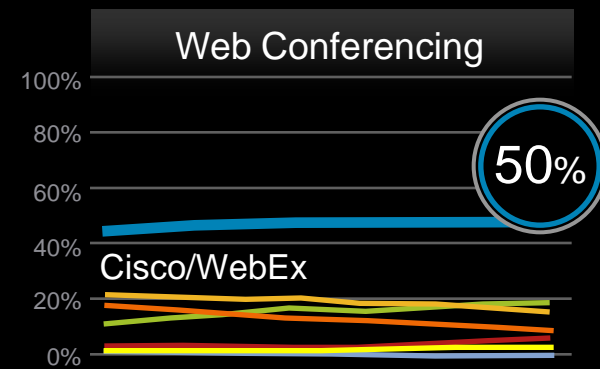
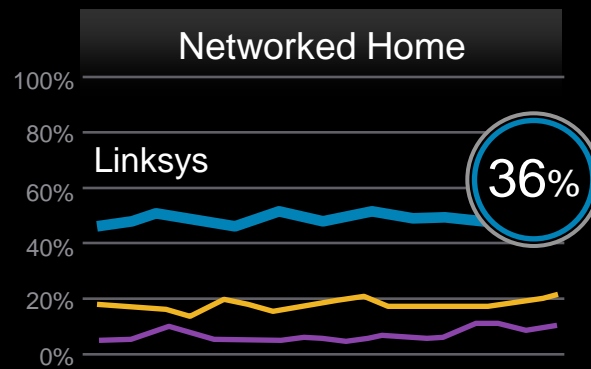
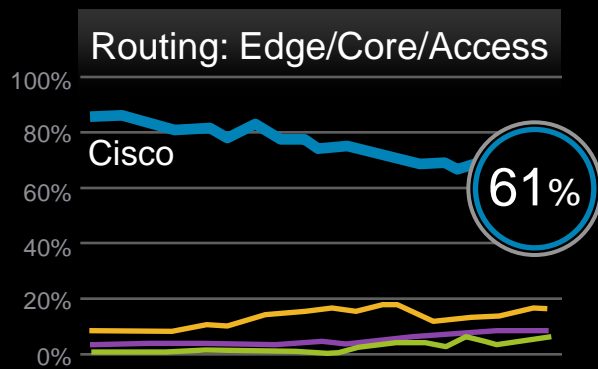
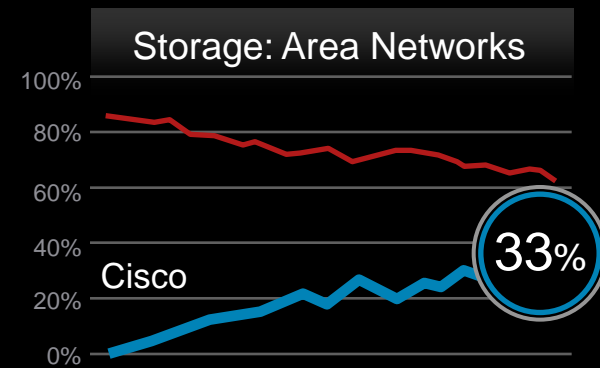
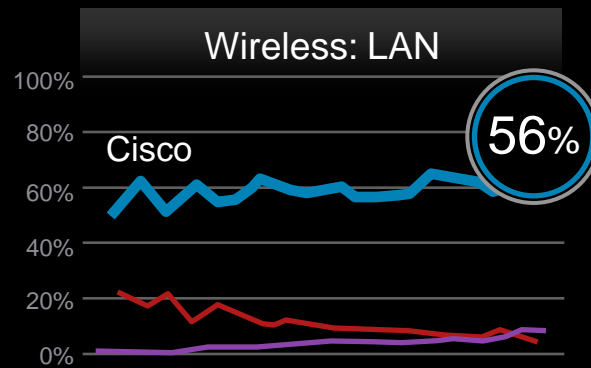
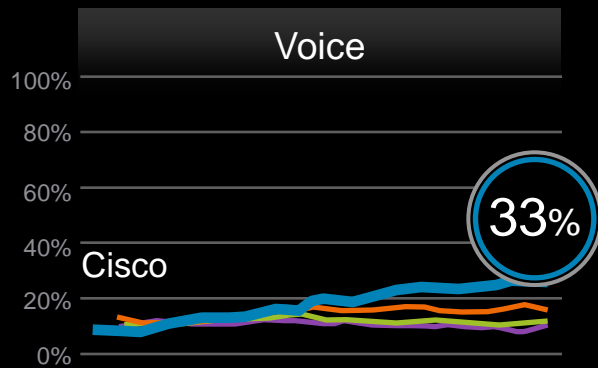
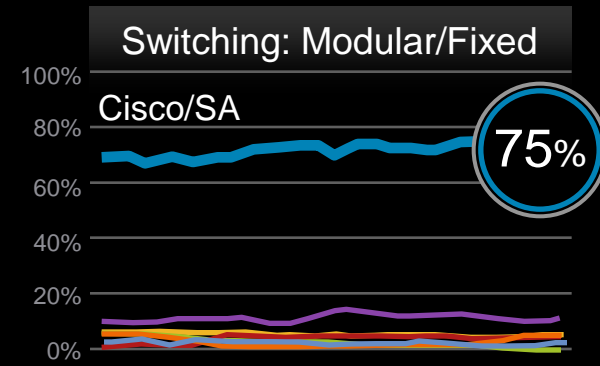
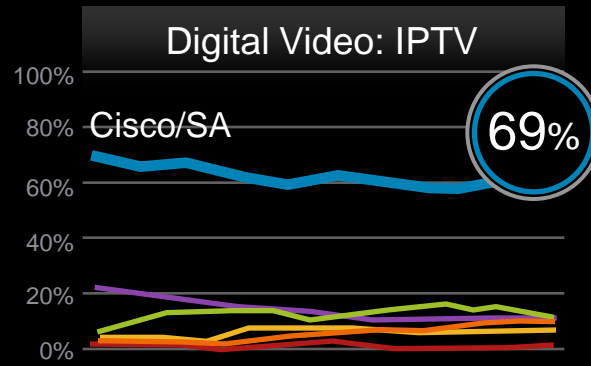
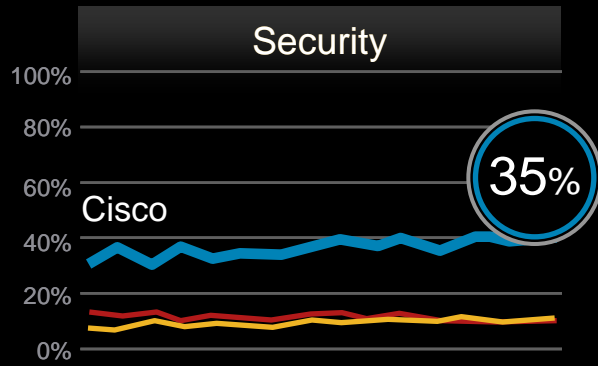


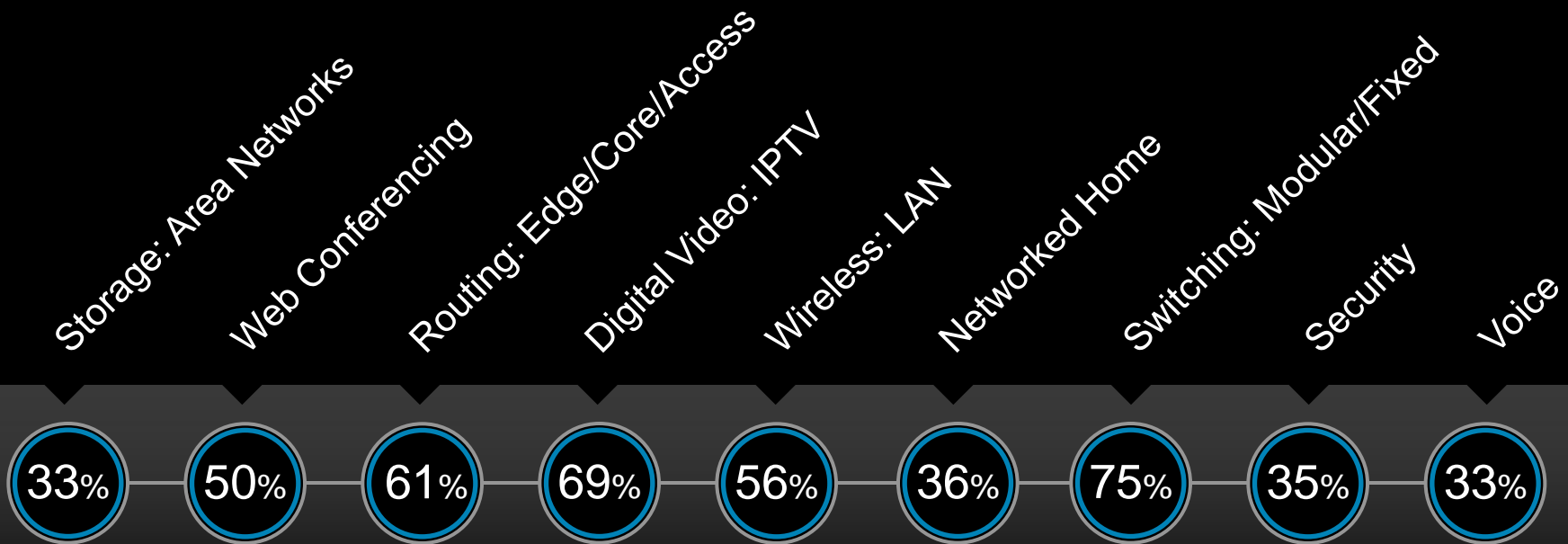


**CISCO**

# Market Share Leadership



# Market Share Leadership



Only company with leadership across all segments

Integration as sustainable competitive advantage

Diverse product portfolio for long-term stability

# Strong Geographical Balance

**Total \$10.8B** | 27% Y/Y

<b>\$5.9B</b>	<b>\$0.4B</b>	<b>\$1.3B</b>	<b>\$1.2B</b>	<b>\$2.2B</b>
24% Y/Y	7% Y/Y	57% Y/Y	23% Y/Y	29% Y/Y
U.S. and Canada	Japan	Emerging Markets	Asia Pacific	Europe



Q4 FY10 Fiscal  
Revenue by Geography

# The Network as the Platform...

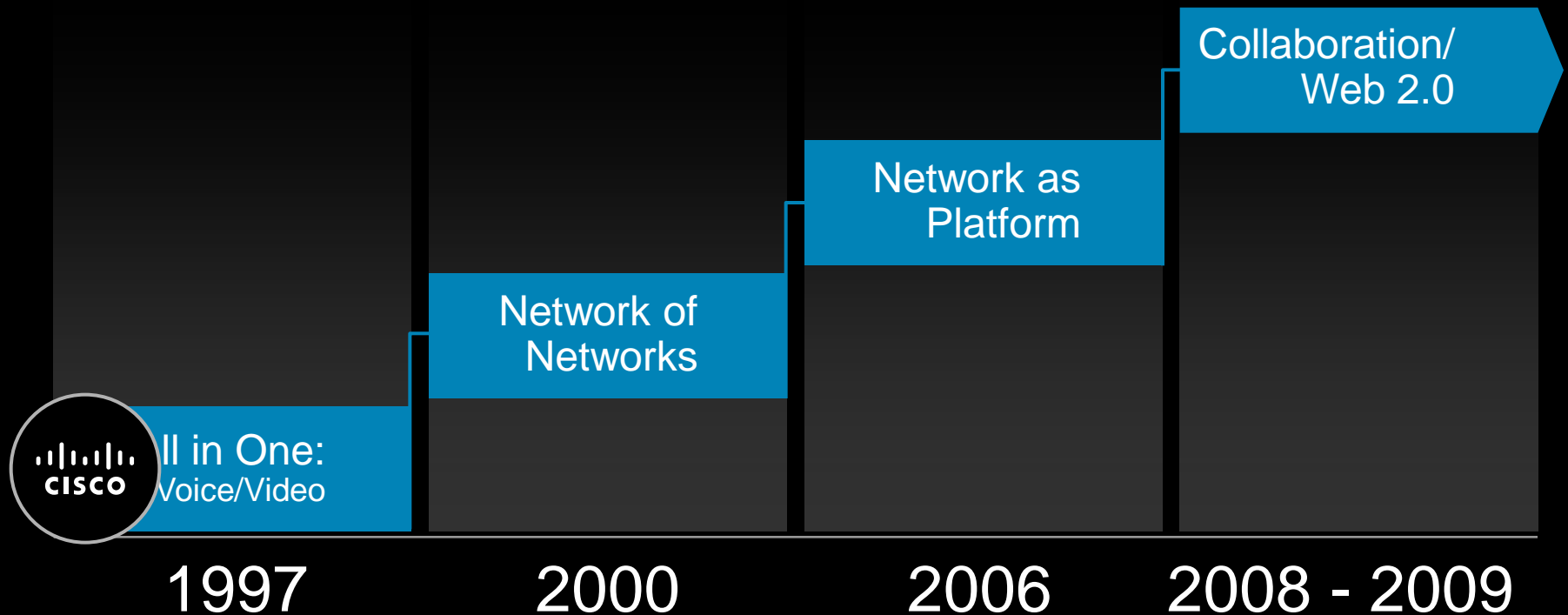
“Cisco’s strategy is based on catching market transitions—the market transitions that affect our customers. With the proliferation of video and collaborative Web 2.0 technologies, the network continues to evolve from the plumbing of the Internet—providing connectivity—to the platform that will change the way we work, live, play and learn.”

**John Chambers,  
Chairman and CEO, Cisco**



# Market Transitions

Our strategy is guided by the market transitions that affect our customers.



# The Network as the Platform...

3–5 Year Goals

Cisco Strategy

FY '10 Initiatives

**3-5 Year  
Goals**

**Intelligent  
Information Network**

**Initiatives**

Business  
Architecture

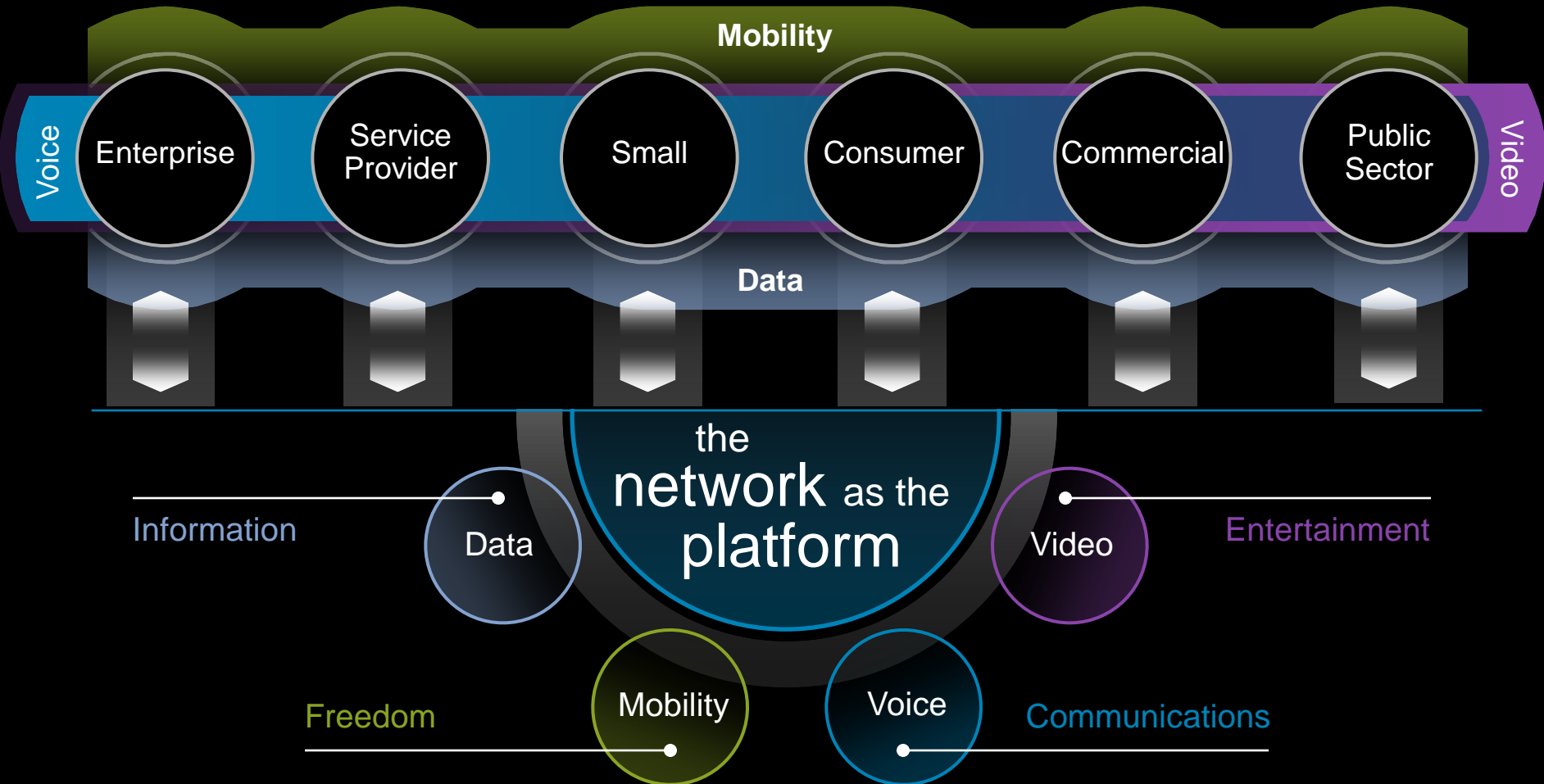


Technology  
Architecture

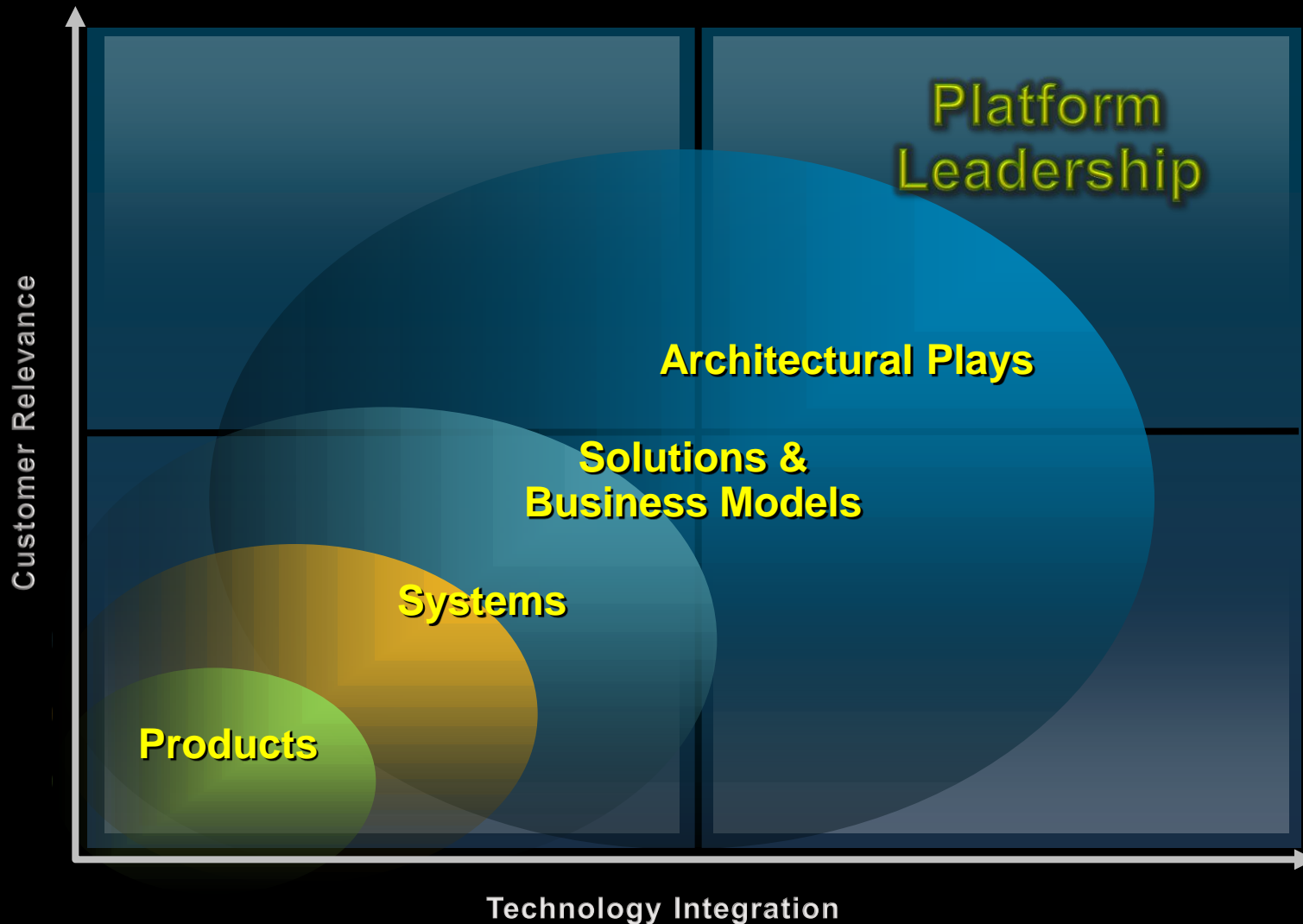


# Cisco: The Convergence Innovator

One Seamless, Transparent Customer Experience



# Creating Sustainable Differentiation Through Platform Leadership



# culture

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collaboration  
customers  
employees  
community

Cisco allows people to **connect** locally and globally

That's the **Human Network**

a place where everyone is connected

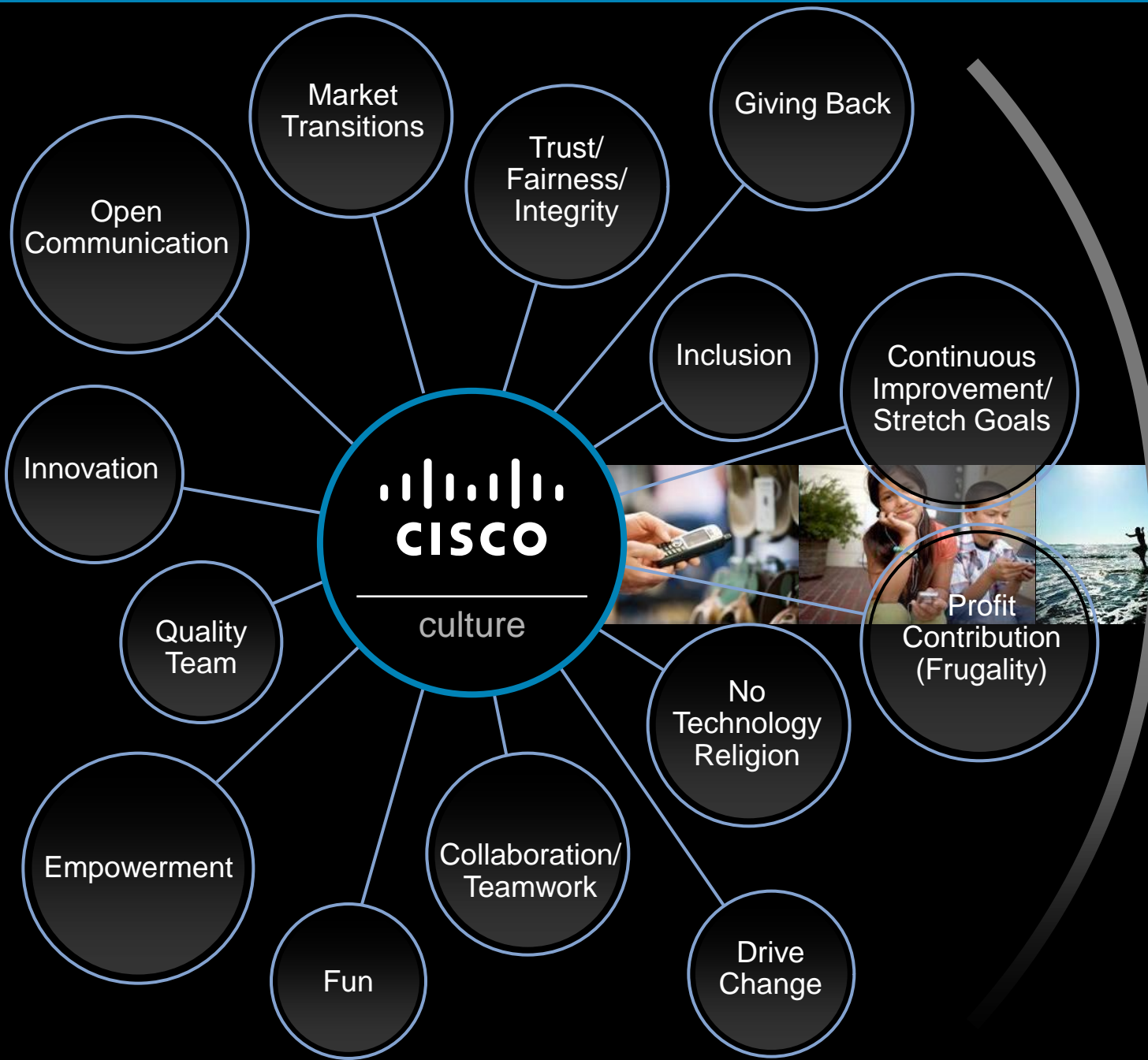
## The Cisco Vision

changing the way we  
work, live, play, and learn. <sup>SM</sup>



## The Mission

to shape the future of the Internet by  
creating unprecedented value and  
opportunity for our customers, employees,  
investors and ecosystem partners



# culture

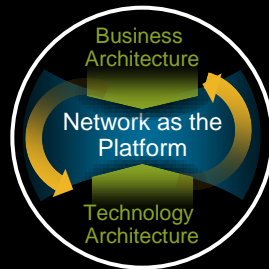
Cisco's **customers**

drive our strategy—we deliver long-term relationships and customer satisfaction based on customer needs

Global Approach



Business Architecture + Technology Architecture



Services-led Solutions



Cisco 3.0



# culture employees

...are our competitive  
advantage



1/3 sales

1/3 engineering

1/6 service

1/6 other

70K+  
employees

165+  
countries

400+  
offices

# culture

the idea of

**community**

no longer  
applies to just

**cities**

**towns**

**or countries**





your **community**  
is wherever you need to interact.



Networking  
Academy



Volunteerism



we believe **community**  
belongs to everyone.



Make Every Connection  
a Green Connection

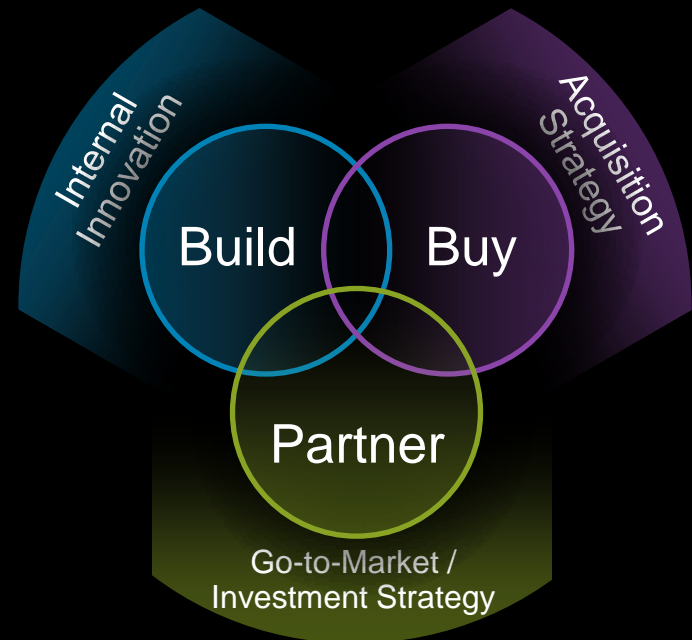


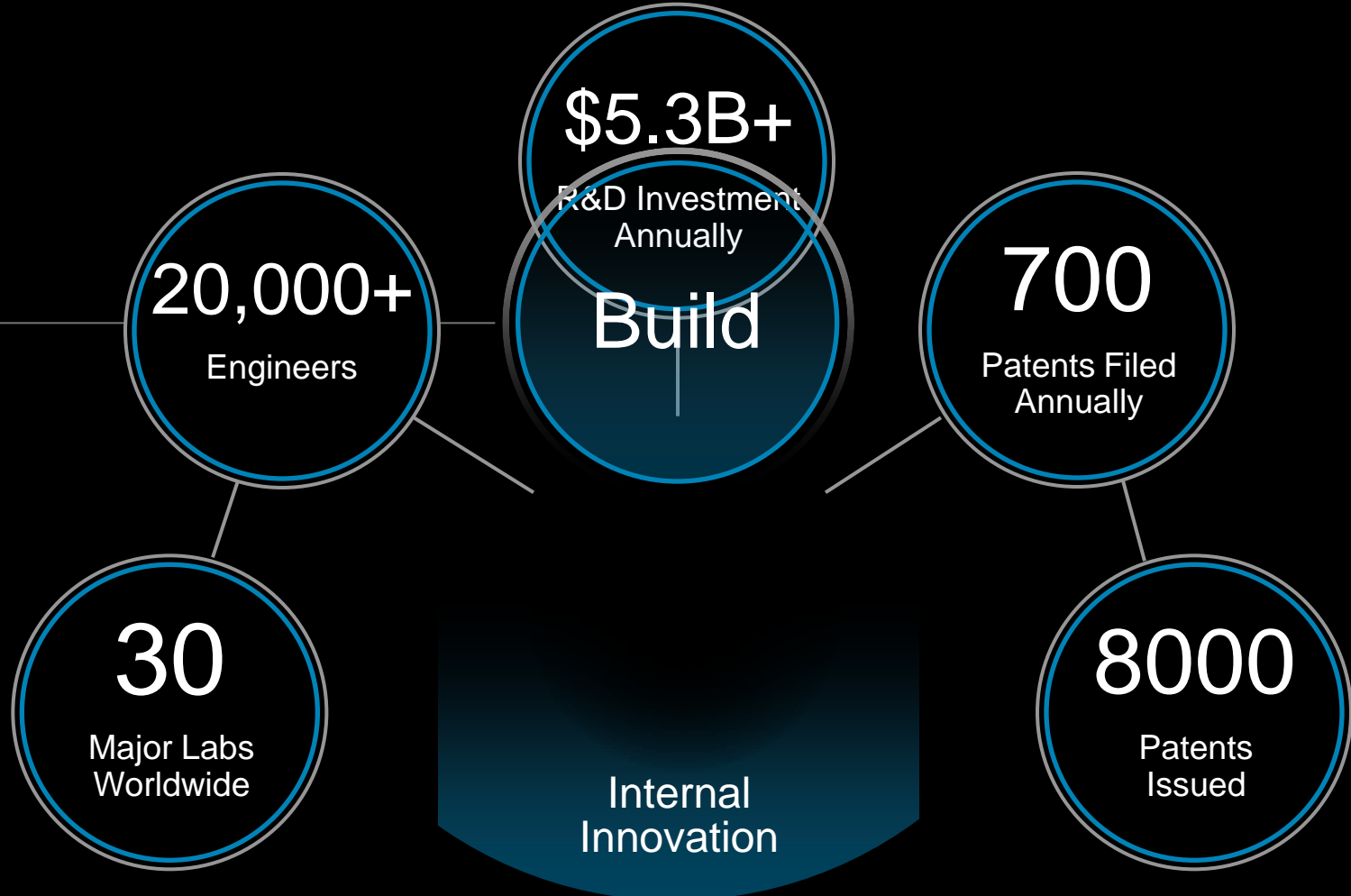
Sustainable  
Business Practices



# technology

**Innovation** as a means of evolving through...





**\$5.3B+**

R&D Investment  
Annually

**Build**

**20,000+**

Engineers

**700**

Patents Filed  
Annually

**30**

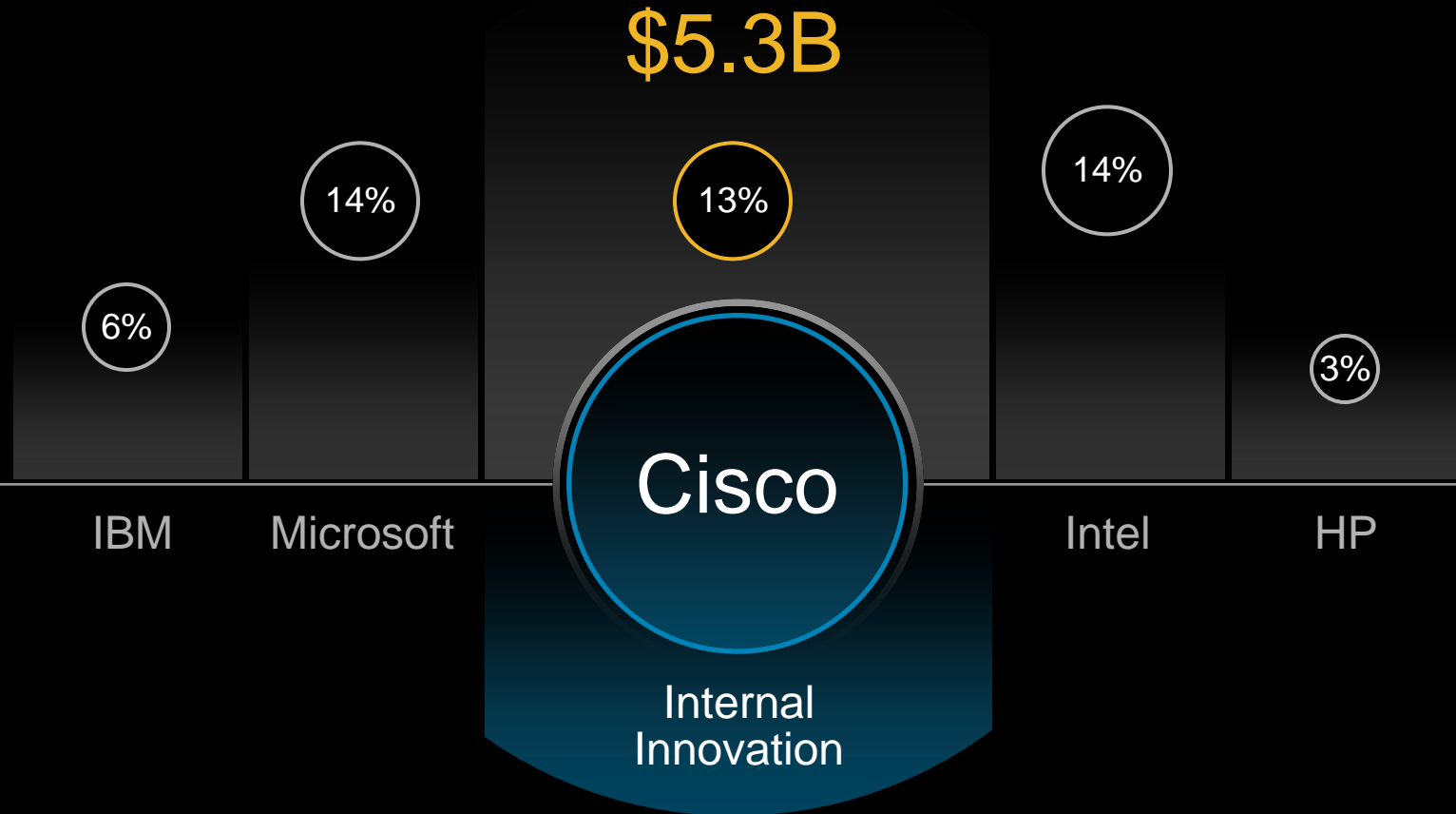
Major Labs  
Worldwide

**8000**

Patents  
Issued

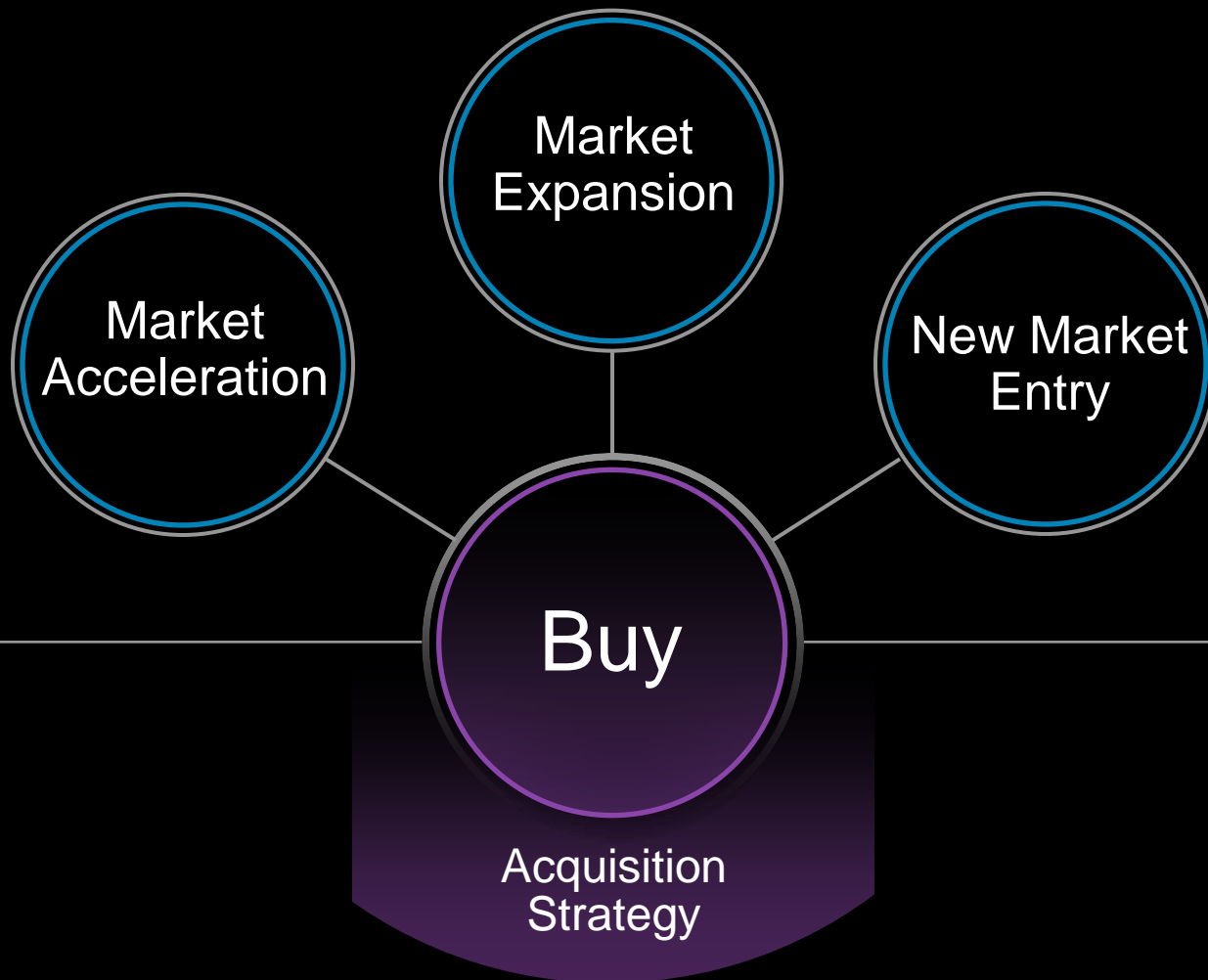
Internal  
Innovation

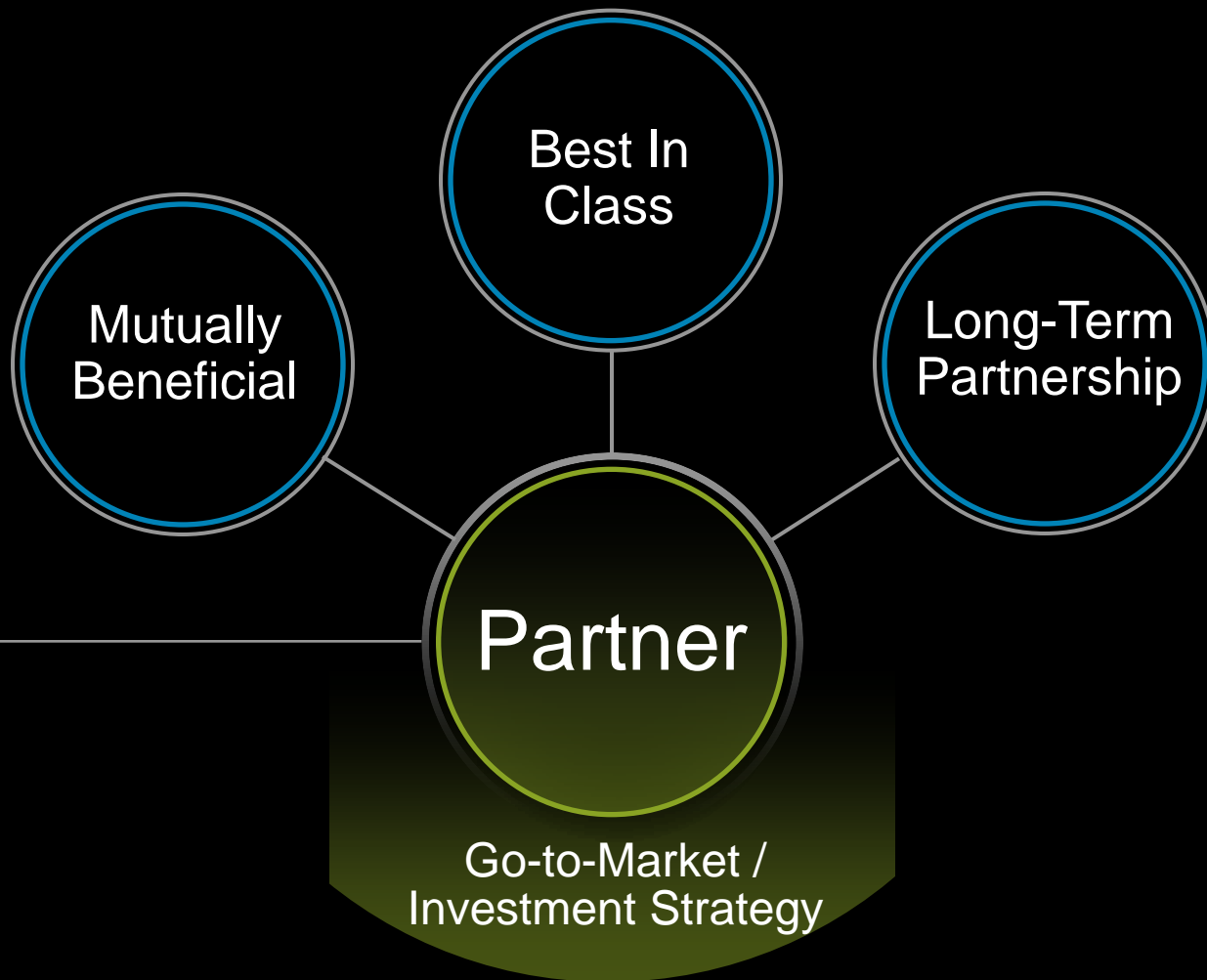
# R&D Commitment



## R&D as Percent of FY10 Revenue

Source: Yahoo Finance, Company Financial Statements, analyst estimates used for IBM, Intel and HP QFY10







“Cisco is truly dedicated to customer success. Our mission is to shape the future of the internet by creating unprecedented value and opportunity for our customers, partners, shareholders, and employees.”

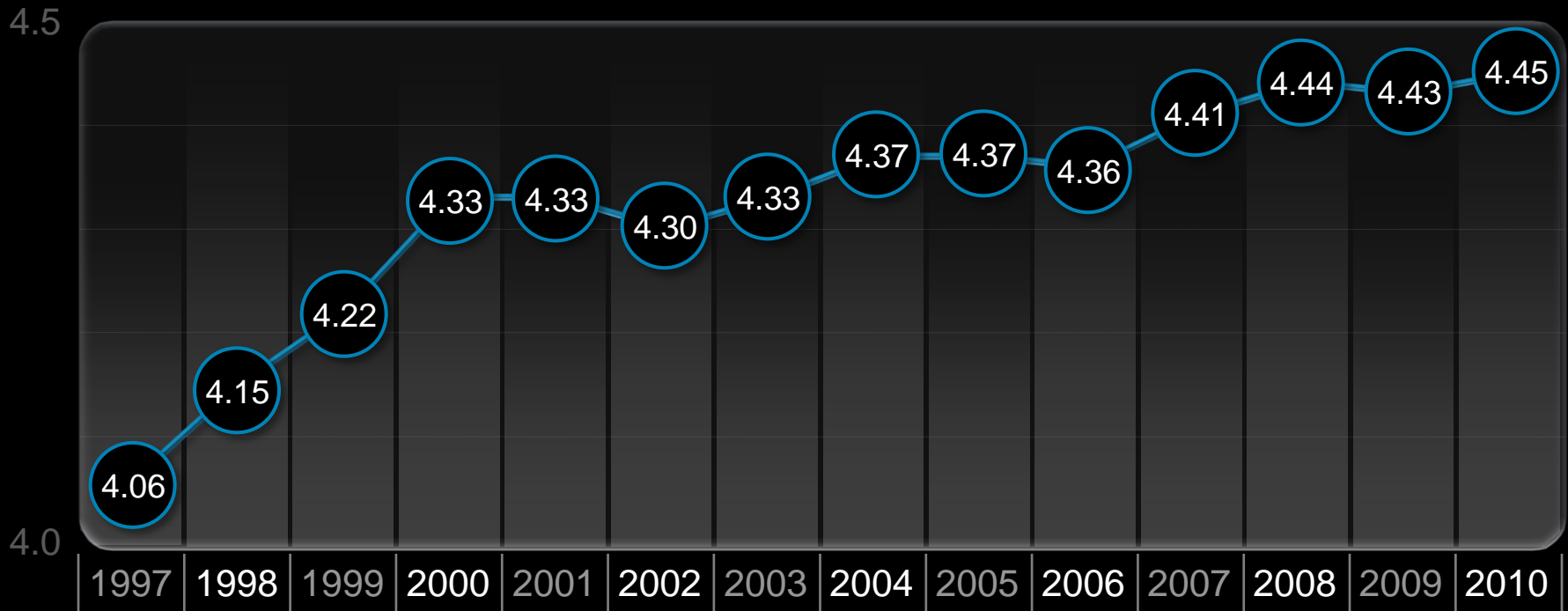
John Chambers  
Chairman and CEO

# Cisco's History of Customer Satisfaction

10+ years of history—formally tracking customer satisfaction

Central part of Cisco's culture

Customer satisfaction tied to the bonus plan



Source: Cisco annual survey; measured on a scale of 1 to 5 in fiscal years

history

culture

customers

technology

welcome to  
the human network.

