Date: October 5, 2012

To whom it may concern:

I first was introduced to Richard while working on the development of VMware's new cloud computing platform in November 2011. At that time VMWare was in the process of developing and prototyping major enhancements to our new solutions in the application virtualization market to fully automate and dynamically provision java-centric applications using state-of-the-art frameworks like Spring/AOP (Aspect Oriented Programming), in support of the company's cloud-computing platform.

Disney's investment in VMWare technology is extensive. In specific, Disney's Next Generation Experience (NGE) initiative is heavily dependent on our platform. VMware's commitment to Disney's success is not only strategic in terms of alignment to our products, but has also helped shape the future direction of our private cloud solutions.

VMware's strategy in the cloud-computing market is to acquire and seamlessly integrate the best-of-breed solutions from other cloud-oriented companies and combine their specialties into our product offerings. In order to continue the expansion of our product offerings in this space, VMware continues to work closely with industry leaders in their respective markets (like Disney) to help us achieve this goal. Richard's participation and experience in this space continues to help us refine our flagship products in the application development, deployment and virtualization market.

In August of 2009, VMware spent $362 million on application development framework providers. The primary acquisition in these efforts was the SpringSource company. As VMware's Senior Systems Engineer supporting our Cloud Application Platform, I have a specific focus on ensuring the VMware / SpringSource products are recognized as the industry leading platform for Java application design, development and provisioning in the virtualization marketplace. The NGE initiative continues to play a large role in helping us shape our strategies and our research in the design of new products, features and services. In particular, Richard's participation in these efforts have been extremely valuable to VMWare.

In January 2012, Richard established and supported VMware in the delivery of 2 key proof-of-concepts directly on site at Disney, namely beta versions of our vFabric Application Director and GemFire products. Richard supported our product development engineers by mapping Disney's requirements to our product features. Our product development specialists from around the world worked collaboratively with Richard and his team to help identify defects and provide recommendations to extend these features and capabilities. His involvement was and continues to be critical in helping us shape our application virtualization and caching strategies.

VMWare has recognized that Richard's dedication to Disney's success is a driving force. His involvement has motivated our account team and continues to shape our corporate relationship. These interactions continue to influence our product development strategy and our investments in next generation technologies.

Richard is highly skilled in this technology space. His concepts on application virtualization, approach to deployment and opinions are critical in helping VMWare lead the way in this market segment.

I welcome the continued opportunity to work with Richard and the Disney team in helping us shape our products and services.

Sincerely,

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