



The bridge to possible

Our Corporate Strategy


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Forward-Looking Statements

This presentation may be deemed to contain 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 filings on Forms 10-K and 10-Q, 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.

An aerial photograph of a town built on a hillside, with a vast sea of white clouds filling the valley below. The town's buildings are densely packed, and the surrounding landscape is a mix of green fields and dark trees. The sky is a deep blue, suggesting a clear day. The overall scene is serene and expansive.

Our strategy...
We securely connect everything to make
anything possible.

A blue-tinted photograph of two fishermen on a boat at dawn. One fisherman is standing and pulling a large, shimmering net that is partially submerged in the water. The other fisherman is sitting at the back of the boat. The background shows a misty shoreline with trees and a palm tree on the left. The overall mood is serene and focused.

We are purpose-driven...
To power an inclusive future
for all.

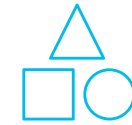
Customer priorities



Reimagine applications



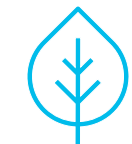
Power hybrid work



Transform infrastructure



Secure the enterprise



Journey to sustainability

Tailwinds

Accelerating digital transformation promises...

Hyperconnected including multi-cloud, is the new normal

Hybrid Work is here to stay

Sustainability is a must

Security is paramount

Applications are growing in complexity

...unified experiences and superior business outcomes

Simplified experiences

Speed to business value

Accelerated innovation

Improved is paramount

Reduced risk

Our strategic pillars are cross-portfolio

Strategic areas of investment

Networking



Security



Hybrid work



Application experiences



Edge



Cisco's portfolio

Networking and security

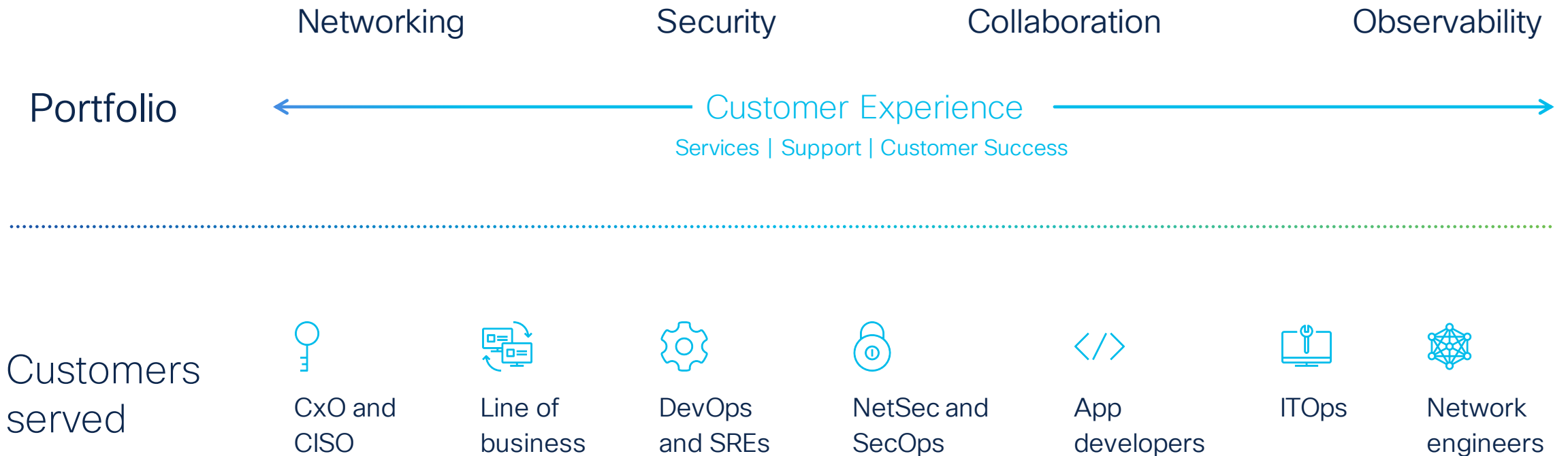
Security and networking

Collaboration, security and networking

Observability, security and networking

Cross-portfolio

Strong leadership and influence



Our opportunity

More devices, more data

46B installed IoT devices in 2025, translating into 67 zettabytes of IoT data generated

Growing app complexity

750M new applications by 2025



Work from anywhere

\$1.2T spent on Future of Work technology and services in 2025

Expanding attack surface

\$10T cost of global cybercrime in 2025

Surging AI workloads

117M terabytes of data from AI-lifecycle workloads in 2025

Harnessing the power of AI



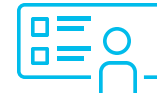
Enabling Customers

Building infrastructure for AI workloads: Silicon and Networking

Product Enhancements and New Capabilities across Networking, Security, Collaboration and Observability

Better User Experiences

Enhanced and Customized Customer Support



Enhancing Cisco teams

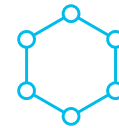
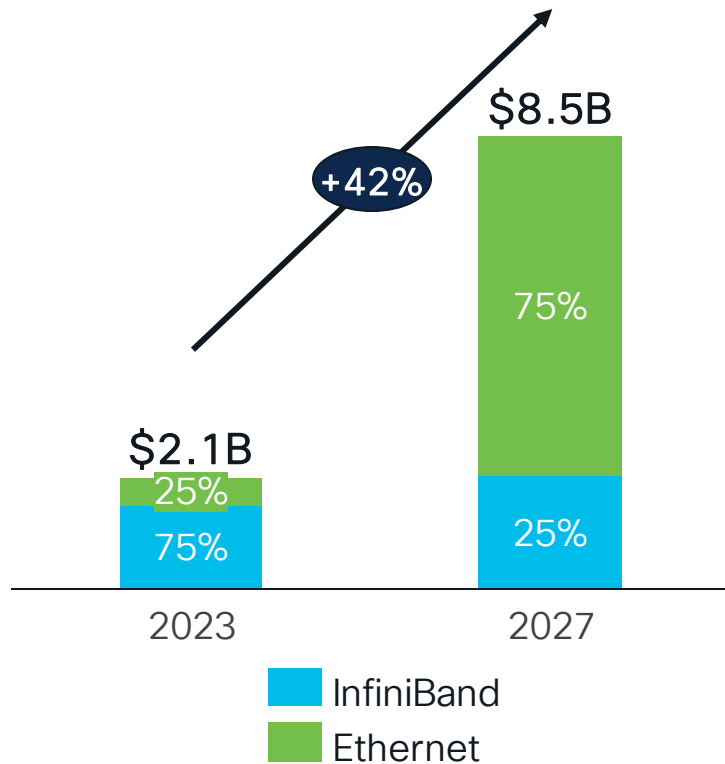
Optimized Code: Developer Productivity and Software Quality

Automated Inspiration

Employee Experiences

AI/ML Networking opportunity

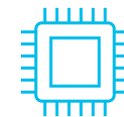
AI/ML Switching TAM



Cisco well positioned to support AI workloads with existing capabilities and future investments



Ethernet is expected to displace InfiniBand to take the lead in AI networking given its economies of scale, industry-wide interoperability and massive installed base



Cisco Silicon One offers customers flexibility in choosing network architectures (Standard Ethernet, Fully Scheduled Fabric, or Enhanced Ethernet)

Our differentiation



Innovation

Customer outcomes at massive scale

Market-leading secure networking

Integrated solutions across broad portfolio

Unmatched, AI-driven Insights

400B security events observed per day

630B observability metrics tracked per day



Trust

Purpose-driven, neutral, trusted brand

Data protection and privacy at our foundation

Top-rated supply chain

Goal to reach net zero Greenhouse Gas emissions across value chain by 2040



Global reach

Broad customer and partner reach

1M+ customers and partners

99% of world's largest companies

82,000+ government organizations

Cisco's **massive scale** and **visibility into data** enables **AI and automation like no one else**

Our business transformation

Our software transformation

Accelerating SaaS

Expanding infrastructure portfolio to as-a-Service

Providing flexible customer choices and high-value services

Enable new routes-to-market

Benefitting our customers and partners

Improving business outcomes and value

Simplifying buying and partner enablement

Enabling choice, flexibility and predictability in consumption

Accelerating innovation

Innovation

Our digital future is increasingly...



Hyperconnected



Secure



AI



Quantum



The bridge to possible

Thank you

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FORWARD-LOOKING STATEMENTS

This presentation contains 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 product plans and 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 Secure, Agile Networks and services; the timing of orders and manufacturing and customer lead times; significant supply constraints; 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 (including as a result of global climate change); 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 reports on Forms 10-Q and 10-K filed with the SEC. Any forward-looking statements in this presentation are based on limited information currently available to Cisco, which is subject to change. Although any such forward-looking statements and the factors influencing them will likely change, Cisco will not necessarily update the information. Such information speaks only as of the date of this presentation.