

Dear [NAMES OF TRUSTEES], More than anything else, my message to you is this: get to know [WIFE] and [CHILD]; know them now, and forge a close relationship for the years to come. Be their friends and mentors. The rest of what follows is secondary to this grand hope. If you are close, I am confident that the rest will follow. Beyond that, here are some additional thoughts I wish to share with you to help guide you with the many discretionary decisions you will need to make as my trustees: First the obvious—follow the instructions in the trust agreements. My overriding intent about distributions is that the WEBBAPP01 09/12/2015 2:51:28 Page 220 220 APPENDIX 1 beneficiaries have financial peace and security, not superfluous excess. Be conservative with the investments of the trusts and maintain a long-term perspective. I have included for you the Investment Policy Statement that was developed with [INVESTMENT ADVISER] to monitor and assist in the investment guidelines that the corporate trustee should follow as managers of the estate. I shall talk further with you as to the function of each trust so that individual investment policy statements are developed for each trust. The primary purpose of my trust during my lifetime with [WIFE] is to support our lives. After I am gone, it will be to support [WIFE]'s life. Any remainder will go to [CHILD]'s trust, where I would like it to support her care and education but preserve assets for educating her descendants. My trust documents call for three individual trustees at all times, four while [WIFE] is alive. Individual trustees should retire at the earlier of incapacity or upon reaching the age of 75 years old. A trustee may voluntarily relieve him/herself of the responsibility as well. You will have an appointed corporate trustee to do the “heavy lifting” for you: investing of assets, legal compliance/ issues, income tax compliance, mitigating risk, and safeguard assets from creditors. Your primary focus will be to maintain relationships with the beneficiaries and to make discretionary decisions about the distributions from the trusts. A general summary of the estate plan is included as Exhibit E. I encourage you to cultivate good relationships with [LAWYER] and [TAX ADVISER], but you should feel no obligation to continue working specifically with them. I have calculated the numbers and have included for you my most current statement of financial position (Exhibit D), family budget and capital need analysis (Exhibit F), and charitable contribution history (Exhibit G). You will see that based on the assumptions in these exhibits, if I die at 85 years old and then WEBBAPP01 09/12/2015 2:51:28 Page 221 Appendix 1 221 [WIFE] at 85 years old, there should be \$____ million of investment assets, plus homes remaining at [WIFE]'s death. This is all calculated at a (hopefully) conservative long-term annualized investment return of inflation plus ____ percent. Regarding distributions from trusts to beneficiaries: All trustees must make decisions on distributions to beneficiaries, and I encourage you to maintain good communication with the corporate trustee. My overriding hope is that the trust funds we have provided for the beneficiaries will be used to enhance their lives and will not serve as an impediment to their happiness or sense of accomplishment and self-worth. Be wise and discerning with distributions: 1. Do not enable long-term dependency on the funds that are distributed. I want them to be productive people who have a fully developed sense of self. If someone chooses a career that is a low-paying job, it is okay to underwrite them and support them with financial distributions. 2. Be aware of any possible substance abuse and avoid funding destructive behavior of this sort. Pay for rehabilitation services and promote reconciliation and recovery. 3. Be generous for educational expenses and to cover medical care costs. 4. Be supportive of international travel. There is so much to learn in the world outside of our daily lives. 5. Support entrepreneurial endeavors, but be wise in mitigating risks and require provision of a business plan to the Trustees with a request of funds. 6. Consider distributions for the purchase of a primary personal residence. My desire is for [CHILD] and any

children she may have to be educated in financial matters and be mentally engaged in the operations of her/their trust(s). The goal is for her to make informed financial decisions, so as not to purchase more shoes or WEBBAPP01 09/12/2015 2:51:28 Page 222 222 APPENDIX 1 frivolously spend money. I would like [CHILD] to work for things. Do not distribute large amounts of money without supportive reasoning. If she wants money for an entrepreneurial venture or investment, encourage her to have a material involvement in it. I have a donor advised fund at [INSTITUTION] and would like for it to be divided into two separate donor advised funds upon my death. [NAMED PEOPLE] will be the successors of one DAF and will distribute those funds at their discretion to charitable organizations. The other DAF will have [NAMED PEOPLE] named successors and will have discretion of the distributions for the same purposes.

VIII. Reflections and Encouragement If there weren't money involved, I would not be asking you to form relationships. Even though money is the reason I am asking you to build a relationship, my encouragement is that your relationships not focus on money, but on what really matters in life. Do this as part of your larger plans for building meaningful lives. Then I will look down and smile. Now, let the conversations begin. You cannot know how much I look forward to sitting with each of you to talk. All the best, [SIGNATURE]