## Rich Schaefer

Region Vice President South Central Region

Rich Schaefer is the Region Vice President — Central Region reporting directly to Waterworks President, Jack Schaller. In his current role, Rich has full P&L responsibility for sales growth, vendor/customer relationships and operational excellence for the states of Ohio, Missouri, Kansas, Indiana, and Southern Illinois.

Since he joined the organization as Assistant Controller in 2005, Rich acquired positions of increased responsibility, including Director of Accounting/Controller, Director of Strategic Analysis, and Director of Operations — North Region. Prior to joining the company, Rich worked in public accounting as an auditor and business consultant for Rubin Brown.

Rich has worked strategically to analyze financial results, evaluate market and product opportunities, increase efficiencies, and develop and implement regionally aligned action plans and budgets. During his five years as Director of Operations - North Region, Rich helped lead the North Region team to Region of the Year honors three times. His region consistently outperformed the market in top line growth by an average of 14 percent and increased operational efficiencies to achieve more than eight percent EBITDA in a highly seasonal territory.

Rich is a 1995 graduate of the University of Missouri - Columbia, where he earned a Bachelor of Science with a dual emphasis in

Marketing and Management. He went on to earn an MBA with emphasis in accounting from Missouri State University in 2002. Rich is also a Missouri Licensed Certified Public Accountant.

