

FRANCHISE DISCLOSURE DOCUMENT



Red Roof Franchising, LLC
a Delaware Limited Liability Company
7815 Walton Parkway
New Albany, Ohio 43054
Telephone (614) 744-2600
www.redrooffranchising.com

The franchisee will own and operate a guest lodging facility under the Red Roof Inn®, Red Roof Inn & Suites®, Red Roof PLUS+® or Red Roof PLUS+ & Suites® brand (a “Red Roof Inn hotel”). Red Roof Inn hotels offer high quality lodging to business and leisure guests at room rates associated with the economy lodging segment.

The total investment necessary to begin operation of a newly built and a conversion 65-room Red Roof Inn, Red Roof Inn & Suites, Red Roof PLUS+ or Red Roof PLUS+ & Suites lodging facility are set forth in the table below:

Type of Inn	Newly Built	Conversion
Red Roof Inn and Red Roof Inn & Suites	\$7,253,500 - \$8,899,600 (82 Rooms)	~~\$259,000~~ <u>264,850</u> - \$1,596,100 (65 Rooms)
Red Roof PLUS+	~~\$6,007~~ <u>7,267</u> ,500 - ~~\$7,394,600~~ <u>8,923,100</u> (82 Rooms)	~~\$328~~ <u>353</u> ,000 - \$1,659,100 (65 Rooms)
Red Roof PLUS+ & Suites	~~\$6,035~~ <u>7,267</u> ,500 - ~~\$7,425,600~~ <u>8,293,100</u> (82 Rooms)	~~\$332~~ <u>357</u> ,000 - \$1,695,600 (65 Rooms)
Dual Brand Hotel (Red Roof Inn and HomeTowne Studios)	~~\$12,552,583 - \$14,819,155~~ <u>\$13,569,518 - \$15,836,090</u> (140 Rooms)	\$693,268 - \$2,284,813 (120 Rooms)
Dual Brand Hotel (Red Roof PLUS+ and HomeTowne Studios)	~~\$12,571,483 - \$14,843,155~~ <u>\$13,588,418 - \$15,860,090</u> (140 Rooms)	Not applicable

These amounts do not include the cost of land or rent for the hotel location but do include the \$54,550 to \$60,550 that must be paid to the franchisor or its affiliates for Red Roof Inn, Red Roof Inn & Suites, Red Roof PLUS+, and Red Roof PLUS+ & Suites hotels and the \$110,050 to \$119,650 that must be paid to the franchisor and its affiliates for Dual Brand Hotels.

This disclosure document summarizes certain provisions of your franchise agreement and other information in plain English. Read this disclosure document and all accompanying agreements carefully. You must receive this disclosure document at least 14 calendar -days before you sign a binding agreement with, or make any payment to the franchisor, 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 Franchise Development, Red Roof Franchising, LLC, 7815 Walton Parkway, New Albany, Ohio 43054 or call 1-888-473-8861.

The terms of your contract will govern your franchise relationship. Don’t rely on the disclosure document alone 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 investment. The information in this disclosure document can help you make up your mind. More information on franchising, such as “*A Consumer’s Guide to Buying A Franchise*,” which can help you understand how to use this disclosure document, is available from the Federal Trade Commission. You can contact the FTC at 1-877-FTC-HELP or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, D.C. 20580. You can also visit the FTC’s home page at www.ftc.gov for additional information. Call your state agency or visit your public library for other sources on information on franchising.

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

Issuance Date: April ~~14, 2025~~9, 2026

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 Exhibit D.
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 supplies you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit A 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 Red Roof Inn business in my area?	Item 12 and the "territory" provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you.
Does the franchisor have a troubled legal history?	Items 3 and 4 tell you whether the franchisor or its management have been involved with material litigation or bankruptcy proceedings.
What is it like to be a Red Roof Inn franchisee?	Exhibit D 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 franchise agreement may allow the franchisor to change its manuals and business model without your consent. These changes may require you to make additional investments in your franchise business or may harm your franchise business.

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

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

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

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

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

Some States Require Registration

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

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

Special Risks to Consider About *This* Franchise

Certain states require that the following risk(s) be highlighted:

1. **Out-of-State Dispute Resolution**. The franchise agreement requires you to resolve disputes with the franchisor by mediation, arbitration, and/or litigation only in Ohio. Out-of-state mediation, arbitration, or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to mediate, arbitrate, or litigate with the franchisor in Ohio than in your own state.

2. **Spousal Liability**. Your spouse must sign a document that makes your spouse liable for all financial obligations under the franchise agreement even though your spouse has no ownership interest in the franchise. This guarantee will place both your and your spouse's marital and personal assets, perhaps including your house, at risk if your franchise fails.

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.

RED ROOF INN

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ITEM 1

THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS, AND AFFILIATES

To simplify the language in this franchise disclosure document (the “Disclosure Document”), “RRF,” “we,” and “our” mean Red Roof Franchising, LLC, the franchisor. “You” or “your” means the person who buys this franchise (and, for individuals, your spouse), and may include a corporation, a partnership, or a limited liability company. If a corporation, partnership, or limited liability company is the franchisee, “you” will also include the franchisee’s owners.

The Franchisor and its Parents, Affiliates, and Predecessors

Franchisor

Red Roof Franchising, LLC is a Delaware limited liability company formed in January 2007 with a principal business address of 7815 Walton Parkway, New Albany, Ohio 43054. We offer franchises under the names Red Roof Inn, Red Roof Inn & Suites, Red Roof PLUS+ and Red Roof PLUS+ & Suites. We also sublicense the Reservation Platform Property Management System (“Reservation Platform / PMS”) software used in the Red Roof Inn hotel system (“System”) to our franchisees. We do business under the names Red Roof Franchising, Red Roof Inn, Red Roof Inn and Suites, Red Roof PLUS+ and Red Roof PLUS+ and Suites. We do not do business under any other names.

The first Red Roof Inn opened in 1973. We and our predecessors have offered Red Roof Inn franchises since August 1996. We have offered franchises under the Red Roof Inn and Red Roof Inn & Suites brands since September 2007 and under the Red Roof PLUS+ and Red Roof PLUS+ & Suites brands since January 2014. We refer to these brands collectively in this Disclosure Document as “Red Roof Inn.” As of December 31, ~~2024~~2025, there were ~~584~~596 franchised Red Roof Inns in the United States and two franchised Red Roof Inns operating internationally. We do not own or operate any Red Roof Inn hotels; however, as of December 31, ~~2024~~2025, our affiliates operated ~~35~~27 Red Roof Inn hotels (“Affiliate-Owned Inns”). We are not engaged in other business activities. We have never offered franchises under any other brands, although the franchise agreements do not prohibit us from doing so. Our agents for service of process are disclosed in Exhibit C.

Parents

Our parent company is RRF Holding Company, LLC (“RRF Holding”), a Delaware limited liability company that shares our principal business address. RRF Holding does not offer franchises in any line of business and does not provide any services directly to our franchisees.

RRF Holding’s parent company is Red Roof Inns, Inc. (“RRI”), a Delaware corporation that shares our principal business address. RRI, through various subsidiaries, owns and/or operates Red Roof Inn hotels. RRI does not currently offer franchises in any line of business; however, it previously offered Red Roof Inn and Red Roof Inn & Suites franchises. RRI does not provide any services directly to our franchisees.

RRI’s parent company is WRRH LP, a Delaware limited partnership with a principal business address of 5847 San Felipe, Suite 4650, Houston, Texas 77057. WRRH does not offer franchises in any line of business. An affiliate of WRRH, RRI West Management LLC (“RRI West”), provides general and administrative services to us but does not offer franchises in any line of business. RRI West provides management services for certain Affiliate-Owned Inns and Affiliate-Managed Inns. For purposes of this

Disclosure Document, the term “Affiliate” means entities under the direct and indirect control of WRRH LP.

Affiliates

RRI Financial, Inc. (“RRI Financial”), a Nevada corporation formed in April 1996 is a wholly-owned subsidiary of RRF. RRI Financial shares our principal business address. RRI Financial sublicenses the Red Roof Inn trademarks to us for the purpose of granting Red Roof Inn franchises. RRI Financial does not offer franchises in any line of business.

~~RRI Reservations, LLC (“RRI Reservations”), a Delaware limited liability company formed in September 2008, is a wholly-owned subsidiary of RRF. RRI Reservations shares our principal business address. RRI Reservations offers reservation services to Red Roof Inn franchisees. RRI Reservations does not offer franchises in any line of business.~~

The Red Collection, LLC (“TRC”), a Delaware limited liability company formed in October 2017, is wholly owned subsidiary of RRF. TRC shares our principal business address. TRC has offered franchises of “The Red Collection®” brand for transient lodging facilities since December 2017 (“Red Collection hotels”). As of December 31, ~~2024~~2025, there were five franchised Red Collection hotels.

HomeTowne Studios, LLC (“HTS”), a Delaware limited liability company formed in October 2017, is a wholly owned subsidiary of RRF. HTS shares our principal business address. HTS has offered franchises of the “HomeTowne Studios by Red Roof®” brand since July 2018, of the “HomeTown Inn®” and “HomeTowne Inn®” brands for extended stay lodging facilities since April 2020, and of the HomeTowne Studios & Suites by Red Roof brand since April 2021 (which are collectively referred to in this franchise disclosure document as “HomeTowne Studios hotels”). HomeTowne Studios hotels have guest rooms that are equipped with full or queen size beds, a full kitchen or kitchenette, televisions serving both the living and sleep space, free in-room Wi-Fi, and free to guest premium channel cable television service with on-site guest laundry facilities, weekly housekeeping with optional daily refresh service, pet friendly guest rooms, on-site vending machines for food and beverages, and a business center with computer, printer, scanner and copier. As of December 31, ~~2024~~2025, there were ~~45~~53 franchised HomeTowne Studios hotels and ~~39~~27 Affiliate-owned HomeTowne Studios hotels.

Predecessors

We do not have any predecessors that must be disclosed in this Item.

The Red Roof Inn Franchised Business

If you submit a franchise application (“Application”) (Exhibit E) and you are approved to operate a franchised Red Roof Inn hotel (“Inn”), you will be granted the right to construct or convert and operate your Inn at a single, defined location that we approve (the “Approved Location”) through a Red Roof Inn Franchise Agreement, the current form of which is attached as Exhibit F. We will grant you a sublicense in your Franchise Agreement to use our proprietary trademarks (the “Proprietary Marks”) in connection with your Inn. See Item 13 of this Disclosure Document for further discussion of our trademarks and the licensing arrangements.

We offer franchises to both new operators who will build new Inns at a defined location (a “New Build”) and to existing hotel operators, who will convert their existing hotel and renovate such hotel in accordance with our standards (“Standards”) as set forth in our confidential set of manuals (“Manuals”) and as otherwise required for conversion (a “Conversion”). If you are developing your Inn as a New Build, you

will sign the Construction Addendum to the Franchise Agreement, a copy of which is attached as Exhibit G. If you are developing your Inn through a Conversion, you will sign the Renovation Addendum to the Franchise Agreement, a copy of which is attached as Exhibit H. All information in this Disclosure Document applies to both New Builds and Conversions unless otherwise noted.

You will own and operate a Red Roof Inn, Red Roof Inn & Suites, Red Roof PLUS+ or Red Roof PLUS+ & Suites lodging facility. If you operate a Red Roof Inn & Suites, Red Roof PLUS+ or Red Roof PLUS+ & Suites lodging facility, you will sign an Addendum to the Franchise Agreement to reflect the brand requirements, a copy of which is attached as Exhibit I.

A Red Roof Inn lodging facility offers low cost accommodations to all sectors of the traveling public. A Red Roof Inn is generally located at places that attract both business and leisure travelers, such as major highway exit ramps, major intersections, airports, tourist destinations, and business centers. You will operate the business according to our business system and Standards, and under the Red Roof Inn trademarks. You will use our prototype architectural plans and drawings in building a Red Roof Inn, or in renovating an existing building to be a Red Roof Inn. A typical Red Roof Inn does not offer full service and management intensive facilities or services, such as in-house restaurants or cocktail lounges, conference rooms, room service, or banquet centers. However, to meet the needs of guests in certain markets, we offer a Red Roof Inn & Suites lodging facility with enhanced amenities, such as more spacious rooms with refrigerators and coffee makers, exercise facilities, or meeting rooms.

We offer Red Roof PLUS+ and Red Roof PLUS+ & Suites lodging facilities for those hotels that meet Red Roof PLUS+ standards and service requirements. Red Roof PLUS+ and Red Roof PLUS+ & Suites lodging facilities offer enhanced amenities such as a minimum required number of premium guest rooms as well as other amenities and service requirements and were designed in response to continuing guest demand for an enhanced experience at a value price, positioned to compete in markets attracting experienced business and leisure travelers accustomed to midscale and above accommodations. Candidates for Red Roof PLUS+ and Red Roof PLUS+ & Suites properties will be considered based on criteria including, but not limited to, an applicant's experience and history in addressing guest satisfaction, proven guest service acumen, past property operating success as well as market qualifications (which may, but are not required to, include the following: a market with midscale as well as limited service competition, a market with appeal to business and leisure travelers, middle to upper middle class, key business demand generators present, i.e.: convention center, university, business parks, hospitals, government centers and the potential to support strong average daily rates.) Property qualifications for Red Roof PLUS+ and Red Roof PLUS+ & Suites include but are not limited to compliance with all Red Roof PLUS+ specifications for both new construction or conversion locations and a commitment to elevated product and service standards. A franchisee operating a Red Roof PLUS+ or Red Roof PLUS+ & Suites property must understand the continuous nature of upgrading their Red Roof PLUS+ or Red Roof PLUS+ & Suites Property as outlined in the Red Roof Inn Standards Manual.

If you intend to build a new Inn, you must sign the Non-Disclosure Agreement attached as Exhibit J, in which you agree to keep confidential all information concerning the building plans and related material for our new build NextGen® prototype.

Dual Brand Hotels

We and our affiliate, HTS, offer opportunities to operate HomeTowne Studios and Red Roof Inn (or, Red Roof PLUS+ if the hotel meets the Red Roof PLUS+ standards and service requirements) dual brand lodging facilities ("Dual Brand Hotels") in a single building design or two separate buildings connected or unconnected on the same parcel of land. You will sign a Franchise Agreement and a Dual Brand Addendum to the Franchise Agreement (Exhibit Q) with us to operate the Red Roof Inn (or Red

Roof PLUS+) portion of the Dual Brand Hotel and you will sign a Franchise Agreement and a Dual Brand Addendum to the Franchise Agreement with HTS to operate the HomeTowne Studios hotel portion of the Dual Brand Hotel. You will receive a separate franchise disclosure document from HTS. A typical Dual Brand Hotel will share a lobby, HomeTowne Studios and Red Roof Inn (or Red Roof PLUS+) dual brand signage on the building and free-standing signage. Dual Brand Hotels offer low-cost accommodations to all sectors of the traveling public and economy extended stay accommodations or transient lodging. You will operate the Dual Brand Hotel according to our and HTS's business systems and Standards under each brand's Franchise Agreement and under the HomeTowne Studios and Red Roof Inn (or Red Roof PLUS+) Proprietary Marks. You will use our and HTS's prototype architectural plans and drawings in building a Dual Brand Hotel or in renovating an existing building to be a Dual Brand Hotel. As of December 31, ~~2024~~2025, there were ~~27~~28 franchised Dual Brand Hotels in operation.

Competition

The economy lodging business market in many geographic areas is highly developed. You will compete with other economy lodges and inns, including economy lodges and inns that may be located directly adjacent to your Red Roof Inn or in the immediate vicinity. Existing or new competitors in your market may offer similar services as your Red Roof Inn and engage in aggressive promotion and discounting. In some geographic areas, occupancy and rates may vary greatly by season.

Regulation

In addition to federal, state and local laws that apply to a business generally, you must comply with a number of federal, state and local laws that apply specifically to the hotel industry, including, but not limited to, laws and regulations regarding zoning, construction, public accommodations, accessibility by persons with disabilities, occupational health and safety, labor, insurance, advertising, health and sanitation, innkeepers laws (such as posting room rates at a conspicuous place in each room), telephone charges, data privacy, information security, confidentiality and privacy of guest and cardholder data, as well as mandatory disclosures to affected persons in the event of a suspected or actual data breach. If you elect to serve alcoholic beverages, you will be subject to state and local licensing requirements and operating regulations. Many of these laws vary from jurisdiction to jurisdiction. It is your responsibility to know these laws and comply with them. You should consult with your attorney concerning these laws and regulations.

ITEM 2

BUSINESS EXPERIENCE

President: Zack Gharib

Zack Gharib has served as President of RRF, HTS and TRC since April 2024. From May 2022 to January 2024, Mr. Gharib served as Senior Vice President of Operations for Highgate Hotels, L.P. in Dallas, Texas. From November 2018 to April 2022, Mr. Gharib served as Senior Regional Director of Operations for Vacasa, Inc. in Portland, Oregon. From May 2005 to October 2018, Mr. Gharib served as Vice President of Franchise Operations for Wyndham Hotels & Resorts, Inc. in Parsippany, New Jersey. Mr. Gharib is based in New Albany, Ohio.

Chief Development Officer: Matthew Hostetler

Matthew Hostetler has served as Chief Development Officer of HTS, RRF and TRC since July 2020. Mr. Hostetler served as Senior Vice President, Franchise Sales of HTS and TRC from October 2017 to July 2020 and of RRF from January 2014 to July 2020. Mr. Hostetler is based in Elizabethtown, Pennsylvania.

Chief Operating Officer: Fouad Malouf

~~Fouad Malouf has served as Chief Operating Officer of RRF, HTS, and TRC since March 2024. He served as Senior Vice President, Franchise Operations of RRF, HTS and TRC from July 2020 to March 2024. He served as Vice President, Franchise Operations for HTS and TRC from October 2017 to July 2020 and of RRF from January 2016 to July 2020. Mr. Malouf served as Regional Vice President, Franchise Operations for RRF from September 2014 to December 2015 and as Franchise Operations Director from June 2007 to September 2014. Mr. Malouf is based in Peoria, Illinois.~~

Chief Financial Officer: Tara Henderson

~~Tara Henderson has served as Chief Financial Officer of RRF, HTS, and TRC since September 2024. From March 2021 to February 2024, Ms. Henderson served as Finance Leader for Lixil International in Piscataway, New Jersey. From March 2016 to June 2018, Ms. Henderson served as Chief Financial Officer for American Legion in Delaware, Ohio. Ms. Henderson is based in New Albany, Ohio.~~

Senior Vice President, Technology: Sharee Brell

Sharee Brell has served as Senior Vice President, Technology of HTS, TRC and RRF since May 2023. Ms. Brell served as Vice President, Technology of HTS and TRC from October 2017 to May 2023 and of RRF from April 1995 to May 2023. Ms. Brell is based in New Albany, Ohio.

Senior Vice President of Revenue Strategy: Robert Goad

Robert Goad has served as Senior Vice President of Revenue Strategy of RRF, HTS, and TRC since September 2023. From September 2022 to August 2023, he served as Head of Revenue for Mint House Inc. in New York, New York. From November 2018 to September 2022, he served as Senior Vice President Revenue Management for Nationwide Hotel Management LLC in Wichita, Kansas. Mr. Goad is based in Dallas, Texas.

Senior Vice President of Franchise Operations: Timothy Lipka

Timothy Lipka has served RRF, HTS and TRC as Senior Vice President of Franchise Operations since January 2026. Previously, from August 2025 to January 2026, he served as Regional Service Director for Best Western Hotels in Phoenix, Arizona. From March 2012 to January 2025, he served as Vice President of Brand Performance for G6 Hospitality, LLC in Carrollton, Texas. Mr. Lipka is based in New Albany, Ohio.

Vice President, Accounting & Finance: Brian E. Hankins

Brian E. Hankins has served RRF, HTS and TRC as Vice President, Accounting ~~and Director, Accounting & Finance~~ since January 2025. Previously, from 2008 to January 2025, Mr. Hankins served as Director of Accounting for RRF. Mr. Hankins is based in New Albany, Ohio.

Vice President, Marketing: Lisa Jordan

~~Lisa Jordan has served as Vice President, Marketing of RRF, HTS and TRC since November 2021. From April 2018 to March 2021, Ms. Jordan served as Vice President of Marketing for Hostelling International USA in Hyattsville, Maryland. Ms. Jordan is based in New Albany, Ohio.~~

Vice President, Brand Performance: Nicholas R. Kurek

Nicholas R. Kurek has served as Vice President, Brand Performance of RRF, HTS and TRC since January 2025. From August 2021 to January 2025, Mr. Kurek served as Franchise Operations Director for RRF, HTS, and TRC. From July 2014 to August 2021, Mr. Kurek served as Director, Franchise Sales Support for RRF, HTS, and TRC. Mr. Kurek is based in New Albany, Ohio.

Vice President, Franchise Development: Richard Schaeffer

Richard Schaeffer has served as Vice President, Franchise Development of RRF, HTS and TRC since July 2023. Mr. Schaeffer served as Regional Vice President, Franchise Sales and Development of RRF, HTS and TRC from August 2018 to July 2023.

Vice President, Innovation, Learning & Development: Stephen Woodward

Stephen Woodward has served as Vice President, Innovation, Learning & Development of RRF, HTS and TRC since February 2025. Mr. Woodward served as Vice President, Quality, Training & Development of RRF, HTS and TRC from August 2021 to February 2025. Mr. Woodward served as Director of Training of RRF, HTS and TRC from September 2015 to August 2021.

General Counsel: Gerrod Bede

Mr. Bede has served as General Counsel of RRF, HTS and TRC since September 2024. Since January 2024, he has served as owner of BFE Franchise Group, Inc. in Columbus, Ohio. From March 2022 to September 2024, he served as General Counsel of ASTECH Engineered Products, Inc., as General Counsel of Profile Plan LLC, and as Assistant General Counsel of the Ten Oaks Group in Columbus, Ohio. From March 2022 to March 2024, he served as General Counsel of Empowered Systems, LLC in Columbus, Ohio. From September 2022 to March 2024, he served as General Counsel of MailGate, LLC in Columbus, Ohio. From December 2022 to September 2024, he served as General Counsel of HMR Plan, LLC in Columbus, Ohio. From December 2018 to March 2022, he served as Chief Legal Officer of Retail Service Systems, Inc. in Dublin, Ohio.

Director and Vice President: Mohamed Thowfeek

Mohamed Thowfeek has served as a Director of HTS and TRC since October 2017, Director of RRF since March 2009 and Vice President of RRF since February 2011. He served as Interim President of RRF, HTS and TRC from October 2020 to February 2021. Mr. Thowfeek is based in Houston, Texas.

Director: Dorraine Lallani

Dorraine Lallani has served as Director of HTS and TRC since October 2017 and as Director of RRF since March 2010. Ms. Lallani has served as Senior Director-Asset Management of Westmont Hospitality Management LLC (“Westmont”) since May 2023. From May 2009 to April 2023, she served as Director-Asset Management of Westmont. Ms. Lallani is based in Houston, Texas.

ITEM 3

LITIGATION

Pending Action

HP Holding LLC and HP Holding Hospitality LLC v. Red Roof Inns, Inc. and Red Roof Franchising, LLC, Civil Action No. 23-cv-20907-RMB-MJS (United States District Court for the District

of New Jersey). On October 5, 2023, former franchisee HP Holding Hospitality LLC (“Hospitality”) and its parent company, HP Holding LLC (“Holding”, and collectively with Hospitality, “Plaintiffs”) filed suit against us and RRI seeking damages for alleged breaches of the franchise agreement, tortious interference, and violations of the New Jersey Franchise Practices Act (the “NJFPA”). After we and RRI moved to dismiss the complaint, Plaintiffs filed an amended complaint on December 12, 2023, which we and RRI also moved to dismiss. On May 28, 2024, the court dismissed Hospitality’s claims for breach of contract and tortious interference with prejudice and dismissed Holding’s claim for tortious interference and Plaintiffs’ claim for violation of the NJFPA without prejudice. Thereafter, Plaintiffs moved to file a second amended complaint on July 11, 2024, which we and RRI opposed. On February 26, 2025, the court granted Plaintiffs’ motion to amend the complaint. The Plaintiffs filed their amended complaint on March 5, 2025, asserting the RRI tortiously interfered with Holding’s contractual relations by denying access to the reservation system, hiring the hotel manager, and influencing us to terminate the franchise agreement with Hospitality and that we and RRI violated Plaintiffs’ rights under the NJFPA by terminating the franchise agreement without cause. We and RRI filed an answer and affirmative defenses on March 24, 2025, denying the Plaintiffs’ claims and requests for relief. We and RRI intend to vigorously defend against these claims. [The parties are currently engaged in discovery, and no trial date has been set.](#)

Concluded Action

State of Maryland v. Red Roof Franchising, LLC No. 2014-0330 (Securities Commissioner of Maryland, September 24, 2014) As of September 24, 2014 the Securities Division of the Office of the Attorney General of Maryland (the “Securities Division”) initiated an inquiry into our franchise related activities under the authority granted under the Maryland Franchise Registration and Disclosure Law, MD. Code ANN. BUS. REG. sec. 14-201 et seq. (2010 Repl. Vol. and Supp. 2013) (the “Maryland Franchise Law”). Based on information presented to the Securities Division the Maryland Securities Commissioner (the “Commissioner”) concluded that grounds exist to allege that we violated the registration and disclosure provisions of the Maryland Franchise Law, in relation to the offer and sale of a Red Roof Inn franchise in Maryland. Before the holding of a hearing in this matter, without trial or final adjudication of any issue of fact or law, and without our admitting or denying any violation of law, the Commissioner and us reached an agreement to enter into a Consent Order (the “Consent Order”) providing for the following:

That after April 9, 2014, on June 6, 2014, during a period of time that our Maryland franchise renewal had not been approved by the Securities Division, while our franchise renewal application was under consideration by the Securities Division and we were not registered to offer and sell franchises in Maryland we entered into a franchise agreement with JSK Aberdeen, LLC (“JSK”) related to the transfer of ownership to JSK of an existing Red Roof Inn located in Aberdeen, Maryland. We provided JSK with our standard 2014 Franchise Disclosure Document which did not include all of the Maryland specific disclosures required by the Securities Division. We represented to the Securities Division that said offer and sale in violation of the registration and disclosure requirement of the Maryland Franchise Law was inadvertent. Based on that the Commissioner concluded that we violated Sections 14-214, 12-216, 14-223 and 14-228 of the Maryland Franchise Law.

As a result, the Commissioner ordered and we represented and consented that (A) we immediately cease and desist from the offer and sale of franchises in violation of the Maryland Franchise Law, (B) we diligently pursue the completion of the pending application to register the Red Roof Inn franchise offering in Maryland and, (C) upon notification by the Securities Division that our franchise offering has been effectively registered for use in Maryland, we shall send to JSK the following (i) a copy of an effectively registered Maryland FDD, (ii) a copy of the Consent Order and (iii) a letter notifying JSK that it has the right to rescind its Red Roof Inn franchise agreement. On October 24, 2014 we sent JSK Aberdeen, LLC a letter providing them the opportunity to rescind the Franchise Agreement within 14 days from their receipt of the letter. JSK Aberdeen, LLC did not rescind the Agreement.

The Consent Order is hereby disclosed under Sec. 14-216((c)(9)(i)(4) of the Maryland Franchise Law and Item 3 of the NASAA Franchise Registration and Disclosure Guidelines and Amended FTC Franchise Rule.

Lawsuits Filed Against Franchisees In ~~2024~~2025:

Collection action: *Red Roof Franchising, LLC v. Janam Madison Lodging LLC et al*, Case No. ~~2024~~2025-SV-~~2277~~4277 (State Court of Rockdale County, Georgia).-

~~Collection action: Red Roof Franchising, LLC v. Channelview Welcome Hospitality LLC et al, Case No. 202441051 (Harris County District Court, Texas).~~

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

ITEM 4

BANKRUPTCY

In re ASTECH Engineered Products, Inc. (n/k/a AEP Legacy, Inc.), Case No. 22-10635-BLS (Bankr. Del.). Our General Counsel, Gerrod Bede, previously served as General Counsel of ASTECH Engineered Products, Inc. (“ASTECH”) On July 15, 2022, ASTECH filed a petition to reorganize under Chapter 11 of the U.S. Bankruptcy Code. A plan of liquidation was confirmed on May 20, 2024. On January 2, 2026, the Court issued a final decree closing the case.

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

ITEM 5

INITIAL FEES

Application Fee

When you submit an Application, you must pay us an application fee in the amount of \$3,000. If we reject your Application, we will refund your application fee if we or our representatives have not visited your site or the area surrounding your site in connection with your Application or provided you with written architectural drawings or technical information. We do not offer refunds of the application fee under any other circumstances.

Initial Franchise Fee

You must pay a lump sum initial franchise fee when you sign the Franchise Agreement in the amount of \$27,000 for hotels with up to 100 guest rooms. You must pay an additional \$300 for each additional guest room. Once the initial franchise fee is paid, there are no refunds under any circumstances. This amount is in addition to the application fee.

Cyber Liability Insurance

We procure cyber liability insurance on your behalf and you must reimburse us for our costs of obtaining the coverage for you. You must pay for the first year of coverage prior to opening your Inn, which we estimate to be between approximately \$550 to \$5,200 depending on the projected Gross Room Revenues

of the Inn. These costs [are subject to change as insurers alter their premiums and](#) are not refundable under any circumstances.

Opening Package

Within 60 days of opening the Inn, you must use one of our approved photographers to conduct a full professional photo shoot for the Inn in accordance with our Standards to generate photographs that can be used across all distribution channels. We will provide you with the photographs for your use (the “Opening Package”). You must pay us \$2,500 upon receipt of our invoice for the Opening Package, which includes a professional photo shoot and training materials. We will pay for the photography services and for the production of the training materials. We will retain a portion of the cost for our services in coordinating the photo shoot and preparing the training materials, which will range from \$101 to \$1,200. The cost of the Opening Package is not refundable under any circumstances.

Training Fees

Before your Inn opens, you or your General Manager must complete the first two phases of RED Advantage Training and pay a fee for such training in the amount of \$1,000 to \$1,250 and your owners must attend New Owner Orientation and pay a fee for such training in the amount of \$1,000 to \$1,600 per person. Additionally, a trainer will visit your Inn the week before or the week of your opening and provide additional training for a fee of \$4,500 to \$5,000, which will be due upon completion of the training. In the event the on-site training is rescheduled, any rebooking of travel expenses associated with the rescheduling will be charged back to you. None of the training fees are refundable under any circumstances.

Reservation Platform / PMS

You must use the Reservation Platform / PMS and use computer systems that support the Reservation Platform / PMS and otherwise meet our standards and specifications. You must sign the Reservation Platform Property Management Software Sublicense Agreement (Exhibit K) and pay us a software license fee for your use of the Reservation Platform / PMS in the amount of \$15,000. The software license fee is not refundable under any circumstances.

Re-Visit Fee

If you notify us that your Inn is ready for opening and our personnel visit your Inn and we determine that your Inn has not satisfied all requirements to open as a Red Roof Inn, you must pay a re-visit fee of \$2,250 to \$5,000 before we will authorize you to open your Inn. The re-visit fee is not refundable under any circumstances.

Franchise Referral Credit

If a Red Roof Inn franchisee refers a prospective franchisee to us and that prospective franchisee ultimately purchases a franchise for a Red Roof Inn, we currently (1) pay the referring franchisee \$5,000 or (2) provide the referring franchisee with a quarter percentage point reduction in Royalty Fees for a period of up to one year (for a maximum value of \$3,000). The referring franchisee must be current on all fees to us to be eligible for the Franchise Referral Credit. We may discontinue this practice or change the amount of the Franchise Referral Credit at any time without notice.

Development Incentive Program for Women and Veterans

In order to encourage the development and operation of franchised Red Roof Inns by women and veterans of the United States military, we have implemented a Development Incentive Program for qualified Women-Owned and Veteran-Owned Businesses, as defined below. To be eligible to participate in the Development Incentive Program, you must be a Women-Owned or Veteran-Owned Business, and you must be in full compliance with the terms of the Franchise Agreement and all other agreements with us and/or our affiliates. Under the Development Incentive Program, we will reduce the initial franchise fee by \$10,000. You will sign a Development Incentive Program Addendum to the Franchise Agreement, a copy of which is attached as Exhibit N. If, prior to the first anniversary of the opening date of the Inn, you wish to transfer the Inn, you will be required to pay us the portion of the initial franchise fee that was reduced.

A “Woman-Owned Business” means a business entity that is at least 51% owned, operated and controlled on a daily basis by one or more females. A “Veteran-Owned Business” means a business entity that is at least 51% owned, operated and controlled on a daily basis by one or more Veterans. A “Veteran” means a person who has provided a DD Form 214 or other adequate documentation demonstrating honorable discharge from the United States military.

Note:

Unless otherwise stated above, all fees are (i) imposed by and/or payable to RRF, (ii) are non-refundable and (iii) are subject to negotiation. In ~~2024~~2025, our application fees ranged from \$0 to \$3,000, our initial franchise fees ranged from \$12,000 to \$27,000, our software license fees ranged from \$1,000 to \$15,000, our RED Advantage Training fees ranged from \$1,000 to \$1,500, our opening training fees ranged from \$4,500 to \$5,000, and our New Owner Orientation fees ranged from \$1,000 to \$1,500.

If you operate a Dual Brand Hotel, the fees noted above are applicable for the Red Roof Inn portion of your Dual Brand Hotel. You will also incur all initial fees owed under your Franchise Agreement with HTS for the HomeTowne Studios portion of the Dual Brand Hotel, which are disclosed in HTS’s franchise disclosure document.

ITEM 6

OTHER FEES

Type of Fee	Amount	Due Date	Remarks
Royalty	5% of Gross Room Revenues	Payable 20 days after the invoice date	See Note 2 for a definition of Gross Room Revenues. Currently, we may provide a financial incentive to you of up to 0.5% of your Gross Room Revenues for a 12-month period if your Red Roof Inn meets or exceeds our written standards for that period and you are not in default of the Franchise Agreement. Currently, we assess performance using a guest satisfaction tracking system. This incentive program is within our sole discretion and may be modified or discontinued at any time. To be eligible, your Inn must be continuously open and operating as a Red Roof Inn throughout the designated 12-month period.

Type of Fee	Amount	Due Date	Remarks
Marketing and Reservation Fee	4% of Gross Room Revenues	Payable 20 days after the invoice date	The monthly Marketing and Reservation Fee may be used for the development and operation of the Reservation System and the Marketing Program. The fee is subject to increase (maximum of 5%). (See Item 11.)
RediRewards® Preferred Member Program	4% of Gross Room Revenues received from RediRewards Preferred Members.	Payable 20 days after the invoice date	This Program provides members with express check-in, daily delivery of bottled water to the room, guaranteed late check-in, a discount on premium room rates at select locations and the opportunity for guests to earn points redeemable for free room nights and points redeemable for discounts at Red Roof Inns, HomeTowne Studios hotels and members of The Red Collection as well as merchandise and gift cards on the RediRewards site. The fee is currently 4% but is subject to increase (maximum of 5%) on written notice from us.
Distribution Listing Fees, Commissions and Rebates	0% to 25% of any applicable net booking	Payable 20 days after the invoice date	You must reimburse us or our supplier for the amount of travel agency commissions, online travel agency commissions, affiliate commissions, processing fees, corporate rebates, distribution listing fees, and request for proposal program fees paid on your behalf to third parties for reservations at your Inn; or similar fees to be used for the development support and maintenance of direct connectivity to third party distribution channels. If we institute a centralized billing program where participation is required by franchisees under our Standards, you must pay us the fees assessed for participation in the program.
Booking Fees	\$6.60 to \$7.00 per GDS booking, \$3.30 to \$3.60 per third party internet booking, \$1.99 to \$2.25 per direct connect booking	Payable 20 days after the invoice date	All Red Roof Inns are represented in all major GDS systems and select third party internet systems. The current fees are listed. These fees may change during the term of the franchise. Additional third-party internet systems are offered for optional participation.
Mobile App Booking Fee	\$1.75 per net booking	Payable 20 days after the invoice date	The Mobile App Booking Fee will be used for the development, operation and ongoing cost of mobile reservations.
Professional Photography Services	\$750 to \$2,199	Payable 20 days after the invoice date	You must have professional photographs of your Inn taken regularly to accurately depict hotel rooms, common spaces, and amenities. The cost varies based on the number of photographs needed. You must use one of our approved photography studios. We will pass this payment through to the photography studios.

Type of Fee	Amount	Due Date	Remarks
Failure to Accommodate Group Booking Fee	\$250	Payable upon invoice	You must pay this fee if you confirmed a group booking of ten or more rooms (with confirmation number(s) or a signed group booking agreement) that your Inn does not fulfill due to overbooking, unsatisfactory lodging conditions, or health and safety concerns. This fee is in addition to all costs that you will incur to relocate the guests to another property under our walk policy.
Consortia Participation Fee	Up to 20% of Gross Room Revenues generated on qualifying reservations	When we or an agency invoice you	The fee is for our consortia agency program that incurs fees based on consumption versus advance subscription fee.
RediCall	\$1.55 to \$1.75 per call or \$6.00 per confirmed reservation, with a minimum of \$75 per month	Payable 20 days after the invoice date	The optional RediCall program allows your Inn to have a unique call center number posted on search engines, local business listings, and other internet websites or applications. The program includes a centralized auto attendant customized for each Inn. Reservation calls will be handled by trained reservation agents and Front Desk calls will be forwarded to your Inn. If your Inn transfers reservation calls to the call center outside of the RediCall program, you may be billed up to \$5.00 per call. You will sign the RediCall Agreement attached as Exhibit R if you elect to use the RediCall program.
Credit Card Payment Surcharge	2.8%	Per transaction	If you choose to make payments to us via credit card, we will assess this surcharge.
Reservation Platform / PMS Fee; Help Desk; Hardware and Software Support and Maintenance	Currently \$490 per month plus \$3.85 per room, per month; fee may be increased annually by up to 5%	Payable 20 days after the invoice date	~~This fee is payable to RRI, but~~ We provide these services through a combination of in-house IT resources and outside suppliers. See Items 8 and 11.
Desktop Protection and Maintenance Fee	\$200 - ~~\$250~~ per ~~machine~~ <u>device</u>	Annually	This fee covers service related to the installation of anti-virus, patching and web filtering software as well as the monitoring and proactive maintenance of the computers at the front desk and back office.
Revenue Management Software System	Setup Fee: up to \$250; Monthly Fee: 0.3% of Gross Room Revenues received, subject to a minimum of \$100 per month and a maximum of \$400 per month	Payable 20 days after the invoice date	You must use the revenue management software system that we designate, which integrates with the Reservation Platform / PMS that we license to you. The system provides revenue management, analytics, data retention, and price optimization features. You will pay ~~RRI Reservations~~ <u>us</u> for this system, which we will then pass through to the licensor of the system. Due to the nature of the billing for this system, we may retain some of the fees paid for this system in any given year.

Type of Fee	Amount	Due Date	Remarks
PCI-DSS Compliance	Our costs and expenses	Upon demand	If you are unable to demonstrate full PCI-DSS (as defined in Item 11) compliance: (i) we may require you to engage the services of an approved vendor to assist you to demonstrate full compliance on an ongoing basis; (ii) we may cut off your ability to process reservations and check-ins until compliance is proven; and (iii) you must reimburse us for any costs and expenses incurred by us in verifying your compliance and/or securing a vendor to assist you.
Meetings and Conferences	Currently, \$800 to \$3,500, plus expenses	Upon demand	You, your Manager or other approved executive, owner or employee may be required to attend our Annual Conference or Annual Brand Meeting and pay an attendance fee. We may conduct the Red Roof Inn conference in conjunction with or as part of the annual conferences for the HomeTowne Studios and The Red Collection hotel systems. In addition to paying a fee for such Conference/Brand Meeting, you are responsible for your expenses and those of any of your employees that attend. We may charge a fee for attendance at regional conferences and brand meetings (which may be charged regardless of attendance) or a fee for your failure to appear at such conferences or brand meetings and you are responsible for all travel costs, meals, lodging and wages for all attendees of these conferences/meetings. The current fee for failure to attend a regional or an annual conference is between \$500 and \$2,500.
RED Advantage Non-Completion Fee	\$500 per quarter for non-completion	Upon demand	We may charge a RED Advantage non-completion fee for not completing all RED Advantage courses within 90 days of the scheduled opening date of the Inn.
On-Site Quality Training Fee	\$2,250 to \$5,000	Upon demand	If you fail to meet our quality and guest satisfaction standards, you or your certified Manager along with the property staff will be required to attend and participate in on-site quality training. The fee for the training will be based on the number of training days required.
On-Site Quality Audit Fee	\$2,500 to \$10,000	Upon demand	If you fail to meet our quality and guest satisfaction standards we may conduct unannounced on-site quality and property improvement plan audits. Continued failure to meet our quality and guest satisfaction standards will result in an escalating fee for each additional time we complete an audit. The first audit is \$2,500 and doubles annually up to \$10,000 if your quality performance score is not brought up to the brand average or sub-brand quality performance score goal, whichever is lower.

Type of Fee	Amount	Due Date	Remarks
On-Site Quality Training Rescheduling Fee	\$500 per occurrence plus the cost of consumed, cancelled, or lost travel expenses	Upon demand	We may charge this fee if you do not comply with the scheduling of the On-Site Quality Training once those dates have been set by our trainers.
Continuing Education	\$900 to \$1,200	Upon demand	We will require you or your employees to attend additional or refresher training programs hosted on the Red Roof Learning Management System as well as live Webinars. An example of such training might include, but is not limited to human trafficking prevention training, continuing education courses or training you receive if your quality or service metrics fall to a level that is negatively impacting the business. Such costs are subject to change. When training is conducted at any other location, you are responsible for your own expenses and those of your employees.
General Manager Training (Other than Pre-Opening or Transfer Training)	\$1,000 to \$1,250	Upon demand	If you add or replace a General Manager, the new General Manager must complete RED Advantage virtual training within 90 days of hire.
Third Party Training	Varies	Varies	We may require you to participate in and pay a fee for training conducted by a third party.
New Owner Orientation	\$1,000 to \$1,600 per person	Upon demand	Payable prior to opening for your owners and payable when there is a majority ownership change and the new majority owner attends the New Owner Orientation. Attendance is mandatory within six months of a property opening or transfer.
Guest Relations Intervention Fee	Currently, \$150 per escalation	Upon demand	If we have to intervene to resolve a guest complaint, we will assess this fee, which we may modify at our discretion. You also must reimburse us for any payment or other consideration we may furnish the guest to resolve the complaint.
Guest Relations Watchlist	Currently, \$195 per intervention	Upon demand	For properties ranking in the bottom 20% of all Red Roof Inns for negative responses, we will review all guest relations cases to ensure reasonable resolution. You must also reimburse us for any payment or other consideration we may furnish the guest to reasonably resolve the complaint.
Transfer Application Fee	\$2,500	Upon application to transfer your franchise	We have the right to approve all transfers. We will evaluate your proposed transferee when we receive this fee.
Transfer Fee	\$15,000	Upon the transfer of your Franchise	Payable when the transaction closes; we will not recognize the transfer until this fee is paid.

Type of Fee	Amount	Due Date	Remarks
Reinstatement Fee	Currently, \$5,000	Upon reinstatement of your Franchise	Payable in addition to all applicable amounts owed to restore your Franchise after termination or after removing the Inn from the Reservation System.
Renewal Fee	50% of the then-current initial franchise fee	Upon renewal	Payable upon approval of your renewal application.
Audit Fee	If audit finds underpayment of 2% or more, all costs and expenses we incur in connection with the audit in addition to paying the amount owed and interest; if you fail to produce required documents at audit, all costs and expenses we incur in connection with a re-audit	Upon demand	Amounts payable include our third party auditor fees, and the travel expenses and room and board for our representatives and/or our third party auditor's representatives conducting the audit as well as the expenses of conducting a re-audit.
Returned Payment Fee	\$50 or the amount allowed by applicable law, whichever is less	Upon demand	Payable if a payment (check, ACH or credit card) for any fees or any other payment due us fails to clear.
Late Fee; Interest on Overdue Amounts	\$50 plus the lesser of 1.5% per month or the maximum rate permitted by law	Upon demand	Interest accrues on all overdue amounts from the date payment was due until such amount is paid.
Cyber Insurance	Premium price of the insurance (approximately \$550 to \$5,200 depending on the Gross Room Revenues of the Inn)	Payable annually 20 days after the invoice date	We <u>may</u> procure cyber liability insurance on your behalf and you must reimburse us for our costs of obtaining the coverage for you.
Insurance Noncompliance	Up to \$2,500 for each first notice of noncompliance; up to \$5,000 for each second notice of noncompliance; and up to \$10,000 for each third notice of noncompliance (for a total of up to \$17,500 for each instance of noncompliance)	Upon demand	Payable if you fail to procure and maintain the insurance we require.

Type of Fee	Amount	Due Date	Remarks
Insurance Procurement	The premium price of any insurance we procure for you, plus ~~a \$2,500~~ <u>an administrative fee of up to \$2,500</u>	Upon demand	Payable only if you fail to procure insurance and we do it for you. We are not obligated to procure insurance for you.
Public Securities Offering	\$10,000 or any greater amount needed to reimburse us for our reasonable costs and expenses of reviewing the proposed offering, including legal and accounting fees.	Upon demand	We limit our review to the subject of our relationship. This fee is in addition to the fees otherwise payable upon transfer.
Cooperative Contribution	A maximum of 1% of Gross Room Revenues	If charged, same as Royalty Fee	We do not currently have any approved advertising cooperatives. If such a cooperative is created and your Inn is within the territory of a cooperative, you will contribute to the cooperative.
Supplier ~~Testing Fee~~ <u>Review Fees</u>	~~\$45,000~~ <u>for supplier review fee</u> <u>Up to \$2,500</u> ~~5,000~~ <u>for supplier evaluation and testing</u>	<u>With submission of request for an alternate supplier</u> Upon demand	Payable only when you request that we approve an unapproved supplier. The amount of the ~~fee~~ <u>supplier evaluation charge</u> will depend on the time we must spend investigating the supplier and if we need to visit the supplier's facilities.
Indemnification	Varies based on the circumstances	Upon demand	You must reimburse us for dealing with claims we defend and expenses we incur arising from your operation of the Inn.
Liquidated Damages	Pre-opening: \$100,000; Post-opening: the greater of (a) \$100,000 or (b) the average of the monthly Royalty Fee, Marketing and Reservations Fee and RediRewards® Preferred Members Program Fee required by the Franchise Agreement for the 36 months preceding termination (or if you have been operating the Inn as a	Within five days of termination or our request	You must pay us liquidated damages if the Franchise Agreement is terminated prior to the expiration date, unless otherwise specified in the Franchise Agreement.

Type of Fee	Amount	Due Date	Remarks
	franchisee of RRF for less than 36 months, the average of the months you operated the Inn as a franchisee of RRF before termination), multiplied by the lesser of (i) 36, or (ii) the number of months remaining in the term of the Franchise Agreement		
Unauthorized Closure or Remodel Fee	\$25,000	Upon demand	You must pay us this fee if you cease to operate the Inn at full capacity and/or commence any unauthorized remodel or renovation of the Inn prior to the expiration date of your Franchise Agreement.
De-Identification Fee	\$2,500 per day that you continue to use our intellectual property following the expiration or termination of the Franchise Agreement plus our attorney's fees if we file an action to enforce this requirement	Upon demand	If you continue to use our intellectual property after the expiration or termination of the Franchise Agreement, you must pay this fee to compensate us for damage to our ownership interest in our intellectual property. You will have 15 days from the date of expiration or termination to remove all non-high-rise signs and 30 days from the date of expiration or termination to remove all high-rise signs.
RediPromise® Penalty Fee	\$75 to \$100	Upon demand	You must participate in the RediPromise Redroof.com Best Rate Guarantee Program, which ensures guests the best rate is always available at redroof.com. You must make available all rates and availability to the general public through our proprietary booking channels, such as redroof.com and Red Roof Central Reservations. You may set your own rates for distribution to online channels, as long as those rates are in conformity with the Brand Standard on Rates. If your Inn violates the Brand Standard on Rates, you will be notified and the issue must be immediately corrected. We will assess the RediPromise Penalty fee for continued violations of the Brand Standard on Rates or failure to correct a violation after several notices. The fee may be assessed in response to a RediPromise claim or rate shops conducted by us or our affiliates.
RediBill®	5% to 6% of all RediBill room revenue that is billed centrally to a client.	Varies	You will be required to participate in the RediBill program, which offers centralized nationwide billing privileges to companies who utilize an approved volume of room nights annually. It provides companies with the option to maintain the

Type of Fee	Amount	Due Date	Remarks
			privilege by making advanced reservations or to allow their employees to use the account upon walk in providing they provide the VolumePlan Plus® number for their company along with the company name associated with the account. Members are billed for all stays weekly on one invoice. You may also participate in similar, optional property level direct billing programs if the account is only using your one property.
American Hotel & Lodging Membership (“AH&LA”)	\$3.00 per room per year	Annually	You must pay this fee for membership to the AH&LA unless you opt out.
Rooms Addition Fee	\$450 per additional guest room	Upon signing amendment to Franchise Agreement	Payable for rooms added to the Inn. We will require you to sign an amendment to the Franchise Agreement to include the additional rooms.
Digital Marketing Fee for Search Engine Optimization and Inn Localized Marketing	Initial Fee of \$1,250, thereafter annual fee of \$750	Payable on the date specified on the invoice	We will create and maintain on an ongoing basis local listings with search engine optimized content focusing on the property experience to drive organic search traffic and direct hotel revenue.
REDvenue Optimizer Program	\$525 to \$1,195 Plus a quarterly bonus of up to \$300 if your Inn achieves certain targets	Monthly	Your participation in this program is generally optional unless you operate a Dual Brand Hotel, in which case, this program is required. Participation requires a separate Revenue Management Agreement (Exhibit P). The REDvenue Optimizer Program provides you with the services of a Revenue Manager. Performance varies by Inn, location, market and experience of the Operator. We do not represent or warrant that your Inn’s performance will improve and we are not liable for poor performance.
Digital Performance Marketing Program	Currently, the fee is no less than 3% of Gross Room Revenues for an applicable stay, but we have the right to increase the fee to no more than 15% of applicable Gross Room Revenues.	Payable 20 days after the invoice date	A fee on Gross Room Revenues from the Inn stays that result from digital marketing tactics through paid search, metasearch, key words, banner display ads, Web lightboxes, and textual links.
RediCollect	Up to 18% of all VCC collected revenue	Monthly	The optional RediCollect program provides you with the ability to collect all potential Virtual Credit Card (“VCC”) revenue that is owed to you from distribution partners. We will collect all unpaid reservation revenue from certain distribution partners.

Type of Fee	Amount	Due Date	Remarks
RediResponse	\$125 to \$250	Payable 20 days after the invoice date	RediResponse is a reputation management program that ensures all guests receive a timely and personal response when they share their experience at a Red Roof Inn. You are required to participate in the RediResponse program and may not use a third-party vendor for these same services.

NOTES:

- Unless otherwise stated in the “Remarks” column, all fees are (i) imposed by and/or payable to RRF, (ii) are non-refundable and (iii) are subject to negotiation when business circumstances warrant, in our sole discretion.
- “Gross Room Revenues” means the gross receipts whether collected or uncollected, attributable to or payable for the rental of guest rooms at the Inn, including, without limitation, the gross revenues used in calculation of business interruption, rent loss, or similar insurance with respect to the Inn (provided that insurance proceeds shall be included in Gross Room Revenues only to the extent actually received or due). Gross Room Revenues shall not include gratuities to employees or service charges levied in lieu of such gratuities, which, in either case, are payable to employees, or federal, state and local taxes or fees collected by you for transmittal to the appropriate taxing authorities. Gross Room Revenues shall not be reduced by credit card commissions, bad debts (or reserves for bad debts) or refunds to lodgers.
- If you operate a Dual Brand Hotel, the fees noted above are applicable for the Red Roof Inn portion of your Dual Brand Hotel. You will also incur all fees owed under your Franchise Agreement with HTS for the HomeTowne Studios portion of the Dual Brand Hotel, which are disclosed in HTS’s franchise disclosure document.

ITEM 7

ESTIMATED INITIAL INVESTMENT

TABLE 1 - YOUR ESTIMATED INITIAL INVESTMENT FOR AA 82-ROOM NEW BUILD RED ROOF INN OR RED ROOF INN & SUITES					
TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Application Fee/Initial Franchise Fee (Note 1)	\$30,000	\$30,000	Lump Sum	\$3,000 Application Fee due upon submission of Application and \$27,000 due upon execution of the Franchise Agreement	RRF

**TABLE 1 - YOUR ESTIMATED INITIAL INVESTMENT FOR  82-ROOM
NEW BUILD RED ROOF INN OR RED ROOF INN & SUITES**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Opening Package (Note 2)	\$2,500	\$2,500	Lump Sum	Prior to Opening	RRF
Market Study (Note 3)	\$0	\$10,000	Lump Sum	Before submission of a Franchise Application	Consultants
Phase I Environmental Survey (Note 4)	\$0	\$6,000	Lump Sum	Before signing commitment for land acquisition	Consultants
Design, Testing & Fees (Note 5)	\$150,000	\$220,000	As Arranged	Prior to Opening	Architects, Engineers, Local Municipalities & Vendors
Site and Civil Work (Note 6)	\$205,000	\$306,000	As Arranged	Prior to Opening	Contractors & Vendors
Landscaping and Irrigation (Note 7)	\$37,000	\$75,000	As Arranged	Prior to Opening	Contractors & Vendors
Facility Construction (Note 8)	\$5,986,000	\$6,906,500	As Arranged	Prior to Opening	Contractors, Subcontractors, Construction Managers, & Vendors
Construction Contingency (Note 9)	\$0	\$130,000	As Arranged	Prior to Opening	Contractors & Vendors
Owner Project Management (Note 10)	\$45,000	\$91,000	As Arranged	Prior to Opening	Contractors & Vendors
Furniture, Fixtures, Equipment and Soft Goods (Note 11)	\$574,000	\$664,500	As Ordered	Prior to Opening	Vendors
Signage (Note 12)	\$14,000	\$101,000	Lump Sum	Prior to Opening	Installers & Vendors

**TABLE 1 - YOUR ESTIMATED INITIAL INVESTMENT FOR ~~A~~AN 82-ROOM
NEW BUILD RED ROOF INN OR RED ROOF INN & SUITES**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Opening Inventory and Supplies (Note 13)	\$11,000	\$25,000	Lump Sum	As Arranged	Vendors
Utility Deposits (Note 14)	\$9,000	\$27,000	Lump Sum	Prior to Opening	Utility Companies
Guest Wi-Fi System (Note 15)	\$15,000	\$30,000	Lump Sum	Prior to Opening	Vendors
Voice Telephone System (Note 16)	\$16,000	\$24,000	Lump Sum	Prior to Opening	Vendors
Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back-Office (Note 17)	\$16,500	\$22,000	Lump Sum	Prior to Opening	RRF, Installers & Vendors
Insurance (Note 18)	\$25,000	\$66,000	Lump Sum	Prior to Opening	Insurers & RRF
Training Expenses (Note 19)	\$5,500	\$9,100	Lump Sum	~~Upon Commencement of Training~~ Prior to Opening	RRF
Additional Funds – 3 months (Note 20)	\$112,000	\$154,000	As Arranged	As Incurred	Vendors & Employees
TOTAL (excludes land acquisition costs) (Note 21)	~~\$7,253,500~~ ~~0~~ <u>\$7,253,500</u>	~~\$8,899,600~~ ~~0~~ <u>\$8,899,600</u>			

**TABLE 2 - YOUR ESTIMATED INITIAL INVESTMENT FOR ~~A~~AN 82-ROOM
NEW BUILD RED ROOF PLUS+**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Application Fee/Initial Franchise Fee (Note 1)	\$30,000	\$30,000	Lump Sum	\$3,000 Application Fee due upon submission of Application and \$27,000 due upon execution of the Franchise Agreement	RRF
Opening Package (Note 2)	\$2,500	\$2,500	Lump Sum	Prior to Opening	RRF
Market Study (Note 3)	\$0	\$10,000	Lump Sum	Before submission of a Franchise Application	Consultants
Phase I Environmental Survey (Note 4)	\$0	\$6,000	Lump Sum	Before signing commitment for land acquisition	Consultants
Design, Testing & Fees (Note 5)	~~\$135~~ <u>150</u> ,000	~~\$190~~ <u>220</u> ,000	As Arranged	Prior to Opening	Architects, Engineers, Local Municipalities & Vendors
Site and Civil Work (Note 6)	\$205,000	\$306,000	As Arranged	Prior to Opening	Contractors & Vendors
Landscaping and Irrigation (Note 7)	\$37,000	\$88,000	As Arranged	Prior to Opening	Contractors & Vendors
Facility Construction (Note 8)	~~\$4,850~~ <u>5,986</u> ,000	~~\$5,520~~ <u>6,906</u> , <u>500</u>	As Arranged	Prior to Opening	Contractors, Subcontractors, Construction Managers, & Vendors

**TABLE 2 - YOUR ESTIMATED INITIAL INVESTMENT FOR ~~A~~AN 82-ROOM
NEW BUILD RED ROOF PLUS+**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Construction Contingency (Note 9)	\$0	\$135,000	As Arranged	Prior to Opening	Contractors & Vendors
Owner Project Management (Note 10)	\$45,000	\$91,000	As Arranged	Prior to Opening	Contractors & Vendors
Furniture, Fixtures, Equipment and Soft Goods (Note 11)	~~\$465,574~~ ,000	~~\$552,664~~ ,500	As Ordered	Prior to Opening	Vendors
Signage (Note 12)	\$19,500	\$103,000	Lump Sum	Prior to Opening	Installers & Vendors
Opening Inventory and Supplies (Note 13)	\$19,000	\$28,000	Lump Sum	As Arranged	Vendors
Utility Deposits (Note 14)	\$9,000	\$27,000	Lump Sum	Prior to Opening	Utility Companies
Guest Wi-Fi System (Note 15)	\$15,500	\$30,500	Lump Sum	Prior to Opening	Vendors
Voice Telephone System (Note 16)	\$16,000	\$24,000	Lump Sum	Prior to Opening	Vendors
Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back-Office (Note 17)	\$16,500	\$22,000	Lump Sum	Prior to Opening	RRF, Installers & Vendors
Insurance (Note 18)	\$25,000	\$66,000	Lump Sum	Prior to Opening	Insurers & RRF
Training Expenses (Note 19)	\$5,500	\$9,100	Lump Sum	~~Upon Commencement of Training~~ Prior to Opening	RRF

**TABLE 2 - YOUR ESTIMATED INITIAL INVESTMENT FOR ~~A~~AN 82-ROOM
NEW BUILD RED ROOF PLUS+**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Additional Funds 3 months (Note 20)	\$112,000	\$154,000	As Arranged	As Incurred	Vendors & Employees
TOTAL (excludes land acquisition costs) (Note 21)	~~\$6,007~~ <u>77.2</u> <u>67,500</u>	~~\$7,394.6~~ ~~008,923.~~ <u>100</u>			

**TABLE 3 - YOUR ESTIMATED INITIAL INVESTMENT FOR ~~A~~AN
82-ROOM NEW BUILD RED ROOF PLUS+ & SUITES**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Application Fee/Initial Franchise Fee (Note 1)	\$30,000	\$30,000	Lump Sum	\$3,000 Application Fee due upon submission of Application and \$27,000 due upon execution of the Franchise Agreement	RRF
Opening Package (Note 2)	\$2,500	\$2,500	Lump Sum	Prior to Opening	RRF
Market Study (Note 3)	\$0	\$10,000	Lump Sum	Before submission of a Franchise Application	Consultants
Phase I Environmental Survey (Note 4)	\$0	\$6,000	Lump Sum	Before signing commitment for land acquisition	Consultants
Design, Testing & Fees (Note 5)	~~\$135~~ <u>150,000</u>	~~\$190~~ <u>220,000</u>	As Arranged	Prior to Opening	Architects, Engineers, Local Municipalities & Vendors

**TABLE 3 - YOUR ESTIMATED INITIAL INVESTMENT FOR ~~A~~AN
82-ROOM NEW BUILD RED ROOF PLUS+ & SUITES**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Site and Civil Work (Note 6)	\$205,000	\$306,000	As Arranged	Prior to Opening	Contractors & Vendors
Landscaping and Irrigation (Note 7)	\$37,000	\$88,000	As Arranged	Prior to Opening	Contractors & Vendors
Facility Construction (Note 8)	~~\$4,875~~ <u>5,986</u> ,000	~~\$5,545,000~~ <u>6,906,500</u>	As Arranged	Prior to Opening	Contractors, Subcontractors, Construction Managers, & Vendors
Construction Contingency (Note 9)	\$0	\$135,000	As Arranged	Prior to Opening	Contractors & Vendors
Owner Project Management (Note 10)	\$45,000	\$91,000	As Arranged	Prior to Opening	Contractors & Vendors
Furniture, Fixtures, Equipment and Soft Goods (Note 11)	~~\$468~~ <u>574</u> ,000	~~\$552~~ <u>664</u> ,500	As Ordered	Prior to Opening	Vendors
Signage (Note 12)	\$19,500	\$109,000	Lump Sum	Prior to Opening	Installers & Vendors
Opening Inventory and Supplies (Note 13)	\$19,000	\$28,000	Lump Sum	As Arranged	Vendors
Utility Deposits (Note 14)	\$9,000	\$27,000	Lump Sum	Prior to Opening	Utility Companies
Guest Wi-Fi System (Note 15)	\$15,500	\$30,500	Lump Sum	Prior to Opening	Vendors
Voice Telephone System (Note 16)	\$16,000	\$24,000	Lump Sum	Prior to Opening	Vendors
Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back-Office (Note 17)	\$16,500	\$22,000	Lump Sum	Prior to Opening	RRF, Installers & Vendors
Insurance (Note 18)	\$25,000	\$66,000	Lump Sum	Prior to Opening	Insurers & RRF

**TABLE 3 - YOUR ESTIMATED INITIAL INVESTMENT FOR ~~A~~AN
82-ROOM NEW BUILD RED ROOF PLUS+ & SUITES**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Training Expenses (Note 19)	\$5,500	\$9,100	Lump Sum	~~Upon Commencement of Training~~ <u>Prior to Opening</u>	RRF
Additional Funds 3 months (Note 20)	\$112,000	\$154,000	As Arranged	As Incurred	Vendors & Employees
TOTAL (excludes land acquisition costs) (Note 21)	~~\$6,035~~ <u>7,267</u> ,500	~~\$7,425,600~~ <u>8,293,100</u>			

**TABLE 4- YOUR ESTIMATED INITIAL INVESTMENT FOR A
140 ROOM NEW BUILD DUAL BRAND HOTEL
(RED ROOF INN AND HOMETOWNE STUDIOS)**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Red Roof Inn Application Fee/Initial Franchise Fee (Note 1)	\$35,000	\$35,000	Lump Sum	\$5,000 Application Fee due upon submission of Franchise Application and \$30,000 due upon execution of the Franchise Agreement	Us
Home Towne Studios Application Fee/Initial Franchise Fee (Note 1)	\$35,000	\$35,000	Lump Sum	\$5,000 Application Fee due upon submission of Franchise Application and \$30,000 due upon execution of the Franchise Agreement	HTS
Opening Package (Note 2)	\$2,500	\$2,500	Lump Sum	Prior to Opening	Us

TABLE 4- YOUR ESTIMATED INITIAL INVESTMENT FOR A 140 ROOM NEW BUILD DUAL BRAND HOTEL (RED ROOF INN AND HOMETOWNE STUDIOS)					
TYPE OF EXPENDITUR E	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMEN T	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Market Study (Note 3)	\$0	\$10,000	Lump Sum	Before submission of a Franchise Application	Consultants
Phase I Environmental Survey (Note 4)	\$0	\$8,000	Lump Sum	Before signing commitment for land acquisition	Consultants
Design, Testing & Fees (Note 5)	\$145,000	\$225,000	As Arranged	Prior to Opening	Architects, Engineers, Local Municipalities and other Vendors
Site and Civil Work (Note 6)	\$250,000	\$500,000	As Arranged	Prior to Opening	Contractors & Vendors
Landscaping and Irrigation (Note 7)	\$40,000	\$82,000	As Arranged	Prior to Opening	Contractors & Vendors
Facility Construction (Note 8)	~~\$10~~ <u>11</u> ,661,393	~~\$11~~ <u>12</u> ,749,516	As Arranged	Prior to Opening	Contractors, Subcontractor s, Construction Managers, Vendors
Construction Contingency (Note 9)	\$0	\$250,000	As Arranged	Prior to Opening	Contractors & Vendors
Owner Project Management (Note 10)	\$60,000	\$120,000	As Arranged	Prior to Opening	Contractors & Vendors
Furniture, Fixtures, Equipment and Soft Goods (Note 11)	~~\$1,055,000~~ <u>071,935</u>	~~\$1,266,129~~ <u>283,064</u>	As Ordered	Prior to Opening	Vendors
Signage (Note 12)	\$18,000	\$110,000	Lump Sum	Prior to Opening	Installers & Vendors
Opening Inventory and Supplies (Note 13)	\$23,691	\$53,844	Lump Sum	As Arranged	Vendors

TABLE 4- YOUR ESTIMATED INITIAL INVESTMENT FOR A 140 ROOM NEW BUILD DUAL BRAND HOTEL (RED ROOF INN AND HOMETOWNE STUDIOS)					
TYPE OF EXPENDITUR E	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMEN T	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Utility Deposits (Note 14)	\$11,000	\$29,000	Lump Sum	Prior to Opening	Utility Companies
Guest Wi-Fi System (Note 15)	\$16,935	\$33,870	Lump Sum	Prior to Opening	Vendors
Voice Telephone System (Note 16)	\$18,064	\$27,096	Lump Sum	Prior to Opening	Vendors
Red Roof Inn Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back- Office (Note 17)	\$16,500	\$22,000	Lump Sum	Prior to Opening	Us, Installers & Vendors
HomeTowne Studios Hotel Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back- Office (Note 17)	\$16,500	\$22,000	Lump Sum	Prior to Opening	HTS, Installers & Vendors
Insurance (Note 18)	\$25,000	\$66,000	Lump Sum	Prior to Opening	Insurers, Us and HTS
Red Roof Inn Training Expenses (Note 19)	\$5,500	\$9,100	Lump Sum	~~Upon Commenceme nt of Training~~ Prior to Opening	Us
HomeTowne Studios Hotel Training Expenses (Note 19)	\$5,500	\$9,100	Lump Sum	Upon Commenceme nt of Training	HTS

TABLE 4- YOUR ESTIMATED INITIAL INVESTMENT FOR A 140 ROOM NEW BUILD DUAL BRAND HOTEL (RED ROOF INN AND HOMETOWNE STUDIOS)					
TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Additional Funds – 3 months (Note 20)	\$112,000	\$154,000	As Arranged	As Incurred	Vendors & Employees
TOTAL (excludes land acquisition costs) (Note 21)	~~\$12,552,583~~ <u>13,569,518</u>	~~\$14,819,155~~ <u>15,836,090</u>			

TABLE 5 - YOUR ESTIMATED INITIAL INVESTMENT FOR A 140 ROOM NEW BUILD DUAL BRAND HOTEL (RED ROOF PLUS+ / HOMETOWNE STUDIOS)					
TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Red Roof PLUS+ Application Fee/Initial Franchise Fee (Note 1)	\$35,000	\$35,000	Lump Sum	\$5,000 Application Fee due upon submission of Franchise Application and \$30,000 due upon execution of the Franchise Agreement	Us
Home Towne Studios Application Fee/Initial Franchise Fee (Note 1)	\$35,000	\$35,000	Lump Sum	\$5,000 Application Fee due upon submission of Franchise Application and \$30,000 due upon execution of the Franchise Agreement	HTS
Opening Package (Note 2)	\$2,500	\$2,500	Lump Sum	Prior to Opening	Us
Market Study (Note 3)	\$0	\$10,000	Lump Sum	Before submission of a Franchise Application	Consultants

**TABLE 5 - YOUR ESTIMATED INITIAL INVESTMENT FOR A
140 ROOM NEW BUILD DUAL BRAND HOTEL
(RED ROOF PLUS+ / HOMETOWNE STUDIOS)**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Phase I Environmental Survey (Note 4)	\$0	\$8,000	Lump Sum	Before signing commitment for land acquisition	Consultants
Design, Testing & Fees (Note 5)	\$145,000	\$225,000	As Arranged	Prior to Opening	Architects, Engineers, Local Municipalities and other Vendors
Site and Civil Work (Note 6)	\$250,000	\$500,000	As Arranged	Prior to Opening	Contractors & Vendors
Landscaping and Irrigation (Note 7)	\$42,000	\$84,000	As Arranged	Prior to Opening	Contractors & Vendors
Facility Construction (Note 8)	~~\$401~~ 1,661,293	~~\$412~~ 7,749,516	As Arranged	Prior to Opening	Contractors, Subcontractors, Construction Managers, Vendors
Construction Contingency (Note 9)	\$0	\$250,000	As Arranged	Prior to Opening	Contractors & Vendors
Owner Project Management (Note 10)	\$60,000	\$120,000	As Arranged	Prior to Opening	Contractors & Vendors
Furniture, Fixtures, Equipment and Soft Goods (Note 11)	~~\$1,065,000~~ 81,935	~~\$1,276,129~~ 293,064	As Ordered	Prior to Opening	Vendors
Signage (Note 12)	\$23,000	\$120,000	Lump Sum	Prior to Opening	Installers & Vendors
Opening Inventory and Supplies (Note 13)	\$25,691	\$55,844	Lump Sum	As Arranged	Vendors
Utility Deposits (Note 14)	\$11,000	\$29,000	Lump Sum	Prior to Opening	Utility Companies
Guest Wi-Fi System (Note 15)	\$16,935	\$33,870	Lump Sum	Prior to Opening	Vendors
Voice Telephone System (Note 16)	\$18,064	\$27,096	Lump Sum	Prior to Opening	Vendors

**TABLE 5 - YOUR ESTIMATED INITIAL INVESTMENT FOR A
140 ROOM NEW BUILD DUAL BRAND HOTEL
(RED ROOF PLUS+ / HOMETOWNE STUDIOS)**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Red Roof PLUS+ Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back-Office (Note 17)	\$16,500	\$22,000	Lump Sum	Prior to Opening	Us, Installers & Vendors
HomeTowne Studios Hotel Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back-Office (Note 17)	\$16,500	\$22,000	Lump Sum	Prior to Opening	HTS, Installers & Vendors
Insurance (Note 18)	\$25,000	\$66,000	Lump Sum	Prior to Opening	Insurers, Us & HTS
Red Roof PLUS+ Training Expenses (Note 19)	\$5,500	\$9,100	Lump Sum	Upon Commencement of Training	Us
HomeTowne Studios Hotel Training Expenses (Note 19)	\$5,500	\$9,100	Lump Sum	Upon Commencement of Training	HTS
Additional Funds – 3 months (Note 20)	\$112,000	\$154,000	As Arranged	As Incurred	Vendors & Employees
TOTAL (excludes land acquisition costs) (Note 21)	~~\$12,571,483~~ <u>13,588,418</u>	~~\$14,843,155~~ <u>15,860,090</u>			

NOTES TO TABLES 1-5 FOR NEW BUILDS

- 1. Application Fee/Initial Franchise Fee.** See Item 5 for the conditions when the application fee is refundable. The initial franchise fee is not refundable. For Dual Brand Hotels, see HTS's franchise disclosure document for information on the HTS application fee and initial franchise fee.
- 2. Opening Package.** The Opening Package includes a full professional photo shoot for the Inn and training materials. The cost of the Opening Package is not refundable. We and our affiliates do not finance any portion of this cost.
- 3. Market Study.** A market study is optional. The purpose of a market study is to gauge demand, rate potential, and appropriateness of the location and other aspects of the proposed project. We do not require a market study or recommend any particular consultant, but we recommend a market study. Your lender may require a market study as a condition to financing.
- 4. Phase I Environmental Survey.** We do not require proof that your intended site is environmentally appropriate. However, we recommend that you undertake an environmental study and your lender may make an environmental study a condition to financing.
- 5. Design, Testing & Fees.** This estimate is for architectural services and civil engineers both before and during construction. You should discuss with your consultants and obtain renovation or construction plans that meet the Americans with Disabilities Act and other legal requirements.
- 6. Site and Civil Work.** This includes site preparation, grading, earthwork, paving, surfacing and site utilities, for a typical site (that does not have difficult or peculiar land use, design, and/or grading aspects).
- 7. Landscaping and Irrigation.** This includes the cost of design and installation of landscaping and irrigation suitable to the site. Costs will vary depending on the site and local codes.
- 8. Facility Construction.** This estimate includes construction costs for one building. This estimate assumes that you do not construct a manager's apartment (approximately \$10,000 extra) or a swimming pool (approximately \$35,000 extra) but includes construction of an on-site laundry at an approximate cost of \$17,000. We recommend a laundry facility unless suitable alternate facilities are available.
- 9. Construction Contingency.** The construction contingency is for unforeseen costs and difficulties when constructing your Inn.
- 10. Owner Project Management.** This amount includes the cost for owner supervision of the construction process at the owner's discretion.
- 11. Furniture, Fixtures, Equipment and Soft Goods.** This includes equipment such as televisions, furniture, carpet, soft goods and fixtures for guest rooms, lobbies, common areas and back-of-house areas. It does not include taxes or freight, nor does it include furnishing a manager's apartment.
- 12. Signage.** We recommend the largest exterior pole-mounted or pylon sign that local authorities will allow. This estimate includes building signage and smaller directional signage.
- 13. Opening Inventory and Supplies.** You must purchase linens and towels, forms, uniforms, collateral materials and cleaning supplies. Uniforms and collateral materials must be purchased prior to opening.

14. Utility Deposits. Utility costs vary widely. You should check with your local utility companies.

15. Guest Wi-Fi System. You are required to provide Wi-Fi services to guests. This is the estimated cost of installing such a system.

16. Voice Telephone System. You will need a voice telephone system to provide telephone service to the front desk, back office, and guest rooms. The cost of such systems varies widely by geographic area and vendor.

17. Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back-Office. This estimate includes: (i) a software license fee for use of the Reservation Platform / PMS required to operate your Inn (payable to us); (ii) fees for the computer systems required to support the Reservation Platform / PMS and access the Reservation System (payable to us if purchased from us); and (iii) fees for the installation of such items and related costs (payable to third parties). This estimate does not include taxes and shipping costs for the computer system, which will vary by location. At a minimum, you will be required to pay \$15,000, which covers your Reservation Platform / PMS software license fee. Whether you will incur additional costs will depend on whether you have the required computer hardware/software needed to support such PMS and otherwise meeting our specifications. See Items 8 and 11 for more information regarding the computer system and data communication capability requirements. If you operate a Dual Brand Hotel, you will sign a separate Reservation Platform / PMS Agreement and will incur these same fees for the HomeTowne Studios hotel portion of your Dual Brand Hotel.

18. Insurance. The figures represent an estimated payment of one year's insurance premiums in advance, with coverage meeting our insurance requirements. Insurance costs vary widely depending on location, prior business history, size of the Inn and prior loss experience. You should obtain a quote from your insurance company for the required coverage. Insurance requirements are summarized in Item 8. We procure cyber-liability insurance on your behalf and you must pay for the first year of coverage prior to opening your Inn. If you operate a Dual Brand Hotel, you must separately insure the HomeTowne Studios hotel portion of your Dual Brand Hotel.

19. Training Expenses. This amount covers the cost of your required training prior to/during ~~opening and within 90 days of~~ opening, including the current fee of \$1,000 to \$1,250 for the initial virtual training of one Owner/Operator and the current fee of \$1,000 to \$1,600 (per person) for New Owner Orientation hosted in New Albany, Ohio. Such amounts are subject to change. This estimate does not include the costs associated with such training for which you are responsible, including, but not limited to, meals and travel expenses of the individual(s) attending the training programs. You are responsible for the wages of all persons that attend our training programs and who are part of the initial on-site training but such amounts are not included in this estimate. A trainer will visit your Inn the week before or the week of your opening and provide additional training for a fee of \$4,500 to \$5,000. In addition to the fees disclosed above, if you notify us that your property is ready for opening and our personnel visit your Inn and we determine that your Inn has not satisfied all requirements to open, you must pay a re-visit fee of \$2,250 to \$5,000 before we will authorize your Inn to open. The re-visit fee is not refundable under any circumstances. If you operate a Dual Brand Hotel, you will incur these same costs for the HomeTowne Studios hotel portion of your Dual Brand Hotel.

20. Additional Funds (3 Months). This is an estimate of your additional startup expenses for a three month period. These estimates were prepared by relying on our experience in building and franchising Red Roof Inns. These expenses include payroll costs. These figures are estimates and we cannot guarantee that you will not have additional expenses starting the business. Your costs will depend on factors such as: how much you follow our methods and procedures; your management skill, experience and business acumen;

local economic conditions; the local market for our services; the prevailing wage rate; competition; and the occupancy level reached during the initial period.

21. Estimated Initial Investment. Your estimated initial investment will vary widely in each individual situation based on the size and the physical condition of the property, fixtures, equipment, furnishings, furniture, signage, and similar items already present on the property. You should review these figures carefully with a business advisor before making any decision to purchase the franchise. Except as otherwise described above, all payments are non-refundable. We do not offer financing for any part of your initial investment. We do not estimate the cost of real estate due to wide variations among geographic areas and different sites. The typical Red Roof Inn, Red Roof Inn & Suites, Red Roof PLUS+, and Red Roof PLUS+ & Suites requires approximately two acres of land. A typical Dual Brand Hotel requires approximately two to two and a half acres of land depending on set backs and building codes.

**TABLE 6 - YOUR ESTIMATED INITIAL INVESTMENT
FOR A 65 ROOM CONVERSION PROPERTY
RED ROOF INN OR RED ROOF INN & SUITES**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Application Fee/Initial Franchise Fee (Note 1)	\$30,000	\$30,000	Lump Sum	\$3,000 Application Fee due upon submission of Application and \$27,000 due upon execution of the Franchise Agreement	RRF
Opening Package (Note 2)	\$2,500	\$2,500	Lump Sum	Prior to Opening	RRF
Landscaping (Note 3)	\$0	\$75,000	As arranged	Prior to Opening	Contractors & Vendors
Facility Construction and/or Renovation (Note 4)	~~\$32,500~~ <u>\$35,750</u>	\$650,000	As arranged	Prior to Opening	Contractors, Subcontractors, Construction Managers & Vendors
Furniture, Fixtures, Soft Goods and Equipment (Note 5)	~~\$39,000~~ <u>\$41,600</u>	\$455,000	As Ordered	Prior to Opening	Vendors
Guest Wi-Fi System (Note 6)	\$0	\$25,000	Lump Sum	Prior to Opening	Vendors
Signage (Note 7)	\$10,000	\$51,000	Lump Sum	Prior to Opening	Installers & Vendors

**TABLE 6 - YOUR ESTIMATED INITIAL INVESTMENT
FOR A 65 ROOM CONVERSION PROPERTY
RED ROOF INN OR RED ROOF INN & SUITES**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Opening Inventory and Supplies (Note 8)	\$11,000	\$25,000	Lump Sum	As Arranged	Vendors
Voice Telephone System (Note 9)	\$0	\$24,000	Lump Sum	Prior to Opening	Vendors
Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back-Office (Note 10)	\$16,500	\$22,000	Lump Sum	Prior to Opening	RRF, Installers & Vendors
Insurance (Note 11)	\$0	\$73,500	Lump Sum	Prior to Opening	Insurers and Us
Training Expenses (Note 12)	\$5,500	\$9,100	Lump Sum	Upon Commencement of Training	RRF
Additional Funds (3 Months) (Note 13)	\$112,000	\$154,000	As Arranged	As Incurred	Vendors & Employees
TOTAL (Note 14)	~~\$259,000~~ <u>\$264,850</u>	\$1,596,100			

**TABLE 7 - YOUR ESTIMATED INITIAL INVESTMENT
FOR A 65 ROOM CONVERSION PROPERTY - RED ROOF PLUS+**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Application Fee/Initial Franchise Fee (Note 1)	\$30,000	\$30,000	Lump Sum	\$3,000 Application Fee due upon submission of Application and \$27,000 due upon execution of the Franchise Agreement	RRF

**TABLE 7 - YOUR ESTIMATED INITIAL INVESTMENT
FOR A 65 ROOM CONVERSION PROPERTY - RED ROOF PLUS+**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Opening Package (Note 2)	\$2,500	\$2,500	Lump Sum	Prior to Opening	RRF
Landscaping (Note 3)	\$1,000	\$88,000	As arranged	Prior to Opening	Contractors & Vendors
Facility Construction and/or Renovation (Note 4)	~~\$65~~ 74,000	\$673,000	As arranged	Prior to Opening	Contractors, Subcontractors, Construction Managers & Vendors
Furniture, Fixtures, Soft Goods and Equipment (Note 5)	~~\$65~~ 81,000	\$475,000	As Ordered	Prior to Opening	Vendors
Guest Wi-Fi System (Note 6)	\$500	\$25,500	Lump Sum	Prior to Opening	Vendors
Signage (Note 7)	\$11,000	\$53,000	Lump Sum	Prior to Opening	Installers & Vendors
Opening Inventory and Supplies (Note 8)	\$19,000	\$28,000	Lump Sum	As Arranged	Vendors
Voice Telephone System (Note 9)	\$0	\$25,500	Lump Sum	Prior to Opening	Vendors
Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back-Office (Note 10)	\$16,500	\$22,000	Lump Sum	Prior to Opening	RRF, Installers & Vendors
Insurance (Note 11)	\$0	\$73,500	Lump Sum	Prior to Opening	Insurers
Training Expenses (Note 12)	\$5,500	\$9,100	Lump Sum	Upon Commencement of Training	RRF
Additional Funds (3 Months) (Note 13)	\$112,000	\$154,000	As Arranged	As Incurred	Vendors & Employees
TOTAL (Note 14)	~~\$328~~ 353,000	\$1,659,100			

**TABLE 8 - YOUR ESTIMATED INITIAL INVESTMENT
FOR A 65 ROOM CONVERSION PROPERTY - RED ROOF PLUS+ & SUITES**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Application Fee/Initial Franchise Fee (Note 1)	\$30,000	\$30,000	Lump Sum	\$3,000 Application Fee due upon submission of Application and \$27,000 due upon execution of the Franchise Agreement	RRF
Opening Package (Note 2)	\$2,500	\$2,500	Lump Sum	Prior to Opening	RRF
Landscaping (Note 3)	\$1,000	\$88,000	As arranged	Prior to Opening	Contractors & Vendors
Facility Construction and/or Renovation (Note 4)	~~\$67~~ 76,000	\$685,000	As arranged	Prior to Opening	Contractors, Subcontractors, Construction Managers, & Vendors
Furniture, Fixtures, Soft Goods and Equipment (Note 5)	~~\$67~~ 83,000	\$495,000	As Ordered	Prior to Opening	Vendors
Guest Wi-Fi System (Note 6)	\$500	\$25,500	Lump Sum	Prior to Opening	Vendors
Signage (Note 7)	\$11,000	\$59,000	Lump Sum	Prior to Opening	Installers & Vendors
Opening Inventory and Supplies (Note 8)	\$19,000	\$28,000	Lump Sum	As Arranged	Vendors
Voice Telephone System (Note 9)	\$0	\$24,000	Lump Sum	Prior to Opening	Vendors

**TABLE 8 - YOUR ESTIMATED INITIAL INVESTMENT
FOR A 65 ROOM CONVERSION PROPERTY - RED ROOF PLUS+ & SUITES**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back-Office (Note 10)	\$16,500	\$22,000	Lump Sum	Prior to Opening	RRF, Installers & Vendors
Insurance (Note 11)	\$0	\$73,500	Lump Sum	Prior to Opening	Insurers
Training Expenses (Note 12)	\$5,500	\$9,100	Lump Sum	Prior to Opening	RRF
Additional Funds (3 Months) (Note 13)	\$112,000	\$154,000	As Arranged	As Incurred	Vendors & Employees
TOTAL (Note 14)	~~\$332~~ 357,000	\$1,695,600			

**TABLE 9 YOUR ESTIMATED INITIAL INVESTMENT
FOR A 120 ROOM CONVERSION PROPERTY FOR A DUAL BRAND HOTEL
(RED ROOF INN AND HOMETOWNE STUDIOS)**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Red Roof Inn Application Fee/Initial Franchise Fee (Note 1)	\$35,000	\$35,000	Lump Sum	\$5,000 Application Fee due upon submission of Franchise Application and \$30,000 due upon execution of the Franchise Agreement	Us
Home Towne Studios Application Fee/Initial Franchise Fee (Note 1)	\$35,000	\$35,000	Lump Sum	\$5,000 Application Fee due upon submission of Franchise Application and \$30,000 due upon execution of the	HTS

**TABLE 9 YOUR ESTIMATED INITIAL INVESTMENT
FOR A 120 ROOM CONVERSION PROPERTY FOR A DUAL BRAND HOTEL
(RED ROOF INN AND HOMETOWNE STUDIOS)**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
				Franchise Agreement	
Opening Package (Note 2)	\$2,500	\$2,500	Lump Sum	Prior to Opening	Us
Landscaping (Note 3)	\$0	\$44,000	As arranged	Prior to Opening	Contractors & Vendors
Facility Renovation (Note 4)	\$216,000	\$876,923	As arranged	Prior to Opening	Contractors, Subcontractors, Construction Managers, Vendors
Furniture, Fixtures, Soft Goods and Equipment (Note 5)	\$221,538	\$769,846	As Ordered	Prior to Opening	Vendors
Guest Wi-Fi System (Note 6)	\$0	\$46,153	Lump Sum	Prior to Opening	Vendors
Signage (Note 7)	\$18,000	\$110,000	Lump Sum	Prior to Opening	Installers & Vendors
Opening Inventory and Supplies (Note 8)	\$9,230	\$31,384	Lump Sum	As Arranged	Vendors
Voice Telephone System (Note 9)	\$0	\$44,307	Lump Sum	Prior to Opening	Vendors
Red Roof Inn Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back-Office (Note 10)	\$16,500	\$22,000	Lump Sum	Prior to Opening	Us, Installers & Vendors
HomeTowne Studios Hotel Reservation Platform / PMS Software License	\$16,500	\$22,000	Lump Sum	Prior to Opening	HTS, Installers & Vendors

**TABLE 9 YOUR ESTIMATED INITIAL INVESTMENT
FOR A 120 ROOM CONVERSION PROPERTY FOR A DUAL BRAND HOTEL
(RED ROOF INN AND HOMETOWNE STUDIOS)**

TYPE OF EXPENDITURE	AMOUNT (LOW)	AMOUNT (HIGH)	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Fee and Computer Systems including Front Desk and Back-Office (Note 10)					
Insurance (Note 11)	\$0	\$73,500	Lump Sum	Prior to Opening	Insurers, Us & HTS
Red Roof Inn Training Expenses (Note 12)	\$5,500	\$9,100	Lump Sum	Prior to Opening	Us
HomeTowne Studios Training Expenses (Note 12)	\$5,500	\$9,100	Lump Sum	Upon Commencement of Training	HTS
Additional Funds (Note 13)	\$112,000	\$154,000	As Arranged	As Incurred	Vendors & Employees
TOTAL (Note 14)	\$693,268	\$2,284,813			

Notes to Tables 6 - 9 for Conversion Properties

- 1. Application Fee/Initial Franchise Fee.** See Item 5 for the conditions when the application fee is refundable. The initial franchise fee is not refundable. For Dual Brand Hotels, see HTS's franchise disclosure document for information on the HTS application fee and initial franchise fee.
- 2. Opening Package.** The Opening Package includes a full professional photo shoot for the Inn and training materials. The cost of the Opening Package is not refundable. We and our affiliates do not finance any portion of this cost.
- 3. Landscaping.** You are required to landscape your property in accordance with our standards and as determined by local climate. Such costs will vary depending on the site, local code and the condition of the landscaping prior to conversion.
- 4. Facility Construction and/or Renovation.** All franchisees converting to a Red Roof Inn, Red Roof Inn & Suites, Red Roof PLUS+, and Red Roof PLUS+ & Suites are required to make updates, upgrades and/or renovations to their Inns in some manner. The cost of such updates, upgrades and/or renovations will vary widely, however, depending on the size and the physical condition of the property. See Note 14 below regarding further explanation of the timing and costs of such updates, upgrades, and renovations.
- 5. Furniture, Fixtures, Soft Goods and Equipment.** This includes equipment such as televisions, furniture, carpet, flooring, soft goods and fixtures for guest rooms, lobbies, common areas and back-of-house areas. The cost of such items will vary widely depending on size of the property and the quality and

condition of such items already equipped at the Inn. See Note 14 below regarding further explanation of the timing and costs of such updates/upgrades/renovations.

6. Guest Wi-Fi System. You are required to provide Wi-Fi services meeting our standards and specifications to guests. This is the estimated cost of installing such a system. Such cost will vary depending on whether you already have Wi-Fi services in place that meet our standards and specifications.

7. Signage. We recommend the largest exterior pole-mounted or pylon sign that local authorities will allow. This estimate includes building signage and smaller directional signage.

8. Opening Inventory and Supplies. You must purchase linens and towels, forms, uniforms, collateral materials and cleaning supplies. Costs will vary depending on how many towels and cleaning supplies you already have in stock in operation of your Inn. Uniforms and collateral materials must be purchased prior to opening.

9. Voice Telephone System. You are required to have a voice telephone system to provide telephone service to the front desk, back office, and guest rooms. Such cost will vary depending on whether you already have such a system prior to conversion. If such system must be purchased, the cost of such systems varies widely by geographic area and vendor.

10. Reservation Platform / PMS Software License Fee and Computer Systems including Front Desk and Back-Office. This estimate includes: (i) a software license fee for use of the Reservation Platform / PMS required to operate your Inn (payable to us); (ii) fees for the computer systems required to support the Reservation Platform / PMS and access the Reservation System (payable to us if purchased from us); and (iii) fees for the installation of such items and related costs (payable to third parties). This estimate does not include taxes and shipping costs for the computer system, which will vary by location. At a minimum, you will be required to pay \$15,000, which covers your Reservation Platform / PMS software license fee. Whether you will incur additional costs will depend on whether you have the required computer hardware/software needed to support such PMS and otherwise meeting our specifications. See Items 8 and 11 for more information regarding the computer system and data communication capability requirements. If you operate a Dual Brand Hotel, you will sign a separate Reservation Platform / PMS Agreement and will incur these same fees for the HomeTowne Studios hotel portion of your Dual Brand Hotel.

11. Insurance. You must purchase insurance meeting our coverage requirements. In the event you have insurance for your property that already meets our requirements, you will not be required to purchase insurance prior to opening and can simply renew. However, in the event you do not have insurance or must revise your insurance to meet our coverage requirements, the figures represent an estimated payment of one year's insurance premiums in advance, with coverage meeting our insurance requirements. Insurance costs vary widely depending on location, prior business history, size of the Inn, and prior loss experience. You should obtain a quote from your insurance company for the required coverage. Insurance requirements are summarized in Item 8. We procure cyber-liability insurance on your behalf and you must pay for the first year of coverage prior to opening your Inn. If you operate a Dual Brand Hotel, you must separately insure the HomeTowne Studios hotel portion of your Dual Brand Hotel.

12. Training Expenses. This amount covers the cost of your required training prior to/during ~~opening and within 90 days of~~ opening, including the current fee of \$1,000 to \$1,250 for the initial virtual training of one Owner/Operator and the current fee of \$1,000 to \$1,600 (per person) for New Owner Orientation hosted in New Albany, Ohio. Such amounts are subject to change. This estimate does not include the costs associated with such training for which you are responsible, including, but not limited to, meals and travel expenses of the individual(s) attending the training programs. You are responsible for the wages of all persons that attend our training programs and who are part of the initial on-site training but such amounts

are not included in this estimate. A trainer will visit your Inn the week before or the week of your opening and provide additional training for a fee of \$4,500 to \$5,000. In addition to the fees disclosed above, if you notify us that your property is ready for opening and our personnel visit your Inn and we determine that your Inn has not satisfied all requirements to open, you must pay a re-visit fee of \$2,250 to \$5,000 before we will authorize your Inn to open. The re-visit fee is not refundable under any circumstances. If you operate a Dual Brand Hotel, you will incur these same costs for the HomeTowne Studios hotel portion of your Dual Brand Hotel.

13. Additional Funds (3 Months). This is an estimate of your additional initial startup expenses for a three month period. These estimates were prepared by relying on our experience in building and franchising Red Roof Inns. These expenses include payroll costs. These figures are estimates and we cannot guarantee that you will not have additional expenses starting the business. Your costs will depend on factors such as: how much you follow our methods and procedures; your management skill, experience and business acumen; local economic conditions; the local market for our services; the prevailing wage rate; competition; and the occupancy level reached during the initial period.

14. Estimated Initial Investment. This amount represents the range of initial investment for a Conversion. Although all costs listed in this table are referred to as your “Estimated Initial Investment”, you may not actually incur some of the costs covered by the titles “Facility Construction and/or Renovation” and “Furniture, Fixtures, Soft Goods and Equipment”, until a period of time after your hotel has converted. More specifically, as part of your Franchise Agreement, you will receive a property improvement plan which sets forth your Inn’s requirements for construction/renovation and required furniture, fixtures, soft goods and equipment, as well as a schedule for completion of such items. However, depending on the condition of your hotel prior to conversion, we may permit you to complete such renovations/revisions in phases over a period of time. Therefore, you may incur such costs over a period of time rather than prior to converting your hotel.

For a Conversion, you will incur costs to bring the property into conformity with the System. Such costs will vary widely in each individual situation based on the size and the physical condition of the property, fixtures, equipment, furnishings, furniture, signage, and similar items already present on the property. You should review these figures carefully with a business advisor before making any decision to purchase the franchise. Except as otherwise described above, all payments are non-refundable. We do not offer financing for any part of your initial investment. We do not estimate the cost of real estate due to wide variations among geographic areas and at different sites. The typical Red Roof Inn, Red Roof PLUS+, and Red Roof PLUS+ & Suites requires approximately two acres of land. The typical Dual Brand Hotel requires approximately two to two and a half acres of land depending on set backs and building codes.

ITEM 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

This item describes your obligations to buy or lease from us, from suppliers we permit you to use, or in accordance with our standards and specifications.

You are required to operate your Inn in accordance with our procedures, policies, specifications and standards (including, but not limited to, product, service and operational standards). You must build, furnish, equip and supply the Inn with products as designated by us, including but not limited to fixtures, furnishings, equipment, signs, materials and supplies. These specifications include, but are not limited to, standards for delivery, performance, design and appearance. The sources of such obligations are the Franchise Agreement and our Manuals, which may be amended by us in our sole discretion at any time.

We estimate that our standards and specifications will apply to 80-90% of your purchases and leases in the development and operation of your Inn.

Items That Must Be Purchased From RRF And Our Affiliates

You are required to use ~~the~~our Reservation System, ~~which is currently provided by our affiliate, RRI-Reservations.~~ In order for your Inn to interface with the Reservation System and operate the Inn generally, you must use the Reservation Platform / PMS with computer hardware and software that supports the Reservation Platform / PMS and otherwise meets our standards and specifications. We sublicense the Reservation Platform / PMS software to our franchisees. We also sublicense the revenue management software system to you. We provide the call center services under the RediCall Agreement, which is an optional service. In ~~2024, RRI-Reservations earned \$26,698,254 from our franchisees. In 2024~~2025, we received revenue for the Reservation Platform / PMS from our franchisees in the amount of ~~\$5,653,647~~\$3,782,574, which was ~~6.15% of our annual revenues of \$4,91,958,435~~% of our annual revenues of \$77,088,942 and we received revenue from the RediCall call center services in the amount of ~~\$416,898,392,171~~ which was ~~0.45%~~51% of our annual revenues of ~~\$91,958,435~~\$77,088,942.

Items That Must Be Purchased From Designated Suppliers

We require you to purchase certain items or services from specific suppliers ("Designated Suppliers") which we identify from time to time. In instances in which there is a Designated Supplier, we do not permit you to purchase such items or services from alternative sources. You must purchase certain brand specific and Red Roof Inn logoed items, marketing materials, exterior and interior signage, the computer system, Reservation Platform / PMS, technology equipment, furnishings, fixtures and equipment for your Inn from our Designated Suppliers. We will provide you with a list of our Designated Suppliers. The estimated proportion of any purchases and leases required to be made by franchisees from us or from Designated Suppliers is (a) 58% of total purchases and leases in establishing the franchised business and (b) 39% of total purchases and leases in operating the franchised business.

Supplier Approval Process

If you want to purchase items from suppliers other than Designated Suppliers, you must submit a request to us in writing, together with any evidence of conformity to our specifications that we may reasonably require, ~~along with a \$5,000 supplier review fee.~~ When approving suppliers, we consider the durability, quality and aesthetics of the supplier's products, the supplier's ability to meet our Standards and specifications, and its maintenance and service capability. We may require that our representatives be permitted to inspect the supplier's facilities, and that samples from the supplier be delivered for evaluation and testing to us or to an independent testing facility we designate. You must pay ~~for an additional charge, not to exceed \$5,000, to cover~~ the reasonable cost of the evaluation and testing, whether or not we approve the supplier. We will notify you of our approval or disapproval of the proposed supplier after the completion of the evaluation and testing. The Franchise Agreement does not specify any time within which we must notify you of our approval or disapproval of a proposed supplier. Our current practice is to notify you within 30 days after completion of the evaluation and testing. We may revoke our approval of particular items or suppliers if we determine that the items or suppliers no longer meet our Standards. When you receive written notice that we have revoked our approval of a supplier, you must stop purchasing from that supplier.

Items That Must Meet Our Standards And Specifications

You are required to provide high speed internet access via a wireless network in order to provide guests with internet access. Your Wi-Fi service must meet our standards and specifications and must be

provided to guests free of charge in each guest room and otherwise as designated by us. We currently do not designate a particular supplier for Wi-Fi service at your Inn but reserve the right to do so in the future. You are required to provide flat screen televisions that meet our standards and specifications in all guest rooms and provide at least two feeds of HBO programming services in every guest room. You must otherwise purchase items meeting our Standards and Specifications as outlined in our Standards Manual and our Master Design Specifications Manual. You must provide free of charge, one 12 - 20 ounce bottle of water per day for any RediRewards Preferred Member's stay at your Inn.

Insurance

Before the commencement of any activities under the Franchise Agreement, you must procure, and maintain in full force and effect at all times during the term of the Franchise Agreement, insurance policies with the following coverage limits and you must name us and our affiliates as additional insureds as we require. The insurance coverage shall be placed with an insurance company or companies having a Bests Key Rating Guide of A-IV or better and be satisfactory to us. Any and all deductibles and/or self-insured retentions are your sole responsibility. No such required policy may have a deductible that exceeds \$25,000, which such deductible shall be your responsibility.

Commercial Property Insurance	100% of the replacement value of your Inn and recovery of net profits and continuing expenses of the Inn for a 12-month period
Commercial General Liability	\$2,000,00 per occurrence with a \$2,000,000 aggregate
Commercial Umbrella Liability	\$5,000,000 aggregate
Automobile Liability	\$1,000,000 per occurrence
Dram Shop/Liquor Liability	\$1,000,000 per occurrence and \$1,000,000 aggregate (required only if you serve alcohol at your Inn)
Workers Compensation	Not less than \$500,000 per occurrence
Cyber Liability	\$1,000,000 per occurrence with a \$1,000,000 limit for regulatory fines, 250,000 limit for PCI DSS fines, \$1,000,000 limit for legal services, public relations and crisis management expenses, and a \$50,000 limit for notified individuals to whom notification, call center and credit or identity monitoring services will be provided
Employment Practices	\$1,000,000 per occurrence / \$50,000 deductible

You must provide us with evidence of coverage. If you fail to procure or maintain the required insurance~~required~~, (1) we may charge you a noncompliance fee of up to \$2,500 for each instance of non-compliance, and (2) we have the right and authority (but not the obligation) to procure such insurance and to charge the cost of such policy thereof to you, which charge, plus a reasonable fee for our efforts in so acting (not to exceed \$2,500), shall be payable by you immediately upon notice.

Other Related Issues

We have negotiated purchase arrangements (including price terms) with suppliers for the benefit of our franchisees. We do not have any purchasing or distribution cooperatives. We do not provide material benefits to a franchisee based on that franchisee's purchase of particular products or services or the use of particular suppliers.

We may earn money from suppliers based on your purchases in the form of rebates, commissions, sponsorships, or other payments. These payments compensate us for the cost of negotiating and maintaining the purchasing arrangements with the suppliers. In exchange for these fees, we may provide

each vendor with certain services, which may include one or more of the following: marketing services from our procurement and marketing personnel, listing on our procurement website, access to our brand conference, listing and promotion in our online and electronic publications and notifications and sponsorship opportunities, among other benefits. In ~~2024, RRF received~~ 2025, we did not receive any revenue from ~~HBO in the amount of \$419,221, which was 0.4% of our annual revenues of \$91,958,435~~ suppliers based on franchisee purchases.

None of our officers own an interest in any of our suppliers.

ITEM 9

FRANCHISEE'S OBLIGATIONS

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

Obligation	Section in Agreement	Item in Disclosure Document
a. Site selection and acquisition/lease	Section 5.1 of Franchise Agreement; Section 1 of Renovation and Construction Addenda	Items 7 and 11
b. Pre-opening purchases/leases	Sections 5.1.1, 5.8, and 11.1 of Franchise Agreement; Section 5 of Renovation and Construction Addenda	Items 5, 7 and 8
c. Site development and other pre-opening requirements	Section 5 of Franchise Agreement; Sections 2, 3 and 4 of Renovation and Construction Addenda	Items 7, 8 and 11
d. Initial and ongoing training	Section 5.6 of Franchise Agreement	Items 6, 7 and 11
e. Opening	Section 6 of Renovation and Construction Addenda	Items 5, 7 and 11
f. Fees	Sections 2.2.6, 4, 5.6, 5.7, 5.10.3, 8.2.2, 9.2, 10.2, 10.3.3, 11.4.3, 12, 13.1, 13.3, 14.1.7, 15.2.2, and 17.8.4 of Franchise Agreement and 6.6.2 of Renovation and Construction Addenda; Section 3 of the RediCall Agreement	Items 5, 6 and 7
g. Compliance with standards and policies/operating manual	Sections 5, 6, 7, 8, and 10 of Franchise Agreement; Sections 2, 3, 4.1 and 4.2 of Renovation and Construction Addenda	Items 8, 11 and 16
h. Trademarks and proprietary information	Sections 5.2, 5.9, 6, 7, 8, 14 and 15 of Franchise Agreement; Section 7.2 of Renovation and Construction Addenda; Non-Disclosure Agreement	Items 13 and 14

Obligation	Section in Agreement	Item in Disclosure Document
i. Restrictions on products/services offered	Section 5.3 of Franchise Agreement	Items 8 and 16
j. Warranty and customer service requirements	Section 5.10 of Franchise Agreement	Not Applicable
k. Territorial development and sales quotas	Section 1 of Franchise Agreement	Item 12
l. Ongoing product/service purchases	Section 5.3 and 5.8 of Franchise Agreement	Item 6 and 8
m. Maintenance, appearance and remodeling requirements	Sections 5.1, 5.2, 5.8, 5.9 and 5.19 of Franchise Agreement and Sections 4 and 5 of the Renovation and Construction Addenda	Items 7 and 8
n. Insurance	Section 11 of Franchise Agreement	Item 7
o. Advertising	Section 10 of Franchise Agreement; Section 7.2 of the Renovation and Construction Addenda	Items 6 and 11
p. Indemnification	Section 11.4.4 and 15 of Franchise Agreement; Guarantee	Not Applicable
q. Owner's participation / Management/Staffing	Sections 5.5, 5.10, 15.1 of Franchise Agreement	Item 15
r. Records and reports	Section 9 of Franchise Agreement	Not Applicable
s. Inspections and Audits	Section 9 of Franchise Agreement; Section 6.6.1 of Renovation and Construction Addenda	Items 6 and 11
t. Transfer	Section 12 of Franchise Agreement	Item 17
u. Renewal	Section 2.2 of Franchise Agreement	Item 17
v. Post-termination obligations	Section 14 of Franchise Agreement; Section 8.3 of Renovation and Construction Addenda	Item 17
w. Non-competition covenants	Section 16.2.2 of Franchise Agreement	Item 17
x. Dispute resolution	Section 17.6 of Franchise Agreement	Item 17
y. Taxes/Permits	Sections 5.18 of Franchise Agreement	Item 1

ITEM 10

FINANCING

We do not offer direct or indirect financing to franchisees. We will not guarantee your note, lease, or other obligation.

ITEM 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

Except as listed below, RRF is not required to provide you with any assistance.

General Description of Services and Other Support.

Before you open your Inn, we will:

1. Approve the site for your Inn prior to approving your Application. We do not locate a site for you or negotiate the purchase or lease of the site. You own or lease the site and you are responsible for the renovation or construction of your Inn at the approved site. See the discussion under Site Selection, below (Exhibit A to the Franchise Agreement; Section 1 of the Renovation and Construction Addenda).
2. Provide you with training (Franchise Agreement, Section 3.1.1). You are required to pay a fee for such training, in addition to expenses (see discussion under "Training" below).
3. Loan to you one set of our Manuals or post them electronically in a form accessible by you (Franchise Agreement, Section 3.1.2).
4. Designate the computer and data communication hardware, software, and communications facilities and services to be used in connection with operating your Inn. (Franchise Agreement, Section 3.1.5).
5. Review your Renovation or Construction Plans for the Inn (Section 3 of the Renovation and Construction Addenda). We do not assist you in conforming the premises to local ordinances and building codes or in obtaining required permits.
6. Inspect your Inn and, if in our sole judgment you have renovated or constructed the Inn in strict compliance with our Standards, authorize you to open as a Red Roof Inn (Sections 6.6.1 and 7.1 of the Renovation and Construction Addenda). Although we provide the Standards with which you must comply, we do not assist you in constructing, remodeling or decorating the premises. We generally do not provide equipment, signs, fixtures, opening inventory, or supplies directly, but we provide written specifications and Designated Suppliers for these items.

During your operation of the Inn, we will:

1. Provide initial and continuing training, consultation and advisory assistance to you in the management and operation of the Inn. Consultation and advisory assistance will be as we deem appropriate (Franchise Agreement, Section 3.1.1). You are required to pay a fee for such training, in addition to expenses.
2. Establish and maintain a Reservation System (Franchise Agreement, Section 3.1.3) and Marketing Program (Franchise Agreement, Section 10.1).
3. Provide marketing, advertising and promotions which, in our sole opinion, best supports the Red Roof System. (Franchise Agreement, Section 10)

We may, but are not obligated to, improve the System or develop new products or services that you will offer your customers but we make a practice of doing so. If we make improvements to the System or adopt new products or services as a Red Roof Inn Standard, you will be required to offer them. We may, but are not obligated to, provide advice or assistance to you in establishing room rates and managing unsold room inventory. The required computer system establishes procedures necessary for interface with our technology and reservation systems. If you do not timely resolve guest disputes, we reserve the right to intervene and resolve the dispute to maintain the positive public image and goodwill of the Red Roof Inn System.

We may delegate the responsibility for any of these services or other support activities to others, including to our Affiliates.

You are solely responsible for the recruitment, selection, training, compensation, discipline, assignments, scheduling, work environment and termination of the Inn employees. We may designate training requirements for certain management positions. We do not directly or indirectly control or supervise your employees or monitor your compliance with applicable laws and regulations governing your workplace. You must notify your employees at the time of hiring that they are employed and supervised by you and not by us or any Affiliate.

Other than set forth above, we have no obligation to provide any assistance in developing products or services you will offer to your Inn's customers, hiring or training employees, improving and developing the franchised business, establishing prices or room rates, establishing and using administrative, bookkeeping, accounting and inventory control procedures, or resolving operating problems you may encounter in operating the Inn.

Marketing and Reservation (Including Advertising)

We provide advertising, marketing and promotional programs as more fully described below. The advertising and marketing may be done nationally, regionally or locally and we may use all types of media determined to be appropriate at our discretion, including print, television, radio, the internet, mobile, voice assistance technology, social media, newspapers, magazines and/or collateral materials. We may use a combination of in-house staff and national advertising agencies to create and place such materials. Funding for the marketing and advertising program comes from a portion of the monies collected for the Marketing and Reservation Fee which is described in Item 6. Monies from the Marketing and Reservation Fee are otherwise used for the purposes described below. All franchisees must pay the Marketing and Reservation Fee. Affiliate-Managed Inns and Affiliate-Owned Inns contribute to the marketing effort and pay for reservation services, but they may not pay the Marketing and Reservation Fee at the same rate as franchised Inns.

We reserve the right to use Marketing and Reservation Fees to fund advertising, marketing and reservation support activities separately for Red Roof Inns or together, in whole or in part, with other brands owned by RRI when business circumstances warrant. Such combined activity may be on a specific advertising effort in one or more markets, joint campaign or longer-term commitment basis, in our sole discretion. We cannot assure that the benefits from joint activities will be proportional to relative contributions of RRF and the other RRI-owned hotel brands. Any jointly funded advertising will position Red Roof Inns as a co-equal brand with the other RRI-owned brands.

The Marketing and Reservation Fee will be spent as we, in our sole discretion, determine to be necessary or appropriate for the development, promotion and operation of the System, including but not limited to (a) marketing, advertising, reservation confirmations, the development of new guests, repeat visits by guests, and systems designed for such purposes (including any and all costs associated with

developing, preparing and administering reservation services, such as the computer system and software, phone lines and phone operations), (b) developing, preparing, producing, directing, administering, conducting, maintaining and disseminating advertising, marketing, telemarketing, promotional and public relations materials, programs and campaigns, (c) creating and maintaining internet advertising and marketing for the System (through a Red Roof Inn website or otherwise), (d) conducting market research, (e) developing, operating, supporting and/or administering other marketing programs and (f) developing, operating, supporting and/or administering the Reservation System.

We may use a portion of the amounts collected for the Marketing and Reservation Fee to defray the reasonable administration costs and overhead costs we and/or an affiliate incur in providing and/or administering the Reservation System and Marketing Program, including, but not limited to, the cost of providing accounting, collection, bookkeeping, reporting and legal services. We (or an affiliate) may provide products or services to develop, operate, direct, provide and/or administer the Reservation System and Marketing Program. Any such products or services provided by us (or an affiliate) will be provided at a cost comparable to those costs that would have been otherwise incurred if such products or services were obtained from unaffiliated third parties.

The aggregate of the Reservation and Marketing Fee we collect from franchisees does not constitute a trust and we are not a fiduciary with respect to such amounts. We are not obligated to expend funds for the marketing and reservation programs in excess of the Marketing and Reservation Fee received from all franchisees. We are not obligated to administer the aggregate of the Reservation and Marketing Fee we collect to make expenditures for you, which are equivalent or proportionate to your contribution, to spend money on advertising in your local area, or to ensure that any particular franchisee benefits directly or pro rata from expenditures for the marketing and reservation programs. Amounts spent from the Marketing and Reservation Fee are used to promote the System and the products and services sold by Red Roof Inns and are not used to sell additional franchises. During ~~2024~~2025, the portion of the Reservation and Marketing Fees collected and allocated to Marketing were spent as follows: ~~1.54~~0.83% on production, ~~54.94~~48.55% on media placement, ~~22.35~~25.97% on sales and branding, and ~~21.17~~24.65% on administrative expenses.

Any portion of the amounts received from the Marketing and Reservation Fee but not spent is carried over to the following year. An annual unaudited financial report relating to the Marketing and Reservation Fee is available to any franchisee upon request. We are not required to spend any amount on marketing in your territory.

There is no advertising council that advises RRF about the use of the Marketing and Reservation Fee. We do from time to time review marketing and advertising plans and programs with the Red Roof Inn Franchise Advisory Council (the “FAC”), a council we established to advise us on a wide range of issues. The FAC currently consists of ten franchisees and four corporate representatives. The FAC meets at least once a year at a location of our choosing. Recommendations made by the FAC on any subject are not binding on us. We can change or dissolve the FAC at our discretion.

We may establish cooperative advertising, marketing and sales programs, loyalty programs, marketing and sales promotions and other similar programs or activities as we deem appropriate. You must participate in such programs and activities as we determine. Such programs and activities may cause you to incur expenses and/or pay fees to us.

Cooperatives. Currently, there are no local or regional advertising cooperatives (“Cooperatives”). However, we may authorize the establishment of local or regional advertising cooperatives (“Cooperatives”) in designated geographic areas and may require you to join and contribute monies to the Cooperative. Affiliate-Owned Inns will be members of any Cooperative in areas where such Inns are located and will contribute at the same rate as other franchisees. Contributions to the Cooperative are in

addition to the Marketing and Reservation Fee described above. If established, you and other members of the Cooperative must contribute a monthly amount determined by the membership, but your contribution may not be greater than 1% of the Gross Room Revenues of the Inn. You must begin contributing to the Cooperative the first month the Cooperative commences operation. If your Inn is within the area of an existing Cooperative when the Inn opens for business, you must immediately join the Cooperative. If a Cooperative is established during the term of your Franchise Agreement, you must join no later than 30 days after written notification by us that the Cooperative has commenced operation. You will not be required to be a member of more than one Cooperative for the Inn.

Each Cooperative must be organized and governed in a form and manner and must begin operations on a date we approve in advance in writing. Each Cooperative must adopt written governing documents. If your Inn is within an area for which a Cooperative has been established, the Cooperative's governing documents will be available upon request. No changes in the bylaws or other governing documents of a Cooperative will be made without our prior written consent. Each Cooperative will be organized for the exclusive purpose of administering regional advertising programs and developing, subject to our approval, promotional materials for use by the members in local advertising. Each Cooperative may determine its own voting procedures. No advertising or promotional plans or materials may be used by a Cooperative or furnished to its members without our prior approval.

RediRewards. You must participate in the RediRewards Preferred Member Program and any other guest loyalty program that we require. Currently, the RediRewards Preferred Member Program provides members access to our Member Exclusive Rates, as well as express check-in, daily delivery of bottled water to the room, guaranteed late check-in, a discount on premium rooms (where available) and the opportunity for guests to earn points redeemable for free room nights and discounts at [The Red Collection](#) hotels, HomeTowne Studios hotels, and Red Roof Inns in addition to merchandise available on the RediRewards site. In the future, the guest loyalty program may involve additional expenses to you and may require your reimbursement to us or a designated supplier for expenses incurred on your behalf.

Other Advertising. You may, at your expense, conduct local and regional marketing programs and related activities subject to our prior written approval. You may not advertise, promote, post or list information about your Red Roof Inn on the internet, except as permitted by the Manuals. We include information about your Inn on a website that is maintained by us or one of our Affiliates.

Volume Plan Plus® Program. This program offers room rates to corporate partners that achieve a specific volume annually. Room rates for this program are set by us. All Inns must participate in the Volume Plan Plus Program.

RediBill. The RediBill program offers centralized nationwide billing privileges to companies who utilize an approved volume of room nights annually. It provides companies with the option to maintain the privilege by making advanced reservations or to allow their employees to use the account upon walk-in providing they provide the Volume Plan Plus number for their company along with the company name associated with the account. Members are billed for all stays weekly on one invoice. All Inns must participate in the RediBill program.

Computer Systems

We require you to use our Reservation Platform / PMS. You must enter into a Reservation Platform / PMS software license agreement with us or our affiliate and pay the software license fee. You also are required to use the revenue management software system that we designate. You are required to have computer hardware and software that supports our PMS and otherwise meets our standards and specifications. If you do not have such items, you will be required to purchase them at an estimated cost of

up to \$2,000 per computer (includes peripherals), which will vary on which components you are required to or otherwise decide to purchase (not including tax and shipping).

The Reservation Platform / PMS is a “front office” computer system designed to handle routine front desk functions and to be an interface with the central Reservation System. The PMS software automates check-in and payment, messages, rooms control and housekeeping scheduling, and various revenue and statistical reports on your business activity. The front desk hardware usually consists of two workstations, and associated credit card swipe devices and printers. You must obtain an EMV compliant credit card reader and an interface connection box. Where state and local ordinance permit, you may also opt to purchase a bar code scanner. You must retain the services of a supplier designated by us to interface your credit card processing with the Reservation Platform PMS. You also must obtain a facsimile machine (with an analog telephone line), a voice circuit to facilitate incoming and out-bound calls to and from the Inn and a data circuit with internet access with sufficient download and upload bandwidth as designated by us. We estimate it will cost \$16,500 to \$22,000 to obtain these items, including the cost of the software license fee for the Reservation Platform / PMS.

If you decide to use a back office system, we designate hardware and software for such system. Your back office system is used to access management and productivity tools not typically accessed from the front office system, for example, our extranet that provides on-line access to the Manuals and our e-mail system. The back office hardware consists of one personal computer and associated hardware and software, including a printer. We may require that you add a back office system.

You are required to pay us a fee for IT support, which includes a help desk, hardware and software support and maintenance. Fees for such support are currently \$490 per month plus \$3.85 per room, per month. You also will pay a Desktop Protection and Maintenance Fee in the amount of \$200 to \$250 per ~~machine~~device. These fees are payable to us, but we provide these services through a combination of an in-house IT department and outside suppliers. You have an obligation under the Franchise Agreement to update or upgrade the hardware and the software when it is necessary and when updates become available. We cannot predict the cost of future upgrades. There are no contractual limitations on the frequency or cost of this obligation.

The Reservation Platform / PMS stores data from your Inn, including occupancy and rate information, pricing information, reservations traffic and other statistical information. There is no contractual limitation to our right to receive and access this information. We may use this information for our own statistical, audit and marketing purposes, but will not disclose the information about your Inn in any way, which might be disseminated to the public and identified with your specific Inn, unless required to do so by law.

You must comply with all applicable legal, regulatory, payment card brand requirements and brand standards regarding the use of information technology. You must comply with the then-current Payment Card Industry Data Security Standards (“PCI/DSS”) as those standards may be revised by the PCI Security Standards Council, LLC or any successor organization, including (1) implementing (at your expense) all security requirements that the PCI Security Standards Council, LLC (or its successor) requires of a merchant that accepts payment cards, and (2) participating in (at your expense) a standardized PCI/DSS compliance program that is provided by a PCI/DSS vendor, in each case, approved by us in our discretion. You must, at your expense, demonstrate full compliance through means which may include having an independent third party qualified security assessor conduct a PCI/DSS audit and upload an attestation of compliance to a portal or vendor designated by us. In the event you are unable to demonstrate full compliance: (1) we may require you to engage the services of an approved vendor to assist you to demonstrate full compliance on an ongoing basis; (2) we may cut off your ability to process reservations and check-ins until compliance is proven; and (3) you must reimburse us for any costs and expenses

incurred by us in verifying your compliance and/or securing a vendor to assist you. We may require you to use, and directly contract with, certain approved third-party vendors, and in some cases a single approved third-party vendor, for some or all of your managed firewall, other technology security compliance and/or card brand or government requirements related to the transmission and processing of payment card transactions and information. You must immediately notify us if you become aware of any breach, or suspected breach, of card holder data or personally identifiable information, whether notice is provided by your credit card processor, law enforcement or any other party.

You are responsible for implementing all safeguards reasonably necessary for protecting customer and cardholder data from unauthorized disclosures and addressing data security risks that could arise from network connections between your technology systems and ours. You also are responsible for assessing the vulnerability of your own computer systems and implementing industry standard practices for maintaining data privacy and information security appropriate to the nature of that data. This responsibility includes your use of data security protection measures to prevent unauthorized access to and use of such data via your on-site technology as well as any technology hosted by third parties on your behalf, including your property management system.

Manuals

We will make the Manuals available in electronic format. The Manuals are our confidential and proprietary property and contain mandatory and suggested specifications, standards, operating procedures and rules periodically prescribed by us for use in the operation of an Inn. We have the right to modify the Manuals periodically and to supplement with revised bulletins. You must return the Manuals and any copies you have made of the electronic Manuals to us upon the expiration or termination of your Franchise Agreement or at any time we request. You must treat the Manuals confidentially and you may share only the parts of the Manuals with those in your employ on a “need-to-know” basis. As of the issuance date of this disclosure document, the Manuals have 159 pages. The Table of Contents of the Manuals are attached as Exhibit L.

Site Location, Opening, and Operational Assistance

You must submit to us a proposed site for the Inn when you submit your Application. We require information about the proposed site that will help us evaluate it, including location and maps; ownership and control; and market information. We do not have specific site selection or site approval criteria. However, the factors we will evaluate in considering whether to approve a site for a Red Roof Inn include demand in the immediate market, the number and type of competitive properties (including existing System hotels), the quality and physical condition of the property, service levels, location, visibility and accessibility, marketing efforts and effectiveness, prevailing rates in the market, facility reputation, convenience to destinations or generators of travelers and other factors. You must deliver to us satisfactory evidence that you have secured the right to possess the site by ownership or lease, within 90 days from the effective date of the Franchise Agreement or before opening your Inn as a Red Roof Inn, whichever occurs earlier. Failure to do so is a default under the Franchise Agreement and we may terminate the Franchise Agreement as a result.

Our approval of your site is not a guaranty, representation or warranty of the potential for success or revenues at the Inn, or as any assurance that you can obtain financing for the Inn. Our site approval is only an indication that the site meets the minimum requirements for a Red Roof Inn site.

We estimate the time period between signing the Franchise Agreement and the opening of your Inn will be 12 to 18 months if you construct a newly built inn, and three to nine months if you are renovating an existing property to become a Red Roof Inn. The time needed to open an Inn will vary

depending on the time needed to obtain the site, the availability of financing, the time required to obtain necessary zoning and construction permits and licenses for the construction and operation of the Inn, and successful completion of our initial training, weather, and the availability of labor, materials and supplies.

Although the Franchise Agreement does not obligate us to do so, after your Franchise Agreement is signed, we assign a Regional Vice President of Operations (“RVPO”) or Franchise Operations Director (“FOD”) to your Inn. The RVPO/FOD will work with you during the construction or renovation of the Inn as applicable; to provide you with information and answer questions you may have about the Standards or the opening process. The RVPO/FOD will visit your property just prior to your projected opening date to confirm whether you have completed the required construction or renovation to our Standards. The RVPO/FOD will assist in the opening process and throughout the term of the Franchise Agreement. Your RVPO/FOD will be your primary source of field support. We may assign different RVPO/FODs to your Inn from time to time at our discretion.

Training

We provide a training program relating to your Red Roof Inn franchise. As of the date of this Disclosure Document, the training program is as follows:

1. RED Advantage Training.

Owner/Operator Training is a blended learning solution consisting of OnDemand learning modules in the Red Roof Learning Management System and a series of live webinars divided into ~~three~~two phases: ~~Learning the Brand, Managing the Brand,~~Operational Excellence and ~~Growing the Brand,~~Revenue Ready. The identified General Manager must complete the ~~first~~ two phases of the RED Advantage series of Webinars and OnDemand training to our satisfaction before you open your Inn ~~and must complete the third phase within 90 days of opening or transfer of ownership.~~ Subsequent managers must also complete the RED Advantage Training to our satisfaction within 90 days of being designated as the General Manager. You are required to pay a fee as outlined in Item 7 for each manager (and subsequent managers) that attend this training. You are responsible for travel, lodging and meal expense and wages for your manager(s) attending the training. A second person may also attend this program during the same time with a discount of 50% for the second person. In the event training is not completed within the required timeline, a re-occurring quarterly fee will be assessed until all training is completed.

Instructional methods include online lectures, discussion, role-plays, exercises, and skill checks. Instructional materials include the Manuals and other written digital resources on products and services that will be available to you during your operation of your Inn. RED Advantage Training is continually offered throughout the year.

**Item 11 Table 11-1
RED ADVANTAGE TRAINING PROGRAM**

Subject	Hours of Classroom (Virtual) Training	Hours of On- The Job Training	Location
<u>Owners Brand Introduction</u>	<u>10</u>	<u>0</u>	<u>New Albany, Ohio</u>
Orientation / Mission / Philosophy	~~5~~ <u>0.25</u>	0	~~Live Webinar~~ <u>OnDemand Learning Module</u>
~~Technology~~	~~5~~	~~0~~	~~Live Webinar~~
~~Opening Process~~	~~5~~	~~0~~	~~Live Webinar~~

Subject	Hours of Classroom (Virtual) Training	Hours of On- The Job Training	Location
Human Trafficking Prevention	.5	0	OnDemand Learning Module
Diversity and Inclusion- TrainingReservation Platform / PMS	.51.1	0	OnDemand Learning Module and Online Call for Instructor Led Training (ILT)
Human Resources	.5	0	OnDemand Learning Module
GSR Training Program	.5	0	OnDemand Learning Module
Pet Policy	.5	0	OnDemand Learning Module
Loyalty Program	.5	0	OnDemand Learning Module
Brand Standards Service and- Cleaning expectationsPeople Leadership	.52.6	0	OnDemand Learning Module and Online Call for ILT
Brand Standards	1.0	0	Live Webinar
Room Inspections	.5	0	New Albany, OH Live- Webinar
Room Inspections	.5	0	OnDemand Learning Module
Quality Expectations	.5	0	Live Webinar
Front Desk Service and Quality- ExpectationsGuest Experience	.52.1	0	OnDemand Learning Module and Online Call for ILT
Guest RecoveryFeedback	.51.6	0	OnDemand Learning Module and Online Call for ILT
Maintenance Service and Quality	.5	0	Live Webinar
Laundry Service and- QualityOperations	.751.9	0	OnDemand Learning Module and Online Call for ILT
Crisis Communication	.5	0	Live Webinar
PMS Introduction	.5	0	Live Webinar
PMS TrainingSafety Awareness & Preparedness	20.85	0	OnDemand Learning Module and Online Call for ILT
Guest Relations / Social Feedback	.75	0	Live Webinar
Accounting / National Account- Management	.75	0	Live Webinar
Accounting / National Account- ManagementsSales	.51.25	0	OnDemand Learning Module and Online Call for ILT
Revenue Management Introduction	.5	0	Live Webinar
Revenue Management	2	0	OnDemand Learning Module
Sales Introduction	.5	0	Live Webinar
Sales and Marketing	1.251	0	OnDemand Learning Module and Online Call for ILT
Distribution ServicesRevenue Generation	.52.25	0	OnDemand Learning Module and Online Call for ILT
Guest Relations / Feedback	1	0	OnDemand Learning Module
Franchise Billing—Reservation- Platform/PMS	.5	0	OnDemand Learning Module
Shift4	.5	0	OnDemand Learning Module
Total	21.525	0	

2. Field Training. In addition to RED Advantage Training, a trainer will visit your Inn in the week before or the week of your opening in order to assist with training your front desk, housekeeping and maintenance employees and set up your computer system and front desk. This training takes place at your Inn and is required for every guest service representative at your Inn and the management team. You are required to pay a fee as outlined in Item 7 for such training. The computer training program covers the basic operations of the Reservation Platform / PMS software for management and front desk Guest Service Representatives. Brand standard programs, customer service training, and accounts receivable training will also be provided. This training commences approximately two to six days before your opening and lasts through your first night audit.

**Item 11 Table 11-2
FIELD TRAINING**

Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Reservation Platform / PMS (including customer service skills) (Managers and Front Desk Personnel)	16-24	4 (live night audit training)	Your Inn
Direct Billing-Accounts Receivable, Back Office Computer, Outlook Express, Purchasing, RingRedi, Intranet, Medallia, Guest Redi, LRA	0	3 to 5	Your Inn
Total	16-24	7-9	

13. On-Site Quality Training. Each quarter, Inns will be ranked according to their quality performance, using a “Q” Score and Inn Ranking which includes Financial and Quality metrics. If your Inn scores in the third, fourth, or fifth quintile of the “Q” Score, a trainer may travel to your location and conduct on-site training. The purpose of this training is to provide you and your employees with information, resources and coaching to improve the quality of service and/or guest experience at your Inn. You are required to pay a fee for this training and are responsible for this fee regardless of whether the full staff can be in attendance. In the event that your training is scheduled by our trainers, and you have to reschedule, you will be responsible for paying a rescheduling fee.

24. On-Site Quality Audit. Twice a year, Inns will be ranked according to their overall Inn Ranking Performance. Properties that rank in the fifth quartile for both Financial Performance and Quality Performance will receive a quarterly visit from either their Operations Director or a Regional Training Manager. These visits are above and beyond standard support from the Brand and the quality audit fee will be assessed.

35. New Owner Orientation. New franchise owners are required to participate in New Owner Orientation at our corporate offices in New Albany, Ohio or a location defined by us within six months of opening the Inn or transfer. This training will be offered on a quarterly basis.

46. Continuing Education. Franchisees are required to participate in a Continuing Education Program, whereas the Franchisee will be expected to complete a predetermined amount of continuing education training on an annual basis. You are required to pay a fee for this mandatory continuing education, currently in the amount of \$900 to \$1,200 per year, and you are responsible for all travel costs, meals, lodging and wages for all persons attending on behalf of your Inn. This training will be provided through a

variety of training mediums, location, and dates throughout the year. The hour requirement may vary from year to year and will be communicated to our franchisees each year.

57. Conferences, Meetings and Additional Training. We may hold regional conferences to discuss a variety of hotel operations topics. We will designate the location of the conferences, and they will be held in various cities throughout the United States. We also hold periodic brand meetings, giving franchisees and managers of our Affiliate-Owned Inns an opportunity to be introduced to brand initiatives and results. We typically hold these meetings every other year but may hold these meetings every year in the future. We may charge a fee for attendance at such conferences and brand meetings (which may be charged regardless of attendance) or a fee for your failure to appear at such conferences or brand meetings and you are responsible for all travel costs, meals, lodging and wages for all attendees of these conferences/meetings.

Stephen Woodward, our Vice President, Innovation, Learning & Development, directs our training program. The trainers are responsible for on-site opening, transfer and/or quality training will be one of the following.

Name	Title	Years of Training Experience with us and our Affiliates	Years of Training Experience with other Brands
Stephen Woodward	Vice President, Innovation, Learning & Development	~~9~~ 10	21
Michael Garner	Manager, Quality	~~6~~ 7	23
Michelle Painter	Manager of Training	~~34~~ 35	0
Brenna Worl	Director of Training	~~44~~ 15	4
Carrie Layne	Regional Training Manager	~~2~~ 3	1
Warren Smith	Regional Training Manager	~~19~~ 20	1
Diane Suga	Regional Training Manager	~~4~~ 2	1

We may offer or require additional training during the term of the Franchise Agreement and charge a fee for attendance (which may be charged regardless of attendance). If you attend the additional training, you will be obligated to pay for the travel costs (including meals and lodging) and wages for all attendees.

ITEM 12

TERRITORY

You will operate your Inn from the Approved Location that we approve as part of the application process and specify in the Franchise Agreement. You must receive our permission before relocating your Inn. We will review any alternate location you propose using the same process as described under Site Location, Opening, and Operational Assistance in Item 11.

We will designate a geographic area around your Inn that we will negotiate with you and that will be specified in the Franchise Agreement (the “Exclusive Territory”). We base our negotiations on factors that include the number of guest rooms, the total number of guest rooms of competing motels or hotels in the area, the population density, the proximity of major highways and exit ramps, traffic patterns, access and visibility, and our future development plans. The Exclusive Territory may be as small as one or two blocks or as large as a small town. If we approve an alternate location for your Inn, our approval may be conditioned on changing the boundaries of the Exclusive Territory. The Exclusive Territory applies during the term of your Franchise Agreement (assuming that you meet certain requirements, as outlined in the Franchise Agreement).

We will not grant a Red Roof Inn franchise within your Exclusive Territory and none of our affiliates may operate a Red Roof Inn within your Exclusive Territory, except for any Red Roof Inn existing at the time you sign your Franchise Agreement (assuming that you meet certain requirements, as outlined in your Franchise Agreement). The Franchise Agreement does not prohibit us or our Affiliates from operating or granting franchises for competitive lodging facilities under a different trademark in your Exclusive Territory. As of the date of this Disclosure Document, we and our Affiliates offer and operate hotels under the Red Roof Inn, Red Roof Inn and Suites, Red Roof PLUS+, Red Roof PLUS+ and Suites, The Red Collection, HomeTowne Studios by Red Roof, HomeTown Inn, and HomeTowne Inn. The HomeTowne Studios by Red Roof brand targets extended stay lodging guests, which may affect some of your business. Like our other brands, these facilities offer transient lodging in addition to extended stay lodging. Generally, HTS will be able to franchise or operate the HomeTowne Studios System brands, and TRC will be able to franchise or operate The Red Collection brand, within your Exclusive Territory.

We and our Affiliates also retain the right to establish or operate, or to franchise others to establish or operate, hotels under our trademarks and/or the System at any location outside your Exclusive Territory, including locations adjacent, adjoining or proximate to the Exclusive Territory. These hotels may compete directly with the operation of your Inn.

There are no restrictions on us, our Affiliates or our franchisees from advertising in your Exclusive Territory and RRI can accept reservations made from any other franchisee's Exclusive Territory without special payment other than the reservation fee.

The Franchise Agreement does not grant you options, rights of refusal or other similar rights to acquire additional franchises, either within or outside your Exclusive Territory. It only grants you the right to operate a franchised Inn at the Approved Location.

ITEM 13

TRADEMARKS

We grant you the right to operate an Inn under the name "Red Roof Inn," "Red Roof Inn and Suites," "Red Roof PLUS+," or "Red Roof PLUS+ and Suites." You may also use our other trademarks to operate your Inn. By trademarks, we mean trade names, trademarks, service marks and logos used to identify your Inn ("Trademarks"). The Trademarks are owned by our affiliate RRI Financial. The following Trademarks are registered with the United States Patent and Trademark Office ("USPTO") on the Principal Register.

TRADEMARK	REGISTRATION NO.	REGISTRATION DATE
RED ROOF	1579616	1/23/1990
RED ROOF INN	984159	5/14/1974
RED ROOF INN & SUITES	2285336	10/12/1999
RED ROOF INN & SUITES Stylized 	3177183	11/28/2006

TRADEMARK	REGISTRATION NO.	REGISTRATION DATE
RED ROOF INN and Design 	3097408	5/30/2006
RED ROOF INN PLUS	4315968	4/9/2013
RED ROOF INN PLUS +	4253524	12/4/2012
RED ROOF INN Stylized lined for color red 	2319148	2/15/2000
RED ROOF INNS	2224076	2/16/1999
RED ROOF INNS and Design 	2225575	2/23/1999
RED ROOF PLUS	4245853	11/20/2012
RED ROOF PLUS +	4514782	4/15/2014
RED ROOF PLUS + & SUITES	4860346	11/24/2015

As of the date of this Disclosure Document, all required declarations of continued use and all renewal registrations to maintain these Trademarks have been timely filed.

As of the date of this Disclosure Document, we know of no superior rights or infringing uses that could materially affect your use of the principal Trademarks.

You must follow our rules when you use these Trademarks. You cannot use a name or Trademark as part of a corporate name or with modifying words, designs or symbols except for those which we license to you. You may not use the Trademarks in connection with the sale of unauthorized products or services or in a manner not authorized in writing by us.

There are currently no effective determinations of the USPTO, the Trademark Trial and Appeal Board, the Trademark administrator of any state or any court, no pending Trademarks which may be relevant to their use in any other state. We do not know of any infringing uses, or any person or entity with superior rights that could materially affect your use of the Trademarks.

RRI Financial grants us a perpetual license to use, and to grant others the right to use, the Trademarks for the purpose of franchising. The license agreement can only be terminated if we misuse the Trademarks or willfully allow our franchisees to misuse the Trademarks. Other than the license agreement with RRI Financial, there are no agreements that limit our right to use or license the use of the Trademarks.

We reserve the right to substitute different Trademarks to identify Red Roof Inns. If we do, you must promptly substitute any new Trademarks, and bear the costs associated with the substitution.

You must use each Trademark in full compliance with the Franchise Agreement and the Manuals.

You must promptly notify us of any unauthorized use of the Trademarks, any challenge to the validity of the Trademarks, or challenge to our ownership of the Trademarks, any challenge to the right to use and to license others to use the Trademarks, or any challenge to your right to use the Trademarks. We have the right to direct and control any administrative proceeding or litigation involving the Trademarks, including any settlement. We have the right, but not the obligation, to take action against uses by others that may constitute infringement of the Trademarks. We will defend you against any third-party claim, suit or demand arising out of your proper use of the Trademarks in compliance with our Standards.

If we determine that you have used the Trademarks in the manner required by the Franchise Agreement, we will bear the cost of defense, including the cost of any judgment or settlement. If we determine that you have not used the Trademarks in the manner required by the Franchise Agreement, you must bear the cost of defense, including the cost of any judgment or settlement. If there is any litigation relating to your use of the Trademarks, you must execute all documents and do all things necessary to carry out a defense or prosecution, including becoming a nominal party to any legal action.

ITEM 14

PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

As of the date of this disclosure document, we do not own any patents or patent applications that are material to your Inn.

We claim copyright protection in our building prototype plans and specifications, advertising and promotional materials, software, websites, social media sites, artistic designs and a variety of forms and programs. The information contained in these items may be used only with our permission, and at our direction. We also own business and technical information, such as our Manuals, training materials, market research, formulas, patterns, programs, devices, compilations of information, methods, techniques, and processes that we maintain as trade secrets. For additional information regarding the Manuals, please refer to Item 11 of this disclosure document.

We own the following copyrights that have been registered with the United States Copyright Office. We intend to renew each copyright.

Copyright Name	Reg. No.	Reg. Date	Duration
LEAF COVERLET DESIGN	VAu00130781	17-Jul-2017	95 years
RECTANGLES COVERLET DESIGN	VAu001307821	17-Jul-2017	95 years

There are currently no effective material determinations of the United States Copyright Office or any court regarding these copyrights. We do not know of any infringing uses, or any person or entity with superior rights that could materially affect your use of these copyrighted materials.

You must notify us immediately if you learn about an infringement on our and your use of any item that may be copyrighted by us. However, we are not obligated by the Franchise Agreement, nor otherwise,

to protect any rights that may be granted to you or to protect you against claims of infringement or unfair competition with respect to them.

ITEM 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

We do not require that you personally supervise the franchised business. The business must be directly supervised “on-premises” by a manager who has successfully completed our RED Advantage Training Program described in Item 11 and who is in compliance with the manager specifications and requirements set forth in the Manuals. The manager need not have an ownership interest in a corporate or partnership franchise, but we do require prior approval for your use of third party managers and we have the right to require all managers to sign a confidentiality and non-competition agreement. The manager must devote his or her full time and best efforts to managing your Inn and may not work for any competitor. We require your owners and their spouses to sign a Guarantee, Indemnification and Acknowledgement, a copy of which is attached to the Franchise Agreement.

ITEM 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

You may offer and sell only those goods and services that we have approved (see Item 8). You must use the Inn premises solely to operate the Inn unless you have our prior written consent.

You must offer products and services that we designate as required for all franchisees. The required products and services generally are lodging, internet service for guests, and telephone and television facilities with each room but are set more in greater detail in the Manuals. All products and services offered by your Inn must be approved by us (see Item 8).

We have the right to change the decor and Standards of your Inn. We also have the right to require renovations. There are no limits on these rights. However, we cannot change the nature of your business, in that your business will always offer lodging services.

We do not restrict you from soliciting customers, no matter whom they are or where they are located. However, you may not sell goods or services over the internet except in accordance with our internet policy in the Manuals.

ITEM 17

RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION

This table lists certain important provisions of the franchise and related agreements. You should read these provisions in the agreements attached to this disclosure document.

THE FRANCHISE RELATIONSHIP

Provision	Section in Franchise Agreement	Summary
a. Length of the franchise term	Section 2.1	20 years. We may provide for an earlier termination date under certain conditions.
b. Renewal or extension of the term	Section 2.2	10 years
c. Requirements for you to renew or extend	Section 2.2	We will allow you to renew for a period of ten years if you are not in default, have paid all monetary obligations, submit a renewal application, complete certain training and upgrading requirements, execute a general release, pay a renewal fee in an amount equal to 50% of the then-current initial franchise fee and execute our then-current form of franchise agreement (which may contain materially different terms and conditions from your original Franchise Agreement).
d. Termination by you	Not Applicable	
e. Termination by us without cause	Not Applicable	We may not terminate your Franchise Agreement without cause.
f. Termination by us with cause	Section 13 and Section 8 of Renovation and Construction Addendum	We can terminate if you default.
g. "Cause" defined – defaults which can be cured	Section 13.2.12 through 13.2.17 and Section 13.3 Section 7 of the RediCall Agreement	You have 30 days to cure violation of any law or ordinance; failure to upgrade the Inn; failure to operate according to the Franchise Agreement; failure to comply with any quality measurement, standard or Manual procedure; failure to promptly pay monies owed to us; failure of any inspection or quality standard; or listing the Inn on the internet in violation of the relevant Franchise Agreement provisions or any breach of indemnification provisions. You have 30 days to cure a default of the RediCall Agreement (5 days for a monetary default).
h. "Cause" defined - defaults which cannot be cured	Sections 13.2.1 through 13.2.11, 13.2.18 and Section 13.3	Insolvency; bankruptcy; dissolution; foreclosure; ceases to operate; threat to public health or safety; conviction of a felony; engages

Provision	Section in Franchise Agreement	Summary
	Section 7 of the RediCall Agreement	in an activity which in our sole judgment adversely impacts the Proprietary Marks, the System or our goodwill; transfer without approval; disclosure of trade secrets; failure to transfer following incompetence of the owner; false statements or omissions; misuse of the Proprietary Marks; <u>cease operation of Inn at full capacity and/or commencement of any unauthorized remodel or renovation prior to expiration date of the Franchise Agreement</u> ; repeated defaults of the Franchise Agreement; failure to comply with the terms of the Renovation or Construction Addendum by the required dates including opening without written authorization; or termination of another agreement with us or our affiliates. If you operate a Dual Brand Hotel, any termination of the Franchise Agreement with HTS for the HomeTowne Studios hotel portion of the Dual Brand Hotel will be an incurable default and will result in the immediate termination of your Red Roof Inn Franchise Agreement. A default of the Franchise Agreement will be a default of the RediCall Agreement.
i. Your obligations on termination/non-renewal	Sections 13.1 and 14 and Section 8.3 of Renovation and Construction Addenda	Obligations include de-identification; cease to operate as a Red Roof Inn; cease to use the Proprietary Marks; payment of amounts due including any damages or attorneys' fees; cancel trade, fictitious or assumed name registrations; turn over all Manuals and records provided by us. If you default, you will be liable to us for damages caused by the premature termination.
j. Assignment of contract by us	Section 12.1	We may transfer or assign the Franchise Agreement, provided that the transferee is an entity to which we transfer all or substantially all of the Franchise Agreements under the System.
k. "Transfer" by you--defined	Sections 12.2, 12.4 and 12.5	Includes transfer of any interest in Franchise Agreement, Franchisee, or all or substantially all of the assets of the Inn.
l. Our approval of Transfer by you	Sections 12.3 and 12.5	We have the right to approve transfers.
m. Conditions for our approval of Transfer	Sections 12.3, 12.4 and 12.5	Payment of money owed; non-default; execution of then-current Franchise Agreement; transferee has proper qualifications; written assignment; payment of Transfer Application Fee and Transfer Fee; sign Transfer Addendum to the Franchise Agreement (Exhibit M); Owners of

Provision	Section in Franchise Agreement	Summary
		transferee execute guarantee; signing of general release; evidence of continued liability for all obligations arising before transfer; training for transferee's manager; and conform to current Standards under the System.
n. Our right of first refusal to acquire your business	Section 12.6	If you or your owners receive and wish to accept a <i>bona fide</i> offer to sell any interest in the Inn or you, you must notify us of the offer and we will have a right to purchase that interest on the same terms as the <i>bona fide</i> offer.
o. Our option to purchase your business	Section 14.2	Upon expiration or termination of your franchise, we can purchase all furnishings, signs, fixtures, supplies or inventory bearing the Proprietary Marks at fair market value.
p. Your death or disability	Section 12.5	Your executor, administrator, trustee or personal representative may operate the Inn until transfer. Interest in Inn must be transferred to a third party we have approved within 12 months.
q. Non-competition covenants during the term of the franchise	Section 16.2.2	You must not divert business away from Red Roof Inns.
r. Non-competition covenants after the franchise is terminated or expires	Not Applicable	Not Applicable
s. Modification of the Franchise Agreement	Section 17.2	Must be in writing executed by both parties.
t. Integration/merger clause	Section 17.2	Only the terms of the Franchise Agreement are binding (subject to state law). Any representations or promises made outside this Disclosure Document and your Franchise Agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	Section 17.6	All disputes relating to the Franchise Agreement or our relationship (excluding disputes concerning failure to commence construction or renovation, failure to commence operations, insurance, insurance requirements, monetary obligations, indemnification or quality inspection ratings, abandonment or failure to continue operations, unauthorized use of the Proprietary Marks or failure to de-identify) must be submitted to non-binding mediation where the Inn is located, except that we can bring an action for injunctive or extraordinary relief (including specific performance), or actions involving the Inn premises elsewhere.

Provision	Section in Franchise Agreement	Summary
v. Choice of forum	Sections 17.6, 17.7 and 17.8	All disputes must be filed in Columbus, Ohio subject to applicable state law.
w. Choice of law	Section 17.5	Ohio law applies, subject to applicable state law.

ITEM 18

PUBLIC FIGURES

We do not use any public figures to promote the Red Roof Inn franchise.

ITEM 19

FINANCIAL PERFORMANCE REPRESENTATIONS

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

The tables below contain information regarding the average performance figures for selected Red Roof Inn and Red Roof PLUS+ Inns. The information provided includes Daily Room Rate, Occupancy Rate, Revenue per Available Room ("RevPAR") and Brand Contribution. The results in the tables below are based on performance information for all Inns operating under the Red Roof Inn (including Red Roof Inn & Suites) and Red Roof PLUS+ (including Red Roof PLUS+ & Suites) brands, open and operating for at least one year and for the period of January 1, ~~2024~~2025 through December 31, ~~2024~~2025, with any temporary closures being less than 90 days. ~~35~~27 Affiliate-Owned Inns (including ~~13~~9 Red Roof Inns and ~~22~~18 Red Roof PLUS+ Inns) and ~~584~~567 franchised Inns (including ~~528~~508 Red Roof Inns and ~~56~~59 Red Roof PLUS+ Inns) met these criteria. ~~40~~8 previously Affiliate-Owned Inns that were sold to franchisees in ~~2024~~2025 are included in this financial performance representation. ~~34~~29 franchised Inns that opened in ~~2024~~2025 are excluded from this financial performance representation.

TABLE 1

2024~~2025~~ DAILY ROOM RATE, OCCUPANCY RATE, REVPAR AND BRAND CONTRIBUTION OF ~~35~~27 AFFILIATE-OWNED RED ROOF INN & RED ROOF PLUS+ INNS

~~35~~ <u>27</u> Affiliate-Owned Red Roof Inn and Red Roof PLUS+ Inns	Average Results	No. and % of Inns that Met or Exceed the Average Results	Median Results
Daily Room Rate	~~\$74.49~~ <u>\$81.97</u>	~~11~~ <u>13</u> ~~31.4~~ <u>48.1</u> %	~~\$64.69~~ <u>\$81.13</u>

Occupancy Rate	~~62.5~~ 7.2%	~~16~~ 12	~~45.7~~ 44.4%	~~60.2~~ 56.4%
Average RevPAR	\$46. ~~36~~ 91	~~10~~ 13	~~28.6~~ 48.1%	\$ ~~38.92~~ 46.44
Average Brand Contribution	~~40.9~~ 42.5%	~~14~~ 13	~~40.0~~ 48.1%	~~45.7~~ 42.4%

TABLE 2

20242025 DAILY ROOM RATE, OCCUPANCY RATE, REVPAR AND BRAND CONTRIBUTION OF ~~584~~567 FRANCHISED RED ROOF INN & RED ROOF PLUS+ INNS

~~584~~ 567 Franchised Red Roof Inn and Red Roof PLUS+ Inns	Average Results	No. and % of Inns that Met or Exceed the Average Results	Median Results
Daily Room Rate	\$ ~~69.56~~ 68.65	~~255~~ 239 ~~43.7~~ 42.2%	\$ ~~67.42~~ 66.85
Occupancy Rate	~~53.9~~ 54.0%	~~270~~ 275 ~~46.2~~ 48.5%	~~51~~ 53.6%
Average RevPAR	\$37. ~~51~~ 10	~~260~~ 259 ~~44.5~~ 45.7%	\$35. ~~14~~ 72
Average Brand Contribution	36. ~~56~~ 4%	~~219~~ 212 37. ~~5~~ 4%	~~32~~ 30.8%

TABLE 3

20242025 DAILY ROOM RATE, OCCUPANCY RATE, REVPAR AND BRAND CONTRIBUTION OF ~~619~~594 AFFILIATED-OWNED AND FRANCHISED RED ROOF INN & RED ROOF PLUS+ INNS

~~619~~ 594 Affiliate-Owned and Franchised Red Roof Inn and Red Roof PLUS+ Inns	Average Results	No. and % of Inns that Met or Exceed the Average Results	Median Results
Daily Room Rate	\$69. ~~96~~ 65	~~264~~ 236 ~~42.6~~ 39.7%	\$ ~~67.25~~ 66.96
Occupancy Rate	54. ~~53~~ %	~~282~~ 286 ~~45.6~~ 48.1%	~~51.9~~ 53.6%
Average RevPAR	\$ ~~38.15~~ 37.80	~~270~~ 267 ~~43.6~~ 44.9%	\$ ~~35.44~~ 36.33
Average Brand Contribution	36.9%	~~233~~ 226 ~~37.6~~ 38.0%	~~32.9~~ 31.5%

TABLE 4

**2024~~2025~~ DAILY ROOM RATE, OCCUPANCY RATE, REVPAR
AND BRAND CONTRIBUTION OF ~~22~~18 AFFILIATE-OWNED RED ROOF PLUS+ INNS**

~~22~~ 18 Affiliate-Owned Red Roof PLUS+ Inns	Average Results	No. and % of Inns that Met or Exceed the Average Results		Median Results
Daily Room Rate	\$ ~~79.07~~ 88.24	~~5~~ 10	~~22.7~~ 55.6%	\$ ~~73.63~~ 90.48
Occupancy Rate	~~62.8~~ 57.4%	9	~~40.9~~ 50.0%	~~61.8~~ 57.2%
Average RevPAR	\$ ~~49.65~~ 50.61	~~6~~ 8	~~27.3~~ 44.4%	\$ ~~42.85~~ 49.54
Average Brand Contribution	~~39.6~~ 41.8%	~~7~~ 9	~~31.8~~ 50.0%	~~37.7~~ 41.4%

TABLE 5

**2024~~2025~~ DAILY ROOM RATE, OCCUPANCY RATE, REVPAR
AND BRAND CONTRIBUTION OF ~~56~~59 FRANCHISED RED ROOF PLUS+ INNS**

~~56~~ 59 Franchised Red Roof PLUS+ Inns	Average Results	No. and % of Inns that Met or Exceed the Average Results		Median Results
Daily Room Rate	\$78. ~~59~~ 27	~~22~~ 20	~~39.3~~ 33.9%	\$ ~~72.02~~ 71.36
Occupancy Rate	~~56.5~~ 58.7%	~~30~~ 33	~~53.6~~ 55.9%	59. ~~39~~ %
Average RevPAR	\$ ~~44.37~~ 45.91	~~22~~ 23	39. ~~30~~ %	\$ ~~40.68~~ 43.47
Average Brand Contribution	35. ~~83~~ %	~~22~~ 25	~~39.3~~ 42.4%	~~31.2~~ 33.4%

TABLE 6

**2024~~2025~~ DAILY ROOM RATE, OCCUPANCY RATE, REVPAR AND BRAND
CONTRIBUTION OF ~~78~~77 AFFILIATED-OWNED AND FRANCHISED RED ROOF PLUS+ INNS**

~~78~~ 77 Affiliate-Owned and Franchised Red Roof PLUS+ Inns	Average Results	No. and % of Inns that Met or Exceed the Average Results		Median Results
Daily Room Rate	\$ ~~78.77~~ 81.14	~~27~~ 29	~~34.6~~ 37.7%	\$ ~~72.70~~ 74.96

Occupancy Rate	58. ~~73~~ <u>3</u> %	~~43~~ <u>41</u>	~~55.1~~ <u>53.2</u> %	~~59.7~~ <u>58.9</u> %
Average RevPAR	\$ ~~46.23~~ <u>47.29</u>	~~28~~ <u>30</u>	~~35.9~~ <u>39.0</u> %	\$ ~~41.56~~ <u>44.05</u>
Average Brand Contribution	37. ~~23~~ <u>3</u> %	~~32~~ <u>31</u>	~~41.0~~ <u>40.3</u> %	35. ~~0~~ <u>2</u> %

TABLE 7

~~2024~~2025 DAILY ROOM RATE, OCCUPANCY RATE, REVPAR AND BRAND CONTRIBUTION OF ~~139~~132 AFFILIATE-OWNED RED ROOF INNS

~~139~~ <u>132</u> Affiliate-Owned Red Roof Inns	Average Results	No. and % of Inns that Met or Exceed the Average Results		Median Results
Daily Room Rate	\$ ~~63.32~~ <u>67.48</u>	~~83~~	~~61.5~~ <u>33.3</u> %	\$ ~~64.69~~ <u>62.98</u>
Occupancy Rate	~~60.9~~ <u>57.0</u> %	~~63~~	~~46.2~~ <u>33.3</u> %	~~60.2~~ <u>53.0</u> %
Average RevPAR	\$38. ~~59~~ <u>43</u>	~~74~~	~~53.8~~ <u>44.4</u> %	\$ ~~38.92~~ <u>36.71</u>
Average Brand Contribution	44. ~~85~~ <u>6</u> %	~~74~~	~~53.8~~ <u>44.4</u> %	~~45.7~~ <u>43.8</u> %

TABLE 8

~~2024~~2025 DAILY ROOM RATE, OCCUPANCY RATE, REVPAR AND BRAND CONTRIBUTION OF ~~528~~508 FRANCHISED RED ROOF INNS

~~528~~ <u>508</u> Franchised Red Roof Inns	Average Results	No. and % of Inns that Met or Exceed the Average Results		Median Results
Daily Room Rate	\$ ~~68.50~~ <u>67.08</u>	~~237~~ <u>240</u>	~~44.9~~ <u>47.2</u> %	\$ ~~67.42~~ <u>66.04</u>
Occupancy Rate	53. ~~74~~ <u>4</u> %	~~242~~ <u>247</u>	~~45.8~~ <u>48.6</u> %	~~51~~ <u>52.6</u> %
Average RevPAR	\$ ~~36.75~~ <u>35.79</u>	~~236~~ <u>239</u>	~~44.7~~ <u>47.0</u> %	\$ ~~35.14~~ <u>34.89</u>
Average Brand Contribution	36. ~~66~~ <u>6</u> %	~~198~~ <u>189</u>	37. ~~5~~ <u>2</u> %	~~32.8~~ <u>30.3</u> %

TABLE 9

20242025 SYSTEMWIDE DAILY ROOM RATE, OCCUPANCY RATE, REVPAR AND BRAND CONTRIBUTION OF ~~541~~ AFFILIATED ~~517~~ AFFILIATE-OWNED AND FRANCHISED RED ROOF INNS

~~541~~ <u>517</u> Affiliate-Owned and Franchised Red Roof Inns	Average Results	No. and % of Inns that Met or Exceed the Average Results		Median Results
Daily Room Rate	~~\$68.36~~ <u>67.09</u>	~~245~~ <u>243</u>	~~45.3~~ <u>47.0</u> %	\$65. ~~25~~ <u>97</u>
Occupancy Rate	53. ~~8~~ <u>5</u> %	249	~~46.0~~ <u>48.2</u> %	~~51.9~~ <u>52.7</u> %
Average RevPAR	~~\$36.80~~ <u>35.86</u>	~~244~~ <u>243</u>	~~45.1~~ <u>47.0</u> %	\$ ~~35.44~~ <u>34.89</u>
Average Brand Contribution	36. ~~87~~ <u>8</u> %	~~204~~ <u>195</u>	37. ~~27%~~	~~32.9~~ <u>30.8</u> %

TABLE 10

20242025 PERFORMANCE AGAINST COMPSET SCALE INDEX

	~~2024~~ <u>2025</u> RevPAR Index	~~2024~~ <u>2025</u> RevPAR Index	~~2024~~ <u>2025</u> RevPAR Index
	Red Roof Inn & Red Roof PLUS+ Inns	Red Roof Plus+ Inns	Red Roof Inns
Affiliate-Owned Inns	~~98.7~~ <u>102.8</u>	~~97.1~~ <u>102.8</u>	~~102.8~~ <u>104.1</u>
Franchised Inns	~~100.3~~ <u>103.2</u>	~~107.4~~ <u>106.8</u>	~~99~~ <u>102.2</u>
Affiliate-Owned and Franchised Inns	~~100.6~~ <u>103.5</u>	~~103.9~~ <u>105.7</u>	~~99.2~~ <u>102.3</u>

NOTES

1. The Average Daily Room Rate is calculated by dividing the total number of room revenue for the Inns by the total number of occupied rooms for the Inns.
2. The Average Occupancy Rate is calculated by dividing the number of occupied rooms in the Inns for the applicable period by the total number of available rooms in the Inns for the same period.
3. RevPAR is the average amount of revenue generated per day from each available room in the Inns and is calculated by multiplying the Average Daily Rate by the Average Occupancy Rate.
4. The Brand Contribution is the percentage of room revenue generated for the Inns, the reservations for which were generated by the Red Roof Inn website, the Red Roof call center, group booking, National Sales, Global Distribution System ("GDS"), third party websites and reservations by

RediRewards members booked directly with the Inns. This is calculated by dividing the total room revenue generated by the channels referenced above for the Inns by the total room revenue generated by all occupied rooms at the Inns.

5. Median is defined as the middle value of a sorted list of numbers.
6. Smith Travel Research (STR) is the leading global provider of competitive benchmarking information services and research to the hotel industry. Compset is a group of approximately five hotels that most closely resemble Red Roof Inns. Hotels in a Compset are typically located within the same geographical area, selling similar rates, offering similar amenities and services, and targeting the same type of guests. STR gathers and reports Compset data allowing hotels to compare performance against a set of similar hotels. The report is usually released every Tuesday and delivered in a digital format weekly, monthly and annually.

Some outlets have earned this amount. Your individual results may differ. There is no assurance that you will earn as much.

The Red Roof Inns reflected in this financial performance representation offer services for sale that are substantially similar to the services that you will offer for sale in your Inn. This financial performance representation was compiled using our records and information provided to us by our franchisees. The data has not been audited. Written substantiation for the financial performance representation will be made available to you upon reasonable request.

Other than the preceding financial performance representation, we do not make any financial performance representations. 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 Red Roof Inn, however, we may provide you with the actual records of that Inn. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting Gerrod Bede, General Counsel, Red Roof Franchising, LLC, 7815 Walton Parkway, New Albany, OH 43054, (614) 744-2600, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Systemwide Outlet Summary
For Years ~~2022~~2023 to ~~2024~~2025

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised Outlets	~~2022~~ 2023	~~541~~ 546	~~546~~ 561	~~+5~~ 15
	~~2023~~ 2024	~~546~~ 561	~~561~~ 584	~~+15~~ 23
	~~2024~~ 2025	~~561~~ 584	~~584~~ 596	~~+23~~ 12
Affiliate – Owned Outlets	~~2022~~ 2023	~~54~~ 51	~~51~~ 45	~~-3~~ 6
	~~2023~~ 2024	~~51~~ 45	~~45~~ 35	~~-6~~ 10
	~~2024~~ 2025	~~45~~ 35	~~35~~ 27	~~-10~~ 8

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Total Outlets	~~2022~~ <u>2023</u>	~~595~~ <u>597</u>	~~597~~ <u>606</u>	+ ~~2~~ <u>9</u>
	~~2023~~ <u>2024</u>	~~597~~ <u>606</u>	~~606~~ <u>619</u>	+ ~~9~~ <u>13</u>
	~~2024~~ <u>2025</u>	~~606~~ <u>619</u>	~~619~~ <u>623</u>	+ ~~13~~ <u>4</u>

Note:

All numbers are as of December 31 of each year. See Item 1 for further explanation regarding the breakdown of types of franchisees.

Table No. 2
Transfers of Outlets from Franchisees to New Owners
(Other than the Franchisor)
For Years 2023 to 2025

~~For Years 2022 to 2024~~

State	Year	Number of Transfers
Alabama	~~2022~~ <u>2023</u>	~~5~~ <u>3</u>
	~~2023~~	~~3~~
	2024	0
	<u>2025</u>	<u>1</u>
Arizona	~~2022~~ <u>2023</u>	~~1~~ <u>0</u>
	~~2023~~	~~0~~
	2024	1
~~California~~	~~2022~~ <u>2025</u>	1
	~~2023~~	~~0~~
	~~2024~~	~~0~~
Colorado	~~2022~~ <u>2023</u>	~~0~~ <u>1</u>
	~~2023~~	~~1~~
	2024	0
	<u>2025</u>	<u>0</u>
Connecticut	~~2022~~ <u>2023</u>	~~0~~ <u>1</u>
	~~2023~~	~~1~~
	2024	0
	<u>2025</u>	<u>0</u>
Florida	~~2022~~ <u>2023</u>	~~4~~ <u>0</u>
	~~2023~~	~~0~~
	2024	1
	<u>2025</u>	<u>1</u>

State	Year	Number of Transfers
Georgia	~~2022~~ <u>2023</u>	~~2~~ <u>1</u>
	~~2023~~	~~1~~
	2024	4
	<u>2025</u>	<u>0</u>
Illinois	~~2022~~ <u>2023</u>	~~20~~ <u>0</u>
	~~2023~~	~~0~~
	2024	0
	<u>2025</u>	<u>1</u>
Indiana	~~2022~~ <u>2023</u>	~~3~~ <u>1</u>
	~~2023~~	~~1~~
	2024	0
	<u>2025</u>	<u>1</u>
Kansas	~~2022~~ <u>2023</u>	1
	~~2023~~	~~1~~
	2024	0
	<u>2025</u>	<u>0</u>
Kentucky	~~2022~~ <u>2023</u>	~~4~~ <u>1</u>
	<u>2024</u>	<u>2</u>
	<u>2025</u>	<u>1</u>
<u>Louisiana</u>	2023	~~1~~ <u>0</u>
	2024	~~2~~ <u>0</u>
	<u>2025</u>	<u>1</u>
Maryland	~~2022~~ <u>2023</u>	1
	<u>2024</u>	<u>0</u>
	<u>2025</u>	<u>1</u>
<u>Massachusetts</u>	2023	~~1~~ <u>0</u>
	2024	0
	<u>2025</u>	<u>2</u>
Michigan	~~2022~~ <u>2023</u>	2
	~~2023~~	~~2~~
	2024	1
	<u>2025</u>	<u>1</u>
Mississippi	~~2022~~ <u>2023</u>	1
	~~2023~~	~~1~~
	2024	0
	<u>2025</u>	<u>0</u>

State	Year	Number of Transfers
Missouri	~~2022~~ <u>2023</u>	2
	~~2023~~	~~2~~
	2024	1
~~New Mexico~~	~~2022~~ <u>2025</u>	1
<u>New Jersey</u>	2023	0
	2024	0
	<u>2025</u>	<u>1</u>
New York	~~2022~~ <u>2023</u>	~~0~~ <u>1</u>
	~~2023~~	~~1~~
	2024	1
	<u>2025</u>	<u>3</u>
North Carolina	~~2022~~ <u>2023</u>	~~1~~ <u>0</u>
	~~2023~~	~~0~~
	2024	5
~~Ohio~~	~~2022~~ <u>2025</u>	~~1~~ <u>0</u>
<u>Ohio</u>	2023	1
	2024	1
~~Oklahoma~~	~~2022~~ <u>2025</u>	~~1~~ <u>0</u>
	~~2023~~	~~0~~
	~~2024~~	~~0~~
Pennsylvania	~~2022~~ <u>2023</u>	~~1~~ <u>5</u>
	~~2023~~	~~5~~
	2024	2
	<u>2025</u>	<u>0</u>
Rhode Island	~~2022~~ <u>2023</u>	0
	~~2023~~	~~0~~
	2024	1
	<u>2025</u>	<u>0</u>
South Carolina	~~2022~~ <u>2023</u>	~~6~~ <u>1</u>
	~~2023~~	~~1~~
	2024	1
	<u>2025</u>	<u>2</u>
Tennessee	~~2022~~ <u>2023</u>	~~2~~ <u>1</u>
	~~2023~~	~~1~~
	2024	0
~~Texas~~	~~2022~~ <u>2025</u>	~~8~~ <u>0</u>

State	Year	Number of Transfers
<u>Texas</u>	2023	3
	2024	3
	<u>2025</u>	<u>3</u>
Virginia	~~2022~~ <u>2023</u>	2
	<u>2024</u>	<u>0</u>
	<u>2025</u>	<u>3</u>
<u>Washington</u>	2023	~~20~~
	2024	0
	<u>2025</u>	<u>1</u>
West Virginia	~~2022~~ <u>2023</u>	0
	~~2023~~	~~0~~
	2024	2
Total	~~2022~~ <u>2025</u>	~~52~~ <u>1</u>
<u>Total</u>	2023	29
	2024	26
	<u>2025</u>	<u>26</u>

Table No. 3
Status of Franchised Outlets
For Years ~~2022~~2023 to ~~2024~~2025*

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at End of Year
Alabama	~~2022~~ <u>2023</u>	~~22~~ <u>24</u>	2	0	0	0	0	~~24~~ <u>26</u>
	~~2023~~ <u>2024</u>	~~24~~ <u>26</u>	~~20~~	0	0	0	0	26
	~~2024~~ <u>2025</u>	26	~~0~~ <u>1</u>	~~0~~ <u>1</u>	0	0	0	26
Arizona	~~2022~~ <u>2023</u>	6	0	~~0~~ <u>2</u>	0	0	0	~~6~~ <u>4</u>
	~~2023~~ <u>2024</u>	~~6~~ <u>4</u>	~~0~~ <u>1</u>	~~2~~ <u>0</u>	0	0	0	~~4~~ <u>5</u>
	~~2024~~ <u>2025</u>	~~4~~ <u>5</u>	~~1~~ <u>3</u>	0	0	0	0	~~5~~ <u>8</u>

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations-Other Reasons	Outlets at End of Year
Arkansas	~~2022~~ <u>2023</u>	7	0	0	0	0	0	7
	~~20~~ ~~23~~	~~7~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~7~~
	2024	7	1	1	0	0	0	7
	<u>2025</u>	<u>7</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6</u>
California	~~2022~~ <u>2023</u>	15	~~1~~ <u>2</u>	~~1~~ <u>3</u>	0	0	0	~~15~~ <u>14</u>
	~~2023~~ <u>2024</u>	~~15~~ <u>14</u>	~~2~~ <u>3</u>	~~3~~ <u>2</u>	0	0	0	~~14~~ <u>15</u>
	~~2024~~ <u>2025</u>	~~14~~ <u>15</u>	~~3~~ <u>0</u>	~~2~~ <u>1</u>	0	0	0	~~15~~ <u>14</u>
Colorado	~~2022~~ <u>2023</u>	1	0	0	0	0	0	1
	~~2023~~ <u>2024</u>	1	0	0	0	0	0	1
	~~2024~~ <u>2025</u>	1	0	0	0	0	0	1
Connecticut	~~2022~~ <u>2023</u>	7	0	0	0	0	0	7
	~~2023~~ <u>2024</u>	7	0	0	0	0	0	7
	~~2024~~ <u>2025</u>	7	0	0	0	0	0	7
Delaware	~~2022~~ <u>2023</u>	4	0	0	0	0	0	4
	~~2023~~ <u>2024</u>	4	0	0	0	0	0	4
	~~2024~~ <u>2025</u>	4	0	0	0	0	0	4
<u>District of Columbia</u>			<u>2</u> <u>0</u> <u>2</u> <u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
			<u>2</u> <u>0</u> <u>2</u> <u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Florida	~~2022~~ <u>2025</u>	~~27~~ <u>0</u>	~~3~~ <u>1</u>	0	0	0	~~1~~ <u>0</u>	~~29~~ <u>1</u>
<u>Florida</u>	2023	29	0	0	0	0	0	29
	2024	29	3	2	0	0	0	30
Georgia	~~2022~~ <u>2025</u>	~~41~~ <u>30</u>	~~0~~ <u>1</u>	~~1~~ <u>0</u>	0	0	0	~~40~~ <u>31</u>

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations-Other Reasons	Outlets at End of Year
Georgia	2023	40	4	5	0	0	0	39
	2024	39	1	0	0	0	0	40
2025	40	1	2	0	0	0	39	
Illinois	~~2022~~ 2023	19	1	1	0	0	0	19
	~~2023~~ 2023	~~19~~	~~1~~	~~1~~	~~0~~	~~0~~	~~0~~	~~19~~
	2024	19	0	2	0	0	0	17
2025	17	0	1	0	0	0	16	
Indiana	~~2022~~ 2023	21	1	~~1~~ 0	0	0	0	~~21~~ 22
	~~2023~~ 2023	~~21~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~22~~
	2024	22	0	0	0	0	0	22
~~Iowa~~	~~2022~~ 2025	~~32~~ 22	~~0~~ 3	0	0	0	0	~~32~~ 25
Iowa	2023	3	0	0	0	0	0	3
	2024	3	0	1	0	0	0	2
~~Kansas~~	~~2022~~ 2025	~~32~~ 2	~~0~~ 1	0	0	0	0	3
Kansas	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
~~Kentucky~~	~~2022~~ 2025	~~23~~ 3	~~2~~ 0	~~0~~ 2	0	0	1	~~24~~ 0
Kentucky	2023	24	0	0	0	0	0	24
	2024	24	2	0	0	0	0	26
2025	26	0	0	0	0	0	26	
Louisiana	~~2022~~ 2023	~~11~~ 13	~~3~~ 0	1	0	0	0	~~13~~ 12
	~~2023~~ 2023	~~13~~	~~0~~	~~1~~	~~0~~	~~0~~	~~0~~	~~12~~
	2024	12	1	0	0	0	0	13
2025	13	1	0	0	0	0	14	
Maryland	~~2022~~ 2023	~~12~~ 13	~~2~~ 0	1	0	0	0	~~13~~ 12
	~~2023~~ 2023	~~13~~	~~0~~	~~1~~	~~0~~	~~0~~	~~0~~	~~12~~
	2024	12	0	0	0	0	0	12
2025	12	2	0	0	0	0	14	
Massachusetts	~~2022~~	2	0	0	0	0	0	2

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations-Other Reasons	Outlets at End of Year
	<u>2023</u>							
	~~2023~~	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~2~~
	2024	2	0	0	0	0	0	2
	<u>2025</u>	<u>2</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5</u>
Michigan	~~2022~~ <u>2023</u>	~~23~~ <u>21</u>	~~0~~ <u>2</u>	~~2~~ <u>0</u>	0	0	0	~~24~~ <u>23</u>
	~~2023~~	~~24~~	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~23~~
	2024	23	3	1	0	0	0	25
	<u>2025</u>	<u>25</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>24</u>
Minnesota	~~2022~~ <u>2023</u>	1	0	0	0	0	0	1
	~~2023~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1~~
	2024	1	0	0	0	0	0	1
	<u>2025</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Mississippi	~~2022~~ <u>2023</u>	~~12~~ <u>11</u>	~~0~~ <u>1</u>	1	0	0	0	11
	~~2023~~ <u>2024</u>	11	1	~~1~~ <u>0</u>	0	0	0	~~11~~ <u>12</u>
	~~2024~~ <u>2025</u>	~~11~~ <u>12</u>	~~1~~ <u>0</u>	~~0~~ <u>1</u>	0	0	0	~~12~~ <u>11</u>
	~~2022~~ <u>2023</u>	9	~~0~~ <u>1</u>	0	0	0	~~0~~ <u>1</u>	9
Missouri	~~2023~~	~~9~~	~~1~~	~~0~~	~~0~~	~~0~~	~~1~~	~~9~~
	2024	9	1	1	0	0	1	8
	<u>2025</u>	<u>8</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>
	~~2022~~ <u>2023</u>	1	0	~~0~~ <u>1</u>	0	0	0	~~1~~ <u>0</u>
Nebraska	~~2023~~	~~1~~	~~0~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~
	2024	0	0	0	0	0	0	0
	~~2022~~ <u>2025</u>	~~1~~ <u>0</u>	0	~~1~~ <u>0</u>	0	0	0	0
~~Nevada~~	~~2023~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~
	~~2024~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~
New Jersey	~~2022~~ <u>2023</u>	~~13~~ <u>14</u>	1	0	0	0	0	~~14~~ <u>15</u>

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations-Other Reasons	Outlets at End of Year
	~~2023~~ <u>2024</u>	~~14~~ <u>15</u>	~~1~~ <u>0</u>	0	0	0	0	15
	~~2024~~ <u>2025</u>	15	0	0	0	0	0	15
New Mexico	~~2022~~ <u>2023</u>	3	0	~~0~~ <u>1</u>	0	0	0	~~3~~ <u>2</u>
	~~20~~ <u>23</u>	~~3~~	~~0~~	~~1~~	~~0~~	~~0~~	~~0~~	~~2~~
	2024	2	0	0	0	0	0	2
	<u>2025</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
New York	~~2022~~ <u>2023</u>	~~19~~ <u>20</u>	~~14~~	~~0~~ <u>1</u>	0	0	~~0~~ <u>1</u>	~~20~~ <u>22</u>
	~~20~~ <u>23</u>	~~20~~	4	~~1~~	~~0~~	~~0~~	~~1~~	~~22~~
	2024	22	2	0	0	0	0	24
	<u>2025</u>	<u>24</u>	<u>4</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>27</u>
North Carolina	~~2022~~ <u>2023</u>	~~24~~ <u>27</u>	~~32~~	0	0	0	0	~~27~~ <u>29</u>
	~~20~~ <u>23</u>	~~27~~	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~29~~
	2024	29	7	1	0	0	0	35
	<u>2025</u>	<u>35</u>	<u>2</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>36</u>
North Dakota	~~2022~~ <u>2023</u>	2	0	0	0	0	0	2
	~~20~~ <u>23</u>	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~2~~
	2024	2	0	0	0	0	0	2
~~Ohio~~	~~2022~~ <u>2025</u>	~~38~~ <u>2</u>	~~1~~ <u>0</u>	~~1~~ <u>0</u>	0	0	~~2~~ <u>0</u>	~~36~~ <u>2</u>
<u>Ohio</u>	2023	36	3	0	0	0	0	39
	2024	39	0	1	0	0	0	38
	<u>2025</u>	<u>38</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>37</u>
Oklahoma	~~2022~~ <u>2023</u>	3	0	~~0~~ <u>1</u>	0	0	0	~~3~~ <u>2</u>
	~~20~~ <u>23</u>	~~3~~	~~0~~	~~1~~	~~0~~	~~0~~	~~0~~	~~2~~
	2024	2	0	0	0	0	0	2
	<u>2025</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
Oregon	~~2022~~ <u>2023</u>	1	0	0	0	0	0	1
	~~20~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1~~

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations-Other Reasons	Outlets at End of Year
	~~23~~							
	2024	1	0	1	0	0	0	0
	<u>2025</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Pennsylvania	~~2022~~ ~~2023~~	~~25~~ <u>28</u>	~~4~~ <u>3</u>	~~0~~ <u>1</u>	0	0	~~1~~ <u>0</u>	~~28~~ <u>30</u>
	~~20~~ ~~23~~	~~28~~	~~3~~	~~1~~	~~0~~	~~0~~	~~0~~	~~30~~
	2024	30	3	2	0	0	0	31
	<u>2025</u>	<u>31</u>	<u>2</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>31</u>
Rhode Island	~~2022~~ ~~2023~~	1	0	0	0	0	0	1
	~~20~~ ~~23~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1~~
	2024	1	0	0	0	0	0	1
	<u>2025</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
South Carolina	~~2022~~ ~~2023~~	~~18~~ <u>19</u>	~~1~~ <u>2</u>	0	0	0	0	~~19~~ <u>21</u>
	~~20~~ ~~23~~	~~19~~	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~21~~
	2024	21	1	2	0	0	0	20
	<u>2025</u>	<u>20</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>19</u>
South Dakota	~~2022~~ ~~2023~~	1	0	0	0	0	0	1
	~~20~~ ~~23~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1~~
	2024	1	0	0	0	0	0	1
	<u>2025</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
Tennessee	~~2022~~ ~~2023~~	~~28~~ <u>27</u>	~~0~~ <u>2</u>	~~0~~ <u>1</u>	0	0	~~1~~ <u>0</u>	~~27~~ <u>28</u>
	~~20~~ ~~23~~	~~27~~	~~2~~	~~1~~	~~0~~	~~0~~	~~0~~	~~28~~
	2024	28	1	0	0	0	0	29
~~Texas~~	~~2022~~ <u>2025</u>	~~60~~ <u>29</u>	~~3~~ <u>0</u>	~~6~~ <u>0</u>	0	0	~~1~~ <u>0</u>	~~56~~ <u>29</u>
<u>Texas</u>	2023	56	6	2	0	0	1	59
	2024	59	8	2	0	0	0	65
~~Utah~~	~~2022~~ <u>2025</u>	~~1~~ <u>65</u>	~~0~~ <u>3</u>	~~0~~ <u>3</u>	0	0	0	~~1~~ <u>65</u>
<u>Utah</u>	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1

State			Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations-Other Reasons	Outlets at End of Year
	<u>2025</u>		<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
Virginia			~~2022~~ <u>2023</u>	28	~~0~~ <u>3</u>	~~0~~ <u>1</u>	0	0	0	~~28~~ <u>30</u>
			<u>2024</u>	<u>30</u>	<u>3</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>32</u>
			<u>2025</u>	<u>32</u>	<u>5</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>36</u>
<u>Washington</u>			2023	~~28~~ <u>0</u>	~~30~~ <u>0</u>	~~10~~ <u>0</u>	0	0	0	~~30~~ <u>0</u>
	<u>2025</u>		2024	~~30~~ <u>0</u>	~~30~~ <u>0</u>	~~10~~ <u>0</u>	0	0	0	~~32~~ <u>0</u>
	<u>2025</u>		<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
West Virginia			~~2022~~ <u>2023</u>	3	~~0~~ <u>1</u>	0	0	0	0	~~3~~ <u>4</u>
			~~2023~~ <u>2024</u>	~~3~~ <u>4</u>	~~1~~ <u>2</u>	~~0~~ <u>0</u>	~~0~~ <u>0</u>	~~0~~ <u>0</u>	~~0~~ <u>0</u>	~~4~~ <u>6</u>
			2024	4	2	0	0	0	0	6
	<u>2025</u>		<u>6</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6</u>
Wisconsin			~~2022~~ <u>2023</u>	2	0	0	0	0	0	2
			~~2023~~ <u>2024</u>	~~2~~ <u>2</u>	~~0~~ <u>0</u>	~~0~~ <u>0</u>	~~0~~ <u>0</u>	~~0~~ <u>0</u>	~~0~~ <u>0</u>	~~2~~ <u>2</u>
			2024	2	0	0	0	0	0	2
Total			~~2022~~ <u>2025</u>	~~541~~ <u>2</u>	~~291~~ <u>1</u>	~~170~~ <u>0</u>	0	0	~~70~~ <u>0</u>	~~546~~ <u>3</u>
<u>Total</u>			2023	546	41	23	0	0	3	561
			2024	561	44	20	0	0	1	584
	<u>2025</u>	<u>584</u>			<u>37</u>	<u>21</u>	<u>0</u>	<u>0</u>	<u>4</u>	<u>596</u>

* As of December 31 of each year. States not listed had no activity to report.

Table No. 4
Status of Affiliate-Owned Outlets
For Years ~~2022~~2023 to ~~2024~~2025

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired From Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of Year
Arizona	~~2022~~ <u>2023</u>	2	0	0	0	0	2
	~~2023~~ <u>2024</u>	2	0	0	0	0	2
	~~2024~~ <u>2025</u>	2	0	0	0	~~0~~ <u>1</u>	~~2~~ <u>1</u>
~~California~~ <u>Florida</u>	~~2022~~ <u>2023</u>	~~1~~ <u>4</u>	0	0	~~1~~ <u>0</u>	0	~~0~~ <u>4</u>
	~~2023~~ <u>2024</u>	~~0~~ <u>4</u>	0	0	0	0	~~0~~ <u>4</u>
	<u>2024</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired From Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of Year
Florida	~~2022~~ <u>2025</u>	4	0	0	0	0	4
	~~2023~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~4~~
	~~2024~~	~~4~~	~~0~~	~~0~~	~~0~~	~~0~~	~~4~~
Illinois	~~2022~~ <u>2023</u>	2	0	0	0	0	2
	~~2023~~ <u>2024</u>	2	0	0	0	0	2
	~~2024~~ <u>2025</u>	2	0	0	0	0	2
Indiana	~~2022~~	~~1~~	~~0~~	~~0~~	~~0~~	~~1~~	~~0~~
	~~2023~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~
	~~2024~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~	~~0~~
Kentucky	~~2022~~ <u>2023</u>	1	0	0	0	0	1
	~~2023~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1~~
	2024	1	0	0	0	1	0
	<u>2025</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Maryland	~~2022~~ <u>2023</u>	3	0	0	0	0	3
	~~2023~~	~~3~~	~~0~~	~~0~~	~~0~~	~~0~~	~~3~~
	2024	3	0	0	0	0	3
	<u>2025</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>2</u>
Massachusetts	~~2022~~ <u>2023</u>	6	0	0	0	0	6
	~~2023~~	~~6~~	~~0~~	~~0~~	~~0~~	~~0~~	~~6~~
	2024	6	0	0	0	0	6
	<u>2025</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>5</u>
Michigan	~~2022~~ <u>2023</u>	1	0	0	0	0	1
	~~2023~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1~~
	2024	1	0	0	0	1	0
	<u>2025</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Missouri	~~2022~~ <u>2023</u>	1	0	0	0	0	1
	~~2023~~ <u>2024</u>	1	0	0	0	~~0~~ <u>1</u>	~~1~~ <u>0</u>
	~~2024~~ <u>2025</u>	1	0	0	0	~~1~~ <u>0</u>	0
New Jersey	~~2022~~ <u>2023</u>	1	0	0	0	0	1
	~~2023~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1~~
	2024	1	0	0	0	0	1
	<u>2025</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
New York	~~2022~~ <u>2023</u>	3	0	0	0	~~0~~ <u>2</u>	~~3~~ <u>1</u>
	~~2023~~	~~3~~	~~0~~	~~0~~	~~0~~	~~2~~	~~1~~
	2024	1	0	0	0	0	1
	<u>2025</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired From Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of Year
North Carolina	~~2022~~ 2023	2	0	0	0	0	2
	~~2023~~	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~2~~
	2024	2	0	0	0	2	0
	<u>2025</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
New Hampshire	~~2022~~ 2023	1	0	0	0	0	1
	~~2023~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1~~
	2024	1	0	0	0	0	1
~~Ohio~~	~~2022~~ 2025	~~6~~ <u>1</u>	0	0	0	~~1~~ <u>0</u>	~~5~~ <u>1</u>
<u>Ohio</u>	2023	5	0	0	0	0	5
	2024	5	0	0	0	0	5
	<u>2025</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5</u>
Pennsylvania	~~2022~~ 2023	4	0	0	0	~~0~~ <u>3</u>	~~4~~ <u>1</u>
	~~2023~~	~~4~~	~~0~~	~~0~~	~~0~~	~~3~~	~~1~~
	2024	1	0	0	0	1	0
	<u>2025</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
South Carolina	~~2022~~ 2023	5	0	0	0	~~0~~ <u>1</u>	~~5~~ <u>4</u>
	~~2023~~	~~5~~	~~0~~	~~0~~	~~0~~	~~1~~	~~4~~
	2024	4	0	0	0	1	3
	<u>2025</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
Tennessee	~~2022~~ 2023	1	0	0	0	0	1
	~~2023~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1~~
	2024	1	0	0	0	0	1
	<u>2025</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
Texas	~~2022~~ 2023	3	0	0	0	0	3
	~~2023~~	~~3~~	~~0~~	~~0~~	~~0~~	~~0~~	~~3~~
	2024	3	0	0	0	1	2
	<u>2025</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
West Virginia	~~2022~~ 2023	3	0	0	0	0	3
	~~2023~~	~~3~~	~~0~~	~~0~~	~~0~~	~~0~~	~~3~~
	2024	3	0	0	0	2	1
	<u>2025</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
Washington	~~2022~~ 2023	1	0	0	0	0	1
	~~2023~~	~~1~~	~~0~~	~~0~~	~~0~~	~~0~~	~~1~~
	2024	1	0	0	0	0	1
	<u>2025</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>
Virginia	~~2022~~ 2023	2	0	0	0	0	2

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired From Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of Year
	~~2023~~	~~2~~	~~0~~	~~0~~	~~0~~	~~0~~	~~2~~
	2024	2	0	0	0	0	2
Total	~~2022~~ ~~2025~~	~~54~~ ~~2~~	0	0	~~1~~ ~~0~~	2	~~54~~ ~~0~~
<u>Total</u>	2023	51	0	0	0	6	45
	2024	45	0	0	0	10	35
	<u>2025</u>	<u>35</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>8</u>	<u>27</u>

Table No. 5
Projected Openings as of December 31, ~~2024~~2025

STATE	FRANCHISE AGREEMENTS SIGNED BUT OUTLET NOT OPENED	PROJECTED NEW FRANCHISED OUTLETS IN NEXT FISCAL YEAR	PROJECTED AFFILIATE-OWNED OUTLETS IN NEXT FISCAL YEAR
<u>Alabama</u>	<u>1</u>	<u>1</u>	<u>0</u>
Arizona	1	1	0
Florida	~~3~~ <u>2</u>	~~3~~ <u>1</u>	0
Georgia	~~1~~ <u>2</u>	~~0~~ <u>2</u>	0
~~Indiana~~ <u>Kentucky</u>	1	1	0
~~Iowa~~	~~1~~	~~1~~	~~0~~
~~Maryland~~ <u>Nevada</u>	1	0	0
~~Massachusetts~~	~~3~~	~~3~~	~~0~~
~~Michigan~~	~~1~~	~~1~~	~~0~~
New York	~~2~~ <u>3</u>	~~2~~ <u>0</u>	0
North Carolina	~~2~~ <u>1</u>	1	0
~~Ohio~~	~~2~~	~~2~~	~~0~~
Pennsylvania	1	1	0
<u>South Carolina</u>	<u>1</u>	<u>1</u>	<u>0</u>
Tennessee	1	1	0
Texas	~~5~~ <u>6</u>	3	0
Virginia	1	1	0
Washington ~~-D.C.~~	1	1	0
West Virginia	1	~~1~~ <u>0</u>	0
Total	~~28~~ <u>24</u>	~~23~~ <u>15</u>	0

A list of names, business addresses, and business telephone numbers of all franchised Red Roof Inns as of December 31, ~~2024~~2025 are attached to this Disclosure Document as Exhibit D. The name, city and state and last known business or home telephone number of every franchisee who has had an outlet terminated, canceled, not renewed, sold their franchise or otherwise voluntarily or involuntarily ceased to do business under the Franchise Agreement during the most recently completed fiscal year or who has not communicated with us within 10 weeks of the issuance date of this Disclosure Document are included in Exhibit D. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the Red Roof Inn System.

In some instances, current and former franchisees sign provisions restricting their ability to speak openly about their experience with us. You may wish to speak with current or former franchisees but be aware that not all such franchisees will be able to communicate with you.

As of the date of this Disclosure Document, we are not aware of any trademark-specific franchisee organization associated with the Red Roof Inn franchise system and no trademark-specific franchisee organizations have asked to be disclosed.

ITEM 21

FINANCIAL STATEMENTS

Attached to this Disclosure Document as Exhibit A is a copy of our consolidated audited financial statements for the fiscal years ended December 31, ~~2024~~2023, December 31, ~~2023~~2024, and December 31, ~~2022~~2025.

ITEM 22

CONTRACTS

Attached to this Disclosure Document are copies of the following agreements regarding the offering of the Red Roof Inn franchise:

Exhibit E	Franchise Application
Exhibit F	Franchise Agreement
Exhibit G	Construction Addendum to the Franchise Agreement
Exhibit H	Renovation Addendum to Franchise Agreement
Exhibit I	Addendum to Franchise Agreement for Red Roof Inn & Suites, Red Roof PLUS+ or Red Roof PLUS+ & Suites
Exhibit J	Non-Disclosure Agreement (Building Plans)
Exhibit K	Reservation Platform /PMS Software Sublicense Agreement
Exhibit M	Transfer Addendum to Franchise Agreement
Exhibit N	Development Incentive Program for Women and Veterans
Exhibit O	State Required Agreement Addenda
Exhibit P	Revenue Management Agreements
Exhibit Q	Dual Brand Addendum to Franchise Agreement
Exhibit R	RediCall Agreement

ITEM 23

RECEIPTS

Duplicate pages of the detachable document acknowledging receipt of the Disclosure Document by the prospective franchisee appear at the end of this Disclosure Document.

ADDITIONAL STATE REQUIRED DISCLOSURES

FOR THE STATE OF CALIFORNIA

SECTION 31125 OF THE CALIFORNIA CORPORATIONS CODE REQUIRES US TO GIVE YOU A DISCLOSURE DOCUMENT, IN A FORM CONTAINING THE INFORMATION THAT THE COMMISSIONER MAY BY RULE OR ORDER REQUIRE, BEFORE A SOLICITATION OF A PROPOSED MATERIAL MODIFICATION OF AN EXISTING FRANCHISE

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

SEE THE COVER PAGE OF THE DISCLOSURE DOCUMENT FOR OUR URL ADDRESS. OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENTS OF THIS WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION AT WWW.DFPI.CA.GOV.

Neither Red Roof Franchising, LLC nor any person listed in Item 2 is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities Exchange Act of 1934, 15 U.S.C.A. 78a *et seq.*, suspending or expelling such parties from membership in such association or exchange.

The California Franchise Relations Act, Business and Professions Code Sections 20000 to 20043, provides the Franchisee with certain rights on termination or non-renewal of a franchise. The Franchise Agreement provides for termination upon bankruptcy. This provision may not be enforceable under federal bankruptcy law (11 U.S.C.A. 101, *et seq.*). If the Franchise Agreement contains a provision that is inconsistent with the law, the law will control. The Franchise Agreement requires application of the law of the State of Ohio. This provision may not be enforceable under California law. The Franchise Agreement contains a liquidated damages clause. Under California Civil Code Section 1671, certain liquidated damages clauses are unenforceable. Prospective franchisees are encouraged to consult legal counsel to determine the applicability of California and federal laws (such as Business and Professions Code Section 20040.5, Code of Civil Procedure Section 1281, and the Federal Arbitration Act) to any provisions of a franchise agreement restricting venue to a forum outside the State of California.

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 other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FOR THE STATE OF ILLINOIS

Illinois law shall apply to and govern the Franchise Agreement.

In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in a franchise agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.

Franchisees' right upon Termination and Non-Renewal are set forth in sections 19 and 20 of the Illinois Franchise Disclosure Act.

In conformance with section 41 of the Illinois Franchise Disclosure Act, 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.

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 other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FOR THE STATE OF MARYLAND

Item 17 is amended to provide that, pursuant to COMAR 01.01.08.16L, the general release required as a condition of renewal and/or assignment/transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law, and to provide that the Franchisee may sue in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the grant of the franchise. The provision in the Franchise Agreement that provides for termination upon bankruptcy of the franchisee may not be enforceable under federal bankruptcy law (11 U.S.C.A. Section 101, *et seq.*).

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 other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FOR THE STATE OF MICHIGAN

NOTICE REQUIRED BY THE STATE OF MICHIGAN

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

Each of the following provisions is void and unenforceable if contained in any documents relating to a franchise:

- (a) A prohibition of the right of a franchisee to join an association of franchisees.
- (b) A requirement that a franchisee assent to a release, assignment, novation, waiver, or estoppel which deprives a franchisee of rights and protections provided in this act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.
- (c) A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.

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

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

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

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

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

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

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

(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 franchisee 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 franchisee for the market or appraised value of such assets if the franchisee has breached the lawful provisions of the franchise agreement and has failed to cure the breach in the manner provided in subdivision (c).

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

THE FACT 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 shall be directed to the Department of Attorney General, Consumer Protection Division, 670 Law Building, 525 West Ottawa Street, Lansing, Michigan 48913, (517) 373-7117.

FOR THE STATE OF MINNESOTA

Item 13 is amended to provide that:

Minnesota law requires that a franchisor indemnify Minnesota franchisees against liability to third parties resulting from claims by third parties that the Franchisee's use of the Trademarks infringes trademark rights of the third party. We do not indemnify against the consequences of your use of our Trademarks except in accordance with the requirements of the Franchise Agreement, and, as a condition to indemnification, you must provide notice to us of any such claim within 10 days and tender the defense of the claim to us. If we accept the tender of defense, we have the right to manage the defense of the claim including the right to compromise, settle or otherwise resolve the claim, and to determine whether to appeal a final determination of the claim.

Item 17 is amended to provide that:

Minnesota statute §80C14 and Minnesota Rule 2860.4400J prohibit us from requiring litigation to be conducted outside Minnesota. In addition, nothing in the Disclosure Document or Franchise Agreement can abrogate or reduce any of your rights as provided for in Minnesota Statutes Chapter 80C, or your rights to any procedure, forum, or remedies provided for by the laws of jurisdiction.

Minnesota Rule 2860.4400D prohibits us from requiring you to assent to a release, assignment, novation, or waiver that would relieve any person from liability imposed by Minnesota Statute §§ 80C.01 - 80C.22.

With respect to franchises governed by Minnesota law, we will comply with Minnesota Statute § 80C.14, subdivisions 3, 4, and 5 which requires, except in certain specified cases, that a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the franchise agreements.

Liquidated damages are generally not permitted under Minnesota law.

Item 22 is amended to provide that:

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 other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE MINNESOTA FRANCHISE ACT. REGISTRATION DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF COMMERCE OF MINNESOTA OR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.

THE MINNESOTA FRANCHISE ACT MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WHICH IS SUBJECT TO REGISTRATION WITHOUT

FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, AT LEAST 7 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 7 DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION, BY THE FRANCHISEE, WHICHEVER OCCURS FIRST, A COPY OF THIS PUBLIC OFFERING STATEMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE FRANCHISE. THIS PUBLIC OFFERING STATEMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR AN UNDERSTANDING OF ALL RIGHTS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

FOR THE STATE OF NEW YORK

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

INFORMATION COMPARING FRANCHISORS IS AVAILABLE. CALL THE STATE ADMINISTRATORS LISTED IN EXHIBIT B OR YOUR PUBLIC LIBRARY FOR SOURCES OF INFORMATION. REGISTRATION OF THIS FRANCHISE BY NEW YORK STATE DOES NOT MEAN THAT NEW YORK STATE RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS FRANCHISE DISCLOSURE DOCUMENT. IF YOU LEARN THAT ANYTHING IN THE FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND NEW YORK STATE DEPARTMENT OF LAW, BUREAU OF INVESTOR PROTECTION AND SECURITIES, 120 BROADWAY, 23RD FLOOR, NEW YORK, NEW YORK 10271. THE FRANCHISOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, THE FRANCHISOR CANNOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS WHICH ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. ~~Item 3, Additional Disclosure.~~ The following is added to the end of Item 3:

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

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

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

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

comparable allegations.

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

3. — ~~Item 4: Additional Disclosure.~~ The following is added to the end of Item 4:

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

4. — ~~Item 5: Initial Fees.~~ The following is added to the end of Item 5:

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

5. — ~~Item 7: Renewal, Termination, Transfer and Dispute Resolution~~

3. **A.**—The following is added to the end of the “Summary” sections of Item 17(c), titled “Requirements for franchisee to renew or extend,” and Item 17(m), entitled “Conditions for franchisor approval of transfer”:

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

4. **B.**—The following language replaces the “Summary” section of Item 17(d), titled “Termination by franchisee”:

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

C.—~~The following is added to the end of the “Summary” section of Item 17(j), titled “Assignment of contract by franchisor”:~~

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

5. ~~D.~~ The following is added to the end of the “Summary” sections of Item 17(v), titled “Choice of forum”, and Item 17(w), titled “Choice of law”:

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

6. Franchise Questionnaires and Acknowledgements. 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 other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
7. Receipts. Any sale made must be in compliance with § 683(8) of the Franchise Sale Act (N.Y. Gen. Bus. L. § 680 et seq.), which describes the time period a Franchise Disclosure Document (offering prospectus) must be provided to a prospective franchisee before a sale may be made. New York law requires a franchisor to provide the Franchise Disclosure Document at the earliest of the first personal meeting, ten (10) business days before the execution of the franchise or other agreement, or the payment of any consideration that relates to the franchise relationship.

FOR THE STATE OF NORTH DAKOTA

Item 17, Additional Disclosures. The North Dakota Securities Commissioner has held the following to be unfair, unjust, or inequitable to North Dakota franchisees (Section 51-19-09, N.D.C.C.):

- A. Restrictive Covenants:** Franchise disclosure documents which disclose the existence of covenants restricting competition contrary to Section 9-08-06, N.D.C.C., without further disclosing that such covenants will be subject to this statute.
- B. Restriction on Forum:** Requiring North Dakota franchisees to consent to the jurisdiction of courts outside of North Dakota.
- C. Liquidated Damages and Termination Penalties:** Requiring North Dakota franchisees to consent to liquidated damages or termination penalties.
- D. Applicable Laws:** Franchise agreements which specify that any claims arising under the North Dakota franchise law will be governed by the laws of a state other than North Dakota.
- E. Waiver of Trial by Jury:** Requiring North Dakota franchisees to consent to the waiver of a trial by jury.
- F. Waiver of Exemplary and Punitive Damages:** Requiring North Dakota franchisees to consent to a waiver of exemplary and punitive damages.
- G. General Release:** Requiring North Dakota franchisees to execute a general release of claims as a condition of renewal or transfer of a franchise.
- H. Limitation of Claims:** Requiring that North Dakota franchisees to consent to a limitation of claims. The statute of limitations under North Dakota law applies.

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

K. Additional Disclosure. 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 other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FOR THE STATE OF RHODE ISLAND

Item 17 is amended to state that 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."

FOR THE STATE OF VIRGINIA

The following is added to Item 17.h:

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

No statement, questionnaire or acknowledgement 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 behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FOR THE STATE OF WASHINGTON

~~**Item 17, Additional Disclosures.** The following statements are added to Item 17:~~

~~1. You have the right to terminate the Franchise Agreement upon any grounds permitted by law.~~

~~2. The provisions of this Addendum form an integral part of, are incorporated into, and modify the Franchise Disclosure Document regardless of anything to the contrary contained therein. This Addendum applies if: (a) the offer to sell a franchise is accepted in Washington; (b) the purchaser of the franchise is a resident of Washington; and/or (c) the franchised business that is the subject of the sale is to be located or operated, wholly or partly, in Washington.~~

1. **Conflict of Laws.** In the event of a ~~conflict~~conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.

~~2. 3. Franchisee Bill of Rights.~~ RCW 19.100.180 may supersede provisions in the franchise agreement in or related agreements concerning your relationship with the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions ~~which may~~that

supersede the franchise agreement ~~in or related agreements concerning~~ your relationship with the franchisor. Franchise agreement provisions, including the areas of termination those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.

Site of Arbitration, Mediation, and ~~renewal of your franchise.~~

~~2.3. 4. —~~ **/or Litigation.** 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 franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.

~~4. 5. —~~ **General Release.** A release or waiver of rights ~~executed by a~~ in the franchise agreement or related agreements purporting to bind the franchisee ~~may not include rights to~~ waive compliance with any provision under the Washington Franchise Investment Protection Act or any ~~rule~~ rules or ~~order~~ orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).

~~5. —~~ **Statute of Limitations and Waiver of Jury Trial.** Provisions contained in the franchise agreement or related agreements that unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

~~6. —~~ **Transfer Fees.** Transfer fees are collectable only to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

~~7. —~~ **Termination by Franchisee.** The franchisee may terminate the franchise agreement under any grounds permitted under state law.

~~8. —~~ **Certain Buy-Back Provisions.** Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.

~~9. —~~ **Fair and Reasonable Pricing.** Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).

~~3.10. —~~ **Waiver of Exemplary & Punitive Damages.** RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, 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.~~ in accordance with RCW 19.100.220(2).

~~6. —~~ Transfer fees are collectable to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

~~11.~~ ~~7.~~ **Franchisor's Business Judgement.** Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.

12. Indemnification. Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.

13. Attorneys' Fees. If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.

~~4.~~**14. Noncompetition Covenants.** 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~~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~~inflation). As a result, any ~~provisions~~provision contained in the franchise agreement or elsewhere that ~~conflict~~conflicts with these limitations ~~are~~is void and unenforceable in Washington.

~~5.~~**15. 8. Nonsolicitation Agreements.** 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.

~~6.~~**16. 9. Questionnaires and Acknowledgments.** 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 other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

17. Prohibitions on Communicating with Regulators. Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).

18. Advisory Regarding Franchise Brokers. Under the Washington Franchise Investment Protection Act, a "franchise broker" is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.

EXHIBIT A
FINANCIAL STATEMENTS

Red Roof Franchising, LLC and Subsidiaries

Consolidated Financial Statements

For the Years Ended December 31, 2025, 2024, and 2023

Red Roof Franchising, LLC and Subsidiaries
Consolidated Financial Statements
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For the Years Ended December 31, 2025, 2024 and 2023

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Independent Auditor's Report

To the Board of Directors
Red Roof Franchising, LLC and Subsidiaries

Opinion

We have audited the consolidated financial statements of Red Roof Franchising, LLC and Subsidiaries (collectively, the "Company"), which comprise the consolidated balance sheets as of December 31, 2025, 2024, and 2023 and the related consolidated statements of operations, changes in member's equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2025, 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 Audits of the Consolidated Financial Statements* section of our report. We are required to be independent of the Company and to meet our 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 Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated 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 within one year after the date that the consolidated financial statements are issued or available to be issued.

Auditor's Responsibilities for the Audits of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from 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 audits 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 consolidated financial statements.

To the Board of Directors
Red Roof Franchising, LLC and Subsidiaries

In performing audits in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audits.
- Identify and assess the risks of material misstatement of the consolidated 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 consolidated financial statements.
- Obtain an understanding of internal control relevant to the audits 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 consolidated financial statements.
- 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 audits, significant audit findings, and certain internal control-related matters that we identified during the audits.

Plante & Moran, PLLC

March 27, 2026

Red Roof Franchising, LLC and Subsidiaries
Consolidated Balance Sheets
For the Years Ended December 31, 2025, 2024 and 2023

	December 31, 2025	December 31, 2024	December 31, 2023
Assets			
Cash and cash equivalents	\$ 24,942,218	\$ 22,445,012	\$ 32,416,728
Accounts receivable, net of allowance for credit losses of \$4,656,800, \$1,370,213, and \$177,700	11,823,824	14,263,435	12,129,153
Receivable from affiliates	-	178,386	-
Prepaid expenses and other assets	1,930,881	2,300,351	1,915,652
Deferred franchise sales commissions	3,686,955	3,753,078	3,956,371
Key money receivable	4,524,724	3,608,165	2,206,538
Operating lease right-of-use asset	1,693,482	2,003,505	-
Intangible assets, net of accumulated amortization of \$52,141,175, \$52,074,577, and \$51,915,516	519,117	585,714	730,924
Deferred tax asset, net	1,106,617	288,301	115,883
Property and equipment, net of accumulated depreciation of \$1,252,004, \$1,071,221, and \$881,475	796,231	294,866	566,319
Software, net of accumulated amortization of \$6,053,639, \$5,837,327, and \$5,745,491	750,092	902,098	53,704
Total assets	<u>\$ 51,774,141</u>	<u>\$ 50,622,911</u>	<u>\$ 54,091,272</u>
Liabilities and Member's Equity			
Accounts payable	\$ 2,277,801	\$ 5,247,216	\$ 3,267,908
Payable to affiliates	5,099,436	-	413,455
Note payable, affiliate	3,900,000	4,550,000	5,200,000
Deferred revenue	7,230,361	7,501,279	7,841,487
Operating lease liabilities	1,714,556	2,006,694	-
Accrued income taxes	-	-	-
Accrued expenses	4,870,929	4,697,233	4,513,416
Total liabilities	25,093,083	24,002,422	21,236,266
Member's equity	<u>26,681,058</u>	<u>26,620,489</u>	<u>32,855,006</u>
Total liabilities and member's equity	<u>\$ 51,774,141</u>	<u>\$ 50,622,911</u>	<u>\$ 54,091,272</u>

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

Red Roof Franchising, LLC and Subsidiaries
Consolidated Statements of Operations
For the Years Ended December 31, 2025, 2024 and 2023

	December 31, 2025	December 31, 2024	December 31, 2023
Revenues			
Revenues	\$ 84,832,782	\$ 91,958,435	\$ 94,164,425
Expenses			
Personnel costs	28,027,271	29,984,133	31,884,018
Sales and marketing	19,309,597	23,480,391	24,309,491
General and administrative	19,480,057	17,704,940	13,898,092
Amortization	271,844	301,168	325,228
Depreciation	191,849	189,746	202,424
Loss on disposal of assets	-	13,229	-
Total expenses	67,280,618	71,673,607	70,619,253
Income before interest and taxes	17,552,164	20,284,828	23,545,172
Other Expense (Income)			
Interest expense	215,486	249,152	281,388
Interest income	(554,402)	(893,650)	(1,512,774)
Income before income taxes	17,891,080	20,929,326	24,776,558
Income tax expense	4,499,923	5,398,805	6,356,658
Net income	\$ 13,391,157	\$ 15,530,521	\$ 18,419,900

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

Red Roof Franchising, LLC and Subsidiaries
Consolidated Statements of Owners Equity
For the Years Ended December 31, 2025, 2024 and 2023

	Member's Equity
Balance at December 31, 2022	\$ 35,640,106
Net income	18,419,900
Capital contribution from member	650,000
Capital distribution to member	(21,855,000)
Balance at December 31, 2023	\$ 32,855,006
Net income	15,530,521
Capital contribution from member	650,000
Capital distribution to member	(22,415,038)
Balance at December 31, 2024	\$ 26,620,489
Net income	13,391,157
Capital contribution from member	650,003
Capital distribution to member	(13,980,591)
Balance at December 31, 2025	\$ 26,681,058

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

Red Roof Franchising, LLC and Subsidiaries
Consolidated Statements of Cash Flows
For the Years Ended December 31, 2025, 2024 and 2023

	December 31, 2025	December 31, 2024	December 31, 2023
Cash flows from operating activities:			
Net income	\$ 13,391,157	\$ 15,530,521	\$ 18,419,900
Adjustments to reconcile net income to net cash from by operating activities:			
Amortization	271,844	301,168	325,228
Key money loan forgiveness	290,013	248,873	112,444
Depreciation	191,849	189,746	202,424
Non-cash lease expense	17,885	3,189	-
Change in deferred income taxes, net	(818,317)	(172,418)	839,216
Provision for credit losses	3,294,238	1,263,969	19,519
Loss on disposition of assets	-	13,229	-
Changes in operating assets and liabilities:			
Accounts receivable	(854,627)	(3,398,251)	(3,103,004)
Prepaid expenses and other assets	369,470	(384,699)	(296,416)
Contract assets	66,123	203,293	(192,988)
Key money	(1,206,572)	(1,650,500)	(1,107,500)
Accounts payable	(2,969,415)	1,979,308	(242,866)
Accrued expenses	173,696	183,817	(1,206,615)
Accrued income taxes	-	-	(76,821)
Deferred revenue	(270,918)	(340,208)	(1,668,040)
Payable/Receivable with affiliates	5,277,825	(591,841)	(3,243,455)
Net cash provided by operating activities	<u>17,224,251</u>	<u>13,379,196</u>	<u>8,781,026</u>
Cash flows from investing activities:			
Purchase of equipment and software	(746,454)	(922,023)	(369,504)
Purchase of intangible assets	-	(13,851)	-
Net cash used in investing activities	<u>(746,454)</u>	<u>(935,874)</u>	<u>(369,504)</u>
Cash flows from financing activities:			
Distribution to member	(13,980,591)	(22,415,038)	(21,855,000)
Net cash used in financing activities	<u>(13,980,591)</u>	<u>(22,415,038)</u>	<u>(21,855,000)</u>
Net change in cash and equivalents	2,497,206	(9,971,716)	(13,443,478)
Cash and cash equivalents, beginning of the period	<u>22,445,012</u>	<u>32,416,728</u>	<u>45,860,206</u>
Cash and cash equivalents, end of the period	<u>\$ 24,942,218</u>	<u>\$ 22,445,012</u>	<u>\$ 32,416,728</u>
Supplemental disclosure:			
Interest Paid	\$ 814,486	\$ 650,218	\$ 674,149

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

Red Roof Franchising, LLC and Subsidiaries

Notes to the Consolidated Financial Statements

For the Years Ended December 31, 2025, 2024 and 2023

1. Organization

Red Roof Franchising, LLC (the **"Company"**) was organized during 2007 by Red Roof Inns, Inc. (**"RRI"**) and is a wholly owned subsidiary of RRI.

The Company is the franchisor for 630, 624, and 615 Red Roof Inns as of December 31, 2025, 2024 and 2023, respectively. The Company provides a variety of benefits for franchised hotels, which include national advertising, publicity and other marketing programs designed to increase brand awareness, training of personnel, continuous review of quality standards and centralized reservation systems.

During the third quarter of 2018, the Company introduced two new brand extensions: The Red Collection (the **"Red Collection"**) and HomeTowne Studios by Red Roof (**"HomeTowne Studios"**). The Red Collection consists of upscale economy to midscale hotels, providing modern, accessible, and affordable accommodations. The Company is the franchisor for five, five, and five Red Collection hotels as of December 31, 2025, 2024, and 2023, respectively. HomeTowne Studios consists of extended stay hotels. The Company is the franchisor for 80, 84, and 73 HomeTowne Studios as of December 31, 2025, 2024, and 2023, respectively.

2. Summary of Significant Accounting Policies

Basis of Presentation

The accompanying consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America.

Principles of Consolidation

The consolidated financial statements include the accounts of the Company and each of those subsidiaries which it controls. All significant intercompany accounts and transactions are eliminated as part of the consolidation process.

Member Support

The Company may receive general and administrative support from RRI in the form of advances, services, and administration. These consolidated financial statements have been prepared from the separate records maintained by the Company and may not necessarily be indicative of the conditions or the results of the operations that would have existed if the Company had been operated as an unaffiliated company.

Use of Estimates

The preparation of the consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements and the reported amount of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

RRI manages the Company's short-term liquidity through holdings of cash and highly liquid short-term investments with original maturities of three months or less when purchased. For the purposes of reporting cash and cash flows, these holdings are shown together as cash and cash equivalents. Cash and cash equivalents at December 31, 2025, 2024 and 2023 were approximately \$24.9 million, \$22.4 million, and \$32.4 million, respectively.

Red Roof Franchising, LLC and Subsidiaries

Notes to the Consolidated Financial Statements

For the Years Ended December 31, 2025, 2024 and 2023

Concentration of Risk

Financial instruments, which potentially subject the Company to concentrations of credit risk, consist principally of cash and accounts receivable. As determined by the Company's management, the Company maintains its cash with high quality financial institutions and minimizes its exposure to accounts receivable through a diverse customer base. The Company maintains cash in excess of the amount insured by the Federal Deposit Insurance Corporation ("FDIC"). Amounts deposited are insured by the FDIC up to \$250,000. The Company's management periodically assesses the financial condition of the institutions and believes that the risk of any loss is minimal.

The Company defines a franchise group as a franchisee that owns more than one Red Roof franchised hotel. The Company had uncollateralized receivables of approximately \$5.6 million \$5.3 million, and \$2.3 million, December 31, 2025, 2024 and 2023, respectively, with its two largest franchise groups. For the years ended December 31, 2025, 2024 and 2023, the Company's two largest franchise groups accounted for approximately 8%, 11%, and 12% of total revenues, respectively.

Accounts Receivable

Accounts receivable are carried at their net realizable value and are expected to be collected in the normal course of business. Accounts receivable are reported net of an allowance for credit losses to represent the Company's estimate of expected losses at the balance sheet date. The balances of accounts receivable were approximately \$11.8 million \$14.3 million, \$12.1 million for the years ended December 31, 2025, 2024, and 2023, respectively. The balance of the Company's accounts receivable was approximately \$9.0 million as of January 1, 2023. The adequacy of the Company's allowance for credit losses is reviewed on an ongoing basis, using historical payment trends, write-off experience, analyses of receivable portfolios by payor source and aging of receivables, a review of specific accounts, as well as expected future economic conditions and market trends and adjustments are made to the allowance as necessary. The allowance for credit losses was approximately \$4.7 million, \$1.4 million, and \$0.2 million as of December 31, 2025, 2024 and 2023, respectively. Credit loss expense is included in general and administrative expense in the consolidated statement of operations.

The following table presents the changes in allowance for credit losses on accounts receivable for the periods indicated:

	For the Years Ended December 31,		
(in millions)	2025	2024	2023
Balance at beginning of period	\$ 1.4	\$ 0.2	\$ 1.6
Additions charged to expense	3.3	0.9	0.0
Write-offs	0.0	0.4	0.1
Recoveries and other	(0.0)	(0.1)	(1.5)
Balance at end of period	\$ 4.7	\$ 1.4	\$ 0.2

Key Money Receivable

In conjunction with brand and development programs, we strategically make certain payments to franchisees as an incentive to enter in new franchise agreements. If the franchisee remains in the franchise system in good standing over the 10-to-20-year term specified in the incentive agreement, the Company forgives the incentive ratably.

Red Roof Franchising, LLC and Subsidiaries

Notes to the Consolidated Financial Statements

For the Years Ended December 31, 2025, 2024 and 2023

If the franchisee exits our franchise system or is not operating their franchise in accordance with our quality and credit standards and is terminated, the franchisee must repay the unamortized incentive payment plus interest.

As of December 31, 2025, amounts totaling \$0.4 million related to 6 key money forgivable promissory notes have been committed but not paid as the conditions required for payment have not been met. As of December 31, 2024, amounts totaling \$0.1 million related to 2 key money forgivable promissory notes have been committed but not paid as the conditions required for payment have not been met. As of December 31, 2023, amounts totaling \$1.2 million related to 11 key money forgivable promissory notes have been committed but not paid as the conditions required for payment have not been met.

These payments are recognized as an adjustment to the transaction price and capitalized as a key money asset. The key money asset is amortized on a straight-line basis over the estimated benefit period of the arrangement as an offset to royalty fees and marketing and reservation fees.

The unamortized balance of the notes was approximately \$4.5 million, \$3.6 million, and \$2.2 million for the years ended December 31, 2025, 2024, and 2023, respectively. Amortization expense, which is included as a contra-revenue account within franchise revenue on the statement of operations, was approximately \$290,000, \$249,000, and \$112,000 for the years ended December 31, 2025, 2024 and 2023, respectively.

Intangible Assets

Intangible assets consist of the RRI trademark as well as franchise royalties. The trademark intangible is being amortized to expense on a straight-line basis over the estimated period the trademark will provide royalty relief to the individual hotels owned by RRI. The amortization period for the underlying hotels expires from 2025 through 2037. The franchise royalties intangible is being amortized to expense on a straight-line basis over the 13.5 year estimated useful life of the underlying franchise agreements. The trademark's net carrying value of approximately \$3.6 million was contributed in 2012 to the Company from a subsidiary of RRI, while an additional \$40,000 was paid in July of 2014 for an additional renewable trademark in China, which has an indefinite life. An additional \$14,000 was paid in August 2024 for the renewal of the indefinite life trademark in China. An additional \$31,000 in January of 2019 for the HomeTowne Studios trademark which has a 10-year useful life. Whenever events or changes indicate that recoverability of the Company's intangible assets may not be supported by current assumptions, the Company reviews its intangible assets to determine if their carrying costs will be recovered from future undiscounted cash flows. In cases where the Company does not expect to recover its carrying cost, an impairment loss is recorded. No events or circumstances indicating impairment of intangible assets have been identified as of December 31, 2025, 2024 and 2023.

Software Costs

The Company capitalizes costs incurred in the acquisition of software for internal use, including the costs of the software, materials and consultants. Amortization of capitalized software is computed for financial reporting purposes on the straight-line method using estimated lives of 3 to 8 years. At December 31, 2025, 2024 and 2023 the Company had capitalized software of approximately \$0.8 million, \$0.9 million, and \$54,000 net of accumulated amortization, respectively. Amortization expense was approximately \$205,000, \$131,000, and \$19,000 for the years ended December 31, 2025, 2024 and 2023, respectively.

Red Roof Franchising, LLC and Subsidiaries

Notes to the Consolidated Financial Statements

For the Years Ended December 31, 2025, 2024 and 2023

Property and Equipment

Property and equipment are recorded at cost. Expenditures for normal repairs and maintenance are charged to expense during the period in which the costs are incurred. The cost and related accumulated depreciation of assets sold or otherwise disposed of are removed from the accounts. Depreciation of property and equipment is computed for financial reporting purposes on the straight-line method using the following estimated lives:

Land improvements	15 years
Building and building improvements	5 to 39 years
Furniture, fixtures and equipment	3 to 10 years

Income Taxes

The Company's results are included in the consolidated tax return of RRI. In accordance with ASC 740-10-30-27A, the Company has elected to allocate consolidated income tax expense of RRI to the Company. Accordingly, federal income taxes have been accounted for in accordance with ASC 740, Income Taxes. Deferred tax liabilities and assets are recognized for the estimated future tax effects of temporary differences between financial reporting and tax accounting. Under the separate return method, income taxes are recorded as if the Company were a separate taxpayer.

Accounting for Uncertainty in Income Taxes

Accounting principles generally accepted in the United States of America require management to evaluate tax positions taken by the Company and recognize a tax liability if the Corporation has taken an uncertain position that more likely than not would not be sustained upon examination by the IRS or other applicable taxing authorities. Management has analyzed the tax positions taken by the Company and has concluded that as of December 31, 2025, 2024 and 2023 there are no uncertain positions taken or expected to be taken that would require recognition of a liability or disclosure in the financial statements. The Company is subject to routine audits by taxing jurisdictions. IRS audits are closed for the parent of the Company through the 2021 tax year.

Accrued Expenses

Accrued expenses primarily includes accrued wages, bonus and other labor-related costs.

Sales & Marketing

The Company promotes its brands on behalf of its franchised hotels primarily via its website, loyalty program, billboards, various other media and through services provided by a public relations and communication consultancy. The Company is reimbursed for the costs incurred on behalf of franchisees through franchise fees. The total of these expenses was approximately \$19.3 million, \$23.5 million, and \$24.3 million for the years ended December 31, 2025, 2024 and 2023, respectively, and are included in sales and marketing expenses in the accompanying consolidated statement of operations.

Red Roof Franchising, LLC and Subsidiaries

Notes to the Consolidated Financial Statements

For the Years Ended December 31, 2025, 2024 and 2023

3. Revenue

Revenue Recognition

Franchise revenues are mainly comprised of royalties and marketing and reservation revenue with third-party hotel owners. The Company enters into franchise agreements that provides franchisees with the right to license and operate an inn as a Red Roof Inn. Each franchise agreement permits the franchisee to use the Red Roof logo together with other trade names, trademarks, slogans, signs, colors, insignia and copyrights. The franchisee is also permitted use of marketing and reservation, and other miscellaneous franchise services. The franchise agreements typically have an initial term of 20 years, which typically include the ability for the franchisee to terminate after a certain anniversary date or dates without penalty. The enforceable period of a franchise agreement extends until the date the franchisee or the Company can terminate the agreement without incurring a significant penalty. Initial franchise fees, initial software license fees, and transfer fees are deferred to the inn's opening date and recognized ratably over the enforceable contract period. If a franchise agreement terminates prior to the end of the enforceable period, the unrecognized initial and transfer fees are immediately recognized. These fees are typically paid at the time a franchise agreement is signed and are non-refundable.

Additionally, in some cases, the Company provides payments to customers as an incentive to enter into franchise agreements. This is considered a reduction to the transaction price. These payments are recorded as a key money receivable on the consolidated balance sheet and are amortized over the life of the franchise agreement. After a hotel opens, royalty fees and marketing and reservation fees are recognized over the term of the franchise agreement based on a percentage of gross room revenues as they occur and are due to the Company in the following month. Expenses relative to these fees are recognized as services are incurred or goods are received. As of December 31, 2025, the remaining duration of the franchise agreements range from one to twenty years. The franchise agreements may be terminated for default upon prior notice and/or upon payment of certain specified fees.

A performance obligation is a promise in a contract with a customer to transfer a distinct good or service to the customer. At each franchised hotel, the Company has a performance obligation to grant each franchisee the right to establish and operate one or more hotels utilizing the intellectual property of Red Roof. The consideration received from a customer is allocated to each distinct performance obligation and recognized as revenue when, or as, each performance obligation is satisfied. All obligations to franchisees are considered one performance obligation and, as a result, all revenues are recognized over the enforceable period. Each franchise agreement has the following performance obligations:

- *Franchise right and other related services:* The Company has obligations to provide franchisees with the right to operate a branded hotel, training, technology, a reservation system and sales and marketing services.
- *Material rights for free or discounted goods or services to hotel guests:* Primarily consists of the points issued under the Company's guest loyalty program, RediRewards.

Red Roof Franchising, LLC and Subsidiaries

Notes to the Consolidated Financial Statements

For the Years Ended December 31, 2025, 2024 and 2023

Disaggregation of Revenue

The following tables disaggregate the Company's revenue by major source for the years ended December 31:

	2025	2024	2023
On-going royalties, sales and marketing, reservations and other fees	\$ 83,265,297	\$ 90,076,232	\$ 92,450,255
Initial franchise, software license, and transfer fees	1,567,485	1,882,203	1,714,170
	<u>\$ 84,832,782</u>	<u>\$ 91,958,435</u>	<u>\$ 94,164,425</u>

Loyalty Program

The Company's RediRewards loyalty program allows members to earn points which may be redeemed for a free night certificate or other awards. The Company collects from franchisees a percentage of loyalty program members' gross room revenue from completed stays to operate the program. When points are redeemed for free accommodations or other benefits, the Company reimburses franchisees or third parties based on a rate derived in accordance with the franchise or vendor agreement. The Company is the principal for the loyalty program because the Company controls the percent of loyalty program members' gross room revenue that is collected from franchisees, the number of points required by loyalty members to earn a free night or other awards, and the amount reimbursed to franchisees and others when members redeem points. As a result, the Company recognizes revenue in the gross amount as those fees are charged to administer the loyalty program.

Loyalty points represent a performance obligation attributable to usage of the points, and thus revenues are recognized at the point in time when the loyalty points are redeemed by members for benefits. The transaction price is variable and determined in the period when the loyalty points are earned and the underlying gross room revenues are known.

Contract Liabilities

The balances of the contract liabilities for remaining performance obligations for which consideration has been received or receivable for initial franchise fees, initial software license fees, and transfer fees were approximately \$6.4 million, \$6.6 million, and \$6.8 million for the years ended December 31, 2025, 2024, and 2023, respectively. The balance of the Company's contract liability for these fees was approximately \$7.0 million as of January 1, 2023. These amounts are included in deferred revenue in the consolidated balance sheets. Revenue recognized that was previously recorded as a contract liability was approximately \$1.6 million, \$1.9 million, and \$1.7 million for the years ended December 31, 2025, 2024, and 2023, respectively.

The balances of the contract liabilities for remaining performance obligations for which consideration has been received or receivable related to the Company's RediRewards loyalty program were approximately \$0.9 million, \$0.9 million, and \$1.0 million for each of the years ended December 31, 2025, 2024 and 2023, respectively. The balance of the Company's contract liability for the loyalty program was approximately \$2.6 million as of January 1, 2023. Effective January 1, 2023, the Company changed how the estimated breakage was calculated from the redemption pattern method to the projected redemption rate.

Red Roof Franchising, LLC and Subsidiaries
Notes to the Consolidated Financial Statements
For the Years Ended December 31, 2025, 2024 and 2023

This change was made as it was determined that the projected redemption rate, which was based on an actuarial model, was a more accurate method. The effect of this change was a reduction of approximately \$3.0 million in the Company's contract liability for the Redirewards loyalty program. These amounts are included in deferred revenue in the consolidated balance sheets.

Costs to Obtain and Fulfill a Contract

The incremental costs of obtaining a franchise agreement are those costs that would not have been incurred if the franchise agreement had not been obtained. The Company's incremental costs of obtaining a contract consists of sales commissions paid on both initial franchise agreements, renewals and transfers. Sales commissions are deferred and amortized ratably over the enforceable period of the franchise agreement, unless the franchise agreement is terminated and the hotel exits the system whereby remaining deferred amounts are expensed in the period of termination. Deferred franchise sales commissions totaled approximately \$3.7 million, \$3.8 million, and \$4.0 million as of December 31, 2025, 2024, and 2023, respectively and are included in the consolidated balance sheets. Sales commission amortization expense was approximately \$0.8 million, \$1.0 million, and \$1.0 million for the years ended December 31, 2025, 2024, and 2023, respectively.

4. Property and Equipment

Property and equipment consist of the following:

	December 31, 2025	December 31, 2024	December 31, 2023
Land Improvements	\$ -	\$ -	\$ -
Buildings & Improvements	301,353	301,353	301,353
Major Equipment, Fixed Plant	16,912	16,912	16,912
FF&E	264,425	153,987	139,708
Computer Hardware	971,258	869,437	765,856
Construction in Process	494,286	24,398	223,965
Total	<u>2,048,234</u>	<u>1,366,087</u>	<u>1,447,794</u>
Less accumulated depreciation	<u>(1,252,004)</u>	<u>(1,071,221)</u>	<u>(881,475)</u>
Property and equipment, net	<u>\$ 796,230</u>	<u>\$ 294,866</u>	<u>\$ 566,319</u>

Depreciation expense of the property and equipment was approximately \$0.2 million, \$0.2 million, and \$0.2 million for each of the years ended December 31, 2025, 2024 and 2023, respectively.

5. Intangible Assets

Intangible assets consist of the following:

	December 31, 2025	December 31, 2024	December 31, 2023
Trademark (See Note 2)	\$ 3,660,291	\$ 3,660,291	\$ 3,646,440
Franchise royalties	49,000,000	49,000,000	49,000,000
Less: accumulated amortization	<u>(52,141,174)</u>	<u>(52,074,577)</u>	<u>(51,915,516)</u>
	<u>\$ 519,117</u>	<u>\$ 585,714</u>	<u>\$ 730,924</u>

Red Roof Franchising, LLC and Subsidiaries
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Amortization expense of the intangibles was approximately \$0.3 million, \$0.2 million, and \$0.3 million for the years ended December 31, 2025, 2024 and 2023, respectively. The unamortized balance of the trademark at December 31, 2025 will be charged to amortization expense through 2037 for years ended December 31 as follows:

2026	48,041
2027	48,041
2028	48,041
2029	48,041
2030	79,793
Thereafter	247,160
	<u>\$ 519,117</u>

6. Leases

On October 31, 2024, the Company entered into a lease for the corporate office which is classified as an operating lease expiring in 2030. This lease includes additional rent for operating costs for taxes, insurance, utilities, and maintenance costs.

Future minimum annual commitments under this operating lease are as follows:

Years Ending December 31	Amount
2026	\$ 378,578
2027	386,153
2028	393,952
2029	401,796
2030	<u>340,432</u>
Total	1,900,911
Less amount representing interest	<u>186,355</u>
Present value of lease payments	1,714,556

Red Roof Franchising, LLC and Subsidiaries
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For the Years Ended December 31, 2025, 2024 and 2023

Expenses recognized under this lease for the year ended December 31, 2025 and 2024 consist of the following:

	2025	2024
Operating lease cost	388,932	64,822
Other information:		
Cash paid for amounts included in the measurement of lease liabilities - Operating cash flows from operating leases	371,048	62,887
Weighted-average remaining lease term (in years) - Operating leases	5	6
Weighted-average discount rate - Operating leases	4.21%	4.21%

7. Related Party Transactions

On January 1, 2012 RRI Reservations, LLC ("Reservations"), a wholly owned subsidiary of the Company, entered into a \$6,500,000 demand promissory note with RRI. The note bears interest at a rate of 5% per annum. Beginning on April 1, 2012, the note required quarterly payments of interest only. The note's principal and all accrued interest are due in full upon the demand of RRI. The original maturity date of the note was December 31, 2021. On January 1, 2022, the note was extended for a period of 10 years, with full forgiveness of the note being granted ratably over the extended term which matures on December 31, 2031. Interest expense was approximately \$0.3 million, \$0.2 million, \$0.3 million for the years ended December 31, 2025, 2024 and 2023, respectively. Accrued interest was approximately \$0.1 million, \$0.1 million, and \$0.1 million as of the years ended December 31, 2025, 2024 and 2023, respectively.

Payable to and receivables from affiliates primarily represents net cash receipts and disbursements of the Company, which were processed through a central cash account with RRI, and fees due to RRI West. The Company had an outstanding balance of approximately \$5.1 million net payable to RRI and RRI West as of December 31, 2025. This funding relates primarily to the transfer of funds between RRI and The Company to fund treasury activities. The Company had an outstanding balance of approximately \$0.1 million net receivable from RRI and RRI West as of December 31, 2024, and approximately \$0.4 million net payable to RRI and RRI West as of December 31, 2023. Accrued interest payable totaling approximately \$0.2 million, \$0.1 million, and \$0.5 million for the years ended 2025, 2024, and 2023, respectively, is included in the net balances disclosed above.

Red Roof Franchising, LLC and Subsidiaries
Notes to the Consolidated Financial Statements
For the Years Ended December 31, 2025, 2024 and 2023

8. Income Taxes

The provision for income taxes consists of the following:

	December 31, 2025	December 31, 2024	December 31, 2023
Current:			
Federal	\$ 4,217,547	\$ 4,272,570	\$ 4,290,239
State	1,057,029	1,298,654	1,304,024
Total current provision	<u>5,274,576</u>	<u>5,571,224</u>	<u>5,594,263</u>
Deferred:			
Federal	(659,460)	(140,668)	684,675
State	(115,193)	(31,751)	154,541
Total deferred benefit	<u>(774,653)</u>	<u>(172,419)</u>	<u>839,216</u>
Total income tax expense	<u>\$ 4,499,923</u>	<u>\$ 5,398,805</u>	<u>\$ 6,433,479</u>

A reconciliation of the Company's effective income tax rate and the United States federal statutory income tax rate for the years ended December 31 are summarized as follows:

	2025		2024		2023	
Expected income tax at federal statutory rate	\$ 3,757,127	19.1%	\$ 4,395,158	21.0%	\$ 5,187,159	21.0%
Effect of permanent differences	23,955	0.1%	28,446	0.1%	26,326	0.1%
Other	7,829	0.0%	(18,985)	-0.1%	35,274	0.1%
Effect of state income taxes	711,012	3.6%	994,186	4.8%	1,184,720	4.8%
Total income tax expense	<u>\$ 4,499,923</u>	<u>22.9%</u>	<u>\$ 5,398,805</u>	<u>25.8%</u>	<u>\$ 6,433,479</u>	<u>26.0%</u>

Deferred income taxes reflect the net tax effects of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for income tax purposes. Significant components of the Company's deferred tax assets and liabilities consisted of the following at December 31:

	December 31, 2025	December 31, 2024	December 31, 2023
Deferred tax assets			
Deferred revenue	\$ 441,693	\$ 545,083	\$ 531,881
Other	1,438,621	617,652	312,654
Total deferred tax assets	<u>1,880,314</u>	<u>1,162,735</u>	<u>844,535</u>
Deferred tax liabilities			
Property and equipment	170,735	154,219	28,624
Trademark intangible	125,485	146,601	207,230
Other	477,477	573,614	492,798
Total deferred tax liabilities	<u>773,697</u>	<u>874,434</u>	<u>728,652</u>
Net deferred tax assets	<u>\$ 1,106,617</u>	<u>\$ 288,301</u>	<u>\$ 115,883</u>

Red Roof Franchising, LLC and Subsidiaries
Notes to the Consolidated Financial Statements
For the Years Ended December 31, 2025, 2024 and 2023

9. Commitments and Contingencies

The Company is involved, at times, in claims, legal and regulatory proceedings and governmental inquiries arising in the ordinary course of its business, including but not limited to: breach of contract, fraud and bad faith claims with franchisees in connection with franchise agreements and with owners in connection with management contracts, as well as negligence, breach of contract, fraud, employment, consumer protection and other statutory claims asserted in connection with alleged acts or occurrences owned, franchised or managed properties or in relation to guest reservations and bookings. The Company may also at times be involved in claims, legal and regulatory proceedings and governmental inquiries relating to bankruptcy proceedings involving efforts to collect receivables from a debtor in bankruptcy, employment matters, claims of infringements upon third parties' intellectual property rights, claims relating to information security, privacy and consumer protection, fiduciary duty/trust claims, tax claims, environmental claims and landlord/tenant disputes. Along with many of its competitors, the Company, its parent company, and certain franchisees have been named as defendants in litigation matters filed in state and federal courts, alleging statutory and common law claims related to the purported incidents of sex trafficking at certain franchised hotel facilities. Many of these matters are in the pleading or discovery stages at this time. In certain matters, discovery has closed and the parties engaged in dispositive motion practice. As of December 31, 2025, the Company is aware of 287 matters naming the Company and/or its parent company, of which 76 have been filed and are in various stages of litigation. Certain of the cases have been consolidated since initial filing. Based upon the status of these matters, an estimate of the potential outcome or range of loss cannot be made at this time but could be significant.

The Company records an accrual for legal contingencies when it determines, after consultation with outside counsel, that it is probable that a liability has been incurred and the amount of the loss can be reasonably estimated. In making such determinations, The Company evaluates, among other things, the degrees of probability of an unfavorable outcome, and when it is probable that a liability has been incurred, its ability to make a reasonable estimate of loss. The Company reviews these accruals each reporting period and makes revisions based on changes in facts and circumstances, including changes to its strategy in dealing with these matters.

Litigation is inherently unpredictable and, although the Company believes that its accruals are adequate and/or that it has valid defenses in these matters, unfavorable results could occur. As such, an adverse outcome from such proceedings for which claims are awarded in excess of the amounts accrued, if any, could be material to the Company with respect to earnings and/or cash flows in any given reporting period. The Company does not believe that the impact of such litigation will result in a material liability to the Company in relation to its combined financial position or liquidity.

The Company is subject to environmental regulations related to the ownership, management and franchising of hotels. The cost of complying with the environmental regulations was not significant to the Company's results of operations for the years ended December 31, 2025, 2024, and 2023.

The Company is not aware of any environmental condition on its property which is likely to have a material adverse effect on the consolidated financial statements.

Red Roof Franchising, LLC and Subsidiaries
Notes to the Consolidated Financial Statements
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The Company maintains general and other liability insurance; however, certain costs of defending lawsuits, such as those below the retention or insurance deductible amount, are not covered by or are only partially covered by insurance policies, and our insurance carriers could refuse to cover certain claims in whole or in part. The Company regularly evaluates our ultimate liability costs with respect to such claims and lawsuits. The Company accrue costs from litigation as they become probable and estimable.

10. Subsequent Events

The Company has evaluated subsequent events for potential recognition or disclosure in the consolidated financial statements through March 27, 2026, the day the consolidated financial statements were available to be issued. No significant subsequent events have occurred.

EXHIBIT B

LIST OF STATE ADMINISTRATORS

LIST OF STATE ADMINISTRATORS

We intend to register this disclosure document as a “franchise” in some or all of the following states, if required by the applicable state laws. If and when we pursue franchise registration (or otherwise comply with the franchise investment laws) in these states, the following are the state administrators responsible for the review, registration, and oversight of franchises in these states:

CALIFORNIA Commissioner of Financial Protection and Innovation Department of Financial Protection and Innovation 320 West Fourth Street, Suite 750 Los Angeles, California 90013-2344 (213) 576-7500 / Toll Free: (866) 275-2677 Email: ASK.DFPI@dfpi.ca.gov Website: http://www.dfpi.ca.gov	NEW YORK NYS Department of Law Investor Protection Bureau 28 Liberty St. 21st Fl New York, NY 10005 (212) 416-8222
HAWAII Commissioner of Securities Department of Commerce & Consumer Affairs Business Registration Division Securities Compliance Branch 335 Merchant Street, Room 203 Honolulu, Hawaii 96813 (808) 586-2722	NORTH DAKOTA North Dakota Insurance & Securities Department ~~State Capitol~~ ~~Department 414~~ 600 East Boulevard Avenue, ~~Fourteenth Floor~~ Dept. 401 Bismarck, North Dakota 58505-0510 (701) 328- ~~4712~~ 2910
ILLINOIS Illinois Office of the Attorney General Franchise Bureau 500 South Second Street Springfield, Illinois ~~62706~~ 62701 (217) 782-4465	RHODE ISLAND Department of Business Regulation Securities Division, Building 69, First Floor John O. Pastore Center 1511 Pontiac Avenue Cranston, Rhode Island 02920 (401) 462-9527
INDIANA Secretary of State Franchise Section 302 West Washington, Room E-111 Indianapolis, Indiana 46204 (317) 232-6681	SOUTH DAKOTA Division of Insurance Securities Regulation 124 South Euclid Avenue, 2 nd Floor Pierre, South Dakota 57501 (605) 773-3563
MARYLAND Office of the Attorney General Securities Division 200 St. Paul Place Baltimore, Maryland 21202-2020 (410) 576-6360	VIRGINIA State Corporation Commission Division of Securities and Retail Franchising 1300 East Main Street, 9th Floor Richmond, Virginia 23219 (804) 371-9051
MICHIGAN Michigan Attorney General’s Office Corporate Oversight Division, Franchise Section 525 West Ottawa Street G. Mennen Williams Building, ~~1st~~ 5th Floor Lansing, Michigan 48913 (517) 335-7567	WASHINGTON Department of Financial Institutions Securities Division P.O. Box 41200 Olympia, Washington 98504-1200 (360) 902-8760
MINNESOTA Minnesota Department of Commerce 85 7 th Place East, Suite 280 St. Paul, Minnesota 55101 (651) 539-1600	WISCONSIN Division of Securities 4822 Madison Yards Way, North Tower Madison, Wisconsin 53705 (608) 266-2139

EXHIBIT C

LIST OF AGENTS FOR SERVICE OF PROCESS

LIST OF AGENTS FOR SERVICE OF PROCESS

We intend to register this disclosure document as a “franchise” in some or all of the following states, if required by the applicable state law. If and when we pursue franchise registration (or otherwise comply with the franchise investment laws) in these states, we will designate the following state offices or officials as our agents for service of process in these states. There may be states in addition to those listed below in which we have appointed an agent for service of process. There may also be additional agents in some of the states listed.

CALIFORNIA Commissioner of Financial Protection and Innovation Department of Financial Protection and Innovation 320 West Fourth Street, Suite 750 Los Angeles, California 90013-2344 (213) 576-7500 / Toll Free: (866) 275-2677 Email: ASK.DFPI@dfpi.ca.gov Website: http://www.dfpi.ca.gov	NEW YORK New York Secretary of State One Commerce Plaza 99 Washington Avenue Albany, NY 12231 (518) 473-2492
HAWAII Commissioner of Securities Department of Commerce & Consumer Affairs Business Registration Division Securities Compliance Branch 335 Merchant Street, Room 203 Honolulu, Hawaii 96813 (808) 586-2722	NORTH DAKOTA North Dakota ~~Securities~~ Insurance Commissioner ~~State Capitol~~ North Dakota Insurance & Securities Department ~~414~~ 600 East Boulevard Avenue, ~~Fourteenth Floor~~ Dept. 401 Bismarck, North Dakota 58505-0510 (701) 328- ~~4712~~ 2910
ILLINOIS Illinois Attorney General 500 South Second Street Springfield, Illinois ~~62706~~ 62701 (217) 782-4465	RHODE ISLAND Director of Department of Business Regulation Department of Business Regulation Securities Division, Building 69, First Floor John O. Pastore Center 1511 Pontiac Avenue Cranston, Rhode Island 02920 (401) 462-9527
INDIANA Secretary of State Franchise Section 302 West Washington, Room E-111 Indianapolis, Indiana 46204 (317) 232-6681	SOUTH DAKOTA Division of Insurance Director of the Securities Regulation 124 South Euclid Avenue, 2 nd Floor Pierre, South Dakota 57501 (605) 773-3563
MARYLAND Maryland Securities Commissioner 200 St. Paul Place Baltimore, Maryland 21202-2020 (410) 576-6360	VIRGINIA Clerk of the State Corporation Commission 1300 East Main Street, 1 st Floor Richmond, Virginia 23219 (804) 371-9733
MICHIGAN Michigan Attorney General’s Office Corporate Oversight Division, Franchise Section 525 West Ottawa Street G. Mennen Williams Building, ~~1st~~ 5th Floor Lansing, Michigan 48913 (517) 335-7567	WASHINGTON Director of Department of Financial Institutions Securities Division – 3 rd Floor 150 Israel Road, Southwest Tumwater, Washington 98501 (360) 902-8760
MINNESOTA Commissioner of Commerce Minnesota Department of Commerce 85 7 th Place East, Suite 280 St. Paul, Minnesota 55101 (651) 539-1600	WISCONSIN Division of Securities 4822 Madison Yards Way, North Tower Madison, Wisconsin 53705 (608) 266-2139

EXHIBIT D
LIST OF FRANCHISEES

LIST OF RED ROOF INN FRANCHISEES
(as of December 31, ~~2024~~2025)

Franchising Entity	Inn Address	City	State	Zip Code	Phone
MA Bhagvayti, Inc.	1218 Kelli ~~D~~ <u>Drive</u>	Athens	AL	35613	~~(256)-232-2704~~
Neha and Falak Investment Inc.	610 McMeans ~~Ave~~ <u>Avenue</u>	Bay Minette	AL	36507	~~(251)-937-8800~~ <u>870-814-7006</u>
Baron Bessemer, LLC	4985 Academy ~~Ct~~ <u>Court</u>	Bessemer	AL	35022	~~(205)-481-0007~~
VA Investments, LLC	1466 Montgomery ~~Hwy~~ <u>Highway</u>	Birmingham	AL	35216	~~(205)-822-2224~~
Vinit Hospitallity, Inc.	6349 ~~AL-~~ <u>Alabama Hwy</u> 157	Cullman	AL	35057	(256) 734-8854
Darshan Hotel Investment LLC	3285 Montgomery Hwy	Dothan	AL	36303	~~(334)-793-4376~~
~~Shanaya Inc.~~	~~-Bates Rd~~	~~Evergreen~~	~~AL~~	~~36401~~	~~(251)-578-4701~~
BJK, LLC	1600 Rainbow ~~D~~ <u>Drive</u>	Gadsden	AL	35901	~~(256)-543-1105~~
Kanah Hospitality, LLC	3049 ~~W~~ <u>West</u> 1st ~~St~~ <u>Street</u>	Gulf Shores	AL	36542	~~(251)-968-8604~~
Shri Sitaram, LLC	1800 Dixie ~~Ln~~ <u>Lane</u> SE	Hartselle	AL	35640	~~(256)-773-0180~~
Ambe Shree LLC	3803 University ~~D~~ <u>Drive</u>	Huntsville	AL	35816	~~(256)-539-8881~~
TIYA Hospitality, LLC	1813 Crestwood Blvd	Irondale	AL	35210	~~(205)-956-3650~~
MAA Krupa Hotels, LLC	1530 Pelham ~~Rd~~ <u>S Road</u> <u>South</u>	Jacksonville	AL	36265	~~(256)-435-3300~~
Jasper Hospitality LLC	1100 ~~Hwy~~ <u>Highway</u> 78 ~~E~~ <u>East</u>	Jasper	AL	35501	~~(205)-387-7710~~
<u>Tass, Inc.</u>	<u>1838 Asheville Road</u>	<u>Leeds</u>	<u>AL</u>	<u>35094</u>	<u>205-699-9833</u>
Krina, Inc.	8781 Madison Blvd	Madison	AL	35758	~~(256)-772-8470~~
Jai Mahakai LLC	5635 ~~Tillmans~~ <u>Tillman</u> Corner ~~Pkwy~~	Mobile	AL	36619	~~(251)-660-9101~~
JAY RAM HOTELS 3 LLC	1 ~~E~~ <u>Interstate</u> ~~East I-~~ 65 Service ~~Rd~~ <u>S Road</u> <u>South</u>	Mobile	AL	36606	~~(251)-479-5333~~
REHA HOTELS LLC	2625 Zelda ~~Rd~~ <u>Road</u> , Building A	Montgomery	AL	36107	~~(334)-676-3615~~ <u>269-9611</u>
NIVA LLC	2807 Woodward ~~Ave~~ <u>Avenue</u>	Muscle Shoals	AL	35661	~~(256)-381-0236~~
Gaytri, Inc.	1520 Columbus ~~Pkwy~~ <u>Parkway</u>	Opelika	AL	36804	~~(334)-742-0270~~
Jay Ram Hotels LLC	138 Elm St.	Oxford	AL	36203	~~(256)-831-0860~~ <u>678-296-4508</u>

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Mahadev Diya, LLC	2585 Cobbs Ford ~~Rd,~~ ~~BLDG~~ Road, Building A	Prattville	AL	36066	~~(334)-285-~~ 3420
Sheenal Inc.	1210 Industrial ~~Pkwy~~ Parkway	Saraland	AL	36571	~~(251)-675-~~ 0100
Ayra, LLC	23518 John T. Reid Pkwy	Scottsboro	AL	35768	~~(256)-574-~~ 6740
~~Shirdi Sai Baba,~~ Shilpa LLC	40770 US- Highway 280	Sylacauga	AL	35150	~~(256)-501-~~ 1010
Tuscaloosa Motels, Inc.	4810 Skyland ~~E~~ -Blvd <u>E</u> .	Tuscaloosa	AL	35405	~~(205)-614-~~ ~~9646-556-1330~~
PSMH, LLC	2333 N. Washington St.	Forrest City	AR	72335	~~(870)-633-~~ 0870
~~Satya Prem Karuna LLC~~	~~1021 Garrison Ave~~	~~Fort Smith~~	~~AR~~	~~72901~~	~~(479) 783-0548~~
Akshar Hari Corporation	2205 ~~N~~ North Hazel ~~St~~ Street	Hope	AR	71801	~~(870)-777-~~ 4676
Red Hotel, LLC	1125 ~~E~~ East Grand ~~Ave~~ Avenue	Hot Springs	AR	71901	~~(501)-624-~~ 3321
Sankar Mori Hospitality LLC	<u>8115</u> Frenchmans ~~Ln~~ Lane	Little Rock	AR	72209	~~(501)-316-~~ ~~6736-562-9383~~
Vivaan Hospitality LLC	5300 N. State Line Ave	Texarkana	AR	71854	~~(870)-774-~~ 4444
Shri Ganeshay of West Memphis, LLC	1401 <u>North</u> Ingram ~~Blvd~~ Boulevard	West Memphis	AR	72301	~~(870)-735-~~ 7100
<u>Jai Ambe Hospitality</u> LLC	<u>2370 US-60</u>	<u>Miami</u>	<u>AZ</u>	<u>85539</u>	<u>928-793-3367</u>
<u>Classic Motor Inn, Inc.</u>	<u>5215 West Willetta Street</u>	<u>Phoenix</u>	<u>AZ</u>	<u>85043</u>	<u>602-233-8004</u>
<u>Maruti Nandan, LLC</u>	<u>17222 North Black</u> <u>Canyon Highway</u>	<u>Phoenix</u>	<u>AZ</u>	<u>85053</u>	<u>602-866-1049</u>
Sai Phoenix Hospitality, LLC	4130 N Black Canyon Hwy	Phoenix	AZ	85017	~~(602)-536-~~ ~~5528-277-5501~~
~~Maruti Nandan, LLC~~	~~17222 N Black Cyn Hwy~~	~~Phoenix~~	~~AZ~~	~~85053~~	~~(602) 866-1049~~
~~JNML LLC~~	~~1300 N Stone Ave~~	~~Tucson~~	~~AZ~~	~~85705~~	~~(520) 770-1910~~
3702 E Irvington LLC	3704 ~~E~~ East Irvington ~~Rd~~ Road	Tucson	AZ	85714	~~(520)-571-~~ 1400
<u>JNML LLC</u>	<u>1300 N Stone Ave</u>	<u>Tucson</u>	<u>AZ</u>	<u>85705</u>	<u>520-770-1910</u>
<u>RRSSP I-10 Wilmot, Inc</u>	<u>6161 E Benson HWY</u>	<u>Tucson</u>	<u>AZ</u>	<u>85756</u>	<u>520-574-0191</u>
Shree Genesha, LLC	4940 ~~W~~ West Ina ~~Rd~~ Road	Tucson	AZ	85743	~~(520)-744-~~ 8199
AHIR HOTELS, LLC	8730 Artesia BLVD	Bellflower	CA	90706	~~(562)-633-~~ 7689
Krishnahrup	850 ~~W~~ Hobsonway <u>West</u> <u>Hobson Way</u>	Blythe	CA	92225	~~(760)-922-~~ 5145
USA Sai Hotel Investment, Inc.	2286 Industrial ~~Pkwy~~ ~~W~~ Parkway West	Hayward	CA	94545	~~(510)-786-~~ 2844
Lompoc Investments, Inc.	1020 ~~E~~ East Ocean ~~Ave~~ Avenue	Lompoc	CA	93436	~~(805)-735-~~ 6444
~~Bakor Investment PCH,~~ LLC	~~1023 W Pacific Coast~~ Hwy	~~Los Angeles~~	~~CA~~	~~90744~~	~~(424) 477-5800~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
NJ Properties, Inc.	2227 ~~N~~ North Fremont ~~St~~ Street	Monterey	CA	93940	~~(831)-~~ 372-7586
Mohan Doraiswamy	2306 W. ~~Broadway~~ - ~~St~~	Needles	CA	92363	~~(760)-~~ 326-0300
Palmdale Hospitality, LLC	200 W. ~~Palmdale Blvd~~	Palmdale	CA	93551	~~(661)-~~ 273-8000
Mehar Sekhon Hotel Group LLC	2220 Pine St	Redding	CA	96001	~~(530)-~~ 241-6300
Heritage Living, LLC	1050 ~~N~~ North Norma ~~St~~ Street, Building A	Ridgecrest	CA	93555	~~(760)-~~ 446-6543
~~Sai Dev Hospitality LLC~~	~~685 W 6th St~~	~~San Bernardino~~	~~CA~~	~~92410~~	~~(909) 888-5775~~
RR San Dimas, L.P.	204 Village ~~Ct~~ Court	San Dimas	CA	91773	~~(909)-~~ 599-2362
RR Santa Ana, L.P.	2600 ~~N~~ North Main ~~St~~ Street	Santa Ana	CA	92705	~~(714)-~~ 542-0311
Bhola Company LLC	1707 ~~W~~ West Fremont ~~St~~ Street	Stockton	CA	95203	~~(209)-~~ 466-7777
<u>Bakor Investment PCH, LLC</u>	<u>1023 W. Pacific Coast Highway</u>	<u>Wilmington</u>	<u>CA</u>	<u>90744</u>	<u>424-477-5244</u>
Greenleaf Hospitality, LLC	1001 Clark ~~Ave~~ Avenue, Building A	Yuba City	CA	95991	(530) 674-8824
SHAHRISTAN LLC	2210 ~~US~~ -Highway 6 and 50	Grand Junction	CO	~~815058~~ <u>1507</u>	~~(970)-~~ 241-3020
Nirav, Inc.	5 Hazard ~~Ave~~ Avenue	Enfield	CT	~~060826~~ <u>082</u>	~~(860)-~~ 741-2571
BK Patel, LLC	2300 Boston Post ~~Rd~~ Road	Guilford	CT	~~064376~~ <u>437</u>	~~(203)-~~ 453-0123
OM SAI HARSH LLC	10 Bee ~~St~~ Street	Meriden	CT	~~064506~~ <u>450</u>	~~(203)-~~ 235-5154
Rowe Hospitality, LLC	10 Rowe ~~Ave~~ Avenue	Milford	CT	~~064606~~ <u>460</u>	~~(203)-~~ 877-6060
Hartford Lodging, LLC	65 Columbus ~~Blvd~~ Boulevard	New Britain	CT	~~060516~~ <u>051</u>	~~(860)-~~ 348-1463
Savinder Hospitality, LLC	707 Colman ~~St~~ Street, Building A	New London	CT	~~063206~~ <u>320</u>	~~(860)-~~ 444-0001
Khima LLC	425 Hartford Turnpike	Vernon	CT	~~060666~~ <u>066</u>	~~(860)-~~ 871-2432
<u>Gopal, Inc.</u>	<u>600 New York Avenue NE</u>	<u>Washington</u>	<u>DC</u>	<u>20002</u>	<u>202-546-9200</u>
Shree Lalji, LLC	652 ~~N~~ North Dupont ~~Hwy~~ Highway	Dover	DE	19901	~~(302)-~~ 730-8009
Laburnum Hospitality, LLC	1612 ~~N~~ North Dupont ~~Hwy, BLDG~~ Highway, Building A	New Castle	DE	~~197201~~ <u>0720</u>	~~(302)-299-~~ <u>1400-428-1000</u>
JSK Newark, LLC	415 Stanton Christiana ~~Rd~~ Road	Newark	DE	19713	~~(302)-~~ 292-2870
Shri Swami Narayan, LLC	1119 ~~S~~ South College Ave	Newark	DE	19713	~~(302)-~~ 368-8521

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Sainath Hospitality Corp	1088 ~~Highway~~ <u>South US 301 SHwy</u>	Baldwin	FL	32234	~~(904)-266-9759~~
A&M Hospitality, LLC	1593 Main St.	Chipley	FL	32428	~~(850)-638-7335~~
Sweet Home Hospitality Crestview, LLC	4255 ~~S~~ <u>South</u> Ferdon ~~Blvd~~ <u>Boulevard</u>	Crestview	FL	32536	(850) 682-8842
Krishna RB, Inc.	326 Green Acres ~~D~~ <u>Drive</u>	DeFuniak Springs	FL	32435	~~(850)-951-2210~~
Jalaram LLC	4915 <u>E.</u> 17th St ~~E.~~	Ellenton	FL	34222	~~(941)-729-0600~~
FM Hotel Investment LLC	8955 Daniels ~~Pkwy~~ <u>Parkway</u>	~~Fort~~ <u>Ft.</u> Myers	FL	33912	~~(239)-561-7000~~
Arti Properties Inc.	3236 S. US HWY 1	Fort Pierce	FL	34982	~~(772)-461-2323~~
Sunstar ~~Orangepark~~ <u>Harts</u> , Inc.	~~6099 Youngerman Cir~~ <u>10901 Harts Rd</u>	Jacksonville	FL	~~322443~~ <u>2218</u>	~~(904)-777-1000-751-3888~~
Sunstar Jaxairport, Inc.	1063 Airport ~~Rd~~ <u>Road</u>	Jacksonville	FL	32218	~~(904)-741-4488~~
Sunstar ~~Harts~~ <u>Orangepark</u> , Inc.	~~10901 Harts Rd~~ <u>6099 Youngerman Circle</u>	Jacksonville	FL	~~322183~~ <u>2244</u>	~~(904)-751-3888-777-1000~~
JKS Hospitality, LLC	4624 ~~W~~ <u>West</u> Irlo Bronson Memorial Hwy	Kissimmee	FL	34746	~~(407)-396-2642~~
Raaghav LLC	151 Woodlawn ~~Rd~~ <u>Road</u>	Macclenny	FL	32063	~~(904)-259-3000~~
42nd LeJeune Holdings LLC	3401 NW Le Jeune ~~Rd~~ <u>Road</u>	Miami	FL	33142	~~(305)-871-4221~~
Avalon Beach Inn, Inc.	2672 Avalon ~~Blvd~~ <u>Boulevard</u>	Milton	FL	32583	~~(850)-995-6100~~
Rajshree LLC	120 NW 40th ~~Ave~~ <u>Avenue</u>	Ocala	FL	34482	~~(352)-732-4590~~
~~Winchester Hospitality, Meldi Management~~ LLC	8296 ~~S~~ <u>South</u> Orange Blossom ~~Trl~~ <u>Trail</u>	Orlando	FL	32809	~~(407)-240-0570~~
RRPC LLC	10 Kingswood ~~D~~ <u>Drive</u>	Palm Coast	FL	32137	~~(386)-446-8180~~
JDH Hospitality, LLC	217 North US Highway 231	Panama City	FL	32405	~~(850)-215-2727~~
<u>Fernwood Land LLC</u>	<u>9424 Front Beach Road</u>	<u>Panama City Beach</u>	<u>FL</u>	<u>32407</u>	
RRI Pensacola, LLC	7340 Plantation ~~Rd~~ <u>Road</u>	Pensacola	FL	32504	~~(850)-476-7960~~
Shree Kapil Hospitality LLC	2591 Wilde Lake ~~Blvd~~ <u>Boulevard</u>	Pensacola	FL	32526	~~(850)-941-0908~~
Sweet Home Hospitality Pensacola LLC	4 N. New Warrington Rd.	Pensacola	FL	32506	~~(850)-454-0280~~
Jai-Amba-Ma, Inc.	2445 ~~FL~~ <u>State Road</u> 16	St. Augustine	FL	32092	~~(904)-829-1999~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Clearwater Lodging, LLC	4999 ~~N.~~ 34th St ~~N.~~	St. Petersburg	FL	33714	~~(727) 527-8421~~ <u>732-207-8646</u>
~~Rashi, LLC~~	~~2930 Hospitality St~~	~~Tallahassee~~	~~FL~~	~~32303~~	~~(850) 385-7884~~
MARS HOTEL, LLC	6737 Mahan ~~Dr~~ <u>Drive</u>	Tallahassee	FL	32308	(850) 656-2938
~~Rashi, LLC~~	~~2930 Hospitality Street~~	~~Tallahassee~~	~~FL~~	~~32303~~	~~850-385-7884~~
5001 Fair Ground Hospitality, LLC	5001 US-301	Tampa	FL	33610	~~(813) 623-5245~~
Jax One Investments, LLC	11310 N 30th ~~St~~ <u>Street</u>	Tampa	FL	33612	~~(813) 971-7690~~
SaiHari Inc.	10121 Horace ~~Ave~~ <u>Avenue</u>	Tampa	FL	33619	~~(813) 681-8484~~
SAI of Vero LLC	8800 20th ~~St.~~ <u>Street</u> , Building A	Vero Beach	FL	32966	~~(772) 562-9991~~
Sai Inc. of Wildwood	345 East State ~~Rd~~ <u>Road</u> 44	Wildwood	FL	34785	~~(352) 748-2000~~ <u>561-704-1548</u>
Bullet, Inc.	5320 Cherokee St.	Acworth	GA	30101	~~(770) 974-5400~~
Flint River Hospitality, LLC	1400 Dawson ~~Rd~~ <u>Road</u>	Albany	GA	31707	~~(229) 888-3939~~
Atlanta Druid Hills Hotel, LLC	1960 ~~N~~ <u>North</u> Druid Hills ~~Rd~~ <u>Road</u>	Atlanta	GA	30329	~~(404) 321-1653~~
Narayana of Augusta LLC	3030 Washington ~~Rd~~ , ~~BLDG~~ <u>Road, Building A</u>	Augusta	GA	30907	~~(706) 737-1122~~
Aashutosh Hospitality, LLC	25 Tourist ~~Dr~~ <u>Drive</u>	Brunswick	GA	31520	~~(912) 264-4720~~
Royal Inn Investment LLC	2968 <u>Walton Way</u> GA- ~~247~~ <u>CONN HWY 247</u>	Byron	GA	31008	~~(478) 956-3800~~ <u>727-846-9500</u>
SKD Hotel, Inc.	189 Jameson St.	Calhoun	GA	30701	~~(706) 629-8133~~
RKD Hospitality LLC	1125 Bankhead ~~Hwy~~ <u>Highway</u>	Carrollton	GA	30117	(770) 830-1000
NEHA Investments, LLC	28 GA-20 Spur	Cartersville	GA	30121	~~(770) 387-1800~~
Rama Hospitality LLC	2450 Old National ~~Pkwy~~ <u>Parkway</u>	College Park	GA	30349	~~(404) 684-9898~~
Sunrise Commerce Hotel, LLC	30747 ~~HWY~~ <u>Highway</u> 441 ~~South~~ <u>S</u>	Commerce	GA	30529	~~(706) 335-5183~~
Naseeb Investments, Inc.	3140 Moreland ~~Ave~~ <u>Avenue</u>	Conley	GA	30288	~~(404) 363-6960~~
Shubham and Miraj LLC	1529 ~~W~~ <u>West</u> Walnut Ave	Dalton	GA	30720	~~(706) 226-1100~~
Sega Hospitality, LLC	12885 ~~GA~~ <u>State Hwy</u> 251	Darien	GA	31305	~~(912) 437-2500~~ <u>625-1140</u>
UMIYA Hotel, LLC	480 Holiday ~~Cr~~ <u>Circle</u>	Forsyth	GA	31029	~~(478) 994-5691~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Griffin Lodging LLC	1719 ~~N-Expy~~ <u>North Expressway</u>	Griffin	GA	30223	~~(770) 229-9797~~ <u>(678) 697-1442</u>
~~Helen Hotel~~ <u>Dhanya Hotels, LLC</u>	~~8171 S Main St~~ <u>773 Veterans Parkway</u>	~~Helen~~ <u>Hinesville</u>	GA	~~305453~~ <u>1313</u>	~~(706) 878-8888~~ <u>912-408-4444</u>
CMP Hotel, LLC	1460 George Busbee ~~Pkwy~~ <u>NW Parkway</u>	Kennesaw	GA	30144	~~(770) 590-0519~~ <u>404-422-6736</u>
Omkar Group, LLC	1363 ~~GA-Highway~~ <u>40 East</u>	Kingsland	GA	31548	~~(912) 729-1130~~
Jai Maa Jagdamba LLC	2606 Whitesville ~~Rd,~~ <u>Bldg Road Building A</u>	LaGrange	GA	30240	~~(706) 668-6167~~ <u>882-8881</u>
K&R Hospitality, LLC	4840 Bill Gardner ~~Pkwy~~ <u>Parkway</u>	Locust Grove	GA	30248	~~(678) 583-0004~~
Royal Hospitality Group Inc	2720 Riverside ~~Dr~~ <u>Drive</u>	Macon	GA	31204	~~(478) 743-1482~~
KHAMLAI1983 LODGING LLC	1348 Southlake Plaza ~~Dr~~ <u>Drive</u>	Morrow	GA	30260	~~(770) 282-6624~~
Evergreen Investments Newnan, LLC	590 Bullsboro Dr.	Newnan	GA	30265	~~(770) 502-8688~~
Khamlai Lodging, LLC	5171 Brook Hollow ~~Pkwy~~ <u>Parkway</u>	Norcross	GA	30071	~~(770) 448-8944~~
QSR Perry Hospitality, LLC	110 Perimeter ~~Rd~~ <u>Road</u>	Perry	GA	31069	~~(478) 987-4454~~
Petsu Hospitality, Inc.	20 Mill Creek ~~Cir~~ <u>Circle</u>	Pooler	GA	31322	~~(912) 748-4050~~
Khushi 17 INC	7200 ~~GA-Highway~~ <u>21 North</u>	Port Wentworth	GA	31407	~~(912) 965-9393~~
AVY INESTMENT LLC	4494 <u>US</u> HWY 17	Richmond Hill	GA	31324	~~(912) 756-3376~~
Shree Durga Shakti Inc.	217 Hwy 411 <u>SE</u>	Rome	GA	30161	(706) 234-3161
Bhole ~~Shiv~~ <u>Krupa</u> , LLC	45 Fort Argyle ~~Rd~~ <u>Road</u>	Savannah	GA	31419	~~(912) 920-1920~~ <u>927-8550</u>
OM Hotels Abercorn, LLC	11750 Abercorn Street	Savannah	GA	31419	~~(912) 927-7720~~ <u>226-7123</u>
~~Varahi Hotel, LLC~~	~~2200 Corporate Plaza SE~~	~~Smyrna~~	~~GA~~	~~30080~~	~~(770) 952-6966~~
Kapilkirti LLC	316 S. Main St.	Statesboro	GA	30458	~~(912) 489-2626~~
Manish, Inc.	637 ~~GA-Highway~~ <u>138 West</u>	Stockbridge	GA	30281	~~(678) 782-4100~~
Gill Hospitality Group, LLC	3103 Lawrenceville- ~~Suwanee Rd~~ <u>Road</u>	Suwanee	GA	30024	~~(678) 765-8101~~
Thomasville Hospitality LLC	14866 ~~U.S.-Hwy~~ <u>US-19</u>	Thomasville	GA	31757	~~(229) 233-5185~~
~~Jay Ram Hotels~~ <u>2Shree Raguram Hotel, LLC</u>	1025 ~~WWest~~ <u>2nd StStreet</u>	Tifton	GA	31794	~~(229) 382-0280~~ <u>(256) 404-5318</u>

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Thakoromila LLC	2811 ~~N~~ <u>North</u> Ashley ~~St~~ <u>Street</u>	Valdosta	GA	31602	~~(229)~~ -242-2777
RAMESHWAR HOTEL LLC	1870 ~~GA~~ - <u>State Route</u> 18	West Point	GA	31833	~~(765)~~ -393-8667
<u>BHAI MANJULA LLC</u>	<u>1418 S Dayton Place</u>	<u>Ames</u>	<u>IA</u>	<u>50010</u>	
Diggs Inn, LLC	500 30th ~~Ave~~ <u>Avenue</u>	Council Bluffs	IA	51501	~~(712)~~ -366-5555
Sai Ram, Inc.	5020 NE 14th ~~St~~ <u>Street</u>	Des Moines	IA	50313	(515) 265-7511
~~Alsip Hotels Inc.~~ <u>Orbit Hospitality LLC</u>	12340 ~~S~~ <u>South</u> Cicero ~~Ave~~ <u>Avenue</u>	Alsip	IL	60803	~~(708)~~ -389-3080 <u>1222</u>
AH RRI Hotel LLC	22 ~~W~~ <u>West</u> Algonquin ~~Rd~~ <u>Road</u>	Arlington Heights	IL	60005	~~(847)~~ -228-6650
Sohum Hotels Bloomington, LLC	1905 W Market ~~St~~ <u>Street</u>	Bloomington	IL	61701	~~(309)~~ -827-5333
APK Hospitality LLC	1311 ~~IL~~ - <u>North State Route</u> 50	Bourbonnais	IL	60914	~~(815)~~ 935-5400 <u>(847) 769-7438</u>
RI & KI Hospitality LLC	212 West Anthony Drive	Champaign	IL	61820	~~(217)~~ -352-0101
Pragat Hospitality, LLC	389 Lynch ~~Dr~~ <u>Drive</u>	Danville	IL	61834	~~(217)~~ -443-3388
SBY Dekalb Inn, Ltd.	1212 ~~W~~ <u>West</u> Lincoln ~~Hwy~~ <u>Highway</u>	DeKalb	IL	60115	~~(815)~~ -758-8661
Sunstar Hoffman, Inc.	2500 Hassell ~~Rd~~ <u>Road</u>	Hoffman Estates	IL	60169	~~(847)~~ -885-7877
MRAJ HOSPITALITY INC.	1750 McDonough ~~St~~ <u>Street</u>	Joliet	IL	60436	~~(815)~~ -741-2304
Novak Hospitality, Inc.	2450 <u>East</u> 173rd ~~St~~ <u>Street</u>	Lansing	IL	60438	~~(708)~~ -895-9570
~~Prayosham Bedford, LLC~~	~~25640 S Friendship Dr~~	~~Monee~~	~~IL~~	~~60449~~	~~(708) 534-0022~~
Krish Niya LLC	9424 Waukegan Rd	Morton Grove	IL	60053	~~(847)~~ -965-6400
1 Sunstar, Inc.	201 Smoke Tree Plaza ~~Dr~~ , ~~BLDG~~ , <u>Building A</u>	North Aurora	IL	60542	~~(331) 205-7003~~ <u>312-513-2015</u>
YDS Hospitality Inc.	3200 Singer Ave	Springfield	IL	62703	~~(217)~~ -753-4302
NKP Hospitality, Inc.	2030 Formosa ~~Rd~~ <u>Road</u>	Troy	IL	62294	~~(618)~~ -667-2222
New Candle Sonal LLC	3031 Belvidere ~~Rd~~ <u>Road</u>	Waukegan	IL	60085	~~(847)~~ -623-1400
RR 2 Willowbrook LLC	7535 Kingery ~~Hwy~~ <u>Highway/State Route</u> 83	Willowbrook	IL	60527	~~(630)~~ -526-3991
Rangmahol LLC	6325 ~~S~~ <u>South</u> Scatterfield ~~Rd~~ <u>Road</u>	Anderson	IN	46013	~~(765)~~ -640-1356

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Harvee Hospitality Corporation	503 Ley ~~Dr~~ <u>Drive</u>	Auburn	IN	46706	~~(260)-927-8800~~
<u>ARA Hospitality Management, LLC</u>	<u>2201 Grace Avenue</u>	<u>Charlestown</u>	<u>IN</u>	<u>47111</u>	<u>812-256-5400</u>
Krupa, Inc.	924 ~~N~~ <u>North</u> Main ~~St~~ <u>Street</u>	Cloverdale	IN	46120	~~(765)-795-3000~~
Elkhart Lodging, LLC	2902 Cassopolis ~~St~~ <u>Street</u>	Elkhart	IN	46514	~~(574)-262-3691~~
RAJA1 INC	3017 <u>W.</u> Coliseum Blvd ~~W~~	Fort Wayne	IN	46808	~~(260)-483-0091~~
OM SHIV KRUPA, LLC	1079 ~~N~~ <u>North</u> Luther ~~Rd~~ <u>Road</u>	Georgetown	IN	47122	~~(812)-923-0441~~
VARADA, LLC	1325 University Dr CT	Granger	IN	46530	~~(574)-271-4800~~
~~Singh Hotels LLC~~	~~515 E Eads Pkwy~~	~~Greendale~~	~~IN~~	~~47025~~	~~(812)-537-4441~~
Shri Siddhivinayak, Inc.	110 Sheek ~~Rd~~ <u>Road</u>	Greenwood	IN	46143	~~(317)-887-1515~~
<u>OM PREM INDIANA LLC</u>	<u>4111 Calumet Avenue</u>	<u>Hammond</u>	<u>IN</u>	<u>46320</u>	
~~Victory Hotels~~ <u>AADHYA HOSPITALITY LLC</u>	~~5221 Victory Dr~~ <u>8110 Shadeland Avenue</u>	Indianapolis	IN	~~462034~~ <u>6250</u>	~~(317)-788-9551~~ <u>712-3104</u>
<u>Chinmay Hospitality, LLC</u>	<u>2631 South Lynhurst Drive</u>	<u>Indianapolis</u>	<u>IN</u>	<u>46241</u>	<u>317-527-4639</u>
Shivaya, LLC	9520 Valparaiso ~~Ct~~ <u>Court</u>	Indianapolis	IN	46268	~~(317)-872-3030~~
<u>Victory Hotels LLC</u>	<u>5221 Victory Drive</u>	<u>Indianapolis</u>	<u>IN</u>	<u>46203</u>	<u>317-783-1024</u>
Vidhi Hotels LLC	7314 East 21st ~~St~~ <u>Street</u>	Indianapolis	IN	46219	(317)359-5500
~~Kuber of Indiana, LLC~~ <u>Sunny Ravi Inc</u>	~~8110 Shadeland Ave~~ <u>2808 South Reed Road</u>	~~Indianapolis~~ <u>Kokomo</u>	IN	~~462504~~ <u>6902</u>	~~(317)-712-3104~~ <u>765-450-6630</u>
~~Chinmay Hospitality, LLC~~	~~2631 S Lynhurst Dr~~	~~Indianapolis~~	~~IN~~	~~46241~~	~~(317)-527-4639~~
Shivoham LLC	4201 South ~~St~~ <u>Street</u>	Lafayette	IN	47905	~~(765)-448-4671~~
<u>Singh Hotels LLC</u>	<u>515 East Eads Parkway</u>	<u>Lawrenceburg</u>	<u>IN</u>	<u>47025</u>	<u>812-537-4441</u>
SHRIJI HOTEL INC	1615 ~~N~~ <u>North</u> Baldwin ~~Ave~~ <u>Avenue</u>	Marion	IN	46952	~~(765)-573-5765~~ <u>6844</u>
Shreeji Hospitality108, LLC	8290 Georgia ~~St~~ <u>Street</u>	Merrillville	IN	46410	~~(219)-738-2430~~
Ganpati LLC	110 ~~W~~ <u>West</u> Kieffer ~~Rd~~ <u>Road</u>	Michigan City	IN	46360	~~(219)-874-5251~~
Shiv Ambe, Inc.	2525 Chester Blvd	Richmond	IN	47374	~~(765)-962-7576~~
SHIV LODGING LLC	1522 ~~W~~ <u>West</u> McClain ~~Ave~~ <u>Avenue</u>	Scottsburg	IN	47170	~~(812)-752-2122~~
Shiv Taylorsville Inc	10330 N ~~U.S~~ <u>SUS</u> Hwy 31	Taylorsville	IN	~~472804~~ <u>7201</u>	~~(812)-526-9747~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
American Eagle 5, LLC	1800 ~~S~~ -Old Decker ~~Rd~~ Road	Vincennes	IN	47591	~~(812)-882-~~ 2100
~~RadhaSoami Hospitality~~ ~~LLC~~ Kamata Hotel Investment G.K	~~115 US-75~~ Ota-ku Nishikamata 7-24-7 Zip Code 114-0051	~~Holton~~ Tokyo	~~KS~~ JP	~~66436~~	~~(785)-364-~~ ~~3172+81 3-~~ ~~6428-7490~~
~~Star Hotels LLC~~	~~7335 E Kellogg Dr~~	~~Wichita~~	~~KS~~	~~67207~~	~~(316)-685-1281~~
~~Kellogg Hospitality, LLC~~	~~6815 W Kellogg Dr~~	~~Wichita~~	~~KS~~	~~67209~~	~~(316)-942-5600~~
~~AARS,~~ SMP Hospitality LLC	196 Prince Royal ~~Dr~~ Drive	Berea	KY	40403	~~(859)-985-~~ 8000
Shree Gajanan, LLC	3140 Scottsville ~~Rd~~ Road	Bowling Green	KY	42104	~~(270)-781-~~ 6550
Pushpak Investment, LLC	154 Hospitality ~~Ln~~ Road	Cadiz	KY	42211	(270) 522-7007
YK Hospitality LLC	10 Slumber ~~Ln~~ Lane	Carrollton	KY	41008	~~(502)-732-~~ 7027
Nirangtar, LLC	807 Mammoth Cave St.	Cave City	KY	42127	~~(270)-773-~~ 3121
Corbin Hotel Group, LLC	1888 Cumberland Falls Hwy	Corbin	KY	40701	~~(606)-526-~~ 1400
THE EPHANT GROUP- REDROOF LLC	210 Brenda Ave	Danville	KY	40422	~~(859)-236-~~ 5525
SNK Holdings, Ltd	88 Blackburn Ln	Dry Ridge	KY	41035	~~(859)-824-~~ 3700
Welcome Hotel Erlanger, Inc.	599 Donaldson ~~Hwy~~ Road	Erlanger	KY	41018	~~(859)-342-~~ ~~7111-727-3400~~
2805 Franklin Holdings, LLC	2805 Scottsville Rd	Franklin	KY	42134	~~(270)-586-~~ ~~8885~~ 8855
REEVA LLC	3075 Paris Pike, ~~BLDG~~ Building A	Georgetown	KY	40324	(502) 863-2240
Daanish Hotels Inc	9330 Blairwood ~~Rd~~ Road	Hurstbourne	KY	40222	~~(502)-426-~~ 7621
DHARMAGURU HOTELS, LLC	2241 Elkhorn Road	Lexington	KY	40505	707-295-9270
I Shree Hotel, LLC	1980 Haggard ~~Ct~~ Court	Lexington	KY	40505	~~(859)-293-~~ 2626
~~DHARMAGURU~~ ~~HOTELS, LLC~~	~~2241 Elkhorn Rd~~	~~Lexington~~	~~KY~~	~~40505~~	~~(859)-293-2202~~
RAMA Lexington LLC	2651 Wilhite ~~Dr~~ Drive	Lexington	KY	40503	~~(859)-277-~~ 9400
JKM Hospitality Inc.	110 Melcon ~~Ln~~ Lane	London	KY	40741	~~(606)-862-~~ 8844
~~SAI AIRPORT LLC~~	~~4704 Preston Hwy~~	~~Louisville~~	~~KY~~	~~40213~~	~~(502)-968-0151~~
Krishna Hotels LLC	3322 Red Roof Inn ~~Pl~~ Place	Louisville	KY	40218	~~(502)-456-~~ 2993
SAI AIRPORT LLC	4704 Preston Highway	Louisville	KY	40213	502-968-0151
Ninat Hospitality, LLC	175 Toms ~~Dr~~ Drive	Morehead	KY	40351	~~(606)-784-~~ 2220

Franchising Entity	Inn Address	City	State	Zip Code	Phone
1202 Murray LLC	1202 ~~S~~ <u>South</u> 12th ~~St~~ <u>Street</u>	Murray	KY	42071	~~(270)-753-1150~~
Riya Enterprises, LLC	5106 Cairo ~~Rd~~ <u>Road</u>	Paducah	KY	42001	~~(270)-442-1616~~
<u>KALYAN LLC</u>	<u>1400 North Dixie Boulevard</u>	<u>Radcliff</u>	<u>KY</u>	<u>40160</u>	<u>270-351-3199</u>
ACORN HOSPITALITY LLC	111 Bahama ~~Ct~~ <u>Court</u>	Richmond	KY	40475	~~(859)-625-0084~~
Sai Hospitality, LLC	101 Howard ~~Dr~~ <u>Drive</u>	Shelbyville	KY	40065	~~(502)-633-4005~~
Jay Ambe Somerset INC	1201 ~~S~~ <u>Hwy</u> <u>Highway</u> 27 <u>South</u>	Somerset	KY	42501	~~(606)-678-8115~~
Pramukh Darshan LLC	11165 Frontage ~~Rd~~ <u>Road</u>	Walton	KY	41094	~~(859)-485-4123~~
Shiv Sai Hospitality Inc	1100 Interstate Dr.	Winchester	KY	40391	~~(859)-385-4191~~
Neptune Lodging Partners LLC	2716 ~~N~~ <u>North</u> MacArthur ~~Dr~~ <u>Drive</u>	Alexandria	LA	71303	~~(318)-321-1212~~
Baton Rouge Boardwalk Hospitality INC	11255 Boardwalk ~~Dr~~ <u>Drive</u>	Baton Rouge	LA	70816	(225) 930-8131
Karma Hospitality, LLC	46053 ~~N~~ <u>North</u> Puma ~~Dr~~ <u>Drive</u>	Hammond	LA	70401	~~(985)-345-0003~~
Westbank Group, LLC	3750 Westbank ~~Expy~~ <u>Expressway</u>	Harvey	LA	70058	~~(504)-348-1262~~
<u>Jay VMK LLC</u>	<u>1254 Grand Caillou Road</u>	<u>Houma</u>	<u>LA</u>	<u>70363</u>	<u>985-580-4850</u>
Shiv Lodging, L.L.C.	2125 Veterans ~~Bld~~ <u>Boulevard</u>	Kenner	LA	70062	(504) 464-6464
Suhriday, LLC	1718 ~~N~~ <u>North</u> University ~~Ave~~ <u>Avenue</u>	Lafayette	LA	70507	~~(337)-233-3339~~
Paramguru, LLC	269 ~~LA~~ <u>Highway</u> 397	Lake Charles	LA	70615	~~(337)-990-0165~~
Shree Shankar, L.L.C. & Shree Krishna, L.L.C.	927 Martin Luther King Jr. ~~Dr.~~	Monroe	LA	71203	~~(318)-388-8868~~
Kirit Tabelo, LLC	7408 ~~LA~~ <u>Highway</u> 182 <u>East</u>	Morgan City	LA	70380	~~(985)-384-5750~~
<u>Port Allen OM MAA</u> <u>OMSai, LLC</u>	234 N. Lobdell Hwy	Port Allen	LA	70767	(225) 344-3638
KADM Hospitality II LLC	1662 Gause ~~Bld~~ <u>Boulevard</u>	Slidell	LA	70458	~~(985)-641-8800~~
Clover Hospitality, LLC	2619 Ruth St.	Sulphur	LA	70665	~~(337)-527-1000~~ <u>842-3454</u>
RRWM Hotel LLC	102 Constitution ~~Dr~~ <u>Drive</u>	West Monroe	LA	71292	~~(318)-388-2420~~
<u>Middleborough Hospitality LLC</u>	<u>30 East Clark Street</u>	<u>Middleborough</u>	<u>MA</u>	<u>02346</u>	<u>508-946-4400</u>
<u>KAASHVI HOSPITALITY INC</u>	<u>367 Turnpike Road</u>	<u>Southborough</u>	<u>MA</u>	<u>1772</u>	<u>508-481-3904</u>

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Azad Sutton, LLC	200 Worcester - Providence ~~Tpke~~ Turnpike	Sutton	MA	~~01590~~ 590	(508) 865-5222
AARAVI LLC	999 GAR Highway	Swansea	MA	02777	508-675-7700
AZAD WOBURN I LLC	19 Commerce Way	Woburn	MA	~~01801~~ 801	~~(781)-935-~~ 7110
JAY SHREE KRISHNA ABERDEEN LLC	988 Hospitality Way	Aberdeen	MD	21001	~~(410)-273-~~ 7800
Riva Lodging, LLC	2520C Riva ~~Rd~~ Road	Annapolis	MD	21401	~~(443)-321-~~ 2520
Whitehead Enterprises, LLC	1660 Whitehead ~~Ct~~ Court	Baltimore	MD	21207	(443) ~~429-~~ ~~7600~~ 4297600
Jai Swaminarayan Chestertown, LLC	160 Scheeler ~~Rd~~ Road	Chestertown	MD	21620	~~(410)-810-~~ 0555
Edgewood Lodging, Inc.	2116 Emmorton Park Rd	Edgewood	MD	21040	~~(410)-671-~~ ~~9990~~ 7981
Newco Hospitality, LLC	6600 Ritchie Hwy	Glen Burnie	MD	21061	~~(410)-761-~~ 8300
Hanover Lodging LLC	7306 Parkway ~~Dr~~ S Drive South	Hanover	MD	21076	~~(410)-712-~~ 4070
JSK JESSUP, LLC	8000 Washington ~~Bldv~~ Boulevard	Jessup	MD	20794	~~(410)-796-~~ 0380
Severn Enterprises, LLC	9050 Lanham Severn ~~Rd~~ Road	Lanham	MD	20706	~~(301)-731-~~ 8830
T & N Hospitality, LLC	12525 Laurel - ~~Bowie~~ ~~Rd~~ Road	Laurel	MD	20708	~~(301)-498-~~ 8811
Oxon Hill Lodging LLC	6170 Oxon Hill Road	Oxon Hill	MD	20745	301-567-8030
Perryville Land Group, Inc.	61 Heather Lane	Perryville	MD	21903	410-705-0114
Greenspring Hotel, LLC	111 ~~W~~ West Timonium ~~Rd~~ Road	Timonium	MD	21093	~~(410)-666-~~ 0380
Phantom WSP I LLC	310 ~~E~~ East Potomac ~~St~~ Street , Building A	Williamsport	MD	21795	~~(301)-582-~~ 3500
A2 Hospitality Partners, LLC	3621 Plymouth ~~Rd~~ Road	Ann Arbor	MI	48105	~~(734)-996-~~ 5800
Ann Arbor Hospitality, LLC	3505 ~~S~~ South State ~~St~~ Street	Ann Arbor	MI	48108	~~(734)-665-~~ 3500
Auburn Fields Hotel, Inc.	1294 N. Opdyke ~~Rd~~ , ~~BLDG~~ Road, Building A	Auburn Hills	MI	48326	~~(248)-373-~~ 2228
Twins Hospitality, LLC	5050 Beckley ~~Rd~~ , ~~BLDG~~ Road, Building A	Battle Creek	MI	49015	~~(269)-979-~~ 1100
Bin Hotel Group, LLC	45707 S. Interstate 94 Service ~~Dr~~ Drive	Belleville	MI	48111	~~(734)-699-~~ 1888
~~IMK Benton Lodging,~~ ~~LLC Hospitality Inc.~~	1630 Mall ~~Dr~~ Drive	Benton Harbor	MI	49022	~~(269)-927-~~ 2484
RRI Dearborn Hospitality, LLC	24130 Michigan ~~Ave~~ Avenue	Dearborn	MI	48124	~~(313)-278-~~ 9732

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Closing Group I, Inc.	24300 Sinacola ~~Ct~~ <u>Court</u> NE	Farmington Hills	MI	48335	~~(248)-478-8640~~
Flint Superior Hospitality, Inc	4160 Pier North ~~Blvd,~~ ~~BLDG~~ <u>Boulevard,</u> <u>Building A</u>	Flint	MI	48504	~~(810)-732-2300~~
SHREE PIYAJI CORPORATION	5131 28th ~~St~~ <u>Street</u> SE	Grand Rapids	MI	~~495464~~ <u>9512</u>	~~(616)-942-0800~~
~~Mahi Hospitality, Inc.~~	~~3701 East Cork Street~~	~~Kalamazoo~~	~~MI~~	~~49001~~	~~(269) 382-6350~~
Kalamazoo Lodging, LLC	5425 ~~W~~ <u>West</u> Michigan ~~Ave~~ <u>Avenue</u>	Kalamazoo	MI	49009	~~(269)-375-7400~~
~~NSJ Lodging~~ <u>Mahi Hospitality, Inc.</u>	~~7412 W Saginaw Hwy~~ <u>3701 East Cork Street</u>	~~Lansing~~ <u>Kalamazoo</u>	MI	~~489174~~ <u>9001</u>	~~(517) 321-7246~~ <u>269-382-6350</u>
<u>ASHT LAXMI LLC</u>	<u>2755 S. Lapeer Road</u>	<u>Lake Orion</u>	<u>MI</u>	<u>48360</u>	<u>248-391-2755</u>
Lansing East Lodging, LLC	3615 DuncKel ~~Rd~~ <u>Road</u>	Lansing	MI	48910	~~(517)-332-2575~~
<u>NSJ Lodging, Inc.</u>	<u>7412 West Saginaw Highway</u>	<u>Lansing</u>	<u>MI</u>	<u>48917</u>	<u>517-321-7246</u>
Madison Heights Hospitality, LLC	32511 Concord ~~Dr~~ <u>Drive</u>	Madison Heights	MI	48071	~~(248)-583-4700~~
Brady Layth Inc.	17600 Dix ~~Rd~~ <u>Road</u>	Melvindale	MI	48122	~~(313)-386-2050~~
~~ASHT LAXMI LLC~~	~~2755 S Lapeer Rd~~	~~Orion~~	~~MI~~	~~48360~~	~~(248) 391-2755~~
~~Plymouth Lodging, Inc.~~	~~39700 Ann Arbor Rd~~	~~PLYMOUTH~~	~~MI~~	~~48170~~	~~(734) 459-3300~~
RRI Rochester Hospitality, LLC	2580 Crooks ~~Rd~~ <u>Road</u>	Rochester Hills	MI	48309	~~(248)-853-6400~~
Roseville Hotel Suites, LLC	31800 Little Mack ~~Ave~~ <u>Road</u>	Roseville	MI	48066	~~(586)-296-0310~~
Pararapgad LLC	966 ~~S~~ <u>South</u> Outer ~~Dr~~ <u>Drive</u>	Saginaw	MI	48601	~~(989)-754-8926~~
Southfield Inn & Suites, LLC	28500 Northwestern ~~Hwy,~~ <u>BLDG Highway,</u> <u>Building A</u>	Southfield	MI	48034	~~(248)-213-4500~~
RRI Taylor Hospitality, LLC	21230 Eureka ~~Rd~~ <u>Road</u>	Taylor	MI	48180	~~(734)-374-1150~~
Troy MI Hospitality, Inc.	2350 Rochester ~~Ct~~ <u>Court</u>	Troy	MI	48083	~~(248)-689-4391~~
RRI Warren Hospitality, LLC	26300 Dequindre ~~Rd~~ <u>Road</u>	Warren	MI	48091	~~(586) 920-2940~~ <u>573-4300</u>
~~Midwest Hospitality, L.L.C.~~	~~2600 Annapolis Ln N~~	~~PLYMOUTH~~	~~MN~~	~~55441~~	~~(763) 553-1751~~
Maribel Chavez Kakkad LLC	210 <u>South</u> Wildwood ~~Dr~~ <u>S Drive</u>	Branson	MO	65616	~~(417)-320-5011~~
Ratanji, LLC	501 Northland ~~Dr~~ <u>Drive</u>	Cameron	MO	64429	~~(816)-632-6623~~
Columbia One LLC	201 ~~E~~ <u>East</u> Texas ~~Ave~~ <u>Avenue</u>	Columbia	MO	65202	~~(573)-442-0145~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Jai Maharaj E&G Enterprise LLC	5927 Osage Beach ~~Pkwy~~ <u>Parkway</u>	Osage Beach	MO	65065	~~(573)-348-4773~~
~~Henil & Yug Corp~~ <u>OMAARAV 5823 LLC</u>	~~3125 N Kentwood Ave~~ <u>5823 Wilson Avenue</u>	~~Springfield~~ <u>Saint Louis</u>	MO	~~658036~~ <u>3110</u>	~~(417)-833-1500~~ <u>314-645-0101</u>
~~JAI SHREE GAYATRI LLC~~	~~129 St Robert Blvd~~	~~St Robert~~	~~MO~~	~~65584~~	~~(573)-336-2510~~
RAAVI HOSPITALITY LLC	11837 Lackland ~~Rd~~ <u>Road</u>	~~St.~~ <u>Saint</u> Louis	MO	63146	~~(314)-991-4900~~
~~OMAARAV 5823 LLC~~ <u>Henil & Yug Corp</u>	~~5823 Wilson Ave~~ <u>3125 North Kentwood Avenue</u>	~~St. Louis~~ <u>Springfield</u>	MO	~~631106~~ <u>5803</u>	~~(314)-645-0101~~ <u>417-833-1500</u>
MAHA LAKSHMI, INC	14201 Cook Rd.	Biloxi	MS	39532	~~(228)-244-0236~~
ANNA PURNA MAA OF CLINTON INC	102 Clinton Loop ~~Dr~~ <u>Drive</u>	Clinton	MS	39056	~~(601)-926-4323~~
Param Inc.	<u>510</u> Hwy 45 ~~N~~ <u>North</u>	Columbus	MS	~~397013~~ <u>9071</u>	~~(662)-329-8788~~
Royal Living Gulfport LLC	9435 ~~US~~ <u>Hwy</u> 49	Gulfport	MS	~~395039~~ <u>2305</u>	~~(228)-864-7222~~
BAKA SEVEN, LLC	700 Larson ~~St~~ <u>Street</u>	Jackson	MS	39202	~~(601)-969-5006~~
Maa Shree Santosi Inc.	2219 S. Frontage ~~Rd~~ <u>Road</u>	Meridian	MS	39301	~~(601)-693-3210~~
Dutta Real Estate Mississippi LLC	6824 ~~Highway~~ <u>Hwy</u> 613	Moss Point	MS	39563	~~(228)-460-0615~~ <u>800-733-7663</u>
Jay Prahbu Corp.	101 Roland ~~Dr~~ <u>Drive</u>	Richland	MS	39218	~~(601)-936-7004~~ <u>926-4323</u>
~~RR Lodging, Inc.~~	~~810 Adeock St~~	~~Ridgeland~~	~~MS~~	~~39157~~	~~(601)-956-7707~~
Shivani Hospitality, Inc.	410 Dr ~~M.L.K.~~ <u>Martin Luther King Jr Dr</u> ~~E~~ <u>East</u>	Starkville	MS	39759	~~(662)-318-8831~~
Om Sai Hospitality, LLC	1516 McCullough Blvd	Tupelo	MS	38804	~~(662)-840-8300~~
Orme Hospitality, LLC	20 Orme ~~Dr~~ <u>Drive</u>	Vicksburg	MS	39180	~~(601)-636-1811~~
Durga9 LLC	16 Crowell ~~Rd~~ <u>Road</u>	Asheville	NC	28806	~~(828)-667-9803~~
<u>Swami Shriji#4 LLC</u>	<u>6956 NC HWY 4</u>	<u>Battleboro</u>	<u>NC</u>	<u>27809</u>	<u>(252) 446-2411</u>
Cary Hospitality Group, LLC	1800 Walnut ~~St~~ <u>Street</u>	Cary	NC	27518	~~(919)-469-3400~~
<u>Narayan Pooja, LLC</u>	<u>5111 Equipment Drive</u>	<u>Charlotte</u>	<u>NC</u>	<u>28269</u>	<u>704-598-0007</u>
Shree Shradhaa Saburi LLC	2625 Little Rock ~~Rd~~ <u>Road</u>	Charlotte	NC	28214	~~(980)-207-0824~~
~~Narayan Pooja, LLC~~	~~5111 Equipment Dr~~	~~Charlotte~~	~~NC~~	~~28269~~	~~(704)-598-0007~~
Kavi Lodging, L.L.C.	20740 Torrence Chapel ~~Rd~~ <u>Road</u>	Cornelius	NC	28031	(704) 892-3500

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Premier Hospitality, LLC	1011 ~~E~~ <u>East</u> Cumberland St.	Dunn	NC	28334	~~(910)-892-8101~~
<u>Chapel Hill Enterprises, LLC</u>	<u>5623 Durham-Chapel Hill Boulevard</u>	<u>Durham</u>	<u>NC</u>	<u>27707</u>	<u>919-489-9421</u>
Durham Hospitality Group, LLC	4405 ~~NC~~ <u>Highway 55 East</u>	Durham	NC	27713	~~(919)-361-1950~~
RRI Durham, LLC	1915 ~~N~~ <u>North</u> Pointe ~~Dr~~ <u>Drive</u>	Durham	NC	27705	~~(919)-471-9882~~
~~Chapel Hill Enterprises, LLC~~	~~5623 Durham-Chapel Hill Blvd~~	~~Durham~~	~~NC~~	~~27707~~	~~(919) 489-9421~~
BK HOSPITALITY GROUP, INC	1902 Cedar Creek ~~Rd~~ <u>Road</u>	Fayetteville	NC	28312	~~(910)-438-0748~~
Shiv Sai Krupa LLC	3136 Bordeaux Park Dr.	Fayetteville	NC	28306	~~(910)-486-8300~~
<u>Shivam Gastonia, Inc.</u>	<u>1700 N. Chester Street</u>	<u>Gastonia</u>	<u>NC</u>	<u>28052</u>	<u>704-864-9981</u>
Radha Swami Investments, LLC	2101 ~~W~~ <u>West</u> Meadowview ~~Rd~~ <u>Road</u>	Greensboro	NC	27403	~~(336)-852-6560~~
Sai Deep Hospitality, Inc.	615 Regional ~~Rd~~ <u>Road</u>	Greensboro	NC	27409	~~(336)-271-2636~~
Shri Bhavanimaa, LLC	301 Greenville ~~Bld~~ <u>Boulevard</u> SE	Greenville	NC	27858	(252) 756-2792
Holy Kailash LLC	200 Simmons ~~St~~ <u>Street</u>	Henderson	NC	27536	~~(252)-438-6300~~
Samit Hospitality, Inc.	240 Mitchell ~~Dr~~ <u>Drive</u>	Hendersonville	NC	28792	~~(828)-697-1213~~
Shreeji Hospitality Airport, LLC	1184 Lenoir Rhyne Blvd SE	Hickory	NC	28602	~~(828)-323-1500~~
Sai Shiva, LLC	1723 Lejeune Blvd	Jacksonville	NC	28546	~~(910)-353-3336~~
Nyalkaran Inc.	1139 Johnston ~~Pkwy~~ <u>Parkway</u>	Kenly	NC	27542	~~(919)-284-1050~~
Shivam Lenoir Hotel, LLC	206 Blowing Rock Blvd	Lenoir	NC	28645	~~(828)-754-0731~~ <u>394-9821</u>
~~SAG Hotels Inc.~~	~~1631 Cotton Grove Rd~~	~~Lexington~~	~~NC~~	~~27292~~	~~(336) 357-6444~~
Pritesh, Inc.	3530 Capuano ~~St~~ <u>Rd</u>	Lumberton	NC	28358	~~(910)-738-4281~~
Elite Hotel Group LLC	608 ~~W~~ <u>West</u> Roosevelt Blvd	Monroe	NC	28110	~~(704)-289-1555~~
<u>DTS LAND HOTEL CLASS, LLC</u>	<u>1813 South Saunders Street</u>	<u>Raleigh</u>	<u>NC</u>	<u>27603</u>	<u>919-833-6005</u>
Ganesha Hospitality LLC	3921 Arrow ~~Dr~~ <u>Drive</u>	Raleigh	NC	27612	(919) 277-8485
Jay Dan Gigev 3804, LLC	3804 New Bern Ave.	Raleigh	NC	27610	~~(919)-231-8818~~
~~DTS LAND HOTEL CLASS, LLC~~	~~1813 S Saunders St~~	~~Raleigh~~	~~NC~~	~~27603~~	~~(919) 833-6005~~
1911 Rapids Inc	1911 Julian R Allsbrook Hwy	Roanoke Rapids	NC	27870	~~(252)-541-4260~~ <u>537-5252</u>

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Dhana Brothers Enterprises, Inc.	408 ~~West~~ <u>W.</u> Broad Avenue	Rockingham	NC	28379	~~(910)-895-1144~~
~~Swami Shriji#4 LLC~~	~~6956 NC-4~~	~~Rocky Mount~~	~~NC~~	~~27809~~	~~(252) 446-2411~~
JAY DAN GIGEV MANAGEMENT 2501, INC	1403 ~~N~~ <u>North</u> Horner Blvd	Sanford	NC	27330	~~(919)-774-6411~~
JAI GANESHA STATESVILLE LLC	1508 ~~E~~ <u>East</u> Broad ~~St~~ <u>Street</u>	Statesville	NC	28625	~~(704)-878-2051~~
VRCK LLC	1031 Carolina ~~Ave~~ <u>Avenue</u>	Washington	NC	27889	~~(252)-946-5500~~
Spectrum Hospitality IX, LLC	1206 River ~~St~~ <u>Street</u>	Wilkesboro	NC	28697	~~(336)-990-9902~~ -9650
NNR Hospitality, LLC	5107 Market ~~St~~ <u>Street</u>	Wilmington	NC	28405	~~(910)-395-5045~~
Tara Venture, LLC	5016 Hayes ~~P~~ <u>Place</u>	Wilson	NC	27896	~~(252)-234-7172~~
<u>4 JUGARI LLC</u>	<u>100 Capitol Lodging Court</u>	<u>Winston-Salem</u>	<u>NC</u>	<u>27103</u>	<u>336-701-6481</u>
Sant Operations LLC	165 26th ~~St~~ <u>W</u> <u>Street</u> <u>West</u>	Dickinson	ND	58601	~~(701)-483-1688~~
Christianson Companies	1921 44TH ~~St~~ <u>SW</u> <u>Street</u> <u>Southwest</u>	Fargo	ND	58103	~~(701)-281-8240~~
Shanta Ram LLC	217 ~~S~~ <u>South</u> Black Horse Pike	Bellmawr	NJ	~~803~~ <u>108031</u>	~~(856)-931-1010~~
DIA Hospitality, LLC	1073 US Hwy 206, ~~BLDG~~ <u>Building</u> A	Bordentown	NJ	~~085058~~ <u>505</u>	~~(609)-298-6100~~
RR Neelkanth LLC	102 Tuckahoe ~~Rd~~ <u>Road</u>	Buena	NJ	08310	~~(856)-697-9000~~
VB Carteret Lodging, LLC	1000 Roosevelt ~~Ave~~ <u>Avenue</u>	Carteret	NJ	~~070087~~ <u>008</u>	~~(732)-541-9500~~
Edison Enterprise, LLC	860 New Durham ~~Rd~~ <u>Road</u>	Edison	NJ	08817	~~(732)-248-9300~~
Ratan Group Hotel, LLC	286 ~~US~~ <u>Route</u> 46	Fairfield	NJ	~~070047~~ <u>004</u>	~~(973)-227-4333~~
Mamta Freehold, LLC	4089 ~~US~~ <u>Route</u> 9	Freehold	NJ	~~077287~~ <u>728</u>	~~(732)-462-3450~~
The Royal Hotel Group NJ, LLC	202 ~~E~~ <u>East</u> White Horse Pike	Galloway	NJ	~~082058~~ <u>205</u>	(609) 652-3020
~~Isha Hospitality~~ <u>603 Fellowship, LLC</u>	~~1801 NJ-47~~ <u>603 Fellowship Road</u>	~~Middle~~ <u>Mount</u> <u>Laurel</u> Township	NJ	~~082420~~ <u>8054</u>	~~(609) 886-6400~~ <u>856-234-5589</u>
~~Westampton Hospitality LLC~~	~~2015 Burlington Mount Holly Rd~~	~~Mt Holly~~	~~NJ~~	~~08060~~	~~(609) 845-9400~~
603 Fellowship, LLC	603 Fellowship ~~Rd~~ <u>Road</u>	~~Mt~~ <u>Mount</u> Laurel Township	NJ	08054	~~(856)-234-5589~~
Mamta Hospitality, Inc.	3310 ~~NJ~~ <u>New Jersey</u> 33	~~Neptune~~ <u>City</u>	NJ	~~077537~~ <u>753</u>	~~(732)-643-8888~~
<u>Mamta Hospitality, Inc.</u>	<u>3310 New Jersey 33</u>	<u>Neptune</u>	<u>NJ</u>	<u>7753</u>	<u>732-643-8888</u>

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Jiyann Hospitality LLC	855 US ~~46~~	Parsippany- ~~Troy Hills~~	NJ	~~07054~~ <u>7054</u>	~~(973) 334-3737~~ <u>845-649-6297</u>
<u>Jiyann Hospitality LLC</u>	<u>855 US 46</u>	<u>Parsippany</u>	<u>NJ</u>	<u>7054</u>	<u>845-649-6297</u>
<u>Isha Hospitality LLC</u>	<u>1801 Route 47</u>	<u>Rio Grande</u>	<u>NJ</u>	<u>8242</u>	<u>609-886-6400</u>
<u>Isha Hospitality LLC</u>	<u>1801 Route 47</u>	<u>Rio Grande</u>	<u>NJ</u>	<u>8242</u>	<u>609-886-6400</u>
Bayside Enterprises, LLC	11 Centre Plaza	Tinton Falls	NJ	~~07724~~ <u>724</u>	~~(732) 389-4646~~
<u>Bayside Enterprises, LLC</u>	<u>11 Centre Plaza</u>	<u>Tinton Falls</u>	<u>NJ</u>	<u>7724</u>	<u>732-389-4646</u>
JSK Princeton, LLC	3203 Brunswick Pike, ~~BLDG~~ <u>Building A</u>	Trenton	NJ	08648	~~(609) 896-3388~~
<u>Westampton Hospitality LLC</u>	<u>2015 Burlington Mt. Holly Road</u>	<u>Westampton</u>	<u>NJ</u>	<u>08060</u>	<u>609-845-9400</u>
University Hotels, LLC	2015 Menaul Blvd. NE	Albuquerque	NM	87107	~~(505) 881-3210~~
NAVYA LODGING LLC	3304 ~~U.S. Rt.~~ <u>West Highway 66</u>	Gallup	NM	87301	~~(505) 722-7765~~
188 ANY HOTELS, LLC	188 Wolf ~~Rd~~ <u>Road</u>	Albany	NY	12205	~~(518) 459-1971~~
~~UBA HOTELS~~ <u>42 Flint</u> LLC	42 Flint ~~Rd~~ <u>Road</u>	Amherst	NY	14226	~~(716) 689-7474~~
Lakshmi Hotels, Inc.	8204 Park ~~Rd~~ <u>Road</u>	Batavia	NY	14020	~~(585) 343-1000~~
Aasha, LLC	650 Old Front Street	Binghamton	NY	13905	~~(607) 773-8111~~ <u>716-725-7444</u>
The Duffy Hotels LLC	146 Maple ~~Dr~~ <u>Drive</u> , Building A	Bowmansville	NY	14026	~~(716) 633-1100~~
<u>Flatbush Hotel LLC</u>	<u>1026 Flatbush Avenue</u>	<u>Brooklyn</u>	<u>NY</u>	<u>11226</u>	<u>(929) 232-6919</u>
<u>Ratan Realty Two LLC</u>	<u>687 3rd Avenue</u>	<u>Brooklyn</u>	<u>NY</u>	<u>11232</u>	<u>929-566-0005</u>
Saratoga Clifton, LLC	41 Old Route 146	Clifton Park	NY	12065	~~(518) 373-377-0222~~
Shivshanti Inc.	10 34th ~~St~~ <u>Street</u>	Copliague	NY	11726	~~(631) 842-4700~~
Central NY Hospitality LLC	2 River Street, Building ~~AB~~	Cortland	NY	13045	~~(607) 753-7609~~ <u>756-4431</u>
~~Fulton Hotel LLC~~	~~930 S 1st St~~	~~Fulton~~	~~NY~~	~~13069~~	~~(315) 593-2444~~
~~WOLFSBURG HOLDINGS~~ <u>Commerce Hospitality LLC</u>	5370 Camp ~~Rd~~ <u>Road</u>	Hamburg	NY	14075	~~(716) 648-7222~~
RHNY HOTELS LLC	4820 ~~W~~ <u>West</u> Henrietta ~~Rd~~ <u>Road</u>	Henrietta	NY	14467	~~(585) 359-1100~~
Herkimer Motel, Inc.	100 Marginal ~~Rd~~ <u>Road</u>	Herkimer	NY	13350	~~(315) 866-0490~~
147th Place, LLC	~~96-97-26~~ 147th ~~Pl~~ <u>Place</u>	Jamaica	NY	11435	~~(718) 603-9694~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Empire State Hotels LLC	590 Fairview ~~St~~ <u>Street</u>	Johnson City	NY	13790	~~(607)-729-8940~~
Miller-Parent, LLC	42 Finney ~~Bldv~~ <u>Boulevard</u>	Malone	NY	12953	~~(518)-483-8123~~
Windsor Hospitality, LLC	915 Union ~~Ave~~ <u>Avenue</u>	New Windsor	NY	12553	~~(845)-564-7550~~
Niagara Regency Inc.	6505 Niagara Falls ~~Bldv~~ <u>Boulevard</u>	Niagara Falls	NY	14304	(716) 283-8791
Jegg Realty Norwich, LLC	75 ~~N~~ <u>North</u> Broad ~~St~~ <u>Street</u>	Norwich	NY	13815	~~(607)-334-2200~~
V&J Hotel Corporation	304 ~~S~~ <u>South</u> Hamilton ~~St~~ <u>Street, Building A</u>	Painted Post	NY	14870	~~(607)-962-5021~~
Route 9 Hotel, LLC	2349 South ~~Rd~~ <u>Road</u> <u>Route 9</u>	Poughkeepsie	NY	~~12601~~ <u>12061</u>	~~(845) 462-7800~~ <u>973-767-8200</u>
<u>Virpur LLC</u>	<u>191 Corinth Road</u>	<u>Queensbury</u>	<u>NY</u>	<u>12804</u>	<u>978-994-1571</u>
Gates Hotels LLC	155 Buell ~~Rd~~ <u>Road</u>	Rochester	NY	14624	~~(585) 314-5931~~ <u>n/a</u>
Once Eleven LLC	6614 Thompson ~~Rd~~ <u>Road</u>	Syracuse	NY	13206	~~(856) 931-1010~~ <u>315-437-3309</u>
<u>Weaver St Utica LLC</u>	<u>20 Weaver Street</u>	<u>Utica</u>	<u>NY</u>	<u>13502</u>	<u>315-724-7128</u>
Neelkanth Hospitality Inc.	9050 ~~NY~~ <u>Route 34</u>	Weedsport	NY	13166	~~(315)-834-6198~~
RRI Venture Westbury LLC	699 Dibblee ~~Dr~~ <u>Drive</u>	Westbury	NY	11590	~~(516)-794-2555~~
~~Akron Hotel Suites, LLC~~	~~2939 S Arlington Rd~~	~~Akron~~	~~OH~~	~~44312~~	~~(330) 644-7748~~
American Business Ventures USA LP	1860 Austinburg ~~Rd~~ <u>Road</u>	~~Austinburg~~ <u>Ashtabula</u>	OH	44010	~~(440)-275-2711~~
~~Pranm~~ <u>Southgate</u> Hospitality, ~~LLC~~ <u>LTD</u>	~~5900 Pfeiffer Rd~~ <u>2248 Southgate Parkway</u>	~~Blue Ash~~ <u>Cambridge</u>	OH	~~452424~~ <u>3725</u>	~~(513) 793-8811~~ <u>740-432-7313</u>
<u>Kentucky Hotels, LLC</u>	<u>8870 Governor's Hill Drive</u>	<u>Cincinnati</u>	<u>OH</u>	<u>45249</u>	<u>513-683-3086</u>
RPJ Hotels, LLC	4035 Mt. Carmel Tobasco Rd	Cincinnati	OH	45255	~~(513)-528-2741~~
~~Kentucky Hotels, LLC~~ <u>Middleburg Group 2, Inc.</u>	~~8870 Governors Hill Dr~~ <u>17555 Bagley Road</u>	~~Cincinnati~~ <u>Cleveland</u>	OH	~~452494~~ <u>4130</u>	~~(513) 683-3086~~ <u>440-243-2441</u>
Lake Erie Hospitality, LLC	1363 ~~W~~ <u>West</u> McPherson ~~Hwy~~ <u>Highway</u>	Clyde	OH	43410	~~(419)-547-6660~~
~~Prestige Hospitality LLC~~	~~5001 Renner Rd~~	~~Columbus~~	~~OH~~	~~43228~~	~~(614) 878-9245~~
Biloxi Hospitality LLC	7480 ~~N~~ <u>North</u> High ~~St~~ <u>Street</u>	Columbus	OH	43235	(614) 846-4907
<u>Ganga Hospitality of Ohio, LLC</u>	<u>4530 West Broad Street</u>	<u>Columbus</u>	<u>OH</u>	<u>43228</u>	<u>614-870-3700</u>
INCEPT 1221 HOSPITALITY INC.	1221 ~~E~~ <u>East</u> Dublin Granville ~~Rd~~ <u>Road</u>	Columbus	OH	43229	~~(614)-885-4334~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
~~Ganga Prestige Hospitality of Ohio, LLC~~	~~4530 W Broad St~~ 5001 Renner Road	Columbus	OH	43228	~~(614) 870-3700~~ 878-9245
Dayton North Suites, LLC	7370 Miller Ln Lane	Dayton	OH	45414	~~(937) 898-1054~~
~~RR Moraine Hospitality Company LLC~~	~~2450 Dryden Rd~~	~~Dayton~~	~~OH~~	~~45439~~	~~(937) 637-6507~~
Ramanhari Hospitality, LLC	7911 Brandt Pike	Dayton	OH	45424	~~(937) 236-9361~~
Buckeye Lodging, LLC	5125 Post Rd Road	Dublin	OH	43017	~~(614) 764-3993~~
Fine Line Investments, LLC	2580 Colonel Glenn Hwy Highway	Fairborn	OH	45324	~~(937) 426-6116~~
~~Swami Hospitality Hariichha, LLC~~	~~1600 Fox St~~ 3510 Commerce Drive	~~Findlay~~ Franklin	OH	~~45840~~ 45005	~~(419) 422-8863~~ 513-727-0440
Dhanlaxmi, LLC	4055 Jackpot Rd Road	Grove City	OH	43123	~~(614) 871-9617~~
Hena, Inc.	10668 Lancaster Rd Road	Hebron	OH	43025	~~(740) 467-7663~~
CLEVELAND HOTEL MANAGEMENT, INC.	6020 Quarry Ln Lane	Independence	OH	44131	~~(216) 447-0030~~
Jay Sainath LLC	1000 Acy Avenue	Jackson	OH	45640	~~(740) 288-1200~~
Omkar Hotels LLC	2425 Interstate Cir Circle	Mansfield	OH	44903	~~(419) 756-8875~~
N D M Hospitality LLC	702 Pike St Street	Marietta	OH	45750	~~(740) 702-336-7866~~
~~Sarita LLC~~	~~16510 Square Dive~~	~~Marysville~~	~~OH~~	~~43040~~	~~973-644-8821~~
DGK Hospitality, LLC	1570 S South Reynolds Rd Road	Maumee	OH	43537	~~(419) 893-0292~~
Shivam Hospitality, LLC	5021 Eastpointe Dr Drive	Medina	OH	44256	~~(330) 725-1395~~
AAAR Miamisburg LLC	222 Byers Rd Road	Miamisburg	OH	45342	~~(937) 866-0705~~
~~Middleburg Group 2, Inc.~~	~~17555 Bagley Rd~~	~~Middleburg Heights~~	~~OH~~	~~44130~~	~~(440) 243-2441~~
~~Hariichha, LLC~~	~~3510 Commerce Dr~~	~~Middletown~~	~~OH~~	~~45005~~	~~(513) 727-0440~~
Lake Erie Hospitality, LLC	11303 US-Route 250 North	Milan	OH	44846	~~(419) 499-4347~~
~~RR Moraine Hospitality Company LLC~~	~~2450 Dryden Road~~	~~Moraine~~	~~OH~~	~~45439~~	~~937-637-6507~~
Amiable LLC	3555 Hanley Rd, Building B Road	Perrysburg	OH	43551	~~(419) 714-7160~~
AP Hotels, LLC	2449 Brice Rd Road	Reynoldsburg	OH	43068	~~(614) 864-3683~~
J & N Hospitality, LLC	2301 Sharon Rd Road	Sharonville	OH	45241	~~(513) 771-5552~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Welcome Hospitality Corporation	155 ~~W~~ <u>West</u> Leffel ~~Ln~~ <u>Lane</u>	Springfield	OH	45505	~~(937)-325-5356~~
~~RRI TOLEDO HOSPITALITY JC Lodging, LLC~~	3530 Executive ~~Pkwy~~ <u>Parkway</u>	Toledo	OH	43606	~~(419)-536-0118~~
Rickraj, Inc.	111 ~~W~~ <u>West</u> McCauley ~~Dr~~ <u>Drive</u>	Uhrichsville	OH	44683	~~(740)-922-0774~~
Shree Om Hospitality, LLC	1659 Bellefontaine ~~St~~ <u>Street</u>	Wapakoneta	OH	45895	~~(419)-738-2184~~
Kings Island Hospitality, Inc.	909 ~~S~~ <u>South</u> State ~~St~~ <u>Street</u>	Westerville	OH	43081	~~(614)-890-1244~~
FOUR STAR HOTELS, LLC	29595 Clemens ~~Rd~~ <u>Road</u>	Westlake	OH	44145	~~(440)-892-7920~~
OHM SHREE GANESH KUBER LLC	8340 Ohio River ~~Rd~~ <u>Road</u>	Wheelersburg	OH	45694	~~(740)-574-8431~~
Narmada LLC	2432 Veterans Blvd	Ardmore	OK	73401	~~(580)-223-7976~~
Avak Enterprise, Inc.	309 ~~S~~ <u>South</u> Meridian ~~Ave~~ <u>Avenue</u>	Oklahoma City	OK	73108	~~(405)-947-8777~~
~~ASMI & OM, LLC~~	~~2650 Moravian Avenue~~	~~Allentown~~	~~PA~~	~~18103~~	~~610-797-1234~~
Essington Hospitality, LLC	1846 Catasauqua ~~Rd~~ <u>Road</u>	Allentown	PA	18109	~~(610)-264-5404~~
~~ASMI & OM, LLC~~	~~2650 Moravian Ave~~	~~Allentown~~	~~PA~~	~~18103~~	~~(610) 797-1234~~
Guruu, LLC	1110 Sheller ~~Ave~~ <u>Avenue</u>	Chambersburg	PA	17201	~~(717)-264-8382~~
~~Manas Management LLC~~	~~14451 Clearfield Shawville Hwy~~	~~Clearfield~~	~~PA~~	~~16830~~	~~(814) 762-8000~~
~~Nora Hospitality, LLC~~	~~20009 Rte 19~~	~~Cranberry Twp~~	~~PA~~	~~16066~~	~~(724) 776-5670~~
DHANAK HOSPITALITY, LLC	31 Red Roof Road, Building A	Danville	PA	17821	~~(570)-275-7600~~
Deep, Inc.	2017 ~~N~~ <u>North</u> Reading ~~Rd~~ <u>Road</u>	Denver	PA	17517	~~(717)-336-4649~~
7865 EPA Hotels, LLC	7865 Perry ~~Hwy~~ <u>Highway</u>	Erie	PA	16509	~~(814)-868-5246~~
Mark Erie Hospitality, LLC	10 ~~W~~ <u>West</u> 18th ~~St~~ <u>Street</u>	Erie	PA	16501	~~(814)-813-1000~~
~~JSK Phila LLC~~	~~49 Industrial Highway~~	~~Essington~~	~~PA~~	~~19029~~	~~610-521-5090~~
Arts Hospitality LLC	111 Sheraton ~~Dr~~ <u>Drive</u> <u>Route 30</u>	Greensburg	PA	15601	~~(724) 216-5951~~ <u>n/a</u>
~~Pia's Lodging LLC~~	~~950 Eisenhower Blvd~~	~~Harrisburg~~	~~PA~~	~~17111~~	~~(717) 939-1331~~
Corporate Circle Harrisburg LLC	400 Corporate ~~Cr~~ <u>Circle</u>	Harrisburg	PA	17110	~~(717)-657-1445~~
~~Pia's Lodging LLC~~	~~950 Eisenhower Boulevard~~	~~Harrisburg~~	~~PA~~	~~17111~~	~~717-939-1331~~
Hazelton Hotels, Inc.	1341 ~~N~~ <u>North</u> Church ~~St~~ <u>Street</u>	~~Hazleton~~ <u>Hazle Twp.</u>	PA	18202	~~(570)-454-2494~~
Clear Green Capital Investment LLC	2700 Wilson ~~Rd~~ <u>Road</u>	Hermitage	PA	16148	~~(724)-342-7200~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Chocolate Avenue Hotel, LLC	1806 ~~E~~ East Chocolate ~~Ave~~ Avenue	Hershey	PA	17033	~~(717)-533-1234~~ 657-3965
S J Lodging LLC	430 Napoleon Place	Johnstown	PA	15901	814-536-5414
Blue Stars Hospitality LLC	2390 Lincoln ~~Hwy~~ ~~E~~ Highway East	Lancaster	PA	17602	~~(717)-397-6531~~
DHAN HOSPITALITY LLC	2307 Lincoln ~~Hwy E,~~ ~~BLDG~~ Highway East Building A	Lancaster	PA	17602	~~(717)-299-9700~~
JSK Oxford Valley, LLC	3100 Cabot ~~Blvd~~ ~~W~~ Boulevard West	Langhorne	PA	19047	~~(215)-750-6200~~
J.R. & SONS, INC.	4 S New Middletown Road	Media	PA	19063	610-565-5800
Shree Jageshwar III LLC	488 ~~W 3rd St~~ ~~West Third Street~~	Mifflinville	PA	18631	(570) 752-2100
Monroeville Hotels, LLC	2729 Mosside ~~Blvd~~ Boulevard	Monroeville	PA	15146	~~(412)-856-4738~~
KP Hotels INC	110 ~~N~~ North Main ~~St~~ Street	New Stanton	PA	15672	~~(724)-925-6755~~
Red McKnight LLC	4607 McKnight Road	Pittsburgh	PA	15237	412-449-3322
Sunrise Hospitality LLC	6404 Steubenville Pike	Pittsburgh	PA	15205	~~(412)-787-7870~~
~~Red McKnight LLC~~	~~4607 McKnight Rd~~	~~Pittsburgh~~	~~PA~~	~~15237~~	~~(412) 415-3867~~
J&K Motel Management, Inc.	2545 ~~N~~ North 5th Street HWY	Reading	PA	~~19605~~ 7601	~~(610) 929-4741~~
Vadtal Dham, Inc.	220 Waterworks ~~Rd~~ Road	Somerset	PA	15501	~~(814)-445-1818~~
100 Park Ave LLC	100 Park ~~Ave~~ Avenue	Stroudsburg	PA	18360	~~(570) 424-1771~~ 646-945-4751
~~JSK Phila LLC~~	~~49 Industrial Hwy~~	~~Tinicum Township~~	~~PA~~	~~19029~~	~~(610) 521-5090~~
RR Bensalem, LLC	4055 Street ~~Rd~~ Road	Trevose	PA	19053	~~(215)-244-9422~~
Meridian Hospitality 1 LLC	1399 ~~W~~ West Chestnut ~~St~~ Street	Washington	PA	15301	~~(724)-228-5750~~
1035 WBA Hotels, LLC	1035 ~~PA~~ - Highway 315	Wilkes-Barre ~~Township~~	PA	18702	~~(570)-829-6422~~
Lakshmi Sai York, LLC	132 ~~N~~ North George ~~St~~ Street	York	PA	17401	~~(717)-843-8974~~
HANUMAN HOSPITALITY INC	1359 ~~W~~ West Main ~~Rd~~ Road	Middletown	RI	~~02842~~ 842	(401) ~~849~~ 549 -2718
Bishopville Lodging, LLC	1135 Sumter ~~Hwy~~ Highway	Bishopville	SC	29010	~~(803)-428-3200~~
SNG Two Notch LLC	7431 Nates ~~Rd~~ Road	Columbia	SC	29223	~~(803)-205-4013~~
Dillon Hospitality LLC	810 Radford ~~Blvd~~ Boulevard	Dillon	SC	29536	~~(843)-774-4137~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Muktidaya, Inc.	1386 ~~E~~ East Main ~~St~~ Street	Duncan	SC	29334	~~(864)~~ 249-3500
~~NCSC Hospitality~~	~~1811 W Lucas St~~	~~Florence~~	~~SC~~	~~29501~~	~~(843) 799-0859~~
BRD Florence LLC	2690 David H McLeod ~~Bld~~ Boulevard	Florence	SC	29501	~~(843)~~ 678-9000
Pooja of South Carolina Inc	132 New Painter ~~Dr~~ Drive	Gaffney	SC	29341	~~(864)~~ 206-0200
SURYA HOTEL CORP	91 Vision ~~Ct~~ Court, Building A	Greenville	SC	29607	~~(864)~~ 297-4458
Harikrishana, Inc.	919 Montague ~~Ave~~ Avenue	Greenwood	SC	29649	~~(864)~~ 223-3979
Shiv Enterprises, LLC	1122 Hummingbird ~~Ln~~ Lane	Hardeeville	SC	29927	~~(843)~~ 784-2188
Gajanand Hospitality Inc.	7480 Northwoods ~~Bld~~ Boulevard	North Charleston	SC	29406	~~(843)~~ 572-9100
J.K. Enterprises, LLC	1037 Riverview ~~Rd~~ Blvd	Rock Hill	SC	29732	~~(803)~~ 329-3150
Siddivinayak, LLC	9091 Old ~~Number Six~~ HwyHighway 6	Santee	SC	29142	~~(803)~~ 854-3122
~~Dreams Hotels, DM Brothers~~ LLC	105 Jones ~~Rd~~ Road	Spartanburg	SC	29303	~~(864)~~ 754-4455
Rudraveer LLC	6765 Pottery ~~Rd~~ Road	Spartanburg	SC	29303	~~(864)~~ 587-0129
~~SHREE HARI KRISHNA MAHARAJ INC~~ ~~Jashvi Enterprises LLC~~	115 Winningham ~~Rd~~ Road	St. George	SC	29477	~~(843)~~ 563-5551
AYAAN Hotel, LLC	1211 Camden ~~Hwy~~ Road	Sumter	SC	~~29150~~ 29153	~~(803)~~ 469-4740
OM VALLABH LLC	1288 Sniders ~~Hwy~~ Highway	Walterboro	SC	29488	~~(843)~~ 538-6266
SNG Airport LLC	2204 Airport ~~Bld~~ Boulevard	West Columbia	SC	29170	~~(803)~~ 708-1935
Timba, LLC	138 Frampton ~~Dr~~ Drive	Yemassee	SC	29945	(843) 726-9400
SRI VENKATESWARA, LLC	1208 ~~E~~ East Cherry ~~St~~ Street	Vermillion	SD	57069	~~(605)~~ 624-8005
Shree Jalaram Inc.	276 John McGhee Blvd.	Caryville	TN	37714	~~(423) 562-865-~~ 9456
Ganesh Hotel Group, LLC	7014 Shallowford ~~Rd~~ Road	Chattanooga	TN	37421	~~(423)~~ 899-0143
~~0~~	~~30 Birmingham Hwy~~	~~Chattanooga~~	~~TN~~	~~37419~~	~~(423) 821-7162~~
LAXMI NARAYAN 1882 INC	2431 Williams St	Chattanooga	TN	37408	~~(423)~~ 265-0008
~~vilas patel~~	~~30 Birmingham Highway~~	~~Chattanooga Lookout Mtn~~	~~TN~~	~~37419~~	~~423-821-7162~~
Shree Shantinath, LLC	197 Holiday ~~Dr~~ Drive	Clarksville	TN	37040	~~(931)~~ 905-1555

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Sai Leela General Partnership	156 James Asbury Dr. NW	Cleveland	TN	37312	~~(423)-472-5566~~
Akshaykumar Patel	141 Buffalo Rd.	Clinton	TN	37716	~~(865)-457-9070~~
Chhitaram GP	1548 Bear Creek Pike	Columbia	TN	38401	~~(931)-381-1410~~
Radhey Hospitality 2 LLC	1292 ~~S~~ South Walnut AveAvenue	Cookeville	TN	38501	~~(931)-528-2020~~
Liam Hospitality, LLC	105 Executive DrDrive	Crossville	TN	38555	~~(931)-484-9691~~
AC HOSPITALITY INC	531 Patriot DrDrive	Dandridge	TN	37725	(865) 397-9437
RIDDHI SHIDDHI GANESH LLC	600 North Tennessee AveAvenue	Etowah	TN	37331	~~(423)-781-7459~~
Jalaram Franklin Inc.	3915 Carothers PkwyParkway	Franklin	TN	37067	~~(615)-790-1140~~
Gayatri MAA, LLC	110 Northgate DrDrive	Goodlettsville	TN	37072	~~(615)-859-2537~~
Pranav, G.P.	2262 N Highland Ave	Jackson	TN	38305	~~(731)-668-1066~~ ~~951-0229~~
JC Hotels LLC	210 Broyles DrDrive	Johnson City	TN	37601	~~(423)-282-3040~~ ~~203-1933~~
Om Parmatma LLC	130 Main StStreet	Kimball	TN	37347	~~(423)-228-7432~~
Rajkamal Corp	100 Indian Center CtCourt	Kingsport	TN	37660	~~(423)-378-4418~~
Narayani Inc.	208 Market PlBlvdPlace Boulevard	Knoxville	TN	37922	~~(865)-691-1664~~
~~Rupala Hospitality Inc~~	~~5334 Central Ave Pike~~	~~Knoxville~~	~~TN~~	~~37912~~	~~(865)-688-1010~~
Rama Papermill LLC	1315 Kirby RdRoad	Knoxville	TN	37909	~~(865)-584-3911~~
S.A.M. Associates	7525 Crosswood BlvdBoulevard	Knoxville	TN	37924	~~(865)-546-5700~~
~~Shree Shiv, LLC~~ Rupala Hospitality Inc	~~6055 Shelby Oaks Dr~~ 5334 Central Avenue Pike	~~Memphis~~ Knoxville North	TN	~~381343~~ 7912	~~(901)-388-6111~~ ~~865-688-1010~~
OM SHIVAYA NAMA, LLC	3265 Elvis Presley BlvdBoulevard	Memphis	TN	38116	~~(901)-345-8444~~
~~Shree Shiv, LLC~~	~~6055 Shelby Oaks Drive~~	~~Memphis~~	~~TN~~	~~38134~~	~~901-388-6111~~
JMR Partnership	742 Dixie Lee AveAvenue	Monteagle	TN	37356	~~(931)-924-2900~~
JAI JALARAM BAPA INC	2282 Armory DrDrive	Murfreesboro	TN	37129	~~(615)-893-0104~~
~~Jai Shree Krishna, LLC~~	~~4271 Sideo Dr~~	~~Nashville~~	~~TN~~	~~37204~~	~~(615)-832-0093~~
Shri Ganesha Partnership	2407 Brick Church Pike	Nashville	TN	37207	~~(615)-226-3300~~
~~Jai Shree Krishna, LLC~~	~~4271 Sidco Drive~~	~~Nashville~~ Fairgrounds	~~TN~~	~~37204~~	~~615-832-0093~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Pigeon Forge Parkway, LLC	2826 Parkway	Pigeon Forge	TN	37863	~~(865)-453-9151~~
Diwali Addison, LLC	4103 Belt Line ~~Red~~ <u>Road</u>	Addison	TX	75001	~~(972)-991-8888~~
Bhavihayan Hospitality, LLC	6800 I-40 West, Building A	Amarillo	TX	79106	~~(806)-358-7943~~
Peacock Lodging Corporation	820 N. Watson Rd	Arlington	TX	76011	~~(817)-640-5151~~
OM SAI RAM AUSTIN LLC	4701 ~~S~~ <u>South</u> I-35 ~~Frontage Rd~~	Austin	TX	78744	~~(512)-448-0091~~
Jay Bali, Inc.	8833 ~~N~~ <u>Hwy</u> ~~State~~ <u>Highway</u> 146	Baytown	TX	77523	~~(281)-303-2191~~
2310 Beaumont Hotel LLC	2310 I-10 ~~S~~ <u>South</u>	Beaumont	TX	77707	~~(409)-842-8200~~
Uniti Pearland Hospitality LLC	2736 ~~W~~ <u>West</u> Commerce ~~St~~ <u>Street</u>	Buffalo	TX	75831	~~(903)-322-4202~~
Canton 8, LLC	17350 ~~I~~ <u>Interstate</u> 20	Canton	TX	75103	~~(903)-567-6567~~
~~OM MAA OM LLC~~	~~1801 Ave F NW~~	~~Childress~~	~~TX~~	~~79201~~	~~(940) 937-6353~~
DIWALI COLLEGE STATION, LLC	2504 Texas ~~Ave~~ <u>S Avenue South</u>	College Station	TX	77840	~~(979)-764-9540~~
~~Kosmada, LLC~~	~~901 Navigation Blvd~~	~~Corpus Christi~~	~~TX~~	~~78408~~	~~(361) 888-8599~~
Ganesa, LLC	6805 ~~S~~ <u>South</u> Padre Island ~~Dr~~ <u>Drive</u>	Corpus Christi	TX	78412	~~(361)-992-9222~~
<u>Kosmada, LLC</u>	<u>901 Navigation Boulevard</u>	<u>Corpus Christi</u>	<u>TX</u>	<u>78408</u>	<u>(361)888-8599</u>
MPH Group, LLC	13685 ~~N~~ <u>North</u> Central ~~Expy~~ <u>Expressway</u>	Dallas	TX	75243	~~(972)-234-1016~~
Del Hospitality, LLC	3808 Veterans ~~Blvd~~ <u>Boulevard</u>	Del Rio	TX	78840	~~(830)-488-6120~~
Inspire Denton Hospitality, LLC	3116 Bandera ~~St~~ <u>Street</u>	Denton	TX	76207	~~(940)-383-1681~~
ANJ HOTELS LLC	1525 ~~S~~ <u>South</u> Dumas ~~Ave~~ <u>Avenue</u>	Dumas	TX	79029	~~(806)-935-4000~~
Dwarkadish, LLC	11400 Chito Samaniego ~~Dr~~ <u>Drive</u>	El Paso	TX	79936	~~(915)-599-8877~~
Relianse RR LLC	7530 Remcon ~~Cr~~ <u>Circle</u>	El Paso	TX	79912	~~(915)-587-9977~~
<u>KHODIYAR LODGING LLC</u>	<u>901 West Airport Freeway</u>	<u>Eules</u>	<u>TX</u>	<u>76040</u>	<u>817-545-1111</u>
~~Sneh Sarita Lodging, LLC~~ <u>DilipKumar Patel</u>	~~6600 South Fwy~~ <u>200 Pace Alsbury Court</u>	Fort Worth	TX	~~76134~~ <u>76028</u>	~~(817)-293-8595~~ <u>806-3080</u>
Ganesh Blue Mound I, LP	5370 ~~S~~ -Blue Mound Rd.	Fort Worth	TX	76106	~~(817)-626-3566~~
Mikash Investment, Inc.	8500 West FWY	Fort Worth	TX	76108	~~(817)-246-4961~~
~~DilipKumar Patel~~ <u>Sneh Sarita Lodging, LLC</u>	~~200 Pace Alsbury Ct~~ <u>6600 South Freeway</u>	Fort Worth	TX	~~76028~~ <u>76134</u>	~~(817)-806-3080~~ <u>293-8595</u>

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Shiv & Dev, L.L.C.	3924 Avenue U	Galveston	TX	77550	~~(409) 750-9400~~ <u>832-766-3305</u>
SYB Hospitality LLC	6401 Airport ~~Fwy~~ Freeway	Haltom City	TX	76117	(817) 834-1271
~~Hazari, LLC~~	<u>9902 Gulf Freeway</u>	<u>Houston</u>	<u>TX</u>	<u>77034</u>	<u>713-941-0900</u>
~~Woodland Joint Venture, Mary & Thomas Realty LLC~~	~~17111~~ <u>502 North Fwy Sam Houston Parkway East</u>	Houston	TX	~~77090~~ <u>77060</u>	~~(281) 444-7500~~ <u>506-7640</u>
~~Park 10 Hospitality My Vihaan, LLC~~	~~15701 Park Ten Pl~~ <u>16884 Northwest Freeway</u>	Houston	TX	~~77084~~ <u>77040</u>	(281) ~~579-7200~~ <u>741-3140</u>
Rahil & Rohan, LLC	12929 Northwest ~~Fwy~~ Freeway	Houston	TX	77040	~~(713) 939-0800~~
Sai Krupa Group, LLC	11999 East ~~Fwy~~ Freeway	Houston	TX	77029	~~(713) 453-5425~~
<u>Shree Avdhoot Krupa of Texas LLC</u>	<u>15701 Park Ten Place</u>	<u>Houston</u>	<u>TX</u>	<u>77084</u>	<u>281-579-7200</u>
Shree Madhav Mukund Inc	19319 Tomball ~~Pkwy~~ Parkway	Houston	TX	77070	~~(346) 314-4797~~ <u>N/A</u>
~~Hazari, LLC~~	~~9902 Gulf Fwy~~	~~Houston~~	~~TX~~	~~77034~~	~~(713) 941-0900~~
~~Mary & Thomas Realty Woodland Joint Venture, LLC~~	~~502 N Sam Houston Pkwy E~~ <u>17111 North Freeway</u>	Houston	TX	~~77060~~ <u>77090</u>	~~(281) 506-7640~~ <u>444-7500</u>
Mark Enterprises LLC	9821 ~~Farm to Market~~ <u>FM 1960 Bypass Rd E. W.</u>	Humble	TX	77338	~~(281) 548-2900~~
Umiya Management Company	606 ~~I~~ <u>West Interstate</u> 45	Huntsville	TX	77340	~~(936) 295-7595~~
Dalkeen, LLC	1100 Dowdy Ferry ~~Rd~~ Road/ <u>I-45</u>	Hutchins	TX	75141	~~(469) 709-9595~~
<u>BHUMIYA LLC</u>	<u>4110 West Airport Freeway</u>	<u>Irving</u>	<u>TX</u>	<u>75062</u>	<u>972-790-2262</u>
JP Hotel Corp	8150 Esters Blvd.	Irving	TX	75063	~~(972) 929-0020~~
~~BHUMIYA LLC~~	~~4110 W Airport Fwy~~	~~Irving~~	~~TX~~	~~75062~~	~~(972) 790-2262~~
~~My Vihaan, LLC~~	~~16884 Northwest Fwy~~	~~Jersey Village~~	~~TX~~	~~77040~~	~~(281) 741-3140~~
Kenny Group, LLC	5201 Gulf ~~Fwy~~ Freeway	La Marque	TX	77568	~~(409) 986-9777~~
<u>Emrine LLC</u>	<u>702 Highway 146 S</u>	<u>La Porte</u>	<u>TX</u>	<u>77571</u>	<u>281-941-4033</u>
Ganga Hotel, LLC	2514 Balomede Ave	Lancaster	TX	75134	~~(214) 200-3971~~
Texas Street Hospitality LLC	1102 Texas ~~St~~ Street	Lewisville	TX	75057	~~(972) 221-2121~~
I-30 Hospitality LLC	707 ~~N~~ North Access ~~Rd~~ Road	Longview	TX	75602	~~(903) 212-3333~~
~~Ishvarpremi Hospitality, LLC~~	~~6624 I-27~~	~~Lubbock~~	~~TX~~	~~79404~~	~~(806) 745-2208~~
ARYA DURGA Hospitality LLC	203 <u>North</u> Interstate 45 ~~N~~	Madisonville	TX	77864	~~(936) 348-9222~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Kusum Hospitality LLC	11301 US-290 ~~East~~	Manor	TX	78653	(512)-272-9373
JSK MGNT INC.	1300 ~~N~~ North Central Expressway	McKinney	TX	75070	(972)-542-9471
Hanuman Holdings, LLC	3447 ~~East~~ I-30	Mesquite	TX	75150	(972)-270-4000
New Midland Hospitality, LLC	920 ~~I~~ West Interstate 20	Midland	TX	79701	(432)-218-7980
~~Drew, Inc.~~ Nacogdoches Friends LLC	2020 NW Stallings ~~D~~ Drive	Nacogdoches	TX	75964	(936)-569-0880
ANG II PECOS HOSPITALITY LLC	205 ~~S~~ South Frontage ~~Rd~~ Road	Pecos	TX	79772	(432) 445455-2160
Copa Inc.	4401 N Cage Blvd	Pharr	TX	78577	(956)-782-8880
Plano Joint Venture, LLC	1820 North Central Expressway	Plano	TX	75074	(972)-423-1300
Mann Ganga, LLC	1990 ~~N~~ Interstate Hwy North I-35	Round Rock	TX	78681	(512)-310-1111
San Angelo Joint Venture, LLC	4205 ~~S~~ South Bryant ~~Blvd~~ Boulevard	San Angelo	TX	76903	(325)-653-6966
Mara Sai Krupa, LLC	138 N. WW White Rd.	San Antonio	TX	78219	(210)-333-0797
~~Shreeganesha, Inc.~~ Platinum Sapphire Hospitality, LLC	~~N~~ Interstate 356880 Northwest Loop 410, Building A	San Antonio	TX	~~78233~~ 78238	(210)-656-4600-509-3434
~~SAT DWNT HOLDINGS LLC~~	~~1011 East Houston Street, Building A~~	~~San Antonio~~	~~TX~~	~~78205~~	~~210-229-9973~~
Voltron Hospitality	333 Wolfe ~~Rd~~ Road	San Antonio	TX	78216	(210)-340-4055
~~Platinum Sapphire Hospitality, LLC~~	~~6880 NW Loop 410, BLDG A~~	~~San Antonio~~	~~TX~~	~~78238~~	~~(210) 507-2094~~
NAVJIVAN, LLC	817 I-35 ~~N~~ Frontage ~~Rd~~ North	San Marcos	TX	78666	(512)-754-8899
Vivek Hotels, LLC	20543 I-45	Spring	TX	77388	(281)-288-1117
Mina Hospitality Inc.	11206 West Airport Blvd	Stafford	TX	77477	(281)-575-6060
Valor Hospitality LLC	1521 Shannon ~~Rd~~ E Road East	Sulphur Springs	TX	75482	(903)-885-7515
Relianse Temple, LLC	400 SW H K Dodgen Loop	Temple	TX	76504	(254)-773-1515
Jai Bajranga Hospitality LLC	1614 ~~TX~~ Highway 34 South	Terrell	TX	75160	(972) 551-1090
Vipul Group, LLC	200 Golf Course ~~D~~ Drive	Van Horn	TX	79855	(432)-283-2800
Vinod Patel	~~12323~~ Interstate 45 ~~N~~ North	Willis	TX	77318	(936)-856-1906

Franchising Entity	Inn Address	City	State	Zip Code	Phone
SriSai Ram, Inc.	915 ~~S~~ South Bluff ~~St~~ Street	St. George	UT	84770	~~(435)-688-8383~~
Radhe Krishna L.L.C	887 Empire ~~Dr~~ Drive SW	Abingdon	VA	24210	~~(276)-628-7131~~
Alexandria Lodging LLC	5975 Richmond Highway	Alexandria	VA	22303	703-960-5200
2139 lee Inc.	2741 Lee ~~Hwy~~ Highway	Bristol	VA	24201	~~(276)-466-8800~~
250 West Hospitality, LLC	2011 Holiday Dr.	Charlottesville	VA	22901	~~(434)-971-3746~~ ~~540-846-3623~~
Omaarav 724 LLC	724 Woodlake Drive	Chesapeake	VA	23320	757-523-0123
Tankk Group LLC	~~2405~~ ~~2401~~ West Hundred Road	Chester	VA	23831	~~(804)-715-4229~~
Samp Six LLC	889 Willis ~~Ln~~ Lane	Culpeper	VA	22701	~~(540)-825-8088~~
Dahlgren Hospitality, LLC	4661 James Madison Parkway	Dahlgren	VA	22485	(540) 663-3060
SJ Hotel LLC	16116 Theme Park Way	Doswell	VA	23047	~~(804) 685 -0575~~
DC Hotels Dumfries LLC	~~17113~~ ~~17133~~ Dumfries Rd	Dumfries	VA	22025	~~(571)-285-4253~~ ~~4700~~
Nirvi Enterprises, LLC	~~10417~~ ~~Patriot Hwy~~ ~~5324~~ ~~Jefferson Davis Highway~~	Fredericksburg	VA	22408	~~(540)-898-1102~~
Sai Group LLC	386 Warrenton ~~Rd~~ Road	Fredericksburg	VA	22405	~~(540)-371-6000~~
~~Ramlaxmi Investments,~~ ~~OMAARAV~~ ~~1918 LLC~~	~~1925~~ ~~1918~~ Coliseum ~~Dr~~ Drive	Hampton	VA	23666	~~(757)-838-1870~~ ~~778-8286~~
Seenaria, LLC	2666 Old Galax Pike	Hillsville	VA	24343	~~(276)-728-9118~~
~~Dahlgren Hospitality, LLC~~	~~4661 James Madison Pkwy~~	~~King George~~	~~VA~~	~~22485~~	~~(540) 663-3060~~
Leesburg Investments III LLC	721 ~~E~~ East Market ~~St~~ Street	Leesburg	VA	20176	~~(703)-777-6622~~
MH Hospitality Group, LLC	5016 ~~S~~ South Amherst ~~Hwy~~ Highway	Madison Heights	VA	24572	~~(434)-845-7700~~ ~~7041~~
Manassas Lodging, LLC	10610 Automotive ~~Dr~~ Drive	Manassas	VA	20109	~~(703)-335-9333~~
HR Group Investment LLC	1424 ~~N~~ North Main ~~St~~ Street	Marion	VA	24354	~~(276)-378-0481~~
A&M Hotel LLC	16890 Warwick ~~Bld~~ Boulevard	Newport News	VA	23603	~~(757)-2887-23000~~
Shree Arihant of PG, Inc.	12205 ~~S~~ South Crater ~~Rd~~ Road Building A	Petersburg	VA	23805	~~(804)-733-0600~~
Shri Ganesh Hotel LLC	925 London ~~Bld~~ Boulevard	Portsmouth	VA	23704	~~(757)-398-0612~~ ~~297-7408~~
Commerce Rd Hotel, LLC	4350 Commerce ~~Rd~~ Road	Richmond	VA	23234	~~(804)-271-7240~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Jay Sahajanad, LLC	7201 ~~W~~ <u>West</u> Broad ~~St~~ <u>Street</u> , Building A	Richmond	VA	23294	~~(804)-672-1108~~
<u>Jay Yogeshwar Inc</u>	<u>6346 Midlothian Pike</u>	<u>Richmond</u>	<u>VA</u>	<u>23225</u>	<u>804-276-8500</u>
Shree Hari Hospitality 1 LLC	5209 Williamsburg ~~Rd~~ <u>BLDG Road</u> , Building A	Sandston	VA	23150	~~(804)-680-0800~~ <u>941-587-4127</u>
JSK Stafford, LLC	~~153 Garrisonville Rd~~ <u>26 Wicomico Drive</u>	Stafford	VA	22554	~~(540)-659-4330~~
~~Atma Management, LLC~~ <u>Shreeji Investment Inc</u>	855 Bells ~~Ln~~ <u>Lane</u>	Staunton	VA	24401	~~(540)-248-0888~~
ESDP LLC	633 ~~N~~ <u>North</u> Main ~~St~~ <u>Street</u>	Suffolk	VA	23434	~~(757)-925-0992~~ <u>0092</u>
~~SJHY HOSPITALITY LLC~~ <u>Global Corporation</u>	~~196 Ballard Court~~ <u>5745 Northampton Boulevard</u>	Virginia Beach	VA	~~23462~~ <u>23455</u>	~~(757)-490-0225~~ <u>460-3414</u>
Mahalaxmi Hotel, LLC	1005 Pacific ~~Ave~~ <u>Avenue</u>	Virginia Beach	VA	23451	~~(757)-428-3462~~
~~Global Corporation~~ <u>SJHY HOSPITALITY LLC</u>	~~5745 Northampton Blvd~~ <u>196 Ballard Court</u>	Virginia Beach	VA	~~23455~~ <u>23462</u>	~~(757)-460-3414~~ <u>490-0225</u>
Warrenton Lodging LLC	6 Broadview ~~Ave~~ <u>Avenue</u>	Warrenton	VA	20186	~~(540)-347-4141~~
DADS Hotels, LLC	824 Capitol Landing ~~Rd~~ <u>Road</u>	Williamsburg	VA	23185	~~(757)-259-1948~~
Mahaveer, Inc.	991 Millwood Pike	Winchester	VA	22602	~~(540)-667-5000~~
<u>Wythe Vinayak LLC</u>	<u>220 Lithia Road</u>	<u>Wytheville</u>	<u>VA</u>	<u>24382</u>	<u>276-228-2019</u>
SRIKRISHNA LLC	4531 George Washington Memorial ~~Hwy~~ <u>Highway</u>	Yorktown	VA	23692	~~(757)-283-1111~~
<u>Vistar Hospitality LLC</u>	<u>16838 International Boulevard</u>	<u>Seattle</u>	<u>WA</u>	<u>98188</u>	<u>206-248-0901</u>
MARKO HOTELS LLC	4830 Hayes ~~Rd~~ <u>Road</u>	Madison	WI	53704	~~(608)-241-1787~~
Yash Hospitality, Inc.	6360 South 13th Street	Oak Creek	WI	53154	~~(414)-764-3500~~
<u>CJ Hospitality LLC</u>	<u>2005 N Superior Avenue</u>	<u>Tomah</u>	<u>WI</u>	<u>54660</u>	<u>708-501-0396</u>
1007 Dunbar Inc.	317 11th ~~St~~ <u>Street</u>	Dunbar	WV	25064	~~(681)-265-2565~~
KESHAV LLC	~~5190 U.S. Route 60 E~~ <u>458 Braley Road</u>	Huntington	WV	25705	~~(304)-733-3737~~
OMSTAYS LLC	500 Putnam Village ~~Dr~~ <u>Drive</u>	Hurricane	WV	25526	~~(304)-757-6392~~
~~PNDK~~ <u>Sai Ganesha LLC</u>	100 Trueman ~~Cr~~ <u>Circle</u>	Kanawha City	WV	25304	~~(304)-909-5280~~
Martinsburg Hospitality LLC	209 <u>South</u> Viking Way	Martinsburg	WV	25401	~~(304)-263-1800~~
KC Hotels, LLC	3714 ~~E~~ <u>East</u> 7th ~~St~~ <u>Street</u>	Parkersburg	WV	26104	~~(304)-485-1741~~

Franchising Entity	Inn Address	City	State	Zip Code	Phone
Nippombashi Hotel Operations KK	2-7-9 Nippombashi,	Chuo-ku	Japan	542	+81(0)6-6585-7030

**LIST OF FRANCHISEES THAT SIGNED A FRANCHISE AGREEMENT
BUT HAVE NOT YET OPENED THEIR INNS AS OF DECEMBER 31, ~~2024~~2025**

Franchisee Name	Proposed Hotel Address	City	State	Zip Code	Phone Number
Ben-Raj LLC	4627 Highway 280	Birmingham	AL	32542	205-991-9977
~~RRSSP-I-10~~ ~~Wilmot, Inc~~ GB Sai LLC	~~6161~~ 1044 E Benson HWY, Pima Street	~~Tucson~~ Gila Bend	AZ	~~85756~~ 85337	~~(520)-574-0191~~ 928-683-6303
~~Gopal~~ Gold Coast Hotels, Inc.	~~600 New York Avenue NE~~ 13661 Indian Paint Lane	~~Washington~~ Fort Myers	~~DC~~ FL	~~20002~~ 33912	~~(202)-546-9200~~ 239-228-3666
~~Fernwood Land LLC~~	~~9424 Front Beach Road~~	~~Panama City Beach~~	~~FL~~	~~32407~~	~~(850)-276-6066~~
Lakeland Maruti Hotels LLC	4375 Lakeland Park Dr	Lakeland	FL	33809	~~(863)-858-9070~~
~~ZEN Real Estate, LLC~~	~~3340 W. US HWY 90~~	~~Lake City~~	~~FL~~	~~32055~~	~~(386)-752-6262~~
Nat Patidar	1113 Bryant Street	Conyers	GA	30012	~~(678)-485-8025~~
~~BHAI MANJULA LLC~~	~~1418 S Dayton Place~~	~~Ames~~	~~IA~~	~~50010~~	~~(515)-720-0253~~
~~Daydream Hotel Group LLC~~	~~2201 Grace Avenue~~	~~Charlestown~~	~~IN~~	~~47111~~	~~(812)-256-5400~~
~~Emerald Partnership Ltd.~~	~~500 Hathaway Road~~	~~New Bedford~~	~~MA~~	~~02740~~	~~(508)-997-1231~~
~~Middleborough Hospitality LLC~~ JANKIJUHL INC.	~~30 East Clark~~ 8288 S. Main Street	~~Middleborough~~ Helen	~~MA~~ GA	~~02346~~ 30545	~~(508)-946-4400~~ 706-878-4079
~~AARAVI~~ KALYAN LLC	~~999 GAR Highway~~ 1400 North Dixie Boulevard	~~Swansea~~ Radcliff	~~MA~~ KY	~~02777~~ 40160	~~(508)-675-7700~~ 270-351-3199
~~Perryville Land Group, Inc.~~	~~61 Heather Lane~~	~~Perryville~~	~~MD~~	~~21903~~	~~(410)-705-0114~~
~~KUNJI Corporation~~	~~2597 Wadhams Road~~	~~Kimball~~	~~MI~~	~~48074~~	~~(248)-910-9998~~
~~Harish Patel~~	~~2444 Maple Avenue~~	~~Burlington~~	~~NC~~	~~27215~~	~~(360)-262-1651~~
AUM Investments Inc.	0 Council Street	Salisbury	NC	28144	~~(704)-921-9123~~ N/A

Franchisee Name	Proposed Hotel Address	City	State	Zip Code	Phone Number
Shree Harsh Management LLC	221 W 5th Street	Reno	NV	89503	775-786-3500
~~Virpur~~ Bronx River Hotel LLC	~~191 Corinth Road~~ 867 - 869 Concourse Village West	~~Queensbury~~ Bronx	NY	~~12804~~ 10451	~~(978)-994-1571~~ N/A
57 Sheffield, LLC	55 Sheffield Avenue	Brooklyn	NY	11207	~~(201)-294-1511~~ N/A
~~Southgate Hospitality, LTD~~	~~2248 Southgate Parkway~~	~~Cambridge~~	~~OH~~	~~43725~~	~~(740)-432-7313~~
~~Sarita~~ Soniya Hotel, LLC	~~16510 Square Dive~~ 1177 Northern Boulevard	~~Marysville~~ Manhasset	~~OH~~ NY	~~43040~~ 11030	~~(973)-644-8821~~ 516-627-5300
~~Tirth Hospitality, LLC~~ Exit 78 Investment Company	~~430 Napoleon Place~~ 235 Allegheny Boulevard	~~Johnstown~~ Brookeville	PA	~~15901~~ 15825	~~(814)-536-5414~~ 849-8381
Jiya of Orangeburg LLC	3691 St. Matthews Road	Orangeburg	SC	29118	803-531-2592
Jalaram Krupa Investments Inc.	2314 Hillsboro Blvd	Manchester	TN	37355	~~(931)-728-0800~~
~~KHODIYAR LODGING LLC~~	~~901 West Airport Freeway~~	~~Euless~~	~~TX~~	~~76040~~	~~(817)-545-1111~~
~~Raghav Hospitality~~ Haribol, LLC	1620 I-40 East	Amarillo	TX	79103	~~(806)-374-2020~~
~~Emrine LLC~~	~~702 Highway 146-S~~	~~La Porte~~	~~TX~~	~~77571~~	~~(281)-941-4033~~
~~Rikul Patel~~	~~27711 Southwest Fwy~~	~~Rosenburg~~	~~TX~~	~~77471~~	~~(832)-785-9933~~
AI SHREE KHODIYAR, LLC	7920 Bedford Euless Road	North Richland Hills	TX	76180	~~(817)-485-2750~~
Ambaji Lodging LLC	27711 Southwest Fwy	Rosenberg	TX	77471	N/A
Relianse South LLC	7202 South PanAm Expressway	San Antonio	TX	78224	210-922-2111
Shamrock Hotels LLC	1006 East 12th Street	Shamrock	TX	79079	N/A
Mockingbird Hospitality LLC	401 S Sam Rayburn Fwy	Sherman	TX	75090	903-893-6581
~~Jay Yogeshwar Inc~~ Tushar Patel	~~6346 Midlothian Pike~~ 6488 Richmond Road	~~Richmond~~ Williamsburg	VA	~~23225~~ 23188	~~(804)-276-8500~~ 757-565-0090
KS Hospitality LLC	1003 Eckerson Road	Centralia	WA	98531	360-807-4091

Franchisee Name	Proposed Hotel Address	City	State	Zip Code	Phone Number
Sahaj Morgantown LLC	1400 Saratoga Ave	Morgantown	WV	26505	~~(304)~~ -599-1680

**LIST OF FRANCHISEES WHO WERE TERMINATED, CLOSED THEIR INNS,
OR TRANSFERRED THEIR INNS IN ~~2024~~2025**

Franchisee Name	Inn City	Inn State	Franchisee Telephone	Inn Status
~~Bhavika~~ <u>Star</u> Hotels LLC	~~Florissant~~ <u>Wichita</u>	~~MO~~ <u>KS</u>	~~(314) 255-2265~~ <u>316-685-1281</u>	Ceased operations for other reasons
~~SAI~~ <u>Plymouth</u> Lodging, Inc.	~~North Little Rock~~ <u>Plymouth</u>	~~AR~~ <u>MI</u>	~~(501) 945-0080~~ <u>734-459-3300</u>	~~Terminated~~ <u>Ceased operations for other reasons</u>
~~Aalo Corporation~~ <u>Akron Hotel Suites, LLC</u>	~~Sacramento~~ <u>Akro n</u>	~~CA~~ <u>OH</u>	~~(916) 359-7663~~ <u>330-644-7748</u>	~~Terminated~~ <u>Ceased operations for other reasons</u>
~~Anaya~~ <u>Nora</u> Hospitality, ~~Inc.~~ <u>LLC</u>	~~Bakersfield~~ <u>Cranb erry Township</u>	~~CA~~ <u>PA</u>	~~(661) 336-0475~~ <u>724-776-5670</u>	~~Terminated~~ <u>Ceased operations for other reasons</u>
~~Sai Inc of Wildwood One,~~ <u>Shanaya</u> Inc.	~~Wildwood~~ <u>Evergr een</u>	~~FL~~ <u>AL</u>	~~(352) 748-8883~~ <u>251-578-4701</u>	Terminated
~~JK Jamaican-CT~~ <u>Satya Prem Karuna</u> LLC	~~Orlando~~ <u>Ft. Smith</u>	~~FL~~ <u>AR</u>	~~(407) 751-1119~~ <u>479-783-0548</u>	Terminated
~~Maha Shakti, Inc.~~	~~Ames~~	~~IA~~	~~(515) 450-5078~~	~~Terminated~~
~~Shashtri~~ <u>Sai Dev</u> Hospitality ~~Inc.~~ <u>LLC</u>	~~Palatine~~ <u>San Bernardino</u>	~~IL~~ <u>CA</u>	~~(847) 392-2100~~ <u>909-888-5775</u>	Terminated
~~Aareana Hospitality~~ <u>Helen Hotel,</u> LLC	~~Deerfield~~ <u>Helen</u>	~~IL~~ <u>GA</u>	~~(847) 205-1755~~ <u>706-878-8888</u>	Terminated
~~RED ROOF FLINT~~ <u>Varahi Hotel,</u> LLC	~~Flint~~ <u>Smyrna</u>	~~MI~~ <u>GA</u>	~~(810) 877-6441~~ <u>770-952-6966</u>	Terminated
~~YANA~~ <u>Prayosham</u> Bedford, LLC	~~Marston~~ <u>Monee</u>	~~MO~~ <u>IL</u>	~~(573) 643-9888~~ <u>708-534-0022</u>	Terminated
~~High Point~~ <u>RadhaSoami</u> Hospitality LLC	~~High Point~~ <u>Holton</u>	~~NC~~ <u>KS</u>	~~(336) 861-3000~~ <u>785-364-3172</u>	Terminated
~~UJJAM~~ <u>Kellogg</u> Hospitality, LLC	~~Elyria~~ <u>Wichita</u>	~~OH~~ <u>KS</u>	~~(440) 324-4444~~ <u>316-942-5600</u>	Terminated

Franchisee Name	Inn City	Inn State	Franchisee Telephone	Inn Status
~~Jai Shree Ambe, LLC~~ Midwest Hospitality, L.L.C.	~~Medford~~ Minneapolis	~~OR~~ MN	~~(541) 770-5151~~ 763-553-1751	Terminated
~~AA YUSH DREAM LODGING~~ JAI SHREE GAYATRI LLC	~~Williamsport~~ Saint Robert	~~PA~~ MO	~~(570) 322-9050~~ 573-336-2510	Terminated
~~Pratik Palmer~~ RR Lodging, Inc.	~~Easton~~ Ridgeland	~~PA~~ MS	~~(610) 253-0546~~ 601-956-7707	Terminated
~~SAG Hotels Inc.~~	~~Lexington~~	~~NC~~	~~336-357-6444~~	~~Terminated~~
~~Shreeji~~ Fulton Hotel Group-LLC	~~Anderson~~ Fulton	~~SC~~ NY	~~(864) 226-6051~~ 315-593-2444	Terminated
~~SNG~~ Pranm Hospitality-Columbia, LLC	~~Columbia~~ Cincinnati	~~SC~~ OH	~~(803) 798-9220~~ 513-793-8811	Terminated
~~Swami Hospitality, LLC~~	~~Findlay~~	~~OH~~	~~419-422-8863~~	~~Terminated~~
~~Manas Management LLC~~	~~Clearfield~~	~~PA~~	~~814-762-8000~~	~~Terminated~~
~~BAWA Venture~~ OM MAA OM LLC	~~Waco~~ Childress	~~TX~~	~~(254) 752-3388~~ 940-937-6353	Terminated
~~Westchase Interests, LLC~~	~~Houston~~	~~TX~~	~~713-785-9909~~	~~Terminated~~
~~Gayatri~~ Ishvarpremi Hospitality-H, LLC	~~Wichita Falls~~ Lubbock	~~TX~~	~~(940) 766-6881~~ 806-745-2208	Terminated
~~Shreeganesha, Inc.~~	~~San Antonio~~	~~TX~~	~~210-656-4600~~	~~Terminated~~
~~Inovex Hospitality~~ Ramlaxmi Investments, LLC	~~Wytheville~~ Hampton	~~VA~~	~~(276) 223-1700~~ 757-838-1870	Terminated
~~JOT REDROOF PROPERTIES,~~ Shilpa LLC	~~Tucson~~ Sylacauga	~~AZ~~ AL	~~(520) 571-1400~~ 256-501-1010	Transfer
~~Classic Motor Inn, Inc.~~	~~Phoenix~~	~~AZ~~	~~602-233-8004~~	~~Transfer~~
~~SVM Palm Coast,~~ Meldi Management LLC	~~Palm Coast~~ Orlando	~~FL~~	~~(386) 446-8180~~ 407-240-0570	Transfer
~~Shayna~~ Orbit Hospitality, LLC	~~West Point~~ Alsip	~~GA~~ IL	~~(765) 393-8667~~ 708-389-1222	Transfer
~~BHAAGYA Investments~~ AADHYA HOSPITALITY LLC	~~Richmond Hill~~ Indianapolis	~~GA~~ IN	~~(912) 756-3376~~ 317-712-3104	Transfer
~~Radhe Krishnaa LLC~~	~~Port Wentworth~~	~~GA~~	~~(912) 965-9393~~	~~Transfer~~

Franchisee Name	Inn City	Inn State	Franchisee Telephone	Inn Status
~~Palladium~~ <u>SMP</u> Hospitality LLC	~~Augusta~~ <u>Berea</u>	~~GA~~ <u>KY</u>	~~(706) 737-1122~~ <u>859-985-8000</u>	Transfer
~~BW RRI I~~ <u>Port Allen OM Sai</u> , LLC	~~Louisville~~ <u>Port Allen</u>	~~KY~~ <u>LA</u>	~~(502) 456-2993~~ <u>(225) 344-3638</u>	Transfer
~~KKRISH~~ <u>KAASHVI</u> HOSPITALITY ~~L.L.C.~~ <u>INC</u>	~~Georgetown~~ <u>Southborough</u>	~~KY~~ <u>MA</u>	~~(502) 863-2240~~ <u>508-481-3904</u>	Transfer
~~R-Roof~~ <u>Roseville</u> , ~~AARAVI~~ LLC	~~Roseville~~ <u>Swansea</u>	~~MI~~ <u>MA</u>	~~(586) 296-0310~~ <u>508-675-7700</u>	Transfer
~~BW RRI II~~ <u>Oxon Hill Lodging</u> LLC	~~Saint Louis~~ <u>Oxon Hill</u>	~~MO~~ <u>MD</u>	~~(314) 645-0101~~ <u>301-567-8030</u>	Transfer
~~BW RRI I LLC~~ <u>JMK Benton</u> Hospitality Inc.	~~Raleigh~~ <u>Benton Harbor</u>	~~NC~~ <u>MI</u>	~~(919) 833-6005~~ <u>269-927-2484</u>	Transfer
~~Shri Bhavanimaa~~ , ~~Maribel Chavez~~ <u>Kakkad</u> LLC	~~Greenville~~ <u>Branson</u>	~~NC~~ <u>MO</u>	~~(252) 756-2792~~ <u>417-320-5011</u>	Transfer
~~Wake Henderson~~ <u>Shanta Ram</u> LLC	~~Henderson~~ <u>Bellmawr</u>	~~NC~~ <u>NJ</u>	~~(252) 438-6300~~ <u>856-931-1010</u>	Transfer
<u>42 Flint</u> LLC	<u>Amherst</u>	<u>NY</u>	<u>716-689-7474</u>	<u>Transfer</u>
~~95~~ <u>Commerce</u> Hospitality, LLC	~~Raleigh~~ <u>Hamburg</u>	~~NC~~ <u>NY</u>	~~(919) 277-8485~~ <u>716-648-7222</u>	Transfer
~~RRI Asheville LP~~ <u>Weaver St Utica</u> LLC	~~Asheville~~ <u>Utica</u>	~~NC~~ <u>NY</u>	~~(828) 667-9803~~ <u>315-724-7128</u>	Transfer
~~Fairview Hotels~~ , ~~DM Brothers~~ LLC	~~Johnson City~~ <u>Spartanburg</u>	~~NY~~ <u>SC</u>	~~(607) 729-8940~~ <u>864-754-4455</u>	Transfer
~~Shabd~~ <u>kosh Ganesh</u> <u>Jashvi</u> <u>Enterprises</u> LLC	~~Dayton-Moraine~~ <u>St. George</u>	~~OH~~ <u>SC</u>	~~(937) 637-6507~~ <u>843-563-5551</u>	Transfer
~~BW RRI II~~ <u>Shree Avdhoot Krupa</u> <u>of Texas</u> LLC	~~Washington~~ <u>Houston</u>	~~PA~~ <u>TX</u>	~~(724) 228-5750~~ <u>281-579-7200</u>	Transfer
~~Steel City Hotels~~ <u>Nacogdoches</u> <u>Friends</u> LLC	~~Pittsburgh~~ <u>Nacogdoches</u>	~~PA~~ <u>TX</u>	~~(412) 787-7870~~ <u>936-569-0880</u>	Transfer
~~Middletown Hospitality, Inc.~~ <u>SAT</u> <u>DWNT HOLDINGS</u> LLC	~~Middletown~~ <u>San Antonio</u>	~~RI~~ <u>TX</u>	~~(401) 549-2718~~ <u>210-229-9973</u>	Transfer

Franchisee Name	Inn City	Inn State	Franchisee Telephone	Inn Status
~~BW RRII~~ Alexandria Lodging LLC	~~Florence~~ Alexandria	~~SC~~ VA	~~(843) 678-9000~~ 703-960-5200	Transfer
Omaarav 724 LLC	Chesapeake	VA	757-523-0123	Transfer
~~A&B Patel~~ Shreeji Investment Inc	~~Huntsville~~ Staunton	~~TX~~ VA	~~(936) 295-7595~~ 540-248-0888	Transfer
~~Prime Location~~ Vistar Hospitality LLC	~~Irving~~ Seattle	~~TX~~ WA	~~(972) 790-2262~~ 206-248-0901	Transfer
~~BW RRI III~~ LLC	~~Austin~~	~~TX~~	~~(512) 448-0091~~	~~Transfer~~
~~BW RRII~~ Sai Ganesha LLC	~~Huntington~~ Kanawha City	WV	~~(304) 733-3737~~ 909-5280	Transfer
~~BW RRI IV~~ LLC	~~Hurricane~~	~~WV~~	~~(304) 757-6392~~	~~Transfer~~

If you buy this franchise, your contact information may be disclosed to other buyers when you leave the Red Roof Inn System.

EXHIBIT E
FRANCHISE APPLICATION



Franchise Application

I. GENERAL INFORMATION

City and State of Proposed Location: _____

Development:

- ☐ New Construction
☐ Conversion
☐ Dual Brand
☐ Transfer

Type:

- ☐ Red Roof Inn
☐ Red Roof Inn and
☐ SuitesRed Roof PLUS+
☐ Red Roof PLUS+ and Suites

II. SITE LOCATION/INFORMATION

A. Site Information:

Property Address: _____
 (If new construction/address unavailable, list intersection and quadrant)

City: _____ State: _____ County _____

Zip: _____ Anticipated Opening Date: _____

Telephone Number (if in operation): _____

Facsimile Number (if in operation): _____

Number of Rooms _____ + Number of Suites _____ = Total Number of Rooms _____

Public Facilities (i.e. restaurants, meeting space, health club): _____

Surrounding Attractions: _____

B. Competition Information:

Identify other facilities which are competitors in market area of proposed location:

Facility Name	Distance (miles, direction)	Age of Facility	# of Rooms	Rate
				Spring: \$ Summer: \$ Fall: \$
				Spring: \$ Summer: \$ Fall: \$
				Spring: \$ Summer: \$ Fall: \$
				~~Spring: \$~~ ~~Summer: \$~~ ~~Fall: \$~~

III. CONVERSION INFORMATION: (only complete if a Conversion property applicant)**A. Hotel Performance: (provide requested information for previous 5 years)**

~~Year~~	_____	_____	_____	_____	_____
<u>Year</u>	_____	_____	_____	_____	_____
~~Occupancy~~	_____	_____	_____	_____	_____
<u>Occupancy</u>	_____	_____	_____	_____	_____
~~Average Daily Rate~~	_____	_____	_____	_____	_____
<u>Average Daily Rate</u>	_____	_____	_____	_____	_____
~~Gross Room Revenues~~	_____	_____	_____	_____	_____
<u>Gross Room Revenues</u>	_____	_____	_____	_____	_____

~~B. Current Affiliation:~~**B. Current Affiliation:**

Is the property currently affiliated with a hotel chain? ☐ Yes ☐ No

Current Hotel Brand Name: _____

Current Brand Affiliation Window Date: _____

Current Brand Agreement Ending Date: _____

Current Brand Obligations

Are there any restrictions or obligations that may affect the property's ability to convert to a Red Roof brand (including termination fees, liquidated damages, or brand approval requirements)?

☐ Yes

☐ No

Franchise Application ~~2025~~2026

[□ Unknown](#)

IV. PROPOSED FRANCHISEE/OWNERSHIP INFORMATION

A. The Applicant is (select one of the following)

An Entity:

- ☐ Corporation
☐ Limited Liability
☐ Company General
☐ Partnership Limited
☐ Partnership
☐ Sole Proprietorship
☐ (Individual) Estate
☐ Trust
☐ Other: specify _____

B. Ownership of Franchisee

An Owner Information Form should be completed by all parties involved:

V. ENTITY INFORMATION (to be completed by entity Applicants only)

Entity Name: _____

State of formation: _____ Date of formation: _____

Federal Tax ID: _____

Principal Business Address for Entity: _____

City: _____ State: _____ Zip: _____

Phone Number: _____

Entity Ownership:

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Telephone: _____ Fax: _____

E-Mail Address: _____ Ownership Percentage: _____ %
 _____ %

Title: _____ SSN: _____
 _____ DOB: ____/____/____

Member of Hotel Associations: _____

AAHOA (Asian American Hotel Owners Association), AHLA (American Hotel Lodging Association); LHA (Latino Hotel Association); NABHOOD (National Association of Black Hotel Owners), etc.

Hotels currently Owned by

Applicant: _____:

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Telephone: _____ Fax: _____

E-Mail Address: _____ Ownership Percentage: _____%:

_____ %

Title: _____ SSN: _____ - _____ - _____ DOB: _____

____ / ____ / ____

Member of Hotel Associations: _____

AAHOA (Asian American Hotel Owners Association), AHLA (American Hotel Lodging Association); LHA (Latino Hotel Association); NABHOOD (National Association of Black Hotel Owners), etc.

Hotels currently Owned by

Applicant: _____:

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Telephone: _____ Fax: _____

E-Mail Address: _____ Ownership Percentage: _____%:

_____ %

Title: _____ SSN: _____ - _____ - _____ DOB: _____ / ____ / ____

Member of Hotel Associations: _____

AAHOA (Asian American Hotel Owners Association), AHLA (American Hotel Lodging Association); LHA (Latino Hotel Association); NABHOOD (National Association of Black Hotel Owners), etc..

Hotels currently Owned by

Applicant: _____:

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Telephone: _____ Fax: _____

E-Mail Address: _____ Ownership Percentage: _____%:

_____ %

Title: _____ SSN: ____ - ____ - ____ DOB: ____ / ____ / ____

Member of Hotel Associations: _____

AAHOA (Asian American Hotel Owners Association), AHLA (American Hotel Lodging Association); LHA (Latino Hotel Association); NABHOOD (National Association of Black Hotel Owners), etc.

Hotels currently Owned by

Applicant: _____

****All owners are required to submit the above information regarding of ownership interest percentages. All owners having 20% or more ownership interest will be required to submit personal financial statements which are no older than 6 months from the date of the Application.**

PLEASE USE BLANK SHEET FOR ADDITIONAL OWNERS IF NEEDED

A. Hotel Ownership

List any Red Roof lodging facility currently or previously owned or partially owned and/or operated by the Applicant Entity or its owners:

Address	City, State	Phone	Dates of Ownership/Operation

List any other Hotels currently or previously owned or partially owned and/or operated by the Applicant entity:

Hotel Name	Address	City, State	Phone	Dates of Ownership/Operation

VI. CONTACT INFORMATION

A. Principal Contact for Legal Notices: (~~not a~~ no PO Box)

Full legal Name: First _____ Middle _____ Last _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Facsimile: _____ Email: _____

B. Address and contact where you want Invoices sent:

Full legal Name: First _____ Middle _____ Last _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Facsimile: _____ Email: _____

VII. MANAGEMENT INFORMATION**A. The proposed location will be managed**☐ by: The Applicant☐ General Manager

Name: _____

Address: _____

Telephone: _____ Email: _____

☐ A Management Company

Company Name: _____ Company Contact: _____

Address: _____

Telephone: _____ Email: _____

B. Experience

Describe the General Manager's or Management Company's experience (i.e. list of hotels owned or managed, years of experience)

VIII. FINANCIAL INFORMATION

~~A. Financing~~

Will the proposed hotel property be financed through a lender?

☐ Yes – The project will involve lender financing

(LENDER / FINANCING INFORMATION (REQUIRED IF FINANCING IS USED))

☐ No – The project will not involve lender financing

Do you currently own the location?

☐ ☐

Yes - a copy of the recorded deed must accompany this application ~~No: A mortgage: ☐ Has been secured ☐ Is being negotiated~~

Loan Status:

Loan Type:

☐ Approved

☐ SBA

☐ In Underwriting

☐ Commercial Bank

☐ Being Negotiated

☐ Private Lending

☐ Bridge Loan

☐ Other: _____

Lender Information

~~Name of lender(s):~~ _____

~~Address:~~ _____

Lender Name: _____

Lender Contact Name: _____

Lender Contact ~~phone number:~~ _____ ~~Contact email address:~~ _____ Title: _____

Lender Email: _____

Lender Phone: _____

Lender Address: _____

Anticipated Closing Date: ____/____/____ Loan Amount: \$
_____ \$

~~Is this an SBA Loan? ☐ Yes ☐ No~~ ~~Comfort Letter Required? ☐ Yes ☐ No~~

Applicant authorizes Red Roof Franchising, LLC to communicate directly with the lender listed above regarding the Franchise Agreement and related brand matters.

IX. Lessee / Lease Information

Is the proposed hotel property subject to a lease?

(If the hotel property is leased, the Applicant must ensure that the lease term is consistent with the required term of the Franchise Agreement.)

☐ Yes If Yes, please complete the below

☐ No

Name of Lessee (Operating Entity):

Name of Property Owner / Landlord:

Property Owner / Landlord Address:

City: _____ State: _____ Zip: _____

Primary Contact Name:

Contact Phone Number: _____

Contact Email Address: _____

Lease Commencement Date: ____ / ____ / ____

Lease End Date: ____ / ____ / ____

~~IX.~~ APPLICATION CHECKLIST

For this Application to be complete, the following items must be included:

- ☐ Franchise Disclosure Document Receipt, signed and dated on the day on which the FDD was received

- ☐ Application – signed and dated
- ☐
- ☐ [Lender Information Section Completed \(if financing is used\)](#)
- ☐ **Application Fee Check (\$3,000)** – dated no earlier than the day after the 14th full calendar day following the date that Applicant signs the Franchise Disclosure Document Receipt
- ☐ Financial Statements – for: the Applicant in accordance with the following:
 - Corporation, Limited Liability Company, General Partnership, Limited Partnership:
 1. Entity Balance Sheet (most recent year)
 2. **Personal Financial Statement for all persons with a 20% or more ownership interest in the Applicant.**
 - Sole Proprietor or Individual Owners:
 1. Personal Financial Statement
 - Existing Hotels:
 1. Hotel Profit and Loss Statement
- ☐ Corporate Document Requirements (**documents must be signed**)
 - Required Documents include:
 - For a Corporation:**
 - a. Copy of currently effective Articles or Certificate of Incorporation from Secretary of State
 - b. List of the officers and directors of the corporation (name and title)
 - For a Limited Liability Company:**
 - a. Copy of currently effective Articles or Certificate of Organization from Secretary of State
 - b. List of members or officers of the limited liability company (name and title with respect to any officers)
 - For a Partnership:**
 - a. Copy of currently effective Certificate of Partnership from Secretary of State if a limited partnership
 - b. A list of all partners; and
 - c. Copy of the Partnership Agreement
 - For a Trust:**
 - a. Copy of the Trust Agreement
 - b. A resolution authorizing the Applicant to enter into a franchise agreement for a Red Roof Inn
 - The complete names and addresses of all Trustees and Beneficiaries
- ☐ Proof of Land Control
 - Deed (or Property Tax Filing)
 - Lease Agreement (lease agreement must be for the Term of the Franchise Agreement)

~~X~~.XI. ACKNOWLEDGMENTS

Applicant acknowledges that Red Roof Franchising, LLC, ("RRF") is relying on the information in this Application and all documents submitted by the Applicant and its owners in connection with or in support thereof. The Applicant therefore confirms, understands and acknowledges the following:

- All information contained in the Application is true and correct as of the date set forth below and such information is complete and not misleading due to an omission of any material information. The Applicant will inform RRF promptly of any material change to any information furnished in this Application. The undersigned has the authority to submit the Application and enter into the other documents contemplated hereby, including, without limitation, a Franchise Agreement.
- Neither the submission of the Application nor the execution of a Franchise Agreement or other documents will conflict with the terms of any agreement to which the Applicant is a party or by which the Applicant is bound. The undersigned has not been induced by RRF to terminate or breach any agreement with respect to the proposed location.
- Information concerning the Red Roof Inn system, including, without limitation, the Red Roof Inn Franchise Disclosure Document, has been made available to the undersigned. The undersigned is familiar with the system and its requirements.
- RRF does not enter into oral agreements with regard to granting franchises and an agreement with respect to the proposed franchise shall only come into effect upon the execution of a Franchise Agreement. As of the date of this Application, there are no oral agreements or understandings between the undersigned and RRF with respect to the proposed franchise.
- An Application Fee has been paid to RRI. If RRI rejects the Application, RRI will refund the Application Fee if RRI or its representatives have not visited Applicant's proposed hotel site or the area surrounding Applicant's proposed hotel site in connection with the Application or provided the Applicant with written architectural drawings or technical information. RRI does not offer refunds of the Application Fee under any other circumstances.
- Applicant authorizes credit bureaus, financial institutions, companies and individuals to disclose to RRF any and all information required for conducting any necessary credit and/or background investigations, for the confidential use of RRF in processing this Application.
- Applicant authorizes RRF to release information provided to it with this application as well as agreements sent to applicant related to Red Roof franchise to Franchisee's lenders.
- Applicant authorizes RRF to release Property Investment Plan prepared by RRF or other on its behalf in conjunction with the potential franchising of the site as a Red Roof lodging facility to any vendors who may be in a position to provide products or services to the applicant in completion of the Property Investment Plan.
- The undersigned, jointly and severally, agree to indemnify RRF, its subsidiaries or affiliates, and their respective directors, officers, agents, and employees, representatives, successors and assigns and to hold them harmless from all losses, consequently or directly or indirectly incurred (including legal/accounting fees and expenses) and arising from, or as a result of or in connection with the breach of any warranty or representation contained in this Application, or arising, as a result of or in connection with RRF's reliance on such warranties/representations. RRF shall have the right independently to take any action it deems necessary in its sole discretion to protect and defend itself against any threatened action subject to this indemnification, without regard to expense, forum or other parties which may be involved. RRF shall have sole and exclusive control over the defense of any

such action. This Application may be executed in counterparts, each of which shall be deemed an original which together shall constitute one instrument.

I certify that the information contained herein is true and complete. By my signature below, I expressly authorize any credit reporting agency, law enforcement agency, and any person, association, firm, company, financial institution, court system, personnel agency or credit bureau to furnish and release to Red Roof Franchising, LLC and/or its representatives, owners, partners, parents, subsidiaries, affiliates, successors and assigns ("RRF") any information it/they request including, but not limited to, information concerning my education, employment history, financial transactions, credit payment history, civil record, criminal record or legal judgments or any other record/report RRF may request with respect to this Application. The disclosed information will be used for the exclusive and confidential use of RRF.

Date: _____ Signature: _____

Date: _____ Signature: _____

Date: _____ Signature: _____

Date: _____ Signature: _____

Date: _____ Signature: _____

Date: _____ Signature: _____

Date: _____ Signature: _____

Date: _____ Signature: _____

Date: _____ Signature: _____

**FOR ADDITIONAL OWNER INFORMATION
IF NEEDED**

EXHIBIT F
FRANCHISE AGREEMENT



FRANCHISE AGREEMENT

By and between

RED ROOF FRANCHISING, LLC

and

**RED ROOF INN
FRANCHISE AGREEMENT**

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EXHIBIT B – OWNERSHIP SCHEDULE

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**RED ROOF INN
FRANCHISE AGREEMENT**

THIS RED ROOF INN FRANCHISE AGREEMENT (the “Franchise Agreement”) is entered into as of _____, by and between RED ROOF FRANCHISING, LLC, a Delaware limited liability company (“Franchisor”), and _____, a _____ (“Franchisee”).

RECITALS:

Franchisor has the right to grant licenses for the establishment and operation of inns which are designed to compete directly with other brands in the economy segment of the lodging market utilizing certain procedures, policies, standards, specifications, controls, identification schemes and proprietary marks and information including prototypical architectural plans, designs, layouts and distinctive color schemes, a computer system and reservation system and management and personnel training programs (the “System”), all of which may be changed, improved or further developed from time to time.

The distinguishing characteristics of the System include, without limitation, the name and mark “Red Roof Inn” and the Red Roof Inn logo, together with such other trade names, service marks, trademarks and trade symbols, emblems, signs, slogans, trade dress, logos, colors, insignia and copyrights as Franchisor has adopted and has designated for use in connection with the System and as Franchisor may hereafter acquire or develop and designate for use in connection with the System (the “Proprietary Marks”).

Franchisee desires to obtain a franchise and to obtain rights to the Proprietary Marks and to own and operate a Red Roof Inn (the “Inn”) at the location identified on Exhibit A (the “Approved Location”).

Franchisee understands and acknowledges the importance of operating in conformity with the System and of complying with such product, service and operational standards, specifications, policies and procedures for constructing or renovating the Inn, equipping the Inn, and operating the Inn (the “Standards”), as may be published by Franchisor in hard copy and/or electronic form, as amended or supplemented by Franchisor in its sole discretion from time to time (the “Manuals”).

Franchisee has conducted an independent investigation into the feasibility and advisability of establishing the Inn at the Approved Location, and has had the opportunity to consult with legal, accounting and other advisors of Franchisee’s own choosing in making a decision to enter into this Franchise Agreement and establish the Inn at the Approved Location.

As used in this Franchise Agreement, “Affiliate” or “Affiliates” means an entity or entities controlled by, controlling or under common control with, another entity.

NOW, THEREFORE, in consideration of the mutual undertakings and commitments set forth herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

1. GRANT

1.1 Grant of Franchise: As of the Opening Date (as defined below), Franchisor grants Franchisee the right, and Franchisee undertakes the obligation, to operate the Inn as a Red Roof Inn at the Approved Location and to use the System and the Proprietary Marks in compliance with the Standards and the terms of this Franchise Agreement in connection with the ownership and operation of the Inn.

Franchisee shall not operate the Inn from or at any other address or location. The “Opening Date” means the date specified in a written notice and signed by an authorized representative of Franchisor as the approved date on which Franchisee is permitted to begin operating as a Red Roof Inn. Franchisor shall have no obligation to approve an Opening Date until Franchisee has completed the renovation or construction of the Inn in strict accordance with Section 5 of the Franchise Agreement (and, as applicable, the Construction Addendum or the Renovation Addendum attached hereto and incorporated herein (each as defined herein)) and Franchisor has had a reasonable opportunity to confirm completion by site inspection. If Franchisor approves a conditional opening, as described in the applicable Construction or Renovation Addendum, the approved conditional opening date is the Opening Date.

1.2 Exclusive Territory: If: (i) neither Franchisee nor any Affiliate is in default under the terms of this Franchise Agreement or any other agreements with Franchisor or its Affiliates and (ii) during the last twelve (12) consecutive months, the Inn has met or exceeded all quality assurance and guest complaint standards published by Franchisor, then Franchisor shall not establish or operate, or grant any other person or entity the right to establish or operate a Red Roof Inn at any location within the geographic area defined in Exhibit A to this Franchise Agreement (the “Exclusive Territory”). This provision shall not apply to any Red Roof Inns in existence as of the date of this Franchise Agreement, as identified in Exhibit A hereto (including any replacement for such location).

1.3 Limitations of Franchise:

1.3.1 Notwithstanding Section 1.2, Franchisee acknowledges and agrees that Franchisor or its Affiliates may establish or operate, or grant any person or entity the right to establish or operate a Red Roof Inn at any location outside the Exclusive Territory, including locations adjacent, adjoining or proximate to the Exclusive Territory, which may compete directly with the operation of the Inn. Franchisee further acknowledges and agrees that, except as specifically provided in Section 1.2, Franchisor and its Affiliates have and retain the right to engage in any business activities, under any name, at any location, without granting Franchisee any right therein, including, without limitation, the right to establish or operate, and to grant others the right to establish or operate, inns, motels, hotels and other lodging facilities (including, without limitation, extended stay, limited service, full service, resort, economy, luxury, and ultra-luxury facilities) under marks and names similar to or different from the Proprietary Marks at any location, including locations within, adjacent, adjoining or proximate to the Exclusive Territory. Affiliates of Franchisor will have the right to franchise or operate The Red Collection and HomeTowne Studios system brands within the Exclusive Territory.

1.3.2 Franchisee acknowledges that Franchisor and its Affiliates have and may have business interests other than the operation of the network of Red Roof Inns and that they, in their sole discretion, may identify, define, and act upon such interests in the manner they deem appropriate. Franchisee further acknowledges that business decisions made by Franchisor and its Affiliates may impact Franchisee, agrees that Franchisor and its Affiliates have no express obligation or implied duty to protect Franchisee from the consequences of such business decisions, and expressly waives any right to assert any claim against Franchisor or its Affiliates based on the existence, actual or arguable, of any such obligation or duty.

2. TERM

2.1 Initial Term: The initial term of this Franchise Agreement shall commence on the date that this Franchise Agreement is accepted and executed by Franchisor in Columbus, Ohio (the “Effective Date”) and shall expire on the Expiration Date, as shown on Exhibit A to this Franchise Agreement (the “Expiration Date”), unless sooner terminated in accordance with the provisions hereof.

2.2 Renewal: If Franchisee desires to renew this franchise for one additional period of ten (10) years, Franchisee shall submit a renewal application to Franchisor not less than twelve (12) months nor more than eighteen (18) months before the end of the initial term. Upon receipt of Franchisee's renewal application, Franchisor shall have the right, in its reasonable discretion, to preliminarily approve or disapprove Franchisee's application. Franchisor shall notify Franchisee of its preliminary decision, in writing, not less than nine (9) months before the end of the initial term. Notwithstanding Franchisor's preliminary approval, Franchisee's right and Franchisor's obligation to renew this franchise is expressly subject to Franchisee's continuing compliance with the following terms and conditions:

2.2.1 Upon the expiration of the initial term, Franchisee shall not then be in default of any provision of this Franchise Agreement, including any amendments or replacements hereof, or any other agreement between Franchisee and Franchisor, including any other franchise agreement, or in default of any agreement with Franchisor's approved or designated suppliers, and Franchisee shall have substantially complied with all the terms and conditions of such agreements during their respective terms.

2.2.2 Upon the expiration of the initial term, Franchisee shall have satisfied all monetary obligations owed by Franchisee to Franchisor and to all approved or designated suppliers to the Inn and shall have met these obligations on a timely basis throughout the term of this Franchise Agreement.

2.2.3 Not less than six (6) months before the end of the initial term, as a condition to renewal, Franchisee shall, among other things: (i) cause the Manager, as that term is defined in Section 5.5, below, and any other employees designated by Franchisor to comply with Franchisor's then-current training requirements and (ii) agree to upgrade the Inn (and sign an agreement that Franchisor prepares to document such obligation), at Franchisee's expense, to conform to Franchisor's then-current Standards and specifications, including, without limitation, such structural changes, remodeling, redecoration, and modifications to existing improvements as may be required by Franchisor. All such training requirements and upgrades shall have been completed, to Franchisor's sole satisfaction, upon the expiration of the initial term.

2.2.4 Franchisee and Franchisee's owners shall execute a general release of any and all claims that Franchisee, the owners or their Affiliates may have, have had, or may have in the future against Franchisor and Franchisor's Affiliates and the officers, directors, shareholders, partners, agents, representatives, independent contractors, servants and employees of each of Franchisor and Franchisor's Affiliates, past or present, in their corporate and individual capacities, including, without limitation, claims arising under this Franchise Agreement or under federal, state or local laws, rules, regulations or orders, related to acts, omissions or claims which arose or accrued before the date of the renewal.

2.2.5 Franchisee shall execute Franchisor's then-current franchise agreement and then-current ancillary agreements for the ten (10) year renewal term. If the renewal is approved by Franchisor, such renewal franchise agreement shall supersede in all respects this Franchise Agreement and the terms thereof may differ from the terms of this Franchise Agreement including, without limitation, different royalty and marketing and reservation fees.

2.2.6 Franchisee shall pay a renewal fee in an amount equal to fifty percent (50%) of Franchisor's then-current initial franchise fee.

3. DUTIES OF FRANCHISOR

3.1 Assistance by Franchisor: In addition to the other duties and obligations set forth in this Franchise Agreement, Franchisor shall:

3.1.1 Make training programs available to Franchisee on the terms and conditions set forth in Section 5.6. Franchisor may provide continuing training, consultation and advisory assistance to Franchisee in the management, operation and marketing of the Inn in the manner, at such times, and upon such other terms and conditions (including, but not limited to, fees payable for such assistance) as Franchisor deems advisable.

3.1.2 Provide Franchisee, on loan, one (1) hard copy set of the Manuals, or make such Manuals available in electronic form, accessible by Franchisee.

3.1.3 Provide for a system for receiving and transmitting guest reservations for stays at Red Roof Inn locations, including without limitation all software, equipment, communications facilities, personnel and services for the operation of the system (the “Reservation System”). The Reservation System may be operated by Franchisor, an Affiliate of Franchisor or a third party supplier of Franchisor’s choosing, as provided in the Manuals or otherwise in writing.

3.1.4 Publish a directory of Red Roof Inn locations and information concerning Red Roof Inn services for guests (the “Directory”) periodically.

3.1.5 Designate for Franchisee the computer and data communication hardware, software, and communications facilities and services (“Computer System”) to be used in connection with operating a Red Roof Inn.

3.2 Delegation by Franchisor: Franchisee acknowledges and agrees that any duty or obligation imposed on Franchisor by this Franchise Agreement (including any duty or obligation under Section 3.1) and any right or power conferred on Franchisor may be performed or exercised, at Franchisor’s discretion, by any designee, employee, supplier, contractor or agent of Franchisor, which may include Affiliates, as Franchisor may approve or designate. Such persons may be referred to as “approved or designated suppliers.”

4. FEES

4.1 Initial Franchise Fee: As part of the consideration for the franchise granted herein, Franchisee shall pay to Franchisor an initial franchise fee in the amount of Twenty-Seven Thousand Dollars (\$27,000) for hotels with up to one hundred (100) guest rooms. You must pay an additional Three Hundred Dollars (\$300) for each additional guest room (the “Initial Franchise Fee”) on or before the Effective Date of this Franchise Agreement. The Initial Franchise Fee is in addition to any application fee paid to Franchisor as part of the application process. The Initial Franchise Fee is fully earned and non-refundable in consideration of the administrative and other expenses incurred by Franchisor in entering into this Franchise Agreement and for Franchisor’s lost or deferred opportunity to franchise others within the Exclusive Territory.

4.2 Royalty Fee: As further consideration for the franchise granted by this Franchise Agreement, Franchisee shall pay to Franchisor a monthly royalty fee as set forth below (the “Royalty Fee”).

4.2.1 Commencing with the calendar month in which the Opening Date occurs and continuing through the calendar month in which the Expiration Date occurs, Franchisee shall pay to Franchisor a monthly Royalty Fee in an amount equal to five percent (5%) of the Inn’s Gross Room Revenues. “Gross Room Revenues” means the gross receipts whether collected or uncollected, attributable to or payable for the rental of guest rooms at the Inn, including, without limitation, the gross revenues used in calculation of business interruption, rent loss, or similar insurance with respect to the Inn (provided that

insurance proceeds shall be included in Gross Room Revenues only to the extent actually received or due). Gross Room Revenues shall not include gratuities to employees or service charges levied in lieu of such gratuities, which, in either case, are payable to employees, or federal, state and local taxes or fees collected by Franchisee for transmittal to the appropriate taxing authorities. Gross Room Revenues shall not be reduced by credit card commissions, bad debts (or reserves for bad debts) or refunds to lodgers.

4.2.2 If: (i) for any full twelve (12) month period designated by Franchisor (the “Period”) the Inn achieves superior results, as determined by and in the sole discretion of Franchisor, using a guest satisfaction tracking system conducted or commissioned by Franchisor for the purpose of determining the satisfaction of guests at Red Roof Inns, or any other such program that Franchisor might use in its sole discretion to measure guest satisfaction and (ii) Franchisee is not in default of its obligations under this Franchise Agreement (including, but not limited to, financial obligations), or any other agreement between Franchisor and Franchisee, then Franchisor will pay to Franchisee an amount equal to up to one-ninth of the Royalty Fee paid by Franchisee with respect to the Period pursuant to Section 4.2.1. Thus, if Franchisee has paid five percent (5%) of the Inn’s Gross Room Revenues under Section 4.2.1, up to one-half percent (0.5%) of the Inn’s Gross Room Revenues for the Period will be paid to Franchisee. The Inn must be open and operating as a Red Roof Inn during the entire Period to be eligible for such payment. Such payment, if any, will be paid to Franchisee within ninety (90) days following the end of the Period to which the relates.

4.3 Marketing and Reservation Fee: Commencing with the calendar month in which the Opening Date occurs and continuing through the calendar date in which the Expiration Date occurs, Franchisee shall pay to Franchisor a monthly marketing and reservation fee (the “Marketing and Reservation Fee”) in an amount equal to four percent (4%) of the Inn’s Gross Room Revenues for the preceding calendar month. The monthly Marketing and Reservation Fee shall be subject to increase from time to time upon notice by Franchisor; provided, that the Marketing and Reservation Fee shall not increase more than one half percent (0.5%) of Gross Room Revenues in any twelve (12) month period, nor shall the Marketing and Reservation Fee exceed a maximum of five percent (5.0%) of Gross Room Revenues.

4.4 Preferred Members Program: Franchisee must participate in any guest loyalty programs that Franchisor may initiate and amend from time to time at its sole discretion (a “Preferred Members Program”), including, but not limited to, the “RediRewards” Preferred Member Program. Such programs include but are not limited to providing guests with express check-in, guaranteed late check-in and the opportunity for guests to earn free room nights at Red Roof Inns. Franchisee shall pay to Franchisor four percent (4.0%) of Gross Room Revenues that are generated by the Preferred Members Program (the “Preferred Members Program Fee”). The Preferred Members Program Fee shall be subject to increase from time to time upon notice by Franchisor; provided that the Preferred Members Program Fee shall not exceed five percent (5.0%) of Gross Room Revenues that are generated by the Preferred Members Program.

4.5 Other Fees: Franchisee must reimburse Franchisor or its approved or designated suppliers for the amounts of any travel agency commissions, airline reservation system fees, fees associated with the use of other electronic booking systems by guests and other related fees that Franchisor pays to third parties on Franchisee’s behalf in connection with reservations for rooms at the Inn (“Booking Fees and Commissions”). Additionally, Franchisee shall comply with any terms of such programs. Franchisee acknowledges that the Booking Fees and Commissions may, in the future, be directly invoiced to Franchisee by one or more third-party billing clearinghouses, which may charge Franchisee an additional administrative or related fee for their services. Franchisee must pay Franchisor its then-current fee if Franchisee confirms a group booking of ten (10) or more rooms (with confirmation number(s) or a signed group booking agreement) that the Inn does not fulfill due to overbooking, unsatisfactory lodging conditions, or health and safety concerns. This fee is in addition to all costs that Franchisee will incur to relocate the guests to another property under Franchisor’s then-current walk policy.

4.6 Late Payment: Franchisee shall be invoiced for all fees payable under this Section 4. In the event Franchisee fails to pay an invoice by the due date stated therein, Franchisor shall have the right, in its sole discretion, to impose a late fee of Fifty Dollars (\$50) and charge interest in an amount equal to the lesser of (a) one and one half percent (1.5%) per month or (b) the maximum rate permitted by law. Further, Franchisor reserves the right to impose a returned check fee, payable upon demand, if Franchisee's check for any payments due under this Franchise Agreement fails to clear.

4.7 Form of Payment: All sums payable by Franchisee to Franchisor or its approved or designated suppliers under this Franchise Agreement shall be paid as Franchisor may from time to time specify in writing. Franchisor may direct that all monthly payments required under this Section be made to a bank account designated by Franchisor by wire transfer, by automated clearinghouse (ACH) transfer, or by other means which Franchisor may specify from time to time.

5. DUTIES OF FRANCHISEE

5.1 Construction, Renovation and Maintenance of the Inn:

5.1.1 Prior to the Opening Date, Franchisee shall, at Franchisee's expense, construct, convert, equip and furnish the Inn in accordance with the provisions of this Franchise Agreement and as applicable, the Construction Addendum or the Renovation Addendum. Except for Franchisee's own uses related to its operation of the Inn, Franchisee shall not reproduce, use, or permit the use of, any of Franchisor's design concepts, drawings, or specifications, without Franchisor's prior written consent.

5.1.2 At any time after the Opening Date, at Franchisor's request, Franchisee shall, at Franchisee's expense, make Short-Term Renovations to the Inn. "Short-Term Renovations" means upgrades, refurbishments and renovations, which include but are not limited to such items as damaged or deteriorated carpet, drapes, bedspreads, paint and case goods. Additionally, at Franchisor's request, which shall not be made more often than once every five (5) years during the term of this Franchise Agreement, Franchisee shall, at Franchisee's expense, make Long-Term Renovations to the Inn to conform the Inn to the then-current Standards for facilities then entering the System. "Long-Term Renovations" are those upgrades, refurbishments and renovations which constitute capital improvements and include, without limitation, such items as interior/exterior structural changes, shower and tub combinations, vanities, roofs and parking lots.

5.1.3 Throughout the term of the Franchise Agreement, Franchisee shall maintain the Inn in good repair and in a condition consistent with the Standards and shall make such additions, alterations, repairs and replacements as may be required for that purpose (but no others without Franchisor's written consent), including, without limitation, periodic repainting and replacement of signs, equipment, furnishings and furniture in accordance with the Standards.

5.2 Maintaining Franchisor's Image: Franchisee acknowledges that every detail of the System is important to Franchisor and other franchisees operating under the System in order to develop and maintain the Standards and public image of the System, to protect Franchisor's reputation and goodwill, and to increase the demand for the lodging services offered by Red Roof Inns. Franchisee agrees to comply with the Standards and not to deviate from them. Franchisee shall not operate the Inn in any manner which Franchisor reasonably believes adversely reflects on Franchisor, the System, the Proprietary Marks, the associated goodwill, or Franchisor's rights therein. Franchisee shall not, directly or indirectly, operate any business, at the Approved Location or otherwise, which violates this Section 5.2.

5.3 Products and Services: Franchisee shall offer only such goods and services at the Inn as

are from time to time specifically approved by Franchisor in writing.

5.4 Business Operations: Franchisee shall operate the Inn twenty-four (24) hours a day, every day, except as otherwise approved in writing by Franchisor. Franchisee shall use the Approved Location solely for the operation of the Inn, and shall not permit the use of the Approved Location for any other purpose or activity at any time without Franchisor's prior written consent.

5.5 Designated Manager: Before the Opening Date, and at all times during the term of this Franchise Agreement, Franchisee shall designate a person who must devote his or her full time, best efforts to managing the Inn, who may, but need not, be an owner of Franchisee and who shall have authority over the day-to-day operations of the Inn (the "Manager").

5.6 Training:

5.6.1 Franchisee must participate in Franchisor's New Owner Orientation at Franchisor's corporate offices in New Albany, Ohio or a location designated by Franchisor within six (6) months of opening the Inn or taking over the operation of the Inn through a transfer.

~~5.6.1~~5.6.2 Before the Opening Date, Franchisee or Franchisee's Manager must attend and successfully complete to Franchisor's satisfaction, Franchisor's ~~New Owner Orientation Program and~~ RED Advantage Training Program, unless otherwise approved by Franchisor in writing. Franchisee shall pay Franchisor's then-current fee for Franchisor's training programs. For each replacement or substitute Manager, Franchisee hires subsequent to the initial Manager, Franchisee shall: (i) cause each such Manager to attend and successfully complete, to Franchisor's satisfaction, Franchisor's RED Advantage training program within a reasonable period of time (not to exceed two (2) months) after commencing his or her duties as Manager; and (ii) pay Franchisor the then-current training fee for the RED Advantage training program. Franchisor may charge a RED Advantage non-completion fee of Five Hundred Dollars (\$500) per quarter for not completing all RED Advantage courses within ninety (90) days of the Opening Date.

~~5.6.2~~5.6.3 Before the Opening Date, Franchisor or its approved or designated suppliers shall conduct at the Inn (i) a one (1) to three (3) day initial training program for Franchisee's employees, at Franchisee's expense, to prepare them to operate, administer, and manage the Inn in compliance with Franchisor's Standards and (ii) Computer System training. Franchisee shall pay the then-current fee for such training and shall reimburse Franchisor or its approved or designated suppliers for the cost of the trainers' travel, out-of-pocket expenses, meals and lodging, as well as the cost of shipping computer training equipment to the Inn.

~~5.6.3~~5.6.4 Franchisor may require Franchisee and its employees to attend other training courses, programs, conferences (including annual conferences) and seminars at such locations as Franchisor may designate ("Ongoing Training"). Franchisee shall pay the then-current fee for any Ongoing Training and shall be responsible for all expenses incurred by its participants (including, but not limited to, the costs of transportation, meals, lodging and wages or salary and benefits). Franchisor reserves the right to impose a fee for Franchisee's failure to attend Ongoing Training.

5.7 Guest Room Count: The Inn shall consist of the number of guest rooms specified in Exhibit A. Franchisee shall not increase or decrease the number of guest rooms in the Inn without the prior written consent of Franchisor. Franchisor may impose reasonable conditions on its consent to an increase or decrease in the number of guest rooms, including, without limitation, the following:

5.7.1 Franchisee shall demonstrate to Franchisor's reasonable satisfaction that the Inn, as altered, will continue to meet the then-current Standards;

5.7.2 In the case of a proposed decrease in the number of guest rooms, Franchisee shall demonstrate to Franchisor's reasonable satisfaction that the number of guest rooms remaining after the decrease are sufficient to serve the Exclusive Territory; and

5.7.3 In the case of a proposed increase in the number of guest rooms, Franchisee shall sign an amendment to this Agreement and pay Franchisor's then-current Rooms Addition Fee.

5.8 Supplies/Fixtures/Equipment/Designated and Approved Suppliers:

5.8.1 Franchisee shall purchase and install and use at the Inn, at Franchisee's expense, all fixtures, furnishings, equipment, decor items (including signs, posters and other property identification items) and supplies as may be required by Franchisor, which may be amended from time to time, in writing, in the Manuals or through other written communications. In no event shall Franchisee, without Franchisor's prior written consent, use, install or permit to be installed in, on or about the Inn, any fixtures, furnishings, equipment, signs or other items not meeting the Standards.

5.8.2 Upon notice from Franchisor, Franchisee shall purchase any or all such items solely from suppliers who have been listed by Franchisor as approved or designated suppliers in the Manuals or otherwise in writing. Franchisor reserves the right to approve or designate a single supplier of certain items in order to promote compliance with the Standards. Franchisor may earn money from suppliers based on Franchisee's purchases in the form of rebates, commissions, sponsorships, or other payments. Franchisee acknowledges that these payments compensate Franchisor for the cost of negotiating and maintaining the purchasing arrangements with the suppliers and that Franchisor has no obligation to remit the funds to Franchisee.

5.8.3 If Franchisee desires to purchase any items from a supplier not designated as an approved or designated supplier, then Franchisee shall submit to Franchisor a written request to approve the proposed supplier, ~~together with~~ along with a Five Thousand Dollar (\$5,000) supplier review fee and such evidence of the supplier's qualifications as Franchisor may reasonably require. Franchisor shall have the right to require that its representatives be permitted to inspect the supplier's facilities, and that samples from the supplier be delivered for evaluation and testing to Franchisor or to an independent testing facility designated by Franchisor. ~~A~~An additional charge, not to exceed Five Thousand Dollars (\$5,000) to cover the reasonable cost of the evaluation and testing, shall be paid by Franchisee whether or not the supplier is approved. After completion of such evaluation and testing (if required by Franchisor), Franchisor shall notify Franchisee in writing of its approval or disapproval of the proposed supplier. Approval shall not be unreasonably withheld. Franchisee shall not purchase any products or services from the proposed supplier until Franchisor's written approval of the proposed supplier is received.

5.8.4 Franchisor may from time to time revoke its designation or approval of particular products or suppliers if Franchisor determines, in its sole discretion, that such products or suppliers no longer meet the Standards or no longer are able to meet the System's needs. Upon receipt of a written notice of revocation, Franchisee shall immediately cease to offer or sell any disapproved products and shall cease to purchase from any disapproved supplier.

5.8.5 Except as otherwise specifically approved by Franchisor in writing, Franchisee agrees that it will use products purchased from approved suppliers solely for the purpose of operating the Inn and not for any other purpose, including, without limitation, for resale.

5.9 Signage/Display of Proprietary Marks: Franchisee shall prominently display in and upon the premises of the Inn such signs as are required by Franchisor in the Manuals or as otherwise directed or approved by Franchisor from time to time in writing, including, without limitation, signs bearing the Proprietary Marks. All such signs shall be of a nature, and shall be in the form, color, number, location, size and content as specified by Franchisor in the Manuals or otherwise in writing. Franchisee shall comply with the Standards concerning the types of services and products that may be promoted or advertised at the Inn, including those Standards relating to the display of promotional materials. Franchisor reserves the right at any time to require, and Franchisee agrees to conform to, any change in or presentation of the Proprietary Marks.

5.10 Employee Relations/Guest Relations:

5.10.1 Franchisee shall be solely responsible for all employment decisions and functions at and for the Inn, including, without limitation, those related to hiring, firing, training, wage and hour requirements, payment and provision of wages, salaries and fringe benefits, record-keeping, supervision and discipline. Franchisee further acknowledges and agrees that Franchisee shall be solely responsible for the acts and omissions of its employees. Franchisee shall specify on all employment applications used at the Inn that Franchisee is the sole employer of the Inn's employees and that there exists no employment relationship between Franchisor and any such employee.

5.10.2 Franchisee shall take such steps as are necessary to ensure that its employees preserve good guest relations, render competent, prompt, courteous and knowledgeable service, and meet the Standards.

5.10.3 Franchisee shall comply with Franchisor's policies and procedures set forth in the Manuals concerning guest relations and guest complaints. If Franchisee fails to resolve a guest complaint in accordance with Franchisor's policies, Franchisee shall be required to (a) reimburse Franchisor for any expenses incurred by Franchisor to resolve the guest complaint and (b) pay Franchisor a guest relations intervention fee if Franchisor communicates with the guest or otherwise intervenes or takes action to resolve the complaint. The guest relations intervention fee shall be as set forth in the Manuals, which fee may be modified by Franchisor from time to time.

5.11 Compliance with Laws: Franchisee shall (i) comply with all federal, state and local laws, rules, regulations, and ordinances, including but not limited to laws regarding public accommodation, occupational health and safety, labor, insurance, advertising, health and sanitation, innkeepers laws, telephone charges, data security and privacy legislation and (ii) timely obtain any and all permits, certificates and licenses necessary for the full and proper development and operation of the Inn, including, without limitation, licenses to do business, trade, fictitious or assumed name registrations, building permits, sales tax permits, health and sanitation permits and ratings, and fire clearances. Franchisee shall be solely responsible for and Franchisor shall have no responsibility for architecture or engineering, for code, zoning, or other requirements of the laws, rules, regulations or ordinances of any state, local municipality, urban community, or provincial or federal governmental body, including any errors, omissions, or discrepancies of any nature in any drawings or specifications obtained by Franchisee, including those provided by Franchisor. Without limiting the foregoing, Franchisee shall be solely responsible for compliance with any requirements of the Americans with Disabilities Act. Franchisee shall provide proof of compliance herein as Franchisor may require.

5.12 Risk of Litigation:

5.12.1 Franchisee shall promptly report to Franchisor all incidents involving safety, security, public relations or serious injury to persons or property that occur at, or involve, the Inn and shall consult with Franchisor before speaking to or corresponding with the media about any such incident. Franchisee shall otherwise comply with those portions of the safety, security and public relations provisions as designated by Franchisor in the Manuals. Notwithstanding the foregoing, Franchisee acknowledges and agrees that it is Franchisee's sole responsibility to maintain the safety and security of its employees, guests and others who may be on the Inn premises.

5.12.2 Franchisee shall, within five (5) days of its receipt thereof, forward to Franchisor copies of all inspection reports, warnings, certificates, letters and ratings issued by any governmental authority, agency or instrumentality during the term of this Franchise Agreement in connection with the operation of the Inn, which indicate (i) Franchisee's failure to meet or maintain the Standards or (ii) less than full compliance with any applicable law, rule, regulation, or ordinance.

5.12.3 Franchisee shall notify Franchisor in writing within five (5) days after the commencement of any action, suit, or proceeding, and thereafter upon the issuance of any order, writ, injunction, award or decree, of any court, agency or other governmental authority or instrumentality relating to the Inn (and provide a copy of such).

5.13 Inspection: Franchisee shall permit Franchisor and its agents to enter upon the premises of the Inn at any time for the purpose of conducting inspections or evaluations, and Franchisee shall provide Franchisor's representatives with lodging, without charge, during such evaluations. If the inspection reveals deficiencies in the operation of the Inn or Franchisee's failure to conform to the Standards, as determined in Franchisor's sole discretion, Franchisee shall: (i) upon the written request of Franchisor or its agent, take such steps as may be necessary to correct such deficiencies within the time specified by Franchisor and (ii) provide Franchisor's representatives with lodging, without charge, and reimburse Franchisor for the travel expenses incurred by such representatives in subsequent evaluations to determine whether all deficiencies have been corrected.

5.14 Reservation Service: Franchisee acknowledges and agrees that offering the public a single, efficient, reservation referral service is essential to the goodwill, reputation and success of the System. Franchisee agrees to participate during the term of this Franchise Agreement in any Reservation System maintained or designated by Franchisor for the System and to comply with all terms and conditions of participation. Franchisee shall purchase, install and maintain at the Inn all equipment necessary for participation in the Reservation System, including any required reservation terminal and related equipment and any future enhancements, additions, substitutions or other modifications specified by Franchisor in the Manuals or otherwise in writing. Franchisee shall be responsible for telephone line charges, data communication equipment and services, and other charges to connect Franchisee's equipment to the Reservation System, for the cost of supplies used in the operation of the equipment, and for all other related expenses necessary to the operation of the Reservation System.

5.15 Directory: Franchisee shall list the Inn in each edition of the Directory and shall timely furnish to Franchisor in writing such information as Franchisor may request for that purpose, including, but not limited to, the Inn's then-current room rate. Failure to timely respond to Franchisor's request for Directory information may result in Franchisee's Inn not being listed in the Directory and, in such event Franchisee agrees that neither Franchisor nor Franchisor's Affiliates shall be liable for any such omission. Franchisee shall not engage in any rate practices which tend to mislead the public in any way.

5.16 Programs: Franchisee shall participate in and comply with the terms of all marketing, reservation service, rate and room inventory management, advertising and operating programs and policies

required by Franchisor for the System (including, without limitation, any internet-based or other electronic advertising and marketing conducted and prescribed by Franchisor), in the manner directed by Franchisor in the Manuals or otherwise in writing. Such programs and policies may include, without limitation, a “Kids Stay Free” policy, Preferred Member Programs, corporate programs, any other billing and/or controlled spending card program, voucher program, guest satisfaction program, pay-per-view program, pet friendly policy and all other programs designated by Franchisor that do not violate the laws of the state/locality in which the Inn is located. Franchisor may also establish and coordinate advertising, marketing and sales programs, guest satisfaction programs and other activities among System inns, including inns owned or operated by its Affiliates, on a local or regional basis and Franchisee shall participate in and comply with such programs and activities on the same basis as other participating Red Roof Inns in the same region as the Inn.

5.17 Computer System:

5.17.1 Franchisee shall purchase or license, install, utilize and maintain at the Inn, at its sole cost, the Computer System and any upgrades or improvements to or replacements for it, as designated from time to time by Franchisor. The Computer System shall include, but not be limited to, computers, printers, monitors, keyboards, communication lines and equipment, and credit card readers, property management software, any other guest check-in, reservation, revenue and other statistical reporting systems, other software necessary to utilize the services, and any third-party computer services designated from time to time by Franchisor in the Manuals. The foregoing obligation shall include any enhancements, additions, substitutions or other modifications to the Computer System or any component of the Computer System that may be required from time to time. Franchisee shall be responsible for all costs incurred in fulfilling its obligations hereunder, including, without limitation, purchase and installation of hardware and software, data circuit charges, charges for connecting Franchisee’s equipment to Franchisor’s office, the cost of supplies used in the operation of the equipment, maintenance and support services, and for other related expenses. In furtherance of its obligation hereunder, Franchisee shall, (i) upon execution of this Franchise Agreement, execute and deliver to Franchisor a Software Sublicense Agreement (the “Software Agreement”) related to Franchisor’s Reservation Platform / PMS software, and fully comply with all of its obligations under such Software Agreement throughout its term; and (ii) not later than ninety (90) days before the anticipated Opening Date, make application through Franchisor for a data circuit, as specified by Franchisor, for communication between the Computer System and Franchisor’s Reservation System and network. Franchisee shall install the data circuit not later than thirty (30) days before the anticipated Opening Date. Franchisee may not open before the approved installation of the Computer System, including the data circuit. Notwithstanding the foregoing, Franchisee shall not purchase, install, utilize or maintain any computer software, hardware or other telecommunications line that has not been previously approved in writing by Franchisor.

5.17.2 Franchisee shall comply with all applicable legal, regulatory, payment card brand requirements and brand standards regarding the use of information technology. Franchisee shall comply with the then-current Payment Card Industry Data Security Standards (“PCI DSS”) as those standards may be revised by the PCI Security Standards Council, LLC or any successor organization, including (i) implementing (at Franchisee’s expense) all security requirements that the PCI Security Standards Council, LLC (or its successor) requires of a merchant that accepts payment cards, and (ii) participating in (at Franchisee’s expense) a standardized PCI DSS compliance program that is provided by a PCI DSS vendor, in each case, approved by Franchisor in its discretion. Franchisee shall, at its expense, demonstrate full compliance through means which may include having an independent third party qualified security assessor conduct a PCI DSS audit and upload an attestation of compliance to a portal or vendor designated by Franchisor. In the event Franchisee is unable to demonstrate full compliance: (i) Franchisor may require Franchisee to engage the services of an approved vendor to assist Franchisee to demonstrate full compliance

on an ongoing basis; (ii) Franchisor may cut off Franchisee's ability to process reservations and check-ins until compliance is proven; and (iii) Franchisee must reimburse Franchisor for any costs and expenses incurred by Franchisor in verifying Franchisee's compliance and/or securing a vendor to assist Franchisee. Franchisor may require Franchisee to use, and directly contract with, certain approved third-party vendors, and in some cases a single approved third-party vendor, for some or all of Franchisee's managed firewall, other technology security compliance and/or card brand or government requirements related to the transmission and processing of payment card transactions and information. Franchisee shall immediately notify Franchisor if Franchisee becomes aware of any breach, or suspected breach, of card holder data or personally identifiable information, whether notice is provided by Franchisee's credit card processor, law enforcement or any other party.

5.17.3 Franchisee shall implement all safeguards reasonably necessary for protecting customer and cardholder data from unauthorized disclosures and addressing data security risks that could arise from network connections between Franchisee's Computer System and Franchisor's technology systems. Franchisee must assess the vulnerability of its Computer System and implement industry standard practices for maintaining data privacy and information security appropriate to the nature of that data. This responsibility includes Franchisee's use of data security protection measures to prevent unauthorized access to and use of such data via Franchisee's on-site technology as well as any technology hosted by third parties on Franchisee's behalf, including Franchisee's property management system.

5.18 Taxes:

5.18.1 Franchisee shall promptly pay when due all taxes levied or assessed by any federal, state or local tax authority, and any and all other indebtedness incurred by Franchisee in connection with the operations of the Inn. Franchisee shall pay to Franchisor an amount equal to any sales tax, gross receipts tax, or similar tax imposed on Franchisor or its Affiliates with respect to any payments to Franchisor or its Affiliates required under this Franchise Agreement.

5.18.2 In the event of any *bona fide* dispute as to liability for taxes assessed or other indebtedness, Franchisee may contest the validity of the amount of the tax or indebtedness in accordance with the procedures of the taxing authority or applicable law, provided that such action does not result in any liability to or assessment of, any fine, penalty, or fee against, Franchisor; however, in no event shall Franchisee permit a tax sale or seizure by levy of execution or similar writ or warrant, or attachment by a creditor, to occur against the Inn, any part thereof, or any of its assets.

5.19. Casualty: If at any time during the term of this Franchise Agreement the Inn is damaged by fire or other casualty and the cost to repair such damage is reasonably estimated to be not more than fifty percent (50%) of the fair market value of the Inn, Franchisee shall expeditiously repair the damage. If the reasonable estimated cost to repair the damage exceeds such amount, Franchisee shall immediately notify Franchisor and shall elect, by written notice to Franchisor delivered within sixty (60) days following the date of the casualty, to repair or rebuild the Inn in accordance with the Standards or to terminate this Franchise Agreement. Any such notice of termination shall be effective sixty (60) days after receipt of the notice by Franchisor. If Franchisee elects to repair the damage, Franchisee shall commence reconstruction within six (6) months after the date of the casualty, shall expeditiously continue with such reconstruction on an uninterrupted basis and, subject to Franchisor's inspection and final approval, shall reopen the Inn for continuous business operations as soon as practicable, but in any event within eighteen (18) months after closing of the Inn, giving Franchisor four (4) weeks' advance notice of the date of reopening. Franchisor shall have the right to terminate this Franchise Agreement by written notice to Franchisee if Franchisee fails to reconstruct the Inn and recommence operations in accordance with the time periods specified in this Section and the Standards. If Franchisee elects to repair damages done to the Inn pursuant

to this Section, Franchisor reserves the right to require Franchisee to repair/renovate/rebuild both the damaged and undamaged portions of the Inn to then-current Standards.

6. PROPRIETARY MARKS

6.1 Use by Franchisee: Unless otherwise approved in writing by Franchisor, Franchisee shall:

6.1.1 Use the Proprietary Marks only on and after the Opening Date.

6.1.2 Use only the Proprietary Marks designated by Franchisor and shall use them only in the manner authorized by Franchisor. Any unauthorized use thereof shall constitute an infringement of the rights of Franchisor and its Affiliates owning rights in the Proprietary Marks.

6.1.3 Use the Proprietary Marks only for the operation of the Inn at the Approved Location.

6.1.4 Not use the Proprietary Marks to incur any obligation or indebtedness on behalf of Franchisor or its Affiliates.

6.1.5 Not use the Proprietary Marks as part of its corporate or other legal name nor shall Franchisee use the Proprietary Marks as part of its domain name except as permitted by and subject to Franchisee's strict compliance with Franchisor's Internet Style Guide and Manuals, as amended from time to time.

6.1.6 File and maintain the requisite trade, fictitious or assumed name registrations, and shall execute any documents, in each case as deemed necessary by Franchisor to obtain protection for the Proprietary Marks or to maintain their continued validity and enforceability.

6.1.7 Identify itself as the owner of the Inn, and a franchisee of the Red Roof Inn System, in conjunction with any use of the Proprietary Marks, including, but not limited to, on stationery, invoices, order forms, receipts, business cards, and contracts, and at such conspicuous locations on the Inn premises as Franchisor may direct in writing.

6.2 Exclusive Property of Franchisor: Franchisee acknowledges and agrees that:

6.2.1 Franchisor or its Affiliate is the owner of all right, title and interest in and to the Proprietary Marks and the goodwill associated with and symbolized by them, and Franchisor has the exclusive right to use, and to license others to use, the Proprietary Marks in connection with the franchising, promotion and development of the System.

6.2.2 The Proprietary Marks are valid and identify the System and Red Roof Inns operating thereunder.

6.2.3 During the term of this Franchise Agreement and after its expiration, Franchisee shall not directly or indirectly contest the validity of the Proprietary Marks, Franchisor's (or Franchisor's Affiliates') ownership, exclusive right to use and license others to use the Proprietary Marks or the ownership of the Proprietary Marks by Franchisor or its Affiliate.

6.2.4 Franchisee's use of the Proprietary Marks pursuant to this Franchise Agreement does not give Franchisee any ownership or other interest in or to the Proprietary Marks.

6.2.5 Any and all goodwill arising from Franchisee's use of the Proprietary Marks in the operation of its Inn under the System shall inure exclusively to the benefit of Franchisor and its Affiliates, and upon expiration or termination of this Franchise Agreement, no monetary amount shall be attributed to any goodwill associated with Franchisee's use of the System or the Proprietary Marks.

6.2.6 Franchisor reserves the right, in its sole discretion, to substitute different Trademarks or service marks for the Proprietary Marks for use in identifying the System and the facilities operating under the System. Franchisee agrees to comply promptly in connection with any such substitution, at Franchisee's expense.

6.2.7 Franchisor has sole discretion over any secondary designations by which the Inn will or may be identified. If the Inn is to be identified with a secondary designation of any kind Franchisee shall obtain written approval from Franchisor before utilizing any such secondary designation. Franchisor maintains sole discretion over said designations and may at any time during the term of the agreement change said designation provided that the Inn's name shall always include the name of the brand. Franchisee shall not identify the Inn with any intellectual property rights, brand, name or generic designation (such as by way of example only "Conference Center", "Resort" or "Spa") or any demand generator or geographic descriptor (such as by way of example only "East", "West", "North", "South", "University" or "Airport") without Franchisor's approval. Franchisor has sole discretion over this determination.

6.3 Infringement by Others:

6.3.1 Franchisee shall promptly notify Franchisor of any unauthorized use of the Proprietary Marks or marks confusingly similar to the Proprietary Marks and any challenge to (i) the validity of the Proprietary Marks, (ii) the ownership of or exclusive right to use and license the Proprietary Marks by Franchisor or its Affiliate, (iii) Franchisor's right to use and to license others to use the Proprietary Marks, or (iv) Franchisee's right to use the Proprietary Marks. Franchisee acknowledges that Franchisor and its Affiliate have the sole right to initiate, direct and control any administrative proceeding or litigation involving the Proprietary Marks, including any settlement thereof. Franchisor and its Affiliate have the right, but not the obligation, to take action against uses by others that may constitute infringement of the Proprietary Marks.

6.3.2 Franchisor shall defend Franchisee against any third-party claim, suit or demand which alleges that Franchisee's use of the Proprietary Marks infringes the rights of such third party, provided that Franchisee has used the Proprietary Marks in accordance with this Franchise Agreement, the Standards, the Manuals and other instructions issued by Franchisor from time to time. If Franchisor, in its sole discretion, determines that Franchisee has used the Proprietary Marks in accordance with the foregoing requirements, the cost of Franchisee's defense, including the cost of any judgment or settlement, shall be borne by Franchisor, and Franchisor shall be entitled to use its counsel of choice. If Franchisor, in its sole discretion, determines that Franchisee has not used the Proprietary Marks in accordance with such requirements, the cost of Franchisee's defense, including the cost of any judgment or settlement, shall be borne by Franchisee.

6.3.3 In the event of any litigation or administrative proceeding relating to the Proprietary Marks, Franchisee shall execute any and all documents and do all acts that may, in the opinion of Franchisor, be necessary or appropriate to carry out such defense or prosecution, including, but not limited to, becoming a nominal party to any legal action. Except to the extent that such litigation is the result of Franchisee's use of the Proprietary Marks in a manner inconsistent with the terms of this Franchise Agreement, Franchisor agrees to reimburse Franchisee for its out-of-pocket costs for such acts.

7. MANUALS

7.1 Business Operations: In order to protect the reputation and goodwill of Franchisor and to maintain uniform standards of operation under the Proprietary Marks, Franchisee shall conduct its operations hereunder in accordance with the Manuals.

7.2 Confidentiality: Franchisee shall at all times treat the Manuals and the information contained therein as confidential and shall use all reasonable efforts to maintain the confidentiality thereof, in accordance with Section 8 of this Franchise Agreement. The Manuals shall remain at all times the sole property of Franchisor (or its approved or designated suppliers if they supply the Manuals) and any hard copies shall be kept in a secure place on the Inn premises. Franchisee shall keep access to electronic copies of the Manuals secure.

7.3 Modification: Franchisor shall have the right to add to or otherwise modify the Manuals from time to time. Franchisee shall ensure that any hard copy of the Manuals in Franchisee's possession is kept up-to-date. In the event of any dispute as to the content of the Manuals, the terms of the master copies of the Manuals maintained by Franchisor at Franchisor's home office shall control.

8. CONFIDENTIAL INFORMATION

8.1 Franchisor's Confidential Information: Franchisee acknowledges that, pursuant to this Franchise Agreement, it will receive valuable Confidential Information. Franchisor's "Confidential Information" means the proprietary property management software, the Manuals (including all supplements and revisions thereto), any other manuals issued for use in connection with the establishment and operation of Red Roof Inns, and any and all other materials, information, procedures, techniques or data which Franchisor (or as the case may be its approved or designated supplier) provides (including, without limitation, the site selection, operational, sales, promotional, and marketing methods and techniques of the System), except information which Franchisee can demonstrate came to Franchisee's attention by proper means before disclosure thereof by Franchisor (or as the case may be its approved or designated supplier), or which, at or after the time of such disclosure, had become or later becomes a part of the public domain, through proper publication or communication by others and which does not violate this Franchise Agreement or any agreement Franchisor (or as the case may be its approved or designated supplier) may have with a third party.

8.2 Use of Franchisor's Confidential Information/Enforcement:

8.2.1 Franchisee shall not, during the term of this Franchise Agreement or thereafter, misuse, communicate, divulge, or disclose to any third party, or use for the benefit of any other person any Confidential Information, knowledge or know-how concerning Franchisor, the System, or the operation of the Inn, which may be communicated to Franchisee or its owners, or of which Franchisee or its owners may be apprised, by virtue of Franchisee's operation under the terms of this Franchise Agreement. Further, after the termination or expiration of this Franchise Agreement, Franchisee and its owners shall not use the Confidential Information for its or their own benefit and shall surrender all Confidential Information to Franchisor. Franchisee shall not, at any time, without Franchisor's prior written consent, copy, duplicate, record or otherwise reproduce any Confidential Information, in whole or in part. Franchisee shall divulge such Confidential Information only to such of its employees, contractors, architects, lenders, investors, agents or others who must have access to the Confidential Information in connection with the performance of this Franchise Agreement or the operation of the Inn pursuant hereto and who have executed covenants satisfactory to Franchisor to maintain the confidentiality thereof, copies of which shall be submitted to Franchisor at Franchisor's request.

8.2.2 Franchisee agrees that the existence of any claims it may have against Franchisor or Franchisor's Affiliates, whether or not arising from this Franchise Agreement, shall not constitute a defense to the enforcement by Franchisor of the covenants in this Section 8. Franchisee and its owners further acknowledge that any violation of the terms of this Section 8 would result in irreparable injury to Franchisor or its Affiliates for which no adequate remedy at law may be available, and Franchisee and its owners accordingly consent to the issuance of an injunction prohibiting any conduct by them in violation of the terms of this Section 8. Franchisee agrees to pay all costs and expenses (including reasonable attorneys' fees and court costs) incurred by Franchisor or its Affiliates in connection with the enforcement of this Section 8, including all costs and expenses for obtaining specific performance, or an injunction against any violation, of the requirements of Section 8.

8.2.3 At Franchisor's request, Franchisee shall obtain covenants similar in substance to those in this Section 8, in a form acceptable to Franchisor, from any of its owners and from such of Franchisee's officers as Franchisor may require.

8.2.4 The covenants in this Section 8 shall survive the termination, expiration or transfer of this Franchise Agreement.

8.3. Franchisee's Confidential Information: Franchisor acknowledges that during the term of this Franchise Agreement it may obtain confidential or proprietary information belonging to or concerning Franchisee and/or the operation of the Inn, through reports provided by Franchisee, inspections or evaluations of the Inn, the Computer System, or other means. Franchisor shall use all reasonable measures to protect Franchisee's confidential or proprietary information, provided that Franchisor shall have the right to use (and to allow its approved or designated suppliers to use) all such Confidential Information in evaluating and administering the System and the operation of individual Red Roof Inns, including Franchisee's Inn, and may disclose such Confidential Information to third parties, including in reports of hotel/motel industry data and franchise earnings claims, provided that unless otherwise required by law, individual franchise or Inn results will be reported without specifically identifying Franchisee or the Inn.

9. ACCOUNTING AND RECORDS

9.1 Record Retention: Franchisee shall maintain and preserve, for at least five (5) years from the date of their preparation, complete and accurate books, records, and accounts showing the results of operation of the Inn, in the form and manner prescribed by Franchisor from time to time in the Manuals or otherwise in writing, such requirement to survive termination. In connection with its keeping of such accounts and records, Franchisee, at its expense, shall:

9.1.1 Install and maintain such equipment or participate in such services (including Computer System), make such arrangements and follow such procedures as Franchisor may require in the Manuals or otherwise in writing, to permit Franchisor to access each night during the term of this Franchise Agreement, from Franchisee's Computer System, information on the occupancy, average daily room rate, rooms sold, Gross Room Revenue, and such other data and information attributable to the Inn as Franchisor may require (the "Reports"). To the extent the Reports for any calendar month or partial calendar month are not furnished to Franchisor by Franchisee's Computer System, as provided herein, Franchisee shall submit such Reports to Franchisor within twenty (20) days following the end of each calendar month.

9.1.2 Upon Franchisor's request, submit to Franchisor within ninety (90) days following the end of each fiscal year (in the form prescribed by Franchisor): (a) an annual income statement for such fiscal year, and (b) a balance sheet as of the end of such fiscal year. If such statement is audited, a copy of the audited statement, together with the auditor's report, shall be furnished. Each statement shall be signed

by an authorized representative of Franchisee attesting that it is true and correct.

9.1.3 Submit to Franchisor, for review and/or auditing, such other forms, periodic and other reports, records, information, and data as Franchisor may reasonably designate, in the form and at the times and places reasonably required by Franchisor, upon request and as specified from time to time in the Manuals or otherwise in writing. All such reports and information received by Franchisor pursuant to this Franchise Agreement shall be the property of Franchisor, and Franchisor shall have the right to use such information in its reasonable discretion, subject to the limitations set forth in Section 8.3 of this Franchise Agreement, for the benefit of the entire System.

9.2 Examination by Franchisor: Franchisor or its designated agents shall have the right at any time to examine and copy, at Franchisor's expense, all books, records and tax returns of Franchisee related to the Inn and, at Franchisor's option, to have an independent audit made. Such records shall be made available to Franchisor or its agents at the Approved Location as soon as practical but not more than three (3) days after Franchisee receives written notice of the request. If all books, records and tax returns of Franchisee related to the Inn are not made available to Franchisor at a scheduled audit; the audit will be deemed failed. If an inspection or audit reveals that Franchisee has failed to pay Franchisor or its approved or designated suppliers any sums required to be paid as provided by this Franchise Agreement, then Franchisee shall immediately pay Franchisor or its approved or designated suppliers the amount of such deficiency, any late fees, and interest from the date such amount was due until paid, as provided in Section 4.7. If an inspection discloses an underpayment to Franchisor of two percent (2%) or more of the total amount that should have been paid to Franchisor or its approved or designated suppliers, Franchisee shall, in addition to payment of such deficiency, with late fees and interest, reimburse Franchisor for any and all costs and expenses incurred in connection with the inspection or audit (including, without limitation, reasonable accounting and attorneys' fees, our third party auditor fees, and the travel expenses and room and board for our representatives and/or our third party auditor's representatives in conducting the audit as well as the expenses of conducting a re-audit). If Franchisee fails an audit (whether because of a failure to make records available as required above or because the inspection reveals that Franchisee has failed to pay all amounts payable), Franchisor may re-inspect the books and Franchisee shall bear the re-inspection costs. The foregoing remedies shall be in addition to any other remedies Franchisor may have.

10. MARKETING PROGRAM AND RESERVATION SYSTEM

10.1. Use of Marketing and Reservation Fee:

10.1.1 Franchisor shall use the Marketing and Reservation Fee received pursuant to Section 4.3 in a manner Franchisor determines, in its sole discretion, to be necessary or appropriate to develop, operate, support or administer a marketing program (the "Marketing Program") including but not limited to (a) marketing, advertising, reservation confirmations, the development of new guests and repeat visits by guests, and systems designed for such purposes (including any and all costs associated with developing, preparing and administering reservation services and developing the specifications for the Computer System, phone lines and phone operations), (b) developing, preparing, producing, directing, administering, conducting, maintaining and disseminating advertising, marketing, telemarketing, promotional and public relations materials, programs and campaigns, (c) developing, preparing, producing, directing, administering, conducting, maintaining, publishing and disseminating the Directory, (d) creating and maintaining internet-based advertising and marketing for the System (through a Red Roof Inn website or otherwise), (e) conducting market research, and (f) developing, operating, supporting and/or administering other marketing programs; as well as developing, operating, supporting and/or administering the Reservation System. The Marketing and Reservation Fee may be applied by Franchisor to defray the reasonable administration costs and overhead costs Franchisor and/or an Affiliate incurs in providing and/or

administering the Reservation System and Marketing Program, including, but not limited to, the cost of providing accounting, collection, bookkeeping, reporting and legal services. Franchisor or an Affiliate may provide products or services to develop, operate, direct, provide and/or administer the Reservation System and Marketing Program. Any such products or services provided by Franchisor or an Affiliate will be provided at a cost comparable to those costs that would have been otherwise incurred if such products or services were obtained from unaffiliated third parties.

10.1.2 Franchisee agrees and acknowledges that the Reservation System and Marketing Program are intended to maximize general public recognition, acceptance and use of the System and of Franchisor's brands, and that in administering the Marketing and Reservation Fee Franchisor is not obligated to: make expenditures for Franchisee which are equivalent or proportionate to Franchisee's Marketing and Reservation Fee, spend money on advertising in Franchisee's local area, or to ensure that Franchisee benefits directly or pro rata from expenditures for the marketing and reservation programs.

10.1.3 The aggregate of the Marketing and Reservation Fee Franchisor collects from Franchisee and other franchisees in the System does not constitute a trust and Franchisor is not a fiduciary with respect to such amounts. Franchisor may aggregate the Marketing and Reservation Fees with other funds of Franchisor in one or more accounts in financial institutions and is not obligated to administer the proceeds as a separate fund. However, an unaudited annual report of the receipts and expenditures of the Reservation System and Marketing Program shall be made available to Franchisee upon request.

10.1.4 Franchisor reserves the right to use Marketing and Reservation Fees to fund advertising, marketing and reservation support activities separately for Red Roof Inns or together, in whole or in part, with other brands owned by its Affiliates when business circumstances warrant. Such combined activity may be on a specific advertising effort in one or more markets, joint campaign or longer-term commitment basis, in Franchisor's sole discretion. Franchisor cannot assure that the benefits from joint activities will be proportional to relative contributions of Franchisor and the other Affiliate-owned hotel brands. Any jointly funded advertising will position Red Roof Inns as a co-equal brand with the other Affiliate-owned brands.

10.2 Advertising Done by Franchisee:

10.2.1 In addition to the Marketing and Reservation Fee, Franchisee shall pay the following: (i) all of Franchisee's expenditures for local billboard advertising and other Inn-specific advertising and promotions and (ii) certain special promotion support materials, such as the in-room acrylic holders for promotional materials, point-of-sale or other such materials used to promote the Red Roof Inn System from time to time.

10.2.2 Within sixty (60) days of opening the Inn, Franchisee must use one of Franchisor's approved photographers to conduct a full professional photo shoot for the Inn in accordance with Franchisor's Standards to generate photographs that can be used across all distribution channels. Franchisor will provide Franchisee with the photographs (the "Opening Package"). Franchisee must pay Franchisor Two Thousand Five Hundred Dollars (\$2,500) upon receipt of an invoice for the Opening Package, which includes a professional photo shoot and training materials. Franchisor will pay for the photography services and for the production of the training materials. Franchisor will retain a portion of the cost for its services in coordinating the photo shoot and preparing the training materials. During the term of this Agreement, Franchisee must have new professional photographs taken periodically, or at Franchisor's direction, by Franchisor's approved photographers to accurately depict hotel rooms, common spaces and amenities.

10.2.3 Franchisee may, at Franchisee's expense, conduct local and regional marketing

programs and related activities subject to Franchisor's prior written approval; provided, that in no event shall Franchisee advertise, promote, post or list information relating to the Inn available on the internet or other electronic media, except in accordance with Section 10.5 below or as permitted and subject to Franchisee's compliance with the Standards.

10.2.4 Franchisee shall participate in any designated one-time marketing, advertising or quality assurance programs designated or conducted by Franchisor, and pay the cost of participating, subject to the limitations in this paragraph. The amount of Franchisee's required payment shall not exceed Two Thousand Five Hundred Dollars (\$2,500) in the aggregate in the first calendar year in which Franchisor first requires such payments. The cost of participation in subsequent calendar years may be increased by no more than 5% over the previous calendar year requirement.

10.3 Cooperatives:

10.3.1 Franchisor shall have the right, exercisable at any time, to require Franchisee to join with Franchisor, its Affiliates and/or other franchisees in a specified geographic area in local and regional cooperative advertising and marketing materials (each, a "Cooperative"). In no event shall Franchisee be required to be a member of more than one Cooperative at a time for each Red Roof Inn operated by Franchisee under franchise agreements with Franchisor.

10.3.2 Franchisee agrees to be bound by the terms of the Cooperative agreement to be entered into with other franchisees in such Cooperative as may be designated by Franchisor, which may include Red Roof Inn locations owned or operated by Franchisor or by any entity controlled by Franchisor or its Affiliates.

10.3.3 Franchisee shall contribute to such Cooperative such amounts as are determined by the Cooperative, which shall not be greater than one percent (1%) of the Gross Room Revenues of each Red Roof Inn operated by the members of the Cooperative. The contribution to the Cooperative shall be in addition to, and not in lieu of, the Marketing and Reservation Fee. Each member of the Cooperative shall contribute at the same percentage of its Gross Room Revenues.

10.3.4 If a Cooperative has been established for the area in which the Inn is located at the time the Inn opens for business, Franchisee shall immediately become a member of the Cooperative. If a Cooperative is established for the area in which the Inn is located during the term of this Franchise Agreement, Franchisee shall become a member no later than thirty (30) days after written notification by Franchisor that the Cooperative has commenced operation.

10.3.5 Franchisee agrees to abide by all rules, regulations and bylaws, which shall be implemented and, as necessary, amended with Franchisor's prior written consent.

10.3.6 No advertising or promotional plans or materials may be used by a Cooperative or

10.3.7 furnished to its members without Franchisor's prior consent.

10.4 Compliance with Standards: Recognizing the value of advertising and the importance of the standardized advertising programs to the furtherance of the goodwill and public image of the System, Franchisee agrees that all advertising by Franchisee shall be conducted in a dignified manner and shall conform to the Standards and other requirements as Franchisor may otherwise specify in writing. At least fifteen (15) business days before the date on which Franchisee intends to print or record the materials, Franchisee shall submit to Franchisor, for its prior written approval, samples of all proposed advertising

and promotional materials for the Inn and a statement of the intended use of each. Any materials that are not in clear violation of Franchisor's published guidelines for form and content, which are submitted to Franchisor and not disapproved in writing within ten (10) business days following the date such materials are received by Franchisor shall be deemed approved. Franchisor may, upon thirty days' prior written notice, revoke its approval of any advertising and promotional materials previously approved or deemed approved, at which point Franchisee shall immediately cease its use of same.

10.5 Franchise Website:

10.5.1 In the event Franchisor maintains a website that provides information to the public about Franchisor and its franchise systems (including the System and the accommodations and services that Red Roof Inns provide), Franchisor may use the Marketing and Reservation Fee to pay or reimburse the costs associated with the development, maintenance and update of the website.

10.5.2 Franchisor may (but is not required to) include at the website an interior page containing information about the Inn. If Franchisor includes such information on the website, Franchisor may require Franchisee to prepare all or a portion of the information about the Inn, at Franchisee's expense, using a template or process that Franchisor provides. All such information will be subject to Franchisor's approval before posting.

10.5.3 Although not required to do so, Franchisor also may develop or identify an electronic network (an "Intranet") through which Franchisor and its franchisees can communicate by e-mail or similar electronic means, Franchisor may post information related to the Red Roof Inn System, and Franchisee may access information related to its operation of the Inn. If Franchisor develops such an Intranet, Franchisee agrees to use the facilities of the Intranet in strict compliance with the Standards (including, without limitation, protocols and restrictions relating to the encryption of Confidential Information and prohibitions against the transmission of libelous, derogatory or defamatory statements).

10.5.4 Franchisee is not permitted to create, develop or manage its own property website or booking engine without authorization from Franchisor.

11. **INSURANCE**

11.1 Insurance: Before the commencement of any activities under this Franchise Agreement, Franchisee shall procure, and shall maintain in full force and effect at all times during the term of this Franchise Agreement, at Franchisee's sole expense, an insurance policy or policies of the types, in the coverage amounts, and with the terms specified in the Manuals, which include the following as of the Effective Date:

11.1.1 Commercial Property Insurance with coverage on an all risk special form basis, insuring the Inn, fixtures, equipment, improvements and the betterments, and for full recovery of the net profits and continuing expenses of the Inn (including rental value) for a twelve (12) month period must be carried. Property coverage must be written with agreed amount endorsement and/or no co-insurance on a replacement cost basis. Continuing expenses must specifically include royalty/license fees and other fees payable to Franchisor and its Affiliates. In the event of damage or destruction to the Inn, unless the mortgagee requires otherwise, the proceeds of any such insurance shall be used to repair or restore the Inn in accordance with renovation or construction plans and specifications prepared by Franchisee and approved in writing by Franchisor. Franchisor, its Affiliates and successors, and their respective past and present officers, directors, partners, agents, and employees shall be included as a loss payee under the policy in relation to commercial property and business interruption insurance. If the Inn is located within a high

hazard flood zone, flood insurance is required up to the full limits offered by the National Flood Insurance Program for each and every building.

11.1.2 Commercial General and Commercial Umbrella Liability Insurance with independent contractor's coverage and coverage for liability assumed under contract, for libel, slander, defamation, false arrest, detention, or imprisonment, malicious prosecution, wrongful entry, sexual assault or molestation, assault and battery, invasion of privacy and for any claim for loss of property of Franchisor or any guest caused by a dishonest or fraudulent act by an employee of Franchisee. The General Liability minimum limits are Two Million Dollars (\$2,000,000) in the aggregate and One Million Dollars (\$1,000,000) each occurrence. Umbrella insurance must also be carried on a follow form basis with a minimum limit of Five Million Dollars (\$5,000,000) in the aggregate and must include coverage for sexual assault or molestation and assault and battery. In addition, if alcoholic beverages are sold at the Inn, Dram Shop/Liquor Liability Insurance shall also be provided with limits of not less than One Million Dollars (\$1,000,000) per occurrence and One Million Dollars (\$1,000,000) in the aggregate, with a Five Million Dollars (\$5,000,000) aggregate umbrella. The policy shall be written on the then-current ISO occurrence form (or a substitute form providing equivalent coverage) and shall also provide Broad Form Blanket contractual liability coverage Franchisor, its Affiliates and successors, and their respective past and present officers, directors, partners, agents, employees shall be endorsed as an additional insured under the policy, such evidence shall be by an Additional Insured Endorsement – Grantor of Franchise, ISO Form CG 2029 or its equivalent, Additional Insured wording on a Certificate of Insurance is not acceptable. General Liability limits must be written on a per location basis. Umbrella/Excess liability coverage must be a follow form to the liability policies. If any coverage required by this Section 11.1.2 is not included in the then-current ISO occurrence form, it can be provided by separate policy. The coverage in this Section 11.1.2 shall in every instance be primary and without right to contribution from any coverage maintained by Franchisor or its Affiliates. Franchisee shall provide notice to Franchisor of any claim or suit arising out of or in connection with its operation of the Inn within three (3) days of its receipt thereof. Such insurance will contain a waiver of subrogation in favor of Franchisor, its Affiliates and successors and their respective past and present officers, directors, partners, agents, and employees on all liability policies referenced.

11.1.3 Automobile Liability Insurance (and if necessary, Umbrella Liability Insurance) for all owned, non-owned and hired vehicles, covering bodily injury, death and property damage with a minimum combined single coverage limit of not less than One Million Dollars (\$1,000,000). Umbrella insurance must also be carried on a follow form basis with a minimum limit of Five Million Dollars (\$5,000,000). Franchisor, its Affiliates and successors, and their respective past and present officers, directors, partners, agents, employees shall be endorsed as an additional insured under the policy. The coverage in this Section 11.1.3 shall in every instance be primary and without right to contribution from any coverage maintained by Franchisor or any Affiliate.

11.1.4 Statutory Workers' Compensation Insurance with employers liability and/or commercial umbrella insurance limits not less than Five Hundred Thousand Dollars (\$500,000) each accident for bodily injury by accident or Five Hundred Thousand Dollars (\$500,000) each employee for bodily injury by disease. Franchisee agrees to waive all rights of subrogation against Franchisor and its Affiliates and successors, their respective past and present officers, directors, partners, agents, and employees for recovery of damages.

11.1.5 Cyber Liability Insurance covering privacy and data breach, including but not limited to, claims for guest and employee information taken or accidentally leaked from hard copies or technology breaches with coverage limits not less than One Million Dollars (\$1,000,000), with a One Million Dollar (\$1,000,000) limit for regulatory fines, a Two Hundred Fifty Thousand Dollar (\$250,000) limit for PCI DSS fines levied against any technology breach, a One Million Dollar (\$1,000,000) limit for

legal services, public relations, and crisis management expenses, and a Fifty Thousand Dollar (\$50,000) limit for notified individuals to whom notification, call center and credit or identity monitoring services will be provided. Franchisor may procure Cyber Liability Insurance for Franchisee, in which case Franchisee shall reimburse Franchisor for the insurance premiums paid by Franchisor. [Franchisee must reimburse Franchisor for the first year of Cyber Liability Insurance coverage prior to opening the Inn.](#)

11.1.6 Employment Practices Liability coverage for ownership, management, and employing entities covering claims for sexual harassment, wrongful termination, discrimination, and Americans with Disability Act claims with a coverage limits of One Million Dollars (\$1,000,000), One Million Dollars (\$1,000,000) additional defense limit, Fifty Thousand Dollars (\$50,000) defense limit provided to Franchisor, Fifty Thousand Dollars (\$50,000) wage and hour coverage for wage and hour claims, and One Hundred Fifty Thousand Dollars (\$150,000) immigration practices claim defense.

11.1.7 The insurance coverage described above shall be placed with an insurance company or companies having a Bests Key Rating Guide of A-V or better and be satisfactory to Franchisor. Any and all deductibles and/or self-insured retentions are the sole responsibility of Franchisee. No such required policy may have a deductible that exceeds Twenty-Five Thousand Dollar (\$25,000), which such deductible shall be the responsibility of Franchisee.

11.2 Additional Insured: Franchisee agrees to direct its insurance company to furnish to Franchisor at least ten (10) days before the commencement of construction or renovation of the Inn, and again at least ten (10) days before the anticipated Opening Date, current certificates of insurance indicating: (a) the name and address of the Inn; (b) that with regard to the coverage in Sections 11.1.1, 11.1.2 and 11.1.3 above, Franchisor, its Affiliates and successors, and their respective past and present officers, directors, partners, agents and employees are additional insureds; (c) that, with regard to the coverage in Section 11.1.4 above, the insurer has waived subrogation; and (d) evidence showing that the premiums thereof have been paid. Additionally, evidence of renewal shall be furnished to Franchisor before the expiration date of such insurance. Such policy or policies shall stipulate that Franchisor shall receive a thirty (30) days written notice of cancellation or reduction in coverage or other alteration of the policy or policies. All certificates of insurance shall be addressed to:

Red Roof Franchising, LLC
c/o Lockton Companies.
5 Centerpointe Drive, Suite 400
Lake Oswego, OR 97035

With a copy to: Franchise Legal Department
Red Roof Franchising, LLC
7815 Walton Parkway
New Albany, OH 43054
Facsimile Number (614) 225-5328

The Certificate Holder and additional insured should be listed on the certificate of insurance and the Additional Insured endorsement as follows:

Red Roof Franchising, LLC and Red Roof Inns, Inc.

11.3 Change of Required Coverage: Franchisor may from time to time during the term of this Franchise Agreement, at its sole option, require that the minimum limits and types of insurance coverage described Section 11.1 be reasonably increased or changed in any manner (including, without limitation,

amounts and types of coverage) as determined solely by Franchisor. Franchisee shall comply with such requirements, at Franchisee's sole cost and expense, and shall deliver evidence of such compliance to Franchisor within thirty (30) days of its receipt of written demand by or on behalf of Franchisor for any such increase or change in said insurance.

11.4 Other:

11.4.1 Franchisee's obligation to obtain and maintain the policy or policies described in this Section 11, in the amounts specified in this Section 11 or in the Manuals, shall not be limited in any way by reason of any insurance which may be maintained by Franchisor or Franchisor's approved or designated suppliers, nor shall Franchisee's performance of that obligation relieve it of liability under the indemnity provisions in Section 15 of this Franchise Agreement. Nothing contained herein shall be deemed to be a representation by Franchisor that the required insurance coverages will insure Franchisee in part or in whole against any or all insurable risk arising from or in connection with the establishment or operation of the Inn.

11.4.2 Upon the execution of this Franchise Agreement, on each policy renewal date thereafter, and each time a change is made in any insurance or insurance carrier, Franchisee shall submit evidence of satisfactory insurance, as specified in this Section 11.

11.4.3 Should Franchisee, for any reason, fail to procure or maintain the insurance required by this Franchise Agreement, as such requirements may be revised from time to time by Franchisor in the Manuals or otherwise in writing, Franchisor shall have the right and authority (but not the obligation) to procure such insurance and to charge the cost of such policy thereof to Franchisee, which charge, plus a reasonable fee for Franchisor's efforts in so acting (not to exceed Two Thousand Five Hundred Dollars (\$2,500)), shall be payable by Franchisee immediately upon notice. In addition, Franchisor may (at its option and in its sole discretion) charge Franchisee a noncompliance fee of up to Two Thousand Five Hundred Dollars (\$2,500) for each instance of non-compliance, which shall be payable by Franchisee immediately upon receipt of Franchisor's notice of noncompliance. If Franchisee fails to provide a compliant certificate of insurance to Franchisor within thirty (30) days after receipt of Franchisor's initial notice of noncompliance, then Franchisee must pay an additional Five Thousand Dollars (\$5,000) to Franchisor, which shall be payable by Franchisee immediately upon notice by Franchisor. If Franchisee fails to provide a compliant certificate of insurance to Franchisor within sixty (60) days after receipt of Franchisor's initial notice of noncompliance, then Franchisee must pay an additional Ten Thousand Dollars (\$10,000) to Franchisor. For clarity, the total fees due and payable by Franchisee under this Section 11.4.3 would total Seventeen Thousand Five Hundred Dollars (\$17,500) at the end of the sixty (60) day period. The foregoing remedies shall be in addition to any other remedies Franchisor or its Affiliates may have.

11.4.4 Notwithstanding anything to the contrary stated herein, Franchisor shall under no circumstances be liable for any premiums or costs of insurance and/or indemnification or defense incurred by Franchisee to fulfill any of the insurance requirements stated herein.

12. **TRANSFER OF INTEREST**

12.1 Transfer by Franchisor: Franchisor may transfer or assign this Franchise Agreement or any part of its rights or obligations under this Franchise Agreement to any person or legal entity, provided that the transferee is an entity to which Franchisor transfers all or substantially all of the franchise agreements for Red Roof Inns and the transferee or assignee accepts the transfer or assignment. Franchisee agrees that Franchisor shall have no liability after the effective date of such transfer or assignment for the performance of any obligations under this Franchise Agreement.

12.2 Transfer by Franchisee:

12.2.1 Franchisee understands and acknowledges that the rights and duties set forth in this Franchise Agreement are personal to Franchisee, and that Franchisor has granted this Red Roof Inn franchise in reliance on Franchisee's business skills, financial capacity and character of Franchisee and its owners and on the Guarantee, Indemnification and Acknowledgement Agreement attached to this Franchise Agreement as Exhibit C. Accordingly, except as permitted in this Section 12, neither Franchisee nor any of its owners shall sell, assign, transfer, convey, exchange, gift, lease, sublease, pledge, mortgage or otherwise encumber, whether for consideration or otherwise, any direct or indirect ownership interest in Franchisee, this Franchise Agreement, the Inn, or substantially all of the assets of the Inn, whether by merger or otherwise and whether or not such event constitutes a transfer or assignment under applicable law (each event, a "Transfer").

12.2.2 Notwithstanding anything in this Section 12, Franchisee shall at all times during the term of this Franchise Agreement own or control the real property and all improvements thereon at the Approved Location. Any change of ownership or control of the real property and improvements thereon at Approved Location is subject to Franchisor's prior written consent.

12.3 Franchisor's Consent to Transfer: For Franchisor to consider granting consent for a proposed Transfer, which consent may be withheld based on any reasonable grounds, Franchisee or the transferring owner shall provide Franchisor at least sixty (60) days prior written notice of any proposed Transfer, in such form as Franchisor may require, together with: (i) all information which Franchisor believes would be appropriate for consideration by Franchisor in connection with Franchisor's review of the proposed transfer and (ii) a non-refundable transfer application fee in the amount of Two Thousand Five Hundred Dollars (\$2,500) (the "Transfer Application Fee"). This Transfer Application Fee, which is in addition to the Transfer Fee, if applicable, required by Section 12.3.4, and shall not obligate Franchisor to approve the proposed Transfer. Upon Franchisor's request, Franchisee shall provide such additional information and documentation relating to the proposed Transfer as Franchisor may reasonably require. Franchisor may, in its sole discretion, require any or all of the following as conditions of its approval of a proposed Transfer:

12.3.1 Franchisee's compliance with all terms of this Franchise Agreement and any other agreement between Franchisee and Franchisor, including, but not limited to, curing any and all existing defaults or events that would become defaults with the giving of notice and the passage of time, including the payment in full of all unpaid obligations owed to Franchisor, its Affiliates or approved or designated suppliers.

12.3.2 Franchisee agrees to remain liable for all of its obligations to Franchisor which arose before the effective date of the Transfer and executes any and all instruments reasonably requested by Franchisor to evidence such liability.

12.3.3 Franchisee and its owners execute a general release, in a form satisfactory to Franchisor, that waives, releases and discharges all claims that Franchisee, its owners, their Affiliates and the respective officers, directors, employees and agents of each of them have, have had or may ever have, against Franchisor, its Affiliates and their respective officers, directors, shareholders, employees or agents, past or present, in their corporate or individual capacities arising or accruing up to the date of Transfer.

12.3.4 Franchisee pays to Franchisor a transfer fee of Fifteen Thousand Dollars (\$15,000) upon closing of the Transfer (the "Transfer Fee"); provided, however, that if Franchisee does not timely submit information and other items described in this Section, or if Franchisee's proposed Transfer requires

Franchisor to engage outside parties to evaluate the proposed Transfer, then, in addition to the Transfer Fee, Franchisor may require Franchisee to reimburse Franchisor for its reasonable out-of-pocket costs and expenses associated with the Transfer, including, without limitation, legal and accounting fees.

12.3.5 The transferee meets Franchisor's then-current qualifications for new franchisees, including, but not limited to, the ability to demonstrate to Franchisor's satisfaction that the transferee and, if applicable, its owners possess good moral character, business reputation and credit rating and adequate financial resources and capital to operate the Inn.

12.3.6 The transferee and the transferee's manager(s), at transferee's expense, complete any training programs then in effect for new franchisees to the satisfaction of Franchisor.

12.3.7 The transferee agrees, at the transferee's expense, to upgrade the Inn to conform to the then-current Standards and specifications for Red Roof Inns operating under the System (and execute a form created by us to evidence such obligation), and to complete such upgrading within a reasonable time specified by Franchisor.

12.3.8 The transferee shall execute the following: the then-current form of transfer agreement and consent, and the then-current form of Red Roof Inn franchise agreement. Transferee shall also execute any other ancillary agreements as Franchisor may require. Notwithstanding the terms of any new franchise agreement, the transferee shall not be required to pay the initial franchise fee.

12.3.9 The transferee and its owners, if applicable, execute Franchisor's then-current form of guarantee of the transferee's performance of its obligations under the assumed or new franchise agreement.

12.3.10 If applicable, Franchisee and the transferee execute Franchisor's then-current transfer agreement covering termination of this Franchise Agreement.

12.4 Transfer to Related Entity of Franchisee or Other Business Entity: Notwithstanding the terms of Section 12.3, Franchisee shall have the following Transfer rights:

12.4.1 From the Effective Date to the date which is six (6) months from the Opening Date (the "Transfer of Convenience Period") Franchisee or all the owners of Franchisee shall be permitted to make one Transfer to a transferee entity owned by the owners in the same proportions as set forth in this Franchise Agreement, without payment of a Transfer Application Fee or a Transfer Fee. Franchisor's consent may, in its sole discretion, be conditioned on the following requirements:

12.4.1.1 Evidence of the transferee entity's governing documents, which shall provide that its activities are confined exclusively to operate the Red Roof Inn franchise and activities related thereto;

12.4.1.2 The transferee entity, and its owners shall enter into an agreement, in a form satisfactory to Franchisor, unconditionally guaranteeing the full payment and performance of the transferee entity's obligations to Franchisor; and

12.4.1.3 Franchisee shall assign the Franchise Agreement in a form acceptable to Franchisor.

12.4.2 After expiration of the Transfer of Convenience Period, Franchisee, or the owners

of Franchisee collectively, shall have the right to transfer up to a total of twenty percent (20%) of ownership in Franchisee (in the aggregate for the entire term considering all Transfers collectively, whether effected in one or a series of transactions), without payment of a Transfer Application Fee or Transfer Fee. Franchisor's consent may, in its sole discretion, be conditioned on the following requirements:

12.4.2.1 Franchisee provides prior written notice to Franchisor;

12.4.2.2 All new owners execute a guarantee in a form acceptable to Franchisor;

12.4.2.3 Revision of the ownership Schedule attached as Exhibit B to this Franchise Agreement.

12.4.2.4 All new owners meet Franchisor's then-current qualifications for new franchisees.

12.4.2.5 Such a transfer will not relieve a prior owner of its obligations under this Franchise Agreement prior to the Transfer. For such obligations accruing after the Transfer, the prior owner shall continue to be obligated unless the new owner accepts responsibility for those obligations.

12.4.3 At any time during the initial term of this Franchise Agreement, an owner that owns a majority interest in Franchisee may acquire the interest of one or more minority owners upon the conditions:

12.4.3.1 Franchisee submits notice of such Transfer to Franchisor;

12.4.3.2 Franchisee pays the Transfer Fee, and

12.4.3.3 Franchisee obtains the execution of such guarantees or assumptions of liability as Franchisor may require.

12.4.3.4 Transfers under this Section 12.4.3 shall not require execution of a new Franchise Agreement.

12.5 Right of Franchisee's Heirs Upon Death or Disability of Franchisee: In the event of the death or medically certified incapacity of an individual Franchisee who is a sole proprietor or any owner of a Franchisee that is a corporation or other legal entity (a "Death or Incapacity"), an executor, administrator, trustee or personal representative shall give Franchisor written notice of such Death or Incapacity within thirty (30) days thereof. Upon a Death or Incapacity, the Franchise Agreement may transfer to an executor, administrator, trustee or personal representative of Franchisee (a "Franchisee by Death or Incapacity") in accordance with such person's will, the intestacy laws of the state or otherwise by operation of law, provided that: (i) within one (1) year of such Death or Incapacity, the Franchisee by Death or Incapacity meets all of Franchisor's then-current qualifications for a new franchisee. A Transfer under this Section shall not be subject to a Transfer Application Fee or a Transfer Fee but shall be subject to the conditions of Section 12.3 and its subparts.

12.6 Franchisor's Right of First Refusal:

12.6.1 If Franchisee or its owners shall at any time decide to sell, transfer or assign any right or interest under this Franchise Agreement, or any ownership interest in Franchisee if Franchisee is a corporation, partnership or other entity, Franchisee or its owners shall first obtain a bona fide, executed,

written offer from a responsible and fully disclosed purchaser and shall submit to Franchisor an exact copy of such offer, along with all items required in Section 12.3 and its subparts and any other additional information and documentation relating to the offer as Franchisor may require (the offer and all related documents and fees, the “Offer”). Franchisor shall have the right and option for a period of thirty (30) days after its receipt of delivery of the Offer, exercisable upon written notice to Franchisee or its owners, to purchase such rights or interests for the price and on the terms and conditions contained in the Offer, provided that Franchisor may substitute equivalent cash for any form of payment proposed in the Offer. If Franchisor elects to accept the Offer, the Transfer Application Fee will be refunded and closing on such purchase must occur within the later of (i) ninety (90) days from the delivery of Franchisor’s delivery of written notice of intent to purchase; or (ii) ninety (90) days after the date Franchisor receives and obtains all necessary permits and approvals, or such other date as the parties may agree upon in writing.

12.6.2 If Franchisor does not exercise its right of first refusal, Franchisee or its owners may complete the sale of such interest to the bona fide purchaser pursuant to the requirements of this Section 12 and provided that if the sale to such purchaser is not completed in a manner substantially similar to the original terms of the Offer or if the sale to such bona fide purchaser is not completed within one (1) year after delivery of the Offer to Franchisor, Franchisor shall again have the right of first refusal provided herein.

12.6.3 Franchisor’s failure to execute its right of first refusal under this Section shall not constitute a waiver of its subsequent rights of first refusal or any other provision of this Franchise Agreement.

12.6.4 Upon a request for a Transfer pursuant to this Section 12.6, including its subparts, Franchisor may assign its purchase rights under this Section 12.6 to a third party of Franchisor’s choosing.

12.6.5 In the event an offer from a third party provides for payment of consideration other than cash or involves certain intangible benefits, Franchisor may elect to purchase transferor’s interest for the reasonable cash equivalent. If the parties cannot agree within a reasonable time on the reasonable cash equivalent of the non-cash portion of the offer, then such amount shall be determined by two (2) appraisers, with each party selecting one (1) appraiser, and the average of their determinations shall be the exercise price. After determination of the exercise price by the appraisers, Franchisor may elect to exercise its right of first refusal at that price or not. In the event of an appraisal, each party shall bear its own legal and other costs and shall bear the appraisal fees equally. If Franchisor exercises its right of first refusal, it shall have the right to set off against any payment due to Franchisee (i) all fees for any independent appraiser due from Franchisee, and (ii) all amounts due Franchisor, its Affiliates and its approved or designated suppliers from Franchisee, Franchisee’s owners, and any of Franchisee’s Affiliates.

12.7 Public Sale by Franchisee: In addition to the other requirements of this Section 12, securities in Franchisee may be offered to the public only in compliance with this Section 12.7. All materials required by federal or state law to be filed in connection with the offer or sale of any interest in Franchisee shall be submitted to Franchisor for review before filing with any governmental agency and any materials to be used in any offering of interests exempt from filing shall be submitted to Franchisor for review before their use. Franchisor’s review of any offering materials shall be limited solely to the subject of the relationship between Franchisee and Franchisor. No Franchisee offering shall imply, by use of the Proprietary Marks or otherwise, that Franchisor is participating as an underwriter, issuer or offer or of Franchisee’s or Franchisor’s securities. Franchisee and other participants in the offering must fully indemnify Franchisor in connection with the offering. For each proposed offering, Franchisee shall pay to Franchisor a non-refundable offering fee of Ten Thousand Dollars (\$10,000) or such greater amount as is necessary to reimburse Franchisor for its reasonable costs and expenses associated with reviewing the

proposed offering, including, without limitation, legal and accounting fees.

12.8 Other Transfer Provisions:

12.8.1 At Franchisor's request, Franchisee shall obtain covenants similar in substance to those in this Section 12, in a form specified by Franchisor, from any of its owners agreeing not to engage in a Transfer except in accordance with the terms and conditions of this Franchise Agreement; provided, that this provision shall not apply to owners that are required to comply with the reporting requirements under Section 13 or Section 15 of the Securities Exchange Act of 1934.

12.8.2 Without limiting any of the provisions of this Section 12, throughout the term of this Franchise Agreement, Franchisee's governing documents shall provide that no transfer of any interest in Franchisee may be made except in accordance with this Section 12, and any certificate issued by Franchisee evidencing such interests shall bear a conspicuous printed legend to that effect. Upon Franchisor's request, Franchisee shall furnish to Franchisor copies of its governing documents and any other documents Franchisor may reasonably request. No change affecting the power to direct and control the affairs of Franchisee shall be made in Franchisee's governing documents, nor shall Franchisee or the owners enter into any shareholders' agreement, management agreement, voting trust or other arrangement affecting the power to direct and control the affairs of Franchisee, without Franchisor's prior written consent.

12.8.3 Franchisee shall not enter into any third party management agreement, or other similar arrangement for the operation of the Inn without Franchisor's approval.

13. **DEFAULT AND TERMINATION**

13.1 Early Termination: If this Franchise Agreement terminates prior to the Expiration Date, such termination will result in damages payable to Franchisor, including lost future revenue and profits to Franchisor, harm to the goodwill associated with the System and the Proprietary Marks, and increased costs to Franchisor to redevelop or re-franchise the market in which the Inn is located. Franchisor and Franchisee agree that such damages may be difficult to quantify or estimate. Therefore, if the Franchise Agreement is terminated due to Franchisee's failure to open the Inn, as specified in the Renovation Addendum, Construction Addendum or otherwise, Franchisee agrees to pay Franchisor liquidated damages as set forth in the Renovation Addendum or Construction Addendum, as applicable. If the Franchise Agreement is terminated after the Opening Date, Franchisee agrees to pay to Franchisor, as a result of such termination, and in addition to any other monies owed hereunder, liquidated damages (for early termination and not as a penalty) equal to the greater of (a) \$100,000 or (b) the average of the monthly Royalty Fee, Marketing and Reservations Fee and Preferred Members Program Fee required by the Franchise Agreement for the thirty-six (36) months preceding Franchisee's termination (or if Franchisee has been operating the Inn as a Red Roof Inn for less than thirty-six (36) months, the average of the months Franchisee operated the Inn as a Red Roof Inn before termination), multiplied by the lesser of (i) thirty-six (36), or (ii) the number of months remaining in the term of this Franchise Agreement. Franchisee shall pay Franchisor the payment specified in this Section no later than five (5) days following: the termination of this Franchise Agreement or Franchisor's written request thereof. In addition to Franchisor's right to the payment of liquidated damages as provided in this Section, Franchisor shall not otherwise be limited in its ability to recover other monies due under the Franchise Agreement and to otherwise seek damages or equitable relief for the harm caused by the conduct which gave rise to the termination, as well as for any other defaults of Franchisee under the Franchise Agreement and to obtain such other relief in law or equity as provided for in this Franchise Agreement; provided, that Franchisor shall not be entitled to recover damages for lost future revenue or profits, loss of good will, or cost of redeveloping or refranchising the market in which the Inn is

located, in excess of the liquidated damages specified in this Section.

13.2 Events of Default: The occurrence of any of the following events shall constitute a default under this Franchise Agreement:

13.2.1 Franchisee becomes insolvent or makes a general assignment for the benefit of creditors; a petition in bankruptcy is filed by Franchisee or such a petition is filed against, and consented to by, Franchisee; Franchisee is adjudicated as bankrupt; if a bill in equity or other proceeding for the appointment of a receiver of Franchisee or other custodian for Franchisee's business or assets is filed and consented to by Franchisee; if a receiver or other custodian (permanent or temporary) of Franchisee's assets or property, or any part thereof, is appointed by any court of competent jurisdiction; if proceedings for a composition with creditors under any state or federal law is instituted by or against Franchisee; Franchisee is dissolved; execution is levied against the Inn or any part or asset of the Inn, or suit to foreclose any lien or mortgage against the Inn or any part or asset of the Inn is instituted against Franchisee and not dismissed within ninety (90) days; or if the Inn or any part or asset of the Inn is sold after levy;

13.2.2 The failure of an executor, administrator, trustee or personal representative of a deceased Franchisee to comply with the provisions of Section 12.5;

13.2.3 Franchisee ceases to do business at the Approved Location, or ceases to operate the Inn under the Proprietary Marks and System, or loses the right to possession of the Inn, or otherwise forfeits the right to operate the Inn at the Approved Location; provided, that if the cessation of business or loss of possession results from a fire or other casualty, then the provisions of Section 5.19 of this Franchise Agreement shall apply;

13.2.4 The construction, renovation, maintenance or operation of the Inn, in the sole opinion of Franchisor, presents a threat or danger to public health or safety and an immediate shutdown of the Inn is either required by competent authority or reasonably determined by Franchisor to be essential to avoid substantial liability or loss of goodwill;

13.2.5 Franchisee, any owner or any entity controlled by any owner is convicted of a felony or any other crime or offense, or if Franchisee, any owner or any entity controlled by any owner acts, or operates the Inn or any other business, in any manner that is reasonably likely, in the sole opinion of Franchisor, to adversely affect the System, the Proprietary Marks, the goodwill associated therewith or Franchisor's or its Affiliate's interests therein;

13.2.6 Any Transfer or attempted Transfer in violation of Section 12 of this Franchise Agreement;

13.2.7 Franchisee or any owner fails to comply with the covenants in Sections 7 and 8, Franchisee fails to exercise reasonable care to prevent disclosure of Franchisor's Confidential Information, or Franchisee uses the Reservation Platform / PMS software outside the scope of the Software Agreement or otherwise breaches the Software Agreement;

13.2.8 Franchisee or any owner makes any material false statements or omissions, negligently or otherwise, in connection with Franchisee's Application for the franchise, the execution of this Franchise Agreement, or in connection with any information submitted to Franchisor;

13.2.9 Franchisee or any owner misuses or participates in any unauthorized use of the Proprietary Marks or otherwise adversely impacts the goodwill associated therewith or Franchisor's or its

Affiliate's rights therein, including, without limitation, any use of the Proprietary Marks before receiving written authorization to open the Inn as a Red Roof Inn, except as otherwise expressly permitted under the Renovation Addendum or Construction Addendum, as applicable;

13.2.10 Franchisee commits a default of any terms of the Franchise Agreement more than three times in any consecutive twelve (12) month period, whether the same or different defaults, and whether or not such defaults are cured after notice;

13.2.11 Franchisee fails to strictly comply with the terms of the Renovation Addendum or Construction Addendum, as applicable, on or before the dates set forth therein, including, without limitation, if Franchisee opens the Inn before receiving Franchisor's written approval to do so pursuant to the Renovation Addendum or Construction Addendum, as applicable;

13.2.12 If Franchisee fails, refuses or neglects to pay any monies owing to Franchisor or its approved or designated suppliers when due, or to submit the financial information or other Reports required by Franchisor under this Franchise Agreement;

13.2.13 If, in connection with the establishment or operation of the Inn, Franchisee, by act or omission, allows a continuing violation of any law, ordinance, rule or regulation of a governmental agency, in the absence of a good faith dispute over its application or legality and without having promptly resorted to an appropriate administrative or judicial forum for relief therefrom;

13.2.14 If Franchisee fails to comply with the requirements concerning the upgrading of the Inn set forth in Section 5.1 hereof;

13.2.15 If Franchisee lists the Inn on an internet site or in other electronic media in violation of Sections 10.2 or 10.5 of this Franchise Agreement;

13.2.16 If Franchisee fails any quality measurement of the Inn, or otherwise fails to maintain Franchisor's Standards or comply with Franchisor's procedures as set forth in the Manuals or otherwise in writing;

13.2.17 If Franchisee ceases to operate the Inn at full capacity and/or commences any unauthorized remodel or renovation of the Inn prior to the Expiration Date. Franchisee agrees to pay Twenty-Five Thousand Dollars (\$25,000) to Franchisor upon receipt of written notice of violation of this Section 13.2.17;

~~13.2.17~~ 13.2.18 If after receipt of written demand from Franchisor, Franchisee fails to timely comply with its obligations in violation of Section 15.2 of this Franchise Agreement; or

~~13.2.18~~ 13.2.19 If any other franchise agreement or other agreement between Franchisor (or any of Franchisor's affiliates) and Franchisee (or any of Franchisee's owners or affiliates) is terminated before its term expires, regardless of the reason.

13.3 Termination: Upon the occurrence of any of the events set forth in Section 13.2, Franchisor may, without prejudice to any other rights or remedies contained in this Franchise Agreement or provided by law or equity, terminate this Agreement. Such termination shall be effective immediately without notice upon the occurrence of the events set forth in paragraph 13.2.1. Such termination shall be effective immediately upon written notice upon the occurrence of the events set forth in paragraphs 13.2.2 through 13.2.11. Such termination shall be effective thirty (30) days (five (5) days for monetary defaults) after

written notice upon the occurrence of the events set forth in paragraphs 13.2.12 through 13.2.17 if such defaults are not cured within such period. If Franchisee cures such default and requests reinstatement to the System and Franchisor agrees to do so, Franchisor may, at its discretion, charge Franchisee the then-current Reinstatement Fee, which is currently Five Thousand Dollars (\$5,000).

13.4 Franchisor's Additional Remedies: In the event Franchisee commits any default of this Franchise Agreement, and if Franchisee fails to cure any such default which may be cured as permitted hereunder, Franchisor may, in its sole discretion, in lieu of, or as a preliminary action before, terminating this Franchise Agreement as provided in Sections 13.2 or 13.3, cease accepting reservations from guests for lodging at Franchisee's Inn through the Reservation System (provided, that Franchisor shall preserve, and Franchisee shall honor, all reservations received before the date reservations cease to be accepted), and/or refuse to provide any operational or procurement support, and/or refuse to list the Inn in the Directory, until the default is cured. During any period in which some or all of the services listed above are suspended, Franchisee shall nevertheless comply with all of its obligations under this Franchise Agreement, including the obligation to pay all fees.

14. OBLIGATIONS UPON TERMINATION

14.1 Obligations of Franchisee: Upon termination or expiration of this Franchise Agreement, Franchisee shall, at its expense:

14.1.1 Immediately cease to operate the Inn under the System and shall not thereafter, directly or indirectly, represent to the public or hold itself out as a present or former Red Roof Inn franchisee.

14.1.2 Immediately and permanently cease to use, by advertising or in any other manner whatsoever, the name "Red Roof Inn," any other Proprietary Marks or identifying characteristics of the System, and any and all Confidential Information, methods, procedures and techniques associated with the System including, but not limited to, the Computer System. Franchisee shall remove and discontinue using for any purpose, any and all signs, fixtures, furniture, furnishings, equipment, software, advertising, materials, stationery, supplies, forms or other articles, which display the Proprietary Marks. Nothing herein contained shall allow Franchisee to sell or Transfer any of the foregoing without obliterating any Proprietary Marks or distinctive features of the System, unless transferred to Franchisor, its designee, or another franchised Red Roof Inn. Any signs bearing the Proprietary Marks which Franchisee is unable to remove within one (1) day following expiration or termination of this Franchise Agreement shall be completely covered by Franchisee until the time of their removal, which shall be within fifteen (15) days following the expiration or termination of this Franchise Agreement for any non-high-rise signs and thirty (30) days following the expiration or termination of this Franchise Agreement for any high-rise signs. Franchisee agrees that all signs that are not timely removed pursuant to this Section may be removed by Franchisor, and all legal and other costs related to such removal shall be borne by Franchisee.

14.1.3 Immediately make such modifications or alterations as may be necessary to distinguish the Inn so clearly from its former appearance and from other Red Roof Inns as to prevent any possibility of confusion therewith by the public, including, without limitation, removing of all distinctive physical and structural features identifying Red Roof Inns or the System, removing of all distinctive signs and emblems, and removing or altering of any design or decor features that Franchisor, in its sole discretion, determines to be indicative of a Red Roof Inn, including, without limitation, the removal of the Red Roof Inn hoods and the exterior and interior color schemes. Franchisee shall, at Franchisee's expense, make such specific additional changes as Franchisor may reasonably request for purposes of de-identifying the Inn. Franchisee shall do all things necessary to prevent the operation of any business at the Approved

Location (by Franchisee or others) in violation of this Section 14.1.

14.1.3.1 Without limiting the foregoing, (a) the following distinctive features or devices associated with the System shall be painted colors other than the then-current colors used by Red Roof Inns: Sign Cans for all signs, Sign Poles for all signs, Doors, and Railings; and (b) the following distinctive features or devices associated with the System shall be completely removed from the Approved Location: Logo Sign Faces, Non-Logo Signs in Red Roof Inn colors and font, Red Roof Inn Posters, Red Roof Inn Drapes, Red Roof Inn Bedspreads and top sheets, and Red Roof Inn-designated coffee machine and presentation, Phone Face Plates, Signage on the back of guest doors, Pool Signage and Red Roof Inn Theft Disclaimer Signage.

14.1.3.2 Until all modifications and alterations required by this Section 14.1 are completed, Franchisee shall (i) maintain a conspicuous sign at the registration desk in a form specified by Franchisor stating that the Inn is no longer associated with the System, and (ii) advise all guests or prospective guests who telephone the Inn that it is no longer associated with the System.

14.1.3.3 If Franchisee fails to initiate immediately and timely complete the alterations described herein Franchisee acknowledges and agrees that Franchisor or its designated agents may enter the premises of the Inn and adjacent areas at any time and make such alterations, at Franchisee's sole risk and expense, without responsibility for any actual or consequential damages to the property of Franchisee or others, and without liability for trespass or other tort or criminal act. Franchisee expressly acknowledges that its failure to make such alterations timely and completely will cause irreparable injury to Franchisor.

14.1.4 Take such action as may be necessary to cancel any trade, fictitious or assumed name or equivalent registration which contains the mark "Red Roof Inn" or any other Proprietary Marks, and Franchisee shall furnish Franchisor with evidence satisfactory to Franchisor of compliance with this obligation within five (5) days after termination or expiration of this Franchise Agreement.

14.1.5 Refrain from using any reproduction, counterfeit, copy, or colorable imitation of the Proprietary Marks, in connection with the operation of any other business or the promotion thereof. Franchisee further agrees not to utilize any design or decor features, designation of origin, description or representation (including, but not limited to, reference to Franchisor, the System, or the Proprietary Marks) which, in Franchisor's sole discretion, suggests or represents a present or former association or connection with Franchisor, the System, or the Proprietary Marks.

14.1.6 Timely pay all sums owing to Franchisor, its Affiliates and its approved or designated suppliers, including all amounts required under Section 14.1.7 below. Franchisor shall have the right, within sixty (60) days following the termination or expiration of this Franchise Agreement, to inspect the Inn premises and offices, and conduct a review and/or an audit of Franchisee's books and records for the purpose, among other things, of assuring Franchisee's compliance with the provisions of this Section 14. Such books and records shall be made available to Franchisor at the Approved Location upon five (5) days written notice to Franchisee.

14.1.7 Pay upon demand to Franchisor all damages, costs and expenses, including reasonable attorneys' fees, incurred by Franchisor in connection with Franchisee's default and/or the early termination or expiration of this Franchise Agreement including, without limitation, a fee of Two Thousand Five Hundred Dollars (\$2,500) per day for Franchisee's failure to comply with the obligations set forth in this Section ("De-Identification Fee"), and those incurred to enforce and/ or obtain injunctive or other relief in connection with this Section 14.

14.1.8 Immediately return to Franchisor all Manuals and other Confidential Information, and all other records, files, instructions, correspondence and other materials provided by Franchisor related to the operation of the Inn, and all copies thereof (all of which are acknowledged to be Franchisor's property), and shall retain no copy or record of any of the foregoing, with the exception of Franchisee's copy of this Franchise Agreement, any correspondence between the parties, and any other documents which Franchisee reasonably needs for compliance with any provision of law.

14.2 Franchisor's Fixture Purchase Option Upon Expiration or Termination: Franchisor shall have the option, (which may be assigned by Franchisor to any person, including its Affiliates) to be exercised within thirty (30) days after the termination or expiration of this Franchise Agreement, to purchase from Franchisee any or all of the furnishings, signs, fixtures, supplies or inventory of Franchisee bearing the Proprietary Marks at their then-current fair market value. If the parties are unable to agree on fair market value within ten (10) days after the termination or expiration of this Franchise Agreement, then such amount shall be determined by two (2) licensed appraisers, with each party selecting one (1) appraiser, and the average of their determinations shall be the appraised value. The two (2) appraisers shall determine fair market value within ten (10) days after their appointment. If the amount determined by the appraisers is not acceptable to Franchisor, then Franchisor shall have the option to withdraw its offer. Each party shall bear its own legal and other costs and shall bear the appraisal costs equally. If Franchisor elects to exercise any option herein provided, it shall have the right to set off all amounts due from Franchisee, if any, against any payment due hereunder to Franchisor, its Affiliates and its approved or designated suppliers.

15. INDEPENDENT CONTRACTOR AND INDEMNIFICATION

15.1 Independent Contractor: The parties hereto understand and agree that, in connection with its performance under this Franchise Agreement, Franchisee, its agents, employees and successors, shall act as independent contractors, and nothing herein shall at any time be construed to create the relationship of employer and employee, partnership, principal and agent, or joint venture between Franchisor (or its Affiliates) and Franchisee. In addition, Franchisee shall have no right or authority to enter into any contract, commitment, or agreement, or to speak on behalf of, or incur any debt or obligation in the name or on behalf of, Franchisor or its Affiliates unless expressly authorized to do so in writing by Franchisor. Franchisee shall exercise full and complete control over, and have full responsibility for, its contracts, daily operations, labor relations, employment practices and policies, including but not limited to recruitment, selection, hiring, disciplining, firing, compensation, work rules and schedules of its employees. During the term of this Franchise Agreement, Franchisee shall at all times hold itself out to the public as an independent contractor who independently owns and operates the Inn pursuant to a franchise agreement from Franchisor.

15.2 Indemnification and Release:

15.2.1 Franchisee assumes full responsibility and liability for its construction, renovation, establishment or operation of the Inn and Franchisee's performance under this Franchise Agreement. Franchisor and its Affiliates shall in no event be liable by reason of any act or omission of Franchisee in its construction, renovation, establishment or operation of the Inn or its performance under this Franchise Agreement or for any claim or judgment arising therefrom against Franchisee or Franchisor or its Affiliates.

15.2.2 Franchisee shall indemnify, protect, defend release and hold harmless Franchisor, its Affiliates and predecessors, their respective successors and assigns, and the officers, directors, shareholders, partners, agents, representatives, independent contractors, servants and employees of each of them, past or present (the "Indemnitees"), from and against any and all payments of money (including, without limitation, all liabilities, losses, damages, claims, suits, demands, fines, settlement amounts, costs,

expenses, attorneys' fees, investigative fees and court costs) for injury to property or persons including death (and in addition including, without limitation, the injury or death of any of Franchisee's employees or agents or damage to any of their property) which may arise out of or in connection with any act or omission, whether actual or alleged, negligent or otherwise, of Franchisee, its employees or agents, in connection with Franchisee's ownership, construction, renovation, establishment or operation of the Inn, the performance of Franchisee, its employees or agents, under this Franchise Agreement (including, but not limited to, fraudulent or dishonest acts of Franchisee or its employees or agents, personal injury, slander, libel, defamation, false arrest, detention or imprisonment, malicious prosecution, wrongful entry or eviction, invasion of privacy, or disclosure of any customers personally identifiable or credit card information), or the default by Franchisee or its owners of any representation, warranty, or obligation under this Franchise Agreement. Franchisee's obligations under this Section 15.2.2 shall also extend to circumstances in which the damages to property or persons including death (and in addition including, without limitation, the injury or death of any of Franchisee's employees or agents or damage to any of their property) arise in whole or in part as a result of the negligent acts or omissions of the Indemnitees, but shall not apply to the extent they are caused by the intentional or willful misconduct of such Indemnitee. The obligations of Franchisee under Section 15.2.2 shall survive the termination or expiration of this Franchise Agreement. Franchisee shall comply with its obligations hereunder within ten (10) business days of its receipt of Franchisor's written demand for indemnification.

15.2.3 Franchisor shall have the right, through counsel of its own choosing and at Franchisee's sole cost and expense, to direct, manage and control its defense of any matter to the extent that it could directly or indirectly affect Franchisor or its Affiliates. In addition to the foregoing, Franchisee also will reimburse Franchisor or its Affiliates for all expenses reasonably incurred by Franchisor or its Affiliates to protect themselves from, or to remedy, defaults by Franchisee under this Franchise Agreement.

15.2.4 Franchisee agrees that all of the obligations of Franchisor under this Franchise Agreement are to Franchisee, and no other party is entitled to rely on, enforce or obtain relief for default of, such obligations, directly or indirectly, by subrogation or otherwise. Franchisee agrees and understands that Franchisor and its Affiliates shall not, nor shall they have the obligation to, indemnify or hold Franchisee harmless from and against any action or claim by any third party based upon Franchisor's or its Affiliates' exercise of any of its rights in accordance with the terms of this Franchise Agreement.

16. ACKNOWLEDGMENTS AND REPRESENTATIONS

16.1 Acknowledgments by Franchisee: Franchisee acknowledges that:

16.1.1 It has independently investigated the business franchised hereunder, including current and potential market conditions, competitive factors and risks, and recognizes that the business venture contemplated by this Franchise Agreement involves business risks and that its success will be largely dependent upon the ability of Franchisee as an independent business owner.

16.1.2 It has not received from Franchisor or its representatives, or relied on, any representation, warranty or guaranty, express or implied, whatsoever, including, but not limited to, the potential volume, profits or success of the business venture contemplated by this Franchise Agreement, or that otherwise contradicts the information in Franchisor's Franchise Disclosure Document.

16.1.3 It has received a completed copy of this Franchise Agreement, the exhibits and addenda hereto, and the agreements relating thereto, if any, at least seven (7) calendar days before the date on which this Franchise Agreement was executed, or such longer period as required by the law of the state in which the Inn is located. Franchisee further acknowledges that Franchisee has received the Franchise

Disclosure Document required by the Federal Trade Commission and, if applicable, the state in which the Inn is located, at the earlier of (i) at least fourteen (14) calendar days before the date on which this Franchise Agreement was executed; or (ii), if required by state law, at the “first personal” meeting with Franchisor’s representatives, or such longer period as required by the law of the state in which the Inn is located.

16.1.4 It has read and understood this Franchise Agreement, the Attachments, Exhibits, Schedules and Addenda hereto, and the agreements relating thereto, if any, and that Franchisor has accorded Franchisee ample time and opportunity to consult with advisors of Franchisee’s own choosing about the potential benefits and risks of entering into this Franchise Agreement.

16.1.5 Franchisee acknowledges that the System may be supplemented, improved and otherwise modified from time to time by, and in the sole discretion of, Franchisor, and Franchisee agrees to comply with all reasonable requirements of Franchisor in that regard.

16.2 Representations by Franchisee: Franchisee represents and warrants to Franchisor that:

16.2.1 Franchisee represents that the owners named in Exhibit B to this Franchise Agreement have the legal and/or beneficial interests set forth in the ownership Schedule contained in Exhibit B to this Franchise Agreement. Franchisor shall have the right to approve any additional owners, and to require that each additional owner personally guarantee the Franchise Agreement. Upon Franchisor’s request, Franchisee shall from time to time furnish Franchisor with a current list of all owners and their mailing addresses.

16.2.2 In recognition of the valuable specialized training and Confidential Information received by them pursuant to this Franchise Agreement, Franchisee and its owners covenant that during the term of this Franchise Agreement, except as otherwise approved in writing by Franchisor, Franchisee and its owners shall not, directly or indirectly, for itself or themselves, or through, on behalf of, or in conjunction with any other person or legal entity, divert or attempt to divert any present or prospective business or customer of any inn operating under the System to any competitor (other than an inn owned or franchised by Franchisor or an Affiliate of Franchisor), by direct or indirect inducement or otherwise.

17. MISCELLANEOUS

17.1 Notices: All notices pursuant to this Franchise Agreement shall be in writing and shall be personally delivered; sent by facsimile (if confirmed by regular mail within three (3) days); mailed by registered or certified mail, return receipt requested; or dispatched by overnight delivery to the respective parties at the following addresses, unless and until a different address has been designated by written notice to the other party:

Notices to Franchisor: Chief Development Officer
Red Roof Franchising, LLC
7815 Walton Parkway
New Albany, OH 43054
Facsimile Number (614) 225-5328

With copy to: Franchise Legal Department
Red Roof Franchising, LLC
7815 Walton Parkway
New Albany, OH 43054
Facsimile Number (614) 225-5363

Notices to Franchisee: [Title]
[Franchisee]
[Address]
Facsimile Number:

Notice shall be deemed to have been received as follows: by personal delivery – at the time of delivery; by facsimile (if confirmed by regular mail as set forth above) - at time of faxing; by overnight delivery service - on the next business day following the date on which the notice was given to the overnight delivery service; and by registered or certified mail, return receipt requested - three (3) days after the date of mailing.

17.2 Nature of Agreement: This Franchise Agreement together with the Schedules, Exhibits and Addenda attached hereto are intended by Franchisor and Franchisee to be the final and binding expression of their agreement, to contain all of the material terms agreed to, be a complete and exclusive statement of the terms thereof and supersede all prior oral or written agreements, negotiations and representations. No representations, understandings or agreements, oral or written, have been made or relied upon in the making of this Franchise Agreement other than as specifically set forth herein. Unless otherwise provided in this Franchise Agreement, this Franchise Agreement and the Exhibits and Addenda attached hereto may only be amended, modified, or supplemented by a writing signed by authorized representatives of both Franchisor and Franchisee. Oral modification of this Franchise Agreement is not permitted, and Franchisee hereby waives any right to claim an oral modification of this Franchise Agreement. Nothing in this Franchise Agreement is intended to disclaim the representations made by Franchisor in the franchise disclosure document furnished to Franchisee.

17.3 Severability: In the event any provision of this Franchise Agreement, in whole or in part (or the application of any provision to a specific situation), is held to be invalid or unenforceable by the final judgment of a court of competent jurisdiction after appeal or the time for appeal has expired, such invalidity shall be limited to such specific provision or portion thereof (or to such situation), and this Agreement shall be construed and applied in such manner as to minimize such unenforceability. This Franchise Agreement shall otherwise remain in full force and effect.

17.4 Headings: The headings in this Agreement are for reference purposes only and shall not affect the meaning or interpretation of any provision of this Franchise Agreement.

17.5 Construction of Agreement and Applicable Law:

17.5.1 This Franchise Agreement and any claims arising under it or in relation to it or to the relationships between the parties shall be governed, construed, interpreted and enforced by and under the laws of the State of Ohio, without regard to, and without giving effect to, the application of Ohio conflict-of-law rules; except that if Ohio law would invalidate or make unenforceable any provision of this Franchise Agreement, then that provision will be governed by the law of any relevant state whose law would uphold or enforce the provision.

17.5.2 All Schedules, Exhibits, and Addenda to this Franchise Agreement are incorporated herein by reference as if fully set forth herein.

17.6 Dispute Resolution: Franchisor has established a policy for Franchisee to air and resolve grievances, issues and disputes internally. If the parties are unable to resolve such disputes through this policy, the parties agree to submit any claim, controversy or dispute arising out of or relating to this Franchise Agreement (including the Attachments, Exhibits, Schedules and Addenda hereto) or the

relationship created by this Franchise Agreement (with the exception of those disputes concerning failure to commence or complete construction or renovation, failure to commence operations, insurance, insurance requirements, monetary obligations, indemnification, quality inspection ratings, the Inn has ceased operations, unauthorized use of trademarks, failure to de-identify) to non-binding mediation before bringing such claim, controversy or dispute in a court or before any other tribunal. The parties shall select a mediator within thirty (30) days of request of mediation by either party. The mediation shall be conducted through either an individual mediator or a mediator appointed by a mediation services organization or body approved by Franchisor and experienced in the mediation of lodging service business disputes or franchise disputes, and shall be conducted at a location selected by Franchisor that is reasonably proximate to the Inn. The costs and expenses of any such mediation, including compensation and expenses of the mediator (and except for the attorneys' fees incurred by either party), shall be borne by both parties equally. If the parties are unable to resolve the claim, controversy or dispute within ninety (90) days after either party requests mediation, then either party may bring a legal proceeding under Section 17.8 below to resolve such claim, controversy or dispute unless such time period is extended by written agreement of the parties. Notwithstanding the foregoing, Franchisor may bring an action for injunctive or other extraordinary relief (including, without limitation, specific performance), or involving the possession or disposition of, or other relief relating to, real property in a court having jurisdiction and in accordance with Section 17.7 below, without first submitting such action to mediation.

17.7 Jurisdiction and Venue: With respect to any claims, controversies or disputes which are not finally resolved through mediation or as otherwise provided above, Franchisor, Franchisee, and owners hereby irrevocably submit themselves to the jurisdiction of the state and federal courts located in Columbus, Ohio having subject matter jurisdiction of the claim, and hereby waive all objections to personal jurisdiction for the purpose of carrying out this provision. Franchisee and owners hereby agree that service of process may be made upon any of them in any proceeding relating to or arising out of this Franchise Agreement or the relationship created by this Franchise Agreement by any means allowed by the laws and applicable rules of procedure of the United States, the State of Ohio, Franchisee's or its owner(s)' state(s) of residence, or the state in which the Inn is located.

17.8 Litigation:

17.8.1 No right or remedy conferred upon or reserved to Franchisor or Franchisee by this Franchise Agreement is intended to be, nor shall be deemed, exclusive of any other right or remedy provided herein or permitted by law or equity, but each shall be cumulative of every other right or remedy.

17.8.2 To the extent permitted by law, Franchisor and Franchisee and its owners irrevocably waive trial by jury in any action, proceeding or counterclaim, whether at law or in equity, brought by either of them against the other. Any and all claims and actions arising out of or relating to this Franchise Agreement, the relationship of Franchisee and Franchisor, or Franchisee's operation of the Inn, brought by either party hereto against the other, whether in mediation or a legal action, shall be commenced within three (3) years from the occurrence of the facts giving rise to such claim or action, notwithstanding any applicable statute of limitations, or such claim or action shall be barred.

17.8.3 Except for any indemnification obligations in Section 17, Franchisor and Franchisee and its owners hereby waive to the fullest extent permitted by law any right to or claim of any punitive or exemplary damages against the other, provided, that this provision shall not serve as a waiver of rights to damages set forth in Section 13.

17.8.4 In connection with any suit or proceeding, brought by Franchisor or Franchisee to

enforce any of their respective rights under this Franchise Agreement, the prevailing party in such suit or proceeding shall be entitled to recover its reasonable attorney's fees and expenses of litigation and its court costs incurred therein.

17.9 Consent and Waiver:

17.9.1 Whenever this Franchise Agreement requires the prior approval or consent of Franchisor, Franchisee shall make a timely written request therefor to Franchisor, and such approval or consent shall not be valid unless given in writing and signed by an authorized officer of Franchisor. Franchisor may, in its sole discretion, withhold its approval or consent to any such request unless otherwise provided for herein.

17.9.2 Except for the obligations of Franchisor specifically set forth in this Franchise Agreement, Franchisor makes no warranties or guaranties upon which Franchisee may rely. Franchisor assumes no liability or obligation to Franchisee by providing any waiver, approval, consent or suggestion to Franchisee in connection with this Franchise Agreement, or by reason of any delay or denial of any request therefore.

17.9.3 Franchisor will not be deemed to waive or impair any right, power or option this Franchise Agreement reserves (including, without limitation, Franchisor's right to demand exact compliance with every term, condition and covenant of this Agreement) because of any custom or practice at variance with this Franchise Agreement's terms; Franchisor's waiver of or failure to exercise any right, power or option, whether of the same, similar or different nature, with other Red Roof Inn franchisees; or the existence of franchise agreements for other Red Roof Inn locations which contain provisions different from those contained in this Franchise Agreement. Franchisor's waiver of any particular default of Franchisee shall not affect or impair Franchisor's rights with respect to any subsequent default of the same, similar or different nature; nor shall any delay, forbearance or omission of Franchisor to exercise any power or right arising out of any breach or default by Franchisee affect or impair Franchisor's rights with respect to such default, or Franchisor's right to declare any subsequent breach or default and to terminate this Franchise Agreement before the expiration of its term. Subsequent acceptance by Franchisor of any payments due to it hereunder shall not be deemed to be a waiver by Franchisor of any preceding default by Franchisee of any terms, covenants or conditions of this Franchise Agreement.

17.9.4 In the event that either party hereto shall be delayed, hindered in, or prevented from, the performance of any act required hereunder by reason of strikes, lock-outs, labor troubles, inability to procure materials, failure of power, restrictive governmental laws or regulations, riots, insurrection or natural disaster (all referred to herein as "Force Majeure"), then performance of such act shall be excused for the period of the delay and the period for the performance of any such act shall be extended for a period equivalent to the period of such delay. Force Majeure shall not include Franchisee's lack of adequate financing. Notwithstanding the foregoing, in no event shall the time periods established for commencement or completion of construction or renovation be excused, and/or extended in the aggregate for longer than (one) 1 year due to one or more events of Force Majeure.

IN WITNESS WHEREOF, each of the parties hereto has caused this Franchise Agreement to be executed by its duly authorized representative as of the date first above written.

FRANCHISOR:
RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

**EXHIBIT A TO
RED ROOF INN FRANCHISE AGREEMENT**

SUPPLEMENTAL TERMS

1. Expiration Date:
This Franchise Agreement shall expire twenty (20) years after the Opening Date [Drafting Note – change this to Effective Date for transfers.]

2. Approved Location:
The Approved Location for the Inn is

3. To be operated as: ☐ Red Roof Inn
 ☐ Red Roof Inn & Suites (See Addendum)
 ☐ Red Roof PLUS+ (See Addendum)
 ☐ Red Roof PLUS+ & Suites (See Addendum)

4. Exclusive Territory:
The Exclusive Territory is

5. The following Red Roof Inns are in existence within the Exclusive Territory on the date hereof:

6. Guest Rooms:
The Inn shall have guest rooms.

FRANCHISOR:
RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

**EXHIBIT B TO
RED ROOF INN FRANCHISE AGREEMENT**

OWNERSHIP SCHEDULE

The following list identifies the owners of Franchisee:

<u>Name</u>	<u>Type of Interest</u>	<u>Percentage Interest in Franchisee</u>

Initial: _____
Franchisee

Initial: _____
Franchisor

**EXHIBIT C TO
RED ROOF INN FRANCHISE AGREEMENT**

GUARANTEE, INDEMNIFICATION AND ACKNOWLEDGMENT

As an inducement to and as additional consideration for Franchisor to enter into the Franchise Agreement, with Franchisee, the undersigned Guarantors, jointly and severally, hereby unconditionally agree to guarantee to Franchisor, its Affiliates, and their respective successors and assigns the due, complete and punctual performance and observance of all of Franchisee's financial obligations under the Franchise Agreement including, without limitation, the due and timely performance of all payment obligations (the "Guarantee"). Additionally, each Guarantor shall submit to Franchisor, upon written request from time to time, a copy of its current financial statement.

Upon demand by Franchisor, the undersigned will immediately make each payment required of Franchisee under the Franchise Agreement, including damages, costs and expenses owed by Franchisee, payments due under any indemnification claim for reimbursement and all other duties and obligations that are susceptible to being satisfied by payment. This Guarantee is a guarantee of payment, and not of collection. This Guarantee is a primary obligation of the undersigned and is an unconditional, absolute, irrevocable present and continuing obligation and guarantee of performance and is not subject to any defense other than that of full prior performance. The undersigned hereby waive any right to require Franchisor, its Affiliates, successors and assigns to: (a) proceed against Franchisee for any payment required under the Franchise Agreement; (b) proceed against or exhaust any security from Franchisee; or (c) pursue or exhaust any remedy, including any legal or equitable relief, against Franchisee or any other person. Without affecting the obligations of the undersigned under this Guarantee, Franchisor may, without notice to the undersigned, extend, modify, or release any indebtedness or obligation of Franchisee, or settle, adjust or compromise any claims against Franchisee. The undersigned waive notice of amendment of the Franchise Agreement and notice of demand for payment by Franchisee, and agree to be bound by any and all such amendments and changes to the Franchise Agreement.

The undersigned hereby agree to defend, protect, indemnify and hold Franchisor, its Affiliates, their respective successors and assigns, and the officers, directors, shareholders, partners, agents, representatives, independent contractors, servants and employees, past or present, of each of them (the "Indemnitees"), harmless from and against any and all losses, damages, liabilities, costs and expenses (including, but not limited to, reasonable attorneys' fees, reasonable costs of investigation and court costs) resulting from, consisting of, or arising out of, or in connection with, any act or omission of, or any failure by Franchisee to perform any obligation of Franchisee under the Franchise Agreement, any amendment thereto, or any other agreement executed by Franchisee referred to therein.

The undersigned hereby acknowledge and agree to be individually bound by all of the terms of the Franchise Agreement, including, in particular, those contained in Sections 7, 8, 12, 14, 15, 16 and 17 of the Franchise Agreement. These sections contain a number of provisions that may affect the legal rights of the undersigned, including a waiver of jury trial, waiver of punitive or exemplary damages and limitations on when claims may be raised.

This Guarantee shall terminate upon the termination or expiration of the Franchise Agreement, except with respect to any and all obligations and liabilities which arose or accrued under the Franchise Agreement on or before the effective date of such termination, in which case this Guarantee shall remain in full force and effect with respect to such obligations or liabilities until such obligations or liabilities have been fully satisfied or discharged by the undersigned. In addition, all covenants which by their terms continue in force after the expiration or termination of the Franchise Agreement shall remain in force according to their terms. Upon the death of an individual guarantor, the estate of such guarantor shall be

bound by this Guarantee, but only for defaults and obligations hereunder existing at the time of death; and the obligations of the other guarantors will continue in full force and effect.

The undersigned shall pay Franchisor and any Indemnitees for all costs and expenses (including, but not limited to, reasonable attorneys' fees and court costs) they incur in connection with any action they bring to enforce this Guarantee or any other action related to or arising out of this Guarantee in which Franchisor or such Indemnitee is deemed to be the prevailing party.

Unless specifically stated otherwise, the terms used in this Guarantee shall have the same meaning as in the Franchise Agreement.

This Guarantee and any claims arising under it shall be governed, construed, interpreted and enforced by under the laws of the State of Ohio. In the event of any conflict of law, the laws of Ohio shall prevail, without regard to, and without giving effect to, the application of the State of Ohio conflict-of-law rules; except that if Ohio law would invalidate or make unenforceable any provision of this Franchise Agreement, then that provision will be governed by the law of any relevant state whose law would uphold or enforce the provision. With respect to any claims, controversies or disputes which arise under this Guarantee or the Franchise Agreement, the undersigned hereby irrevocably submit themselves to the jurisdiction of the state and federal courts located in Columbus, Ohio having subject matter jurisdiction of the claim, and hereby waive all objections to personal jurisdiction for the purpose of carrying out this provision. The undersigned hereby agree that service of process may be made upon any of them in any proceeding relating to or arising out of this Guarantee, or the Franchise Agreement or the relationship created by the Franchise Agreement by any means allowed by the laws and applicable rules of procedure of the United States, the State of Ohio, the state of residence of the Guarantor, or the state in which the Inn is located.

All notices pursuant to this Guarantee or the Franchise Agreement shall be in writing and shall be personally delivered; sent by facsimile (if confirmed by regular mail within three (3) days); mailed by registered or certified mail, return receipt requested; or dispatched by overnight delivery to the respective parties at the following addresses, unless and until a different address has been designated by written notice to the other party:

Notices to Franchisor: Chief Development Officer
Red Roof Franchising, LLC
7815 Walton Parkway
New Albany, OH 43054
Facsimile Number (614) 225-5328

With copy to: Franchise Legal Department
Red Roof Franchising, LLC
7815 Walton Parkway
New Albany, OH 43054
Facsimile Number (614) 225-5363

Notices to Guarantors: [Guarantor Name]
[Guarantor Address]

Facsimile Number

Notice shall be deemed to have been received as follows: by personal delivery – at the time of delivery; by facsimile (if confirmed by regular mail as set forth above); - at time of faxing; by overnight delivery service - on the next business day following the date on which the notice was given to the overnight delivery service; and by registered or certified mail, return receipt requested - three (3) days after the date of mailing.

The undersigned acknowledge that they have read and understood the Franchise Agreement, including the Attachments, Exhibits, Schedules and Addenda thereto, including this Guarantee, and any other agreements relating to the Franchise Agreement, and that Franchisor has accorded the undersigned ample time and opportunity to consult with advisors of their own choosing about the potential benefits and risks of entering into this Guarantee.

IN WITNESS WHEREOF, each of the undersigned has signed this Guarantee as of the date of the Franchise Agreement.

GUARANTORS

[Insert Name]

Home Address: _____

[Insert Name]

Home Address: _____

EXHIBIT G

CONSTRUCTION ADDENDUM TO THE FRANCHISE AGREEMENT

CONSTRUCTION ADDENDUM TO RED ROOF INN FRANCHISE AGREEMENT

This Construction Addendum ("Construction Addendum") to the Red Roof Inn Franchise Agreement (the "Franchise Agreement") dated _____ (the "Effective Date") by and between RED ROOF FRANCHISING, LLC ("Franchisor") and _____ ("Franchisee") with respect to the Red Roof Inn located at _____ (the "Inn") is made effective as of the Effective Date.

RECITALS:

Franchisor and Franchisee wish to enter into this Construction Addendum to provide terms and conditions upon which the Inn shall be constructed at the Approved Location as a Red Roof Inn.

Now, therefore, in consideration of the mutual promises and covenants set forth herein and in the Franchise Agreement, the parties agree as follows:

1. Site Control. If not previously provided, within ninety (90) days after the execution of this Construction Addendum or before the Opening Date, whichever is earlier, Franchisee shall deliver to Franchisor satisfactory evidence, in the form of a warranty deed or long term lease, that it has secured ownership or the right to possession, of the Approved Location.

2. Construction Schedule. Franchisee shall comply with: all development and construction obligations set forth in this Construction Addendum and the construction schedule in Schedule A attached hereto and incorporated by reference.

3. Construction Plans and Specifications. Franchisee shall construct and equip the Inn in strict accordance with Franchisor's Standards and specifications and approved Construction Plans, all based on Franchisor's prototype plans. "Construction Plans" means the proposed renderings and specifications for the construction of the Inn, including, without limitation, architectural, mechanical, electrical, structural, civil engineering, and landscaping drawings, in such detail and containing such information (such as door locking systems and other safety features) as Franchisor may request.

3.1. Franchisee shall submit to Franchisor the Construction Plans on or before the date specified in Schedule A to this Construction Addendum. Franchisee acknowledges and agrees that all Construction Plans must be submitted to and approved by Franchisor.

3.2. The Construction Plans shall be prepared by a qualified architect, design firm, engineer and/or contractor (individually and collectively, a "Qualified Preparer"). Franchisee shall be required to submit to Franchisor such information concerning a Qualified Preparer's qualifications as Franchisor may request. Franchisee acknowledges and agrees that Franchisor is not, and shall not be, liable for the performance of any Qualified Preparer retained by Franchisee.

3.3. Upon submission of the Construction Plans to Franchisor, Franchisor shall approve or deny such Construction Plans in its sole discretion. Construction of the Inn shall not commence until the Construction Plans have been approved by Franchisor.

3.4. Franchisee acknowledges that Franchisor's approval of the Construction Plans is not, and should not be considered as, any assurance or guarantee that the Construction Plans will satisfy federal, state and/or local construction and/or zoning requirements, including, without limitation, compliance with the Americans with Disabilities Act. Franchisee shall be solely responsible for compliance with all federal, state and local laws. Franchisor shall not be responsible for architecture or engineering, code, zoning, or other

requirements or laws, ordinances, or regulations of any state, local or federal governmental body, or for any errors, omissions, or discrepancies of any nature in any drawings or specifications used for construction of the Inn. Franchisee's architect or contractor must certify to Franchisor that the Construction Plans satisfy all federal, state and local laws. Franchisee shall not reproduce, use or permit the use of any of the design concepts, drawings, or specifications of a Red Roof Inn without Franchisor's prior written approval.

4. Construction. Franchisee shall commence construction of the Inn on or before the date specified in Schedule A and shall give Franchisor written notice of the actual Commencement of Construction within five (5) days thereafter. "Commencement of Construction" shall mean the time at which the footings for the Inn are poured. After Commencement of Construction, Franchisee shall continue to construct the Inn (except for delays which may be caused by the occurrence of events constituting "Force Majeure") until construction is completed in strict accordance with the approved Construction Plans, which may not be changed or modified after Franchisor's approval without Franchisor's prior written consent.

4.1 Franchisee shall notify Franchisor in writing of any event of Force Majeure upon its occurrence. In the event Franchisee requests, in writing, an extension of any of the deadlines contained herein and Franchisor approves such request, Franchisor may condition any extension upon compliance with then-current System Standards.

4.2. During construction, Franchisee shall, and shall cause its architect, engineer, contractors and subcontractors to, cooperate fully with Franchisor for the purpose of permitting Franchisor or its approved or designated suppliers to inspect the Approved Location and the progress of the construction to determine whether construction is proceeding in strict accordance with the Construction Plans and the Standards and specifications contained in the Manuals. Franchisee acknowledges and agrees that inspections by Franchisor or its approved or designated suppliers shall be for the purpose of assuring Franchisee's compliance with the Standards required by Franchisor, and shall not be, nor be construed as, assurances or approvals that the construction is in compliance with any federal, state or local law, or regulation, or zoning or building requirements.

4.3. Franchisee shall provide progress reports to Franchisor, in the form and manner, and at such times, that Franchisor may reasonably request.

5. Furniture, Fixtures and Supplies. Franchisee shall bear the entire cost of constructing and furnishing the Inn. Franchisee shall order, purchase and/or lease and install all fixtures, equipment, furnishings, furniture, signs, supplies and other items necessary to complete and open the Inn as specified in the Construction Plans and the Manuals. Franchisee shall install and have operable an exterior pole-mounted or pylon sign at least ninety (90) days before the Opening Date.

6. Opening. Franchisee shall not open for business at the Approved Location as a Red Roof Inn ("Opening") without written authorization of Franchisor to open. Franchisor shall have no obligation to approve Opening until all of the conditions of this Section 6 are satisfied:

6.1. Construction of the Inn has, in Franchisor's sole judgment, been completed in strict accordance with the approved Construction Plans;

6.2. Franchisee has obtained a Certificate of Occupancy and has submitted to Franchisor a contractor's certification that the Inn has been constructed and completed in strict accordance with the approved Construction Plans and all required laws;

6.3. Franchisee has installed at the Inn all furnishings, furniture, equipment, signs, supplies and other items that are required to be installed prior to Opening and such items are in strict

conformity with (in Franchisor's sole judgment): the Construction Plans, the Manuals, the Franchise Agreement, and this Construction Addendum;

6.4. Franchisee has paid all amounts due Franchisor, its Affiliates and its approved or designated suppliers;

6.5. Franchisee has given Franchisor written notice that all terms and conditions of the Franchise Agreement and this Construction Addendum have been satisfied and the Inn is ready to open for business as a Red Roof Inn;

6.6. Franchisor has granted written approval to open and operate the Inn as a Red Roof Inn.

6.6.1 Franchisor shall use its best efforts to inspect the Inn within fourteen (14) days after receiving the notice specified in Section 6.5 and to conduct any such other investigations that Franchisor deems necessary to determine whether Franchisee has satisfied all requirements for opening the Inn as a Red Roof Inn. Franchisor shall not be liable for delays or loss occasioned by the inability of Franchisor to complete its investigation and to make such determination for reasons beyond Franchisor's control;

6.6.2 If Franchisee notifies Franchisor that the Inn is ready for Opening and upon inspection Franchisor determines, in its sole discretion, that Franchisee has not satisfied all requirements for Opening, Franchisor may re-visit the property to confirm readiness before opening and charge Franchisee a re-visit fee. Such fee ranges from Two Thousand Two Hundred And Fifty Dollars (\$2,250) to Five Thousand Dollars (\$5,000) but is subject to change by Franchisor.

7. Conditional Opening/Limited License to Advertise

7.1. Franchisor may, in its sole discretion, conditionally authorize Franchisee to open and operate the Inn as a Red Roof Inn prior to completing the requirements set out in Section 5, above, if in the sole judgment of Franchisor, Franchisee is making satisfactory progress, toward completion of the Construction Plan, the items remaining are minor, and Franchisee agrees to complete all remaining items by a date or dates specified in writing and agreed in writing by Franchisor. If Franchisee fails to comply with all such remaining terms on or before the completion date specified in the written agreement granting the conditional opening, such failure shall be a material breach of the Franchise Agreement, and Franchisor may terminate the Franchise Agreement pursuant to Section 13 thereof.

7.2. Franchisee shall not advertise or otherwise hold out the Inn as being, or becoming, a Red Roof Inn until Franchisor has approved, in writing, the Opening, or conditional opening, of the Inn as a Red Roof Inn pursuant to this Construction Addendum; except that if Franchisor determines that the improvements are being made in strict accordance with the final Construction Plans, it may grant a limited, temporary license under which Franchisee may use the Proprietary Marks to advertise the Inn's anticipated opening. Such advertisements may appear only on signs at the Approved Location and in local print and broadcast media announcements that, in each instance, meet Franchisor's Standards for design and quality. Franchisor shall notify Franchisee in writing if it approves such a limited, temporary license.

8. Termination.

8.1. Franchisee acknowledges that failure to meet the deadlines set forth in this Construction Addendum or Schedule A attached hereto shall constitute an event of default under the Franchise Agreement. Upon the occurrence of such default, Franchisor may terminate the Franchise Agreement, as

provided therein, without prejudice to any other rights or remedies contained in the Franchise Agreement or provided by law or equity.

8.2. If the Franchise Agreement is terminated as a result of Franchisee's default under this Construction Addendum and at the time of such termination the Inn has not opened as a Red Roof Inn, conditionally or otherwise, Franchisee shall be required to pay, in addition to other sums owed pursuant to the Franchise Agreement, liquidated damages for premature termination, and not as a penalty, in the amount of One Hundred Thousand Dollars (\$100,000). If the Franchise Agreement is terminated as a result of Franchisee's default under this Construction Addendum and at the time of such termination the Inn has opened as a Red Roof Inn, conditionally or otherwise, Franchisee shall be required to pay, in addition to other sums owed pursuant to the Franchise Agreement, liquidated damages for premature termination, and not as a penalty, as set forth in the Franchise Agreement.

8.3. Upon any termination of the Franchise Agreement as a result of Franchisee's failure to comply with the terms of this Construction Addendum, Franchisee shall comply with all post-termination obligations under Section 14 of the Franchise Agreement.

9. Miscellaneous.

9.1 The Recitals are hereby incorporated into this Construction Addendum by this reference. The captions in this Construction Addendum are for convenience only. Any capitalized term that is not defined in this Construction Addendum shall have the meaning given to it in the Franchise Agreement.

9.2 The parties hereby confirm the Franchise Agreement, as amended by this Construction Addendum, and reaffirm their respective obligations under such Franchise Agreement, as amended by this Construction Addendum. The parties agree that except as specifically set forth herein, the provisions of the Franchise Agreement shall remain unchanged and this Construction Addendum shall be in addition to, and not in lieu of, the provisions of the Franchise Agreement. In the event of any conflict between the terms of the Franchise Agreement and the terms of this Construction Addendum, the terms of this Construction Addendum shall control.

9.3 This Construction Addendum may be executed in multiple counterparts, each of which when executed and delivered shall be deemed to be an original and all of which together shall constitute one and the same agreement. Delivery of an executed counterpart of a signature page to this Construction Addendum by electronic transmission (including an electronic signature platform such as DocuSign or the transmission of a scanned PDF document) shall be effective as delivery of a manually executed counterpart of this Construction Addendum.

[Signatures follow on next page.]

IN WITNESS WHEREOF, the parties hereto have executed and delivered this Construction Addendum effective as of the date of the Franchise Agreement.

FRANCHISOR:
RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

SCHEDULE A
TO CONSTRUCTION ADDENDUM

Requirements

Due Date

Commencement of construction in conformity
with approved construction plans

Completion of construction and “punch-out” for
commencement of operations

Opening Date Deadline

Initial: _____
Franchisee

Initial: _____
Franchisor

EXHIBIT H

RENOVATION ADDENDUM TO THE FRANCHISE AGREEMENT

RENOVATION ADDENDUM TO RED ROOF INN FRANCHISE AGREEMENT

This Renovation Addendum (“Renovation Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee”) with respect to the Red Roof Inn (the “Inn”) located at _____ (the “Approved Location”) is made effective as of the Effective Date.

RECITALS:

Franchisor and Franchisee wish to enter into this Renovation Addendum to provide for the terms and conditions upon which the Inn shall be converted to a Red Roof Inn at the Approved Location.

Now, therefore, in consideration of the mutual promises and covenants set forth herein and in the Franchise Agreement, the parties agree as follows:

1. ~~1.~~ Site Control. If not previously provided, within ninety (90) days after the execution of this Renovation Addendum or before the Opening Date, whichever is earlier, Franchisee shall deliver to Franchisor satisfactory evidence, in the form of a warranty deed or long term lease, that it has secured ownership or the right to possession of the Approved Location.

2. ~~2.~~ Renovation Schedule. Franchisee shall comply with: all development and construction obligations set forth in this Renovation Addendum, the renovation schedule in Schedule A attached hereto and incorporated by reference and the property improvement plan in Schedule B attached hereto and incorporated by reference.

3. ~~3.~~ Renovation Plans and Specifications. Franchisee shall renovate and equip the Inn in strict accordance with Franchisor’s Standards and specifications and approved Renovation Plans. The “Renovation Plans” shall include, without limitation, architectural, mechanical, electrical, structural, civil engineering, and landscaping drawings, in such detail and containing such information (such as door locking systems and other safety features) as Franchisor may request.

3.1. ~~3.1.~~ Franchisee shall submit to Franchisor proposed renderings and Renovation Plans. on or before the date specified in Schedule A to this Renovation Addendum. Franchisee acknowledges and agrees that all Renovation Plans must be submitted to and approved by Franchisor.

3.2. ~~3.2.~~ The Renovation Plans shall be prepared by a qualified architect, design firm, engineer and/or contractor (individually and collectively, a “Qualified Preparer”). Franchisee shall be required to submit to Franchisor such information concerning a Qualified Preparer’s qualifications as Franchisor may request. Franchisee acknowledges and agrees that Franchisor is not, and shall not be, liable for the performance of any Qualified Preparer retained by Franchisee.

3.3. ~~3.3.~~ Upon submission of the Renovation Plans to Franchisor, Franchisor shall approve or deny such Renovation Plans in its sole discretion. Renovation of the Inn shall not commence until the Renovation Plans have been approved by Franchisor.

3.4. ~~3.4.~~ Franchisee acknowledges that Franchisor's approval of the Renovation Plans is not, and should not be considered as, any assurance or guarantee that the Renovation Plans will satisfy federal, state and/or local construction and/or zoning requirements, including, without limitation, compliance with the Americans with Disabilities Act. Franchisee shall be solely responsible for compliance with all federal, state and local laws. Franchisor shall not be responsible for architecture or engineering, code, zoning, or other requirements or laws, ordinances, or regulations of any state, local or federal governmental body, or for any errors, omissions, or discrepancies of any nature in any drawings or specifications used for renovation of the Inn. Franchisee's architect or contractor must certify to Franchisor that the Renovation Plans satisfy all federal, state and local laws. Franchisee shall not reproduce, use or permit the use of any of the design concepts, drawings, or specifications of a Red Roof Inn without Franchisor's prior written approval.

4. ~~4.~~ Renovation. Franchisee shall commence renovation of the Inn on or before the date specified in Schedule A ("Commencement of Renovation") and shall give Franchisor written notice of the actual commencement date within five (5) days thereafter. After Commencement of Renovation, Franchisee shall continue to renovate the Inn (except for delays which may be caused by the occurrence of events constituting "Force Majeure") until renovation is completed in strict accordance with the approved Renovation Plans, which may not be changed or modified after Franchisor's approval without Franchisor's prior written consent.

4.1. ~~4.1.~~ Franchisee shall notify Franchisor in writing of any event of Force Majeure upon its occurrence. In the event Franchisee requests, in writing, an extension of any of the deadlines contained herein and Franchisor approves such request, Franchisor may condition any extension upon compliance with then-current System Standards.

4.2. ~~4.2.~~ During renovation, Franchisee shall, and shall cause its architect, engineer, contractors and subcontractors to, cooperate fully with Franchisor for the purpose of permitting Franchisor or approved or designated suppliers to inspect the Approved Location and the progress of the renovation to determine whether the work is proceeding in strict accordance with the Renovation Plans and the Standards and specifications contained in the Manuals. Franchisee acknowledges and agrees that inspections by Franchisor or its approved or designated suppliers shall be for the purpose of assuring Franchisee's compliance with the Standards required by Franchisor, and shall not be, nor be construed as, assurances or approvals that the renovation is in compliance with any federal, state or local law, or regulation, or zoning or building requirements.

4.3. ~~4.3.~~ Franchisee shall provide progress reports to Franchisor, in the form and manner, and at such times, that Franchisor may reasonably request.

5. ~~5.~~ Furniture, Fixtures and Supplies. Franchisee shall bear the entire cost of renovating and furnishing the Inn. Franchisee shall order, purchase and/or lease and install all fixtures, equipment, furnishings, furniture, signs, supplies and other items necessary to complete and open the Inn as specified in the Renovation Plans and the Manuals.

6. ~~6.~~ Opening. Franchisee shall not open for business at the Approved Location as a Red Roof Inn (“Opening”) without written authorization of Franchisor to open. Franchisor shall have no obligation to approve Opening until all of the conditions of this Section 6 are satisfied:

6.1. ~~6.1.~~ Renovation that is required to be completed prior to Opening has, in Franchisor’s sole judgment, been completed in strict accordance with the approved Renovation Plans;

6.2. ~~6.2.~~ Franchisee has obtained a Certificate of Occupancy and has submitted to Franchisor a contractor’s certification that the renovation of the Inn has been completed in strict accordance with the approved Renovation Plans and all required laws;

6.3. ~~6.3.~~ Franchisee has installed at the Inn all furnishings, furniture, equipment, signs, supplies and other items that are required to be installed prior to Opening and such items are in strict conformity with (in Franchisor’s sole judgment): the Renovation Plans, the Manuals, the Franchise Agreement and this Renovation Addendum;

6.4. ~~6.4.~~ Franchisee has paid all amounts due Franchisor, its Affiliates and its approved or designated suppliers;

6.5. ~~6.5.~~ Franchisee has given Franchisor written notice that all terms and conditions of the Franchise Agreement and this Renovation Addendum have been satisfied and the Inn is ready to open for business as a Red Roof Inn;

6.6. ~~6.6.~~ Franchisor has granted written approval to open and operate the Inn as a Red Roof Inn.

6.6.1. ~~6.6.1~~ Franchisor shall use its best efforts to inspect the Inn within fourteen (14) days after receiving the notice specified in Section 6.5 and to conduct any such other investigations that Franchisor deems necessary to determine whether Franchisee has satisfied all requirements for opening the Inn as a Red Roof Inn. Franchisor shall not be liable for delays or loss occasioned by the inability of Franchisor to complete its investigation and to make such determination for reasons beyond Franchisor’s control.

6.6.2. ~~6.6.2~~ If Franchisee notifies Franchisor that the Inn is ready for Opening and upon inspection Franchisor determines, in its sole discretion, that Franchisee has not

satisfied all requirements for Opening, Franchisor may re-visit the property to confirm readiness before opening and charge Franchisee a re-visit fee. Such fee ranges from Two Thousand Two Hundred And Fifty Dollars (\$2,250) to Five Thousand Dollars (\$5,000) but is subject to change by Franchisor.

7. ~~7.~~ Conditional Opening/Limited License to Advertise.

7.1. ~~7.1.~~ Franchisor may, in its sole discretion, conditionally authorize Franchisee to open and operate the Inn as a Red Roof Inn prior to completing the requirements set out in Section 6, above, if in the sole judgment of Franchisor, Franchisee is making satisfactory progress toward completion of the Renovation Plan, the items remaining are minor, and Franchisee agrees to complete all remaining items by a date or dates specified in writing and agreed in writing by Franchisor. If Franchisee fails to comply with all such remaining terms on or before the completion date specified in the written agreement granting the conditional opening, such failure shall be a material breach of the Franchise Agreement, and Franchisor may terminate the Franchise Agreement pursuant to Section 13 thereof.

7.2. ~~7.2.~~ Franchisee shall not advertise or otherwise hold out the Inn as being, or becoming, a Red Roof Inn until Franchisor has approved, in writing, the Opening, or conditional opening, of the Inn as a Red Roof Inn pursuant to this Renovation Addendum.

8. ~~8.~~ Termination.

8.1. ~~8.1.~~ Franchisee acknowledges that failure to meet the deadlines set forth in this Renovation Addendum or Schedules A or B attached hereto shall constitute an event of default under the Franchise Agreement. Upon the occurrence of such default, Franchisor may terminate the Franchise Agreement, as provided therein, without prejudice to any other rights or remedies contained in the Franchise Agreement or provided by law or equity.

8.2. ~~8.2.~~ **If the Franchise Agreement is terminated as a result of Franchisee's default under this Renovation Addendum and at the time of such termination the Inn has not opened as a Red Roof Inn, conditionally or otherwise, Franchisee shall be required to pay, in addition to other sums owed pursuant to the Franchise Agreement, liquidated damages for premature termination, and not as a penalty, in the amount of One Hundred Thousand Dollars (\$100,000). If the Franchise Agreement is terminated as a result of Franchisee's default under this Renovation Addendum and at the time of such termination the Inn has opened as a Red Roof Inn, conditionally or otherwise, Franchisee shall be required to pay, in addition to other sums owed pursuant to the Franchise Agreement, liquidated damages for premature termination, and not as a penalty, as set forth in the Franchise Agreement.**

8.3. ~~8.3.~~ Upon any termination of the Franchise Agreement as a result of Franchisee's failure to comply with the terms of this Renovation Addendum, Franchisee shall comply with all post-termination obligations under Section 14 of the Franchise Agreement.

9. ~~9.~~ Miscellaneous.

9.1. ~~9.1~~—The Recitals are hereby incorporated into this Renovation Addendum by this reference. The captions in this Renovation Addendum are for convenience only. Any capitalized term that is not defined in this Renovation Addendum shall have the meaning given to it in the Franchise Agreement.

9.2. ~~9.2~~—The parties hereby confirm the Franchise Agreement, as amended by this Renovation Addendum, and reaffirm their respective obligations under such Franchise Agreement, as amended by this Renovation Addendum. The parties agree that except as specifically set forth herein, the provisions of the Franchise Agreement shall remain unchanged and this Renovation Addendum shall be in addition to, and not in lieu of, the provisions of the Franchise Agreement. In the event of any conflict between the terms of the Franchise Agreement and the terms of this Renovation Addendum, the terms of this Renovation Addendum shall control.

9.3. ~~9.3~~—This Renovation Addendum may be executed in multiple counterparts, each of which when executed and delivered shall be deemed to be an original and all of which together shall constitute one and the same agreement. Delivery of an executed counterpart of a signature page to this Renovation Addendum by electronic transmission (including an electronic signature platform such as DocuSign or the transmission of a scanned PDF document) shall be effective as delivery of a manually executed counterpart of this Renovation Addendum.

[Signatures follow on next page.]

IN WITNESS WHEREOF, the parties hereto have executed and delivered this Renovation Addendum effective as of the date of the Franchise Agreement.

FRANCHISOR:
RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

**SCHEDULE A
TO RENOVATION ADDENDUM**

Requirements

Due Date

Submission of renovation plans to Franchisor for approval
[delete for transfers]

Commencement of renovation in conformity with the
requirements set forth in Schedule B *

Completion of renovation deadline

Opening Date deadline [delete for transfers]

Initial: _____
Franchisee

Initial: _____
Franchisor

SCHEDULE B
TO RENOVATION ADDENDUM
PROPERTY IMPROVEMENT PLAN ATTACHED

EXHIBIT I

ADDENDUM TO FRANCHISE AGREEMENT FOR RED ROOF INN & SUITES, RED ROOF PLUS+ OR RED ROOF PLUS+ & SUITES

RED ROOF INN & SUITES ADDENDUM TO RED ROOF INN FRANCHISE AGREEMENT

This Red Roof Inn & Suites Addendum (“Suites Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”, “we” or “us”) and _____ (“Franchisee”) with respect to the inn located at _____ (the “Inn”) is made effective as of the Effective Date.

RECITALS:

The Franchise Agreement contemplates the grant of a franchise for an Inn to be operated under the “Red Roof Inn” and “Red Roof Inns” trade names and service marks.

“Red Roof Inn & Suites” means a high quality lodging facility in the economy segment with no less than 10% of the room count consisting of rooms with enhanced amenities. These may include more spacious rooms, refrigerators, coffee makers, second telephone, exercise room, or meeting rooms. The standards for Red Roof Inn & Suites locations are set out in the Manuals.

The parties desire that the Inn be operated under the “Red Roof Inn & Suites” mark and wish to conform the Franchise Agreement accordingly.

NOW, THEREFORE, for and in consideration of the mutual promises and agreements set forth herein and in the Franchise Agreement the parties agree as follows:

1. Amendment to Franchise Agreement. The Franchise Agreement is hereby amended in all appropriate places to provide that the Inn shall be operated under the trade name and service mark, “Red Roof Inn & Suites.” Except for the trade name and service mark by which the Inn is identified, such Inn shall in all other respects be considered part of the Red Roof Inn franchise System and all provisions of the Franchise Agreement applicable to the operation of Red Roof Inns under the System shall apply to the Inn.

2. Miscellaneous.

2.1 The Recitals are hereby incorporated into this Suites Addendum by this reference. The captions in this Suites Addendum are for convenience only. Any capitalized term that is not defined in this Suites Addendum shall have the meaning given to it in the Franchise Agreement.

2.2 The parties hereby confirm the Franchise Agreement, as amended by this Suites Addendum, and reaffirm their respective obligations under such Franchise Agreement, as amended by this Suites Addendum. The parties agree that except as specifically set forth herein, the provisions of the Franchise Agreement shall remain unchanged and this Suites Addendum shall be in addition to, and not in lieu of, the provisions of the Franchise Agreement. In the event of any conflict between the terms of the Franchise Agreement and the terms of this Suites Addendum, the terms of this Suites Addendum shall control.

2.3 This Suites Addendum may be executed in multiple counterparts, each of which when executed and delivered shall be deemed to be an original and all of which together shall constitute one and the same agreement. Delivery of an executed counterpart of a signature page to this Suites Addendum by electronic transmission (including an electronic signature platform such as DocuSign or the transmission of a scanned PDF document) shall be effective as delivery of a manually executed counterpart of this Suites Addendum.

IN WITNESS WHEREOF, the parties hereto have executed and delivered this Suites Addendum effective as of the date of the Franchise Agreement.

FRANCHISOR:

RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____

Print Name: _____

Title: _____

FRANCHISEE:

,
a

By: _____

Print Name: _____

Title: _____

**RED ROOF PLUS+ ADDENDUM
TO RED ROOF INN FRANCHISE AGREEMENT**

This Red Roof PLUS+ Addendum (“PLUS Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee”) with respect to the inn located at _____ (the “Inn”) is made effective as of the Effective Date.

RECITALS:

The Franchise Agreement contemplates the grant of a franchise for an Inn to be operated under the “Red Roof Inn” and “Red Roof Inns” trade names and service marks.

“Red Roof PLUS+” means a high quality lodging facility in the economy segment consisting of guest rooms with enhanced amenities. These may include a minimum required number of guest rooms with enhanced amenities, including but not limited to in room refrigerators, microwaves, and /or coffee makers. The lodging facility may also be required to have an upgraded lobby design and exterior design elements, including, but not limited to, a defined entry canopy or porte cochere, LED lighting as well as other exterior design elements. The standards for Red Roof PLUS+ locations are set out in the Manuals.

The parties’ desire that the Inn be operated under the “Red Roof PLUS+” mark and wish to conform the Franchise Agreement accordingly.

NOW, THEREFORE, for and in consideration of the mutual promises and agreements set forth herein and in the Franchise Agreement the parties agree as follows:

1. Amendment to Franchise Agreement. The Franchise Agreement is hereby amended in all appropriate places to provide that the Inn shall be operated under the trade name and service mark, “Red Roof PLUS+.” Except for the trade name and service mark by which the Inn is identified, such Inn shall in all other respects be considered part of the Red Roof Inn franchise System and all provisions of the Franchise Agreement applicable to the operation of Red Roof Inns under the System shall apply to the Inn.

2. Miscellaneous.

2.1 The Recitals are hereby incorporated into this PLUS Addendum by this reference. The captions in this PLUS Addendum are for convenience only. Any capitalized term that is not defined in this PLUS Addendum shall have the meaning given to it in the Franchise Agreement.

2.2 The parties hereby confirm the Franchise Agreement, as amended by this PLUS Addendum, and reaffirm their respective obligations under such Franchise Agreement, as amended by this PLUS Addendum. The parties agree that except as specifically set forth herein, the provisions of the Franchise Agreement shall remain unchanged and this PLUS Addendum shall be in addition to, and not in lieu of, the provisions of the Franchise Agreement. In the event of any conflict between the terms of the Franchise Agreement and the terms of this PLUS Addendum, the terms of this PLUS Addendum shall control.

2.3 This PLUS Addendum may be executed in multiple counterparts, each of which when executed and delivered shall be deemed to be an original and all of which together shall constitute one and the same agreement. Delivery of an executed counterpart of a signature page to this PLUS Addendum by electronic transmission (including an electronic signature platform such as DocuSign or the

transmission of a scanned PDF document) shall be effective as delivery of a manually executed counterpart of this PLUS Addendum.

IN WITNESS WHEREOF, the parties hereto have executed and delivered this PLUS Addendum effective as of the date of the Franchise Agreement.

FRANCHISOR:
RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

RED ROOF PLUS+ & SUITES ADDENDUM TO RED ROOF INN FRANCHISE AGREEMENT

This Red Roof PLUS+ & Suites Addendum (“PLUS & Suites Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”, “we” or “us”) and _____ (“Franchisee”) with respect to the inn located at _____ (the “Inn”) is made effective as of the Effective Date.

RECITALS:

The Franchise Agreement contemplates the grant of a franchise for an Inn to be operated under the “Red Roof Inn” and “Red Roof Inns” trade names and service marks.

“Red Roof PLUS+ & Suites” means a high quality lodging facility in the economy segment consisting of guest rooms with enhanced amenities. These may include a minimum required number of guest rooms with enhanced amenities, including but not limited to in room refrigerators, microwaves, and /or coffee makers. The lodging facility may also be required to have an upgraded lobby design and exterior design elements, including, but not limited to, a defined entry canopy or porte cochere, LED lighting as well as other exterior design elements. The standards for Red Roof PLUS+ & Suites locations are set out in the Manuals.

The parties’ desire that the Inn be operated under the “Red Roof PLUS+ & Suites” mark and wish to conform the Franchise Agreement accordingly.

NOW, THEREFORE, for and in consideration of the mutual promises and agreements set forth herein and in the Franchise Agreement the parties agree as follows:

1. Amendment to Franchise Agreement. The Franchise Agreement is hereby amended in all appropriate places to provide that the Inn shall be operated under the trade name and service mark, “Red Roof PLUS+ & Suites”. Except for the trade name and service mark by which the Inn is identified, such Inn shall in all other respects be considered part of the Red Roof Inn franchise System and all provisions of the Franchise Agreement applicable to the operation of Red Roof Inns under the System shall apply to the Inn.

2. Miscellaneous.

2.1 The Recitals are hereby incorporated into this PLUS & Suites Addendum by this reference. The captions in this PLUS & Suites Addendum are for convenience only. Any capitalized term that is not defined in this PLUS & Suites Addendum shall have the meaning given to it in the Franchise Agreement.

2.2 The parties hereby confirm the Franchise Agreement, as amended by this PLUS & Suites Addendum, and reaffirm their respective obligations under such Franchise Agreement, as amended by this PLUS & Suites Addendum. The parties agree that except as specifically set forth herein, the provisions of the Franchise Agreement shall remain unchanged and this PLUS & Suites Addendum shall be in addition to, and not in lieu of, the provisions of the Franchise Agreement. In the event of any conflict between the terms of the Franchise Agreement and the terms of this PLUS & Suites Addendum, the terms of this PLUS & Suites Addendum shall control.

2.3 This PLUS & Suites Addendum may be executed in multiple counterparts, each of which when executed and delivered shall be deemed to be an original and all of which together shall

constitute one and the same agreement. Delivery of an executed counterpart of a signature page to this PLUS & Suites Addendum by electronic transmission (including an electronic signature platform such as DocuSign or the transmission of a scanned PDF document) shall be effective as delivery of a manually executed counterpart of this PLUS & Suites Addendum.

IN WITNESS WHEREOF, the parties hereto have executed and delivered this PLUS & Suites Addendum effective as of the date of the Franchise Agreement.

FRANCHISOR:
RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

EXHIBIT J

NON-DISCLOSURE AGREEMENT (BUILDING PLANS)

NON-DISCLOSURE AGREEMENT (BUILDING PLANS)

This Non-Disclosure Agreement (this “Agreement”) is made and entered into on _____

by and between Red Roof Franchising, LLC (“Franchisor”), a Delaware limited liability company with principal offices at The Red Roof Building, 7815 Walton Parkway, New Albany, OH 43054 and _____, a _____ with principal offices at _____ (“Franchisee”).

Franchisor and Franchisee are parties to a Red Roof Inn Franchise Agreement dated _____, 20__ (the “Franchise Agreement”), pursuant to which Franchisor granted to Franchisee the right and license (and Franchisee accepted the obligation) to develop and operate a franchised Red Roof Inn (the “Inn”) located at _____ (Inn # _____) (the “Approved Location”);

Franchisee has requested that Franchisor provide Franchisee with the Building Plans and Specifications for Franchisor’s NextGen prototype (the “Building Plans”). The Building Plans are proprietary to Franchisor and, therefore, Franchisor requires Franchisee to execute this Agreement prior to the delivery of the Building Plans to Franchisee.

In consideration of the disclosure of such information, and the mutual representations and covenants contained hereinafter, each of the parties hereby agrees as follows:

1. **Definition.** This Agreement shall apply to all confidential and proprietary information disclosed by Franchisor to the Franchisee, including, without limitation, the Building Plans and all information, documents, specifications, drawings, technology, know-how, studies and business information related thereto (collectively, “Confidential Information”).
2. **Nondisclosure of Confidential Information.** Franchisee agrees not to use any Confidential Information for its own use or for any purpose except to carry out discussions with Franchisor concerning the development of the Inn. Franchisee agrees to hold the Confidential Information in strict confidence and not to disclose such Confidential Information to any third parties. Notwithstanding the foregoing, Franchisee may disclose the Confidential Information only to those employees or consultants who require such information in order to further the business discussions between the parties and only to the extent necessary. Franchisee agrees that it will take all reasonable measures to protect the confidentiality of and avoid disclosure or use of the Confidential Information in order to prevent it from falling into the public domain or the possession of persons other than those persons authorized hereunder to have any such information, which measures shall include the highest degree of care that it utilizes to protect its own confidential information of a similar nature. No copies of the Confidential Information may be made unless approved in writing by Franchisor.
3. **Exceptions.** The obligations set forth in Section 2, above, shall not apply to any information which (i) was known to Franchisee prior to being disclosed by Franchisor, or (ii) becomes publicly known through no wrongful act of Franchisee, or (iii) is approved for release by written authorization of Franchisor, or (iv) is rightfully received from a third party who provided such information without breach of any separate confidentiality obligation and without restriction or subsequent disclosure. In addition, Confidential Information may be disclosed to the extent required by court order or as otherwise required by law, provided that Franchisee notifies Franchisor promptly upon learning of the possibility of any such requirement and has given Franchisor a reasonable opportunity (and cooperated with the party) to contest or limit the scope of such required disclosure (including application for a protective order).
4. **Remedies.** Franchisee acknowledges and agrees that the unauthorized disclosure or use of the Confidential Information will cause irreparable harm and significant injury to Franchisor which will be

difficult to ascertain and incapable of adequately compensating solely in terms of monetary damages. Accordingly, Franchisee agrees that Franchisor shall have the right to the issuance of immediate injunctive relief enjoining any breach or threatened breach of Franchisee's obligations hereunder.

5. No License. Franchisee hereby acknowledges and agrees that all Confidential Information shall be owned solely by Franchisor. This Agreement entitles Franchisee to use the Confidential Information solely in connection with Franchisee's development of the Inn. No license, express or implied, in the Confidential Information is granted to Franchisee other than to use the Confidential Information in the manner and to the extent authorized by this Agreement.

6. Term. This Agreement shall be and remain in effect for a period of five (5) years from the date hereof. The foregoing covenants and commitments of Franchisee shall survive the expiration of this Agreement.

7. Governing Law. This Agreement shall be governed by the laws of the State of Ohio, excluding that body of law relating to choice of laws, and of the United States of America. Any action or proceeding brought to enforce or interpret the provisions of this Agreement shall be brought in a court of competent subject matter jurisdiction in Ohio. Each of the parties irrevocably submits itself to the personal jurisdiction and venue of such courts for purposes of any such action; provided, however, notwithstanding the foregoing, each of the parties shall be entitled to the issuance of appropriate equitable relief regarding the party's breach or alleged breach of this Agreement in any court of competent jurisdiction in any country in which such breach or alleged breach occurs. The prevailing party in any legal proceeding between the parties shall be entitled to recover, in addition to any relief awarded, its costs and expenses incurred in any such proceeding, including, without limitation, its reasonable fees for attorneys, expert witnesses and court costs.

8. Return of Confidential Information. Promptly upon request by Franchisor, Franchisee shall return all Confidential Information, together with and any and all copies thereof and notes, work papers, studies, reports and information related thereto to Franchisor.

9. Miscellaneous. Franchisor may assign its rights in this Agreement upon written notice to Franchisee. Franchisee may not assign this Agreement to any third party without the prior written consent of Franchisor. Any attempted or purported assignment, delegation or such transfer without such required consent shall be void. Subject to the foregoing, this Agreement shall be binding upon and inure to the benefit of the undersigned parties, their respective successors and permitted assigns. Failure to enforce any provision of this Agreement shall not constitute a waiver of any such provision. Should any provision of this Agreement be determined to be void, invalid or otherwise unenforceable by any court of competent jurisdiction, such determination shall not affect the remaining provisions of this Agreement, which shall remain in full force and effect. This Agreement contains the entire understanding and agreement between the parties with respect to the subject matter contained herein, and no waiver, alteration, modification or amendment of any of the provisions hereof shall be binding on the parties unless made in writing and signed by duly authorized representatives of each of the parties. This Agreement may be executed in counterparts, and each copy so executed and delivered shall be deemed an original.

10. Disclaimer. Due to variations in local, regional and state applications of building codes and requirements, geographical and topography conditions of individual sites and building materials, Franchisor disclaims all warranties and liabilities, of any kind whether express or implied arising from Franchisee's use of the Building Plans.

IN WITNESS WHEREOF, the parties hereby have caused this Agreement to be executed as of the date first written above.

FRANCHISOR:
RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

EXHIBIT K

RESERVATION PLATFORM /PMS SOFTWARE SUBLICENSE AGREEMENT

**RESERVATION PLATFORM / PMS
SOFTWARE SUBLICENSE AGREEMENT**

THIS RESERVATION PLATFORM / PMS SUBLICENSE AGREEMENT (the “Software Agreement”) is made and entered into on the ___ day of _____ by and between RED ROOF FRANCHISING, LLC (“Licensor”), a Delaware limited liability company and (“Licensee”), as required by a Franchise Agreement between Licensee and Licensor dated _____, 20____ (the “Franchise Agreement”) pursuant to which Licensee will operate a Red Roof Inn lodging facility located at _____ (the “Inn”).

RECITALS:

Licensor is the licensee or sublicensee of certain computer software, including proprietary property management software and certain related interfaces and related documentation (collectively, the “Software”) and has obtained the right to sublicense the Software from its licensors.

The Software is designed to enhance the management of the Inn in automation of multiple functions, including check-in and payment, messages, wake-up calls, reservations, rooms control and housekeeping scheduling.

The Franchise Agreement requires Licensee to use the Software in the operation of the Inn unless and until Licensor designates different software and computer systems for Licensee’s use.

NOW, THEREFORE, for good and valuable consideration, the sufficiency and receipt of which are hereby acknowledged, the parties agree as follows:

1 GRANT

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2.2 Support and Maintenance Fee. Licensee agrees to pay Licensor or its designee a maintenance fee as designated by Licensor (the "Maintenance Fee"), which as of the date of this Software Agreement is \$490 per month plus \$3.85 per hotel room. Licensor may increase the Maintenance Fee annually by up to 5%.

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4.3 Survival. All provisions of this Software Agreement intended to survive the expiration or termination of this Software Agreement shall so survive, including, without limitation, the terms of Section 8 hereof.

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7.2 Individual Covenants. At Licensor's request, Licensee shall obtain and furnish to Licensor executed covenants similar in substance to those set forth in Section 7.1 hereof, from all employees, agents, officers, directors and/or partners of Licensee with access to the Software. All such covenants shall be in a form approved by Licensor and shall include, among other things, a provision designating Red Roof Inns, Inc. and Licensor and their successors and assigns as third-party beneficiaries of such covenants with an independent right to enforce them.

7.3 Injunctive Relief. If Licensee fails to comply with the terms of this Section 7, Licensee hereby acknowledges that such action or inaction will cause irreparable harm to Licensor, and that there will be no adequate remedy at law, thereby necessitating injunctive relief against Licensee. In such event, Licensor shall be entitled to recover from Licensee the expenses, including, without limitation, reasonable attorneys' fees and costs of obtaining such injunctive relief.

8 INDEMNIFICATION BY LICENSEE

Licensee hereby expressly agrees to indemnify and hold harmless Licensor, its Affiliates and successors and assigns, and any of Licensor's licensors of the Software and their respective officers, directors, agents, employees, past and present, from and against any claims, losses, costs, expenses (including, without limitation, reasonable attorneys' fees), liabilities and damages, other than claims specified in Section 6.1 hereof, arising out of or related to this Software Agreement and/or Licensee's use of the Software.

9 ASSIGNMENT

9.1 Limitation on Transfer by Licensee. Without the express prior written consent of Licensor, which may be arbitrarily withheld, Licensee shall not directly or indirectly sublicense; transfer; sell; donate; rent; lease; loan; convey; translate; demonstrate; convert to another programming, spoken or written language; encumber; distribute or otherwise assign this Software Agreement, the license granted hereunder, the Software or any interest therein. In the event of such transfer, Licensee (or its successor) shall pay to Licensor the Transfer License Fee.

9.2 Transfer to Transferee of Franchise Agreement. Notwithstanding the provisions of Section 9.1 above, Licensor shall approve the transfer of this Software Agreement in conjunction with a transfer of the Franchise Agreement, which has been approved by Licensor pursuant to the Franchise Agreement. Licensor may require transferee to execute a new Software Agreement.

9.3 Assignment by Licensor. Licensor may transfer or assign this Software Agreement or any part of its rights or obligations under this Software Agreement to any person or legal entity, provided that the transferee is an entity to which Software Licensor transfers all or substantially all of the Software Agreements for Red Roof Inn locations and the transferee or assignee accepts the transferor's assignment.

10 GENERAL PROVISIONS

10.1 Compliance with all Laws; Partial Invalidity. Each party hereto agrees that it will perform its obligations hereunder in accordance with all applicable laws, rules and regulations now or hereafter in effect. If any term or provision of this Agreement shall be found to be illegal or unenforceable, then such provision notwithstanding, this Agreement shall remain in full force and effect and such term or provision shall be deemed stricken.

10.2 Amendments. No amendment to this Agreement shall be effective unless it is in writing and signed by duly authorized representatives of both parties.

10.3 Waiver. No term or provision hereof shall be deemed waived and no breach excused unless such waiver or consent shall be in writing and signed by the party claimed to have waived or consented. Any consent by any party to, or waiver of, any breach by the other, whether express or implied, shall not constitute consent to, waiver of, or excuse for any other different or subsequent breach of any term or provision.

10.4 Authority. Each party represents and warrants to the other that it has full power and authority to enter into and perform this Agreement, and the person signing this Agreement on behalf of each has been properly authorized and empowered to enter into this Agreement.

10.5 Notices. All notices pursuant to this Software Agreement shall be in writing and shall be personally delivered; sent by facsimile (if confirmed by regular mail within three (3) days); mailed by registered or certified mail, return receipt requested; or dispatched by overnight delivery to the respective parties at the following addresses, unless and until a different address has been designated by written notice to the other party:

Notices to Licensor: Chief Development Officer
Red Roof Franchising, LLC
7815 Walton Parkway
New Albany, OH 43054
Facsimile Number (614) 225-5328

With a copy to: Franchise Legal Department
Red Roof Franchising, LLC
7815 Walton Parkway
New Albany, OH 43054
Facsimile Number (614) 225-5328

Notices to Licensee:

Attn:

Facsimile Number

Notice shall be deemed to have been received as follows: by personal delivery - at the time of delivery; by facsimile (if confirmed by regular mail as set forth above) - at time of faxing; by overnight delivery service on the next business day following the date on which the notice was given to the overnight delivery service; and by registered or certified mail, return receipt requested - three (3) days after the date of mailing.

10.6 Governing Law and Forum. This Software Agreement takes effect upon its acceptance and execution by Licensors in Ohio, and shall be interpreted and construed under the laws of the State of Ohio. In the event of any conflict of laws, the laws of Ohio shall prevail, without regard to, and without giving effect to, the application of Ohio conflict of law rules. With respect to any claims, controversies or disputes arising under this Software Agreement, Licensors, Licensees, and Owners of Licensees listed in the Franchise Agreement hereby irrevocably submit themselves to the jurisdiction of the state and federal courts located in Columbus, Ohio and hereby waive all objections to personal jurisdiction for the purpose of carrying out this provision. Licensee and Owners hereby agree that service of process may be made upon any of them in any proceeding relating to or arising out of this Software Agreement or the relationship created by this Software Agreement by any means allowed by the laws and applicable rules of procedure of the United States, the State of Ohio or the state in which the Inn is located.

10.7 Statute of Limitation. No action, regardless of form, arising out of this Software Agreement, may be brought by either party more than three (3) years after the cause of action has accrued.

10.8 Entire Agreement. This Software Agreement constitutes the entire Agreement between Licensors and Licensees concerning the subject matter hereof, and supersedes all prior agreements concerning the same subject matter, no other representations having induced Licensee to execute this Agreement.

10.9 Terms of the Franchise Agreement. Except as otherwise expressly set forth herein, all terms and conditions of the Franchise Agreement shall fully apply to this Software Agreement as if set forth herein.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Software Agreement on the date first above written.

LICENSOR:
RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

LICENSEE:

,
a

By: _____
Print Name: _____
Title: _____

EXHIBIT L

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Red Roof

Master Design Specifications Manual

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- › 187 Designated Smoking Area
- › 193 Pet Area
- › 194 PLUS+ Requirements
- › 224 Alternate Specification Request Form

EXHIBIT M

TRANSFER ADDENDUM TO FRANCHISE AGREEMENT

ADDENDUM TO FRANCHISE AGREEMENT FOR TRANSFER LOCATIONS

This Transfer Addendum (“Transfer Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee”) with respect to the Red Roof Inn (the “Inn”) located at _____ (the “Approved Location”) is made effective as of the Effective Date.

RECITALS

Franchisee acquired the Inn through a transfer of an existing Red Roof Inn at the Approved Location from _____ (“Prior Franchisee”) under a Franchise Agreement with Franchisor dated _____ (the “Prior Agreement”).

Franchisor and Franchisee wish to enter into this Transfer Addendum to modify certain terms and conditions of the Franchise Agreement.

Now, therefore, in consideration of the mutual promises and covenants set forth herein and in the Franchise Agreement, the parties agree as follows:

1. TRANSFER FEE.

Franchisee will pay a Transfer Application Fee in the amount of _____ Dollars (\$) and a Transfer Fee in the amount of _____ Dollars (\$) which shall be due and payable when Franchisee signs the Franchise Agreement.

2. TRANSFER AND ASSUMPTION.

Franchisee assumes and obligates itself to perform any and all of the obligations (financials and otherwise) of the Prior Franchisee under the Prior Agreement that is not paid or performed as of the Effective Date, including without limitation, the obligation to pay any unpaid Royalty Fees, Marketing and Reservation Fees, Preferred Members Program Fees or other amounts due to Franchisor and to correct any uncured defaults other than as expressly superseded by this Transfer Addendum. Franchisee acknowledges that Franchisor may require Franchisee or its staff to complete training on the use of the property management or similar computer system for accessing the Reservation System and pay Franchisor’s retraining fee.

3. PROPERTY IMPROVEMENT OBLIGATION.

3.1 Franchisor has approved the application Franchisee submitted to Franchisor and has entered into the Franchise Agreement in reliance upon Franchisee’s promise and undertaking to improve, equip and supply the Approved Location in accordance with System Standards. Franchisee must provide Franchisor with proof that Franchisee owns or leases the Approved Location before or within thirty (30) days of the Effective Date. Franchisor has performed an inspection of the Approved Location and reviewed its quality assurance records and generated a Property Improvement Plan (the “PIP”) of renovations, operational changes, repairs, refurbishments, replacements, and capital improvements to conform the Approved Location to System Standards that is attached to this Transfer Addendum. The PIP specifies those renovations and improvements and the specified timeframes for completion. Franchisee shall erect a barrier or place signage acceptable to Franchisor to exclude guests from accessing any areas under renovation or construction. Franchisor may require Franchisee to remove, cease display or use, or completely obscure all signage and other items bearing any Proprietary Marks until the Inn meets System Standards in Franchisor’s sole discretion. All renovations will comply with System Standards, any approved plans and any PIP attached to

this Transfer Addendum. Franchisor may, in its sole discretion, require Franchisee to place funds in escrow, at Franchisee's expense, in order to complete all necessary improvements. Franchisor may, in its sole discretion, terminate the Franchise Agreement by giving written notice to Franchisee (subject to applicable law) if: (1) Franchisee does not commence or complete the renovations to the Approved Location by the dates specified in this Section or the PIP; or (2) Franchisee continues to display the Proprietary Marks and identify the Approved Location as a Red Roof Inn if Franchisor sends notice to Franchisee that Franchisee has failed to complete the renovations by the date specified in the PIP, as provided in this Section. TIME IS OF THE ESSENCE FOR THE RENOVATIONS.

3.2 Franchisee must also pay Franchisor any travel expenses set forth in Section 5.13 of the Franchise Agreement if Franchisee fails to complete any renovations by the deadline established in the PIP and Franchisor's representatives must return to the Approved Location to inspect it. Franchisor may, however, grant Franchisee one or more extension of time to complete any phase or item on the PIP in Franchisor's sole discretion. The grant of an extension to perform the renovations will not waive any other default existing at the time the extension is granted.

4. APPROVED PLANS.

Franchisee will create plans and specifications for the work described in the PIP (based upon the System Standards and the Franchise Agreement) if Franchisor so requests and submit them for Franchisor's approval before starting renovation of the Inn (the "Approved Plans"). Franchisor will not unreasonably withhold or delay its approval, which is intended only to test compliance with System Standards, and not to detect errors or omissions in the work of Franchisee's architects, engineers, contractors or the like. Franchisor's review does not cover technical, architectural or engineering factors, or compliance with federal, state or local laws, regulations or code requirements. Franchisor will not be liable to Franchisee's lenders, contractors, employees, guests, or others or Franchisee on account of Franchisor's review or approval of Franchisee's plans, drawings or specifications, or Franchisor's inspection of the Approved Location before, during or after renovation or construction. Any material variation from the Approved Plans requires Franchisor's prior written approval. Franchisor may offer to provide Franchisee or its architect with interior design or other prototypes. If Franchisee declines to utilize such prototype(s) in developing the Inn, Franchisor may charge Franchisee a fee for reviewing Franchisee's custom plans and designs. Franchisor may offer other optional architectural and design services for a separate fee. Franchisee will promptly provide Franchisee with copies of permits, job progress reports, and other information as Franchisor may reasonably request. Franchisor may inspect the work while in progress without prior notice.

5. OPENING.

Franchisee may continue to identify and operate the Inn under the System while Franchisee renovates the Inn.

6. DEFINITIONS.

6.1 The Effective Date means the date that Franchisee first takes possession of the Approved Location, even if Franchisee signs this Agreement after the date Franchisee first take possession of the Approved Location.

6.2 The Opening Date means the date as of which Franchisor authorizes Franchisee to open the Inn at the Approved Location for business identified by the Marks and using the System, even if Franchisee signs this Agreement after that date. Unless Franchisor requires Franchisee to close the Inn at the Approved Location to perform any pre-opening Improvement Obligation, the Opening Date is the Effective Date.

7. **ROYALTY FEE DISCOUNT.**

Notwithstanding anything to the contrary in the Franchise Agreement, including but not limited to Section 4.2, the Royalty Fee is revised as follows:

Years of Operation Following the Opening Date	Royalty Fee
Year through Year	% of the Inn's Gross Room Revenues
Year through Year	% of the Inn's Gross Room Revenues
Year through the Expiration Date	% of the Inn's Gross Room Revenues

8. **[ADD ANY SPECIAL STIPULATIONS]**

9. **[ADD ANY SPECIAL STIPULATIONS]**

10. **EFFECT OF DEFAULT**

Unless and until Franchisee defaults under the terms of the Franchise Agreement, the modification(s) referred to in Sections and of this Transfer Addendum will remain in effect. The term “default” shall mean those violations of the Franchise Agreement that are not cured within any applicable cure periods outlined in Sections 13.2 and 13.3 of the Franchise Agreement. The referenced modification(s) are exclusive to Franchisee and not transferable to any other party. From and after the date of any such default, the modification(s) set forth in Sections and shall be null and void and of no further force and effect, and the original terms set forth in the Franchise Agreement shall thereafter be reinstated.

11. **EFFECT OF TRANSFER**

Unless and until there is a Transfer as defined by the terms of the Franchise Agreement, outlined in Section 12, the modification(s) referenced in this Addendum will remain in effect. The referenced modification(s) are exclusive to Franchisee and not transferable to any other party. From and after the date of any such Transfer, the modification(s) set forth in this Transfer Addendum shall be null and void and of no further force and effect, and the terms set forth in a new Franchise Agreement to be executed by a transferee shall thereafter be effective.

12. **CONFIDENTIALITY**

Franchisee agrees to keep the grant of the modification(s) contained in this Transfer Addendum in strict confidence and will not disclose them to any persons other than its directors, officers, partners, employees, agents and advisors who have a need to know for the purpose of operating the Inn. Any unauthorized disclosure is default under the Addendum, and Franchisor may, at its option, immediately terminate the Franchise Agreement on notice to Franchisee or may revoke the modification(s) contained in this Transfer Addendum upon any unauthorized disclosure by Franchisee. The modification(s) outlined in this Transfer Addendum are for the Inn specified in Exhibit A of the Franchise Agreement and do not indicate that any other hotels owned by Franchisee or by others will receive similar modification(s).

13. MISCELLANEOUS.

13.1 The Recitals are hereby incorporated into this Transfer Addendum by this reference. The captions in this Transfer Addendum are for convenience only. Any capitalized term that is not defined in this Transfer Addendum shall have the meaning given to it in the Franchise Agreement.

13.2 The parties hereby confirm the Franchise Agreement, as amended by this Transfer Addendum, and reaffirm their respective obligations under such Franchise Agreement, as amended by this Transfer Addendum. The parties agree that except as specifically set forth herein, the provisions of the Franchise Agreement shall remain unchanged and this Transfer Addendum shall be in addition to, and not in lieu of, the provisions of the Franchise Agreement. In the event of any conflict between the terms of the Franchise Agreement and the terms of this Transfer Addendum, the terms of this Transfer Addendum shall control.

13.3 This Transfer Addendum may be executed in multiple counterparts, each of which when executed and delivered shall be deemed to be an original and all of which together shall constitute one and the same agreement. Delivery of an executed counterpart of a signature page to this Transfer Addendum by electronic transmission (including an electronic signature platform such as DocuSign or the transmission of a scanned PDF document) shall be effective as delivery of a manually executed counterpart of this Transfer Addendum.

~~[Signatures follow on next page.]~~

| _____IN WITNESS WHEREOF, the parties hereto have executed and delivered this Transfer Addendum effective as of the date of the Franchise Agreement.

FRANCHISOR:
RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

ADDENDUM FOR TRANSFER LOCATIONS
(PROPERTY IMPROVEMENT PLAN ATTACHED)

EXHIBIT N

DEVELOPMENT INCENTIVE PROGRAM FOR WOMEN AND VETERANS

**DEVELOPMENT INCENTIVE PROGRAM ADDENDUM
TO THE RED ROOF INN FRANCHISE AGREEMENT**

FOR WOMEN AND VETERANS

This Development Incentive Program Addendum (this “Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated as of [REDACTED] (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”), and [REDACTED], (“Franchisee”) is made effective as of the Effective Date.

RECITALS

In order to encourage the development and operation of franchised Red Roof Inns (“Inns”) by women and veterans of the United States military, Franchisor has implemented a development incentive program (the “Program”) for qualified Women-Owned and Veteran-Owned Businesses (as defined below).

Franchisor and Franchisee are entering into this Addendum to modify the Franchise Agreement because Franchisee’s development of the Inn located at the Approved Location meets the criteria for the Program.

NOW, THEREFORE, in consideration of the mutual covenants, agreements and obligations set forth below, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties, intending to be legally bound, agree as follows:

1. Defined Terms. As used in this Addendum, the following terms shall have the applicable meanings:
 - A. “Women-Owned Business” shall mean a business entity that is at least fifty-one percent (51%) owned, operated and controlled on a daily basis by one or more females.
 - B. “Veteran-Owned Business” shall mean a business entity that is at least fifty-one percent (51%) owned, operated and controlled on a daily basis by one or more Veterans.
 - C. “Veteran” shall mean a person who has provided Franchisor with a DD Form 214 or other adequate documentation, as determined by Franchisor, demonstrating honorable discharge from the United States military.
2. Eligibility. Franchisee has satisfied the following requirements and is eligible to participate in the Program:
 - A. Franchisee is a [Women-Owned Business] [Veteran-Owned Business]; and
 - B. Franchisee and/or its affiliates are in full compliance with the terms of the Franchise Agreement and any other agreement with Franchisor and/or its affiliates.
3. Initial Franchise Fee Reduction. Franchisor shall provide Franchisee with a Ten Thousand Dollar (\$10,000) reduction in the Initial Franchise Fee due under the Franchise Agreement. Therefore, notwithstanding the provisions of Section 4.1 of the Franchise Agreement, Franchisee shall pay a reduced Initial Franchise Fee to Franchisor in the amount of Seventeen Thousand Dollars (\$17,000) on or before the Effective Date.

4. Repayment of Reduced Initial Franchise Fee on Transfer. Franchisee acknowledges and agrees that the Program benefits are specific to Franchisee and its owners. Therefore, if, prior to the first anniversary of the opening date of the Inn, Franchisee transfers the Inn or any equity or ownership interests in Franchisee, then Franchisee must pay to Franchisor the portion of the Initial Franchise Fee that was reduced by Franchisor in the amount of Ten Thousand Dollars (\$10,000).

5. Miscellaneous.

5.1 The Recitals are hereby incorporated into this Addendum by this reference. The captions in this Addendum are for convenience only. Any capitalized term that is not defined in this Addendum shall have the meaning given to it in the Franchise Agreement.

5.2 The parties hereby confirm the Franchise Agreement, as amended by this Addendum, and reaffirm their respective obligations under such Franchise Agreement, as amended by this Addendum. The parties agree that except as specifically set forth herein, the provisions of the Franchise Agreement shall remain unchanged and this Addendum shall be in addition to, and not in lieu of, the provisions of the Franchise Agreement. In the event of any conflict between the terms of the Franchise Agreement and the terms of this Addendum, the terms of this Addendum shall control.

5.3 This Addendum may be executed in multiple counterparts, each of which when executed and delivered shall be deemed to be an original and all of which together shall constitute one and the same agreement. Delivery of an executed counterpart of a signature page to this Addendum by electronic transmission (including an electronic signature platform such as DocuSign or the transmission of a scanned PDF document) shall be effective as delivery of a manually executed counterpart of this Addendum.

IN WITNESS WHEREOF, the parties have duly executed and delivered this Addendum effective as of the Effective Date.

FRANCHISOR:
RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

EXHIBIT O

STATE REQUIRED AGREEMENT ADDENDA

**California
Illinois
Maryland
Minnesota
New York
North Dakota
Rhode Island
Washington**

**ADDENDUM TO THE RED ROOF INN FRANCHISE AGREEMENT
FOR THE STATE OF CALIFORNIA**

This Addendum (“Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee”) with respect to the Red Roof Inn (the “Inn”) located at _____ (the “Approved Location”) is made effective as of the Effective Date.

1. Section 16.1 of the Franchise Agreement, together with its subsections, is hereby deleted in its entirety.
2. Initially capitalized terms used but not otherwise defined herein have the same meanings as set forth in the Franchise Agreement. In the event of a conflict between the Franchise Agreement and this Addendum, this Addendum controls. All other rights, obligations, and provisions of the Franchise Agreement shall remain in full force and effect. This Addendum is incorporated in and made a part of the Franchise Agreement for the State of California.

IN WITNESS WHEREOF, each of the parties hereto has caused this Addendum to be executed by its duly authorized representative as of the Effective Date.

RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

**ADDENDUM TO THE RED ROOF INN FRANCHISE AGREEMENT
FOR THE STATE OF ILLINOIS**

This Addendum (“Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee”) with respect to the Red Roof Inn (the “Inn”) located at _____ (the “Approved Location”) is made effective as of the Effective Date.

1. Illinois law shall apply to and govern the Franchise Agreement.
2. In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in a franchise agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.
3. Franchisees’ right upon Termination and Non-Renewal are set forth in sections 19 and 20 of the Illinois Franchise Disclosure Act.
4. In conformance with section 41 of the Illinois Franchise Disclosure Act, 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.
5. 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 other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
6. Initially capitalized terms used but not otherwise defined herein have the same meanings as set forth in the Franchise Agreement. In the event of a conflict between the Franchise Agreement and this Addendum, this Addendum controls. All other rights, obligations, and provisions of the Franchise Agreement shall remain in full force and effect. This Addendum is incorporated in and made a part of the Franchise Agreement for the State of Illinois.

[Signatures follow on next page.]

IN WITNESS WHEREOF, each of the parties hereto has caused this Addendum to be executed by its duly authorized representative as of the Effective Date.

RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____

Print Name: _____

Title: _____

FRANCHISEE:

,
a

By: _____

Print Name: _____

Title: _____

ADDENDUM TO THE RED ROOF INN FRANCHISE AGREEMENT FOR THE STATE OF MARYLAND

This Addendum (“Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee”) with respect to the Red Roof Inn (the “Inn”) located at _____ (the “Approved Location”) is made effective as of the Effective Date.

1. Notwithstanding anything to the contrary in Section 17.7 of the Franchise Agreement, Franchisee may bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.
2. Franchisor’s right to terminate pursuant to Section 13.2.1 of the Franchise Agreement if Franchisee commences bankruptcy may not be enforceable under federal bankruptcy law (11 U.S.C.A. 101 et seq.).
3. Section 16.1 of the Franchise Agreement, together with its subsections, is hereby deleted in its entirety.
4. Notwithstanding anything to the contrary in the Franchise Agreement, no release language in the Franchise Agreement shall relieve Franchisor or any other person, directly or indirectly, from liability imposed by the laws concerning franchising of the State of Maryland. Pursuant to the Maryland Franchise Registration and Disclosure Law, any claim by Franchisee under such law must be brought within three (3) years of the grant of the franchise.
5. No disclaimers contained within the Franchise Agreement shall, nor are they intended to, serve as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.
6. 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 other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
7. Initially capitalized terms used but not otherwise defined herein have the same meanings as set forth in the Franchise Agreement. In the event of a conflict between the Franchise Agreement and this Addendum, this Addendum controls. All other rights, obligations, and provisions of the Franchise Agreement shall remain in full force and effect. This Addendum is incorporated in and made a part of the Franchise Agreement for the State of Maryland.

[Signatures follow on next page.]

IN WITNESS WHEREOF, each of the parties hereto has caused this Addendum to be executed by its duly authorized representative as of the Effective Date.

RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

**ADDENDUM TO THE RED ROOF INN FRANCHISE AGREEMENT
FOR THE STATE OF MINNESOTA**

This Addendum (“Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee”) with respect to the Red Roof Inn (the “Inn”) located at (the “Approved Location”) is made effective as of the Effective Date.

1. Liquidated damages are prohibited by law in the State of Minnesota and, therefore, Section 13.1 of the Franchise Agreement is deleted in its entirety and replaced with the following:

“If this Franchise Agreement terminates prior to the Expiration Date, such termination will cause substantial damages to Franchisor. Franchisee therefore agrees that if the Franchise Agreement is terminated, Franchisee will be liable to Franchisor for damages and losses Franchisor suffers from such early termination. Franchisee agrees to remain liable for all obligations and claims under the Franchise Agreement, including obligations surviving termination of the Franchise Agreement, and other damages suffered by Franchisor arising out of Franchisee’s breach or default. At the time of such termination of the Franchise Agreement, Franchisee agrees to pay to Franchisor upon demand compensation for all damages, losses, costs and expenses (including reasonable attorney’s fees) incurred by Franchisor and/or amounts which would have otherwise been payable for and during the remainder of the unexpired term of the Franchise Agreement but for such termination.”

2. Section 16.1 of the Franchise Agreement, together with its subsections, is hereby deleted in its entirety.

3. The following language is added to the end of Section 17.7 of the Franchise Agreement:

“Minnesota Statutes, Section 80C.21 and Minnesota Rule 2860.4400J prohibit us from requiring litigation to be conducted outside of Minnesota. Nothing in the Franchise Agreement or Franchise Disclosure Document can abrogate or reduce any of Franchisee’s rights as provided for in Minnesota Statutes, 2087, Chapter 80C, or Franchisee’s rights to any procedure, forum or remedies provided for by the laws of Minnesota.”

4. The first sentence of Section 17.8.2 of the Franchise Agreement (relating to waiver or a jury trial) is hereby deleted.

5. Notwithstanding anything to the contrary in the Franchise Agreement, no release language in the Franchise Agreement shall relieve Franchisor or any other person, directly or indirectly, from liability imposed by Minnesota Statute §§ 80C.01 - 80C.22.

6. Nothing in the Franchise Agreement shall in any way abrogate or reduce any rights of Franchisee as provided for in the Minnesota Statutes, Chapter 80C. Minnesota statutes §80C.14, subdivisions 3, 4 and 5 require that Franchisee be given at least 90 days written notice in advance of termination (with 60 days to cure) and 180 days written notice for non-renewal of the Franchise Agreement, except that the notice shall be effective immediately for certain grounds.

7. Franchisee cannot consent to Franchisor obtaining injunctive relief. Franchisee may seek injunctive relief. See Minn. Rule 2860.4400J. A court will determine if a bond is required.

8. 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 other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

9. Initially capitalized terms used but not otherwise defined herein have the same meanings as set forth in the Franchise Agreement. In the event of a conflict between the Franchise Agreement and this Addendum, this Addendum controls. All other rights, obligations, and provisions of the Franchise Agreement shall remain in full force and effect. This Addendum is incorporated in and made a part of the Franchise Agreement for the State of Minnesota.

IN WITNESS WHEREOF, each of the parties hereto has caused this Addendum to be executed by its duly authorized representative as of the Effective Date.

RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

**ADDENDUM TO THE RED ROOF INN FRANCHISE AGREEMENT
FOR THE STATE OF NEW YORK**

This Addendum (“Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee”) with respect to the Red Roof Inn (the “Inn”) located at (the “Approved Location”) is made effective as of the Effective Date.

1. Section 12.3.3 of the Franchise Agreement is amended by adding the following sentence at the end of the Section:

“However, that all rights arising in Franchisee’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 proviso that the non-waiver provisions of General Business Law, Sections 687.4 and 687.5, be satisfied.”

2. Section 17.5.1 of the Franchise Agreement is amended by adding the following sentence at the end of the Section:

“The foregoing choice of law should not be considered a waiver of any right conferred upon Franchisee by the General Business Law of the State of New York, Article 33.”

3. Notwithstanding anything to the contrary in the Franchise Agreement, Franchisee shall be permitted to terminate the Franchise Agreement upon any grounds available by law.

4. Initially capitalized terms used but not otherwise defined herein have the same meanings as set forth in the Franchise Agreement. In the event of a conflict between the Franchise Agreement and this Addendum, this Addendum controls. All other rights, obligations, and provisions of the Franchise Agreement shall remain in full force and effect. This Addendum is incorporated in and made a part of the Franchise Agreement for the State of New York.

[Signatures follow on next page.]

IN WITNESS WHEREOF, each of the parties hereto has caused this Addendum to be executed by its duly authorized representative as of the date of the Franchise Agreement.

RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____

Print Name: _____

Title: _____

FRANCHISEE:

,
a

By: _____

Print Name: _____

Title: _____

ADDENDUM TO THE RED ROOF INN FRANCHISE AGREEMENT FOR THE STATE OF NORTH DAKOTA

This Addendum (“Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee”) with respect to the Red Roof Inn (the “Inn”) located at _____ (the “Approved Location”) is made effective as of the Effective Date.

1. Any provision of the Franchise Agreement which designates jurisdiction or venue or requires Franchisee to agree to jurisdiction or venue in a forum outside of North Dakota is deleted from the Franchise Agreement.
2. The first sentence of Section 17.8.2 of the Franchise Agreement (relating to waiver or a jury trial) is hereby deleted.
3. The laws of the State of North Dakota supersede any provisions of the Franchise Agreement, the other agreements, or Ohio law if such provisions are in conflict with North Dakota law.
4. Notwithstanding anything to the contrary in the Franchise Agreement, no release language in the Franchise Agreement shall relieve Franchisor or any other person, directly or indirectly, from liability imposed by the laws concerning franchising of the State of North Dakota.
5. Section 13.1 of the Franchise Agreement contains a liquidated damages clause. Under North Dakota law, liquidated damages clauses are unenforceable.

~~6.~~ ~~6.~~ 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 other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

~~6.7.~~ Initially capitalized terms used but not otherwise defined herein have the same meanings as set forth in the Franchise Agreement. In the event of a conflict between the Franchise Agreement and this Addendum, this Addendum controls. All other rights, obligations, and provisions of the Franchise Agreement shall remain in full force and effect. This Addendum is incorporated in and made a part of the Franchise Agreement for the State of North Dakota.

[Signatures follow on next page.]

IN WITNESS WHEREOF, each of the parties hereto has caused this Addendum to be executed by its duly authorized representative as of the Effective Date.

RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____

Print Name: _____

Title: _____

FRANCHISEE:

,

a

By: _____

Print Name: _____

Title: _____

**ADDENDUM TO THE RED ROOF INN FRANCHISE AGREEMENT
FOR THE STATE OF RHODE ISLAND**

This Addendum (“Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____, 20__ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee”) with respect to the Red Roof Inn (the “Inn”) located at _____ (the “Approved Location”) is made effective as of the Effective Date.

1. 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.”

2. Initially capitalized terms used but not otherwise defined herein have the same meanings as set forth in the Franchise Agreement. In the event of a conflict between the Franchise Agreement and this Addendum, this Addendum controls. All other rights, obligations, and provisions of the Franchise Agreement shall remain in full force and effect. This Addendum is incorporated in and made a part of the Franchise Agreement for the State of Rhode Island.

IN WITNESS WHEREOF, each of the parties hereto has caused this Addendum to be executed by its duly authorized representative as of the Effective Date.

RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

ADDENDUM TO THE RED ROOF INN FRANCHISE AGREEMENT AND RELATED AGREEMENTS REQUIRED FOR THE STATE OF WASHINGTON FRANCHISEES

This Addendum (“Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____, 20__ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee” “you” or “your”) with respect to the Red Roof Inn (the “Inn”) located at _____ (the “Approved Location”) is made effective as of the Effective Date.

~~1.~~ **Background.** The provisions of this Addendum form an integral part of, are incorporated into, and modify the Franchise Agreement regardless of anything to the contrary contained therein. This Addendum applies if: (a) the offer to sell a franchise is accepted in Washington; (b) the purchaser of the franchise is a resident of Washington; and/or (c) the franchised business that is the subject of the sale is to be located or operated, wholly or partly, in Washington.

1. **Conflict of Laws.** In the event of a ~~conflict~~ conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.

~~2.~~ **Franchisee Bill of Rights.** RCW 19.100.180 may supersede provisions in the Franchise Agreement ~~in or related agreements concerning~~ your relationship with ~~us~~ the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions ~~which may that~~ supersede the Franchise Agreement ~~in or related agreements concerning~~ your relationship with ~~us~~ the franchisor. Franchise agreement provisions, including the areas of termination those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.

Site of Arbitration, Mediation, and ~~renewal of your franchise.~~

~~2.3.~~ **3. —/or Litigation.** 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 Franchise Agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.

~~3.4.~~ **4. —General Release.** A release or waiver of rights ~~executed by a~~ in the Franchise Agreement or related agreements purporting to bind the franchisee ~~may not include rights to waive compliance with any provision~~ under the Washington Franchise Investment Protection Act or any ~~rule~~ rules or ~~order~~ orders thereunder is void 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, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).~~

~~5.~~ **5. —Statute of Limitations and Waiver of Jury Trial.** Provisions contained in the Franchise Agreement or related agreements that unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

- ~~4.6.~~ **Transfer Fees.** Transfer fees are collectable only to the extent that they ~~reflect our~~ reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.
- ~~7.~~ ~~6.~~ **Termination by Franchisee.** The franchisee may terminate the Franchise Agreement under any grounds permitted under state law.
- ~~8.~~ **Certain Buy-Back Provisions.** Provisions in Franchise Agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the Franchise Agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.
- ~~9.~~ **Fair and Reasonable Pricing.** Any provision in the Franchise Agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).
- ~~10.~~ **Waiver of Exemplary & Punitive Damages.** RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the Franchise Agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).
- ~~11.~~ **Franchisor's Business Judgement.** Provisions in the Franchise Agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.
- ~~12.~~ **Indemnification.** Any provision in the Franchise Agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.
- ~~13.~~ **Attorneys' Fees.** If the Franchise Agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.
- ~~5.14.~~ **Noncompetition Covenants.** Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of ~~yours~~ 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~~ inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of ~~yours~~ 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~~ inflation). As a result, any ~~provisions~~ provision contained in the Franchise Agreement or elsewhere that ~~conflict~~ conflicts with these limitations ~~are~~ is void and unenforceable in Washington.
- ~~6.15.~~ ~~7.~~ **Nonsolicitation Agreements.** RCW 49.62.060 prohibits ~~us~~ a franchisor from restricting, restraining, or prohibiting ~~you~~ a franchisee from (i) soliciting or hiring any employee of a franchisee of ~~ours~~ the same franchisor or (ii) soliciting or hiring any employee of ~~ours~~ the franchisor. As a

result, any such provisions contained in the Franchise Agreement or elsewhere are void and unenforceable in Washington.

~~8. You may terminate the Franchise Agreement upon any grounds permitted by law.~~

~~7.16. 9.~~ Questionnaires and Acknowledgments. 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 other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

~~17. 10.~~ Prohibitions on Communicating with Regulators. Any provision in the Franchise Agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).

~~18.~~ Advisory Regarding Franchise Brokers. Under the Washington Franchise Investment Protection Act, a “franchise broker” is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.

~~8.19.~~ Initially capitalized terms used but not otherwise defined herein have the same meanings as set forth in the Franchise Agreement. In the event of a conflict between the Franchise Agreement and this Addendum, this Addendum controls. All other rights, obligations, and provisions of the Franchise Agreement shall remain in full force and effect. This Addendum is incorporated in and made a part of the Franchise Agreement for the State of Washington.

IN WITNESS WHEREOF, each of the parties hereto has caused this Addendum to be executed by its duly authorized representative as of the Effective Date.

RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

EXHIBIT P

REVENUE MANAGEMENT AGREEMENTS

Exhibit P.1 Bi-Weekly Revenue Management Agreement

REVENUE MANAGEMENT FOR HIRE AGREEMENT

THIS AGREEMENT is made effective as of Date (the “Effective Date”) between Entity Name (“Client”) with a principal place of business at Entity Address and Red Roof Franchising, LLC (“RRF”), a Delaware Limited Liability Company with a principal place of business at 7815 Walton Parkway, New Albany, OH 43054.

Background

- A. Client is the owner of a hotel known as Property Number, Property Address (the “Hotel”), and has the authority to enter into this Agreement. The following individual Name shall represent the Client during the performance of this Agreement with respect to the services and deliverables as defined herein.
- B. Client operates the Hotel as a Red Roof Inn hotel pursuant to the terms and conditions of a franchise agreement with RRF.
- C. RRF operates a Revenue Management Department located at 7815 Walton Parkway, New Albany, OH 43054 (“Department”) and has offered to have the Department provide certain revenue management services with respect to the Hotel subject to the terms and conditions of this Agreement. Client wishes to accept and participate in such Services with respect to the Hotel.

Agreement.

1. **Services:** RRF agrees to perform for Client the **REDvenue Bi-Weekly Service** and provide the items all listed below (collectively, the “Services”).

REDvenue Optimizer Program

Program version		REDvenue (Bi-Weekly)	
Monthly cost		\$750	
Strategic Consulting		Tactical Revenue Management	
Dedicated portfolio Revenue Manager	X	Perform inventory management in Redistay	X
Revenue strategy call w/ report packet and recap	Bi-Weekly*	Price optimization management	X
Review of Day STR Report	Weekly	Review packages	X
Evaluation of retail pricing	Bi-Weekly	Review promotions	X
Mix of business analysis	Bi-Weekly	Implement packages	X
Review of future pace and pick-up	2x Week/As needed	Implement promotions	X
Online rate shop analysis	Bi-Weekly/As needed	Special event management	X
Opaque demand & pricing analysis and management	Bi-Weekly/As needed	Loading and managing LNR rates	X
Channel production review and strategy	Bi-Weekly	Sales and Marketing	
Review of inventory and make recommendations	X	Support for Sales and Marketing	X
Implementation of rate recommendations	X	Liaison for Sales and Marketing	X
Perform and review comprehensive virtual SWOT analysis	Semi-Annually	Representative from Sales or Marketing Attending Calls	Not included
Perform group displacement analysis	As needed	Support for Brand Promotions	X
Correct parity notices on OTA channels	X	RFP /Negotiated Pricing Guidance	X
Review of OTA Market Reports	X	Negotiated Account Analysis	X
Manage FIT	Bi-Weekly	Content Management	
Manage CLC	Bi-Weekly	Maintain Relationships with OTA Market Managers	X
Daily recap and recommendations	Not included	Reiew Content and Page Scores on OTA's	Bi-Weekly
Property audit	Not included	Review OTA reviews including scores and responses	Bi-Weekly
*Up to two Bi-Weekly calls may be missed per calendar year to allow RRF Staff to take PTO		Review Trip Advisor and make recommendations	Bi-Weekly

2. **Client Responsibilities:** RRF’s obligations to provide the Services are conditioned upon Client:
 - a. Providing ready access to Client’s staff and resources as necessary to allow Client to perform the Services;

- b. Being familiar with the area in which the Hotel is located and providing RRF with a list of events in the area during the term of this Agreement;
 - c. Providing RRF with a list of local demand generators in the area of the Hotel;
 - d. Sending a monthly list of all of the Hotel's sales activities and efforts during the term to RRF;
 - e. Maintaining a relationship with local Online Travel Agency ("OTA") market managers;
 - f. Making all rate changes for the Hotel; and
 - g. While in the program the Client must go through RRF to establish any on-line promotions.
- 3. **Fee:** Client agrees to pay RRF **\$750.00** a month (the "Fee") for the Services provided by this Agreement. After the Initial Term, RRF shall have the right to increase the Fee at any time by providing email notice to the Client or notice in accordance with Section 19, below.
- 4. **Bonus:** In addition to the Fee, Client agrees to pay to RRF a quarterly bonus in the event the Hotel achieves certain goals set forth below based on data from the Monthly STAR Report provided by Smith Travel Research ("STR"). Client shall pay to RRF each quarter of the term \$100.00 for each such goal achieved subject to a maximum bonus of \$300 each quarter. The comp set must be based on competitors that have an impact on the Hotel results. The comp set must be approved by a brand representative from RRF, Client, and STR.
 - a. If the Hotel has year-over-year Red Roof Inn data, the bonus will be calculated on the below metrics:
 - i. The Hotel achieves a positive RevPAR percentage change in comparison to the same quarter of the previous year.
 - ii. The Hotel improves its Revenue Generating Index (RGI) in comparison to the same quarter of the previous year.
 - iii. The Hotel achieves higher RevPAR percentage change compared to the Hotel's assigned Submarket Scale in comparison to the same quarter of the previous year.
 - b. If the Hotel does not have year-over-year Red Roof Inn data, the bonus will be calculated on the below metrics. Once the Hotel has year-over-year Red Roof Inn data, then the bonus metrics will change to those detailed in section 4.a above:
 - i. The Hotel achieves a Market Penetration Index (MPI) of 100 or higher during the previous quarter.
 - ii. The Hotel achieves a Revenue Generating Index (RGI) of 100 or higher during the previous quarter.
- 5. **Invoicing:** Client shall pay the amounts agreed to herein upon receipt of invoice and Client shall pay the amount of such invoices to RRF. Any fees or other amounts due under this Agreement not received by RRF within thirty (30) days of the date of such invoice shall bear interest at the rate of one and a half percent (1.5%) per month, calculated on a daily basis, until paid in full, or whatever the maximum rate is allowed by law.
- 6. **Confidential Information:** Neither party hereto shall disclose to any non-party to the Agreement, any confidential information of such other party. Confidential information is information which relates to the other party's research, development, trade secrets, marketing plans, or business affairs, but does not include information which is generally known or easily ascertainable by non-parties.

RRF hereby acknowledges that during the performance of this Agreement, RRF may learn or receive confidential Client information and therefore RRF hereby confirms that all such information relating to the Client's business will be kept confidential by RRF, except to the extent that such information is required to be divulged to RRF's clerical or support staff or associates in order to enable RRF to perform the Services under this Agreement.

7. **Staff:** RRF is an independent contractor and neither RRF nor RRF's staff is or shall be deemed to be employed by Client. Client is hereby contracting with RRF for the Services described in Section 1 and RRF reserves the right to determine the method, manner and means by which the Services will be performed. The Services shall be performed by RRF or RRF's staff, and Client shall not be required to hire, supervise or pay any assistants to help RRF perform the Services under this agreement.

RRF shall not be required to devote RRF's full time nor the full time of RRF's staff to the performance of the Services required hereunder, and it is acknowledged that RRF has other clients. The order or sequence in which the Services are to be performed shall be under the sole control of RRF. Except to the extent that RRF's Services must be performed on or with Client's computers or Client's existing software, and except to the extent specified in Section 1, all materials used in providing the Services shall be provided by RRF.

Each of the parties hereto agrees that, while performing Services under this Agreement, and for a period of three (3) months following the termination of this Agreement, neither party will, except with the other party's written approval, solicit or offer employment to the other party's employees or staff engaged in any efforts under this Agreement.

8. **Use and Hours of Operation:** RRF shall keep the Department staffed and open for business during normal business hours in the U.S. Eastern time zone, excluding holidays.
9. **Term of Agreement:**
- a. The term of this Agreement shall commence as of the Effective Date and shall continue for a period of twelve (12) months ("Initial Term")
 - b. Either party may terminate this Agreement upon providing ninety (90) days prior written notice to the other party. However, Client agrees to not terminate this Agreement within the first (90) days of the Initial Term.
 - c. After the Initial Term, this Agreement shall automatically renew for additional one-year renewal terms, unless a party provides notice of non-renewal to the other party at least (ninety) 90 days prior to the end of the then-current term.
10. **Default:** Either party to this Agreement shall be deemed to be in default hereunder if such party fails to perform any obligation hereunder on or before the thirtieth (30th) day following delivery of written notice of such failure by the other party (5 days for monetary defaults); provide, however, that if the non-monetary default at issue is not reasonably susceptible of being cured within thirty (30) days, such thirty (30) day period shall be extended as reasonably necessary to allow the defaulting party to effect a cure, but in no event longer than a grace period of an additional thirty (30) days. If the defaulting party fails to cure its default within any applicable cure or grace period, the non-defaulting party may terminate this Agreement.
11. **Use of Work Product:** Except as specifically set forth in writing and signed by both Client and RRF, all work product, whether or not copyrightable or patentable, developed for Client by RRF or utilized solely for Client while performing Services for Client pursuant to this Agreement, shall be the sole and exclusive property of RRF. Client is hereby granted a limited, revocable, nonexclusive license to use and employ such work product within the Client's business during the term of this Agreement.
12. **Taxes:** Any and all taxes, except income taxes of RRF, imposed or assessed by reason of this Agreement or its performance, including but not limited to sales or use taxes, shall be paid by Client. Client and RRF specifically agree that RRF is not an employee of Client. In the event foreign, federal,

state or local taxes are assessed on the Services and RRF has paid for such taxes, Client shall promptly reimburse RRF for all such taxes except for those taxes based on the income of RRF, RRF employees, or personnel provided by RRF pursuant to this Agreement.

13. Indemnification: Client shall defend, indemnify, and hold harmless RRF, its affiliates and subsidiaries, and their respective officers, directors, shareholders, members, managers, employees, independent contractors, agents, and representatives, from and against any and all liabilities, damages, losses, fines, penalties, claims, costs or expenses (including costs of investigation, reasonable legal and accounting fees and expenses) (collectively "Claims") resulting from any claim or suit brought by any third party arising from or related to: (i) Client's material breach of any term, representation, warranty or obligation contained in this Agreement; (ii) any acts or omissions of Client, or its permitted assignees, owners, affiliates, subsidiaries, and their respective officers, directors, managers, employees, independent contractors, agents and their respective employees, representatives or subcontractors in the performance of any obligation under this Agreement; and (iii) Client's acts of fraud or negligence.

- 14. Complete Agreement:** RRF warrants to Client that the analysis, data, and services to be delivered or rendered hereunder, will be of the kind and quality described in Section 1 and will be performed by qualified personnel.

RRF MAKES NO OTHER WARRANTIES, WHETHER WRITTEN, ORAL OR IMPLIED, INCLUDING WITHOUT LIMITATION, WARRANTY OF FITNESS FOR PURPOSE OR MERCHANTABILITY. IN NO EVENT SHALL RRF BE LIABLE FOR SPECIAL OR CONSEQUENTIAL DAMAGES INCLUDING, BUT NOT LIMITED TO, ANY DAMAGES RELATED TO THE AMOUNTS OF THE CLIENT'S REVENUE OR PROFITS, EITHER IN CONTRACT OR TORT, WHETHER OR NOT THE POSSIBILITY OF SUCH DAMAGES HAS BEEN DISCLOSED TO RRF IN ADVANCE OR COULD HAVE BEEN REASONABLY FORESEEN BY RRF, AND IN THE EVENT THIS LIMITATION OF DAMAGES IS HELD UNENFORCEABLE THEN THE PARTIES AGREE THAT BY REASON OF THE DIFFICULTY IN FORESEEING POSSIBLE DAMAGES ALL LIABILITY TO CLIENT SHALL BE LIMITED TO ONE HUNDRED DOLLARS (\$100.00) AS LIQUIDATED DAMAGES AND NOT AS A PENALTY.

- 15. Complete Agreement:** This agreement contains the entire agreement between the parties hereto with respect to the matters covered herein. No other agreements, representations, warranties or other matters, oral or written, purportedly agreed to or represented by or on behalf of RRF by any of its employees or agents, or contained in any sales materials or brochures, shall be deemed to bind the parties hereto with respect to the subject matter hereof. Client acknowledges that it is entering into this Agreement solely on the basis of the representations contained herein.
- 16. Applicable Law:** The parties shall each comply with all applicable federal, state and local employment and other laws, government regulations and orders. This Agreement shall be construed in accordance with the laws of the State of Ohio. Venue for any claim, suit, or action for enforcement of any provision of this Agreement shall lie in the state or federal courts located in the State of Ohio, Franklin County, to the exclusion of all others.
- 17. Scope of Agreement:** If the scope of any of the provisions of the Agreement is too broad in any respect whatsoever to permit enforcement to its full extent, then such provisions shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of this Agreement shall not

thereby fail, but that the scope of such provisions shall be curtailed only to the extent necessary to conform to law.

18. **Additional Work:** If the parties agree upon additional services to be performed for Client by RRF and upon the additional compensation to be paid to RRF for such additional services, the parties shall both execute a document confirming such terms and such document shall become an amendment to this Agreement.
19. **Notices:** All notices pursuant to this Agreement shall be in writing and shall be personally delivered; sent by facsimile (if confirmed by regular mail within three (3) days); mailed by registered or certified mail, return receipt requested; or dispatched by overnight delivery to the respective parties at the following addresses, unless and until a different address has been designated by written notice to the other party:

Notices to Client: Entity Name
 Entity Address

Notices to RRF: Red Roof Franchising, LLC
 Revenue Management Department
 7815 Walton Parkway
 New Albany, OH 43054
 Attn: SVP Revenue Generation

With copy to: Legal Department

Notice shall be deemed received as follows: by personal delivery – at the time of delivery; by facsimile (if confirmed by regular mail as set forth above) – at time of faxing; by overnight delivery service – on the next business day following the date on which the notice was given to the overnight delivery service; and by registered or certified mail, return receipt requested – three (3) days after the date of mailing.

20. **Assignment:** Client shall not assign or otherwise transfer this Agreement or any of its interest in this Agreement without prior written consent of RRF. Except for the prohibition on assignment contained in the preceding sentence, this Agreement shall be binding upon and inure to the benefits of the heirs, successors and assigns of the parties hereto.
21. **Illegality of Agreement:** If any provision of this Agreement is declared to be illegal or unenforceable, the remainder of the Agreement shall not be affected by such illegality or unenforceability.
22. **Exclusivity:** RRF may provide similar services to other hotel owners. Client does not have an exclusive right to receive the Services from RRF.
23. **Litigation Costs:** In the event of any action, suit or proceeding related to this Agreement, the prevailing party, in addition to its rights and remedies otherwise available shall be entitled to receive reimbursement of reasonable attorney's fees and costs and court costs.

[Signatures follow on next page.]

IN WITNESS WHEREOF, each party hereto has caused this Agreement to be executed by an authorized person as of the date first above written.

RED ROOF FRANCHISING, LLC

By (signature): _____

Name: _____

Title: _____

Date: _____

Entity Name

By (Signature): _____

Name: _____

Title: _____

Date: _____

Exhibit P.2 90 Day Revenue Management Agreement

REVENUE MANAGEMENT FOR HIRE AGREEMENT

THIS AGREEMENT is made effective as of Date (the “Effective Date”) between Entity Name (“Client”) with a principal place of business at Entity Address and Red Roof Franchising, LLC (“RRF”), a Delaware Limited Liability Company with a principal place of business at 7815 Walton Parkway, New Albany, OH 43054.

Background

- A. Client is the owner of a hotel known as Property Number, Property Address (the “Hotel”), and has the authority to enter into this Agreement. The following individual Name shall represent the Client during the performance of this Agreement with respect to the services and deliverables as defined herein.
- B. Client operates the Hotel as a Red Roof Inn hotel pursuant to the terms and conditions of a franchise agreement with RRF.
- C. RRF operates a Revenue Management Department located at 7815 Walton Parkway, New Albany, OH 43054 (“Department”) and has offered to have the Department provide certain revenue management services with respect to the Hotel subject to the terms and conditions of this Agreement. Client wishes to accept and participate in such Services with respect to the Hotel.

Agreement.

1. **Services:** RRF agrees to perform for Client the **REDvenue 90-Day Service** and provide the items all listed below (collectively, the “Services”).

General			
Dedicated portfolio Revenue Manager	X	Participation	X
Bi-Weekly Revenue strategy call w/ report packet and recap	Bi-Weekly	Rate Review and stop sells	X
Review of Day STR Report	Weekly	Ensure proper rate setup in PMS	X
Evaluation of retail pricing	Bi-Weekly	Corp Rate Review	X
Mix of business analysis	Bi-Weekly	Weekly Rate	X
Review of future pace and pick-up	2x Week/As needed	Participation	X
Online rate shop analysis	Bi-Weekly/As needed	Rate Review	X
Opaque demand & pricing analysis and management	Bi-Weekly/As needed	Channel Activation	X
Channel production review and strategy	Bi-Weekly	Local Negotiated Rate Plan	X
Review of inventory and make recommendations	X	Review and Setup	X
Implementation of rate recommendations	X	Marketing	
Perform and review comprehensive virtual SWOT analysis	Semi-Annually	Redroof.com	X
Perform group displacement analysis	As needed	Content	X
Correct parity notices on OTA channels	X	Amenities	X
Review of OTA Market Reports	X	Flyers	X
Pricing and Promotions		Brand Promotions	X
BAR Rate Setup	X	Participation	X
Global, Seasonal, Event, Customs	X	Production	X
GTD/CXL policy setup and verification	X	LC's	X
Tiers	X	Room Types	X
Room Types Differentials	X	Limit LC's to 2 for events	X
Extra Person charges	X	Online Curb Appeal	
Opaque	X	Review OTA's	X
Rate Review	X	Content	X
Channel Setup	X	Page/Content Scores	X
OTA Setup	X	Reviews	X
Participating on all available channels	X	TripAdvisor	X
Room types loaded	X	Miscellaneous	
Extra person charges	X	Review STR Comp Set for potential change	X
Sales		Ensure proper competitors listed	X
CLC	X	Verify inventory count is correct	X
Participation	X	Perform Virtual SWOT analysis and share results with property	X
Market Production	X	Review property's DBA name for potential opportunity to change	X
Rate Review and Blackouts	X	Inventory/Out of Order Rooms	X
Ensure proper rate setup in PMS	X		
FIT	X		

- a. Providing ready access to Client's staff and resources as necessary to allow Client to perform the Services;
 - b. Being familiar with the area in which the Hotel is located and providing RRF with a list of events in the area during the term of this Agreement;
 - c. Providing RRF with a list of local demand generators in the area of the Hotel;
 - d. Sending a monthly list of all of the Hotel's sales activities and efforts during the term to RRF;
 - e. Maintaining a relationship with local Online Travel Agency ("OTA") market managers;
 - f. Making all rate changes for the Hotel; and
 - g. While in the program the Client must go through RRF to establish any on-line promotions.
3. **Fee:** Client agrees to pay RRF ***\$895.00 a month for 3 months*** (the "Fee") for the Services provided by this Agreement. After the Initial Term, RRF shall have the right to increase the Fee at any time by providing email notice to the Client or notice in accordance with Section 19, below.
4. **Bonus:** In addition to the Fee, Client agrees to pay to RRF a quarterly bonus in the event the Hotel achieves certain goals set forth below based on data from the Monthly STAR Report provided by Smith Travel Research ("STR"). Client shall pay to RRF each quarter of the term \$100.00 for each such goal achieved subject to a maximum bonus of \$300 each quarter. The comp set must be based on competitors that have an impact on the Hotel results. The comp set must be approved by a brand representative from RRF, Client, and STR.
- a. If the Hotel has year-over-year Red Roof Inn data, the bonus will be calculated on the below metrics:
 - i. The Hotel achieves a positive RevPAR percentage change in comparison to the same quarter of the previous year.
 - ii. The Hotel improves its Revenue Generating Index (RGI) in comparison to the same quarter of the previous year.
 - iii. The Hotel achieves higher RevPAR percentage change compared to the Hotel's assigned Submarket Scale in comparison to the same quarter of the previous year.
 - b. If the Hotel does not have year-over-year Red Roof Inn data, the bonus will be calculated on the below metrics. Once the Hotel has year-over-year Red Roof Inn data, then the bonus metrics will change to those detailed in section 4.a above:
 - i. The Hotel achieves a Market Penetration Index (MPI) of 100 or higher during the previous quarter.
 - ii. The Hotel achieves a Revenue Generating Index (RGI) of 100 or higher during the previous quarter.
5. **Invoicing:** Client shall pay the amounts agreed to herein upon receipt of invoice and Client shall pay the amount of such invoices to RRF. Any fees or other amounts due under this Agreement not received by RRF within thirty (30) days of the date of such invoice shall bear interest at the rate of one and a half percent (1.5%) per month, calculated on a daily basis, until paid in full, or whatever the maximum rate is allowed by law.
6. **Confidential Information:** Neither party hereto shall disclose to any non-party to the Agreement, any confidential information of such other party. Confidential information is information which relates to the other party's research, development, trade secrets, marketing plans, or business affairs, but does not include information which is generally known or easily ascertainable by non- parties.

RRF hereby acknowledges that during the performance of this Agreement, RRF may learn or receive confidential Client information and therefore RRF hereby confirms that all such information relating to the Client's business will be kept confidential by RRF, except to the extent that such

information is required to be divulged to RRF's clerical or support staff or associates in order to enable RRF to perform the Services under this Agreement.

7. **Staff:** RRF is an independent contractor and neither RRF nor RRF's staff is or shall be deemed to be employed by Client. Client is hereby contracting with RRF for the Services described in Section 1 and RRF reserves the right to determine the method, manner and means by which the Services will be performed. The Services shall be performed by RRF or RRF's staff, and Client shall not be required to hire, supervise or pay any assistants to help RRF perform the Services under this agreement.

RRF shall not be required to devote RRF's full time nor the full time of RRF's staff to the performance of the Services required hereunder, and it is acknowledged that RRF has other Clients. The order or sequence in which the Services are to be performed shall be under the sole control of RRF. Except to the extent that RRF's Services must be performed on or with Client's computers or Client's existing software, and except to the extent specified in Section 1, all materials used in providing the Services shall be provided by RRF.

Each of the parties hereto agrees that, while performing Services under this Agreement, and for a period of three (3) months following the termination of this Agreement, neither party will, except with the other party's written approval, solicit or offer employment to the other party's employees or staff engaged in any efforts under this Agreement.

8. **Use and Hours of Operation:** RRF shall keep the Department staffed and open for business during normal business hours in the U.S. Eastern time zone, excluding holidays.
9. **Term of Agreement:**
 - a. The term of this Agreement shall commence as of the Effective Date and shall continue for a period of three (3) months ("Term").
 - b. After the Term, all services will be complete. At that time, if the hotel wishes to extend on an additional program, a new contract will be supplied.
10. **Default:** Either party to this Agreement shall be deemed to be in default hereunder if such party fails to perform any obligation hereunder on or before the thirtieth (30th) day following delivery of written notice of such failure by the other party (5 days for monetary defaults); provide, however, that if the non-monetary default at issue is not reasonably susceptible of being cured within thirty (30) days, such thirty (30) day period shall be extended as reasonably necessary to allow the defaulting party to effect a cure, but in no event longer than a grace period of an additional thirty (30) days. If the defaulting party fails to cure its default within any applicable cure or grace period, the non-defaulting party may terminate this Agreement.
11. **Use of Work Product:** Except as specifically set forth in writing and signed by both Client and RRF, all work product, whether or not copyrightable or patentable, developed for Client by RRF or utilized solely for Client while performing Services for Client pursuant to this Agreement, shall be the sole and exclusive property of RRF. Client is hereby granted a limited, revocable, nonexclusive license to use and employ such work product within the Client's business during the term of this Agreement.
12. **Taxes:** Any and all taxes, except income taxes of RRF, imposed or assessed by reason of this Agreement or its performance, including but not limited to sales or use taxes, shall be paid by Client. Client and RRF specifically agree that RRF is not an employee of Client. In the event foreign, federal, state or local taxes are assessed on the Services and RRF has paid for such taxes, Client shall promptly

reimburse RRF for all such taxes except for those taxes based on the income of RRF, RRF employees, or personnel provided by RRF pursuant to this Agreement.

13. **Indemnification:** Client shall defend, indemnify, and hold harmless RRF, its affiliates and subsidiaries, and their respective officers, directors, shareholders, members, managers, employees, independent contractors, agents, and representatives, from and against any and all liabilities, damages, losses, fines, penalties, claims, costs or expenses (including costs of investigation, reasonable legal and accounting fees and expenses) (collectively "Claims") resulting from any claim or suit brought by any third party arising from or related to: (i) Client's material breach of any term, representation, warranty or obligation contained in this Agreement; (ii) any acts or omissions of Client, or its permitted assignees, owners, affiliates, subsidiaries, and their respective officers, directors, managers, employees, independent contractors, agents and their respective employees, representatives or subcontractors in the performance of any obligation under this Agreement; and (iii) Client's acts of fraud or negligence.
14. **Complete Agreement:** RRF warrants to Client that the analysis, data, and services to be delivered or rendered hereunder, will be of the kind and quality described in Section 1 and will be performed by qualified personnel.

RRF MAKES NO OTHER WARRANTIES, WHETHER WRITTEN, ORAL OR IMPLIED, INCLUDING WITHOUT LIMITATION, WARRANTY OF FITNESS FOR PURPOSE OR MERCHANTABILITY. IN NO EVENT SHALL RRF BE LIABLE FOR SPECIAL OR CONSEQUENTIAL DAMAGES INCLUDING, BUT NOT LIMITED TO, ANY DAMAGES RELATED TO THE AMOUNTS OF THE CLIENT'S REVENUE OR PROFITS, EITHER IN CONTRACT OR TORT, WHETHER OR NOT THE POSSIBILITY OF SUCH DAMAGES HAS BEEN DISCLOSED TO RRF IN ADVANCE OR COULD HAVE BEEN REASONABLY FORESEEN BY RRF, AND IN THE EVENT THIS LIMITATION OF DAMAGES IS HELD UNENFORCEABLE THEN THE PARTIES AGREE THAT BY REASON OF THE DIFFICULTY IN FORESEEING POSSIBLE DAMAGES ALL LIABILITY TO CLIENT SHALL BE LIMITED TO ONE HUNDRED DOLLARS (\$100.00) AS LIQUIDATED DAMAGES AND NOT AS A PENALTY.

15. **Complete Agreement:** This agreement contains the entire agreement between the parties hereto with respect to the matters covered herein. No other agreements, representations, warranties or other matters, oral or written, purportedly agreed to or represented by or on behalf of RRF by any of its employees or agents, or contained in any sales materials or brochures, shall be deemed to bind the parties hereto with respect to the subject matter hereof. Client acknowledges that it is entering into this Agreement solely on the basis of the representations contained herein.
16. **Applicable Law:** The parties shall each comply with all applicable federal, state and local employment and other laws, government regulations and orders. This Agreement shall be construed in accordance with the laws of the State of Ohio. Venue for any claim, suit, or action for enforcement of any provision of this Agreement shall lie in the state or federal courts located in the State of Ohio, Franklin County, to the exclusion of all others.
17. **Scope of Agreement:** If the scope of any of the provisions of the Agreement is too broad in any respect whatsoever to permit enforcement to its full extent, then such provisions shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of this Agreement shall not

thereby fail, but that the scope of such provisions shall be curtailed only to the extent necessary to conform to law.

18. **Additional Work:** If the parties agree upon additional services to be performed for Client by RRF and upon the additional compensation to be paid to RRF for such additional services, the parties shall both execute a document confirming such terms and such document shall become an amendment to this Agreement.
19. **Notices:** All notices pursuant to this Agreement shall be in writing and shall be personally delivered; sent by facsimile (if confirmed by regular mail within three (3) days); mailed by registered or certified mail, return receipt requested; or dispatched by overnight delivery to the respective parties at the following addresses, unless and until a different address has been designated by written notice to the other party:

Notices to Client:	<u>Entity Name</u> <u>Entity Address</u>
Notices to RRF:	Red Roof Franchising, LLC Revenue Management Department 7815 Walton Parkway New Albany, OH 43054 Attn: SVP Revenue Generation
With copy to:	Legal Department

Notice shall be deemed received as follows: by personal delivery – at the time of delivery; by facsimile (if confirmed by regular mail as set forth above) – at time of faxing; by overnight delivery service – on the next business day following the date on which the notice was given to the overnight delivery service; and by registered or certified mail, return receipt requested – three (3) days after the date of mailing.

20. **Assignment:** Client shall not assign or otherwise transfer this Agreement or any of its interest in this Agreement without prior written consent of RRF. Except for the prohibition on assignment contained in the preceding sentence, this Agreement shall be binding upon and inure to the benefits of the heirs, successors and assigns of the parties hereto.
21. **Illegality of Agreement:** If any provision of this Agreement is declared to be illegal or unenforceable, the remainder of the Agreement shall not be affected by such illegality or unenforceability.
22. **Exclusivity:** RRF may provide similar services to other hotel owners. Client does not have an exclusive right to receive the Services from RRF.
23. **Litigation Costs:** In the event of any action, suit or proceeding related to this Agreement, the prevailing party, in addition to its rights and remedies otherwise available shall be entitled to receive reimbursement of reasonable attorney's fees and costs and court costs.

[Signatures follow on next page.]

IN WITNESS WHEREOF, each party hereto has caused this Agreement to be executed by an authorized person as of the date first above written.

RED ROOF FRANCHISING, LLC

By (signature): _____

Name: _____

Title: _____

Date: _____

Entity Name

By (Signature): _____

Name: _____

Title: _____

Date: _____

Exhibit P.3 Blank Premium Revenue Management Agreement

REVENUE MANAGEMENT FOR HIRE AGREEMENT

THIS AGREEMENT is made effective as of Date (the “Effective Date”) between Entity Name (“Client”) with a principal place of business at Entity Address and Red Roof Franchising, LLC (“RRF”), a Delaware Limited Liability Company with a principal place of business at 7815 Walton Parkway, New Albany, OH 43054.

Background

- A. Client is the owner of a hotel known as Property Number, Property Address (the “Hotel”), and has the authority to enter into this Agreement. The following individual Name shall represent the Client during the performance of this Agreement with respect to the services and deliverables as defined herein.
- B. Client operates the Hotel as a Red Roof Inn hotel pursuant to the terms and conditions of a franchise agreement with RRF.
- C. RRF operates a Revenue Management Department located at 7815 Walton Parkway, New Albany, OH 43054 (“Department”) and has offered to have the Department provide certain revenue management services with respect to the Hotel subject to the terms and conditions of this Agreement. Client wishes to accept and participate in such Services with respect to the Hotel.

Agreement.

1. **Services:** RRF agrees to perform for Client the **REDvenue Premium services** and provide the items all listed below (collectively, the “Services”).

REDvenue Optimizer Program	
Program version	REDvenue Premium (Weekly)
Monthly cost	\$1,195

Strategic Consulting		Tactical Revenue Management	
Dedicated portfolio Revenue Manager	X	Perform inventory management in Redistay	X
Revenue strategy call w/ report packet and recap	Weekly	Price optimization management	X
Review of Day STR Report	Weekly	Review packages	X
Evaluation of retail pricing	Weekly	Review promotions	X
Mix of business analysis	Weekly	Implement packages	X
Review of future pace and pick-up	Daily/As needed	Implement promotions	X
Online rate shop analysis	Daily/As needed	Special event management	X
Opaque demand & pricing analysis and management	Weekly/As needed	Loading and managing LNR rates	X
Channel production review and strategy	Weekly	Sales and Marketing	
Review of inventory and make recommendations	X	Support for Sales and Marketing	X
Implementation of rate recommendations	X	Liaison for Sales and Marketing	X
Perform and review comprehensive virtual SWOT analysis	Quarterly	Representative from Sales or Marketing Attending Calls	Monthly
Perform group displacement analysis	As needed	Support for Brand Promotions	X
Correct parity notices on OTA channels	X	RFP /Negotiated Pricing Guidance	X
Review of OTA Market Reports	X	Negotiated Account Analysis	X
Manage FIT	Weekly	Content Management	
Manage CLC	Weekly	Maintain Relationships with OTA Market Managers	X
Daily recap and recommendations	X	Reiew Content and Page Scores on OTA's	Weekly
Property audit	Quarterly	Review OTA reviews including scores and responses	Weekly
		Review Trip Advisor and make recommendations	Weekly

Inn Spotlight	
Spotlight in VP+ Newsletter	Yearly
Social Media Spotlight	Semi-annually
Contact Center Spotlight	Yearly
RRI.com Deals Page Spotlight	On-going*
*If offering a deal	

2. **Client Responsibilities:** RRF's obligations to provide the Services are conditioned upon Client:
 - a. Providing ready access to Client's staff and resources as necessary to allow Client to perform the Services;
 - b. Being familiar with the area in which the Hotel is located and providing RRF with a list of events in the area during the term of this Agreement;
 - c. Providing RRF with a list of local demand generators in the area of the Hotel;
 - d. Sending a monthly list of all of the Hotel's sales activities and efforts during the term to RRF;
 - e. Maintaining a relationship with local Online Travel Agency ("OTA") market managers;
 - f. Making all rate changes for the Hotel; and
 - g. While in the program the Client must go through RRF to establish any on-line promotions.
3. **Fee:** Client agrees to pay RRF **\$1195.00** a month (the "Fee") for the Services provided by this Agreement. After the Initial Term, RRF shall have the right to increase the Fee at any time by providing email notice to the Client or notice in accordance with Section 19, below.
4. **Bonus:** In addition to the Fee, Client agrees to pay to RRF a quarterly bonus in the event the Hotel achieves certain goals set forth below based on data from the Monthly STAR Report provided by Smith Travel Research ("STR"). Client shall pay to RRF each quarter of the term \$100.00 for each such goal achieved subject to a maximum bonus of \$300 each quarter. The comp set must be based on competitors that have an impact on the Hotel results. The comp set must be approved by a brand representative from RRF, Client, and STR.
 - a. If the Hotel has year-over-year Red Roof Inn data, the bonus will be calculated on the below metrics:
 - i. The Hotel achieves a positive RevPAR percentage change in comparison to the same quarter of the previous year.
 - ii. The Hotel improves its Revenue Generating Index (RGI) in comparison to the same quarter of the previous year.
 - iii. The Hotel achieves higher RevPAR percentage change compared to the Hotel's assigned Submarket Scale in comparison to the same quarter of the previous year.
 - b. If the Hotel does not have year-over-year Red Roof Inn data, the bonus will be calculated on the below metrics. Once the Hotel has year-over-year Red Roof Inn data, then the bonus metrics will change to those detailed in section 4.a above:
 - i. The Hotel achieves a Market Penetration Index (MPI) of 100 or higher during the previous quarter.
 - ii. The Hotel achieves a Revenue Generating Index (RGI) of 100 or higher during the previous quarter.
5. **Invoicing:** Client shall pay the amounts agreed to herein upon receipt of invoice and Client shall pay the amount of such invoices to RRF. Any fees or other amounts due under this Agreement not received by RRF within thirty (30) days of the date of such invoice shall bear interest at the rate of one and a half percent (1.5%) per month, calculated on a daily basis, until paid in full, or whatever the maximum rate is allowed by law.
6. **Confidential Information:** Neither party hereto shall disclose to any non-party to the Agreement, any confidential information of such other party. Confidential information is information which relates to the other party's research, development, trade secrets, marketing plans, or business affairs, but does not include information which is generally known or easily ascertainable by non- parties.

RRF hereby acknowledges that during the performance of this Agreement, RRF may learn or receive confidential Client information and therefore RRF hereby confirms that all such information

relating to the Client's business will be kept confidential by RRF, except to the extent that such information is required to be divulged to RRF's clerical or support staff or associates in order to enable RRF to perform the Services under this Agreement.

7. **Staff:** RRF is an independent contractor and neither RRF nor RRF's staff is or shall be deemed to be employed by Client. Client is hereby contracting with RRF for the Services described in Section 1 and RRF reserves the right to determine the method, manner and means by which the Services will be performed. The Services shall be performed by RRF or RRF's staff, and Client shall not be required to hire, supervise or pay any assistants to help RRF perform the Services under this agreement.

RRF shall not be required to devote RRF's full time nor the full time of RRF's staff to the performance of the Services required hereunder, and it is acknowledged that RRF has other clients. The order or sequence in which the Services are to be performed shall be under the sole control of RRF. Except to the extent that RRF's Services must be performed on or with Client's computers or Client's existing software, and except to the extent specified in Section 1, all materials used in providing the Services shall be provided by RRF.

Each of the parties hereto agrees that, while performing Services under this Agreement, and for a period of three (3) months following the termination of this Agreement, neither party will, except with the other party's written approval, solicit or offer employment to the other party's employees or staff engaged in any efforts under this Agreement.

8. **Use and Hours of Operation:** RRF shall keep the Department staffed and open for business during normal business hours in the U.S. Eastern time zone, excluding holidays.
9. **Term of Agreement:**
 - a. The term of this Agreement shall commence as of the Effective Date and shall continue for a period of twelve (12) months ("Initial Term").
 - b. Either party may terminate this Agreement upon providing ninety (90) days prior written notice to the other party. However, Client agrees to not terminate this Agreement within the first (90) days of the Initial Term.
 - c. After the Initial Term, this Agreement shall automatically renew for additional one-year renewal terms, unless a party provides notice of non-renewal to the other party at least (ninety) 90 days prior to the end of the then-current term.
10. **Default:** Either party to this Agreement shall be deemed to be in default hereunder if such party fails to perform any obligation hereunder on or before the thirtieth (30th) day following delivery of written notice of such failure by the other party (5 days for monetary defaults); provide, however, that if the non-monetary default at issue is not reasonably susceptible of being cured within thirty (30) days, such thirty (30) day period shall be extended as reasonably necessary to allow the defaulting party to effect a cure, but in no event longer than a grace period of an additional thirty (30) days. If the defaulting party fails to cure its default within any applicable cure or grace period, the non-defaulting party may terminate this Agreement.
11. **Use of Work Product:** Except as specifically set forth in writing and signed by both Client and RRF, all work product, whether or not copyrightable or patentable, developed for Client by RRF or utilized solely for Client while performing Services for Client pursuant to this Agreement, shall be the sole and exclusive property of RRF. Client is hereby granted a limited, revocable, nonexclusive license to use and employ such work product within the Client's business during the term of this Agreement.

12. **Taxes:** Any and all taxes, except income taxes of RRF, imposed or assessed by reason of this Agreement or its performance, including but not limited to sales or use taxes, shall be paid by Client. Client and RRF specifically agree that RRF is not an employee of Client. In the event foreign, federal, state or local taxes are assessed on the Services and RRF has paid for such taxes, Client shall promptly reimburse RRF for all such taxes except for those taxes based on the income of RRF, RRF employees, or personnel provided by RRF pursuant to this Agreement.
13. **Indemnification:** Client shall defend, indemnify, and hold harmless RRF, its affiliates and subsidiaries, and their respective officers, directors, shareholders, members, managers, employees, independent contractors, agents, and representatives, from and against any and all liabilities, damages, losses, fines, penalties, claims, costs or expenses (including costs of investigation, reasonable legal and accounting fees and expenses) (collectively "Claims") resulting from any claim or suit brought by any third party arising from or related to: (i) Client's material breach of any term, representation, warranty or obligation contained in this Agreement; (ii) any acts or omissions of Client, or its permitted assignees, owners, affiliates, subsidiaries, and their respective officers, directors, managers, employees, independent contractors, agents and their respective employees, representatives or subcontractors in the performance of any obligation under this Agreement; and (iii) Client's acts of fraud or negligence.
14. **Complete Agreement:** RRF warrants to Client that the analysis, data, and services to be delivered or rendered hereunder, will be of the kind and quality described in Section 1 and will be performed by qualified personnel.

RRF MAKES NO OTHER WARRANTIES, WHETHER WRITTEN, ORAL OR IMPLIED, INCLUDING WITHOUT LIMITATION, WARRANTY OF FITNESS FOR PURPOSE OR MERCHANTABILITY. IN NO EVENT SHALL RRF BE LIABLE FOR SPECIAL OR CONSEQUENTIAL DAMAGES INCLUDING, BUT NOT LIMITED TO, ANY DAMAGES RELATED TO THE AMOUNTS OF THE CLIENT'S REVENUE OR PROFITS, EITHER IN CONTRACT OR TORT, WHETHER OR NOT THE POSSIBILITY OF SUCH DAMAGES HAS BEEN DISCLOSED TO RRF IN ADVANCE OR COULD HAVE BEEN REASONABLY FORESEEN BY RRF, AND IN THE EVENT THIS LIMITATION OF DAMAGES IS HELD UNENFORCEABLE THEN THE PARTIES AGREE THAT BY REASON OF THE DIFFICULTY IN FORESEEING POSSIBLE DAMAGES ALL LIABILITY TO CLIENT SHALL BE LIMITED TO ONE HUNDRED DOLLARS (\$100.00) AS LIQUIDATED DAMAGES AND NOT AS A PENALTY.

15. **Complete Agreement:** This agreement contains the entire agreement between the parties hereto with respect to the matters covered herein. No other agreements, representations, warranties or other matters, oral or written, purportedly agreed to or represented by or on behalf of RRF by any of its employees or agents, or contained in any sales materials or brochures, shall be deemed to bind the parties hereto with respect to the subject matter hereof. Client acknowledges that it is entering into this Agreement solely on the basis of the representations contained herein.
16. **Applicable Law:** The parties shall each comply with all applicable federal, state and local employment and other laws, government regulations and orders. This Agreement shall be construed in accordance with the laws of the State of Ohio. Venue for any claim, suit, or action for enforcement of any provision of this Agreement shall lie in the state or federal courts located in the State of Ohio, Franklin County, to the exclusion of all others.

17. **Scope of Agreement:** If the scope of any of the provisions of the Agreement is too broad in any respect whatsoever to permit enforcement to its full extent, then such provisions shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of this Agreement shall not thereby fail, but that the scope of such provisions shall be curtailed only to the extent necessary to conform to law.
18. **Additional Work:** If the parties agree upon additional services to be performed for Client by RRF and upon the additional compensation to be paid to RRF for such additional services, the parties shall both execute a document confirming such terms and such document shall become an amendment to this Agreement.
19. **Notices:** All notices pursuant to this Agreement shall be in writing and shall be personally delivered; sent by facsimile (if confirmed by regular mail within three (3) days); mailed by registered or certified mail, return receipt requested; or dispatched by overnight delivery to the respective parties at the following addresses, unless and until a different address has been designated by written notice to the other party:

Notices to Client: Entity Name
Entity Address

Notices to RRF: Red Roof Franchising, LLC
Revenue Management Department
7815 Walton Parkway
New Albany, OH 43054
Attn: SVP Revenue Generation

With copy to: Legal Department

Notice shall be deemed received as follows: by personal delivery – at the time of delivery; by facsimile (if confirmed by regular mail as set forth above) – at time of faxing; by overnight delivery service – on the next business day following the date on which the notice was given to the overnight delivery service; and by registered or certified mail, return receipt requested – three (3) days after the date of mailing.

20. **Assignment:** Client shall not assign or otherwise transfer this Agreement or any of its interest in this Agreement without prior written consent of RRF. Except for the prohibition on assignment contained in the preceding sentence, this Agreement shall be binding upon and inure to the benefits of the heirs, successors and assigns of the parties hereto.
21. **Illegality of Agreement:** If any provision of this Agreement is declared to be illegal or unenforceable, the remainder of the Agreement shall not be affected by such illegality or unenforceability.
22. **Exclusivity:** RRF may provide similar services to other hotel owners. Client does not have an exclusive right to receive the Services from RRF.
23. **Litigation Costs:** In the event of any action, suit or proceeding related to this Agreement, the prevailing party, in addition to its rights and remedies otherwise available shall be entitled to receive reimbursement of reasonable attorney's fees and costs and court costs.

IN WITNESS WHEREOF, each party hereto has caused this Agreement to be executed by an authorized person as of the date first above written.

RED ROOF FRANCHISING, LLC

By (signature): _____

Name: _____

Title: _____

Date: _____

Entity Name

By (Signature): _____

Name: _____

Title: _____

Date: _____

Exhibit P.4. Lite Revenue Management Agreement

REVENUE MANAGEMENT FOR HIRE AGREEMENT

THIS AGREEMENT is made effective as of Date (the “Effective Date”) between Entity Name (“Client”) with a principal place of business at Entity Address and Red Roof Franchising, LLC (“RRF”), a Delaware Limited Liability Company with a principal place of business at 7815 Walton Parkway, New Albany, OH 43054.

Background

- A. Client is the owner of a hotel known as Property Number, Property Address (the “Hotel”), and has the authority to enter into this Agreement. The following individual Name shall represent the Client during the performance of this Agreement with respect to the services and deliverables as defined herein.
- B. Client operates the Hotel as a Red Roof Inn hotel pursuant to the terms and conditions of a franchise agreement with RRF.
- C. RRF operates a Revenue Management Department located at 7815 Walton Parkway, New Albany, OH 43054 (“Department”) and has offered to have the Department provide certain revenue management services with respect to the Hotel subject to the terms and conditions of this Agreement. Client wishes to accept and participate in such Services with respect to the Hotel.

Agreement.

1. **Services:** RRF agrees to perform for Client the REDvenue Lite services and provide the items all listed below (collectively, the “Services”).

REDvenue Optimizer Program			
Program version		REDvenue Lite	
Monthly cost		\$525	
Tactical Revenue Management		Strategic Consulting	
Perform inventory management in Redistay	X	Dedicated portfolio Revenue Manager	X
Price optimization management	X	Revenue strategy call w/ report packet and recap	Monthly
Review packages	Not included	Review of Day STR Report	Monthly
Review promotions	X	Evaluation of retail pricing	Monthly
Implement packages	Not included	Mix of business analysis	Monthly
Implement promotions	X	Review of future pace and pick-up	Weekly
Special event management	X	Online rate shop analysis	Monthly/As needed
Loading and managing LNR rates	Not included	Opaque demand & pricing analysis and management	Monthly
Sales and Marketing		Channel production review and strategy	Monthly
Support for Sales and Marketing	X	Review of inventory and make recommendations	X
Liaison for Sales and Marketing	Not included	Implementation of rate recommendations	X
Representative from Sales or Marketing Attending Calls	Not included	Perform/review comprehensive virtual SWOT analysis	Annually
Support for Brand Promotions	X	Perform group displacement analysis	As needed
RFP /Negotiated Pricing Guidance	X	Correct parity notices on OTA channels	Not included
Negotiated Account Analysis	Not included	Review of OTA Market Reports	Not included
Content Management		Manage FIT	Monthly
Maintain Relationships with OTA Market Managers	Not included	Manage CLC	Monthly
Review Content and Page Scores on OTA's	Monthly	Daily recap and recommendations	Not included
Review OTA reviews including scores and responses	Not included	Property audit	Not included
Review Trip Advisor and make recommendations	Not included		

2. **Client Responsibilities:** RRF’s obligations to provide the Services are conditioned upon Client:
 - a. Providing ready access to Client’s staff and resources as necessary to allow Client to perform the Services;
 - b. Being familiar with the area in which the Hotel is located and providing RRF with a list of events in the area during the term of this Agreement;
 - c. Providing RRF with a list of local demand generators in the area of the Hotel;
 - d. Sending a monthly list of all of the Hotel’s sales activities and efforts during the term to RRF;
 - e. Maintaining a relationship with local Online Travel Agency (“OTA”) market managers;

- f. Making all rate changes for the Hotel; and
 - g. While in the program the Client must go through RRF to establish any on-line promotions.
3. **Fee:** Client agrees to pay RRF **\$525.00** a month (the “Fee”) for the Services provided by this Agreement. After the Initial Term, RRF shall have the right to increase the Fee at any time by providing email notice to the Client or notice in accordance with Section 19, below.
 4. **Bonus:** In addition to the Fee, Client agrees to pay to RRF a quarterly bonus in the event the Hotel achieves certain goals set forth below based on data from the Monthly STAR Report provided by Smith Travel Research (“STR”). Client shall pay to RRF each quarter of the term \$100.00 for each such goal achieved subject to a maximum bonus of \$300 each quarter. The comp set must be based on competitors that have an impact on the Hotel results. The comp set must be approved by a brand representative from RRF, Client, and STR.
 - a. If the Hotel has year-over-year Red Roof Inn data, the bonus will be calculated on the below metrics:
 - i. The Hotel achieves a positive RevPAR percentage change in comparison to the same quarter of the previous year.
 - ii. The Hotel improves its Revenue Generating Index (RGI) in comparison to the same quarter of the previous year.
 - iii. The Hotel achieves higher RevPAR percentage change compared to the Hotel’s assigned Submarket Scale in comparison to the same quarter of the previous year.
 - b. If the Hotel does not have year-over-year Red Roof Inn data, the bonus will be calculated on the below metrics. Once the Hotel has year-over-year Red Roof Inn data, then the bonus metrics will change to those detailed in section 4.a above:
 - i. The Hotel achieves a Market Penetration Index (MPI) of 100 or higher during the previous quarter.
 - ii. The Hotel achieves a Revenue Generating Index (RGI) of 100 or higher during the previous quarter.
 5. **Invoicing:** Client shall pay the amounts agreed to herein upon receipt of invoice and Client shall pay the amount of such invoices to RRF. Any fees or other amounts due under this Agreement not received by RRF within thirty (30) days of the date of such invoice shall bear interest at the rate of one and a half percent (1.5%) per month, calculated on a daily basis, until paid in full, or whatever the maximum rate is allowed by law.
 6. **Confidential Information:** Neither party hereto shall disclose to any non-party to the Agreement, any confidential information of such other party. Confidential information is information which relates to the other party’s research, development, trade secrets, marketing plans, or business affairs, but does not include information which is generally known or easily ascertainable by non- parties.

RRF hereby acknowledges that during the performance of this Agreement, RRF may learn or receive confidential Client information and therefore RRF hereby confirms that all such information relating to the Client’s business will be kept confidential by RRF, except to the extent that such information is required to be divulged to RRF’s clerical or support staff or associates in order to enable RRF to perform the Services under this Agreement.

7. **Staff:** RRF is an independent contractor and neither RRF nor RRF’s staff is or shall be deemed to be employed by Client. Client is hereby contracting with RRF for the Services described in Section 1 and RRF reserves the right to determine the method, manner and means by which the Services will be performed. The Services shall be performed by RRF or RRF’s staff, and Client shall not be

required to hire, supervise or pay any assistants to help RRF perform the Services under this agreement.

RRF shall not be required to devote RRF's full time nor the full time of RRF's staff to the performance of the Services required hereunder, and it is acknowledged that RRF has other clients. The order or sequence in which the Services are to be performed shall be under the sole control of RRF. Except to the extent that RRF's Services must be performed on or with Client's computers or Client's existing software, and except to the extent specified in Section 1, all materials used in providing the Services shall be provided by RRF.

Each of the parties hereto agrees that, while performing Services under this Agreement, and for a period of three (3) months following the termination of this Agreement, neither party will, except with the other party's written approval, solicit or offer employment to the other party's employees or staff engaged in any efforts under this Agreement.

8. **Use and Hours of Operation:** RRF shall keep the Department staffed and open for business during normal business hours in the U.S. Eastern time zone, excluding holidays.
9. **Term of Agreement:**
 - a. The term of this Agreement shall commence as of the Effective Date and shall continue for a period of twelve (12) months ("Initial Term").
 - b. Either party may terminate this Agreement upon providing ninety (90) days prior written notice to the other party. However, Client agrees to not terminate this Agreement within the first (90) days of the Initial Term.
 - c. After the Initial Term, this Agreement shall automatically renew for additional one-year renewal terms, unless a party provides notice of non-renewal to the other party at least (ninety) 90 days prior to the end of the then-current term.
10. **Default:** Either party to this Agreement shall be deemed to be in default hereunder if such party fails to perform any obligation hereunder on or before the thirtieth (30th) day following delivery of written notice of such failure by the other party (5 days for monetary defaults); provide, however, that if the non-monetary default at issue is not reasonably susceptible of being cured within thirty (30) days, such thirty (30) day period shall be extended as reasonably necessary to allow the defaulting party to effect a cure, but in no event longer than a grace period of an additional thirty (30) days. If the defaulting party fails to cure its default within any applicable cure or grace period, the non-defaulting party may terminate this Agreement.
11. **Use of Work Product:** Except as specifically set forth in writing and signed by both Client and RRF, all work product, whether or not copyrightable or patentable, developed for Client by RRF or utilized solely for Client while performing Services for Client pursuant to this Agreement, shall be the sole and exclusive property of RRF. Client is hereby granted a limited, revocable, nonexclusive license to use and employ such work product within the Client's business during the term of this Agreement.
12. **Taxes:** Any and all taxes, except income taxes of RRF, imposed or assessed by reason of this Agreement or its performance, including but not limited to sales or use taxes, shall be paid by Client. Client and RRF specifically agree that RRF is not an employee of Client. In the event foreign, federal, state or local taxes are assessed on the Services and RRF has paid for such taxes, Client shall promptly reimburse RRF for all such taxes except for those taxes based on the income of RRF, RRF employees, or personnel provided by RRF pursuant to this Agreement.

13. **Indemnification:** Client shall defend, indemnify, and hold harmless RRF, its affiliates and subsidiaries, and their respective officers, directors, shareholders, members, managers, employees, independent contractors, agents, and representatives, from and against any and all liabilities, damages, losses, fines, penalties, claims, costs or expenses (including costs of investigation, reasonable legal and accounting fees and expenses) (collectively “Claims”) resulting from any claim or suit brought by any third party arising from or related to: (i) Client’s material breach of any term, representation, warranty or obligation contained in this Agreement; (ii) any acts or omissions of Client, or its permitted assignees, owners, affiliates, subsidiaries, and their respective officers, directors, managers, employees, independent contractors, agents and their respective employees, representatives or subcontractors in the performance of any obligation under this Agreement; and (iii) Client’s acts of fraud or negligence.
14. **Complete Agreement:** RRF warrants to Client that the analysis, data, and services to be delivered or rendered hereunder, will be of the kind and quality described in Section 1 and will be performed by qualified personnel.

RRF MAKES NO OTHER WARRANTIES, WHETHER WRITTEN, ORAL OR IMPLIED, INCLUDING WITHOUT LIMITATION, WARRANTY OF FITNESS FOR PURPOSE OR MERCHANTABILITY. IN NO EVENT SHALL RRF BE LIABLE FOR SPECIAL OR CONSEQUENTIAL DAMAGES INCLUDING, BUT NOT LIMITED TO, ANY DAMAGES RELATED TO THE AMOUNTS OF THE CLIENT’S REVENUE OR PROFITS, EITHER IN CONTRACT OR TORT, WHETHER OR NOT THE POSSIBILITY OF SUCH DAMAGES HAS BEEN DISCLOSED TO RRF IN ADVANCE OR COULD HAVE BEEN REASONABLY FORESEEN BY RRF, AND IN THE EVENT THIS LIMITATION OF DAMAGES IS HELD UNENFORCEABLE THEN THE PARTIES AGREE THAT BY REASON OF THE DIFFICULTY IN FORESEEING POSSIBLE DAMAGES ALL LIABILITY TO CLIENT SHALL BE LIMITED TO ONE HUNDRED DOLLARS (\$100.00) AS LIQUIDATED DAMAGES AND NOT AS A PENALTY.

15. **Complete Agreement:** This agreement contains the entire agreement between the parties hereto with respect to the matters covered herein. No other agreements, representations, warranties or other matters, oral or written, purportedly agreed to or represented by or on behalf of RRF by any of its employees or agents, or contained in any sales materials or brochures, shall be deemed to bind the parties hereto with respect to the subject matter hereof. Client acknowledges that it is entering into this Agreement solely on the basis of the representations contained herein.
16. **Applicable Law:** The parties shall each comply with all applicable federal, state and local employment and other laws, government regulations and orders. This Agreement shall be construed in accordance with the laws of the State of Ohio. Venue for any claim, suit, or action for enforcement of any provision of this Agreement shall lie in the state or federal courts located in the State of Ohio, Franklin County, to the exclusion of all others.
17. **Scope of Agreement:** If the scope of any of the provisions of the Agreement is too broad in any respect whatsoever to permit enforcement to its full extent, then such provisions shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of this Agreement shall not thereby fail, but that the scope of such provisions shall be curtailed only to the extent necessary to conform to law.

18. **Additional Work:** If the parties agree upon additional services to be performed for Client by RRF and upon the additional compensation to be paid to RRF for such additional services, the parties shall both execute a document confirming such terms and such document shall become an amendment to this Agreement.

19. **Notices:** All notices pursuant to this Agreement shall be in writing and shall be personally delivered; sent by facsimile (if confirmed by regular mail within three (3) days); mailed by registered or certified mail, return receipt requested; or dispatched by overnight delivery to the respective parties at the following addresses, unless and until a different address has been designated by written notice to the other party:

Notices to Client: Entity Name
Entity Address

Notices to RRF: Red Roof Franchising, LLC
Revenue Management Department
7815 Walton Parkway
New Albany, OH 43054
Attn: SVP Revenue Generation

With copy to: Legal Department

Notice shall be deemed received as follows: by personal delivery – at the time of delivery; by facsimile (if confirmed by regular mail as set forth above) – at time of faxing; by overnight delivery service – on the next business day following the date on which the notice was given to the overnight delivery service; and by registered or certified mail, return receipt requested – three (3) days after the date of mailing.

20. **Assignment:** Client shall not assign or otherwise transfer this Agreement or any of its interest in this Agreement without prior written consent of RRF. Except for the prohibition on assignment contained in the preceding sentence, this Agreement shall be binding upon and inure to the benefits of the heirs, successors and assigns of the parties hereto.

21. **Illegality of Agreement:** If any provision of this Agreement is declared to be illegal or unenforceable, the remainder of the Agreement shall not be affected by such illegality or unenforceability.

22. **Exclusivity:** RRF may provide similar services to other hotel owners. Client does not have an exclusive right to receive the Services from RRF.

23. **Litigation Costs:** In the event of any action, suit or proceeding related to this Agreement, the prevailing party, in addition to its rights and remedies otherwise available shall be entitled to receive reimbursement of reasonable attorney's fees and costs and court costs.

[Signatures follow on next page.]

IN WITNESS WHEREOF, each party hereto has caused this Agreement to be executed by an authorized person as of the date first above written.

RED ROOF FRANCHISING, LLC

By (signature): _____

Name: _____

Title: _____

Date: _____

Entity Name

By (Signature): _____

Name: _____

Title: _____

Date: _____

EXHIBIT Q

DUAL BRAND ADDENDUM TO FRANCHISE AGREEMENT

SPECIAL STIPULATIONS ADDENDUM TO RED ROOF INN FRANCHISE AGREEMENT

This Special Stipulations Addendum (“Special Stipulations Addendum”) to the Red Roof Inn Franchise Agreement (the “Franchise Agreement”) dated _____, 20__ (the “Effective Date”) by and between RED ROOF FRANCHISING, LLC (“Franchisor”) and _____ (“Franchisee”) with respect to the Red Roof Inn (the “Inn”) located at _____ (the “Approved Location”) is made effective as of the Effective Date.

Franchisor and Franchisee wish to enter into this Special Stipulations Addendum to modify certain terms and conditions of the Franchise Agreement.

Now, therefore, in consideration of the mutual promises and covenants set forth herein and in the Franchise Agreement, the parties agree as follows:

1. DUAL BRANDED PROPERTY

[ONE BUILDING:]

The parties acknowledge that the Inn will be operated at the Approved Location as a “dual branded” property with a HomeTowne Studios branded hotel property (the “HomeTowne Studios Hotel”). The Inn and the HomeTowne Studios Hotel will operate a single front desk/registration/cashier facility and telephone switchboard for guest rooms and rental units. The Inn and the HomeTowne Studios Hotel are located within the same building on a single real estate tax parcel and accordingly the indemnification and insurance obligations provided for in the Franchise Agreement from Franchisee to Franchisor shall apply to the entire parcel on which the two lodging facilities are located. The parties acknowledge and agree that a termination of this Franchise Agreement shall be an incurable default of and result in the immediate termination of the Franchise Agreement with HomeTowne Studios, LLC for the HomeTowne Studios Hotel (the “HomeTowne Studios Franchise Agreement”) and the termination of the HomeTowne Studios Franchise Agreement shall be an incurable default of and result in the immediate termination of this Franchise Agreement.

[ADJACENT PROPERTIES:]

The parties acknowledge that this Hotel may now or in the future be operated as a “dual” property with a HomeTowne Studios branded hotel property (the “HomeTowne Studios Hotel”) operated adjacent to this Approved Location (“Adjacent Location”). In such event that Adjacent Location shall contain no Red Roof Inn Marks, Mark-bearing supplies or materials, or any other Red Roof Inn system identification. Furthermore, in such event, guests of the HomeTowne Studios Hotel operated at the Adjacent Location will receive no services from the Inn and will not be deemed guests of the Inn in any way. The Inn and the HomeTowne Studios Hotel at the Adjacent Location will have separate signage, will not be connected in any way, and will operate a separate front desk/registration/cashier facility and telephone switchboard for guest rooms and rental units. The first violation of the terms of this section shall be grounds for immediate termination of the Franchise Agreement. The parties further acknowledge that the Approved Location and the Adjacent Location are located on one parcel and accordingly the indemnification and insurance obligations provided for in this agreement from Franchisee to Franchisor shall apply to entire the entire parcel on which the two lodging facilities are located even though the Inn is only located on part of said parcel. The parties acknowledge and agree that a termination of this Franchise Agreement shall be an incurable default of and result in the immediate termination of the Franchise Agreement with HomeTowne Studios, LLC for the HomeTowne Studios Hotel (the “HomeTowne

Studios Franchise Agreement”) and the termination of the HomeTowne Studios Franchise Agreement shall be an incurable default of and result in the immediate termination of this Franchise Agreement.

2. MISCELLANEOUS.

2.1 The Recitals are hereby incorporated into this Special Stipulations Addendum by this reference. The captions in this Special Stipulations Addendum are for convenience only. Any capitalized term that is not defined in this Special Stipulations Addendum shall have the meaning given to it in the Franchise Agreement.

2.2 The parties hereby confirm the Franchise Agreement, as amended by this Special Stipulations Addendum, and reaffirm their respective obligations under such Franchise Agreement, as amended by this Special Stipulations Addendum. The parties agree that except as specifically set forth herein, the provisions of the Franchise Agreement shall remain unchanged and this Special Stipulations shall be in addition to, and not in lieu of, the provisions of the Franchise Agreement. In the event of any conflict between the terms of the Franchise Agreement and the terms of this Special Stipulations Addendum, the terms of this Special Stipulations Addendum shall control.

2.3 This Special Stipulations Addendum may be executed in multiple counterparts, each of which when executed and delivered shall be deemed to be an original and all of which together shall constitute one and the same agreement. Delivery of an executed counterpart of a signature page to this Special Stipulations Addendum by electronic transmission (including an electronic signature platform such as DocuSign or the transmission of a scanned PDF document) shall be effective as delivery of a manually executed counterpart of this Special Stipulations Addendum.

[Signatures follow on next page.]

IN WITNESS WHEREOF, the parties hereto have executed and delivered this Special Stipulations Addendum effective as of the date of the Franchise Agreement.

FRANCHISOR:
RED ROOF FRANCHISING, LLC,
a Delaware limited liability company

By: _____
Print Name: _____
Title: _____

FRANCHISEE:

,
a

By: _____
Print Name: _____
Title: _____

EXHIBIT R
REDICALL AGREEMENT

REDICALL AGREEMENT

THIS REDICALL AGREEMENT (“Agreement”) is made effective as of _____ (the “Effective Date”) by and between _____ (“Client”) and Red Roof Franchising, LLC (“RRF”).

Background

- A. Client is the owner of a hotel known as _____ hotel # _____ located at _____ (the “Hotel”) and has the authority to enter into this Agreement.
- B. Client operates the Hotel as a Red Roof brand hotel pursuant to the terms and conditions of a Franchise Agreement with RRF (the “Franchise Agreement”).
- B. **[Alternates: Pick one, delete the other B. language and this bracket]** Client operates the Hotel as a HomeTowne Studios brand hotel pursuant to the terms and conditions of a Franchise Agreement with RRF’s affiliate, HomeTowne Studios, LLC (the “Franchise Agreement”).
- B. Client operates the Hotel as a The Red Collection brand hotel pursuant to the terms and conditions of a Franchise Agreement with RRF’s affiliate, The Red Collection, LLC (the “Franchise Agreement”).
- C. RRF manages the Red Roof Contact Center (“Contact Center”) and offers services under which various online websites and search engines will feature a unique Contact Center phone number for the Hotel, which transfers callers to the Contact Center (“Services”), and Client wishes to purchase the Services as set forth in this Agreement.

Agreement

- 1. **Services.** In performing the Services, RRF shall:
 - a. Provide a standardized menu for callers to choose from, including an option to Make a Reservation, Speak to the Hotel Front Desk, Cancel a Reservation, and Receive the Hotel Address. Additional options, such as ‘Reach the Sales Office,’ will be available at Client’s request.
 - b. Assign a unique phone number to the Hotel and post that unique call center number on search engines, local business listings, and other internet websites or applications. These phone numbers will include a centralized auto attendant, customized for the Hotel.
 - c. Handle all ‘Make a Reservation’ calls that originate from the unique Contact Center phone number assigned to the Hotel between the hours of 7:00 am and 2:00 AM Eastern Standard Time. These calls will be handled by RRF’s trained reservation agents. Callers who select the “Speak to the Hotel Front Desk” option during these hours, and all calls received outside of these hours, will be transferred to the Hotel’s front desk.
 - d. Answer calls in a manner that uses the Hotel’s name, respond to questions about the Hotel, and attempt to book reservations.
 - e. Give applicable calls the highest priority service in the Contact Center.
- 2. **Client Responsibilities.** RRF’s obligations to provide the Services are conditioned upon Client:
 - a. Adjusting the Hotel’s telephone settings to ensure calls forwarded to the Hotel from the Contact Center auto attendant are properly delivered to the Front Desk staff.
 - b. Providing RRF with complete/accurate information in order to assist Contact Center agents in handling applicable calls and update such information as necessary or as required by RRF.
 - c. Providing RRF a valid and operational front desk phone number for calls to be properly transferred.

3. **Fee.** Client agrees to pay RRF the following fees for providing the Services as follows: (Please check the applicable fee):

- ☐ A. For an Initial Term of twelve (12) months, \$1.55 minimum for each call answered by the Contact Center in connection with the Services; OR
- ☐ B. For an Initial Term of five (5) or six (6) months, \$1.75 minimum for each call answered by the Contact Center in connection with the Services; OR
- ☐ C. For an Initial Term of five (5) or six (6) months, \$6.00 minimum for each reservation made in connection with the Services, with a minimum fee of \$75 per month.

If no box is checked, the default option will be Section 3.A.

If the Hotel transfers reservation calls to the Contact Center outside of the RediCall program, RRF may bill Client a minimum of \$5.00 per call.

RRF reserves the right to modify the applicable fees for providing the Services at its sole discretion upon the renewal or auto-renewal of this Agreement.

4. **Invoicing.** Client shall pay the fees due under this Agreement upon receipt of invoice from RRF and Client shall pay the amount of such invoices to RRF. Any fees or other amounts due under this Agreement not received by RRF within thirty (30) days of the date of such invoice shall bear interest at the rate of one and a half percent (1.5%) per month, calculated on a daily basis, until paid in full.

5. **Term.**

- a. The term of this Agreement shall commence as of the Effective Date and shall continue for a period of _____ () months (the "Initial Term").
- b. At the expiration of the Initial Term, this Agreement shall automatically renew for additional _____ () month terms, provided that this Agreement is not earlier terminated as more particularly described below (each a "Term").
- c. Client may terminate this Agreement at any time following the Initial Term, by providing RRF at least ninety (90) days prior written notice.
- d. RRF may terminate this Agreement at any time following the Initial Term, by providing Client at least thirty (30) days prior written notice.
- e. This Agreement shall automatically terminate upon termination/expiration of the Franchise Agreement.

6. **Staff.** RRF is an independent contractor and neither RRF nor RRF's staff or independent contractors shall be deemed to be employed by Client. RRF reserves the right to determine the method, manner and means by which the Services will be performed. The Services shall be performed by RRF or a third party designated and contracted by RRF.

7. **Default and Termination.** Either party to this Agreement shall be deemed to be in default hereunder if such party fails to perform any obligation hereunder on or before the thirtieth (30th) day following delivery of written notice of such failure by the other party (five (5) days for monetary defaults); provided, however, that if the non-monetary default at issue is not reasonably susceptible of being cured within thirty (30) days, such thirty (30) day period shall be extended as reasonably necessary to allow the defaulting party to effect a cure, but in no event longer than a grace period of an additional thirty (30) days. A default by Client under the Franchise Agreement,

or any other agreement between Client and RRF, shall be considered a default of this Agreement. If the defaulting party fails to cure its default within any applicable cure or grace period, the non-defaulting party may terminate this Agreement. This Agreement shall automatically terminate upon expiration or termination of the Franchise Agreement.

8. **No Warranty and Limitation of Liability.** RRF MAKES NO REPRESENTATION OR WARRANTY REGARDING THE VOLUME OR RESERVATIONS OR AMOUNT OF REVENUES THAT CLIENT WILL ATTAIN AS A RESULT OF THE SERVICES OR THAT CLIENT'S RESERVATIONS OR REVENUE WILL INCREASE. RRF MAKES NO OTHER WARRANTIES, WHETHER WRITTEN, ORAL OR IMPLIED, INCLUDING WITHOUT LIMITATION, WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. IN NO EVENT SHALL RRF BE LIABLE FOR SPECIAL OR CONSEQUENTIAL, INCIDENTAL, PUNITIVE OR INDIRECT DAMAGES INCLUDING, BUT NOT LIMITED TO, LOST PROFITS OR LOST REVENUE ARISING FROM, RELATING TO, OR IN CONNECTION WITH THE SERVICES, WHETHER OR NOT THE POSSIBILITY OF SUCH DAMAGES HAS BEEN DISCLOSED IN ADVANCE OR COULD HAVE BEEN REASONABLY FORESEEN, AND IN THE EVENT THIS LIMITATION OF DAMAGES IS HELD UNENFORCEABLE THEN THE PARTIES AGREE THAT BY REASON OF THE DIFFICULTY IN FORESEEING POSSIBLE DAMAGES ALL LIABILITY TO CLIENT SHALL BE LIMITED TO ONE HUNDRED DOLLARS (\$100.00) AS LIQUIDATED DAMAGES AND NOT AS A PENALTY.
9. **Complete Agreement.** This Agreement contains the entire agreement between the parties hereto with respect to the matters covered herein. No other agreements, representations, warranties or other matters, oral or written, purportedly agreed to or represented by or on behalf of RRF by any of its employees or agents, or contained in any sales materials or brochures, shall be deemed to bind the parties hereto with respect to the subject matter hereof. Client acknowledges that it is entering into this Agreement solely on the basis of the representations contained herein.
10. **Applicable Law & Venue.** The parties shall each comply with all applicable federal, state and local employment and other laws, government regulations and orders. This Agreement shall be construed in accordance with the laws of the State of Ohio. Venue for any claim, suit, or action for enforcement of any provision of this Agreement shall lie in the state or federal courts located in the State of Ohio, Franklin County, to the exclusion of all others.
11. **Scope of Agreement.** If the scope of any of the provisions of the Agreement is too broad in any respect whatsoever to permit enforcement to its full extent, then such provisions shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of this Agreement shall not thereby fail, but that the scope of such provisions shall be curtailed only to the extent necessary to conform to law.
12. **Notices.** All notices pursuant to this Agreement shall be in writing and shall be personally delivered; mailed by registered or certified mail, return receipt requested; or dispatched by overnight delivery to the respective parties at the following addresses, unless and until a different address has been designated by written notice to the other party:

Notices to Client:

Notices to RRF: Red Roof Franchising, LLC
7815 Walton Parkway
New Albany, OH 43054
Attention: Vice President, Distribution Services

With copy to: Franchise Legal Department
Red Roof Franchising, LLC
7815 Walton Parkway
New Albany, OH 43054

Notice shall be deemed to have been received as follows: by personal delivery – at the time of delivery; by overnight delivery service - on the next business day following the date on which the notice was given to the overnight delivery service; and by registered or certified mail, return receipt requested - three (3) days after the date of mailing.

13. **Assignment.** Client shall not assign or otherwise transfer this Agreement or any of its interest in this Agreement. Except for the prohibition on assignment contained in the preceding sentence, this Agreement shall be binding upon and inure to the benefits of the heirs, successors and assigns of the parties hereto. RRF is able to, with no restrictions, transfer and/or assign this agreement without notice to Client.
14. **Exclusivity.** RRF may provide similar services to other hotel owners. Client does not have an exclusive right to receive the Services from RRF.

IN WITNESS WHEREOF, each party hereto has caused this Agreement to be executed by an authorized person as of the date first above written.

RRF:

CLIENT:

Red Roof Franchising, LLC

FRANCHISEE ENTITY

By: _____

By: _____

Name: Shanna Wright

Name:

Title: Vice President, Distribution Services

Title:

STATE EFFECTIVE DATES

The following states have franchise laws that require that the Disclosure Document be registered or filed with the states, or be exempt from registration: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington and Wisconsin. We do not offer franchises in Hawaii.

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	April ~~14, 2025~~ 9, 2026
Illinois	April ~~14, 2025~~ 9, 2026
Indiana	April ~~14, 2025~~ 9, 2026
Maryland	~~May 16, 2025~~ Pending
Michigan	~~April 17, 2025~~ Pending
Minnesota	~~May 16, 2025~~ Pending
New York	April ~~14, 2025~~ 9, 2026
North Dakota	~~April 14, 2025~~ Pending
Rhode Island	~~April 14, 2025~~ Pending
South Dakota	~~April 15, 2025~~ Pending
Virginia	~~April 14, 2025~~ Pending
Washington	~~April 17, 2025~~ Pending
Wisconsin	~~April 14, 2025~~ Pending

Other states may require registration, filing or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

RECEIPT

Copy 1

This disclosure document summarizes certain provisions of the Franchise Agreement and other information in plain language. Read this disclosure document and all the agreements carefully.

If Red Roof Franchising, LLC offers you a franchise, Red Roof Franchising, LLC 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, or sooner if required by state law. New York requires that Red Roof Franchising, LLC give you this Disclosure Document at the earlier of the first personal meeting or 10 business days before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship. Iowa requires that Red Roof Franchising, LLC give you this Disclosure Document at the earlier of the first personal meeting or 14 calendar days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first. Michigan requires that Red Roof Franchising, LLC 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 Red Roof Franchising, LLC 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 and state law may have occurred and should be reported to the Federal Trade Commission, Washington, DC 20580 and the applicable state agency listed in Exhibit B of this disclosure document.

The name, principle business address and telephone number of the franchise seller offering the franchise is: Zack Gharib - President, [Matthew Hostetler – Chief Development Officer](#), Ray Ruyak – Franchise Development Director, Stephen Burik – Franchise Development Director, Russell Stinnett – Franchise Development Director, ~~Saj Saiyed – Franchise Development Director~~, Terrence Hall – Franchise Sales Specialist, Stephanie Pina – Manager, Franchise Sales and Development, Richard Schaeffer – Vice President, Franchise Development, Sandhya Patel – Director, Strategic Franchise Initiatives, Vinay Sharma – Franchise Development Director, [Birger Horn - Franchise Development Director](#), [Jeb Brown - Franchise Development Director](#), [Jeremy Logan – Director, Franchise Development](#), Red Roof Franchising, LLC, 7815 Walton Parkway, New Albany, Ohio 43054, (614) 744-2600.

Issuance Date: April ~~14, 2025~~, [2026](#)

Red Roof Franchising, LLC authorizes the agents listed in Exhibit C to receive service of process for it in the particular state.

I have received a Disclosure Document dated April ~~14, 2025~~, [2026](#) that includes the following Exhibits:

A Financial Statements	J Non-Disclosure Agreement (Building Plans)
B List of State Administrators	K Reservation Platform / PMS Sublicense Agreement
C List of Agents for Service of Process	L Table Of Contents Of The Manuals
D List of Franchisees	M Transfer Addendum To Franchise Agreement
E Franchise Application	N Development Incentive Program For Women And Veterans
F Franchise Agreement	O State Required Agreement Addenda
G Construction Addendum To The Franchise Agreement	P Revenue Management Agreements
H Renovation Addendum To Franchise Agreement	Q Dual Brand Addendum to Franchise Agreement
I Addendum To Franchise Agreement For Red Roof Inn & Suites, Red Roof Plus+ Or Red Roof Plus+ & Suites	R RediCall Agreement

Date: _____

Proposed Location: _____

Type of Business Entity: _____

Your Signature: _____

Print Your Name: _____ Print Your Title: _____

RECEIPT

Copy 2

This disclosure document summarizes certain provisions of the Franchise Agreement and other information in plain language. Read this disclosure document and all the agreements carefully.

If Red Roof Franchising, LLC offers you a franchise, Red Roof Franchising, LLC 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, or sooner if required by state law. New York requires that Red Roof Franchising, LLC give you this Disclosure Document at the earlier of the first personal meeting or 10 business days before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship. Iowa requires that Red Roof Franchising, LLC give you this Disclosure Document at the earlier of the first personal meeting or 14 calendar days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first. Michigan requires that Red Roof Franchising, LLC give you this Disclosure Document at least 10 ~~business~~^{business} days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Red Roof Franchising, LLC 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 and state law may have occurred and should be reported to the Federal Trade Commission, Washington, DC 20580 and the applicable state agency listed in Exhibit B of this disclosure document.

The name, principle business address and telephone number of the franchise seller offering the franchise is: Zack Gharib - President, [Matthew Hostetler – Chief Development Officer](#), Ray Ruyak – Franchise Development Director, Stephen Burik – Franchise Development Director, Russell Stinnett – Franchise Development Director, ~~Saj Saiyed – Franchise Development Director~~, Terrence Hall – Franchise Sales Specialist, Stephanie Pina – Manager, Franchise Sales and Development, Richard Schaeffer – Vice President, Franchise Development, Sandhya Patel – Director, Strategic Franchise Initiatives, Vinay Sharma – Franchise Development Director, [Birger Horn - Franchise Development Director](#), [Jeb Brown - Franchise Development Director](#), [Jeremy Logan – Director, Franchise Development](#), Red Roof Franchising, LLC, 7815 Walton Parkway, New Albany, Ohio 43054, (614) 744-2600.

Issuance Date: April ~~14, 2025~~^{9, 2026}

Red Roof Franchising, LLC authorizes the agents listed in Exhibit C to receive service of process for it in the particular state.

I have received a Disclosure Document dated April ~~14, 2025~~^{9, 2026} that includes the following Exhibits:

A Financial Statements	J Non-Disclosure Agreement (Building Plans)
B List of State Administrators	K Reservation Platform / PMS Sublicense Agreement
C List of Agents for Service of Process	L Table Of Contents Of The Manuals
D List of Franchisees	M Transfer Addendum To Franchise Agreement
E Franchise Application	N Development Incentive Program For Women And Veterans
F Franchise Agreement	O State Required Agreement Addenda
G Construction Addendum To The Franchise Agreement	P Revenue Management Agreements
H Renovation Addendum To Franchise Agreement	Q Dual Brand Addendum to Franchise Agreement
I Addendum To Franchise Agreement For Red Roof Inn & Suites, Red Roof Plus+ Or Red Roof Plus+ & Suites	R RediCall Agreement

Date: _____

Proposed Location: _____

Type of Business Entity: _____

Your Signature: _____

Print Your Name: _____ Print Your Title: _____