Stacey Sutay

Letter of Comment No: 392
File Reference: 1102-100

From: Sossy Mansourian [smansour@cisco.com]
Sent: Monday, April 19, 2004 3:54 PM
To: Director - FASB
Cc: savestockoptions@cisco.com
Subject: File Reference No 1102-100 - to Chairman Robert H Herz

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To: Chairman Robert H. Herz

Dear Chairman,

I would like to take the opportunity and urge you not to expense stock options.

I am an engineer who has been employed in companies in the Silicon Valley since 1984. During the 20 years that I have worked in the Valley, I have grown to recognize the importance stock options play in the success of any firm.

The most important asset of a company is the talent it employs and is able to motivate and work with as a partner. This partnership allows employees to be an owner of the business, and thus have a part in its success. Without such ownership, the talent we hire will not look at the company as its own. Ownership is what solidifies the team behind the successes. Without this buy in, we will be but renters not interested in the beautification of our homes, nor the increase in its value. Contributions of the team will not impact us as owners of the company, but only a group of investors. Folks who do not appreciate what it means to stay up nights on end to release a product on time and with quality.

I appreciate your time and consideration of this matter.

Yours truly
Sossy Mansourian