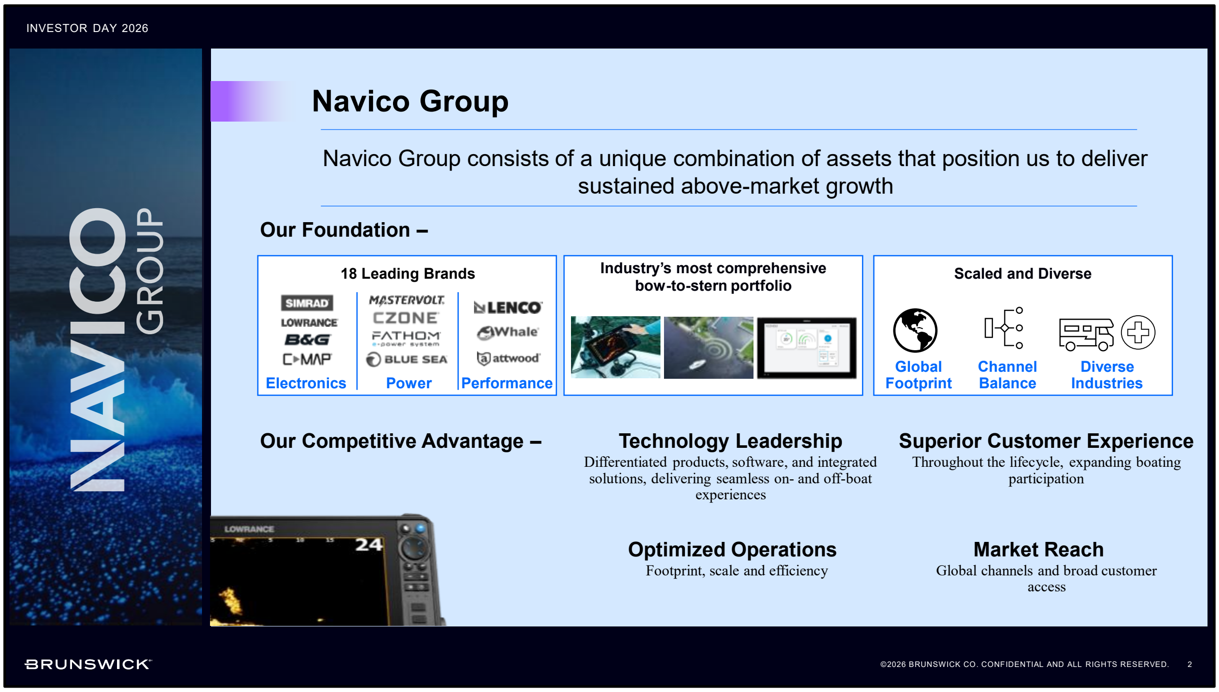

Hello, my name is Aine Denari and I am president of Navico Group, as well as Brunswick's Chief Technology Officer. I am delighted to share the Navico Group story with you.




Navico has moved from integration to execution, with a simplified platform built for scalable, higher-margin growth. We have delivered this through portfolio optimization, footprint simplification, and brand consolidation. Today, we operate from a stronger platform: 18 leading brands across Electronics, Power Solutions, and Performance Solutions, creating one of the industry's most comprehensive bow-to-stern marine portfolios.

That breadth enables differentiated products, integrated systems, and connected experiences that increase customer value while expanding our share of wallet opportunity. It is also supported by a balanced business model across marine OEM and aftermarket channels globally, and adjacent end markets including RV and specialty industrial.

Combined, this stronger portfolio, more resilient business mix, and simplified operating model positions Navico to accelerate profitable growth and margin expansion.


We are delivering this profitable growth through four key strategic pillars.

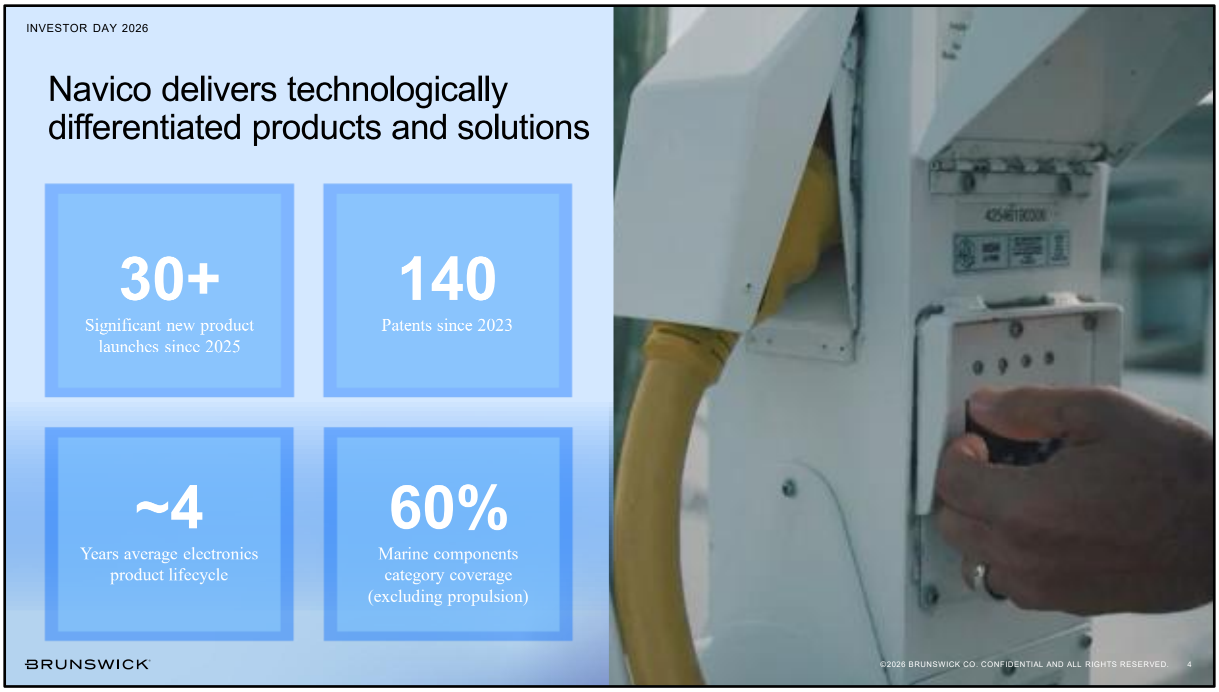
First, we continue to optimize our portfolio, concentrating resources in areas with the highest growth potential, strongest profitability, and greatest strategic importance.

Second, we are investing aggressively in differentiated technologies and integrated solutions that strengthen our competitive advantage and increase customer value.

Third, we are creating world-class customer experiences across every stage of the customer journey.

And finally, operational excellence remains an important differentiator, and we continue to improve efficiency while delivering margin expansion.

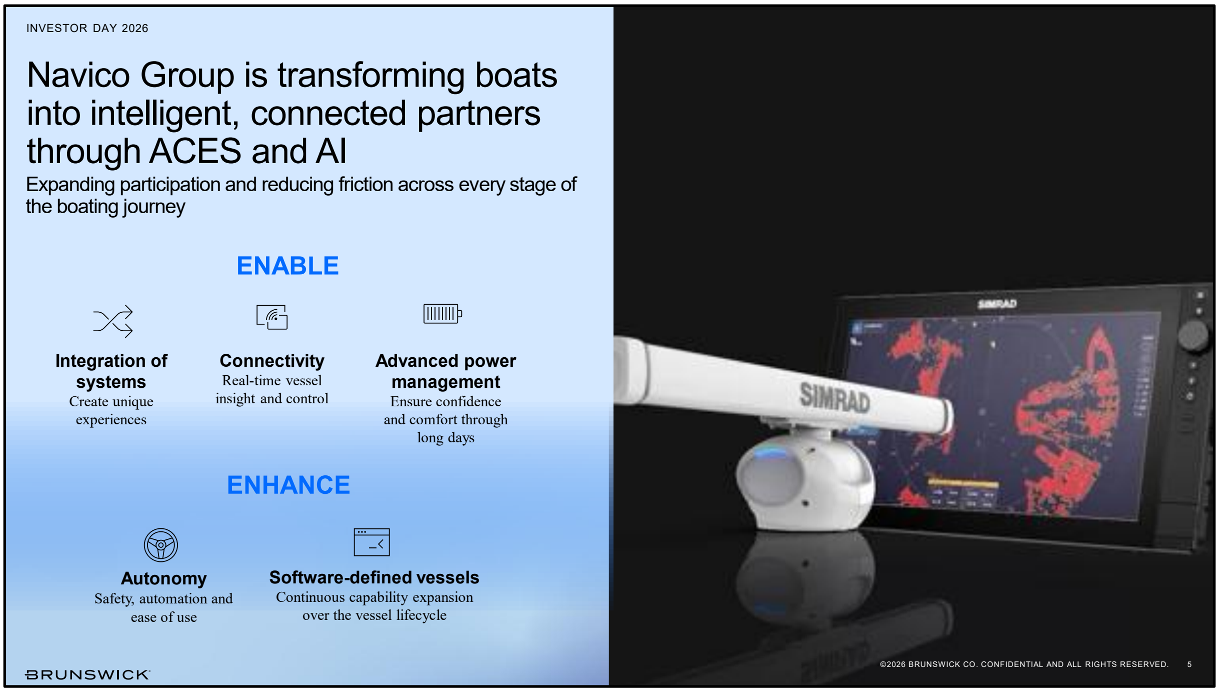
Combined, these pillars position us for durable value creation.




Starting with our industry-leading technology portfolio:

Since 2025 we have launched over 30 significant new technologies across our portfolios, including electronics, power management, connectivity, software, and automation. Many of these innovations are award-winning and patent-protected. In addition to deepening our competitive moat, these solutions address specific consumer needs and pain points to deliver frictionless consumer experiences. Our disciplined product innovation cadence, particularly within our electronics portfolio, fuels a robust aftermarket upgrade cycle.

You can see some of our recent innovations here, including hardware and software products across several of our key categories.




We believe the future of boating will be defined by ACES and AI — transforming boats from static products into intelligent, connected partners that continuously improve throughout their lifecycle. What differentiates Navico is the way we bring our technologies into a seamless, integrated ecosystem. We deliver experiences that are more intuitive for consumers, simpler for OEMs to install, and easier to service over time.

At the center of this transformation is the convergence of five key technology areas. Integrated systems allow technologies across the vessel to work together seamlessly. Connectivity extends the experience beyond the water, enabling remote monitoring, control diagnostics, and AI-enabled assistance. Intelligent power management solutions help consumers confidently manage increasing onboard energy demands.

We are also leading the industry in autonomy. AutoCaptain addresses one of boating's most significant pain points by autonomously docking, undocking, and maneuvering vessels in close quarters. Importantly, AutoCaptain is a software platform that will continue to gain capabilities over time through new feature enhancements.

And underpinning all of this is our transition toward software-defined vessel architectures. As vessels become increasingly software-enabled, features and capabilities can be added throughout the life of the boat through over-the-air updates; and remote diagnostics can support easier maintenance and service.

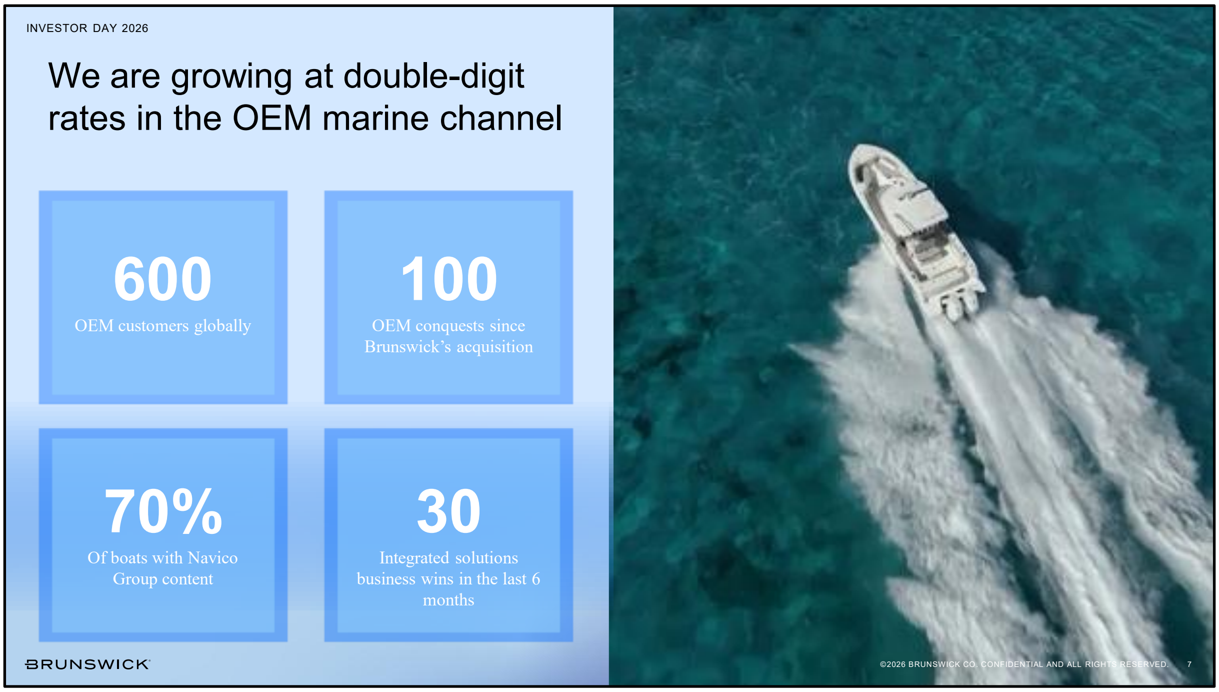
For Navico, ACES and AI are the engine behind higher content-per-vessel, deeper integration, and more sustained technological differentiation.


Electronics, automation, power management, and connectivity are all increasing in content and importance, enabling us to expand our share of wallet and also to strengthen the durability of our OEM relationships.

Today, we capture approximately 20 percent share of wallet with our largest customers.  And more than 55 percent of our OEM customers have increased their Navico content since 2023.

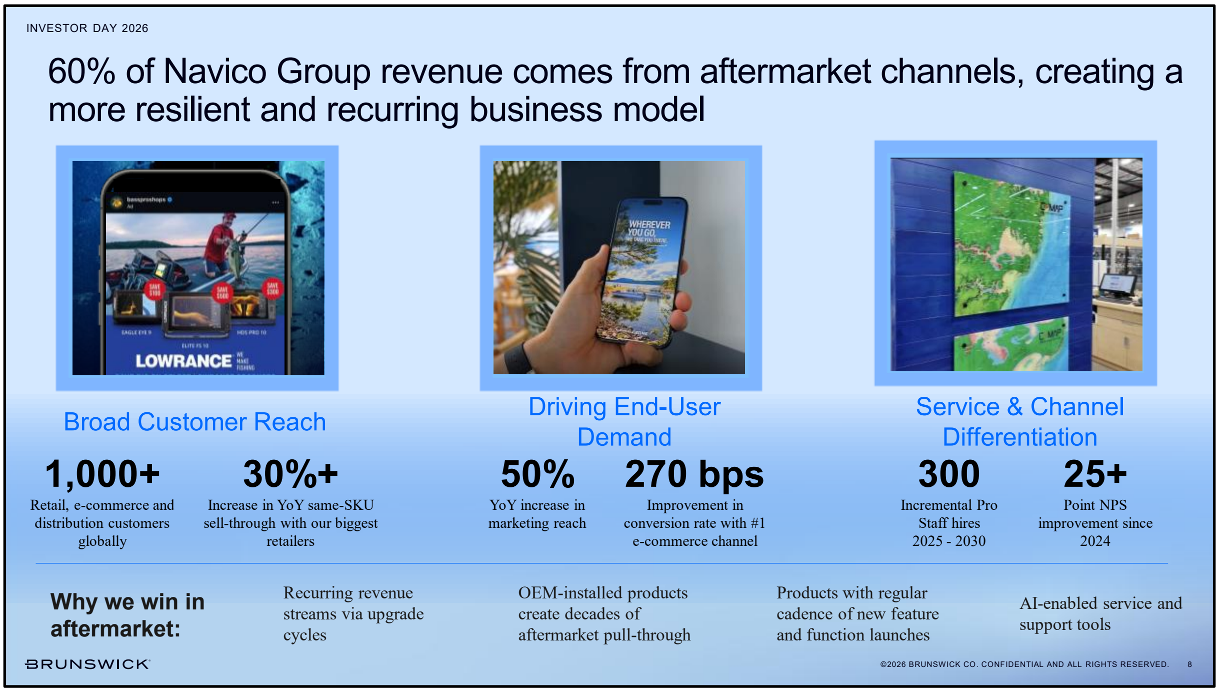
We complement our product leadership with industry-leading support, having trained over 10,000 technicians since 2023 and deployed AI-enabled service tools and on-the-ground deep technical experts.

Together, these capabilities strengthen customer partnerships, increase retention, and create a compelling avenue for long-term growth.




This momentum is translating into double-digit sales growth across our marine OEM business. Today, we serve more than 600 OEM customers globally, with our products installed on approximately 70 percent of boats in the market.

We continue to expand our footprint, having added more than 100 new OEM customers since Brunswick acquired Navico and secured integrated systems wins with 30 customers in the last six months alone, and we see significant runway for continued share gains and growth.

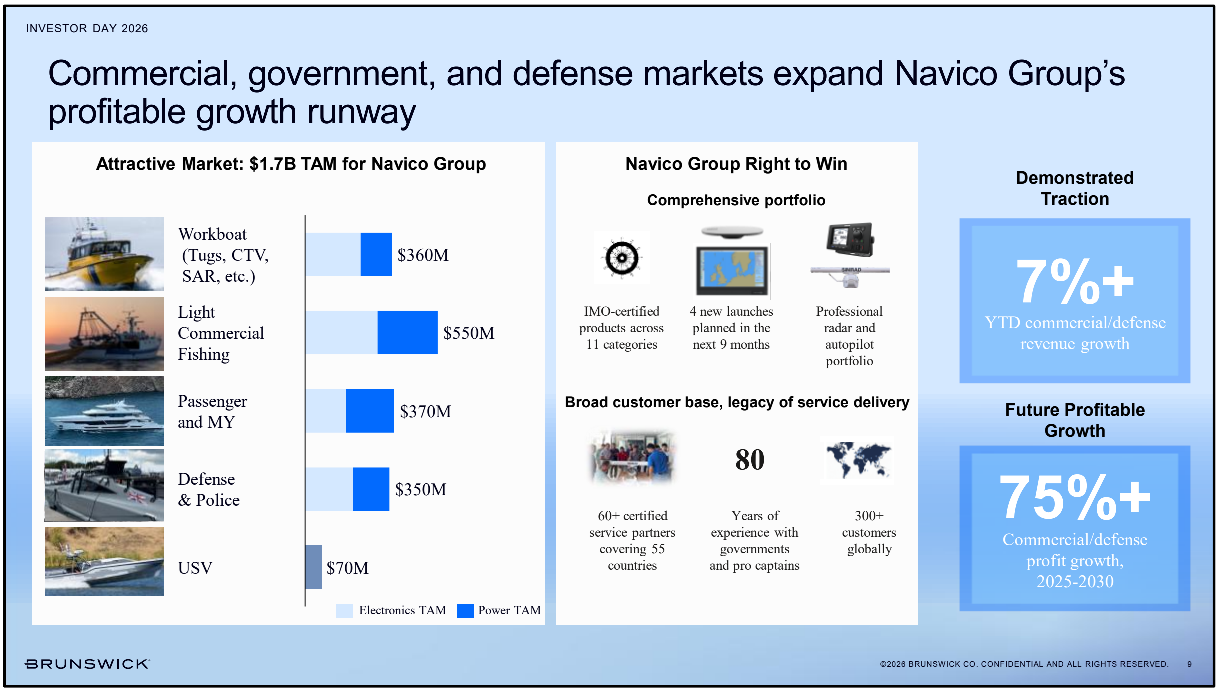



Aftermarket, which represents approximately 60 percent of our revenue, exhibits lower cyclicality than OEM demand, and creates recurring upgrade opportunities throughout the life of the vessel.

We support more than 1,000 retail, distribution, and e-commerce customers globally, and we drive strong end-user demand through data-driven marketing, premium content, and channel partnerships.

Importantly, we complement our product leadership with differentiated service and support capabilities for our aftermarket customers, including expanded Pro Staff coverage and AI-enabled tools. These investments have driven more than 25 points of NPS improvement to date.

Combined with the natural pull-through from our OEM-installed products, these channels provide a durable platform for recurring revenue growth and long-term market share gains.

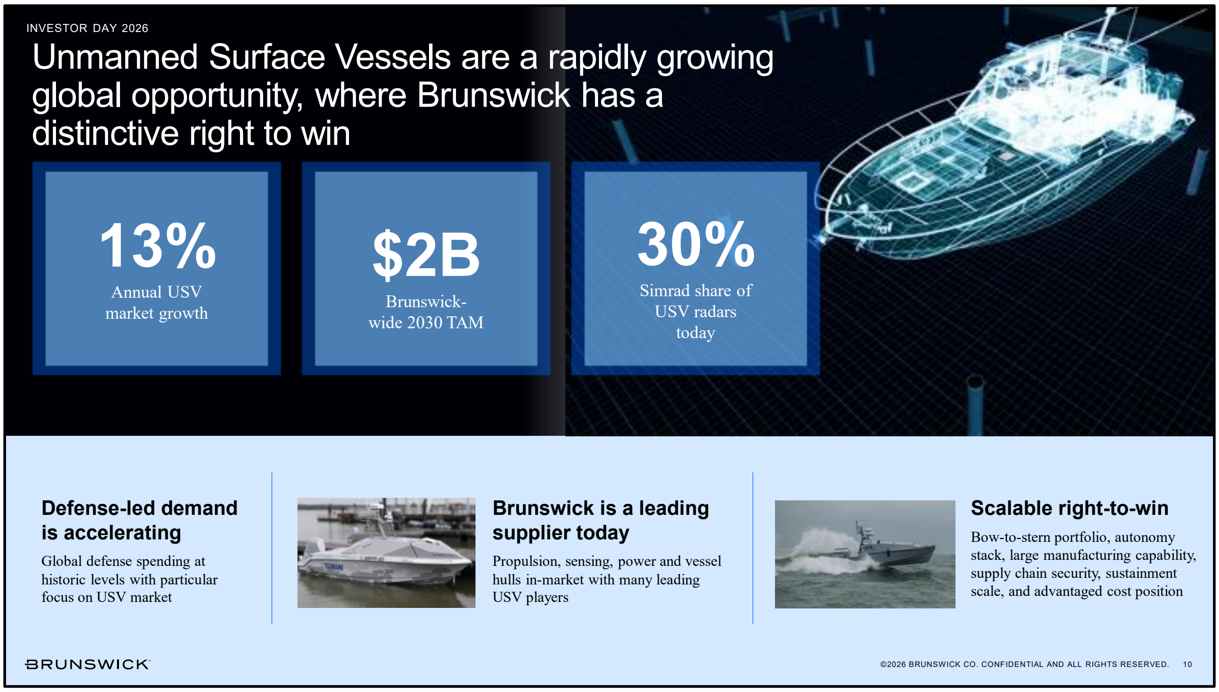



Commercial, government, and defense markets represent a disciplined adjacency for Navico: They are large, fast growing, have different demand cycles than recreational marine, and are highly synergistic with our existing solutions and capabilities.

By 2030, we see a $1.7 billion addressable opportunity for Navico across five segments.

Our right to win is based on a certified, professional-grade portfolio, a strong innovation pipeline, and a global foundation of certified service partners across 55 countries, to support our more than 300 customers.

We are already seeing momentum, with commercial and defense revenue up 7 percent year-to-date, and a plan to deliver 75 percent operating profit growth in these markets by 2030.  This is a clear example of how Navico can leverage its existing strengths into attractive adjacencies to expand growth, improve resilience, and support margin expansion.




Unmanned Surface Vessels are an emerging opportunity within commercial, government and defense marine. This market is growing rapidly, driven in the near-term by increasing global defense demand. We see a Brunswick-wide addressable opportunity of approximately $2 billion by 2030.

This opportunity is highly synergistic with existing products and capabilities from across the Brunswick enterprise. We are already participating today, including through components sold to many leading USV players and via our partnership with Textron's TSUNAMI platform.

Our strategy is to scale in a disciplined way through three models: First, continuing to grow component sales; Second, developing a modular Brunswick USV-ready platform for military applications; And third, selectively expanding into full USV solutions for commercial applications.

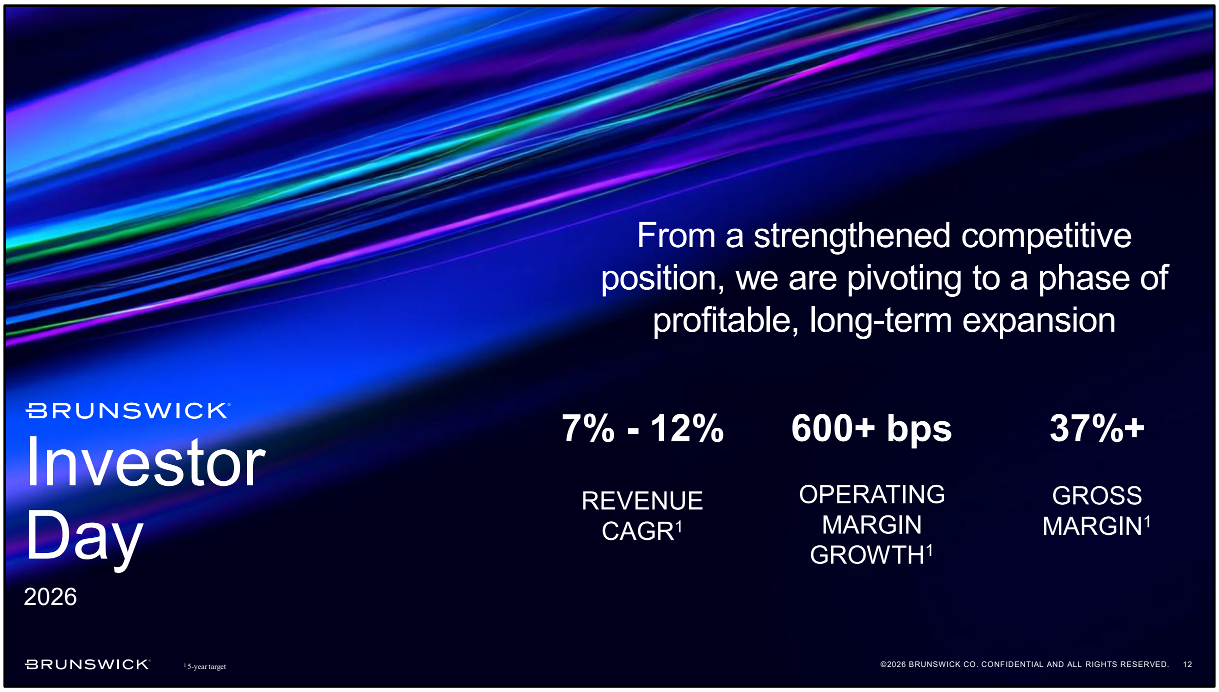
Our distinctive right to win comes from our portfolio breadth and technical capabilities, in parallel with our manufacturing scale, our reliable supply chains, our global sustainment capabilities and our advantaged cost position. Our plan will enable Brunswick to capture significant share as USVs scale across defense, government, and commercial applications.


The final pillar of Navico's strategy, operational excellence, continues to be a significant driver of gross margin expansion and long-term competitiveness.

Since 2022, we have consolidated 16 locations, redeployed more than 20 percent of resources into growth-focused functions, have reduced portfolio complexity by 7,000 SKUs, mitigated $35 million of tariff costs, and improved warranty performance by more than 15 percent.

These actions are creating a simpler, more efficient business while improving quality and customer experience.

Operational excellence is now a core capability at Navico. Looking forward, we have a clear path to more than 400 basis points of incremental gross margin expansion by the end of the strategic plan period. The next wave will come from further footprint optimization, AI-enabled process redesign, supply-chain leverage, tariff mitigation, and expanded best-cost-country and make-versus-buy strategies.




To wrap up, Navico enters this next chapter from a position of strength, with a clear strategy to deliver a revenue CAGR of 7 to 12 percent, with more than 600 basis points of operating margin expansion, and gross margins in excess of 37 percent by the end of the strategic plan period.

Most importantly, we are building a business that is strong, resilient, and well positioned to create value through the cycle.

Leveraging the scale, capabilities, and advantages of the broader Brunswick enterprise, we are confident in our ability to deliver sustained, profitable growth and increasing value for our shareholders.

We are excited about the opportunities ahead and we look forward to delivering this next phase of growth together.

Thank you for your time and your continued confidence in Navico Group.  Now I'd like to turn it over to Brenna Preisser, President of Brunswick Boat Group.