



NEXT WAVE
POWERED UP
TO DELIVER

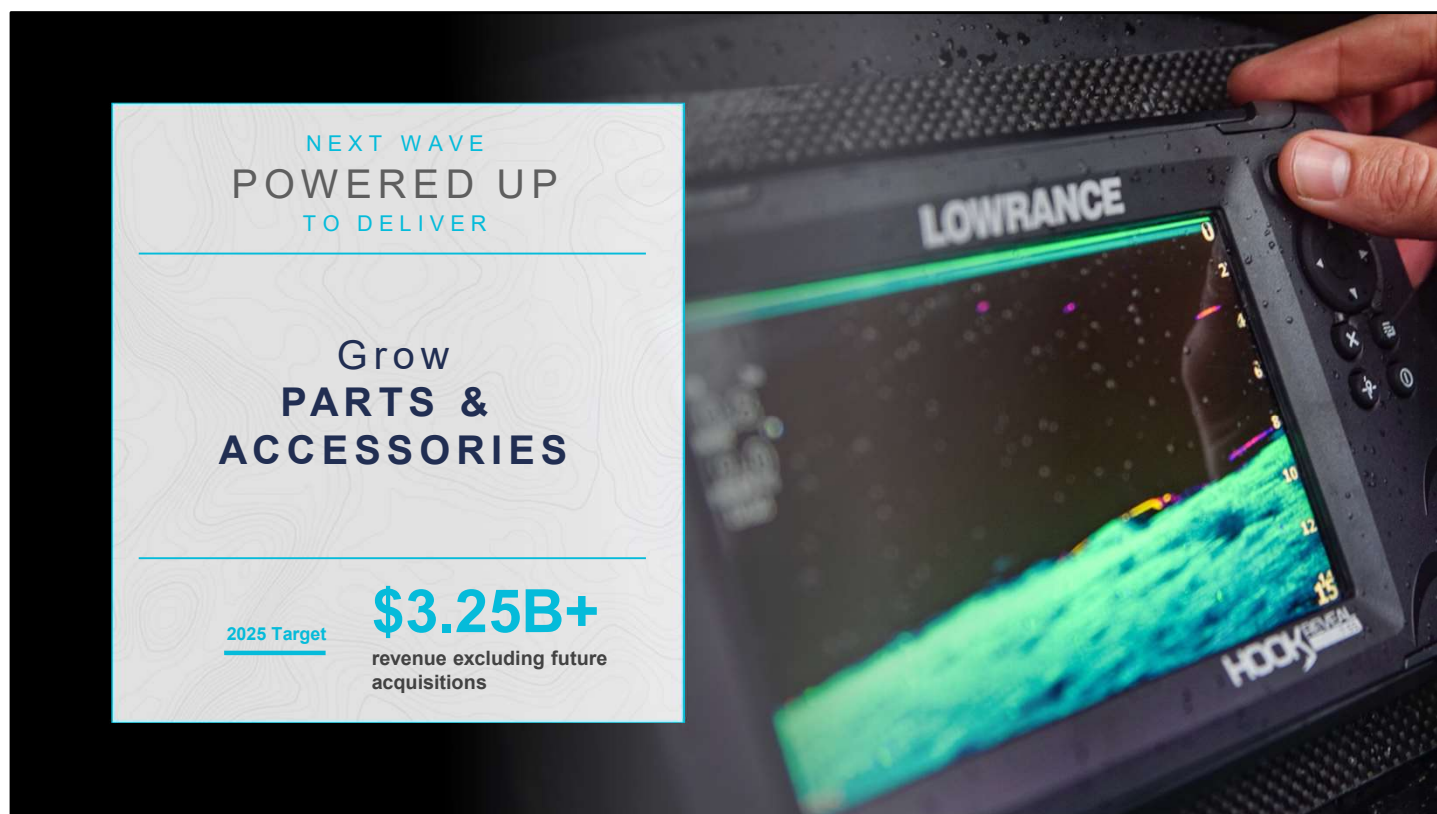
Extend
**PROPULSION
LEADERSHIP**

2025 Target

50%+

share of US outboard
engine units

So now you have heard our powerful growth story in detail. And you may have heard more facts and goals than you can easily remember, so I thought I would close with some of the more important 2025 targets. First, we expect Mercury's US outboard market share to be in excess of 50%.



We anticipate our parts and accessories segment to have sales exceeding \$3.25B.

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Maximize
BOAT
PROFITABILITY

2025 Target

+350bps
operating margin



We expect to expand our Boat segment operating margins by a further 350 basis points over 2021.



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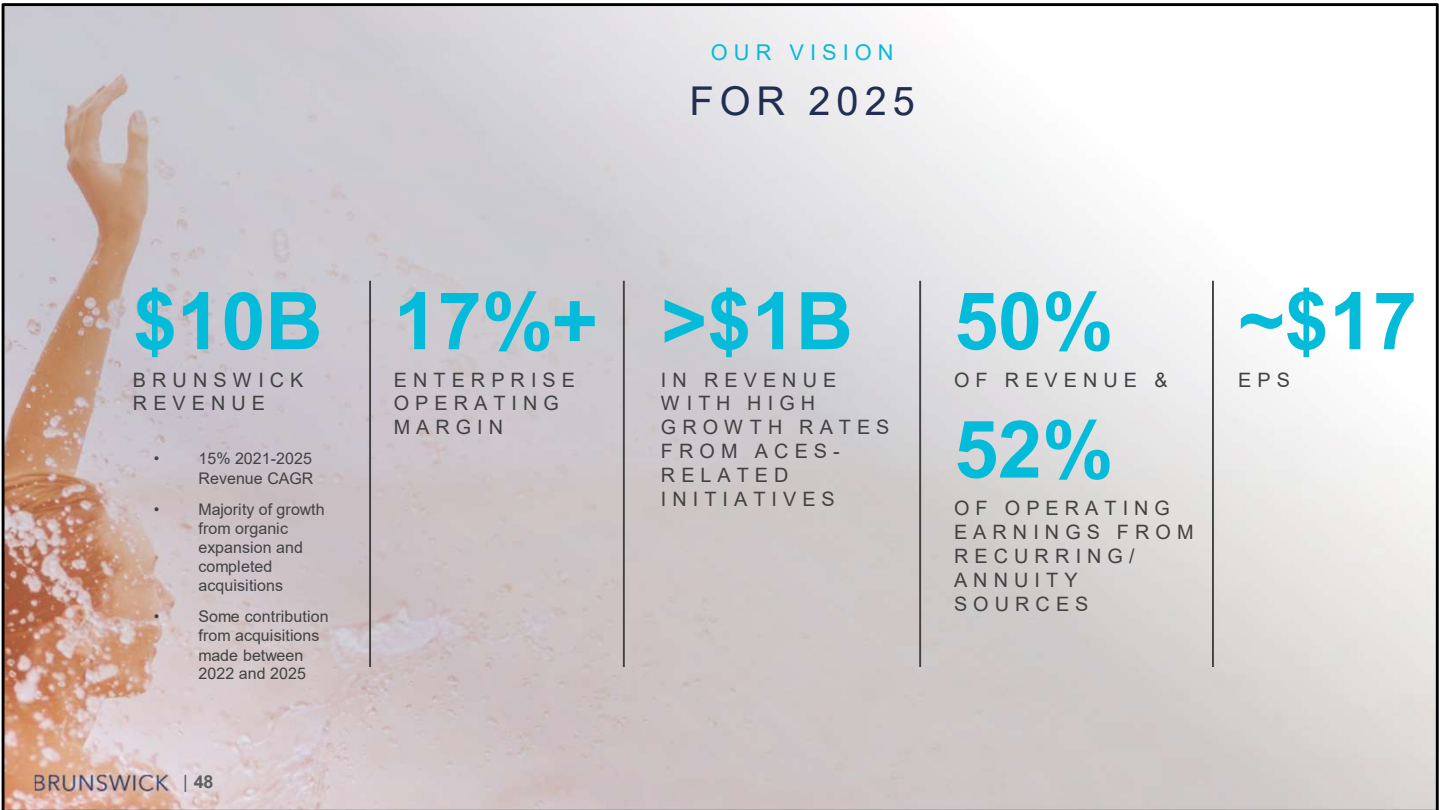
Expand
BOATING
PARTICIPATION

2025 Target **575**
Freedom locations
US/CAN/EMEA

We expect Freedom Boat Club to have around 575 global locations.



And we expect to be in the market with more than 35 ACE products.



We have enjoyed this opportunity to share with you another evolution of our Next Wave strategy. And to provide more detail on the sustained, long-term growth potential of our unique, powerful and resilient business platform.

On behalf of the Brunswick Team, thank you for listening and for being part of our journey. Bye for now.



WE ARE THE
NEXT WAVE

BRUNSWICK