

RELIANCE STEEL & ALUMINUM CO  
Form 11-K  
June 23, 2011  
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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

**FORM 11-K**

(Mark One)

**ANNUAL REPORT PURSUANT TO SECTION 15(d) OF THE SECURITIES  
EXCHANGE ACT OF 1934**

**For the fiscal year ended December 31, 2010**

**OR**

**TRANSITION REPORT PURSUANT TO SECTION 15(d) OF THE SECURITIES  
EXCHANGE ACT OF 1934**

**For the transition period from                      to**

**Commission file number: 001-13122**

A. Full title of the plan and the address of the plan, if different from that of the issuer named below:

**Precision Strip, Inc. Retirement and Savings Plan**

B. Name of issuer of the securities held pursuant to the plan and the address of its principal executive office:

**Reliance Steel & Aluminum Co.**

**350 South Grand Avenue, Suite 5100**

**Los Angeles, California 90071**

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**Precision Strip, Inc.  
Retirement and Savings Plan**

Financial Statements  
As of December 31, 2010 and 2009 and  
For the Year Ended December 31, 2010

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**Precision Strip, Inc.**

**Retirement and Savings Plan**

Financial Statements

As of December 31, 2010 and 2009 and  
For the Year Ended December 31, 2010

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**Precision Strip, Inc.**

**Retirement and Savings Plan**

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**Report of Independent Registered Public Accounting Firm**

To the Plan Administrator

Precision Strip, Inc. Retirement and Savings Plan

Minster, Ohio

We have audited the accompanying statements of net assets available for benefits of the Precision Strip, Inc. Retirement and Savings Plan (Plan) as of December 31, 2010 and 2009, and the related statement of changes in net assets available for benefits for the year ended December 31, 2010. These financial statements are the responsibility of the Plan's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. The Plan is not required to have, nor were we engaged to perform, an audit of its internal control over financial reporting. Our audits included consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Plan's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the net assets available for benefits of the Plan as of December 31, 2010 and 2009 and the changes in net assets available for benefits for the year ended December 31, 2010, in conformity with accounting principles generally accepted in the United States of America.

Our audits were performed for the purpose of forming an opinion on the basic financial statements taken as a whole. The accompanying supplemental schedule of assets (held at end of year) as of December 31, 2010 is presented for the purpose of additional analysis and is not a required part of the basic financial statements but is supplementary information required by the Department of Labor's Rules and Regulations for Reporting and Disclosure under the Employee Retirement Income Security Act of 1974. This supplemental schedule is the responsibility of the Plan's management. The supplemental schedule has been subjected to the auditing procedures applied in the audits of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

/s/ BDO USA, LLP

BDO USA, LLP

Los Angeles, California

June 22, 2011

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**Financial Statements**

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Table of Contents**Precision Strip, Inc.****Retirement and Savings Plan****Statements of Net Assets Available for Benefits**

<b>December 31,</b>	<b>2010</b>	<b>2009</b>
<b>Assets</b>		
Investments, at fair value:		
Interest bearing cash	\$ 204,431	\$ 160,147
Money market fund	1,658,995	1,526,317
Mutual funds	95,308,869	80,938,144
Common collective trust	11,105,915	10,369,512
Reliance Steel & Aluminum Co. common stock	4,776,726	3,694,359
<b>Total investments</b>	<b>113,054,936</b>	<b>96,688,479</b>
Receivables:		
Notes receivable from participants	4,159,627	3,868,709
Other receivables	2,019	11,737
<b>Total receivables</b>	<b>4,161,646</b>	<b>3,880,446</b>
<b>Total Assets</b>	<b>117,216,582</b>	<b>100,568,925</b>
<b>Liabilities</b>		
Excess contributions payable	5,739	45,821
Due to brokers and other payables	—	13,160
<b>Total Liabilities</b>	<b>5,739</b>	<b>58,981</b>
<b>Net assets available for benefits at fair value</b>	<b>117,210,843</b>	<b>100,509,944</b>
Adjustment from fair value to contract value for the fully benefit-responsive investment contracts (common collective trust)	(90,302)	192,823
<b>Net assets available for benefits</b>	<b>\$ 117,120,541</b>	<b>\$ 100,702,767</b>

*See accompanying notes to financial statements.*

Table of Contents**Precision Strip, Inc.****Retirement and Savings Plan****Statement of Changes in Net Assets Available for Benefits**

Year ended December 31,	2010
<b>Additions</b>	
Income:	
Net appreciation in fair value of investments	\$ 11,675,768
Interest and dividends	1,975,561
Interest from notes receivable from participants	215,313
Total income	13,866,642
Contributions:	
Employer, net of forfeitures	2,209,879
Participant	2,578,933
Total contributions, net	4,788,812
Total additions	18,655,454
<b>Deductions</b>	
Benefits paid to participants and beneficiaries	2,187,513
Deemed distributions of notes receivable from participants	26,409
Administrative fees	23,758
Total deductions	2,237,680
<b>Net increase</b>	<b>16,417,774</b>
<b>Net assets available for benefits, beginning of year</b>	<b>100,702,767</b>
<b>Net assets available for benefits, end of year</b>	<b>\$ 117,120,541</b>

*See accompanying notes to financial statements.*

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**Precision Strip, Inc.**

**Retirement and Savings Plan**

**Notes to Financial Statements**

**1. Description of the Plan**

The following brief description of the Precision Strip, Inc. Retirement and Savings Plan (the Plan) provides only general information. Participants should refer to the Summary Plan Description for a more complete description of the Plan's provisions.

***General***

The Plan is a defined contribution plan providing retirement benefits covering all employees who meet certain eligibility requirements of Precision Strip, Inc. (the Company), a wholly-owned subsidiary of Reliance Steel & Aluminum Co., and Precision Strip Transport, Inc., a wholly-owned subsidiary of Precision Strip, Inc. The Plan is subject to the provisions of the Employee Retirement Income Security Act of 1974 (ERISA). The Plan is administered by the Precision Strip, Inc. Retirement and Savings Plan Administrative Committee (Plan Administrator).

***Participation***

Each employee is eligible to participate on the first day of each plan calendar quarter after the completion of three months of service.

***Contributions***

Participants may make up to 50% salary deferrals of eligible compensation to the Plan, subject to federal limits. Company profit sharing contributions are discretionary. Eligible participants who complete 1,000 hours of service are eligible to receive the employer contribution. Participants may also contribute distributions from other qualified defined benefit or defined contribution plans, and from individual retirement accounts.

***Participant Accounts***

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Each participant's account is credited with the participant's contributions, employer contributions and allocation of investment earnings. The benefit to which a participant is entitled is the benefit that can be provided from the participant's account. Participants may direct the investment of their account balances into various investment funds offered by the Plan.

### *Vesting*

Participants are immediately vested in all employee contributions plus actual earnings thereon.

Employer profit sharing contributions and any earnings thereon are vested in accordance with the following schedule:

Years of Service	Percentage
Less than 2	0%
2	20%
3	40%
4	60% <sup>**</sup>
<b>13</b>	PERCENT OF CLASS REPRESENTED BY AMOUNT IN ROW (11)
<b>14</b>	8.0%*  TYPE OF REPORTING PERSON (See Instructions)
	CO

(1) Shared with the other Reporting Persons (defined below) solely by virtue of the fact that CSIBV, the record holder of these shares, is a direct wholly owned subsidiary of CSNHBV and an indirect wholly owned subsidiary of each other Reporting Person. CTI disclaims beneficial ownership of the shares pursuant to Rule 13d-4.

\* Based on 75,120,000 shares of Class A Common Stock issued and outstanding on August 23, 2007, which is the number of shares of Class A Common Stock represented by the Issuer to be outstanding as of the completion of the Issuer's initial public offering in its prospectus filed pursuant to Rule 424(b)(4) with the Securities and Exchange Commission on August 15, 2007.

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1 NAME OF REPORTING PERSON

S.S. OR I.R.S. IDENTIFICATION NO. OF ABOVE PERSON (ENTITIES ONLY)

Cisco Systems, Inc. ( *Cisco* ), I.R.S. Identification No. 77-0059951

2 CHECK THE APPROPRIATE BOX IF A MEMBER OF A GROUP (See Instructions)

(a)

(b)

3 SEC USE ONLY

4 SOURCE OF FUNDS (See Instructions)

WC

5 CHECK IF DISCLOSURE OF LEGAL PROCEEDINGS IS REQUIRED PURSUANT TO ITEMS 2(d) or 2(e)

6 CITIZENSHIP OR PLACE OF ORGANIZATION

State of California

7  SOLE VOTING POWER

NUMBER OF

SHARES  None  
 8 SHARED VOTING POWER

BENEFICIALLY

OWNED BY  6,000,000(1)  
EACH  9 SOLE DISPOSITIVE POWER

REPORTING

PERSON  None

WITH

**10** SHARED DISPOSITIVE POWER

6,000,000(1)

**11** AGGREGATE AMOUNT BENEFICIALLY OWNED BY EACH REPORTING PERSON

6,000,000(1)

**12** CHECK IF THE AGGREGATE AMOUNT IN ROW (11) EXCLUDES CERTAIN SHARES (See Instructions)

**13** PERCENT OF CLASS REPRESENTED BY AMOUNT IN ROW (11)

8.0%\*

**14** TYPE OF REPORTING PERSON (See Instructions)

CO

(1) Shared with the other Reporting Persons (defined below) solely by virtue of the fact that CSIBV, the record holder of these shares, is a direct wholly owned subsidiary of CSNHBV and an indirect wholly owned subsidiary of each other Reporting Person. Cisco disclaims beneficial ownership of the shares pursuant to Rule 13d-4.

\* Based on 75,120,000 shares of Class A Common Stock issued and outstanding on August 23, 2007, which is the number of shares of Class A Common Stock represented by the Issuer to be outstanding as of the completion of the Issuer's initial public offering in its prospectus filed pursuant to Rule 424(b)(4) with the Securities and Exchange Commission on August 15, 2007.

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**Item 1. Security and Issuer.**

The class of equity securities to which this Schedule relates is Class A Common Stock, par value \$0.01 per share (the *Common Stock*), of VMware, Inc., a Delaware corporation (the *Issuer*). The principal executive offices of the Issuer are located at 3401 Hillview Avenue, Palo Alto, CA 94304.

**Item 2. Identity and Background.**

(a) (c) and (f)

This Schedule is filed jointly by (i) Cisco Systems International B.V. (*CSIBV*), a Netherlands private limited liability company and wholly owned subsidiary of Cisco Systems Netherlands Holdings B.V. (*CSNHBV*); (ii) CSNHBV, a Netherlands private limited liability company and wholly owned subsidiary of Cisco Systems Luxembourg S.a.r.l. (*CSLS*); (iii) CSLS, a Luxembourg private limited company and wholly owned subsidiary of Cisco Systems Luxembourg International S.a.r.l. (*CSLIS*); (iv) CSLIS, a Luxembourg private limited company and wholly owned subsidiary of Cisco Systems International S.a.r.l. (*CSIS*); (v) CSIS, a Switzerland limited liability company and wholly owned subsidiary of Cisco Systems (Bermuda) Limited (*CSBL*); (vi) CSBL, a Bermuda company limited by shares and wholly owned subsidiary of Cisco Systems International Holdings Limited (*CSIHL*); (vii) CSIHL, a Bermuda company limited by shares and wholly owned subsidiary of Cisco Technology, Inc. (*CTI*); (viii) CTI, a California corporation and wholly owned subsidiary of Cisco Systems, Inc. (*Cisco*); and (ix) Cisco, a California corporation (each a *Reporting Person* and collectively, the *Reporting Persons*). The agreement between the Reporting Persons relating to the joint filing of this Schedule is attached as Exhibit A hereto.

CSIBV manufactures and provides hardware, software and support services for end-to-end networking solutions. CSNHBV is engaged primarily in investment activity. CSLS provides marketing support and customer service support services for Cisco products. CSLIS holds investments in Luxembourg and foreign companies and administers, controls and develops its investment portfolio. CSIS licenses intellectual property and engages in manufacturing, research and development activities. CSBL is engaged primarily in investment activity. CSIHL is engaged primarily in investment activity. CTI owns and licenses intellectual property and engages in research and development activities. Cisco manufactures and sells networking and communications products and provides services associated with that equipment and its use. The address of CSIBV's and CSNHBV's principal executive offices is Haarlerbergpark, Haarlerbergweg 13-19, 1101 CH Amsterdam, The Netherlands. The address of CSLS's principal executive offices is Avenue JF Kennedy 46A, 4<sup>th</sup> Floor, Luxembourg, Luxembourg L-1855. The address of CSLIS's registered office is 8-10, rue Mathias Hardt, L-1717 Luxembourg, Luxembourg. The address of CSIS's principal executive offices is Avenue des Uttins, CH-1180 Rolle, Switzerland. The address of CSBL's and CSIHL's registered offices is Clarendon House, 2 Church Street, Hamilton HM 11, Bermuda. The address of CTI's and Cisco's principal executive offices is 170 West Tasman Drive, San Jose, California 95134.

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Set forth on Schedule A is the name, the principal occupation or employment, and the name, principal business and address of any corporation or other organization in which such employment is conducted, of each of the directors and executive officers of CSIBV, CSNHBV, CSLS, CSLIS, CSIS, CSBL, CSIHL, CTI and Cisco as of the date hereof. To each Reporting Person's knowledge, each of said individuals is a citizen of the United States, except as otherwise indicated on Schedule A.

- (d) During the last five years, neither any Reporting Person nor, to each Reporting Person's knowledge, any person named on Schedule A attached hereto, has been convicted in a criminal proceeding (excluding traffic violations or similar misdemeanors).
- (e) During the last five years, neither any Reporting Person nor, to each Reporting Person's knowledge, any person named on Schedule A attached hereto, was a party to a civil proceeding of a judicial or administrative body of competent jurisdiction and as a result of such proceeding was or is subject to a judgment, decree, or final order enjoining future violations of, or prohibiting or mandating activities subject to, federal or state securities laws or finding any violation with respect to such laws.

**Item 3. Source and Amount of Funds or Other Consideration.**

On August 23, 2007, CSIBV acquired 6,000,000 shares of Common Stock (the *Shares*) at a price of \$25.00 per share for an aggregate purchase price of \$150,000,000 (the *Purchase Price*), pursuant to the Acquisition Agreement described in Item 4. The funds for the purchase were obtained from CSIBV's working capital. In connection with and in satisfaction of a closing condition of the Acquisition Agreement, Cisco and the Issuer entered into an Investor Rights Agreement, dated July 26, 2007 (the *Rights Agreement*), which rights and obligations under the Rights Agreement were assigned to CSIBV prior to the acquisition of the Shares.

The descriptions of the Acquisition Agreement and Rights Agreement in Item 4 are incorporated herein by reference.

**Item 4. Purpose of Transaction.**

On July 26, 2007, in connection with entering into a commercial arrangement between Cisco and the Issuer, Cisco, the Issuer and EMC Corporation entered into a Class A Common Stock Purchase Agreement (the *Acquisition Agreement*), pursuant to which Cisco agreed to buy and EMC Corporation agreed to sell the Shares, provided that certain conditions were met including that Cisco and the Issuer enter into the Rights Agreement. The purchase of the Shares was intended to strengthen intercompany collaboration and contribute to other commercial goals of Cisco and the Issuer. Prior to the acquisition of the Shares, Cisco assigned all of its rights and obligations under the Acquisition Agreement to CSIBV. On August 23, 2007, all of the closing conditions of the Acquisition Agreement had been satisfied and CSIBV acquired the Shares against payment of the Purchase Price.

As provided in the Rights Agreement, CSIBV has registration rights for the Shares and the Issuer is obligated to pay reasonable registration expenses. The Rights Agreement provides that the Shares may not be transferred until August 23, 2008, except to Cisco's Affiliates (as defined in the Rights Agreement).

The Issuer has also agreed to consider the appointment of a Cisco executive to its board of directors at a future date.



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Except as set forth herein, none of the Reporting Persons nor, to the best of their knowledge, any of their executive officers, directors or controlling persons, has any current plan or proposal which relates to or would result in: (i) any acquisition by any person of additional securities of the Issuer, or any disposition of securities of the Issuer; (ii) any extraordinary corporate transaction, such as a merger, reorganization or liquidation, involving the Issuer or any of its subsidiaries; (iii) any sale or transfer of a material amount of assets of the Issuer or any of its subsidiaries; (iv) any change in the present board of directors or management of the Issuer, including any plans or proposals to change the number or term of directors or to fill any existing vacancies on the board; (v) any material change in the present capitalization or dividend policy of the Issuer; (vi) any other material change in the Issuer's business or corporate structure; (vii) any changes in the Issuer's charter, bylaws or instruments corresponding thereto or other actions which may impede the acquisition of control of the Issuer by any person; (viii) any delisting from a national securities exchange or any loss of authorization for quotation in an inter-dealer quotation system of a registered national securities association of a class of securities of the Issuer; (ix) any class of equity securities of the Issuer becoming eligible for termination of registration pursuant to section 12(g)(4) of the Act; or (x) any action similar to any of those enumerated above.

Notwithstanding the foregoing, each of the Reporting Persons may decide to change its investment intent with respect to the Issuer at any time in the future. In reaching any conclusion as to its future course of action, each Reporting Person will take into consideration various factors, such as the Issuer's business and prospects, other developments concerning the Issuer, other business opportunities available to such Reporting Person, developments with respect to the business of such Reporting Person, and general economic and stock market conditions, including, but not limited to, the market price of the Shares. Each Reporting Person reserves the right, based on all relevant factors, to acquire additional shares of the Common Stock in the open market, from the Issuer or in privately negotiated transactions, to dispose of all or a portion of the Shares it holds, or to change its intention with respect to any or all of the matters referred to in this Item.

The foregoing summary descriptions of the Acquisition Agreement and the Rights Agreement do not purport to be complete and are qualified in their entirety by reference to the text of such documents, each of which is filed as an Exhibit to this Schedule and is hereby incorporated by reference herein.

**Item 5. Interest in Securities of the Issuer.**

(a) (b)

CSIBV holds of record and beneficially owns the Shares, and the other Reporting Persons each may be deemed to beneficially own the Shares. In addition, the Reporting Persons each may be deemed to have shared voting and dispositive power with respect to the Shares. The approximate percentage of the Shares reported as beneficially owned by the Reporting Persons as of August 23, 2007 were each 8.0% of the class, based on 75,120,000 shares of Class A Common Stock issued and outstanding on August 23, 2007, which is the number of shares of Class A Common Stock represented by the Issuer to be outstanding as of the completion of the Issuer's initial public offering in its prospectus filed pursuant to Rule 424(b)(4) with the Securities and Exchange Commission on August 15, 2007 (the *Final Prospectus* ).

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Each Reporting Person other than CSIBV disclaims beneficial ownership of these securities pursuant to Rule 13d-4.

Except as provided in Schedule A to this Schedule, to each Reporting Person's knowledge, none of the Shares are beneficially owned by any of the persons identified in Schedule A. Each of the persons identified in Schedule A, as a director and/or executive officer of the Reporting Person(s) with respect to which they are listed, may be deemed to share beneficial ownership of any Shares that the Reporting Person(s) with respect to which they are listed may beneficially own or may be deemed to beneficially own, but disclaims beneficial ownership of these securities pursuant to Rule 13d-4.

- (c) Except as described in Item 4 hereof, the Reporting Persons have not effected any other transaction in the Common Stock during the past 60 days, and, to each Reporting Person's knowledge, none of the persons named under Item 2 (including Schedule A incorporated by reference therein) has effected transactions in the Common Stock during the past 60 days.
- (d) To each Reporting Person's knowledge, no other person has the right to receive or the power to direct the receipt of dividends from, or the proceeds from the sale of, any Shares beneficially owned by any of the Reporting Persons as of the date hereof.
- (e) Not applicable.

**Item 6. Contracts, Arrangements, Understandings or Relationships with Respect to Securities of the Issuer.**

Except as provided below and in Items 3, 4 and 5 hereof, as qualified by reference to documents filed as exhibits of this Schedule, to each Reporting Person's knowledge there are no contracts, arrangements, understandings or relationships (legal or otherwise) among any person or entity referred to in Item 2, or between such persons and any other person, with respect to any securities of the Issuer, including, but not limited to, transfer or voting of any of the securities, finders' fees, joint ventures, loan or option arrangements, puts or calls, guarantees of profits, division of profits or loss, or the giving or withholding of proxies. As required by the Rights Agreement, CSIBV has also entered into a standard lock-up agreement with the underwriters of the Issuer's initial public offering. The fifth and sixth full paragraphs under the heading "Underwriting" on pages 132 and 133 of the Final Prospectus are incorporated by reference herein.

**Item 7. Materials to be Filed as Exhibits.**

The following documents are incorporated by reference as exhibits:

Exhibit	Title
A	Joint Filing Agreement dated October 15, 2007 among the Reporting Persons.

**SCHEDULE 13D**

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- B Class A Common Stock Purchase Agreement by and among Cisco Systems, Inc., VMware, Inc. and EMC Corporation, dated as of July 26, 2007 (filed as Exhibit 10.21 to Amendment No. 4 to the Issuer's Registration Statement on Form S-1 (file no. 333-142368) filed with the Commission on July 27, 2007, and incorporated herein by reference).
- C Investor Rights Agreement by and between Cisco Systems, Inc. and VMware, Inc., dated as of July 26, 2007 (filed as Exhibit 10.22 to Amendment No. 4 to the Issuer's Registration Statement on Form S-1 (file no. 333-142368) filed with the Commission on July 27, 2007, and incorporated herein by reference).

**SIGNATURE**

After reasonable inquiry and to the best of my knowledge and belief, I certify that the information set forth in this statement is true, complete and correct.

Dated: October 15, 2007

CISCO SYSTEMS INTERNATIONAL B.V.

By: /s/ Fritz Meijaard  
Fritz Meijaard  
Managing Director

Dated: October 15, 2007

CISCO SYSTEMS NETHERLANDS HOLDINGS B.V.

By: /s/ Fritz Meijaard  
Fritz Meijaard  
Managing Director

Dated: October 15, 2007

CISCO SYSTEMS LUXEMBOURG S.A.R.L.

By: /s/ Evan Sloves  
Evan Sloves  
Manager

Dated: October 15, 2007

CISCO SYSTEMS LUXEMBOURG

INTERNATIONAL S.A.R.L.

By: /s/ Evan Sloves  
Evan Sloves  
Manager

Dated: October 15, 2007

CISCO SYSTEMS INTERNATIONAL S.A.R.L.

By: /s/ Catherine Littrell  
Catherine Littrell  
Manager

Dated: October 15, 2007

CISCO SYSTEMS (BERMUDA) LIMITED

By: /s/ Catherine Littrell  
Catherine Littrell  
President and Director

Dated: October 15, 2007

CISCO SYSTEMS INTERNATIONAL HOLDINGS LIMITED

By: /s/ Catherine Littrell  
Catherine Littrell  
President and Director

Dated: October 15, 2007

CISCO TECHNOLOGY, INC.

By: /s/ Dennis D. Powell  
Dennis D. Powell  
Chief Financial Officer and Treasurer

Dated: October 15, 2007

CISCO SYSTEMS, INC.

By: /s/ Dennis D. Powell  
Dennis D. Powell  
Executive Vice President, Chief Financial Officer

**Schedule A**

**Directors and Executive Officers of  
the Reporting Persons**

The following table sets forth the name, business address and present principal occupation or employment of each director and executive officer of Cisco Systems International B.V. as of the date hereof. Except as indicated below, the business address of each person is c/o Cisco Systems International B.V., Haarlerbergpark, Haarlerbergweg 13-19, 1101 CH Amsterdam, The Netherlands.

**CISCO SYSTEMS INTERNATIONAL B.V.**

**DIRECTORS AND EXECUTIVE OFFICERS**

Ulrika Carlsson, Managing Director  
(Citizen of Sweden and The Netherlands)  
*Director, Finance, Cisco Systems International B.V.*

Edwin Paalvast, Managing Director  
(Citizen of The Netherlands)  
*Vice President, Customer Advocacy, Cisco Systems International B.V.*

Jose van Dijk, Managing Director  
(Citizen of The Netherlands)  
*Director, Customer Services, Cisco Systems International B.V.*

Coks Stoffer, Managing Director  
(Citizen of The Netherlands)  
*General Manager, Cisco Systems International B.V.*

Fritz Meijaard, Managing Director  
(Citizen of The Netherlands)  
*Director, Finance, Cisco Systems International B.V.*

The following table sets forth the name, business address and present principal occupation or employment of each director and executive officer of Cisco Systems Netherlands Holdings B.V. as of the date hereof. Except as indicated below, the business address of each person is c/o Cisco Systems International B.V., Haarlerbergpark, Haarlerbergweg 13-19, 1101 CH Amsterdam, The Netherlands.

**CISCO SYSTEMS NETHERLANDS HOLDINGS B.V.**

**DIRECTORS AND EXECUTIVE OFFICERS**

Ulrika Carlsson, Managing Director  
(Citizen of Sweden and The Netherlands)  
*Director, Finance, Cisco Systems International B.V.*

Fritz Meijaard, Managing Director  
(Citizen of The Netherlands)  
*Director, Finance, Cisco Systems International B.V.*

Jose van Dijk, Managing Director  
(Citizen of The Netherlands)  
*Director, Customer Services, Cisco Systems International B.V.*

Coks Stoffer, Managing Director  
(Citizen of The Netherlands)  
*General Manager, Cisco Systems International B.V.*

The following table sets forth the name, business address and present principal occupation or employment of each director and executive officer of Cisco Systems Luxembourg S.a.r.l. as of the date hereof. Except as indicated below, the business address of each person is c/o Cisco Systems Luxembourg S.a.r.l., Avenue JF Kennedy 46A, 4th Floor, Luxembourg, Luxembourg, L-1855.

**CISCO SYSTEMS LUXEMBOURG S.A.R.L.**

**DIRECTORS AND EXECUTIVE OFFICERS**

Graham Allan, Manager  
(Citizen of the United Kingdom)  
*Vice President, Law and Deputy General Counsel, Cisco Systems, Inc.*  
c/o Cisco Systems, Inc.  
170 West Tasman Drive  
San Jose, CA 95134-1706

Evan Sloves, Manager  
*Senior Director, Legal Services, Cisco Systems, Inc.*  
c/o Cisco Systems, Inc.  
170 West Tasman Drive  
San Jose, California 95134-1706

Mark T. Gorman, Manager  
*Senior Director, Legal Services, Cisco Systems, Inc.*  
c/o Cisco Systems, Inc.  
170 West Tasman Drive  
San Jose, California 95134-1706

The following table sets forth the name, business address and present principal occupation or employment of each director and executive officer of Cisco Systems Luxembourg International S.a.r.l. as of the date hereof. Except as indicated below, the business address of each person is c/o Cisco Systems Luxembourg International S.a.r.l., 8-10, rue Mathias Hardt, L-1717 Luxembourg.

CISCO SYSTEMS LUXEMBOURG INTERNATIONAL S.A.R.L.

DIRECTORS AND EXECUTIVE OFFICERS

Graham Allan, Manager  
(Citizen of the United Kingdom)  
*Vice President, Law and Deputy General Counsel,*  
*Cisco Systems, Inc.*  
c/o Cisco Systems, Inc.  
170 West Tasman Drive  
San Jose, CA 95134-1706

Evan Sloves, Manager  
*Senior Director, Legal Services, Cisco Systems, Inc.*  
c/o Cisco Systems, Inc.  
170 West Tasman Drive  
San Jose, California 95134-1706

Mark T. Gorman, Manager  
*Senior Director, Legal Services, Cisco Systems, Inc.*  
c/o Cisco Systems, Inc.  
170 West Tasman Drive  
San Jose, California 95134-1706

The following table sets forth the name, business address and present principal occupation or employment of each director and executive officer of Cisco Systems International S.a.r.l. as of the date hereof. Except as indicated below, the business address of each person is c/o Cisco Systems International S.a.r.l., Avenue des Uttins, CH-1180 Rolle, Switzerland.

CISCO SYSTEMS INTERNATIONAL S.A.R.L.

BOARD OF DIRECTORS AND EXECUTIVE OFFICERS

Paul Kurth, Manager  
(Citizen of the United Kingdom)  
*Manager, Manufacturing Operations, CiscoSystems*  
*International S.a.r.l.*

Lynn Miller, Manager  
*Director, Technical Services, Cisco Systems*  
*International S.a.r.l.*

Catherine Littrell, Manager  
*Senior Director, Finance, Cisco Systems International S.a.r.l.*

Eamann O Callaghan, Manager  
(Citizen of Ireland)  
*Manager, Tax, Cisco Systems International S.a.r.l.*

The following table sets forth the name, business address and present principal occupation or employment of each director and executive officer of Cisco Systems (Bermuda) Limited as of the date hereof. Except as indicated below, the business address of each person is c/o Cisco Systems (Bermuda) Limited, Clarendon House, 2 Church Street, Hamilton HM 11, Bermuda, except that the business address of Mr. Collis and Ms. Ferguson is Clarendon House, 2 Church Street, Hamilton HM 11, Bermuda.



CISCO SYSTEMS (BERMUDA) LIMITED

DIRECTORS AND EXECUTIVE OFFICERS

Ulrika Carlsson, Treasurer  
(Citizen of Sweden and The Netherlands)  
*Director, Finance, Cisco Systems International B.V.*  
c/o Cisco Systems International B.V.  
Haarlerbergpark  
Haarlebergweg 13-19  
1101 CH Amsterdam  
The Netherlands

Graham B. R. Collis, Resident Representative  
(Citizen of the United Kingdom)  
*Attorney, Conyers Dill & Pearman*

Dawna Ferguson, Secretary  
(Citizen of Canada)  
*Corporate Manager, Codan Services Limited*

Catherine Littrell, President and Director  
*Senior Director, Finance, Cisco Systems International S.a.r.l.*  
c/o Cisco Systems International S.a.r.l., Avenue des  
Uttins, CH-1180 Rolle, Switzerland

Paul Kurth, Vice President and Director  
(Citizen of the United Kingdom)  
*Manager, Manufacturing Operations, Cisco Systems  
International S.a.r.l*  
c/o Cisco Systems International S.a.r.l., Avenue des  
Uttins, CH-1180 Rolle, Switzerland

Eamann O Callaghan, Vice President and Director  
(Citizen of Ireland)  
*Manager, Tax, Cisco Systems International S.a.r.l.*  
c/o Cisco Systems International S.a.r.l., Avenue des  
Uttins, CH-1180 Rolle, Switzerland

Grahame Weeks, Alternate Director  
(Citizen of Australia)  
*Controller, Cisco Systems International S.a.r.l.*  
c/o Cisco Systems International S.a.r.l., Avenue des  
Uttins, CH-1180 Rolle, Switzerland

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The following table sets forth the name, business address and present principal occupation or employment of each director and executive officer of Cisco Systems International Holdings Limited as of the date hereof. Except as indicated below, the business address of each person is c/o Cisco Systems International Holdings Limited, Clarendon House, 2 Church Street, Hamilton HM 11, Bermuda, except that the business address of Mr. Collis and Ms. Ferguson is Clarendon House, 2 Church Street, Hamilton HM 11, Bermuda.

### CISCO SYSTEMS INTERNATIONAL HOLDINGS LIMITED

#### DIRECTORS AND EXECUTIVE OFFICERS

Graham B. R. Collis, Resident Representative  
(Citizen of the United Kingdom)  
*Attorney, Conyers Dill & Pearman*

Paul Kurth, Vice President and Director  
(Citizen of the United Kingdom)  
*Manager, Manufacturing Operations, Cisco*

*Systems International S.a.r.l*  
c/o Cisco Systems International S.a.r.l., Avenue des  
Uttings, CH-1180 Rolle, Switzerland

Dawna Ferguson, Secretary  
(Citizen of Canada)  
*Corporate Manager, Codan Services Limited*

Lynn Miller, Director  
*Director, Technical Services, Cisco Systems*

*International S.a.r.l.*  
c/o Cisco Systems International S.a.r.l., Avenue des  
Uttings, CH-1180 Rolle, Switzerland

Jill Franze, Alternate Director  
*Manager, Tax, Cisco Systems International S.a.r.l*  
c/o Cisco Systems International S.a.r.l., Avenue des  
Uttings, CH-1180 Rolle, Switzerland

Eamann O Callaghan, Vice President and Director  
(Citizen of Ireland)  
*Manager, Tax, Cisco Systems International S.a.r.l.*  
c/o Cisco Systems International S.a.r.l., Avenue des  
Uttings, CH-1180 Rolle, Switzerland

Catherine Littrell, President and Director  
*Senior Director, Finance, Cisco Systems*  
*International S.a.r.l.*  
c/o Cisco Systems International S.a.r.l., Avenue des  
Uttings, CH-1180 Rolle, Switzerland

Grahame Weeks, Alternate Director  
(Citizen of Australia)  
*Controller, Cisco Systems International S.a.r.l.*  
c/o Cisco Systems International S.a.r.l., Avenue des  
Uttings, CH-1180 Rolle, Switzerland

The following table sets forth the name, business address and present principal occupation or employment of each director and executive officer of Cisco Technology, Inc. as of the date hereof. Except as indicated below, the business address of each person is c/o Cisco Technology, Inc., 170 West Tasman Drive, San Jose, California 95134-1706.

CISCO TECHNOLOGY, INC.

DIRECTORS AND EXECUTIVE OFFICERS

Mark Chandler, Director

*Senior Vice President, Legal Services, General Counsel and Secretary,  
Cisco Systems, Inc.*

Van Dang, Director

*Vice President, Law and Deputy General Counsel,  
Cisco Systems, Inc.*

Charles H. Giancarlo, Vice President

*Executive Vice President, Chief Development Officer,  
Cisco Systems, Inc.*

David K. Holland, Secretary

*Senior Vice President, Treasurer, Cisco Systems, Inc.*

The following table sets forth the name, business address and present principal occupation or employment of each director and executive officer of Cisco Systems, Inc. as of the date hereof. Except as indicated below, the business address of each person is c/o Cisco Systems, Inc., 170 West Tasman Drive, San Jose, California 95134-1706.

Robert Johnson, Vice President

*Vice President, Global Taxation, Cisco Systems, Inc.*

Dennis D. Powell, CFO & Treasurer

*Executive Vice President, Chief Financial Officer,  
Cisco Systems, Inc.*

Daniel Scheinman, President & CEO

*Senior Vice President, Media Solutions Group,  
Cisco Systems, Inc.*

Evan B. Sloves, Director

*Senior Director, Legal Services, Cisco Systems, Inc.*

CISCO SYSTEMS, INC.

BOARD OF DIRECTORS

Carol A. Bartz

*Executive Chairman of the Board,  
Autodesk, Inc.*

111 McInnis Parkway

San Rafael, California 94903

John L. Hennessy

*President, Stanford University*

Stanford University

Stanford, California 94305

Richard M. Kovacevich

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M. Michele Burns

*Chairman and Chief Executive Officer,*

*Mercer LLC*

1166 Avenue of the Americas

New York, New York 10036-2774

Michael D. Capellas

*Chairman and Chief Executive Officer,*

*First Data Corporation*

6200 South Quebec Street,

Greenwood Village, Colorado 80111

*Chairman, Wells Fargo & Company*

420 Montgomery Street

San Francisco, California 94163

Roderick C. McGeary

*Chairman of the Board,*

*BearingPoint, Inc.*

1676 International Drive

McLean, Virginia 22102

Larry R. Carter  
*Senior Vice President, Office of the President,*  
*Cisco Systems, Inc.*

John T. Chambers  
*Chairman and Chief Executive Officer,*  
*Cisco Systems, Inc.*

Brian L. Halla  
*Chairman and Chief Executive Officer,*  
*National Semiconductor Corporation*  
 2900 Semiconductor Drive  
 Santa Clara, California 95052-8090

Michael K. Powell  
*Senior Advisor, Providence Equity Partners, Inc.*  
*and Chairman of the MK Powell Group*  
 1225 19th Street, N.W.  
 Washington, DC 20036  
 Steven M. West  
*Founder and Partner,*  
*Emerging Company Partners LLC*  
 551 Lantern Court  
 Incline Village, NV 89451  
 Jerry Yang  
*Chief Executive Officer,*  
*Yahoo! Inc.*  
 701 First Avenue  
 Sunnyvale, California 94089

**EXECUTIVE OFFICERS**

<i>Name</i>	<i>Title</i>
Susan L. Bostrom	Executive Vice President, Chief Marketing Officer,  Global Policy and Government Affairs
Larry R. Carter	Senior Vice President, Office of the President
Jonathan Chadwick (Citizen of the United Kingdom)	Senior Vice President, Corporate Controller and  Principal Accounting Officer
John T. Chambers	Chairman and Chief Executive Officer
Mark Chandler	Senior Vice President, Legal Services, General Counsel  and Secretary
Wim Elfrink (Citizen of the Netherlands)	Executive Vice President, Customer Advocacy and  Chief Globalization Officer
Charles H. Giancarlo	Executive Vice President, Chief Development Officer
Richard J. Justice	Executive Vice President, Worldwide Operations and  Business Development
Randy Pond	Executive Vice President, Operations, Systems and  Processes
Dennis D. Powell	Executive Vice President, Chief Financial Officer

**EXHIBIT INDEX**

<b>Exhibit</b>	<b>Title</b>
A	Joint Filing Agreement dated October 15, 2007 among the Reporting Persons.
B	Class A Common Stock Purchase Agreement by and among Cisco Systems, Inc., VMware, Inc. and EMC Corporation, dated as of July 26, 2007 (filed as Exhibit 10.21 to Amendment No. 4 to the Issuer's Registration Statement on Form S-1 (file no. 333-142368) filed with the Commission on July 27, 2007, and incorporated herein by reference).
C	Investor Rights Agreement by and between Cisco Systems, Inc. and VMware, Inc., dated as of July 26, 2007 (filed as Exhibit 10.22 to Amendment No. 4 to the Issuer's Registration Statement on Form S-1 (file no. 333-142368) filed with the Commission on July 27, 2007, and incorporated herein by reference).