



SPECIALTY EQUIPMENT MARKET ASSOCIATION

BOARD OF DIRECTORS POTENTIAL CANDIDACY QUESTIONNAIRE 2022 ELECTION YEAR

Rich Butler

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:

I began my automotive career after a short stint at the University of Missouri in 1996 when I began working for Hight Automotive/VAMP Racing. I realized early on that industrial/chemical engineering wasn't my path. I was introduced to R&R Marketing Consultants Inc. (RRMCI) in 1999 and started a position as a service representative for them in late 2000. I worked my way up within the organization, holding various positions and serving a variety of territories and customers. I assumed the role of vice president in 2011 when I was tasked with a turnaround and reorganization of the company. Along with my business partner, we created a purchase plan and agreement in 2013, and I assumed the role of acting CEO. Upon the completion of the purchase plan in 2016, I became CEO and co-chairman. Throughout the years I have studied business, financial principles and organizational development and how they apply to our business and industry. I have been fortunate to work with many amazing people and businesses as part of the operation of RRMCI, learning a great deal along the way.

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:

Director, RRMCI Board of Directors 2013–2016
Co-Chairman, RRMCI Board of Directors 2016–present
Liaison, Performance Warehouse Association (PWA/CAN) Board of Directors 2017–2019
Director, Custom Automotive Network (formerly PWA) Board of Directors 2020–2021
Chair-Elect, Custom Automotive Network (formerly PWA) Board of Directors 2022–present
Director, Painless Performance Products Board of Directors 2019–present
Co-Chairman, Sales & Marketing Opportunity Partners 2013–present
Chairman, BC Capital Investments Company 2014–present
SEMA Person of the Year Committee
Various MRN Activities
SEMA PAC Redline Club Member
Parenting Children With Special Needs-Volunteer/Contributor/Advisor

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:

- Multiple SEMA Rep of the Year awards
- Multiple industry awards for performance

-Multiple CAN/PWA Awards and Recognitions

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

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

- I excel at working with people of varying opinions to find common ground.
- I have helped many businesses, RRMCI included, to strategically work through difficult transitions in environment and create sustainable, long-term operating models.
- I am thorough and diligent in my research of topics or problems.
- I have broad exposure to many SEMA-member businesses. This access affords me perspective from many points throughout the industry.
- I have learned to be strategic, not reactive, to even the most challenging or unforeseen situations.
- I won't be outworked.

Industry issues that I am passionate about:

- Regulation and how we responsibly preserve and grow our enthusiast and business interests while facing it.
- Representation of our industry in a positive light to non-industry people and regulators. We need to ensure that the few bad actors don't define how others view our industry. We are an industry of responsible people and businesses that serve a real purpose in the world and contribute significantly to our economy and society.

- Embracing new technologies and how those new technologies will help to form the future of our industry. History has proven that ignoring emerging technologies is not prudent.
- Engagement of the people who comprise our industry. How do we communicate effectively to everyone with a vested interest in the future of the automotive aftermarket? I believe that we have much work to do to involve more people to help them understand the issues that face our hobbies and industry and how they can contribute to shaping the future. We need to engage and mobilize the masses to ensure our future preservation, growth and success in all aspects of our industry. How do we do this effectively with the tools and resources we have?
- Education and recruitment of youth. They are our future. How do we reach them?

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

- Guiding RRMCI through difficult times and reorganizing the company into a modern, sustainable model that provides a career for many people and serves to support many businesses.
- Helping many businesses develop strategic models for long-term success.
- Contributing to the CAN/PWA organization to navigate significant changes and challenges.
- I am humbled by the many opportunities that I have been afforded in my professional career. I am honored to have had the opportunity to work alongside some of the most brilliant and successful people in our industry. I am fortunate to have been able to learn from those people and their experiences. I am proud to have an opportunity to use these experiences to give back.

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.

Regulation, Recruitment and Responsibility.

- Regulation is a huge threat to our industry. Strategic navigation of this threat is necessary to ensure a future for the aftermarket industry and enthusiasts.
- Recruitment, or engagement of the masses, will be necessary to bring the gravity of attention to our industry and interests. The power of the masses (voters) and the economic importance of the industry will be the only way to get regulators to truly engage us and help form regulatory measures that don't negatively impact us. We need our voice to be strong and our influence powerful.
- Responsibility is critical to the survival of our industry and our ability to enjoy the hobbies we love. Guiding member companies through complex issues such as California Air Resources Board (CARB) CARB Executive Order (EO) approvals, best practices and how to legally navigate aftermarket modifications on increasingly complex vehicle platforms will strengthen our industry. We must demonstrate that we are a responsible

industry filled with businesses and enthusiasts that are good patrons of our space. We must not allow a few bad actors to define us.

SEMA is strong, but is it strong enough?

- We must leverage our resources in every possible way to ensure that SEMA remains strong—strong enough to fight the known challenges and prepare for the unknown.
- COVID was a mighty unknown. Shows and events must rebuild and strengthen.
- Exceptional talent is necessary for success. SEMA has a great base of talent within the Board, the staff and the membership. Do we have weaknesses that justify a greater recruitment effort? Are we using the talent we have to full potential? Knowing the recent developments with Mr. Kersting announcing his retirement, this will be a critical function in the immediate future.

OE Relationships—Threat or Opportunity?

- SEMA needs a strong relationship with each of the OEMs.
- We must understand how each of them view the aftermarket.
- Defining and bolstering the importance of the aftermarket to OE initiatives.
- Identify and develop opportunities for more intimate relationships with OEs.

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?

This is a difficult question to answer, as they are so very intertwined. Emissions-related regulation and electric vehicle (EV) mandates are of most concern, as they have such broad and severe potential consequences. The above mentioned will all play an important role in this effort. We must engage and activate as many people as possible to support our mission.

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?

Yes. I believe that SEMA is in touch with the critical issues that face our industry. I would place a great deal of emphasis on member engagement, recruitment and enthusiast engagement. I feel that a high percentage of those who would be most affected are largely unaware of the serious and time-sensitive nature of these threats. I can't identify anything that I would discontinue at this time. I feel that marketing could be modernized, from what I see currently, to be far more effective.

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

The nature of our business affords us great reach and access to a broad spectrum of SEMA-member businesses. I believe that I can leverage this to engage members at a higher level, recruit new members, spread our message, and gain valuable feedback to help guide our decisions and measure our effectiveness. I have a proven history of working well in challenging situations, working with people to find common ground to facilitate positive outcomes and being politely honest. I have had successes and failures. I love to learn, and I don't give up.

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

SEMA needs intense member engagement. I often find that even active members are not truly aware of the critical challenges that we face. We need to communicate more effectively with members and enthusiasts. They need to understand how important their awareness and participation is to the future of the aftermarket. We must mobilize the masses to overcome the threats.

12. How about its strengths?

SEMA is a capable organization; SEMA is fun, attractive and has much to offer. SEMA has a proven structure with long-term durability.

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?

- Member development and engagement.
- Regulatory positioning (emissions related and usage related).
- Event growth (SEMA Show, PRI Trade Show and more.).
- OE relationship development.
- EV and how it fits into the aftermarket.
- Opportunities to embrace other emerging technologies and trends.

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 significant experience in board service for private companies. I have recently gained a great deal of experience in my time serving the Custom Automotive Network (formerly Performance Warehouse Association/PWA). I have served as liaison, board director and was recently elected as chair-elect for this association. I am honored by the opportunity to serve the SEMA membership as a potential Board of Directors candidate.