

Phoenix Technologies Ltd.

320 Norwood Park South
Norwood, MA 02062

Dear Rick,

I want to thank you sincerely for your help in negotiating the sale of my company, Integrity Sciences, to Phoenix Technologies. It was a pleasure working with you on this project. Your patient and persistent efforts in understanding the issues with my company and its competition in a complex industry, in coming to grips with the technology and essential concepts in a difficult field, and your honest enthusiasm in working with me in this process were fantastic.

Communicating with and helping me to communicate with the crucial participants in this deal was essential to making this deal happen. I really enjoyed developing our understanding of personal motivations and the value proposition from different perspectives. Your insight and assessment of personality and your coaching at critical points in the negotiation process clearly helped me to understand and interact appropriately.

I'm amazed when I think about how we brought this occasionally difficult process to a very successful result. Also, your patience and ongoing discussions with me as I explored other options, which might have taken the company in a different direction, definitely helped make this an easier process for me.

I am very glad to have had the chance to work with you, and I thank you again for your sincere and intense efforts in helping to make it happen!

Sincerely,

David Jablon
CTO, Phoenix Technologies Ltd.