



SPECIALTY EQUIPMENT MARKET ASSOCIATION

BOARD OF DIRECTORS POTENTIAL CANDIDACY QUESTIONNAIRE 2022 ELECTION YEAR

Marcus Umlauff

Part 1 – Personal/Professional History

1. Please provide a history of your professional background and education (including professional development). Feel free to attach your résumé and/or bio. Describe the specifics of your current job responsibilities:

Education: MBA (Marketing); Bachelor Engineering (Mechanical)

Toyota Motor North America: General Manager of Truck Strategy:

- Responsible for the performance of pickup and rugged SUV business in United States.
- Establish new business operations—integrating product planning, marketing, sales, accessories, service, TRD, captive finance (TFS)—into a total truck business strategy.
- Development and leverage of strategic partnerships across whole truck business.
- Focus on total value chain beyond point of sale considering entire customer experience—key focus on personalization and lifestyle.

[previous experience]

Toyota Motor North America:

- National Manager, Truck and SUV Product Planning

Toyota Motor Corporation Australia:

- Head of product planning Toyota and Lexus.
- Accessories planning/engineering.
- TRD Australia—performance vehicle development and promotion.

Ford Australia:

- Graduate Program—chassis design and development.

Bremar Automotion:

- Co-founder and director—automotive and motorsport engineering design consulting.

Saker Cars Australia:

- Director—low-volume prototype sports cars for road and track; business development and operations.

2. Indicate your historic and/or current involvement with automotive industry initiatives specifically, as well as other professional and philanthropic associations, societies and organizations you have been actively involved in. Please be specific about other boards (if any) on which you have served or are currently serving:

Active involvement in future product portfolio for Toyota NA trucks and SUV—considering strategic and regulatory influences.

Integration of performance and aftermarket brands through strategic partnerships with Toyota NA trucks.

Women Influencing and Impacting Toyota—supporting the growth and increased influence of women at Toyota USA.

3. Please highlight specific career accomplishments including, but not limited to, patents received, product innovations, awards and recognitions, publications, marketing or business programs, presentation to business and/or industry symposiums. Share any and all significant or notable accomplishments:

In current role, I have fundamentally changed how the cross-functional team works together—establishing a singular focus on the success of truck. Establishing a strong and proud internal culture around the success of truck. Shifting to new business practices to realize new market opportunities—developing strategic partnerships to grow the Toyota truck business.

Leading the planning team to define, justify and bring to market new models for all Toyota pickups and rugged SUVs. Many exciting new programs approved but not yet public knowledge.

Integrating the accessory business, both genuine and non-genuine, into the enterprise value-chain strategy—developing new models that accommodate personalization and upfit.

At TRD Australia—leading all aspects of the chassis program: from design, sourcing, development and launch—for all new performance road vehicles for Australian market.

Co-founding Bremar Automotion—a specialized engineering consultation company for the automotive and motorsports industry.

Co-owning and developing Saker Cars Australia—introducing a new high-performance

car into the Australian market.

4. Please mark each of the skill categories where you believe you possess a level of expertise:

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|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> | Manufacturing | <input checked="" type="checkbox"/> | Motor Sports/Racing |
| <input type="checkbox"/> | Distribution/Logistics | <input type="checkbox"/> | Vehicle Shows/Auctions/Exhibitions |
| <input type="checkbox"/> | Supply Chain | <input type="checkbox"/> | Financial Planning/Management |
| <input checked="" type="checkbox"/> | Engineering | <input type="checkbox"/> | Accounting |
| <input checked="" type="checkbox"/> | Vehicular/Product Design/Innovation | <input type="checkbox"/> | Human Resources Management |
| <input checked="" type="checkbox"/> | Product Management | <input checked="" type="checkbox"/> | Business Management/ Development |
| <input checked="" type="checkbox"/> | OEM Design/Technology | <input checked="" type="checkbox"/> | Sales |
| <input checked="" type="checkbox"/> | Brand Management | <input type="checkbox"/> | Business Technology |
| <input type="checkbox"/> | Advertising | <input type="checkbox"/> | Data Management |
| <input checked="" type="checkbox"/> | Marketing | <input type="checkbox"/> | Internet Utilization |
| <input checked="" type="checkbox"/> | Strategic Planning | <input checked="" type="checkbox"/> | Other (specify): |
| <input checked="" type="checkbox"/> | Public Relations | | Customer Research |
| <input type="checkbox"/> | Crisis Management | | Organizational change |
| <input type="checkbox"/> | Regulatory Compliance | | |
| <input type="checkbox"/> | Legislative/Lobbying | | |
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Part 2 – Personal/Professional Attributes

5. What are your specific areas of expertise? What unique skills or perspective do you think you could bring to the leadership of SEMA? What business or life experience do you have that prepares you to help shape the direction of the industry? What industry issues are you particularly passionate about?

Driven people leader with immense passion for the automotive industry. Proven ability to identify and realize new business development on large corporate scale—integrating cross-function teams with a common focus and passion. Strong network across the OEM and aftermarket automotive industry.

Building on my initial technical foundation; I have built my career in the customer-facing side of the OEM business—product, price, marketing and dealer network.

I have a unique and deep understanding of the OEM operations, both in United States and abroad. Through my role at Toyota, I must acknowledge the past, understand the present, and objectively anticipate the future—what will the automotive landscape look like, how will consumers evolve, and how will societal regulations and pressures shape the industry? How a business adapts and evolves to meet the opportunities of the future will define its success—this is the core skill and aptitude that I apply in my current role and future opportunities.

In my role at Toyota, the ever-increasing success of truck comes through thinking and acting differently. All functions delivering a wholistic customer experience—the product, personalization, accessorization, ownership and lifestyle experiences. This growth and success is due to my vision and strong business acumen.

I am in a very unique position—connecting the momentum of the world’s biggest OEM to the dynamic and entrepreneurial world of customization, personalization and accessorization. Very few others have experience in building business models on an OEM scale, through the strategic partnership with respected aftermarket brands.

But above all I am a people person; my success has only come from my reputation and the relationships that I have built over many years. Not just within Australia or the United States, but across countries, continents and cultures. I can build rapport, earn respect and yield a strong automotive network.

I love the industry and hold SEMA in immensely high regard. It would be a privilege to serve the SEMA community.

6. What would you say is/are your most notable achievement(s) to this point in your career? What are you most proud of?

Moving my Toyota career to North America and being entrusted with the success of Toyota truck business. This is both a challenge and immense opportunity; it is a privilege to lead a team to grow new and ambitious business opportunities. I am most proud of the energy and passion that the team exudes in their drive to make the truck business stronger.

Another proud chapter was being part of TRD Australia—a small, dynamic team that had autonomy to design, develop and launch truly exciting performance product.

And then as a young engineer—co-founding and growing new businesses in the automotive industry. Spending all our time and savings on creating new businesses—and even after moving on, seeing this business grow and thrive. The lessons learnt have been invaluable and in reflection, I am proud of my initiative and passion to make them thrive.

Part 3 – Industry Perspective

7. What do you consider to be the top opportunities or threats facing the specialty parts aftermarket over the next five years? Try to be specific to industry trends. You may comment on macroeconomic issues (inflation, unemployment, health care, etc.) but only if they are relevant to your perspective on industry issues.

Changing nature of the consumer—a different generation with different opportunities. This may present as a threat for some, but if managed effectively, is a strong opportunity. SEMA

can establish sustainable relevance, engagement and advocacy through new channels. Appealing to this new generation of consumer through richer social interaction and promoting authentic experiences will yield significant opportunity.

Technology adoption will accelerate—The speed of acceptance of electrification, safety spec and autonomy will ultimately be driven by the consumer. As this technology rapidly deploys, the opportunity to provide customers personalization and differentiation remains lucrative. OEM's economics drive them toward generic solutions; specialty aftermarket parts will continue to provide an outlet for individualization that customers will always demand.

Legislative threats—Environmental policy is driving rapid and fundamental change in all parts of the automotive industry, including OEM. We must educate our members on how to proactively navigate legislation that cannot be influenced. Here too is an opportunity to evolve the industry to have a new relevance in the inevitably different automotive landscape.

Staffing and training—With tumultuous labor markets, all aspects of the industry are challenged—from manufacturing, logistics, technician to sales staff. The specialty parts industry must maintain a certain “cool factor” that makes it an industry of choice able to navigate a highly competitive labor market.

Supply-chain and manufacturing resilience—Supply-chain challenges will favor members with robust supply chains and attention to quality. There are opportunities to coach the industry on alternate supply chains, localization, alternate sales and distribution models.

8. Of the issues you identify above, which ONE concerns you the most as to how it will impact the industry's future? What would you do to initiate change to either expedite a positive outcome or prevent a potential disaster?

Knowledge of your customers is powerful. I don't mean who you *think* he or she is—instead knowing your customer with real data. SEMA is uniquely positioned to provide real data on the aftermarket and customers to its members. This can benefit both offensively and defensively. Customers represent an immensely powerful and influential group that are not just foundational to the economics of the industry but can represent passionate advocates and lobbyists. If we understand the customer, appeal deeply to the customer and activate the customer, we can fend off many threats and reap the benefits of many opportunities.

Offensively: Understand the customer deeply—beyond demographics, understand psychographics—their values and motivations. Use this foundation to effectively market to them. Seek new channels of communication and alternate methods of validation. Build a strong new foundation of passionate consumers personalizing and modifying their vehicles.

Defensively: Switch next-generation consumers from a liability to an asset. Younger generations are connected, active and vocal. Beyond replenishing a strong customer base, their engagement can bolster lobbying and advocacy. Recruit them as vocal supporters of the industry. This is where you can leverage the new SIM (SEMA Individual Membership

Initiative) to create an army of supporters.

Continue and bolster Made in the U.S.A.: In times of a challenging global supply, societal unrest, and geo-political uncertainty, locally made provides flexibility and resilience. Improved perceived value (pricing power) provides some buffering to the inevitable cost impact.

Part 4 – Association Specific Observations

9. Do you feel that the Board of Directors and SEMA are currently pursuing the initiatives that are critical to our business segment? What would you place more emphasis on? What would you discontinue? What would you add?

First, I want to commend the Board on taking the initiative on tough and sometimes thorny issues.

The focus on legislation is foundational; it is only with sympathetic legislation that a prosperous industry can be maintained.

Industry support through data management, technical information and training initiatives enables the strength of many across the industry.

Focus on expansion beyond a B2B model is critical to success. (I'll expand later in this response.) Broadening our focus to include B2C will play a key role in insuring a robust and sustainable SEMA model going forward.

Initiatives around training and education are critical and appropriate for the sustainable strength of SEMA.

There are two key areas that I would recommend a stronger emphasis:

1. OEM Strategic Partnership and Alignment:

Establishing deeper and more integrated alignment throughout the development, sales and ongoing customer experience. OEMs have an immense channel, both physical and digital, to access customers. They present as an ideal partner to navigate the many changes to vehicle technology into the future.

2. Customer as Core:

Further invest in a comprehensive understanding of the customer—both current and future. Align future SEMA strategic priorities around the customer of both today and tomorrow. Evolve marketing focus to appeal to these customers in new and authentic ways.

A future growth opportunity, but secondary to the above, is global relevance and presence. The U.S. market is so large that SEMA could certainly sustain itself on this alone, but a

strategic presence globally may open growth opportunities. Pursuit of this opportunity must be timely—and that should be in the future, not in the current environment.

10. As a SEMA Board member how do you feel you would be uniquely qualified to help address the issues you identified above?

As a member of the SEMA Board, I would bring a unique balance of deep OEM experience and low-volume specialty performance business—all underpinned by an immense passion for the car business.

My career has been built on driving new business from inside the world's largest OEMs (Toyota and Ford)—leveraging experience in all areas, including accessory, conversions, marketing, product planning and overall truck business operations. My role is to build a business that encompasses all parts of the customer experience, including the aftermarket industry.

However, my experience is not limited to the scale of OEM. In contrast, and to complement, I have co-founded and grown grassroots businesses. From specialized automotive and motorsport engineering (Bremar Automotion) to directing low-volume performance-car business (Saker Cars Australia), the experience gained through both success and failure is unique and invaluable.

Within Toyota corporate, I must understand, evaluate and adapt to the challenges that the industry faces. My role is to build a business that is all encompassing—based on the entire customer experience, including all aspects of personalization and customization. This extends beyond the first owner to future owners.

At the heart of the opportunity is the market—the customer and the lives they live. The world they live in is driven by regulatory, environmental and social influence. Core is understanding the customer—both today and the customer of tomorrow. Understanding what they love, what motivates them, and delivering a business that best serves them.

SEMA has been tapping into this passion for many decades. Critical to future success is complementing this passion with a knowledge of the future challenges and opportunities—and the vision to SEMA to thrive in the new opportunities as they arise. I have that insight and already plan future business models to thrive in this space.

Strategic partnerships, when promoted and executed with vision, can provide sustainable growth opportunities for both aftermarket companies and OEMs. As marketing funds stretch and gaining share of voice with customers becomes harder, targeted tactical alignment between brands is efficient and effective. Combined reach, messaging and complementary brand credibility grows both brands.

I am uniquely positioned to address this challenge—combining deep experience of OEM business, proven entrepreneurial aptitude, and a passionate understanding of the

aftermarket accessorization and customization industry.

My passion is cars, but my training and experience is always focused on the customer. The customer is my primary frame of reference when I think about any business problem.

Deep and rich customer insights—both of today’s and tomorrow’s consumer—are critical to preparing SEMA and all of its members for the future.

11. What do you see as SEMA’s weaknesses?

SEMA’s challenge is to evolve, engage and appeal to emerging generations and yet honor and respect the generations of customer that make the industry what it is today. The customer, not the manufacturer, decides what they want. There is a balance, and SEMA must find it. They must appeal to many and alienate few. Younger generations are shaped by different experiences and influences. They think, act and consume differently. What remains core is the shared passion for the automotive industry. They may grow their passion in video games, social media and online media, but they eventually purchase, modify, and enjoy their cars and trucks. Breeding this passion in new generations—various means—replenishes the market with new and passionate consumers of specialty equipment.

How to establish relevance with them as their values evolve, yet their passion for the auto industry remains? It is the role of SEMA to take them on this journey. This includes how to message and communicate differently. A deeper understanding of the customer allows for targeted marketing and business growth. Understanding the psychographics of the customer base, rather than demographics.

Additionally, SEMA has much greater potential to align with OEM operations. The OEMs and SEMA share the same customer base and the same challenges. A deliberate and tactical alignment between SEMA and the OEMs can yield mutual benefit. OEMs need to provide a more seamless and all-encompassing customer experience. SEMA nurtures and leverages the passion of the customer’s lifestyle. This truly is a complementary not competitive opportunity. Proactively, the two have mutual benefit and strength to navigate success into the future.

12. How about its strengths?

SEMA is founded on passion. Regardless of social, environmental or economic factors, customers love cars, trucks and the experiences that they enable.

SEMA has done an outstanding job of building structure, support and community around the industry. It has provided the tools for companies of all scale to grow and thrive. It has established connection points—like the SEMA Show, resources, data, training—and

expanded footprint like PRI to ensure that not only is the industry strong but vibrant.

SEMA has earned the respect as the leader for the industry and, with a strong visionary Board of Directors, it can proactively evolve into the changing automotive landscape.

13. If you were chosen to chair the Long-Range Planning Committee, which topics or issues would you want your committee to be deliberating on?

1. Technology Evolution

Electrification, materials, safety systems and vehicle autonomy—just some of the many fundamental technological disruptions that the industry faces.

At its core, customers will always be motivated by their passion to personalize and the rewarding experiences that come from their vehicles. Although technology will change, the desire to modify and experience will not—the challenge is evolution rather than extinction.

In the turbulence of change, the challenge is to identify the opportunities. How to educate, train, evolve and promote everything that is great about SEMA regardless of the technology that it is built of.

2. OEM Strategic Partnership and Integration

Immense opportunity lies in delivering a comprehensive and seamless customer experience—the vehicle, personalization, parts and service, finance, and all of the experiences that result.

The vehicle, and its subsequent modification cannot be considered independently. Deliberate and strategic partnerships with OEMs represents great potential for mutual benefit. Opportunity will come through vehicles that are designed to be modified, and an aftermarket that is ready and capable to modify.

3. Customer Knowledge and Appeal

How to deeply understand current and future customers. Establish strategy, tactics and implementation of actions that maintain relevance with their unique needs and market effectively to them. Empowered with this knowledge and plan, SEMA can reinforce its relevance and be a champion for its members' growth and sustainability.

4. Societal Trends That Can Drive Growth

As the world changes rapidly, and consumers are shaped by unprecedented events, what are the emerging or mainstream growth segments? How does that translate to SEMA? How can SEMA anticipate and position to benefit? For (current) example: overlanding—a lifestyle growing rapidly, accelerated by pandemic, and founded on the need to personalize and upfit for each individual's needs. It is more gender-inclusive and multigenerational. An expanded customer base, driven by emotion, and seeking services provided by SEMA members.

All of these elements present as a great opportunity, but the success is founded in a comprehensive strategy that integrates them together—leveraging each element for a strong and cohesive path into the future.

Part 5 – About You

14. Questionnaires can be very limiting. In the space below, share with us anything we didn't ask that you believe will help the Nominating Committee develop a better understanding of you as a candidate:

There are three words that I can best be summarized by: Passion, People and Vision.

Passion:

I love what I do. I love the industry. I love the energy of customers, and I have always loved cars and trucks. It is a privilege to be so passionate about my vocation, and this is something that both drives me and allows me to inspire others.

People:

Everything about our job is people. It brings me immense satisfaction to see a team come together and achieve something that would be impossible for any individual. Relationships are so powerful and foundational to all parts of our industry. It is those connects that inspire and drive me.

Vision:

I see what things can be, and I find great satisfaction in sharing this vision with others to build great things together.

Upon personal reflection, my success is a product of my passion... Years ago I was a young boy in rural Australia, eagerly pouring over *Four Wheeler* magazine, dreaming about the automotive world in the United States. It was my Disneyland. As distant as that dream seemed, I was determined to make it a reality. Today I live my dream in the United States with my wife and two boys—we thrive. I feel privileged for the opportunity and driven to do huge things with it! My focus is to pay it back—provide my energy and experience to help SEMA become bigger and better.

My automotive, business and life experiences are rich and immense. I know that I would make a great contribution to SEMA as it rapidly evolves into the future through my passion, experience and relationships.