

Since 2019 when the Business Acceleration was formed, we have truly been on an accelerated journey, and we are not slowing down.

My name is Brenna Preisser and I'm pleased to share our Next Wave strategy.



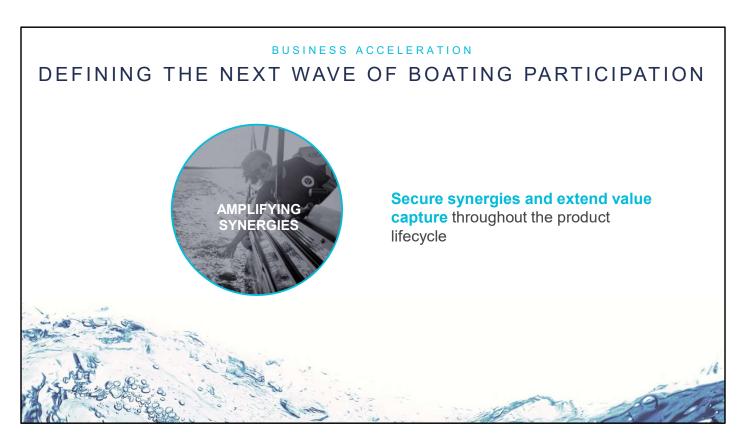
The core purpose of Business Acceleration is to expand boating participation and, in this pursuit, we are opening new growth laneways and accessing direct-to-consumer value pools. With Brunswick's scale in the industry, increasing boating participation creates long term sustained value. We are also amplifying synergies across the portfolio through our ACES strategy, which I'll highlight later throughout the presentation.



Across the broader category of marine services and new business models, there is a large addressable market. And through our efforts over the past several years, not only are we in position to capture value, but our team is shaping consumer-oriented markets with contemporary technology and business models that elevate the consumer experience.



Expanding boating participation is not just something that we aspire to do - it is what Business Acceleration is doing. People love the water and they love boating. Through contemporary business models and digital platforms, we are making boating even more accessible.



This will generate meaningful synergies over time. Not only are we creating financial value, but as I will share we are building a highly interrelated business system that provides leverage over business outcomes.

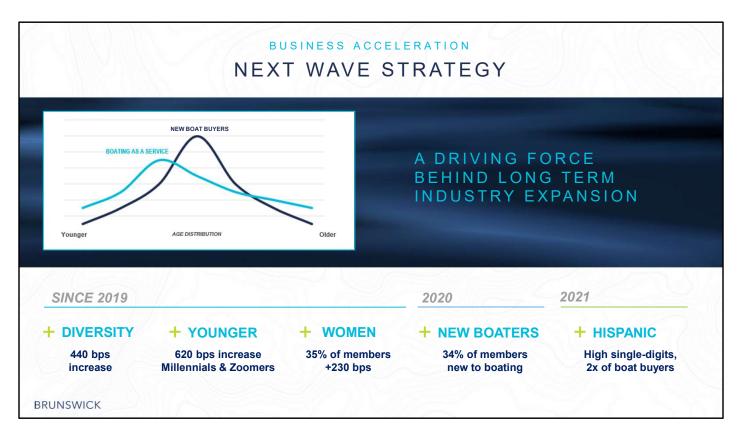


The essence of our Next Wave strategy is a large, enthusiastic base of participants – there are over 140 million annual boating participants in the largest marine markets. Not only do we have the largest network for club access in the U.S. through Freedom Boat Club to engage these boaters, but we are also expanding in Europe and building a broad platform of options to get people on the water.



Our goal is to win with boaters over their lifetime – to connect with them early and keep them on the water however they choose to participate – such as, exploring the industry through **BoatClass**, an on-water training program launched in 2021; or, through the core of our platform **Freedom Boat Club** in which members pay a joining fee and monthly subscription for access to a fleet of boats and concierge service; or through ownership, with pre-owned boats sold through **Boateka**, in addition to Brunswick's broad portfolio of new boat offerings.

This platform, Boating-as-a-Service, is differentiated by leveraging the full power of our enterprise – our brands, partnerships, digital assets and unique insights – to provide superior options for consumers.



And this is why Business Acceleration is a driving force behind long-term industry expansion with evidence of our progress. We are engaging younger boaters, diverse boaters and enabling more women to take the helm. But it is not just about attracting new participants, with the largest aftermarket P&A business in the industry, participation in boating is a key driver of value.

## BUSINESS ACCELERATION

## THE MARINE CONSUMER VALUES OPTIONALITY

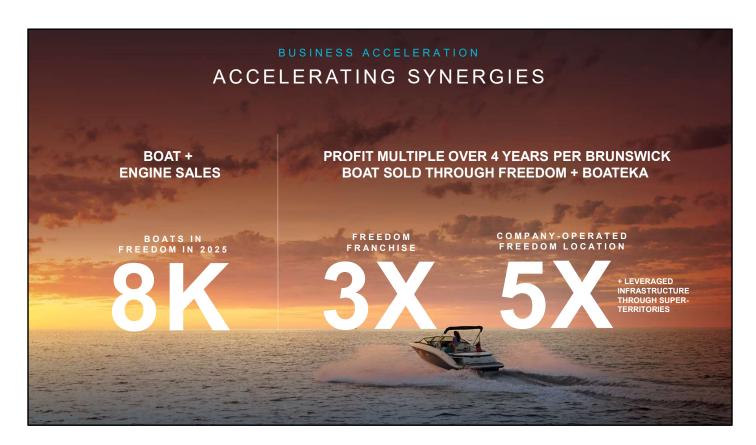


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Of club members considering canceling their membership, 19 percent would consider buying a boat.

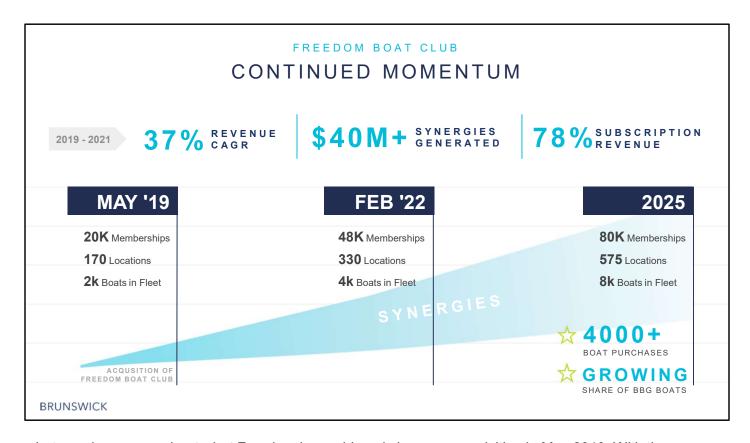
BRUNSWICK

In a 2021 study on boater retention, "43% of boaters planning to sell their boat said they would consider joining a boat club," which means we still have a phenomenal wave to ride with the large Baby Boomer demographic. And, of those considering canceling their membership in this particular study, 19% would consider buying a boat. The marine consumer values optionality and we provide options within a platformed experience.



Earlier, I shared that we are building a highly interrelated business system that provides leverage over the business outcomes. We forecast there will be approximately 8,000 boats in the Freedom fleet in 2025 throughout our company operated locations and the franchise network. Most of these boats will be powered by Mercury and represent Brunswick brands or key Mercury OEM partners.

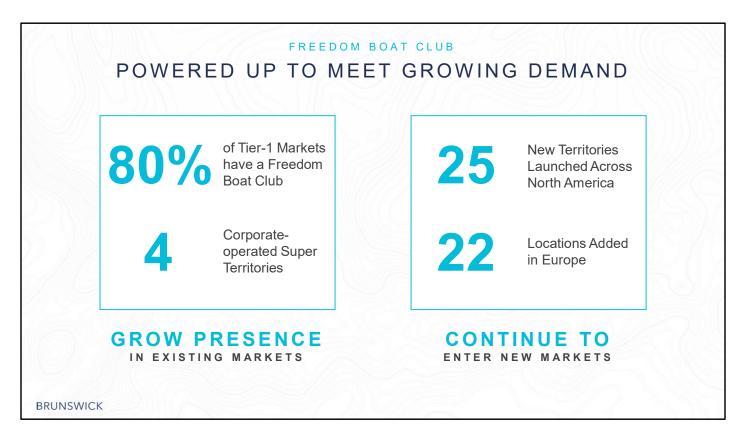
Over a four-year time period, each boat sold into our network – which means it is used by Freedom members, refurbished by Boateka and sold as a pre-owned boat with a warranty to provide customers peace-of-mind – this boat will generate 3X-5X the profit of a single dealer transaction. Retail transactions and the dealer network remain very important to Brunswick and our brand strength. This model is additive - another tool for value creation. It is an amplification of synergies.



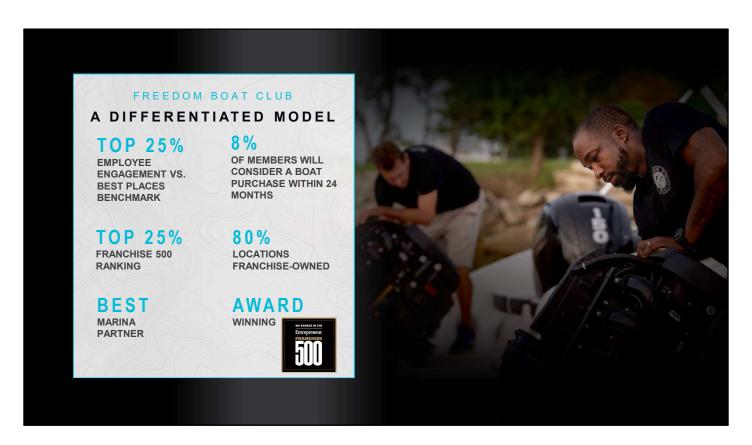
Let me share more about what Freedom has achieved since our acquisition in May 2019. With the incredible partnership of our franchise network, we have added 10,000 net new memberships per year, nearly doubled the number of our locations, including expansion in Europe, and created meaningful synergy value. The revenue streams we have created are ongoing and subscription based. By 2025 we will be one of Boat Group's largest single customers. The business continues to have momentum.



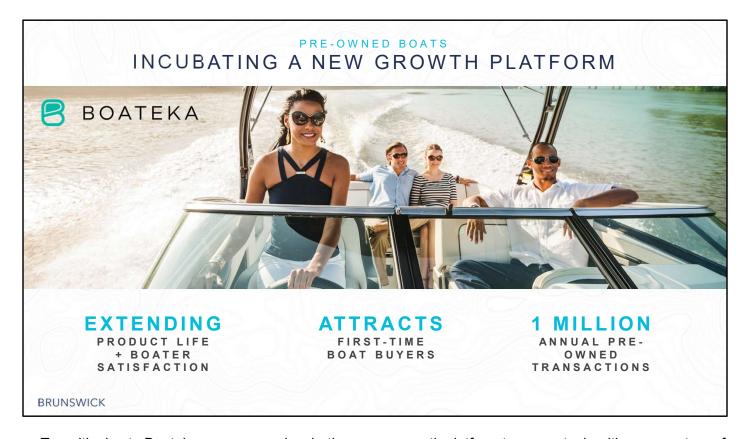
In 2021, six acquisitions were completed that will enable Freedom to build from an established footprint in tier 1 growth-oriented markets and capture more value from this high growth, profitable business model. In addition, with the existing company operated footprint, super-territories are being established for enhanced leverage.



We are powered up to meet the growing demand. With an established footprint and talented franchise network committed to growing Freedom Boat Club, we will be expanding our presence in existing markets and entering new markets. We believe this boat club model has sufficient runway for growth.



We are confident in our success because Freedom is differentiated; through our scale, our incredible network of employees and partners and reciprocal access benefits – meaning any Freedom member can access any one of our 330 locations. As a division of Brunswick, we can provide our members value added services such as connecting them with a new or pre-owned boat if they exit the club. Brunswick also ranks in the top quartile for employee engagement and as a franchisor. We also strive to be the best partner for our marina operators, enhancing their profit. Freedom drives more foot traffic, increased fuel sales and service revenue for marinas.



Transitioning to Boateka, we are now incubating a new growth platform to support a healthy eco-system of fleet management for Freedom, to engage new boaters and participate in an important part of the marine market with over 1 million annual pre-owned transactions.



Our Boateka team is building a differentiated model through unique access to boats through Freedom, value-added refurbishment that builds customer confidence, and a direct-to-consumer digital platform and boater services, such as Brunswick's financing and insurance. Over the past 18 months we have successfully transacted directly with consumers and refined our operating processes in preparation for our first independent sales and refurbishment center launch in Q2 of this year. We look forward to sharing more as this business develops.



As Dave highlighted, Business Acceleration plays an important role in ACE strategy. This summer Freedom will release a new reservation system and mobile app for Freedom members, which is built from the same digital platform that powers our enterprise connectivity solutions. With the largest community of boat owners and club members on a common digital platform, we can activate digital products at scale, such as our Blue Rewards Program in which members can access products, services and build loyalty points.

Business Acceleration will also assist in activating Brunswick's electrification strategy and commercialization plans with unique consumer insights and over 500 potential points of distribution on the water by 2025.



In closing, we are energized by the opportunity to catalyze a new wave of boating participation. Business Acceleration is a force of innovation, we will generate high quality and high growth revenue streams and we amplify the best attributes of the Brunswick portfolio. Thank you for your time.

