November 25, 2013

Dear Bill,

Nancy and I are happy to join you and many others in “Making the Pledge.” That decision was made many years ago when we realized how blessed we have been to:

– Be born and raised in this great country with the freedom to choose our paths in life and receive an appropriate reward for our efforts and ideas.

– Be members of a Church that teaches us the importance of personal virtue and the value of active participation in both leadership and supportive roles.

– Be raised in a family that values work, morality, and strength of character more than monetary rewards.

– Be involved in an industry where the goal is to make employees feel like family and to make our customers feel happy and at home.

Down through the years we have always supported the schools that have educated and trained us, the institutions that have helped us live healthy lives, and the communities that have supported us in our business endeavors. We will continue to do so during our lives and pledge that the bulk of our estate will go to a charitable foundation that will be run by our four very capable daughters who are already heavily involved in supporting their own communities. They are the greatest blessings of our lives and we are thrilled that they will be able help bless the lives of future generations.

Sincerely,

Richard E. Marriott  
Nancy Peery Marriott