

Carbon Disclosure Project

CDP 2010 Investor CDP 2010 Information Request

Cisco Systems, Inc.

Module: Introduction

Page: Introduction

0.1

Introduction

Please give a general description and introduction to your organization.

Cisco is the worldwide leader in networking that transforms how people connect, communicate, and collaborate. Our technology is changing the nature of work and the way we live. Founded in 1984, Cisco pioneered the development of Internet Protocol (IP)-based networking technologies. This tradition continues with the development of routing, switching, and other technologies such as application networking services, home networking, security, storage area networking, TelePresence systems, unified communications, video systems, and wireless. As an innovator in the communications and information technology industry, Cisco and its valued partners sell Cisco hardware, software, and services to businesses of all sizes, governments, service providers, and consumers.

An integral part of Cisco's business strategy is strong corporate citizenship. Responsible business practices help ensure accountability, business sustainability, and commitment to environmentally conscious operations and products. Social investments built upon public-private partnerships positively impact recipient communities around the world. As an expression of our company's values and beliefs, these activities are designed to build trust in our company and empower our employees.

For more information, http://newsroom.cisco.com/dlls/corpinfo/corporate_overview.html or see corporate overview presentation provided under Further Information.

0.2

Reporting Year

Please state the start and end date of the year for which you are reporting data.

Enter Periods that will be disclosed

Sun 27 Jul 2008 - Mon 27 Jul 2009

0.3

Are you participating in the Walmart Sustainability Assessment?

Yes

0.4

Modules

As part of the Investor CDP information request, electric utilities, companies with electric utility activities or assets, companies in the automobile or auto component manufacture sectors and companies in the oil and gas industry should complete supplementary questions in addition to the main questionnaire.

If you are in these sectors, the corresponding sector modules will be marked as default options to your information request.

If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below. If you wish to view the questions first, please see www.cdproject.net/cdp-questionnaire.

0.5

Country list configuration

Please select the countries for which you will be supplying data. This selection will be carried forward to assist you in completing your response.

Select country
United States of America
United Kingdom
Japan
Rest of world
India

0.6 Please select if you wish to complete a shorter information request.

Further Information

Q0.1: Overview presentation on Cisco attached in support of Q0.1. Also available from http://newsroom.cisco.com/dlls/2010/ekits/PublicCorporateOverview_BlackBackground_Eng_FY10Q3.pdf Q0.3 was interpreted as whether we had been asked by Walmart to complete their assessment as a Walmart supplier. We completed and returned this assessment in early January 2010.

Module: Governance

Page: Governance

1.1 Where is the highest level of responsibility for climate change within your company?

Board committee or other executive body

1.1a

Please specify who is responsible.

Board/Executive Board

1.2 What is the mechanism by which the board committee or other executive body reviews the company's progress and status regarding climate change?

Summary: Environmental initiatives, including climate change are reviewed at least quarterly. Climate change is the most material environmental issue for Cisco. There are approximately nine reviews each year among several executive bodies as outlined below.

Discussion:

To accommodate the complexity (product, customer and geographic breadth) of our business, Cisco is transitioning its internal governance for all business to a series of top-level, senior level Councils and VP/SVP-staffed Boards (Boards report to Councils). Councils are formed by the operating committee (essentially the CEO's direct reports).

o The Cisco Business Operations Council (CBOC) is chaired by Cisco's CFO and the EVP of Operations and includes Cisco's controller and CIO, as a well as top executives

from Marketing, Development, Sales, Manufacturing, Services and HR. The co-chairs report to the Chairman and CEO as do some CBOC members. Twice a year, CBOC reviews the EcoBoard's progress on climate change initiatives.

o The EcoBoard is a cross-functional, VP and SVP-level body completely responsible for Cisco's environmental vision and strategy, including climate change. The EcoBoard is jointly chaired at the SVP level and meets quarterly. One co-chair reports directly to John Chambers, Chairman and CEO. EcoBoard membership currently comprises fourteen, key, business-unit and operational organizations, including the General Counsel, Corporate Affairs/Sustainable Business Practices, Sales, Supply Chain Management, Communications, Finance, Development, Marketing, Services, and IT. Three major theatres (Europe/Middle East, North America and Asia/Pacific are also represented by this same membership). The EcoBoard strategic plan incorporates a set of environment-related objectives that address Cisco GHG emissions from operations; Cisco product energy efficiency; Cisco customer environmental requirements; Cisco customer solutions; and opportunities for employee education, awareness and involvement.

A Cisco corporate Board of Directors member was briefed on the EcoBoard in FY2009. Presentation was made by a Co-Chair of the EcoBoard.

(More complete information on Cisco's council and boards governance model is provided at the beginning of the Governance section of our 2009 Corporate Social Responsibility (CSR) report, pp. D2-D3 of http://www.cisco.com/web/about/ac227/csr2009/pdfs/CSR_09.pdf, which has also been provided as a required attachment to Q22. The EcoBoard is also described and highlighted in this same lead section.)

o Formally chartered, cross-functional task forces in engineering, facilities and manufacturing implement direction established by the EcoBoard. In response to local market conditions, in Europe there is an additional, country-based team, reporting to the top European executive, that focuses on green initiatives in each country. The complexity of "green" governance and initiatives, including climate change, are a product of the breadth of impact of those issues across Cisco as well as our core strategy to build sustainability into the business processes of each organizational function.

o EcoBoard initiatives and progress are included in both the internal and external, annual, ISO-14001 audits and certification. ISO and our Environmental Management System is managed by our Quality organization.

o Cisco's Corporate Social Responsibility (CSR) Business Process is managed by the Sustainable Business Practices (SBP) organization and is used for managing environmental issues—including climate change—under the larger umbrella of sustainability and CSR. (The SBP organization is responsible for all external CSR reporting, including for the environment... and this survey!)

At Cisco, sustainability is defined holistically as all CSR topics: environment, employee, social and corporate governance. Cisco performance, stakeholder feedback, risks, and opportunities on all CSR topics—including the environment—are included in reporting to the Connected Business Operations Council, which also receives reports from the EcoBoard. The SVP of Corporate Affairs—which includes the SBP organization—is a member of the EcoBoard. The dual reporting on environmental issues, both from a CSR perspective and directly from the EcoBoard is a measure of the complexity and importance of environmental initiatives to Cisco's business.

(Cisco's CSR business process is described in the same Governance section just after the discussion of councils and boards--pp. D6-D8.)

o Cisco's annual audit/risk assessment process establishes the internal audit plan for the coming period and is presented to and approved by the CFO and the Audit Committee of the Board of Directors. CSR considerations, which include the environment and climate change, are provided as input to identify the top potential risks for the company based on likelihood, severity, and present ability to manage the potential risk.

1.4 Do you provide incentives for the management of climate change issues, including the attainment of greenhouse gas (GHG) targets?

Yes

1.5 Please complete the table.

Who is entitled to benefit from those incentives?	The type of incentives
All employees	Monetary reward
Environment/sustainability managers	Monetary reward
Business unit managers	Monetary reward

Further Information

1. Management by objective is the fundamental element of Cisco's performance management system. Compensation is tied directly to company performance, customer satisfaction and individual performance. Environmental objectives or considerations are included each each of these elements: o company performance: The Office of the Chairman and CEO publishes company priorities. "Green" is included as a transformational change to the way Cisco does business and our culture. o customer satisfaction: Cisco extensively surveys its customers and uses satisfaction scores in as a factor in compensation. Green issues are included in these surveys. Earlier in CY2010, Cisco added to a followup survey more detailed questions on environmental issues of particular concern to our customer o individual performance: Environmental/climate change objectives are included in many employee performance goals, including in business units that sell products that help our customers reduce their GHG emissions as well as members of the EcoBoard and Green Task Force. (Because of employee privacy policies, it is difficult to confirm all details, but many employees work extensively on climate change-related issues, so such objectives would be included in the performance management system. It has been confirmed that each major business function—such as manufacturing, engineering and facilities—includes managers and Directors with performance goals addressing environmental sustainability, including climate change. Actual performance rewards are based on a combination of individual and company performance and the results of customer satisfaction surveys. (Environmental factors are also included in our customer surveys.) All employees set their performance objectives at the beginning of the review period. Employees who play a significant role in leading various programs, such as green initiatives or GHG reduction efforts would necessarily add such a goal to their objectives for end-of-cycle evaluation. Each individual initiative has program leads and individual performance is measured by progress on each initiative. There is no monetary award specifically tied to achieving our GHG emissions reduction goals (i.e., one-to-one relationship). Employees strive to reduce their air travel, and take time to learn how to integrate TelePresence, WebEx, MeetingPlace and other remote collaboration tools into their daily work life because Cisco has made very visible GHG reduction commitments that are frequently cited by our CEO in internal meetings, news articles, interviews and internal "Birthdays Breakfasts" (with the CEO). T 2. In April 2010, as part of Earth Day activities, Cisco was announced as the exclusive presenting sponsor of the X PRIZE Foundation's (XPF) Energy and Environment Prize Group, which provides incentives for clean, renewable and cost-effective energy. The goal of the collaboration is to generate breakthroughs in climate change, water resource management, energy distribution and storage, clean energy, and energy efficiency/use. Cisco employees will have the opportunity to suggest the next XPRIZE in the Energy and Environment Prize Group, and will be included in the development of the prize definition and criteria.

Module: Risks and Opportunities

Page: Risks & Opportunities Identification Process

2.1 Describe your company's process for identifying significant risks and/or opportunities from climate change and assessing the degree to which they could affect your business, including the financial implications.

- how risks/opportunities are assessed at an organization-wide level and at an asset-level

There are several processes used within Cisco to identify significant risks:

o Cisco's corporate risk assessment process is conducted by Cisco's internal audit organization (part of Finance). The risk assessment process establishes the internal audit plan for the coming period and is presented to and approved by the CFO and the Audit Committee of the Board of Directors. Key executives and process owners across Cisco, including sustainable business practices/corporate social responsibility and manufacturing, are interviewed to identify the top potential risks for the company based on likelihood, severity, and present ability to manage the potential risk. Material risks are disclosed as part of Cisco's quarterly financial reporting process. To date, climate change has not been identified as a material risk. Please refer to Cisco's investor website for additional information: <http://investor.cisco.com/>.

o A business continuity plan is maintained by supply management and particularly addresses physical/geopolitical risks.

o A threat analysis team, part of Cisco's security organization, focuses on global political, economic and security factors that may present unique risk or opportunity for Cisco. Climate change was specifically addressed in 2009 in an in-house, confidential video and report.

o The EcoBoard and the Sustainable Business Practices (SBP) team, described in the response to Q1.2, specifically focus on risks and opportunities from climate change.

o The regulatory and standards track of the Green Engineering Task Force, also mentioned in the response to Q1.2, specifically addresses regulatory risks.

o Market risk--such as from unmet environmental requirements--is assessed directly by the Quality organization through an outsourced and ongoing customer survey system part of the sales and service process.

Opportunities associated with climate change are identified as part of existing market assessment processes of our core business. Cisco has a well-developed categorization of market segments and, as part of plans for continued revenue growth, has established key market adjacencies--billion dollar opportunities--to support that growth. "Green" is one of these market adjacencies. Remote Collaboration, Mobility, Smart + Connected Communities, SmartGrid, and Virtualization/Data Center are relatively new adjacencies that address green.

- scope of process: The scope of risk assessment ranges from the Board/CFO to the individual green task forces; from all topics potentially impacting Cisco to specifically the impact of climate change. Opportunities/market adjacencies are generally updated annually in concert with the annual financial planning cycle and accompanying senior management meetings.

- frequency of process: The enterprise-level risk assessment is conducted annually. Operational assessments are typically quarterly although substantial work continues on an ongoing basis to mitigate risk and leverage opportunities.

- process used for determining the materiality of risks & opportunities (an example will be sufficient): Cisco depends on a network of external stakeholders to provide input on risk assessment. The Sustainable Business Practices group works with consultants to complete a materiality assessment in advance of each year's CSR report cycle. (Climate change is the most material environmental risk although our customers don't yet identify the environment or climate change as a top issue for their business as a whole. Cisco solutions are identified as the most material opportunity with respect to climate change.) Our corporate marketing organization determines total available market for new products.

- who undertakes process: Please refer to the organizations listed under the first item above. Some consultancy is engaged for an objective and independent assessment.

- who is responsible for process: In general the owners of each process also lead implementation.

- intended audience of output: Generally, risk and opportunity assessments are aimed at executive management--the corporate board, the Cisco Business Operations Council, and the Office of the Chairman and CEO--in order to meaningfully impact company vision, strategy and execution. Our collaboration tools are used to disseminate information worldwide; John Chambers frequently sends out videos made in his office using his USB or Flip camera, avoiding typical delays before a formal, company meeting.

Further Information

No further information

Page: Regulatory Risks

3.1 Do current and/or anticipated regulatory requirements related to climate change present significant risks to your company?

Yes

Do you want to answer using:

The table below

3.2A

What are the current and/or anticipated significant regulatory risks related to climate change and their associated countries/regions and timescales?

Risk	Region/Country	Timescale in Years	Comment
Fuel/energy taxes and regulations	United Kingdom	0 -- 5	The UK CRC reporting scheme impacts Cisco's U.K. facilities. In general, Cisco is not a heavy emitter, and product manufacturing is also not especially energy intensive, so regulations/taxes that could impact the price of energy do not pose a significant risk.
Product efficiency regulations and standards	Other: EU, U.S., Japan	0 -- 5	Japan, EU, U.S. regulations have been issued or are in process that will likely affect the design and/or operation of network products. The immediate concern, likely to continue to increase, is requests from customers for product "carbon footprint."
Product labeling regulations and standards	Other: EU, U.S., Japan	0 -- 5	There are numerous efforts underway (e.g., GeSI, iNemi, ITU, WEF, WRI/WBCSD) looking at product life cycle emissions (and Scope 3 emissions in general). These efforts have substantial political momentum, and are difficult for the ICT sector to address in their current form. The immediate concern, likely to continue to increase, is requests from customers for product "carbon footprint." Listed countries/regions, while not exhaustive, represent the bulk of activity.
Indirect exposure through suppliers and clients	Other: EU, U.S., Japan	0 -- 5	The largest uncertainty, likely to continue to increase, is requests from customers for product "carbon footprint." Customers are interested in energy efficiency but these discussions are better defined and more straightforward. Listed countries/regions, while not exhaustive, represent the bulk of activity.

3.3

Describe the ways in which the identified risks affect or could affect your business and your value chain.

Regulations have been issued or are in process that could impact Cisco's operations, products, and supply chain. Climate-related regulatory developments affecting Cisco fall into three general categories:

- (1) Operations. Efficiency measures that impact new or existing buildings, changes that impact assets that are direct emitters (e.g., vehicle fleet, diesel generators), and changes that would impact the price of energy (fuels and electricity).
- (2) Supply chain. Similar impact as those that could affect Cisco's own operations but for direct and indirect procurement, potentially increasing costs.
- (3) Products. Efficiency measures affecting the design and/or operation of network products.

Cisco sees a limited risk from increasing operational costs caused by stricter building codes or increasing electricity, fuel and transportation costs. Cisco is not a heavy emitter of greenhouse gases and is therefore less sensitive to changes in regulations than carbon-intensive industries.

Product energy efficiency regulations impacting Cisco products may increase compliance costs or affect time to market.

3.4 Are there financial implications associated with the identified risks?

Yes

3.5 Please describe them.

Cisco sees a limited risk from increasing operational costs caused by stricter building codes or increasing electricity, fuel and transportation costs. Cisco spent a little more than \$100M on energy worldwide, so the potential impact on cost is bounded by total cost and can be broadly assumed within 25% of the total. (25% likely bounds increases in energy costs).

Emerging product energy efficiency regulations impacting Cisco products may increase compliance costs or affect time to market. If energy efficiency regulations are factored into

product development from the beginning, impact is minimized and can leverage existing compliance infrastructure with perhaps one headcount for dedicated program management. It is not thought regulation will impact Cisco disproportionately and, in fact, compliance administration can be spread over our broad product portfolio.

Per Cisco policy, material financial risks are only disclosed as part of Cisco's quarterly financial reporting process. To date, climate change has not been identified as a material risk. Please refer to Cisco's investor website for additional information: <http://investor.cisco.com/>

3.6 Describe any actions the company has taken or plans to take to manage or adapt to the risks that have been identified, including the cost of those actions.

o Improved data collection -- understanding the scope of exposure by better quantifying life cycle GHG emissions from product use. Risk can only be intelligently assessed if the sources of GHG emissions, both primary (Cisco operations) and secondary (supply chain), are known.

o To address risks associated that regulations fuel/energy taxes, Cisco has developed an Energy Management department to continually track and monitor Cisco's global energy consumption and associated GHG emissions. This department also is charged with identifying, evaluating and implementing projects to improve the efficiency of Cisco's operations and minimize Cisco's carbon footprint.

o Cisco is addressing regulatory risk by installing strong policies addressing environmental data collection and corporate social responsibility reporting. Implementation can be boiled down to our CSR vision: building environmental sustainability into each business functions (and their processes). If sustainability is an "add on" (i.e, not built into the core business), then missteps are more likely and risk increases.

o As part of the EcoBoard/Green Task Force-sponsored Green Engineering Task Force, Track 8 (Industry Standards and Governance) of the Green Engineering Task Force (GETF) was specifically created to manage regulatory risk. Potential impacts from regulatory action are assessed jointly by Cisco's compliance, regulatory affairs, government affairs, corporate affairs, engineering, manufacturing and facilities organizations. Many of the functional organizations have staff located in the affected jurisdictions and are tasked with tracking and monitoring regional and local regulatory developments. Costs to manage this risk are related to headcount and are estimated to be less than \$1M/yr.

o Investment in remote collaboration technologies: Cisco TelePresence, Cisco WebEx, Cisco MeetingPlace. These technologies enable Cisco to more effectively leverage worldwide resources monitoring Japan, EU and U.S. regulatory and standards activity. All such monitoring is done under the umbrella of the Green Engineering Task Force (GETF). Incremental investment is essentially zero since these technologies are installed as part of a corporate initiative.

o To address product energy efficiency and product carbon footprinting, Cisco actively engages with regulatory or standards bodies, either directly or as part of industry groups to assure regulations are clear and effective. Cisco's engineering, manufacturing and facilities organizations are also actively involved in these efforts. Cisco generally believes these regulatory and standards activities bring clarity and consistency to the global marketplace, creating predictable requirements and a level playing field, reducing risk. Regulatory engagement has increased compared to a year ago. Uncertainty has increased, mainly due to the number of parallel and overlapping product carbon footprinting initiatives underway and standards under development. The release of the ATIS standard for routers and switches was a substantial achievement to address a key uncertainty in these markets.

o Currently, Cisco's engagements around the world generally address similar topics, with organizations including:

- o ATIS (North America)
- o Australia and Korea MEPS
- o ETSI (Europe)
- o EU/Codes of Conduct (Europe)
- o EU/EUP (Europe)
- o IEEE (worldwide)
- o ITU (Worldwide)
- o METI (Japan)
- o US Department of Energy and Environmental Protection Agency (DOE and EPA) ENERGY STAR (U.S.)
- o WRI/WBCSD GHG Protocol

and potentially affecting:

- o electronics for domestic/home use, including audio/visual equipment
- o external adapters
- o wireless access points
- o set top boxes
- o external power supplies
- o data centers
- o service provider and enterprise routers and switches
- o SMB and SOHO routers and switches
- o servers
- o displays and monitors

Further Information

No further information

[Page: Physical Risks](#)

4.1 Do current and/or anticipated physical impacts of climate change present significant risks to your company?

Yes

Do you want to answer using:

The table below

4.2A

What are the current and/or anticipated significant physical risks, and their associated countries/regions and timescales?

Risk	Region/Country	Timescale in Years	Comment
Induced changes in human and cultural resources	Rest of world	11 -- 20	Time scale is very uncertain; could be longer but less than 10 years seems inappropriate given science. "Secondary" or "soft" impact on Cisco from climate-induced changes in labor pool at Cisco and/or suppliers. Impact could be actual labor availability or political instability caused by or attributed to climate change. "Induced changes in supply chain and/or customers" not chosen as guidance suggested this impact was specifically weather events on actual product supply chain.

4.3

Describe the ways in which the identified risks affect or could affect your business and your value chain.

Time scale is very uncertain; could be longer but less than 10 years seems inappropriate given science. "Secondary" or "soft" impact on Cisco from climate-induced changes in labor pool at Cisco and/or suppliers. Impact could be actual labor availability or political instability caused by or attributed to climate change. "Induced changes in supply chain and/or customers" not chosen as guidance suggested this impact was specifically weather events on actual product supply chain. A contemporary example of weather-induced labor and political instability is the drought in Darfur, which magnifies other social stresses past a tipping point. Some additional discussion is provided below as physical risks, if

truly caused by significant climate change, have a fairly long time horizon, so are more uncertain.

Potential impacts can also be considered through the perspective of the product life cycle.

o Product design: Potential impact during design would involve Cisco's real estate portfolio or its workforce. There is no indication that climate change and any accompanying changes in weather patterns--changes in rainfall, storms, flooding or sea level--would render Cisco's facilities unavailable or obsolete or require relocation of our workforce. There may be impact on the cost of energy, water and other commodities, but is not thought to be significant. Any impact can be ameliorated through conservation, recycling and other alternatives already being implemented or under consideration.

o Product manufacturing: Physical risk to Cisco's subcontract manufacturing base and logistics and component suppliers is bounded by existing continuity of business planning scenarios and sound supply management practices. Climate change is a relatively slow phenomena and is enveloped by existing multi-sourcing strategies and normal and expected transitions in the supply base for other business reasons. As for Cisco facilities, the cost of energy, water and other resources may change, but is not thought to be material and can be offset through efficiency and other measures.

Secondary impacts, those which could impact local workforces and therefore Cisco or its supplier--such as on health and habitability as well as water restrictions and higher living costs--bear monitoring. There is less margin for absorbing adverse impacts of climate change in emerging economies compared to developed countries.

o Product sale and use: Changes in or more severe weather associated with climate change should not adversely impact the demand for networking equipment. In fact, the demand for additional and more timely weather information throughout the world should increase the need for universal and emergency network services and equipment.

4.4 Are there financial implications associated with the identified risks?

No

4.6 Describe any actions the company has taken or plans to take to manage or adapt to the risks that have been identified, including the cost of those actions.

Note on Q4.4: Because of the long time horizon, there are no realistic estimates of financial costs from physical risk. It is difficult to seriously estimate the cost of a change in manufacturing site or a change in Cisco office location attributable to climate change in the context of (1) current number of changes in manufacturing location and (2) current stream of acquisitions and subsequent rationalization of our real estate portfolio. Additional costs of mitigation/adaptation attributable to climate change would be very speculative.

Physical risks are generally mitigated by the following Cisco actions, which address awareness and assessment capability:

o improved data collection -- understanding the scope of exposure by better quantifying life cycle GHG emissions. Risk can only be intelligently assessed if the sources of GHG emissions, both primary (Cisco operations) and secondary (supply chain), are known.

o supplier training -- the underlying purpose of EICC Sustainability WG supplier GHG reporting is to increase awareness of climate change. In both CDP's supply chain program, EICC's original supplier reporting effort, and individual EICC member supplier reporting efforts, initial response rates have been relatively low. To improve participation, more effort is being devoted to education and assisting first-time reporters.

o inclusion of climate change in Cisco's various risk assessment efforts has become standard practice -- Financial materiality is routinely assessed. As awareness of climate change continues within Cisco, each business function proactively includes the impact of climate change (and GHG reporting) in affected business processes.

o remote collaboration -- Cisco's remote collaboration technologies, including mobility and telecommuting, all increase organizational flexibility. Because of the uncertain time scale, we don't specifically invest in remote collaboration to mitigate physical risk. However, in the context of Cisco's product life cycle, physical risk implies the unavailability of physical locations. While remote collaboration can't substitute for actual product assembly, all "information knowledge" workers--the majority of Cisco's value add--can be made available virtually anywhere in the world.

Further Information

No further information

[Page: Other risks](#)

5.1

Does climate change present other significant risks - current and/or anticipated - for your company?

Yes

Do you want to answer using:

The table below

5.2A

What are the current and/or anticipated other significant risks, and their associated countries/regions and timescales?

Risk	Region/Country	Timescale in Years	Comment
Reputational risks	Other: EU, U.S., Japan, ROW	0 -- 5	Either a risk or opportunity, depending on perspective. Going with Andy Grove's "Only the Paranoid Survive", reputational or brand risk exists due to positive goodwill and reputation built from early operational, product and solutions GHG reduction activities. Interpretation different than guidance (i.e., high current GHG footprint, no demand for high carbon products), which assumes poor current positioning as opposed to loss of favorable positioning.
Market risks	Other: EU, U.S., Japan, ROW	0 -- 5	Basis for market risk the same as for reputational risk (loss of positive position). As "green solution" market penetration continues, market risk can also increase because markets, customer/regulatory requirements, and the competitive landscape are changing quickly. Dynamic markets ("inflection points" in marketing terminology) present opportunity and risk.

5.3 Describe the ways in which the identified risks affect or could affect your business and your value chain.

Market and brand risks are probably the biggest and most clearly defined risks specifically because Cisco has positively differentiated itself with respect to climate change and operational, product and solutions activities to reduce GHG emissions. Potential risk or impact lies mostly within Cisco and not the supply chain. ("Value" chain can have differing interpretations so "supply" chain is used for clarity.) As "green solution" market penetration continues, brand and market risk can increase, because markets, customer/regulatory requirements, and the competitive landscape can change quickly. (The industry is on the steep part of the learning curve so change can be rapid.) Dynamic markets ("inflection points" in marketing terminology) present opportunity as well as risk.

Stakeholder concern about supply chain emissions is relatively new, as expectations seem to be reasonably set considering the actual state of GHG reporting by the component and manufacturing tiers. Even as these subsectors mature with respect to GHG reporting, risk should be low because most life cycle emissions for ICT network product come from the use phase. For the purposes of CDP 2010, use-phase risk has already been addressed as part of regulatory risks. Product energy efficiency (performance and expectations) is properly being addressed as part of a regulatory/standards-based framework defining measurement methodology and product features/functionality.

5.4 Are there financial implications associated with the identified risks?

Yes

5.5

Please describe them.

Financial risk is related to loss of existing, green sales and loss of market access for future sales. Currently, Cisco does not break out publicly sales of green-related products and solutions. Cisco has strong governance policies concerning the release of financial information outside established channels. (Corporate Governance is part of corporate social responsibility along with the environment.)

Any material financial risks are disclosed as part of Cisco's quarterly financial reporting process. To date, climate change has not been identified as a material risk. Please refer to Cisco's investor website for additional information: <http://investor.cisco.com/>.

5.6

Describe any actions the company has taken or plans to take to manage or adapt to the other risks that have been identified, including the costs of those actions.

Cisco is addressing brand and market risk by installing strong policies addressing environmental data collection and corporate social responsibility reporting. Implementation can be boiled down to our CSR vision: building environmental sustainability into each business functions (and their processes). If sustainability is an "add on" (i.e, not built into the core business), then missteps are more likely and risk increases.

To maintain and increase market momentum Cisco is also significantly investing in existing and new business units devoted to existing products (WebEx, TelePresence) and new products (EnergyWise and SmartGrid). These are very significant investments intended to address potential billion dollar markets.

In addition, we are investing in industry group studies, such as the in-progress GeSI Enabling ICT study, to establish clear reporting methodology that relies on high-quality primary data. We are also investing over \$100M to use our own technologies--"Cisco-on-Cisco"--to build credible, at-scale, use cases of the efficacy of ICT to reduce GHG emissions. Unnecessarily extended reliance by the ICT industry on modeling or small pilots or academic studies to define the GHG-reduction benefit of ICT could cause policy maker and customer fatigue or confusion. Such confusion could interrupt orderly market growth.

The volume of corporate social responsibility (CSR), environmental ("green") and climate change inquiries from all stakeholders is increasing, with climate change as the leading or bellwether inquiry. Customers are including these topics with increasing frequency in formal request for quotations and informational discussions. Conversely, surveys of IT management show economic drivers still predominate in purchasing decisions, but this is offset by strong interactions with customer thought leaders. Cisco has established a formal CSR Business Process based on the assumption that upward trends in customer, consumer and stakeholder interest will continue for years.

Other stakeholders, including NGOs, SRIs, industry and financial analysts, investors, and Cisco's employees have also increased their attention to climate change, "green" and CSR issues. Fostering Cisco leadership in all these areas is important to maintain reputation and brand value. Although CDP 2010 focuses on climate change, consistent performance is important across all CSR topics to maintain or improve access to markets and brand. Climate change also impacts other CSR activities and Millennium Development Goals (MDGs) that address poverty, health and nutrition, in general increasing the risks and vulnerabilities for those less able to respond or adapt.

Further Information

No further information

[Page: Regulatory Opportunities](#)

6.1

Do current and/or anticipated regulatory requirements related to climate change present significant opportunities for your company?

Yes

Do you want to answer using:

The table below

6.2A

What are the current and/or anticipated significant regulatory opportunities and their associated countries/regions and timescales?

Opportunities	Region/Country	Timescale in Years	Comment
Fuel/energy taxes and regulations	Other: EU, U.K., U.S., Japan	0 -- 5	Regulations that increase the cost of energy will increase demand for new and replacement network equipment. New generations of products are substantially more efficient than legacy product. New kinds of products can decrease emissions (or slow rate of growth).
Emission reporting obligations	Other: EU, U.K., U.S., Japan	0 -- 5	Emissions reporting is a fundamental precursor to GHG emission awareness. Cisco has established a model that supposes that stakeholder input (including regulations) drives initial reporting, which drives public release of reporting, which drives verification/3rd-party assurance, which then drives GHG reduction commitments. These reduction commitments drive demand for network products and solutions.

6.3

Describe the ways in which the identified opportunities affect or could affect your business and your value chain.

Climate-related policy and regulatory developments can impose efficiency demands and reporting requirements on customer operations, including network equipment. Responding to these requirements can require improvements in network equipment efficiency, equipment configuration and utilization, changes to customer operations that affect Scope 1, 2 and 3 emissions, as well as new reporting requirements for energy consumption and greenhouse gas emissions. Each of these areas provide Cisco opportunities for the sale of existing and newly developed products and services.

These opportunities will continue to increase as regulatory activity continues through 2012 and looks forward to 2020, and as consensus forms how the network can be used as a platform for global-scale solutions to improve efficiency and reduce GHG emissions. Effectively addressing climate change, given the projected level of reductions suggested in IPCC reports, suggests the need for tremendous investment in transportation, dematerialization, power generation and building infrastructure. Changes to or reinvention of such infrastructure is necessarily an activity measured in decades.

Understanding of opportunities have increased since the last reporting period as the various regulatory tracks have matured, and as a consensus has formed on the positive contribution to be made by the ICT industry to address climate change. (See the SMART 2020 report, to which Cisco contributed, at <http://www.smart2020.org/>). Opportunities coincide with the regions or countries with significant regulatory activity (see response to Question 3.1). It is likely that more opportunity will be realized as regulations are finalized in major markets and as the post-Kyoto negotiations are [finally] completed. (There are strong business cases for many investments--even in the absence of regulations.)

In general, Cisco generally believes regulatory and standards activities bring clarity and consistency to the global marketplace, creating predictable requirements and a level playing field, and reduces risk. Regulations that place limits or restrictions on GHG emissions will increase the demand for Cisco products as outlined in our response to Question 16.1 (including 16.1 Further Information).

Opportunities are identified through the standard customer and stakeholder listening processes that inform product development.

6.4 Are there financial implications associated with the identified opportunities?

Yes

6.5

Please describe them.

In general, affected markets can be characterized as billion dollar opportunities. Forward looking statements are prohibited by company policy except as provided in formal financial reporting. Financial impact concerning these and other opportunities is disclosed as part of Cisco's quarterly financial reporting process. Please refer to Cisco's investor website for additional information: <http://investor.cisco.com/>.

6.6

Describe any actions the company has taken or plans to take to exploit the opportunities that have been identified, including the investment needed to take those actions.

Summary: Cisco has developed solutions that can help reduce the emissions of our customer, including:

- o Cisco TelePresence, Cisco WebEx, and Cisco MeetingPlace
- o Cisco Virtual Office
- o Data Center Virtualization
- o Cisco EnergyWise
- o SmartGrid
- o Cisco Connected Workplace
- o Smart Connected Buildings
- o Smart+Connected Communities

Cisco is able to implement most of these solutions in our operations--investing over \$100M--and is building case studies to support adoption by our customers. Several of these solutions are detailed below as requested in the survey. Additional information on these and other GHG reduction solutions is included under Further Information of Q16.1.

In all cases, generating CERs or ERUs within the framework of CDM or JI is not viewed as productive. Customers or organizations that benefit from these solutions should claim the emissions reductions. Reducing travel or data center or building or commuting emissions in India or China (for example) to offset emissions in the U.S. (for example) is not a realistic framework for global emissions reduction based on shared responsibility.

1. Remote Collaboration technologies: Cisco TelePresence, Cisco WebEx, Cisco MeetingPlace

- o These products enable emissions to be avoided by reducing the need for business travel. Such avoided travel can be by air, rail or road, although air travel is the major emissions reduction opportunity.
- o All economic sectors can benefit from the reduction in air travel, although some sectors likely fly more than others. Domestic and international travel can equally benefit; air miles are generally greater for international travel but emissions factors are higher for short hop travel.
- o Emissions are avoided on an ongoing basis (year after year) after the initial investment. Metcalfe's law suggests continued investment creates increasing opportunities for emissions reduction. Because travel is relatively expensive, payback supports implementation at scale.
- o As of FY2009, Cisco has reduced its air travel by 40% in absolute terms based on a FY2006 baseline. Even with the economic downturn, both Cisco headcount and revenue over the same time increased 25%. Similar or more reductions in emissions should be possible for most sectors. As more companies adopt these technologies and update their management expectations and business processes to leverage system capabilities, even greater reductions may be possible as more kinds of human interactions can be accomplished remotely.
- o Cisco followed the GHG Protocol--generally based on DEFRA guidelines--in calculating GHG reductions. The attachment provided as Further Information provides links to a DOMANI-verified calculator covering emissions reductions from use of remote collaboration technologies.
- o GHG emissions from the air travel industry has been estimated at about 2% of the world's total, although only a portion of this is attributable to business air travel. (High altitude emissions have a bigger impact than ground-based emissions on absorption of Earth's re-radiation via a forcing factor often estimated around 2.5X.) TelePresence for the home is just being introduced and it is unclear what reduction opportunity exists outside the business environment.

2. Cisco Virtual Office

- o The Cisco Virtual Office solutions extends the Cisco network into an employee's home, enabling telecommuting and reducing emissions from transportation/commuting. The employee's home essentially becomes a Cisco satellite office with secure wireless data, voice, and video services available just as at a more traditional Cisco site.
- o All economic sectors can benefit from a virtual office although telecommuting is most prevalent in the "knowledge economy." Some sectors (manufacturing, retail) currently would seem to require physical presence although the impacts of such an enabling technology on existing business models are difficult to fully predict. For instance, could higher quality retail assistance be available at lower cost via a full size virtual assistant?
- o Commuting emissions can be avoided on an ongoing basis (year after year) after a very modest investment in the integrated service router and an physical IP phone. TelePresence technology will become part of the home office suite as broadband upload connection speeds improve. There is substantial overlap in the technologies and enabling employee skill sets between avoiding business air travel and avoiding commuting. The
- o Commuting emissions are thought to be about 6% of total emissions (using EIA data). (34% of all GHG emissions from transportation; 60% of transportation from private motor vehicle travel; 25-30% of private motor vehicle from commuting.) These same technologies can be used to reduce some shopping trip emissions, which are roughly equivalent to work-related private motor vehicle travel per DOE/EIA survey data.

Further Information

No further information

[Page: Physical Opportunities](#)

7.1 Do current and/or anticipated physical impacts of climate change present significant opportunities for your company?

Yes

Do you want to answer using:

The table below

7.2AWhat are the current and/or anticipated significant physical opportunities and their associated countries/regions and timescales?

Opportunities	Region/Country	Timescale in Years	Comment
Changes in frequency of extreme weather events	Other: EU, U.S., Japan, ROW	Current	Cisco sells products that improve emergency response and promote security. To the extent that climate change is perceived to increase severe weather events and population stress, demand for Cisco remote collaboration and security products will increase. Timescale is listed as "current" as emergency preparedness is an ongoing function since a current severe weather event has the same impact as similar, future event.
Induced changes in natural resources and amenities	Other: EU, U.S., Japan, ROW	Current	Changes to natural resources, particularly water, will require improved utilization of existing resources. In general, cutting waste and improving efficiency depends on improved information, which requires more data collection, which in today's economy leads to higher demand for networked devices and services.

7.3 Describe the ways in which the identified opportunities affect or could affect your business and your value chain.

Improved information gathering and dissemination over wireline and wireless networks will play a large role in mitigating the effects of climate change. If weather becomes more extreme, then early warning of storms and flooding, improved emergency response, and increased security and video surveillance may be needed to reduce impacts to health, property and agriculture. Video conferencing as part of emergency response for crisis management could increase. In general, severe weather increases demand for network

products. Damage to infrastructure, including schools and health providers, requires reconstruction and increases demand for information and communications technologies and products.

Improved utility power management, such as by Cisco's smart grid products, will make utility grids more resilient, will permit more decentralized power generation, and offer improved monitoring of component loss or failure, increasingly possible in severe weather.

If water is more scarce, than improved management systems will be needed. Current projections for climate change show significant impact in many countries with emerging economies that currently have less network infrastructure. Therefore, the need for network equipment and services is tied not only to economic development, but the demands of climate change.

7.4

Are there financial implications associated with the identified opportunities?

Yes

7.5

Please describe them.

In general, affected markets can be characterized as billion dollar opportunities. Forward looking statements are prohibited by company policy except as provided in formal financial reporting. Financial impact concerning these and other opportunities is disclosed as part of Cisco's quarterly financial reporting process. Please refer to Cisco's investor website for additional information: <http://investor.cisco.com/>.

7.6

Describe any actions the company has taken or plans to take to exploit the opportunities that have been identified, including the investment needed to take those actions.

Opportunities from physical risks have increased in the last year as Cisco continues to develop products to respond to demand for innovative solutions and adaptation to climate change. Opportunities are identified through the standard customer and stakeholder listening processes that inform product development.

Further Information

No further information

[Page: Other Opportunities](#)

8.1 Does climate change present other significant opportunities - current and/or anticipated - for your company?

Yes

Do you want to answer using:

The table below

8.2 What are the current and/or anticipated other significant opportunities and their associated countries/regions and timescales?

Opportunities	Region/Country	Timescale in Years	Comment
New energy products or services	Other: EU, U.K., U.S., Japan, ROW	Current	Regulations and increasing cost of energy will increase demand for new and replacement network equipment. New generations of products are substantially more efficient than legacy product. Such products can decrease emissions (or slow rate of growth).
Reputational opportunities and increased ability to attract and retain talent	Other: EU, U.K., U.S., Japan, ROW	Current	We have received feedback from employees that Cisco's efforts to address GHG emissions in our operations and products, and to offer solutions to our customers, instill pride in the company. Good performance in recognized surveys and rankings invites more contact from academia (future employees) as well as public speaking opportunities (panels, conferences).
New services and/or product market opportunities	Other: EU, U.K., U.S., Japan, ROW	Current	Many Cisco customers are responding to operation and their own customer demand by looking for ways to reduce their carbon footprint and the carbon footprint of their own products, both of which accelerate investment and create market opportunities for Cisco. Cisco believes that network technologies can help substantially reduce GHG emissions.

8.3

Describe the ways in which the identified opportunities affect or could affect your business and your value chain.

Cisco references two main sources when reviewing the sources of energy-related GHG emissions:

1. U.S. Energy Information Agency (EIA), Emissions of Greenhouse Gases Report, Table 6 (U.S., 2007, preliminary) <http://www.eia.doe.gov/oiaf/1605/ggrpt/carbon.html>
2. International Energy Agency (IEA), Energy Use in the New Millennium, Figure 2.3 and p. 24 description (IEA14, 2004) <http://www.iea.org/textbase/nppdf/free/2007/millennium.pdf>

Both sets of data indicate that about 75% of energy-related emissions come from transportation (personal and goods) and buildings (commercial and residential). These emissions represent a form of "total available market" for Cisco products that substitute for travel, make travel more energy efficient, or improve monitoring and increase energy efficiency in buildings. GHG emissions from power generation, which is a different slice of this same data is yet another opportunity for Cisco products like EnergyWise and SmartGrid.

These opportunities are distributed worldwide and impact developed countries as the retrofit existing infrastructure as well as developing countries as they build out infrastructure using the latest technologies. Because of the complexity of altering basic transportation, building and power infrastructure, these opportunities are available now and likely for decades.

8.4 Are there financial implications associated with the identified opportunities?

Yes

8.5

Please describe them.

In general, affected markets can be characterized as billion dollar opportunities. Opportunities in general have increased in the last year as Cisco develops products to respond to demand for innovative solutions and adaptation to climate change. Opportunities are identified through the standard customer and stakeholder listening processes that inform product development.

Forward looking statements are prohibited by company policy except as provided in formal financial reporting. Financial impact concerning these and other opportunities is disclosed as part of Cisco's quarterly financial reporting process. Please refer to Cisco's investor website for additional information: <http://investor.cisco.com/>.

8.6 Describe any actions the company has taken or plans to take to exploit the opportunities that have been identified, including the investment needed to take those actions.

A brief overview of some of the Cisco products that address the opportunity to improve efficiency and reduce GHG emissions is below, and also provided in the response to Q16.1. Links are provided if additional information is required:

-- Remote Collaboration Tools: TelePresence, MeetingPlace, WebEx, Unified Communications, Business Video products. Addresses the transportation sector by reducing the need to travel.
<http://www.cisco.com/en/US/netsol/ns870/index.html>, http://www.cisco.com/en/US/netsol/ns813/networking_solutions_solution_segment_home.html

-- Data Center Virtualization: improves utilization of data center equipment, reducing emissions from the manufacture of unnecessary equipment and facilities as well as from idle or standby operation. Addresses the building sector.
<http://www.cisco.com/en/US/netsol/ns872/index.html>,<http://www.cisco.com/en/US/netsol/ns836/index.html>

-- EnergyWise: This new energy management architecture helps improve operational efficiency for any powered device, from Power over Ethernet (PoE) devices to IP-enabled building controllers. Addresses the building sector.
http://www.cisco.com/en/US/solutions/ns726/intro_content_energywise.html

-- Connected Urban Development: Technology development partnership between Cisco and cities around the world to create urban communications infrastructures that demonstrate how network connectivity can reduce carbon emissions in urban environments. Addresses transportation and building sectors in an urban "vertical".
<http://www.connectedurbandevelopment.org/>

Smart+Connected Communities: An umbrella term to apply intelligent network technologies to improve productivity and the utilization of various forms of energy in buildings and transportation in industry verticals. http://newsroom.cisco.com/dlls/2009/hd_050609.html (at bottom)

SmartGrid: Software and hardware tools that enable generators to route power more efficiently and allows two-way, real-time information exchange with customers along with real-time demand side management. Applies Internet routing and switching technologies to electric utility transmission and distribution. Addresses power generation sector.
http://www.cisco.com/web/strategy/energy/smart_grid_solutions.html
[http://newsroom.cisco.com/dlls/2009/prod_042009d.html?CAMPAIGN=NewsAtCiscoGreen2008&COUNTRY_SITE=us&CREATIVE=Miami+Proposes+to+Lead+the+Nation+in+Energy+Efficiency+with+\\$200+million+Smart+Grid+Initiative&POSITION=LINK&REFERRING_SITE=NewsatCiscoPressKit](http://newsroom.cisco.com/dlls/2009/prod_042009d.html?CAMPAIGN=NewsAtCiscoGreen2008&COUNTRY_SITE=us&CREATIVE=Miami+Proposes+to+Lead+the+Nation+in+Energy+Efficiency+with+$200+million+Smart+Grid+Initiative&POSITION=LINK&REFERRING_SITE=NewsatCiscoPressKit)

Many of these product benefit our own operations, which provides a template and case study for use by our customers.

Further Information

No further information

Module: Strategy

Page: Strategy

9.1 Please describe how your overall group business strategy links with actions taken on risks and opportunities (identified in questions 3 to 8), including any emissions reduction targets or achievements, public policy engagement and external communications.

Cisco's overall corporate business vision/strategy, as documented on the Office of the Chairman and CEO website, is to use the network as the platform to change the way we work, live, play and learn. This transformative effort is directly applicable to environmental challenges, particularly climate change, where the scope of the challenge invites sweeping changes. Cisco's company vision is applied directly to climate change through the EcoBoard vision/strategy to make every network connection a green connection by:

(1) reducing the energy consumption of our products and
(2) using our products and technologies to reduce our own GHG emissions and those of our customers.

These two aspects of GHG emissions reduction are often called the "2%" and the "98%", after the percentages published by McKinsey for the ICT industry (2%) and all other sectors (98%). We view the reduction of our own emissions using Cisco solutions as a prerequisite to enabling emissions reductions by our customers, both as an integral part of product and solutions development, but also to provide our customers credible case studies implemented at scale on which they can base their procurement decisions.

Our remote collaboration solution (i.e., TelePresence, WebEx, Unified Communications, Mobility) is a clear example of the efficacy of this approach. At scale, in a company of more than 65,000 employees, Cisco has reduced calculated emissions from business air travel by almost 40% absolute, even in the face of at least 25% increases in revenue and headcount. This Cisco-on-Cisco experience has created a new market that drives GHG reduction as well as substantially improved business efficiency (as well as cost reduction). Announced TelePresence sales milestones are (except for Oct 2006, numbers do not include TelePresence units installed within Cisco):

date, TelePresence units, number of organizations, comment
Sep 2006, 0, 0, Clinton Global Initiative travel reduction commitment
Oct 2006, 7, 1, http://newsroom.cisco.com/dlls/2006/prod_102306b.html
Dec 2007, na, 100, http://newsroom.cisco.com/dlls/2007/prod_121007d.html
Apr 2008, 500, >100, http://newsroom.cisco.com/dlls/2008/prod_042008b.html
Sep 2009, na, >350, http://newsroom.cisco.com/dlls/2009/prod_090909c.html
Jan 2010, >3,500, >550, http://newsroom.cisco.com/dlls/2010/prod_012610.html

We are further building similar Cisco-on-Cisco case studies for our data center virtualization, building management systems, EnergyWise, Cisco Virtual Office, and Connected Workplace solutions.

Our green business strategy has a stronger connection to business opportunities than business risks, mirroring the fact that climate change poses more business opportunities than regulatory, physical or other risk. However, possible regulatory risks from a carbon constrained economy, as it would increase energy costs or impose energy efficiency requirements on our products, are addressed per EcoBoard strategy by reducing our own GHG emissions and those of our suppliers, and by improving the energy efficiency of our products.

In implementing this strategy, Cisco is substantially involved in public policy engagement and external communications (as described in the response to CDP 2010 Question 22)

Further Information

No further information

Page: Strategy - Targets

9.2 Do you have a current emissions reduction target?

Yes

9.6

Please complete the table. (If you have a current emissions reduction target or have a recently completed target)

Target Type	Value of Target	Unit	Base year	Emissions in base year (metric tonnes CO2-e)	Target Year	GHGs and GHG sources to which the target applies	Target met?	Comment
Absolute emissions reduction	10.00	% reduction from base year	2006	190940.00000	2009	Scope 3	Yes	Target announced September 2006. Clinton Global Initiative (CGI) commitment to reduce GHG emissions from all Cisco business air travel worldwide by 10 percent absolute (against a FY2006 baseline). Target met in FY2009. Data cited here is per p. C32 of 2009 CSR report (provided in response to Q22). A new business air travel emissions reduction target is already included in a more aggressive and expansive EPA Climate Leaders goal, made 21 months after CGI commitment, with a target year of CY2012 instead of FY2009.
Absolute emissions reduction	25.00	% reduction from base year	2007	661483.00000	2012	Scope 1 + 2 + 3	Yes	Target announced June 2008. EPA Climate Leaders commitment to reduce all Scope 1, 2, and business-air-travel Scope 3 GHG emissions worldwide by 25 percent absolute by CY2012 (CY2007 baseline). Target met in FY2009, but ongoing challenge is to sustain these reduced emissions through CY2012 in the face of a recovering global economy and projected revenue growth. Longer-term targets are more difficult to meet for a growing company because emissions reductions must be sustained in the face of rising revenues, likely more customers, and likely more employees.

Further Information

In response to stakeholder interest in longer term reduction goals and a broader view of GHG emissions, the following additional information is provided. o Cisco operations: Cisco is developing our next target for Cisco operations, planned to take effect in 2013, after our current five-year reduction initiative expires in CY2012. Please refer to p. C39 of our 2009 CSR report, provided as an attachment to Q22, for potential basis for our next reduction goal. o Supply chain: We are actively engaged with our direct suppliers on potential emissions reduction targets. We have proposed a hard commitment but discussion is ongoing. Cisco is committed to improving the energy efficiency of our production lines, but the overall reduction goal must be owned by the supplier, just as Cisco "owns" its reduction goals. Working through a process for creating and implementing a reduction goal is complex since the manufacturers are dependent on all their customers to make necessary investments to effect production improvements in what is historically a low-margin sector (contract manufacturing). It is believed the contract manufacturing sector in general needs to gain more experience with the initial steps of public, verified, GHG emissions reporting before realizing a reduction goal. o Supply chain: Cisco's strategy for engaging its business partners in taking action on climate change is to promote GHG emissions reporting to CDP. It is our view that the act of reporting leads to public release of such information, and eventually setting an emissions reduction target. This is the same progression Cisco experienced, so it is reasonable to set expectations for our business partners accordingly. We are in the second year of tracking CDP response rates for Tier 1 and Tier 2 direct suppliers. About 82% of our Tier 1 spend is with suppliers that report to CDP (up from 63% last year). About 60% of our Tier 2 spend is with suppliers that report to CDP, up only about 5% from FY2008. EICC has simplified its reporting process and we expect larger improvement in Tier 2 response rates assuming improved coordination between EICC and CDP. We believe it is a reasonable goal to have all of our Tier 1 contract manufacturing spend with CDP reporters. Given the long "tail" on supplier spend, reaching a goal 80% of Tier 2 spend will be challenging but is believed to be realistic. To match expanding stakeholder expectations, we are studying how to expand this approach to fostering more GHG emissions reporters to other categories of business partners, such as contract manufacturers, development/manufacturing ODM/JDM, component suppliers, logistics (finished goods transportation), depot, repair, scrap, indirect (events, travel, facilities) and customers. o Products: Cisco has established a preliminary 20% improvement goal for GHG emissions from product operation. Measuring power consumption from product generation to generation is dependent on the existence of generally accepted standards. We are gathering baseline data and additional understanding of how to specifically measure against this goal across the breadth of our product line, and whether our approach appropriately and meaningfully addresses stakeholder expectations and the global issue of climate change.

Page: Strategy - Emission Reduction Activities

Is question 9.7 relevant for your company?

Yes

9.7 Please use the table below to describe your company's actions to reduce its GHG emissions.

1. Actions - please describe	2. Annual energy saving	3. Annual energy savings - number	4. Annual energy saving - units	5. Annual emission reduction in metric tonnes CO2-e	6. Reduction - achieved or anticipated	7. Investment - number	8. Investment - currency	9. Monetary savings - number	10. Monetary savings - currency	11. Monetary savings	12. Timescale of actions & associated investments (if relevant)
To reduce Scope 3 business-air-travel emissions, Cisco is implementing Cisco remote collaboration technologies, including TelePresence, WebEx and MeetingPlace, to replace physical travel. o Total TelePresence units (general use + private/Executive Briefing Center) installed at Cisco: FY2006: 0 FY2007: 72+26 FY2008: 179+53 FY2009: 369+179 Cisco TelePresence installations have doubled each of the last two years. o Total WebEx and MeetingPlace usage: FY2007: 3.7 millions of people-hours of web conferencing FY2008: 7.2 FY2009: 15.0 Cisco WebEx and MeetingPlace usage has doubled each of	Not relevant			140000	Achieved	100000000	USD(\$)	150000000	USD(\$)	Achieved	Total investment over three years through FY2009 is shown. Monetary savings are hard travel dollars (air fare, hotel and car rental) per year. Productivity gains and other "soft" savings have been calculated and are significantly larger than hard travel dollar savings. GHG

1. Actions - please describe	2. Annual energy saving	3. Annual energy savings - number	4. Annual energy saving - units	5. Annual emission reduction in metric tonnes CO2-e	6. Reduction - achieved or anticipated	7. Investment - number	8. Investment - currency	9. Monetary savings - number	10. Monetary savings - currency	11. Monetary savings	12. Timescale of actions & associated investments (if relevant)
the last two years.											emissions savings are avoided emissions per year. Please see a description of the methodology used to determine avoided emissions on p. C38 on our 2009 CSR report, provided as an attachment in response to Q22.
In FY2009, Cisco implemented a number of energy efficiency and conservation projects within its operations that resulted in significant energy savings and GHG emission reductions. Projects implemented in FY2009 included the following activities: - Modifying lighting schedules at Cisco's San Jose headquarters to shut off interior lights one hour earlier during the work day; - HVAC retro-commissioning at 25 buildings located in Cisco's San Jose headquarters; - Scheduling shut off controls in Cisco's electrical design validation test (EDVT) chambers; - Lighting efficiency and delamping projects in Cisco's San Jose and Bangalore campuses; - Shutting off lab equipment at US and Canada offices during Cisco's mandatory holiday shut down period; - Exceeding Title 24 Energy standards for eight new buildings in FY2009 that ultimately received LEED Gold certification - General employee energy outreach and education.	Achieved	15742527	kWh (kilowatt-hour)	7731	Achieved	110750	USD(\$)	1582586	USD(\$)	Achieved	All actions were funded and implemented during FY2009.
To reduce Scope 3 emissions from employee commuting, Cisco is implementing Cisco Virtual Office (CVO). Cisco employees have rapidly adopted the use of CVO technologies, which include an integrated services router and IP phone, to effectively work remotely from a home office and avoid commuting into the office each work day: CY 2005: 1,467 CY 2006: 5,006 CY 2007: 8,234 CY 2008: 13,052 CY 2009 (through October 2009): 16,890 Through the use of Cisco's CVO and remote collaboration technologies, Cisco employees telecommuted on average 2.0 days per week during FY2009 resulting in significant GHG emission reductions associated with employee commuting. As	Not relevant			47320	Achieved	4000000	USD(\$)			Not relevant	Investment and operating costs for CVO technology have averaged about USD 4M/yr over the last five years. GHG emissions savings are avoided emissions per year based on survey data of the average Cisco employee avoiding commuting 2.0 days per week. As for our business air travel Cisco would like to report results based on primary data

1. Actions - please describe	2. Annual energy saving	3. Annual energy savings - number	4. Annual energy saving - units	5. Annual emission reduction in metric tonnes CO2-e	6. Reduction - achieved or anticipated	7. Investment - number	8. Investment - currency	9. Monetary savings - number	10. Monetary savings - currency	11. Monetary savings	12. Timescale of actions & associated investments (if relevant)
an added bonus, Cisco has found that the majority of employees experience a significant increase in work-life flexibility, productivity and overall satisfaction as a result of their ability to telecommute.											but employee privacy policies make actual data collection problematic. Given the potential favorable societal impact from substantial telecommuting, surveys and modeled data is not preferred. We are researching ways to mine data, with appropriate safeguards, and report a "cleaner" metric, probably related to days telecommuting. Translating days to carbon requires specific knowledge about employee home address and vehicle mileage. The metric most comparable across companies and industries is related to the extent of telecommuting, which is the actively managed parameter (which also happens to minimize privacy concerns).
Cisco has increased its renewable energy purchases since FY 2005 by buying Renewable Energy Certificates (RECs) and entering into green power contracts with various electricity suppliers in the United States to reduce GHG emissions from Cisco operations. In FY2009, Cisco purchased 389,228 MWh of Green-e certified RECs and also purchased approximately 996 MWh of renewable energy by participating in the Austin Energy GreenChoice® program. Cisco follows the requirements specified in the Climate Leaders Greenhouse Gas Inventory Protocol: Optional Modules for Green Power and Renewable Energy Certificates (http://www.epa.gov/stateply/documents/greenpower_guidance.pdf) to calculate emission	Not relevant			352450	Achieved	1500000	USD(\$)			Not relevant	FY2009

1. Actions - please describe	2. Annual energy saving	3. Annual energy savings - number	4. Annual energy saving - units	5. Annual emission reduction in metric tonnes CO2-e	6. Reduction - achieved or anticipated	7. Investment - number	8. Investment - currency	9. Monetary savings - number	10. Monetary savings - currency	11. Monetary savings	12. Timescale of actions & associated investments (if relevant)
reductions associated with its REC and green power purchases in the US.											

9.9

Please provide any other information you consider necessary to describe your emission reduction activities.

Roughly 70 percent of Cisco's electricity consumption is from powering equipment in labs, with the balance equally split between our data centers and office space. Efforts in FY2009 to reduce energy consumption in Cisco labs include optimizing rack configurations and installing IP-enabled power distribution units (PDUs) to permit automated and remote shutdown of unused lab equipment through the network. Extended pilot tests of smart PDU devices have demonstrated the reduction in electricity use of at least 20-30 percent. In FY2011 and FY2012, Cisco will continue working with PDU vendors to provide, as a standard vendor product feature, integration with Cisco's EnergyWise. This integrated product will be rolled out across Cisco and offered to our customers.

9.10

Do you engage with policy makers on possible responses to climate change including taxation, regulation and carbon trading?

Yes

9.11

Please describe.

Examples of Cisco engagement with governmental and quasi-governmental (ITU, World Bank, UN) agencies and policy makers, either directly or through industry groups, to take action to adapt or mitigate climate change is provided below.

Information is categorized as:

- o CEO/CXO speech
- o Advocacy -- Political
- o Advocacy -- Alliances
- o Advocacy -- Other

Prepared material exceeds the 5,000 character text box limit, so only examples of CEO/CXO advocacy are directly below. All categories of requested advocacy are provided under Further Information as a formatted PDF. The information provided is a subset of information provided in response to Q22.

1.1 CEO/CXO Speech**1.1.1 US Climate Change Action: A Global Economic Perspective**

John Chambers participated in a one-day bicameral event in the Capitol building called "US Climate Change Action: A Global Economic Perspective" where he met with several U.S. Senators, the former Prime Minister of the UK Tony Blair, Minister of the Environment for Denmark Connie Hedegaard, President of the European Commission Jose Manuel Barroso, and several others to urge US leaders to prepare to make commitments in advance of or at Copenhagen in Dec 09. Please see the website and press conference.

<http://www.usclimatesymposium.com/>

John speaking during the Press Conference: <http://dl.nmmstream.net/media/cgd/flash/030309am/open.html>

...Open the video then scroll down the list of speakers, click on "John Chambers"

March 2009

1.1.2 Governors' Global Climate Summit 2

Laura Ipsen of Cisco with Hub Culture green journalist Sarah Backhouse at the Governors' Global Climate Summit 2

<http://www.youtube.com/watch?v=P4ka7wOzWc>

October 2009

1.1.3 Climate Change leadership Forum

Climate Change leadership Forum – John Chambers

<http://www.climateleadership.net/article44.html>

Also referenced by Laura Ipsen in Cisco Blog:

http://blogs.cisco.com/green/comments/continuing_cop15_negotiations/#more

January 2010

1.1.4 American Clean Energy & Security Act

Laura Ipsen expresses Cisco's support for the American Clean Energy & Security Act: "US Should Lead in Climate Change Policy"

http://blogs.cisco.com/gov/comments/us_should_lead_in_climate_change_policy/

July 2009

Further Information

Material prepared for Q9.11 exceeds the 5,000 character text box limit, so only examples of CEO/CXO advocacy was provided in the Q9.11 text box. All categories of requested advocacy are provided as a formatted PDF, 20100529 CDP 2010 Q9.10 (Cisco Systems).pdf

Attachments

[https://www.cdproject.net/Sites/2010/29/3329/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Strategy-EmissionReductionActivities/20100529_CDP 2010 Q9.10 \(Cisco Systems\).pdf](https://www.cdproject.net/Sites/2010/29/3329/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Strategy-EmissionReductionActivities/20100529_CDP 2010 Q9.10 (Cisco Systems).pdf)

Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading

Page: Emissions Boundary - (27 Jul 2008 - 27 Jul 2009)

10.1

Please indicate the category that describes the company, entities, or group for which Scope 1 and Scope 2 GHG emissions are reported.

Companies over which operational control is exercised

10.2

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions within this boundary which are not included in your disclosure?

No

Further Information

No further information.

Page: [Methodology - \(27 Jul 2008 - 27 Jul 2009\)](#)

11.1a

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions and/or describe the procedure you have used (in the text box in 11.1b below).

Please select the published methodologies that you use.
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
US EPA Climate Leaders: Direct Emissions from Stationary Combustion
US EPA Climate Leaders: Indirect Emissions from Purchases/ Sales of Electricity and Steam
US EPA Climate Leaders: Direct HFC and PFC Emissions from Use of Refrigeration and Air Conditioning Equipment
Other: US EPA Climate Leaders: Direct Emissions From Mobile Combustion Sources

11.1b

Please describe the procedure that you use.

Cisco's energy and greenhouse gas inventory follows guidance provided by Greenhouse Gas Protocol (GHG Protocol) developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). Additional detail is taken from the US EPA's Climate Leaders Greenhouse Gas Protocol Design Principles Guidance document. Reporting includes the six Kyoto Protocol gases, although not all are applicable to Cisco's operations:

- Carbon dioxide (CO2)
- Methane (CH4)
- Nitrous oxide (N2O)
- Hydrofluorocarbons (HFCs) family of gases
- Perfluorocarbons (PFCs) family of gases
- Sulphur hexafluoride (SF6)

Cisco collects scope 1 and 2 data from utility and service bills and enters the data into an internally developed environmental management system. Data is entered into the tool on a quarterly basis by Cisco's global facility and energy managers and the tool automatically converts this data into GHG emissions using calculation methodologies and emission factors developed by the GHG Protocol and EPA Climate Leaders program.

In addition, Cisco performs a quarterly building review using Cisco's real estate database to identify any new buildings added to or removed from Cisco's building inventory during the prior quarter. Any new buildings identified during this review are added into the tool and local facility managers are contacted to identify emission sources for the new building and to begin collecting data from the date the building was opened. If a building was closed during the prior quarter, the facility or energy manager is contacted to ensure that data is collected through Cisco's final utility or service bill for the building.

Data is also reviewed and approved each quarter by Cisco's Sustainability Manager. If errors are identified during this review, the facility or energy managers are contacted to correct the data. Once all errors are corrected, the data is finalized and the quarterly data collection period is closed. At the end of each fiscal year, an annual report is generated from the environmental management system for the appropriate time period.

Cisco first reported FY2009 emissions in our FY2009 CSR Report, which has been provided as an attachment to Q22. Scope 1 and 2 emissions have been updated since publishing this FY2009 CSR Report. This update is due to improvements in data collection and analysis as part of Cisco's continuous improvement program for energy and GHG reporting.

In particular, Scope 2 emissions were updated to include the most recent international electricity emission factors published in the International Energy Agency's 2009 report titled "CO2 Emissions from Fuel Combustion - Highlights."

Cisco also used fiscal year reporting for the last four submittals (CDP4, 5, 6 and 7).

11.2

Please also provide the names of and links to any calculation tools used.

Please select the calculation tools used.
US EPA Climate Leaders: Direct Emissions from Fire Suppression Equipment
US EPA Climate Leaders: Direct Emissions from Mobile Sources
US EPA Climate Leaders: Direct Emissions from Refrigeration and Air Conditioning Equipment
US EPA Climate Leaders: Direct Emissions from Stationary Combustion Sources - Traditional Sources
US EPA Climate Leaders: Indirect Emissions from Purchase of Electricity
GHG Protocol - CO2 emissions from business travel 1.2 August 2005
GHG Protocol - Emissions from employee commuting 2.0 June 2006

11.3

Please give the global warming potentials you have applied and their origin.

Gas	Reference	GWP
HFC-23	IPCC Second Assessment Report (SAR - 100 year)	11700
HFC-32	IPCC Second Assessment Report (SAR - 100 year)	650
HFC-125	IPCC Second Assessment Report (SAR - 100 year)	2800
HFC-134a	IPCC Second Assessment Report (SAR - 100 year)	1300
HFC-143a	IPCC Second Assessment Report (SAR - 100 year)	3800
HFC-152a	IPCC Second Assessment Report (SAR - 100 year)	140
HFC-227ea	IPCC Second Assessment Report (SAR - 100 year)	2900
HFC-236fa	IPCC Second Assessment Report (SAR - 100 year)	6300

11.4

Please give the emission factors you have applied and their origin.

Fuel/Material	Emission Factor	Unit	Reference
Natural gas	14.47	Other: kg C/mmBtu	http://www.epa.gov/stateply/documents/resources/stationarycombustionguidance.pdf
Distillate fuel oil No 2	19.95	Other: kg C/mmBtu	http://www.epa.gov/stateply/documents/resources/stationarycombustionguidance.pdf
Propane	17.20	Other: kg C/mmBtu	http://www.epa.gov/stateply/documents/resources/stationarycombustionguidance.pdf

Fuel/Material	Emission Factor	Unit	Reference
Other: Mobile Fuel - Unleaded Gasoline Fuel	8.81	Other: kg CO2/gallon	http://www.epa.gov/stateply/documents/resources/mobilesource_guidance.pdf
Other: Mobile Fuel - Diesel Fuel	10.15	Other: kg CO2/gallon	http://www.epa.gov/stateply/documents/resources/mobilesource_guidance.pdf

Further Information

To provide additional information for our response to Question 11.4, for non US locations, Cisco uses Scope 2 emission factors published by the International Energy Agency's 2009 report titled "CO2 Emissions from Fuel Combustion - Highlights." For US locations, Cisco uses Scope 2 emission factors published by eGRIDweb Version 1.0 (http://cfpub.epa.gov/egridweb).

[Page: Emissions Scope 1 - \(27 Jul 2008 - 27 Jul 2009\)](#)

12.1

Please give your total gross global Scope 1 GHG emissions in metric tonnes of CO2-e.

53579

¿

Is question 12.2 relevant to your company?

Yes

12.2

Please break down your total gross global Scope 1 emissions in metric tonnes CO2-e by country/region.

Country	Scope 1 Metric tonnes CO2-e
United States of America	22670
Japan	55
Other: United Kingdom and Ireland	4569
India	3739
Rest of world	22546

12.4

Where it will facilitate a better understanding of your business, please also break down your total gross global Scope 1 emissions by business division. (Only data for the current reporting year requested.)

Business Division	Scope 1 Metric tonnes CO2-e
-------------------	-----------------------------

12.5

Where it will facilitate a better understanding of your business, please also break down your total gross global Scope 1 emissions by facility. (Only data for the current reporting year requested.)

Facilities	Scope 1 Metric tonnes CO2-e
------------	-----------------------------

¿

Is question 12.6 relevant to your company?

Yes

12.6

Please break down your total gross global Scope 1 emissions by GHG type. (Only data for the current reporting year requested.)

GHG Type	Scope 1 Emissions (Metric tonnes)	Scope 1 Emissions (Metric tonnes CO2-e)
CO2	49375.00	49375
CH4	4.00	88
N2O	1.00	278
HFCs	4.00	3838

¿

Is question 12.8 relevant to your company?

Yes

12.8

Please give the total amount of fuel in MWh that your organization has consumed during the reporting year.

237573

¿

Is question 12.10 relevant to your company?

Yes

12.10

Please complete the table by breaking down the total figure by fuel type.

Fuels	MWh
Natural gas	147414.00
Distillate fuel oil No 2	18732.00
Propane	1154.00
Other: Mobile Gasoline Fuel	57850.00
Other: Mobile Diesel Fuel	14734.00

12.12
Please estimate the level of uncertainty of the total gross global Scope 1 figure that you have supplied in answer to question 12.1 and specify the sources of uncertainty in your data gathering, handling, and calculations.

Uncertainty Range	Main sources of uncertainty	Please expand on the uncertainty in your data
More than 2% but less than or equal to 5%	Extrapolation Metering/ Measurement Constraints	Cisco has very complete real estate records of all Cisco offices and facilities and is able to collect energy and GHG emisisions data for aproximately 86% of its Scope 1 emissions. However, we still aren't able to obtain utility bills for 100% of our facilities, particularly small, satellite, leased office space. In these instances, we estimate the energy consumption and GHG emissions for these facilities by assuming energy consumption based on square footage and housed employee count for similar facilities. Using this methodology, Cisco is currently estimating approximately 14% of its Scope 1 GHG emissions. Similar assumptions were made for the last four submittals (CDP4, 5, 6 and 7). Starting with CDP6, we began publicly reporting estimates of energy consumption and other GHG emissions for facilities with missing data in CDP6. Before CDP6, the completeness of data collection was thought to be insufficient to support defensible extrapolation to 100% of our real estate portfolio.

Further Information

No further information.

Page: Emissions Scope 2 - (27 Jul 2008 - 27 Jul 2009)

13.1
Please give your total gross global Scope 2 GHG emissions in metric tonnes of CO2-e.

590755

¿
Is question 13.2 relevant to your company?

Yes

13.2
Please break down your total gross global Scope 2 emissions in metric tonnes of CO2-e by country/region.

Country	Metric tonnes CO2-e
United States of America	398187
Other: United Kingdom and Ireland	21004
Japan	6552
India	73806
Rest of world	91206

13.4
Where it will facilitate a better understanding of your business, please also break down your total gross global Scope 2 emissions by business division. (Only data for the current reporting year requested.)

Business division name	Metric tonnes CO2-e
------------------------	---------------------

13.5
Where it will facilitate a better understanding of your business, please also break down your total gross global Scope 2 emissions by facility. (Only data for the current reporting year requested.)

Facility name	Metric tonnes CO2-e
---------------	---------------------

¿
Is question 13.6 relevant to your company?

Yes

13.6
How much electricity, heat, steam, and cooling in MWh has your organization purchased for its own consumption during the reporting year?

Please supply data for these energy types.	MWh
Electricity	1292882

13.8
Please estimate the level of uncertainty of the total gross global Scope 2 figure that you have supplied in answer to question 13.1 and specify the sources of uncertainty in your data gathering, handling, and calculations.

Uncertainty range	Main sources of uncertainty in your data	Please expand on the uncertainty in your data.
Less than or equal to 2%	Extrapolation Metering/ Measurement Constraints	Cisco has very complete real estate records of all Cisco offices and facilities and is able to collect electricity data for aproximately 97% of its Scope 2 emissions. However, we still aren't able to obtain utility bills for 100% of our facilities, particularly small, satellite, leased office space. In these instances, we estimate the electricity consumption and GHG emissions for these facilities by assuming electricity consumption based on square footage and housed employee count for similar facilities. Using this methodology, Cisco is currently estimating approximately 3% of its Scope 2 GHG emissions. Similar assumptions were made for the last four submittals (CDP4, 5, 6 and 7). Starting with CDP6, we began publicly reporting estimates of energy consumption and other GHG emissions for facilities with missing data in CDP6. Before CDP6, the completeness of data collection was thought to be insufficient to support defensible extrapolation to 100% of our real estate portfolio.

Further Information

No further information.

Page: Emissions Scope 2 Contractual

14.1

Do you consider that the grid average factors used to report Scope 2 emissions in question 13 reflect the contractual arrangements you have with electricity suppliers?

No

14.2

You may report a total contractual Scope 2 figure in response to this question. Please provide your total global contractual Scope 2 GHG emissions figure in metric tonnes CO2-e.

238305

14.3

Explain the origin of the alternative figure including information about the emission factors used and the tariffs.

Cisco has increased its renewable energy purchases since FY 2005 by buying Renewable Energy Certificates (RECs) and entering into green power contracts with various electricity suppliers in the United States to reduce GHG emissions from Cisco operations. In FY2009, Cisco purchased 389,228 MWh of RECs that are certified by Green-e, an independent auditor of renewable energy products, and are generated from hydropower projects in Washington; wind projects in Iowa, North Dakota, New Mexico and Missouri; and biomass projects in Tennessee, Kentucky and Georgia. Cisco also purchased approximately 996 MWh of renewable energy in FY2009 by participating in the Austin Energy GreenChoice® program (<http://www.austinenergy.com/Energy%20Efficiency/Programs/Green%20Choice/index.htm>). This program has allowed Cisco's Austin, TX campus to purchase electricity generated from three sources: wind, solar, and methane gas released from landfills.

Cisco follows the requirements specified in the Climate Leaders Greenhouse Gas Inventory Protocol: Optional Modules for Green Power and Renewable Energy Certificates (http://www.epa.gov/stateply/documents/greenpower_guidance.pdf) to calculate emission reductions associated with its REC and green power purchases. The suppliers that Cisco currently has contracts set up to buy renewable energy from provide Cisco the following information on an annual basis:

(1) the name, location and type of renewable energy generators that Cisco buys renewable energy from,
(2) the eGRID subregion that the renewable energy generators are located in, and
(3) the amount of renewable energy Cisco purchases from each renewable energy facility.

Cisco then uses the non-baseload annual output emission factors published by eGridweb (<http://cfpub.epa.gov/egridweb/ghg.cfm>) to calculate the emission reductions associated with its renewable energy purchases for each renewable energy facility. Cisco then sums the total emission reductions for all renewable energy facilities together and deducts this total figure from Cisco's gross Scope 2 GHG emissions (listed in Question 13).

The non-baseload eGRID emission factors that represent the various locations where Cisco bought renewable energy from in FY2009 are listed below:

North Dakota and Iowa, eGRID Subregion MROW = 2,158.79 lbs CO2/MWh
Kentucky and Tennessee, eGRID Subregion SRTV = 1,998.36 lbs CO2/MWh
Washington, eGRID Subregion NWPP = 1,333.64 lbs CO2/MWh
Georgia (eGRID Subregion SRSO) = 1,697.22 lbs CO2/MWh
Missouri (eGRID Subregion SPNO) = 2,169.74 lbs CO2/MWh

Cisco purchased approximately 76 million kWh of green power through various European green tariff programs. We follow the guidelines from the United Kingdom's Department for Environmental and Rural Affairs (<http://www.defra.gov.uk/news/2008/080616a.htm>) and use the grid average emission rate for each European country when calculating emissions associated with this power. As a result, Cisco does not deduct emissions from its GHG inventory through its purchase of green power from European green tariff programs.

14.4

Has your organization retired any certificates, e.g. Renewable Energy Certificates, associated with zero or low carbon electricity within the reporting year or has this been done on your behalf?

Yes

14.5

Please provide details including the number and type of certificates.

Type of certificate	Number of certificates	Comments
Renewable Energy Certificates	390224	

Further Information

No further information.

Page: Emissions Scope 3

15

Is question 15.1 relevant to your company?

Yes

15.1

Please provide data on sources of Scope 3 emissions that are relevant to your organization.

Sources of Scope 3 emissions	Metric tonnes of CO2-e	Methodology	If you cannot provide a figure for a relevant source of Scope 3 emissions, please describe the emissions.
Purchased goods & services - direct supplier emissions	0	see description	As also described under Further Information in the response to Q9.6, Cisco's strategy for engaging its business partners in taking action on climate change is to (1) promote GHG emissions reporting directly to CDP and (2) subsequently leverage the data using CDP data services (CORE). We are in the second year of tracking CDP response rates for Tier 1 (direct PO) and Tier 2 suppliers. The data collection,

Sources of Scope 3 emissions	Metric tonnes of CO2-e	Methodology	If you cannot provide a figure for a relevant source of Scope 3 emissions, please describe the emissions.
			analysis, and validation process is not sufficiently mature to use direct supplier emissions as requested in a meaningful manner.
Purchased goods & services - cradle-to-gate emissions	635709	We used results of our LCAs to generalize percentage distribution of GHG emissions across the life cycle phases of Cisco networking products. Using estimated product power consumption for FY2009 shipments and an assumed duty cycle, GHG emissions for the Use of Sold Goods and Services life cycle phase were established. Emissions for the remaining life cycle phases were estimated based on the indicated life cycle phase percentage relative to the use phase percentage.	na
Energy-related activities not included in scope 2	44465	The Energy Information Administration (EIA) estimates that approximately 7 percent of total electricity input in the US is lost to transmission and distribution (EIA Annual Energy Review 2008, June 2009, http://www.eia.doe.gov/aer/pdf/aer.pdf). Cisco used this figure to estimate emissions associated with energy-related activities that are not included in Scope 2 emissions reported in Q13.1.	na
Capital equipment	136479	Using guidance from the GHG Protocol, Scope 3 Standard, Draft for Road Testing - January 2010, GHG emission data was estimated from fixed-asset reports for our last five fiscal years (FY2004-FY2009). Fixed assets were categorized to align with those used by our LCA software. The aggregated financial values in each category were multiplied by the appropriate emissions factors (emissions per \$ spent) and summed to calculate a total GHG emission figure. The calculated emissions include assets that were purchased and decommissioned within the given time frame, and does not include assets that may have been purchased before FY2004 that are still in use.	na
Transportation & distribution of inputs & waste generated in operations	0	See description.	Product-related emissions included in cradle-to-gate. Transportation of waste from products has not been estimated due to a lack of a credible methodology relative to the small amount of expected emissions.
Business travel	115995	The general methodology is to use individual flight segment information from the travel provider that services Cisco's online, internal Cisco Travel Network (CTN). As of the end of FY2009, air travel information is reported from 113 travel-provider locations covering flights to/from at least 190 countries, regions or territories. Cisco has physical offices in more than 90 countries. Utilizing flight distance for each segment, CO2 emissions are calculated using the UK DEFRA-based emissions factors. No additional forcing factor is included (such as the often cited 2.7 FF). -- Air travel definitions and emissions factors are from the GHG Protocol "CO2 emissions from business travel, v1.2, Aug 2005" listed at http://www.ghgprotocol.org/calculation-tools/all-tools . The emissions factors listed therein for short and long haul flights are originally from UK DEFRA. Cisco maintains complete records of all flight segments and can update emissions calculations should the generally accepted standard emissions factors or methodology be updated. -- Cisco uses a custom report written for AmEx's AXIS@work application to gather air travel records for a custom analysis written using a standard, SQL-based database program. -- We also use a custom report written against Cisco's financial system to estimate the percent of air travel covered by the AmEx data. Since employees must complete expense reports for travel in order to be reimbursed, it is highly likely expense account data contains essentially all business air travel. By comparing various accounts for air travel, we can determine the completeness of the AmEx air travel records. Air travel emissions are adjusted based on this degree of completeness to estimate 100% of Cisco's GHG emissions from business air travel.	na (extra category, OTHER BUSEINSS TRAVEL EMISSIONS, at end)
Waste generated in operations	0	See description.	As described under Further Information in the response to Q9.6, Cisco's strategy for engaging its business partners into taking action on climate change is to promote GHG emissions reporting to CDP. Emissions associated with waste generated in Cisco's operations are not estimated at this time because WRI/WBCSD has not finalized a methodology to calculate such emissions. Once WRI/WBCSD finalizes and approves a standard methodology, Cisco will assess materiality and report accordingly.
Leased assets (Scope 1 emissions of the lessor)	0	See description.	Cisco has operational control of all of its leased vehicles and buildings and has included all Scope 1 emissions associated with the operation of these assets in its response to CDP Question 12.1. Emissions associated with the construction and manufacturing of leased assets are not estimated at this time because WRI/WBCSD has not finalized a methodology to calculate such emissions. Once WRI/WBCSD finalizes and approves a standard methodology, Cisco will assess materiality and report accordingly.
Leased assets (Scope 1 emissions of the lessee)	0	See description.	Cisco has operational control of all of its leased vehicles and buildings and has included all Scope 1 emissions associated with the operation of these assets in its response to CDP Question 12.1. Emissions associated with the construction and manufacturing of leased assets are not estimated at this time because WRI/WBCSD has not finalized a methodology to calculate such emissions. Once WRI/WBCSD finalizes and approves a standard methodology, Cisco will assess

Sources of Scope 3 emissions	Metric tonnes of CO2-e	Methodology	If you cannot provide a figure for a relevant source of Scope 3 emissions, please describe the emissions.
			materiality and report accordingly.
Transportation & distribution of sold products	190713	We used results of our LCAs to generalize percentage distribution of GHG emissions across the life cycle phases of Cisco networking products. Using estimated product power consumption for FY2009 shipments and an assumed duty cycle, GHG emissions for the Use of Sold Goods and Services life cycle phase were established. Emissions for the remaining life cycle phases were estimated based on the indicated life cycle phase percentage relative to the use phase percentage.	na
Use of sold goods and services	5403524	We used results of our LCAs to generalize percentage distribution of GHG emissions across the life cycle phases of Cisco networking products. Using estimated product power consumption for FY2009 shipments and an assumed duty cycle, GHG emissions for the Use of Sold Goods and Services life cycle phase were established. Emissions for the remaining life cycle phases were estimated based on the indicated life cycle phase percentage relative to the use phase percentage.	na
Disposal of sold products at the end of their life	127142	We used results of our LCAs to generalize percentage distribution of GHG emissions across the life cycle phases of Cisco networking products. Using estimated product power consumption for FY2009 shipments and an assumed duty cycle, GHG emissions for the Use of Sold Goods and Services life cycle phase were established. Emissions for the remaining life cycle phases were estimated based on the indicated life cycle phase percentage relative to the use phase percentage.	na
Employee commuting and teleworking	79400	Cisco completed a survey in FY2009 to understand better its employee commuting and teleworking patterns. The survey results were used along with guidance from the EPA Climate Leaders GHG Inventory Protocol (Core Module Guidance, Optional Emissions from Commuting, Business Travel and Product Transport) to estimate annual GHG emissions resulting from Cisco's employees commuting to and from work. In addition, Cisco was able to determine the net GHG emissions avoided as a result of its employees teleworking (e.g. working at home). For more information, the results of Cisco's teleworking study are available at this website - http://newsroom.cisco.com/dlls/2009/prod_062609.html .	na
Other: OTHER BUSINESS TRAVEL EMISSIONS	0	Cisco currently does not report emissions from rental cars or hotels because (1) these emissions are much smaller than the associated air flights, (2) emissions from rental cars is likely offset by employees not driving their personal cars for commuting or personal use, and (3) emissions from hotels is likely offset by reductions in emissions at the employee's home. In addition, trends in business air travel (and GHG emissions) are assumed to be similar to trending for emissions from hotel and rental car use accompanying most air travel. Accurate trending is the most relevant metric to address the global challenge of GHG reduction.	na

Further Information

INVESTMENT (SCOPE 1 EMISSIONS OF THE COMPANY RECEIVING INVESTMENT) and FRANCHISES (SCOPE 1 EMISSIONS OF THE FRANCHISEE) not relevant and therefore not included in CDP response above.

Page: Emissions 7

16.1

Does the use of your goods and/or services enable GHG emissions to be avoided by a third party?

Yes

16.2

Please provide details including the anticipated timescale over which the emissions are avoided, in which sector of the economy they might help to avoid emissions and their potential to avoid emissions.

Cisco has developed solutions that help reduce the emissions of our customer, including:

- o Cisco TelePresence, Cisco WebEx, and Cisco MeetingPlace
- o Cisco Virtual Office
- o Data Center Virtualization
- o Cisco EnergyWise
- o SmartGrid
- o Cisco Connected Workplace
- o Smart Connected Buildings

Cisco is able to implement most of these solutions in our operations and is building case studies based on our experience to support adoption by our customers. Several of these solutions are detailed below as requested in the survey. Information on these and other GHG reduction solutions is provided as an attached file.

In all cases, generating CERs or ERUs within the framework of CDM or JI is not viewed as productive. Customers or organizations that benefit from these solutions will reasonably claim the emissions reductions. Reducing travel or data center or building or commuting emissions in India or China (for example) to offset emissions in the U.S. (for example) is not a realistic framework for global emissions reduction based on shared responsibility.

1. Remote Collaboration technologies: Cisco TelePresence, Cisco WebEx, Cisco MeetingPlace

o These products enable emissions to be avoided by reducing the need for business travel. Such avoided travel can be by air, rail or road, although air travel is the major emissions reduction opportunity.

o All economic sectors can benefit from the reduction in air travel, although some sectors likely fly more than others. Domestic and international travel can equally benefit; air miles are generally greater for international travel but per-mile emissions factors are higher for shorter flight segments.

o Emissions are avoided on an ongoing basis (year after year) after the initial investment. Metcalfe's law suggests continued investment creates increasing opportunities for emissions reduction. Because air travel is relatively expensive, payback supports implementation at scale.

o As of FY2009, Cisco has reduced its air travel by 40% in absolute terms based on a FY2006 baseline. Even accounting for the effect of the economic downturn, both Cisco headcount and revenue over the same time increased at least 25%. Similar or more reductions in emissions should be possible for most sectors. As more companies adopt these technologies and update their management practices and business processes to leverage system capabilities, even greater reductions may be possible as more kinds of human interactions can be accomplished remotely.

o Cisco followed the GHG Protocol--generally based on DEFRA guidelines--in calculating GHG reductions. The attachment provided as Further Information provides links to a DOMANI-verified calculator covering emissions reductions from use of remote collaboration technologies.

o GHG emissions from the air travel industry has been estimated at about 2% of the world's total, although only a portion of this is attributable to business air travel. (High altitude emissions have a bigger impact than ground-based emissions on absorption of Earth's re-radiation via a forcing factor often estimated around 2.7x.) TelePresence for the home is just being introduced and it is unclear what reduction opportunity exists outside the business environment (employee commuting, personal travel).

2. Cisco Virtual Office

o The Cisco Virtual Office solutions extends the Cisco network into an employee's home, enabling telecommuting and reducing emissions from transportation/commuting. The employee's home essentially becomes a Cisco satellite office with secure wireless data, voice, and video services available just as at a more traditional Cisco site.

o All economic sectors can benefit from a virtual office although telecommuting is most prevalent in the "knowledge economy." Some sectors (manufacturing, retail) currently would seem to require physical presence although the impacts of such an enabling technology on existing business models are difficult to fully predict. For instance, could higher quality retail assistance be available at lower cost via a full size virtual assistant?

o Commuting emissions can be avoided on an ongoing basis (year after year) after a very modest investment in the integrated service router and a physical IP phone. TelePresence technology, leveraging home PC and TV FPDs, will become part of the home office suite as broadband upload connection speeds improve. There is substantial overlap in the technologies and enabling employee skill sets used to avoid business air travel and to avoid commuting.

o Commuting emissions are thought to be about 6% of total emissions (using EIA data). (34% of all GHG emissions from transportation; 60% of transportation from private motor vehicle travel; 25-30% of private motor vehicle from commuting.) These same technologies can be used to reduce some shopping trip emissions, which are roughly equivalent to work-related private motor vehicle travel per DOE/EIA survey data.

Is question 17.1 relevant to your company?

No

17.2 Please explain why not.

Cisco does not currently combust biologically sequestered carbon (i.e., burning recently sequestered carbon in biomass/biofuels versus sequestered as coal, gas and oil). As a result, Cisco does not have carbon dioxide emissions from such sources to break out from Scope 1 or 2 emissions already reported in Questions 12 and 13.

Further Information

Cisco has developed solutions that help reduce the emissions of our customer, including: o Cisco TelePresence, Cisco WebEx, and Cisco MeetingPlace o Cisco Virtual Office o Data Center Virtualization o Cisco EnergyWise o SmartGrid o Cisco Connected Workplace o Smart Connected Buildings Cisco is able to implement most of these solutions in our operations and is building case studies based on our experience to support adoption by our customers. Several of these solutions are detailed below as requested in the survey. Information on these and other GHG reduction solutions is provided as an attached file, 20100601 CDP 2010 Q16 - avoided emissions through use of goods and services.pdf.

Attachments

<https://www.cdproject.net/Sites/2010/29/3329/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Emissions-Other1/20100601 CDP 2010 Q16 - avoided emissions through use of goods and services.pdf>

Page: Emissions 8

18.1a Please describe a financial intensity measurement for the reporting year for your gross combined Scope 1 and Scope 2 emissions.

If you do not consider a financial intensity measurement to be relevant to your company, select "Not relevant" in column 5 and explain why in column 6.

Figure for Scope 1 and Scope 2 emissions	GHG units	Multiple of currency unit	Currency unit	Financial intensity metrics	Please explain if not relevant. Alternatively provide any contextual details that you consider relevant to understand the units or figures you have provided.
17.84	Metric tonnes CO2-e	Million	USD(\$)	Revenue	Revenue intensity metric is useful for comparison across many ICT companies that outsource manufacturing. Revenue normalization is somewhat useful when comparing across industries, but care must be exercised given substantially different business models and emissions boundaries

18.1b Please describe an activity-related intensity measurement for the reporting year for your gross combined Scope 1 and Scope 2 emissions.

Oil and gas sector companies are also asked to report activity-related intensity metrics in answer to table O&G1.3.

If you do not consider an activity-related intensity measurement to be relevant to your company, select "Not relevant" in column 3 and explain why in column 4.

Figure for Scope 1 and Scope 2 emissions	GHG units	Activity-related metrics	Please explain if not relevant. Alternatively provide any contextual details that you consider relevant to understand the units or figures you have provided.
10.82	Metric tonnes CO2-e	per full-time equivalent employee	The employee count used is different than that provided in annual financial reporting, which is typically an end-of-year snapshot figure that overstates the average number of employees present throughout the year. The same employee base was used in responding to Q181b as was used for normalizing business air travel. We believe this figure best represents the employees which affect almost all Scope 1 and 2 emissions.
33.84	Metric tonnes CO2-e	Other: per thousand square feet of occupied building	End of year occupied building footprints were calculated for FY2008 and FY2009 and averaged to determine an average FY2009 real estate portfolio. Almost all Scope 1 and 2 emissions--except for Scope 1 emissions related to fleet fuel purchases--are related to the occupied building portfolio. The various segments of building portfolio--labs, data centers and offices--have significantly different energy intensities, but the overall average is a useful metric since energy efficiency and portfolio rationalization initiatives are in place for each segment.

19.1 Do the absolute emissions (Scope 1 and Scope 2 combined) for the reporting year vary significantly compared to the previous year?

Yes

19.2 Please explain why they have varied and why the variation is significant.

Cisco's Scope 1 and 2 GHG emissions from FY2008 to FY2009 have been reduced on an absolute basis by approximately 17 percent. This reduction is considered significant because during this same time period, Cisco increased its occupied building space by approximately 15 percent and its employee population by 2.4 percent. In addition, this percent reduction in Scope 1 and 2 emissions puts Cisco ahead of its target of achieving a 25 percent absolute GHG reduction by 2012 compared to a 2007 baseline.

Cisco's Scope 1 and 2 GHG emissions varied in FY2009 compared to FY2008 because Cisco implemented a number of GHG reduction strategies focused on its operations, including:

- applying Cisco network-enabled solutions to our own operations;
- improving power efficiency in our engineering labs and data centers;
- implementing various energy efficiency and energy conservation projects in our existing buildings (as detailed in our response to Q9.7);
- engaging Cisco employees through a variety of energy and environmental education and outreach campaigns;
- achieving LEED gold certification for nine buildings through the US Green Building Council's LEED for New Construction certification program; and
- increasing purchases of electricity generated from renewable and non-carbon sources.

Considering the growth in both Cisco's occupied building space and total employee population, if Cisco did not implement the measures listed above, Cisco estimates that its GHG emissions would have increased by approximately 123,713 metric tonnes of CO₂e from FY2008 to FY2009

20.1A

Please complete the following table indicating the percentage of reported emissions that have been verified/assured and attach the relevant statement.

Scope 1 (Q12.1)	Scope 2 (Q13.1)	Scope 3 (Q15.1)
More than 80% but less than or equal to 100%	More than 80% but less than or equal to 100%	More than 0% but less than or equal to 20%

20.1B

I have attached an external verification statement that covers the following scopes:

- Scope 1
- Scope 2
- Scope 3

Further Information

All emissions calculations and data are reviewed in June of each year by a representative of the U.S. EPA as part of the EPA Climate Leaders Partnership (<http://www.epa.gov/climateleaders/>). EPA's Climate Leaders program continually reviews our emissions inventory data as well as our progress in reaching our GHG emissions goal. In addition, Cisco is has received technical assistance from EPA in determining organizational and operational boundaries, identifying the most appropriate emission factors for Cisco's industry, and in documenting these decisions in an Inventory Management Plan (IMP) that will ensure consistency and transparency in the inventory over time. EPA performs desktop reviews of both the inventory data and IMP to ensure they meet EPA's quality standards, and also conducts a risk-based on-site IMP review to ensure that the Management Plan is being implemented at the facility level. These reviews provide assurance to EPA that a well-implemented GHG data collection and management system is in place to track progress towards Cisco's 25% absolute reduction goal and result in EPA recognition for corporate leadership on the climate change issue. A copy of Cisco's IMP (Cisco IMP FINAL_v1 16Mar09.pdf) and a statement issued by the EPA that Cisco has met the Climate Leaders base year reporting requirements (EPA Base Year Reporting Confirmation.docx) are attached for your reference. The GHG emissions data submitted under Climate Leaders is reviewed against the Climate Leaders GHG Inventory Guidance, which is based on the Corporate Accounting and Reporting Standard developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). As an alternate method of checking, Cisco has contracted with an outside consulting firm to check and improve Cisco's GHG emissions reporting. The scope of both the EPA audit and the outside consulting firm includes Scope 1-3 emissions from FY 2007 through FY2009. Cisco performs the business air travel calculation (Scope 3) in-house based on travel records provided by Cisco's travel reservation provider. The air-travel provider has indicated Cisco's analysis is "cutting edge". In FY2009, an air travel data aggregator was contracted to perform an alternative emissions calculation using an aggregator-developed methodology (<http://carbon.trx.com/>). The emissions totals from both calculations were comparable. The outside consulting firm and the EPA include reported Scope 3 emissions in the scope of their verification/assurance. In September 2009, the processes used for determining GHG inventory were externally audited by a third-party via Cisco's normal ISO 14001 certification processes in September 2009. The next, external audit cycle is currently scheduled for later in 2010. Cisco's internal ISO 14001 team also audits the emissions reporting process in the latter half of the fiscal year. Cisco's ISO 14001 certification is attached (10_01_25_Cisoc_ISO_14001_2004_MultiSite.pdf) and is also available at: http://www.cisco.com/web/about/ac50/ac208/ac243/ac246/docs/10_01_25_Cisoc_ISO_14001_2004_MultiSite.pdf.

Attachments

- https://www.cdproject.net/Sites/2010/29/3329/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Emissions-Other2/Cisco IMP FINAL_v1 16Mar09.pdf
- https://www.cdproject.net/Sites/2010/29/3329/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Emissions-Other2/10_01_25_Cisoc_ISO_14001_2004_MultiSite.pdf
- <https://www.cdproject.net/Sites/2010/29/3329/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Emissions-Other2/EPA Base Year Reporting Confirmation.docx>

Page: Emissions 9 Trading

21.1

Do you participate in any emission trading schemes?

We don't currently, but anticipate participating in emissions trading within the next two years.

21.3

What is your strategy for complying with the schemes in which you participate or anticipate participating?

Cisco currently does not participate in any emissions trading scheme but expects that its United Kingdom operations will likely participate in the UK Carbon Reduction Commitment (CRC) program (<http://www.defra.gov.uk/environment/climatechange/uk/business/crc/pdf/crc-implement-govresponse-0803.pdf>; <http://www.decc.gov.uk/en/content/cms/consultations/crc/crc.aspx>). CRC will cover large business and public sector organisations whose annual half-hourly metered electricity use, and 70 kilo Volt-Ampere (kVA) metered use in the UK and Northern Ireland, is above 6,000 Mega Watt hours (MWh). Cisco's FY2008 UK and Ireland electrical usage was approximately 34,600 MWh. Cisco has established a team to track this requirement as part of an internal, UK-based Connected Carbon Management program and per the implementation schedule, is making allowances based on energy usage.

Cisco does not have facilities covered by the EU Emissions Trading Scheme (per Annex I of EU Directive 2003/87/EC, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2003:275:0032:0046:EN:PDF>).

21.4

Has your company originated any project-based carbon credits or purchased any within the reporting period?

No

Further Information

Cisco monitors the voluntary and non-voluntary trading exchanges, registries and associated legislation, where applicable, but at this time has no plans to participate in the carbon markets. Cisco prefers to focus on internal energy efficiency and productivity programs that leverage our network technologies, which can then be leveraged as case studies for our worldwide customer base. In addition, internal programs assign energy reduction responsibility to each business function and minimizes potential downsides from externally administered efforts. Our preference is to reduce energy consumption (per reduce-reuse-recycle) as well as support non-carbon-based electricity generation. Although Scope 3 emissions from air travel is currently not subject to regulation, investment in collaborative technologies and updating associated business processes reduces our

emissions while providing substantial other business benefits Similarly, our engineering labs and data centers account for at least 75% of our electricity usage (Scope 2). To reduce Scope 2 emissions, implementing virtualization and energy management products will (1) improve network equipment utilization and cut waste from powering equipment while in idle or standby and (2) improve our ability to monitor real-time energy use to identify opportunities for further reductions.

Module: Climate Change Communications

Page: Communications 1

22.1

Have you published information about your company's response to climate change/GHG emissions in other places than in your CDP response?

Yes

22.2

In your Annual Reports or other mainstream filing? (If so, please attach your latest publication(s).)

Yes

22.3

Through voluntary communications such as CSR reports? (If so, please attach your latest publication(s).)

Yes

Further Information

Our annual financial and annual CSR reports are issued together in advance of our annual shareholders meeting (typically in late October/early November for a fiscal year that ends around the end of July). Our Investor Relations site cross references the CSR report (<http://investor.cisco.com/>). o On p. 3 of our 2009 annual report, we mentioned the positive effect ICT technology can have on the larger ecosystem of customers and suppliers, particularly with regard to the global carbon footprint. We also mentioned our own use of TelePresence to cut our travel emissions. o On pp. C17-C40, we extensively discuss reducing GHG emissions from our products and operations and the beneficial impact of ICT in reducing our own and our customers' GHG emissions. o We've also have provided as an attachment a compendium of public speech concerning climate change, including CEO and senior executive public speech. Attached: o 2009 external annual report -- Cisco-AR2009.pdf -- https://materials.proxyvote.com/Approved/17275R/20090914/AR_46080/images/Cisco-AR2009.pdf o 2009 external CSR report -- CSR_09-1.pdf -- http://www.cisco.com/web/about/ac227/csr2009/pdfs/CSR_09.pdf o PDF file of compendium of public speech -- 20100524 Compendium of published information on Cisco response to climate change (CDP2010_Q22).pdf -- <http://bit.ly/ar1wLP>

Attachments

https://www.cdproject.net/Sites/2010/29/3329/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Communications/CSR_09-1.pdf
[https://www.cdproject.net/Sites/2010/29/3329/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Communications/20100524 Compendium of published information on Cisco response to climate change \(CDP2010_Q22\).pdf](https://www.cdproject.net/Sites/2010/29/3329/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Communications/20100524 Compendium of published information on Cisco response to climate change (CDP2010_Q22).pdf)
<https://www.cdproject.net/Sites/2010/29/3329/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Communications/Cisco-AR2009.pdf>

Carbon Disclosure Project