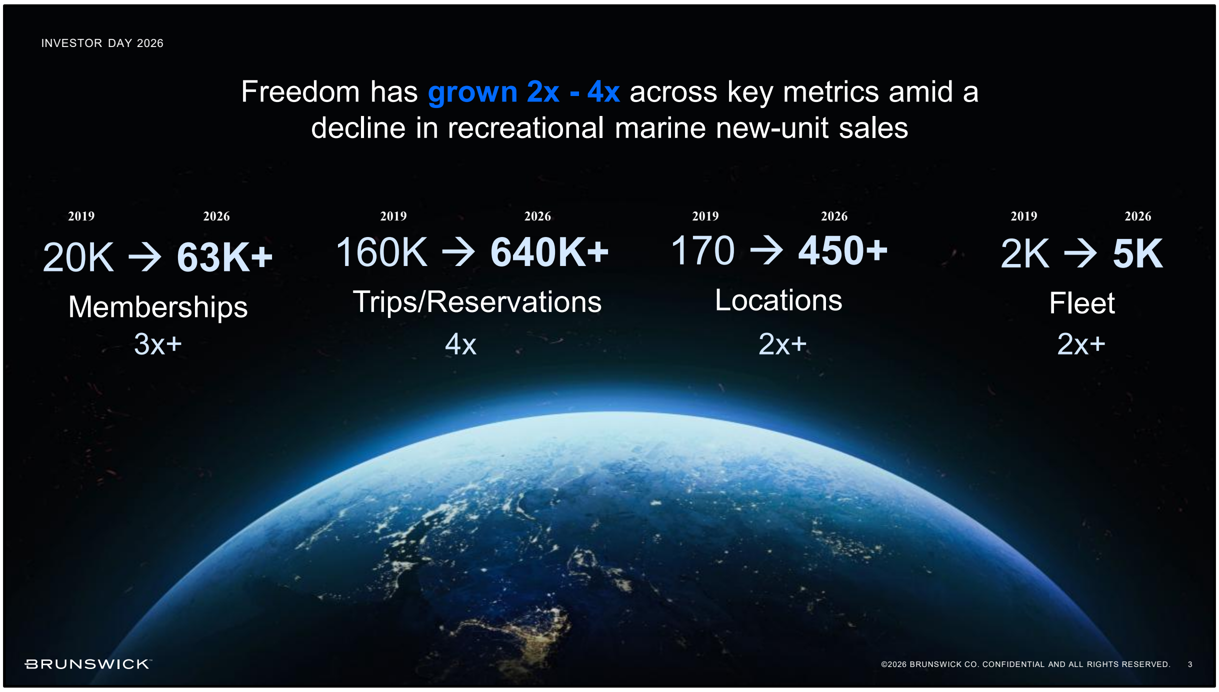
Hi, I'm Will Sangster, President of Business Acceleration, and I’m excited to discuss why Business Acceleration is one of Brunswick's most compelling growth stories — a high-growth, recurring-revenue platform built on shared access and services that expands our market and compounds value across the entire company.

Business Acceleration is Brunswick's fastest-growing and one of its most resilient recurring-revenue platforms.

In 2025 we generated more than $200 million in revenue — the product of a roughly 40 percent revenue CAGR since 2019. That growth is durable and less cyclical, because it's anchored by Freedom Boat Club, the world's number-one boat club and the global leader in shared marine access.

Our members stay: retention runs near 90 percent, giving us predictable, recurring cash flow through any market environment. And this platform doesn't just grow on its own — it has already delivered over $300 million in synergies to the broader Brunswick portfolio.

So, from the outset, think of Business Acceleration as three things at once: a growth engine, a resilient annuity, and a flywheel that accelerates growth for the whole company.



Here's additional detail to better understand the power of this business through a full industry cycle — one in which the broader recreational marine market saw unit declines — Freedom didn't just grow, it compounded, expanding two to four times across every key metric.

- Membership climbed from 20,000 to more than 63,000.
- Trips and reservations grew even faster, from 160,000 to over 640,000 — meaning members aren't just joining, they're using the club more.
- Our footprint more than doubled, from 170 locations to over 450 worldwide.
- And our fleet scaled from 2,000 to 5,000 boats to meet that demand with disciplined utilization.

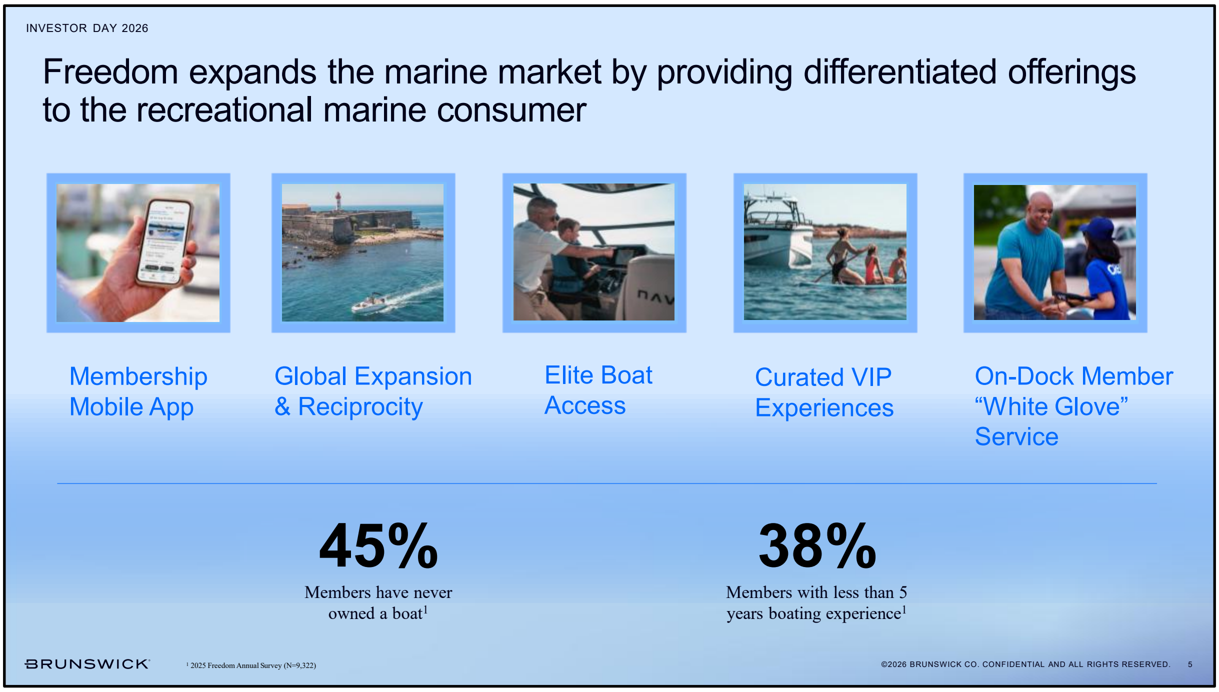
This is the signature of the model: we grow members, usage per member, and access points simultaneously. That's a flywheel — less cyclical, more recurring, and increasingly network-driven with every location we add.

That momentum runs straight into an expanding market, and the story here is about runway. The boat club category is roughly a $500 million market today. On a steady adoption curve, we see it reaching about $750 million by the end of the strategic plan period and $1.5 billion over the long term — and critically, that expansion doesn't depend on the marine cycle, just on more households gaining access to the shared boating ecosystem.

And despite Freedom's leadership, we are still in the early innings. Today in the U.S., we serve approximately 60,000 member households — less than 1 percent of 20 million plus global recreational marine households that go boating.

We operate in around 440 marinas, yet there are more than 30,000 marinas worldwide, meaning we've penetrated less than 2 percent of the available marina footprint. The category leader has barely scratched the surface of the opportunity.

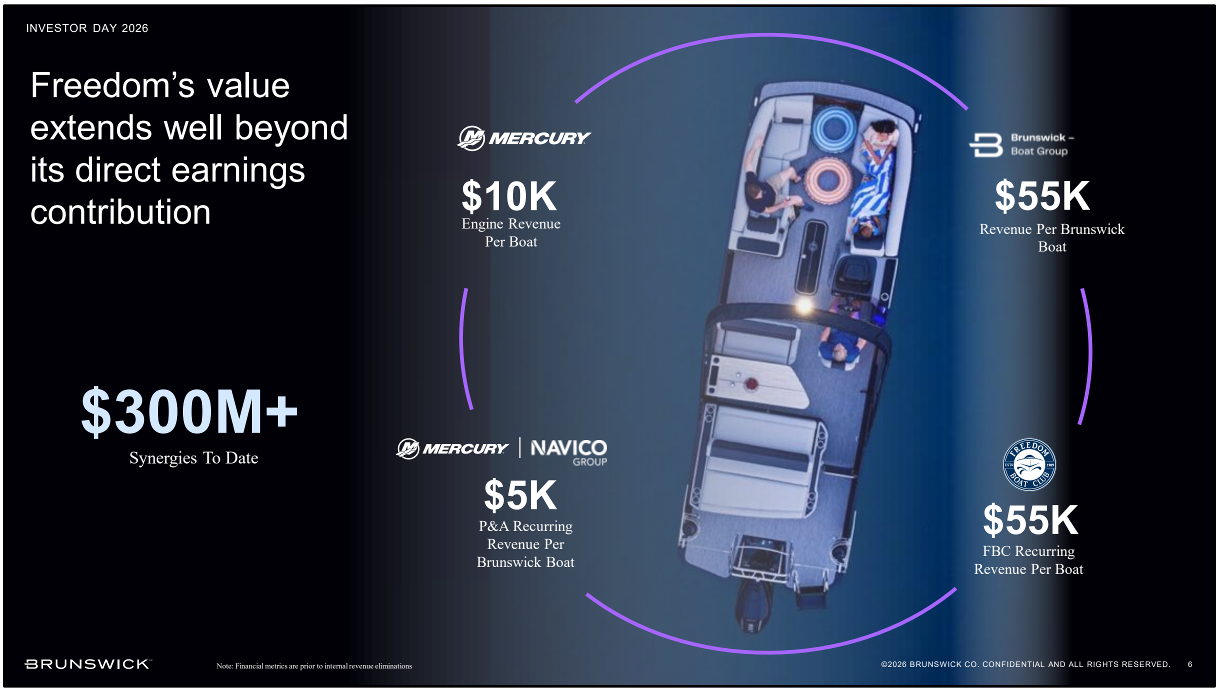
Freedom leads that category today with about 60 percent market share across the entire Freedom network, so as the market grows, we capture a disproportionate part of it. The takeaway is a credible, capital-efficient path to more than $250 million in Freedom revenue by the end of the strategic plan, growing at a 10 percent-plus annual rate, and throwing off over $60 million in annual synergies to Brunswick. Category expansion, clear leadership, and operating leverage — all compounding together.



So how do we keep expanding the market? By making boating radically more accessible than ownership ever allowed.

Our membership mobile app turns discovery and booking into a modern, on-demand experience. Global expansion and reciprocity let members boat across our worldwide network, not just their home dock. Elite boat access provides exposure to premium marine technology and curated VIP experiences with on-dock white-glove service and unlimited training to remove any consumer friction — so even a first-timer steps aboard with confidence.

And the data proves this is expansion, not substitution: in our 2025-member survey of more than 9,300 members, roughly 45 percent have never owned a boat, and roughly 38 percent had less than five years experience on the water. We aren't trading existing boaters between brands — we're bringing brand-new consumers into the category. That's what makes this a structural growth story, not a cyclical one.



Now, Freedom's value extends well beyond its own earnings — and this is the flywheel that makes the whole company stronger.

Every boat we put into the Freedom fleet generates more than $60,000 in annual Brunswick revenue while it's in service. That includes about $55,000 of recurring Freedom revenue per boat, roughly $5,000 in high-margin parts and accessories, plus engine and product revenue that a traditional one-time boat sale simply never captures.

Upfront franchisee purchases drive Boat segment engine and product revenue, and while upfront Freedom corporate purchase revenue is eliminated from the financials, it drives absorption, cash on disposition, and many other strategic synergies. Ultimately, Brunswick makes more money putting a boat in Freedom than a third-party sale.

Compounded across the fleet, that has already delivered over $300 million in synergies to date, this is the self-reinforcing loop: Brunswick's scale and product ecosystem improve Freedom's economics, while Freedom drives embedded, recurring demand back into Brunswick's engines, parts, and brands. Shared access doesn't just serve members — it multiplies the value of every asset in the network.

The flywheel extends into adjacencies that give consumers options at every price point. Through Boateka, we've professionalized and digitized fleet disposition and created a certified pre-owned product category — turning used boats into a structured, high-margin business. In 2025 we sold more than 700 pre-owned units across all channels, with total retail unit sales compounding at 32 percent over the past two years. And because Freedom supplies that inventory, it's a structurally advantaged position in a roughly $2 billion pre-owned market.

Alongside it, our financial products business already earns EBIT margins above 50 percent across more than 600 U.S. dealer partners, with real runway to expand consumer financing and warranty attachment. Specifically, our strategic joint venture with Wells Fargo secures our competitive edge by ensuring consistent capital for dealer inventory growth and delivering unmatched operational efficiencies that deepen partner loyalty and reinforce our market leadership.

Together, Boateka and financial services extend Freedom beyond access into a full lifecycle platform — capturing more margin, deepening customer relationships, and compounding value across the ecosystem.

So let me bring it together. Business Acceleration is a unique business unit whose success rests on scaling and improving the member experience — not on the marine cycle. We're targeting more than $300 million in Business Acceleration revenue by the end of the strategic plan period, driven by growing Freedom to over 550 global locations and more than 75,000 members.

The strategy is straightforward: scale the core, optimize pre-owned, and deepen integration across Brunswick. That's high growth, an expanding market, the unique advantage of shared access, and a flywheel that accelerates growth for the entire company — disciplined execution that makes Business Acceleration a durable growth platform for Brunswick. Thank you, and with that, Ryan will take you through the financials.