



SPECIALTY EQUIPMENT MARKET ASSOCIATION

BOARD OF DIRECTORS POTENTIAL CANDIDACY QUESTIONNAIRE 2022 ELECTION YEAR

Norris Marshall

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:

Founded my company at 20 years of age. The original business plan was to be a custom engine machine shop. Within two years I changed to a production engine remanufacturer, ultimately producing more than 300,000 engines over the next 25 years. That industry (remanufactured engines) ultimately shrank considerably with the advent of better engines that last longer and don't need replacement. Again, we modified our direction to performance crate engines and later added EPA-certified off highway industrial engines.

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 in AERA for close to 40 years. I was very active in the Production Engine Rebuilders Association in the past. A past board member, chairman, etc.

I have previous service with Kearney Catholic High School Foundation, the Nebraska One Box Foundation, the City of Kearney Airport Board, and the Cattlemen's Ball of Nebraska, a charitable organization that supports cancer research. My wife and I hosted the ball in 2010. We ended up raising \$1 million. I currently serve on First National of Omaha regional bank board. I served as a Nebraska Governor appointee to the state agency Nebraska Game and Parks for nine years, including being chairman of the board. While there, I was able to contribute greatly to an effort to acquire additional government funding of \$35 million to support deferred maintenance in our parks. Currently I serve as a Governor appointee on the Nebraska Department of Environment and Energy Board.

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:

I'd have to say the most significant has been the ability and foresight to modify our business model so as to remain viable and finding markets for our products. It's always been about engines. But business changes, markets change. What we do today is totally different from what we did 15 years ago—except it still is about engines.

Also, I enjoy politics and have been active at the state and federal level. I have relationships with our Governor and our U.S. congressional delegations. My wife and I have hosted events for them, they have been in the plant for tours and photo ops, and I've been to D.C. to lobby.

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

- | | |
|---|--|
| <input checked="" type="checkbox"/> Manufacturing | <input type="checkbox"/> Motor Sports/Racing |
| <input type="checkbox"/> Distribution/Logistics | <input type="checkbox"/> Vehicle Shows/Auctions/Exhibitions |
| <input checked="" 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 type="checkbox"/> Product Management | <input checked="" type="checkbox"/> Business Management/ Development |
| <input type="checkbox"/> OEM Design/Technology | <input type="checkbox"/> Sales |
| <input 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 type="checkbox"/> Other (specify): |
| <input type="checkbox"/> Public Relations | _____ |
| <input type="checkbox"/> Crisis Management | _____ |
| <input checked="" type="checkbox"/> Regulatory Compliance | _____ |
| <input checked="" type="checkbox"/> Legislative/Lobbying | _____ |

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?

Strongest is developing and mentoring my employees. Other skills would be business insight and strategic planning. Guiding both the employees and the business to success. I'm passionate about change and positioning to take advantage of it, whether that be the challenges of regulatory compliance (EPA and CARB) or the future scape of EVs. Including

everything that means from our hobbies to the power grid and how we support that with our industrial engines driving standby generators. Navigating the maze of change and finding opportunities is exciting to me.

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

I'm most proud of developing my employees—helping them be their best. “Great companies are made up of regular folks who were given the opportunity to be great.” But I'm also proud of the success we have had and plan to continue—from a one-man machine shop to a market leader approaching \$100 million in sales. I am proud of that.

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.

Compliance with emissions regulations is both a threat and opportunity. I applaud SEMA for the work it has already done to find paths for its members to achieve this. It is truly leading the way by working with both the regulatory agencies and the SEMA members to create and define how we can be compliant. This would pertain to members who sell for “on highway,” and the racing industry.

Other opportunities are helping members navigate today's OEM technologies that are used in vehicles. Many member products must work in conjunction with the most complex OE technology that we have ever had, whether that is as simple as integrating with auto media systems, or as complex as integrating safely with driver-assist technology.

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?

Emissions compliance concerns me the most. I believe that SEMA is making a good effort, but I would like to understand what we could do more of. In particular, it's obvious that what party controls Washington, D.C., makes a huge difference in what we can get done. Today, I'm sure we are very limited that way, and that creates a lot of challenges. But we must remember that eventually the control will be in our favor. Eventually, we will have friendly majorities in Congress and a president that will help. So, I wonder, “What grand plans do we have for that eventuality?” Are we thinking large enough about how to protect our members, preserve motorsport racing, and build opportunities for our members that don't

exist today? Those are the questions I would ask as a Board member, and I would challenge the answers to make sure we are thinking big enough when the opportunity presents itself, and it surely will.

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?

It would be a little naïve for me to criticize current efforts. I know of them only superficially. I do think the Detroit SEMA Garage is a great idea, putting technology closer to many members. SEMA Data and enhancements to it will go on forever. Investigating and educating members about zero-emissions forms of transportation all seem on the right track to me. I would continue to emphasize all these efforts.

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

I enjoy the political world, as well as the migrating through regulatory challenges. I am fortunate to serve on the board of the Nebraska Department of Environment, and while its nothing as significant as CARB or EPA, it is in the same realm. I understand how these types of agencies function. From a political standpoint I understand that while laws don't change with changes of power in D.C., agency focus does, as well as funding for those areas of focus. I think I can help with regulatory.

Regarding the overall industry and what SEMA does: As a businessman over the last 40 years, it has been necessary for me to change and adapt several times. Things change, markets go away and consumer interest evolves. I understand that we must all continue to take stock of what we are doing and be ready to change to ensure our long-term viability. But, at the same time, recognizing what our true strengths are and not be jumping into something that is too far flung from those core abilities, and core reasons the association exist. I think I can help identify when change is needed, and be part of guiding the association through that change, when and if it's the right thing to do.

I love cars, and both admire and appreciate the craftsmanship that goes into custom and modified cars. As a SEMA Board member, I'd always be genuinely interested in what our industry is doing; it is my passion. I'm excited about the creativity of the American hot rodder, and acknowledge that as SEMA Board members, we are stewards of the past, present and future of an iconic industry.

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

Perhaps a weakness or at least a challenge would be the tremendous variety of what its members do for a living. It must be challenging to try and bring value across so many segments of the industry.

I'm not really up-to-speed completely on everything we do politically, but I know we must work to protect our members and even firm up their rights to do what they do. The RPM Act, creating reasonable paths to emissions compliance. Those are issues that can likely only be resolved in the political arena. Do we benchmark our efforts against similar industries? If we don't, we should. We should find successful similar industries and make sure we understand how they navigate similar challenges.

12. How about its strengths?

Well, of course, the annual Show is absolutely fantastic. Hosting such an event is great for the industry, and it brings a lot of attention to what we do.

Our education component is really quite stunning to me, I'm very impressed with all of that. Overall I would rate the organization with an A+ grade.

These surveys seek to find out what we candidates think needs changing, so that is the question we try to answer. But, in my case that shouldn't mean that I don't think SEMA is doing great and getting along just fine without me. I am really impressed with the association and the work it does now. I would hope that I could help that continue.

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?

Number one is let's keep track of the reason we exist, "to support our members and guide the industry." That's a pretty big picture, but I know about scope creep and how sometimes groups can lose sight of all that. We have to ensure that every significant initiative can be traced back to those reasons. Beyond that, I would need input on the challenges today and in the future (besides the ones I have already written about).

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:

I have a lot of push and drive to do more, be more and get more done. Time and experience have taught me how to apply that in a professional way and move the ball. I'm a big believer in getting things done through people and encouraging those people to grow and accomplish goals.

