

**Len Tatore**

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Letter of Comment No: 1535  
File Reference: 1102-100

**From:** Jeffrey Minson (jminson) [jminson@cisco.com]  
**Sent:** Thursday, April 22, 2004 12:49 AM  
**To:** Director - FASB  
**Subject:** File Reference No 1102-100 - Chairman Robert H. Herz

File Reference No 1102-100 Chairman Robert H. Herz,

Dear Mr. Chairman,

I'm currently employed by Cisco Systems, Inc., in a non-management role. I've been at Cisco for approximately 5 years. One of the reasons I joined Cisco was it represented opportunity for me as well as for my family.

The opportunity that I am speaking of comes in many forms. Professionally, the opportunity for me at Cisco was, and is, to extend my experience in the various technologies that Cisco is involved with. I gained experience with these technologies early in my working career and was amazed at what can be accomplished with computer networking. I'll never forget the first time I was able to log on to a computer located in Frankfurt, Germany, from my office in Denver almost 20 years ago. At that point, professional opportunity came in the form of learning and living the technologies that became synonymous with Cisco. To continue my professional growth at Cisco, I am able to spend time with industry leaders also attracted to Cisco, the industry, and their own opportunities.

Joining Cisco was an opportunity for my family as well. As I am preparing myself for the financial load of sending two daughters to college in the next four to eight years, the opportunity at Cisco represented the means to ensure they can attend a college or university and get a quality education. In my case, the means will likely be in the form of stock options.

Opportunity, to me, also is in the form of the 'opportunity to be successful'. Sometimes based on knowledge, sometimes based on hope (maybe even a little luck), if I position myself for success, manage my affairs properly, I feel I can be successful professionally, personally and financially. It will take a lot of work, and facing the facts, it will take money.

Because of this, I am concerned about the impact of the stock option expensing legislation and the impact it will have on my opportunities both now and in the future. Additionally, if stock options are no longer away to attract top talent to this industry and to this country, top talent will go else where. This represents opportunity for other countries and can significantly impact the opportunities that my daughters have when they begin their professional careers. For these reasons, I ask you to NOT put forth legislation or policies requiring companies to expense stock options.

Thank you,

Jeff Minson  
System Engineer  
Cisco Systems  
9155 E. Nichols Ave, Suite 400  
Englewood, CO 80112  
720-875-2954