

Extended Stay America, Inc. Rules of Conduct and Procedures

Welcome to the 2020 Annual Meeting of Shareholders (the “Annual Meeting”) of Extended Stay America, Inc. (the “Company”). The Annual Meeting is being held as a fully “virtual” meeting held through www.virtualshareholdermeeting.com/stay2020 (the “Meeting Website”). These Rules of Conduct and Procedures are intended to ensure an orderly Annual Meeting, and we ask for your cooperation in observing them.

1. Only the business matters set forth in the Company’s 2020 Proxy Statement dated April 23, 2020 (the “Proxy Statement”) will be conducted at the Annual Meeting. Nominations and proposals not reflected in the Proxy Statement will not be accepted or addressed at the Annual Meeting.

2. The Chair of the Annual Meeting will conduct the meeting in accordance with the authority granted to him under the Company’s bylaws.

3. Only those stockholders who held shares of stock in the Company as of the close of business on April 8, 2020, the record date for the Annual Meeting, or their duly authorized proxies, and logged into the Meeting Website as a shareholder with their 16-digit control number may submit relevant questions and vote at the Annual Meeting. Such shareholders may vote until the polls close. If you wish to vote, please click on the vote button on the virtual meeting screen and follow the instructions. If you voted your shares prior to the start of the Annual Meeting, the Company’s Inspector of Elections has already received your vote and, unless you wish to revoke or change your vote, no further action is required from you.

Any shareholders logged into the Meeting Website as a shareholder with a 16-digit control number may submit a question regarding any business items which are the subject of the Annual Meeting. Please include your name and succinctly state your question or comment. Individuals logged into the Meeting Website as a guest will not have the ability to submit questions. Questions may also be asked after the Annual Meeting by contacting Investor Relations at investorrelations@esa.com.

4. We may summarize questions, including questions from multiple Shareholders that are on the same topic or otherwise related and answer them together.

5. For the benefit of all Shareholders, the Company’s priority is to conduct the business

set out in the Proxy Statement. The Company will not address any question that, in the judgement of the Chair or Corporate Secretary:

- a. is not directly related to the Annual Meeting;
- b. is substantially repetitious of statements made by other persons;
- c. is not of interest to the Shareholders generally;
- d. relates to material non-public information of the Company;
- e. relates to personal grievances;
- f. relates to a shareholder's personal or business interest;
- g. derogatorily references individuals or otherwise is not in good taste; or
- h. is out of order or not otherwise suitable for the conduct of the Annual Meeting.

6. At the conclusion of the ESH Hospitality, Inc. Annual Meeting being held beginning at 8:30 a.m. Eastern Time this morning, the Company will attempt to respond to questions submitted by shareholders during this Annual Meeting or the ESH Hospitality, Inc. Annual Meeting.

7. In the event of a technical malfunction or other significant problem that disrupts the Annual Meeting, the Chair may adjourn, recess or expedite the Annual Meeting, or take such other action that the Chair determines is appropriate in light of the circumstances. The Chair has the authority necessary to preside over the meeting and make any and all determinations with respect to the conduct of the meeting and procedures to be followed during the meeting.