

DAVID R. WHEELER
(513) 252-4541

EXECUTIVE PROFILE:

A well respected operational leader who succeeds at leading and setting the vision at a strategic level while driving performance at a tactical level.

Transformational thought-leader and one of the four top leaders running Cintas Corporation, a \$4.6 billion publicly traded company.

HIGHLIGHTS OF PAST FIVE YEAR RESULTS:

Transformed supply chain functions into a truly collaborative, high performance Integrated Global Supply Chain organization achieving the best key performance indicator results in Cintas history including service level, inventory value, inventory turns, backorders, cost per unit, quality levels, safety and new product launches.

Successfully developed and installed a new ERP (SAP) across the Global Supply Chain without service interruption

Converted the sourcing/procurement group into a Strategic Sourcing discipline, delivering greater than \$10 million in net cost reductions for each of the past three years.

Achieved breakthrough results in safety and injury protection with three continuous years below 1.0 OSHA Total Incident Rate (TIR)

EXPERIENCE AND CAPABILITIES:

Cintas Corporation, Cincinnati, Ohio

May 2001 – Current

Headquartered in Cincinnati, Ohio, Cintas Corporation (NASDAQ: CTAS) provides highly specialized services to businesses of all types throughout North America. In 2013, sales exceeded \$4.4 billion and global supply chain sourced more than \$1.3 billion in product. Cintas operates more than 400 facilities globally including 11 manufacturing plants, 10 distribution centers and more than 3,000 vendors. Cintas owns the eighth largest fleet in the U.S.

Senior Vice President of Global Supply Chain and Fleet Operations, (5/10 – current)

- Direct P&L responsibility for the global supply chain including \$1.3 billion in spend and more than 2,100 employees. Leads all domestic and international distribution centers, strategic sourcing, company-owned and contracted manufacturing plants, production planning, textile research and development, textile services, domestic and international transportation, import/export, inventory management, fleet operations, supplier diversity, company-wide sustainability, corporate lean six sigma, global supply chain safety and accounts payable. Manages 88,000 SKUs, ships 160,000 units per day and covers operations in the US, Canada, Central America and Asia.

Vice President of Global Production and Logistics, Global Supply Chain (5/08 – 5/10)

- Responsibility for a P&L of more than \$600 million and 1,200 employees – including company-

owned and contracted manufacturing plants, production planning, textile research and development, textile services, domestic and international transportation, import/export, inventory management, lean six sigma, global supply chain safety and accounts payable.

Senior Director, Global Logistics & Value Improvement, Global Supply Chain (3/05 – 5/08)

- Senior Management position responsible for a broad set of operating groups including more than 500 employees in Domestic Manufacturing, Production Planning, Domestic & International Transportation, Import-Export, Quality Assurance, Safety Compliance and Lean Six Sigma Initiatives.
 - Profit & Loss responsibility, employee leadership development, supplier negotiations, strategic initiatives, US Customs compliance for over 43,000 shipments across the border each year and operational excellence leader with Lean and Six Sigma projects.
 - Beat budget by more than 16% each year through implementation of Lean operations, reduced turnover to <20%, improved quality by 17%, completed more than 120 continuous improvement initiatives per year within the group, continually within the top 20% category in succession planning and next in line for officer level position.

Director of Six Sigma for the COO, Sales and Operations (6/03-3/05)

- Leader for process excellence and operations performance across 237 nation-wide operating locations. Developed balance scorecards and Key Performance Indicators (KPIs) to measure and improve performance. Led and managed 371 process improvement employees. Trained two waves of Champions, five waves of Green Belts and two waves of Black Belts.
 - Exceeded expectation by producing more than \$74MM in annualized benefits. Led the executive team toward significantly improved performance.
 - Developed and chaired the Executive Steering Committee with a charter of change management, Six Sigma resource training and development, process excellence and measurement systems.

Director of Operations, Distribution Division (5/01-6/03)

- Responsible for a successful major change management effort to turn around the failing operations of the Distribution Centers across Cintas.
 - Revamped the key performance indicator focus and improved cost per unit by 28% while increasing on-time shipping from 78% to 93% within the first year.
 - Reduced non-management initiated turnover from 48% to 23%.
 - Optimized the flow and SKUs across the DC network

Union Pacific Corporation, Omaha, Nebraska 1993 - May 2001

Union Pacific Corporation (NYSE:UNP) is one of America's leading transportation companies. Its principal operating company, Union Pacific Railroad, is the largest railroad in North America with revenues exceeding \$16 billion, covering 23 states across two-thirds of the United States. The network links every major West Coast and Gulf Coast port and provides service to the east through its four major gateways in Chicago, St. Louis, Memphis and New Orleans.

General Director, Network Planning & Operations (6/1995 – 5/01)

- Responsible for the operations of a \$240 million business segment operating throughout the western US and into the eastern US via partnering rail networks. Directed the spend of more than \$1 billion in capital. Owned the strategic development of 1, 3 and 5 year plans as well as daily operations management of material movements.
 - Employed leadership skills and process excellence techniques to drive performance to significantly improved levels (improved velocity by 2 mph and reduced operating ratio by 3 points) resulting in >\$100 million in bottom-line benefits.
 - Responsible for the annual Capacity Improvement capital plans utilizing complex analytical techniques as well as presentations to the Board of Directors.
 - Deployed Six Sigma process improvement; defined 32 Black Belt projects and successfully reduced costs (operating ratio) through the use of projects.

Senior Project Manager, Financial Planning – Mergers & Acquisitions (1/1994 – 6/1995)

- Created and managed the valuation model used for the acquisition of the Mexican National Railway, South Pacific Railroad and Chicago and Northwestern Railroad. Model incorporated full financials in US dollars and pesos and accommodated sensitivity analyses on future operating costs, annual operating ratio and capital expenditure plans.
 - Developed and recommended bid ranges based on NPV and ROI indicators for the Vice President Strategic Planning and participated in the bid strategy process with the Board of Directors.
 - Conducted due diligence on the Mexican Railway and potential US partners including SBC Communications and GE Capital.
 - Performed lease/buy analysis on intermodal containers and made recommendations to Senior Management.
- Senior Project Manager, Transportation Research (3/1993 –1/1994)

- Managed multiple research projects including route optimization, line and terminal simulations, redeployment opportunities and schedule reliability.
- Concentrated on cost reductions through process improvements and capital investments. Used linear programming models for asset utilization studies.
- Participated in cross-functional team activity to develop comprehensive operating solutions.

Department of Defense, Dayton, Ohio: June 1985 – March 1993

- Systems Manager - Advanced Tactical Fighter F-22 Program
 - Systems Manager on the Integrated Product Development Team responsible for managing cost, schedule and technical development of the Communication, Navigation and Identification suite on the F-22 tactical fighter for the Air Force.
- Project Engineer – F-16 Fighter Communications Program
 - Project Engineer on the \$1.5 million research and development and \$12 million production effort involving the acquisition of a tunable blade antenna for use on the F-16 aircraft program.

EDUCATION, CERTIFICATIONS, AFFILIATIONS

Masters in Business Administration - Finance, Production & Operations Management
Miami University, Oxford, Ohio, December 1992

Bachelor of Science – Electrical Engineering, Computer Science
Merrimack College, North Andover, Massachusetts May 1985

- Six Sigma Master Black Belt, USC
- Six Sigma Black Belt, General Electric, Six Sigma Academy
- Board of Directors; National Minority Supplier Development Council (NMSDC)
- Strategic Planning Committee; Supply Chain Leaders in Action (SCLA)
- Council of Supply Chain Management Professionals (CSCMP)
- Advisory Board Member; University of Tennessee
- Advisory Board Member; University of Nebraska