Top Twenty Reasons Why BTC Should Stay Out of the EDA Software Business William Bricken October 2001

1. No focus, sends wrong message to investors: "we don't know what business we are in".

2. Dilution of effort, do *one* job well.

3. Overly ambitious, can't be both a software and a hardware company.

4. Development cost is *huge*, would completely overwhelm any profitability.

5. Dilutes scarce resources, costs progress in hardware design and marketing.

6. Loss of strategic options, why commit this early in the game? Must establish hardware beachhead first.

7. Sends message of weakness: if our hardware is that good, why are we selling software?

8. Fragments hardware product leverage.

9. Trade secret algorithms are more valuable than patented public domain algorithms. Competition can always find a workaround.

10. Software is always in support of hardware sales, not stand-alone.

11. No other hardware companies try to maintain a software profit center.

12. Risks huge customer support costs.

13. Who knows what new BM ideas it would trigger? At best a potential patent fight. Loss of control, we are no longer at our own helm.

14. Why sell something that improves the competition?

15. We never have wanted to be a software company, why go there?

16. Is selling our legs to buy a bicycle.

17. No substantive market for innovation in EDA software anyway.

18. Throwing good effort/money after bad.

19. Loss of mystique.

20. No need to commit the same error twice.

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