



SPECIALTY EQUIPMENT MARKET ASSOCIATION

**SEMA MANUFACTURER
CANDIDACY QUESTIONNAIRE
2024 ELECTION YEAR**

**KIM PENDERGAST, *Incumbent*
MAGNUSON PRODUCTS**

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 am managing partner of Pendergast Partners, LLC (PPL) and CEO of a portfolio company, Magnuson Products, LLC. PPL is a private equity management company that invests in technology driven performance automotive aftermarket companies, more specifically powertrain-related companies, which are positioned to benefit from active management. Magnuson Products is a 50-year-old company providing superchargers for engines to the automotive aftermarket, Toyota, Lotus and GM. Prior to that, I bought and ran a company that built 300 NASCAR engines a year and performed NASCAR Cup motor R&D for Dodge Racing.

I am an entrepreneur. By 45, I founded, funded and built five companies, two growing from zero to \$70 million and \$100 million in sales respectively each in less than 12 months. Earlier in my career, I was part of a small team that developed AT&T's consumer strategy.

I graduated from Indiana University with honors, B.A., M.B.A.

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:

I was selected as a Henry Crown Fellow by the Aspen Institute. In 2018, I was awarded 2018 Athena Woman of the Year by the SEMA Businesswomen's Network. I helped found and served on the board of Learning Spring Elementary, a school for Children on the autistic spectrum in New York City. Other not-for-profit boards include Waters Global Forum, Alcohol and Drug Abuse Council, the National Art Museum of Sport and

Roton Point Sailing Association. She speaks conversational German and Spanish.

I have served on 15 boards. Seven for profit and seven not-for-profit. Six of these boards were in the automotive sector: SEMA, Chair SEMA PAC, Chair SEMA Super PAC, Chair Arrington Engines, Chair Connects Marketing and Chair Magnuson Products.

I was chair of Person of the Year, chair of SEMA Scholarship Committee; SEMA Board Candidate Working Group, board liaison to ARMO and PRO, Individual Membership Working Group, Future Tech research committee, Council Task Force, Channel Partner of the Year, FB live; SEMA Education Panel as moderator and separately as panelist. I have also gone on several trips to promote the PAC at automotive events.

I have done my best to introduce new members to SEMA, provide official and unofficial mentoring to automotive enthusiasts in member companies.

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 have spoken at and chaired segments at other business symposiums in the office products and supply chain industry. I have presented to executive management in the telecommunications industry. I have made two presentations at the SEMA Banquet; one to raise funds for the Scholarship Fund and a second to raise money for the SEMA PAC.

I was one of 20 people (age criteria 30–45) in the country to be admitted into the inaugural class of Henry Crown Fellows at the Aspen Institute. In 2022, I was listed in the *Forbes*' 50 over 50 for my entrepreneurial achievements after the age of 50.

I have been interviewed for numerous automotive aftermarket articles.

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 checked="" type="checkbox"/> Distribution/Logistics | <input type="checkbox"/> Vehicle Shows/Auctions/Exhibitions |
| <input checked="" type="checkbox"/> Supply Chain | <input checked="" type="checkbox"/> Financial Planning/Management |
| <input type="checkbox"/> Engineering | <input type="checkbox"/> Accounting |
| <input type="checkbox"/> Vehicular/Product Design/Innovation | <input checked="" type="checkbox"/> Human Resources Management |
| <input type="checkbox"/> Product Management | <input checked="" type="checkbox"/> Business Management/ Development |
| <input type="checkbox"/> OEM Design/Technology | <input checked="" type="checkbox"/> Sales |
| <input type="checkbox"/> Brand Management | <input type="checkbox"/> Business Technology |
| <input type="checkbox"/> Advertising | <input type="checkbox"/> Data Management |
| <input 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 checked="" type="checkbox"/> Crisis Management | _____ |
| <input type="checkbox"/> Regulatory Compliance | _____ |
| <input checked="" type="checkbox"/> Legislative/Lobbying | _____ |
| | _____ |

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?

Let's start with passion. For me, it's about the people first. The people attracted to this industry are real, hard-working people, with a lot of smarts in their head and hands, and enormous common sense.

I believe my strength is being good at strategy and operations. Because I entered this industry later in life than most, I have had the opportunity to see how a number of other industries work, how they have dealt with technological change, and yet understand how the automotive aftermarket is unique.

I believe the most important thing we can focus on at SEMA is the regulatory and political threats we face as well as an otherwise natural transition to a variety of energy sources to propel vehicle.

I want to support not just our current members, but our future members and their grandchildren.

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 helping found a school for children on the spectrum. We started with 30 kids in 2001, and today we have a newly built school with more than 100 children. That is followed by being a Henry Crown Fellow.

What I will probably remember most is my time serving SEMA. It has been some of the most enjoyable time. I feel we have made a real difference, and I have made lasting friendships. I would never want to have missed that.

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 advancement of federal regulations and macroeconomic issues (inflation, unemployment, health care, etc.) but only if they are relevant to your perspective on industry issues.

Uninformed regulation and its intended or even unintended consequences is our biggest threat. Building a unified community of SEMA, its 7,500 SEMA business members and the 8 million enthusiasts who modify their vehicle each year and whose passion for our industry feeds and supports all of us—this is our biggest opportunity.

The consumer's ability to choose and personalize their vehicle, and the aftermarket's ability to satisfy this need, is increasingly being decided (restricted) not only by government actions but also by the OEM's willingness to embrace government-led restrictions rather than fighting the encroachments on our customers' freedom to choose. Separately, direct access to consumers by manufacturers is putting pressure on distributors, dealers and jobbers. Greater direct access affords the OEMs an opportunity to capture the aftermarket for themselves by going direct to consumers and bypassing not only the existing automotive aftermarket, but their own dealers.

The opportunity we have is to mobilize the aftermarket's diverse talents and local political influence to present a compelling case to legislators and regulators that we deserve to be heard, and that these threats are counterproductive and should not be tolerated. As small businesses, we have a voice that decision-makers are willing to hear but we must learn to speak effectively.

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?

These two trends reinforce one other and present the ultimate threat to the aftermarket. If regulators are empowered to limit aftermarket choices on what to build whether the argument is climate (ban ICE), or safety (too dangerous for an aftermarket company to upgrade tires, brakes, or frankly anything on the vehicle), then the OEMs and regulators together will ensure that the only modifications to a vehicle are made by the OEM. Those choices not only will abolish the existing aftermarket, but will not benefit consumers because by necessity available modifications will be limited, expensive, and slow to evolve

technologically. The only way to prevent this potential disaster is to fight at the federal, state and local level using our grassroots influence—and that will require all of us to participate in a united approach.

9. Given the 9 [Strategic Priorities](#) that the SEMA board and the association are focused on, which 2 do you think are the most critical and what can you do to contribute to the success of these initiatives?

Regulatory issues, whether they are emissions related or not, are the biggest driver of our future. It has been my biggest focus as a Board member and why I engaged with the SEMA PAC first as a Board member, then as chair of the SEMA PAC and now as chair of the Super PAC. I helped raise money for these efforts. I also pushed for the creation of the individual membership to create a pathway for more people to support our efforts in Congress and at the state level. This needs to become a grassroots effort. We must fight on every knoll and hill, state and county. At the same time, SEMA needs to improve the way it interfaces and engages with members. We need to support our members' lifestyles and their enthusiast customers' lifestyles. That means fighting to keep off-road trails open. It means fighting legislation on how much someone can lift a vehicle, how loud a vehicle can be, how loud a racetrack can be, whether you are allowed to upgrade/change your wheels and tires, or whether you can drive your car to the race track. If we don't fight every one of these fights, we risk dying of a thousand razor cuts, and effective use of our PACs will support these fights. At the same time, we need to enlist the aid of all our member companies, and all our individual members—after all, our interests as enthusiasts are what we are fighting for.

10. If elected to the SEMA board of directors what unique qualities, experiences, connections, or characteristics are you able to activate during your 3-year term?

I believe I bring experience from other industries that faced similar issues and as the CEO of a member manufacturing company I see the road ahead from a perspective shared by many member companies. I have communicated and pushed relentlessly my Board colleagues, the two councils where I have been the Board liaison, members, and enthusiasts, the importance of investing in the fight for freedom and how to connect with our Washington colleagues to make a difference. An example is SEMA's success in keeping the Oceana Dunes open to off-road vehicles. I have testified twice before the EPA opposing efforts to ban ICE vehicles. I will be participating again this spring in the Washington Rally where SEMA members speak directly with legislators. I have also built a strong relationship with the SEMA Washington, D.C., federal and state staff. This helps me understand what they need from us to win.

11. What industry trends or opportunities is SEMA as an association and the SEMA Show missing out on currently?

SEMA needs to be constantly changing, improving, innovating and adapting to the changes occurring in our industry. SEMA must always be moving to where the puck is going, not where it is today or was yesterday; it needs to speak for everything awesome and aspirational about the industry. It needs to be completely connected to every sector we represent. It needs to be the foundation for all these activities, always relevant, always innovating and always embracing our members, their activities and their customers. SEMA should aspire to be the cool and exciting side of mobility. I have learned this from my last three years on the Board where I have had the privilege of associating with some amazing minds.

We have an opportunity to enhance the SEMA Show by providing outside—but on the SEMA grounds—involvement opportunities for consumers, such as drive and rides and off-road experiences. At the same time, there is an opportunity for SEMA to work with our members to support their events and to bring law makers to these events to see just how important they are to us as voters. If we want our members to engage with SEMA in Las Vegas, then we must engage with members at their events around the country all year long. It starts by asking the questions: How can we help? What do you need from SEMA?

12. If you get elected to the SEMA board of directors, what topics or issues will you spend your time focusing on and how will you gain support?

Building support at all levels of government, the board, councils and networks and, most importantly, our members to protect our freedom to purchase and modify the vehicles we want. To do that we must:

- Raise money for the SEMA PAC.
- Invest in SEMA's legislative branch
- Enlist the support of our members by creating a sense of community.

This is the only sure path to success. We will need broad participation to make good on our goals.

At the same time, the board has a fiduciary responsibility to invest our funds in programs:

- That will grow our industry.
- Provide a solid return on investment.
- Benefit our members.
- Prune away those expenditures which don't.

Support for these efforts will come, yes, from internal persuasion (good old-fashioned jawboning), but also from enlisting support and ideas from sources outside traditional SEMA networks by engaging with them and their activities to understand what concerns them and how SEMA can be part of the solution.

13. Where do you the association and show having an advantage over and edge over competitors in a similar space

Our size, our history and our strong financial base give us a sizeable edge over competitors. SEMA knows how to put that to work to create a trade show with a WOW factor like few others.

Our member base of small businesses is innovative, nimble and passionate about our industry, because we are also consumers of our products. Our ability to create and implement new technologies creates healthy competition for the OEMs, keeps customers engaged and advances the industry.

Part 5 – About You

14. Questionnaires can be 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 will be substantial turnover in this election and the next. As an incumbent, I believe I can provide continuity to new Board members. We have the opportunity to engage with our members and their customers as a community and to participate in their initiatives, their hurdles, their needs. It will require some cultural change. The good news is the process has already begun. We need to become part of the very fabric of those initiatives and that network.

I look forward to participating in the work required to help build that enthusiast network at a grassroots/community level and in so doing helping our industry and our enthusiasts thrive. Imagine a unified community of SEMA, its members and its members' customers working side by side to grow our industry and take our message to Washington, D.C., and every state and local government.

15. Why do you want to volunteer to be a SEMA board member?

My reasoning is the same as the last time I ran for the Board. I want to work to protect our industry from regulation. This time, having learned from my experience on the Board, I have a better understanding of how to achieve this goal and in particular how to build a grassroots relationship with our members and enthusiasts that will demonstrate to government at all levels that we matter and our customers matter even more.