

| PROVISIONS | SECTION IN choiceADVANTAGE SOFTWARE TERMS OF USE | SUMMARY |
|---|---|---|
| m. Conditions for our approval of transfer | Not Applicable | |
| n. Our right of first refusal to acquire your business | Not Applicable | |
| o. Our option to purchase your business | Not Applicable | |
| p. Your death or disability | Not Applicable | |
| q. Non-competition covenants during the term of the franchise | Not Applicable | |
| r. Non-competition covenants after the franchise is terminated or expires | Not Applicable | |
| s. Modification of the agreement | PREAMBLE | We may modify, add or remove any terms and conditions without notice or liability to you. You accept and agree to any modifications, additions, or removals by your subsequent use of the software. |
| t. Integration/merger clause | ENTIRE AGREEMENT | Only the terms of the Terms of Use and the Franchise Agreement are binding. Any representations or promises outside of the Disclosure Document and franchise agreement may not be enforceable. |
| u. Dispute resolution by arbitration or mediation | Not Applicable | |
| v. Choice of forum | Not Applicable | |
| w. Choice of law | GOVERNING LAW | Maryland law applies except the Maryland Uniform Computer Information Transactions Act, which is expressly disclaimed. |

ITEM 18

PUBLIC FIGURES

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

ITEM 19

FINANCIAL PERFORMANCE REPRESENTATIONS

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

The tables below provide certain historic performance information for franchised CAMBRIA Hotels operating in the United States. As of December 31, 2025, there were 76 open and operating CAMBRIA hotels in the United States: (1) 65 of those hotels were owned by franchisees; and (2) eleven of those were owned by us. Of these 65 franchise hotels, 51 CAMBRIA hotels met the definition of the Performance Sample for purposes of this Item 19. The “Performance Sample” means all franchised CAMBRIA hotels that were open and operating as of December 31, 2025 and that were franchised by Choice and operating on or before January 1, 2025, excluding hotels that: (1) repositioned from another Choice brand to CAMBRIA during the period beginning January 1, 2025 and ending December 31, 2025; (2) had incomplete performance numbers (e.g., missing supply, demand, and revenue information) for at least 30 days during the period beginning January 1, 2025 and ending December 31, 2025; (3) experienced an interruption in operations (for example, due to renovation and natural disaster) of more than 30 consecutive days during the period beginning January 1, 2025 and ending December 31, 2025; and (4) were developed prior to January 1, 2013 pursuant to a different prototype. There were no CAMBRIA hotels that closed during Year 2025 after being open less than 1 year.

Table 1: For Year Ended December 31, 2025 - Average Occupancy Rate, Average Daily Rate, RevPAR, Total Choice Proprietary Contribution, Choice Privileges Contribution, and Choice Privileges ADR for CAMBRIA Hotels in the Performance Sample

| | Aggregate or Average | Median | Low | High | Hotels Meeting or Exceeding Average | |
|---------------------------------------|-----------------------------|---------------|------------|-------------|--|----------------|
| Total Open and Operating Hotels | 65 | | | | | |
| Performance Sample | 51 | | | | Count | Percent |
| Average Occupancy Rate | 67.5% | 67.1% | 40.9% | 95.1% | 23 | 45.1% |
| Average Daily Rate | \$167.57 | \$156.49 | \$93.10 | \$264.24 | 19 | 37.3% |
| Revenue per Available Room (“RevPAR”) | \$113.12 | \$96.24 | \$63.34 | \$251.38 | 16 | 31.4% |

| | Aggregate or Average | Median | Low | High | Hotels Meeting or Exceeding Average | |
|---------------------------------------|-----------------------------|---------------|------------|-------------|--|-------|
| Total Choice Proprietary Contribution | 51.9% | 51.6% | 30.4% | 79.3% | 25 | 49.0% |
| Choice Privileges Contribution | 50.8% | 51.7% | 32.0% | 92.9% | 29 | 56.9% |
| Choice Privileges Average Daily Rate | \$169.20 | \$159.52 | \$93.73 | \$269.66 | 20 | 39.2% |

Table 2: For Year Ended December 31, 2025 - Average Occupancy Rate, ADR, RevPAR, Total Choice Proprietary Contribution, Choice Privileges Contribution, and Choice Privileges ADR for CAMBRIA Hotels in the Performance Sample with a Likelihood to Recommend (“LTR”) Score Above the Brand Average

| | Aggregate or Average | Median | Low | High | Hotels Meeting or Exceeding Average | |
|---------------------------------------|-----------------------------|---------------|------------|-------------|--|----------------|
| Performance Sample | 27 | | | | Count | Percent |
| Average Occupancy Rate | 66.5% | 63.6% | 40.9% | 95.1% | 12 | 44.4% |
| Average Daily Rate | \$178.79 | \$157.34 | \$118.05 | \$264.24 | 12 | 44.4% |
| RevPAR | \$118.94 | \$94.52 | \$69.84 | \$251.38 | 8 | 29.6% |
| Total Choice Proprietary Contribution | 53.9% | 54.5% | 34.9% | 79.3% | 15 | 55.6% |
| Choice Privileges Contribution | 54.2% | 53.9% | 34.1% | 92.9% | 12 | 44.4% |
| Choice Privileges Average Daily Rate | \$178.31 | \$159.78 | \$118.14 | \$269.66 | 12 | 44.4% |

Notes: We used the following definitions in the above table:

“Average Occupancy Rate” is the percentage of available guest rooms actually occupied by guests.

“Average Daily Rate” is the gross room revenue divided by the number of occupied guest rooms.

“RevPAR” is the gross room revenue divided by available guest rooms.

“Total Choice Proprietary Contribution” is the average of each hotel’s revenue generated through the CRS and non-CRS marketing channels, including members of our Choice Privileges and affiliated guest loyalty programs that booked directly with Choice Hotels branded properties as well as reservation revenue from wholesale group accounts and global sales accounts, excluding online travel agent bookings and cancelled reservations, divided by that hotel’s gross room revenues.

“Choice Privileges Contribution” is the average percentage of gross room revenue attributable to members of Choice Privileges, or other affiliated programs, who occupy and pay for guest rooms and are awarded Choice Privileges or airline points for their stays or redeem points for a reward night.

“Choice Privileges Average Daily Rate” is the Average Daily Rate for reservations generated through our Choice Privileges guest loyalty program and other affiliated loyalty programs, including airline loyalty programs, excluding cancelled reservations.

“Likelihood to Recommend” or LTR is a guest satisfaction metric used by Choice Hotels to measure the likelihood that a guest would recommend a hotel to others. LTR scores are derived from responses to Choice-administered guest satisfaction surveys sent to guests following their stay (and, for longer stays, periodic in-stay surveys). Only surveys conducted and approved under Choice Hotels’ internal guest feedback processes are included in the LTR calculation; third-party review sites and social media reviews are not considered. For purposes of this Item 19, references to hotels performing “above the brand average” mean hotels that achieved an LTR score greater than the brand average LTR score during the applicable measurement period.

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The data presented in the above tables relate to historical performance of franchised CAMBRIA hotels in the United States and represent average performance of CAMBRIA branded hotels in a specific performance sample.

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

The data presented in the above tables are based on information that individual franchise owners provided to us. Written substantiation of the financial information that forms the bases for our financial performance representations will be made available to you within a reasonable period of time following receipt of your written request.

Some franchised CAMBRIA hotels have earned the results indicated above. Your individual

results may differ. There is no assurance that you will earn as much.

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 outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor’s management by contacting our General Counsel at 915 Meeting Street, Suite 600, North Bethesda, Maryland 20852 and at (301) 592-5000; the Federal Trade Commission; and the appropriate state regulatory agencies.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

**Table No. 1
CAMBRIA and CAMBRIA HOTELS & SUITES
System-wide Outlet Summary
For Years 2023 to 2025***

| Outlet Type | Year | Outlets at Start of the Year | Outlets at End of the Year | Net Change |
|--------------------|-------------|-------------------------------------|-----------------------------------|-------------------|
| Franchised Outlets | 2023 | 59 | 67 | +8 |
| | 2024 | 67 | 67 | 0 |
| | 2025 | 67 | 65 | -2 |
| Company Owned | 2023 | 6 | 7 | +1 |
| | 2024 | 7 | 9 | +2 |
| | 2025 | 9 | 11 | +2 |
| Total Outlets | 2023 | 65 | 74 | +9 |
| | 2024 | 74 | 76 | +2 |
| | 2025 | 76 | 76 | 0 |

*As of December 31, for each year.