



Cisco Investor Day 2021

Chuck Robbins
Chair & CEO



Forward-looking Statements

This presentation contains projections and other forward-looking statements regarding future events or the future financial performance of Cisco, including future operating results. These projections and statements are only predictions. Actual events or results may differ materially from those in the projections or other forward-looking statements. Please see Cisco's filings with the SEC, including its most recent filing on Form 10-K, for a discussion of important risk factors that could cause actual events or results to differ materially from those in the projections or other forward-looking statements.

GAAP Reconciliation

During this presentation references to financial measures of Cisco will include references to non-GAAP financial measures. Cisco provides a reconciliation between GAAP and non-GAAP financial information on the Cisco Investor Relations website <https://investor.cisco.com/financial-information/financial-results/default.aspx>



SHAREHOLDER VALUE

Business
Transformation

Accelerated
Innovation

Purpose
and Culture



BUSINESS TRANSFORMATION

Global Leadership



1 Million Customers & Partners



98% of Fortune 500



25,000 patents



\$6.5B annual R&D spend

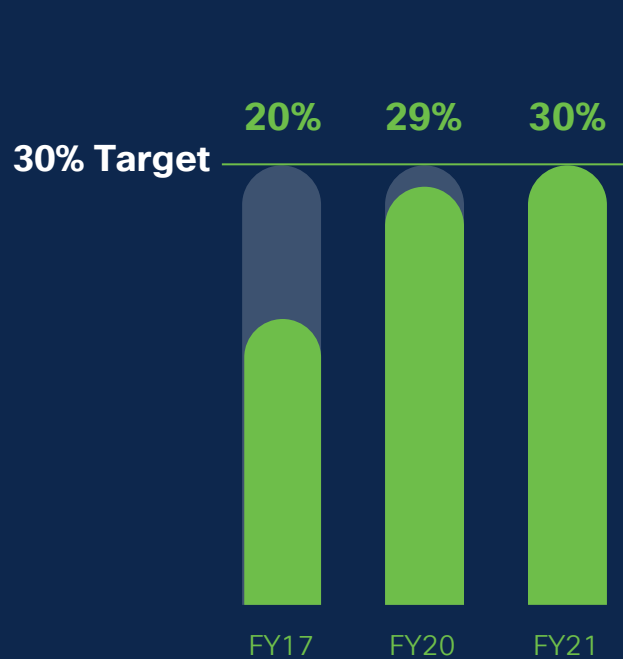


#1 World's Best Workplace

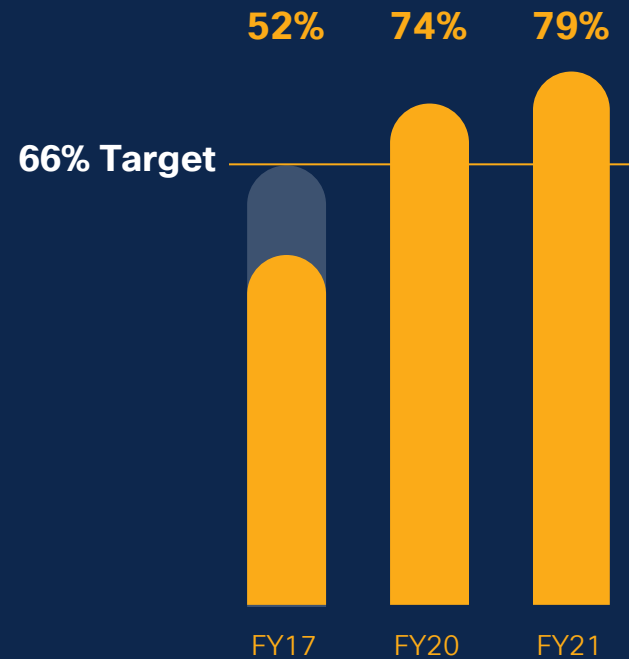


#1 Global Supply Chain

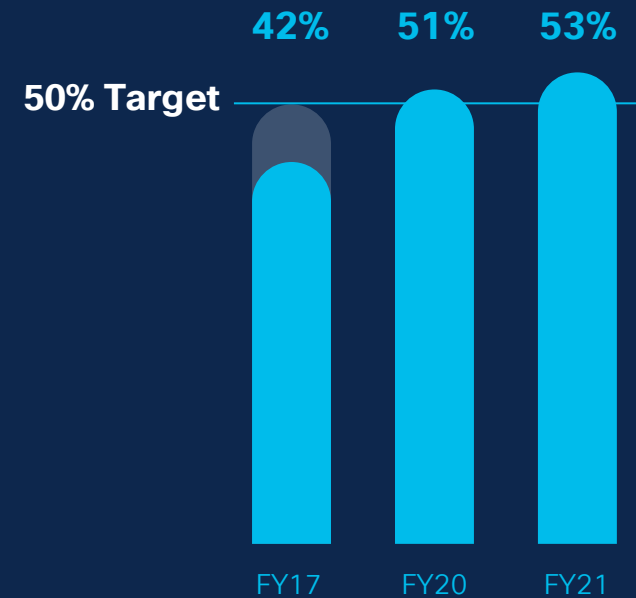
Delivered on FY17 Investor Day Targets



Software
% of Total Revenue



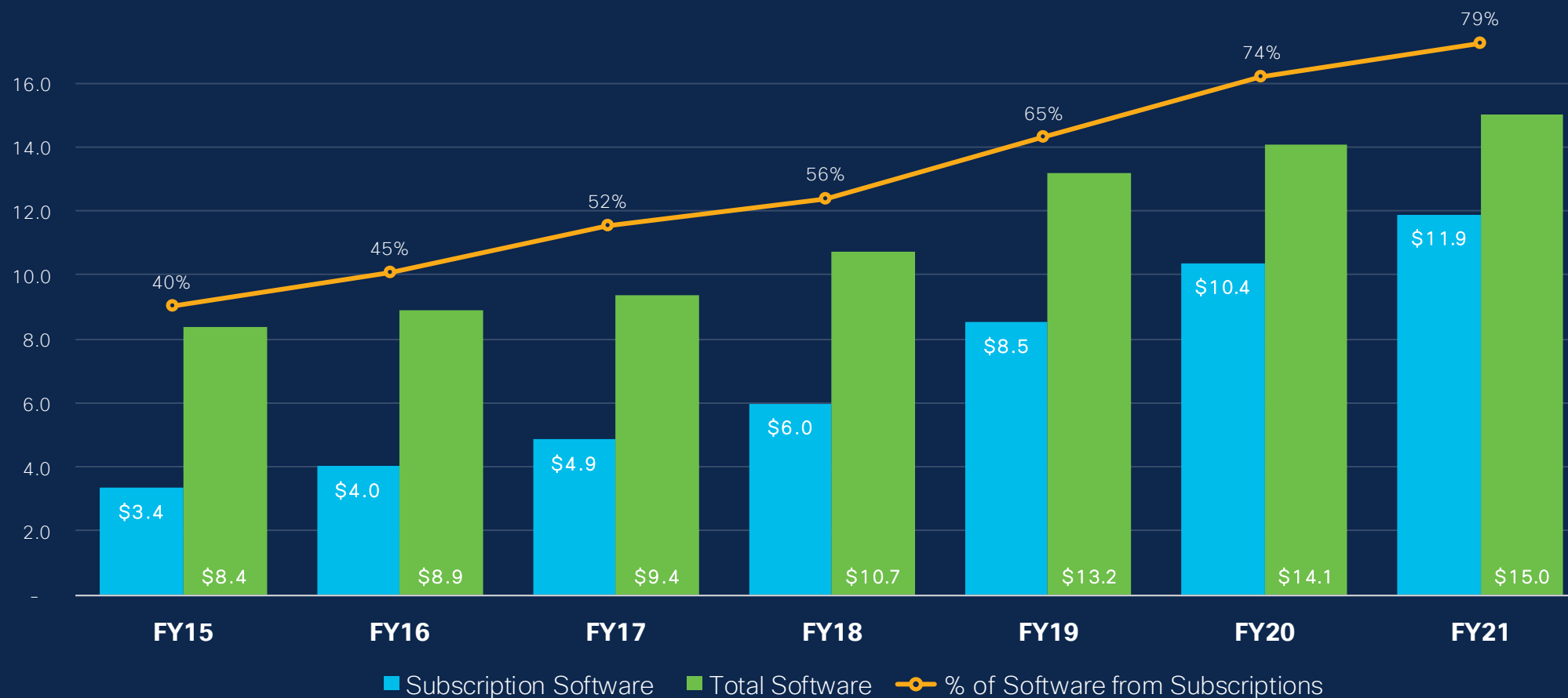
Subscription
% of Software Revenue



Software & Service
% of Total Revenue

Software Transformation Progress

\$ in Billions



FY15 to FY21
CAGR

+23%
Subscription
Software

+10%
Total Software

Effective fiscal 2019 Cisco adopted ASC 606, Revenue from Contracts with Customers
Results normalized for all periods to exclude SPVSS, which was divested in Q1'19

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FY15 to FY21
CAGR

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Subscription
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Compelling Innovation Driving Growth

2017 — 2018 — 2019 — 2020 — 2021

Intent-Based Networking - Cat9K with Cisco DNA Center (Shift to Subscription)

Application Monitoring (AppDynamics)

SD-WAN (Viptela)

Cisco Intersight

Encrypted Traffic Analytics

Cisco Security Connector for iOS

Unified Access Security and MFA (Duo)

Webex Calling & Contact Center (BroadSoft)

Meraki Health & Insight

Cisco Network Assurance

Advanced Malware Protection for Endpoints with Cisco Visibility

DNA Spaces (July Systems)

AppDynamics SAP Monitoring & Agent

Cognitive Collaboration with AI

Umbrella Secure Internet Gateway

Cisco Silicon One (Flexible Component Model)

Wi-Fi 6

Silicon Photonics (Luxtera)

Cloud-Native Mobile Network

Crosswork Cloud Network Insights

400G Nexus Data Center Switching

AppDynamics Cognition Engine

SecureX - Cloud-Native Security Platform

Catalyst 8K WAN Edge Platform

Intersight Workload Optimizer for Hybrid Cloud

Internet Insights & Network Visibility (ThousandEyes)

Customer Experience Engagement Platform (IMImobile)

SASE Architecture

SD-WAN Cloud Hub

Cisco Cloud-OnRamp for Multi-Cloud & SaaS

IoT Control Center with 5G Readiness and ML

Webex Suite

Cisco Plus (Flexible Consumption Model)

CX Cloud

Risk-Based Vulnerability Management (Kenna)

CyberVision (IoT Security)

Secure Workload Zero-Trust Solution

Cisco Intersight Service for Terraform (IaC)

Trusted Workplace

Nexus Dashboard

AppDynamics Dash Studio with ThousandEyes

Cisco Secure Application

800G Optics (Acacia)

Routed Optical Networking

Full-Stack Observability

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Cloud is a Growth Driver

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Digital Transformation is Accelerating



Customer Priorities



Reimagine
Applications



Secure
the Enterprise



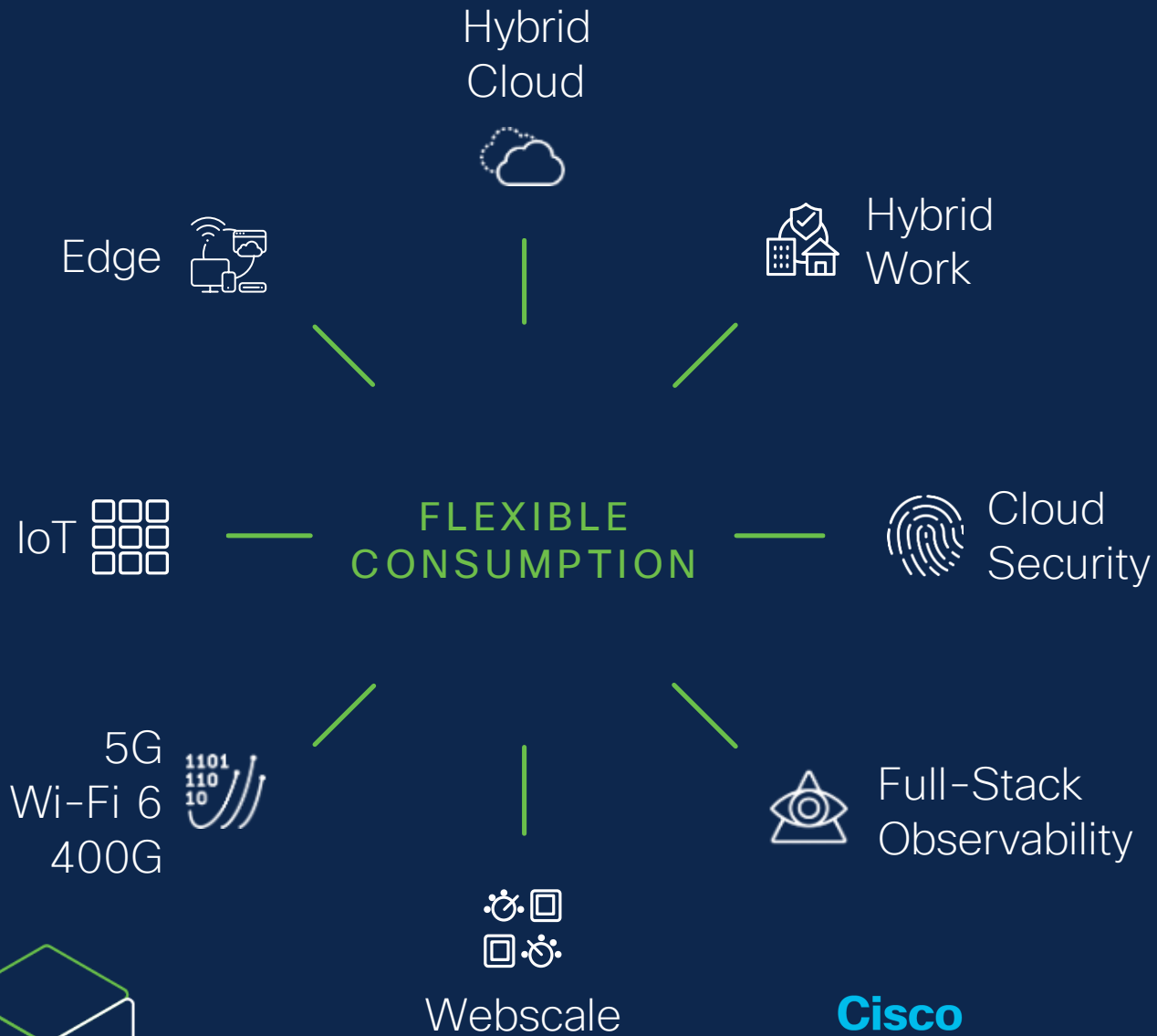
Power
Hybrid Work



Transform
Infrastructure

Key Market Transitions

LONG-TERM GROWTH DRIVERS



OUR

Strategic Pillars



Secure, Agile Networks



Hybrid Work



End-to-End Security



Internet for the Future



Optimized Application Experiences



Capabilities at the Edge

OUR

Innovation Promise



Customer & User Experience



Simplicity & Cloud-First



Flexible Consumption



Visibility & Automation



Security Built-In



Interoperability & Quality

OUR PURPOSE

Power
an Inclusive
Future for All

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1M CUSTOMERS AND PARTNERS

Why Customers and Partners Want Cisco

Trust

Innovation

Choice





WHY CISCO

Significant
Market Opportunity
to **Drive Growth**

Accelerating
Business
Transformation

Relentless
Innovation
and **Execution**
Excellence

Strong
Leadership
Team



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These presentation slides and related webcast may be deemed to contain forward-looking statements, which are subject to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. These forward-looking statements include, among other things, statements regarding future events (such as statements regarding our growth and strategy) and the future financial performance of Cisco that involve risks and uncertainties. Readers are cautioned that these forward-looking statements are only predictions and may differ materially from actual future events or results due to a variety of factors, including: the impact of the COVID-19 pandemic and related public health measures; business and economic conditions and growth trends in the networking industry, our customer markets and various geographic regions; global economic conditions and uncertainties in the geopolitical environment; overall information technology spending; the growth and evolution of the Internet and levels of capital spending on Internet-based systems; variations in customer demand for products and services, including sales to the service provider market and other customer markets; the return on our investments in certain priorities, key growth areas, and in certain geographical locations, as well as maintaining leadership in infrastructure platforms and services; the timing of orders and manufacturing and customer lead times; changes in customer order patterns or customer mix; insufficient, excess or obsolete inventory; variability of component costs; variations in sales channels, product costs or mix of products sold; our ability to successfully acquire businesses and technologies and to successfully integrate and operate these acquired businesses and technologies; our ability to achieve expected benefits of our partnerships; increased competition in our product and service markets, including the data center market; dependence on the introduction and market acceptance of new product offerings and standards; rapid technological and market change; manufacturing and sourcing risks; product defects and returns; litigation involving patents, other intellectual property, antitrust, stockholder and other matters, and governmental investigations; our ability to achieve the benefits of restructurings and possible changes in the size and timing of related charges; cyber-attacks, data breaches or malware; vulnerabilities and critical security defects; terrorism; natural catastrophic events; any other pandemic or epidemic; our ability to achieve the benefits anticipated from our investments in sales, engineering, service, marketing and manufacturing activities; our ability to recruit and retain key personnel; our ability to manage financial risk, and to manage expenses during economic downturns; risks related to the global nature of our operations, including our operations in emerging markets; currency fluctuations and other international factors; changes in provision for income taxes, including changes in tax laws and regulations or adverse outcomes resulting from examinations of our income tax returns; potential volatility in operating results; and other factors listed in Cisco's most recent report on Form 10-K. The financial information contained in these presentation slides and related webcast should be read in conjunction with the consolidated financial statements and notes thereto included in Cisco's most recent report on Form 10-K, as it may be amended from time to time. Cisco's results of operations for prior periods are not necessarily indicative of Cisco's operating results for any future periods. Any projections in these presentation slides and related webcast are based on limited information currently available to Cisco, which is subject to change. Although any such projections and the factors influencing them will likely change, Cisco will not necessarily update the information, since Cisco will only provide guidance at certain points during the year. Such information speaks only as of the date of these presentation slides and related webcast.



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