) 543-4644
B/W Sundowner	SAHAJ Hospitality LLC	Atul Shah	125 Overland Trl	Sterling	CO	80751	(970) 522-6265
B/W Rambler	SHREEJI LLC	Kalpesh Patel	457 US Highway 85 87	Walsenburg	CO	81089-9432	(719) 738-1121
B/W Alpenglo Lodge	WINTER PARK HOSPITALITY ASSOC. INC	David W. Treece	78665 US Highway 40	Winter Park	CO	80482	(970) 726-8088
B/W Plus New England Inn & Suites	D & P ENTERPRISES, INC.	Gary Desai	2253 Berlin Tpke	Berlin	CT	06037-4036	(860) 828-3000
B/W Danbury/Bethel	BETHEL HOTEL LLC	Hardik Patel	11 Stony Hill Rd	Bethel	CT	06801-1055	(203) 744-3200
B/W Plus Fairfield Hotel	Fairfield Hotel Group LLC	Mahendra H Patel	100 Kings Highway Cutoff	Fairfield	CT	06824-5341	(203) 659-2200
B/W Hartford Hotel & Suites	HARTFORD AIRPORT HOTEL LLC	Jignesh Patel	185 Brainard Rd	Hartford	CT	06114-2102	(860) 525-1000
B/W Manchester	Dev Hospitality, LLC	Jaydeep Yogesh Gandhi	20 Taylor St	Manchester	CT	06042-1736	(860) 783-5600
B/W Mystic Hotel	Stonington Hospitality LLC	Mukesh Patel	48 Whitehall Ave	Mystic	CT	06355-1967	(860) 980 3257
B/W Niantic - New London/Mystic Area	Shree Ganesh LLC	Jignesh Patel	265 Flanders Rd	Niantic	CT	06357-1214	(860) 739-3099
B/W Executive Hotel of New Haven-West Haven	Sawmill Haven LLC	Jonathan Reiss	490 Saw Mill Rd	West Haven	CT	06516-4044	(203) 933-0344
B/W Plus Newark/Christiana Inn	VB Bear Hospitality LLC	Bonny Patel	875 Pulaski Hwy	Bear	DE	19701-1252	(302) 326-2500

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Galaxy Inn	Western Bay LLC	Shu-Ching Kuo	1700 E Lebanon Rd	Dover	DE	19901-5845	(302) 735-4700
B/W Apalach Inn	Apalach Inn LLC	Steven Etchen	249 US Highway 98	Apalachicola	FL	32320-1871	(850) 653-9131
B/W Mayport Inn & Suites	New Daily Ventures, LLC	Shashank D. Patel	2389 Mayport Rd	Atlantic Beach	FL	32233-2715	(904) 435-3500
B/W Auburndale Inn & Suites	AUBURNDALE HOTEL LLC	Sheila Patel	1008 US Highway 92 W	Auburndale	FL	33823-9585	(863) 551-3400
B/W Heritage Inn & Suites	Bowling Hospitality, LLC	Reepal Mehta	2727 US Highway 17 N	Bowling Green	FL	33834-5124	(863) 773-2378
B/W Plus Bradenton Gateway Hotel	Best Hospitality LLC	Nakul Gadhia	2215 Cortez Rd W	Bradenton	FL	34207-1245	(941) 238-0800
B/W Plus Bradenton Hotel & Suites	Bradenton Hotel Investment LLC	Vijay Patel	648 67th St Cir E	Bradenton	FL	34208-6087	(941) 757-5555
B/W of Clewiston	SAAJAN HOSPITALITY INC.	Sunilkumar J. Patel	1020 W Sugarland Hwy	Clewiston	FL	33440-2707	(863) 983-3400
B/W Cocoa Beach - Port Canaveral	Ocean Partners Hospitality, LLLP	Tom C. Hermansen	5600 N Atlantic Ave	Cocoa Beach	FL	32931-3920	(321) 783-7621
B/W Wakulla Inn & Suites	PATEL BROTHERS INC.	Sejal Patel	3292 Coastal Hwy 98	Crawfordville	FL	32327-4200	(850) 926-3737
B/W of Crestview	Vinayakam Investments LLC	Sachit Sharma	151 Cracker Barrel Dr	Crestview	FL	32536-2230	(850) 683-1778
B/W Plus Daytona Inn Seabreeze Oceanfront	Daytona Hospitality, Inc	Ishwar Naran	730 N Atlantic Ave	Daytona Beach	FL	32118-3805	(386) 255-5491
B/W International Speedway Hotel	Embassy Investments XI LLC	Mihirkumar Mohanlal Patel	2620 W International Speedway Blvd	Daytona Beach	FL	32114-1120	(386) 258-6333
B/W Aku Tiki Inn	JK Daytona LLC	Harikrushna Bhagat	2225 S Atlantic Ave	Daytona Beach	FL	32118-5007	(386) 252-9631
B/W Plus Deerfield Beach Hotel & Suites	Deerfield Hotel One LLC	Sanjay Patel	1050 E Newport Center Dr	Deerfield Beach	FL	33442-7723	(954) 570-8888
B/W Crossroads Inn	Sage 393 Holdings, LLC	Gaurang Kumar Patel	2343 US Highway 331 S	DeFuniak Springs	FL	32435-3709	(850) 892-5111
B/W Plus Yacht Harbor Inn	AV Florida Holdings Ilc	Benedikt Fritzsche	150 Marina Plz	Dunedin	FL	34698-5703	(727) 733-4121
B/W Inn of Palatka	OHM SAI RAM LLC	Manishkumar H. Patel	119 S US Highway 17	East Palatka	FL	32131-5000	(386) 325-7800
B/W Edgewater Inn	VIKAT INC	Jitendra Patel	1730 S Ridgewood Ave	Edgewater	FL	32132-3614	(386) 427-7101
B/W Gateway to the Keys	Hotel Two LLC	Nitun Patel	411 S Krome Ave	Florida City	FL	33034-4913	(305) 246-5100
B/W Ft. Lauderdale I-95 Inn	Bay Meadows Hotel LLC	Gurtej Singh	4800 NW 9th Ave.	Fort Lauderdale	FL	33309-3808	(954) 776-6333
B/W Fort Lauderdale Airport/Cruise Port	JAI LAXMI INC.	Rameshbhai Patel	1221 W State Road 84	Fort Lauderdale	FL	33315-2349	(954) 462-7005
B/W Plus Oceanside Inn	SOUTHEAST HOSPITALITY CORP	Sudha R. Bhakta	1180 Seabreeze Blvd	Fort Lauderdale	FL	33316-2426	(954) 525-8115
B/W Fort Myers Inn & Suites	APEX HOSPITALITY LLP	Sanmukh Swami	4400 Ford Street Ext	Fort Myers	FL	33916-9420	(239) 278-3949
B/W Fort Myers Waterfront	Waterfront Hotels, LLC	Pinal Patel	13021 N Cleveland Ave	Fort Myers	FL	33903-4828	(239) 997-5511
B/W Plus Beach Resort	FMB ASSOCIATES LIMITED PARTNERSH	Jeffrey M. Malbon	684 Estero Blvd	Fort Myers Beach	FL	33931-5021	(239) 373-4160
B/W Gateway Grand	Gateway Grand Hotel LLC	Minesh Patel	4200 NW 97th Blvd	Gainesville	FL	32606-3742	(352) 331-3336
B/W Plus Hollywood/Aventura	Rose Management Properties, Inc.	Chiranjiv K. Jariwala	101 Ansin Blvd	Hallandale Beach	FL	33009-3916	(954) 456-8333
B/W Plus Ft Lauderdale Hollywood Airport Hotel	Hollywood Lodging, Inc.	Punita Patel	2601 N 29th Ave	Hollywood	FL	33020-1508	(954) 923-7300
B/W Plus Jacksonville West	Cecil Property Management	Nilay Sunil Dharma	525 Chaffee Point Blvd	Jacksonville	FL	32221-4109	(904) 265-7759
B/W Oceanfront	Oceanfront Lodging Inc.	Bobby Bhikha	305 1st St N	Jacksonville Beac	FL	32250-6908	(904) 249-4949
B/W Intracoastal Inn	Jupiter Hospitality, LLC	Dinesh Desai	810 S US Highway 1	Jupiter	FL	33477-5924	(561) 575-2936
B/W Plus Kendall Hotel & Suites	Wynne Building Corporation	Eric P. Wynne	8560 SW 124th Ave	Kendall	FL	33183-4600	(305) 271-4848
B/W Hibiscus Motel	GEORGE J PENTZ	William O. Kemp	1313 Simonton St	Key West	FL	33040-3113	(305) 294-3763
B/W Plus Orlando Lake Buena Vista South Inn & Suites	Neelkanthkrupa, LLC	Bhavin G. Patel	3484 Polynesian Isle Blvd	Kissimmee	FL	34746-4654	(407) 997-1700
B/W Plus Lake City	Jai Shree Hanuman, LTD.	Nilesh Patel	350 SW Florida Gateway Dr	Lake City	FL	32024-3855	(386) 754-5944
B/W Plus Lakeland	Sai Mataji LLC	Kalpesh Patel	4225 New Tampa Hwy	Lakeland	FL	33815	(863) 262-3900
B/W Plus Chain of Lakes Inn & Suites	Kingshill Hospitality Inc.	Sunil Patel	1321 N 14th St	Leesburg	FL	34748-3408	(352) 460-0118
B/W Plus Madison	Madison Florida Management LLC	Reepal Mehta	167 SE Bandit St	Madison	FL	32340-5916	(850) 973-2020
B/W Plus Miami-Doral/Dolphin Mall	B&I PROPERTIES LTD	Benito M. Irastorza	3875 NW 107th Ave	Miami	FL	33178-4292	(305) 463-7195
B/W Plus Miami Executive Airport Hotel & Suites	ERG Hotels, Inc	Ernesto R. Greco	13700 SW 139th Ct	Miami	FL	33186-5570	(305) 969-1600
B/W Plus Miami Airport North Hotel & Suites	Fairway Drive Investments, LLC	John Titus	131 Fairway Dr	Miami	FL	33166-5849	(786) 515-1880
B/W Plus Miami Intl Airport Hotel & Suites Coral Gables	Flagler 4100 Property LLC	Fernando Kasabdjji	4100 Flagler St	Miami	FL	33134-1612	(305) 774-6100
B/W Plus Atlantic Beach Resort	SOKOLOV LTD	Barbara Romano	4101 Collins Ave	Miami Beach	FL	33140-3210	(305) 673-3337
B/W Milton Inn	Aalia Hospitality LLC	Bhakti Patel	8936 Highway 87 S	Milton	FL	32583-7527	(850) 623-1511
B/W Mulberry Hotel	Shree Yogi Bapa, LLC	Nilesh Patel	2525 State Road 60 E	Mulberry	FL	33860-7929	(863) 425-2500
B/W Naples Inn & Suites	CT BW Naples Borrower LLC	Kenneth Picache	2329 9th St N	Naples	FL	34103-4404	(239) 261-1148
B/W Naples Plaza Hotel	GOLDEN GATE INN & COUNTRY CLUB	Marco Antonio Vocisano	6400 Dudley Dr	Naples	FL	34105-3849	(239) 643-6655
B/W Navarre Waterfront	BLUE HERON OF NAVARRE INC	C. Baker Clark	8697 Navarre Pkwy	Navarre	FL	32566-2162	(850) 939-9400
B/W New Smyrna Beach Hotel & Suites	New Smyrna BW Owner LLC	Shawn Gracey	1401 S Atlantic Ave	New Smyrna Bea	FL	32169-3113	(386) 426-0020
B/W Niceville - Eglin AFB Hotel	Sage Niceville Hospitality, LLC	Gaurang Kumar Patel	106 Bayshore Dr	Niceville	FL	32578-2421	(850) 678-9131
B/W Plus North Miami/Bal Harbour	SWAMIJI INC	Nayan C. Patel	12210 Biscayne Blvd	North Miami	FL	33181-2714	(305) 891-7350
B/W Ocala Park Centre I-75	3701 Legacy Center	Navroz F. Saju	3701 SW 38th Ave	Ocala	FL	34474-4383	(352) 237-4848
B/W Lake Okeechobee	LUV-KUSH ENTERPRISES	Jay Patel	3975 Highway 441 S	Okeechobee	FL	34974-6221	(863) 357-7100
B/W Plus Universal Inn	ALLEGIANCE LLC	Manoj P. Shah	5618 Vineland Rd	Orlando	FL	32819-7827	(407) 226-9119
B/W Orlando Gateway Hotel	Jicarilla Apache Nation	Michael Gush	7299 Universal Blvd	Orlando	FL	32819-8353	(407) 351-5009
B/W Plus Orlando East- UCF Area	Maingate East Development	Kamal Faizi	12101 Challenger Pkwy	Orlando	FL	32826-2706	(407) 737-7303
B/W Plus Palm Beach Gardens Hotel & Suites and Conference Ct	Siya Hospitality Group LLC	Shiv Sahai Shahi	11360 US Highway 1	Palm Beach Gard	FL	33408-3224	(561) 844-8448

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Plus Flagler Beach Area Inn & Suites	JAY MAA AMBE, LLC	Dilip G. Patel	200 Flagler Plaza Dr	Palm Coast	FL	32137-5906	(386) 832-8323
B/W Plus Panama City Hotel	Pinapple Hospitality PCBW LLC	Jonathan Reiss	2338 Mercedes Ave	Panama City	FL	32405-5260	(850) 215-8118
B/W Plus Blue Angel Inn	SAI RAM OF PENSACOLA INC	Mitesh Patel	2390 W Detroit Blvd	Pensacola	FL	32534-1721	(850) 477-7474
B/W Port St. Lucie	Wynne Building Corporation	Eric P. Wynne	7900 S US Highway 1	Port Saint Lucie	FL	34952-2350	(772) 878-7600
B/W Plus St. Augustine I-95	Durga Investment, LLC	Ameet Patel	2465 State Road 16	Saint Augustine	FL	32092-0701	(904) 824-9229
B/W Historical Inn	Ponce Historical, Inc.	Kanti M. Patel	2010 N Ponce De Leon Blvd	Saint Augustine	FL	32084-2622	(904) 829-9088
B/W Historic Bayfront	Vista Hotel III Inc	Kanti M. Patel	16 Avenida Menendez Ave	Saint Augustine	FL	32084-3601	(904) 824-4482
B/W Seaside Inn	Vista Hotel II Inc	Kanti M. Patel	541 A1A Beach Blvd	Saint Augustine BFL	FL	32080-7936	(904) 461-9990
B/W Plus Sanford Airport/Lake Mary Hotel	Sanford Hospitality Group Inc.	Ricky S. Kureti	3401 S Orlando Dr	Sanford	FL	32773-5607	(407) 320-0845
B/W Plus Sebastian Hotel & Suites	Captain Hiram's Hotel North, LLC	William Thomas Collins	1655 US Highway 1	Sebastian	FL	32958-3874	(772) 388-9300
B/W Starke	Shiv Crupa, Inc.	Smita Patel	1290 N Temple Ave	Starke	FL	32091-2116	(904) 964-6744
B/W Downtown Stuart	PNR Hotels, Inc.	Nimesh Maganbhai Patel	1209 SE Federal Hwy	Stuart	FL	34994-3824	(772) 287-6200
B/W Tallahassee-Downtown Inn & Suites	Amneel of Tallahassee Inc.	Mahendra Parmar	2016 Apalachee Pkwy	Tallahassee	FL	32301-4818	(850) 656-6312
B/W Plus Tallahassee North Hotel	Murphco of Florida Inc.	Philip W. Murphey	2727 Graves Rd	Tallahassee	FL	32303-2865	(850) 562-7200
B/W Tampa	Mosi Hotels Inc	Bharat K. Patel	734 S Dale Mabry Hwy	Tampa	FL	33609-4403	(813) 490-2378
B/W Space Shuttle Inn	SPACE COAST HOTELS LLC	Marsha S. Shah	3455 Cheney Hwy	Titusville	FL	32780-2502	(321) 269-9100
B/W Plus Ambassador Suites Venice	REIT 400 LLC	Jacob Kurian	400 Commercial Ct	Venice	FL	34292-1647	(941) 480-9898
B/W Waldo Inn & Suites	Kiran Hotels, Inc	Deven J. Desai	17230 NE US Highway 301	Waldo	FL	32694-4612	(352) 468-2500
B/W Wesley Chapel	WC Hospitality, LLC	Ishwar Naran	5639 Oakley Blvd	Wesley Chapel	FL	33544-5305	(813) 345-2000
B/W Palm Beach Lakes	DR PALM BEACH INC.	Jennifer Redmond	1800 Palm Beach Lakes Blvd	West Palm Beach	FL	33401-2023	(561) 683-8810
B/W Plus Winter Haven Inn & Suites	p6 Xenia LLC	Nimit P. Patidar	5801 Roosevelt Dr	Winter Haven	FL	33884-2106	(863) 268-8001
B/W Plus First Coast Inn & Suites	OM MAA Sharan, Inc.	Hitesh Bhakta	462577 State Road 200	Yulee	FL	32097-5421	(904) 225-0182
B/W Acworth Inn	5155 Acworth Hospitality LLC	Bhargav Acharya	5155 Cowan Rd	Acworth	GA	30101-5198	(770) 974-0116
B/W Athens	MONARCH MOTOR INNS INC.	Earle J. Moore	1700 N Milledge Ave	Athens	GA	30601-3802	(706) 546-7311
B/W Plus Augusta North Inn & Suites	Guru Hotels Claussen, LLC	Mandeep Singh	1062 Claussen Rd	Augusta	GA	30907-3206	(706) 733-4656
B/W Milton Inn	THE MILTON INN INC	Bhakti Patel	201 Highway 515 W.	Blairsville	GA	30512-3501	(706) 745-6995
B/W Braselton Inn	PARAM OVERSEAS INC	Khyati Patel	303 Zion Church Rd	Braselton	GA	30517-3227	(706) 654-3081
B/W Plus Brunswick Inn & Suites	Omkara Investment, LLC	Sanjay Bhakta	126 Venture Dr	Brunswick	GA	31525-9794	(912) 265-1114
B/W Inn & Suites	Komal Enterprises, Inc.	Minesh K. Patel	101 Dunbar Rd	Byron	GA	31008-7044	(478) 956-3056
B/W Executive Inn	BAA Hospitality LLC	Balwantbhai I. Patel	2800 US Highway 84 E	Cairo	GA	39828-3739	(229) 377-8000
B/W Allatoona Inn & Suites	Praval Hospitality LLC	Pavan Dinesh Patel	5663 Highway 20 NE	Cartersville	GA	30121-5212	(770) 386-1569
B/W Commerce Inn	JDS Lodging LLC	Ashish Patel	157 Eisenhower Dr	Commerce	GA	30529-6226	(706) 335-3640
B/W Colonial Inn	Colonial Inn & Restaurant Vienna, Inc.	Aamir Merchant	1706 E 16th Ave	Cordele	GA	31015-5307	(229) 273-5420
B/W Plus Dalton Inn	Vision Hospitality, LLC	John Tampa	715 College Dr	Dalton	GA	30720-3783	(706) 272-9099
B/W Gwinnett Center Hotel	Creative Hospitality Group LLC	Raj Shah	3670 Shackelford Rd	Duluth	GA	30096-4546	(770) 935-7171
B/W Mountain View Inn	Mountain View Inn, LLC	Brenda Jones	P.O. BOX 1030	East Ellijay	GA	30539	(706) 515-1500
B/W Plus Fairburn-Atlanta Southwest	Apsilon Management - Oakley Blvd, LL	Rajesh A. Patel	1005 Oakley Industrial Blvd	Fairburn	GA	30213-6083	(678) 782-4700
B/W Augusta West	KISHIN HOSPITALITY LLC	Kanta Kondur	452 Park West Dr	Grovetown	GA	30813-3216	(706) 651-9100
B/W Plus Atlanta Airport-East	APSILON HOTELS INC.	Rajesh A. Patel	301 N Central Ave	Hapeville	GA	30354-1601	(404) 763-8777
B/W Hiram Inn & Suites	Shree Jala Sai Ram LLC	Vasu Patel	1340 Pace Rd	Hiram	GA	30141-2181	(770) 222-9494
B/W Plus Jekyll Island	BA Jekyll Island, LLC	Chetan Narendra Patel	700 N Beachview Dr	Jekyll Island	GA	31527-0830	(912) 635-2202
B/W Kennesaw	Dhanlaxmi Hospitality, Inc.	Darren Patel	2625 George Busbee Pkwy NW	Kennesaw	GA	30144-4965	(770) 426-0045
B/W Plus Kingsland	Camden Hospitality Service, Inc.	Chandra B. Yadav	1375 Hospitality Ave	Kingsland	GA	31548-6816	(912) 510-0202
B/W Riverside Inn	AJIT HOSPITALITY INC.	Ajit A. Patel	2400 Riverside Dr	Macon	GA	31204-1779	(478) 743-6311
B/W Inn & Suites of Macon	Kirti Enterprises Inc.	Avi Bharat Patel	4681 Chambers Rd	Macon	GA	31206-5366	(478) 781-5300
B/W Atlanta-Marietta Ballpark Hotel	551 Ponce LLC	Soon Ki Han	1940 Leland Dr SE	Marietta	GA	30067-6102	(678) 903-8316
B/W Plus McDonough Inn & Suites	McDonough Hotel Group, LLC	Mukesh S. Patel	805 Industrial Blvd	McDonough	GA	30253-6616	(770) 898-1006
B/W Shenandoah Inn	Khushi Hospitality LLC	Avadhesh (Avi) Patel	620 Highway 34 E	Newnan	GA	30265-1007	(770) 304-9700
B/W Plus Lake Lanier Gainesville Hotel & Suites	Meadow Capital SPE, LLC	Shama Patel	4535 Oakwood Rd	Oakwood	GA	30566-3312	(770) 535-8080
B/W Bradbury Inn & Suites	Shree Yogiji Inc	Ashwin Patel	205 Lect Dr	Perry	GA	31069-3187	(478) 218-5200
B/W Savannah Airport Inn & Suites	Dia Suri, LLC	Dhaval Desai	155 Bourne Ave	Pooler	GA	31322-9516	(912) 330-0330
B/W Premier I-95 Savannah Airport/ Pooler West	Pooler Laxmi, Inc.	Nelish Patel	103 San Dr	Pooler	GA	31322-3409	(912) 330-5100
B/W Plus Richmond Hill Inn	SANTI KRUPA INC	Dinesh J. Patel	4564 US Highway 17	Richmond Hill	GA	31324-3308	(912) 756-7070
B/W Plus Roswell/Alpharetta	US SOUTH HOSPITALITY INC	Rajiv Goswami	907 Holcomb Bridge Rd	Roswell	GA	30076-1905	(770) 552-5599
B/W Plus St. Simons	BA-301 Main, LLC	Chetan Narendra Patel	301 Main St	Saint Simons Islar	GA	31522-1665	(912) 638-7805
B/W Plus Savannah Gateway	Amara Investments, LLC	Jagdish (Jay) Patel	17 Gateway Blvd E	Savannah	GA	31419-9745	(912) 800-4000
GLö Best Western Savannah-Gateway I-95	Gemick, Inc.	Mehul Sheth	17005 Abercorn St	Savannah	GA	31419	(912) 298-6811
GLö Best Western Pooler - Savannah Airport Hotel	Hina Hospitalities LLC	Vipul H. Patel	121 W Mulberry Blvd	Savannah	GA	31407-3505	(912)298-1760

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Central Inn	MARUTI ONE HOSPITALITY, INC	Girishkumar K. Patel	45 Eisenhower Dr	Savannah	GA	31406-2423	(912) 355-1000
B/W Savannah Historic District	RB-CIV Savannah BW Hotel LLC	Robert Campbell	412 W Bay St	Savannah	GA	31401-1115	(912) 233-1011
B/W Atlanta Cumberland/Galleria Hotel	JAYHOLE LLC	Harikrushna Bhagat	1200 Winchester Pkwy SE	Smyrna	GA	30080-6541	(678) 293-6980
B/W Bradford Inn	MITUL Inc.	Mukesh M. Patel	688 S Main St	Swainsboro	GA	30401-4819	(478) 237-2400
B/W Plus Rose City Conference Center Inn	Shiva Shiva Thomasville LLC	Viral Patel	133 Liberty St	Thomasville	GA	31757-3512	(229) 226-9998
B/W Plus Valdosta Hotel & Suites	GE Hospitality, LLC	Gerald Evans	4025 Northlake Dr	Valdosta	GA	31602-2386	(229) 241-9221
Aiden by Best Western Warm Springs Hotel and Event Center	Presidential Hospitality, LLC	Khyati Patel	2526 Whitehouse Pkwy	Warm Springs	GA	31830-2057	(706) 655-4015
B/W Plus Executive Residency Rigby's Water World Hotel	Rigby's Hospitality 2017, LLC	Steve Leslie Rigby	1056 GA Highway 96	Warner Robins	GA	31088	(478) 313-5700
B/W Plus Bradbury Inn & Suites	GUNATIT HOSPITALITY LLC	Dilipkumar R. Patel	2570 Memorial Dr	Waycross	GA	31503-0910	(912) 284-0095
B/W The Plaza Hotel Honolulu Airport	TEG HOTELS, LLC	Jenine Webster	3253 N Nimitz Hwy	Honolulu	HI	96819-1907	(808) 836-3636
B/W Plus Altoona Inn	Jai Ganesh Inc.	Pragnesh Patel	300 34th Avenue NW	Altoona	IA	50009-2639	(515) 967-2400
B/W Plus University Park Inn & Suites	BW Ames Investment, LLC	Franzuas Moser	2500 University Blvd	Ames	IA	50010-8621	(515) 296-2500
B/W Premier Ankeny Hotel	Shree Ganesh, LLC	Kalpesh Patel	2502 SE Tones Dr	Ankeny	IA	50021-8860	(515) 965-5678
B/W Plus Omaha Airport Inn	Shri Laxmi LLC	Rakesh Patel	2510 Abbott Plz	Carter Lake	IA	51510-1579	(402) 505-4900
B/W Plus Longbranch Hotel & Convention Center	DIYA2010 Inc	Mehul Patel	90 Twixt Town Rd NE	Cedar Rapids	IA	52402-3205	(319) 377-6386
B/W La Grande Hacienda	Cherokee Hospitality LLC	Mehul B. Raja	1401 N 2nd St	Cherokee	IA	51012-2201	(712) 225-5701
B/W Holiday Lodge	KINSETH HOSPITALITY COMPANY INC.	Leslie B. Kinseth	2023 7th Ave N	Clear Lake	IA	50428-2103	(641) 357-5253
B/W Plus Des Moines West Inn & Suites	Sunrise Iowa Hotels LLC	Dipak Amin	1450 NW 118th St	Clive	IA	50325-8243	(515) 221-2345
B/W Crossroads of the Bluffs	SPRINGFIELD HOSPITALITY INC	Rana Akhtar	2216 27th Ave	Council Bluffs	IA	51501-6953	(712) 322-3150
B/W Plus Steeplegate Inn	Global Brothers Davenport LLC	Mayur Narendrasinh Solanki	100 W 76th St	Davenport	IA	52806-1339	(563) 386-6900
B/W Plus Dubuque Hotel & Conference Center	Discover Hospitality LLC	Navjot Sidhu	3100 Dodge St, Highway 20 W	Dubuque	IA	52003-5203	(563) 557-8000
B/W Harmony Inn Fort Dodge Iowa	Divyamaan, LLC	Harshit (Harry) N. Shah	3259 5th Ave S	Fort Dodge	IA	50501-6403	(515) 955-2259
B/W Mt. Pleasant Inn	NNDYM IA, Inc	Anil J Chaudhari	810 N Grand Ave	Mount Pleasant	IA	52641-3107	(319) 385-2102
B/W Muscatine / Pearl City Hotel	Pearl City Hospitality LLC	Andrew Kifer	305 Cleveland St	Muscatine	IA	52761-5669	(563) 316-7700
B/W Holiday Manor	Kishan Hospitality, LLC	Raj Patel	208 W 4th St N	Newton	IA	50208-3024	(641) 792-3333
B/W Ottumwa Inn & Suites	NNDYM OTK, Inc.	Anil J Chaudhari	2813 N Court St	Ottumwa	IA	52501-1134	(641) 682-0000
B/W Plus Waterloo & Cedar Falls	Waterloo Hospitality, LLC	Brian Arnold Kern	205 W 4th St	Waterloo	IA	50701-5403	(319) 888-1000
Executive Residency by Best Western Waterloo & Cedar Falls	Waterloo Hospitality, LLC	Brian Arnold Kern	205 W 4th St	Waterloo	IA	50701-5403	(319) 888-1000
B/W Blackfoot Inn	Sleeping Bear Inc	Harsh Dubal	750 Jensen Grove Dr	Blackfoot	ID	83221-1680	(208) 785-4144
B/W Vista Inn at the Airport	Commodore Hotel Inc	Mark L. Raden	2645 Airport Way	Boise	ID	83705-5001	(208) 336-8100
B/W Northwest Lodge	NW Lodge, LLC	Shalini Patel	6989 S Federal Way	Boise	ID	83716-9604	(208) 287-2300
B/W Plus Kootenai River Inn Casino & Spa	Kootenai Tribal Development Corporat	Tom Turpin	7169 Plaza St	Bonnors Ferry	ID	83805-8598	(208) 267-8511
B/W Plus Burley Inn & Convention Center	BURLEY INN INC.	Pamela Miller	800 N Overland Ave	Burley	ID	83318-3442	(208) 678-3501
B/W Plus Caldwell Inn & Suites	CALDWELL HOSPITALITY GROUP LLC	Jaswinder Sidhu	908 Specht Ave	Caldwell	ID	83605-6927	(208) 454-7225
B/W Plus Coeur d'Alene Inn	H & J INCORPORATED	Jason Jaeger	506 W Appleway Ave	Coeur d'Alene	ID	83814-9510	(208) 765-3200
B/W Plus CottonTree Inn	Snake River Petersen Properties LLC	Jeremy J Petersen	900 Lindsay Blvd	Idaho Falls	ID	83402-1818	(208) 523-6000
B/W Driftwood Inn	Warren Resort Hotels of Idaho, Inc.	Emily Warren	575 River Pkwy	Idaho Falls	ID	83402-3313	(208) 523-2242
B/W Sawtooth Inn & Suites	Warren Resort Hotels of Jerome, Inc.	Emily Warren	2653 S Lincoln Ave	Jerome	ID	83338-6128	(208) 324-9200
B/W Tyrolean Lodge	Alta Tyrolean, LLC	Thomas F. Cahill	260 Cottonwood St	Ketchum	ID	83340	(208) 726-5336
B/W Plus Kentwood Lodge	Kentwood Lodge, LLC	Ralph Kent Forgeon	180 S Main St	Ketchum	ID	83340	(208) 726-4114
B/W Plus McCall Lodge & Suites	S3 Holding LLC	Jerame Durward Petry	211 S 3rd St	McCall	ID	83638-5020	(208) 634-2230
B/W Plus Meridian	RaMa Lodging Group LLC	Ravi R Patel	1019 S Progress Ave	Meridian	ID	83642-3050	(208) 887-7888
B/W Plus University Inn	HAGADONE HOSPITALITY CO.	Mike O'Brien	1516 Pullman Rd	Moscow	ID	83843-4094	(208) 882-0550
B/W Foothills Inn	Johnson Brothers Hospitality, LLC	Laura L. Stone	1080 Highway 20	Mountain Home	ID	83647-3958	(208) 587-8477
B/W Plus Peppertree Nampa Civic Center Inn	Nampa Hospitality LLC	Rita Jean Santillanes	205 3rd St South	Nampa	ID	83651-3716	(208) 495-5291
B/W Lodge at River's Edge	RIVER'S EDGE HOSPITALITY LLC	Tanna Renee Zywna	615 Main St	Orofino	ID	83544	(208) 476-9999
B/W Pocatello Inn	LRD HOTELS LLC	Varun Dharni	1415 Bench Rd	Pocatello	ID	83201-2444	(208) 237-7650
B/W Plus Ponderay Mountain Lodge	Warren Resort Hotels of Ponderay, Inc	Emily Warren	477326 Highway 95	Ponderay	ID	838529773	(208) 255-4500
B/W Edgewater Resort	Edgewater Sandpoint LLC	Brian Averill	56 Bridge St	Sandpoint	ID	83864-1443	(208) 263-3194
B/W Plus Twin Falls Hotel	The Q Hospitality LLC	Chau P. Quach	1377 Blue Lakes Blvd N	Twin Falls	ID	83301-3310	(208) 736-8000
B/W Plus Parkway Hotel	Jashumati Inc.	Naren Patel	1900 Homer Adams Pkwy	Alton	IL	62002-5607	(618) 433-9900
B/W Annawan Inn	ARK Hotels Inc.	Sahil Patel	315 N Canal St	Annawan	IL	61234-9701	(309) 935-6565
B/W Plus Bloomington East Hotel	Magnus Hotels, LLC	Nishith Jobalia	604 1/2 IAA Dr	Bloomington	IL	61701-2217	(309) 808-0628
B/W Bolingbrook Hotel	Aanya Hospitality, LLC	Deepak Kumar Patel	520 S Bolingbrook Dr	Bolingbrook	IL	60440-3504	(630) 972-9797
B/W Plus Bourbonnais Hotel & Suites	Krupalu LLC	Mukeshkumar Bhailal Patel	62 Ken Hayes Dr	Bourbonnais	IL	60914-9347	(815) 932-4411
B/W Inn & Suites - Midway Airport	MIDWAY AIRPORT INN INC.	Tesh Patel	8220 S Cicero Ave	Burbank	IL	60459-1510	(708) 497-3000
B/W Saluki Inn	Sunrise Motel Enterprises, Inc.	Manish Patel	801 N Giant City Rd	Carbondale	IL	62902-6423	(618) 351-6611
B/W Plus Centralia Hotel & Suites	WC McCord LLC	Rachel D. Wallace	8145 Jolliff Bridge Rd	Centralia	IL	62801-5651	(618) 918-2559

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Plus Champaign/Urbana Inn	Shri Vinayaka LLC	Vipul Patel	516 W Marketview Dr	Champaign	IL	61822-1391	(217) 355-5566
B/W River North Hotel	BW CRD Operations LLC	Carin Rae Levee	125 W Ohio St	Chicago	IL	60654-7168	(312) 467-0800
B/W Plus Hawthorne Terrace Hotel	Lake Hotel Management Co and 618 R	Anthony T. Klok	3434 N Broadway Ave	Chicago	IL	60657-2516	(773) 244-3434
B/W Grant Park Hotel	PACIFIC TAI LLC	Hui-Hsien Yen	1100 S Michigan Ave	Chicago	IL	60605-2301	(312) 922-2900
B/W Plus Chicagoland - Countryside	Countryside Lodging Inc	Jatin Patel	6251 Joliet Rd	Countryside	IL	60525-3958	(708) 354-5200
B/W Riverside Inn	Diya Hospitality LLC	Ajit A. Patel	57 S Gilbert St	Danville	IL	61832-6227	(217) 431-0020
B/W Des Plaines/O'Hare	Maharishi Hospitality Inc.	Manoj Mahapatra	1231 Lee St	Des Plaines	IL	60018-1512	(847) 297-2100
B/W Chicago - Downers Grove	SBY Downers Grove, LLC	Hui-Hsien Yen	3010 Finley Road	Downers Grove	IL	60515-1118	(630) 515-1500
B/W Plus Peoria	Raj Shayamaji LLC	Dilip Patel	300 Eastlight Ct	East Peoria	IL	61611-2060	(309) 694-4959
B/W Delta Inn	Reva Hospitality Inc.	Hiren Patel	1509 Hampton Dr	Effingham	IL	62401-1787	(217) 342-4499
B/W St. Louis Fairview Heights	Rowdy Hospitality, LLC	Riten Patel	150 Ludwig Dr	Fairview Heights	IL	62208-1333	(618) 397-3275
B/W Flora Inn	Ahuja Brothers Inc.	Nikhil Ahuja	201 Hagen Dr	Flora	IL	62839-2338	(618) 662-3054
B/W Plus O'Hare International South Hotel	Shreeganpatidada LLC	Pushpakkumar Panchal	3001 N Mannheim Rd	Franklin Park	IL	60131-2434	(847) 233-9292
B/W Galena Inn & Suites	Victorian Midwest LLC	Jignesh Patel	9923 W US Route 20	Galena	IL	61036-9187	(815) 777-2577
B/W Prairie Inn & Conference Center	Kohiman Properties LLC	Nayankumar Patel	300 S Soangetaha Rd	Galesburg	IL	61401-5527	(309) 343-7151
B/W Geneseo Inn	Divy & Nick LLC	Divy Vyas	1375 S Oakwood Ave	Geneseo	IL	61254-1993	(309) 945-9345
B/W Glenview -Chicagoland Inn and Suites	R G Hotels, Inc.	Lal Patel	4514 W Lake Ave	Glenview	IL	60026-1447	(847)635-5220
B/W Plus Chicago Hillside	Hillside Hospitality Inc.	Rohit Roy Patel	4400 Frontage Rd	Hillside	IL	60162-1734	(708) 544-9300
B/W Jacksonville Inn	Vision Hospitality Inc.	Ajay Patel	1709 W Morton Ave	Jacksonville	IL	62650-2719	(217) 245-4500
B/W Joliet Inn & Suites	Mahima Hotels, LLC	Trikam Patel	4380 Enterprise Dr	Joliet	IL	60431-8309	(815) 730-7500
B/W Plus North Joliet	Ohm Shreeji IV, Inc.	Rashmikant Patel	3231 Norman Ave	Joliet	IL	60431-9100	(815) 439-4200
B/W Macomb Inn	Shriji IL, Inc.	Bipin Chaudhari	1655 E Jackson St	Macomb	IL	61455-2692	(309) 836-6700
B/W Marion Hotel	Nilkanth IL Group LLC	Mayur Pokiya	400 Comfort Dr	Marion	IL	62959-4969	(618) 998-1220
B/W Plus MidAmerica Hotel	Pinecone Hospitality, LLC	Drew Kifer	9730 Hayden Dr	Mascoutah	IL	62258-5508	(618) 808-0280
B/W Heartland Inn	Heartland Hospitality LLC	Manish Patel	1416 Broadway Ave E	Mattoon	IL	61938-4636	2179610820
B/W Airport Inn	AARYA Hospitality LLC	Hirenkumar (Hiren) Patel	2550 52nd Ave	Moline	IL	61265-6375	(309) 762-9191
B/W Monticello Gateway Inn	SANDS INN INC.	Manisha Patel	805 Iron Horse Pl	Monticello	IL	61856-8145	(217) 762-9436
B/W Morton Inn	Sainath Investment LLC	Baldevbhai Govindbhai Patel	150 W Ashland St	Morton	IL	61550-1424	(309) 266-9933
B/W Naperville Inn	NAPER GOLD HOSPITALITY LLC	Kishor Patel	1617 N Naperville Wheaton Rd	Naperville	IL	60563-1524	(630) 505-0200
B/W U. S. Inn	Krishna Inc	Hasmukhlal Patel	11640 State Route 127	Nashville	IL	62263-2626	(618) 478-5341
B/W Oglesby Inn	Oglesby Hospitality, Inc	Sandeep Suryakant Patel	900 Holiday St	Oglesby	IL	61348-9697	(815) 883-3535
B/W Plus Parkside Inn & Suites	NK Borgic Hospitality LLC	Neil Borgic	367 N West St	Olney	IL	62450	(618) 429-9360
B/W Oswego Hotel	Columbia Lodging Management, Inc.	Ujval Thakkar	2055 Wiesbrook Drive	Oswego	IL	60543-8312	(630) 844-4700
B/W Pontiac Inn	Sadhguru Corp Inc.	Tusshar Patel	1821 W Reynolds St	Pontiac	IL	61764-9650	(815) 842-2777
B/W Plus Pontoon Beach	KD Hotel Corporation	Shaileshkumar Patel	4 Regency Pkwy	Pontoon Beach	IL	62040-6742	(618) 512-1314
B/W at O'Hare	North Star Real Estate Group LLC	Faisal Siddiqui	10300 W Higgins Rd	Rosemont	IL	60018-3818	(847) 296-4471
B/W Paradise Inn	PARADISE INN MOTEL OF C-U INC.	Alpa Patel	709 N Dunlap Ave	Savoy	IL	61874-8404	(217) 356-1824
B/W Schaumburg – O'Hare NW	Shree Ishak Corporation	Sahil Patel	1730 E Higgins Rd	Schaumburg	IL	60173-5114	(847) 517-8484
B/W Legacy Inn & Suites Beloit-South Beloit	JZ Hotels Management LLC	Michael Pawlikowski	5910 Technology Dr	South Beloit	IL	61080-9601	(815) 389-4211
B/W Plus South Holland/Chicago Southland	Vision Hotels LLC	Jagdish J. Patel	17345 Halsted St.	South Holland	IL	60473-2744	(708) 825-1856
B/W Clearlake Plaza	Gold Star Management LLC	Anilkumar K Patel	3440 E Clearlake Ave	Springfield	IL	62702-6210	(217) 525-7420
B/W Sycamore Inn	Neelkanth Abajee Hospitality LLC	Daxesh N Patel	1935 DeKalb Ave	Sycamore	IL	60178-3107	(815) 748-7400
B/W Troy Hotel	Brightspark LLC	Piyush Jogi	2020 Formosa Rd	Troy	IL	62294-1387	(618) 667-9200
B/W University Inn	Gems Lodging Inc	Sanjay M. Patel	902 W Killarney St	Urbana	IL	61801-1054	(217) 328-4400
B/W Plus Elgin - Chicago	Sahana Hotels, LLC	Romin Patel	2175 Marriott Dr	West Dundee	IL	60118-9182	(847) 429-0300
B/W Oakbrook Inn	SHREE NAM, INC	Urivin V. Patel	669 Pasquinelli Dr	Westmont	IL	60559-1251	(630) 323-1515
B/W Plus Anderson	Global Hospitality LLC	Deep P Patel	2114 E 59th St	Anderson	IN	46013-3000	(765) 649-2500
B/W Batesville	Anika Hospitality LLC	Devang Brahmabhatt	1030 State Rd 229 North	Batesville	IN	47006-6808	(812) 934-6262
B/W Plus Covered Bridge Inn	Brazil Hospitality LLC	Bhavesh Chandrkrant Parikh	3882 N State Road 59	Brazil	IN	47834-7510	(812) 420-2299
B/W Indian Oak	Bapa Hospitality, Inc.	Sunil Patel	558 Indian Boundary Rd	Chesterton	IN	46304-1515	(219) 926-2200
B/W Green Tree Inn	Xenia Clarksville, LLC	Ignatious Netto	1425 Broadway St	Clarksville	IN	47129-7709	(812) 288-9281
B/W Plus Crawfordsville Hotel	Panvi LLC	Satish A. Gabhawala	2600 Industrial Blvd	Crawfordsville	IN	47933-4606	(765) 307-3999
B/W Edinburgh/Columbus	Shreeji Hospitality Inc	Animesh Patel	11780 N US Highway 31	Edinburgh	IN	46124-9000	(812) 526-9883
B/W Elkhart Inn & Suites	Shaka Hotels LLC	Parth Chaudhari	3326 Cassopolis St	Elkhart	IN	46514-6740	(574) 262-8761
B/W Fishers Indianapolis Area	Lights Out Developments LLC	Deven Patel	9790 North By Northeast Blvd	Fishers	IN	46037-9783	(317) 578-2000
B/W Fort Wayne I-69 North	Bhagyaxlami Hospitality, INC	Ashok M. Patel	2902 E Dupont Rd	Fort Wayne	IN	46825-1667	(260) 490-7950
B/W Fort Wayne Inn & Suites North	Boolean Operations LLC	Altaf Karim	5926 Cross Creek Blvd	Fort Wayne	IN	46818-1726	(260) 490-6060
B/W Luxbury Inn Fort Wayne	BW Coventry LLC	Yuan Qing Chen	5501 Coventry Ln	Fort Wayne	IN	46804-7144	(260) 436-0242

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Fremont/Angola I-80/90 Toll Road	Eshk, LLC	Aryan Dineschandra Patel	6245 N. Old 27 Suite 400	Fremont	IN	46737-8711	(260) 833-6464
B/W Plus French Lick	French Lick Hospitality LLC	Bhavesh Chandrkant Parikh	613 S Arnold F Habig Blvd	French Lick	IN	47432-8327	(812) 936-0520
B/W Gas City	AMBIKA INC.	Mukesh J. Patel	4936 Kay Bee Dr	Gas City	IN	46933-6601	(765) 998-2331
B/W Inn	Your Home Away From Home, Inc.	Paresh Patel	900 Lincolnway E	Goshen	IN	46526-4219	(574) 533-0408
B/W Plus Greenwood/Indy South Inn	Shri Mangalamurti Inc	Neal Patel	1281 South Park Dr.	Greenwood	IN	46143-9061	(317) 865-0100
B/W Northwest Indiana Inn	Shiva Investments, Inc.	Rohit H. Patel	3830 179th St	Hammond	IN	46323-3035	(219) 844-2140
B/W Plus Howe Inn	F.G. CH. INC	Frank Chrobak	8080 N State Road 9	Howe	IN	46746-9822	(260) 562-2880
B/W Plus Indianapolis NW Hotel	Montgomery Hotel Group LLC	Timothy Daniel Knight	7220 Woodland Dr	Indianapolis	IN	46278-1734	(317) 290-1212
B/W Plus Indianapolis North at Pyramids	Pitambara, LLC	Neal Patel	9320 Michigan Rd	Indianapolis	IN	46268-1125	(317) 744-9966
B/W Kendallville Inn	Atithi Hospitality, Inc	Madhu Piprottar	621 Professional Way	Kendallville	IN	46755-2930	(260) 347-5263
B/W Kokomo Hotel	PKPV13, LLC	Pankajkumar (PK) Patel	1717 E Lincoln Rd	Kokomo	IN	46902	(765) 453-8822
B/W Plus Lafayette Hotel University Area	Gajanan LLC	Neal Patel	312 Meijer Dr.	Lafayette	IN	47905-4689	(765) 446-2400
B/W Martinsville Inn	Martinsville Hotel, Inc.	Rashmin Patel	50 Bill's Blvd	Martinsville	IN	46151-3353	(765) 342-1842
B/W Plus Mishawaka Inn	Sai Kabj LLC	Umesh Singh	445 W University Dr	Mishawaka	IN	46545-1105	(574) 273-2309
B/W Plus Brandywine Inn & Suites	Ross Hospitality	Prakash Patel	304 S 6th St	Monticello	IN	47960-8174	(574) 583-6333
B/W Muncie	Shree Raj Hotels LLC	Kinjal Patel	3011 W Bethel Ave	Muncie	IN	47304-2507	(765) 282-0600
B/W Circus City Inn	MEERA LLC	Paresh Patel	2642 S Business 31	Peru	IN	46970-7191	(765) 473-8800
B/W Plus Richmond Indiana I-70	Swagatam Hospitality II, Inc.	Suhash Patel	533 W Eaton Pike	Richmond	IN	47374-2641	(765) 939-9500
B/W Crossroads Inn	Scherererville Hospitality, Inc.	Gaurangkumar Patel	1905 Harder Ct	Scherererville	IN	46375-1696	(219) 865-3400
B/W University Inn at Valparaiso	Shivkaneri, LLC	Vasudev G. Thakkar	760 Morthland Dr	Valparaiso	IN	46385-6260	(219) 850-1100
B/W Plus Warsaw	Warsaw Lodging LLC	Ryan Kinder	3825 Lake City Hwy	Warsaw	IN	46580-3945	(574) 373-0590
B/W Plus Patterson Park Inn	Reliance LLC	Hemant Patel	6100 Patterson Pkwy	Arkansas City	KS	67005-5729	(620) 307-6767
B/W Coffeyville Central Business District Inn and Suites	Mahakali Investment Kansas LLC	Krupesh Patel	202 W 11th St	Coffeyville	KS	67337-5900	(620) 263-2900
B/W North Edge Inn	Dodge City Extended Stay LLC	Brent Cunningham	404 W Frontview	Dodge City	KS	67801-2211	(620) 371-6441
B/W Plus Country Inn & Suites	KIMBROYS PROPERTIES LLC	William Cunningham	506 N 14th Ave	Dodge City	KS	67801-4000	(620) 225-7378
B/W Emporia Inn	Aksharkrupa Hospitality LLC	Tejas Modi	2836 W 18th Ave	Emporia	KS	66801-6181	(620) 255-0933
B/W Plus Emerald Inn & Suites	PSSK, LLC	Prahlad Patel	2412 E Kansas Ave	Garden City	KS	67846-6961	(620) 277-7100
B/W Angus Inn	Ayat LLC	Narendra Patel	2920 10th St	Great Bend	KS	67530-4260	(620) 792-3541
B/W Plus Night Watchman Inn & Suites	JENI Hospitality LLC	Dharmesh Shah	515 W Kansas Ave	Greensburg	KS	67054-1629	(620) 723-2244
B/W Plus Butterfield Inn	Garden City Investment Group, LLC	Peter Shimondle	1010 E 41st St	Hays	KS	67601-9495	(785) 621-4337
B/W Plus Hiawatha Hotel	HIAWATHA HOTEL LLC	Jagadish Patel	119 E Lodge St	Hiawatha	KS	66434-8529	(785) 740-7000
B/W Plus Stevens County Inn	Sunrise Hospitality	Sanmukh D. Bhakta	1004 E 11th St	Hugoton	KS	67951-2905	(620) 544-7766
B/W J. C. Inn	Jax Mao Ambe, LLC	Dilip G. Patel	604 E Chestnut St	Junction City	KS	66441-9447	(785) 210-1212
B/W Plus KC Speedway Inn & Suites	JAY AMBE LLC	Dilip G. Patel	10401 France Family Dr	Kansas City	KS	66111-1905	(913) 334-4440
B/W Manhattan Inn	Jay Shree Ambe, LLC	Dilip G. Patel	601 E Poyntz Ave	Manhattan	KS	66502-5049	(785) 537-8300
B/W Plus McPherson	Anand Hotel Group, LLC	Raj Patel	200 N Champlin St	McPherson	KS	67460	(620) 480-2667
B/W Plus Olathe Hotel	NEDUNILAM HOSPITALITY LLC	David Nedunilam	1580 S Hamilton Cir	Olathe	KS	66061-5377	(913) 440-9762
B/W Park City Wichita North	Shree Ramkabir, LLC	Ashish Kiranbhai Bhakta	990 Connolly Ct	Park City	KS	67219-1300	(316) 744-7711
B/W Parsons Inn	DEVMIH LLC	Nilesh Patel	101 Main St	Parsons	KS	67357-3597	(620) 423-0303
B/W Plus Pratt	Prime Hospitality LLC	Shelley Lynn Shaw	112 NE State Road 61	Pratt	KS	67124-8467	(620) 508-6466
B/W Plus Midwest Inn & Suites	JAY MAA AMBE, LLC	Dilip G. Patel	745 W Schilling Rd	Salina	KS	67401-8992	(785) 493-9800
B/W El-Quartelejo Inn & Suites	Scott City Lodging, LLC	Keshore (Kelly) Patel	1610 S Main St	Scott City	KS	67871-5095	(620) 872-7373
B/W Plus Wakeeney Inn & Suites	NND Wakeeney, LLC	Bharat Chaudhari	525 S 1st St	Wakeeney	KS	67672-2605	(785) 743-2700
B/W Plus Eastgate Inn & Suites	Eastgate Hotels LLC	Jason Madhu	8300 E Kellogg	Wichita	KS	67207-1814	(316) 682-3000
B/W Governors Inn & Suites	Five Star Hospitality LLC	Naseer Ahmed	4742 S Emporia	Wichita	KS	67216-1771	(316) 522-0775
B/W Plus Wichita West Airport Inn	Valley Motels Investment Co., Inc.	Raj Patel	3800 W Kellogg Dr	Wichita	KS	67213-2227	(316) 854-5050
B/W River Cities	Denali Hospitality LLC	Ravi Godhwani	31 Russell Plaza Dr	Ashland	KY	41101-7082	(606) 326-0357
B/W Plus Bowling Green	Shree Ganesai LLC	Snehakumar Desai	1940 Mel Browning St	Bowling Green	KY	42104-0310	(270) 782-6933
B/W Campbellsville Inn	ZHP Hospitality, LLC	Ankit Patel	1400 E Broadway St	Campbellsville	KY	42718-1569	(270) 465-7001
B/W Central City	Jai Bajrangli LLC	Bharat B. Patel	627 S 2nd St	Central City	KY	42330-1701	(270) 757-0222
B/W Corbin Inn	JAI SHRIL, LLC	Viral (Victor) J. Patel	2630 Cumberland Falls Hwy	Corbin	KY	40701-2732	(606) 528-2100
B/W Plus Elizabethtown Inn & Suites	Hirnesh LLC	Alpa M. Patel	2014 N Mulberry St	Elizabethtown	KY	42701-2053	(270) 900-4518
B/W Inn Florence	Munn, LLC	Manubhai Patel	7821 Commerce Dr	Florence	KY	41042-1569	(859) 525-0090
B/W Parkside Inn	M. L. R. D. INC.	Lee Allen	80 Chenault Rd	Frankfort	KY	40601-9260	(502) 695-6111
B/W Plus Georgetown Corporate Center Hotel	RLJ Investments, Inc.	Jatin Kantilal Shah	132 Darby Dr	Georgetown	KY	40324-8715	(502) 868-0055
B/W Hopkinsville KY	S&P Group, LLC	Hemal Patel	4101 Fort Campbell Blvd	Hopkinsville	KY	42240-4946	(270) 874-2680
B/W Ashbury Inn	Dhami,Sohal and Sehgal Properties, LL	Upkar Sohal	1005 New Moody Ln	LaGrange	KY	40031-9142	(502) 222-5500
B/W Lawrenceburg Inn	CROSSROAD PLAZA INC	Mark Todd Hyatt	200 Plaza Dr	Lawrenceburg	KY	40342-9075	(502) 839-3444

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
GLō Best Western Lexington	SE I, LLC	Rajni Rama	1935 Stanton Way	Lexington	KY	40511-1350	(859) 554-8854
B/W Lexington Inn	Viking Hospitality, LLC	Justin Ramesh Patel	2221 Elkhorn Rd	Lexington	KY	40505-4837	(859) 293-0047
B/W Plus Louisa	Larmar Lodging Corporation	Gene A. Wilson	18199 Highway 23	Louisa	KY	41230-5329	(606) 638-3418
B/W Louisville East Inn & Suites	Pramukh Hospitality LLC	Umang Yogendra Patel	9802 Bunsen Way	Louisville	KY	40299-2548	(502) 499-0000
B/W Louisville Airport Expo	Sai Louisville Airport Expo LLC	Virendra Bhai Maheshbhai Patel	4125 Preston Hwy	Louisville	KY	40213-1652	(502) 368-0007
B/W Lake Cumberland Inn	Amba 3 LLC	Sanjaykumar (Jay) Patel	1030 E Highway 90	Monticello	KY	42633-5949	(606) 340-8687
B/W Eagles Inn	Morehead Host LLC	Sunil Patel	210 Toms Dr	Morehead	KY	40351-8413	(606) 784-5796
B/W University Inn	Om Sai Ziza Hospitality Inc.	Sanjay M. Patel	1503 N 12th St	Murray	KY	42071-3534	(270) 873-8167
B/W Plus Owensboro	T and B, LLC	Sanjay Kachiya	1018 Goetz Dr	Owensboro	KY	42301-7461	(270) 689-0939
B/W Paducah Inn	Sitaram Hospitality LLC	Ajay Patel	2960 Husband Rd	Paducah	KY	42003-9500	(270) 443-2323
B/W Paris Inn	PARIS HOSPITALITY INC	Dharmendra Patel	2011 Alverson Dr	Paris	KY	40361-2207	(859) 987-0779
B/W Shelbyville Lodge	Godi Villas, Inc	Sunny Patel	115 Isaac Shelby Dr	Shelbyville	KY	40065-9128	(502) 633-4400
B/W Shepherdsville	Shivji Hospitality, LLC	Sonal Patel	211 S Lakeview Dr	Shepherdsville	KY	40165-7128	(502) 543-7097
B/W Louisville South / Shepherdsville	Shree Shanker, LLC	Rajesh Patel	362 Brenton Way	Shepherdsville	KY	40165-9226	(502) 955-5533
B/W Winchester Hotel	Hari Om LLC	Jigneshkumar Pravinbhai Gandhi	1307 W Lexington Ave	Winchester	KY	40391-1128	(859) 744-7210
B/W Abbeville Inn & Suites	Skav LLC	Ketan Patel	3515 Veterans Memorial Dr	Abbeville	LA	70510-5709	(337) 740-4100
B/W of Alexandria Inn & Suites & Conference Center	CENLA Hospitality LLC	Matt David	2720 N MacArthur Dr	Alexandria	LA	71303-4227	(318) 445-5530
B/W Heritage Inn & Suites	146 Heritage, LLC	Reepal Mehta	146 Heritage	Broussard	LA	70518-8046	(337) 451-4500
B/W Plus Chalmette Hotel	CBS Hotel Group, LLC	Joseph O'Connor	3400 Paris Rd	Chalmette	LA	70043-2266	(504) 309-6360
B/W Acadia Hotel	OM SHANTI OM SEVEN, LLC	Dharmesh Patel	9565 Egan Hwy	Crowley	LA	70526-8109	(337) 514-2253
B/W Plus DeRidder Inn & Suites	TIRUPATI INVESTMENTS 2008 LLC	Vimalkumar S. Patel	1055 N Pine St	DeRidder	LA	70634-2817	(337) 460-2066
B/W Eunice	Praire INC	Balvant Patel	1531 W Laurel Ave	Eunice	LA	70535-4015	(337) 457-2800
B/W Forest Inn	KUHLMAN JR., ALBERT P.	Albert P. Kuhlman	1909 Main St	Franklin	LA	70538-3117	(337) 828-1810
B/W Houma Inn	KRRISH LLC	Dilip Patel	117 Linda Ann Ave	Gray	LA	70359-3334	(985) 580-4300
B/W Plus Westbank	Series H of Prime Developments LLC	Chander P. Bhateja	1700 Lapalco Blvd	Harvey	LA	70058-3027	(504) 366-5369
B/W Iowa/Lake Charles East	Laxmi Parbhu Inc	Rajesh Patel	204 W Frontage Rd	Iowa	LA	70647-4031	(337) 582-2261
B/W Plus New Orleans Airport Hotel	ARS Management, LLC	Abdul K. Siddiqui	189 W Airline Dr	Kenner	LA	70062-6886	(504) 360-2990
B/W Kenner	Shreeji Hospitality, LLC	Nasir Ali	2710 Idaho Ave	Kenner	LA	70062-5419	(504) 466-6066
B/W La Place Inn	Cajun Hospitality Group LLC	Kishor S. Patel	4289 Main St	La Place	LA	70068-5944	(985) 651-4000
B/W Plus Vermilion River Inn & Suites	Bapu 3 of Lafayette, LLC	Anand Patel	125 E Kaliste Saloom Rd	Lafayette	LA	70508-3236	(337) 235-1367
B/W Lafayette Inn	Om Shanti Om Two, LLC	Dixit Patel	2207 NW Evangeline Trwy	Lafayette	LA	70501-1137	(337) 769-2900
B/W Inn & Suites - Lake Charles	Gururkpa LLC	Paul Singh	1320 N Martin Luther King Hwy	Lake Charles	LA	70601-2051	(337) 990-5325
B/W Plus Prien Lake Hotel & Suites - Lake Charles	Satguru Investments LLC	Gurtej Singh	1245 E Prien Lake Rd	Lake Charles	LA	70601-8851	(337) 477-5900
B/W Plus DeSoto Inn & Suites	GOVIND HOSPITALITY LLC	Dipak Patel	611 Jenkins St	Mansfield	LA	71052-3707	(318) 871-2022
B/W Minden Inn	Payal Corporation, Inc.	Nickey D. Patel	1411 Sibley Rd	Minden	LA	71055-5137	(318) 377-1001
B/W Morgan City Inn	Jay Gayatri, LLC	Ramesh Patel	610 Martin Luther King Jr. Blvd	Morgan City	LA	70380-2248	(985) 300-0032
B/W Natchitoches Inn	Calcasieu Associates, Inc.	Jay M. Sharplin	5131 University Pkwy	Natchitoches	LA	71457-7169	(318) 352-6655
B/W Plus St. Christopher Hotel	Hotel Partners, LLC	Marc Dorsey	114 Magazine St	New Orleans	LA	70130-2421	(504) 648-0444
B/W Plus French Quarter Courtyard Hotel	North Rampart Corporation, Inc.	Rex J. Waller	920 N Rampart St	New Orleans	LA	70116-3011	(504) 524-3333
B/W Oakdale Inn	S R Laxmi LLC	Ravikumar Patel	2030 Highway 165 S	Oakdale	LA	71463-3539	(318) 335-3155
B/W Plaquemine Inn	KHUSHI HOSPITALITY LLC	Balubhai B. Patel	23235 Highway 1 S	Plaquemine	LA	70764-2558	(225) 385-4388
B/W Rayne Inn	OM KB Hospitality LLC	Kishan Patel	1422 N Polk St	Rayne	LA	70578-6221	(337) 334-0060
B/W Plus Ruston Hotel	Ruston Lodging Partners, LLC	Kiran J. Patel	1011 Willow Glen Blvd	Ruston	LA	71270-3896	(318) 224-7499
B/W St. Francisville Hotel	Vimal Enterprises, LLC	Balubhai B. Patel	6756 US Highway 61	Saint Francisville	LA	70775-4520	(225) 635-5851
B/W Slidell Hotel	JJB, Inc.	Hamant K. Patel	120 Taos St	Slidell	LA	70458-3158	(985) 781-5655
B/W Plus Executive Hotel & Suites	108 WESTERN PROPERTIES LLC	Tracy French	1200 Pintail St	Sulphur	LA	70665-6402	(337) 625-9000
B/W Ville Platte	Om Sai Ram Hospitality LLC	Mehulbhai Pramodbhai Patel	1919 E Main St	Ville Platte	LA	70586-6646	(337) 360-9961
B/W Casino Inn	Saay, LLC	Aziz Tejani	2466 Toomey Rd	Vinton	LA	70668-6309	(337) 551-6350
B/W Plus Regency Park	Jay Ambe 2021, LLC	Rimaben Patel	13600 Hartman Ln	Walker	LA	70785-6010	(225) 380-1640
B/W West Monroe Inn	Sai Quest, LLC	Jiten Patel	405 Thomas Rd	West Monroe	LA	71292-7938	(318) 322-9922
B/W Bayou Inn	Shree Ram LLC	Ketan T. Patel	9008 Westbank Expy	Westwego	LA	70094-3734	(504) 301-1150
B/W Zachary Inn	Zachary Sterling Properties LLC	Rajesh M. Patel	4030 Highway 19	Zachary	LA	70791-3906	(225) 658-2550
B/W Plus Boston Hotel	Dev Hospitality, LLC	Ashok Patel	891 Massachusetts Ave	Boston	MA	02118-2607	(617) 989-1000
B/W Braintree Inn	Norfolk Hospitality, LLC	Raj Patel	190 Wood Rd	Braintree	MA	02184-2502	(781) 848-1260
B/W Plus North Shore Hotel	Toral LLC	Ashok Patel	50 Dayton St	Danvers	MA	01923-1018	(978) 777-1700
B/W Royal Plaza Hotel & Trade Center	Royal Plaza Marlborough, LLC	Anthony J. LaCava	181 Boston Post Rd W	Marlborough	MA	01752-1840	(508) 460-0700
B/W North Attleboro / Providence Beltway	Krishna Darshan Corporation	Dilip M. Gandhi	707 S Washington St	North Attleboro	MA	02760-3624	(508) 643-9900
B/W Dartmouth-New Bedford	RK & Jay Inc	Kuntal Patel	737 State Rd	North Dartmouth	MA	02747-1821	(508) 717-0424

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Plus Berkshire Hills Inn & Suites	Jalaram Hospitality LLC	Ashok Patel	1350 W Housatonic St	Pittsfield	MA	01201-7514	(413) 442-8714
B/W Plus Cold Spring	Om Hospitality LLC	Ashok Patel	180 Court St	Plymouth	MA	02360-4036	(508) 746-2222
B/W Adams Inn Quincy-Boston	Giri Quincy, LLC	Ashish Sangani	29 Hancock St	Quincy	MA	02171-1707	(617) 328-1500
B/W Rockland	909 HINGHAM LLC	Devesh Karani	909 Hingham St	Rockland	MA	02370-1050	(781) 871-5660
B/W Providence-Seekonk Inn	VIVEK HOSPITALITY GROUP, LLC	Shamir Patel	45 Mink St	Seekonk	MA	02771-5914	(508) 336-4927
B/W The Inn at Sharon/Foxboro	Giri Sharon LLC	Ashish Sangani	395 Old Post Rd	Sharon	MA	02067-1619	(781) 784-1000
B/W Plus Waltham Boston	The LaCava Family, LLC	Anthony J. LaCava	380 Winter St	Waltham	MA	02451-8700	(781) 890-7800
B/W Springfield West Inn	SNS Brothers LLC	Shambhu Rana	429 Riverdale St	West Springfield	MA	01089-4625	(413) 785-5365
Aiden by Best Western Cape Cod - West Yarmouth	S&H Hotel Yarmouth LLC	Ashok Patel	476 Route 28	West Yarmouth	MA	02673-4841	(508) 778-1500
B/W Plus New Englander	1 Rainin Investments LLC	Ashok Patel	1 Rainin Rd	Woburn	MA	01801-4627	(781) 935-8160
B/W Annapolis	RIVA LODGING LLC	Asmita V. Patel	2520 Riva Rd	Annapolis	MD	21401-1405	(410) 224-2800
B/W Plus Hotel & Conference Center	Northstar Travel Plaza LLC	Anil Patel	5625 O'Donnell St	Baltimore	MD	21224-4630	(410) 633-9500
B/W Plus College Park Hotel	VASU, LLC	Vipul Patel	8419 Baltimore Ave	College Park	MD	20740-2437	(301) 220-0505
B/W Denton Inn	FOUR STAR HOTELS, INC	Jayesh L. Korat	521 Fleetwood Rd	Denton	MD	21629-3306	(410) 479-8400
B/W Plus Easton Inn & Suites	Talbot Hospitality, LLC	Gurjit Singh	8708 Alicia Dr	Easton	MD	21601-7054	(410) 822-7100
B/W Plus BWI Airport Hotel - Arundel Mills	Longman Properties VI LLC	Scott Nieh	6755 Dorsey Rd	Elkridge	MD	21075-6206	(410) 796-3300
B/W Historic Frederick	PANSURIYA HOSPITALITY LLC	Neeta Pansuriya	420 Prospect Blvd	Frederick	MD	21701-6400	(301) 695-6200
B/W Kent Narrows Inn	SEEMA HOSPITALITY LLC	Rameshbhai D. Patel	3101 Main St	Grasonville	MD	21638-1029	(410) 827-6767
B/W La Plata Inn	La Plata Hospitality LLC	Rakesh Shah	6900 Crain Hwy	La Plata	MD	20646-5933	(301) 934-4900
B/W Capital Beltway Washington DC	CAPITAL BELTWAY LIMITED PARTNERS	Shankar K. Patel	5910 Princess Garden Pkwy	Lanham	MD	20706-2905	(301) 459-1000
B/W Plus Laurel	Heritage East Investments, LLC	Vishal Mirpuri	1 N 2nd ST	Laurel	MD	20707-1866	(301) 725-8800
B/W Braddock Inn	NIRAMAY LLC	Jignesh S. Desai	1268 National Hwy	LaVale	MD	21502-7607	(301) 729-3300
B/W Ocean City Hotel & Suites	BW 56TH Street, LLC	James R. Schneider	5501 Coastal Hwy	Ocean City	MD	21842-1344	(443) 664-4001
B/W Plus Ocean City	BW Seabay, LLC	James R. Schneider	6007 Coastal Hwy	Ocean City	MD	21842-7361	(410) 524-6100
B/W Plus Pocomoke City	Shiva Hospitality, LLC	Rameshbhai D. Patel	125 Newtowne Blvd	Pocomoke City	MD	21851-2700	(410) 957-6444
B/W Premier Rockville Hotel & Suites	Rockville Motel Associates, LLC	Jeffrey S. Wilder	1251 W Montgomery Ave	Rockville	MD	20850-3133	(301) 424-4940
B/W Salisbury Plaza	Liberty Business Venture, LLC	Friday Isokpehi Obaseime	1735 N Salisbury Blvd	Salisbury	MD	21801-3330	(410) 546-1300
B/W Westminster Hotel	Westminster Hotel Investors, LLC	Frank D. Reagoso	451 WMC Dr	Westminster	MD	21158-4336	(410) 857-1900
B/W Plus Augusta Civic Center Inn	GIRI COMMUNITY DRIVE, LLC	Ashish Sangani	110 Community Dr	Augusta	ME	04330-8009	(207) 622-4751
B/W White House Inn	WHITE HOUSE INN	John D. Lafayette	155 Littlefield Ave	Bangor	ME	04401-7206	(207) 862-3737
B/W Acadia Park Inn	Giri Bar Harbor 3, Inc.	Ashish Sangani	452 State Highway 3	Bar Harbor	ME	04609-7213	(207) 288-5823
B/W Plus Brunswick Bath	Giri Brunswick LLC	Ashish Sangani	71 Gurnet Rd	Brunswick	ME	04011-9328	(207) 725-5251
B/W Caribou Inn	Country Host Inn, Inc.	Scott LaFleur	19 Main St	Caribou	ME	04736-4159	(207) 498-3733
B/W Freeport Inn	7 Ganpati Hospitality LLC	Dipul Patel	31 US Route 1	Freeport	ME	04032-7000	(207) 865-3106
B/W Plus Rumford Falls	Pennacook Falls Investments, Ltd.	Tony Carter	50 Prospect Ave	Rumford	ME	04276-2022	(207) 507-4061
B/W Merry Manor Inn	LAFAYETTE SOUTH PORTLAND INC.	John D. Lafayette	700 Main St	South Portland	ME	04106-5402	(207) 774-6151
B/W Plus Waterville Grand Hotel	GIRI WATERVILLE LLC	Ashish Sangani	375 Main St	Waterville	ME	04901-4924	(207) 873-0111
B/W York Inn	OCEAN HOSPITALITY, INC	Robins Patel	2 Brickyard Ln	York	ME	03909-1600	(207) 363-8903
B/W Greenfield Inn	Greenfield Inn Hospitality, LLC	Arvin Ayar	3000 Enterprise Dr	Allen Park	MI	48101-3529	(313) 271-1600
B/W Executive Inn	Centreville Plaza Inc.	Balwantbhai I. Patel	5090 Beckley Rd	Battle Creek	MI	49015-4116	(269) 979-8506
B/W Benton Harbor-St. Joseph	Benton Harbor Corp	Kalpeshkumar Patel	1592 Mall Dr	Benton Harbor	MI	49022-2310	(269) 925-3000
B/W Byron Center	Byron Center Hospitality, LLC	Sarah Pfeiffer	8282 Pfeiffer Farms Dr SW	Byron Center	MI	49315-8288	(616) 583-9535
B/W River Terrace	RAM HOSPITALITY INC.	Axay Mahipatsinh Sayania	847 S Main St	Cheboygan	MI	49721-2219	(231) 627-5688
B/W Clare Hotel	Shri Hari Corp	Kirti Patel	10100 S Clare Ave	Clare	MI	48617-8924	(989) 229-3000
B/W Plus Coldwater Hotel	Rita's Hospitality Inc.	Pradip Patel	630 E Chicago St	Coldwater	MI	49036-2028	(517) 279-0900
B/W Davison Inn	Bhullar Hospitality Inc.	Ranjeet Kaur Bhullar	10082 Lapeer Rd.	Davison	MI	48423-8117	(810) 658-2700
B/W DeWitt	Diya Hotels, LLC	Mehul Patel	1055 Aaron Dr	DeWitt	MI	48820-9080	(517) 374-0000
B/W Plus Flint Airport Inn & Suites	Highway 23 Hotels	Maher Atallah Qazaha	6075 Hill 23 Dr	Flint	MI	48507-3894	(810) 233-9000
B/W Gaylord	Kush Hospitality, LLC	Kishor K. Virani	1201 W Main St	Gaylord	MI	49735-7407	(989) 732-2200
B/W Beacon Inn	Sia Investment Properties, LLC	Bhavesh Dhulabhai Patel	1525 S Beacon Blvd	Grand Haven	MI	49417-2612	(616) 842-4720
B/W Executive Inn & Suites	Karuna Sager Krupa LLC	Franzuas Moser	2725 Buchanan Ave SW	Grand Rapids	MI	49548-1010	(616) 246-6612
B/W of Harbor Springs	HARBOR HILLS INVESTMENT CORP.	Michael Carl Erxleben	8514 M-119	Harbor Springs	MI	49740-9586	(231) 347-9050
B/W of Hartland	Hartland Hospitality, Inc	Zuher Qonja	10087 Highland Rd	Hartland	MI	48353	(810) 632-7177
B/W Plus Kalamazoo Suites	MBK Hospitality LLC	Kanubhai Patel	2575 S 11th St	Kalamazoo	MI	49009-2105	(269) 350-5522
B/W Lapeer Inn	Michigan Hotel Group, LLC	Paritosh Patel	770 West St	Lapeer	MI	48446-3065	(810) 272-6240
B/W Detroit Livonia	BW Livonia Operating, LLC	Najib Ayar	16999 S Laurel Park Dr	Livonia	MI	48154-1121	(734) 464-0050
B/W Lakewinds	FERWERDA MOTEL CORPORATION TR	Timothy Allen Ferwerda	5005 W US Highway 10	Ludington	MI	49431-8692	(231) 843-2140
B/W Plus Dockside Waterfront Inn	BW Dockside Inc.	Giuseppe Donato Lieghio	505 S Huron Ave	Mackinaw City	MI	49701-9727	(231) 436-5001

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Plus Marquette Hotel & Suites	MQT HTL, LLC	Allan Aho	1200 Wilson St	Marquette	MI	49855-4454	(906) 331-1002
B/W Okemos/East Lansing Hotel & Suites	Best Hospitality Group, LLC	Daivin Bacall	2209 University Park Dr	Okemos	MI	48864-3967	(517) 349-8700
B/W Port Huron Blue Water Bridge	Raina Properties Inc.	Janantai Pandya	2282 Water St	Port Huron	MI	48060-2428	(810) 987-1600
B/W Harbour Pointe Lakefront	HARRINGTON & HARRINGTON LLC	Kanubhai Patel	797 N State St	Saint Ignace	MI	49781-1137	(906) 643-6000
B/W Plaza Hotel Saugatuck	SHREE KRISHANA INC	Pankaj Patel	3457 Blue Star Hwy	Saugatuck	MI	49453-9400	(269) 857-7178
B/W Sault Ste. Marie	BW SSM, INC	Mehul Patel	4335 I-75 Business Spur	Sault Sainte Mari	MI	49783-3621	(906) 632-2170
B/W Plus Traverse City	Near the Bay, LLC	Alex Mowczan	305 Munson Ave (US 31)	Traverse City	MI	49686-3069	(231) 946-8424
B/W Warren Hotel	Warren Superior Hospitality, Inc.	Monte Abdulnoor	7447 Convention Blvd	Warren	MI	48092-3875	(586) 977-7270
B/W Plus Wayland Hotel	Sham Hospitality Inc.	Pankaj Patel	396 Reno Dr	Wayland	MI	49348-1277	(269) 397-1161
B/W Woodhaven Inn	WOODHAVEN LODGING LLC	Jamal Bahoura	21700 West Rd	Woodhaven	MI	48183-3242	(734) 676-8000
B/W Plus Albert Lea I-90/I-35 Hotel	Shiv Shakti Ganesh Inc	Bhaves Amin	821 E Plaza St	Albert Lea	MN	56007-2084	(507) 373-4000
B/W Alexandria Inn	Mahakaleshwar LLC	Akash Chaudhari	508 Twin Blvd	Alexandria	MN	56308-6424	(320) 762-5161
B/W Bemidji	OM Reem, Inc.	Daksha M. Patel	2420 Paul Bunyan Dr NW	Bemidji	MN	56601-8790	(218) 751-0390
B/W Plus Blaine at the National Sports Center	Yogi Cleaners Inc.	Vitulkumar Patel	10580 Baltimore St NE	Blaine	MN	55449-4512	(763) 792-0750
B/W Bloomington Edina - Minneapolis	4201 American Hotel Group LLC	Harshal Patel	4201 American Blvd W	Bloomington	MN	55437-1120	(952) 835-6643
B/W Premier The Lodge on Lake Detroit	Holland Lodging Inc.	Pankaj Patel	1200 E Shore Dr	Detroit Lakes	MN	56501-4727	(218) 847-8439
B/W Fairmont	Torgerson Properties Limited Partners	Robert Kisabeth	1201 Torgerson Dr	Fairmont	MN	56031	(507) 238-4771
B/W Plus Superior Inn	Holland Motel, Inc.	Christine A. Holland-Mehlhoff	108 E Highway 61 PO Box 456	Grand Marais	MN	55604-3130	(218) 387-2240
B/W Plus Grand Rapids MN	Grand Rapids Hotel Properties LLC	Andy Beaham	2309 SW 1st Avenue	Grand Rapids	MN	55744-9507	(218) 301-0345
B/W Plus Isanti	Isanti Hotel Partners, LLC	Robert Hjort	409 Main Street East	Isanti	MN	55040	(763) 452-0520
B/W Plus LaCrescent / LaCrosse	LaCrescent Hotel Group, LLC	Sheila Margaret Wieser	509 N Chestnut St	La Crescent	MN	55947	(507) 895-1001
B/W Plus The Normandy Inn & Suites	Normandy Inn, Inc.	Michael John Noble	405 S 8th St	Minneapolis	MN	55404-1026	(612) 370-1400
B/W Plus Chelsea Hotel	CHIN FONG INN INC	Marianna Khauv	89 Chelsea Rd	Monticello	MN	55362-8912	(763) 271-8880
B/W Plus New Ulm	BDH2- New Ulm, LLC	Kyle Andrew Schock	2101 S Broadway St	New Ulm	MN	56073-3953	(507) 359-2941
B/W Rochester Hotel Mayo Clinic Area/St. Mary's	Apache Hotel Group LLC	Harshal Patel	1517 16th St SW	Rochester	MN	55902-1075	(507) 289-8866
B/W Plus Kelly Inn	Kelly Midwest Ventures LP	Dawn Koble	100 4th Ave S	Saint Cloud	MN	56301-3615	(320) 253-0606
B/W Plus Saint Peter	St Peter Hospitality LLC	Brian Arnold Kern	1301 Old Minnesota Ave	Saint Peter	MN	56082	(507) 519-1234
B/W Plus St. Paul North/Shoreview	BDH2 - Shoreview, LLC	Kyle Andrew Schock	1000 Gramsie Rd	Shoreview	MN	55126-2949	(651) 482-0402
B/W Plus White Bear Country Inn	White Bear Hotel, LLC	William Foussard	4940 State Highway 61	White Bear Lake	MN	55110-2600	(651) 429-5393
B/W Plus Willmar	Torgerson Properties, Inc.	Robert Kisabeth	2100 Highway 12 E	Willmar	MN	56201-5819	(320) 235-6060
B/W Plus Bolivar Hotel & Suites	Vineyard Hospitality LLC	Drew Kifer	777 E San Martin St	Bolivar	MO	65613-2982	(417) 326-0188
B/W Music Capital Inn	Branson Hotels LLC	Nikesh Patel	3257 Shepherd of the Hills Expy	Branson	MO	65616-8104	(417) 334-8378
B/W Center Pointe Inn	MYER DEVELOPMENT CO.	Gail Lynn Myer	3215 W 76 Country Blvd	Branson	MO	65616-3551	(417) 334-1894
B/W Plus Landing View Inn & Suites	Rustic Oak Properties, LLC	Gordon A. Elliott	403 W Main St	Branson	MO	65616-2768	(417) 334-6464
B/W Branson Inn and Conference Center	LACS, LLC	Runrun Li	8514 E State Hwy 76	Branson West	MO	65737-8881	(417) 338-2141
B/W Brookfield	Brookfield Hospitality LLC	Kush Patel	28622 Highway 11	Brookfield	MO	64628-8280	(660) 258-4900
B/W Plus Columbia Inn	CoMo Hospitality LLC	Kalpesh Patidar	2904 Clark Ln	Columbia	MO	65202-2480	(573) 397-6471
B/W Plus Fenton	Fenton Park Investments, LLC	Hiral Harishkum Parikh	1680 Fenton Business Park Ct	Fenton	MO	63026-2990	(636) 305-1500
B/W On the River	Oak Hospitality L.L.C	Aswin Patel	401 N 3rd St	Hannibal	MO	63401-3301	(573) 248-1150
B/W St. Louis Airport North Hotel & Suites	Hazel Hospitality LLC	Drew Kifer	323 Taylor Rd	Hazelwood	MO	63042-2026	(314) 731-8000
B/W Independence Kansas City	Bastola Hospitality Inc.	Pratikshya KC	18700 E. 37th Terrace South	Independence	MO	64057-2302	(816) 795-1616
B/W Plus Capital Inn	DEV INC	Rakesh Patel	1937 Christy Dr	Jefferson City	MO	65101-2202	(573) 635-4175
B/W The Oasis at Joplin	Solar Properties of Joplin, LLC	Gordon A. Elliott	3508 S Rangeline Rd	Joplin	MO	64804-4431	(417) 781-6776
B/W Plus Kansas City Airport-KCI East	BWKC Airport LLC	Vraj Patel	11130 N Ambassador Dr	Kansas City	MO	64153-2013	(816) 891-9111
B/W Plus Kansas City Sports Complex Hotel	DJ3 LLC	Dennis Irvin Hulsing	4011 Blue Ridge Cut Off	Kansas City	MO	64133-1418	(816) 353-5300
B/W Worlds of Fun Inn & Suites	Reyna Hotel Corporation	Hiral Bhakta	4231 N Corrington Ave	Kansas City	MO	64117-1577	(816) 569-3650
B/W Plus Lee's Summit Hotel & Suites	Meiners Development Co of Independ	David Robert Meiners	4825 NE Lakewood Way	Lee's Summit	MO	64064-2486	(816) 795-6400
B/W Premier Liberty Inn & Suites	Jay Amber MO LLC	Dilip G. Patel	421 N 291 Hwy	Liberty	MO	64068-1043	(816) 857-7777
B/W Plus St. Louis West-Westport	Westotel LLC	Sunil Ramesh Patel	12220 Dorsett Rd	Maryland Heights	MO	63043-2408	(314) 666-9000
B/W Teal Lake Inn	Saint Robert Hotels Group LLC	Pratikshya KC	3602 S Clark St	Mexico	MO	65265-4104	(573) 582-0700
B/W Mt. Vernon Inn	HARITEJ LLC	Umesh Patel	1200 E Industrial Rd	Mount Vernon	MO	65712-9783	(417) 461-0230
B/W Big Spring Lodge	Neosho Lodging LLC	Pravin Godhani	1810 Southern View Dr	Neosho	MO	64850-2912	(417) 455-2300
B/W Coachlight	MILAN II INC	Vikrant Kalra	1403 Martin Springs Dr	Rolla	MO	65401-2976	(573) 341-2511
B/W Plus The Charles Hotel	Iwala, Inc.	Ritesh Jariwala	1425 S 5th St	Saint Charles	MO	63301-2435	(636) 946-6936
B/W Plus St. Louis Airport Hotel	4576 Woodson Rd Hospitality LLC	Niten Patel	4576 Woodson Rd	Saint Louis	MO	63134-3704	(314) 528-3100
B/W St. Louis Inn	MANGAL LLC	Raman Patel	6224 Heimos Industrial Park Dr	Saint Louis	MO	63129-6300	(314) 416-7639
B/W St. Louis-Kirkwood Route 66	Saboath Investments LLC	Suhrob M Marufi	1200 S Kirkwood Rd	Saint Louis	MO	63122-7225	(314) 821-3950
B/W Montis Inn	Choseth MAA Group LLC	Dinesh Patel	14086 Highway Z	Saint Robert	MO	65584-3272	(573) 336-4299

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W State Fair Inn	Sedalia Hotel Group LLC	Karim Enamul	3120 S Limit	Sedalia	MO	65301-6862	(660) 826-6100
B/W Plus Sikeston	Tru Comfort Hospitality LLC	Neel Patel	120 S Interstate Dr	Sikeston	MO	63801-8641	(573) 481-9500
B/W Coach House	Coach House Properties, LLC	Gordon A. Elliott	2535 N Glenstone Ave	Springfield	MO	65803-4737	(417) 862-0701
B/W Plus Springfield Airport Inn	Elite Springfield LLC	Shanil Patel	4445 W Chestnut Expy	Springfield	MO	65802-5824	(417) 799-2200
Vib Best Western Springfield	Gordon A. Elliott	Gordon A. Elliott	1845 E Sunshine	Springfield	MO	65804-1501	(417) 881-9100
B/W Route 66 Rail Haven	Rail Haven Properties, LLC	Gordon A. Elliott	203 S Glenstone Ave	Springfield	MO	65802-3102	(417) 866-1963
B/W Plus Washington Hotel	Narayandas LLC	Niten Patel	2621 E 5th St	Washington	MO	63090-3856	(636) 390-8877
B/W Oak Manor	GAMA CORPORATION	Sanmukh P. Desai	886 Beach Blvd	Biloxi	MS	39530-4136	(228) 435-4331
B/W Canton Inn	HMS Lodging, Inc	Manish Patel	137 Soldier Colony Rd	Canton	MS	39046-9783	(601) 859-8600
B/W Plus Clinton/Jackson	Urmada Company LLC	Hitesh Patel	493 Springridge Rd	Clinton	MS	39056-5602	(601) 925-9393
B/W Executive Suites	Ganesh Investment LLC	Mitulkumar Patel	303 Shoney Dr	Columbus	MS	39705-1763	(662) 329-2255
B/W Plus Flowood Inn & Suites	Sohan Inc.	Minal Patel	1004 Top St	Flowood	MS	39232-9579	(601) 420-4944
B/W Seaway Inn	Exit 34A, LLC	Candra Shular-Carroll	9475 Highway 49	Gulfport	MS	39503-4227	(228) 864-0050
B/W Plus University Inn	HATTIESBURG LODGING GROUP, LLC	Mike O'Brien	132 Plaza Dr	Hattiesburg	MS	39402-1391	(601) 909-6658
B/W Plus Goodman Inn & Suites	Jai Jai Ambe LLC	Raj Patel	6910 Wind Chase Dr	Horn Lake	MS	38637-1453	(662) 510-6999
B/W Plus Jackson Downtown-Coliseum	RAM & SONS CORPORATION	Dave Patel	725 Larson St	Jackson	MS	39202-3437	(601) 969-6555
B/W Plus Magee Inn and Suites	Prema L.L.C.	Minal Patel	401 8th Ave SW	Magee	MS	39111-3961	(601) 867-3535
B/W Flagship Inn	MICHAEL SHULAR	Michael L. Shular	4830 Amoco Dr	Moss Point	MS	39563-9572	(228) 475-5000
B/W New Albany	Value Hospitality LLC	Vishal Patel	400 State Highway 30 W	New Albany	MS	38652-2403	(662) 598-0123
B/W Plus Desoto	Craft-Goodman Lodging, LLC	Bhupender Patel	7904 Craft-Goodman Frontage Rd	Olive Branch	MS	38654	(662) 932-7110
B/W Plus Olive Branch Hotel & Suites	Jalaram Bhandar LLC	Rohan Patel	10915 Business Center Dr	Olive Branch	MS	38654-8502	(662) 892-2680
B/W Airport Inn	R.K. Enterprises of Mississippi, Inc.	Hirenkumar (Hiren) Patel	257 S Pearson Rd	Pearl	MS	39208-5600	(601) 936-2060
B/W Plus Philadelphia-Choctaw Hotel and Suites	Blessed Hotels LLC	Murad Ali Budhwani	15211 Highway 16 W	Philadelphia	MS	39350-6734	(601) 656-9484
B/W Plus Tupelo Inn & Suites	BW Tupelo, LLC	Jay Patel	3158 N Gloster St	Tupelo	MS	38804-9744	(662) 892-0300
B/W Vicksburg	Ruby Inn, Inc.	Rajesh M. Patel	2445 N Frontage Rd	Vicksburg	MS	39180-5177	(601) 636-5800
B/W Gateway Inn	PMS II, Inc.	Paresh Patel	286 Wyeth Ln	Yazoo City	MS	39194-4653	(662) 716-0930
B/W Plus Clocktower Inn	ClockTower Inn, LLC	Stephen C. Wahrlich	2511 1st Ave N	Billings	MT	59101-2320	(406) 259-5511
B/W Plus Kelly Inn & Suites	Kelly Midwest Ventures LP	Brenda Schmidt	4915 Southgate Dr	Billings	MT	59101-4668	(406) 256-9400
B/W Plus GranTree Inn	TWC Bozeman LLC	Erin Bagley	1325 N 7th Ave	Bozeman	MT	59715-2511	(406) 587-5261
B/W Plus Butte Plaza Inn	Butte Plaza Inn, LLC	Herbert H. Leuprecht	2900 Harrison Ave	Butte	MT	59701-3693	(406) 494-3500
B/W Paradise Inn	Great Northern Lodging Inc.	Alpa Patel	650 N Montana St	Dillon	MT	59725-3347	(406) 683-4214
B/W Plus Riverfront Hotel and Suites	Great Falls Inn-Vestments, LLC	Jackie Lee Neves	600 River Dr. S	Great Falls	MT	59405-1886	(406) 761-2600
B/W Plus Havre Inn & Suites	Boothill Properties, Inc.	Currently Vacant	1425 Highway 2 NW	Havre	MT	59501-3428	(406) 265-2888
B/W Plus Great Northern Inn	DUCK INN INC.	Currently Vacant	1345 1st St	Havre	MT	59501-3803	(406) 265-4200
B/W Premier Helena Great Northern Hotel	GN HOTEL LLC	Holly Ferrell	835 Great Northern Blvd	Helena	MT	59601-3315	(406) 457-5500
B/W Helena/Capitol Hotel	Golden Sky Properties, LLC	Ranjit Singh Johal	1714 11th Ave	Helena	MT	59601-4664	(406) 442-1770
B/W Plus Kalispell/Glacier Park West Hotel & Suites	Montclair Drive Hotel Operations Inc	Garret Guinn	255 Montclair Dr	Kalispell	MT	59901-3229	(406) 257-5255
B/W Plus Flathead Lake Inn and Suites	Spirit Fire Hotel Management, LLC	Eric R. Bahme	4824 US Highway 93 S	Kalispell	MT	59901-7985	(406) 857-2400
B/W Yellowstone Crossing	Rimrock Hospitality LLC	Usman Khan	205 SE 4th St	Laurel	MT	59044-3309	(406) 628-6888
B/W Plus Grant Creek Inn	GRANT CREEK INN L.L.C	Lawrence J. McRae	5280 Grant Creek Rd	Missoula	MT	59808-1492	(406) 543-0700
B/W Shelby Inn & Suites	Shelby Inn & Suites, LLC	Mike Johnson	1948 W Roosevelt Hwy	Shelby	MT	59474-1549	(406) 424-4560
B/W Golden Prairie Inn & Suites	Falcon Montana Group LLC	Bhavesh Nibbler	820 S Central Ave	Sidney	MT	59270-4941	(406) 433-4560
B/W Desert Inn	Sleeping Bear Inc	Raj Shastri	133 North Canyon St	West Yellowstone	MT	59758	(406) 646-7376
B/W Weston Inn	YC Highland Hotel LLC	Ranjit Singh Johal	103 Gibbon Ave	West Yellowstone	MT	59758	(406) 646-7373
B/W Rocky Mountain Lodge	Sharma Hotels LLC	Rishav Sharma	6510 Highway 93 S	Whitefish	MT	59937-2978	(406) 862-2569
B/W Albemarle Inn	BW Albemarle LLC	Anilkumar Patel	2300 US Highway 52 N	Albemarle	NC	28001-8507	(704) 985-1111
GLō Hotel Asheville-Blue Ridge Parkway	Krish Hospitality	Hites Patel	509 Tunnel Rd	Asheville	NC	28805-1824	(828) 417-9300
B/W Asheville -Blue Ridge Parkway	V & S Hospitality, Inc.	Hites Patel	501 Tunnel Rd	Asheville	NC	28805-1824	(828) 298-5562
B/W Plus Burlington	Carolina Hosiery Mills, Inc.	Ernie A. Koury	770 Huffman Mill Rd	Burlington	NC	27215-5125	(336) 584-0151
B/W Butner Creedmoor Inn	RK Hotels, LLC	Tejas Bhagat	2578 W Lyon Station Rd	Creedmoor	NC	27522-7308	(919) 575-5942
B/W Plus River Escape Inn & Suites	Nightstar Lodging LLC	Vivek Patel	248 WBI Dr	Dillsboro	NC	28725	(828) 586-6060
B/W Plus Edison Inn	Saranam Hospitality LLC	Harshad Patel	1595 Mechanical Blvd	Garner	NC	27529-2536	(919) 662-4890
B/W Gastonia	Siyaraj LLC	Alay Patel	360 Best Western Ct	Gastonia	NC	28054	(704) 868-2000
B/W Plus Goldsboro	Zenith Asset Company, LLC	John Paul Henry	909 N Spence Ave	Goldsboro	NC	27534-4269	(919) 751-1999
B/W Greensboro Coliseum Inn	OM GSO, Inc.	Vimal Patel	2001 Veasley St	Greensboro	NC	27407-4637	(336) 294-6220
B/W Plus Suites-Greenville	N3S, LLC	Ashish Amulrai Naik	2310 Greenville Blvd NE	Greenville	NC	27858-4140	(252) 752-2378
B/W Hendersonville Inn	CAROLINA MOTEL ASSOCIATES INC.	Scott Harrell	105 Sugarloaf Rd	Hendersonville	NC	28792-9326	(828) 692-0521
B/W Hickory	Piedmont Center Associates LLC	Bradley Charles Lail	1520 13th Avenue Dr SE	Hickory	NC	28602-5183	(828) 323-1150

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Plus Huntersville Inn & Suites Near Lake Norman	Sree Maha Laxmi, Inc.	Priyesh Patel	13830 Statesville Rd	Huntersville	NC	28078-9040	(704) 875-7880
B/W Plus Yadkin Valley Inn & Suites	K1 Hotel LLC	Tru Kim	1713 N.C. Highway 67	Jonesville	NC	28642-9247	(336) 835-6000
B/W Kernersville	OM SAI Hospitality LLC	Pranav Patel	1570 NC Highway 66 S	Kernersville	NC	27284-3552	(336)564-3333
B/W Plus Westgate Inn & Suites	Sankey Properties LLC	Riley Evans	1120 Towne Lake Dr	Leland	NC	28451-9476	(910) 371-2858
B/W Lumberton	JALA INC	Pramit Patel	201 Jackson Ct	Lumberton	NC	28358-1103	(910) 618-9799
B/W Mountainbrook Inn	BHP Ventures LLC	Bakul Patel	3811 Soco Rd Rte 19	Maggie Valley	NC	28751-9506	(828) 926-3962
B/W Inn & Suites - Monroe	SHRI KRISHNA INC	Prakash B. Desai	2316 Hanover Dr	Monroe	NC	28110-0450	(704) 283-4746
B/W of Murphy	N&S Hospitality LLC	Jatin Patel	1522 Andrews Rd	Murphy	NC	28906-5113	(828) 837-3060
B/W Plus Pineville-Charlotte South	Shree Krishna Pineville, LLC	Aman Saurin Shah	9825 Leitner Dr	Pineville	NC	28134-6556	(704) 341-1190
B/W Plus Raleigh Crabtree Valley Hotel	Aumkar Investment LLC	Yati Ramnikbhai Vaghani	6209 Glenwood Ave	Raleigh	NC	27612-2615	(919) 782-1112
B/W Shallotte / Ocean Isle Beach Hotel	R1 Group LLC	Joga Reddy Arjula	360 Whiteville Rd NW	Shallotte	NC	28470-4506	(910) 754-3044
B/W Statesville Inn	Shah Parikh & Associates, LLC	Bhupendra M. Shah	1121 Morland Dr	Statesville	NC	28677-6973	(704) 881-0111
B/W Smoky Mountain Inn	Shah & Patel, Inc.	Pratik Shah	130 Shiloh Trl	Waynesville	NC	28786-9007	(828) 456-4402
B/W Plus Wilmington/Wrightsville Beach	Innkeeper Properties, Inc.	Walter L. Turner Jr.	5345 Market St	Wilmington	NC	28405-3505	(910) 799-4292
B/W Plus Coastline Inn	Wilmington Hospitality Associates, LLC	David Arthur McLamb	503 Nutt St	Wilmington	NC	28401-3339	(910) 763-2800
B/W Plus University Inn	Humantosh, LLC	Mike O'Brien	3050 University Pkwy	Winston Salem	NC	27105-4230	(336) 723-2911
B/W Plus Hanes Mall Hotel	Soho Hospitality LLC	Pinakin Oza	3330 Silas Creek Pkwy	Winston Salem	NC	27103-3014	(336) 893-7540
B/W Plus Kelly Inn & Suites	Kelly Midwest Ventures LP	Brenda Schmidt	1767 44th St S	Fargo	ND	58103-7440	(701) 282-2143
B/W Harvest Inn & Suites	Ghanu Lodging Inc.	Parth Patel	3350 32nd Avenue S	Grand Forks	ND	58201-6016	(701) 775-5000
B/W Plus Williston Hotel & Suites	Williston RE Investments llc	Yadewinder S. Dhillon	4201 4th Ave West	Williston	ND	58801-2680	(701) 572-8800
B/W West Hills Inn	Bird Dog Hospitality I, LLC	Kyle Andrew Schock	1100 W 10th St	Chadron	NE	69337-2931	(308) 432-3305
B/W Plus Grand Island Inn & Suites	Avadh LLC	Kishan Jayesh Chaudhari	2707 S Locust St	Grand Island	NE	68801-8229	(308) 675-5656
B/W Plus Mid Nebraska Inn & Suites	B & K Holl Family LLC	Benjamin James Holl	224 2nd Ave S	Kearney	NE	68847-9380	(308) 234-2541
B/W Plus Lincoln Inn & Suites	I-80 Real Estate Development LLC	Kristi Lynn Miller	2201 Wildcat Cir	Lincoln	NE	68521-5876	(402) 438-0088
B/W Nebraska City Inn	BW NC Inc.	Chandrakantbhai (CK) Patel	2515 S 11th St	Nebraska City	NE	68410-3478	(402) 873-7000
B/W Plus North Platte Inn & Suites	Wilkinson Lodging, LLC	Mark Wilkinson	3201 S Jeffers St	North Platte	NE	69101-6880	(308) 534-3120
B/W Plus Ogallala Inn	Chaudhari Hospitality, LLC	Nimesh Chaudhari	110 Pony Express Ln	Ogallala	NE	69153-3106	(308) 284-7011
B/W Plus Midwest Inn	Midwest Inn, Inc.	Bhavik Shah	4706 S 108th St	Omaha	NE	68137-2301	(402) 339-7400
B/W Plus Sidney Lodge	Sydney Lodging LLC	Muljibhai Chaudhari	645 Cabela Dr	Sidney	NE	69162-3047	(308) 254-0100
B/W Plus York Hotel & Conference Center	Shri Raj Hospitality LLC	Chirag R. Chaudhari	4619 S Lincoln Ave	York	NE	68467-9488	(402) 362-6661
B/W Plymouth Inn-White Mountains	Jala Hospitality LLC	Zinalkumar Patel	1513 US Route 3	Campton	NH	03223-4434	(603) 536-3520
B/W Concord Inn & Suites	Dhyan Hotel, LLC	Ashok Patel	97 Hall St	Concord	NH	03301-3421	(603) 228-4300
B/W White Mountain Inn	Santi, LLC	Vinkalbhai Patel	87 Wallace Hill Rd	Franconia	NH	03580-4900	(603) 823-7422
B/W Plus The Inn at Hampton	FF Hospitality, LLC	Ismail Pethania	815 Lafayette Rd	Hampton	NH	03842-1257	(603) 926-6771
B/W Plus Keene Hotel	Vidhi Hospitality LLC	Ashok Patel	401 Winchester St	Keene	NH	03431-3999	(603) 357-3038
B/W Plus Landmark Inn	Siyaram, LLC	Mehendra Patel	480 Main St	Laconia	NH	03246-3742	(603) 524-8000
B/W Plus Executive Court Inn & Conference Center	JNR Fund I SPE Manchester NH LLC	Jignesh Patel	13500 S Willow St	Manchester	NH	03103-2387	(603) 627-2525
B/W Plus Portsmouth Hotel and Suites	JHM Portsmouth, LLC	Ashok Patel	580 US Highway 1 Bypass Interstate Traffic Circle	Portsmouth	NH	03801-4144	(603) 436-7600
B/W Hampshire Inn & Suites	Seabrook Hospitality LLC	Ismail Pethania	20 Spur Rd	Seabrook	NH	03874-4137	(603) 474-5700
B/W West Lebanon- Hanover Hotel	Jigna LLC	Ashok Patel	45 Airport Rd	West Lebanon	NH	03784-1682	(603) 298-8888
B/W Atlantic City Beach Block	BW Hospitality LLC	Dhruvesh Patel	1416 Pacific Ave	Atlantic City	NJ	08401-8011	(609) 344-7116
B/W Bordentown Inn	AYUBHAV LLC	Punal Patel	1068 Route 206	Bordentown	NJ	08505-2124	(609) 298-8000
B/W Rutgers University Hotel	Gayatrima LLC	Preyas Patel	195 Route 18	East Brunswick	NJ	08816-1412	(732) 828-6900
B/W Plus Fairfield Executive Inn	FAIRFIELD EXECUTIVE INN INC.	Anthony Calandra	216 Route 46 E #234	Fairfield	NJ	07004-2324	(973) 575-7700
B/W Fort Lee	Jai Viththal LLC.	Tansukh R. Suratwala	2300 Route 4	Fort Lee	NJ	07024-3212	(201) 461-7000
B/W Hazlet Inn	HAZLET HOSPITALITY GROUP, LLC	Reddy Valluru	3215 Highway 35	Hazlet	NJ	07730-1539	(732) 888-2800
B/W Plus Morristown Inn	REDZ HOTEL MANAGEMENT LLC	Aviv Bernstein	270 South St	Morristown	NJ	07960-6019	(973) 540-1700
B/W Plus Newark Airport West	MUR Properties LLC	Ravi Patel	101 International Way	Newark	NJ	07114-2314	(973) 621-6200
B/W Premier NYC Gateway Hotel	OM Viththal LLC	Tansukh R. Suratwala	2650 Paterson Plank Rd	North Bergen	NJ	07047-2238	(201) 758-5770
B/W Paramus Hotel & Suites	Pared Motel Associates, LLC	Jeffrey S. Wilder	211 N Route 17	Paramus	NJ	07652-2903	(201) 261-8686
B/W Plus Philadelphia-Pennsauken Hotel	Village Hospitality Inc	Chang Zhou	7050 Kaighns Ave	Pennsauken	NJ	08109-4417	(856) 333-0900
B/W The Inn at Ramsey	RAMSEY HOTEL LLC	Chetankumar Gandhi	1315 Route 17 S	Ramsey	NJ	07446-2814	(201) 327-6700
B/W Plus Meadowlands	Turnpike Lodging LLC	Jatin (Jay) Patel	250 Harmon Meadow Blvd	Secaucus	NJ	07094-3620	(201) 867-4400
B/W Philadelphia South - West Deptford Inn	Elite Investors	Daniel S. Chycota	98 Friars Blvd	West Deptford	NJ	08086-2263	(856) 848-4111
B/W Airport Albuquerque Inn Suites Hotel & Suites	Albuquerque Suite Hospitality, LLC	Jeffrey Egelhoff	2400 Yale Blvd SE	Albuquerque	NM	87106-4214	(505) 242-7022
B/W Plus Rio Grande Inn	CGC Hospitality Associates, LLC	Marci Lynn Wait	1015 Rio Grande Blvd NW	Albuquerque	NM	87104-2031	(505) 843-9500
B/W Pecos Inn	G & L Development Company, Inc.	Christina Grigg	2209 W Main St	Artesia	NM	88210-3721	(575) 748-3324
B/W Territorial Inn & Suites	Bloomfield Hospitality Holdings, LLC	Jiten Jadav	415 S Bloomfield Blvd	Bloomfield	NM	87413-3057	(505) 632-9100

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Plus Executive Residency Carlsbad Hotel	Blue Horizon Hospitality, LLC	Rajan Bhakta	2601 Patrick St	Carlsbad	NM	88220-2207	(575) 200-3100
B/W Kokopelli Lodge	Ascent Hospitality Inc	Unmesh Mehta	702 S 1st St	Clayton	NM	88415-2314	(575) 374-2589
B/W Cannon A.F.B.	DFAM Hospitality, LLC	Dhawal N. Jariwala	201 Schepps Blvd	Clovis	NM	88101-8330	(575) 762-4536
B/W Deming Southwest Inn	Datt, LLC	Tejash Patel	1500 W Pine St	Deming	NM	88030-3369	(575) 546-4544
B/W Plus The Four Corners Inn	SU Inc.	Jiten Jadav	4751 Cortez Way	Farmington	NM	87402-1105	(505) 564-8100
B/W Gallup West	Epic Hotel Investors, LLC	Mahmuda Khan	111 Twin Butte	Gallup	NM	87301-5631	(505) 722-7224
B/W Plus Gallup Inn & Suites	Soo Hoo No. Three LLC	Judy Soo Hoo	910 E Aztec Ave	Gallup	NM	87301-5507	(505) 726-5380
B/W Grants Inn	GND Hotels Corp.	Ravneet Sandhu	1551 E Santa Fe Ave	Grants	NM	87020-4005	(505) 287-7777
B/W Executive Inn	BRK, LLC	Balwantbhai I. Patel	309 N Marland Blvd	Hobbs	NM	88240-6341	(575) 397-7171
B/W Mission Inn	GP Mission Inn NM LLC	Ketankumar Sheth	1765 S Main St	Las Cruces	NM	88005-3116	(575) 524-8591
B/W Plus Montezuma Inn & Suites	SKS Development, LLC	Sanjay I. Bhakta	2020 N Grand Ave	Las Vegas	NM	87701-4748	(505) 426-8000
B/W Moriarty Heritage Inn	Global Brothers Moriarty, LLC	Hiteshkumar Patel	111 Anaya Blvd	Moriarty	NM	87035	(505) 832-5000
B/W Plus Raton Hotel	473 Clayton Road LLC	Arthur J. Mulligan	473 Clayton Rd	Raton	NM	87740-2344	(575) 445-8501
B/W Rivers Edge	HENDERSON HOSPITALITY LLC	Courtney D. Henderson	301 W River St	Red River	NM	87558	(575) 754-1766
B/W El Rancho Palacio	SINGLE 1 LLC	Suraj Bhakta	2205 N Main St	Roswell	NM	88201-6458	(575) 622-2721
B/W Plus Ruidoso Inn	Ruidoso Hospitality LLC	Vipal Patel	97 Camelot Dr	Ruidoso	NM	88345	(575) 257-3600
B/W Pine Springs Inn	PINE SPRINGS ROAD LLC	Vipal Patel	111 Pine Springs Dr	Ruidoso Downs	NM	88346	(575) 378-8100
B/W Plus Inn of Santa Fe	Kelly Santa Fe Ventures LP	Dawn Koble	3650 Cerrillos Rd	Santa Fe	NM	87507-2909	(505) 438-3822
B/W Santa Rosa Inn	SR66 Hotels LLC	Hardik Bhakta	2491 Historic Rte 66	Santa Rosa	NM	88435-2725	(575) 472-5877
B/W Socorro Hotel & Suites	Omkara Hospitality LLC	Vijay Koradiya	1100 N California St	Socorro	NM	87801-4266	(575) 838-0556
B/W Discovery Inn	Catalina Investment & Trust LP	Dan Kurt Campbell	200 E Estrella Ave	Tucumcari	NM	88401-4227	(575) 461-4884
B/W Hoover Dam Hotel - SE Henderson, Boulder City	ADK Nevada Hospitality LLC	Rubal Chaudhry	704 Nevada Hwy	Boulder City	NV	89005-2332	(702) 826-4300
B/W Elko Inn	Dharni Hospitality LLC	Mandeep Dhillon	1930 Idaho St	Elko	NV	89801-2629	(775) 738-8787
B/W Fallon Inn & Suites	Aum ARihant Inc.	Atul R. Gandhi	1035 W Williams Ave	Fallon	NV	89406-2633	(775) 423-6005
B/W Topaz Lake Inn	Vaibhav LLC	Shyam Patel	3410 Sandy Bowers Ave	Gardnerville	NV	89410-7081	(775) 266-4661
B/W Plus Henderson Hotel	CITY HOTELS GROUP, INC.	Khem Chand Babbar	1553 N Boulder Hwy	Henderson	NV	89011-4131	(702) 564-9200
B/W Plus Las Vegas South Henderson	SAINT ROSE HOTEL OPERATIONS, INC.	Jackie Lee Neves	3041 Saint Rose Pkwy	Henderson	NV	89052-3839	(702) 886-0027
B/W Plus Casino Royale—Center Strip	Casino Royale	Thomas Elardi	3411 Las Vegas Blvd S	Las Vegas	NV	89109-8955	(702) 737-3500
B/W McCarran Inn	Grateful Hearts Investments LLC	Sanjay Govind	4970 Paradise Rd	Las Vegas	NV	89119-1206	(702) 798-5530
B/W Plus Las Vegas West	Harvard Road Hotel Operations, Inc.	Jackie Lee Neves	8669 W Sahara Ave	Las Vegas	NV	89117-5860	(702) 256-3766
B/W Mesquite Inn	Mesquite Motel, LLC	John Kevin Ence	390 N Sandhill Blvd	Mesquite	NV	89027-4728	(702) 346-7444
B/W Plus North Las Vegas Inn & Suites	DNN, LLC	Hung Minh Do	4540 Donovan Way	North Las Vegas	NV	89081-2726	(702) 649-3000
B/W Pahrump Oasis	Pahrump Hotel Partners, Inc	Sukhbir S. Dhillon	1101 S Highway 160	Pahrump	NV	89048-4700	(775) 727-5100
Aiden by Best Western South Reno	The Kishan Group	Ranjit Singh Johal	5851 S Virginia St	Reno	NV	89502-6022	(775) 829-4600
B/W Plus Sparks-Reno Hotel	AREA-EP Sparks BWP, LLC	Nick Economos	55 E Nugget Ave	Sparks	NV	89431-5819	(775) 358-6900
B/W Hi-Desert Inn	Hi-Desert Inn, Inc.	Marthe Moore Elliott	320 Main St, Highways 6 & 95	Tonopah	NV	89049	(775) 482-3511
B/W Plus Boomtown Casino Resort	BCH Gaming Reno, LLC	Robert Joseph Medeiros	2100 Boomtown Garson Rd	Verdi	NV	89439-8007	(775) 345-6000
B/W Plus Gold Country Inn	MC Claskey Winnemucca Motels, LLC	Terry Boyle	921 W Winnemucca Blvd	Winnemucca	NV	89445-3638	(775) 623-6999
B/W Crown Inn & Suites	GITA MAA, INC.	Atish Patel	8210 Park Rd	Batavia	NY	14020-1270	(585) 344-8882
B/W Queens Gold Coast	Adria I LLC	Alan Mindel	22033 Northern Blvd	Bayside	NY	11361-3642	(718) 631-4900
B/W Brockport Inn & Suites	Indus Lake Road II, LLC	Todd Plouffe	4908 Lake Rd S	Brockport	NY	14420-2461	(585) 395-1000
B/W Plus City Line Hotel	154 Bruckner Blvd, LLC	Chetankumar Gandhi	156 Bruckner Blvd	Bronx	NY	10454	(347) 462-8282
B/W Plus Executive Residency Bronx	Ratan Realty, LLC	Chetankumar Gandhi	500 E 185th St	Bronx	NY	10458	(929) 604-4800
B/W Plus Stadium Inn	SITA RAM LLC	Anil Panwala	926 Sedgwick Ave	Bronx	NY	10452-4211	(929) 306-7800
GLö Best Western Bronx NYC	Southern Blvd Hotel, LLC	Chetankumar Gandhi	1122-1124 Southern Blvd	Bronx	NY	10459-1902	(929) 219-1080
GLö Best Western Brooklyn NYC	850 Fourth Avenue Associates LLC	Chetankumar Gandhi	850 4th Ave	Brooklyn	NY	11232-1812	(929) 480-8400
B/W Plus Brooklyn-Prospect Park	928 Coney Island, LLC	Chetankumar Gandhi	928 Coney Island Ave	Brooklyn	NY	11230	(929) 488-1244
B/W Plus Brooklyn Bay Hotel	EMMONS HOSPITALITY LLC	Shashin Gandhi	3003 Emmons Ave	Brooklyn	NY	11235-2212	(718) 769-5000
B/W Brooklyn-Coney Island Inn	Grovesend Realty, LLC	Ankit Mehta	2632 W 13th St	Brooklyn	NY	11223-5815	(718) 975-8299
B/W Gregory Hotel	Jai Sai Group LLC	Prianka Suratwala	8315 4th Ave	Brooklyn	NY	11209-4412	(718) 238-3737
B/W On The Avenue	1205 DELAWARE AVE. INC.	Dennis M. Tripi	510 Delaware Ave	Buffalo	NY	14202-1304	(716) 886-8333
B/W Buffalo Inn & Suites	Sunrise Lodging, LLC	Megha Patel	50 Freeman Rd	Buffalo	NY	14221-7204	(716) 217-1101
B/W University Inn	Laurentian Properties, LLC/St. Lawrence	Sanjay M. Patel	90 E Main St	Canton	NY	13617-1452	(315) 386-8522
B/W Galleria Inn & Suites	Goldi Group Inc.	Dharmesh Patel	601 Dingsen St	Cheektowaga	NY	14206-2405	(716) 896-2900
B/W Clifton Park	A & S Brothers Inc	Muhammad Afzaal	617 Plank Rd	Clifton Park	NY	12065-2020	(518) 371-1811
B/W Cooperstown Inn & Suites	CROWN HOSPITALITY GROUP, LLC	Pravin V. Patel	50 Commons Dr	Cooperstown	NY	13326-9516	(607) 547-7100
B/W Plus Finger Lakes Inn & Suites	Sky Hospitality LLC	Ravi Desai	3175 Fingerlake East Dr (Off Route 13 South)	Cortland	NY	13045-6621	(607) 756-2233
B/W Dunkirk & Fredonia Inn	SILVER CREEK KASTURI, LTD	Jaikishan Patel	3912 Vineyard Dr	Dunkirk	NY	14048-3522	(716) 366-7100

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Fishkill Inn & Suites	Poughkeepsie Fishkill Lodging Associat	Rakesh Patel	14 Schuyler Blvd	Fishkill	NY	12524-2238	(845) 896-5210
B/W Queens Court Hotel	Queens Court Hotel Management, Inc.	Frank T.B. Chen	13351 39th Ave	Flushing	NY	11354-4432	(718) 888-1900
B/W Plus The Hammondsport Hotel	East Lake Holdings, LLC	Cameron Dunlap	8440 State Route 54	Hammondsport	NY	14840-9795	(607) 224-4120
B/W Maple City Inn	Maple City Lodging Partnership	Rakesh Patel	1 Canisteo Sq	Hornell	NY	14843-1954	(607) 324-4300
B/W Plus Horseheads Inn & Suites	Finger Lake LLC	Hai Fan Chen	2671 Corning Rd	Horseheads	NY	14845-4202	(607) 398-2346
B/W University Inn	Southern Tier Hospitality LLC	Sanjay M. Patel	1020 Ellis Hollow Rd	Ithaca	NY	14850-2808	(607) 272-6100
B/W JFK Airport Hotel	JFK BD HOLDING, LLC	Jigs Gandhi	14425 153rd Ln	Jamaica	NY	11434-4203	(718) 977-2100
B/W Jamaica Inn	Sidhdhy Vinayak Ilc	Tansukh R. Suratwala	8707 Van Wyck Expy	Jamaica	NY	11435-2928	(718) 291-7500
B/W Plus Kingston Hotel and Conference Center	SARAS Hospitality Operating Inc.	Shivani Patel	503 Washington Ave	Kingston	NY	12401-2906	(845) 338-0400
B/W of Lake George	Skyline Hospitality Group, LLC	Ann Cloutier	2452 State Route 9N	Lake George	NY	12845-6007	(518) 668-5701
B/W Adirondack Inn	Adirondack Inn Incorporated	Thomas Terry	2625 Main St	Lake Placid	NY	12946-3308	(518) 523-2424
B/W Plus Plaza Hotel	PRIYA HOSPITALITY LLC	Mauer Desai	3934 21st St	Long Island City	NY	11101-6122	(718) 880-3853
B/W Bar Harbour Inn	SAVAN HOSPITALITY CORP.	Danny B. Mehta	5080 Sunrise Hwy	Massapequa Park	NY	11762-2906	(516) 541-2000
B/W Monticello	Pramukh Hospitality Inc	Brijesh K. Patel	16 Raceway Rd	Monticello	NY	12701-1109	(845) 796-4000
B/W Premier Empire State Hotel	16-18 East 30th Street LP	Jasmin Patel	16 E 30th St	New York	NY	10016	(212) 576-9000
B/W Plus Soho Hotel	88 City Development, LLC	Keke Fang	88 Walker St	New York	NY	10013-3522	(646) 850-6784
B/W Premier Herald Square	Ideal Hospitality LLC	Jasmin Patel	50 W 36th St	New York	NY	10018-8029	(212) 776-1024
B/W Summit Inn	JAI HANUMANI INC.	Keerti (Mike) Patel	9500 Niagara Falls Blvd	Niagara Falls	NY	14304-4909	(716) 297-5050
B/W Plus University Inn	ALLEGANY LODGING ASSOCIATES. LLC	Mike O'Brien	3051 W State St	Olean	NY	14760-1832	(716) 372-1300
B/W Plus Oswego Hotel and Conference Center	G & S BROADWELL INC.	George A. Broadwell	26 East 1st St	Oswego	NY	13126-1113	(315) 342-4040
B/W Owego Inn	Southern Tier Hotel, LLC	Chirag Patel	20 Hickories Park Rd	Owego	NY	13827-4841	(607) 687-9000
B/W Palmyra Inn & Suites	Better Hospitality Palmyra LLC	Sandip Patel	955 Canandaigua Rd	Palmyra	NY	14522-9701	(315) 597-8888
B/W Plus Vineyard Inn & Suites	Penn Yan Hospitality Group, LLC	Brian Rolf Zerges	142 Lake St	Penn Yan	NY	14527-1565	(315) 536-8473
B/W Premier Plainview-Long Island Hotel	Pickwick Hospitality LLC	Shashin Gandhi	333 S Service Rd	Plainview	NY	11803-4102	(516) 694-6500
B/W Plus Plattsburgh	Shree Haree LLC	Jay Patel	446 Route 3	Plattsburgh	NY	12901-6519	(518) 561-7750
B/W Potsdam University Park Inn	Clarkson Hospitality Developers LLC	Rakesh Patel	1 Main St	Potsdam	NY	13676-2003	(315) 265-3050
B/W Plus The Inn & Suites at the Falls	Green Hospitality LLC	Bhavana Patel	50 Red Oaks Mill Rd	Poughkeepsie	NY	12603-3260	(845) 462-5770
B/W The Inn at Rochester Airport	Kayatin of Rochester Inc.	Yatin Patel	395 Buell Rd	Rochester	NY	14624-3123	(585) 436-4400
B/W Rochester Marketplace Inn	Rochester Lodging Associates LLC	Rakesh Patel	940 Jefferson Rd	Rochester	NY	14623-3214	(585) 427-2700
B/W Mill River Manor	NIRVANA MANOR LLC	Bharat Shah	173 Sunrise Hwy	Rockville Centre	NY	11570-4705	(516) 678-1300
B/W Roslyn-Long Island Hotel	KGTM, LLC	Shashin Gandhi	1053 Northern Blvd	Roslyn	NY	11576-1502	(516) 627-2460
B/W Saranac Lake	HARI KRUSHNA INC	Jay Patel	487 Lake Flower Ave	Saranac Lake	NY	12983-2463	(518) 891-1970
B/W The Inn at the Fairgrounds	FAIRGROUNDS HOTEL, LLC	Jayesh R. Patel	670 State Fair Blvd	Syracuse	NY	13209-1308	(315) 484-0044
B/W Syracuse Downtown Hotel and Suites	Syracuse Hospitality Developers, LLC	Rakesh Patel	416 S Clinton St	Syracuse	NY	13202-1221	(315) 425-0500
B/W Plus Ticonderoga Inn & Suites	Jay Gurudev, LLC	Alpesh Patel	260 Burgoyne Rd	Ticonderoga	NY	12883-3112	(518) 585-2378
B/W Plus Franklin Square Inn Troy/Albany	Due Di Mare Inc.	Amy Bridges	1 4th St	Troy	NY	12180-3225	(518) 274-8800
B/W Gateway Adirondack Inn	Genesee Lodging, LLC	Chaitanyakumar Patel	175 N Genesee St	Utica	NY	13502-2511	(315) 732-4121
B/W Plus Victor Inn & Suites	MAA - SHARDA, INC.	Prakash Patel	7449 State Route 96	Victor	NY	14564-9725	(585) 924-3933
B/W Falcon Plaza - Bowling Green	FALCON PLAZA, LLC	Todd McGee	1450 E Wooster St	Bowling Green	OH	43402-3260	(419) 352-4671
B/W Canal Winchester Inn - Columbus South East	SHIYA LLC	Atul Patel	6323 Prentiss School Pl	Canal Winchester	OH	43110-2037	(614) 834-4790
B/W Celina	Celina Hospitality LLC	Muhammad Khokhar	2020 Holiday Dr	Celina	OH	45822-8344	(419) 586-4919
B/W Adena Inn	Jay Shivparvati LLC	Abhishekkumar Patel	1250 N Bridge St	Chillicothe	OH	45601-1852	(740) 775-7000
B/W Plus Hannaford Inn & Suites	Hannaford Hospitality LLC	Baljit Johl	5900 E Galbraith Rd	Cincinnati	OH	45236-2252	(513) 936-0525
B/W Clermont	NGB Hospitality LLC.	Natu Bhakta	4004 Williams Dr	Cincinnati	OH	45255-4909	(513) 528-7702
B/W Premier Mariemont Inn	SPINNENWEBER BUILDERS INC.	William Spinnenweber	6880 Wooster Pike	Cincinnati	OH	45227-4392	(513) 271-2100
B/W Airport Inn & Suites Cleveland	Mukti Hospitality LLC	Ashish Patel	16501 Snow Rd	Cleveland	OH	44142-2778	(216) 267-9364
B/W Plus Dutch Haus Inn and Suites	The Dutch Haus Inn, LLC	Grace Witmer Styer	150 E State Route 14	Columbiana	OH	44408-8425	(330) 482-5050
B/W Suites	A.N.P.P., INC.	Michael Shows	1133 Evans Way Ct	Columbus	OH	43228-9178	(614) 870-2378
B/W Port Columbus	Deep Properties, LLC	Pratish Shah	1450 Airpointe Dr	Columbus	OH	43219-1501	(614) 337-8400
B/W Inn	Shreejibapa Hospitality Inc	Paresh Patel	636 Griswold Rd	Elyria	OH	44035-2392	(440) 324-5050
B/W Fostoria Inn & Suites	Ashva Hospitality	HariPriya Vimal Patel	1690 N Countyline St	Fostoria	OH	44830-1938	(419) 436-3600
B/W Executive Inn	NATRAJ CORPORATION	Balwantbhai I. Patel	4026 Jackpot Rd	Grove City	OH	43123-9700	(614) 875-7770
B/W Plus Whitewater Inn	KMC HOSPITALITY LLC	Meena Patel	391 Comfort Dr	Harrison	OH	45030-2768	(513) 845-4970
B/W Lakewood Inn	NEW CRESCENT INVESTMENT LLC	Khaliq Farooqui	122 Arrowhead Blvd	Hebron	OH	43025-9463	(740) 928-1800
B/W Hilliard Inn & Suites	JANUS HOSPITALITY	Rajan J. Patel	3831 Park Mill Run Dr	Hilliard	OH	43026-8110	(614) 529-8118
B/W Penn-Ohio Inn & Suites	MK Hospitality, Inc.	Ashok Kochhar	6828 Commerce Dr	Hubbard	OH	44425-2944	(330) 534-5100
B/W Mansfield/Bellville	JALY RAM LLC	Samir Patel	180 E Hanley Rd	Mansfield	OH	44903-9039	(419) 756-6670
B/W Mason Inn	BW Mason Hotel Group Inc.	Maftuna Zohidova	9665 S Mason Montgomery Rd	Mason	OH	45040-9397	(513) 336-7911

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Toledo South Maumee	Ascend Maumee LLC	Divakar Doddapaneni	6425 Kit Ln	Maumee	OH	43537-8655	(419) 865-9400
B/W Plus Mentor-Cleveland Northeast	LAWNFIELD MENTOR LLC	Dhirenkumar B. Patel	8434 Mentor Ave	Mentor	OH	44060-5817	(440) 205-7378
B/W Executive Inn	Shyam BW Associates LLC	Balwantbhai I. Patel	3991 County Rd 172	Mount Gilead	OH	43338-9529	(419) 768-2378
B/W Dutch Valley Inn	Shari Hospitality LLC	Manjula Patel	161 Bluebell Dr SW	New Philadelphia	OH	44663-9660	(330) 339-6500
B/W Plus North Canton Inn & Suites	RBP Hotel Group LLC	Rushil Patel	6889 Sunset Strip Ave NW	North Canton	OH	44720-7089	(330) 497-8799
B/W Norwalk	Raffaele Hospitality LLC	George Ruta	351 Milan Ave	Norwalk	OH	44857-1159	(419) 663-3501
B/W Sycamore Inn	OXFORD MOTEL INN LIMITED PARTNE	Daxesh N Patel	6 E Sycamore St	Oxford	OH	45056-1212	(513) 523-0000
B/W Plus Boardman Inn & Suites	VK INTERNATIONAL INC.	Ashok Kochhar	7400 Tiffany S	Poland	OH	44514-3907	(330) 629-6900
B/W Port Clinton	Goodnight Inn Inc.	Margaret P. Kelsey	1734 E Perry St	Port Clinton	OH	43452-1426	(419) 734-2274
B/W St. Clairsville Inn & Suites	Chestnut Hotel Group, LLC	Keavin Hill	51654 National Rd	Saint Clairsville	OH	43950-9304	(740) 699-0010
B/W Plus Sandusky Hotel & Suites	Modica Hospitality, LLC	George Ruta	6011 Milan Rd	Sandusky	OH	44870-5869	(419) 627-9595
B/W Plus Franciscan Square Inn and Suites Steubenville	Good Venture HIH, LLC	Timothy A. Breed	200 Franciscan Square	Steubenville	OH	43952-1792	(740) 792-8050
B/W Plus Strongsville Cleveland	Cleveland Strongsville Hospitality, LLC	Saket Duggal	15471 Royalton Rd	Strongsville	OH	44136-5441	(440) 238-8800
B/W Wapakoneta Inn	WAPAKONETS HOSPITALITY LLC	Ali Khokhar	1008 Lunar Dr	Wapakoneta	OH	45895-9797	(419) 738-2050
B/W Park Hotel	DATTA PROPERTIES LLC	Gurjeet Singh Sidhu	136 N Park Ave	Warren	OH	44481-1104	(330) 393-1200
B/W Plus Wooster Hotel & Conference Center	Wooster Hotel 3 LLC	Sanjay M. Patel	243 E Liberty	Wooster	OH	44691-4366	(330) 264-7750
B/W B. R. Guest	J S Zanesville, Inc	Sujay Mehta	4929 East Pike	Zanesville	OH	43701-8429	(740) 453-6300
B/W Plus Ardmore Inn & Suites	Thakorji Hospitality, LLC	Sanjaykumar T. Patel	2600 W Broadway	Ardmore	OK	73401-2531	(580) 223-3200
B/W Atoka Inn & Suites	Gangajee LLC	Ashish Gandhi	1010 S Mississippi Ave	Atoka	OK	74525-2866	(580) 889-5500
B/W Kenosha Inn	Jai Jalaram LLC	Tejas D Gandhi	1200 E Lansing St	Broken Arrow	OK	74012-2099	(918) 251-2795
B/W Halito Inn	Markita Inn, Inc	Jim Thorpe	1057 N Service Rd	Calera	OK	74730-1806	(580) 434-6200
GLö Best Western Tulsa-Catoosa East Route 66	Catoosa Holdings LLC	Neel Jain	18711 E Admiral Pl	Catoosa	OK	74015	(918) 739-4100
B/W Plus Chickasha Inn	NSK LLC	Pinakin J. Patel	430 S. Grand Ave	Chickasha	OK	73018	(405) 825-6696
B/W Plus Coweta's 1st Hotel	Prenivi LLC	Reena Patel	13593 State Highway 51 S	Coweta	OK	74429-7106	(918) 279-6644
B/W Plus Cushing Inn & Suites	Cushing Hospitality, LLC	Harish R. Patel	508 E Main St	Cushing	OK	74023-2737	(918) 306-4299
B/W Markita Inn	Markita Inn, Inc	Ron Patel	2401 W Main St	Durant	OK	74701-4818	(580) 924-7676
B/W El Reno	Lucky Star Best Western LLC	Kevin Junker	2701 S Country Club Rd	El Reno	OK	73036-6116	(405) 262-6490
B/W Plus Executive Residency Elk City	Elk City Joseph Investments LLC	Joshua Joseph	105 Meadow Ridge Dr	Elk City	OK	73644-9733	(580) 303-4851
GLö Best Western Enid OK Downtown/Convention Center Hotel	Pacific NW LLC	Asit Patel	123 W Maine Avenue	Enid	OK	73701	(580) 540-4172
B/W Eufaula Inn	Jala Krupa LLC	Vijay Patel	1300 Birkes Rd	Eufaula	OK	74432-4028	(918) 689-5588
B/W Plus Fairview Inn & Suites	Fairview Hospitality, LLC	Harish R. Patel	802 N Main St	Fairview	OK	73737-1004	(580) 227-2880
B/W TimberRidge Inn	RA HARMON INC.	Rick E. Harmon	120 W 18th St	Grove	OK	74344-5358	(918) 786-6900
B/W Plus Guymon Hotel & Suites	Kalpana LLC	Rita Subhir Patel	1102 NE 6th St	Guymon	OK	73942-4561	(580) 338-0800
B/W Lindsay Inn & Suites	Trustees of the Combs Family	Roger Daniel Carlson	14114 Highway 19	Lindsay	OK	73052-9111	(405) 756-3988
B/W Locust Grove Inn & Suites	LOCUST GROVE HOSPITALITY LLC	Priyam Desai	106 Holiday Ln	Locust Grove	OK	74352-9016	(918) 479-8082
B/W Plus Sand Bass Inn & Suites	B & H Hospitality LLC	Bhaves Desai	827 South First Street	Madill	OK	73446-3841	(580) 677-9890
B/W Inn of McAlester	Dale & Florence Friestad	Mark Friestad	1215 S George High Expy	McAlester	OK	74501-7303	(918) 426-0115
B/W Plus Midwest City Inn & Suites	DAX INN INC	Khandu C. Patel	6701 Tinker Diagonal	Midwest City	OK	73110-2960	(405) 737-6060
B/W Greentree Inn & Suites	Radha & Krishna Hospitality, LLC	Pramod Patel	1811 N Moore Ave	Moore	OK	73160-3668	(405) 912-8882
B/W Plus Executive Residency Oklahoma City I-35	A & K OKC Hospitality, LLC	Harold Smart	4750 S I-35 Service Rd	Oklahoma City	OK	73129-7016	(405) 763-5002
B/W Plus Barsana Hotel & Suites	Jai Bajarangbali LLC	Sanjay Mistry	7701 C A Henderson Blvd	Oklahoma City	OK	73139-2422	(405) 601-1200
B/W Plus Memorial Inn & Suites	LMP Hospitality, LLC	Dharmesh Patel	1301 W Memorial Rd	Oklahoma City	OK	73114-1406	(405) 286-5199
B/W Okmulgee	SHRI MATANGI MAA LLC	Dhavalakumar Modi	3499 N Wood Dr	Okmulgee	OK	74447-7915	(918) 756-9200
B/W Plus Pauls Valley	HPP Hospitality LLC	Mohammad Hussain	2509 W Grant Ave	Pauls Valley	OK	73075-9218	(405) 444-6035
B/W Prime Inn & Suites	Hanuman 1, LLC	Jayesh Patel	1702 N Broadway St	Poteau	OK	74953-2631	(918)647-3510
B/W Seminole Inn & Suites	Angel Hospitality LLC	Ankit Patel	1525 N Milt Phillips Ave	Seminole	OK	74868-2329	(405) 382-3139
B/W Plus Cimarron Hotel & Suites	WA BW Cowboys LLC	Dylan Jaret West	315 N Husband St	Stillwater	OK	74075-5235	(405) 372-2878
B/W NSU Inn	Jai Kuber LLC	Jignesh Patel	101 Reasor Street	Tahlequah	OK	74464-5728	(918) 431-0600
B/W Red River Inn & Suites	RKBY Lodging Hospitality, LLC	Uresh D. Patel	22106 Black Jack Rd	Thackerville	OK	73459-9016	(580) 276-5001
B/W Plus Tulsa Inn & Suites	Char S, LLC	Dhirendra L. Bhakta	3212 S 79th East Ave	Tulsa	OK	74145-1317	(918) 858-2100
B/W Airport	RDK LLC	Dharmesh Gandhi	222 N Garnett Rd	Tulsa	OK	74116-6034	(918) 438-0780
B/W Plus Woodland Hills Hotel & Suites	RDKFM, LLC	Dharmesh Gandhi	10143 E 62nd St S	Tulsa	OK	74133-1528	(918) 249-8100
B/W Plus Weatherford	Mesilla LLC	Dharmendra Amin	525 E Main St	Weatherford	OK	73096-5347	(580) 772-3325
B/W Stateline Lodge	KNB Hospitality, LLC	Kalpesh Gandhi	273 S Highway 59	West Siloam Sprui	OK	74964-5004	(918) 422-4444
B/W Plus Wewoka Inn & Suites	Wewoka Premier Hospitality, LLC	Harish R. Patel	201 Commerce Dr	Wewoka	OK	74884-4884	(405) 257-6777
B/W Plus Oklahoma City Yukon	RJS Motels, LLC	Sadhna P. Kelly	11440 W I-40 Service Rd	Yukon	OK	73099-5146	(405) 265-2995
B/W Plus Prairie Inn	S and H Hotel, Inc.	Surinder Sunny Singh	1100 Price Rd SE	Albany	OR	97322-7068	(541) 928-5050
B/W Windsor Inn	Warren Resort Hotels of Ashland, Inc.	Emily Warren	2520 Ashland St	Ashland	OR	97520-1412	(541) 488-2330

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Columbia River Waterfront Hotel Astoria	Columbia River Hotel Operations, Inc	Jackie Lee Neves	3420 Leif Erickson Dr	Astoria	OR	97103-3425	(503) 325-2000
B/W Sunridge Inn & Conference Center	Shiva Property 6, LLC	Nishant Kharod	1 Sunridge Ln	Baker City	OR	97814-2254	(541) 523-6444
B/W Inn at Face Rock	Bandon Inn at Face Rock, LLC	David C. Nordahl	3225 Beach Loop Dr SW	Bandon	OR	97411-8808	(541) 347-9441
B/W Bend North	BHG Bend LLC	Bakulesh G. Patel	20615 Grandview Dr	Bend	OR	97701-8145	(541) 317-8500
B/W Plus Columbia River Inn	Wanapa Room Inc	Charles V. Hinman	735 WaNaPa St	Cascade Locks	OR	97014	(541) 374-8777
B/W Holiday Hotel	LLERTOC INC.	Thomas L. Cottrell	411 N Bayshore Dr	Coos Bay	OR	97420-2311	(541) 269-5111
B/W Corvallis	EVENHAZER HOSPITALITY LLC	Young S. Kim	925 NW Garfield Ave	Corvallis	OR	97330-2115	(541) 758-8571
B/W Cottage Grove Inn	Snazmart-Hospitality LLC	David R. Snazuk	1601 Gateway Blvd	Cottage Grove	OR	97424-1294	(541) 942-1000
B/W Dallas Inn & Suites	Ek Onkar LLC	Parminder Singh Bassi	250 Orchard Dr	Dallas	OR	97338-1148	(503) 623-6000
B/W New Oregon	CONNOR ENTERPRISES INC.	David D. Connor	1655 Franklin Blvd	Eugene	OR	97403-1982	(541) 683-3669
B/W Pier Point Inn	BW Pier Point Inn, LLC	Daniel J. Corr	85625 Highway 101	Florence	OR	97439-8501	(541) 997-7191
B/W University Inn & Suites	BDS LLC	Kathryn Mary	3933 Pacific Ave	Forest Grove	OR	97116-2225	(503) 992-8888
B/W Mt. Hood Inn	Base Camp, LLC	Nikhil Patel	87450 E Government Camp Loop	Government Carr	OR	97028-0108	(503) 272-3205
B/W Grants Pass Inn	JENSEN OREHI PROPERTIES, LLC	Robert Jensen	111 NE Agness Ave	Grants Pass	OR	97526-3901	(541) 476-1117
B/W Inn at the Rogue	Maa Jai Ambe LLC	Vishal Patel	8959 Rogue River Hwy	Grants Pass	OR	97527-4377	(541) 582-2200
B/W Hermiston Inn	RADHA CORP	Vijay Narain	2255 S Highway 395	Hermiston	OR	97838-9466	(541) 564-0202
B/W Rory & Ryan Inns	Rory & Ryan Inns, LLC	Courtney Ryan Priday	534 Highway 20 N	Hines	OR	97738-9403	(541) 573-5050
B/W Plus Hood River Inn	Columbia Room Inc.	Charles V. Hinman	1108 E Marina Way	Hood River	OR	97031-2378	(541) 386-2200
B/W John Day Inn	MAULIN INC	Pravin J. Patel	315 W Main St	John Day	OR	97845-1028	(541) 575-1700
B/W Premier Keizer/Salem Hotel	Dhaliwal Hospitality	Kanwar Dhaliwal	5188 Wittenberg Ln NE	Keizer	OR	97303-4442	(503) 390-4733
B/W Plus Olympic Inn	BHG Klamath LLC	Bakulesh G. Patel	2627 S 6th St	Klamath Falls	OR	97603-4600	(541) 882-9665
B/W Plus Rama Inn & Suites	BGI-RILG, Inc.	Mahesh Mistry	1711 21st St	La Grande	OR	97850-3919	(541) 963-3100
B/W Newberry Station	Cassidy Bayou Partners II, LLC	Courtney Ryan Priday	16515 Reed Rd	La Pine	OR	97739-9704	(541) 536-5130
B/W Lake Oswego/Portland Hotel & Suites	BHGAH BWLO, LLC	Heetan B. Patel	14905 Bangy Rd.	Lake Oswego	OR	97035-3201	(503) 624-7400
B/W Skyline Motor Lodge	Lakeview Management, LLC	Subhash C. Patel	414 N G St	Lakeview	OR	97630-1422	(541) 947-2194
B/W Premier Boulder Falls Inn	Samaritan Enterprises, LLC	Joseph (Marty) Cahill III	505 Mullins Dr	Lebanon	OR	97355-3997	(541) 451-1000
B/W Plus Landmark Inn	Sapphire Garland Investments LLC	Mehendra Patel	4430 SE Highway 101	Lincoln City	OR	97367-1541	(541) 994-6060
B/W McMinnville Inn	Shreeji Hospitality Group McMinnville, Katen Patel		2035 SW Highway 99 W	McMinnville	OR	97128-8640	(503) 472-4900
B/W Horizon Inn	JENSEN OREHI PROPERTIES, LLC	Robert Jensen	1154 E Barnett Rd	Medford	OR	97504-8221	(541) 779-5085
B/W Newberg Inn	YOGI KRUPA LLC	Champak C. Patel	2211 Portland Rd	Newberg	OR	97132-1364	(503) 537-3000
B/W Plus Agate Beach Inn	RV Agate Beach, LLC	Mark Hemmer	3019 N Coast Hwy	Newport	OR	97365-1707	(541) 265-9411
B/W Inn & Suites	Norwest Hospitality LLC	Minesh K. Patel	251 NE Goodfellow St	Ontario	OR	97914-3038	(541) 889-2600
B/W Plus Rivershore Hotel	HEMSTREET DEVELOPMENT CORP.	Greg Hemstreet	1900 Clackamette Dr	Oregon City	OR	97045-1052	(503) 655-7141
B/W Pendleton Inn	BBB Lodging, LLC	Kamaljit Singh	400 SE Nye Ave	Pendleton	OR	97801-4150	(541) 276-2135
B/W Plus Portland Airport Hotel & Suites	Airport Way Investments, LLC	Mahendra Patel	11938 NE Airport Way	Portland	OR	97220-1078	(503) 251-9991
B/W Pony Soldier Inn - Airport	Pac Nor Lodging LLC	Jagroop Virk	9901 NE Sandy Blvd	Portland	OR	97220-3323	(503) 256-1504
B/W Portland West Beaverton	Param Canyon LLC	Ganesh Sonpatki	9900 SW Canyon Rd	Portland	OR	97225-2912	(503) 297-2551
B/W Prineville Inn	Cassidy Bayou Partners, LLC	Courtney Ryan Priday	1475 NE 3rd St	Prineville	OR	97754-2905	(541) 447-8080
B/W Plus Rama Inn	BGI-RIRD, Inc	Bakulesh G. Patel	2630 SW 17th Pl	Redmond	OR	97756-9625	(541) 548-8080
B/W Salbasgeon Inn & Suites of Reedsport	Churi Hospitality Reedsport LLC	Bhawna Churi	1400 Highway 101	Reedsport	OR	97467-1605	(541) 271-4831
B/W Garden Villa Inn	AAS Galaxy Investments, Inc	Amarpreet Sandhu	760 NW Garden Valley Blvd	Roseburg	OR	97470-1919	(541) 672-1601
B/W Oak Meadows Inn	Virk Investments, Inc	Amandeep S. Virk	585 S Columbia River Hwy	Saint Helens	OR	97051-2835	(503) 397-3000
B/W Plus Mill Creek Inn	Mill Creek Inn, LLC	Steven P. Freeburg	3125 Ryan Dr SE	Salem	OR	97301-5069	(503) 585-3332
B/W Sandy Inn	SANDY INN OMRS LLC	Heetan B. Patel	37465 Highway 26	Sandy	OR	97055-7207	(503) 668-7100
B/W Plus Ocean View Resort	Seaside Resort Hotel LLC	Kyle Rolfe	414 N Prom	Seaside	OR	97138-6042	(503) 738-3334
B/W Ponderosa Lodge	PONDEROSA LODGE INC.	William Ryan Stewart Reed	790 W. Barclay Drive	Sisters	OR	97759	(541) 549-1234
B/W Plus Grand Manor Inn	Dhaliwal Inc.	Jasvir Singh Dhaliwal	971 Kruse Way	Springfield	OR	97477-1074	(541) 726-4769
B/W Plus Hartford Lodge	G. GRACE, LLC	Sung Chil Oh	150 Myrtle St	Sutherlin	OR	97479-9493	(541) 459-1424
B/W Plus Northwind Inn & Suites	Northwind Hospitality llc	Priya Ishwar Bhavan	16105 SW Pacific Hwy	Tigard	OR	97224-3440	(503) 431-2100
B/W Cascade Inn & Suites	SWAMI SHREEJI LLC	Jatin Patel	23525 NE Halsey St	Troutdale	OR	97060-2814	(503) 491-9700
B/W Crater Lake Highway White City/Medford	Crater Lake Hotel Operations Inc.	Jackie Lee Neves	2020 Leigh Way	White City	OR	97503-1099	(541) 826-0800
B/W Wilsonville Inn & Suites	TanDeep LLC	Diptesh Patel	29769 SW Boones Ferry Rd	Wilsonville	OR	97070-7202	(503) 570-9700
B/W Plus Parkway Inn	Virk Hospitality, Inc.	Amandeep S. Virk	8815 SW Sun Pl	Wilsonville	OR	97070-9611	(503) 682-3184
B/W Woodburn	Nima Hospitality, LLC	Kiranrai M. Amin	2980 Tom Tennant Dr	Woodburn	OR	97071-2828	(503) 982-6515
B/W Garden Inn	Bentleyville Garden Inn	Carl T. Doughty	101 Gosai Dr	Bentleyville	PA	15314-1049	(724) 239-4321
B/W Allentown Bethlehem Lehigh Valley Inn & Suites	985Gayatri, LLC	Vikas H Joshi	2140 Motel Dr	Bethlehem	PA	18018-1066	(610) 867-8681
B/W Inn at Blakeslee-Pocono	BLAKESLEE PROPERTIES, LLC	Soham Patel	107 Parkside Ave	Blakeslee	PA	18610-2444	(570) 646-6000
B/W Plus Bradford Inn	Bradford Motel Assoc.	Jeffrey S. Wilder	100 S Davis St	Bradford	PA	16701-2162	(814) 362-4501

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Carlisle	AUM LLC	Milan Rathod	1155 Harrisburg Pike	Carlisle	PA	17013-1669	(717) 243-6200
B/W Carlisle South	Pari Hospitality LLC	Parth Patel	101 Alexander Spring Rd.	Carlisle	PA	17015-6953	(717) 386-5156
B/W Chambersburg	PARASH, INC.	Virendra J. Mehta	211 Walker Rd	Chambersburg	PA	17201-9798	(717) 262-4994
B/W Plus Philadelphia Airport South at Widener University	Pinnacle Holdings - IX, LLC	Garry Hesselbacher	1450 Providence Ave	Chester	PA	19013-5715	(610) 872-8100
B/W Plus Clarks Summit Scranton	Clarks Summit Hotels	Rakesh T. Patel	820 Northern Blvd	Clarks Summit	PA	18411-2229	(570) 586-2730
B/W Plus Clearfield	SUPER 106 INC.	Muhammad Imran Zahid	14424 Clearfield Shawville Hwy	Clearfield	PA	16830-6112	(814) 768-1049
B/W Plus Cranberry-Pittsburgh North	Cranberry Capital Holdings, LLC	Darlene Mayes	5001 Cranberry Springs Dr	Cranberry Towns	PA	16066-6901	(724) 720-5600
B/W Danville Inn	Danville Hotel Inc.	Sanjay Patel	125 Old Valley School Road	Danville	PA	17821-8724	(570) 275-5750
B/W DuBois Hotel	Shree Ganesh Management LLC	Sandip Patel	82 N Park Pl	Du Bois	PA	15801-2416	(814) 371-6200
B/W Plus Harrisburg Mechanicsburg	Enola Hotels, LLC	Nandit S. Mehta	4900 Woodland Dr	Enola	PA	17025-1263	(717) 635-2523
B/W Erie Inn & Suites	Windsor Hospitality LLC	ASHOK Patel	8040 Oliver Rd	Erie	PA	16509-4620	(814) 920-4196
B/W Gettysburg	S & W Development Corporation	Nathan Mares	301 Steinwehr Ave	Gettysburg	PA	17325-2900	(717) 334-1188
B/W Plus Concordville Hotel	MOTEL LIMITED	Steven Angeline	675 Conchester Hwy	Glen Mills	PA	19342	(610) 358-9400
B/W Grantville/Hershey	East Hanover Hotel Corp.	Girish Sheth	450 Station Rd.	Grantville	PA	17028-9148	(717) 469-8181
B/W Premier The Central Hotel & Conference Center	East Park Inns	Susan A.M. Hatfield	800 E Park Dr	Harrisburg	PA	17111-2807	(717) 561-2800
B/W Harrisburg North	Susquehanna Motel Inc.	Girish Sheth	150 Nationwide Dr	Harrisburg	PA	17110-9746	(717) 545-9089
B/W Plus Hershey	Sweet Hotels, LLC	Anish Kiran Patel	1800 E Chocolate Ave	Hershey	PA	17033-1181	(717) 745-2378
Executive Residency by Best Western Philadelphia-WillowGrove	Shri Datt LLC	Dhruv Yogesh Gandhi	250 Business Center Dr	Horsham	PA	19044-3404	(215) 328-9119
B/W Chocolate Inn at the Park	JSK Hershey LLC	Rich Gandhi	1200 Mae St	Hummelstown	PA	17036-9169	(717) 566-2050
B/W Plus Intercourse Village Inn & Suites	KURTIS ADMINISTRATION CO. LTD.	Kurtis D. Thomas	3610 E Newport Rd	Intercourse	PA	17534	(717) 768-3636
B/W Lock Haven	THE JEL CORPORATION	Ronald Pete	101 E Walnut St	Lock Haven	PA	17745-3521	(570) 748-3297
B/W Hunt's Landing Hotel Matamoras/Milford	Hunts Landing Corp	Ashvi Patel	120 Routes 6 & 209	Matamoras	PA	18336-2056	(570) 491-2400
B/W Nittany Inn Milroy	Milroy Hospitality LLC	Ajit Smith	5 Commerce Dr	Milroy	PA	17063-8104	(717) 667-9595
B/W Plus New Cumberland Inn & Suites	NAMAN HOSPITALITY, L.P.	Nandit S. Mehta	702 Limekiln Rd	New Cumberland	PA	17070-2315	(717) 774-4440
B/W Plus Revere Inn & Suites	OOL Management LLC	James J. Cosgrove	3063 Lincoln Hwy E (US 30)	Paradise	PA	17562-9651	(717) 687-7683
B/W Plus Philadelphia Convention Center Hotel	Lams Investment Group, LP	Yungam Lam	1225 Vine St	Philadelphia	PA	19107-1111	(215) 398-3080
B/W Plus Wilkes Barre-Scranton Airport Hotel	Jaai Santoshi LLC	Rakesh T. Patel	30 Concorde Dr	Pittston	PA	18641-2216	(570) 654-3300
B/W Plus Executive Inn	Shiva Laxmi Inc	H. Roger Wang	1002 Earth Rd	Saint Marys	PA	15857-2849	(814) 834-0000
B/W Grand Victorian Inn	SAT Kaiwal III, LLC	Suhan Patel	255 Spring St	Sayre	PA	18840-1909	(570) 888-7711
B/W Plus Reading Inn & Suites	KRISHNA INVESTMENT LLC	Vinay R. Shah	2299 Lancaster Pike	Shillington	PA	19607-2380	(610) 777-7888
B/W Shippensburg Hotel	HARI RAM NAM, INC	Nandit S. Mehta	125 Walnut Bottom Rd	Shippensburg	PA	17257-8131	(717) 532-5200
B/W Plus University Park Inn & Suites	HOSPITALITY LODGING INVESTORS III,	Franzuas Moser	115 Premiere Dr	State College	PA	16801-7329	(814) 234-8393
B/W Plus Poconos Hotel	PREMIER LODGE INC	Sanjiv Gosain	2647 Route 715	Tannersville	PA	18372-7882	(570) 629-4100
B/W Plus Wilkes Barre Center City	DELL LIMITED	Gus Genetti	77 E Market St	Wilkes-Barre	PA	18701-3116	(570) 823-6152
B/W Westgate Inn	1415 KENNETH LLC	Hemal Shah	1415 Kenneth Rd	York	PA	17408-2235	(717) 767-6931
B/W Plus Heritage Rail Inn & Suites	Bergen Hospitality LLC	Sagar V. Shah	140 Leaders Heights Rd	York	PA	17403-5121	(717) 741-1000
B/W Providence Warwick Airport Inn	Ocean State Hotels LLC	Mahesh Patel	2138 Post Rd	Warwick	RI	02886-1401	(401) 737-7400
B/W West Greenwich Inn	MEHBOOB LLC	Mohamed Ganchi	99 Nooseneck Hill Rd	West Greenwich	RI	02817-1525	(401) 397-5494
B/W Sea Island Inn	SEA ISLAND MOTEL INC.	Mary C Trask	1015 Bay St	Beaufort	SC	29902-5514	(843) 522-2090
B/W Plus Bluffton / Hilton Head Hotel	Premier Atlantic Hospitality, LLC	Jatinkumar P Patel	259 Okatie Village Dr	Bluffton	SC	29909	(843) 706-7777
B/W Charleston Inn	West Ashley BW Hospitality LLC	Chirag Patel	1540 Savannah Hwy	Charleston	SC	29407-7845	(843) 571-6100
B/W Plus Clemson Hotel & Conference Center	Raj Guru Hotels, LLC	Raj H. Patel	1310 Tiger Blvd	Clemson	SC	29631-1114	(864) 986-6200
B/W Executive Inn & Suites	SHREEOM INC.	Franzuas Moser	1720 Bush River Rd	Columbia	SC	29210-6812	(803) 561-9027
B/W Inn	Blue Sky Hospitality LLC	Paresh Patel	1808 W Lucas St	Florence	SC	29501-1230	(843) 678-9292
B/W Carowinds	VENUS TDG INC.	Ganesh Rambhai	3675 Foothills Way	Fort Mill	SC	29708-9299	(803) 548-8400
B/W Plus Greenville I-385 Inn & Suites	Greenville Hotel Partners, Inc	Vijay R. Patel	831 Congaree Rd	Greenville	SC	29607-3521	(864) 288-6221
B/W Greenville Airport Inn	LC Hospitality Group LLC	Muhammad Choudhry	5009 Pelham Rd	Greenville	SC	29615-5465	(864) 297-5353
B/W Plus Hardeeville Inn & Suites	Vaishu Kinu Hardeeville LLC	Ketalkumar Ghanshyambhai Patel	18102 Whyte Hardee Blvd	Hardeeville	SC	29927-6446	(843) 784-2121
B/W Magnolia Inn and Suites	SAA LLC	Shefali Desai	747 Treeland Dr	Ladson	SC	29456-3631	(843) 553-8888
B/W Executive Inn	MG Hotel Latta, LLC	Balwantbhai I. Patel	1534 Highway 38 W	Latta	SC	29565-4225	(843) 752-5060
B/W Plus Lexington Inn	Ayaan Hospitality LLC	Shamir Patel	601 Columbia Ave	Lexington	SC	29072-2667	(803) 356-8300
B/W Patriots Point	4PR INC	Kishen Patel	259 McGrath Darby Blvd	Mount Pleasant	SC	29464-2983	(843) 971-7070
B/W Plus Myrtle Beach @ Intracoastal	JM Lodging LLC	Jeffrey S. Wilder	9551 N Kings Hwy	Myrtle Beach	SC	29572-4005	(843) 213-1440
B/W Ocean Sands Beach Resort	MCGONIGAL'S FLAMINGO MOTEL INC.	Sean Patrick McGonigal Sr.	1525 S Ocean Blvd	North Myrtle Bea	SC	29582-3933	(843) 272-6101
B/W Pawleys Island	Magnolia Hospitality LLC	Kamleshkumar K. Shah	11445 Ocean Hwy	Pawleys Island	SC	29585-7093	(843) 235-0808
B/W Plus Greenville South	Shakti Corporation of Georgia, Inc.	George Patel	70 Kalyns Way	Piedmont	SC	29673-6750	(864) 552-1420
B/W Rock Hill	Madhav 24 LLC	Hitesh Patel	888 Riverview Rd	Rock Hill	SC	29730-2743	(803) 980-0400
B/W Plus Santee Inn	THREE D. INC.	Vicki Mellette Ouzts	9059 Old Number Six Hwy	Santee	SC	29142	(803) 854-3089

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Seneca-Clemson	SRI KRSNA LLC	Mehul Patel	511 Byp Highway 123	Seneca	SC	29678-0845	(864) 886-9646
B/W Plus Spartanburg	Palmetto State Hospitality LLC	Krishna Singh	125 Sloane Garden Rd	Spartanburg	SC	29316-1929	(864) 699-0000
B/W Spartanburg Northwest	RS Hotel, LLC	Krishna Singh	110 Mobile Dr	Spartanburg	SC	29303-2025	(864) 585-2400
B/W Travelers Rest/Greenville	Gita Enterprise LLC	Minesh Patel	110 Hawkins Rd	Travelers Rest	SC	29690-8868	(864) 834-7040
B/W Of Waltherboro	Swati Waltherboro LLC	Nisha Manthan Patel	1428 Sniders Hwy	Waltherboro	SC	29488-8417	(843) 538-3600
B/W Point South	PARR 4 Hospitality, LLC	Rajan Thakorbbhai Kapadia	3536 Point South Drive	Yemassee	SC	29945-8516	(843) 726-8101
B/W Ramkota Hotel	Aberdeen Lodging LLC	Mohamad M Islam	1400 8th Ave NW	Aberdeen	SD	57401-2602	(605) 229-4040
B/W Lee's Motor Inn	BUILDING MATERIALS INC.	Steven Schoenhard	220 W King Ave	Chamberlain	SD	57325-1560	(605) 234-5575
B/W Buffalo Ridge Inn	Bruce-Tenn LLC	Michael E. Tennyson	310 W Mount Rushmore Rd	Custer	SD	57730-1938	(605) 673-2275
B/W Golden Spike Inn & Suites	Nexus Hospitality LLC	Shane A. Schriener	601 E Main St	Hill City	SD	57745-2002	(605) 574-2577
B/W Of Huron	Vishveshwara LLC	Akash Chaudhari	2000 Dakota Ave S	Huron	SD	57350-4027	(605) 352-2000
B/W Plus Lakeview Hotel	Madison Hospitality Group, LLC	Ronald R. Howe	456 SE 12th St	Madison	SD	57042	(605) 427-2110
B/W Graham's	BDH3-Murdo, LLC	Kyle Andrew Schock	301 W 5th St	Murdo	SD	57559	(605) 669-2441
B/W Plus Rapid City Rushmore	Black Hills Motel Development, Inc.	Lawrence Travis Henjum	3723 Eglin St	Rapid City	SD	57703-9506	(605) 716-3605
B/W Ramkota Hotel	Regency Inns Management Inc.	Mohamad M Islam	2111 N LaCrosse St	Rapid City	SD	57701-7858	(605) 343-8550
GLö Best Western Dawley Farms In Sioux Falls	Dawley Farms Hospitality	Brian Arnold Kern	1211 S Darryl Pl	Sioux Falls	SD	57110	(605) 275-4000
B/W Empire Towers	Samarth, LLC	Kristoffer A. Magerko	4100 W Shirley Pl	Sioux Falls	SD	57106-0707	(605) 361-3118
B/W Plus Ramkota Hotel	THE RAMKOTA COMPANIES INC.	Janet Lynn Grunewaldt	3200 W Maple St	Sioux Falls	SD	57107-1302	(605) 336-0650
B/W Black Hills Lodge	Northern Hills Hospitality LLC	William J. Collins	540 E Jackson Blvd	Spearfish	SD	57783-2204	(605) 642-7795
B/W Vermillion Inn	Vermillion Motel, Inc.	Joseph F. Eckert	701 W Cherry St	Vermillion	SD	57069-1139	(605) 624-8333
B/W Plains Motel	MLB of Wall, LLC	Matthew Anderson	712 Glenn St	Wall	SD	57790-0393	(605) 279-2145
B/W Watertown Inn and Suites	Watertown Lodging Group, LLC	Nate Kessler	3901 9th Ave SE	Watertown	SD	57201-9104	(605) 882-3636
B/W Kelly Inn	Kelly Midwest Ventures LP	Brenda Schmidt	1607 E Highway 50	Yankton	SD	57078-6406	(605) 665-2906
B/W Knoxville Airport/Alcoa	Shree Ganeshai Namah Corp.	Rajesh Tailor	1622 Cusick Rd	Alcoa	TN	37701-3126	(865) 273-2800
B/W Plus Executive Residency Nashville Antioch	NBH Partnership	Hiran Patel	510 Collins Park Dr	Antioch	TN	37013-3108	(615) 645-9151
B/W Brentwood	Mantra Hotel LLC	Mala Jobalia	5581 Franklin Pike Cir	Brentwood	TN	37027-4363	(615) 373-8585
B/W Home Place Inn	THOMPSON DEVELOPMENT LLC	Ben J. Thompson	170 Highway 641 N	Camden	TN	38320-1328	(731) 584-2222
B/W Royal Inn	AAYAT LLC	Jenishkumar Pravinbhai Patel	3644 Cummings Hwy	Chattanooga	TN	37419-2313	(423) 821-6840
B/W Plus Atrium Inn & Suites	Gateway Hospitality Holdings, LLC	Kunal Shah	275 Alfred Thun Rd	Clarksville	TN	37040-6294	(931) 919-4998
B/W Plus Cleveland Inn & Suites	Savan LLC	Jayesh V. Patel	100 Interstate Dr NW	Cleveland	TN	37312-2642	(423) 339-1000
B/W Thunderbird Motel	Saffron BW, LLC	Hinal Tanwar	900 S Jefferson Ave	Cookeville	TN	38501-0953	(931) 526-7115
B/W Dayton	MARUTI ENTERPRISES LLC	Vimal Patel	7835 Rhea County Hwy	Dayton	TN	37321-7923	(423) 775-6560
B/W Dickson	Gokul Lodging LLC	Pinal S Patel	2338 Highway 46 S	Dickson	TN	37055-9558	(615) 446-0541
B/W Fayetteville Inn	POOJA TRADING LLC	Dinesh Patel	3021 Thornton Taylor Pkwy	Fayetteville	TN	37334-2664	(931) 433-0100
B/W Franklin Inn	MPNS HOTELS LLC	Nishith Jobalia	1308 Murfreesboro Rd	Franklin	TN	37064-3041	(615) 790-0570
B/W Plus Executive Residency Jackson Northeast	Athena BW Jackson, LLC	Devesh Patel	2443 Christmasville Cove	Jackson	TN	38305	(731) 300-3370
B/W Plus Knoxville Cedar Bluff	Cedar Bluff Lodging	Akshay Hira	420 N Peters Rd	Knoxville	TN	37922-2332	(865) 539-0058
B/W Knoxville Suites - Downtown	Sai Bapa Inc.	Sunil Patel	5317 Pratt Rd	Knoxville	TN	37912-2706	(865) 687-9922
B/W Plus Strawberry Inn & Suites	SOUTHERN HOTELS CORPORATION	Chetan S. Chohan	7260 Saddlerack St	Knoxville	TN	37914-9575	(865) 544-7737
B/W Sevierville/Kodak Inn	407 Lodging Inc.	Neel Satish Patel	3385 Winfield Dunn Pkwy	Kodak	TN	37764-1540	(865) 401-2725
B/W Plus Lawrenceburg	Duke & Gobble Properties	Ernest Kevin Hight	One Western Way	Lawrenceburg	TN	38464	(931) 244-7446
B/W Manchester	Shradha 7, LLC	Jaydeep Yogesh Gandhi	126 Expressway Dr	Manchester	TN	37355-7378	(931) 728-7551
B/W McKenzie	SHRI HARI PROPERTIES INC	Pankil Patel	16180 Highland Dr	McKenzie	TN	38201-2055	(731) 352-1083
B/W Plus Galleria Inn & Suites	Heaven Hospitality LLC	Krishna B. Patel	8635 US Highway 64	Memphis	TN	38133-4122	(901) 372-0000
B/W Plus Gen X Inn	Jagruti Bhikha	Minesh Patel	1177 Madison Ave	Memphis	TN	38104-2202	(901) 249-7753
B/W Plus Morristown Conference Center Hotel	Jubilee Hospitality Group, LLC	Shamshuddin Jamani	130 Cracker Rd	Morristown	TN	37813-3964	(423) 587-2400
B/W Murfreesboro	R. R. & K., LLC	Rajendra Narsinh Patel	168 Chaffin Pl	Murfreesboro	TN	37129-6901	(615) 895-3818
B/W Plus Nashville Airport Hotel	Habanoero Partners, LLC	Paresh Patel	911 Airport Center Dr	Nashville	TN	37214-3765	(615) 872-0109
B/W Plus Belle Meade Inn & Suites	Jai Balaji LLC	Sailesh Patel	5600 OBRIEN AVE	Nashville	TN	37209-3014	(615) 354-1711
B/W Suites Near Opryland	KENTEN ENTERPRISE, LLC	Shantilal Hari	201 Music City Cir	Nashville	TN	37214-1220	(615) 902-9940
GLö Best Western Nashville Airport	Music City Airport Hospitality, LLC	Vishal Banker	425 Glastonbury Rd	Nashville	TN	37217-5092	(615) 265-0406
B/W Plus Music Row	RNA LLC	Rajesh Aggarwal	1407 Division St	Nashville	TN	37203-4015	(615) 242-1631
B/W Plus Sunrise Inn	Sai Daya Investment LLC	Sanjay D. Patel	825 Murfreesboro Pike	Nashville	TN	37217-1139	(615) 499-4443
B/W Plus Executive Residency Nashville	SAI HOTEL LLC	Samir Zaveri	2401 Brick Church Pike	Nashville	TN	37207-4405	(615) 226-4600
B/W Newport Inn	MICHAEL SHULAR	Glenna Suzette Haultion	1015 Cosby Hwy	Newport	TN	37821-7323	(423) 623-8713
B/W Plaza Inn	PLAZA MOTEL INC.	Dwayne Ogle	3755 Parkway	Pigeon Forge	TN	37863-3813	(865) 453-5538
B/W Plus Apple Valley Lodge Pigeon Forge	Shiv Ram Pigeon Forge Inc.	Kenil Patel	1949 Parkway	Pigeon Forge	TN	37863-4903	(865) 446-2254
B/W Toni Inn	Toni Inn, LLC	Diana Rutledge	3810 Parkway	Pigeon Forge	TN	37863-3816	(865) 453-9058

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Shelbyville Inn and Suites Celebration Inn	Kenzie Shah LLC	Manav Parikh	724 Madison St	Shelbyville	TN	37160-3519	(931) 684-2378
B/W Spring Hill Inn & Suites	J&D Inc	Keyur Patel	104 Kedron Pkwy	Spring Hill	TN	37174-2458	(931) 486-1234
B/W Cades Cove Inn	HMF Lodging, Inc	Hiren Patel	7824 E Lamar Alexander Pkwy	Townsend	TN	37882-4027	(865) 448-9000
B/W Inn	Rajchandra Corp.	Paresh Patel	1602 Dinah Shore Blvd	Winchester	TN	37398-1144	(931) 967-9444
B/W Abilene Inn & Suites	CK Motel Inc.	Jeet Singh Kular	350 W Overland Trl	Abilene	TX	79601-1630	(325) 672-5501
B/W Santa Fe	AVKES II LLC	Rakesh Bhagat	4600 I-40 E	Amarillo	TX	79103-6200	(806) 372-1885
B/W Plus Amarillo East Hotel	Ross Lodging LLC	Usha Bhakta	1505 Ross St	Amarillo	TX	79102	(806) 418-8974
B/W Plus Medical Center Hotel	Vasrim, Inc.	Munir Sindha	7410 W Amarillo Blvd	Amarillo	TX	79106-7836	(806) 803-5000
B/W Angleton Inn	MSDN HOSPITALITY LLC	Dipmala Dilipbhai Patel	1809 N Velasco St	Angleton	TX	77515-3014	(979) 849-5822
B/W Anthony/West El Paso	Sun City Hospitality LLC	Dhruv Bhakta	9401 S Desert Blvd	Anthony	TX	79821-5200	(915) 886-3333
B/W Plus Royal Mountain Inn & Suites	Niyam Holding I, LLC	Neal Patel	1814 State Highway 31 E	Athens	TX	75751-5403	(903) 292-1750
B/W Pineywoods Inn	Navya Hospitality LLC	Sanket Patel	306 US Highway 59	Atlanta	TX	75551-2014	(903) 799-8500
B/W Plus Austin Airport Inn & Suites	1805 AUSTIN LLC	Dipten Patel	1805 Airport Commerce Dr	Austin	TX	78741-4538	(512) 386-5455
B/W Plus Austin Central	919 E Koenig Lane Owner LLC	Alan Mindel	919 E Koenig Ln	Austin	TX	78751-1504	(512) 454-1144
Aiden Austin City Hotel	Lotus Hotels, Inc.	Santosh Khanjee	2200 S I H 35	Austin	TX	78704-4436	(512) 444-0561
B/W Bandera Suites & Saloon	Main Street Shops and Lofts, Ltd.	Kevin P. Hilchey	711 Main St	Bandera	TX	78003	(830) 688-8081
B/W Bastrop Pines Inn	KAMRAJ LLC	Veena Tewani	107 Hunters Crossing Blvd	Bastrop	TX	78602-3887	(512) 321-0900
B/W Plus Bay City Inn & Suites	Atmos Hospitality	Parthkumar Patel	501 7th St	Bay City	TX	77414-4851	(979) 557-0678
B/W Plus Executive Residency Baytown	Baytown Lodging Group, LLC	Neal Patel	4602 East Fwy	Baytown	TX	77520-8568	(832) 926-5353
B/W Plus Waco North	BDR Waco Investments, Inc.	Dipak K. Patel	1502 Interstate 35 N	Bellmead	TX	76705-2467	(254) 799-1766
B/W Plus Big Lake Inn	BL West Texas Group, LLC	Dipal Patel	1401 E US Highway 67	Big Lake	TX	76932	(325) 884-1011
B/W Palace Inn & Suites	BW BIG SPRINGS, LLC	Milan Patel	915 Lamesa Hwy	Big Spring	TX	79720-1109	(432) 264-1500
B/W Boerne Inn & Suites	DATA LLC	Bipin Patel	36756 Interstate 10 W	Boerne	TX	78006-3557	(830) 249-1212
B/W Borger Inn	Om Ice LLC	Jignesh Domadia	206 S Cedar St	Borger	TX	79007-4646	(806) 464-6938
B/W Bowie Inn & Suites	Raj & Sons	Jay Patel	900 US Highway 287 S	Bowie	TX	76230-5962	(940) 872-9595
B/W Brady Inn	RSDN LP	Rupal Patel	2200 S Bridge St	Brady	TX	76825-7442	(325) 597-3997
B/W Inn of Brenham	BRAMJYOT LLC	Ashit Patel	1503 Highway 290 E	Brenham	TX	77833-5930	(979) 251-7791
B/W Caprock Inn	Shreeji Corporation	Brajesh P. Patel	321 Lubbock Rd	Brownfield	TX	79316-3651	(806) 637-9471
B/W Plus Riata	BW Brownwood LLC	Jayantkumar B Patel	504 W Commerce St.	Brownwood	TX	76801	(325) 203-5400
B/W Bryan College Station	Hibiscus Hotels, LLC	Neil Ratanji	4613 S Texas Ave	Bryan	TX	77802-4348	(979) 268-1552
B/W Premier Bryan College Station	NLE Beyan Hotel LLC	Steve Kluvers	1920 Austin's Colony Pkwy	Bryan	TX	77802-3337	(979) 731-5300
B/W Plus Buda Austin Inn & Suites	Buda Austin Hospitality, LLC	Vijay Desai	15295 S IH 35 Bldg 900	Buda	TX	78610-5893	(512) 361-0455
B/W Plus Burleson Inn & Suites	Dayal Hospitality, Inc	Shailesh D. Patel	516 Memorial Plz	Burleson	TX	76028-4910	(817) 744-7747
B/W Post Oak Inn	ARV INC	Rakesh Patel	908 Buchanan Dr	Burnet	TX	78611-2325	(512) 756-4747
B/W Oasis Inn	Athena Hospitality LP	Dilip Patel	303 S 2nd St	Canadian	TX	79014-2505	(806) 323-9660
B/W Canton Inn	ADHYA Hotels, LLC	Manish Patel	2251 N Trade Days Blvd	Canton	TX	75103-9798	(903) 567-6591
B/W Palo Duro Canyon Inn & Suites	Shreeji Canyon Inc	Mitesh N Patel	2801 4th Ave	Canyon	TX	79015-4227	(806) 655-1818
B/W Plus Carrizo Springs Inn & Suites	OmShiv Uday LLC	Yatin Bhakta	2474 N 1st Street	Carrizo Springs	TX	78834	(830) 219-1025
B/W Carthage Inn & Suites	Randhawa Brothers Inc.	Harjit Singh	2235 SE Loop	Carthage	TX	75633-3161	(903) 693-6700
B/W Cedar Inn	AADARSH CEDAR, LLC	Suhagkumar A. Chauhan	425 E Whitestone Blvd	Cedar Park	TX	78613-9014	(512) 259-7300
B/W Plus Classic Inn & Suites	THJ, LLC	Harjit Singh	210 Moffett Dr	Center	TX	75935-8520	(936) 591-0002
B/W Plus Chandler	Chandler TX Hospitality LLC	Madhusudana Reddy Bandi	302 N Sawmill Rd	Chandler	TX	75758	(903) 515-3900
B/W Childress West Hotel	Bahta, LLC	Vishal S Patel	2008 Avenue F NW	Childress	TX	79201-2216	(940) 937-3614
B/W Plus Red River Inn	Clarendon Hotel Corporation	Stephen Russell Hall	902 W 2nd St	Clarendon	TX	79226-6045	(806) 874-0160
B/W Cleveland Inn & Suites	Cleveland Hotel Development, L.P.	Anish Patel	708 Highway 59 S	Cleveland	TX	77328	(281) 659-2700
B/W East El Paso Inn	DEEP ENTERPRISES INC	Kishor Koladia	1570 FM 1110 Rd	Clint	TX	79836	(915) 851-2882
B/W Plus College Station Inn & Suites	P&S Hospitality LLC	Hetal Patel	950 Arrington Rd	College Station	TX	77845-8672	(979) 704-6444
B/W Plus Lonestar Inn & Suites	Sairang Hospitality, LLC	Avinash J. Patel	2304 N State Highway 208	Colorado City	TX	79512-2636	(325) 728-2638
B/W Comanche Inn	Comanche Lodging LLC	Samir Bhakta	1505 E Central Ave	Comanche	TX	76442-2850	(325) 356-2300
B/W Inn & Suites	ANAND HOTELS INC	Minesh K. Patel	321 Constitution Dr	Copperas Cove	TX	76522-2580	(254) 518-3363
B/W Northwest Corpus Christi Inn & Suites	D Vala Enterprises, Inc.	Dhiren Bhakta	3838 Interstate Highway 69 Access Road	Corpus Christi	TX	78410	(361) 241-6363
B/W Corpus Christi	Kabir Marina Grand Hotel, LTD	Ashvin K. Patel	300 N Shoreline Blvd	Corpus Christi	TX	78401-2565	(361) 883-5111
B/W Paradise Inn	KANTI BHAKTA INC	Alpa Patel	6301 S Padre Island Dr	Corpus Christi	TX	78412-4013	(361) 992-3100
B/W Padre Island	KGRB Properties LLC	Ketankumar Bhakta	14050 S Padre Island Dr	Corpus Christi	TX	78418-6026	(361) 949-2300
B/W Corpus Christi Airport Hotel	PLAZACCTX HOSPITALITY LLC	Kateen Kumar	2021 N Padre Island Dr	Corpus Christi	TX	78408-2231	(361) 289-8200
Executive Residency by Best Western Corpus Christi	Tulshi Jiva Hoteliers Inc	Rajendra B. Bhakta	9305 S Padre Island Dr	Corpus Christi	TX	78418-5505	(361) 239-4092
B/W Executive Inn	Vandan Hospitality LLC	Balwantbhai I. Patel	2100 State Hwy 31 W	Corsicana	TX	75109-9076	(903) 872-5300
B/W Nursanickel Hotel	ABHY LP	Bharat Sukha	102 Scott St	Dalhart	TX	79022-2735	(806) 244-5637

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Northwest Inn	NORTHWEST HOST LLC	Bipin B. Patel	2361 W Northwest Hwy	Dallas	TX	75220-4450	(214) 353-8774
B/W Dayton Inn & Suites	SATGUR INVESTMENT INC	Harbhajan Singh	1751 W Highway 90	Dayton	TX	77535-2845	(936) 258-7600
B/W Decatur Inn	GGayatri, INC	Preyesh Rajnikant Kumar	600 W Hale Ave	Decatur	TX	76234-2105	(940) 627-3338
B/W Inn of Del Rio	Dolphin Hotels LLC	Darpan Dan Patel	810 Veterans Blvd	Del Rio	TX	78840-4064	(830) 775-7511
B/W Plus Texoma Hotel & Suites	Shree Partners LLC	Praful D. Patel	810 N US Highway 75	Denison	TX	75020-1256	(903) 327-8883
B/W Premier Crown Chase Inn & Suites	Country Home Investment Inc	Monica Glenn	2450 Brinker Rd	Denton	TX	76208-6431	(940) 387-1000
B/W Plus Denton Inn & Suites	Denton Lodging Partners, Ltd.	Rakesh Patel	2910 W University Dr	Denton	TX	76201-1632	(940) 591-7726
B/W Plus Denver City Hotel & Suites	RKP2 Holdings LLC	Priyesh Kumar	830 E Broadway St	Denver City	TX	79323-3357	(806) 305-0330
GLö Best Western Dallas South DeSoto	Aashna Hospitality LLC	Ashok Patel	1215 N I-35 E	DeSoto	TX	75115	(469) 747-3700
B/W Plus Dilley Inn & Suites	DILLEY LODGING LLC	Mahesh G. Patel	16491 South I-35	Dilley	TX	78017	(830) 326-3220
B/W Windsor Inn	PEEKAY HOSPITALITY LTD	Emily Warren	1701 S Dumas Ave	Dumas	TX	79029-5527	(806) 935-9644
B/W Plus Duncanville Dallas	Karibu Lodging, LLC	Pankaj B. Lad	922 E Highway 67	Duncanville	TX	75137-2706	(972) 283-3000
B/W Eastland	Vin Vik Hospitality, LLC	Bhavik Desai	1460 E Main St	Eastland	TX	76448-3023	(254) 629-8071
B/W Plus Edinburg Inn & Suites	EDINBURG INN & SUITES LTD	Hiren Govind	2708 S US Highway 281 (Closner Blvd)	Edinburg	TX	78539-6232	(956) 318-0442
B/W Lone Star Inn	Wilkesboro Hospitality Inc.	Dilip Patel	310 E Houston Hwy	Edna	TX	77957-2222	(361) 781-0500
B/W Executive Inn El Campo	Desai Lodging Services, Inc.	Sanketkumar M. Desai	25880 US 59 Rd	El Campo	TX	77437-5480	(979) 543-7033
B/W El Paso Airport Entrada Hotel	El Paso Hotels LLC	Dan Kurt Campbell	2001 Airway Blvd	El Paso	TX	79925-1030	(915) 772-3650
B/W Plus El Paso Airport Hotel & Conference Center	SMBN1	Harpreet Singh	6655 Gateway Blvd W	El Paso	TX	79925-3617	(915) 778-6411
B/W Sunland Park Inn	Vaani Hospitality LLC	Parthiv Patel	1045 Sunland Park Dr	El Paso	TX	79922-1325	(915) 259-8625
B/W Plus Elmendorf Hotel / San Antonio Hotel	Ram Krishna 1604, LLC	Ashwin Gajera	20015 Eagle Ford Way	Elmendorf	TX	78112-4400	(210) 621-9436
B/W Plus Emory at Lake Fork Inn & Suites	JAD HOTEL GROUPM CORPORATION	Dhirendrakumar Mehta	1026 E Lennon Dr	Emory	TX	75440-5253	(903) 473-2022
B/W Plus DFW Airport West Euleess	Swami Shreeji Hospitality LLC	Praful D. Patel	421 Airport Fwy	Euleess	TX	76040-4523	(817) 836-4040
B/W Plus Flatonina Inn	FLATONIA HOSPITALITY LLC	Dipak Dhirajlal Patel	310 B East Hwy I-10 Frontage Rd	Flatonina	TX	78941	(361) 865-1989
B/W Plus Christopher Inn & Suites	J & S Hospitality Group, LLC	Joel Joseph	752 Pinson Rd	Forney	TX	75126-9628	(972) 552-1412
B/W Plus Fort Stockton Hotel	NJL Fort Stockton Hospitality LLC	Arvind N. Gandhi	2115 Interstate 10 West	Fort Stockton	TX	79735-9704	(432) 336-7000
B/W Plus Fort Worth North	AJNM Fossil Creek, LLC	Denish Patel	3751 NE Loop 820	Fort Worth	TX	76137-2417	(817) 847-0044
B/W Plus Fort Worth Forest Hill Inn & Suites	B&M Hospitality LLC	Chandreshkumar B. Patel	3230 Forest Hill Cir	Fort Worth	TX	76140	(817) 293-1667
B/W Fort Worth Inn & Suites	Galteshwaer Inc.	Mahesh Patel	201 W Loop 820 N	Fort Worth	TX	76108-2034	(817) 246-8777
B/W Franklin Town Center Hotel & Suites	Kishan Hotel Management LLC	Kishankumar Patel	208 N Center St	Franklin	TX	77856-6036	(979) 828-2550
B/W Plus Fredericksburg	Sudev LP	Mahesh G. Patel	314 E Highway St	Fredericksburg	TX	78624-5010	(830) 992-2929
B/W Windwood Inn & Suites	S & H Hospitality LLC	Himanshu Patel	1172 E Riley St	Freer	TX	78357	(361) 394-6200
B/W Plus Galveston Suites	Balaji Resort Inc	Darren S. Gandhi	8502 Seawall Blvd	Galveston	TX	77554-9766	(409) 740-4300
B/W Plus Seawall Inn & Suites by the Beach	SKY LIGHT EQUITY HOLDING INC.	Jayendra Patel	102 Seawall Blvd	Galveston	TX	77550-5720	(409) 766-7070
B/W George West Executive Inn	GEORGE WEST EXECUTIVE INN LLC	Margaret Ann Brown	208 N Nueces St	George West	TX	78022-3494	(361) 449-3300
B/W Plus Georgetown Inn & Suites	Jai Hotel LLC	Viral Patel	600 San Gabriel Village Blvd	Georgetown	TX	78626-5627	(512) 868-8555
B/W Giddings Inn & Suites	Sonya Hotel LLC	Pratik Bhakta	2161 E Hempstead St	Giddings	TX	78942-3681	(979) 542-5000
B/W Dinosaur Valley Inn & Suites	Glen Rose Hospitality, LLC	Jatin C. Stone	1311 NE Big Bend Trl	Glen Rose	TX	76043-5024	(254) 897-4818
B/W Plus Goliad Inn & Suites	ATRI HOSPITALITY LLC	Yatin Bhakta	754 East Pearl St	Goliad	TX	77963-4294	(361) 645-3100
B/W Regency Inn & Suites	RHEA HOSPITALITY LLC	Darshan Joshi	1811 E Sarah Dewitt Dr	Gonzales	TX	78629-2612	(830) 672-5555
B/W Plus Graham Inn	Graham Hospitality LLC	Rohit B. Chaudhary	1707 Highway 16 S	Graham	TX	76450-4607	(940) 521-0190
B/W Granbury Inn & Suites	Granbury Lodging, LLC	Pranav Patel	1517 Plaza Dr	Granbury	TX	76048-2635	(817) 573-4239
B/W Plus Arlington North Hotel & Suites	Green Oak Hotel LP	Paresh Patel	2075 N State Highway 360	Grand Prairie	TX	75050-1424	(817) 633-6311
B/W Plus Monica Royale Inn & Suites	Trotters Independent Traders LLC	Dharmesh (Danny) Patel	3001 Mustang Crossing Anx	Greenville	TX	75402-3648	(903) 454-3700
B/W Executive Inn	Arna LLC	Balwantbhai I. Patel	207 US Highway 77 S	Hallettsville	TX	77964-6002	(361) 798-9200
B/W Harker Heights	7211 Har Kalyan Hospitality LLC	Rakesh B. Patel	511 Pan American Dr	Harker Heights	TX	76548-1984	(254) 432-5106
B/W Casa Villa Suites	Alpha Hotels Corporation	Inderjit Randhawa	4317 S Expressway 83	Harlingen	TX	78550-7949	(956) 412-1500
B/W Hebbronville Inn	B & HARI HOSPITALITY INC	Deepak A Patel	37 E State Highway 359	Hebbronville	TX	78361-4428	(361) 527-3600
B/W Henrietta Inn & Suites	HENRIETTA HOSPITALITY INC	Jimmy Vinodchand Atkholwala	816 US Highway 287 S	Henrietta	TX	76365-7046	(940) 538-6969
B/W Red Carpet Inn	Om Narayan, LLC	Sanket R. Patel	830 W 1st St	Hereford	TX	79045-6002	(806) 364-0540
B/W Plus Northwest Inn & Suites	290 Northwest Inc	Hasmukh Patel	11611 Northwest Fwy	Houston	TX	77092-6257	(713) 290-1400
B/W Galleria Inn & Suites	Apex Galleria, LLC	Dharmesh Patel	6229 Richmond Ave	Houston	TX	77057-6211	(713) 783-8388
B/W Plus Downtown Inn & Suites	Bayou City Lodging, LLC	Amita R. Desai	915 W Dallas St	Houston	TX	77019-4739	(713) 571-7733
B/W Plus Heritage Inn	DEVASHREE INC	Vishal Mirpuri	10521 East Fwy	Houston	TX	77029-1926	(713) 670-9100
B/W Premier Ashton Suites-Willowbrook	Diya Modi, LLC	Dipeshkumar C. Modi	7495 W Greens Rd	Houston	TX	77064-1135	(281) 970-9696
B/W Plus Houston Energy Corridor	Host Hotels III, LLC	Hinesh Patel	1000 Highway 6 N	Houston	TX	77079-1005	(281) 589-5556
B/W Plus Pearland/Houston Medical Center Hotel	OM Muketeshwar, LLC	Swapnil Patel	14402 Old Chocolate Bayou Road	Houston	TX	77048	(713) 485-4135
B/W Plus Hobby Airport Inn & Suites	Om Parmatma, LLC	Hinesh I. Patel	8778 Airport Blvd	Houston	TX	77061-3433	(713) 943-2700
B/W Champions Forest Inn and Suites	ROR Hospitality, LLC	Ravishanker Mallapuram	4434 FM 1960 Rd W	Houston	TX	77068-3410	(281) 822-4434

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Plus North Houston Inn & Suites	Sky Light Hospitality, LLC	Nikhil V Patel	14753 North Freeway	Houston	TX	77090-6503	(281) 873-7575
B/W Plus Houston Atascocita Inn & Suites	Atascocita Hospitality Holding Group, L	Jawaharlal D. Bhakta	7730 FM 1960 Rd E	Humble	TX	77346-2256	(281) 852-5665
B/W Houston Bush IAH Intercontinental Airport Inn	Nataraja LLC	Rinam Patel	18032 McKay Drive	Humble	TX	77338-5500	(281) 446-0343
B/W Huntsville Inn & Suites	Huntsville Investment Group LLC	Rahulkumar Patel	201 W Hill Park Cir	Huntsville	TX	77320-3506	(936) 295-9000
B/W Ingleside Inn & Suites	Akshardharm LLC	Dharmeshkumar K Patel	2787 State Highway 361	Ingleside	TX	78362-4201	(361) 238-4375
B/W Plus DFW Airport Suites	Metroplex Hospitality Group Inc.	Mehul K. Patel	5050 W John Carpenter Fwy	Irving	TX	75063-2399	(972) 870-0530
B/W Jacksonville Inn	Rajab Properties, Inc.	Ajay Patel	1659 S Jackson St	Jacksonville	TX	75766-3027	(903) 586-0007
B/W Inn of Jasper	Minvir, Inc.	Dhaval V Patel	205 W Gibson St	Jasper	TX	75951-4901	(409) 384-7767
B/W Cy-Fair	MKP Hospitality Group of Texas, LLC	Manish Patel	20035 Northwest Fwy	Jersey Village	TX	77065-3911	(281) 890-2299
B/W Johnson City Inn	HK Hospitality, LLC	Balwinder K. Bassi	107 S US Highway 281	Johnson City	TX	78636	(830) 868-4044
B/W Dos Rios	Junction Hotel Partners, L.P.	Paul Ramsdell	244 Dos Rios Dr	Junction	TX	76849-3105	(325) 446-3700
B/W Plus Katy Inn & Suites	Sun Eagle Katy Hospitality Group, LLC	Anh Hong Le	2006 Katy Mills Blvd	Katy	TX	77494-4856	(281) 395-6200
B/W Plus Kenedy Inn	LIULIU GROUP LLC	Yu Liu	205 Business Park Blvd	Kenedy	TX	78119-2060	(830) 583-2121
B/W Sunday House Inn	FREDERICKSBURG ENTERPRISES INC.	Karen Enderlin	2124 Sidney Baker St	Kerrville	TX	78028-2535	(830) 896-1313
B/W Plus Killeen/Fort Cavazos Hotel & Suites	Havendwell Holiday & Travel LLC.	Arefa Sultana	2709 Cunningham Rd	Killeen	TX	76542-2972	(254) 634-5560
B/W La Grange Inn & Suites	Heiferdust Hospitality	Detri Darilek	600 E State Highway 71 Byp	La Grange	TX	78945-4420	(979) 968-6800
B/W Green Oak Inn & Suites	Abundance Forever Hospitality Inc.	Ravi Gupta	100 S FM 1346	La Vernia	TX	78121	(830) 253-1204
B/W Plus Lake Dallas Inn & Suites	Lake Dallas BW Hotels LLC	Sunil B. Patel	305 Swisher Rd	Lake Dallas	TX	75065-2325	(940) 497-1007
B/W Plus Lake Jackson Inn & Suites	Italian Jewel Corp	Bruno Cencini	702 Highway 332 E	Lake Jackson	TX	77566-6102	(979) 529-2020
B/W Plus Lake Worth Inn & Suites	Niraya LLC	Ronak Patel	3920 Boat Club Rd	Lake Worth	TX	76135-3201	(817) 238-1199
B/W Lamesa Inn & Suites	Lamesa Hospitality LLC	Dave Bhakta	506 N Dallas St	Lamesa	TX	79331-4613	(806) 872-3888
B/W Plus Lampasas Inn & Suites	Reliance Hotel, LLC	Sanjay B. Patel	1504 S Key Ave	Lampasas	TX	76550-3518	(512) 556-2100
B/W Plus Laredo Inn & Suites	BKH Accommodations LLC	Heran Patel	3110 Santa Ursula Ave	Laredo	TX	78040	(956) 608-2491
B/W San Isidro Inn	SPT Ranch Properties, LLC	Miriam Moreno	1410 Hospitality Dr	Laredo	TX	78045-6542	(956) 723-1600
B/W South Plains Inn & Suites	Levelland Hospitality, Ltd.	Tushar Bhakta	204 N College Ave	Levelland	TX	79336-2615	(806) 894-9155
B/W Plus Lewisville Flower Mound	Rising Sun Hospitality, LLC	Chetan Patel	330 E Corporate Dr	Lewisville	TX	75067-6606	(972) 459-5300
B/W Lindale Inn	JAY MAA SANTOSI, INC	Rohitbhai C. Desai	3501 S Main St	Lindale	TX	75771-7791	(903) 882-8884
B/W Littlefield Inn & Suites	Om Sai Nath Hospitality LLC	Devang Patel	2600 Hall Ave	Littlefield	TX	79339-5645	(806) 385-3400
B/W Llano	TARA LLC	Shital Desai	901 W Young St	Llano	TX	78643-1147	(325) 247-4101
B/W Lockhart Hotel & Suites	Mani Enterprises, Inc.	Umesh M. Patel	1811 S Colorado, US Highway 183	Lockhart	TX	78644-3946	(512) 620-0300
B/W Longview	NYR Property Corporation	Nakinn Kim	310 E Loop 281	Longview	TX	75605-7912	(903) 757-8888
B/W Lubbock West Inn & Suites	Aleena Hotels & Hospitality, LLC	Tariq M Farooq	5310 Englewood Ave	Lubbock	TX	79424-1163	(806) 722-2726
B/W Plus Tech Medical Center Inn	RKP3 Holdings LLC	Priyesh Kumar	4703 N Loop 289	Lubbock	TX	79416-2460	(806) 701-5299
B/W Plus Crown Colony Inn & Suites	C&S Hospitality Inc	Charles Henry Helm	3211 S 1st St	Lufkin	TX	75901-7341	(936) 634-3481
B/W Plus Longhorn Inn & Suites	Nand Hospitality LLC	Dhaval Ray	4120 E Pierce St	Luling	TX	78648-4865	(830) 351-5599
B/W Plus Lytle Inn & Suites	Lytle Hospitality Inc.	Meir Levin	19876 I-35 South	Lytle	TX	78052-3490	(830) 772-4949
B/W Executive Inn & Suites	Sarkar Group Hospitality Inc.	Franzuas Moser	3307 E Main St	Madisonville	TX	77864-2305	(936) 349-1700
B/W Plus Mansfield Inn & Suites	MAA Gayatri, Inc.	Mukund J. Patel	775 Highway 287 N	Mansfield	TX	76063-2671	(817) 539-0707
B/W Plus Manvel Inn & Suites	Manuel Lodging Group LLC	Sitaram Bhakta	19301 Highway 6	Manvel	TX	77578-3701	(281) 489-2266
B/W Executive Inn	Vishvarupa Ilc	Balwantbhai I. Patel	5201 East End Blvd S	Marshall	TX	75672-8365	(903) 935-0707
B/W Plus McAllen Airport Hotel	Alice Hotel Group, LLC	Hetal Bhakta	1500 Wichita Ave	McAllen	TX	78503-3052	(956) 632-2000
B/W McAllen Medical Center	HGP CORPORATION	Constantino Garcia Alvarez	300 E Expressway 83	McAllen	TX	78503-1608	(956) 630-3333
B/W Plus McKinney Inn & Suites	Kasko Management Inc.	Karnail Singh	480 Wilson Creek Blvd	McKinney	TX	75069-7885	(972) 548-3000
B/W Limestone Inn & Suites	LIMESTONE INN & SUITES	Ramesh R. Patel	1314 E Milam St	Mexia	TX	76667-2533	(254) 562-0200
B/W Plus Midland Suites	SSTS, LLC	Jagdish Patel	601 E I-20 & Terrell St	Midland	TX	79701	(432) 218-7549
B/W Mineola Inn	PUNITA LP	Aamer Ashraf Patel	100 Debby Ln	Mineola	TX	75773-2857	(903) 569-5331
B/W Club House Inn & Suites	MYDIYA LLC	Jaiminkumar Patel	4410 Highway 180 E	Mineral Wells	TX	76067-8383	(940) 325-2270
B/W Plus Monahans Inn & Suites	MONAHANS HOSPITALITY LP	Sitaram Bhakta	2101 S Betty St	Monahans	TX	79756-7502	(432) 943-3360
B/W Lake Conroe Inn	OM SAI KRUPA, LLC	Ajaykumar Ahir	14643 Highway 105 W	Montgomery	TX	77356-5633	(936) 588-3030
B/W Inn of Nacogdoches	PROSPER ACCOMMODATION LLC	Nirav Patel	3428 South St	Nacogdoches	TX	75964-7240	(936) 560-4900
B/W Inn & Suites	New Braunfels Hospitality, LLC	Minesh K. Patel	1493 N I-H 35	New Braunfels	TX	78130-2816	(830) 625-7337
B/W Plus New Caney Inn & Suites	N C Hotel Group, LLC	Jayesh N. Bhakta	22033 US Highway 59	New Caney	TX	77357-8257	(281) 354-7222
B/W Plus North Odessa Inn & Suites	EXCELLUS HOSPITALITY INC.	Anuj Chhabra	7001 Tres Hermanas Blvd	Odessa	TX	79765-8659	(432) 614-4696
B/W Orange Inn & Suites	Anfield Investments LLC	Prakash Patel	2245 Highway 62 S	Orange	TX	77630-9109	(409) 745-9393
B/W Palestine Inn	BSSP Hospitality Inc.	Surinder Singh Pahl	1601 W Palestine Ave	Palestine	TX	75801-3326	(903) 723-4655
B/W Northgate Inn	ARENA HOSPITALITY LLC	Nirav Doshi	2831 Perryton Pkwy	Pampa	TX	79065-2813	(806) 665-0926
B/W Pearland Inn	Pearland Lodging Group, LP	Manhar Das	1855 N Main St (Hwy 35)	Pearland	TX	77581-3303	(281) 997-2000
B/W Swiss Clock Inn	Catering of Central Texas, Inc.	Marian Schlunegger	133 S Frontage Rd I-20 W	Pecos	TX	79772-7202	(432) 447-2215

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Plus Swiss Chalet Hotel & Suites	Swiss Inn LLC	Marian Schlunegger	141 S Frontage Rd	Pecos	TX	79772-7202	(432) 447-9477
B/W Plus Pflugerville Inn & Suites	Cyber Austin Lodging, LLC	Danielle Schneider	16101 Impact Way	Pflugerville	TX	78660-4413	(512) 600-3300
B/W Plus Pleasanton Hotel	Shree Kuber Baba LLC	Rajnikant Patel	1917 W Oaklawn Rd	Pleasanton	TX	78064-4606	(830) 569-1917
B/W Port Aransas	BWPA PROPERTY MANAGEMENT LLC	Sunil P Reddy	400 E Ave G	Port Aransas	TX	78373-5707	(361) 749-3010
B/W Plus Mid County	IVAA LLC	Hiral Patel	7550 Anchor Dr	Port Arthur	TX	77642	(409) 237-5749
B/W Port Lavaca Inn	The Woodlands Hospitality Corporatio	Mahesh G. Patel	2202 State Highway 35 N	Port Lavaca	TX	77979-5207	(361) 553-6800
B/W Plus Portland	Virari Lodging LLC	Ketankumar Bhakta	1707 Highway 181	Portland	TX	78374-4147	(361) 777-3100
B/W Post Inn	Denver City Hospitality, LLC	Rakesh Shura	1011 N Broadway St	Post	TX	79356-2349	(806) 495-9933
B/W Refugio Inn	US PROGRESSIVE GROUP LTD	Kanti M. Bhakta	1007 Victoria Rd	Refugio	TX	78377-4595	(361) 526-4600
B/W Roanoke Inn & Suites	PSM 2021, LLC	Dharmendrakumar Patel	337 Dorman Rd	Roanoke	TX	76262-9129	(817) 490-9595
B/W Plus Rockwall Inn & Suites	Jagh Hotels, LLP	Himmat Chauhan	996 E I-30	Rockwall	TX	75087-4823	(972) 722-3265
B/W North Bryant Inn	JM Hospitality of San Angelo, LLC	Vimal Arvind Patel	1418 N Bryant Blvd	San Angelo	TX	76903-5248	(325) 617-7990
B/W SeaWorld San Antonio	Blue Sapphire Hospitality, LLC	Aman Haresh Patel	1605 W Loop 1604 S	San Antonio	TX	78245-3199	(210) 562-3065
B/W Sea World/Lackland AFB NW Hotel & Suites	CDTB, LLC	Shashikant Nathubhai Patel	143 Richland Hills Dr	San Antonio	TX	78245-2450	(210) 670-2500
B/W near Lackland AFB/SeaWorld	Depali & Rachana Hospitality, LLC	Piyushkumar Patel	6855 NW Loop 410	San Antonio	TX	78238-4113	(210) 520-8080
B/W Plus San Antonio East Inn & Suites	Four Corners Hospitality Inc.	Rupesh Patel	8669 E IH-10	San Antonio	TX	78109-5102	(210) 661-8669
B/W Plus Hill Country Suites	Krish Investments Inc	Ajay Patel	18555 US Highway 281 N	San Antonio	TX	78258-7600	(210) 490-9191
B/W Plus Lackland Hotel & Suites	Loop 410/US 90 West Hospitality, Ltd.	Ajay Patel	3635 Crooked Trl	San Antonio	TX	78227-4360	(210) 298-8880
B/W Medical Center North Inn & Suites Near Six Flags	Mustafa Holdings LLC	Gulam-Mustafa Mohammed	4800 Woodstone Dr	San Antonio	TX	78230-1185	(210) 877-2500
B/W Plus Downtown North	NIRU INC	Nilam Patel	2131 PanAm Expressway	San Antonio	TX	78208-1519	(210) 212-2224
B/W Windsor Pointe Hotel & Suites-Frost Bank Center	Om-Shiv Inc.	Rikul Patel	4639 Rittiman Rd	San Antonio	TX	78218-4629	(210) 655-6800
B/W Garden Inn	PREM III, INC	Carl T. Doughty	11939 I-H 35 N	San Antonio	TX	78233-5312	(210) 599-0999
B/W Plus Palo Alto Inn & Suites	Sam Patel Investments, Ltd.	Ajay Patel	12507 SW Loop 410	San Antonio	TX	78224-3195	(210) 298-9990
B/W Alamo Suites	Serene Hotels Inc	Kenil V. Patel	1002 S Laredo St	San Antonio	TX	78204-3212	(210) 472-1002
B/W Plus Roland Inn & Suites	TrilokPati, LLC	Bipin Patel	333 Roland Ave	San Antonio	TX	78210-3325	(210) 541-5595
Aiden San Antonio Riverwalk	Weinritter St. Paul Square LLC	Marc D. Weinstein	1103 E Commerce St	San Antonio	TX	78205-3305	(210) 223-4400
B/W San Marcos	TK Hospitality LLC	Chetna Kundan Patel	917 N I 35	San Marcos	TX	78666-7036	(512) 754-7557
B/W Plus Atrium Inn	ATRIUM INN, INC	Yogesh I. Upadhyaya	17401 IH 35 N	Schertz	TX	78154-1265	(210) 651-4100
B/W Executive Inn	Hansa Hospitality LLC	Balwantbhai I. Patel	1910 N Highway 175	Seagoville	TX	75159-2234	(972) 287-9100
B/W Plus Seminole Hotel & Suites	RKP1 Holdings LLC	Priyesh Kumar	308 S Main St (Hwy 385)	Seminole	TX	79360-4346	(432) 955-6200
B/W Plus Shamrock Inn & Suites	Nusky Group LLC	Sharm Patel	1802 N Main St	Shamrock	TX	79079-1603	(806) 256-1001
B/W Snyder Inn	Bharat M. Bhakta	Sonia Olvera	810 E Coliseum Dr	Snyder	TX	79549-6248	(325) 574-2200
B/W Beachside Inn	Elegant Lotus LLC	Pankajkumar Patel	4500 Padre Blvd	South Padre IslanTX		78597-7341	(956) 761-4919
B/W Plus Spring Inn & Suites	Gillz LLC	Deepinder S Gill	353 E Louetta Rd	Spring	TX	77373-2696	(281) 466-2362
B/W Plus Stephenville Inn	Nansad Stephenville One, LLC	Sonia Olvera	121 S Lockhart Rd	Stephenville	TX	76401-3761	(254) 965-8899
B/W Sugarland Inn	Greatwood Lodging Group, LP	Nisit Bhakta	6330 E Riverpark Dr	Sugar Land	TX	77479-7904	(281) 232-0680
B/W Plus Sugar Land/Stafford	Shree Property Investments, LLC	Ketan Patel	14444 Southwest Fwy	Sugar Land	TX	77478-5003	(346)309-2192
B/W Plus Sweetwater Inn & Suites	Ram Ji Enterprise LLC	Charanjit Loi	300 NW Georgia Ave	Sweetwater	TX	79556-7856	(325) 236-6512
B/W Taylor Inn	Shree Sai Saar LLC	Snehal Bhakta	2600 W 2nd St	Taylor	TX	76574-4901	(512) 352-5292
B/W Temple Inn & Suites	JAY RAM INC	Manoj Bhakta	602 N General Bruce Dr	Temple	TX	76504-2402	(254) 742-1122
B/W Texas City	Jalaram Trading, LLC	Aman Patel	320 Highway 146 N	Texas City	TX	77590-6631	(409) 945-5300
B/W Texas City I-45	Yellow Sapphire Hospitality Inc	Aman Haresh Patel	10620 Emmett F Lowry Expy	Texas City	TX	77591-2658	(409) 986-6600
B/W Plus The Woodlands	FREDERICKSBURG HOSPITALITY INC	Srinivas Thimmaraju	17081 Interstate 45 S	The Woodlands	TX	77385-3302	(936) 271-2378
B/W Plus Southpark Inn & Suites	Diya Acquisition LLC	Dipali Patel	120 W Rieck Rd	Tyler	TX	75703-3701	(903) 534-8800
B/W Plus Victoria Inn & Suites	Omkishan LLC	Bipinchandra Patel	8106 NE Zac Lentz Pkwy	Victoria	TX	77904-3129	(361) 485-2300
B/W Plus Orange County	AAP Hospitality LLC	Girish Patel	165 E Courtland St	Vidor	TX	77662-4910	(409) 422-4315
B/W Plus Waller Hotel	Novel Hospitality Group LLC	Nilay Rania	19720 Stokes Rd	Waller	TX	77484-7322	(936) 372-7570
B/W Plus Waxahachie Inn & Suites	Abilene Hospitality, Inc	Rajendra Bhakta	1701 N Highway 77	Waxahachie	TX	75165-7868	(972) 938-1600
B/W Plus Cutting Horse Inn & Suites	RMDRR Ltd.	Kishen Morar	210 Alford Dr	Weatherford	TX	76087-4423	(817) 599-3300
B/W Webster Hotel, NASA	Vision Investments, LLC	Jamal Jivani	889 W Bay Area Blvd	Webster	TX	77598-4003	(281) 338-6000
B/W Town Center Inn	Creative Hotel Group, LLC	Kanti M. Bhakta	1005 Fairfield Blvd	Weslaco	TX	78596-4774	(956) 968-6700
B/W Plus University Inn & Suites	Rudra Group LLC	Hinal Patel	4540 Maplewood Ave	Wichita Falls	TX	76308-4608	(940) 687-2025
B/W North Side Inn	Vaishnavi Hotels International, LLC	Hinal Patel	1307 Kenley Ave	Wichita Falls	TX	76306-6125	(940) 322-8880
B/W Plus Wills Point	Wills Point Hospitality, LLC	Krishna Reddy Doolmitta	3135 Goodnight Blvd	Wills Point	TX	75169	(903) 873-7500
B/W Plus Landmark Hotel	Henderson Hotels, LLC	Stephen A. Henderson	2477 E Highway 40	Ballard	UT	84066-5028	(435) 725-1800
B/W Butch Cassidy Inn	774 Associates, LLC	Stephanie Van Drimmelen	161 S Main	Beaver	UT	84713-7707	(435) 438-2438
B/W Paradise Inn	O'Hare Apartment LLC	Alpa Patel	1451 N 300 W	Beaver	UT	84713-7748	(435) 438-2455
B/W Brigham City Inn & Suites	Shree Sadhi LLC	Dipali Patel	480 Westland Dr	Brigham City	UT	84302-3007	(435) 723-0440

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Plus Ruby's Inn	Ruby's Inn Inc.	Lance Syrett	26 South Main St	Bryce Canyon Cit	UT	84764-8002	(435) 834-5341
B/W Plus Bryce Canyon Grand Hotel	Ruby's Inn Inc.	Lance Syrett	30 N 100 E	Bryce Canyon Cit	UT	84764	(435) 834-5700
B/W Plus Cedar City	Town & Country Inn, Inc.	Jared Terry Porter	50 W 200 N	Cedar City	UT	84720-2528	(435) 586-1234
B/W Holiday Hills	Coalville Hospitality LLC	Chirag R. Chaudhari	500 West 120 South	Coalville	UT	84017-5600	(435) 336-4444
B/W Duchesne Inn	Duchesne Property Management, Inc.	Stephen A. Henderson	52 S 500 W	Duchesne	UT	84021	(435) 738-6666
B/W Paradise Inn & Resort	BW Fillmore	Mayur Dubal	905 N Main St	Fillmore	UT	84631-4069	(435) 743-6895
B/W Plus Heber Valley Hotel	H&C Properties, LLC	Stephen A. Henderson	1227 S US Highway 40	Heber City	UT	84032-3823	(435) 657-6500
B/W Red Hills	GKD Inv. Ltd Partnership	Rebecca Driggs	125 W Center St	Kanab	UT	84741-3417	(435) 644-2675
B/W Plus Zion West Hotel	UPM Zion Gateway Hotel LLC	Upendra Mehta	44 W 500 N	La Verkin	UT	84745-5104	(435) 635-0277
B/W Plus Layton Park Hotel	Layton Park Hospitality, LLC	Dixon M. Pitcher	798 W 1425 N	Layton	UT	84041-1946	(801) 896-0271
B/W Timpanogos Inn	Drish Hospitality LLC	Mitulkumar Patel	195 S 850 E	Lehi	UT	84043-3448	(801) 768-1400
B/W Plus Weston Inn	SHREE GANESH LLC	Dharmesh B. Ahir	250 N Main St	Logan	UT	84321-3915	(435) 752-5700
B/W Plus Canyonlands Inn	Canyonlands Inn Inc.	Zachary Daniel Bynum	16 S Main Street	Moab	UT	84532-2503	(435) 259-2300
B/W Plus Greenwell Inn	Wang Organization, LLC	Jennifer Giammatteo	105 S Main St	Moab	UT	84532-2506	(435) 259-6151
B/W East Zion Thunderbird Lodge	Thunderbird Acquisitions, LLC	Gordon Ray Milligan	Junction SR 9 & US-89 East Zion	Mount Carmel	UT	84755	(435) 648-2203
B/W Paradise Inn of Nephi	GURU Ramdas Ji Investment Group LLC	Taranjit Singh	1025 S Main St	Nephi	UT	84648-2013	(435) 623-0624
B/W Plus CottonTree Inn	Cottontree Partners Limited Partnersh	Jeremy J Petersen	1030 N 400 E	North Salt Lake	UT	84054-1946	(801) 292-7666
B/W Plus High Country Inn	Twelfth Street of Ogden, LLC	Mark Spencer Peterson	1335 W 1200 S	Ogden	UT	84404-5417	(801) 394-9474
B/W Plus Landmark Inn	Hornes Kimball Junction Limited Partne	Mehendra Patel	6560 N Landmark Dr	Park City	UT	84098-4500	(435) 649-7300
B/W Plus Provo University Inn	1600 Freedom LLC	Girish (Gary) Patel	1600 N Freedom Blvd	Provo	UT	84604-2517	(801) 373-2222
B/W Richfield Inn	Hari Krupa Inc.	Ishwar S. Chaudhari	1275 N Main St	Richfield	UT	84701-1855	(435) 893-0100
Aiden by Best Western St. George	Lester Wittwer Investment Co.	Danny Wittwer	316 E Saint George Blvd	Saint George	UT	84770-2955	(435) 673-3541
B/W Coral Hills	Lester Wittwer Investment Co.	Shayne R. Wittwer	125 E Saint George Blvd	Saint George	UT	84770-2856	(435) 673-4844
B/W Plus Abbey Inn	Lester Wittwer Investment Co.	Josh Wittwer	1129 S Bluff St	Saint George	UT	84770-5247	(435) 652-1234
B/W Plus Airport Inn & Suites	Krishna Hospitality, LLC	Tushar Patel	5433 W Wiley Post Way	Salt Lake City	UT	84116-3719	(801) 428-0900
B/W Plus Cotton Tree Inn	Cottontree Hospitality Group	Cameron D Petersen	10695 Auto Mall Dr	Sandy	UT	84070-4147	(801) 523-8484
B/W Plus Canyon Pines	Uintah Park Hospitality llc	Dixon M. Pitcher	6650 Highway 89	South Ogden	UT	84405-9771	(801) 675-5534
B/W Plus Zion Canyon Inn & Suites	Canyon Ranch Hotel Holdings, LLC	Nicholas Jay Ence	668 Zion Park Blvd	Springdale	UT	84767-7790	(435) 429-7650
B/W Mountain View Inn	ABC Global Hospitality, LLC	Brenda Jones	1455 N 1750 W	Springville	UT	84663-4901	(801) 489-3641
B/W Inn Tooele	Waheguru Ji LLC	Taranjit Singh	365 N Main St	Tooele	UT	84074-1652	(435) 882-5010
B/W Plus Settlers Point	Washington Commons Hotel LLC	Shayne R. Wittwer	1294 E Hospitality Way	Washington	UT	84780	(435) 986-7788
B/W Plus Wendover Inn	Meghna, LLC	Tushar Patel	685 E Wendover Blvd	Wendover	UT	84083	(435) 665-2215
B/W Plus Alexandria / Fort Belvoir	Mount Vernon Holdings LLC	Nayan S. Patel	8751 Richmond Hwy	Alexandria	VA	22309-4223	(703) 360-1300
B/W Doswell Hotel	Sumtinath, LLC	Nandit S. Mehta	16220 International St	Doswell	VA	23047-1922	(804) 612-8680
B/W Emporia	YAGNA HOSPITALITY, LLC	Daxeshkumar C. Patel	1100 W Atlantic St	Emporia	VA	23847-2841	(434) 634-3200
B/W Fairfax	Fairfax 123 Hotel LP	Robert S. Jaeger	3535 Chain Bridge Rd	Fairfax	VA	22030-2703	(703) 591-5500
B/W Fredericksburg	Radhey Hotel LLC	Navnit Jasani	2205 Plank Rd	Fredericksburg	VA	22401-5226	(540) 371-5050
B/W Plus Glen Allen Inn	Glen Hospitality LLC	Paritosh Patel	8607 Telegraph Rd	Glen Allen	VA	23060-4019	(804) 266-3500
B/W Hampton Coliseum Inn	Ayaan 11 LLC	Kevin Kumar Patel	1916 Coliseum Dr	Hampton	VA	23666-4235	(757) 637-7100
B/W Plus Harrisonburg	MK Hotels LLC	Mike Patel	3325 S Main St	Harrisonburg	VA	22801-2675	(540) 433-9999
B/W Plus Hopewell Fort Lee	Hope Tower LLC	Jose V. Gopurathingal	3950 Courthouse Rd	Hopewell	VA	23860-5600	(804) 452-0025
B/W Kilmarnock Hotel	Mahant Kilmarnock LIC	Hemal Patel	599 N Main St	Kilmarnock	VA	22482-3828	(804) 436-1500
B/W Leesburg Hotel & Conference Center	Leesburg Hotel Group, LLC	Roshan Patel	726 E Market St	Leesburg	VA	20176-4401	(703) 777-9400
B/W Plus Inn at Hunt Ridge	Inn at Hunt Ridge, LLC	David Paul Andersen	25 Willow Springs Rd	Lexington	VA	24450-2949	(540) 464-1500
B/W Lexington Inn	Inn at Lexington, LLC	Justin Ramesh Patel	850 N Lee Hwy	Lexington	VA	24450-3725	(540) 458-3020
B/W Manassas	PANRAM LIMITED PARTNERSHIP	Shanker K. Patel	8640 Mathis Ave	Manassas	VA	20110-5269	(703) 368-7070
B/W Battlefield Inn	Signature Hospitality IAD, LLC	Mandira Mainali	10820 Balls Ford Rd	Manassas	VA	20109-2401	(703) 361-8000
B/W Plus Newport News Inn & Suites	Mahi Hotels LLC	Feuil Patel	500 Operations Dr	Newport News	VA	23602-6989	(757) 952-1182
B/W Plus Holiday Sands Inn & Suites	Global Hospitality LLC	Varshid Vachhani	1330 E Ocean View Ave	Norfolk	VA	23503-2208	(757) 583-2621
B/W Plus Governor's Inn	Shaanta, Inc	Vibha Jasani	9826 Midlothian Tpke	North Chesterfiel	VA	23235-4812	(804) 323-0007
B/W Premier Richmond City Gateway	Eastern Hospitality LLC	Ketan Pathak	4303 Commerce Rd	Richmond	VA	23234-2239	(804) 592-2900
B/W Plus Executive Hotel	Sky Hotels Group, LLC	Bhavini Mehta	7007 W Broad St	Richmond	VA	23294-3717	(804) 672-7007
B/W Plus Inn at Valley View	Inn at Valley View, LLC	Craig D. Andersen	5050 Valley View Blvd NW	Roanoke	VA	24012-2038	(540) 362-2400
B/W Plus Richmond Airport Hotel	SSR RICHMOND HOSPITALITY LLC	Deep Desai	5300 Airport Square Ln	Sandston	VA	23150-1232	(804) 222-8200
B/W Plus South Hill Inn	SAI UMA LLC	Gunjan Patel	101 Thompson St	South Hill	VA	23950-1753	(434) 955-2777
B/W Springfield	Springfield Holding LLC	Keuri Patel	6721 Commerce St	Springfield	VA	22150-2507	(703) 922-6100
B/W Dulles Airport Inn	DULLES HOSPITALITY CORPORATION	Mark Carrier	45440 Holiday Dr	Sterling	VA	20166-9411	(703) 471-8300
B/W North Roanoke	Inn at Daleville, LLC	Craig D. Andersen	2545 Lee Hwy	Troutville	VA	24175-6327	(540) 591-7293

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Center Inn	Rahul LLC	Rahul Patel	5718 Northampton Blvd	Virginia Beach	VA	23455-3704	(757) 363-2500
B/W Plus Waynesboro Inn & Suites Conference Center	HB Hotel LLC	Hemal Gandhi	109 Apple Tree Ln	Waynesboro	VA	22980-7481	(540) 942-1100
B/W Williamsburg Historic District	Swaminarayan LLC	Jay Patel	351 York St	Williamsburg	VA	23185-4516	(757) 229-4100
B/W of Wise	IT Hotels LLC	Govind Patel	124 Woodland Dr SW	Wise	VA	24293-4622	(276) 328-3500
B/W Potomac Mills	Potomac Mills Rd Hotel LP	Keuri Patel	14619 Potomac Mills Rd	Woodbridge	VA	22192-6809	(703) 494-4433
B/W Plus Thornburg Inn & Suites	Raameera Hospitality LLC	Nilesh Patel	5217 Mudd Tavern Rd	Woodford	VA	22580	(540) 805-5023
B/W Plus Crossroads Inn & Suites	Zion Investments LLC	Hitesh Patel	135 Wood Ridge Ter	Zion Crossroads	VA	22942-6966	(540) 832-1700
B/W Bennington	Bennington Hotels LLC	Krishnamohan R Tokala	220 Northside Dr	Bennington	VT	05201-1723	(802) 442-6311
B/W Inn & Suites Rutland-Killington	Hogge Penny Inn Association of Owner	Glen Vuilleumier	5 Best Western Pl	Rutland	VT	05701-9705	(802) 773-3200
B/W Plus Windjammer Inn & Conference Center	The Windjammer Hospitality Group	Karen Wisehart	1076 Williston Rd	South Burlington	VT	05403-5718	(802) 863-1125
B/W Springfield Hotel	Preferred Motor Inn of New England	Ir Owen Kasser	818 Charlestown Rd	Springfield	VT	05156-9127	(802) 885-4516
B/W Plus Waterbury - Stowe	Evaan Hospitality LLC	Ashok Patel	45 Blush Hill Rd	Waterbury	VT	05676-9067	(802) 244-7822
B/W Plus Aberdeen	Guesthouse International Aberdeen, Ir	Jasvir Singh Dhaliwal	701 E Heron St	Aberdeen	WA	98520-2904	(360) 537-7460
B/W Plus Arlington/Marysville	ANPPR Corporation	Bhawan Preet	3721 172nd St	Arlington	WA	98223-7735	(360) 363-4321
B/W Plus Mountain View Auburn Inn	S Won Hospitality, LLC	Won Sang Cho	401 8th St SW	Auburn	WA	98001-5901	(253) 887-7600
B/W Plus Battle Ground Inn & Suites	Delaware PNW Hotels LLC	Parth Patel	1419 W Main St	Battle Ground	WA	98604-9830	(360) 687-8881
B/W Plus Bellingham	Today's VI, LLC	Ming Nin Zen	3985 Bennett Dr	Bellingham	WA	98225-1027	(360) 676-7700
B/W Plus Park Place Inn & Suites	HWGD Tenancy In Common	Daniel Robert Mitzel	201 Interstate Ave	Chehalis	WA	98532-3701	(360) 748-4040
B/W Plus The Inn at Hells Canyon	Clarkston Lodging Group, LLC	Thomas George Denlea	1395 Bridge St	Clarkston	WA	99403-2331	(509) 295-8215
B/W Snowcap Lodge	ALPINE LODGE LLC	Sanjay V. Pitroda	809 W Davis St	Cle Elum	WA	98922-1086	(509) 674-0200
B/W Wheatland Inn	Colfax Lodging Group LLC	Thomas George Denlea	701 N Main St	Colfax	WA	99111-2120	(509) 397-0397
B/W Plus Dayton Hotel & Suites	KS'S Investments, LLC	Kamaljit Singh	507 E Main St	Dayton	WA	99328-1440	(509) 382-4790
B/W Liberty Inn DuPont JBLM	Harbor Investment, Inc	Derrick Chong	1400 Wilmington Dr	DuPont	WA	98327-8770	(253) 912-8777
B/W Plus Edmonds Harbor Inn	Edmonds Harbor Inn Inc	Mark L. Raden	130 W Dayton St	Edmonds	WA	98020-4130	(425) 771-5021
B/W Plus Ellensburg Hotel	M & M ELLENSBURG LLC	Torre Morgal	211 W Umptanum Rd	Ellensburg	WA	98926-9672	(509) 925-4244
B/W Rama Inn	Ganeshaa, LLC	Sanjay Verma	1818 Basin St. SW	Ephrata	WA	98823-2100	(509) 754-7111
Executive Residency by Best Western Navigator Inn & Suites	EVERETT INNS LLC	Shaiza Damji	10210 Evergreen Way	Everett	WA	98204-3861	(425) 347-2555
B/W Cascadia Inn	N&P Hotel Corp	Bhawan Preet	2800 Pacific Ave	Everett	WA	98201-4528	(425) 258-4141
B/W Wesley Inn & Suites	BRAATEN KENNETH & SUE	Sue Anne Braaten	6575 Kimball Dr	Gig Harbor	WA	98335-1227	(253) 858-9690
B/W Aladdin Inn	E.S. Lee & Min Lee	Michael S. Lee	310 Long Ave	Kelso	WA	98626-1114	(360) 425-9660
B/W Kennewick Tri-Cities Center	Core Hotels Corp.	Gurbir Singh Sandhu	602 N Young St	Kennewick	WA	99336-7736	(509) 396-9979
B/W Plus Kennewick Inn	Southridge Lodging LLC	Kamaljit Singh	4001 W 27th Ave	Kennewick	WA	99337-2422	(509) 586-1332
B/W Plus Plaza by the Green	PIRAMCO INC.	Scott A. Brown	24415 Russell Rd	Kent	WA	98032-1787	(253) 854-8767
B/W Plus Lacey Inn & Suites	New Heaven LLC	Sung Ai Chung	8326 Quinault Dr NE	Lacey	WA	98516-5831	(360) 456-5655
B/W Lakewood	Gene and Sakae Property Managemen	Gene Thomas Giegoldt	6125 Motor Ave SW	Lakewood	WA	98499-1528	(253) 584-2212
B/W Plus Liberty Lake Inn	OM Hotels LP	Nitin Mistry	1816 N Pepper Ln	Liberty Lake	WA	99019-9511	(509) 755-1111
B/W Long Beach Inn	Virk Hospitality Long Beach, LLC	Harjinder Singh Virk	500 Ocean Beach Blvd S	Long Beach	WA	98631-4070	(360) 642-8988
B/W Alderwood	SKS Hotel Management LLC	William S. Kang	19332 36th Ave W	Lynnwood	WA	98036-5710	(425) 775-7600
B/W Sky Valley Inn	Brar Hotels LLC	Jaswinder Singh Brar	19233 State Route 2	Monroe	WA	98272-1513	(360) 794-3111
B/W Plus Lake Front Hotel	Brar Hospitality Group, Inc.	Paramjeet K. Brar	3000 W Marina Dr	Moses Lake	WA	98837-2946	(509) 765-9211
B/W Plus Oak Harbor Hotel & Conference Center	INNCO TIC	Robert A. Lundstrom	33175 State Route 20	Oak Harbor	WA	98277-8713	(360) 679-4567
B/W Plus Peppertree Inn at Omak	Omak Peppertree LLC	Khara Nixon	820 Koala Ave	Omak	WA	98841-9744	(509) 240-9281
B/W Premier Pasco Inn & Suites	Richland Investment Group LLC	Onkaar Dhaliwal	2811 N 20th Ave	Pasco	WA	99301-3396	(509) 543-7722
B/W Plus The Inn at Horse Heaven	PROSSER INN ASSOCIATES L. P.	Thomas George Denlea	259 Merlot Dr	Prosser	WA	99350-9533	(509) 786-7977
B/W Plus Puyallup Hotel	Park Plaza Puyallup, LLC	Mark A. Hollander	620 South Hill Park Dr	Puyallup	WA	98373-1423	(253) 848-1500
B/W Plus Renton Inn	Virk Hospitality Renton, LLC	Harjinder Singh Virk	1850 Maple Valley Hwy	Renton	WA	98057-3958	(425) 226-7600
B/W Bronco Inn	BRONCO INN LLC	Amy Jo Galbreath	105 Galbreath Way	Ritzville	WA	99169-2126	(509) 659-5000
B/W Plus Pioneer Square Hotel Downtown	Pioneer Square Hotel Company	Bart Seidler	77 Yesler Way	Seattle	WA	98104-2530	(206) 340-1234
B/W Seattle Airport Hotel	Piramco SeaTac, Inc	Scott A. Brown	20717 International Blvd	Seattle	WA	98198-5808	(206) 878-3300
B/W Plus Silverdale Beach Hotel	YC Silverdale Hotel Group, LLC	Kishan Reddy Kandula	3073 NW Bucklin Hill Rd	Silverdale	WA	98383-9190	(360) 698-1000
B/W Plus Spokane North	Newport Highway Hotel Operations In	Jackie Lee Neves	9601 N Newport Hwy	Spokane	WA	99218-1220	(509) 468-5020
B/W Plus Peppertree Airport Inn	Santillanes & Sellers LLC	Rita Jean Santillanes	3711 S Geiger Blvd	Spokane	WA	99224-5416	(509) 624-4655
B/W Plus City Center	Spokane Falls Inn, LLC	Meredith S. Rainville	33 W Spokane Falls Blvd	Spokane	WA	99201-0120	(509) 623-9727
B/W Plus Grapevine Inn	SUNNYSIDE LODGING GROUP LP	Thomas George Denlea	1849 Quail Ln	Sunnyside	WA	98944-9402	(509) 839-6070
B/W Plus Downtown Tacoma	SC Hospitality, LLC	Richard Bong Song	2611 East E St.	Tacoma	WA	98421-1225	(253) 272-7737
B/W Plus Tacoma Hotel	USA Properties, LLC	Parwinder Dhanda	8045 S Hosmer St	Tacoma	WA	98408	(253) 753-9100
B/W Tumwater-Olympia Inn	Bajwa Investment LLC	Anmol Singh	5188 Capitol Blvd SE	Tumwater	WA	98501-4442	(360) 956-1235
B/W Premier Hotel at Fisher's Landing	JLP Enterprises, LLC	James Pliska	1500 SE 167th Ave	Vancouver	WA	98683	(360) 891-1000

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Inn of Vancouver	Niksha Investments, LLC	Pradeep T. Patel	11506 NE 3rd St	Vancouver	WA	98684-5078	(360) 254-4000
B/W Plus Vancouver Mall Dr. Hotel & Suites	Virk Properties Vancouver, LLC	Harjinder Singh Virk	9420 NE Vancouver Mall Dr	Vancouver	WA	98662-6172	(360) 256-0707
B/W Plus Walla Walla Suites Inn	Walla Walla Suites Motel, Inc.	Kay F. Wessel	7 E Oak St	Walla Walla	WA	99362-1959	(509) 525-4700
B/W Plus Port of Camas-Washougal Convention Center	Washougal Hospitality, LLC	Balraj Singh	121 S 2nd St	Washougal	WA	98671-2109	(360) 835-9292
B/W Plus Wenatchee Downtown Hotel	Om Shree Sai LLC	Sushil Verma	815 N Wenatchee Ave	Wenatchee	WA	98801-2063	(509) 662-1700
B/W Chieftain Inn	Shree Shakti LLC	Sushil Verma	1017 N Wenatchee Ave	Wenatchee	WA	98801-1574	(509) 665-8585
B/W Woodland Inn	Prakal LLC	Bhawna Churi	1380 Atlantic Ave	Woodland	WA	98674-8457	(360) 225-1000
B/W Plus Yakima Hotel	BAP Lodging LLC	Amarjit Singh Khunkhun	1614 N 1st St.	Yakima	WA	98901-1704	(509) 453-8898
B/W Plus Ahtanum Inn	SCHULTZ DENLEA HOLDINGS LLC	Thomas George Denlea	2408 Rudkin Rd	Yakima	WA	98903-1610	(509) 248-9700
B/W Plus Vintage Valley Inn	Zillah Lodging Group L.P.	Thomas George Denlea	911 Vintage Valley Pkwy	Zillah	WA	98953-9608	(509) 829-3399
B/W The Hotel Chequamegon	Black Bears Hotel C LLC	Travis J. Turner	101 Lake Shore Dr W	Ashland	WI	54806-1646	(715) 682-9095
B/W Stanton Inn	BW1 Hospitality, LLC	Dilip Patel	1101 E Chestnut St	Chilton	WI	53014-1601	(920) 849-3600
B/W Dodgeville Inn & Suites	Ram Krupa, LLC	Dev Patel	1130 N Johns St	Dodgeville	WI	53533-1280	(608) 935-7739
B/W Derby Inn	BEST 98 LLC	Brian Park	US Highway 45 N	Eagle River	WI	54521-8033	(715) 479-1600
B/W Plus Eau Claire Conference Center	Swami Bapa Hotels Inc	Lal Patel	3340 Mondovi Rd	Eau Claire	WI	54701-6131	(715) 838-9989
B/W Eau Claire South	Tartam LLC	Dev B. Patel	3614 Gateway Dr	Eau Claire	WI	54701-8186	(715) 832-7289
B/W Germantown Inn	Villa Properties 695 LLC	Atul Suvagia	W190N10862 Commerce Cir	Germantown	WI	53022-3871	(262) 502-9750
B/W Green Bay Inn Conference Center	Summit Hospitality LLC	Chirag S. Dave	780 Armed Forces Dr	Green Bay	WI	54304-4528	(920) 499-3161
B/W Plus Hudson I-94	KPH Realty LLC	Sanjay Kumar Chaudhary	1200 Gateway Blvd	Hudson	WI	54016-9705	(715) 386-6200
B/W Plus Jefferson	Best 4 LLC	Brian Byung Park	1409 W Junction Rd	Jefferson	WI	53549	(920) 541-3900
B/W Executive Inn Kenosha/Pleasant Prairie	Hrk3 Hotels LLC	Rajendrabhai Patel	7220 122nd Ave	Kenosha	WI	53142-7313	(262) 857-7699
B/W East Towne Suites	Bird Dog Hospitality IV, LLC	Kyle Andrew Schock	4801 Annamark Dr	Madison	WI	53704-7402	(608) 244-2020
B/W Plus InnTowner Madison	InnTowner LLC	R. Brian Brandstetter	2424 University Ave	Madison	WI	53726-3811	(608) 233-8778
B/W West Towne Suites	Khodiyar Corporation	Sunny V. Patel	650 Grand Canyon Dr	Madison	WI	53719-1044	(608) 833-4700
B/W Premier Park Hotel	PARK HOTEL INC.	Maureen A. Mullins	22 S Carroll St	Madison	WI	53703-3309	(608) 285-8000
B/W Riverfront Inn	RAAM Marinette Inc.	Mehul Patel	1821 Riverside Ave	Marinette	WI	54143-1216	(715) 732-1000
B/W Park Oasis Inn	HMV Motel Inc.	Rave H. Patel	1004 Gateway Avenue	Mauston	WI	53948-2000	(608) 847-6255
B/W Plus Menomonie Inn & Suites	Lake of Menomonie LLC	Dev B. Patel	320 Oak Ave	Menomonie	WI	54751-1340	(715) 235-5664
B/W Plus Milwaukee Airport Hotel & Conference Center	SASAS Hospitality LLC	Amin A. Amdani	5105 S Howell Ave	Milwaukee	WI	53207-6109	(414) 769-2100
B/W Plus Concord Inn	Minocqua Hospitality Inn	Mahesh Patel	320 Front St	Minocqua	WI	54548	(715) 356-1800
B/W Premier Bridgewood Resort Hotel	Bridgewood Holdings of Neenah, LLC	Richard James Batley	1000 Cameron Way	Neenah	WI	54956-9807	(920) 720-8000
B/W Plus New Richmond Inn & Suites	Brahms Hospitality LLC	Heena Brahmhatt	240 Paperjack Dr	New Richmond	WI	54017	(715) 243-5600
B/W Waukesha Grand	SHIV HOTEL CORPORATION	Virendrasinh J. Zala	2840 N Grandview Blvd	Pewaukee	WI	53072-5540	(262) 524-9300
B/W Plover-Stevens Point Hotel & Conference Ctr	Krishiva Investment LLC	Uttam (Tom) Patel	5253 Harding Ave	Plover	WI	54467-9715	(715) 544-6200
B/W Resort Hotel & Conference Center	VINAYAKA, INC	Vikash Patel	2701 County Road CX	Portage	WI	53901-9268	(608) 742-2200
B/W Inn	Jai Mataji RL LLC	Paresh Patel	2835 S Main St	Rice Lake	WI	54868-2937	(715) 234-7017
B/W Plus Wausau-Rothschild Hotel	LOYA Hospitality Inc.	Dadhi Patel	803 W Industrial Park Avenue	Rothschild	WI	54474-7900	(715) 355-8900
B/W Northwoods Lodge	Equitable Hospitality Mgmt, Inc.	Gerald Francis Gadke	23986 State Road 35	Siren	WI	54872	(715) 349-7800
B/W Plus Sparta Trail Lodge	DVG Hospitality LLC	Divyesh Patel	4445 Theater Rd	Sparta	WI	54656-5410	(608) 269-2664
B/W Spooner Riverplace	Spooner Riverside Motel LLC	John Paul Henry	101 W Maple St	Spooner	WI	54801-1433	(715) 635-9770
B/W Maritime Inn	Shivam3 Holdings LLC	Hiren Pravinbhai Patel	1001 N 14th Ave	Sturgeon Bay	WI	54235-1225	(920) 743-7231
B/W Bridgeview Hotel	Zenith Acquisition Company, LLC	John Paul Henry	415 Hammond Ave	Superior	WI	54880-1140	(715) 392-8174
B/W Tomah Hotel	THD LLC	Quang Quach	1017 E McCoy Blvd	Tomah	WI	54660-3264	(608) 372-3211
B/W Watertown	PAR Hotel LLC	Vipul Patel	101 Aviation Way	Watertown	WI	53094-7412	(920) 262-1910
B/W Plus Wausau Tower Inn	Nidus Holding Company, LLC	Jayjeet M. Govardhan	201 N. 17th Ave.	Wausau	WI	54401-4224	(715) 845-4341
B/W Baraboo Inn	MAA KAALI INC	Darshesh L. Patel	725 W Pine St	West Baraboo	WI	53913-1057	(608) 356-1100
B/W Ambassador Inn & Suites	MAHAKAALI INC	Darshesh L. Patel	610 S Frontage Rd	Wisconsin Dells	WI	53965-9674	(608) 254-4477
B/W Wittenberg Inn	Mahen and Maya LLC	Mahendrabhai Panchal	W17267 Red Oak Ln	Wittenberg	WI	54499-8450	(715) 253-3755
B/W Plus Beckley Inn	Greatway Hospitality, LLC	Vishnu A. Patel	125 Hylton Ln	Beckley	WV	25801-2672	(304) 252-8661
B/W Plus Bridgeport Inn	Morgan Lodging Inc	Yogesh M. Patel	100 Lodgeville Rd	Bridgeport	WV	26330-1635	(304) 842-5411
B/W Logan Inn	Lake Norman Hospitality LLC	Vishnu A. Patel	47 Central Ave	Chapmanville	WV	25508-9572	(304) 831-2345
B/W Plus Casper Inn & Suites	Shakopee Hospitality, Inc.	Lawrence Travis Henjum	651 Granite Peak Dr	Casper	WY	82609-4569	(307) 472-1120
B/W Downtown Casper Hotel	West Center Hospitality RE, LLC	Thomas McConnell	123 W E St.	Casper	WY	82601-1818	(307) 439-2074
B/W Plus Frontier Inn	Cheyenne Sundowner, LLC	Peyton Hofer	8101 Hutchins Dr	Cheyenne	WY	82007-1847	(307) 638-8891
B/W Premier Ivy Inn & Suites	Sunset Properties, Inc	Lindsay Garlow	1800 8th St	Cody	WY	82414-4138	(307) 587-2572
B/W Sunset Inn	Sunset Properties, Inc.	Lindsay Garlow	1601 8th St	Cody	WY	82414-4134	(307) 587-4265
B/W Dunmar Inn	Dunmar Inn, LLC	Gerald David Rohde	1601 Harrison Dr	Evanston	WY	82930-3204	(307) 789-3770
B/W Tower West Lodge	Muhammad Khan & Bibi Khan	Farid Aftab Khan	109 N US Highway 14-16	Gillette	WY	82716-3360	(307) 686-2210

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
B/W Devils Tower Inn	Preferred Property Management, Inc.	Christopher Kyle Walter	229 Highway 24	Hulett	WY	82720	(307) 467-5747
B/W Plus Fossil Country Inn & Suites	Kem Hospitality, Inc.	Ghulam Fareed	760 Highway 189/30	Kemmerer	WY	83101	(307) 877-3388
B/W Laramie Inn & Suites	Nar Narayan Dev. Laramie Inc.	Ketan Chaudhari	1767 N Banner Rd	Laramie	WY	82072-6794	(307) 745-5700
B/W Pioneer	Tom & Valerie Wasserburger	Tom Wasserburger	731 S Main St	Lusk	WY	82225	(307) 334-2640
B/W Pinedale Inn	Executive Inn	Patty Sundgren	864 W Pine St	Pinedale	WY	82941	(307) 367-6869
B/W CottonTree Inn	RAWCT, LLC	Jeremy J Petersen	2221 W. Spruce	Rawlins	WY	82301-5149	(307) 324-2737
B/W Outlaw Inn	Teton 8 Stone LLC	Devin S. Singh	1630 Elk St	Rock Springs	WY	82901-4021	(307) 362-6623
B/W Sheridan Center	Wyoming Resorts LLC	Karen E. Schumacher	612 N Main	Sheridan	WY	82801-3633	(307) 674-7421
B/W Plus Plaza Hotel	SONA LLC	Mauer Desai	116 E Park St	Thermopolis	WY	82443-2440	(307) 864-2939
B/W Torchlight	GS Group Enterprise Inc 1	Harjinder S. Chana	1809 N 16th St	Wheatland	WY	82201-2241	(307) 322-4070

Membership Agreement Signed But Hotel Not Open as of 11/30/25

Hotel Name	Member Name	Member Contact	Address	City	State	Zip Code	Phone
EOD Proposed Best Western Plus (Name TBD)	Khairo Luxe Hotels, LLC	Perzid Ichhaporia	NW Quadrant of I-65 & U.S. Hwy 82	Prattville	AL	36066	N/A
BW name to be determined	Lotus Hotel, LLC	Keyurbhai P. Patel	2149 N Marine Blvd	Jacksonville	NC	28546-6970	(910) 455-6888
B/W Pennsville Wilmington	GHM Pennsville Urban Renewal LLC	Kay Goragandhi	413 N. Broadway	Pennsville	NJ	08070-1002	(856) 299-2992
B/W Parkview Inn	Mahadev Equity Partners LLC	Madhukar (Mike) Patel	1650B Hempstead Tpke	East Meadow	NY	11554-1017	N/A
B/W Antlers Inn & Suites	Umaji, LLC	Ashish Gandhi	1338 W Main St	Antlers	OK	74523-2016	(580) 298-6644
P/C-SC241	Opal Hospitality USA, LLC	Akshay Hira	NE Quadrant of I-85 & US-29	Spartanburg	SC	29301	N/A
SureStay by Best Western Summerville Flowertown	Azzalea Hospitality, LLC	Bhavesh Patel	115 Holiday Dr	Summerville	SC	29483-7305	(843) 253-8386

Left System Between 12/1/24 and 11/30/25

If you buy this franchise, your contact information may be disclosed to other buyers when you leave the System.

Hotel Name	Member	Member Contact	City	State	Zip	Phone
B/W InnSuites Phoenix Hotel & Suites	AM Biltmore LLC	Pritty Patel	Phoenix	AZ	85020-3932	(602) 997-6285
Royal Sun Inn & Suites	1015 Stone LLC	Jay Solanki	Tucson	AZ	85705-7748	(520) 622-8871
Anderson Inn	Anderson Hospitality LLC	Ankit Panchal	Anderson	CA	96007-3530	(530) 365-2753
Dry Creek Inn	Dry Creek Inn, LP	Aaron Krug	Healdsburg	CA	95448-4702	(707) 433-0300
B/W Plus Manhattan Beach Hotel	1817 Sepulveda LLC	Nirmal Suresh Patel	Manhattan Beach	CA	90266-2901	(310) 546-8942
Sonoma Winegrower's Inn	Redwood Empire Lodging, LP	Debra Lynn Heckert	Rohnert Park	CA	94928-2336	(707) 584-7435
Turquoise Inn & Suites	Ganeshay Cortez LLC	Purvish Soni	Cortez	CO	81321-3319	(970) 565-3778
Plus Duluth/ Sugarloaf	Sugarloaf Capital Buford, LLC	Shama Patel	Duluth	GA	30096-2360	(678) 957-0500
O'Hare North/Elk Grove Hotel	SNP3 INC	Neil Patel	Elk Grove Village	IL	60007-1624	(847) 593-8600
Inn of St. Charles	PK & G ST. CHARLES, LLC	Paras D. Kayastha	Saint Charles	IL	60174-2372	(630) 584-4550
Plus Liberal Hotel & Suites	1550 Liberal LLC	Mohinder S. Johal	Liberal	KS	67901-5208	(620) 624-9700
Wilderness Trail Inn	Shri Ashta Vinayak, LLC	Manish Naidu	Barbourville	KY	40906-7317	(606) 546-8500
Premier Airport/Expo Center Hotel	KAPL KY LV LLC	Marcus A. Fullard-Leo	Louisville	KY	40216-3812	(502) 448-2020
Richmond Hotel	Prosper Hospitality LLC	Hardik Patel	Richmond	KY	40475-2302	(859) 623-9220
Delhi Inn	OM SHIV INC.	Rikul R Patel	Delhi	LA	71232-7015	(318) 878-5126
Plus Chelmsford Inn	Priti Hospitality, LLC	Ashok Patel	Chelmsford	MA	01824-2307	(978) 256-7511
Cape Cod Hotel	Cape Cod Hotel, LLC	Gaurang Kumar Patel	Hyannis	MA	02601-1835	(508) 771-4804
Chesapeake Bay North Inn	BEST HOSPITALITY LLC	Kalpesh R. Shah	North East	MD	21901-1805	(410) 287-5450
Brooklyn Center Hotel & Conference Center	Minn Hotels, LLC	Nupen Dayha Patel	Brooklyn Center	MN	55430-1737	(763) 566-8000
Plus Dakota Ridge	Pilot Knob Hotel Group LLC	Harshal Patel	Eagan	MN	55122-3003	(651) 452-0100
Plus Como Park Hotel	Pacific Lodging LLC	Steven Bauer	Saint Paul	MN	55108-5107	(651) 647-1637
Mountain Lodge at Banner Elk	LEE PROPERTY INVESTMENTS LC	James W. Wooten	Banner Elk	NC	28604-9708	(828) 898-4571
Plus Lower South End	Loso Hospitality, LLC	Hitesh Patel	Charlotte	NC	28217-2202	(704) 525-5454
Plus Swansboro Emerald Isle	Olive Ridley Ventures LLC	Jignesh Patel	Swansboro	NC	28584-8015	(252) 393-9015
Roosevelt Place Hotel	LBM Hospitality LLC	Kody Devlin	Bismarck	ND	58503-1286	(701) 751-2550
B/W Liverpool-Syracuse Inn & Suites	KEVIDCO, LLC	Kayur Patel	Liverpool	NY	13088-6015	(315) 701-4400
Aiden by Best Western Long Island City New York	9th Street Hospitality Propco LLC	Priyank Patel	Long Island City	NY	11101	(718) 707-0102
Plus Hospitality House	145 EAST 49TH STREET LLC	Joseph Louis Goldstein	New York	NY	10017-1210	(212) 753-8781
Watertown Fort Drum	Watertown Lodging Associates, LLC	Rakesh Patel	Watertown	NY	13601-3734	(315) 782-8000
B/W New Baltimore Inn	Arjun Hotel, LLC	Rajesh Bhagia	West Coxsackie	NY	12192-1711	(518) 731-8100
Caldwell Inn	Fairground Road Hospitality LLC	Jerry Alan Delman	Caldwell	OH	43724-9680	(740) 732-7599
Cambridge Inn	Overnight Suites Cambridge, LLC	Ankit Bhardwaj	Cambridge	OH	43725-3035	(740) 435-0035
Plus Choctaw Inn & Suites	Choctaw Hotel LLC	Kenny Patel	Choctaw	OK	73020	(405) 281-6111
Plus The Inn & Suites at Muskogee	Grace Hospitality, LLC	Swapanil Patel	Muskogee	OK	74401-2363	(918) 910-5060
Plus Saddleback Inn & Conference Center	PLD Hospitality, LLC	Dennis A. Dascanio	Oklahoma City	OK	73108-1024	(405) 947-7000
Fort Washington Inn	VIHAR FW LP	Harish Surati	Fort Washington	PA	19034-2406	(215) 542-7930
B/W Plus Country Cupboard Inn	COUNTRY CUPBOARD INN	Christopher E. Baylor	Lewisburg	PA	17837-6851	(570) 524-5500

Hotel Name	Member	Member Contact	City	State	Zip	Phone
Airport Inn & Suites	Astha Group LLC	Hitesh Patel	North Charleston	SC	29406-4433	(843) 574-0911
Heritage Inn	JSR Hospitality, LLC	Srinivas Bollepalli	Chattanooga	TN	37421-1027	(423) 899-3311
Kimball Inn	Kamala General Partnership	Danish Khandu Patel	Kimball	TN	37347-5661	(423) 837-2478
Plus Executive Residency IH-37 Corpus Christi	McKinzie Hotel Partners, LLC	Dhiren Bhakta	Corpus Christi	TX	78410	(361) 241-2000
Plus Addison/Dallas Hotel	Landmark BWP LLC	Suraj Patel	Dallas	TX	75254-6709	(972) 701-0881
Plus Lubbock Windsor Inn	Best Windsor, LLC	Aviraj Patel	Lubbock	TX	79404-4500	(806) 762-8400
Plus Pasadena Inn & Suites	Pasadena Laxmi, LLC	Sanjay Madhav Patel	Pasadena	TX	77506-1034	(346) 571-7272
Premier Historic Travelers Hotel Alamo/Riverwalk	RAMILA & DHANI LLC	Piyushkumar Patel	San Antonio	TX	78205-1924	(210) 437-0141
Town & Country Inn	Town & Country Inn, Inc.	Terry Porter	Cedar City	UT	84720-2650	(435) 586-9900
Chincoteague Island	Newco Investments VA LLC	Lee Kellar	Chincoteague Island	VA	23336-2104	(757) 336-6557
Windsor Inn & Suites	Narph Investments, LLC	Rakesh Govindji	Danville	VA	24540-5034	(434) 483-5000
Staunton Inn	North Star BW Staunton LLC	Jay Shah	Staunton	VA	24401-6701	(540) 885-1112
Plus Appleton Airport/Mall Hotel	Appleton 24, LLC.	Daxesh G Patel	Appleton	WI	54913-8504	(920) 560-3000
Plus Milwaukee West	National 55 Limited Partnership	Erik Unmuth	Milwaukee	WI	53214-3414	(414) 671-6400
Huntington Mall Inn	Frontier Hospitality LLC	George D. Ward	Barboursville	WV	25504-1608	(304) 736-9772

Transferred Hotels Between 12/1/24 and 11/30/25

If you buy this franchise, your contact information may be disclosed to other buyers when you leave the System.

Hotel Name	Member Name	Member Contact	City	State	Zip	Phone
B/W Plus Madison-Huntsville Hotel	PKL Hospitality LLC	Vijay Patel	Madison	AL	35758-1703	(256) 542-9010
B/W Plus Casa Grande Inn & Suites	Legacy Hotels, LLC	Sarvjit Singh Samra	Casa Grande	AZ	85122	(520) 836-5190
B/W Plus Chandler Hotel & Suites	Love's Hospitality LLC	Tushar Gohel	Chandler	AZ	85226-5889	(520) 796-1350
B/W Plus New Barstow Inn & Suites	Sunrise Hotels Corp	Ashka Patel	Barstow	CA	92311	(760) 307-5555
B/W Plus Carpinteria Inn	Carpinteria Hotel LP	Neil S. Patel	Carpinteria	CA	93013-1863	(805) 684-0473
B/W Plus Marina Shores Hotel	Dana Point Hotel Venture LLC	Devang Patel	Dana Point	CA	92629-2824	(949) 248-1000
B/W Plus Monterey Inn	Hoseit Management LLC	Paul Hoseit	Monterey	CA	93940-3103	(831) 373-5345
B/W San Marcos Inn	MORRO COAST HOSPITALITY LLC	Paresh Patel	Morro Bay	CA	93442-2261	(805) 772-2248
B/W Plus Country Park Hotel	C & K KERN INC	Joseph Andreas	Tehachapi	CA	93561-1638	(661) 823-1800
B/W Country Inn	Temecula Investments by AGA, LLC	Armaan Patel	Temecula	CA	92590-2638	(951) 676-7378
B/W Plus Hudson Hotel & Suites	KA Midvale Hotel LLC	Rajesh Mukkirla	Hudson	CO	80642-5027	(303) 536-4401
B/W Denver Southwest	UMA Lakewood LLC	Om Patel	Lakewood	CO	80227-5150	(303) 989-5500
B/W Plus Newark/Christiana Inn	VB Bear Hospitality LLC	Bonny Patel	Bear	DE	19701-1252	(302) 326-2500
B/W Gateway Grand	Gateway Grand Hotel LLC	Minesh Patel	Gainesville	FL	32606-3742	(352) 331-3336
B/W Plus Parkway Hotel	Jashumati Inc.	Naren Patel	Alton	IL	62002-5607	(618) 433-9900
B/W Annawan Inn	ARK Hotels Inc.	Sahil Patel	Annawan	IL	61234-9701	(309) 935-6565
B/W Marion Hotel	Nilkanth IL Group LLC	Mayur Pokiya	Marion	IL	62959-4969	(618) 998-1220
B/W Sycamore Inn	Neelkanth Abajee Hospitality LLC	Daxesh N Patel	Sycamore	IL	60178-3107	(815) 748-7400
B/W Plus Indianapolis NW Hotel	Montgomery Hotel Group LLC	Timothy Daniel Knight	Indianapolis	IN	46278-1734	(317) 290-1212
B/W Muncie	Shree Raj Hotels LLC	Kinjal Patel	Muncie	IN	47304-2507	(765) 282-0600
B/W River Cities	Denali Hospitality LLC	Ravi Godhwani	Ashland	KY	41101-7082	(606) 326-0357
B/W University Inn	Om Sai Ziza Hospitality Inc.	Sanjay M. Patel	Murray	KY	42071-3534	(270) 873-8167
B/W Plus Berkshire Hills Inn & Suites	Jalaram Hospitality LLC	Ashok Patel	Pittsfield	MA	01201-7514	(413) 442-8714
B/W Plus BWI Airport Hotel - Arundel Mills	Longman Properties VI LLC	Scott Nieh	Elkridge	MD	21075-6206	(410) 796-3300
B/W Freeport Inn	7 Ganpati Hospitality LLC	Dipul Patel	Freeport	ME	04032-7000	(207) 865-3106
B/W Alexandria Inn	Mahakaleshwar LLC	Akash Chaudhari	Alexandria	MN	56308-6424	(320) 762-5161
B/W Plus Blaine at the National Sports Center	Yogi Cleaners Inc.	Vitulkumar Patel	Blaine	MN	55449-4512	(763) 792-0750
B/W Brookfield	Brookfield Hospitality LLC	Kush Patel	Brookfield	MO	64628-8280	(660) 258-4900
B/W Plus Kansas City Airport-KCI East	BWKC Airport LLC	Vraj Patel	Kansas City	MO	64153-2013	(816) 891-9111
B/W Coachlight	MILAN II INC	Vikrant Kalra	Rolla	MO	65401-2976	(573) 341-2511
B/W Plus Goodman Inn & Suites	Jai Jai Ambe LLC	Raj Patel	Horn Lake	MS	38637-1453	(662) 510-6999
B/W Plus Edison Inn	Saranam Hospitality LLC	Harshad Patel	Garner	NC	27529-2536	(919) 662-4890
B/W Plus Yadkin Valley Inn & Suites	K1 Hotel LLC	Tru Kim	Jonesville	NC	28642-9247	(336) 835-6000
B/W Harvest Inn & Suites	Ghanu Lodging Inc.	Parth Patel	Grand Forks	ND	58201-6016	(701) 775-5000
B/W Nebraska City Inn	BW NC Inc.	Chandrakantbhai (CK) Patel	Nebraska City	NE	68410-3478	(402) 873-7000
B/W Territorial Inn & Suites	Bloomfield Hospitality Holdings, LLC	Jiten Jadav	Bloomfield	NM	87413-3057	(505) 632-9100
B/W Socorro Hotel & Suites	Omkara Hospitality LLC	Vijay Koradiya	Socorro	NM	87801-4266	(575) 838-0556
B/W St. Clairsville Inn & Suites	Chestnut Hotel Group, LLC	Keavin Hill	Saint Clairsville	OH	43950-9304	(740) 699-0010
B/W Markita Inn	Markita Inn, Inc	Ron Patel	Durant	OK	74701-4818	(580) 924-7676
B/W Plus Barsana Hotel & Suites	Jai Bajarangbali LLC	Sanjay Mistry	Oklahoma City	OK	73139-2422	(405) 601-1200
B/W Okmulgee	SHRI MATANGI MAA LLC	Dhavaikumar Modi	Okmulgee	OK	74447-7915	(918) 756-9200
B/W Inn at the Rogue	Maa Jai Ambe LLC	Vishal Patel	Grants Pass	OR	97527-4377	(541) 582-2200

Hotel Name	Member Name	Member Contact	City	State	Zip	Phone
B/W Plus Landmark Inn	Sapphire Garland Investments LLC	Mehendra Patel	Lincoln City	OR	97367-1541	(541) 994-6060
B/W Pony Soldier Inn - Airport	Pac Nor Lodging LLC	Jagroop Virk	Portland	OR	97220-3323	(503) 256-1504
B/W Carlisle South	Pari Hospitality LLC	Parth Patel	Carlisle	PA	17015-6953	(717) 386-5156
B/W Plus Cranberry-Pittsburgh North	Cranberry Capital Holdings, LLC	Darlene Mayes	Cranberry Township	PA	16066-6901	(724) 720-5600
B/W DuBois Hotel	Shree Ganesh Management LLC	Sandip Patel	Du Bois	PA	15801-2416	(814) 371-6200
Executive Residency by Best Western Philadelphia-WillowGrove	Shri Datt LLC	Dhruv Yogesh Gandhi	Horsham	PA	19044-3404	(215) 328-9119
B/W Rock Hill	Madhav 24 LLC	Hitesh Patel	Rock Hill	SC	29730-2743	(803) 980-0400
B/W Ramkota Hotel	Aberdeen Lodging LLC	Mohamad M Islam	Aberdeen	SD	57401-2602	(605) 229-4040
B/W Plus Executive Residency Jackson Northeast	Athena BW Jackson, LLC	Devesh Patel	Jackson	TN	38305	(731) 300-3370
B/W Plus Royal Mountain Inn & Suites	Niyam Holding I, LLC	Neal Patel	Athens	TX	75751-5403	(903) 292-1750
B/W Plus Bay City Inn & Suites	Atmos Hospitality	Parthkumar Patel	Bay City	TX	77414-4851	(979) 557-0678
B/W Plus Executive Residency Baytown	Baytown Lodging Group, LLC	Neal Patel	Baytown	TX	77520-8568	(832) 926-5353
B/W Plus El Paso Airport Hotel & Conference Center	SMBN1	Harpreet Singh	El Paso	TX	79925-3617	(915) 778-6411
B/W Windsor Pointe Hotel & Suites-Frost Bank Center	Om-Shiv Inc.	Rikul Patel	San Antonio	TX	78218-4629	(210) 655-6800
B/W Brigham City Inn & Suites	Shree Sadhi LLC	Dipali Patel	Brigham City	UT	84302-3007	(435) 723-0440
B/W Duchesne Inn	Duchesne Property Management, Inc.	Stephen A. Henderson	Duchesne	UT	84021	(435) 738-6666
B/W Plus Provo University Inn	1600 Freedom LLC	Girish (Gary) Patel	Provo	UT	84604-2517	(801) 373-2222
B/W Fredericksburg	Radhey Hotel LLC	Navnit Jasani	Fredericksburg	VA	22401-5226	(540) 371-5050
B/W Hampton Coliseum Inn	Ayaan 11 LLC	Kevin Kumar Patel	Hampton	VA	23666-4235	(757) 637-7100
B/W Leesburg Hotel & Conference Center	Leesburg Hotel Group, LLC	Roshan Patel	Leesburg	VA	20176-4401	(703) 777-9400
B/W Plus Waynesboro Inn & Suites Conference Center	HB Hotel LLC	Hemal Gandhi	Waynesboro	VA	22980-7481	(540) 942-1100
B/W Bennington	Bennington Hotels LLC	Krishnamohan R Tokala	Bennington	VT	05201-1723	(802) 442-6311
B/W Sky Valley Inn	Brar Hotels LLC	Jaswinder Singh Brar	Monroe	WA	98272-1513	(360) 794-3111
B/W Chieftain Inn	Shree Shakti LLC	Sushil Verma	Wenatchee	WA	98801-1574	(509) 665-8585
B/W Woodland Inn	Prakal LLC	Bhawna Churi	Woodland	WA	98674-8457	(360) 225-1000
B/W Germantown Inn	Villa Properties 695 LLC	Atul Suvagia	Germantown	WI	53022-3871	(262) 502-9750
B/W Plus Jefferson	Best 4 LLC	Brian Byung Park	Jefferson	WI	53549	(920) 541-3900
B/W Plus Concord Inn	Minocqua Hospitality Inn	Mahesh Patel	Minocqua	WI	54548	(715) 356-1800
B/W Plover-Stevens Point Hotel & Conference Ctr	Krishiva Investment LLC	Uttam (Tom) Patel	Plover	WI	54467-9715	(715) 544-6200
B/W Inn	Jai Mataji RL LLC	Paresh Patel	Rice Lake	WI	54868-2937	(715) 234-7017

EXHIBIT H TO FDD

STATE ADDENDA TO DISCLOSURE DOCUMENT

ADDITIONAL DISCLOSURES FOR THE MULTI-STATE FRANCHISE DISCLOSURE DOCUMENT OF BEST WESTERN INTERNATIONAL, INC.

The following are additional disclosures for the Franchise Disclosure Document of Best Western International, Inc. required by various state franchise laws. Each provision of these additional disclosures will not apply unless, with respect to that provision, the jurisdictional requirements of the applicable state franchise registration and disclosure law are met independently without reference to these additional disclosures.

No Waiver of Disclaimer of Reliance in Certain States. The following provision applies only to franchisees and franchises that are subject to the state franchise disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington or Wisconsin:

No statement, questionnaire or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or any other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

CALIFORNIA

1. The following paragraph is added at the end of Item 3 of the Disclosure Document:

Except as disclosed above, neither 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 and Exchange Act of 1934, 15 U.S.C.A. Section 78a *et seq.*, suspending or expelling such person from membership in such association or exchange.

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

3. OUR WEBSITE, www.bestwestern.com, HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF THE WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AT www.dfpi.ca.gov.

4. The Item 6 chart row entitled “Interest” is replaced with the following:

Interest	18% (10% in California)	Payable monthly by the 15th day of the following month.	You must pay service charges if you do not make any payment to us or our affiliates when due.
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5. The following paragraphs are added at the end of Item 17 of the Disclosure Document:

California Law Regarding Termination and Nonrenewal. California Business and Professions Code Sections 20000 through 20043 provide rights to franchisees concerning termination, transfer or nonrenewal of a franchise. If the Membership Agreement contains any provision that is inconsistent with the law, and the law applies, then the law will control.

Material Modification. California Corporations Code, Section 31125 requires a franchisor to give the franchisee a disclosure document, approved by the Department of Financial Protection and Innovation, prior to a solicitation of a proposed material modification of an existing franchise.

Releases. The Membership Agreement may require you to sign a general release of claims upon renewal or transfer of the Membership 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 thereunder is void. Section 31512 might void a waiver of your rights under the Franchise Investment Law (California Corporations Code Section 31000 – 31516). Business and Professions Code Section 20010 might void a waiver of your rights under the Franchise Relations Act (Business and Professions Code Sections 20000 – 20043).

HAWAII

The following is added to the Cover Page of the Disclosure Document:

THESE FRANCHISES WILL BE/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 REGULATORY AGENCIES OR A FINDING BY THE DIRECTOR OF REGULATORY AGENCIES 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 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST SEVEN DAYS

PRIOR TO THE PAYMENT OF ANY CONSIDERATION BY THE FRANCHISEE, OR SUBFRANCHISOR, WHICHEVER OCCURS FIRST, A COPY OF THE OFFERING CIRCULAR, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE.

THIS OFFERING CIRCULAR 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.

ILLINOIS

Illinois law governs the agreements between the parties to this license.

Section 4 of the Illinois Franchise Disclosure Act provides that any provision in a franchise agreement that designates jurisdiction or venue outside the State of Illinois is void. However, a franchise agreement may provide for arbitration outside of Illinois.

Section 41 of the Illinois Franchise Disclosure Act provides that any condition, stipulation or provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void.

Your rights upon termination and non-renewal of a franchise agreement are set forth in sections 19 and 20 of the Illinois Franchise Disclosure Act.

MARYLAND

1. The “Summary” section of Item 17(v), entitled **Choice of forum**, of the Disclosure Document is amended by adding the following:

Although you may bring an action in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

2. The “Summary” section of Item 17(w), entitled **Choice of law**, of the Disclosure Document is deleted and replaced with the following:

Except as otherwise required by applicable law for claims arising under the Maryland Franchise Registration and Disclosure Law, the Membership Agreement will be governed by the laws of the State of Arizona without recourse to Arizona conflicts of law principles.

3. The following language is added to the end of Item 17 of the Disclosure Document:

Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the grant of the franchise.

MICHIGAN

The following language is added before the “Table of Contents” page of the Disclosure Document:

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

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 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 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 franchisee's 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 agreement or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising of 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 or 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.

(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 service.

THE FACT THAT THERE IS A NOTICE OF THIS OFFERING ON FILE WITH THE ATTORNEY GENERAL DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE ATTORNEY GENERAL. ANY QUESTIONS REGARDING THIS NOTICE SHOULD BE DIRECTED TO:

State of Michigan
Office of the Attorney General
Consumer Protection Division
Attention: Franchise Section
670 Law Building
525 West Ottawa Street
Lansing, Michigan 48913
Telephone Number: (517) 373-7117

MINNESOTA

1. The following language is added to the end of the Item 6 chart: NSF checks are governed by Minnesota Statute 604.113, which puts a cap of \$30 on service charges.

2. The following language is added to the end of Item 13:

Minnesota considers it unfair to not protect your right to use the Best Western Identifying Marks. Refer to Minnesota Statute 80C.12, Subd. 1(G). We will protect your right to use the Best Western Identifying Marks or indemnify you from any loss, costs or expenses arising out of any claim, suit or demand regarding the use of the Best Western Identifying Marks.

3. The following is added at the end of the chart in Item 17:

With respect to licenses governed by Minnesota law, we will comply with Minnesota Statute 80C.14, Subd 3-5 which require (except in certain specified cases) that you be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the Membership Agreement, and that consent to the transfer of the membership will not be unreasonably withheld.

Minnesota Statute 80C.21 and Minnesota Rule 2860.4400(J) prohibit us from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring you to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the Franchise Disclosure Document or agreement(s) can abrogate or reduce (1) any of your rights as provided for in Minnesota Statute 80C or (2) your rights to any procedure, forum, or remedies provided for by the laws of the jurisdiction.

Minnesota Rules 2860.4400(D) prohibits us from requiring you to assent to a general release.

You cannot consent to our obtaining injunctive relief. We may seek injunctive relief. See Minnesota Rule 2860.4400(J). Also, a court will determine if a bond is required.

The Limitation of Claims section must comply with Minnesota Statute 80C.17 Subd. 5.

NEW YORK

1. The following is added to the Specific Risks to Consider About This Franchise Page of the Disclosure Document as an additional Risk Factor:

FEES ARE SUBJECT TO CHANGE BY THE LICENSOR WITHOUT LIMITATION. YOUR INABILITY TO PAY THOSE FEES MAY RESULT IN TERMINATION OF YOUR LICENSE AND LOSS OF YOUR INVESTMENT.

2. The following information is added to the Specific Risks to Consider About This Franchise Page of the 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 LICENSE BY NEW YORK STATE DOES NOT MEAN THAT NEW YORK STATE RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS DISCLOSURE DOCUMENT. IF YOU LEARN THAT ANYTHING IN THE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND NEW YORK STATE DEPARTMENT OF LAW, INVESTMENT PROTECTION BUREAU, 28 LIBERTY STREET, 21ST FLOOR, NEW YORK, NEW YORK 10005.

THE LICENSOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE PROSPECTUS. HOWEVER, THE LICENSOR CANNOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE MEMBER TO ACCEPT TERMS WHICH ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS PROSPECTUS.

3. The following paragraphs are added at the beginning of Item 3 of the Disclosure Document:

Except as provided below, neither we, any predecessor, any person identified in Item 2, or an affiliate offering licenses under our principal trademark:

(a) has an administrative, criminal, or civil action pending against us, it, him, or her 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) 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) 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 been held liable in a civil action alleging: violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion; misappropriation of property; unfair or deceptive practices; or comparable allegations.

(d) is subject to a currently effective injunctive or restrictive order or decree relating to the membership, or under a federal, state, or Canadian franchise, securities, antitrust, trade regulation, or trade practice law, as a result of 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.

4. The following paragraph is added at the beginning of Item 4 of the Disclosure Document:

Except as described below, neither we nor any of our affiliates, predecessors, or officers identified in Item 2 have, during the 10-year period immediately preceding the date of the Disclosure Document: (a) filed as debtor (or had filed against us, it, him, or her) a petition to start an action under the U.S. Bankruptcy Code or any foreign bankruptcy code; (b) obtained a discharge of our, its, his, or her debts under the U.S. Bankruptcy Code or any foreign 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 any foreign bankruptcy code or that obtained a discharge of its debts under the U.S. Bankruptcy Code or any foreign bankruptcy code during or within 1 year after the officer or general partner held this position in the company or partnership.

5. The following is added at the end of Item 5 of the Disclosure Document:

The Entrance Fee constitutes part of our general operating funds and will be used as such in our discretion.

6. The first paragraph of the Item 17 chart is deleted and replaced with the following:

EACH TABLE BELOW LISTS CERTAIN IMPORTANT PROVISIONS OF THE MEMBERSHIP AGREEMENT AND RELATED AGREEMENTS. YOU SHOULD READ THESE PROVISIONS IN THE AGREEMENTS ATTACHED TO THIS DISCLOSURE DOCUMENT.

7. The “Summary” sections of Items 17(c), entitled **Requirements for Member to renew or extend**, and 17(m), entitled **Conditions for licensor approval of transfer**, of the Membership Agreement chart in the Disclosure Document are amended by adding the following:

, provided, however, that to the extent required by Article 33 of the General Business Law of the State of New York, 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 GBL Sections 687.4 and 687.5 be satisfied.

8. The “Summary” section of Item 17(d), entitled **Termination by Member**, of the Membership Agreement chart in the Disclosure Document is amended by adding the following:

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

9. The “Summary” sections of Items 17(v), entitled **Choice of forum**, and 17(w), entitled **Choice of law**, of the Membership Agreement chart in the Disclosure Document are amended by adding the following:

This choice of law and forum should not be considered a waiver of any right conferred upon you by Article 33 of the General Business Law of the State of New York and the regulations issued thereunder.

10. There are circumstances in which an offering made by us would not fall within the scope of the New York General Business Law, Article 33, such as when the offer and acceptance occurred outside the State of New York. However, an offer or sale is deemed made in New York if you are domiciled in and the license will be operated in New York. We are required to furnish a New York prospectus to every prospective member who is protected under the New York General Business Law, Article 33.

NORTH DAKOTA

1. The “Summary” sections of Items 17(c), entitled **Requirements for Member to renew or extend**, and 17(m), entitled **Conditions for licensor approval of transfer**, of the Membership Agreement charts in the Disclosure Document are amended by adding the following:

However, any release required as a condition of renewal and/or assignment/transfer will not apply to the extent prohibited by the North Dakota Franchise Investment Law.

2. The “Summary” sections of Item 17(i), entitled **Member’s obligations on termination/non-renewal**, of the Membership Agreement chart in the Disclosure Document is amended by adding the following:

The Commissioner has determined termination or liquidated damages to be unfair, unjust and inequitable within the intent of Section 51-19-09 of the North Dakota Franchise Investment Law. However, Licensor and Member agree to enforce these provisions to the extent the law allows.

3. The “Summary” sections of Item 17(v), entitled **Choice of Forum**, of the Membership Agreement charts in the Disclosure Document is amended by adding the following:

To the extent required by the North Dakota Franchise Investment Law, Member may bring an action in North Dakota.

4. The “Summary” sections of Item 17(w), entitled **Choice of law**, of the Membership Agreement charts in the Disclosure Document is amended by adding the following:

Except for Federal Arbitration Act and other federal law, North Dakota law governs.

VIRGINIA

In recognition of the restrictions contained in Section 13.1-564 of the Virginia Retail Franchising Act, the “Summary” section of Item 17(h), entitled **“Cause” defined – non-curable defaults**, is amended by adding the following:

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 grounds for default or termination stated in the membership 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.

WASHINGTON

The following is added at the end of Item 17:

In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.

RCW 19.100.180 may supersede this Agreement in Member’s relationship with Best Western including the areas of termination and renewal of your license. There may also be court decisions which may supersede this Agreement in Member’s relationship with Best Western including the areas of termination and renewal of Member’s license.

In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the Agreement, a Member may bring an action or proceeding arising out of or in connection with the sale of licenses, or a violation of the Washington Franchise Investment Protection Act, in Washington.

A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the Agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

Transfer fees are collectable to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provisions contained in the franchise agreement or elsewhere that conflict with these limitations are void and unenforceable in Washington.

RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the franchise agreement or elsewhere are void and unenforceable in Washington.

NEW YORK REPRESENTATIONS PAGE

THE LICENSOR REPRESENTS THAT THIS PROSPECTUS DOES NOT KNOWINGLY OMIT ANY MATERIAL FACT OR CONTAIN ANY UNTRUE STATEMENT OF A MATERIAL FACT.

EXHIBIT I TO FDD
MEMBERSHIP APPLICATION



Membership Application

Best Western International, Inc.®

July 2019

Before You Begin...

A Few Things to Remember.

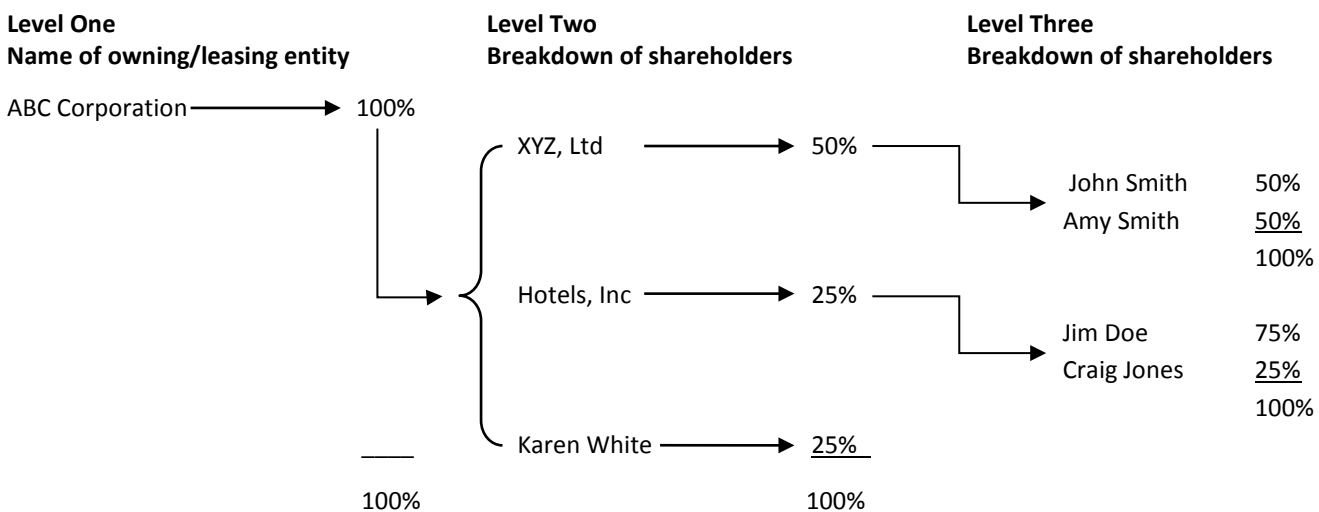
Forms

All information must be completed prior to submitting the Application and associated forms. Incomplete information will delay the process for consideration of your Application. Please note, required fields appear in red.

Ownership

If the owning/leasing entity has not yet been formed, please list "TBD" as the name of the entity and provide all known information, including principals and percent interest. The breakdown of entity shareholders must be completed, as well as all information throughout the Application concerning all shareholders and principals.

In addition, Best Western requires entity shareholder breakdown to at least a third level, when applicable. Please see the following example:



When you have finished the forms

- Prepare the forms and other required submission information:
 - Print the forms and obtain required signatures. **NOTE:** Pages 1 – 14 must be returned.
 - Obtain required supporting documents as listed on page 13.
 - Obtain all other items outlined in the correspondence you received with these forms.
 - Include the \$4,000 nonrefundable evaluation fee with your submission.
 - Submit all information via express mail to the Property Transition Representative listed in the correspondence you received with these forms. Sending all information via express mail is recommended as we cannot begin to process your Application until all required materials have been received.
NOTE: To further expedite the process, before mailing any items, it is also recommended that the items be sent via fax (602-957-5575) to the Property Transition Representative, along with the express mail tracking information.
- Keep a copy of all information submitted for your records.
- ***E-mail transmission cannot be guaranteed to be secure or error-free as information could be intercepted, disseminated, corrupted, lost, destroyed, arrive late or incomplete, or contain viruses. Please note, if you elect to return this application via e-mail transmission, you do so at your own election and risk and Best Western does not accept liability for any actual or alleged claims that arise as a result of such communication or its unauthorized interception, dissemination, theft or other use by 3rd parties.***

Questions – please contact your Regional Director or Property Transition Representative



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Property Name: _____

City: _____ State/Province: _____

Date: _____

BEST WESTERN INTERNATIONAL, INC.

MEMBERSHIP APPLICATION

By submitting this Membership Application (“Application”) you (referred to as “Applicant” or “you”) are requesting that Best Western International, Inc. (“Best Western”) consider your request to affiliate the property identified in this Application (“Property”) with the Best Western brand. This Application must be completed in its entirety and all required documents must be provided.

The following terms and conditions apply to your Application.

1. Best Western requires payment of a \$4,000 *non-refundable* Application evaluation fee (“Evaluation Fee”) in order to process the Application. The Best Western Board of Directors (“Board”) will not consider the Application until such time as Best Western has received the required affiliation fee (“Affiliation Fee”), which will be held by Best Western as a good-faith deposit until such time and in such manner as further described in this Application.
2. In the event an impact study is required in accordance with Best Western’s Bylaws, and as further described in paragraph 6 below, you understand and agree that you will be responsible for the fee established by the Board for costs associated with the impact study (“Impact Study Fee”), which must be paid before the impact study is conducted and which will be a prerequisite to your application’s continued processing.
3. All Evaluation, Impact Study and Affiliation Fees (collectively, “Fees”) are payable in U.S. funds or Canadian funds based on the monthly exchange rate. The non-refundable Evaluation Fee covers the administrative costs associated with processing the Application. Payment of any fee or submission of this Application does not give any Applicant any right to affiliation with Best Western. The Board may deny an Application for any or for no reason.
4. In the event the Application is approved by the Board, and as a prior condition to your membership, you will be required to submit: (a) an executed Terms of Approval letter (“Approval Letter”) which will include conditions of membership (e.g. completion of a Property Improvement Plan); and (b) an executed Membership Agreement (“Agreement”). You may not hold yourself out to the public as a Best Western branded hotel until all conditions are met.
5. If the Applicant owns (in whole or in part) any Best Western Hotel, Applicant shall cure any past or current obligations or defaults at such other Best Western branded hotels prior to consideration of this Application.
6. Best Western’s Bylaws grant existing Best Western Member’s certain rights with respect to market area considerations. A new Application for a Property located within the member market area of an existing, qualified Best Western Member will not be accepted. An exception to this will only apply if the Voting Member responsible for each hotel with member market area rights advises the Board in writing that the Member has no objection to the approval of the Application. Likewise, when an Applicant’s Property is located within a certain vicinity of an existing Member’s Property, an impact study may be commissioned. Accordingly, Best Western may inform nearby Best Western hotels of this Application. Applicant expressly consents to this disclosure and waives any

Property Name: _____

City: _____ State/Province: _____

Date: _____

right which Applicant may have to the confidentiality of this Application. Applicant hereby acknowledges and understands that the Board's decision with respect to the Application will consider any factors of impact the study determines to exist.

7. Applicant agrees that it shall have no recourse of any kind against Best Western, its directors, officers, employees, agents or Members if this Application is denied.
8. Applicant may not transfer this application without Best Western's consent.

APPLICATION CONTINUES ON THE FOLLOWING PAGE

**FAILURE TO COMPLETE THIS APPLICATION FULLY AND IN ITS ENTIRETY
IS GROUNDS FOR ITS DENIAL**

PAGES 1 - 14 MUST BE RETURNED

APPLICANT INFORMATION

I. PROJECT INFORMATION

Please provide the following with regard to the project:

Current hotel name _____

Select One: BEST WESTERN PLUS PREMIER Vīb GLō SADIE AIDEN
Executive Residency by Best Western PLUS/Executive Residency (Dual)

Proposed Best Western hotel name _____

Current number of guest units _____ Proposed number of guest units (if different) _____ Number of floors _____

Explain variance between current and proposed number of guest units (if applicable) _____

Property phone number _____ Property fax number _____

Property address _____

(Provide intersection if street address is not yet assigned)

Major cross streets _____

City _____ State/Province _____ Postal code _____

Name of county/parish _____

Name of closest major airport _____ Distance to airport _____

Select applicable boxes and list any other services and amenities.

Water park

Business center

Indoor swimming pool*

Airport courtesy car

Outdoor swimming pool*

Concierge

Fitness room

Gift Shop

Owned

Leased

Sauna

Tennis courts

On premises

Adjacent

Whirlpool

Golf Course

On premises

Adjacent

Game room

Interior corridors

Guest laundry

Exterior corridors

Elevator (# _____)

Continental breakfast

Banquet service

Complimentary

Meeting/function space total sq. ft. _____

Cocktail lounge on premises

Owned

Leased

Owned

Leased

Other (explain): _____

Restaurant on premises (inside, within or attached to the hotel)

Owned

Leased

**Best Western requires a swimming pool unless waived by the Board of Directors. If the project does not include a swimming pool, please explain why not and submit documentation that explains why not, e.g., site plan.*

Building(s) other than hotel on the site*. Explain intentions or plans for building(s).

**All facilities associated with the hotel Property, e.g., restaurant, lounge, gift shop, etc., are subject to Best Western inspection. If the Property is approved for Best Western membership, all such facilities will be subject to any renovation deemed necessary by Best Western. If any of the facilities are leased, the lease(s) must allow for Best Western inspection and renovation.*

II. EXISTING PROPERTY

Year built _____ Addition(s) (year(s) built) _____

Select applicable boxes:

Property is open and operating

Property is presently closed

Property will be closed during renovation

If renovating, estimated completion/opening date (Mo/Yr) _____

Outline intentions for renovation, e.g., exterior and interior modifications, demolition of buildings, construction of new buildings, etc.

Estimated conversion/renovation cost

Total conversion/renovation cost \$ _____ Per unit cost \$ _____

Itemized conversion/renovation budget enclosed
will be submitted prior to consideration of application

Current Room Type Inventory: Complete the information below and **submit a property map** showing the location of unit types.

Type	Current Number of Rooms	Proposed Number of Rooms
Queen	_____	_____
Double Queen	_____	_____
ADA Queen	_____	_____
King	_____	_____
ADA King	_____	_____
Suites	_____	_____
2-Room Suite	_____	_____
Other	_____	_____

Name of 2-way PMS vendor: _____

Is the hotel currently or has it previously been affiliated with any chain, franchise, or other hotel/lodging company?

Yes No

If yes, provide the name and date of each affiliation and the reason for the termination of the affiliation.

Brand name _____ Brand name _____

Contract start date _____ Contract start date _____

Contract end date _____ Contract end date _____

Reason for termination: _____ Reason for termination: _____

III. PROPOSED CONSTRUCTION / UNDER CONSTRUCTION PROJECT

Select one:

Proposed construction hotel

Estimated date when construction will begin _____ (Mo/Yr)

Under construction hotel (soil bearing elements and foundation in place; concrete footings have been poured)

Estimated opening date _____ (Mo/Yr)

Select applicable boxes:

Best Western prototype to be used (if applicable): _____

Architectural plans enclosed. Preliminary Complete (full)

Site plan enclosed. (*A site plan, at minimum, is required if no preliminary plans are available.*)

Proof of lender financing enclosed

Proof of land ownership enclosed

Proposed development cost Estimated construction cost \$ _____

Operating projections ADR \$ _____ Percent occupancy _____

Proposed financing

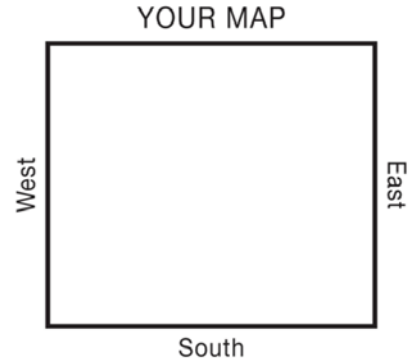
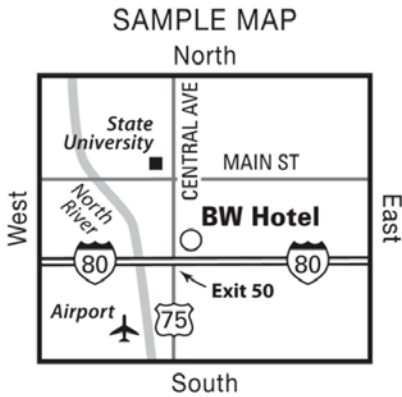
Provide proposed sources of equity and the percentage of total development cost the equity represents.

Is financing in place? Yes No

If so, who? _____

PROPERTY LOCATION

For proposed construction projects, please provide a location specific map. Either draw your own map in the box below, or attach your own map with your application. Please be as specific as possible using a 1/2 mile scale.



IV. OWNER/LESSEE INFORMATION

Noting Best Western is a membership organization, complete ownership or leasing information is required for consideration of an Application. Copies of recorded ownership/leasing documents and financial statements for each individual and entity listed are required.

Select one:

Applicant owns/will own the Property (**provide a copy of the Bill of Sale, Deed, Title Insurance or other document confirming ownership or potential ownership of the Property**).

Date Property Purchased/Estimated Close of Escrow (Mo/Day/Yr) _____

Applicant leases/will lease the Property (**provide a copy of the lease or evidence of intent to lease**).

Start of Lease/Estimated Start of Lease (Mo/Day/Yr) _____

Select ownership/lessee type:

Corporation

Limited Liability Company

Limited Partnership

Partnership

Trust

Individuals

Other Entity (state entity type):

A. ENTITY BREAKDOWN

LEVEL 1: Complete the following for the entity that holds the ownership or leasing interest in the Property. Use additional pages if necessary. ATTACHMENT A (page 14) must also be completed.

Name of Entity _____

Address _____

City _____ State/Province _____ Postal code _____

Phone number _____ Extension _____

Date entity formed (Mo/Day/Yr) _____ State/Province where entity formed _____

Percent interest _____

LEVEL 2: Breakdown of shareholders for Level 1 (use additional pages if necessary). Note: The total of all interests in Level 2 must add up to 100 percent. ATTACHMENT A (page 14) must also be completed.

Full legal name _____ % Interest _____

Full legal name _____ % Interest _____

Full legal name _____ % Interest _____

Full legal name _____ % Interest _____

LEVEL 3: If any of the shareholders listed in Level 2 are entities, please provide a breakdown for each (use additional pages if necessary). Note: The total of all interests in Level 3 must add up to 100 percent. ATTACHMENT A (page 14) must also be completed.

Full legal name _____ % Interest _____

Full legal name _____ % Interest _____

Full legal name _____ % Interest _____

Full legal name _____ % Interest _____

B. INDIVIDUAL(S)

Complete the following for each individual that owns or leases the hotel. In this section, do not include individuals already listed above. ATTACHMENT A (page 14) must also be completed. Use additional pages if necessary.

Full legal name _____

Address _____ City _____

State/Province _____ Postal code _____ Phone number _____ Ext. _____

Percent interest _____ Date interest assumed in property (Mo/Day/Yr) _____

Full legal name _____

Address _____ City _____

State/Province _____ Postal code _____ Phone number _____ Ext. _____

Percent interest _____ Date interest assumed in property (Mo/Day/Yr) _____

Full legal name _____

Address _____ City _____

State/Province _____ Postal code _____ Phone number _____ Ext. _____

Percent interest _____ Date interest assumed in property (Mo/Day/Yr) _____

Full legal name _____

Address _____ City _____

State/Province _____ Postal code _____ Phone number _____ Ext. _____

Percent interest _____ Date interest assumed in property (Mo/Day/Yr) _____

V. BACKGROUND INFORMATION

An applicant's hotel experience is important to determining whether or not membership is granted. Accordingly, please provide the following information:

1. Have any applicant entities or individuals ever owned, leased, or operated any Best Western properties? Use additional pages if necessary.

Yes No

Name of Property _____ Member number _____

Address _____ City _____ State/Province _____

Name of entity or individual _____ Own Lease Operate

Percent interest _____ From (Mo/Yr) _____ To (Mo/Yr) _____

Is the Property still BW branded? Yes No If not, explain why not: _____

Name of Property _____ Member number _____

Address _____ City _____ State/Province _____

Name of entity or individual _____ Own Lease Operate

Percent interest _____ From (Mo/Yr) _____ To (Mo/Yr) _____

Is the Property still BW branded? Yes No If not, explain why not: _____

Name of Property _____ Member number _____

Address _____ City _____ State/Province _____

Name of entity or individual _____ Own Lease Operate

Percent interest _____ From (Mo/Yr) _____ To (Mo/Yr) _____

Is the Property still BW branded? Yes No If not, explain why not: _____

Name of Property _____ Member number _____

Address _____ City _____ State/Province _____

Name of entity or individual _____ Own Lease Operate

Percent interest _____ From (Mo/Yr) _____ To (Mo/Yr) _____

Is the Property still BW branded? Yes No If not, explain why not: _____

2. Have any applicant entities or individuals owned, leased, or operated any non-Best Western properties in the past 5 years? Use additional pages if necessary.

Yes No

Name of Property _____

Address _____ City _____ State/Province _____

Name of entity or individual _____ Own Lease Operate

Percent interest _____ From (Mo/Yr) _____ To (Mo/Yr) _____

While owned, leased or operated, was the Property terminated from a brand? Yes No

If yes, why? _____

Name of Property _____

Address _____ City _____ State/Province _____

Name of entity or individual _____ Own Lease Operate

Percent interest _____ From (Mo/Yr) _____ To (Mo/Yr) _____

While owned, leased or operated, was the Property terminated from a brand? Yes No

If yes, why? _____

Name of Property _____

Address _____ City _____ State/Province _____

Name of entity or individual _____ Own Lease Operate

Percent interest _____ From (Mo/Yr) _____ To (Mo/Yr) _____

While owned, leased or operated, was the Property terminated from a brand? Yes No

If yes, why? _____

Name of Property _____

Address _____ City _____ State/Province _____

Name of entity or individual _____ Own Lease Operate

Percent interest _____ From (Mo/Yr) _____ To (Mo/Yr) _____

While owned, leased or operated, was the Property terminated from a brand? Yes No

If yes, why? _____

3. Have any applicant entities or individuals been involved in any litigation or dispute with Best Western? Use additional pages if necessary.

Yes No

Name of entity or individual _____ Member Number _____

Explain litigation or dispute _____

Date resolved _____

4. Have any applicant entities or individuals been placed in bankruptcy or receivership, or been subject to a judicial or non-judicial foreclosure action within the last 10 years? Use additional pages if necessary.

Yes ** No

Name of entity or individual _____

Explain bankruptcy, receivership, foreclosure, other _____

Date resolved _____

Name of entity or individual _____

Explain bankruptcy, receivership, foreclosure, other _____

Date resolved _____

****Provide final documentation**

5. Have any applicant entities or individuals been involved in any civil or criminal action or litigation within the last 10 years (other than for minor traffic violations)? Use additional pages if necessary.

Yes ** No

Name of entity or individual _____

Nature of action _____

Date _____

Name of entity or individual _____

Nature of action _____

Date _____

****Provide documentation of Court decision**

VI. MANAGEMENT COMPANY INFORMATION

Regarding the Property's operations, a management company:

WILL NOT BE USED

WILL BE USED (complete below)

TO BE DETERMINED

- 1. If a management company will be used, and has already been selected or is already in place at the Property, please list the management company's experience below:**

Name of management company _____

Address _____ Unit # _____

City _____ State/Province _____ Postal code _____

Phone number _____ Ext. _____ Fax number _____

Email address _____

- 2. List all hotels currently owned and/or operated by the management company. Use additional pages if necessary.**

Property Name _____

Address _____ City _____ State/Province _____

Position held _____ Since (Mo/Yr) _____

Property Name _____

Address _____ City _____ State/Province _____

Position held _____ Since (Mo/Yr) _____

Property Name _____

Address _____ City _____ State/Province _____

Position held _____ Since (Mo/Yr) _____

Property Name _____

Address _____ City _____ State/Province _____

Position held _____ Since (Mo/Yr) _____

**3. List all hotels *previously* (past 5 years) owned and/or operated by the management company.
Use additional pages if necessary.**

Property Name _____

Address _____ City _____ State/Province _____

Position held _____ From (Mo/Yr) _____ To (Mo/Yr) _____

Property Name _____

Address _____ City _____ State/Province _____

Position held _____ From (Mo/Yr) _____ To (Mo/Yr) _____

Property Name _____

Address _____ City _____ State/Province _____

Position held _____ From (Mo/Yr) _____ To (Mo/Yr) _____

Property Name _____

Address _____ City _____ State/Province _____

Position held _____ From (Mo/Yr) _____ To (Mo/Yr) _____

VII. REQUIRED DOCUMENTS CHECKLIST

- Documentation that explains why there is no swimming pool at the Property, if there is no swimming pool at the Property, e.g., site plan (reference Pages 3 and 4, Project Information)
- Property map showing location of all guest room types (reference Page 4, Existing Property)
- Site plan for proposed construction; if plans are not submitted (reference Page 5, Proposed Construction/Under Construction Project)
- Recorded ownership or leasing documents (reference Page 6, Owner/Lessee Information)
- Final documentation for bankruptcy, receivership, judicial or non-judicial foreclosure action (reference Page 10, Background Information)
- Documentation of Court decision for any civil or criminal action or litigation (reference Page 10, Background Information)
- Attachment A – provide Social Security Number(s) and/or Tax ID Number(s) for each individual and entity listed (reference Pages 6 and 7)
- Financial statements for each individual and/or entity (reference Page 6, Owner/Lessee Information)
- Evaluation Fee – \$4,000 USD (or CAD equivalent)

VIII. CERTIFICATION

I HEREBY CERTIFY THAT ALL INFORMATION PROVIDED IN THIS APPLICATION IS TRUE AND ACCURATE. BY EXECUTING THIS APPLICATION, THE UNDERSIGNED HEREBY REPRESENTS AND WARRANTS THAT IT HAS THE PROPER AUTHORITY AND CONSENT, WHETHER DULY GRANTED BY LAW, CONTRACT OR OTHERWISE, TO SUBMIT THIS APPLICATION ON BEHALF OF ANY AND ALL OTHER INTERESTED PARTIES TO THE TRANSACTION CONTEMPLATED HEREUNDER (THE “APPLICANT”).

ALTHOUGH APPLYING FOR THE HOTEL TYPE SELECTED ON PAGE 3, APPLICANT AGREES THAT THE BEST WESTERN INTERNATIONAL, INC. BOARD OF DIRECTORS HAS THE AUTHORITY AND DISCRETION TO DETERMINE THE HOTEL TYPE. THE APPLICANT AGREES THAT THE APPLICANT CAN THEN DECIDE WHETHER OR NOT TO ACCEPT THE ASSIGNED HOTEL TYPE. UPON APPLICANT’S ACCEPTANCE OF THE HOTEL TYPE AND EXECUTION OF THE MEMBERSHIP AGREEMENT, APPLICANT AGREES TO COMPLY WITH ALL DESIGN GUIDELINES, BRAND STANDARDS AND BRAND IDENTITY GUIDELINES FOR THE AGREED TO HOTEL TYPE.

I UNDERSTAND THAT FALSIFICATION OF ANY INFORMATION SHALL BE GROUNDS FOR DENIAL OF THE MEMBERSHIP APPLICATION OR TERMINATION OF MEMBERSHIP.

Signature of Authorized Representative

Office Phone No.

Cell Phone No.

Name of Authorized Representative

Fax No.

Email Address

Title

Street Address (no P.O. Boxes)

Date

City

State/Province

Postal Code

ATTACHMENT A

OWNER/LESSEE INFORMATION

ENTITY (from Section IV, A; attach additional sheets if necessary)

LEVEL 1

Name of entity _____ Tax ID #/Employer ID # _____

LEVEL 2 - Breakdown of entity shareholders (use additional pages if necessary).

Full legal name _____ SS#/SI#/Tax ID# _____

Full legal name _____ SS#/SI#/Tax ID# _____

Full legal name _____ SS#/SI#/Tax ID# _____

Full legal name _____ SS#/SI#/Tax ID# _____

LEVEL 3 - If any of the shareholders listed in the above breakdown are entities, please provide a breakdown for each (use additional pages if necessary).

Full legal name _____ SS#/SI#/Tax ID# _____

Full legal name _____ SS#/SI#/Tax ID# _____

Full legal name _____ SS#/SI#/Tax ID# _____

Full legal name _____ SS#/SI#/Tax ID# _____

INDIVIDUAL(S) (from Section IV, B; attach additional sheets if necessary)

Full legal name _____ SS#/SI# _____

Full legal name _____ SS#/SI# _____

Full legal name _____ SS#/SI# _____

Full legal name _____ SS#/SI# _____

ENTITY / COMPANY FINANCIAL STATEMENT

COMPANY: _____ AS OF: _____

Balance Sheet

ASSETS

Current Assets

Cash and cash equivalents	_____
Restricted cash	_____
Accounts receivable (net of allowance of \$X,XXX)	_____
Total Current Assets	\$ _____

Property and Equipment, at cost

Furniture and fixtures	_____
Computer equipment	_____
Leasehold improvements	_____
Buildings	_____
Land	_____
Less accumulated depreciation	_____
Net Property and Equipment	\$ _____

Other Assets

Intangible assets (net of accumulated amortization of \$XXX)	_____
Deposits	_____
Total Other Assets	_____
Total Assets	\$ _____

LIABILITIES AND STOCKHOLDER'S/OWNER'S EQUITY

Current Liabilities

Accounts payable	_____
Accrued expenses	_____
Note payable	_____
Sales tax payable	_____
Other current liabilities	_____
Total Current Liabilities	\$ _____

Long-Term Debt

Notes Payable	_____
Mortgages Payable	_____
Total Long-Term Liabilities	_____
Total Liabilities	\$ _____

Stockholder's/Owner's Equity

Partners' capital accounts (if applicable)	_____
Common stock	_____
Authorized shares -	_____
Issued and outstanding shares -	_____
Paid-in capital	_____
Retained earnings	_____
Total Stockholder's/Owner's Equity	\$ _____

Total Liabilities and Stockholder's/Owner's Equity	\$ _____
-----------------------------------------------------------	-----------------

PERSONAL FINANCIAL STATEMENT

FOR: _____
(Name)

AS OF: _____
(Date)

ASSETS

Cash on hand & in Banks	\$ _____
Savings Accounts	_____
IRA or Other Retirement Account	_____
Accounts & Notes Receivable	_____
Life Insurance-Cash Surrender Value Only	_____
Stocks & Bonds (attach schedule if needed)	_____
Real Estate (attach schedule if needed)	_____
Automobile - Present Value	_____
Other Personal Property	_____
Other Assets not listed above:	_____
TOTAL ASSETS	_____

LIABILITIES

Accounts payable	_____
Notes Payable to Banks and Others	_____
Real Estate Mortgage/Contracts	_____
Unpaid Taxes	_____
Other Liabilities not listed above:	_____
TOTAL LIABILITIES	_____

NET WORTH \$ _____

Signature of above named: _____

EXHIBIT J-1 TO FDD
BYLAWS AND ARTICLES



2026
Bylaws & Articles

Best Western International, Inc.
6201 N. 24th Parkway
Phoenix, Arizona 85016-2023

Member's Bill of Rights

Each Member Of Best Western

Shall Have The Following Rights:

1. The right to receive an agenda of the annual and regular Board of Directors' meetings prior to each meeting, and to attend such Board meetings and to address the Board at such meetings.
 2. The right to receive complete minutes of meetings of the Board of Directors, a detailed annual budget and detailed annual financial statements.
 3. The right to set one's own property room rates and the right to vote on implementation of any programs providing for room rate discounts in excess of ten percent (10%) from a Member's published rates.
 4. The right to vote on any amendment of or additions to the Bylaws of Best Western.
 5. The right to vote on any change in Best Western's Rules and Regulations, as defined in these Bylaws.
 6. The right to vote on increases in Member dues, fees or assessments in excess of the lesser of (a) five percent (5%), and (b) the rate of inflation for the previous year.
 7. The right to receive notice of a minimum of 24 hours before any property assessment.
 8. The right to request an impact analysis (including an independent analysis of market effect) prior to the approval of a new Membership.
 9. The right to transfer ones Membership to a purchaser of a property in accordance with Article II, Section 7 of the Bylaws.
 10. The right to have impartial, standardized and non-discriminatory assessment procedures applied to each Member property.
 11. The right to continue Membership in Best Western except where termination or cancellation is provided for pursuant to the fair application of established Bylaws and Rules and Regulations, which shall provide that cancellation may not occur until after a hearing before the Board of Directors, if requested by the Member.
 12. The right to receive all Member services until Membership is cancelled or terminated, except in the following cases, Membership services may be restricted; (i) when grounds for cancellation are found by the Board of Directors to exist, after opportunity for a hearing has been provided, and the Board has granted a conditional extension in lieu of cancellation of Membership, (ii) when the Member scores less than 600 points for guest rooms and public areas, and (iii) when a Member's fees, dues or any other account are not paid within the time set by Board policy.
-

Best Western International, Inc. Bylaws

Article I

Definitions

The following words and terms shall, as used in these Bylaws, have the following meaning except where a different meaning is clearly indicated by context:

“Advisory Committees” has the meaning set forth in Article VI, Section 10 of these Bylaws.

“Affected Qualified Hotel” has the meaning set forth in Article II, Section 3(B)(3) of these Bylaws.

“Annual Dues” means the dues established by the Board pursuant to Article II, Section 6(B) of these Bylaws.

“Annual Meeting” means the annual meeting of the Members.

“Applicant” means any person or entity who is seeking new Membership, including a person seeking to renew a Membership that was previously cancelled or terminated.

“Articles of Incorporation” means the articles of incorporation of the Corporation as the same may be amended or restated from time to time.

“Best Western Property” means the Property designated in a Best Western Membership.

“Board” means the Board of Directors of the Corporation.

“Bylaws” means these bylaws, as the same may be amended or restated from time to time.

“Chairperson” has the meaning set forth in Article V, Section 2(A) of these Bylaws.

“Code” means the Code of Business Conduct and Ethics as set forth in Article VIII of these Bylaws.

“Condominium Property” means a Property comprised of prospective rental units (including time shares) owned separately by individual persons or entities, who may also own an undivided interest in common areas or common elements.

“Corporation” means Best Western International, Inc., an Arizona nonprofit corporation.

“Designated Accountant” means the certified public accountant(s) designated by the Board from time to time to receive voting data from the electronic or online voting system and to certify the results of votes cast by Members pursuant to Article III, Section 5 and Article IV, Section 4 of these Bylaws.

“Development Incentive” means an incentive of economic value offered by the Board and accepted by an Applicant, in exchange for which the Applicant becomes an Extended-Length Member with an Extended-Length Term of at least ten (10) years.

“Director” means a duly elected member of the Board.

“District” means one of the geographic areas created pursuant to Article IV, Section 2(A) of these Bylaws.

“District Meeting” means a meeting called by the Board pursuant to Article III, Section 8 of these Bylaws.

“Entrance Fees” means the fees established by the Board pursuant to Article II, Section 6(A) of these Bylaws. Entrance Fees may be comprised of evaluation fees, affiliation fees and any other fees determined by the Board from time to time.

“Extended-Length Member” means a Member that has executed a Membership Application with a term longer than four (4) years, but not longer than twenty (20) years. If an Extended-Length Member’s Membership is transferred during the Extended-Length Term pursuant to Article II, Section 7(B) or (C) of these Bylaws, the remainder of the Extended-Length Term will transfer with the transfer of the Membership. If the former Extended-Length Member received a Development Incentive, the former Extended-Length Member will remain jointly and severally liable together with the transferee for the repayment of a pro-rata amount of the Development Incentive and the payment of all fees, dues, and charges that become due during the remainder of the Extended-Length Term. The term “Member” and any other terms using the word “Member” or a derivation thereof include Extended-Length Members unless the context clearly requires otherwise.

“Extended-Length Term” means the length of the Membership of an Extended-Length Member, which is longer than four (4) years, but not longer than twenty (20) years. Prior to the following fiscal year, the Board shall establish the Extended-Length Term for new Members whose applications are approved by the Board in the following fiscal year. An Extended-Length Term begins on the first day the Member’s Property is activated on the Corporation’s reservations system and will end on the last day of the Corporation’s fiscal year during which the last-year anniversary of the activation occurs (e.g., for a fifteen (15) year Extended-Length Term, the last day of the Corporation’s fiscal year after the fifteenth (15th) anniversary of the activation date).

“Four-Year Member” means a Member that has a Membership Application with a Four-Year Term. If a Four-Year Member’s Membership is transferred during the Four-Year Term pursuant to Article II, Section 7(B) or (C) of these Bylaws, the remainder of the Four-Year Term will transfer with the transfer of the Membership. The term “Member” and any other terms using the word “Member” or a derivation thereof include Four-Year Members unless the context clearly requires otherwise.

“Four-Year Term” means the term of Membership of a Four-Year Member, which will begin on the first day the Member’s Best Western Property is activated on the Corporation’s reservation system and will end on the last day of the Corporation’s fiscal year during which the four (4) year anniversary of the activation occurs.

“Governor” means a person appointed by a Director to act as a liaison for the Director in the Director’s District.

“Majority of the Board” means more than half of the total number of Directors authorized by Article IV, Section 1 of these Bylaws.

“Member” means a member of the Corporation admitted pursuant to Article II of these Bylaws whose Membership has not been cancelled or terminated.

“Member with Conditions” means a new Member whose Property has been activated on the Corporation’s reservation system subject to satisfying mutually agreed conditions after activation on the reservation system. Also, this means a Member whose Membership has been continued, rather than terminated after a hearing by the Board, subject to satisfying mutually agreed conditions. Members with Conditions are subject to termination without the right to a hearing or probation if they fail to complete the conditions as mutually agreed.

“Membership” means Members collectively of the Corporation or the state of being a Member of the Corporation.

“Membership Application” means the membership application and agreement in the form approved by the Board and submitted by an Applicant pursuant to Article II of these Bylaws.

“Member Market Area” has the meaning set forth in Article II, Section 3(B)(2) of these Bylaws.

“Monthly Fees” means the fees established by the Board pursuant to Article II, Section 6(C) of these Bylaws.

“Nonprofit Act” means the Arizona Nonprofit Corporation Act, as amended, or any successor statutes.

“Officer” means an officer of the Board or of the Corporation, as applicable, as described in Article V of these Bylaws.

“Property” means an establishment or building used, to be used, or under construction for use for accommodation of the traveling public, and shall include a “hotel,” “motor hotel,” “motel,” “motor inn” or “resort.”

“Property Room Revenue” means booked revenue from the rental, sale, use, or occupancy of guest rooms at the Property for whatever purpose, including cash and credit transactions, whether or not collected by the Property, and any proceeds from business interruption insurance. Property Room Revenue does not include taxes required by law, revenue from telephone services, movie rentals, vending machines, room service, or food and beverage sales.

“Qualified Hotel” has the meaning set forth in Article II, Section 3(B)(1) of these Bylaws.

“Regular Annual Meeting of the Board” means the regular meeting of the Board held pursuant to Article IV, Section 6(B) of these Bylaws.

“Regulatory Documents” means the Articles of Incorporation, these Bylaws, and the Rules and

Regulations; and the Membership Application, guidelines, standards, resolutions and policies adopted by the Board from time to time (including brand identity, quality assurance, customer care, new construction, refurbishment and design manuals and policies); and documents defining terms or rights of Membership; as any of them may be amended from time to time.

“Rules and Regulations” means the code of rules which defines certain rights and obligations of the Members and is contained in the most current document entitled “Rules and Regulations,” which document may only be adopted, amended or repealed by the Members pursuant to Article III, Section 5 of these Bylaws.

“Transfer Application” means the form established by the Board from time to time to be used in connection with a request to transfer a Membership to another designated Property pursuant to Article II, Section 4 of these Bylaws.

“Vice-Chairperson” has the meaning set forth in Article V, Section 3 of these Bylaws.

“Voting Member” means a Member who meets the requirements of Article III, Section 4 of these Bylaws.

Article II

Membership

Section 1. Qualifications

(A) Membership is restricted to natural persons who either own a Property or Properties, are partners in a partnership owning or operating a Property or Properties, are lessees operating a Property or Properties, are officers of corporations owning and/or operating a Property or Properties or are managers designated by the owner or owners of a Property or Properties.

(B) A Membership shall apply to a single Best Western Property. Only one Membership shall be issued with respect to a Property.

(C) Any person may hold multiple Memberships, each such Membership associated with a separate Best Western Property, provided the person has an interest in each such Best Western Property as set forth in Article II, Section 1(A) of these Bylaws.

(D) Membership is further restricted to those persons whose Properties meet the standards established in the Regulatory Documents and the established customs and practices of the Corporation.

(E) (1) An authorized representative of a Condominium Property may qualify for Membership, subject to meeting such terms and conditions as may be established by the Board.

(2) The Board shall have sole discretion to determine what Condominium Properties may be considered for Membership and shall set criteria and standards for Condominium Properties. The Board shall set policies establishing the terms and scope of the representative’s required authorization from the unit owners and the

association of owners controlling common areas and elements in a Condominium Property.

(3) The Regulatory Documents are intended to be applicable to Condominium Properties, including their units and common areas. However, the Board may waive compliance by Condominium Properties with any of the provisions of the Regulatory Documents which it determines not to be applicable or feasible.

(4) Condominium Properties may be associated with an existing Best Western Property. Such an association shall be subject to compliance with the provisions of Rule 500.45 of the Rules and Regulations pertaining generally to unit count increases or decreases to a Best Western Property.

(5) In the event an ambiguity or a conflict exists in the application of the provisions of this paragraph (E), the Board shall have the right to resolve the ambiguity or conflict in its sole and exclusive discretion.

Section 2. Membership

(A) New Memberships

- (1) Applications for Membership shall be made on the Membership Application.
- (2) Applications for Membership shall be accompanied by payment in full of the appropriate Entrance Fee as established by the Board.
- (3) Applicants shall be elected to Membership only upon the favorable vote of five Directors.
- (4) The Board may not reduce, waive, or defer Entrance Fees, Monthly Fees, Annual Dues, or any other fees, dues, or assessments for Applicants. The exception to these limitations is the offering and acceptance of a Development Incentive.

(B) Continuing Memberships

- (1) A schedule of Annual Dues, and any amendments or revisions in the Rules and Regulations shall be mailed to each Member on or before the 1st day of September each year.
- (2) (a) A Member, other than a Four-Year Member during the Four-Year Term, and an Extended-Length Member during an Extended-Length Term, desiring to continue Membership for an additional year shall make payment in full of the Annual Dues as determined by the Board for the additional year, prior to the 15th day of September of the current Membership year.
 (b) Both Four-Year Members and Extended-Length Members approved by the Board prior to January 1, 2018, are required to make payment in full of the Annual Dues as determined by the Board for the following year, prior to the 15th day of September of the current Membership year. Article II, Section 2(B)(2)(a) shall apply to a Four-Year Member and an Extended-Length Member approved by the Board prior to January 1, 2018 after the respective Four-Year Term or Extended-Length Term has expired.

(c) Extended-Length Members approved by the Board on and after January 1, 2018, are required to make payment in full of the Annual Dues as determined by the Board for the following year, prior to the 15th day of September of the current Membership year. Prior to the expiration of the term of an Extended-Length Member approved by the Board on and after January 1, 2018, the Membership may be renewed as detailed in the applicable Membership Agreement and paying Annual Dues by the 15th day of September of the last year of the expiring Extended-Length term.

(3) The Membership for each Member who has complied with the provisions of Article II, Section 2(B)(2) of the Bylaws, shall be continued automatically for the following year.

(4) The continuation of Membership when grounds exist for cancellation shall not be construed as a waiver of power to cancel the Membership at a subsequent time on the same or different grounds. Nor shall the continuation of Membership be construed as a waiver of the power to cancel the Membership should new grounds for cancellation arise during the continued Membership period.

(5) In the event a Member has not complied with the provisions of Article II, Section 2(B)(2) of the Bylaws, the Membership for the following year shall only be continued upon a vote of a Majority of the Board.

(C) Notification of Applicants: Impact Studies: Certain Approval Procedures

- (1) (a) At least 30 days prior to the Board's consideration of a Membership application, the Board shall give written notice of the application to Members within the following radius of the Applicant Property's location:

Property Type	Primary Market	Secondary Market	Tertiary Market
Airport	3 Miles	10 Miles	25 Miles
Downtown, Urban	0.75 Miles	10 Miles	25 Miles
Highway	4.5 Miles	10 Miles Metropolitan; 25 Miles Rural	25 Miles
Resort	3 Miles	10 Miles Metropolitan; 25 Miles Rural	25 Miles
Suburban	4.5 Miles	10 Miles Metropolitan; 25 Miles Rural	25 Miles

Each Member entitled to notice shall have the right, within 7 days after the mailing of the notice of the Membership Application, to request that an impact analysis be made concerning the effect of the proposed Applicant's operations on the relevant market.

The impact study shall be conducted by an independent nationally recognized consulting firm familiar with and knowledgeable about the hospitality business, which shall not be affiliated with, in any respect, the Corporation or any of its Members. The impact study shall analyze the Applicant's prospect for success, the demand for the Applicant's services in the relevant market and the incremental impact on existing Members within the relevant market, and provide such other information as the Board may request it include. For this purpose, incremental impact means the occupancy and revenue losses (expressed as a percentage) projected to result from the operation of the Property covered by a Membership Application as a Best Western Property, less any occupancy and revenue losses projected to result to existing Members in the relevant market from operation of the Property covered by the Membership Application as a non-Best Western Property.

(b) The Board may consider a Membership Application upon the satisfaction of all impact study requirements.

(2) The Board shall not approve any Membership Application for Membership unless it has:

(a) Reviewed and analyzed any requested impact study; and

(b) Determined that granting the Membership Application for a Property will not materially impair the ability of existing Members to compete with Properties or other hospitality services operated by non-members in the relevant market.

(3) No Director shall have the right to participate in the consideration of a Membership Application if such Director has, directly or indirectly, a personal interest in the approval or denial of such Membership Application.

(D) The provisions of Article II, Section 2 shall apply to all Best Western Members regardless of sub-brand or product descriptors.

Section 3. Member Market Area Considerations

(A) A Membership Application for a Property located within the Member Market Area of a Qualified Hotel will not be accepted. An exception to this will apply only if the Voting Member responsible for each Affected Qualified Hotel advises the Board in writing that the Member has no objection to approval of the Membership Application.

(B) Definitions

(1) "Qualified Hotel" means a Best Western Property, which meets all of the following criteria:

(a) It is not currently and has not been 60 days past due on any of its Membership dues and fees or assessments twice within the last 12 months;

(b) Its most recent three quality assurance scores, or such lesser number of scores as are available if the Property has not yet received three quality assurance scores, average at least 50 points higher than the passing level as established by the Rules and Regulations; and

(c) The Member is not past due in meeting any conditions of Membership which, if past due, would constitute grounds for cancellation of Membership.

(2) (a) "Member Market Area" means a circular area around a Qualified Hotel, whose radius is measured from the center of the main entrance of the lobby and is of a length determined from the following chart, based on the Qualified Hotel's property type and applicable mid-sized hotel market category.

Property Type	Primary Market	Secondary Market	Tertiary Market
Airport	1 Mile	2 Miles	4 Miles
Intown, Downtown, Urban	0.25 Miles	1.25 Miles	3 Miles
Highway	1.5 Miles	3 Miles	5 Miles
Resort	1 Mile	2 Miles	4 Miles
Suburban	1.5 Miles	2.5 Miles	4 Miles

If a Membership is transferred to another designated Property in accordance with Article II, Section 4 of these Bylaws, the Member Market Area will be determined by the property type of the newly designated Property regardless of the Member Market Area of the previous Best Western Property.

The radius of a Member Market Area shall be measured by a global positioning system selected by the Board. Market category criteria will be as determined by Smith Travel Research or such other means as selected by the Board, subject to final approval by the Board. The Board, by an affirmative vote of five Directors, may adjust the Member Market Area radius for each property type and market category based upon an analysis of data from additional impact studies. Such adjustments of radii shall occur: (i) not more frequently than every five years; and (ii) only upon a prior favorable vote and recommendation of two-thirds (2/3) or more of the votes cast by Governors present at any Governors Conference.

(b) The Member Market Area radius may be altered by a Board policy that fairly and equitably accounts for obstacles or barriers (such as mountains, lakes and major airports) that materially affect the travel time or travel distance between a Member and an Applicant and thereby reduce the likelihood that the Applicant's Property will have an incremental

impact on the Member's Property. The Board will consult with the Governors or the appropriate Member Advisory Committees before adopting the policy. This provision shall not affect the Member's right to request an impact analysis in accordance with Article II, Section 2(C) of these Bylaws.

(3) "Affected Qualified Hotel" means a Qualified Hotel whose Member Market Area includes the location of a Property covered by a Membership Application.

(C) Notwithstanding this Section 3, if a Best Western branded hotel in a primary market cancels its Membership or its Membership is cancelled ("Cancelled Hotel"), Best Western may replace the Cancelled Hotel within the Cancelled Hotel's Member Market Area subject to a policy adopted by the Board and the impact rights of all other Members.

(D) In addition to fees, dues and assessments provided in Article II, Section 6, the Board, by an affirmative vote of five Directors, shall establish fees to cover costs of administering Article II, Section 3. It is intended that this will be a self-funding program, not subject to the limitations stated in Article II, Section 6.

(E) Member Market Area radiuses are as detailed in the Article II, Section 3(B)(2)(a) chart, subject to the following and its Rules 1 through 7:

Best Western brands shall be placed in the following "buckets":

<p><u>Midscale</u> Best Western SureStay Brands</p>
<p><u>Upper Midscale</u> Best Western Plus BW Signature Collection GLö</p>
<p><u>Upscale Boutique</u> Vtb Aiden</p>
<p><u>Upscale</u> Best Western Premier BW Premier Collection</p>
<p><u>Extended Stay</u> @Home by Best Western Executive Residency</p>

The following rules shall apply to Membership Applications:

Rule 1: Brands in all of the colored buckets will have full MMA protection regarding hotel applications for brands in their same colored bucket. For example, a Best Western branded hotel will have its full MMA protection for a Best Western or SureStay application (both being in the "blue" band).

Rule 2: Brands in the blue and green buckets will have one-half (1/2) the MMA radius regarding hotel applications in "the other" color bucket. For example,

a Best Western Plus hotel (in the "green" band) will have one half (1/2) the MMA radius regarding a Best Western application (which is in the "blue" band) and vice versa.

Rule 3: Brands in the blue and green buckets will not have MMA protection regarding hotel applications for brands in the "orange" and "red" buckets - but keep in mind that they retain full impact study rights as noted above.

Rule 4: Brands in the orange and red buckets do not have MMA protection against any hotel application in a different color bucket.

Rule 5: Best Western branded hotels (i) in a tertiary market; (ii) with a city population of less than 15,000; and (iii) fewer than five (5) hotels that are listed in Smith Travel Research ("STR") in the city, will retain full MMA protection with regard to any hotel application.

Rule 6: If a Best Western branded hotel converts to a SureStay branded hotel, MMA does not apply to the change of brand.

Rule 7: Soft brand hotels (e.g., BW Signature Collection® and BW Premier Collection®) and SureStay® brand hotels are not Best Western members and do not have MMA protection or impact rights regarding "membership" applications; but, Best Western member hotels have MMA protection as noted above (same color buckets) and all members have full impact study rights.

Rule 8: An Aiden Membership Application shall only be approved by the Board if it meets the following criteria:

- (1) A third-party designer has cultivated an imaginative and innovative hotel design;
- (2) The hotel will include a creative food and beverage element; and
- (3) The hotel is located within an Upscale or primarily urban area or competitive set.

In addition, if an application is in a Member's impact radius, it requires a favorable vote of six (6) Directors.

Rule 9: An @HOME by Best Western Membership Application shall only be approved by the Board if it meets the following criteria:

- (1) New construction or substantially similar design to the @HOME prototype;
- (2) 100% extended stay rooms with kitchens in every room; and
- (3) No complimentary or paid for breakfast.

In addition, if an application is in a Member's impact radius, it requires a favorable vote of six (6) Directors.

(F) In the event an ambiguity, conflict or inadequate data exists in the application of the provisions of this section, the Board shall have the right in its sole discretion to resolve the conflict or ambiguity or to select appropriate data.

Section 4. Transfer of Membership to Another Designated Property

(A) A Membership may be transferred to another designated Property upon such terms, conditions and requirements as may be established by the Board from time to time.

(B) A request to transfer a Membership shall be initiated by a fully completed Transfer Application.

(C) The following terms, conditions and requirements apply to a Transfer Application:

(1) A Transfer Application may be made for another designated Property only in areas where no Member has a right to request an impact study pursuant to Article II, Section 2(C) of these Bylaws or no such Member entitled to notice requests an impact study upon proper notification.

(2) Only one transfer will be permitted within a 10 year period.

(3) Transfers pursuant to this Article II, Section 4 shall not supersede the automatic termination provisions of Article II, Section 7 of these Bylaws as they may apply to the newly designated Property.

(4) The Property to which the Membership is being transferred must, in the opinion of the Board, provide improved representation for the Corporation in the same relevant market. In evaluating this requirement, the Board in its sole discretion may consider the proposed Property's attributes such as, but not limited to: superior facilities to the existing Member Property, better location, stronger access to demand generators and increased visibility.

(D) The Board shall establish fees to be paid by Members applying for a transfer pursuant to this Article II, Section 4. Such fees may be changed by the Board from time to time, but cannot be waived. If there is a unit count change, all fees will be assessed on the basis of the unit count at the new Property, according to Board policy on unit count increases and decreases.

(E) In the event that an ambiguity exists in the application of the provisions of this section, the Board shall have the right to resolve the ambiguity in its sole and exclusive discretion.

Section 5. Duration of Membership

(A) Unless otherwise herein provided, and other than a Four-Year Member and an Extended-Length Member in their respective Four-Year Term or Extended-Length Term, Membership shall be for one year commencing on the first day of the fiscal year of the Corporation and ending on the last day of such fiscal year. A Four-Year Member's Membership shall have as its duration a Four-Year Term as defined in Article I, and an Extended-Length Member's Membership shall have as its duration an Extended-Length Term as defined in Article I. All Memberships shall be continued as provided in Article II, Section 2(B)(2)(a), (b) and (c). All Memberships shall be subject to cancellation or termination as provided in Article II, Sections 7 and 8 of these Bylaws.

(B)

(1) And for applications approved by the Board prior to January 1, 2018. Any Member or contingently-approved Applicant may resign from the Corporation at any time; but, if the Member resigns or is terminated, all fees, dues, and charges for the remainder of the fiscal year (or for the remainder of the Four-Year Term in the case of a Four-Year Member, or for the remainder of the Extended-Length Term in the case of an Extended-Length Member) become immediately due and payable. In addition, an Extended-Length Member shall pay to the Corporation a pro-rata amount of any Development Incentive received based upon the number of months remaining in the Extended-Length Term.

(2) For applications approved by the Board on and after January 1, 2018. Any Member or contingently-approved Applicant may resign from the Corporation at any time; but, if the Member resigns or is terminated, all fees, dues, and charges (to include liquidated damages) become immediately due and payable as detailed in the Membership Agreement. In addition, an Extended-Length Member shall pay to the Corporation a pro-rata amount of any Development Incentive received based upon the number of months remaining in the Extended-Length Term.

Section 6. Fees and Dues

(A) The Board shall establish Entrance Fees to be paid by Applicants. Such Entrance Fees may be changed by the Board from time to time, but cannot be waived. The exception to this limitation is the offering and acceptance of a Development Incentive.

(B) The Board shall establish Annual Dues to be paid by Members eligible for continuing Memberships. Annual Dues shall be established by the Board during each fiscal year for the succeeding fiscal year.

(C) The Board shall establish Monthly Fees designed to cover the cost of providing services to Members. Monthly Fees for Members approved by the Board on or after January 1, 2018, shall be as determined by the Board annually, prior to the following fiscal year; however, if a Member has or Members collectively have a minimum of a fifty percent (50%) financial ownership interest in the Applicant Best Western Property at the time of the Board's application approval, the Monthly Fees shall be three and one-half percent (3 ½%) of Property Room Revenue. For the purpose of an Applicant being eligible for a Monthly Fee of three and one-half percent (3 ½%) of Property Room Revenue, the Members or Members must have each and all been a Member as of July 1, 2016.

(D) Annual Dues, Monthly Fees, and assessments may be increased by the Board no more often than once in each fiscal year. No such annual increase shall exceed the lesser of (1) five percent (5%), or (2) the rate of inflation for the previous year, as measured by the United States Bureau of Labor Statistics Consumer Price Index (all items for all urban areas), unless a majority of all Members vote to approve a greater increase in accordance with Article III, Section 5

of these Bylaws. This Monthly Fee limitation shall not apply to Members that pay Monthly Fees as a percentage of Property Room Revenue.

(E) Notwithstanding the limitations of this Section 6, the Board shall have the authority to offer Development Incentives. If an Applicant accepts a Development Incentive, the Applicant shall agree to an Extended-Length Term of no less than ten (10) years and Monthly Fees as determined by the Board. Upon expiration of the Extended Length Term of an application approved by the Board on or after January 1, 2018, Monthly Fees for the renewal term shall be those as determined by the Board for Applications that will be approved the following fiscal year.

Section 7. Cancellation or Termination; Exemptions; Automatic Transfers

(A) Except as provided in Article II, Section 7(B) of these Bylaws, a Membership shall automatically terminate on the date of the occurrence of any one of the following events:

- (1) The Best Western Property is leased or subleased;
- (2) A lease of the Best Western Property terminates;
- (3) If the Best Western Property is not leased, a change occurs of 50% or more of the equitable ownership of the Best Western Property within a 12-month period;
- (4) A change occurs of 50% or more of the equitable ownership of a leasehold interest within a 12-month period;
- (5) If the Best Western Property is not leased, a change occurs of 50% or more of the equitable ownership of the entity or entities owning the Best Western Property within a 12-month period;
- (6) A change occurs of 50% or more of the equitable ownership of the entity or entities leasing the Best Western Property within a 12-month period.
- (7) A term or condition is not met, after the Board, having provided the Member with an opportunity for a hearing, has found grounds exist for cancellation of the Membership and the Member has been granted a conditional extension in lieu of cancellation.
- (8) A Member or Member with Conditions fails to maintain and provide proof of insurance coverage as required by the Rules and Regulations.
- (9) A term or condition is not met by a Member whose Membership Application was approved by the Board with specific requirements and time frames for compliance prior to final approval of the Membership and has been advised that failure to meet any of these requirements will be grounds for automatic cancellation.

Except for the events specified in Paragraphs (A)(7), (8) and (9) of this Article II, Section 7, a Member may request an opportunity to be heard by submitting to the Board, in writing, at least 30 days prior to the effective date of the occurrence, the reasons,

in specific detail, why the automatic termination provisions are inapplicable and the termination should not occur. The Board in its sole discretion may request the Member appear in person and provide oral testimony. The Board shall have sole discretion to determine whether an event of automatic termination will or has occurred.

For the events specified in Paragraphs (A)(7) and (A)(9) of this Article II, Section 7, the termination shall occur immediately, without notice or an opportunity to be heard. For the event specified in Paragraph (A)(8) of this Article II, Section 7, the termination shall occur automatically, without further notice or an opportunity to be heard unless the proof of insurance has been provided within 15 days after notice.

(B) The transactions listed below in this Article II, Section 7(B) are exempt from all provisions of these Bylaws which would otherwise limit transfer of Membership if all the conditions of this Section 7(B) are met. The transferee, within 30 days following the effective date of the change in equitable ownership or lessee interest, must complete and sign all forms then required by the Corporation, and pay to the Corporation all unpaid dues, fees, assessments, rentals and charges owed to the Corporation by the transferor which are not then paid by the transferor; and within such 30 days, or under such more liberal schedules as may be set by the Board, bring the Property to a condition which meets all Best Western standards, policies and requirements which would have been applicable to the transferor. The Board may establish reasonable fees to cover the Corporation's reasonable costs of a transfer of Membership. Where a change in equitable ownership or lessee interest occurs in connection with one of the following transactions, the transferee's rights and obligations as a Member shall be effective as of the date of the change in equitable ownership or lessee interest provided each of the requirements set forth herein is satisfied within the 30 days or other time set by the Board.

- (1) Bona fide financing transactions not involving changes in actual control, such as mortgages, pledges and sale and leasebacks.
- (2) Changes in the legal form of ownership, without an actual change in control, such as a transfer from individual owners to a corporation where the sole owners of the stock of the corporation are the former individual owners.
- (3) A transfer of equitable ownership or lessee interest (including interests transferred in trust) to a parent, spouse, brother, sister, child, stepchild or grandchild of the transferor.
- (4) A transfer to a bona fide lender secured by the Best Western Property occasioned by a bona fide default, such as a mortgage foreclosure, trustee's sale, transfer in lieu of foreclosure or termination of the lease under a sale and leaseback.
- (5) Changes in stock ownership of a corporation whose stock is publicly traded.
- (6) Issuance of new stock in a corporation or new limited partnership interest in a limited partnership

occurring prior to commencement of operation as a Best Western Property.

(C) The transactions described below in this Article II, Section 7(C) are exempt from all provisions of these Bylaws which would otherwise limit transfer of Membership:

Any change in ownership where at the time of change (a) the Member has had a passing Property assessment score for the past two regular assessments, or such greater score as approved by the vote of all Members pursuant to Article III of these Bylaws; (b) the Member has provided the Corporation with documentation satisfactory to the Corporation that, prior to the change in ownership, the Member provided the transferee copies of the then current design report and the last three Property assessment reports for the Best Western Property (or the last two if there have only been two assessments), and the transferee certified in writing that such reports were received; (c) the Best Western Property is in compliance with the current design program pursuant to Rule 500.21 of the Rules and Regulations; (d) the Member, who may be a Member with Conditions, is not past due in meeting any conditions of Membership, which, if past due, would constitute grounds for cancellation of Membership; and (e) the transferor is current with respect to all dues, fees and assessments, then in such instance, all requirements, including completion time frames, then applicable to the transferor shall be transferred to and assumed by the transferee without alteration. The Member shall give the Corporation at least 30 days advance written notice of the intended change in ownership. The Board may waive the notice requirement if it determines that the circumstances of the transfer do not or did not permit giving 30 days advance notice to the Corporation.

Where a change in ownership occurs, the transferee's rights and obligations as a Member shall be effective as of the date of the change in equitable ownership or lessee interest provided each of the requirements set forth above was satisfied, and the transferee completes and signs all forms then required by the Corporation and pays all transfer fees within 20 days following the change or such more liberal schedule as may be set by the Board.

If the transferee's Voting Member of a Property does not have relevant hotel management experience, the Property shall have a General Manager or Assistant General Manager with at least three (3) years' experience as a General Manager or Assistant General Manager, or a management company for the first year after transfer.

(D) Unless already paid by the transferee, the transferor shall be liable for all sums due to the Corporation, including dues and charges, occurring after a transfer, until 30 days after the member services department of the Corporation is notified in writing by traceable, expedited courier, of the transfer. This provision shall not apply to liability associated with Membership transfers occurring prior to the expiration of an Extended-LengthTerm.

(E) In the event that an ambiguity exists in the application of the provisions of this section, the Board shall have the right to resolve the ambiguity in its sole and exclusive discretion.

Section 8. Cancellation of Memberships By Board Action

(A) The Board shall have the right to cancel any Membership under one or more of the following conditions. Failure of the Board to effect cancellation when grounds therefore exist shall not be construed as a waiver of a power to cancel Membership at a subsequent time on the same or different grounds:

- (1) Failure to pay dues or other fees, rentals, charges or assessments within the time set by these Bylaws or by the Corporation.
- (2) Failure to comply with the terms and conditions or to meet the standards as set forth in the Regulatory Documents.
- (3) Failure to operate, manage or maintain the Best Western Property in such a way as to effect credit to the Corporation and the Members.

(B) No Membership shall be cancelled under Paragraph (A) of this Article II, Section 8, except by a vote of a Majority of the Board.

(C) Prior to cancellation of a Membership pursuant to this Article II, Section 8, the Corporation shall notify the Member, by using a traceable, expedited courier service, that the Board is considering cancellation of the Membership. Within 15 days after mailing such notification, the Member may demand, by written notice, sent by traceable, expedited courier, to the membership services department of the Corporation, that a hearing be held to permit the Member to show cause why the Membership should not be cancelled. If such a request is timely made, the Board shall cause a hearing to be held and notice of the place, date and time of such hearing shall be mailed to the Member by using a traceable, expedited courier service, at least 15 days before the date set for the hearing. If a hearing is not timely requested, the Board may cancel the Membership as provided in sub-Section (B) of this Article II, Section 8. The Member shall be advised of the decision of the Board in writing.

(D) Notwithstanding any notice and hearing rights otherwise provided by this Article II, Section 8 or the Rules and Regulations, the Board may provide a lesser notice and opportunity to be heard prior to cancellation of a Membership if it, in its sole and exclusive judgment, believes: (i) the Member exhibits a gross disregard for the Regulatory Documents, or (ii) delay in a cancellation of a Membership may cause irreparable injury to the Corporation, a Member or Members, or the public. In such event, the Board shall provide at least 15 days notice of the intent to cancel the Membership. The Member shall have an opportunity to be heard by submitting to the Board, in writing, within 10 days of the date of mailing the notice, the reasons why the cancellation should not take place. Upon receipt of the Member's response, the Board shall set a hearing at which the Member may

provide oral testimony. If no response is received, the Board may act without a hearing.

(E) Notwithstanding any notice and hearing rights otherwise provided by this Article II, Section 8 or the Rules and Regulations, a Member whose Membership terminates pursuant to Article II, Section 7(A) of these Bylaws may only have an opportunity to be heard as provided in Article II, Section 7(A) of these Bylaws.

Article III

Meetings of Membership and Elections

Section 1. Annual Meeting

The Annual Meeting of the Membership shall be held on a date designated by the Board during the period from September 15th through November 15th of each year. Such meeting shall be held at the location designated by the Board. The purposes of the Annual Meeting shall be to announce the newly-elected Directors, if any, to present to the Members information regarding industry developments and other matters of interest to Members, and to hold a forum for Members to raise, for discussion only, any relevant questions about the Corporation's operations.

Section 2. Special Meetings

Special meetings of the Membership may be called by the Chairperson, by four Directors or by at least 10% of the Voting Members who sign, date and deliver to the Chairperson, the Vice-Chairperson or the Secretary-Treasurer of the Board one or more written demands for the meeting describing the purpose or purposes for which the special meeting is to be held. The Corporation may conduct only those matters at a special meeting of the Members that are within the purpose or purposes described in the notice of the special meeting. Special meetings of the Members shall be held in the City of Phoenix, Arizona, or at the Annual Meeting, and shall commence on a Monday.

Section 3. Notice of Meetings

Written or printed notice stating the date, time, place and the purpose or purposes of each annual and special Members' meeting shall be mailed by the President and Chief Executive Officer to each Voting Member not less than 30 nor more than 60 days before the date of the meeting.

Section 4. Eligibility to Vote

(A) All voting shall be restricted to those Members who hold a current, valid Membership (but not those whose Best Western Properties have never been activated on the Corporation's reservation system) and who have paid in full the Annual Dues for a continuing Membership as required by Article II, Section 2(B) of these Bylaws for the year in which the voting is conducted.

(B) Each Member who meets the requirements of Article III, Section 4(A) of these Bylaws and has on file with the Corporation a current voter registration card prior to the distribution date of the ballot shall be entitled to one vote on each matter submitted to the Membership for voting pursuant to Article III, Section 5

of these Bylaws. The Member or the Member's designee, as stated on the voter registration card, shall be the Voting Member.

Section 5. Presenting Matters for Vote by Written Petition of the Board

(A) Any matter upon which the Members are to vote, except for the election of the Board, shall be proposed by either a written motion approved by a majority of the then serving Directors or a written petition signed by at least 150 Voting Members. The petition shall set forth in detail the matter to be voted upon.

(1) The motion or petition shall be presented to the President and Chief Executive Officer who shall, within 30 days, distribute to each Voting Member a ballot and voting instructions. The President and Chief Executive Officer may also provide factual background and/or explanatory information regarding the matter to be voted upon. The ballot shall set forth each proposed action and shall provide for an opportunity to vote for or against each proposed action. The voting instructions shall indicate the number of responses needed to meet the quorum requirements, state the percentage of approvals necessary to approve each matter and specify the deadline, as provided in Article III, Section 5(C) of these Bylaws for submitting the ballot.

(2) The provisions of Article VIII, Paragraph (D) (2) or (D)(3) of the Articles of Incorporation, regarding required legal opinions, shall be complied with by the proponents before the matter is presented to the President and Chief Executive Officer.

(3) Matters presented for vote pursuant to this Article III, Section 5 shall reflect the vote of each Director on each proposed change. The Board may include a majority and minority opinion on each proposed change, not to exceed 250 words.

(B) Each Member exercising the right to vote shall follow the instructions provided.

(C) At 2:00 p.m., Phoenix, Arizona time, on the first Wednesday (which is not a holiday observed by the Corporation) on or after the 15th day following the distribution of the ballots, which time and date shall be the deadline for submitting votes, voting shall close and the voting system data shall be securely and confidentially provided to the Designated Accountant. On the same day the Designated Accountant shall certify the results of the vote to the Corporation.

(D) All Members voting shall have the right to be present at the certification of the results of the vote and may challenge any procedure or certification. The Designated Accountant shall rule upon each challenge in writing and the ruling of the Designated Accountant shall be final, as shall the Designated Accountant's certification of the voting results.

(E) The President and Chief Executive Officer shall, within five days of receipt of the certification of the voting results, send a written report of the voting results to all Members.

Section 6. Quorum/Votes Required for Passage

(A) Unless otherwise required by the Nonprofit Act or the Articles of Incorporation, a quorum shall be: (i) for any Annual Meeting, or any regular or special meeting of the Members, 10% of the Voting Members; (ii) for any ballot, except for the election of Directors, the timely return of ballots meeting the requirements of this Article III of 10% of the Voting Members, and (iii) for the election of Directors, 10% of the Voting Members whose Best Western Properties are located in the respective District.

(B) Unless otherwise required by the Nonprofit Act, the Articles of Incorporation, or Article II, Section 6(D) of these Bylaws for all matters upon which Members are entitled to vote, except: (i) the Election of Directors, (ii) amendment or repeal of the Bylaws and (iii) amendment or restatement of the Articles of Incorporation, an affirmative vote of a majority of the votes cast shall result in passage of the matter proposed provided at least 33 1/3% of all Voting Members vote in favor of the proposal.

(C) The adoption, amendment or repeal of any Bylaw provision requires the affirmative vote of the Members as set forth in the Articles of Incorporation.

(D) The amendment or restatement of the Articles of Incorporation or any provision thereof shall require the affirmative vote of the Members as set forth in the Articles of Incorporation.

Section 7. Proxy and Cumulative Voting Prohibited

(A) Proxy and cumulative voting by Members is expressly prohibited.

(B) No Member or Members may create a voting trust conferring on one or more trustees the right to vote or otherwise act for the Member or Members.

Section 8. District Meetings

(A) Except as otherwise provided in the Articles of Incorporation and these Bylaws, the Board may call individual District Meetings or combined District Meetings at such times and places as it may determine.

(B) The nomination of Directors under Article IV, Section 3 of these Bylaws shall be conducted at a District Meeting convened at the location of the Annual Meeting no more than two days prior to the Annual Meeting and no later than the adjournment of the Annual Meeting. The election of Directors who are uncontested for election may be conducted at this District Meeting as provided in Article IV, Section 4(A) of these Bylaws.

Section 9. Record Date

In order that the Corporation may determine the Members entitled to notice of a Members' meeting, to demand a special meeting, to vote or to take any other action, the Board may fix a record date, which shall not be more than 70 days before the date of the meeting or action requiring a determination of the Voting Members. In the event the Board does not fix a record date: (i) the Members entitled to vote at the meeting or to demand a special meeting shall be

determined as of 1:00 o'clock in the afternoon on the day before notice of the meeting is sent; and (ii) the Members entitled to take action without a meeting shall be determined as of 1:00 o'clock in the afternoon on the day before the ballot is sent. A determination of Members entitled to notice of or to vote at a Membership meeting is effective for any adjournment of the meeting unless the Board fixes a new date for determining the right to notice or the right to vote. The Board shall fix a new date for determining the right to notice or the right to vote if the meeting is adjourned to a date that is more than 70 days after the record date for determining Members entitled to notice of the original meeting.

Section 10. Action by Written Consent

The Members may approve any action required or permitted by the Nonprofit Act that requires the Members' approval without a meeting of the Members if the action is approved by the affirmative vote of a majority of the voting power unless the Articles of Incorporation, these Bylaws or the Nonprofit Act, as amended, requires the action be approved by a different percentage. The action shall be evidenced by one or more identical written consents describing the action taken, signed by Members representing at least the requisite amount of the voting power required for approval of the action, and delivered to the Corporation for inclusion in the minutes or filing with the corporate records.

Article IV

Board

Section 1. General

The affairs, business and concerns of the Corporation shall be conducted by a Board of seven Directors.

(A) The Directors shall be classified in such a manner that each Director shall serve a term of three years, except as set forth in Article IV, Section 8 and Section 11 of these Bylaws, and in such manner that the terms of approximately one-third of the whole number of Directors shall expire annually. Notwithstanding the foregoing, each Director shall hold office until the Director's successor is elected and qualified, or until the Director's earlier resignation or removal.

(B) The Board shall divide the geographic area of the Membership into seven Districts, comprised of whole states, territories, provinces and/or possessions (the District of Columbia is considered to be a state for purposes of this Article).

(C) A Majority of the Board may, if it deems such action is in the best interest of the Corporation, alter, change or amend the boundaries of the Districts by resolution of the Board without the requirement of amending this Bylaw.

Section 2. Qualifications

The following are qualifications to seek election as a Director (a "Candidate"), and to remain qualified to serve as a Director:

(A) Equity Interest.

- (1) A Candidate must own, and must have owned for at least two years prior to seeking election, at least a 25% equity interest in an owned Best Western Property or Properties.
- (2) A Candidate must own and continue to own through the election process at least a 10% equity interest in an owned Best Western Property in the District the Candidate seeks to represent.
- (3) A Director must continuously own at least a 25% equity interest in an owned Best Western Property or Properties.
- (4) A Director must continuously own at least a 10% equity interest in an owned Best Western Property in the Director's District.
- (5) A Candidate or a Director may satisfy the 25% equity interest ownership requirement by adding together Best Western equity interest ownerships as long as each added equity interest is at least 10%.

(B) With respect to Sections (A)(2) through (A)(5) above, a Candidate or a Director must be and must remain the Voting Member for any Best Western Property or Properties relied upon to satisfy the equity interest ownership requirement.

(C) Must reside in the District the Candidate seeks to represent and the Director represents.

(D) Has not been convicted of a felony, a crime involving fraud or falsehoods, or a crime related to the operations of a hotel or to the lodging industry.

(E) (1) with regard to Properties in which a Candidate or a Director has an ownership interest, they must cumulatively have and maintain a Quality Assurance average score, measured using the three (3) most recent assessments for each Property, that is at or above the previous year's North American average; and (2) the Board of Directors shall establish a policy of enforcing this requirement consistent with Best Western membership rules.

Equity interest ownership can be established by a Best Western Property that is in a closely held family trust that is for the benefit of the Director Candidate or Director, and a parent, spouse, child or blood-related brother or sister.

Equity interest in a Best Western Property shall be established by providing, at a minimum:

- (A) Recorded title to the Property;
- (B) Relevant corporate filings showing ownership interest among owners, partners, members or shareholders;
- (C) Relevant tax filings; and
- (D) Any relevant agreements or trust documents among owners, partners, members or shareholders.

Residence shall be established by providing documentation, at a minimum, of the following:

- (A) A permanent personal dwelling in the District;

(B) A valid state or province driver's license or identification reflecting a permanent personal dwelling in the District; and

(C) A valid state or province tax return from the previous year reflecting a permanent personal dwelling in the District.

Failure to provide such equity interest ownership or residence documentation shall constitute a presumption that the Candidate or the Director is not qualified to serve.

Felonies and crimes involving fraud or falsehoods may be established through a search of public records, to include but not limited to court records. The existence of any such record shall constitute a presumption that the Candidate or Director is not qualified to serve.

Directors shall certify annually their continued qualification to serve as a Director. The General Counsel may request and a Director shall provide any documents and information reasonably required to evaluate and verify the annual certification. Within the scope of the evaluation and verification, Directors shall execute all documents requested by the General Counsel related to the obtaining of relevant documents and information.

Section 3. Nominations for Directors

No more than two days prior to the date of the first general business session for all Members at the Annual Meeting, nominations for Directors shall be made from the floor at a District Meeting of the District for which a Director is to be elected held pursuant to Article III, Section 8(B) of these Bylaws; provided, however, that except in the case of a vacancy occurring on the Board as described in Article IV, Section 8, a Candidate's name may not be placed in nomination unless there shall have been filed with the General Counsel at least 45 days prior to the calling of the District Meeting to order:

- (A) A written statement signed by the Candidate:
 - (1) Agreeing to accept the nomination.
 - (2) Certifying Article IV, Section 2 qualifications.
 - (3) Certifying there is neither a presently serving Director whose term does not expire during that year nor a candidate in any District who is affiliated, directly or indirectly, with a Best Western Property which the certifying Candidate represents.
- (B) Documentation supporting Article IV, Section 2 qualifications.

The burden of proof is on the Candidate to establish by a preponderance of the evidence that the Candidate is qualified in accordance with Article IV. The General Counsel may request and the Candidate shall provide any documents and information relevant to determining qualification. The Candidate shall execute all documents requested by the General Counsel related to the obtaining of relevant evidence. Within 7 days of the receipt of the required documentation, the General Counsel shall determine whether the information provided supports the certification. If the General Counsel concludes

that the information provided does not support the certification, the General Counsel shall promptly make a full report with detailed explanation to the Board. The Candidate will not be eligible to be nominated unless at least five Directors vote in favor of accepting the information as supporting the certification.

At least 45 days prior to the District Meeting of the Director Candidate's District, the Director Candidate shall provide to the General Counsel a summary of the Director Candidate's relevant background (to include all past and present Best Western Property equity interest, education, work experience, Best Western experience, and whether the Director Candidate has filed for personal bankruptcy protection in the prior 7 years). This information shall be provided to Voting Members as detailed in Article IV, Section 4.

Section 4. Election of Directors

(A) On or before the second Monday following the date of the first general business session for all Members at the Annual Meeting, the President and Chief Executive Officer shall distribute to each Voting Member in the District for which a Director is to be elected, the following: (i) a ballot showing the names of all qualified nominees for Director from that District; (ii) a summary of each qualified nominee's relevant background (to include all past and present Best Western Property equity interest, education, work experience, Best Western experience, whether the qualified nominee has filed for personal bankruptcy protection in the prior 7 years, and the past two years of performance of any Best Western Property in which the qualified nominee has an equity interest); and (iii) voting instructions indicating the number of responses needed to meet the quorum requirements, stating the percentage of approval necessary to elect a Director and specifying the date and time, as provided in Article IV, Section 4(C) of these Bylaws, by which votes must be submitted in order to be counted; provided, however, if there is only one qualified nominee for Director from the District, the Voting Members of that District that are present at the District Meeting at which nominations for Director were made shall hold a voice vote on election of the nominee.

(B) Except in circumstances where a voice vote is held, each Voting Member may vote for one Director for the District in which the Member's Best Western Property is located and for which candidates have been nominated on the ballot provided pursuant to Article IV, Section 4(A) of these Bylaws. The Member shall cast his/her vote as specified in the voting instructions.

(C) At 2:00 p.m., Phoenix, Arizona time, on the 16th day following the distribution of the election ballots to the Members, which time and date shall be the deadline for submitting votes, voting shall close and the voting system data shall be securely and confidentially provided to the Designated Accountant. On the same day the Designated Accountant shall certify the results of the vote to the Corporation.

(D) All Members shall have the right to be present at the certification of the results of the vote and

may challenge any procedure or certification. The Designated Accountant shall rule upon each challenge in writing and the ruling of the Designated Accountant shall be final, as shall the Designated Accountant's certification of the voting results.

(E) The President and Chief Executive Officer, immediately upon receiving the certification of the results of the election, shall send each candidate a copy of the certification and within five days thereafter send a written report of the election results to all Members.

(F) When a voice vote is held, each Member of the District for which such voice vote is held may, upon being asked by the chairperson of the District Meeting, respond by voice either for or against the sole qualified nominee for Director. The chairperson of the District Meeting shall then determine the outcome of the voice vote, which determination shall be final.

(G) The nominee in each District who receives the highest number of votes cast from Members in that District shall be elected. Where a voice vote is authorized by these Bylaws, a nominee who receives a voice vote in favor of such nominee's election as a Director shall be elected.

(H) Directors elected shall take office at the Regular Annual Meeting of the Board immediately following the Annual Meeting in the year elected or upon certification of the election by the Designated Accountant, whichever occurs later.

(I) Directors shall be elected for a term of three years except as set forth in Article IV, Section 8 of these Bylaws.

Section 5. Quorum; Voting and Waiver of Notice

(A) A Majority of the Board shall constitute a quorum for the transaction of business. Except as expressly provided otherwise in these Bylaws, the act of the majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board.

(B) If at any meeting of the Board, there shall be less than a quorum present, a majority of those present may adjourn the meeting, from time to time, until a quorum is obtained, and no further notice thereof need be given other than by announcement at the adjourned meeting.

(C) Proxy voting by a Director or Directors is expressly prohibited.

(D) A Director may waive any notice required by the Nonprofit Act, the Articles of Incorporation or these Bylaws by executing a written notice of waiver before or after the date and time of the meeting. A Director's attendance at or participation in a meeting waives any required notice to the Director of the meeting unless the Director: (i) at the beginning of the meeting or promptly upon the Director's arrival objects to holding the meeting or transacting business at the meeting; and (ii) does not thereafter vote for or assent to action taken at the meeting.

Section 6. Regular Annual Meeting of the Board

(A) There shall be one Regular Annual Meeting of the Board each year and such other meetings as fixed by the Board. Each meeting may extend over a period of consecutive days without being adjourned.

(B) The Regular Annual Meeting of the Board shall be held each year at the principal office of the Corporation at 8:00 A.M. local time on the first or second Monday of the Corporation's fiscal year as determined by the Board, with at least thirty (30) days notice to the Membership, for the purpose of electing Officers of the Board designated in Article V, Section 1 and conducting such other business as may be brought before the meeting.

Section 7. Special Meetings of the Board

Special meetings of the Board may be called by the Chairperson upon the written request of any three Directors (which three Directors may include the Chairperson). Notice of any such special meeting setting forth the date, time and place of the meeting shall be in writing and given at least five days before the meeting personally, by facsimile, by wire or wireless communication, by private carrier, or by overnight courier. The notice shall describe the purpose of the special meeting.

Section 8. Vacancies

A vacancy on the Board occurring prior to 90 days before the next Annual Meeting shall be filled by special election according to the procedures established in this Article IV, Section 8, and in accordance with Article IV, Section 4 of these Bylaws. Notice of the vacancy shall be mailed to the Voting Members in the District for which there is a vacancy within 10 days of receipt of notice by any Director or the President and Chief Executive Officer of the occurrence of an event that has caused a vacancy. Members may nominate candidates by presenting to the President and Chief Executive Officer, within 30 days of the mailing of the notice, a nominating petition signed by at least five Voting Members in the District. The proposed candidate shall submit to the President and Chief Executive Officer or his designee all documents required by Article IV, Section 3 of these Bylaws prior to the distribution of the ballots in a contested election, or within 60 days of the mailing of the notice of the vacancy in an uncontested election. Voting in a contested election shall be conducted by secret ballot, in accordance with Article IV, Sections 4 and 8 of these Bylaws. The President and Chief Executive Officer shall distribute ballots on the 30th day following the mailing of the notice of the vacancy and voting shall be concluded within 60 days of the mailing of the notice of the vacancy. At 2:00 p.m., Phoenix, Arizona time, on the final day of such 60-day period, which time and date shall be the deadline for submitting votes, voting shall close and the voting system data shall be securely and confidentially provided to the Designated Accountant. On the same day, the Designated Accountant shall certify the results of the vote to the Corporation. The candidate receiving the highest number of votes

shall serve the remainder of the term for such Board position. In the event only one candidate is eligible for election, on the 30th day following the mailing of the notice of vacancy, the President and Chief Executive Officer shall declare, upon the affirmative vote of a majority of the then serving Directors at a meeting of the Board, that the candidate is elected to serve the remainder of the term for such Board position. The vote by the Board may be by telephone conference call participated in by a majority of the then serving Directors.

Section 9. Compensation of Members of the Board of Directors

Directors shall serve as such without salary or other compensation, except as provided in this Article IV, Section 9.

(A) Directors shall receive an annual fee. The annual fee shall be adjusted annually, as appropriate, to account for inflation.

(B) For each day a Director (i) is away from both the Director's principal place of business and the Director's primary personal residence and (ii) is performing services on behalf of the Corporation, the Director may request reimbursement of reasonable business and travel expenses. Reimbursement of the expenses shall be according to the then Board policy regarding the reimbursement of business and travel expenses. If a Director stays in a private secondary residence, other than his/her legal residence, while in Phoenix, Arizona, performing services on behalf of the Corporation, the Director may request payment equal to or less than the average amount of the hotel costs paid by Directors staying at Best Western Properties.

(C) For the reimbursement of allowed business and travel expenses, the Director must provide the Corporation with a summary of activities and services performed on behalf of the Corporation and documentation, acceptable for federal income tax purposes, of the expenses incurred. The Board may adopt on an annual basis a policy regarding the reimbursement of business and travel expenses. If the policy differs from that of the prior year, the Board shall provide each Member with a notification of the changes.

Section 10. Specific Powers of Board

Without in any way limiting the general and other powers of the Board as established by statute, by the Articles of Incorporation, and elsewhere in these Bylaws, the Board shall have the following powers:

(A) To employ and discharge the President and Chief Executive Officer.

(B) To work with the President and Chief Executive Officer to carry out the plans, as described in Article V, Section 4 of these Bylaws, and meet the budget approved by the Board.

(C) To manage the operations of the Corporation that affect the financial affairs of the Members, including but not limited to: Membership development, Property

standards and evaluations, hearings and Member meetings and communications.

(D) To work with the Advisory Committees to develop strategic direction of the Corporation.

(E) To set policies for the strategic direction of the Corporation.

Upon written request to the President and Chief Executive Officer, a Director shall be provided all records of the Corporation, including individual employee payroll information. Except for individual employee payroll information, information contained within employee personnel files, as maintained by the director of human resources, shall not be provided. Subject to the provisions of A.R.S. § 10-11602(A), and prior to the disclosure of information received by Directors to third parties, the Director shall notify the Board in writing as to the party requesting information and the purpose of such disclosure. It is the duty of the Director to ensure the information remains confidential and is not disclosed by the third party. The Board may designate other information as confidential. This additional confidential information shall be subject to the notification provisions applicable to individual employee payroll information.

A Director shall immediately report to the President and Chief Executive Officer or the General Counsel all Corporation employee alleged misconduct, including, but not limited to, violations of the Corporation Code of Business Conduct and Ethics, which applies to all Corporation employees, and alleged illegal or unethical behavior by a Corporation employee. The President and Chief Executive Officer or the General Counsel shall promptly advise the Board of any such report and shall keep the Board apprised of the matter. The Board may decide to involve independent outside auditors in any investigation. Directors shall cooperate in any Corporation investigation related to the matter.

A Director does not have the authority to, and may not, promise or grant anonymity, confidentiality, or immunity to any Corporation employee.

Section 11. Removal of Directors

(A) Removal by Petition. Upon delivery to the President and Chief Executive Officer of a written petition proposing the removal of a particular Director, signed by at least one-third of all Voting Members in such Director's District, a special election shall be held according to procedures established in Article IV, Section 8 of these Bylaws. Notice of the election shall be distributed to the Voting Members in the District within 10 days of receipt of the petition. The incumbent Director shall automatically appear on the election ballot unless the Director has notified the Board and the President and Chief Executive Officer in writing of the Director's desire not to be placed on the ballot. In the event the Director resigns before ballots are distributed, election of a Director for the then vacant position shall be as provided in this Article IV, Section 11. Other candidates may be nominated by presenting to the President and Chief Executive Officer, within 30 days of the submission of

the petition, a nominating petition signed by at least five Voting Members in the District. Each proposed candidate shall submit to the President and Chief Executive Officer or his designee all documents required by Article IV, Section 3 of these Bylaws prior to the distribution of the ballots. Voting in contested elections shall be conducted by secret ballot, in accordance with Article IV, Sections 4 and 11 of these Bylaws. The President and Chief Executive Officer shall distribute ballots on the 30th day following the receipt of the petition, and voting shall be concluded within 60 days of receipt of the petition proposing removal. At 2:00 p.m., Phoenix, Arizona time, on the final day of such 60-day period, which time and date shall be the deadline for submitting votes, voting shall close and the voting system data shall be securely and confidentially provided to the Designated Accountant. On the same day, the Designated Accountant shall certify the results of the vote to the Corporation. The candidate receiving the highest number of votes shall serve the remainder of the term of such Board position.

(B) Removal by Board. At any time during the Corporation's regular business hours, members of the Board shall have the right to review any expense reports submitted to the Corporation by any Director. If the Board determines that there is cause to believe that a Director has falsified information on an expense report filed with the Corporation, the Board shall hold a hearing to determine whether the information was falsified by the Director. If the Board determines, based on a preponderance of the evidence, that a Director has falsified information on an expense report, the Board shall ask that Director to resign. If the Director refuses to resign, the Board may remove the Director by the unanimous vote of all remaining Directors (excluding the accused Director). Both the determination of falsification and the vote must take place during an open meeting of the Board at which any Member may attend. The Board may consider at the hearing any evidence it determines to be competent and relevant. The Board member charged with filing false expense reports may attend the hearing with legal counsel and shall have the opportunity to offer a defense. Any Member is entitled to obtain from the Corporation a copy of the minutes of any proceeding for the removal of a Director. If the Board removes a Director, as provided herein, the Board shall call a special election in the removed Director's District for the election of a new Director.

(C) Removal as Not Qualified.

In the event that a Director is presumed not qualified to serve based upon Article IV, Section 2 Qualifications, the Director may submit any relevant evidence to establish that he or she is qualified to serve and the following process shall be used to determine what further action, if any, to take:

- (1) If the General Counsel determines that there is reasonable cause to believe that a Director does not meet the qualification requirements of Article IV (the "Respondent"), the General

Counsel shall engage an independent third-party to conduct an inquiry related to the Respondent's qualifications. The General Counsel shall promptly advise the Board in writing of the engagement.

(2) The independent third-party shall conduct an impartial investigation regarding the Respondent's Article IV qualifications. The independent third-party shall consider all competent, relevant evidence. The Board and the Respondent shall cooperate fully in the investigation and provide any requested relevant documents and information to the independent third-party. Within the scope of the investigation, the Board and the Respondent shall execute all documents requested by the independent third-party directly related to the obtaining of documents and information.

(3) All reasonable efforts shall be made by the independent third-party to complete the investigation within 30 days of engagement.

(4) The independent third-party shall produce a written report that includes findings of fact and conclusions as to whether the Respondent meets the Director qualification requirements of Article IV. The independent third-party shall use a preponderance of the evidence standard.

(5) The written report shall be provided to the General Counsel who shall provide the report to the Board, including the Respondent, within three business days of receipt.

(6) The General Counsel will present the report at an open session Board meeting within 30 days of receipt of the written report.

(7) If the independent third-party concludes that the Respondent meets the Director qualification requirements of Article IV, the matter shall be closed and no further action required.

(8) If the independent third-party concludes that the Respondent does not meet a Director qualification requirement of Article IV, the Respondent shall be provided notice, and shall have the right to be present and to have counsel present at the open Board meeting at which the report is presented and considered. The open Board meeting at which the report is presented and considered shall not be less than 20 days after the Director is provided notice of the report. Respondent's counsel shall not have the right to address the Board; rather, counsel may assist and advise the Respondent. If upon completion of the process the Respondent is not removed, the Respondent will be reimbursed reasonable attorney's costs and fees; otherwise, counsel shall be at the sole cost of the Respondent.

(9) At the open Board meeting, the Respondent will be allotted a reasonable amount of time to present relevant, competent evidence. The Respondent may also make a statement.

(10) The Board shall consider the report and all matters presented, deliberate in open session and then determine, through vote, whether the

matter of the Respondent's qualifications and possible removal should be submitted to the Members for vote. If a majority of the Directors then serving (excluding the Respondent) does not vote to submit the matter of the Respondent's qualifications and possible removal to the Members for vote, the matter is closed and no further action required.

(11) If the Board determines by a vote of a majority of Directors then serving (excluding the Respondent), that the matter of the Respondent's qualifications and possible removal should be submitted to the Members for vote, the Board shall submit the proposed removal to the membership for ballot in accordance with Bylaws Article III, Section 5. The ballot shall include a copy of the independent third-party's report and the vote of each Director on the issue of sending the matter to the Members for vote. The Board may include a majority and minority statement on the proposed removal, not to exceed 250 words each. The Respondent may provide a statement, not to exceed 250 words.

(12) If the ballot for the removal of the Respondent results in an affirmative vote of a majority of the votes cast, provided at least 33 1/3 % of all Voting Members vote in favor of the removal, the ballot shall result in the removal of the Respondent who no longer holds office upon the certification of the ballot by the Designated Accountant.

(13) A ballot for the removal of the Respondent requires the affirmative vote of a majority of the votes cast, and the affirmative vote of at least 33 1/3 % of all Voting Members, in favor of the removal, otherwise the Director is not removed and the removal action as to qualifications is concluded. A Director removal ballot that does not pass does not affect any other action taken by the Board.

If the ballot results in the removal of Respondent, the process of filling the vacancy detailed in Bylaws Article IV, Section 8 Vacancies, shall apply.

Section 12. Maximum Term of Directors

No person who shall have served two or more elected terms, whether or not consecutive, shall be eligible to be appointed or elected as a Director. For purposes of this Article IV, Section 12, "elected term" shall include an unexpired term to which a Director is elected to fill a vacant Director position pursuant to Article IV, Section 8 of these Bylaws, or to replace a removed Director pursuant to Article IV, Section 11 of these Bylaws, which elected term shall have as its length the period from election until the next Regular Annual Meeting of the Board plus three years.

Section 13. Conduct of Board Meetings

At least 10 days prior to each regular Board meeting, a written agenda setting forth each item to be presented at the meeting shall be prepared and made available to each Director and to any Member upon request. Action at Board meetings shall be limited to action on those

items set forth in the agenda, except for such matters as the Chairperson and at least two other Directors certify in writing to involve a bona fide emergency requiring immediate action of the Board. All meetings of the Board shall be open to any Member except that the Board may convene a closed executive session for the purpose of considering personnel matters, considering confidential issues dealing with specific Members, receiving legal advice or for any other matter which, to avoid legal liability, may require confidential treatment. The Board may convene an executive session only upon the affirmative roll call vote of at least 80% of the then serving members of the Board. Action of the Board may only be taken by recorded roll-call vote and the vote of each Director on each issue must be recorded. The Board shall keep detailed minutes of all meetings, including minutes of the general nature of discussions in executive sessions, which minutes shall be made available to all Members upon request. The Board may keep detailed minutes of proceedings in executive session which shall be considered privileged and not subject to disclosure except upon proper legal authority or court order. An executive session may only occur within a regular or special Board meeting.

Section 14. Limitation on Employment of Directors During and Following Term

During the period of time an individual serves on the Board, and for a period of five years thereafter (commencing from the date the individual no longer is serving on the Board, whether or not the former Director completes the entire term), such individual shall not be employed by the Corporation in any capacity without the approval of the Members. In addition, during such period of time, such Director, and any corporation, partnership, proprietorship, trust or other business entity in which such individual has an equity or beneficial interest of more than 5%, shall not in any way be employed or engaged by the Corporation, or contract with the Corporation, in any manner, without the approval of the Members. The approval of the Members required in this Article IV, Section 14 shall be determined pursuant to Article III of these Bylaws.

Section 15. Limitation on Certain Appointees

(A) No Board member may appoint his or her own employee or relative as a Governor or to an Advisory Committee. For purposes of this Bylaws Article IV, Section 15: (i) an employee is a person who receives compensation from and whose work is controlled or directed by a Board member or an entity in which a Board member has an ownership interest; and (ii) a relative is a parent, spouse, brother, sister, child, stepchild, grandparent, grandchild, uncle, aunt, nephew, niece, or first cousin (all through blood or marriage) of the appointing Board member.

(B) No Board member may appoint his or her business partner as a Governor or to an Advisory Committee unless the appointee is a current Voting Member and has an ownership interest of at least 10% of the hotel of which the appointee is the current Voting Member.

For purposes of this Bylaws Article IV, Section 15, a business partner is defined as an individual with whom a Board member directly shares business interests (e.g., revenue, losses, and/or liability).

Section 16. Litigation Defense Costs and Fees

A Director who is a plaintiff in a lawsuit, or who is providing funding for a lawsuit, in which the Corporation, the Board, a Director, an Officer, an employee, a subsidiary, or an affiliate organization is a defendant, shall be responsible for reimbursing the Corporation for all reasonable costs of litigation, including, but not limited to, attorneys' costs and fees and expert witness costs and fees, if the defendant Corporation, Board, Director, Officer, employee, subsidiary, or affiliate organization is the prevailing party in such lawsuit.

Article V

Officers

Section 1. Designation of Officers

The Board shall annually, at its Regular Meeting of the Board, name the Officers of the Board who shall consist of a Chairperson of the Board, Vice-Chairperson of the Board and Secretary-Treasurer of the Board, all of whom shall be Directors. The Board shall have the power to confer such titles as it deems appropriate on any Officer or employee of the Corporation.

Section 2. Chairperson

(A) The Chairperson, who shall serve for a one year term, shall preside at Board meetings and official meetings of the Members. The Chairperson shall have such powers as the Board may assign. The Chairperson shall have the right to serve as an ex officio member of any committee appointed by the Board. No person shall serve more than one year as Chairperson unless elected to an additional term by the unanimous vote of the Board.

(B) In the absence of the Chairperson, or in the event of the Chairperson's inability or refusal to act, the Vice-Chairperson, or a Director elected by the Board for the term and purpose stated in the resolution of election shall perform the duties of the Chairperson, and when so doing, shall have all the powers of, and be subject to, all the restrictions upon the Chairperson.

Section 3. Vice-Chairperson

A Vice-Chairperson shall be named by the Board and shall perform such duties and have such authority as determined by resolution of the Board.

Section 4. President and Chief Executive Officer

The President and Chief Executive Officer shall be named by the Board, shall be the chief administrative officer of the Corporation and shall have such powers and duties as the Board may assign. The President and Chief Executive Officer shall have such duties, responsibilities and powers as are incident to a chief executive officer, but shall at all times be responsible to the Board and shall carry out and conform to the orders and directions issued from time to time by the Board. The President and Chief Executive Officer

shall be responsible for managing the affairs of the Corporation in order to meet the objectives of the Board in the strategic direction, updated strategic plan, yearly business plan and yearly budget or amendments thereto approved by the Board. The President and Chief Executive Officer shall be responsible for the hiring and discharging of all Vice-Presidents and other employees. Prior to the discharge of a Vice-President, the President and Chief Executive Officer shall notify the Board members and allow discussion.

Section 5. Vice-Presidents

Vice-Presidents named by the President and Chief Executive Officer shall perform such duties and have such authority as determined by the President and Chief Executive Officer.

Section 6. Secretary-Treasurer

The Secretary-Treasurer of the Board shall perform such duties as determined by the Board.

Article VI

Miscellaneous Provisions

Section 1. Corporate Seal

The corporate seal of the Corporation shall be circular in form and shall contain the name of the Corporation, the date of its creation and the words "Incorporated in Arizona." Said seal may be used by causing it or a facsimile thereof to be impressed, affixed, reproduced on, or otherwise applied to any document, paper or other receiving surface.

Section 2. Fiscal Year

The fiscal year of the Corporation shall be such as shall from time to time be determined by the Board.

Section 3. Checks, Drafts, Notes

All checks, drafts or other orders for payment of money, notes or other evidences of indebtedness issued in the name of the Corporation, shall be signed by such Officers, or agent or agents, of the Corporation, and in such a manner, as shall from time to time be determined by the Board.

Section 4. Loans

No loans shall be contracted on behalf of the Corporation, and no evidence of indebtedness shall be issued in its name, unless authorized by the Board. Such authority may be general or confined to specific instances.

Section 5. Annual Financial Statement

Within 90 days after the close of the fiscal year of the Corporation, a financial statement, including the balance sheet and profit and loss statement for the preceding fiscal year, shall be furnished to each Member. This financial statement shall be certified by an independent certified public accountant.

Section 6. Annual Budget

At least 30 days prior to the beginning of each fiscal year, the Board shall have approved a final, detailed annual budget showing proposed receipts and expenditures for the upcoming fiscal year. The annual

budget shall be distributed to all Members who make written request therefore, and who acknowledge, on a form prescribed by the Corporation, that, except as may be required by law, the Member will maintain and protect the confidential nature of the documents provided, except that it may be disclosed to Voting Members. Members receiving the annual budget shall reimburse the Corporation for reasonable photocopy charges (which shall not include employee or overhead expenses of the Corporation).

Section 7. Patronize Best Western Hotels

The Board shall adopt policies designed to maximize the business use of Best Western Properties by Members, the Board, Officers, employees and agents. The policy shall provide that a Best Western Property should be patronized, subject to reasonable availability, anytime that the Corporation pays for motel or hotel rooms or services. Such policy may provide for exceptions, however, where Best Western Properties are not reasonably available for the Annual Meeting or for District Meetings, and for trade shows held at other facilities where it is beneficial for attendees to be staying on premises at such non-Best Western facilities.

Section 8. Limitations on Assessments

A Member shall be given a minimum of 24 hours notice before any assessment of such Member's Best Western Property. No assessment of a Member's Property shall occur while such Member is attending any official meeting of the Corporation, including (without limitation) annual conventions and meetings of the Board, or within close proximity to the death of a family member of the particular Member, or on a recognized holiday. No points shall be deducted from an assessment score with respect to work on or improvements to a Property designed to correct the matter in issue and pursued with reasonable diligence, (i) which has been commenced prior to receipt by the Member of the notice of assessment, but which has not yet been completed, and which was not indicated to need correction on the next previous assessment, or (ii) which has been commenced in response to and within a reasonable time after the last assessment of the Property, but has not yet been completed at the time of the current assessment. If the same defects are noted in the next following assessment, points may be deducted at that time.

Section 9. Marketing/Pricing Programs

(A) The Board shall not establish any mandatory marketing or discount programs involving a discount from published rack rates of Members in excess of 10%, without an affirmative vote of the Members pursuant to Article III of these Bylaws.

(B) Only mandatory programs, and voluntary marketing programs that have been agreed to in writing by the Member, may be loaded into the reservation system in an "open" status.

Section 10. Advisory Committees

(A) To provide for appropriate Membership input into decisions of specific concern to Best Western Property owners, and to assist the Board and the management

team in maintaining proper insight into company matters, the following Advisory Committees are hereby created: Best Western for a Better World Committee, Education & Training Committee, Marketing Committee, Membership Development Committee, Quality Assurance Committee, Reservations & Technology Committee and Supply Committee.

(B) The role of the Advisory Committees is to provide the benefit of Property perspective and to act as an advisory group to the Board, enhancing the Corporation's ability to provide Member services. The role of the Advisory Committees is not to provide direction to or supervision of the Corporation's staff. Any direction of the Corporation's staff in relation to Advisory Committee functions may be undertaken by the Board upon recommendation of the Advisory Committee. Advisory Committee members will follow the Corporation's ethics policies.

(C) Each District shall be represented by the same number of Members on each Advisory Committee. Each Director shall annually appoint Advisory Committee members whose Best Western Property is within the Director's District. These appointments shall be subject to ratification by the Board. At any time, the appointment or ratification of an Advisory Committee member may be rescinded, with the vacancy filled by the Director, subject to ratification by the Board. Advisory Committee members shall be eligible to serve a maximum of six consecutive years, at which time they must leave the Advisory Committee for a minimum of three years before being eligible for reappointment to that Advisory Committee. Advisory Committee members may serve beyond six years until the expiration of the current term of the appointing Director. No Member may serve simultaneously on more than one Advisory Committee.

(D) At the beginning of each fiscal year, the Board, with the recommendations of the Advisory Committees, shall establish the anticipated program of work for each Advisory Committee. The Board shall determine the amount of funds necessary for each Advisory Committee to complete its assigned tasks in a comprehensive and reasonable manner. Such budget shall provide funding sufficient for a minimum of two meetings per year, which all Advisory Committee members may attend in person.

(E) The Board shall ensure that each Advisory Committee is provided with timely, comprehensive and pertinent information reasonably necessary to carry out well-informed deliberations. Advisory Committee action will take the form of recommendations reported to the Board no later than the second regular Board meeting following each Advisory Committee meeting. In addition, the chairperson of the Advisory Committee and the appropriate member of staff are responsible for accurately reporting the Advisory Committee findings to the Board, and to be available in person or via telephone to discuss and answer any questions the Board may have regarding the Advisory Committee recommendations.

(F) The recommendations and actions of any Advisory Committee shall not be binding on the Board or the Corporation and shall not constitute an act of the Corporation.

Section 11. Conflict of Interest

No employee of the Corporation shall directly or indirectly, as a proprietor, partner, shareholder, employee, lender or in any other capacity, acquire or retain any interest in a Best Western Property.

Section 12. Information to Members

Except as specifically provided otherwise in the Nonprofit Act, the Articles of Incorporation or Article II, Section 8 of these Bylaws, whenever these Bylaws require the Board or the Corporation to notify, advise or provide information or material in writing or by mail, the notice, advice, information or material may be provided by letter, facsimile, e-mail, the Corporation's website for Members, or other appropriate means calculated to provide such information or material to the intended recipient.

Section 13. Electronic or Online Voting System

For all Membership ballots, other than those conducted by a voice vote, the Corporation shall use an electronic or online voting system that shall:

- (A) Be confidential, auditable and secure;
- (B) Provide voter anonymity; and
- (C) Produce accurate vote counts.

Article VII

Indemnification of Directors, Officers, Governors and Committee Members

Section 1. Persons Indemnified

The terms "Corporation," "Director," "Expenses," "Liability," "Officer," "Party," and "Proceeding" when used in this Article VII, Indemnification of Directors, Governors and Committee Members, shall have the same meanings as set forth in A.R.S. § 10-3850, as amended.

(A) Directors. To the extent the Nonprofit Act, as amended, permits a Corporation to indemnify a person who is or was a party to a Proceeding because he is a Director, this Corporation shall indemnify said person, as more fully provided in the Articles of Incorporation.

(B) Officers. To the extent the Nonprofit Act, as amended, permits a Corporation to indemnify a person who is a Party to a Proceeding because the person is or was an Officer of the Corporation, this Corporation shall indemnify said person to the same extent as a Director. In addition, this Corporation shall indemnify said person to the extent permitted in the Articles of Incorporation.

(C) Governors. To the extent the Nonprofit Act, as amended, permits a Corporation to indemnify a person who is a Party to a Proceeding because the person is or was a Governor of the Corporation, this Corporation shall indemnify said person to the same extent as a Director. In addition, this Corporation shall indemnify

said person to the extent permitted in the Articles of Incorporation.

(D) Standing Committee Member. To the extent the Nonprofit Act, as amended, permits a Corporation to indemnify a person who is a Party to a Proceeding because the person is or was a standing committee member of the Corporation, this Corporation shall indemnify said person to the same extent as a Director. In addition, this Corporation shall indemnify said person to the extent permitted in the Articles of Incorporation.

(E) Ad Hoc Committee Member. To the extent the Nonprofit Act, as amended, permits a Corporation to indemnify a person who is a Party to a Proceeding because the person is or was an ad hoc committee member of the Corporation, this Corporation shall indemnify said person to the same extent as a Director. In addition, this Corporation shall indemnify said person to the extent permitted in the Articles of Incorporation.

Section 2. Advance of Expenses

This Corporation may pay for or reimburse the reasonable Expenses incurred by a Director, Officer, current or former Governor or current or former standing committee member who is a Party to a Proceeding in advance of final disposition of the Proceeding in accordance with A.R.S. § 10-3853, as amended.

Section 3. Power to Indemnify

(A) Subject to the provisions of paragraph (B) of this Section 3, to the extent permitted by Arizona law, the Board shall have the power to indemnify persons who are not Officers, Directors, Governors, standing committee members and ad hoc committee members and the power to pay for or reimburse reasonable expenses incurred by any such person who is a Party to a Proceeding.

(B) No other person or entity than those specifically named in the Articles of Incorporation shall be indemnified unless by specific Resolution of the Board identifying the indemnitee and the specific scope and conditions of the indemnity.

(C) Except as provided above in paragraph (B) of this Section 3, no indemnity shall be extended, by grant whether express or implied, to a Member, actual or apparent agents or independent contractors.

Article VIII

Code of Business Conduct and Ethics

The Directors of the Board acknowledge and accept the scope and extent of their duties as directors. Directors have a responsibility to carry out their duties in an honest, businesslike manner and within the scope of their authority, as set forth in the Corporations & Associations laws of the State of Arizona, and in the Articles of Incorporation and Bylaws of the Corporation. Directors are entrusted with, and are responsible for providing oversight of the assets and business affairs of the Corporation in an honest, fair, diligent and ethical manner. Directors must act within

the bounds of the authority conferred upon them and with the duty to make and enact informed decisions and policies in the best interests of the Corporation and all of its Members. The Board, and Directors individually, shall comply with the following Code of Business Conduct and Ethics (the "Code") and shall adhere to the standards of loyalty, good faith, and the avoidance of conflict of interest that follow.

Section 1. Duty of Good Faith and Loyalty

(A) A Director owes allegiance to the Corporation and must act in the best interests of the Corporation while acting in his or her official capacity.

(B) A Director shall be diligent to ensure that the Corporation's interests are pursued during the meetings of the Board.

(C) A Director may not use the position or authority for personal profit, gain or other personal advantage over other Members or the Corporation.

(D) A Director is accountable to the Corporation and all Members for his or her official actions and can be held personally liable for fraud or breach of fiduciary duty in the conduct of Best Western's affairs. "Fraud" generally means any act, expression, omission or concealment intended to deceive another for the Director's benefit. "Fiduciary duty" generally refers to the duty of a Director to act with a duty of care, loyalty, good faith and honesty in a manner that the Director reasonably believes is in the best interests of the Corporation. Whenever a Director has a question about any particular behavior or action, he or she should consult the Corporation's legal counsel.

(E) A Director shall exercise honest and reasoned judgment and act reasonably and in good faith for the best interests of the Corporation.

(F) A Director shall not discuss personal business during a meeting of the Board nor advance his or her personal interests while in official session at the expense of the Corporation.

(G) A Director shall not make personal attacks on other Directors, staff or Members. Disagreements shall be expressed in an objective, professional and respectful manner to the entire Board and shall not be directed to the person with an opposing point of view.

(H) A Director may not accept commissions or rebates that belong to the Corporation for his or her personal gain.

(I) A Director shall not submit to the Corporation false claims nor make false statements related to any claim for reimbursement.

(J) A Director shall conduct all aspects of his or her public and private life in a manner that does not disparage or degrade the image of the Corporation or the Board.

Section 2. Duty to Use Care, Skill and Diligence When Carrying Out Official Acts

(A) A Director is required to act honestly and in good faith, in a manner reasonably believed to be in the best interests of the Corporation, and with the care that

an ordinarily prudent person in a like position would exercise under similar circumstances.

(B) A Director shall use his or her best efforts to keep apprised of legislation or regulations that affect the Corporation.

(C) A Director shall seek the advice of experts when making decisions on behalf of the Corporation in areas of competence in which the Director has not been trained.

(D) A Director may not exercise favoritism, and must treat all Members and all similar situations alike, serving the interests of all Members impartially and without bias.

(E) A Director may not knowingly act or vote to act in an illegal manner, and must advocate that the Board comply with applicable laws, codes, contracts, and agreements to which the Corporation is bound.

(F) A Director shall make a diligent effort to become trained and skilled in the business of the Corporation in such areas as business strategy, marketing, membership development, finance, and governance.

(G) A Director shall obtain a working knowledge and general understanding of governing documents such as the Bylaws, Rules and Regulations and Board policies that regulate the Corporation.

(H) A Director is entitled to rely upon information and reports presented by Officers or other employees of the Corporation whom the Director reasonably believes are reliable and competent in the matters presented. The Director should express his or her opinion for the record if he or she does not believe the information is reliable and vote consistently with that opinion. The Director should consult the Board's legal counsel if he or she believes the Board, any Director or the Corporation is acting unlawfully or unethically.

(I) A Director is entitled to rely upon legal opinions, financial statements, and other information relating to matters that the Director reasonably believes are within the person's professional or expert competence.

Section 3. Acting within the Boundaries of Board Authority

(A) The authority of the Board is defined in the laws of the State of Arizona, and the Articles of Incorporation and Bylaws of the Corporation.

(B) The Board's authority includes, without limitation, the power to employ and discharge the President and Chief Executive Officer; to work with the President and Chief Executive Officer to carry out the strategic plans of the Corporation; to meet the budget approved by the Board; to manage the operations of the Corporation that affect the financial affairs of the Members, including but not limited to membership development, property standards and evaluations, hearings and Member meetings and communications; to work with the Advisory Committees to develop strategic direction of the Corporation; and to set policies for the strategic direction of the Corporation.

(C) An individual Director's authority is limited to those acts that are transacted during the course of

a duly called meeting of the Board with a quorum present, or upon the unanimous written consent of the Board.

(D) Subject to the requirements of the Bylaws, the act of the majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board. A Director shall not act or purport to act for or on behalf of the Board except as set forth in the Bylaws.

(E) A Director shall not violate government laws that regulate the operations of the Corporation.

(F) A Director shall not violate the Corporation's Articles of Incorporation.

(G) A Director shall not violate the Corporation's Bylaws.

Section 4. Duty to Disclose Every Personal Conflict of Interest to the Corporation

(A) A Director is required to make prompt and full disclosure to the Board of any conflicting interest, either direct or indirect, he or she has or may have in a transaction to which the Corporation is or may be a party. The disclosure shall include all facts known to the Director that an ordinarily prudent person would reasonably believe to be material to a judgment about whether or not to proceed with the transaction.

(B) A conflicting interest includes, without limitation, any interest the Director has in the transaction if it is of such financial significance that it would reasonably be expected to exert an influence on the Director's judgment if he or she were called on to vote on the transaction.

(C) A Director shall not vote on or participate in discussions or deliberations on matters when a conflict is deemed to exist other than to present factual information or to respond to questions presented.

(D) A Director who discloses a conflict or potential conflict shall request that the disclosure be recorded in the minutes of the meeting.

(E) A Director shall assure that the minutes properly record his or her abstention on any votes on matters for which a conflict may exist.

(F) A Director may vote on an issue that benefits the Director if the issue is one that is decided for the general good of the Corporation and the Members. An example is voting to replace signage. If the motion is to replace all signs for all Members, a Director may vote. If the motion is to replace signs only on the Director's property, it would be improper for that Director to vote.

Section 5. Duty of Confidentiality

(A) A Director has a duty of confidentiality and shall not release, publish or divulge to any unauthorized third-party, or otherwise use for personal gain, any confidential information learned or received while serving as a Director.

(B) Confidential information includes but is not limited to: trade secrets (defined below); marketing plans; corporate strategy; financial records and information; contracts and other legal documents; business and

contractual relationships; employee information; and information discussed or revealed during executive sessions of the Board.

(C) A “trade secret” includes any Best Western information that: (i) derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use; and (ii) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.

(D) A Director has a duty to protect the confidentiality of information learned in any Board executive session, including documents reviewed and the substance of any discussions.

(E) A Director shall not release, publish or divulge to any unauthorized third-party, or otherwise use for personal gain, the information learned or received during a Board executive session.

(F) A Director shall not disclose confidential information to a Member unless: (i) the disclosure is made in accordance with the Bylaws; and (ii) the Board has been notified of the proposed disclosure and has determined that the disclosure would not pose an unreasonable risk of harm to the Corporation’s best interests.

(G) Other than when performing official duties as a Director, a Director shall not access, disclose or share with a third-party the Corporation’s information about individual Members.

(H) A Director must use special care to protect a Member’s financial records containing personal information from being examined or read by an unauthorized third-party.

(I) A Director may not use information learned about a Member within the scope of his or her duties as a Director as a topic of conversation with other Members.

(J) A Director must not reveal confidential bidding information from contractors or provide unauthorized information to bidders about the review of the bids.

(K) A Director has a duty to protect the confidentiality of information learned in the applicant screening and decision making process.

(L) A document marked confidential is presumed confidential. If a Director questions whether information or a document are confidential, whether marked confidential or not, the Director should inquire by asking the individual who authored or provided the information or document whether the information or document are confidential prior to release to any third-party.

Section 6. Duty to Refrain from Impeding the Work of Staff

(A) A Director’s primary obligation is to participate in the governance and policymaking process of a Corporation.

(B) A Director should not be involved in the setting or enforcement of Board or corporate policies except during a meeting of the Board of Directors.

(C) An individual Director is not empowered to provide day-to-day work instructions to staff unless authorized to do so during a meeting of the Board.

(D) An individual Director does not have authority to waive compliance with any decision or policy of the entire Board of Directors.

(E) An individual Director does not have the authority to utilize staff or corporate resources other than for the purpose of performing duties as a Director.

Section 7. Compliance

Directors are expected to adhere to the Code. It is the responsibility of each Director to understand the Code, and to seek further explanation and advice concerning the interpretation and requirements of the Code, as well as any situation which appears to be in conflict with it.

A Director who has reasonable cause to believe that the Code has been violated shall promptly report the known facts to the Board and to the Corporation’s General Counsel. The matter shall be placed on the agenda of and considered at the next meeting of the Board. A Special Meeting of the Board may be called to consider the matter.

When determining whether the Code has been violated by a Director, and when determining appropriate actions to be taken in the event of a violation of the Code, the Board shall adhere to the due process requirements of the Code. However, for an alleged violation related to a Director submitting falsified information on an expense report filed with the Corporation, the provisions of and due process requirements of Bylaws Article IV, Section 11(B) shall apply rather than the following Article VIII, Section 8.

Section 8. Due Process

For purposes of determining whether a Director has violated the Code, and any appropriate actions to be taken if so determined, the following shall apply:

(A) If, during an open session of a meeting of the Board, the Board determines by a majority vote (excluding the Director alleged to have violated the Code (the “Respondent”)), that there is reasonable cause to believe that a Director/the Respondent has violated the Code, the Board shall engage an independent third-party to conduct an inquiry related to the alleged Code violation.

(B) If more than one Director is alleged to have violated the Code, the Board shall treat each such Director individually and separately under this section, and for each such Director shall have a separate and distinct vote on reasonable cause, independent investigation and, if applicable, meeting for considering the independent third party’s report and vote on recommended action. A Director alleged to have violated the Code shall not be excluded from any vote relating to another Director’s alleged violation of the Code, unless the Director has a conflicting interest or would otherwise be prohibited from voting under the Bylaws or applicable laws.

(C) If a Director is alleged to have engaged in multiple violations of the Code, those violations

may be considered together in a single investigation and process under this section.

(D) The independent third-party shall conduct an impartial investigation regarding the alleged Code violation. The independent third-party shall consider all competent, relevant evidence. The Board and the Director alleged to have violated the Code shall cooperate fully in the investigation and provide any requested relevant documents and information to the independent third-party.

(E) All reasonable efforts shall be made by the independent third-party to complete the investigation within thirty (30) days of engagement.

(F) The independent third-party shall produce a written report that includes findings of fact and conclusions as to whether the Respondent violated the Code. The independent third-party shall use a preponderance of the evidence standard.

(G) The written report shall be provided to the General Counsel, who shall provide the report to the Board, including the Respondent, within three (3) business days of receipt.

(H) The independent third-party's findings of fact and conclusions as to whether the Respondent violated the Code are binding on the Board, the Respondent, and the Membership.

(I) If the independent third-party finds that the Code has not been violated, the matter shall be closed.

(J) If the independent third-party finds that the Code has been violated, the independent third-party shall include in the written report any recommended penalties. Recommended penalties may include, but are not limited to, censure and/or removal of the Respondent as a Director.

(K) If the independent third-party determines that the Respondent violated the Code, and the independent third-party recommends one or more penalties, within ten (10) days of receipt of the written report, the Board shall, without vote, forward the matter to the President and Chief Executive Officer for distribution to the Membership for vote with regard to each recommended penalty in accordance with Bylaws Article III, Section 5.

(L) The ballot shall include a copy of the independent third-party's written report. The Respondent may submit a statement, not to exceed two pages in length, which will be included in the ballot material.

(M) If the ballot for any penalty results in an affirmative vote of a majority of the votes cast, provided at least thirty-three and one-third percent (33 1/3 %) of all Voting Members vote in favor of the penalty, the ballot for that penalty shall have passed and each such penalty shall be effective upon the certification of the ballot by the Designated Accountant.

(N) If a ballot results in the removal of Respondent, the process of filling the vacancy detailed in Bylaws Article IV, Section 8 Vacancies, shall apply.

(O) A Director who resigns after the Board finds that there is reasonable cause to believe that the Code has been violated, or who is removed by the Membership for violating the Code, is disqualified from future service as a Director and shall not be appointed to

a leadership position (e.g., Governor or Advisory Committee member).

Section 9. Effective Date

The effective date of the Code shall be the date of certification of the Member-approved ballot by the Designated Accountant (the "Effective Date" (March 10, 2010)). The Code shall be enforceable with regard to all Director conduct subsequent to the Effective Date.

Section 10. Affirmation

Directors will annually sign an affirmation that they have read, understand, agree to be bound by, and will comply with the Code as follows:

I hereby acknowledge that I have received, read, understand and agree to comply with the Corporation's Code of Business Conduct and Ethics throughout my term as a Director on the Corporation's Board of Directors ("Term"). Furthermore, I hereby confirm now, and with respect to my Term, that each of the following statements is and will be accurate, except as otherwise noted below. If any statement becomes inaccurate, I will promptly report it to the Corporation's Board of Directors.

(A) I will comply with all of the General Corporation laws of the State of Arizona, Bylaws, Rules and Regulations and other Regulatory Documents (as defined in the Corporation's Bylaws) of the Corporation that apply to me as a Director or Member.

(B) I will not be an Officer, Director, trustee, partner, employee, owner or stockholder (excluding ownership of stock in a publicly held company) of any entity which either (a) directly or indirectly does business with the Corporation or (b) directly or indirectly competes with the Corporation, except with respect to any hotel Property (as defined in the Corporation's Bylaws).

(C) If I become aware of any transaction(s) involving the Corporation (including but not limited to disposition of Corporation assets) which to my knowledge was/were not properly authorized or accurately and fairly reported in the Corporation's books and records I will report them to the Audit Committee of the Corporation's Board of Directors.

(D) I will not give or offer to give or authorize another to give or offer anything of value (including but not limited to commissions, rebates, kickbacks or bribes) to any foreign or domestic government official or representative or any domestic or foreign political party official or candidate for political office for the purpose of inducing such person to use his influence to assist the Corporation in obtaining or retaining business or to benefit the Corporation or any other person in any way.

(E) To my knowledge, no relative of mine has, or is attempting to have, any direct or indirect relationship (other than ownership of stock in a publicly held company) with any entity which has or will have commercial dealings with the Corporation.

(F) Neither I nor any of my immediate relatives will directly or indirectly solicit or accept any gifts, payments, services, entertainment, travel, pleasure outing or other favor or benefit in any single transaction or series of transactions exceeding \$250.00 per year in value from any single person or entity doing business or seeking to do business with the Corporation, excluding normal business meals and activities in the ordinary course of business.

(G) I will not perform services for, nor accept compensation from, any competitor of the Corporation, except with respect to any hotel property (as defined in the Corporation's Bylaws).

(H) I will not pursue as a personal business opportunity any business opportunities that rightfully belong to the Corporation.

(I) I will take all reasonable precautions to protect the Corporation's confidential information, and will not release, publish or divulge to any unauthorized third-party, or otherwise use for personal gain, any confidential information learned or received during the performance of official duties as a director.

(J) If I have reasonable cause to believe that the Code has been violated, I shall promptly report the known facts to the Board of Directors and Corporation's General Counsel.

(K) I am not now, and to the best of my knowledge will not become, involved in any situation that might create, or appear to create, any conflict of interest between me and the Corporation.

Article IX

Amendments

These Bylaws may be amended as provided in the Articles of Incorporation.

Best Western International, Inc. Restated Articles of Incorporation

As Amended Through August 30, 2000

Amendments

1. June 7, 1966 - Article VII
2. August 12, 1968 - Articles VI & VII
3. November 21, 1975 - Article I
4. October 14, 1976 - Articles IV & VI
5. January 19, 1978 - Article V
6. December 19, 1978 - Article I
7. July 21, 1987 - Article VII
8. September 20, 1989 - Article VII
9. August 30, 2000
10. June 14, 2006 - Article VI

ALL PROVISIONS OF THE EXISTING ARTICLES OF INCORPORATION NOT INCLUDED IN THESE RESTATED ARTICLES ARE EXPRESSLY REPEALED UPON ADOPTION OF THESE RESTATED ARTICLES.

Article I

The name of the Corporation shall be:
BEST WESTERN INTERNATIONAL, INC.

Article II

The principal meeting place of the Corporation shall be in Phoenix, Arizona, but the Corporation may establish other meeting places and other offices elsewhere within and without the State of Arizona.

Article III

The general nature of the Corporation shall be for the following purposes:

- (A) To foster the interest of its members and those which are in any way related to the motel industry by common business interest;
- (B) To encourage high business standards and fair and honest treatment of the general traveling public, and specifically in providing for their convenience and comfort, and in the dissemination of highway and travel information and other aids;
- (C) To establish and maintain uniformity and equity in the customs of the motel trade;
- (D) To acquire, preserve and disseminate valuable information and to encourage closer relationships among those engaged in the industry;
- (E) To stimulate and cultivate close and lasting friendships and fellowships among those engaged in the industry;
- (F) To sue and to be sued;
- (G) To make, execute, deliver and assume the obligations of contracts;

(H) To receive property by devise or bequest, subject to laws regulating the transfer of property by Will;

(I) To convey, exchange, lease, mortgage, encumber, transfer upon trust or otherwise to dispose of all property, real or personal;

(J) To own, buy, lease and operate office buildings, storerooms, garages, club houses and other edifices;

(K) To do any and all things necessary, suitable and proper for the accomplishment of its affairs and the accomplishment of any of the purposes or for the attainment of any of the objectives or for the exercises of any of the powers herein set forth or which may be recognized as proper and lawful objectives of a trade association, all of which shall be constituted with the public interest of this trade and industry.

Article IV

The known place of business for the Corporation is 6201 N. 24th Parkway, Phoenix, Arizona 85016.

Article V

The Corporation shall be a member nonprofit corporation.

Article VI

There shall be no capital stock issued by this nonprofit Corporation. Memberships in the Corporation shall not be assigned except in accordance with the terms and conditions set forth in the Bylaws and none of the members of the Corporation shall receive pecuniary gain or profit. In the event of the dissolution of this Corporation after adequately taking care of all debts and obligations, any remaining assets of the Corporation shall be distributed to a nonprofit educational or charitable organization.

Article VII

The time of the commencement of this Corporation shall be the date upon which the Arizona Corporation Commission shall issue its certificate. The Corporation shall have perpetual existence as provided for by law.

Article VIII

(A) The Annual Meeting of the membership shall be held during the period from September 15th through November 15th of each year on a date to be designated by the Board of Directors and such meeting shall be held at a location designated by the Board of Directors.

(B) The affairs of the Corporation shall be conducted by a Board of Directors comprised of seven (7) Directors who shall be members of the Corporation.

(C) The annual election of Directors hereafter shall be as set forth in the Bylaws.

(D) 1. The members of the Corporation may propose the adoption, amendment or repeal of any Article of Incorporation or Bylaw or part thereof without the prior action of the Board of Directors. A proposal to adopt, amend or repeal any Article of Incorporation or Bylaw, or part thereof, may

be initiated upon the written request of at least one hundred fifty (150) members who meet the requirements of Article III, Section 4 of the Bylaws, which request shall be delivered to the Secretary of the Corporation at its known place of business.

2. Before a proposal to adopt, amend or repeal any Article or Bylaw is distributed for member signatures, the proposal shall be submitted to the Board and, at the Board's discretion, the proposal may be reviewed by Best Western's legal counsel. Counsel shall render an opinion within thirty (30) days whether the proposal violates any local, state or federal laws or whether the proposal requires the repeal or modification, in whole or in part, of any current Articles, Bylaws or Rules and Regulations. Counsel shall render to the Board and the proponents of the proposal an opinion stating what modifications, if any, are recommended to be made to the proposal and to current Articles, Bylaws or Rules and Regulations to avoid conflict or inconsistency or to provide clarity.

3. In the alternative to D(2) above, the proponents may, in lieu of submitting the proposal to the Board prior to distribution for member signatures, submit the proposal with the required member signatures, along with a legal opinion of a licensed Arizona attorney. The opinion must state that the proposal does not violate any local, state or federal laws, does not require the repeal or modification, in whole or in part, of any current Articles, Bylaws or Rules and Regulations unless such repeal or modifications are included in the proposal.

4. Proposals to adopt, amend or repeal the Articles of Incorporation or Bylaws shall reflect the vote of each Director on each proposed change. The Board may include a majority and minority opinion on each proposed change, not to exceed 250 words.

(E) The Board of Directors may also propose the adoption, amendment or repeal of any Article of Incorporation or Bylaw or part thereof without the prior action of the members. The Board of Directors must also comply with the applicable provisions of Paragraph D(2).

(F) The power to adopt, amend or repeal the Bylaws of this Corporation shall be vested solely in the members of the Corporation. The adoption, amendment, or repeal of any Bylaw provision shall require the affirmative vote of the lesser of two-thirds (2/3) of the votes cast or a majority of the voting power, unless the Arizona Nonprofit Corporation Act, as amended, or the body proposing the provision requires a greater vote; provided, at least thirty-three and one-third percent (33 1/3%) of the voting power vote in favor.

(G) Subject to A.R.S. § 10-11002(A), as it now exists or may hereafter be amended, the power to amend or restate these Articles of Incorporation shall be vested in the members of the Corporation. The amendment or restatement of the Articles shall require the affirmative vote of the lesser of two-thirds (2/3) of the votes cast

or a majority of the voting power, unless the Arizona Nonprofit Corporation Act, as amended, or the body proposing the provision requires a greater vote; provided, at least thirty-three and one-third percent (33 1/3%) of the voting power vote in favor. The Board of Directors may restate the Articles of Incorporation without member vote if no amendment is included.

(H) Unless the Arizona Nonprofit Corporation Act, as amended, requires a greater vote, in which case the Arizona Nonprofit Corporation Act shall apply, the following shall require the affirmative vote of two-thirds (2/3) of the votes cast; provided at least thirty-three and one-third percent (33 1/3%) of the voting power vote in favor:

A. Any amendment to these Articles of Incorporation that terminates all members or class of members or redeems or cancels all memberships or any class of memberships.

B. Any amendment to these Articles of Incorporation that terminates a majority of members or class of members or redeems or cancels a majority of memberships or any class of memberships.

C. Any amendment or restatement of Article V or Article VI of these Articles of Incorporation.

D. Any amendment or restatement of this Article VIII (H).

(I) Board of Directors' initiated amendments to the Articles and Bylaws shall comply with the provisions of A.R.S. § 10-11003, as may be amended.

Article IX

The private property of each and every member of the Corporation, officer and Director shall, at all times, be exempt from all debts and liabilities of the Corporation.

Article X

To the fullest extent that the law of the State of Arizona, as it now exists or as it may hereafter be amended, permits the elimination of or limitation on the liability of Directors and Officers, no Director or Officer of the Corporation shall be liable to the Corporation or its members for monetary damages for any action taken or any failure to take any action as a Director or an Officer. Any repeal or modification of this Article shall be prospective only and shall not adversely affect any elimination or limitation on the personal liability of a Director or Officer of the Corporation existing at the time of such repeal or modification.

Article XI

Pursuant to A.R.S. § 10-3202(B)(2) and to the fullest extent that the Arizona Nonprofit Corporation Act, as amended, permits a nonprofit corporation to indemnify a Director, Officer, Governor and Standing Committee member for, from and against liability as defined in A.R.S. § 10-3850, as amended, to any person for any action taken, or any failure to take action as a Director, Officer, Governor, Standing Committee member and Ad Hoc Committee members, the Corporation shall

provide indemnification for, from and against any such liability to the Directors, Officers, Governors, Standing Committee members and Ad Hoc Committee members.

Article XII

The members of the Corporation may adopt or amend Bylaws in accordance with Article VIII of these Articles of Incorporation to fix a greater quorum or voting requirements for members than is required by the Arizona Nonprofit Corporation Act, as it now exists or as it may hereafter be amended.

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EXHIBIT J-2 TO FDD

2026 RULES AND REGULATIONS



2026
Rules & Regulations

Best Western International, Inc.
6201 N. 24th Parkway
Phoenix, Arizona 85016-2023

Rules & Regulations

Updated January 2026

Best Western International, Inc.
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Chapter I

100.0 General Provisions

- 100.1 The rights and obligations of Members are contained in the laws of the State of Arizona and Best Western's Articles of Incorporation, Bylaws, Rules and Regulations, New Construction Guidelines, Renovation & Refurbishing Guidelines, Membership Application and Agreement, annual Membership Certification Agreement, and the orders or directives of the Board of Directors (the "Board"). Such rights and obligations shall be governed by and subject to such modifications to and amendments of the foregoing as may be duly effected from time to time by the Arizona Legislature, the Membership of the Corporation or the Board as the case may be.
- 100.2 The Articles of Incorporation may be amended or repealed only by the Members in accordance with Section 10-1034, Arizona Revised Statutes.
- 100.3 The Bylaws may be adopted, amended or repealed only by the Members in accordance with Article VIII of the Bylaws.
- 100.4 The Rules and Regulations, New Construction Guidelines and Renovation & Refurbishing Guidelines may be adopted, amended or repealed, and the orders or directives of the Board may be adopted, amended, repealed or rescinded only by the Board in accordance with the Bylaws.
- 100.5 The Rules and Regulations, New Construction Guidelines, Renovation & Refurbishing Guidelines, and orders or directives of the Board may supplement the laws of the State of Arizona, the Articles of Incorporation and the Bylaws, which are the primary repository of the rights and obligations of the Members. Any inconsistency between the provisions of the Rules and Regulations, New Construction Guidelines, Renovation & Refurbishing Guidelines, and orders or directives of the Board and the provisions of the laws of the State of Arizona, the Articles of Incorporation or the Bylaws is controlled by the laws, Articles or Bylaws, in that order.
- 100.6 The secretary of the Corporation shall maintain in current form the Articles of Incorporation, the Bylaws, the Rules and Regulations, the New Construction Guidelines, the Renovation & Refurbishing Guidelines, and orders or directives of the Board. These shall be made available for inspection by any Member at the principal office of the Corporation during business hours.
- 100.7 Current Articles of Incorporation, Bylaws, Rules and Regulations, New Construction Guidelines, Renovation & Refurbishing Guidelines, and any order or directive of the Board shall be made available for inspection by any Member at all regular and special meetings of the Members.

- 100.8 Each Member shall be given a copy of the then current Articles of Incorporation, Bylaws, Rules and Regulations, New Construction Guidelines and Renovation & Refurbishing Guidelines at or before the time the Membership commences. Thereafter, any modifications, revisions and amendments to any of the foregoing will be made available to Members as soon after adoption as is reasonably practicable.
- 100.9 Terms used in these Rules and Regulations that are defined in the Bylaws shall have the same definitions here, unless the context indicates otherwise.
- 100.10 Except as otherwise required by law, the Articles of Incorporation or the Bylaws, the provisions of this chapter are directive, not mandatory. Non-compliance with any provision in this chapter shall not confer any right upon, waive any obligation of, or entitle to any relief, any Member without a showing that the Member would otherwise be substantially prejudiced.
- 100.11 Except as provided otherwise in the Bylaws and Rules and Regulations, Membership in Best Western International, Inc. ("Best Western") is personal and nontransferable. Only a natural person can hold a Membership. The approval or disapproval of an application for Membership rests wholly within the discretion of the Board.

Chapter II

200.0 Regional Governors

- 200.1
- A. Each Director shall annually appoint regional Governors to act as liaisons between the Board and the Membership within the geographic regions covered by the respective appointments. These appointments shall be ratified by the full Board.
 - B. The number, responsibilities and accountabilities of the regional Governors shall be determined at the time of appointment and may be altered or rescinded by the Board.
 - C. The appointment of a regional Governor may be rescinded and vacancies may be filled by the Director at any time and ratified by the full Board.
 - D. The Board may waive any of the criteria of rules 200.2 and 200.3 when there are extenuating circumstances.
- 200.2 In order for an individual to be appointed as a Best Western Governor, the individual shall:
- A. Be a Voting Member or owner;
 - B. Have a minimum of three years hotel/motel industry experience;
 - C. Have a minimum of two years Best Western experience;
 - D. Be a participating member in industry related associations available in his/her area;
 - E. Have attended his/her respective Best Western District Meeting or the Annual Convention each year for the past two years;

F. Comply with the following items at all Best Western Properties where the Governor is a Voting Member or owner:

1. Attainment of a Quality Assurance score at or above the previous year's North American average, averaged over the past three most recent assessments.
2. Have a customer service complaint ratio below the previous year's North American average.
3. Have a current Best Western account.
4. Be current on Design standards.

G. A CHA designation is highly recommended.

200.3

After appointment as a Best Western Governor, the Governor shall meet the following criteria:

A. Continue to be a Voting Member or owner;

B. Continue to be a participating member in industry related associations available in his/her area;

C. Communicate with each Member within their respective region no less than one time annually:

1. Review management of the Property for the purpose of advising and recommending areas needing improvement.
2. Review with management any issues of concern. The goal should be to enhance consistency among Properties in the application of quality control, customer services, design and brand identity policies.
3. Serve as a resource to the Member on Best Western matters.
4. File a report on the consultation with the District Manager within 30 days. Discuss serious concerns with the District Manager as soon as possible.

D. Upon request by his/her Director, assist with issues affecting the Association or represented region:

1. Communicate with his/her Director on any issues concerning Members in the District.
2. Communicate any violations of Membership requirements to the staff or Director occurring within the district.
3. Communicate any concerns Members have about Best Western as it may relate to governance issues, Bylaws changes or Rules and Regulations.

E. Attend and actively participate in the following meetings:

1. Attend the Governors' Conference each year and, if a newly appointed Governor, attend the new Governor Orientation session at the Governors' Conference.
2. Attend either his/her respective District Meeting or the Annual Convention

each year. Attendance at both meetings is strongly encouraged.

3. Attend, when possible, a Best Western training workshop annually.

F. Upon request by his/her Director or the Board, serve in a leadership role for the organization:

1. Provide advisory assistance to the Board on strategy, governance and Member matters.
2. Serve on one Member Advisory Committee upon request.
3. Assume other leadership assignments when called upon by the Director.

G. Upon request from Membership Development or the Director, visit a proposed Applicant's Property or site, if new construction.

1. File a written report with Membership Development upon completion of the visit within the required time frame as outlined by the Development Department.
2. Objectively evaluate the proposed Member, keeping in mind the value of the proposed Member Property to the Association.

H. Comply with the following items at all Best Western Properties where the Governor is a Voting Member or owner:

1. Maintain a Quality Assurance score at or above the previous year's North American average, averaged over the past three most recent assessments.
2. Maintain a customer service complaint ratio below the previous year's North American average.
3. Maintain a current Best Western account.
4. Continuously operate their Property/ Properties in a manner to ensure that grounds for cancellation of Membership/ contingent approval do not exist.

I. Follow Best Western's ethics policies.

200.4

Regional Governors shall serve without pay but may receive reimbursement for expenses as determined by the Board:

A. Mileage reimbursement is in accordance with Best Western policy. One night's lodging will be reimbursed if travel exceeds 200 miles one way. Airfare and rental car reimbursement authorized with advance Director approval.

B. One complimentary registration for the Governor to attend his/her regional District Meeting.

C. Governors will be reimbursed for travel expenses to attend the Governors' Conference including airfare, lodging and meals. Rental cars are not included.

D. Travel to District Meetings and Annual Convention is at Governor's own expense.

E. All reimbursable expenses incurred during the course of the year are to be submitted to the Finance Department within sixty (60) days of the date of the expense. All reimbursable expenses must be submitted no later than forty-five (45) days following the end of the fiscal year in which incurred. Expenses not turned in within these time frames will not be reimbursed.

F. Governors may request payment of a \$250 fee for visiting an Applicant's Property or new construction site to evaluate the application when Best Western requests the visit. Best Western will establish conditions for payment, such as physically visiting the location, and completing and submitting reports by the time required by Best Western. The Board may revise the conditions for payment and/or fee from time to time, in its sole discretion. This is the only fee or pay authorized under this Rule 200.4.

Chapter III

300.0 Signs and Advertising

- 300.1** The appropriate Best Western logo shall be incorporated into all branded signs, including outdoor billboards, as detailed in the Brand Identity Manual as approved by the Board. A budget, dated, cluttered, or disjointed sign is not permitted as may be determined by Best Western Brand Identity Administration. The Member or Applicant shall have the right to appeal to the Board regarding compliance with this Rule. The decision of the Board shall be final.
- 300.2** Each Member shall display on the Property a Best Western-approved primary sign as detailed in the Brand Identity Manual.
- 300.3** Placement, size, and type of all branded signs shall be approved by Best Western Brand Identity Administration. All Property branded signs shall comply with the current Rules and Regulations and the Brand Identity Manual.
- 300.4** Best Western branded signs may only be obtained from a Best Western-endorsed vendor.
- 300.5** The Member shall be responsible for the cost of installation of any and all Best Western signs and shall be responsible for maintaining such signs in first-class condition.
- 300.6** Upon termination or cancellation of Membership, the former Best Western Member shall remove all Best Western branded signs, names, and marks, and any part thereof, or any display of a Best Western mark, logo, or emblem. The cost of removal of Best Western identification upon termination or cancellation of Membership shall be the responsibility of the former Member. If Best Western must take action to require or complete the removal, destruction, or alteration of Best Western branded signs, names, marks, or any other Best Western identification, the former Member shall be responsible for costs and

fees, including attorneys' fees, incurred by Best Western.

- 300.7** All logos not conforming to Best Western standards shall be removed or replaced to meet Best Western requirements at the Member's expense.
- 300.8** In cases where zoning prohibits display of an approved sign which meets Best Western's minimum requirements, Members shall submit zoning ordinances, plus graphics and dimensions to Best Western Brand Identity Administration for review. The Member or Applicant must request a variance in writing from the local city board and, if denied, appeal to the next level of government. If local ordinances prevail, the Member or Applicant shall be required to comply with Best Western's minimum requirements in the following manner.
- A. All allowed branded signs shall be installed in the most advantageous combination of permitted locations and sizes within the primary Property entry area, including entry drive, canopy, porte cochere, and lobby main entrance.
- B. When the canopy or the porte cochere are the only permitted locations to display the Property name, then the Best Western logo shall be displayed as outlined in the Brand Identity Manual.
- C. The Member or Applicant shall have the right to appeal to the Board regarding compliance with this rule. The decision of the Board shall be final.
- 300.9** Each Member shall use either the appropriate hotel descriptor text or logo immediately preceding the individual Property name in directories and travel guides, brochures, postcards, hotel letters, envelopes, business cards, Yellow Pages, courtesy cars/vans, and in all media as outlined in the Brand Identity Manual or policies and directives of the Board. If the Member elects to use the appropriate descriptor text rather than the logo immediately preceding the Property name to meet this requirement, the appropriate descriptor logo shall be placed elsewhere in advertisement or display.
- 300.10** All Best Western branded signs, names, and marks shall be reproduced in their true proportions and entirety and, when reproduced in color, in the approved colors, in accordance with the Brand Identity Manual.
- 300.11** No Member shall permit the use or display of any merchandise or advertising bearing the Best Western logo in any non-member lodging facility.
- 300.12** No Member shall permit the use or display of any merchandise or advertising of a non-member facility at, or in connection with, the advertising of a Member Property except as provided in the Brand Identity Manual, as may be changed from time to time by the Board.

- 300.13** All branded signs including outdoor billboards, shall conform to quality standards, design specifications, and approved art in accordance with the Brand Identity Manual.
- 300.14** All branded signs, including supporting structures and bases, shall be well-maintained, properly lighted, and in a good state of repair and operation at all times. All branded signs are subject to assessment during Quality Assurance assessments.
- 300.15** A Property may post rates on outdoor billboards and signs. However, all rate posting shall meet the following minimum standards: (a) All rooms of the advertised room type shall be offered at the advertised price; (b) all rate posting shall conspicuously indicate the type of room offered and shall indicate the number of persons accommodated at the advertised price if the posted rate is based on a number of occupants; and (c) the posted rate shall be available at all times during which the rate is being posted unless the rate posting conspicuously indicates all restrictions placed on the availability of the posted rate. Any rate posting shall conform to the Best Western rate sign posting graphic standards. All rate posting shall represent a bona fide offer to sell the advertised rooms at the advertised price.
- 300.16** All signs and identification of any other motel/ hotel chain shall be removed before installing the Best Western sign and beginning operation as a Best Western Property.
- 300.17** The Member is cautioned that it is the Member's responsibility to ensure that all branded signs comply with prevailing laws and ordinances. Compliance with the standards and criteria of Best Western does not assure compliance with state and local laws and ordinances.
- 300.18** To the extent of any inconsistency between the provisions of Chapter III of these Rules and Regulations and any manuals, brochures, guidelines, drawings, or specifications adopted pursuant to Chapter III, the provisions of these Rules and Regulations shall apply.
- 300.19** Each Member shall display in plain view at the front desk an ownership plaque in accordance with the Brand Identity Manual.
- 400.4** No Member shall permit the referral of Best Western guests to non-member properties unless all available Best Western rooms in a given area are filled.
- 400.5** Future reservations shall be solicited of each guest at the time of check-in and check-out. This shall be done consistently as a part of the registration and check-out procedure.
- 400.6** Front desk personnel of all Properties are required to be proficient in sending and receiving reservations.
- 400.7** Standards for arrival times that require guarantees and guaranteed policies will be set periodically by Best Western. Each Member shall, when required by Best Western, select from these standards the desired guarantee policy for the Property. Members shall comply with the selected policy for the entire period for which the selection is made.
- 400.8** Each Member shall honor room reservations made with either an advance deposit or credit card guarantee or a 4pm/6pm hold if accepted by the Property, at the rate confirmed at the time of booking. If for any reason a room is not available, the Member shall arrange for comparable accommodations in the area, if possible at a nearby Best Western; if not, at a comparable hotel or motel. The room shall be provided at no charge to the guest for the first night's stay. Transportation and a telephone call to notify the guest's home or office of the change shall also be provided without charge.
- 400.9** Room rental rates for each Best Western and group rates, if applicable, are established by the Member based on such considerations as investment, location, competition, season and any other matters deemed pertinent by the Member in its sole discretion. Each Member shall furnish accurate and current room rate information and current group rate information, if applicable, for publication and use in the reservations system. Serious, repeated or unexplained failures to provide accurate and current room rate information may be deemed to constitute continued violations, deficiencies or infractions of applicable Rules and Regulations and may result in cancellation of Membership in accordance with paragraph 1100.6 and the procedure set forth in Chapter XII of these Rules and Regulations.

Chapter IV

400.0 Reservations System

- 400.1** Each Member shall participate in and comply with such reservations system as may be approved and adopted by the Board, including any and all alterations, amendments, deletions or supplements thereto.
- 400.2** Each Member shall execute such documents and agreements as Best Western deems necessary to effectuate Member participation in and compliance with such reservations system.
- 400.3** Intentionally omitted.
- 400.10** Each Member shall furnish accurate and current information in a timely manner for publication and use in the reservations system.
- 400.11** Intentionally omitted.
- 400.12** Intentionally omitted.
- 400.13** Intentionally omitted.
- 400.14** Children 12 years old or under stay free when accompanied by a parent or grandparent in the same room.

Chapter V

500.0 Administrative

- 500.1 All fees, dues and assessments payable by Members to the Corporation shall be established by the Board.
- 500.2 All Members shall pay such fees, dues and assessments as may be established by the Board.
- 500.3 All Members shall pay a monthly fee established by the Board.
- 500.4 All monthly charges are due and payable on or before the 15th of each month. An additional charge shall be assessed for late payment.
- 500.5 Annual Dues shall be non-refundable on **December 1**.
- 500.6 A. Applications for Membership shall be made on application forms as prescribed by the Board and accompanied by payment in full of the appropriate fee as established by the Board. Applicants shall be elected to Membership in the Association by favorable vote of a majority of the Board. Voting on Membership Applications may be by mail or at any special or regular meeting of the Board.
- B. The Board may in its sole discretion consider Membership Applications for lodging facilities which are proposed for construction or under construction. The Board may approve such applications subject to one or more contingencies or conditions imposed by the Board in its sole discretion and, in the case of facilities proposed for construction, may allow the applicant 12 months in which to begin construction (poured concrete footings on approved site). If such conditional or contingent approval is given, the applicant shall not be entitled to Membership until the Board has received proof, satisfactory to it, that all such conditions or contingencies have been timely satisfied. The Board may permit Applicants who have received contingent approval for properties under construction to have a listing in the reservations system under certain conditions. Applications given contingent or conditional approval as provided in this paragraph (B) shall not be transferable to any other location.
- C. The Board may act upon Membership Applications by or on behalf of prospective purchasers or transferees of lodging facilities for which current Memberships are held by approving such applications subject to one or more contingencies or conditions imposed by the Board in its sole discretion. If such contingent approval is given, the Applicant shall not be entitled to Membership until the Board has received proof, satisfactory to it, that all such conditions or contingencies have been timely satisfied. Such final approval, if granted, shall be effective from the date of close of sale or transfer. The Board may direct that customary membership services to the Property remain uninterrupted during any contingency period, upon the applicant's

agreement to timely comply with the stated conditions and pay the established fees, dues and assessments for said period and the cost of all goods or services provided by or ordered through Best Western whether or not the application is ultimately approved. However, in no event shall this continuation of customary membership services be construed as granting Membership status to the Applicant.

D. The Board may act upon other Membership Applications by approving such applications subject to one or more contingencies or conditions imposed by the Board in its sole discretion. If such contingent approval is given, the Applicant shall not be entitled to Membership until the Board has received proof, satisfactory to it, that all such conditions or contingencies have been timely satisfied. Such final approval, if granted, shall be effective from the date the final approval is granted. The Board may direct that customary membership services to the Property may commence during any contingency period, upon the Applicant's agreement to timely comply with the stated conditions and pay the established fees, dues and assessments for said period and the cost of all goods or services provided by or ordered through Best Western whether or not the application is ultimately approved. However, in no event shall this commencement of customary membership services be construed as granting Membership status to the Applicant.

500.7 A. All Applicants for new Membership, including those made by or on behalf of prospective purchasers or transferees of lodging facilities for which current Memberships are held, shall remit a non-refundable evaluation fee with their applications. The amount of the evaluation fee shall be established by the Board from time to time to defray, in whole or in part, the administrative costs, including assessment costs, of evaluating such new Membership Applications.

B. All Applicants shall also remit an affiliation fee with their applications in an amount established from time to time by the Board. The affiliation fee shall be non-refundable 30 days after either approval by the Board of the application or upon conditional approval by the Board of the application and the Applicant's agreement to satisfy the stated conditions in timely manner. If (i) an application is initially denied by the Board or, (ii) in the case of an application for lodging facilities which are proposed for construction, the Applicant withdraws the application within six months of the initial Board action on the application and prior to the start of construction, then in either such event, the affiliation fee, less any amounts owing Best Western by virtue of agreements made pursuant to paragraphs 500.6 (C) and (D) of the Rules and Regulations, shall be refunded to the Applicant. The refund shall be paid only after (i) return is made to

Best Western or its designated agents of any and all Best Western Property in possession of the Applicant, including the Best Western sign and reservations equipment, if any; and (ii) discontinuance by the Applicant of any use or display of any Best Western marks, service marks, membership marks, trademarks, trade names and business symbols, including without limitation, the Best Western emblem and logo.

500.8 A. An Applicant granted conditional approval for a Property proposed for construction may apply for extensions of time related to the conditional approval so long as construction has not yet commenced. Extensions may be granted by Best Western in six (6) month increments. The total amount of time that may be allowed to begin construction shall be three (3) years from the date of conditional approval. Each such Applicant seeking an extension shall submit:

1. Any such request at least thirty (30) days prior to the then-expiring period allowed for commencement of construction;
2. A progress report describing, at a minimum, the current status of financing, architectural plans, specifications, satisfaction of zoning requirements, and plans for commencement of construction; and
3. Payment of a non-waivable extension fee, with the extension fee determined by the Board from time to time. The extension fee shall be nonrefundable as of the date that the extension period begins.

B. In the event that a request for extension is not timely submitted, an extension shall not be granted and the applicant may not re-apply for Membership at the same location for ninety (90) days following the end of the extension period. Any such re-application following the expiration of an extension shall be accompanied by all fees required under Rule 500.6.

500.9 All Members are required to use the name "Best Western" as part of the name of their Property either as the sole name or in combination with another name. All advertising of a Member Property bearing Best Western as its sole name, however, shall include the statement "individually owned." Legal entities such as corporations, partnerships, firms or associations that own, lease or operate properties are not permitted to use the name "Best Western" as any part of their legal name.

500.10 All Members shall accept all approved credit cards for payment of room rent and services.

500.11 A Member or designated operating manager or active management employee of each Best Western Property shall attend either the Annual Convention or a District Meeting each year.

500.12 All new Members are required to send a representative of their hotel, motel or resort to an Orientation Seminar before they are permitted to operate their facility as a Best Western Property. This representative shall be an on-site employee of the Property, serving in some operational or management capacity. In addition, all Members shall participate in the "Tools for Success" program at their own expense.

500.13 All Members shall accept reservations from bona fide travel agents on a year-round, space-available basis and pay at least the standard 10 percent commission on the gross room rental, except for bookings on special package programs made at net rates as specified by Best Western.

500.14 Each Member and each contingently approved Applicant shall keep in full force, at all times, a policy (or policies) of insurance which:

A. Is a public liability and property damage policy. Coverage shall be on a commercial general liability form including the broad form endorsement or its equivalent. Coverage shall include premises and operations, owners and contractors protective, products and completed operations, personal injury and contractual liability.

B. Is a policy covering liability for owned automobiles, non-owned automobiles and hired automobiles.

C. Is a policy for cyber liability.

D. Is issued by an insurance carrier which is rated no lower than "B+" in the most current edition of A.M. Best's Key Rating Guide and is licensed to do business in the state in which the Member is domiciled. Any other insurance carriers, risk prevention groups, captive insurance companies or liability insuring entities must be approved by the Best Western Board before submitting the Certificate of Insurance to Best Western. Approval shall be at the Board of Directors' sole discretion.

E. Names Best Western International, Inc. as an additional insured, on all insurance policies including, but not limited to, primary, excess and umbrella policies, providing coverage to Best Western for its active and passive negligence for claims arising from acts occurring at or concerning the subject property by use of ISO Form CG20-26-11-85 or its equivalent. Members not providing insurance as set forth in this paragraph (D) agree to indemnify Best Western for all claims and damages which would have been covered by insurance meeting the requirement of paragraph (D) of this rule.

F. Provides minimum liability limits in such amounts as may be established from time to time by Best Western's Board.

G. Provides liability coverage on an "occurrence" basis. The Best Western Board may authorize an exemption from

this provision, and permit liability coverage on a “claims made” basis, where the Member demonstrates an inability to obtain “occurrence” coverage. In the event that “claims made” coverage is authorized, the Member shall obtain tail coverage, with liability limits as though an “occurrence” policy had been in force, providing retroactive coverage to the date of the Member’s last “occurrence” policy or the first date of contingent approval for Membership, whichever is later.

H. If at any time a Member changes from a “claims made” to an “occurrence” form of liability insurance, one of the following coverages shall be obtained:

1. An open-ended reporting period for losses occurring during the time of coverage under “claims made” policy, or the first date of contingent approval for Membership, whichever is later.
2. Prior acts coverage back to the Member’s first date of “claims made” coverage or the first date of contingent approval for Membership, whichever is later.

I. The Member’s insurance shall be primary in all cases. Any other insurance maintained by Best Western is for the protection of Best Western only and is not supplementary or excess insurance for the Member.

J. Provides that the insurance companies issuing such insurance shall notify Best Western in writing at least thirty (30) days prior to any cancellation, alteration or non-renewal of the policy. Each Member and each contingently approved Applicant shall annually provide Best Western with a Certificate of Insurance, on forms provided by Best Western, evidencing a policy or policies meeting the above requirements. The Certificate of Insurance shall be provided with the contingent Applicant certification agreement or prior to or upon expiration of the current Certificate of Insurance on file with Best Western. Failure to provide the Certificate of Insurance shall result in automatic termination in accordance with the provisions of Article II, Section 7 of the Bylaws. As a condition of contingent approval, each Applicant, upon notification by Best Western that Best Western intends to contingently approve the Application, shall provide Best Western with a Certificate of Insurance, on forms provided by Best Western, evidencing a policy or policies meeting the above requirements. This requirement shall be met prior to activation of services, installation or display of any Best Western signs, or advertising or disclosure of any Best Western association. Failure to maintain the insurance coverage required by this rule shall be grounds for termination of Membership in accordance with the provisions of Article II, Section 8 of the Bylaws, immediate suspension of services and termination of contingent approval as may

be prescribed in the Rules and Regulations of Best Western.

500.15 It is required that each Best Western affiliated Member permit assessment of all accommodations, facilities, and procedures by a Best Western accredited assessor to determine compliance with these Rules and Regulations and the Regulatory Documents, and as deemed necessary by the Board. Every effort will be made to provide the Member with advance notification of a scheduled assessment, but it may not always be possible to do so. When possible, not less than 24 hours advance notice will be given. There will be no notice given where an unannounced assessment is intended.

500.16 The quality control assessment program is designed to assist the Member and Best Western Headquarters in identifying potential problems at the Property. The report measures the cleanliness and condition of the Property, the amenities and services furnished, and how well the Member complies with the established Rules and Regulations.

500.17 A perfect score in the assessment program is 1,000 points in the assessment report or the Guest Rooms/Public Areas Condition Report. A score of less than 850 points, a point loss of more than 50 points in housekeeping, or a point loss of more than 100 points in maintenance may result in stricter and more frequent assessment requirements. A score of less than 800 points in an assessment report or the Guest Rooms/Public Areas Condition Report will result in the Member Property being placed into probationary status. The Board may establish a fee for any assessment which is scheduled as a more frequent assessment under this rule. A Property, once placed into probationary status, will remain in the status until such time as the assessment report or the Guest Rooms/Public Areas Condition Report score equals or is greater than 800 points or until cancellation of the Membership pursuant to paragraph 1100.6 of these Rules and Regulations. The Board may impose stricter assessment requirements on probationary properties.

Properties scoring less than 880 points on a Guest Rooms/Public Areas Condition Report are required to pay for their next assessment, with such cost determined annually by the Board.

500.18 The complete facilities may also be assessed by a member of the Board, a Regional Governor or other member of the Best Western administrative staff.

500.19 Although not specifically required, it is desirable that the owner or manager of the Property accompany the Best Western accredited assessor on the assessment and review the report with the assessor prior to the Best Western accredited assessor’s departure from the Property.

- 500.20** A. All Properties will be scheduled for assessment in the manner provided by the Regulatory Documents, as may be amended.
- B. All facilities associated with a Member Property shall be made available for assessment. These facilities include:
1. All land, buildings and improvements which are owned or leased by the Member;
 - or
 2. Facilities which are represented by the Member as being available to provide goods, services or amenities to the Member's guests where the goods, services or amenities provided by the facility are represented as being owned, managed or controlled by the Member.
- C. All leases or management contracts for facilities associated with the Member Property shall include provisions permitting assessment and renovation, as provided in Chapter V of the Rules and Regulations.
- D. All facilities associated with the Member Property shall be presumed to be available for assessment and renovation unless established to the contrary by the Member and a waiver is secured from Best Western.
- E. Waivers from the requirements of this rule may be granted by Best Western, upon such terms and conditions as it, in its absolute discretion, may determine.

- 500.21** A. Subject to paragraph (B) below, the Board of Directors may adopt and implement programs and requirements to (i) provide regular maintenance of Member Properties, (ii) maintain a fresh and high quality appearance of Member Properties, (iii) conform to design, appearance, or operating criteria for Member Properties, and (iv) refurbish and renovate Member Properties, to help ensure that each Member Property offers the public fresh and high quality accommodations that are competitive with other lodging available to the public and are current with lodging industry trends. For purposes of Rule 500.21, such programs are individually and collectively referred to as "Refurbishment Programs." Any Refurbishment Program adopted by the Board of Directors or the Members is applicable to all Members, and shall include requirements for "Best Western," "Best Western Plus" and "Best Western Premier" Properties.
- B. Any Refurbishment Program adopted by the Board of Directors shall, prior to implementation, be submitted to the Members for their vote and approval, in accordance with the Bylaws, if (i) the cost of required item(s) is more than US\$150 per room, per Member Property if purchased through Best Western Supply (the "Expenditure Limitation"), or (ii) the Board of Directors should reasonably expect that most Member Properties will need to hire a "trade person" to install the item(s).

For the purposes of this Rule "trade person" means a person who is skilled in a particular trade or craft. The Board will not mandate in any 12-month period Refurbishment Programs that alone or in the aggregate equal or exceed the Expenditure Limitation. The Expenditure Limitation will be adjusted in accordance with Article II, Section 6(D) of the Bylaws every 5 years, with the first adjustment being made on January 1, 2014.

C. Nothing in this Rule 500.21 will amend, supersede or consider any current programs or requirements, including without limitation, Best Western's New Construction Guidelines or Renovation & Refurbishment Guidelines (sometimes referred to as the New Construction and Refurbishment Guidelines).

D. Nothing in this Rule 500.21 limits the authority of the Board of Directors to grant individual Members deviations, variances or waivers from any current or future Refurbishment Programs or other requirements if the Board, in its discretion, determines that a deviation, variance or waiver is appropriate. Nor does anything in this Rule 500.21 limit the authority of the Board to impose any specific conditions upon Applicants for Best Western Membership or Members granted a conditional extension of their Membership after a hearing such as described in Chapter XII of the Corporation's Rules and Regulations.

E. This Rule 500.21 shall, to the extent possible, be construed consistently with all other rules dealing with the same or related subject matter, but in the event of a conflict between this Rule and any other rules, this Rule 500.21 shall govern.

500.22 It is recommended that existing Members voluntarily proposing renovation or refurbishing submit proposed plans and specifications to the Design Department for review to avoid possible conflict with Best Western guidelines and avoid unnecessary expenditure for products which may be subsequently disapproved. Pursuant to a request by Best Western, an Applicant or Member may be required to submit drawings, color boards and specifications to the Design Department for review before purchase or installation. Any redecorating, refurbishment and renovation not first securing the approval of the Design Department of Best Western may not, at the sole discretion of the Board, be considered to be undertaken or completed in compliance with orders, directives or conditions of the Board and may subject the Membership to cancellation pursuant to paragraph 1100.6 of these Rules and Regulations. In the event of disagreement between the Member or Applicant and the Design Department and/or Review Committee relative to the review and/or correction of property deficiencies, the Board shall have the final decision.

- 5500.23 Intentionally omitted.
- 500.24 Each Best Western Property shall be operated in a high ethical and moral standard consistent with Best Western's concept of providing quality accommodations at fair and reasonable prices.
- 500.25 Best Western Members shall comply with all prevailing laws, ordinances and regulations pertaining to the operation or construction of a hotel/motel or resort property.
- 500.26 Each Best Western Member will maintain the premises, including coffee shops, restaurants, lounges, meeting/banquet rooms and other public areas, in a clean, safe and orderly condition.
- 500.27 Efficient, courteous and high quality services shall be provided by each Best Western Member.
- 500.28 Any deviation from these Rules and Regulations shall have the prior written approval of the Board. A file of all written waivers shall be maintained at the property and available for assessors to verify waiver.
- 500.29 Each Best Western Member shall use reasonable means to encourage the use of other Best Western affiliated hotels/motels on a worldwide basis by the traveling public.
- 500.30 Each transaction with the guest shall be conducted in a courteous, cordial, friendly and professional manner that reflects fair and ethical policies and practices.
- 500.31 Personnel shall be properly trained to serve the guests in a professional manner. Completion of Best Western's online training is required for all Front Desk staff at each Property, within 90 days following the Front Desk staff person's effective hire date, with specific online training to be based on the online curriculum available at the time of hire. Each Member will be billed annually for training on a cost recovery basis. Effective December 31, 2009, each Property is required to have at least one staff person at the Property that has completed a *Because We Care* (formerly known as *I Care*) training program instructed by Best Western and has passed the certification exam. In the event of turnover of the only qualified staff person, another staff person must complete the Best Western training and pass the certification exam within 90 days. Additionally, by December 31, 2012, each Property will complete *Because We Care Clean* (formerly known as *I CARE 2*) training. Furthermore, effective June 1, 2013, each Property will be required to implement and thereafter maintain a General Clean and Preventative Maintenance Program. By April 1, 2015, or within ninety (90) days of future hire date, the Front Office Manager/Supervisor shall complete the Best Western Front Office Manager/Supervisor training

program as determined by the Board of Directors.

By December 31, 2015, or within one (1) year of future hire date, the Front Office Manager/Supervisor shall complete and then maintain certification in a relevant Front Office Manager/Supervisor certification program as determined by the Board of Directors. If the Front Office Manager/Supervisor has a higher level certification (e.g., CLM, CHA, or CHO), Front Office Manager/Supervisor certification is not required.

- 500.32 All guest contact personnel shall be neat, well-groomed and properly attired.
- 500.33 In order to foster, promote and continue Best Western's image as a provider of high quality service to the traveling public, including families, it is declared to be in the best interest of all Members to uniformly prohibit the offer, sponsorship or provision of any entertainment which could be classified as adult, pornographic, lewd, sexually explicit or obscene. Prohibited entertainment shall include, without limitation, the showing of or offer to show any movie or film with an "X" or similar rating or any movie or film that is equivalent to "X" rated and the offering of nude dancing or modeling. The Board shall have final discretion in determining whether there has been a violation of the purpose and spirit of this rule.
- 500.34 All Best Western Members are expected to comply with Best Western's guaranteed reservations system as prescribed in the Regulatory Documents.
- 500.35 The hotel staff of a Best Western Property shall give prompt and courteous attention to any guest concern. When complaints are received at Best Western Headquarters with reference to a particular Property, if the complaint relates to accommodations or service, Best Western Headquarters shall have the authority to resolve the matter upon the first contact, in which case a record of the complaint and resolution will be forwarded to the hotel, and the hotel will be charged a fee according to the following schedule:

Property Cost	Hotel Size 1 - 100 Rooms	Hotel Size 101 - 200 Rooms	Hotel Size 201+ Rooms
Free	First 4 Complaints	First 5 Complaints	First 6 Complaints
\$100 Each	Complaints 5 - 10	Complaints 6 - 10	Complaints 7 - 10
\$250 Each	Complaints 11+	Complaints 11+	Complaints 11+

The number of complaints shall be measured in each Best Western fiscal year.

If the complaint relates to billing, a matter beyond the Property's control (e.g., power outage), or a Property policy (e.g., no children in the fitness center), the guest may be advised that the complaint will be investigated and that the guest can expect to receive a response directly from the Property, in which case the complaint shall be acknowledged by the Property within two (2) business days and resolved within seven (7) calendar days, with a copy of the written response and resolution directed to the Office of Customer Service at Best Western Headquarters.

If multiple customer service complaints are received for the same event, e.g., sports teams, weddings, etc., only one (1) charge will be billed to the hotel.

500.36 The acceptance of pets of guests is recommended, subject to prevailing laws that may apply. Service animals shall be permitted in any area accessible by their handlers or owners.

500.37 Each Best Western Property shall be of soundproof construction, in a desirable location, have an attractive exterior and provide year-round heating and/or cooling.

500.38 Each Best Western Member Property shall have a restaurant on or within 500 feet of the premises, except when individual circumstances warrant a variance approved by the Board. Although a restaurant is located within 500 feet of the premises, it shall not qualify the Member Property under this rule if that restaurant is located at any other lodging establishment.

500.39 A. Best Western Member Properties which do not have on-site, full-service restaurants, shall be required to provide a complimentary (free of charge) breakfast buffet consisting of the following:

1. A breakfast buffet must include (a. through r.):
 - a. Choice of one sliced bread (can be wheat, white, rye bread, etc.) or English muffin, bagel, croissant, or biscuit.
 - b. Choice of one sweet bread.
 - c. Butter or margarine, and assorted jellies and jams (if bagels are offered, cream cheese must be provided).
 - d. Choice of two dry cereals.
 - e. Choice of one: oatmeal, grits, or Cream of Wheat.
 - f. Guest-accessible refrigerated juice dispensing machine offering a choice of at least two juices from an approved distributor and manufacturer: one must be orange juice. (Not applicable to Best Western Premier product descriptor Properties.)

- g. Choice of two fruits: one must be fresh.
 - h. Regular and decaffeinated coffee (premium quality coffee such as Maxwell House, Folgers, Douwe Egberts, or approved national or regional roaster or super premiums, such as Starbucks, Peet's Seattle's Best), and two choices of tea.
 - i. Two creamers (one dairy and one non-dairy).
 - j. Sugar and choice of two types of sugar substitute (saccharin-based, e.g., Sweet 'N Low, aspartame-based, e.g., NutraSweet, and sucralose-based, e.g., Splenda, comply).
 - k. Choice of two milks: whole, two percent, and/or skim.
 - l. Salt and pepper.
 - m. Coffee - 100% Columbian or Arabica (may use local vendor).
 - n. Approved yogurt machine (currently Perfect Parfait Machine), to include choice of one flavor (vanilla or strawberry).
 - o. One gluten-free cereal, offered upon request, with approved signage.
 - p. One dairy-free milk alternative, offered upon request, with approved signage.
 - q. A glass-front refrigerator placed on or under the breakfast bar.
 - r. May provide one regional offering.
2. That in addition to the Best Western breakfast buffet requirements of Rule 500.39 A. 1, the breakfast buffet for all Best Western Plus product descriptor Properties shall include:
 - a. Choice of one: waffles, pancakes, French toast or crepes, freshly prepared or prepackaged from a Best Western approved vendor.
 - b. Hot eggs and hot breakfast meat, or breakfast sandwich with egg and meat.
 - c. A minimum of one regional offering.
 3. That in addition to the Best Western breakfast buffet requirements of Rule 500.39 A. 1, the breakfast buffet of all Best Western Premier product descriptor Properties shall include:
 - a. Choice of one: freshly prepared waffles, pancakes, French toast or crepes.
 - b. Hot eggs and hot breakfast meat.
 - c. Prepared non-instant oatmeal.

- d. Fresh fruit cereal toppings.
 - e. Fresh squeezed orange juice (not from concentrate), no dispensers.
- B. In addition, Best Western Member Properties shall enroll with Best Western's food and beverage administrator and purchase meat, eggs, yogurt, and juice products from specific brands/manufacturers selected by Best Western and from one of two distributors, noting Best Western's Board of Directors shall have the authority to change the food and beverage administrator, specific brands, and distributors if it is in the best interests of the membership to do so (e.g., pricing and performance) and upon appropriate notice to the membership.
- C. In addition, each Best Western Member Property must provide seating at a minimum rate of 20 percent of rooms (e.g., 10 seats per 50 rooms) with a minimum of two tables and six chairs. (New Construction and Conversion Applicants: Refer to the Guidelines addendum for seating requirements, which the Board may change from time to time.)
- D. For Properties offering a free (at no additional charge) complying breakfast, a special and prominent designation will be provided, at the Property's discretion, in all channels where individual property listings include amenities/services available and Best Western has the ability to provide such designation.
- E. To qualify for a **"Free Breakfast"** designation, a Property must offer, at a minimum, the applicable requirements of Section A above, at no additional charge.
- F. To qualify for a **"Free Hot Breakfast"** designation, a Property must offer, at a minimum, the breakfast buffet described in Section A above, and one hot egg and one hot meat.
- G. **Advertising Free Breakfast.** Properties that do not meet the above minimum standard for the breakfast buffet described in Section A above, at no additional charge, may not advertise free breakfast in any publication, website, billboard, etc. Properties found to serve less than this minimum but still advertising free breakfast shall be assessed as "non-compliant" against minimum standards.
- H. **Advertising Free Hot Breakfast.** Properties that do not meet the above minimum standard for the "Free Hot Breakfast" designation may not advertise free hot breakfast in any publication, website, billboard, etc. Properties found to serve less than this minimum but still advertising free hot breakfast shall be assessed as "non-compliant" against minimum standards.
- I. All Best Western Member Properties that have an on-site full-service restaurant that charges for breakfast: (i) shall offer breakfast

inclusive room rates; and (ii) may offer breakfast exclusive room rates.

- 500.40** The Member shall be responsible for loss or damage to any Best Western equipment furnished in conjunction with the affiliation which is in their care, custody or control.
- 500.41** All Best Western Members and personnel shall display a courteous and professional attitude toward officers, directors, employees and staff of Best Western.
- 500.42** All Members shall participate in all mandatory programs and promotions as may be adopted by the Board.
- 500.43** Each Property shall take all steps which may be necessary to maximize guest satisfaction and minimize guest complaints. In order to assure compliance with this rule, Best Western will monitor each property on a rolling 12-month basis. The receipt of more than 1.7 guest complaints for every 10 rooms during the monitoring period (the ratio of the number of complaints to the number of rooms shall not exceed .17) shall be conclusive evidence of a violation of this rule.
Effective January 7, 2007.
- 500.44** Members shall at all times respect the privacy of guests and shall institute reasonable measures and precautions designed to safeguard guest privacy. Violation of this rule shall be grounds for Membership termination.
- 500.45** A. The number of rentable guest rooms of an approved or conditionally approved Best Western Property, as provided by rule 500.6 of the Rules and Regulations of Best Western, may not be increased or decreased more than 10 rooms or 10%, whichever is greater, without the prior approval of the Board in accordance with the procedures established herein.
1. An application to increase or decrease the number of rentable guest rooms shall be as prescribed by the Board and accompanied with payment of fees as established by the Board. The Board may require additional information.
 2. An increase or decrease of more than 10 rooms or 10%, whichever is greater, shall be determined by reference to the most recent Membership Application & Agreement or property unit count on file with the Association, whichever is greater, and shall be a cumulative total of guest rooms increased or decreased at the Best Western Property since the effective date of this rule.
 3. The notification, impact studies, and approval procedures shall be as prescribed in Article II, Section 2(C) of the Bylaws and the Board policies interpreting and implementing that Section 2(C), except:
 - a. Payment for the impact study shall be by the individual making the request to increase or decrease the unit count;

- b. The impact study shall only consider the impact of the increase or decrease requested; and
 - c. The Board of Directors may waive impact studies for unit count decreases.
- B. 1. Properties described in Article II, Section 1, (E)(1) of the Bylaws, pertaining generally to Properties whose rental units are each separately owned, may be associated with a Membership and the designated Best Western Property. Such an association shall be upon such terms and conditions as may be established by the Board.
2. In the event that an ambiguity or inconsistency exists in the application of the provisions of this section, or of Section 2(C) of Article II of the Bylaws, the Board shall have the right to resolve the ambiguity or inconsistency in its sole and exclusive discretion.
- 500.46** English speaking staff must be available if requested and be available within a reasonable time of such request having been made.
- 500.47** Snacks and hot beverages in guest rooms or public areas are to be available for guests.
- 500.48** Convenient arrangements for early morning call/alarm are to be available.
- 500.49** Intentionally omitted.
- 500.50** Each Property will be billed a registration fee for the District Meeting and Annual Convention the month prior to the meeting. Each fee shall not increase annually more than the lesser of (1) five percent or (2) the rate of inflation for the previous year, as measured by the United States Bureau of Labor Statistics Consumer Price Index (all items for all urban areas). The registration fee for fiscal year 2014 District Meetings will be \$399.
- With regard to District Meetings only, if a Voting Member represents more than one Property in a District, one Property will be billed the full registration fee and the additional Properties will receive a discount of \$150 off their registration fee. Additionally, a property that sends more than one attendee will receive a \$150 discount for each additional attendee.
- 500.51** Whenever there exists a marketing cooperative established by a majority vote of the Membership in their state (including the District of Columbia), province, territory or country (including regions such as the Caribbean), each Member shall participate in their respective state, province, territory or country marketing cooperative and abide by all established guidelines adopted by the cooperative.
- 500.52** Effective March 1, 2012, or as soon afterward as is practicable, all Members are required to award Best Western frequency program participants points, miles or partner rewards for all rate plans with the exception of rate plans associated with online travel agencies, tour operators, employee rate, FIT/wholesale/net rates, motorcoach/bus, crew, FX, and extended stays longer than thirty (30) nights.
- 500.53** The Board may assess a Member a fee of \$50 per occurrence for each complaint charged to its Member Property after any monitoring period in which the Member Property received a number of complaints exceeding the permitted guest complaint ratio. The per-complaint fee may be charged until the Member completes a monitoring period in compliance with the permitted guest complaint ratio. Charged complaints shall not include those categories of complaints that the Board determines Members cannot reasonably be expected to be able to control such as, without limitation, complaints resulting from electing not to participate in a non-mandatory advertising or marketing campaign, or complaints resulting from the failure of a third party to deliver a reservation to the property.
- Effective January 7, 2007.
- 500.54** The Board may assess a Member a fee of \$75 per occurrence for each guest complaint that its Member Property does not respond to or make reasonable efforts to resolve within the established time frame.
- Effective January 7, 2007.
- 500.55** In addition to any other applicable requirements, within 45 days following the change in ownership of a Best Western Member Property, the transferee, at its cost, must complete the same training requirements applicable at the time to new Members joining Best Western. The training costs will be billed on a cost recovery basis.
- 500.56** Best Western's certification is required for at least one housekeeping supervisory staff person at each Property, with certification costs to be billed to the Property on a cost recovery basis. In the event of turnover of the certified staff person, the Property will have 60 days to certify another member of staff.
- 500.57** On each December 31st, a "Brand Annual Minimum Standard" requirement for each brand (e.g., Best Western®, Best Western Plus®, Best Western Premier®) will be established by calculating the percentage of "8," "9," and "10" scores in Medallia for "Overall Experience" received by all Properties in that brand during the period January 1st to December 31st of that year multiplied by .80, using electronic surveys only.
- 500.58** Each Best Western Property is required to assign and maintain a full time General Manager, empowered, responsible, and accountable for the daily operations of the Property. The General Manager shall attend either the Annual Convention or a District Meeting each year.

500.59 Effective June 26, 2024, or as soon afterward as is practicable, Members shall purchase specific brands of the following operational supply and equipment (OSE) products from one of two distributors selected by Best Western: toilet paper, facial tissue, and disposable products, such as paper plates, paper bowls, cutlery, and similar disposable items. Best Western shall designate the specific brands and distributors, noting Best Western's Board of Directors shall have the authority to approve and to amend brands or distributors if it is in the best interests of the membership to do so (e.g., pricing and performance) and upon appropriate notice to the membership.

Chapter VI

600.0 Lobby and Front Office

- 600.1** All Properties shall provide a lobby of appropriate size and furnishings commensurate with the size of the Property and services offered. Ten (10) square feet per room for 40 through 150 room Properties or a minimum area of 400 square feet. Six (6) square feet per room in excess of 150 rooms. Deviation on larger Properties is subject to Best Western's prior approval.
- 600.2** The front office and registration/check-out area shall be maintained in an orderly and clean manner. An efficient, hospitable and courteous attitude shall be displayed to the guest at all times.
- 600.3** Business shall always be referred to the nearest Best Western, unless by so doing the guest's best interest and comfort are not adequately served.
- 600.4** Alternate accommodations should be provided to the guest if accommodations are not available in the contacted inn, to take advantage of the opportunity to render service to future guests and maintain the loyalty of that Best Western guest.
- 600.5** Additional charges shall not be made for reasonable requests for additional services, such as extra towels, soap, glasses, ironing boards, folding table and chairs, bedboards, blankets, etc.
- 600.6** Rooming guests in unprepared accommodations is prohibited.
- 600.7** The telephone switchboard shall be answered as promptly as possible in a pleasant, courteous manner. All incoming calls shall be answered using the words "Best Western." Callers should not be left holding dead lines, be asked to wait or otherwise be inconvenienced through inefficient service.
- 600.8** All Best Western Properties shall provide for registration or checking in of guests 24 hours a day. In the event the front desk is closed for certain hours, a bell or some other arrangement shall be provided for guest services. "No vacancy" signs are not recommended.

- 600.9** Best Western Regulatory Documents shall be available for front office use.
- 600.10** All front desk personnel shall be in uniform or otherwise neatly attired.
- 600.11** Intentionally omitted.
- 600.12** Facilities for storing luggage, in case of late checkouts, are to be available.
- 600.13** Assistance with luggage is to be available upon request.
- 600.14** A telephone for internal/external calls located in public areas is to be provided for guest use.
- 600.15** Photocopy facilities shall be available on-site, seven days a week, during normal business hours (minimum of 14 out of 24 hours).
- 600.16** Intentionally omitted.
- 600.17** Intentionally omitted.

Chapter VII

700.0 Buildings, Grounds and Public Areas

- 700.1** Exterior and interior of buildings shall be maintained in good condition and in a good state of repair at all times. Painted surfaces should be free of peeling paint, soil and obvious cracks in masonry, and should present an attractive appearance in accordance with Best Western standards.
- 700.2** Adequate free parking space shall be provided. The parking area shall be paved and well marked with stripes. It shall be clean and free of refuse and obstructions.
- 700.3** All parking areas, curbing, concrete bumpers and driveways shall be in a good state of repair and free of excessive cracking, crumbling, chuckholes or unsightly repairs.
- 700.4** Snow removal shall be performed when necessary by plowing and/or use of a melting compound. Icy conditions shall be corrected with an appropriate melting compound or traction providing material.
- 700.5** Sufficient lighting shall be provided in all parking areas to provide for guest security and safety to automobiles. Lighting should be on timing devices to go on at dusk and off at sunrise, and should be properly adjusted as seasons change.
- 700.6** The entrance to a Property shall be clearly identified and driveways unobscured so that incoming guests can readily locate the front office and/or restaurant and lounge facilities. Driving areas where view is obstructed should be clearly marked for slow driving.
- 700.7** Appropriate, attractive landscaping shall be provided. Grounds and landscaping shall be kept neat and clean. Lawn and planted areas should be free of weeds and properly edged.
- 700.8** Grounds shall be walked daily to remove debris and trash from shrubbery and planted areas.
- 700.9** Fire extinguishers shall be located in accordance with prevailing codes, be charged and in view, and bear required inspection certificates or tags.

- 700.10 One self-service ice machine and one soft drink machine shall be provided for each 60 rooms. Machines for one- or two-story properties shall be centrally located for convenient access by guests on each floor. One self-service ice machine and one soft drink machine should be provided on every other floor in Properties of more than two stories. Automatic ice machines shall dispense a controlled portion of sanitary ice. The dispenser may be operated, at the hotel owner's option, by room key or token. Ice shall be available free of charge to guests 24 hours a day, and its location well identified.
- 700.11 Ice machines shall be electrically grounded and maintained in a clean, safe, attractive condition.
- 700.12 Drink machines shall be electrically grounded, properly stocked, clean and in good condition.
- 700.13 Interior corridor carpeting shall be vacuumed daily and be free of wrinkles, litter, debris and clutter. Interior corridors shall be well lighted. Ceiling and woodwork shall be clean and in good repair.
- 700.14 Stairways, walkways and elevators shall be kept clean, uncluttered and well lighted; metal railings, treads and floor covering shall be kept in good condition.
- 700.15 No storage of any kind will be permitted in any interior corridors, hallways, exterior covered corridors, walkways or breezeways.
- 700.16 Stairway lighting, treads, risers and hand rails shall comply with the National Safety Council, OSHA or other appropriate government agency standards. Treads and landings shall have non-slip surfaces.
- 700.17 Exit lights shall be on emergency circuits and in operation at all times, in accordance with applicable prevailing codes.
- 700.18 Swimming pools are required, except where individual circumstances warrant a variance approved by the Board. Pools shall be a minimum of 400 square feet, except where a size variance is granted by the Board, and be heated if so advertised.
- 700.19 Swimming pool area, including deck, shall be neat, clean, attractive and maintained to a high degree of cleanliness year-round. Area shall be kept free of litter and refuse, especially breakable items such as bottles, dishes and articles made of metal or glass that could endanger the safety of guests. Exterior swimming pools that are closed to the public must have pool covers that have stretching capabilities and are securely fastened on all sides or are made of another pre-approved product to eliminate the collection of refuse or rainwater and subsequent unsightly stagnant conditions.
- 700.20 Pool depth should be marked to indicate every two-foot change in depth; such markings are to appear on both the vertical sides of the pool and on the pool deck or apron.
- Shallow and deep ends should also be clearly identified at pool deck level.
- 700.21 Pools shall be maintained in accordance with state regulations.
- 700.22 Pumps, filters and underground equipment areas shall be clean, neat, properly vented and maintained at all times. Covers for below ground equipment area shall be properly in place at all times.
- 700.23 Chemical balance of pool water shall be maintained at proper levels in accordance with prevailing codes. Daily tests should be conducted and recorded.
- 700.24 Adequate pool furniture shall be provided, commensurate with size of property. Furniture shall be maintained in good, clean condition, present no hazardous or unsafe conditions and enhance the overall appearance of the pool, deck and area.
- 700.25 Doors, locks and hardware shall be regularly inspected for easy, efficient operation and good appearance.
- 700.26 All guest room entrance doors shall be solid-core or metal. Entrance doors (other than interior corridor doors) shall be weather-stripped at top and sides for sound transmission reduction and all wooden entrance doors shall be flush panel. Hollow-core doors may be used for guest unit bathroom doors.
- 700.27 All guest room entrance doors shall be equipped with a lock that is self-locking. The lock shall be electronically activated and must be UL listed (CSA for Canada). All guest room entrance doors shall be equipped with a one-inch bored-in deadbolt lock, designated as Grade 2 type. Deadbolt locks shall be operable only with a latch from the interior and emergency key from the exterior. The emergency key is any instrument specifically designed to open that locking device and should be maintained by the general manager or security of the hotel.
- Combination locks with panic features shall function so that the deadbolt cannot be retracted from the outside by the use of a guest key or the master key. The deadbolt shall be retracted from the outside only by the use of an emergency key. The room number shall not be displayed on the key.
- Electronically activated locking devices are required and must provide the following features:
- All entrance door looksets shall be electronically activated and always remain in the locked position without having to operate an interior spanner button or any similar device. The lockset shall only unlock by the use of a guest, master or emergency key. A key is defined as a key card or any device specifically manufactured to operate the lockset.
- The lockset shall be keyed to at least three levels of security - the guest key, the master

key (or housekeeper's key in some instances) and the emergency key. The emergency key shall be maintained by the general manager or security of the hotel and the master keys only by assigned hotel staff. All functions, except the fail-safe feature designed to completely override the guest room lockset, should be performed in a non-mechanical manner.

All lock sets shall automatically re-code with each use of a newly assigned guest key, voiding all previously issued guest keys.

Room numbers shall not be displayed on the key.

A fail-safe feature shall be provided to allow entrance to the guest room in the event of a system or power failure.

If battery operated, a low battery warning feature shall be provided at the guest room lockset level.

An audit trail/interrogation feature is required and should be maintained only by the general manager or security staff of the hotel.

An automatic time-out feature is required at the guest room lockset level to void all keys left in the lockset past a predetermined length of time.

700.28 All guest room entrance doors are to be equipped with a chain- or bar-type door guard. This door chain/guard should be installed in such a manner that the strength of the attachment is equal to the strength of the chain. The bar-type guard or chain should allow for a maximum door opening of one inch.

700.29 All guest room entrance doors are to be equipped with one-way door viewers with a minimum of 180-degree viewing. All door viewers are to be metal, not plastic. The viewers should be installed four feet, nine inches from the floor and installed with a substance such as "Lock-Tite" or equivalent, to ensure that it is tamper-proof.

700.30 All guest rooms with interconnecting doors shall have two solid-core or metal doors equipped with a lock that is self-locking and a one-inch bored-in deadbolt lock on each door. Locks shall have all metal components. A 1/2 inch bored-in deadbolt may be used on doors with a metal frame. It is recommended that both doors be weather-stripped to minimize sound transmission. A knob on the guest room side of the interconnecting door with a tamper-proof plate on the other side of the door complies with the self-locking requirement. When half-inch deadbolts on interconnecting doors are replaced, it is recommended that they be replaced with one-inch deadbolts.

700.31 All sliding doors are to be equipped with a hook lock built-in within the door handle, as well as a secondary locking device. This secondary locking device shall be a safety bar ("charley bar"), a sliding door deadbolt or a pin-type lock. The hook shape is to resist the parting motion of sliding door and jamb.

Sliding doors shall be installed to ensure that the sliding panel is on the inside and the stationary panel is on the outside, unless otherwise waived by the Board.

700.32 All ground level wooden or metal balcony/patio doors without a walkway shall have a bored-in deadbolt. All wooden or metal private balcony/patio doors above the first floor without a walkway shall have a locking device. All other secondary doors with walkways shall have all required locking devices. A key accessible deadbolt is only required in one entry door.

700.33 All guest room windows that open shall provide a lock which secures the window in a closed position.

700.34 All public restrooms shall be clean and well-maintained and have sufficient paper and hand washing supplies. Restrooms shall be well lighted and free of offensive odors.

700.35 Every Best Western Property shall provide repair and maintenance of all facilities, equipment, machinery, paving, lighting, electrical systems, plumbing, heating, air-conditioning, guest room interior, bathrooms, exterior walls, stairways, swimming pools and equipment, keys and locks, roofs and guttering.

700.36 All reports for repair should be made promptly and a system established to make certain that repairs affecting guest comfort, convenience and safety are completed.

700.37 Ice machines and vending machines shall be inspected daily by maintenance personnel.

700.38 Maintenance or building superintendent should be supervised closely by the general manager; constant checking should be done to make certain normal repair maintenance work is performed promptly.

700.39 It should be remembered that maintenance personnel are also guest contact personnel. They should be well-groomed, clean and properly uniformed.

700.40 Restaurant, lounges, meeting/banquet rooms and other public areas shall be maintained in good condition and in the highest degree of cleanliness.

700.41 All fencing shall be maintained in good condition and in a good state of repair at all times. Painted surfaces shall be free of peeling, excessive cracking (weather checking), or excessive fading of paint. Gates, if provided, shall be likewise in good condition and operable.

700.42 A. All Properties that have three (3) stories or more are required to provide an elevator.

B. All Properties that use the Best Western Plus or Best Western Premier descriptor are required, by June 30, 2015:

1. To provide an elevator at all Properties of two (2) stories or more. It is recommended that the elevator be located near the lobby.

2. The following minimum number of elevators are required at all Properties with two (2) stories or more:
3. In Properties with four (4) stories or more, even with less than 100 guest rooms, at least two (2) elevators shall be provided.
4. If the Property has multiple buildings with guest rooms, at least eighty percent (80%) of all guest rooms must be either:
 - (i) on the first (ground-level) floor; or
 - (ii) serviced by an elevator.
5. If a Best Western Plus Property is in the top twenty-five percent (25%) of all Properties with respect to percent of “8,” “9,” and “10” scores for Medallia “Overall Experience” on December 31, 2014, for the prior twelve (12) month period, the Best Western Plus Property shall have until June 30, 2017 to comply with the elevator requirements.
6. If more than one (1) elevator is required at a Best Western Plus Property, the Best Western Plus Property shall have until June 30, 2017 to comply with the elevator requirements.

C. The Board of Directors shall have the authority to grant waivers and extensions based upon good cause shown. The Property shall have the burden of establishing the reasonableness of the waiver or the extension.

700.43 Bottled or canned water (spring or mineral water) is to be available to the guest on site 24 hours a day, free or at charge (an acceptable solution is to offer water in a vending machine).

Only where tap water is not safe to drink (as determined by the appropriate regulatory authority), there must be a notice in the room and a minimum of 1 liter of bottled water per day will be provided in the room, free of charge.

700.44 Additional complimentary toiletries shall be available on-site to guests, on request, 24 hours daily, free of charge. The following items, if not provided in guestrooms, shall be available at reception: razor, shaving foam, toothbrush, toothpaste, comb, sanitary napkins (an acceptable solution is to offer sanitary napkins via a vending machine in a public restroom) and sewing kits.

Number of Guest Rooms	Minimum Number of Elevators
1 - 99 Rooms	At Least One (1)
100 - 199 Rooms	At Least Two (2)
200 - 299 Rooms	At Least Three (3)
300 - 399 Rooms	At Least Four (4)
400 - 499 Rooms	At Least Five (5)

Chapter VIII

800.0 Housekeeping Department

- 800.1** The housekeeper’s office and area shall be maintained in a neat, clean and safe manner and be free of refuse and fire hazards.
- 800.2** The housekeeping department office and area shall be adequately supplied; all equipment shall be maintained in good operating condition.
- 800.3** Floor shall be maintained in a good sanitary condition and in an excellent state of repair.
- 800.4** Housekeeping staff (regularly employed) shall be neatly uniformed.
- 800.5** When linen shows holes, excessive stains or heavy mending, it shall be removed from service immediately.
- 800.6** In-house laundry is to be maintained in a clean, neat and safe condition and provide good ventilation and lighting.
- 800.7** Floor covering in laundry is optional; tile is recommended as bare concrete stains linens.
- 800.8** Laundry equipment shall be kept clean and in good operating condition. Washers shall be free of corrosion; dryers should be free of excessive lint and properly vented.
- 800.9** Laundry personnel should be properly uniformed.
- 800.10** Every working housekeeper shall have an operable vacuum cleaner in good condition.
- 800.11** Housekeeping carts shall be kept in a good state of repair and be well painted, clean, neat, well organized, properly supplied and free of squeaks or other noises that might disturb guests.
- 800.12** Professional housekeeping procedures shall be followed at all times.

Chapter IX

900.0 Guest Rooms and Bathrooms

- 900.1** Guest rooms and bathrooms shall be attractive, comfortable, professionally designed, in good taste and maintained on a daily basis in the highest degree of cleanliness and safety.
- 900.2** Walls, ceilings, windows and sills shall be in excellent condition, clean and free of dust, lint, stains, fingermarks and smudges.
- 900.3** All guest rooms shall have good quality, approved flooring. Flooring shall be vacuumed daily; obvious debris and litter shall be removed from under beds and other furniture. Flooring under beds shall be vacuumed at least weekly.
- 900.4** Rooms shall be free of odor and insects.
- 900.5** Pillows, box springs and mattresses shall be of hospitality grade quality and in good physical condition. Ticking should be free of stains. Pillows should be plump and bed support solid.
- 900.6** Each guest room shall be numbered with easily distinguishable, uniform numbers. Doors, locks, and hardware shall be regularly inspected for easy, efficient operation and

good appearance. If any guest room entrance door locks are inoperable, the guest room shall be placed “out of service” and not rented until the lock is repaired.

900.7 Guest rooms shall be equipped with adequate furnishings that are attractive, comfortable, in excellent condition and free of dust, lint, fingermarks, smudges and scratches. Furniture should be constantly upgraded to eliminate worn finish or upholstery. Refer to Best Western’s Renovation & Refurbishing Guidelines for furnishing requirements per room.

900.8 Every bed shall be supplied with clean bedding in good condition, that is free of odor, discoloration and stains. This includes all bedding: top coverings, blankets, mattress pads, pillow cases and bed sheets.

900.9 Top coverings shall be coordinated to guest room décor and be free of snags, tears, holes and frayed edges. Faded or stained spreads shall be removed from service.

Bedding must comply with the following:

- Top coverings must be coordinated to guest room decor and be free of snags, tears, holes and frays.
- Untucked bed coverings must have finished edges.
- Heatset quilting (polyester fabrics melted together with dots) is not acceptable.
- Faded, worn or stained bed coverings may not be kept in service.
- Undersides of decorative bed coverings (e.g., throws, duvets or coverlets) must be of equal or better quality than the face.
- The length of the bedcovering must allow at least one inch overhang past the top of the foundation or box spring.
- Triple sheeting (bed made with bottom sheet, top sheet covered by blanket or duvet, and third sheet covering the blanket or duvet) is an acceptable alternative to decorative coverings if the ensemble includes a decorative top sheet and another decorative element (scarf or coordinated decorative pillows). If exposed, the top sheet must have a tone on tone damask pattern (stripe, block, or similar), decorative piping, or another enhancement, unless it is a solid color other than white or is patterned.
- The foundation or box spring may not be visible to the guest when the bed is made up.

900.10 Effective January 1, 2010, all beds with foundations or box springs must have a decorative covering to conceal the foundation or box spring. Bed frames and legs or bed base must also be concealed unless they are decorative and coordinated with the room furnishings. Acceptable methods of concealment include, but are not limited to, bed skirts/dust ruffles or box spring covers/huggers. All coverings must coordinate with

the overall design of the bed covering and room décor.

900.11 Guest bedrooms shall have individually controlled thermostats to provide for guest-controlled heating and cooling; units should operate quietly and have clean filters and grills.

900.12 Each guest room shall provide one (1) light fixture at the following locations:

1. Each night stand (Two lamps are desirable at the night stand between two double beds. One fixture with two lamps is acceptable.)
2. Games/parsons table
3. Credenza/mirror
4. Desk

Shades and lamps, light fixtures and bulbs shall be dusted daily, and have no frayed cords or stained, bent or broken shades. Adequate lighting shall be provided in all areas of the room. Refer to the Best Western Renovation & Refurbishing Guidelines for adequate lighting requirements per room.

900.13 At least one light shall be operated by switch at the entrance door.

900.14 Each guest room shall contain one waste basket. (See Chapter X.)

900.15 Intentionally omitted.

900.16 Bedroom draperies shall be in good condition and open and close with cords or pull wands. Drapery rods shall be firmly fastened to wall or ceiling, properly strung and in good operating condition. Refer to Best Western’s Renovation & Refurbishing Guidelines for additional drapery specification requirements.

900.17 On or before December 31, 2012, all cathode ray tube (“CRT”) televisions shall be replaced with televisions that comply with the following Television Guidelines. Flat panel televisions purchased prior to July 1, 2011 that do not meet the following Television Guidelines will be deemed acceptable for Best Western and Best Western Plus hotels until seven (7) years after the original date of manufacture by which time they must be replaced with a television that meets the following Television Guidelines.

Television Guidelines

Any televisions purchased for use in guest rooms must meet the following guidelines with respect to minimum sizes and HD programming in accordance with this Rule 900.17. All televisions shall be commercial grade LCD, LED or plasma flat panel televisions with HDMI, Proidium chip and VGA ports. All measurements are diagonal.

By December 31, 2024, all televisions, for all Best Western branded hotels, shall be replaced with televisions that comply with the following Television Guidelines:

Television Amenity by Descriptor	Best Western	Best Western Plus	Best Western Premier
Guest Room	Minimum one (1) 32" or larger	Minimum one (1) 37" or larger	Minimum one (1) 42" or larger
Suite <i>without</i> full wall and door separator	Minimum one (1) 42" or larger, clearly viewable from both the seating area and the sleeping area; or Minimum two (2) 32" or larger		
Suite <i>with</i> full wall and door separator	Minimum two (2) 32" or larger	Minimum one (1) 37" or larger and (1) 32" or larger	Minimum one (1) 42" or larger and one (1) 32" or larger
HD Programming Delivery and Display			High Definition (minimum of five channels)

Television Size - Minimum (Measured Diagonally)

- Lobby and Breakfast Area: 50" Television
- Fitness Area: 50" Television
- Guestrooms: 50" Television(s) with Streaming/Casting Capability

Television Grade

- All televisions shall be commercial grade.
- Televisions in guest rooms shall support streaming and popular applications (e.g., Netflix, Hulu, Amazon, Apple, and Disney) via a guest personal device (e.g., iPad) and the television.

Implementation

As an exception to the December 31, 2024 date of implementation, televisions will be considered compliant until seven (7) years after the original date of manufacture by which time they must be replaced with a television that meets these Television Guidelines.

- 900.18 Each guest room shall contain an operating direct-dial telephone and complete dialing instructions.
- 900.19 Intentionally omitted.
- 900.20 Intentionally omitted.
- 900.21 An indication is to be provided in each guest room on how to obtain emergency assistance, such as fire, police, ambulance and medical, as well as instruction notices.
- 900.22 Intentionally omitted.
- 900.23 A directory of services shall be provided in each guest room describing the various facilities and services provided by the hotel and the hours such facilities and/or services are available. The location of vending and ice machines shall be noted.
- 900.24 Guest room and bathroom doors should be equipped with doorstops to eliminate noise and damage to walls or fixtures. It is recommended that doors have a stop at top corner of door or a doorknob wall-mounted

stop. For bathroom doors, it is recommended that a small rubber bumper be affixed to the bath fixture if door opens against tub or toilet.

- 900.25 The individual Property should advertise in its rooms, in good taste, its own services and promotions. Printed material should be held to a minimum to avoid a cluttered appearance. Any printed material, including endorsements when using the name and/or logo of Best Western, shall contain the current form of logo approved by Best Western. On-premises advertising or promotion of any hotel, motel or resort other than Best Western is prohibited.
- 900.26 Closet/clothes hanger area shall be clean and neat and shall include at least eight matching wooden or permanent hangers, two with skirt clips.
- 900.27 All bathrooms shall provide a tub/shower combination or shower of ceramic or other approved materials with a non-skid surface or device.
- 900.28 Each bathroom shall contain two rolls of good-quality toilet tissue.
- 900.29 Plumbing fixtures and all chrome shall be clean, polished, in good condition and free of tarnish and water spots.
- 900.30 Bathroom tile walls and floors shall be cleaned and dried daily and be free of lint, hair and water spots. Tile grouting shall be clean, in a good state of repair and free of mildew or discoloration.
- 900.31 Vanity, mirror and sink shall be of modern design, in a good state of repair, cleaned daily and free of soil, water spots and streaks. Vanities shall have at least a seven-inch skirting to conceal exposed plumbing.
- 900.32 Toilet seats and lids shall be clean and sanitary, with no chipped or worn surfaces, bare wood or other composition visible. Seats and lids shall be free of discoloration or stains and not be loose on hinges. Seats shall have required bumper supports. Paper bands are not recommended.
- 900.33 Bathrooms shall contain good quality terry cloth items of proper grade and in recommended amounts. (See Chapter X.) Sufficient towel bars shall be provided to accommodate the required amount of towels and shall be conveniently located for easy access.
- 900.34 Each bathroom shall contain one waste basket. (See Chapter X.)
- 900.35 Shower curtain and rod, tub tracks and glass doors shall be clean and free of soap residue, water minerals and mildew.
- 900.36 Each guest bath shall be supplied with good-quality toilet and facial tissue holders. Facial tissues of standard size shall be provided in permanently mounted holders or in a permanent decorative holder approved by Best Western.
- 900.37 Light fixtures, electric outlets and switches shall be operable and clean at all times.

- 900.38 At least one robe hook should be provided in each bath area.
- 900.39 Kitchen areas and kitchen equipment shall be of modern design and shall be kept clean and in excellent physical condition and appearance.
- 900.40 All bathrooms shall provide adequate ventilation. Window ventilation usually is adequate, but if windows are not available, exhaust vents and fans shall be provided and maintained in an operable condition.
- 900.41 Electric shaver points or outlets near a suitably lit mirror shall be provided.
- 900.42 A hair dryer shall be provided in all guest rooms.
- 900.43 An iron and ironing board shall be provided in each guest room. Tabletop ironing boards are not acceptable. Freestanding wall-mounted units are acceptable. The iron must be full size (not travel size).
- 900.44 Hot and cold running water shall be provided in each guest bathroom.
- 900.45 A laundry bag is to be provided for each guest room.
- 900.46 Mechanical fans shall be available upon guest request if the property does not provide air conditioning in the guest room.
- 900.47 A minimum of 10% of the guestrooms shall have beds with a minimum mattress size of 72 inches by 84 inches (california king) or 76 inches by 80 inches (standard king).
- 900.48 All guest rooms shall be required to have coffee or tea makers with complimentary tea or coffee "packets, bags or filter". Decaffeinated coffee or tea must also be provided. Normal accompaniments, i.e., sugar, sweetener, milk or non-dairy creamer, stirrer are to be provided. Disposable cups or china/ceramic cups shall be provided. Consumables (coffee, tea, accompaniments and cups) must be replenished daily.
- 900.49 Each guest room shall be provided with a clock, (e.g., clock radio).
- 900.50 Intentionally omitted.
- 900.51 Guest room televisions shall deliver a minimum of at least eight different channels of programming, including at least one English-speaking channel that includes international news. A 24-hour all-news channel is not required. Further:
1. The television must have good, clear picture and sound.
 2. The television must have a remote control and full mute function. The remote control must not be attached to anything.
 3. If the television is video-on-demand enabled, it must have clear, easy to follow instructions and the cost should be clearly stated.
 4. Televisions on metal pedestal stands are unacceptable.

5. If used, security mountings must be high-quality and inconspicuous

- 900.52 All guest rooms shall have a radio or some other source of music (e.g., portable radio, clock radio, radio on tv, music channel on television or hard-wired hotel music system).
- 900.53 Hotels shall have a minimum of 50% of their guest rooms designated as non-smoking. Rooms will be identified with a permanent notice on the guest room external door as a non-smoking room. Rooms will also have at least one notice within the room, identifying the room as a non-smoking room.
- 900.54 A reasonably accessible electrical outlet must be professionally installed either (i) by hardwiring it into the wall above the desk or work surface (32" - 36" above finished floor), or (ii) in the desk or work surface, or (iii) in the desk or (iv) by providing a work surface lamp that has an outlet conveniently integrated in its base. If no desk is provided, one reasonably accessible, unused outlet must be located within 6' of the parsons or activity table.

Chapter X

1000.0 Logo Items and Room Supply Requirements

- 1000.1 Following are the minimum allowable room supply requirements:
- A. Two (2) tumblers per bed. Tumblers shall be sanitized in accordance with applicable government regulations. Sanitized glasses shall be placed in an approved glass bag. Alternatively, the top and rim of the glass may be covered with approved shrink-wrap plastic or a fitted heavy paper glass cap. When disposable glasses are used, they shall be pre-sanitized and pre-wrapped.
 - B. Consistent with the requirements of this section, Best Western shall have the authority to establish a "branded" bath amenity program for each Best Western hotel brand. Each guest bathroom shall offer 2 bars of packaged soap in the shower/tub and basin/vanity area. Minimum requirements are at least one 3/4 size bar (2 1/2" x 1 1/2" x 1/4" or .6 ounces) and one 1 1/2 size bar (3" x 1 3/4" x 1/2" or 1.2 ounces). A Best Western approved soap dispenser and dispensed product are allowed in the bath area in lieu of a bar of soap provided a 1 1/2 size facial bar is available at the vanity area. It is recommended that a 1 1/2 size deodorant bar be provided in the bath area.
Each guest bathroom shall offer bottled shampoo (packet/sachets not acceptable) or a conveniently located shampoo/shower/bath gel dispenser.
Extra soap and/or shampoo shall be available upon request.
 - C. One (1) ice bucket per room (3 qt. minimum).

D. Two (2) waste baskets per room, one to be placed in the vanity area (at least one waste basket should be a minimum 13 qt. size).

E. "Do not disturb" device or sign for each room.

1000.2 Consistent with the requirements of this section, Best Western shall have the authority to establish a one-vendor bedroom linen and bathroom terrycloth program (while also retaining the existing green terrycloth program). The Board shall have the authority to determine the appropriate weight for terrycloth items and thread count for linens. Subject to this authority, the following minimum guest room linen standards apply:

Bath terry:

1 cloth bath mat (bath towel may be substituted). Bath terry to be constructed with a minimum of 86% natural fiber, e.g., cotton, bamboo, etc. Ring Spun fiber preferred. Dobby border preferred. Minimum weight per dozen: 6.9 lbs.

Room with one bed:

- 2 bath towels. Minimum size: 25" x 52". Minimum weight per dozen: 12.0 lbs.
- 2 hand towels. Minimum size: 16" x 27". Minimum weight per dozen: 3.0 lbs.
- 2 face cloths. Minimum size: 12" x 12". Minimum weight per dozen: 1.0 lbs.
- The sizes listed above are to be measured on new product before shrinkage.

Room with two beds:

- 3 bath towels. Minimum size: 25" x 52". Minimum weight per dozen: 12.0 lbs.
- 3 hand towels. Minimum size: 16" x 27". Minimum weight per dozen: 3.0 lbs.
- 3 face cloths. Minimum size: 12" x 12". Minimum weight per dozen: 1.0 lbs.
- The sizes listed above are to be measured on new product before shrinkage.

Bedroom linens:

Mattress Pad Requirement:

Each bed shall have a mattress pad.

Sheeting Requirements:

Each bed shall be triple sheeted, or double sheeted with washable duvet cover with removable insert as further defined.

Triple sheeting is defined as making up a bed with:

- a. A compliant minimum T-200 first (bottom) sheet, either fitted or flat;
- b. Topped with a second (middle) sheet beneath which the guest will typically sleep;
- c. Topped with a compliant blanket appropriate to the descriptor; and
- d. Topped with a third (top) sheet as described below as appropriate to the descriptor.

Double sheeting with washable duvet cover and removable insert is defined as:

- a. A compliant minimum T-200 first (bottom) sheet, either fitted or flat;
- b. Topped with a second (middle) sheet beneath which the guest will typically sleep; and
- c. Topped with a washable duvet cover with a compliant blanket insert.

Decorative Element Requirements:

At Best Western descriptor hotels, triple sheeting is acceptable with the third (top) sheet exposed:

- a. Provided the bed has an additional decorative element. Acceptable elements include the addition of a decorative pillow (throw or bolster style), or a scarf.
- b. The third (top) sheet must be decorative in nature, e.g., tone on tone stripe, tone on tone block, festooned, etc.

At Best Western Plus descriptor hotels, triple sheeting is acceptable with the third (top) sheet exposed:

- a. Provided the bed has two (2) additional decorative elements, e.g., the addition of a decorative pillow and a scarf.
- b. The third (top) sheet must be 100% polyester jacquard or matelasse patterned fabric with a minimum weight of 6 oz./sq. yd.; may be white or colored.

At Best Western Premier descriptor hotels, triple sheeting is acceptable with the third (top) sheet exposed:

- a. Provided the bed has two (2) additional decorative elements, e.g., the addition of a decorative pillow and a scarf.
- b. The third (top) sheet must be 100% polyester jacquard or matelasse patterned fabric with a minimum weight of 6 oz./sq. yd.; may be white or colored.
- c. The blanket between the second (middle) sheet and the third (top) sheet must be down, synthetic down, or duvet blanket.

Pillows:

A minimum of 3 pillows are required on a full size or smaller bed; and a minimum of 4 pillows (standard size) are required on a Queen or King Size Bed, with all pillows to be enveloped in a pillow protector, and a pillowcase which is manufactured with minimum T-250 (250 threads per square inch) percale with a minimum of 50 percent cotton content. All pillows must meet Best Western specifications.

Additional decorative pillows may be used as a supplement to, but not in lieu of, the required quantity of pillows.

The pillows shall be of the following minimum standard: Fiber type 6 denier per filament, polyester fiber clusters comprised of a blend of hollow low void, high void and antimicrobial fibers with a cluster cohesion of less than 6.0 Newtons, 100% cotton T-180 ticking with the following size and weight of fill specifications:

Required	
Size	Medium Support
Standard 20"x 26"	22 oz
Queen 20"x 30"	27 oz
King 20"x 36"	33 oz

If you choose to provide gentle and/or firm pillows in addition to the MEDIUM SUPPORT pillows described above, the following specifications apply. The pillows shall be of the following minimum standard: Fiber type 6 denier per filament, polyester fibers cluster comprised of a blend of hollow low void, high void and antimicrobial fibers with a cluster cohesion of less than 6.0 Newtons, 100% cotton T-180 ticking with the following size and weight of fill specifications:

Optional	Optional
Size	Gentle Support Firm Support
Standard 20"x 26"	20 oz 24 oz
Queen 20"x 30"	25 oz 29 oz
King 20"x 36"	31 oz 35 oz

The law tag must be affixed to all pillows as required, for compliance and to fulfill assessment requirements.

- Bedding includes: top coverings, blankets, mattresses pads, pillow cases and bed sheets which are of proper size for the box spring and mattress on which they are used.

- 1000.3 All Members shall choose a minimum of three items for use at the Property that shall bear the approved Best Western logo.
- 1000.4 A minimum of three logo items are to be displayed in the public areas in addition to signage.
- 1000.5 If in-room stationery is provided, it shall comply with the Brand Identity Manual.

Chapter XI

1100.0 Violations and Sanctions

- 1100.1 If a Member Property is operated, managed or maintained in a manner that results in violations, deficiencies or infractions of applicable Bylaws, Rules and Regulations, New Construction Guidelines, Renovation & Refurbishing Guidelines, or orders or directives issued by the Board, the Member Property may be placed on probation.
- 1100.2 Probation involving assessment deficiencies requires receipt of an assessment report or a Guest Rooms/Public Areas Condition Report made by a Best Western accredited assessor indicating the Property has scored below the minimum of 800 points. Written notice shall

then be sent to the Member by traceable expedited courier service with a copy of the assessment report, requiring correction of the deficiencies noted on the assessment report or a Guest Rooms/Public Areas Condition Report within a specified period.

- 1100.3 A Property, once placed into probationary status, will remain in that status until such time as a Guest Rooms/Public Areas Condition Report score equals or is greater than 800 points, until the reason for the probation has been cured or until cancellation of the Membership.
- 1100.4 When failure to maintain Property to Best Western standards results in probation, a fee established by the Board may be assessed to cover the cost of the field staff assessment.
- 1100.5 If a Member fails to pay dues or other fees or assessments (other than Annual Dues) within the time period provided for in the Bylaws, Rules and Regulations or orders or directives issued by the Board, and if such dues, fees or assessments remain unpaid for thirty (30) days after the date of written notice of delinquency is sent to the Member by Best Western Headquarters, or no other satisfactory arrangement has been made for liquidation of the indebtedness, the Board may cancel the Membership pursuant to Article II, Section 8(C) and (D) of the Bylaws and Chapter XII of these Rules and Regulations. This Section does not govern automatic termination of Membership for failure to pay Annual Dues by September 15, which is dealt with in Article II, Section 2(B)(2) of the Bylaws, and does not limit the Board's option to restrict services under Rule 1100.8.
- 1100.6 If a Member fails to conform to the obligations or meet the standards set forth in the Bylaws, Rules and Regulations, New Construction Guidelines, Renovation & Refurbishing Guidelines, or orders or directives of the Board, the Board may cancel the Membership pursuant to Article II, Section 8 of the Bylaws and Chapter XII of the Rules and Regulations.
- 1100.7 If a Member Property is operated, managed or maintained in a manner that results in:
- A. Receipt of two (2) consecutive assessment scores or Guest Rooms/Public Areas Condition Report scores which are below 800 points;
 - or
 - B. Receipt of two (2) assessment scores or Guest Rooms/Public Areas Condition Report scores less than 800 points during any 18-month period;
 - or
 - C. Receipt of three (3) assessment scores or Guest Rooms/Public Areas Condition Report scores less than 800 points during any 24-month period;
 - or

- D. Receipt of a single assessment score or Guest Rooms/Public Areas Condition Report score below 600 points;

the Board may cancel the Membership pursuant to Article II, Section 8 of the Bylaws and Chapter XII, Paragraph 1200.2(E) of the Rules and Regulations.

1100.8 Where grounds exist for termination of Membership, the Board or its designee may, in addition to any other remedy, restrict any or all Membership services. During an administrative restriction, full fees continue to accrue.

1100.9 The Board shall establish a program automatically restricting Properties on the Best Western reservation system when they score below 600 points on a Guest Rooms/Public Areas Condition Report. The Property will remain restricted subject to the Property's status being determined by the Board.

Chapter XII

1200.0 Procedure for Cancellation of Membership

1200.1 A. Unless payment in full is received within the time specified or other satisfactory arrangements are made to liquidate the delinquent indebtedness contained in a notice sent to a Member pursuant to paragraph 1100.5 of Chapter XI of these Rules and Regulations, the President and Chief Executive Officer or his designee shall send to the Member by certified mail notice containing the following information:

1. Statements of amounts delinquent;
2. Nature of charges;
3. Citation of the Bylaws, Rules and Regulations, New Construction Guidelines, Renovation & Refurbishing Guidelines, or orders or directives of the Board upon which the nature, amount and delinquency of the charges are based; and
4. Notification that the Board will consider the cancellation of the Membership and that a written demand for a hearing to show cause why the Membership should not be cancelled shall be received by the President and Chief Executive Officer or his designee by certified mail within fifteen (15) days after mailing of this notification.

B. Failure to make timely written demand for a hearing shall be deemed consent by the Member to any action taken by the Board with respect to cancellation of the Membership.

C. If the Member makes timely written demand for a hearing, the provisions of paragraphs 1200.3 and 1200.5 of this chapter shall apply.

1200.2 A. If the President and Chief Executive Officer or his designee believes a Member is in violation of Article II, Section 8(A)(2) or 8(A)(3) of the Bylaws or paragraph 1100.6 of these Rules and Regulations, and the violation is such that a corrective period is allowed, he

or his designee shall send written notice of such violation to the Member by traceable expedited carrier. The notice shall specify in detail the violations charged to exist and the facts believed to support the charged violations, and shall cite the Bylaws, Rules and Regulations, New Construction Guidelines, Renovation & Refurbishing Guidelines, or orders or directives of the Board charged to have been violated. For alleged violations of paragraph 1100.7, or violations for which no corrective period is allowed, compliance with this notice provision is not required.

B. The Board, by policy, may from time to time establish time periods during which the charged violations may be corrected to avoid further action. Any period for correction shall in no event exceed sixty (60) days from the date of notification provided for in rule 1200.2(A). If the alleged violations contained within the notice to the Member are subject to corrective period, said period shall be stated in the notice.

C. Within twenty-one (21) days after the mailing of the notification of violation, the Member shall make written answer to the charges, which shall be sent by traceable expedited carrier to the President and Chief Executive Officer or his designee. The answer shall state specifically whether the charged violations will be corrected within the prescribed corrective period or whether the existence of the charged violations is challenged. If the charged violations have been corrected within the twenty-one (21) days, the answer shall so specifically state. Additionally, if corrective action may still be taken within the established corrective period, the Member shall notify Best Western when the charged violations have been corrected. Such notification shall be mailed no later than the last date of the corrective period.

D. If the President and Chief Executive Officer or his designee, upon receipt of Member's written answer, determines that the violations originally charged do not exist, have been satisfactorily corrected, or will be corrected within the prescribed corrective period, no further action on the part of the Member or Best Western is required. In the event the Member does not correct the charged violations within the prescribed corrective period and notify Best Western in writing of such event, or if the charged violations have not been corrected to Best Western's satisfaction, then the President and Chief Executive Officer or his designee shall give notice to the Member by traceable expedited carrier, that grounds for cancellation exist. The notice shall contain:

1. Statement of the specific violation that has not been satisfactorily corrected;
2. Statement of the facts upon which the violation charged is based;

3. Citation of the Bylaws, Rules and Regulations, New Construction Guidelines, Renovation & Refurbishing Guidelines, or orders or directives of the Board charged to be violated; and

4. Notification that the Board will consider the cancellation of Membership and that any written demand for a hearing to show cause why the Membership should not be cancelled shall be received by the President and Chief Executive Officer or his designee by traceable expedited courier within fifteen (15) days, or such shorter period as may be set by the President and Chief Executive Officer or his designee by traceable expedited courier within fifteen (15) days, or such shorter period as may be set by the Board under Article II, Section 8(D) of the Bylaws, after mailing of this notification.

E. In the case of violation of Chapter XI, paragraph 1100.7, or in the case of a violation for which no corrective period is allowed, the President and Chief Executive Officer or his designee shall notify the Member, by traceable expedited carrier, that grounds exist for cancellation of the Membership which are not subject to corrective action. The notice shall contain the information required under subparagraph (D)(2), (3) and (4) of this section.

F. If the Member fails to make timely answer to the notification by the President and Chief Executive Officer or his designee provided for in paragraph (A) of this section, the President and Chief Executive Officer or his designee shall cause a written notice to be sent to the Member containing the items set out in subparagraphs (1), (2), (3) and (4) of paragraph (D) of this section. Failure to make timely written demand for a hearing shall be deemed consent by the Member to any action taken by the Board with respect to cancellation of the Membership.

- 1200.3** A. If a Member makes timely written demand for a hearing as provided in paragraph (C), Section 8, Article II of the Bylaws, a hearing shall be held by the Board within sixty (60) days after receipt by the President and Chief Executive Officer or his designee of such demand. The President and Chief Executive Officer or his designee shall notify the Member in writing, traceable expedited carrier, no fewer than fifteen (15) days before the hearing, that a hearing will be held, specifying the place, date and time for such hearing.
- B. At the time of making written demand for a hearing by the Board, the Member may make written answer to the charged violations with the answer being sent to the President and Chief Executive Officer or his designee in the same manner as the demand for hearing, and which answer shall fairly meet the charges.
- C. The Board may provide a lesser notice and opportunity to be heard prior to cancellation

of a Membership as provided in Article II, Section 8(D) of the Bylaws.

- 1200.4** A. Upon failure of the Member to make written demand for a hearing, the Board may thereafter at any time cancel the Membership in accordance with paragraph (C) of Section 8, Article II of the Bylaws.
- B. Failure by the Member to make timely demand for a hearing shall relieve the Board of entertaining any oral argument during the Board meeting, if any, dealing with the matter of the Member's cancellation. Such failure will not, however, permit the Board to dispense with the presentation of evidence or argument to support cancellation of Membership or relieve the Board of any obligation to consider:
1. Any written response received by the Board or by the President or Chief Executive Officer or his designee:
 - (a) not later than fifteen (15) days before said Board meeting; or
 - (b) before transmittal of the matter of the Member's cancellation to the Board members if consideration of the matter and vote thereon is done electronically or;
 2. Any correspondence or other written matter between the Association and the Member dated no later than thirty (30) days after the distribution of the notification by the President and Chief Executive Officer or his designee required under Article II, Section 8 of the Bylaws.

- 1200.5** In cases in which the Member has been granted a hearing pursuant to a timely written demand, the following rules shall apply:
- A. Only persons having a direct interest in the cancellation proceeding shall be entitled to attend, although the Board, in its discretion, may permit such other persons to attend under such conditions as the Board may determine.
- B. Any party to the cancellation proceeding may be represented by counsel, but if the Member intends to be so represented, the name, address and telephone number of his counsel shall be provided to the President and Chief Executive Officer or his designee in writing no fewer than three (3) days before the scheduled hearing.
- C. No fewer than three (3) days before the scheduled hearing, there shall be provided to the President and Chief Executive Officer or his designee by or on behalf of the Member, a written statement containing the following:
1. Names and addresses of witnesses, if any, the Member intends to call at the hearing;
 2. Documentary evidence or exhibits, if any, to be introduced by the Member;
 3. Any special requests;
 4. Statement of issues to be presented to the Board as the Member may anticipate;

and

5. Any offer of compromise.

D. At or before the hearing, the President and Chief Executive Officer or his designee will present to each member of the Board a written statement containing the following:

1. Name and address of the Member;
2. Name and address of the Member's Property;
3. Nature and character of the uncorrected violations charged as grounds for cancellation;
4. Detailed statement of facts upon which the charged violations are based;
5. Citation of the Bylaws, Rules and Regulations, New Construction Guidelines, Renovation & Refurbishing Guidelines, or orders or directives of the Board charged to be violated;
6. Listing of correspondence or other communications between the Association and the Member relating to the violations charged, with a copy of each attached;
7. Recommended action to be taken by the Board; and
8. Statement of all sums due and owing from the Member to the Association and all sums due and payable.

E. The order of proceeding during hearings shall be as determined by the Board, provided the Member has a full and fair opportunity to present relevant and material evidence in support of his position. The burden of proof of charged violations sufficient to justify cancellation of Membership and of compliance with the procedures required by the Bylaws and these Rules and Regulations shall be upon the Association.

F. The Board shall be the sole judge of the relevancy and materiality of proffered evidence; conformity to legal rules of evidence shall not be required. All evidence shall be taken in the presence of all of the parties, except any party who has been given notice of the hearing and who fails or refuses to attend other than by reason of exclusion from the hearing by the Board, unless such exclusion is based upon gross and disruptive misconduct at the hearing. In the event a party is excluded for gross and disruptive misconduct, the Board shall make a specific finding of such misconduct before ordering the party's exclusion from the hearing. The Board may, in its sole discretion, receive and consider evidence by way of affidavit, written statement or letter or telephone call, but shall give such evidence only such weight as the Board deems appropriate.

G. Whenever the Board deems it necessary to view and inspect the Member Property, it shall advise the Member of its intention and of the date and time that the assessment shall take place. Whenever the Member requests

that any inspection be made, the Board in its sole discretion may grant or deny the request; in the event the Board shall agree to make an inspection, the Member shall pay, in advance, all the expenses incurred by the Board members.

H. Any inspection made under this rule may be made by one or more members of the Board as directed by the Board. Any interested party may be present at such inspection.

I. A hearing on cancellation may be reopened at the sole discretion of the Board at any time before a final decision is rendered. A rehearing may be granted at the sole discretion of the Board and upon such terms and conditions as the Board may direct, provided that written petition for rehearing, specifying the grounds for the petition, shall be sent to the President and Chief Executive Officer or his designee by traceable expedited carrier within fifteen (15) days of the date notice of the final decision of the Board is distributed to the Member.

Chapter XIII

1300.0 Procedure for Termination of Contingently-Approved Applicants

1300.1 Contingently-approved applicants are subject to termination of approval, as specified by rule 1300.2, for any violation of the Rules, Bylaws or Board policies which would constitute grounds for placing a Member on probation or grounds for terminating a Membership. By way of example, without limitation, a contingently-approved Applicant is subject to termination of approval, as specified by rule 1300.2, for

A. receipt of a single assessment score below 800 points;

B. receipt of customer complaints, during a single six-month monitoring period, in excess of the maximum number permitted by rule 500.43; and

C. failure to strictly and timely comply with each and every condition of approval. The Board may, as a condition of approval, impose stricter standards on contingently-approved Applicants.

1300.2 Where grounds for termination exist, the Board may summarily terminate approval of a contingently-approved Applicant or may impose additional or stricter conditions of approval. A contingently-approved Applicant shall have no right to probation, no right to hearing and no right to vote until full Membership has been granted.

Member-Approved Ballots

The following are Ballots that were approved by the Best Western Membership but are not part of the Articles of Incorporation, Bylaws or Rules and Regulations. These Member-approved ballots apply to every Member in that they are Regulatory Documents as defined by Article I of the Bylaws.

AAA/CAA Official Appointment

Approved February 2009 – Beginning April 1, 2009, Best Western will annually renew each Member’s American Automobile Association/Canadian Automobile Association (AAA/CAA) Official Appointment on behalf of the Member and add the cost to the Member’s Best Western monthly statement.

Approved December 2006 – To approve the requirement that each North American Best Western Property which has not received a BWI exemption, shall receive designations as (1) a AAA/CAA designated Diamond-rated property, and (2) a AAA/CAA Official Appointment property, by December 31, 2007. Each North American Property shall maintain these AAA/CAA designations in accordance with the Compliance Rules set forth in the Proposal Explanation, throughout the term of its Best Western Membership, unless notified by BWI’s President that the AAA/CAA designation(s) is not required.

NOTE: The Exemption Rules set forth in the Ballot’s Proposal Explanation are as follows:

Exemption from Compliance Rules:

Any Property which has received a statement in writing from AAA/CAA that it is not eligible for consideration as a AAA/CAA designated Diamond-rated hotel property may apply for, and upon submission of the AAA/CAA statement of ineligibility to BWI may receive, an exemption from the Compliance Rules described below (“Exemption”). By way of example, a Property which has received a statement from AAA/CAA that the Property is ineligible for consideration because it is a “Historic Property”, listed on the National Register of Historic Places, may apply to BWI for and may receive an exemption from the Compliance Rules. Exemptions will not be granted for any failure of a Property to obtain AAA/CAA approval by reason of a failure to maintain quality standards or the like.

NOTE: The Compliance Rules set forth in the Ballot’s Proposal Explanation are as follows:

Compliance Rules:

- All Properties which are designated as AAA/CAA designated Diamond-rated properties on December 31, 2006, shall be required to obtain OA designation by December 31, 2007.
- All Properties which are not designated as AAA/CAA designated Diamond-rated properties by or on December 31, 2006, and which have not received an Exemption, shall be required to obtain AAA/CAA Diamond-rated designation and OA designation by December 31, 2007.
- All Properties which are AAA/CAA designated Diamond-rated properties and are OA properties on December 31, 2007, shall be required to maintain a AAA/CAA designated Diamond-rated designation and OA designation throughout the

term of their Best Western Membership, unless the Voting Member for that Property receives a communication, signed by the President of BWI, stating that AAA/CAA Diamond-rated designation and/or OA designation is no longer a requirement of Membership for that Property.

Advertising Assessment

Approved November 2012 – The advertising assessment approved by the Membership in December 2010 shall be amended such that it does not have an expiration date.

Approved December 2010 – The advertising assessment approved by the Membership is as follows:

- a. Each Best Western Property shall be assessed \$11.00 (USD) per room per month, with an effective date of February 1, 2011 and continuing through December 31, 2014; and
- b. The Board of Directors shall have the authority to increase the advertising assessment once each fiscal year, with no such annual increase exceeding the greater of (1) two percent (2%) of the prior year’s assessment, or (2) the rate of inflation for the previous year as measured by the United States Bureau of Labor Statistics Consumer Price Index (all items for all urban areas), effective December 1, 2011.

Sales and Marketing Assessment

Approved November 2017 – The sales and marketing assessment shall be:

Effective Date	Percentage of Gross Rooms Revenue (“GRR”)
January 1, 2018	.4 % of GRR
January 1, 2020	.5 % of GRR
January 1, 2022	.6 % of GRR

Marketing and Technology Assessment

Approved November 2018 – Effective December 1, 2018, there shall be the following technology and marketing assessment:

Effective Date	Percentage of Gross Rooms Revenue (“GRR”)
December 1, 2018	.33 % of GRR
December 1, 2019	.66 % of GRR
December 1, 2020 and thereafter	1.0 % of GRR

Best Western Distribution System

Approved November 2016 – Effective November 23, 2016, Best Western shall have visibility and equal access to guest room rates offered by Properties through any non-Best Western distribution channel such that those rates may be offered through Best Western channels.

Approved June 2016 – Effective June 15, 2016, Best Western Properties shall use Best Western electronic distribution systems as the exclusive method of offering rooms to intermediaries.

Best Western Rewards® Program

(Formerly Gold Crown Club International (“GCCII”))

Approved December 21, 2011 – Members shall award Best Western Rewards (“BWR”) program points, miles or partner rewards to a BWR participant for all rooms with qualified rates, up to a maximum of ten (10) rooms, when paid for by a BWR participant and when associated with the BWR participant’s stay at the Property.

Approved February 2009 - Effective April 1, 2009, a Free Night Award (FX Rate) program and reimbursement structure was adopted.

Approved November 2022 - Effective January 1, 2023, or as soon thereafter as is practicable and upon reasonable notice to the Membership, the Free Night Award (FX Rate) program and reimbursement structure changed as follows:

- A. Free Night Award (“FX Rate”) reimbursement structure (inclusive of applicable taxes) for Properties is as follows:
- i. If the occupancy of the Property is 90% or greater when the FX room night is consumed, the Property will be reimbursed at 90% of the Property’s average daily rate (“ADR”).
 - ii. If the occupancy of the Property is 70% or greater and less than 90% when the FX room night is consumed, the Property will be reimbursed at 70% of the Property’s ADR.
 - iii. If the occupancy of the Property is less than 70% when the FX room night is consumed, the Property will be reimbursed at the greater of 40% of the Property’s ADR or US \$40.00.
 - iv. US \$40.00 is the minimum FX redemption reimbursement regardless of occupancy.
- B. Properties will provide at least 10% of total rooms (a minimum of three (3) rooms) and no more than 50% of total rooms for FX redemptions.

As adopted in 2009, no fees (including Travel Agent commission, Best Western Rewards (BWR) assessment, GDS fees and Lynx fees) will be charged on Free Night Award (FX Rate) reimbursement.

Best Western Rewards® (BWR®) Elite Member Property Recognition Program

Approved November 2012 and amended November 23, 2016 – Effective January 1, 2013, with amendments effective January 1, 2017, or as soon thereafter as practicable:

Best Western Properties shall provide minimum BWR recognition to BWR members in Gold, Platinum, Diamond, and Diamond Select categories (“Elite Members”) as follows:

- a. BWR Elite Members shall be provided the option to select either: (i) BWR bonus points; or (ii) a snack and beverage/hotel amenity for each hotel stay.
- b. The BWR Elite Recognition option of receiving BWR bonus points per stay shall be five hundred (500) BWR bonus points per stay.
- c. The snack and beverage BWR offering shall include at a minimum two (2) complimentary beverages and two (2) approved snack options in a BWR branded bag.
- d. If a hotel amenity is offered, it shall be of at least equal value to the snack and beverage offering.
- e. All properties will be required to display a BWR Elite Program display at the front desk, as designed by Best Western International, Inc. (“Best Western”).
- f. During check in, a Property representative shall thank the BWR Elite Member for their business and loyalty.

If a Property does not satisfy a minimum BWR Elite Member recognition requirement, the following shall occur:

When complaints are received at Best Western Headquarters with reference to a particular Property, if the complaint relates to BWR Elite Member recognition, Best Western Headquarters shall have the authority to resolve the matter upon the first contact, according to the following schedule:

Property Cost Per Complaint	Hotel Size 1 - 50 Rooms	Hotel Size 51 - 100 Rooms	Hotel Size 101 - 150 Rooms	Hotel Size 151 - 200 Rooms
Free	First 3 Complaints	First 4 Complaints	First 5 Complaints	First 6 Complaints
\$30 Each	Complaints 4 - 8	Complaints 5 - 10	Complaints 6 - 12	Complaints 7 - 14
\$60 Each	Complaints 9 - 12	Complaints 11 - 15	Complaints 13 - 18	Complaints 15 - 21
\$100 Each	Complaints 13 & over	Complaints 16 & over	Complaints 19 & over	Complaints 22 & over

In increments of 50 additional rooms over 200, Properties will receive one additional free complaint, one additional \$30 complaint, and one additional \$60 complaint. The number of complaints shall be measured in each Best Western fiscal year.

This program is separate and distinct from first contact resolution regarding accommodations and service as defined in Rules and Regulations 500.35.

The Best Western Board of Directors shall have the authority to amend the BWR Elite Program.

Best Western Rewards® Rates

Approved May 2017 - Effective May 24, 2017, each Property’s Best Western Rewards rates shall be at least USD and CAD \$5.00 (as applicable), lower than the lowest non-qualified promotional rates (e.g., Best Value) for the equivalent room type and stay

restrictions (e.g., advance purchase or length of stay) published on digital channels.

Approved November 2022 - Effective January 1, 2023, or as soon thereafter as is practicable and upon reasonable notice to the Membership, each Property's Best Western Rewards rates shall be:

- (i) The BWR Flexible Rate shall be at least 7% off RACK.
- (ii) AAA/CAA and AARP rates shall be at least 5% off RACK.
- (iii) Relative to RACK, the discount for the BWR Flexible Rate shall be at least 2% greater than the discount for AAA/CAA and AARP (e.g., if the AARP discount is 5% off RACK, then the BWR Flexible Rate discount shall be at least 7% off RACK).

In addition, the BWR Flexible Rate shall be equal to or less than any OTA loyalty program rate.

Pay for Points

Approved November 17, 2021 - Effective January 1, 2022, or as soon afterwards as is practicable and upon reasonable notice to the Membership, participation in Pay with Points (FX2) shall be required for all Best Western Properties on a non-Last Room Availability ("non-LRA") basis.

Booking.com Agreement

Approved May 2015 - Effective as soon as practicable upon the execution of a brand-level corporate lodging agreement ("Agreement") with Booking.com B.V. ("Booking.com"):

1. All Best Western branded hotels in North America (each a "Hotel"; collectively, "Hotels") shall conduct business with Booking.com, subject to the terms and conditions of the Agreement, unless a Hotel's contracted commercial term is more favorable to the Hotel, in which case the Hotel's more favorable contracted commercial term shall apply.
2. Hotels shall compensate Booking.com for bookings made by Booking.com customers on publicly available rates in an amount equal to fifteen percent (15%) of the net room revenue under the standard program and eighteen percent (18%) of the net room revenue under the preferred program. Payments will be made in the form of commissions, with commissions paid via the rules established for the BestCheque commission payment system (or its successor). Participation in the preferred program is by Booking.com's invitation only and is subject to Booking.com's preferred program requirements.
3. Hotels shall provide to Booking.com Last Room Availability ("LRA") access to Hotel inventory in the Best Western LYNX system and through the Best Western connection with Booking.com.
4. Hotels' connections to Booking.com shall be facilitated through the brand's connection (a transaction fee will apply).

5. A Hotel's publicly available rates and rate plans provided to Booking.com shall be equal to the Hotel's publicly available rates and rate plans made available through any Hotel, Best Western, or third-party booking or distribution channel, and shall be subject to contractual consequences for a violation (e.g., honoring the lower publicly available rate). This limitation does not apply to Best Western Rewards® rates, qualified rates through a partner membership program (e.g., AAA/CAA, AARP, etc.), or corporate negotiated rates.

Chain and Consortia Marketing Program

Approved November 27, 2013 - The Chain and Consortia Marketing Program is amended such that each Property shall pay to Best Western a cost recovery fee for each net room night reservation received under the Chain and Consortia Marketing Program (the "Fee"). For fiscal year 2014, the Fee shall be \$2.25 per net room night. The Board of Directors (the "Board") shall establish the Fee for each subsequent fiscal year based on a pass-through cost analysis. The Board-established Fee shall not exceed three percent (3%) of the previous fiscal year's Best Western reservations systems brand average daily rate. All other terms and conditions of the Chain and Consortia Marketing Program remain unchanged.

Approved December 2006 - All North American Properties shall participate in the Best Western Chain and Consortia Marketing Program, administered in accordance with the Chain and Consortia Marketing Program Terms and Conditions, and Compliance Rules.

NOTE: The Program Terms and Conditions set forth in the Ballot's Proposal are as follows:

Chain & Consortia Marketing Program Terms and Conditions:

- No Chain & Consortia Partner will be eligible to participate in the Program unless it has generated at least \$1 million dollars in net reservations value for the Properties during the previous year, as calculated based on the reservations value of net bookings received by the Properties through the Best Western LYNX central reservation system.
- For AMERICAN EXPRESS and CARLSON WAGONLIT TRAVEL, as Chain & Consortia Partners participating in the Program, the Properties shall pay a fee of USD \$1.00 for each net room night reservation received, commencing January 1, 2007. This fee shall replace any other participation fee(s) previously paid by the Properties or BWI for participation in the AMERICAN EXPRESS and CARLSON WAGONLIT TRAVEL programs.
- For other Chain & Consortia Partners participating in the Program, Properties shall pay a maximum fee of USD \$1.00 for each net room night reservation received from that Chain & Consortia Partner. This fee amount may be lower for certain Chain & Consortia Partners, but shall not be higher than USD \$1.00 for each net room night reservation received.

- BWI will always identify to the Membership, in advance, the participating Chain & Consortia Partners, as well as changes to, additions to, and/or removal of participating Chain & Consortia Partners.
- The fee of USD \$1.00 for each net room night reservation received shall be paid in addition to any other rate discount payable, or standard commission available, to the participating Chain & Consortia Partner.
- Properties shall not discriminate in receiving reservations generated by any Chain & Consortia Partner.
- Fees incurred shall be stated on each Property's monthly member statement, and shall be paid in accordance with applicable BWI Regulatory Documents (e.g. bylaws, articles, rules and regulations, etc.).
- Void where prohibited by law. BWI reserves the right to suspend or terminate part of or the entire Program at any time, at its sole discretion, upon written notice to the Properties, which notice shall be issued and signed by the President of BWI.

Comprehensive Approach to OTA Business to Save Members OTA Commissions

Approved May 2015 – Best Western shall institute a marketing program that gives Best Western the authority to enter into brand-level agreements (“Agreements”) with online travel agencies or distribution partners (collectively, “OTAs”), provided the following general terms and conditions are included in any such Agreement:

1. All Best Western branded hotels in North America (each a “Hotel”; collectively, “Hotels”) shall be subject to the terms and conditions of the Agreements unless the Hotel's contracted commercial terms are more favorable to the Hotel, in which case the Hotel's more favorable contracted commercial terms and conditions shall apply.
2. For non-package bookings, Hotels shall compensate OTAs in an amount not to exceed fifteen percent (15%) of the net revenue paid by OTA customers on all publicly available rates. (Hotels shall have the ability to increase commissions above the baseline amount at their discretion.) The commission shall apply to all publicly available rates, including promotional rates (e.g., Advance Purchase, MLOS, etc.), but shall not apply to Best Western Rewards® rates, qualified rates through a membership program, or corporate negotiated rates.
3. Payments shall be made in the form of a net rate (paid by a single use or virtual credit card) or commission (paid via the rules established for the BestCheque commission payment system or like payment system as determined by Best Western).
4. Hotels shall provide to OTAs Last Room Availability (“LRA”) access to Hotel inventory in

the Best Western LYNX system and through the Best Western connection with the OTA.

5. Hotels' connections to OTAs shall be facilitated through the brand's connections (a transaction fee will apply).

Enhanced General Manager Training Requirements

Approved November 2012 – Effective January 1, 2013, or as soon afterwards as is practicable and upon reasonable notice to the Membership:

All Best Western General Managers shall be required to satisfy all Best Western General Manager Professional Development (“GMPD”) Program requirements.

New General Managers, defined as the individual responsible for every day operations at the hotel, shall be required to complete an on-line examination and complete the appropriate level of GMPD training. The results of the on-line examination shall determine if the General Manager enrollee is required to participate in the Level 1 GMPD Training Program or the Level 2 GMPD Training Program.

The Level 1 GMPD Training Program shall require successful completion of:

1. A pre-requisite on-line course prior to attending the Best Western Level 1 GMPD Training Program;
2. A 5-day leadership training course; and
3. A 5-day orientation/operations course

The Level 2 GMPD Training Program shall require successful completion of a 5-day orientation/operations course.

If a General Manager enrollee is required to successfully complete the Level 1 GMPD Training Program, the 5-day orientation/operations course must be successfully completed within ninety (90) days of being hired as a General Manager, and the 5-day leadership training course must be successfully completed within six (6) months of being hired as a General Manager.

If a General Manager enrollee is required to successfully complete the Level 2 GMPD Training Program, the 5-day orientation/operations course must be successfully completed within ninety (90) days of being hired as a General Manager.

Hotels shall be responsible for the costs associated with General Managers attending each 5-day course on a cost-recovery basis.

Continuing Education

All Best Western General Managers shall earn a minimum of 2 professional development points per year and 8 professional development points over a 3-year period. Points may be earned as follows:

One point for:

- Attending a full-day General Manager Professional Development continuing education training program;
- Attending the Annual Best Western Convention;
- Attending a Best Western Education & Training or Best Western corporate staff led full-day training program; or

- Successfully completing a Best Western Education & Training certified online course curriculum, including approved partner online content (e.g., American Hotel & Lodging Association Educational Institute (“AH&LA EI”), eCornell, Mindleaders, etc.).

A full-day is considered 6 or more hours of training. One-half (½) point can be earned for programs between 3 and 6 hours in length.

The Board of Directors shall have the authority to approve additional courses for continuing education credits.

If a General Manager obtains an AH&LA EI CHA or CLM designation, or a similar designation as approved by the Board of Directors, during any three-year period after successfully completing the required GMPD course, the continuing education requirement for the then current three-year period will be considered fulfilled as long as the designation is maintained.

Expedia

Approved November 2014 – Effective as soon as practicable upon the execution of a brand-level corporate lodging agreement with Expedia, Inc. (“Expedia”):

1. All North American Best Western branded hotels (a “Hotel”; collectively, “Hotels”) shall conduct business with Expedia, subject to the terms and conditions of the agreement, unless a Hotel’s contract term(s) is more favorable to the Hotel, in which case the Hotel’s more favorable contract term(s) shall apply.
2. For non-package bookings, Hotels shall compensate Expedia an amount equal to fifteen percent (15%) of the net revenue paid by the Expedia customer on all publicly available rates, with payments made in the form of a net rate or commission, and with commissions paid via the rules established for the BestCheque commission payment system.
3. Hotels shall provide to Expedia Last Room Availability (“LRA”) access to Hotel inventory in the Best Western LYNX system and through the Best Western connection with Expedia.
4. Hotels’ connections to Expedia shall be facilitated through the brand’s switch connection.
5. Hotels’ publicly available rates and rate plans provided to Expedia shall be equal to the Hotels’ publicly available rates and rate plans made available through any Hotel, Best Western, or third-party booking or distribution channel, and shall be subject to a contractual penalty for a violation. This limitation does not apply to Best Western Rewards rates and partner membership programs (e.g., AAA/CAA, AARP, etc.).
6. Hotels shall be in the Expedia Traveler Preference program by which Expedia offers its customers the ability to choose whether to pay Expedia at the time of booking (Expedia Collect) or pay the hotel upon check-in (Hotel Collect):

a. Expedia Collect bookings will be processed using Single Use or Virtual Credit Card or other acceptable payment forms in the future.

b. Hotel Collect commissions will be processed by Best Western’s BestCheque program.

7. On an opt-out basis, Hotels shall establish and make available to Expedia a package and an opaque net rate plan, which shall be non-LRA. These net rates shall be provided to Expedia at a twenty-five percent (25%) discount.
8. Hotels shall be assessed an annual marketing investment fee of \$250 (for the brand to invest in Expedia Media Solutions).

Government Business Eligibility

Approved July 2014 – All Best Western Properties shall apply for all applicable government agency certifications such that they will be eligible for participation in federal government travel programs. Each Property will be responsible for ensuring that any certification number is updated in accordance with the terms of the applicable government program. Best Western will solicit all Properties for their preferences whether rates will be loaded as last room availability (“LRA”) or non-last room availability (“non-LRA”) in the applicable programs at the then-current, approved federal per diem rate. For those Properties that do not respond to the solicitation with a selection of LRA or non-LRA, the rates will be loaded as non-LRA so that the Property may open and close the rates as necessary. Commissions and other fees associated with each program will apply.

High-Speed Internet Access

Approved April 2006 – To require free high-speed Internet access (HSIA) at each North American Best Western Property by 11/30/06 (1) in each guest room (100%), and (2) in some public areas. All current HSIA standards, specifications and non-compliance procedures will continue to be in effect, as modified from time to time by the Best Western International, Inc. Board of Directors.

Approved January 2004 – To require high-speed Internet access (HSIA) at each North American Best Western Property by 9/01/04, and to require implementation of the Property terminal unit (PTU) replacement project at each North American Best Western Property for completion by 6/01/04. All guest room and some public area HSIA access must be free, and must be provided in at least 15% of the guest rooms and some public areas. The current specifications follow. Specifications may be modified from time to time by the Best Western International, Inc. Board of Directors.

NOTE: Contact Best Western International, Inc. for the current specifications.

Hotel Reservation Service Group Agreement

Approved May 2015 – Effective as soon as practicable upon the execution of a brand-level, global corporate

lodging agreement (“Agreement”) with Hotel Reservation Service Group (“HRS Group”):

1. All Best Western branded hotels in North America (each a “Hotel”; collectively, “Hotels”) shall conduct business with HRS Group, subject to the terms and conditions of the Agreement, unless a Hotel’s contracted commercial term is more favorable to the Hotel, in which case the Hotel’s more favorable contracted commercial term(s) shall apply.
2. Hotels shall compensate HRS Group an amount equal to twelve percent (12%) of the net room revenue on bookings made by HRS Group customers on all publicly available rates, with payments made in the form of commissions, and with commissions paid via the rules established for the BestCheque commission payment system (or its successor).
3. Hotels shall provide to HRS Group Last Room Availability (“LRA”) access to Hotel inventory in the Best Western LYNX system and through the Best Western connection with HRS Group.
4. Hotels’ connections to HRS Group shall be facilitated through the brand’s connection (a transaction fee will apply).
5. A Hotel’s publicly available rates and rate plans provided to HRS Group shall be equal to the Hotel’s publicly available rates and rate plans made available through any Hotel, Best Western, or third-party booking or distribution channel, and shall be subject to contractual consequences for a violation (e.g., honoring the lower publicly available rate). This limitation does not apply to Best Western Rewards® rates, qualified rates through a partner membership program (e.g., AAA/CAA, AARP, etc.), or corporate negotiated rates.
6. Hotels will have the option to join HRS Group’s corporate discount program, which is a program focused on unmanaged, small- and medium-sized enterprises.

Implement Google Business Photos to Optimize Search Results

Approved November 27, 2013 – Effective upon certification of the results by the Designated Accountant, with compliance required by December 31, 2014:

All Best Western Properties shall obtain 360-degree panoramic virtual tours with street-view technology through Google (“Google Business Photos”).

Photographs and virtual tours displayed on bestwestern.com must be consistent with Google Business Photos displayed on Google Assets.

Industry-Wide Research and Benchmarking Studies

Approved June 2016 – Effective June 15, 2016, Best Western shall have the authority to provide Property reservation data (redacted such that it does not provide personally identifiable information or payment information (e.g., credit card information), to industry

advocacy organizations (e.g., the American Hotel & Lodging Association (“AH&LA”) and the Hotel Association of Canada (“HAC”)) such that they may gather and analyze relevant data for the purpose of lobbying on behalf of the hotel industry and providing benchmarking results to Best Western and its branded hotels.

Loading as Open Non-LRA Rate Plans without Participation Fees

Approved July 2014 – All rate plans that are non-last-room available (“non-LRA”) and that do not require an up-front participation fee shall be loaded as open in each Property’s property management system and in Best Western’s reservations systems. Properties shall have the ability to open and close these rate plans as they deem appropriate consistent with Best Western’s inventory management programs. When applicable, rates shall be loaded annually, and Properties shall be notified in advance of the loading activity so they can effectively manage their rates and inventory.

Performance-Based Advertising Initiative

Approved November 2012 – Effective February 1, 2013, or as soon afterwards as is practicable and upon reasonable notice to the Membership:

With regard to “Digital Opportunities” only, each Best Western Property shall pay a ten percent (10%) commission on each consumed stay. “Digital Opportunities” shall include: Google Hotel Price Ads, Paid Search (e.g., sponsored advertisements on search engines such as Google, Bing, Yahoo, etc.), TripAdvisor Check Rates, TripAdvisor Business Listings Program, and future digital marketing channels and opportunities. This commission shall only apply to commissionable rates booked directly through a Digital Opportunity.

Photographs and Virtual Tour Requirements

Approved June 29, 2011 – All Best Western Properties shall display and maintain professional-quality photographs of their Properties on bestwestern.com that are less than three (3) years of age such that they properly reflect the Property’s condition and amenities being offered. Virtual tours displayed on bestwestern.com must be consistent with the photographs. The effective date shall be February 1, 2012.

Rate Levels System Enhancement

Approved June 29, 2011 – The Rate Level System Enhancement as set forth in the Ballot Proposal (as set out below), with an effective date of December 1, 2011, or as soon afterward as the technology implementation is achievable; and authorization for the Board of Directors to approve future improvements to rate levels.

1. All LYNX rate plans will be organized into Rate Levels. Each rate plan will be linked to one Rate Level and that Rate Level will determine whether the rate plan is available or not.
2. The first Rate Level will represent BAR. All standard LYNX rate plans with Last Room Availability (“LRA”) will be linked to BAR. The

BAR Rate Level will have both individual room type and total room counters which can be adjusted by the Property. The BAR Rate Level will have the full range of status conditions currently supported for rate plans, which can be adjusted by the Property. Members may choose to link other rate plans with BAR at their discretion.

3. There will be 7 additional Rate Levels. Each Rate Level will have both individual room type and total room counters which can be adjusted by the Property. Each Rate Level will have the full range of status conditions currently supported for rate plans, which can be adjusted by the Property. The Member may use any number of Rate Levels beyond BAR up to 7 additional levels for a total of 8. The Member can name each Rate Level and determine which rate plans are linked to which Rate Level.
4. Once Rate Levels are implemented for a Property, the Property will no longer be able to manipulate availability for an individual rate plan in LYNX; rather, the Property will manipulate availability for a Rate Level.
5. Members will be able to change the Rate Level link for any rate plan except those LRA plans automatically linked to BAR.
6. Members will continue to manage blackout dates, for those LRA plans which permit blackout dates, as they do today.
7. The FX plan, and other minimum allocation plans, will be linked to BAR. However, Members will continue to manage minimum allocation as they do today.
8. The Property will continue to manage rates as they do today. The implementation of Rate Levels will not impact how rates for rate plans are managed. Both static rate plans and percentage-off plans can and will be linked by the Member to a Rate Level.
9. The Property will be provided an ability to view and adjust availability for Rate Levels through Member Web as part of the Rate Level implementation.
10. The Property will be provided an ability to view and adjust availability for Rate Levels through their Two-Way PMS on or after the date of implementation, as soon as is practicable, depending on the development and upgrade schedule for each PMS vendor. Rate Levels will not otherwise alter the functionality of the individual Two-Way PMS.
11. Members will be provided the ability to: name their Rate Levels; change Rate Level names; associate rate plans with Rate Levels; and change those associations. This may initially be provided manually through EDS but ultimately will be provided through Member Web or a similar electronic solution.

Rate Program - AAA/CAA and AARP Rates

Approved November 2022 - Effective January 1, 2023, or as soon thereafter as is practicable and upon reasonable notice to the Membership, each Property's AAA/CAA and AARP rates shall be at least 5% off RACK.

Rate Program - Low Rate, Guaranteed!

Approved December 21, 2011 - Effective February 1, 2012, or as soon afterward as is practicable, the "Low Rate, Guaranteed! Program" consumer guarantee shall be amended as follows:

The Best Western Low Rate, Guaranteed! Program guarantees that consumers will always find the lowest rate published on the internet on bestwestern.com. If a consumer finds a lower rate, excluding taxes and fees, on another distribution channel with the same criteria per the terms, conditions, and claim processing requirements of the Program as set forth in the Proposal (as amended from time to time by the Board of Directors), the Property shall match the lower rate at the Property's cost, and the consumer will be given a \$100 Best Western Travel Card.

In each fiscal year, the offending Property will be charged for the Best Western Travel Cards issued in conjunction with the Low Rate Guarantee as follows:

1. Will not be charged for the first three Best Western Travel Cards.
2. Will be charged \$75 for each of the next five Best Western Travel Cards.
3. Will be charged \$100 for all subsequent Best Western Travel Cards.

Properties that participate in Best Western's Property Revenue Management Program are exempt from financial responsibility for Best Western Travel Cards issued under this Program.

The Board of Directors may terminate the Program at any time without prior notice in its sole discretion.

Rate Program - Mandatory BBN Corporate Rate

Approved August 2007 - To approve the requirement that under the Best Western Best Available Rate (BAR) strategy with the objective to increase corporate business, the Best Business Net (BBN) rate be established as a non-commissionable mandatory participation rate, with last room availability and limited black-out dates (15 nights annually), equal to 90% of the Best Business Worldwide (BBW) rate under the BAR strategy.

Rate Program - Mandatory Dynamic Net Tour Rate

Approved August 2007 - To approve the requirement that under the Best Western Best Available Rate strategy (BAR) with the objective to increase leisure travel business, each Best Western Property shall participate in the Dynamic Net Tour rate program, and shall offer the Dynamic Net Tour rate as a leisure

non-commissionable net tour operator rate equal to 90% of the Property's BBW rate under bar, without last room availability.

Rate Program – Net Rate Program Simplification

Approved July 2009 – To approve that the Best Western Net Rate Program be loaded into the reservation system in “open status” with a minimum discount of 20% off BAR (Best Available Rate). Hotels can, at any time, increase, decrease, or close out Net Rate Program room allocation.

Requests for Proposals

Approved November 2012 – Effective January 1, 2013, or as soon afterwards as is practicable and upon reasonable notice to the Membership:

Best Western Properties shall provide information and business rules to Best Western on an annual basis for purposes of Best Western responding to Requests for Proposals on behalf of Best Western Properties.

In the event a Best Western Property does not respond to a Request for Proposal by the due date noted on the solicitation, Best Western shall be authorized to respond to the Request for Proposal on behalf of the Best Western Property consistent with the information and business rules established by the Best Western Property on an annual basis.

In the event a Best Western Property does not provide information and business rules for responding to Requests for Proposals on an annual basis, Best Western shall respond to Requests for Proposals on behalf of the Property at a rate of twenty percent (20%) off of average Best Available Rate (“BAR”) by season.

Required Rapid Response Visits for Low Scoring Properties

Approved June 29, 2011 – Effective December 1, 2011, each Best Western Property that scores less than 840 points on two Guest Room Public Area (“GRPA”) assessments over a trailing 24-month period will be required to receive a Rapid Response visit. The Rapid Response visit will be conducted as soon as practicable following the second assessment that results in a GRPA score less than 840, and must be completed within 30 days after the GRPA assessment. The Property that receives the Rapid Response visit will pay a cost recovery fee for the visit, currently \$1,900, but which may be adjusted by the Board of Directors to account for actual costs. A Rapid Response visit under this program will restart the 24-month period.

Sales Champion Designation and Certification Training

Approved December 21, 2011 – All Best Western branded hotels shall designate an employee as its Sales Champion by February 29, 2012. The designated Sales Champion shall be an individual who is responsible for sales operations at the hotel

and shall be the contact person for Worldwide Sales. Sales Champions must successfully complete Sales Champion training within ninety (90) days of being designated and annually thereafter (prior to the one-year anniversary of the date of the certification). If at any time a Sales Champion terminates his or her employment with the hotel or is replaced for any reason, the hotel must designate a new Sales Champion within thirty (30) days of the event requiring a new designation. Sales Champion training and certification shall be at no cost to the Property.

Smith Travel Research

Approved February 9, 2011 – Effective April 1, 2011, all Best Western North American Properties shall participate in Smith Travel Research reporting, enabling them to optimize their revenue.

Approved February 9, 2011 – Effective April 1, 2011, or as soon afterward as is practically achievable, Best Western International, Inc. will program a computer system to electronically submit performance data to Smith Travel Research (“STR”) on behalf of STR-participating properties. The computer program will automatically aggregate property performance results from the Two-Way interface for the reporting period, and submit those results to STR. This system will eliminate the need for manual reporting at the property level.

Technology Assessment

Approved July 2015 – Effective August 1, 2015, each Best Western Property shall pay a technology assessment of four-tenths of one percent (0.4%) of Property Room Revenue. Effective January 1, 2018, each Best Western Property shall pay a technology assessment of five-tenths of one percent (0.5%) of Property Room Revenue.

TripAdvisor Reviews on bestwestern.com

Approved June 29, 2011 – Best Western International, Inc. may post TripAdvisor ratings and the five most recent reviews (with the ability to link to additional reviews) for all Properties on bestwestern.com as long as business terms of an agreement with TripAdvisor are agreeable to the Best Western International, Inc. Board of Directors. The effective date shall be February 1, 2012, or as soon afterward as is practically achievable.

Two-Way Interface

Approved August 2006 – To approve the PMS to CRS Two-Way Interface Proposal requiring property management systems with a two-way interface that has been endorsed by Best Western International, Inc. at each North American Best Western Property by December 31, 2009, and the Data Rules of Use, Compliance Rules, and other provisions of the Proposal Explanation.

Data Rules of Use:

BWI shall use all specific Property and Members' guests' data obtained from the Property's PMS (“Data”) in accordance with the Data Rules of Use detailed below. These Data Rules of Use shall not limit

the use of any data (including Data) independently acquired by BWI or acquired from any other source.

1. BWI and Members shall be responsible to comply with all applicable laws regarding the collection, use, transfer, storage, and security of Data, including but not limited to all applicable data privacy laws and requirements.
2. BWI shall maintain and use all Data in accordance with its privacy policy, published at <http://www.bestwestern.com>, as amended from time to time by BWI, and applicable data privacy laws and requirements.
3. Data acquired through any PMS will not be used by the BWI membership development department for the purposes of new member acquisition development.
4. No Data will be used by BWI to perform Property-specific financial analysis for the purpose of a Member's fees or dues calculation, validation or verification.
5. Data will be stored in BWI's data center, located in Phoenix, Arizona, or a third party data facility as contracted for by BWI, and will be secured via information security processes, including but not limited to the use of firewalls, networks, servers, and database security mechanisms intended to best safeguard the Data. BWI shall be responsible to safeguard the Data regardless of where or by whom stored.
6. Property specific or guest specific Data will not be sold or rented to third parties, or transferred to Smith Travel Research, without the approval of the specific Member from whose Property the respective Data has been obtained. These restrictions shall not apply to aggregated Data.

Fees:

Until November 30, 2015:

Best Western will charge the Member Property an ongoing technical support fee to recover the cost of providing ongoing, support to Two-Way PMS vendors and Members. This ongoing support includes:

- necessary re-certification of vendors when software changes are made;
- trouble-shooting vendor software in support of Member-reported-issues;
- coordinating with Members and vendors for software updates, fixes, and problem resolution;
- and proactively monitoring Member Property performance using the Two-Way interface.

The technical support fee will not exceed \$65 per month.

As of December 1, 2015:

The Two-Way Monthly Support Fee shall include a Hotel Support Fee and a Certification Fee.

1. *Hotel Support Fee.* Effective December 1, 2015, the monthly Hotel Support Fee shall be thirty-eight dollars (\$38) regardless of the Property Management System ("PMS") product used by the Property. The Board of Directors

shall have the authority to increase the Hotel Support Fee once each fiscal year, with no such annual increase exceeding the greater of (a) two percent (2%) of the prior year's Hotel Support Fee, or (b) the rate of inflation for the previous year as measured by the United States Bureau of Labor Statistics Consumer Price Index (all items for all urban areas).

2. *Certification Fee.* The Certification Fee shall be calculated as the annual total cost for ongoing certification, divided by the number of endorsed PMS products, distributed evenly among the Properties that make up the install base for each PMS product as of April 1 and October 1 for the following 6-month billing period. The lowest Certification Fee shall be one dollar (\$1) per month, regardless of the number of installations of each PMS product. The annual total cost for ongoing certification per PMS product shall be fifty-three thousand dollars (\$53,000). The Certification Fee shall be recalculated semi-annually and billed in June and December, on a cost-recovery basis and shall be approved by the Board of Directors. The following chart details the manner in which the Certification Fee and the Hotel Support Fee shall be calculated:

PMS Install Base (Total Number of Properties)	Hotel Support Fee	Certification Fee *	Total Monthly Fee per Property
10	\$38	\$442	\$480
30	\$38	\$147	\$185
50	\$38	\$88	\$126
75	\$38	\$59	\$97
100	\$38	\$44	\$82
150	\$38	\$29	\$67
200	\$38	\$22	\$60
250	\$38	\$18	\$56
275	\$38	\$16	\$54
300	\$38	\$15	\$53
400	\$38	\$11	\$49
500	\$38	\$9	\$47
750	\$38	\$6	\$44
1,000	\$38	\$4	\$42
1,500	\$38	\$3	\$41
> or = 2,945	\$38	\$1	\$39

* Based on annual certification testing of \$53,000 per PMS product, per year.

Best Western will charge the Member Property a one-time installation fee to recover the Best Western resource costs necessary to effect the implementation of Two-Way. This one-time installation fee is \$1,500.

Compliance Rules:

- All Properties are required to install and maintain a Property Management System that is certified with the Best Western Two-Way Interface and endorsed by Best Western by December 31, 2009. Any Property not installing a PMS will be deemed not in compliance.
- Any non-complying Property will be restricted on the Best Western reservation system and required to comply within 90 days of restriction. Continued or reoccurring non-compliance of this requirement once the Property has been restricted for non-compliance will result in review by the Board for possible cancellation of the Best Western Membership.
- The December 31, 2009 compliance date in this Proposal applies to Members whose Best Western Membership was approved on or before May 31, 2005; unless the compliance date is changed due to their becoming a reaffiliated Member following a change of 50% or more in a Property's ownership where the Best Western Property does not qualify for an automatic transfer "reaffiliation," or due to a requirement of a conditional extension that has been granted as part of the hearing process or Board evaluation because of past due Membership conditions.

Best Western International, Inc. Descriptor Program

Approved April 2010 and Amended December 2011 -

The Descriptor Program is a marketing strategy that includes the use of different names to communicate to guests the types of hotel products and amenities to expect at Best Western Properties (the "Descriptor Program"). Having been approved by the Membership, Best Western Properties will qualify for, be assigned and use one of three descriptors: "Best Western", "Best Western Plus" or "Best Western Premier." Each descriptor has Member approved Design Guidelines and Brand Standards. The Descriptor Program will have no effect on membership fees, dues or Best Western's one class of voting membership.

As approved, the Descriptor Program operates as follows:

1. Best Western Properties will use one of three descriptors: "Best Western", "Best Western Plus" or "Best Western Premier."
2. Best Western's current design requirements remain the fundamental requirements for all Properties. Design Guidelines for each descriptor are established as referenced in Exhibits [A-1](#), [A-2](#) and [A-3](#) (the "Design Guidelines"). The Brand Standards for each descriptor are established as referenced in [Exhibit B](#) (the "Brand Standards").
3. Best Western Properties are required to meet the Descriptor Program's Design Guidelines by February 1, 2014, or earlier if required by a Property Improvement Plan ("PIP") deadline.
4. Best Western Plus Properties are required to meet the Descriptor Program's Design Guidelines within three years of activation on the reservation system as Best Western

Plus (e.g., if activated on February 1, 2011, the deadline is February 1, 2014), or earlier if required by a PIP deadline.

5. Best Western Premier properties shall comply with the Design Guidelines at all times.
6. AAA/CAA ratings no longer apply to the Descriptor Program (i.e., the assignment of descriptors).
7. Any Property may apply for the "Best Western Plus" or "Best Western Premier" descriptor at any time by requesting a design review and by meeting the requirements of the respective Design Guidelines and Brand Standards.
8. Every Best Western Property must maintain at least a AAA/CAA 2-Diamond rating. If a Property falls below a AAA/CAA 2-Diamond rating, or fails a AAA/CAA assessment, that Property must request a design review and complete any resulting PIP within six (6) months.
9. Properties that request a design review will be required to pay a cost-recovery fee for the design review, which is currently estimated to be \$1,900 and may increase in the future as costs rise. Such Properties will be assessed using the Design Guidelines for the requested descriptor. If the Property complies with the applicable Design Guidelines, the Property will be assigned the appropriate descriptor. Otherwise, the Property will receive a PIP. If the Property completes the PIP within one (1) year, as determined by a subsequent design review, the Property will be assigned the applicable descriptor.
10. Any Property may appeal a Descriptor Program PIP to the Best Western Board of Directors (the "Board"). A waiver may be granted only by an affirmative vote of five (5) Board Directors. An extension may be granted only by an affirmative vote of five (5) Board Directors, and for a period of no more than six (6) months; however, extensions up to two (2) years may be granted if the Property has and maintains a Medallia/GSS Overall Satisfaction score in the top 25% of all Best Western branded hotels, based on a twelve (12) month rolling average (electronic surveys only).
11. A Property must comply with the applicable Brand Standards prior to representing itself to the public as a "Best Western Plus" or "Best Western Premier" Property.
12. Any Property receiving the "Best Western Plus" or "Best Western Premier" descriptor will use signs and collateral material within specified timeframes as referenced in [Exhibit C](#).
13. A "Best Western Premier" descriptor will last for five (5) years. At least six (6) months prior to the end of the 5-year term, each "Best Western Premier" Property must request a design review and complete a PIP (if the design review results in a PIP) within six (6) months, to renew the descriptor for another 5-year term.
14. The Design Guidelines and Brand Standards are "Regulatory Documents" as that term is

defined in Best Western's Bylaws. Future changes to Design Guidelines and Brand Standards shall be presented to Members for approval through ballots in accordance with Section 500.21 of Best Western's Rules and Regulations.

Plus Brand Standards

Approved November 17, 2021 – Effective upon certification of the vote by the Designated Accountant, the following standards shall apply to Best Western Plus Properties:

Due by December 31, 2022
24-hour specialty coffee machine in the Lobby/Breakfast Area
In-room K-Cup or Keurig coffee maker
Water dispenser enabling guests to fill their water bottle in public area
Pillow top mattress or memory foam topper
Lobby music
Due by December 31, 2023
Pavers or stamped concrete under porte cochere
Power or USB outlet at every seat for community table (minimum 4)
5 pieces of cardio equipment (minimum 1 Peloton ^{Fn 2})
Due by December 31, 2024
Minimum Television Size (Measured Diagonally)
Lobby and Breakfast Area: 50" Television(s)
Fitness Area: 50" Television(s)
Guestrooms: 50" Television(s) with Streaming/Casting Capability ^{Fn 1}
Television Grade: All televisions shall be commercial grade
Due Based on Design Visit PIP
Outdoor pool enhanced landscaping and lighting
Sundry shop in lobby
Fitness room minimum 450 square feet
Guestroom desk or mobile work surface with upgraded desk
Guestroom mounted lighted mirror above vanity (36" - 48")
Signature backdrop

^{Fn 1} Guest room televisions shall support streaming and popular applications (e.g., Netflix, Hulu, Amazon, Apple, Disney) via guest personal device (e.g., iPad) and the television.

^{Fn 2} The requirement regarding the "Peloton" brand may be modified by the Board of Directors to a like product based on relevant factors (e.g., pricing, availability, technology, and adoption).

Revenue Management Requirement

Effective January 1, 2022, and as soon as practical through implementation, all Best Western Plus hotels shall use the Best Western Property Revenue Management ("PRM") program and pay a cost-recovery fee as established by the Board of Directors (the "Board") (e.g., currently \$995 per month for a hotel with 120 rooms or less, and \$1,195 per month for a hotel with 121 to 200 rooms). PRM program waivers may be granted based upon business rules established by the Board.

Green Key Certification

Approved June 26, 2024 - Effective as soon as practical through implementation:

All Properties shall be Green Key certified by December 31, 2026, with Best Western paying the initial Green Key virtual audit fee (currently \$500) for audits that occur by December 31, 2026. For those Properties that are already Green Key certified, Best Western shall pay the virtual audit fee for the next audit. If a Property has achieved and maintains certification from another program recognized by the Global Sustainability Tourism Council, Best Western's Board of Directors shall consider a waiver.

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EXHIBIT J-3 TO FDD
2026 MEMBERSHIP FEES



2026
New Membership Fees

New Membership Fees Effective December 1, 2025 (in U.S. Dollars)

All Fees, Dues, Charges and Assessments

- A. U.S. Membership: Billed and paid in U.S. dollars.
- B. Canadian Membership: Billed in Canadian dollars based on the monthly exchange rate and paid in Canadian or U.S. dollars.

Entrance Fee (One-time fee to accompany application)

Single brand:

- A. Affiliation Fee: Minimum \$45,000 (50 rooms or less), plus \$200 for each additional room up to a maximum of 1,000 rooms, plus
- B. Evaluation Fee: \$4,000.

Annual Dues

Annual Dues are nonrefundable and are charged for each fiscal year. For applications accepted during the year, Annual Dues are prorated from the date the property is activated on the Best Western reservation system.

Annual Dues are \$2,345.45 for 20 rooms plus: \$78.85 per room for 21 to 50 rooms; \$30.66 per room for 51 to 400 rooms; and \$3.07 per room for rooms over 401.

Monthly Fees

The Monthly Fee is a percentage of Property Room Revenue (PRR), as set forth in the Best Western Property owner's Membership Agreement. Monthly Fees based are billed one (1) month in arrears, payable by the 15th of each month.

Advertising Assessment

Effective December 1, 2025, the advertising assessment is \$16.86 per room per month. The Board of Directors has the authority to increase the advertising assessment once each fiscal year, with no such annual increase exceeding the greater of (1) two percent (2%) of the prior year's assessment, or (2) the rate of inflation for the previous year as measured by the United States Bureau of Labor Statistics Consumer Price Index (all items for all urban areas).

Sales and Marketing Assessment

The sales and marketing assessment is sixth-tenths of one percent (0.6%) of PRR. This assessment is billed one month in arrears.

Technology Assessment

The technology assessment is five-tenths of one percent (0.5%) of PRR, billed one month in arrears.

Technology and Marketing Assessment

The technology and marketing assessment is one percent (1.0%) of PRR. This assessment is billed one month in arrears.

Cancellation or Termination

As further defined in Best Western Bylaws Article II, and as set forth in the applicable Membership Agreement, Members and Members with Conditions that resign or are cancelled/terminated shall pay to Best Western:

- A. For applications approved by the Board prior to January 1, 2018, (i) all fees, dues and charges for the remainder of the applicable term; and (ii) the cost of all goods and services provided by or ordered through Best Western for which payment has not yet been received. Additionally, an Extended-Length Member that received a Development Incentive shall pay to Best Western a prorata amount of the Development Incentive based upon the length of time remaining in the Extended-Length Term.
- B. For applications approved by the Board after January 1, 2018, (i) all fees, dues, and charges as detailed in the Membership Agreement; and (ii) the cost of all goods and services provided by or ordered through Best Western for which payment has not yet been received. Additionally, an Extended-Length Member that received a Development Incentive shall pay to Best Western a prorata amount of the Development Incentive based upon the length of time remaining in the Extended-Length Term.

A contingently-approved Applicant that withdraws its application or is cancelled/terminated shall pay to Best Western: (i) \$4,000 per room as described in the Applicant's Terms of Approval Letter, and (ii) the cost of all goods and services provided by or ordered through Best Western for which payment has not yet been received.

System-Wide Membership Fees

The following tables provide a brief explanation of various fees, charges and credits. Since these tables are not all-inclusive, please refer to Best Western's Regulatory Documents for any additional fees, dues, charges or assessments.

Distribution Services			
Type of Fee	Amount (in USD)	Due Date	Remarks
Global Distribution Systems ("GDS") Fee	\$7.90 per booking.	Due and payable monthly upon statement receipt.	Payable for reservations booked through GDS and GDS internet travel sites.
Third-Party Internet Booking Fee	\$4.60 per booking.	Due and payable monthly upon statement receipt.	Payable for reservations booked through third-party internet booking sites via Onyx, HBSi, etc.
DerbySoft Booking Fee	\$2.00 per booking.	Due and payable monthly upon statement receipt.	Payable for reservations booked through DerbySoft.
Performance Based Marketing ("PBM")	10% of PRR for each reservation received from a digital opportunity.	Due and payable monthly upon statement receipt.	Commission charge for reservations which result from digital opportunity.
Member Web Booking Commissions	10% of PRR for reservations from North American (N.A.) hotels. 5% of PRR for reservations from international hotels.	Billed one month in arrears. Due and payable monthly upon statement receipt.	Commission charge for reservations the Property receives from N.A. Best Western hotels and/or international hotels.
	10% of PRR for reservations to N.A. hotels. 5% of PRR for reservations to international hotels.	Credited one month in arrears.	Commission credit for reservations the Property sends to N.A. Best Western hotels and/or international hotels.
Travel Agent Commissions	Varies by travel agent and agreement.	Case by case basis. Due and payable monthly upon statement receipt.	Payable as a pass-through commission charge for travel agent reservations.
Best Western Rewards® ("BWR®") Fee	5.5% of PRR (2.75% of PRR for Best Western Extended Stay brands), with a BWR cost per point issued of \$0.0055. For newly enrolled Online Travel Agent ("OTA") guests, the hotel will be charged a flat fee of \$2.75 for the 500 points issued to the guest.	Billed one month in arrears. Due and payable monthly upon statement receipt.	Fee for BWR points or airline program miles issued by the Property to BWR members based on 10 points issued for each revenue dollar (5 points issued for each revenue dollar for Extended Stay brands).
BWR Enrollment Fee Rebate	For newly enrolled BWR members: 5.5% of PRR with valid email address, up to 5 nights stay, maximum \$500; 2.75% of PRR without valid email address, up to 5 nights stay, maximum \$500; \$2.75 for OTA guests with valid email address; \$1.38 for OTA guests without a valid email address. For Best Western Extended Stay brands, 2.75% of PRR for newly enrolled BWR members with valid email address, up to 5 nights stay, maximum \$500; 1.37% of PRR for newly enrolled BWR member without valid email address, up to 5 nights stay, maximum \$500.	Credited monthly.	Rebate of BWR fee imposed when a new BWR member is enrolled.

System-Wide Membership Fees

Distribution Services			
Type of Fee	Amount (in USD)	Due Date	Remarks
Digital Display Boards	Fee for digital content ranging from \$276 to \$708 annually for a maximum of three updates per month.	Due and payable annually upon statement receipt.	Fee for content management services for digital display boards that includes a maximum of three updates per month.
Free Night Vouchers	If the occupancy of the Property is: 90% or greater, a credit of 90% of the Property's Average Daily Rate ("ADR"); 70% or greater but less than 90%, a credit of 70% of the Property's ADR; Less than 70%, a credit of \$40 or 40% of the Property's ADR - whichever is greater.	Credited one month in arrears.	Credit for BWR free night voucher redeemed at the Property.
Pay with Points	The credit portion for BWR® points redeemed if the occupancy is: 90% or greater, a credit equal to the number of points times \$0.005 times 90%. 70% or greater but less than 90%, a credit equal to the number of points times \$0.005 times 70%. Less than 70%, a credit equal to the number of points times \$0.005 times 40%. The cash paid (non-points) portion of Pay with Points is collected and retained by the Hotel from the BWR® member guest.	Credited two months in arrears.	Credit for BWR® points redeemed by BWR® member for a Pay with Points stay.
Best Western Gift Card	Amount of gift card redeemed less 10% commission.	Credited monthly.	Credit for gift cards redeemed at the Property.
	Amount of gift card sold or reloaded is charged; related 10% commission is credited.	Due and payable monthly upon statement receipt.	Charge for gift cards sold or reloaded at the Property. Related commission is credit to the Property.
Cooperative (Co-op) Membership Fee	Fee per room per month varies based on Co-op.	Due and payable monthly upon statement receipt.	Fee for regional Best Western Member Co-op marketing efforts. Subject to amendment by Co-op members. Co-op fees are established by majority vote of the hotels that are in a Co-op (which is not a Best Western International entity). Co-op fees are billed monthly, and have a fixed fee component of approximately \$100 per month and a variable fee component calculated per hotel of approximately \$1.50 per guest room, with many Co-ops having a variable fee component cap of 150 rooms. If a hotel is currently a participant in a Co-op, please refer to the fees currently charged by a Co-op.

System-Wide Membership Fees

Distribution Services			
Type of Fee	Amount (in USD)	Due Date	Remarks
BestCheque	\$0.71 per commissionable transaction.	Due and payable monthly upon statement receipt.	Fee for administering the centralized travel agent commissions program.
BestCheque Consortia Marketing Program	\$3.00 per net room night reservation booked.	Due and payable monthly upon statement receipt.	Per booking fee for reservations received from Consortia partners.
Commission Junction	10% of PRR for each reservation associated with a banner ad.	Due and payable monthly upon statement receipt.	Commission charge for reservations which result from a banner ad placed on a publisher's network.
Central Bill Revenue	Central Bill reservation revenue credited monthly to your account.	Credited one month in arrears.	Credit for reservations revenue booked by tour operators and corporate accounts through the Central Bill program.
Hotel Managed Security Service ("HMSS")	One-time fee for installation of HMSS ranging from \$2,100 to \$3,500 and a monthly maintenance fee of \$130 per month upon installation of HMSS.	Due and payable monthly upon statement receipt.	One-time installation fee and monthly maintenance fee for HMSS, an internet based solution through a Best Western endorsed vendor for sending and receiving reservations. The HMSS provides hotels with secure communications to our data centers and increased security between hotels and approved Property Management System ("PMS") providers.
BWI Two-Way Interface Fees	Includes: One-time installation fee of \$1,500 Support fee of \$38 per month Certification fee, which is calculated as the annual total cost for ongoing certification, distributed evenly among the properties that make up the install base for each PMS product.	Due and payable monthly upon statement receipt.	Fees to install and maintain the Two-Way interface with BWIs reservation system.
Property Management System ("PMS") and Guest Management System ("GMS") Support Fee	\$3.97 per room per month for the AutoClerk Atlas PMS (includes \$1.45 per room per month for the GMS). For hotels with a PMS waiver, a \$1.45 per room per month fee for GMS support is required.	Due and payable monthly upon statement receipt.	A support fee for AutoClerk PMS which includes the GMS fee. Hotels with a PMS waiver are required to pay a GMS fee. The GMS is a web-based mobile concierge service that provides communications with a guest pre-arrival, during a stay and at checkout utilizing messaging, email, SMS Text.
Rate Shopping Service	Based on the hotel brand and location, a property is required to subscribe to one of the following packages: Tier 1 package: \$59 per month Tier 2 package: \$32 per month	Due and payable monthly upon statement receipt.	A competitive rate shopping service required to power the price optimization portion of BestRev, the BWI revenue management system. Tier 1: daily 120-day shops and a weekly 348-day shop Tier 2: daily 90-day shops and a bi-weekly 348-day shop

System-Wide Membership Fees

Distribution Services			
Type of Fee	Amount (in USD)	Due Date	Remarks
Internet of Things ("IoT") Monthly Fee	\$9.99 per month	Due and payable upon statement receipt.	All Members must pay our affiliate, AutoClerk, an ongoing monthly fee for IoT, which provides connectivity and integration of the PMS into other guest and hotel service systems (e.g. Call Accounting, PBX, in-room entertainment, Key Card, etc.).
High-Speed Internet Access ("HSIA") Advocacy Program	\$2,100 one-time program participation fee.	Due and payable upon statement receipt.	<p>Fee for hotels to participate in the Advocacy Program to improve HSIA guest satisfaction scores ("GSS") through system improvements.</p> <p>Required: If GSS scores are below the threshold.</p> <p>Optional: If GSS scores are above the threshold.</p>

System-Wide Membership Fees

Other Fees			
Type of Fee	Amount (in USD)	Due Date	Remarks
Tools For Success	\$30.62 per month.	Due and payable monthly upon statement receipt.	Fee for online and other education and training resources provided to the Property.
Online Housekeeping Supervisory Training	Cost recovery fee billed annually.	Due and payable upon statement receipt.	Fee for online housekeeping supervisory training and certification program.
Online Front Desk Training	Cost recovery fee billed annually.	Due and payable upon statement receipt.	Fee for online front desk training program.
On-Boarding Program	Hotels with Membership Agreements signed prior to January 1, 2024 receive training and on-boarding support plus participate in: Sales Training Program: \$4,000, billed in twelve (12) equal monthly installments of \$333.33. On-Site Training: billed on a cost recovery basis currently at \$4,000, billed in twelve (12) equal monthly installments of \$333.33. Hotels with Membership Agreements signed after December 31, 2023: \$15,000, billed in twelve (12) equal monthly installments of \$1,250. This fee provides Revenue for Hire services for twelve (12) months, Property Sales Manager services for eight (8) months and other training and onboarding services and support.	Due and payable monthly upon statement receipt.	Fees for various On-Boarding support and services.
Customer Care Non-Response Fee	\$75 per occurrence.	Billed one month in arrears. Due and payable monthly upon statement receipt.	Fee charged if a member does not acknowledge a billing or miscellaneous file with the guest within 2 business days.
Customer Care - Per Complaint Fee Above .17	\$50 per occurrence.	Billed one month in arrears. Due and payable monthly upon statement receipt.	Fee for complaints above the permitted guest complaint ratio of .17.
Customer Care/First Contact Resolution ("FCR")	1 - 100 Rooms First 4 Complaints: Free Complaints 5 - 10: \$100 Each Complaints 11+ : \$250 Each 101 - 200 Rooms First 5 Complaints: Free Complaints 6 - 10: \$100 Each Complaints 11+ : \$250 Each 201+ Rooms First 6 Complaints: Free Complaints 7 - 10: \$100 Each Complaints 11+ : \$250 Each	Due and payable monthly upon statement receipt.	Fee for Customer Care agent to respond to and resolve customer service and accommodation complaints on first contact.

System-Wide Membership Fees

Other Fees			
Type of Fee	Amount (in USD)	Due Date	Remarks
Annual Convention Meeting Attendance	Varies. Currently, \$949.	Annual fee. Due and payable upon statement receipt.	Charge for one Annual Convention registration per year, whether or not attended. It shall not increase annually more than the lesser of (1) five percent (5%) or (2) the rate of inflation for the previous year, as measured by the United States Bureau of Labor Statistics Consumer Price Index (all items for all urban areas).
District/Regional Meeting Attendance	Varies. Currently, \$530 per property.	Annual fee. Due and payable upon statement receipt.	Charge for one District/Regional Meeting registration per year, whether or not attended. It shall not increase annually more than the lesser of (1) five percent (5%) or (2) the rate of inflation for the previous year, as measured by the United States Bureau of Labor Statistics Consumer Price Index (all items for all urban areas).
Member Marketing Area (“MMA”) Assessment	\$160 annual fee per hotel.	Annual fee. Due and payable upon statement receipt.	Annual fee to cover costs of the MMA program.
Rate Parity	Hotels which repeatedly violate rate parity are subject to administrative fees which range from none (i.e., written notification) to \$4,000 per violation depending on the number of violations annually.	Due and payable upon statement receipt.	Administrative fee charged to hotels for rate parity violations.

System-Wide Membership Fees

Optional Programs			
Type of Fee	Amount (in USD)	Due Date	Remarks
Revenue for Hire (“RFH”) Program	Per month fee based on size of the hotel: \$1,087 for 1-120 rooms \$1,308 for 121-200 rooms \$1,524 for 201+ rooms	Due and payable monthly upon statement receipt.	Fee charged to hotels that participate in the optional RFH Program.
Essential Revenue Management Program	Per month fee of \$631.	Due and payable monthly upon statement receipt.	Optional program fee for hotels under 70 rooms. Fee charged to hotels that participate in the Essential Revenue Management Program.
Revenue Services Property Visits	Pricing varies by program services.	Due and payable upon statement receipt.	Fee charged to hotels that participate in the optional Revenue Services Property Visit Program.
Reservation Transfer Service (RTS) Program	Participating hotel: 3% commission per reservation booked with a cap of three (3) nights of a single stay/reservation. Non-participating hotel: \$5 for each call transferred.	Due and payable monthly upon statement receipt.	Optional program fee to have calls transferred from your hotel to Central Reservations. Hotels not participating are subject to a fee per call transferred.
BWH MediaMax	Cost recovery of media services costs and 10% commission on net consumed revenue through the MediaMax program.	Due and payable monthly upon statement receipt.	Hotel-managed marketing platform that empowers property level marketing managers to drive additional online visibility and room night production across a variety of digital channels.
Property Sales Management (PSM) Program	This program is included as part of the On-Boarding Program services for 8 months. After the initial 8 months, this is an optional program with a per month fee of \$2,300 per hotel (\$2,100 with a multi-property discount).	Due and payable upon statement receipt.	Fee charged to hotels that participate in the PSM program.

BWH® Hotels

ASPIRATIONAL				COLLECTION		BOUTIQUE			
									
TIMELESS			VALUE			EXTENDED STAY			
									

800.847.2429 bestwesterndevelopers.com

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EXHIBIT K TO FDD

AUTOCLERK ATLAS PMS SOFTWARE AS A SERVICE AGREEMENT

AutoClerk Atlas™
Software as a Service Agreement

This Software as a Service Agreement (this “Agreement”) governs your use of the Service (defined below). By executing a purchase order that references this Agreement, you agree to the terms and conditions of this Agreement. If you are entering into this Agreement on behalf of a company or other legal entity, you represent that you have the authority to bind that entity and its Affiliates (as defined below) to these terms and conditions, in which case the term “Customer” shall refer to that entity and its Affiliates. If you do not have the authority, or if you do not agree with these terms and conditions, you must not accept this Agreement, and you may not use the Service. This Agreement was last updated on February 26, 2026. This Agreement is effective between Customer and AutoClerk, Inc. (“AutoClerk”) as of the date that Customer executes the purchase order (the “Effective Date”).

1. Definitions.

“Action” means any claim, suit, or other proceeding.

“Affiliate” means any entity that, directly or indirectly, through one or more intermediaries, Controls, is Controlled by, or is under common Control with such person or entity.

“AutoClerk Systems” means the information technology infrastructure used by or on behalf of AutoClerk in performing the Service, including all computers, software, hardware, databases, electronic systems.

“Control” means with regard to an entity, the legal, beneficial or equitable ownership, directly or indirectly, in excess of fifty percent (50%) of the capital stock (or other percentage or ownership interest, if not a corporation) of such entity having voting rights, or the equivalent right under contract, to control management decisions.

“Customer Content” means data and other content, in any form or medium, that is collected, downloaded or otherwise received, directly or indirectly from Customer by or through the Service.

“Customer Systems” means Customer’s information technology infrastructure, including computers, software, hardware, databases, and networks, including those provide by a third party for Customer.

“Data Privacy Laws” means applicable laws, rules and regulations related to privacy, security, data protection, and/or the processing of personal data, in any relevant jurisdiction, each as amended, replaced or superseded from time to time.

“Documentation” means manuals, documents, specifications, and other instruments AutoClerk provides to Customer in connection with the Service.

“Feedback” means any and all ideas, suggestions, comments, observations and other input provided by Customer to AutoClerk, regarding the Service.

“Governmental Authority” means any national, state, provincial, local, governmental, judicial, public, quasi-public, administrative, regulatory or self-regulatory authority, agency, commission, board, organization, or instrumentality.

“Intellectual Property Rights” means common law, statutory and other intellectual property rights, including copyrights, trademarks, trade secrets, patents and other proprietary rights issued, honored or enforceable under any applicable laws anywhere in the world, and all moral rights related thereto.

“Interfaces” means software component, integration layer, API, connector, orchestration logic, Internet of Things (IoT) or other work product including custom code, scripts, or autonomous agents, developed or otherwise supported by AutoClerk or its licensors for the interoperability, data exchange, or functional integration between the Service and (a) BWH’s central reservation system(s), (b) BWH’s proprietary “Best Rev” revenue management solution(s), (c) BWH’s loyalty system(s), or (d) other third party and/or BWH hardware or software applications utilized by AutoClerk or a Customer including but not limited to accounting systems, kiosks, payment processors and products developed by HotelKey (e.g. PaymentKey, EventKey, RetailKey).

“Law” or “Laws” mean the common law of any state or any provision of any federal, state, local, county, or municipal law, treaty, statute, rule, regulation, order, ordinance, standard, code, permit, directive, judgment, injunction, decree, or other decision of any arbitrator(s), Governmental Authority, Data Privacy Laws, and PCI regulation (if applicable) legally binding on the relevant party.

“Loss” means losses, damages, liabilities, claims, actions, judgments, settlements, awards, penalties, fines, costs and expenses, including reasonable attorneys’ fees.

“Person” means an individual, corporation, partnership, organization, association, government authority, or other entity.

“Service” means the AutoClerk SaaS application known as AutoClerk Atlas, including software applications, Documentation, and all Updates.

“Updates” means upgrades, updates, enhancements, or modifications to the current versions of the Service made available as a major release, minor release, correction, bug fix, or patch.

2. Use of the Service; Restrictions and Obligations.

2.1 Authorized Use.

(a) Subject to the terms and conditions of this Agreement, AutoClerk grants Customer the non-exclusive, non-transferable, revocable, limited right to use the Service during the Term (defined below), solely for Customer’s internal business operations.

(b) AutoClerk shall use commercially reasonable efforts to maintain the Service twenty-four (24) hours per day, seven (7) days per week, except for: (i) scheduled downtime; (ii) downtime or degradation due to a Force Majeure Event (defined below); (iii) Customer’s acts or omissions or use

of the Service that does not comply with this Agreement and the Documentation; (iv) failure, interruption, outage or other problem with any software, system, network, facility or other matter not supplied by AutoClerk, including Customer Systems and Internet connectivity; (v) disabling, suspension, or termination of the Service in accordance with this Agreement; or (vi) any other circumstances beyond AutoClerk's reasonable control.

2.2 The Service and System Control.

(a) Except as otherwise expressly provided in this Agreement, AutoClerk (including its licensor) have and will retain sole control over (i) the operation, provision, maintenance and management of the Service, including, AutoClerk Systems; (ii) the selection, deployment, modification and replacement of the Service; (iii) and the performance of Updates.

(b) Except as otherwise expressly provided in this Agreement, Customer has and will retain sole control over the operation, maintenance, and management of, and all access to and use of, the Customer Systems, and sole responsibility for all access to and use of the Service.

2.3 Changes, Suspension or Termination of the Service. AutoClerk reserves the right, in its sole discretion, to make any Updates to the Service that it deems necessary or useful, including to maintain or enhance the Service, the competitive strength of the Service, the Service's cost or performance, to reflect changes in technology, industry practices, availability of Interfaces, availability of the Service from AutoClerk's licensor, or to comply with applicable Law.

2.4 Suspension or Termination of the Service. AutoClerk may, directly or indirectly, and by use of any disabling device or any other lawful means, suspend, terminate or otherwise deny Customer's or any other Person's access to or use of all or any part of the Service, without incurring any obligation or liability, if: (i) AutoClerk receives a judicial or other governmental demand or order, subpoena or law enforcement request that requires AutoClerk to do so; (ii) to comply with applicable Law; (iii) to comply with its licensor's requirements or (iv) AutoClerk believes, in its sole discretion, that: (a) Customer has failed to comply with this Agreement or the Documentation; (b) Customer is, has been, or is likely to be involved in any unlawful activities; or (c) this Agreement expires or is terminated. This Section does not limit AutoClerk's other rights or remedies, whether at law, in equity, or under this Agreement.

2.5 Reservation of Rights; Restrictions.

(a) Nothing in this Agreement grants any right, title, or interest in or to the Service (including any license) or any Intellectual Property Rights related to the Service, whether expressly, by estoppel or otherwise. All right, title, and interest in and to the Service (including all Intellectual Property Rights) are and will remain with AutoClerk and the respective rights holders.

(b) Customer shall not and shall not assist or permit any other Person to: (i) rent, lease, sell, time share, transfer, modify, reproduce, copy, make derivative works from, distribute, or publish the Service; (ii) rent, lease, re-sell, sublicense, assign, distribute, publish, transfer or otherwise make available the Service to any Person; (iii) reverse engineer, disassemble, decompile, decode or adapt the Service, or otherwise attempt to derive or gain access to or discover the source code of the Service; (iv) breach any security device of the Service; (v) input, upload, transmit or provide to or through the

Service any information or materials that are unlawful or injurious; (vi) damage, destroy, disable, impair or otherwise impede in any manner the Service or AutoClerk's provision of the Service to any Person; (vii) remove, or change any terms of the Service, including warranties, disclaimers, or Intellectual Property Rights notices; (viii) use the Service in any manner or for any purpose that infringes, misappropriates or violates any Intellectual Property Rights or other right of any Person, or that violates any applicable Law; (ix) use the Service for purposes of developing, using or providing a competing service or any other purpose to AutoClerk's detriment or commercial disadvantage; or (x) use the Service except as expressly permitted by this Agreement.

2.6 Service Level and Support.

(a) Customer acknowledges that (i) it is not possible for AutoClerk to guarantee that the Service will be available or will function properly at all times and (ii) from time to time the Service will not be available because of the need to conduct routine or non-routine maintenance and Updates. AutoClerk will make reasonable efforts to ensure that, when possible, downtime will be communicated to Customer in advance. AutoClerk will use commercially reasonable efforts to make the Service available 99.0% of the time, subject to the exceptions listed in this Agreement, including Section 2.1(b).

(b) AutoClerk will provide telephone support twenty-four (24) hours per day, seven (7) days per week. Generally, Customer will receive an initial response within thirty (30) minutes for critical issues and within two (2) hours for all other support incidents. AutoClerk will make reasonable efforts to solve, or provide a reasonable workaround, to all issues promptly. However, Customer acknowledges and agrees that (i) at certain times, for reasons that may be outside AutoClerk's control, demand for customer support may exceed availability and (ii) particularly complex issues may require a higher degree of support from that which can be provided by the first response and therefore may take longer to provide.

2.7 Data Backup. Customer Content uploaded to the Service by Customer will be backed-up daily. Content that is backed-up will be stored until the next daily backup. The Service does not replace the need for Customer to maintain regular data backups or redundant data archives.

2.8 Security. In connection with the use of the Service, Customer will be provided with passwords that will permit persons authorized by Customer to access Content and to use the Service. Customer is solely responsible for implementing appropriate security measures regarding authorized use of all passwords.

2.9 Interfaces. The Service may enable Customer to link to, transfer Customer Content to, or otherwise access, third parties' websites, platforms, content, products, services, and information ("Integrations"). AutoClerk does not control and is not responsible for Integrations. Customer is solely responsible for complying with the terms of access and use of any Integrations, and if AutoClerk accesses or uses any Integrations on Customer's behalf to facilitate the Service, Customer is solely responsible for ensuring that such access and use, including through passwords, credentials or tokens issued or otherwise made available to Customer, is authorized by the terms of access and use for such services. If Customer transfers or causes the transfer of Customer Content from the Service to an

Integration or other location, that transfer constitutes a distribution by Customer and not by AutoClerk. All Interfaces that AutoClerk makes accessible is provided on an “as-is” and “as available” basis without any warranty of any kind. AutoClerk disclaims all liabilities arising from or related to the Interfaces.

2.10 Additional Customer Obligations.

(a) Customer is solely responsible for: (i) all Customer Content, including its content and use; (ii) all information, instructions and materials provided by or on behalf of Customer in connection with the Service; (iii) Customer’s Systems, including Internet access to ensure effective connectivity; (iv) the security and use of Customer’s access credentials; and (v) all access to and use of the Service directly or indirectly by or through the Customer Systems, with or without Customer’s knowledge or consent.

(b) Customer is solely responsible for providing current and accurate information regarding Customer’s cancellation policies, minimum stay requirements, rates, availability, amenities, location, or any other information that may reflect the current positioning of Customer’s properties through the use of the Service.

3. **Intellectual Property Rights.**

3.1 The Service. All right, title, and interest in and to the Service, including all Intellectual Property Rights therein, are and will remain with AutoClerk and the respective rights holders. Customer has no right, license, or authorization with respect to the Service except as expressly set forth in this Agreement. All other rights in and to the Service are expressly reserved by AutoClerk and the respective rights holders.

3.2 Customer Content. As between Customer and AutoClerk, Customer is and will remain the sole and exclusive owner of all right, title and interest in and to all Customer Content, including all Intellectual Property Rights related thereto.

3.3 Consent to Use Customer Content. Customer hereby irrevocably grants all rights and permissions in or related to Customer Content to AutoClerk, its subcontractors and its licensors as are necessary or useful to provide the Service and as necessary or useful to enforce this Agreement and to exercise AutoClerk’s rights and perform its obligations.

4. **Indemnification; Limitation of Liability.**

4.1 AutoClerk’s Indemnification. AutoClerk shall indemnify, defend and hold harmless Customer from and against Losses incurred by Customer arising out of or related to an Action by a third party that Customer’s use of the Service in accordance with this Agreement infringes any U.S. Intellectual Property Right. The foregoing obligation does not apply to the extent that an Action or Loss arises from or is related to: (i) access to or use of the Service in combination with any hardware, system, network, or other service not provided by AutoClerk, including Customer Content or any third party

materials; (ii) modification of the Service other than by AutoClerk; (iii) failure to timely implement Updates provided by AutoClerk; (vi) use of the Service after AutoClerk's notice to Customer about alleged or actual infringement, misappropriation or other violation of a Person's rights; (v) use of the Service by or on behalf of Customer that is outside the purpose or scope authorized by this Agreement; (vi) events or circumstances outside of AutoClerk's commercially reasonable control; or (vii) Actions or Losses for which Customer is obligated to indemnify AutoClerk pursuant to this Agreement.

4.2 Customer's Indemnification. Customer shall indemnify, defend and hold harmless AutoClerk, its licensors, its Affiliates, and each of its and their respective officers, members, directors, employees, agents, subcontractors, successors and assigns (each, including AutoClerk, an "AutoClerk Indemnitee") from and against any and all Losses incurred by any AutoClerk Indemnitees in connection with any Action by a third party arising out of or related to: (i) Customer Content; (ii) use of the Service by or on behalf of Customer with any hardware, software, system, or service that is neither provided by AutoClerk; (iii) a breach or alleged breach by or on behalf of Customer of any representation, warranty, covenant or obligation under this Agreement; (iv) any negligence, misuse or act or omission by or on behalf of Customer with respect to the Service or in connection with this Agreement; or (v) use of the Service by or on behalf of Customer that is outside the use authorized by this Agreement.

4.3 Indemnification Procedure. The indemnified party shall promptly notify the indemnifying party in writing of any Action for which the indemnified party believes it is entitled to be indemnified. The party seeking indemnification (the "Indemnitee") shall cooperate with the other party (the "Indemnitor") at the Indemnitor's sole cost and expense. The Indemnitor shall immediately take control of the defense and investigation of the Action and shall employ counsel of its choice at the Indemnitor's sole cost and expense. The Indemnitee's failure to perform any obligations under this Section 4 will not relieve the Indemnitor of its obligations except to the extent that the Indemnitor can demonstrate that it has been prejudiced as a result of that failure. The Indemnitee may participate in the proceedings at its own cost and expense with counsel of its own choosing.

4.4 Mitigation. If the Service, or any part of the Service, is, or in AutoClerk's opinion is likely to infringe, misappropriate or otherwise violate any third party's Intellectual Property Rights, or if Customer's use of the Service is enjoined or threatened to be enjoined, AutoClerk may, at its option: (i) obtain the right for Customer to continue to use the Service as contemplated by this Agreement; (ii) modify or replace the Service; or (iii) terminate this Agreement, in its entirety or with respect to the affected feature of the Service, effective immediately on written notice to Customer. In the event this Agreement is terminated pursuant to the foregoing, Customer shall cease all use of the Service, and AutoClerk shall refund to Customer, a pro rata share of any Fees prepaid by Customer for the remaining portion of the Term.

4.5 Sole Remedy. SECTION 4 SETS FORTH CUSTOMER'S SOLE REMEDIES AND AUTOCLERK'S, ITS AFFILIATES', AND ITS LICENSOR'S SOLE LIABILITY AND OBLIGATION FOR ANY ACTUAL, THREATENED OR ALLEGED ACTIONS THAT THIS AGREEMENT OR ANY SUBJECT MATTER HEREOF (INCLUDING THE SERVICE) INFRINGES, MISAPPROPRIATES OR OTHERWISE VIOLATES ANY INTELLECTUAL PROPERTY RIGHTS OF ANY PARTY.

4.6 LIMITATION OF LIABILITY. EXCEPT AS OTHERWISE PROVIDED IN THIS

SECTION 4, IN NO EVENT WILL THE AGGREGATE LIABILITY OF AUTOCLERK, ITS AFFILIATES', AND ITS LICENSOR'S ARISING OUT OF OR RELATED TO THIS AGREEMENT, WHETHER ARISING UNDER OR RELATED TO BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE), STRICT LIABILITY OR ANY OTHER LEGAL OR EQUITABLE THEORY, EXCEED THE AMOUNTS PAID TO AUTOCLERK UNDER THIS AGREEMENT DURING THE TWELVE (12) MONTH PERIOD PRECEDING THE EVENT GIVING RISE TO THE ACTION. THE FOREGOING LIMITATIONS APPLY EVEN IF A REMEDY FAILS OF ITS ESSENTIAL PURPOSE. THE LIMITATIONS IN THIS SECTION DO NOT APPLY TO EACH PARTY'S INDEMNIFICATION OBLIGATION, BREACH OF CONFIDENTIALITY, FRAUD, OR WILLFUL MISCONDUCT.

5. Disclaimer of Warranties.

AUTOCLERK MAKES NO REPRESENTATION OR WARRANTY TO CUSTOMER WITH RESPECT TO THE SERVICE EXCEPT AS EXPRESSLY STATED HEREIN. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, AUTOCLERK DISCLAIMS ALL EXPRESS OR IMPLIED WARRANTIES INCLUDING, WITHOUT LIMITATION, ALL IMPLIED WARRANTIES ARISING FROM COURSE OF DEALING OR COURSE OF PERFORMANCE. AUTOCLERK DISCLAIMS ALL IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE AND NON-INFRINGEMENT. WITHOUT LIMITING THE FOREGOING, AUTOCLERK MAKES NO WARRANTY OF ANY KIND THAT THE SERVICE, OR ANY OTHER GOODS OR SERVICES WILL MEET CUSTOMER'S OR OTHER THIRD PARTY'S REQUIREMENTS, OPERATE WITHOUT INTERRUPTION, BE COMPATIBLE WITH ANY OTHER GOODS, SERVICES, OR TECHNOLOGY, OR BE SECURE, ACCURATE, COMPLETE, FREE OF HARMFUL CODE OR ERROR FREE. AUTOCLERK, ITS AFFILIATES', AND ITS LICENSOR'S SHALL NOT BE LIABLE FOR ANY LOSS OF DATA, INTERRUPTION OR LOSS OF BUSINESS CAUSED BY OR RESULTING FROM THE USE OF THE SERVICE. AUTOCLERK, ITS AFFILIATES', AND ITS LICENSOR'S SHALL NOT BE LIABLE FOR ANY ACTUAL OR ALLEGED SECURITY BREACHES INTO CUSTOMER'S COMPUTER SYSTEMS OR NETWORKS, OR FROM ANY RESULTING ACTIONS TAKEN AGAINST CUSTOMER.

AUTOCLERK DOES NOT AND CANNOT CONTROL THE FLOW OF DATA TO OR FROM THE WEBSITE FROM WHICH THE SERVICE IS PROVIDED OR OTHER PORTIONS OF THE INTERNET. THAT FLOW DEPENDS IN LARGE PART ON THE PERFORMANCE OF INTERNET SERVICES PROVIDED OR CONTROLLED BY THIRD PARTIES. AT TIMES, ACTIONS OR INACTIONS CAUSED BY THESE THIRD PARTIES CAN PRODUCE SITUATIONS IN WHICH AUTOCLERK'S OR CUSTOMER'S CONNECTIONS THROUGH THE INTERNET (OR PORTIONS THEREOF) MAY BE IMPAIRED OR DISRUPTED. AUTOCLERK CANNOT GUARANTEE THAT THESE EVENTS WILL NOT OCCUR. ACCORDINGLY, AUTOCLERK DISCLAIMS ANY AND ALL LIABILITY RESULTING FROM OR RELATED TO THOSE EVENTS.

6. Term and Termination.

6.1 Term. The initial term of this Agreement (“Initial Term”) shall begin on the Effective Date and continue for two (2) years. Following the Initial Term, the Agreement will automatically renew for successive one (1) year periods (“Renewal Term”), unless terminated earlier in accordance with this Agreement or unless either Party provides written notice of its intent not to renew at least ninety (90) days before the end of the current term. The Initial Term and any Renewal Terms are collectively referred to as the “Term.”

6.2 Termination for Cause. This Agreement may be terminated:

(a) by AutoClerk, effective on written notice to Customer, if Customer fails to pay any amount due under this Agreement, and that failure continues for more than thirty (30) days after AutoClerk’s delivery of the written notice;

(b) by either Party, upon thirty (30) days prior written notice to the other Party if the other Party breaches this Agreement and the breach remains uncured thirty (30) days after the non-breaching Party provides the breaching Party with written notice of that breach; however, AutoClerk may terminate this Agreement immediately, pursuant to Section 2.4 or in the event Customer breaches Section 2.5(b); and

(c) by either Party, effective immediately, if the other Party: (i) is dissolved or liquidated or takes any corporate action for such purpose; (ii) becomes insolvent or is generally unable to pay its debts; (iii) becomes the subject of any voluntary or involuntary bankruptcy proceeding under any domestic or foreign bankruptcy or insolvency Law; (iv) makes or seeks to make a general assignment for the benefit of its creditors; or (v) applies for, or consents to, the appointment of a trustee, receiver or custodian for a substantial part of its property.

6.3 Early Termination. If, for any reason other than material breach of this Agreement by AutoClerk, Customer requests termination or terminates this Agreement prior to completion of the current Term, the following early termination fee shall be paid by Customer to AutoClerk prior to AutoClerk releasing Customer from its obligations under this Agreement: The early termination fee paid to AutoClerk by the Customer shall be the greater of six (6) months average Fees or \$2,500.00.

6.4 Effect of Termination. Except as otherwise set forth in this Agreement, on the expiration or early termination of this Agreement: (i) all rights, licenses and authorizations granted to Customer hereunder will immediately terminate and Customer shall immediately cease all use of the Service; and (ii) Customer shall pay, within thirty (30) days, all amounts payable by Customer under this Agreement. Except as otherwise required by applicable Law, upon termination for any reason, all Customer Content will be immediately and irrevocably deleted from the Service.

7. Fees; Payment Terms.

7.1 Fees. Customer shall pay AutoClerk the fees, including any reimbursable expenses, set forth in Exhibit A (“Fees”) in accordance with this Section 7.

7.2 Fee Increases. AutoClerk may increase the Fees upon thirty (30) days written notice to Customer. The increased Fees shall become effective on the date specified in the notice unless Customer terminates this Agreement by providing written notice to AutoClerk on or before the date on which the increased Fees would otherwise go into effect.

7.3 Taxes. All Fees and other amounts payable by Customer under this Agreement are exclusive of taxes and similar assessments. Without limiting the foregoing, Customer is responsible for all sales, service, use and excise taxes, and any other similar taxes, duties and charges of any kind imposed by any federal, state or local governmental or regulatory authority on any amounts payable by Customer hereunder.

7.4 Payment. Fees are payable to AutoClerk by credit card payment or Automated Clearing House (ACH) transfer within thirty (30) days of the invoice date. All Fees are payable in U.S. funds to AutoClerk's corporate address at: 1990 N. California Blvd, Suite 20, PMB 1139. Walnut Creek, CA 94596 or such other address as AutoClerk provides to Customer from time to time. Customer shall provide AutoClerk with either its bank or credit card information to be used for monthly payments. All Fees shall be invoiced monthly and will be processed to the banking or credit card information on file.

All amounts over thirty (30) days past due shall bear a (\$50.00) late fee billed monthly. If the invoice is over sixty (60) days past due, Customer's use of the Service will be suspended and subject to a \$1,500.00 reinstatement fee and potential termination. Customer shall be responsible for all fees and Losses AutoClerk incurs in the collecting of past due amounts including attorneys' fees, expenses and court costs.

7.5 Refunds. Except as set forth in this Agreement, no refunds of any amounts will be paid to Customer in the event of termination or suspension of the Service or this Agreement.

8. Confidentiality.

8.1 Confidential Information. "Confidential Information" means all confidential, proprietary, and trade secret information of the disclosing party, in tangible or intangible form, disclosed to the receiving party. Confidential Information includes: (i) information designated by the disclosing party as confidential; (ii) information that contains, or that relates to, the disclosing party's plans, pricing, methods, methodologies, processes, financial data, lists, Intellectual Property Rights, customer information, programs, research, development, and information technology; and (iii) the terms and conditions of this Agreement.

The Parties agree that Confidential Information provided by the disclosing party is and will remain the property of the disclosing party and that nothing contained in this Agreement is to be construed to be a grant of, or as an intention or commitment to grant to the receiving party, any right, title or interest of any nature in or to the Confidential Information or any property derived therefrom. The Parties further agree that all rights and title in and to the Confidential Information will remain at all times in the disclosing party.

8.2 Obligations of the Receiving Party. The receiving party agrees (i) it will hold in strict confidence all Confidential Information received from the disclosing party; (ii) it will use the

Confidential Information only as authorized by the disclosing party; and (iii) it will not make any use of the Confidential Information for its own benefit at any time, and will not knowingly permit or facilitate such use by any other Person, without the prior written consent of the disclosing party.

Notwithstanding the foregoing, the receiving party may disclose Confidential Information without the disclosing party's prior written consent to any of its officers, employees, or representatives (collectively, the "Representatives"), but only to those Representatives that (i) have a "need to know" in order to carry out the purposes of this Agreement or to provide professional advice in connection with this Agreement, (ii) are legally bound to the receiving party to protect information such as the Confidential Information under terms at least as restrictive as those provided herein, and (iii) have been informed by the receiving party of the confidential nature of the Confidential Information and the requirements regarding restrictions on disclosure and use as set forth in this Section. The receiving party shall be liable to the disclosing party for the acts or omissions of any Representatives to which it discloses Confidential Information which, if done by the receiving party, would be a breach of this Agreement.

8.3 Exceptions to the Obligation of Confidentiality. The receiving party will not be liable for the disclosure of any Confidential Information which is: (i) generally made available publicly or to third parties by the disclosing party without restriction on disclosure; (ii) rightfully received from a third party without any obligation of confidentiality; (iii) rightfully known to the receiving party without any limitation on disclosure prior to its receipt from the disclosing party; (iv) independently developed by employees of the receiving party without reference to the Confidential Information of the disclosing party, which can be demonstrated by written record; or (v) required to be disclosed in accordance with applicable Laws, court, judicial, or other government order; provided, however, that the receiving party shall give the disclosing party reasonable notice prior to such disclosure (to the extent that it is legally permitted to do so) and shall comply with any applicable protective order.

9. **Additional Provisions.**

9.1 Attorneys' Fees. If any legal action is necessary to enforce the terms of this Agreement, the prevailing Party shall be entitled to reasonable attorneys' fees in addition to any relief to which that Party may be entitled.

9.2 Governing Law; Venue. This Agreement shall be deemed to have been made in, and shall be construed pursuant to, the laws of the State of Arizona. Customer expressly agrees to submit to the venue and jurisdiction of the Federal and State courts located in Maricopa County, Arizona.

9.3 Assignment. Customer may not assign or delegate any or all of its rights, obligations and duties under this Agreement without the prior written consent of AutoClerk, which may be withheld in AutoClerk's sole discretion. AutoClerk may assign, transfer, or delegate this Agreement (in whole or in part) at any time, including to an Affiliate or in connection with a merger, acquisition, corporate reorganization, sale of stock or assets, financing, or by operation of Law, with or without notice to Customer. This Agreement will bind and inure to the benefit of a Party's permitted successors and assigns.

9.4 Force Majeure. In the event either Party is delayed or prevented from performing this Agreement (except for payment obligations) due to any cause beyond its reasonable control and without

its fault or negligence, including but not limited to, strike, labor or civil unrest or dispute, embargo, work stoppage, delay, protest, acts of God or acts of terrorism, such delay shall be excused during the continuance of such delay, and the period of performance shall be extended to such extent as may be reasonable to perform after the cause of delay has been removed. In the event any such delay continues for a period of more than thirty (30) days, either Party may terminate the Agreement under which performance is delayed upon written notice to the other Party.

9.5 Survival. All provisions of this Agreement, including without limitation confidentiality, indemnification, limitation of liability, and intellectual property, which by their nature reasonably should survive termination or expiration of this Agreement shall be deemed to so survive.

9.6 Severability. If any term or other provision of this Agreement is invalid, illegal, or incapable of being enforced by any rule of Law or public policy, all other conditions and provisions of this Agreement will nevertheless remain in full force and effect so long as the economic and legal substance of the transactions contemplated hereby is not affected in any manner averse to any Party. Upon any determination that any term or other provision of this Agreement is invalid, illegal, or incapable of being enforced, the Parties will negotiate in good faith to modify this Agreement so as to affect the original intent of the Parties as closely as possible.

9.7 Relationship of the Parties. The Parties agree that they are independent contractors and nothing in this Agreement is intended to make the Parties partners, agents, joint venturers, or any other form of joint enterprise, or to make the employees, agents, or representatives of one of the Parties into employees, agents, or representatives of the other Party. Neither Party to this Agreement shall have any express or implied right or authority to assume or create any obligations on behalf of the other Party or to bind the other Party to any contract, agreement, or undertaking with any third party.

9.8 Waiver. No consent or waiver, express or implied, by a Party to or of any breach or default by any other Party in the performance by such Party of its obligations under this Agreement will be deemed or construed to be a consent or waiver to or of any breach or default in the performance by such Party of the same or any other obligations of such Party under this Agreement. Failure on the part of a Party to complain of any act or failure to act of any other Party or to declare any other Party in default, irrespective of how long such failure continues, will not constitute a waiver by such Party of such default or its rights under this Agreement. The giving of consent by a Party in any one instance will not limit or waive the necessity to obtain such Party's consent in any future instance.

9.9 Enforcement. Notwithstanding any other provision in this Agreement, each Party agrees that money damages alone would not be an adequate remedy for the breach of this Agreement including the provisions related to a breach of either Party's Intellectual Property and each Party's Confidential Information, and in such case, the non-breaching Party, in addition to other rights and remedies existing in its favor, is entitled to seek immediate equitable relief in any court of competent jurisdiction for specific performance or injunctive or other relief (without proving monetary damages or posting a bond or other security).

9.10 Notices. Any notice, request, demand, or other communication required or permitted under this Agreement will be given in writing, with all communication charges prepaid, to the Party being notified. All communications will be deemed given only upon receipt. A Party may change its address only by notifying the other Party in writing in accordance with this notice provision, in which

case this Agreement will be deemed to have been modified for that purpose.

9.11 Entire Agreement. This Agreement, including all Exhibits, and other attachments constitutes the entire agreement between the Parties and supersedes all agreements, covenants, representations, warranties, statements, promises, terms, and understandings, whether oral or written, with respect to the subject matter hereof matter. This Agreement may be amended with thirty (30) days prior written notice by Customer at any time and such changes shall be effective thirty (30) days thereafter ("Amendment Date"). Customer's continued use of the Service after the Amendment Date shall constitute acceptance of the amendments.

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	
Hawaii	
Illinois	
Indiana	
Maryland	
Michigan	
Minnesota	
New York	
North Dakota	
Rhode Island	
South Dakota	
Virginia	
Washington	Pending
Wisconsin	

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.

EXHIBIT L TO FDD

RECEIPTS

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 Best Western International, Inc. 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, the franchisor or an affiliate in connection with the proposed franchise sale.

Michigan requires that we give you this disclosure document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Best Western International, Inc. 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, D.C. 20580 and the state agency listed on Exhibit A.

The franchisor is Best Western International, Inc., located at 6201 N. 24th Parkway, Phoenix, Arizona 85016. Its telephone number is (602) 957-4200.

Issuance date: February 27, 2026.

The franchise seller(s) for this offering is or are:

- Brad LeBlanc, 6201 N. 24th Parkway, Phoenix, AZ 85016, (602) 957-5990;
- Thomas Giuliano, 6201 N. 24th Parkway, Phoenix, AZ 85016, (908) 674-1111; and/or
- _____.

Best Western International, Inc. authorizes the respective state agencies identified on Exhibit B to receive service of process for it in the particular state.

I have received a disclosure document dated February 27, 2026 that included the following Exhibits:

Exhibit A	List of State Administrators	Exhibit G	Lists of Current and Former Members
Exhibit B	List of State Agents for Service of Process	Exhibit H	State Addenda to Disclosure Document
Exhibit C	Membership Agreement	Exhibit I	Application for Membership
Exhibit D	State Addenda to Membership Agreement	Exhibit J-1	Bylaws and Articles
Exhibit E	Financial Statements	Exhibit J-2	2026 Rules and Regulations
Exhibit F-1	North America Quality Assurance Manual Table of Contents	Exhibit J-3	2026 Membership Fees
Exhibit F-2	Rules & Regulations Table of Contents	Exhibit K	AutoClerk Atlas PMS Software as a Service Agreement
		Exhibit L	Receipts

Date

Applicant Property Name

Prospective Franchisee

Applicant Property City, State

Authorized Signature
(Sign, Date and Return to us, the franchisor)

RECEIPT

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		Exhibit L	Receipts

Date

Applicant Property Name

Prospective Franchisee

Applicant Property City, State

Authorized Signature
(Sign, Date and keep for your records)