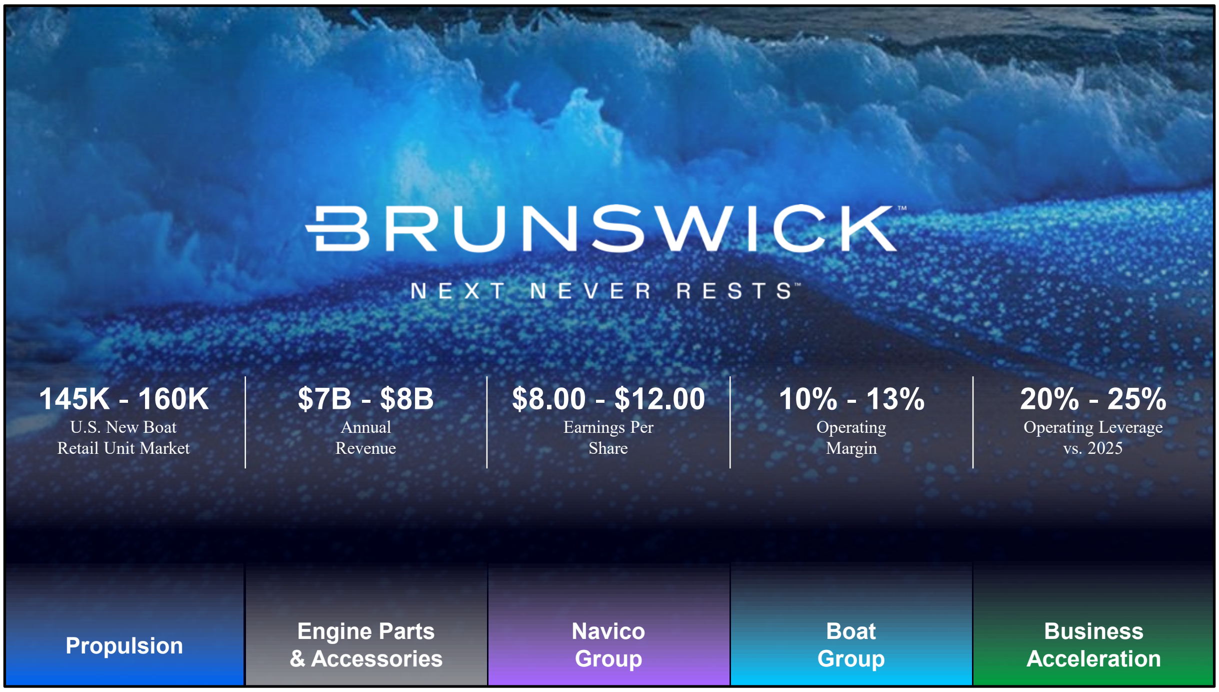

Thank you, Ryan. At Brunswick, next never rests. That mindset guides us to constantly push the boundaries of innovation, operational excellence, and financial performance. I hope this is evident from this presentation and it will certainly be reinforced at our upcoming investor day at Mercury Marine's headquarters in Wisconsin.

We are by far the largest, most balanced recreational marine company in the world. In the hands of our exceptional, experienced, and collaborative leadership team, our unique, integrated portfolio and operating model allows us to capture and amplify value across the marine ecosystem while our industry-leading brands and leading-edge innovation drive our business and the industry forward.

Our strong operating leverage allows us to capture market upside, but we have also proven that our recurring revenue businesses and product lines are capable of delivering strong earnings and cashflow through the cycle and, as Ryan just highlighted, this unique blend has resulted in sector-leading total shareholder returns.

But we are still only part way through our journey; we have an exciting future and believe that our strategic plans including new products, further share gains, and continued operational and financial discipline will drive compelling organic growth and even stronger financial performance.

The support of our shareholders, with whom we engage frequently and with clear, transparent communication, is not in any way taken for granted. We commit to continuing to be careful, balanced, but ambitious stewards of your investments. Thank you for the opportunity to share our exciting and compelling vision with you and for your continued support.