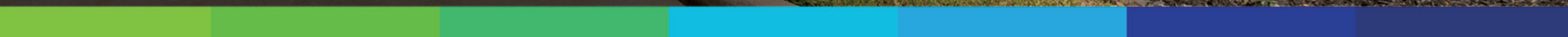




BRAND BOOK





The flagship brand that started it all

Extended Stay America Suites® focuses on the right level of simplicity and functionality to attract long-term stays while operating efficiently as a foundation for strong returns. This business model, pioneered by owning and operating this brand for three decades, outperforms the segment – even thriving in challenging economic times.

This business model, pioneered by owning and operating this brand for over three decades, outperforms the segment - even thriving in challenging economic times.

Segment: Midscale extended stay

Types: New construction & conversion

Amenity Highlights: Fully equipped kitchens, on-site guest laundry, weekly housekeeping options, free wi-fi, free breakfast

Brand Debut: 1995

Simplified Primary Fee Structure:

Initial franchise fee: \$50K

Royalty fee: 5.5%

System services fee: 4.5%

Attracting many types of long-term travelers

Our customers represent a diverse mix of economic sectors, including essential workers and travelers who are in transition. This variety can provide a steady stream of business, regardless of economic changes.



IT & small businesses



In transition



Military, government & education



Medical



Construction, oil & gas



Personal stays



The bottom line

Because extended stay isn't part of what we do - it's ALL we do - we are uniquely positioned to focus on optimizing revenue and minimizing expenses.

2025 performance at owned and franchised hotels¹

Occupancy

76.9%

ADR

\$75.53

RevPAR

\$58.06

Percentage of consumed room nights²

0-6 nights

21.6%

7-29 nights

19.7%

30+ nights

58.7%

78.4%

of consumed room nights are from 7+ length of stays³



Providence, RI

An unrivaled commercial engine

Industry-leading revenue contribution from the most profitable central proprietary channels

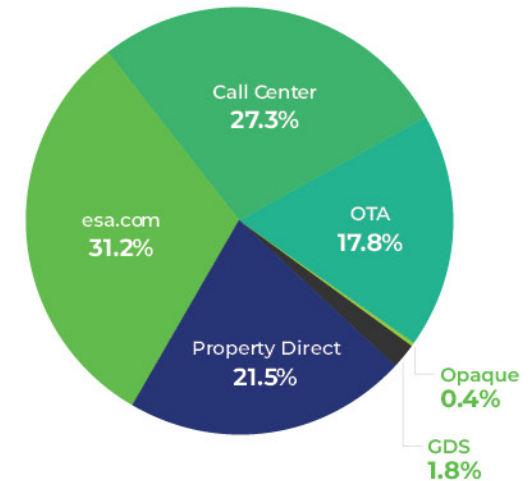
91.9%

of revenue driven by national sales team is from guests staying 7+ nights⁵

80%

of reservations come from Extended Stay America direct channels⁴

Consumed room nights booked⁴



Proven performance with a specialized expertise in attracting extended stay guests

- Dedicated national sales team solely focused on delivering extended stay business from top industry demand verticals.
- Property onboarding support includes complimentary initial consultations from national sales team to review market analysis of extended stay demand generators and hotel activation sales strategy.
- Extended stay-specific promotional campaigns activated across website, search marketing, distribution, email, display advertising, connected TV, public relations and social media platforms.
- Robust property-specific digital marketing activation plan to support hotel opening.

Complimentary programs at NO additional cost to the franchisee

- Call divert program for operational efficiency
 - Leverage our experienced call center team to convert additional bookings from incoming calls when your staff is occupied serving guests.
- Extended Perks is our guest membership program designed to drive direct channel revenue. With no points or miles, there is no cost for franchisees.

The foundation for superior returns

Leveraging our established business model and support

Exclusively
focused on
extended
stay

- Specialized expertise
 - Driving occupancy, growth and performance
- Pragmatic property improvement plans for both extended stay and transient hotel conversions
- Single point of contact
 - Dedicated franchise operations team for onboarding



Proven operating efficiencies



- Typically can be operated with 6 full-time and 4-6 part-time staff
 - Minimize overhead costs
- Amenity-light standards and basic services
 - Contains expenses, while meeting guest expectations
- Practical breakfast operations
 - No hot food requirements
- Simplified technology platforms
 - Cloud-based property management and central reservation systems





Franchise with the proven leader in extended stay



franchise.esa.com



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¹ The chart shows the average performance of the Brand Hotels (401 hotels) for the year ended December 31, 2025. "Occupancy" means the total number of rooms sold in a given period divided by the total number of rooms available during that period. "ADR" means hotel room revenues divided by total number of rooms sold in a given period. "RevPAR" means the product of average daily room rate charged times the average daily occupancy achieved for a hotel or group of hotels in a given period. RevPAR does not include ancillary revenues, such as food and beverage revenues, or parking, pet, telephone or other guest service revenues. 214 or 53% of the Brand Hotels in the 2025 performance survey described above had an Occupancy percentage at or above the occupancy percentage described above. 175 or 44% of the Brand Hotels in the 2025 performance survey described above had an ADR amount at or above the ADR amount described above. 172 or 43% of the Brand Hotels in the 2025 performance survey described above had a RevPAR amount at or above the RevPAR amount described above. A new franchisee's results may differ from these results. See Table 19-3 in the 2026 Extended Stay America Suites Franchise Disclosure Document ("FDD") for additional information.

² This 2025 length of stay information represents the combined percentages of consumed room nights at three benchmarked intervals. See Table 19-9 in the 2026 Extended Stay America Suites FDD for additional information. A new franchisee's results may differ from these results.

³ This 2025 contribution percentage represents a combined total of property direct, call center and esa.com reservations. A new franchisee's results may differ from these results. See Table 19-6 in the 2026 Extended Stay America Suites FDD for additional information.

⁴ Brand Hotels receive reservations from the following sources (collectively, "Reservation Channels"): (i) At our properties ("Property Direct"); (ii) our toll-free central reservations office ("Call Center"); (iii) the ESA Website ("esa.com"); (iv) OTAs; (v) opaque hotel booking agencies that we have agreements with such as Hotwire and Priceline ("Opaque"); and (vi) global distribution systems that permit traditional travel agencies, as well as many third-party online travel agencies, to reserve hotel rooms ("GDS"). Reservation Channels do not include group business and room nights booked directly at the property or through our regional or national sales offices. The chart shows the percentage of consumed room nights booked at the Brand Hotels through each of the Reservation Channels for the 2025 calendar year. A new franchisee's results may differ from these results. See Table 19-6 in the 2026 Extended Stay America Suites FDD for additional information.

⁵ This 2025 B2B revenue percentage represents the average percentage of Brand Hotel B2B revenue derived from Length of Stays of 7 nights and greater for the 2025 calendar year. A new franchisee's results may differ from these results. See Table 19-12 in the 2026 Extended Stay America Suites FDD for additional information.

This information is not intended as an offer to sell or the solicitation of an offer to buy a franchise. It is for information purposes only. The offering is by prospectus only. Currently, the following states regulate the offer and sale of franchises: CA, HI, IL, IN, MD, MI, MN (File No. F-8939), NY, ND, RI, SD, VA, WA and WI. If you are a resident of or want to locate a franchise in one of these states, we will not offer you a franchise unless and until we have complied with applicable pre-sale registration (or obtained an applicable exemption from registration) and disclosure requirements in your state. CA: THESE FRANCHISES HAVE BEEN REGISTERED (OR EXEMPTED FROM REGISTRATION) UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF CALIFORNIA. SUCH REGISTRATION DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION, OR ENDORSEMENT BY THE COMMISSIONER OF FINANCIAL PROTECTION AND INNOVATION NOR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE, AND NOT MISLEADING. NY: THIS ADVERTISEMENT IS NOT AN OFFERING. AN OFFERING CAN ONLY BE MADE BY A PROSPECTUS FILED FIRST WITH THE DEPARTMENT OF LAW OF THE STATE OF NEW YORK. SUCH FILING DOES NOT CONSTITUTE APPROVAL BY THE DEPARTMENT OF LAW.