

**Stacey Sutay****Letter of Comment No:** 301  
**File Reference:** 1102-100

---

**From:** Robert Silano (rsilano) [rsilano@cisco.com]  
**Sent:** Monday, April 19, 2004 9:22 PM  
**To:** Director - FASB  
**Cc:** savestockoptions@cisco.com  
**Subject:** File Reference No. 1102-100  
**Importance:** High

Chairman Robert H. Herz,

I am writing you today in regards to Stock Options and Employee Ownership.

Chairman Herz, for many, employee ownership is a true testament to living the American Dream. Having a vested interest in a market leader such as Cisco Systems brings a sense of pride that I have never felt working for any other company. Employee ownership through stock option grants increases productivity, workplace stability and true dedication to ones chosen career. This is clear through the incredible low turnover of employees at Cisco Systems, like myself many Cisco Employees stay optimistic not only for Cisco but our economy an our way of life, as owners we work harder to be more productive so that our revenues can increase, so that future generations of technologist can look forward to working for corporations such as Cisco that care about their employees and empower them to change the future.

Changing the way a corporation reports it stock option grants will not only burden the corporation as a whole financially, and cause the possibility of workforce reduction but will for many remove their security and future plans for their families.

Chairman, People make up corporations and the feeling of unity and pride that helped build this great nation. As Americans in turbulent times, there are fewer things we can look forward to in the future that are solid and sound, the future of our Social Security Benefits are in question, but we continue to pay into them, trusting our elected officials will turn it around and manage it well. We need other vehicles to insure our future so that we do not become a burden for future generations, but become enablers in our retirement years.

As the boundaries of our economy are removed, the competition increases. Should we as Americans be penalized for treating our employees with respect and dignity and fairness. The reason we are not a third world country is because Americans have always enjoyed the ability to prosper individually for their individual achievements, their ability to think and create and grow and work together as a unified workforce for a common goal.

I urge you to reconsider your proposal for expensing Employee Stock Grants, it will be a injustice, to penalize a Corporation for having the guts and foresight to see that they are making an investment not only in our future but the future of Cisco and America.

Respectfully,

Robert M. Silano  
Cisco Systems Inc.

NY

4/20/2004