A STRONG FOUNDATION

Strategy and Growth Markets

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Digital Transformation

Customer Needs for Digital Transformation:

- **Deliver cloud experience** across a hybrid, multicloud world, simplify operations
- **Power** the hybrid workforce and trusted workspaces
- **Mitigate risk** in expanded attack surface with the move to cloud and edge
- **Optimize** for best application experience
- **Meet traffic requirements** for higher bandwidth and low latency use-cases
- **Enable ESG** through technology

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Key Market Transitions

Long-Term Growth Drivers

Hybrid Cloud

Edge

Hybrid Work

Cloud Security

FLEXIBLE CONSUMPTION

IoT

5G WiFi 6 400G

Full-Stack Observability

Webscale

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Cloud is a Growth Driver

Build the Cloud
Deploying Silicon, Optics and systems in Webscaler, Communication Service Provider, and Enterprise production networks

Hybrid, Multicloud is the De Facto Way of Operating
Enabling our customers to connect to clouds, consume services from anywhere and secure across all environments

Hybrid Work
Powering the distributed workforce with trusted workspaces and secure access to data and apps from anywhere

App-Centric World
Delivering visibility, insights and actions across hybrid clouds and any app stack
Build
cloud-first and app-centric portfolio delivering end-to-end solutions that power our customer’s digital transformations and provide unparalleled connected experiences

Transition
to software and subscriptions, delivering innovation faster with predictable revenues and via SaaS/XaaS.

Expand
our reach beyond IT, Networking and Security to Developers, LOB, Cloud and Digital teams
Investing for Multi-Year, Continued Growth

Secure, Agile Networks
Deliver enterprise infrastructure that provides unparalleled connected experiences

Optimized Application Experiences
Enable the best application experience

Hybrid Work
Power hybrid work with inclusive experiences, engaging events and trusted workspaces

Internet for the Future
Grow webscalers and connect to the cloud with Routed Optical Networking, IoT, and 5G

End-to-End Security
Secure users, devices, data and applications wherever they are

Capabilities at the Edge
Enable the development and delivery of apps and services closer to users and devices
Our Large and Growing Opportunity

2025

- **~$260B (5% CAGR)**
  - Current Business
  - Established market leadership

- **~$140B (18% CAGR)**
  - Expansion Markets
  - Expanding to new growing markets and rising buying centers

- **~$500B**
  - Future of Work & Automation
  - Broader market opportunities

Total Opportunity: **~$900B+**

Note: *2021-2025 CAGRs.
Source: IDC, Gartner, Dell’Oro, Synergy, Omdia, 451 Research, 650 Group, ACG, Cignal AI, Exact Ventures, Linley Group, LightCounting, Quillin Research & Internal Cisco Estimates. These TAMs are based on limited information currently available to Cisco, which is subject to change. Actual results may differ materially due to a variety of factors listed in Cisco SEC filings, including business and economic conditions.
Large & Growing Markets

Secure, Agile Networks: $98B, 8% CAGR
Hybrid Work: $83B, 16% CAGR
End-to-End Security: $80B, 8% CAGR
Internet for the Future: $50B, 6% CAGR
Optimized Application Experiences: $36B, 14% CAGR
Services: $58B, 2% CAGR

Current Markets:
- ~$260B (5% CAGR) 2025 TAM ~$400B
- ~$260B (5% CAGR)

Expansion Markets:
- ~$140B (18% CAGR)
WHY WE WIN

Capturing Opportunities & Delivering Customer Value

**Breadth & Scale of Our Portfolio**
Across domains and architectures to deliver customer outcomes

**Simplicity & Experiences**
Common operating model, platform-first GTM & ecosystem with flexible consumption

**Track Record of Sustained Innovation**
Solving customers’ biggest challenges

**Trusted Partner Offering Neutrality & Choice**
Meeting our 1M+ customers and partners where they are

**Built-In Security**
In our product development lifecycle and across our customers’ environments

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