

EXHIBIT X

Bob,

We need some help in putting together our long term strategy for supporting desktop platforms. I apologize in advance for the length of this message. But this is very complex issue.

Here a timeline of where we are on cross-platform support:

1. **August 94.** When we first looked at trimming our product line back in August last year due to headcount cuts, the feedback from you appeared to be loud and clear -- cut everything but Windows. Based on that, we started outsourcing platforms -- we outsourced WordPerfect for VMS totally and have WordPerfect for Unix development outsourced, with the goal to completely spin it off by the end of the year.

DOS and Macintosh were a little more difficult. WordPerfect for DOS we knew was a cash cow. It is only a matter of how long we enhanced the product.

Also, at this time, WordPerfect for Macintosh was finally starting to do well. So we didn't want to just kill it or spin it off. On the other hand, we were asked to make significant cuts in headcount, and WordPerfect for Macintosh took its fair share. But we kept a small team on to keep the product going and they are making some progress.

2. **December 94.** We all determined that after we ship PerfectOffice 3.0, our #1 goal is to get PerfectOffice on Windows 95 ASAP. We initially targeted October 95, but due to Quattro Pro localization delays, we moved the date back to December 95. We have tried hard to not let anything else get in the way of hitting that date as we do not want another delay.

3. **March 95.** I talked with you about OpenDoc and IBM in a phone conversation (topic was Allstate Insurance). I mentioned that we were struggling with the OpenDoc vs. OLE issue, which is also related to supporting multiple platforms vs. supporting Windows only. You mentioned that we need to keep our options open, that we may not want to bet the farm just on a Windows only strategy.

4. **Now.** When we set up our division, we created a few small teams to begin working on the next generation of applications based on components. They are at a decision point, where the further we go without answering the question of cross-platform support, the further we are delaying the availability of products based on this new architecture. I hate to see anything get delayed, so I am motivated to make a decision quickly. In fact, many developers have argued that we have delayed this decision for many, many months. It was due long ago.

Basic facts that go into the cross-platform decision:

a. NetWare is still very focused on supporting multiple desktop operating systems. In fact, to compete with Microsoft, it appears we need to support other desktops to help minimize the success of Windows. So to maintain a similar strategy, we may need to support multiple desktops as well.

- b. Cross-platform support, if done EARLY in the development process, will require about 20% overhead in development time and resources. If done late in the development process, it requires about 75% overhead.
- c. Based on this, the only thing we are considering for cross-platform support (with a single code base) is component software, which is our next generation.
- d. In order to build cross-platform components in 1997 (our target), we need to start now.
- e. **We cannot impact Storm**, which means we do not have resources to put on anyone cross-platform components right now.

The bottom line is that we are struggling with the cross-platform decision. We see the value in supporting more than Windows (3.x, 95, NT, Cairo, etc.), but we are also struggling with trying to figure out how to get the resources to put on it.

The OPTIONS we face are as follows:

1. Support ONLY Windows (3.x, 95, NT, Cairo, etc.). Pro: Focus and great applications on one platform. Cons: We help Microsoft and limit ourselves to Microsoft only accounts. We also don't support NetWare's multiple desktop strategy.
2. Organize to deliver cross-platform components. Pro: More flexibility, service multiple platform customers, minimize Microsoft desktop OS success. Cons: Potential overhead to Windows applications and component solution will be delayed by up to a year (because we cannot impact Storm, most component work will be delayed).
3. Primarily focus on Windows, but look at supporting other desktop OS's who provide a Windows compatible environment. In other words, as OS/2 delivers Windows 95 APIs (unclear how close to the WIN32 API set they will deliver), we can more easily move to supporting OS/2. If the APIs are close to the same, we could use the same code base and have a small team to code around the differences.

Required Help From Executive Staff

This email is NOT a request for more developers. Rather what we need from executive staff is help to decide which option to pursue.

1. The major factor has to do with our strategic relationships with IBM and Apple. We understand that there are discussions going on with both companies right now. We do not know what the ramifications are for our applications.

Duff has asked us to produce costs estimates to development a native version of PerfectOffice for OS/2. This could be a very expensive proposition. Without extra resources, we can't even

consider this.

2. We need to know that if we decide to NOT support cross-platform, that this decision will NOT impact our potential relationships with IBM and Apple.

The longer we wait to make this decision, the MORE EXPENSIVE it will be to go back and support cross-application components.