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Letter of Comment No: 2233
File Reference: 1102-100

From: Brian Hara [bhara@cisco.com]
Sent: Wednesday, May 05, 2004 9:26 AM
To: Director - FASB
Subject: File Reference No. 1102-100

Chairman Robert H. Herz,

I believe that stock options are an important part of the compensation given to employees. It's what drives us to do what best for the company we own. It helps me treat my job as not a way to collect a paycheck but as a way to build a company owned by the stockholders, owned by me.

Without a broad based stock option plan, only upper management will benefit from stock options. This will drive employees to companies with the highest salaries constantly moving from job to job looking for the highest payout. This behavior is counter productive for the companies and for the US market in general.

Thank you for your time.

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