

### **Disclaimer**

#### **Cautionary Statement Concerning Forward-Looking Statements**

Information in this presentation of OneWater Marine Inc. ("OneWater," "ONEW," the "Company," "we," or "us"), and any oral statements made in connection therewith, may contain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, including regarding our strategy, future operations, financial position, prospects, plans and objectives of management, growth rate and its expectations regarding future revenue, operating income or loss or earnings or loss per share. In some cases, you can identify forward-looking statements because they contain words such as "may," "will," "will be," "will likely result," "should," "expects," "foresees," "intends," "target," "projects," "contemplates," "believes," "estimates," "predicts," "predicts," "potential," "outlook" or "continue" or the negative of these words or other similar terms or expressions that concern our expectations, strategy, plans or intentions. These forward-looking statements are not guarantees of future performance, but are based on management's current expectations, assumptions and beliefs concerning future developments and their potential effect on us, which are inherently subject to uncertainties, risks and changes in circumstances that are difficult to predict. Our expectations expressed or implied in these forward-looking statements may not turn out to be correct.

Important factors, some of which are beyond our control, that could cause actual results to differ materially from our historical results or those expressed or implied by these forward-looking statements include the following: effects of industry wide supply chain challenges including a heightened inflationary environment and our ability to maintain adequate inventory, changes in demand for our products and services, the seasonality and volatility of the boat industry, fluctuation in interest rates, adverse weather events, our acquisition and business strategies, the inability to comply with the financial and other covenants and metrics in our credit facilities, cash flow and access to capital, effects of the COVID-19 pandemic on the Company's business, risks related to the ability to realize the anticipated benefits of any proposed acquisitions, including the risk that proposed acquisitions will not be integrated successfully, the timing of development expenditures, and other risks. More information on these risks and other potential factors that could affect our financial results is included in our filings with the Securities and Exchange Commission, including in the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections of our most recently filed Annual Report on Form 10-K. Any forward-looking statement speaks only as of the date as of which such statement is made, and, except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether because of new information, future events, or otherwise.

#### **Non-GAAP Financial Measures**

This presentation includes financial measures that are not presented in accordance with generally accepted accounting principles ("GAAP"), including Adjusted EBITDA, Adjusted Net Income Attributable to OneWater and Adjusted Diluted Earnings Per Share, and ROIC may be useful in performing meaningful comparisons of past and present operating results and in understanding the performance of ongoing operations and how management views the business, none are a measure of our financial performance under GAAP and none should be considered in isolation or as an alternative to any measure of such performance derived in accordance with GAAP. Adjusted EBITDA is calculated as net income (loss) before interest expense – other, income tax expense, depreciation and amortization and other (income) expense, further adjusted to eliminate the effects of items such as the change in fair value of warrant liability, contingent consideration, gain (loss) on extinguishment of debt, transaction costs, stock-based compensation and loss on impairment. Adjusted Net Income Attributable to OneWater is calculated as net income (loss) attributable to OneWater before transaction costs, intangible amortization, change in fair value of contingent consideration, loss on impairment and other expense (income), all of which are then adjusted for an allocation to the non-controlling interest of OneWater Marine Holdings, LLC. Each of these adjustments are subsequently adjusted for income tax at an estimated effective tax rate. Management also reports adjusted diluted earnings per share which presents all of the adjustments to net income attributable to OneWater noted above on a per share basis. ROIC is calculated as Adjusted EBITDA of an investment divided by the GAAP purchase price of an investment, including estimated earnout payments.

Amounts excluded from these non-GAAP measures in future periods could be significant and our current presentation of these non-GAAP measures should not be construed as an inference that our future results will be unaffected by unusual or non-recurring items. These non-GAAP measures have limitations as analytical tools and you should not consider them in isolation or as substitutes for analysis of our results as reported under GAAP. Because our non-GAAP financial measures may be defined differently by other companies, our definition of these non-GAAP financial measures may not be comparable to similarly titled measures of other companies, thereby diminishing its utility. We have not reconciled non-GAAP forward-looking measures to their corresponding GAAP measures because certain items that impact these measures are unavailable or cannot be reasonably predicted without unreasonable efforts. See the Appendix for a reconciliation to directly comparable GAAP financial measures.

#### **Industry and Market Data**

This presentation includes market data and other statistical information from third-party sources, including independent industry publications or other published independent sources. Although we believe these third-party sources are reliable as of their respective dates, we have not independently verified the accuracy or completeness of this information. Some of the data is also based on our good faith estimates, which are derived from our review of internal sources as well as the third-party sources described above.

#### **Trademarks and Trade Names**

OneWater owns or has rights to various trademarks, service marks and trade names that it uses in connection with the operation of its business. This presentation also contains trademarks, service marks and trade names of third parties, which are the property of their respective owners. OneWater's use or display of third parties' trademarks, service marks, trade names or products in this presentation is not intended to, and does not imply, a relationship with OneWater (except as stated herein) or an endorsement or sponsorship by or of OneWater. Solely for convenience, the trademarks, service marks and trade names referred to in this prespectus may appear without the ®, TM or SM symbols, but such references are not intended to indicate, in any way, that OneWater will not assert, to the fullest extent under applicable law, its rights or the right of the applicable licensor to these trademarks, service marks and trade names.

#### Other

Certain monetary amounts, percentages and other figures included in this presentation have been subject to rounding adjustments. Percentage amounts included in this presentation have not in all cases been calculated on the basis of such rounded figures, but on the basis of such amounts prior to rounding. For this reason, percentage amounts in this roadshow may vary from those obtained by performing the same calculations using the figures in our consolidated financial statements included elsewhere. Certain other amounts that appear in this presentation may not sum due to rounding.



### **OneWater at a Glance**

KEY INVESTMENT HIGHLIGHTS



One of the fastest growing marine retailers of scale



Multi-pronged growth strategy; bolstered by proven M&A strategy



Expanding margin profile through diversification strategy

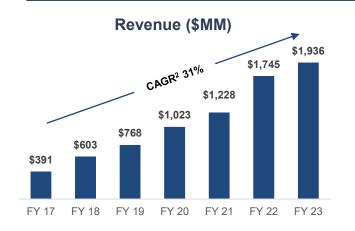


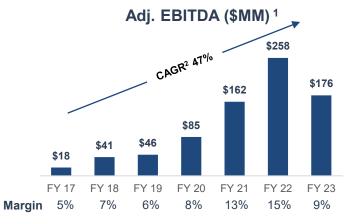
Experienced leadership team



Consistent track record of leading adj. EBITDA growth

#### STRONG FINANCIAL TRACK RECORD





#### **GROWING FOOTPRINT**



98 Retail locations



Parts and accessories





Multiple Online marketplaces

Note: Company has a September 30 fiscal year end.

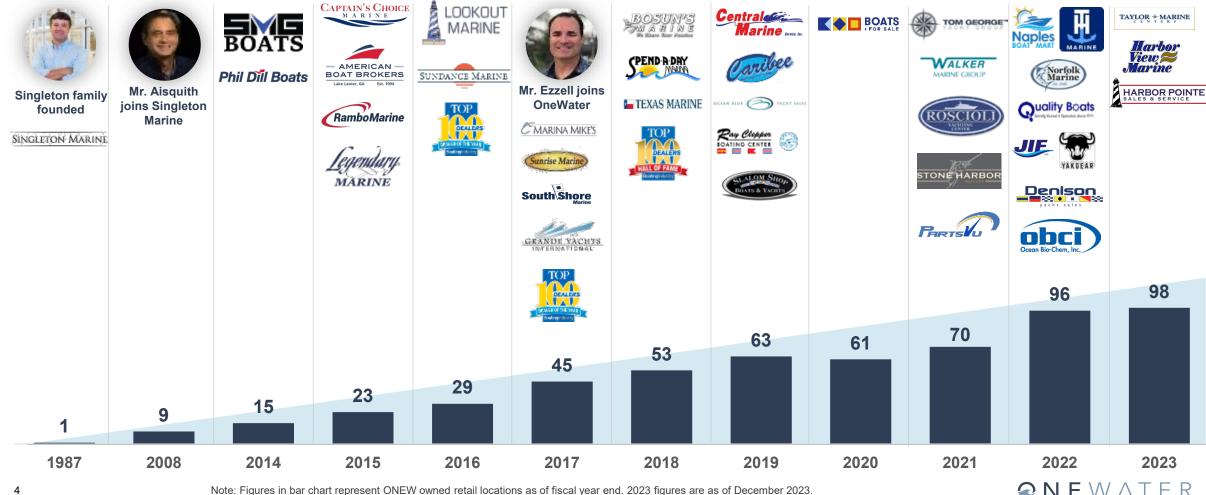
- . See reconciliation of non-GAAP financial measures in the appendix.
- CAGR FY17 FY23.

**○** N E W ∧ T E R

### OneWater's Evolution into a Market Leader

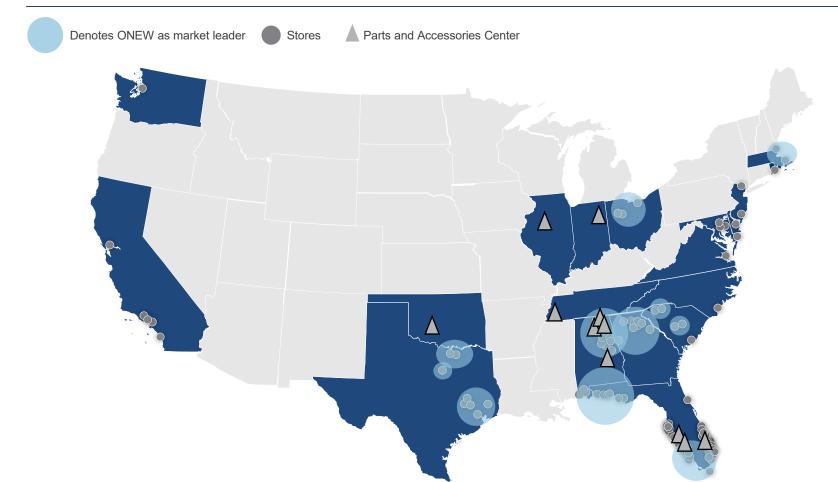
#### **KEY**

• # RETAIL LOCATIONS



### Strategic footprint in highly attractive markets

KEY



Note: retail location count as of February 2024.

- 1. Graphic excludes 1 international Denison Yachting location in Monaco
- 2. 2022 NMMA Recreational Boating Statistical Abstract. Top 20 states, in order, include Florida, Texas, Michigan, North Carolina, Minnesota, New York, Wisconsin, California, Georgia, Alabama, South Carolina, Tennessee, Louisiana, New Jersey, Missouri, Washington, Ohio, Virginia, Illinois, and Pennsylvania.



**98** retail locations across 15 states<sup>1</sup>



of which are top 20 boating states<sup>2</sup>



Market leader in more than **10 markets** 



In excess of

**65** 

boat brands



In excess of

45

boat manufacturers

**ONEWATER** 

### **Diversified Income Streams Across the Boat Life Cycle**



# **Acquisition Driven Growth Strategy**

#### HIGHLY FRAGMENTED MARKET

### STRATEGIC RATIONALE/M&A PLAYBOOK



4,000+ dealerships nationwide



Top dealers in top markets



Geographic expansion





**Attractive Purchase Multiple -** Aim to pay <4.0x EV/EBITDA dealerships

**Expanded Geography & Portfolio -** Significant targets in attractive marine markets

**Financial Returns -** Aim to double the EBITDA of an acquired dealership within 24 months

#### DRIVING HIGH RETURN

### FY 2016 to FY 2022 Dealership Acquisitions

Completed **22** acquisitions for a **\$386m** combined purchase price and preacquisition EBITDA of **\$78m** at an average **4.9x** EV/EBITDA multiple including earnouts, generating **\$114m** in trailing twelve months EBITDA<sup>1</sup>

29%
TTM ROIC
FY16-FY22 acquisitions

3.4x
TTM EV/EBITDA multiple
FY16-FY22 acquisitions

### FY 2016 to FY 2018 Dealership Acquisitions

Completed **9** acquisitions for a **\$72m** combined purchase price and preacquisition EBITDA of **\$16m** at an average **4.5x** EV/EBITDA multiple including earnouts, generating **\$49m** in trailing twelve months EBITDA<sup>1</sup>

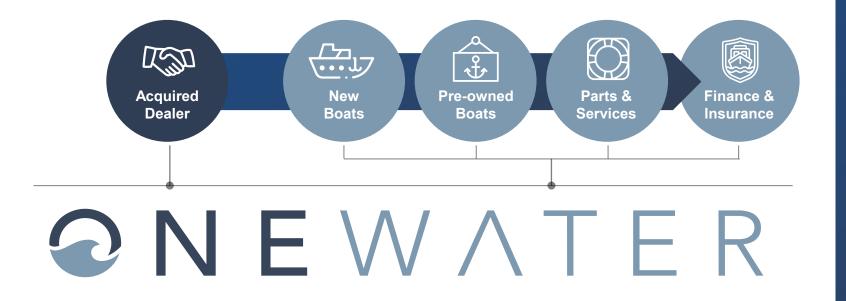
68%
TTM ROIC
FY16-FY18 acquisitions

1.5x
TTM EV/EBITDA multiple
FY16-FY18 acquisitions

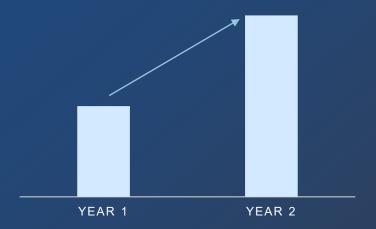


### The Power of Acquisitions

Acquired dealers gain immediate access to OneWater's portfolio and resources



# Double Acquired Adj. EBITDA within 2 years

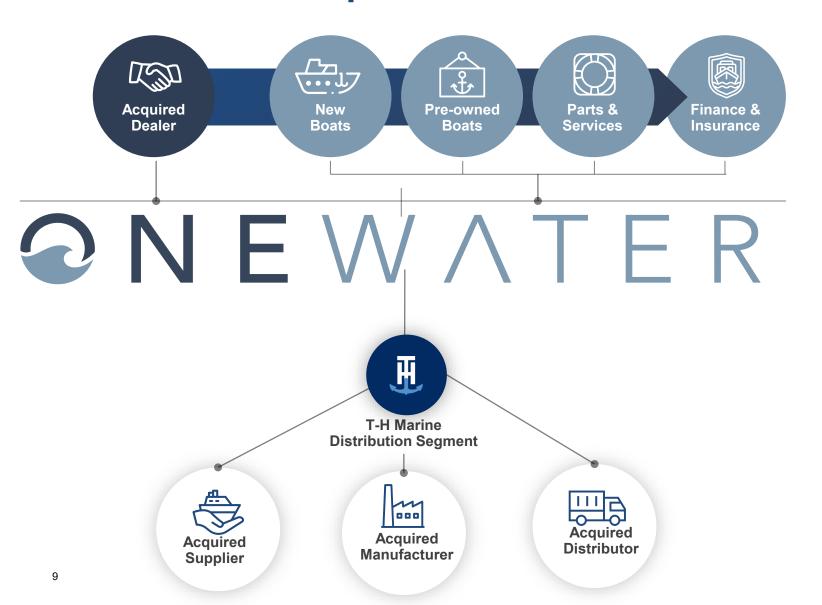


### Path to 2x profit:

- Introduce/expand an array of F&I products to acquired dealers
- Integrate into ONEW inventory universe
- Implement/expand pre-owned trade, reconditioning and sales process
- Implement best practices in parts & services
- Leverage ONEW synergies and scale to identify immediate cost savings



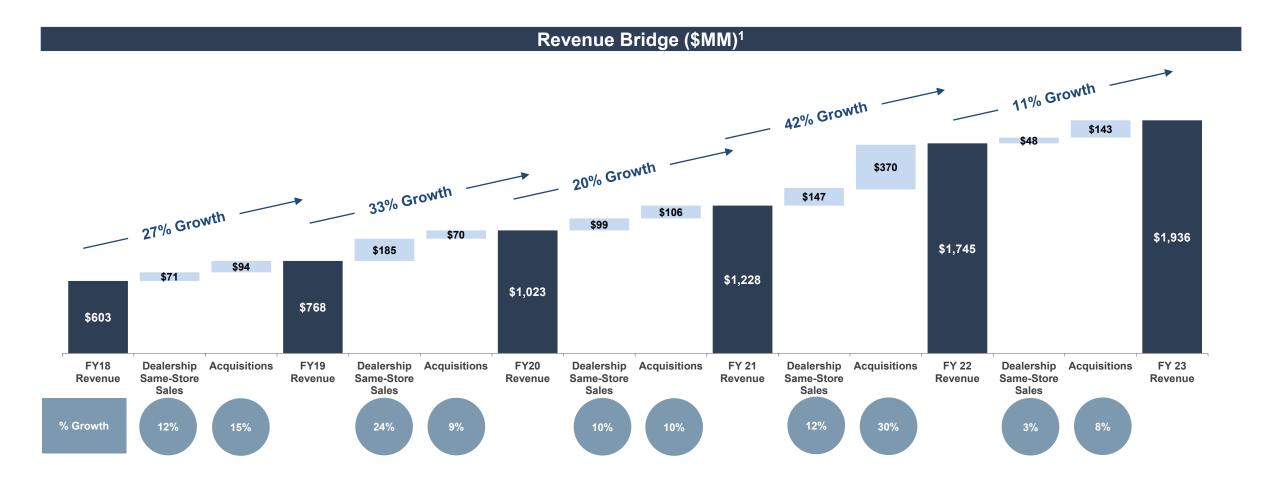
### **The Power of Acquisitions**



Separate Parts & Services acquisition engine drives further growth

### **Consistent Track Record of Leading Growth**

ONEWATER HAS CONSISTENTLY DEMONSTRATED AN ABILITY TO ACHIEVE LEADING SAME-STORE SALES AND ACQUISITION GROWTH



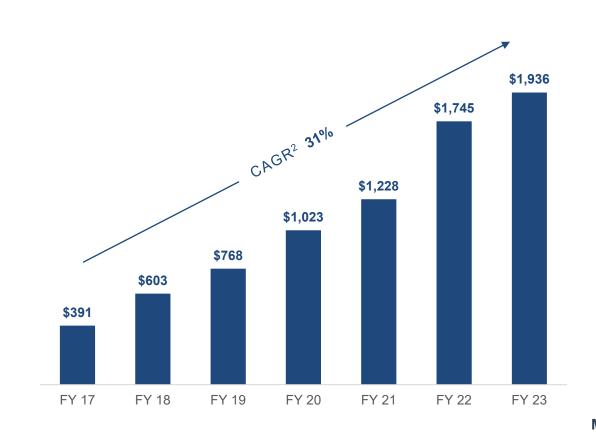


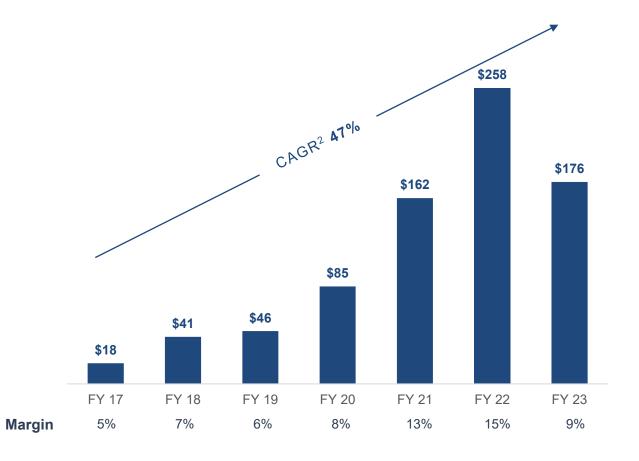
Note: OneWater has a September 30 fiscal year end

### **Growth Company with Proven Track Record**

REVENUE (\$MM)

ADJ. EBITDA (\$MM)<sup>1</sup>







<sup>1.</sup> See reconciliation of non-GAAP financial measures in the appendix.

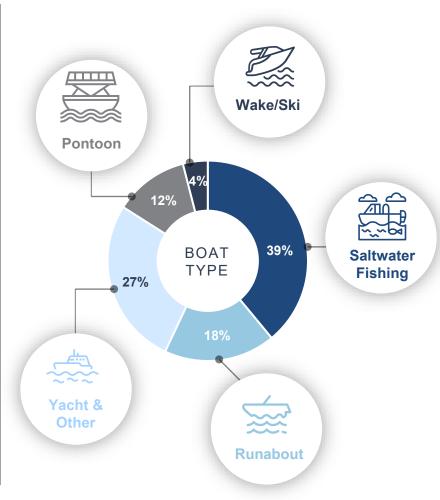


<sup>2.</sup> CAGR FY17 - FY23.

### **Broad Product Portfolio**

DIVERSIFICATION PROVIDES FLEXIBILITY TO MEET CUSTOMER DEMAND ACROSS ALL MARKETS







#1 brand
accounts
for 12% of New Boat sales



**#1 customer** for each of our top 5 brands



**Top 3 customer** for more than 25 of our brands

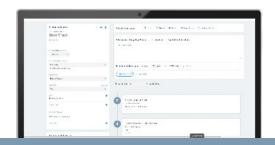


Scale & diversification drives best

inventory and pricing

### **Comprehensive Virtual Marine Retail Platform**

KEY ELEMENTS OF OUR PROPRIETARY TECHNOLOGY INFRASTRUCTURE



CRM

- Internally-developed software integrated with sales processes that allows for efficient lead generation and tracking
- CRM and the integrated quoting tool can be accessed in the office or on the water, wherever business is conducted
- Supports dynamic pricing at the dealership level



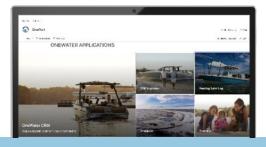
INVENTORY MANAGEMENT

- Provides nationwide visibility of available and on order inventory
- Allows for dynamic pricing at the dealership level
- Tools help manage inventory on the ground and on order from manufacturers getting the right boats to the stores on time



#### DASHBOARD

- Developed for managers to monitor KPIs and other operational metrics
- Used in measuring sales performance and budget monitoring



DNLINE PORTAL

 Internally-developed intranet provides employees with information, training / certifications, best practices and other resources



### **Proprietary Consumer-Driven Platform for the Entire Boat Life Cycle**





Innovative platform that simplifies how people buy and sell their boats, nearly 1 million boats are sold person-to-person every year



Serves as an extension of our store footprint including new and pre-owned boats and finance & insurance services





### **Experienced and Entrepreneurial Management team**

HIGHLY EXPERIENCED MANAGEMENT TEAM



**Austin Singleton** FOUNDER & CEO 35+ yrs. Industry Exp.

SINGLETON MARINE



Anthony Aisquith
PRESIDENT & COO
25+ yrs. Industry Exp.





Jack Ezzell CFO 20+ yrs. Industry Exp.







Scott Cunningham, Sr. EVP – FLORIDA WEST 35+ yrs. Industry Exp.

MARINEMAX



**Donald Drummonds**VP - RETAIL
OPERATIONS
20+ yrs. Industry Exp.





Bryan Braley
VP - YACHT DIVISION
20+ yrs. Industry Exp.





Joey Jones
VP - FLORIDA EAST
25+ yrs. Industry Exp.





Alan Giddens
VP - RETAIL
OPERATIONS
40+ yrs. Industry Exp.

CAPTAIN'S CHOICE



**Jeff Huntley** CEO – T-H Marine 30+ yrs. Industry Exp.







# **1Q'24 Financial Summary**

(\$ in thousands)	1Q'24	1Q'23	% Change YoY		
REVENUE					
New Boat	\$241,084	\$232,405	3.7%		
Pre-owned Boat	53,283	55,778	(4.5%)		
Finance and Insurance	7,360	8,934	(17.6%)		
Service, Parts and Other	62,286	69,542	(10.4%)		
Total Revenue	\$364,013	\$366,659	(0.7%)		
GROSS PROFIT					
New Boat	44,681	57,147	(21.8%)		
Pre-owned Boat	11,937	15,474	(22.9%)		
Finance and Insurance	7,360	8,934	(17.6%)		
Service, Parts and Other	27,465	28,433	(3.4%)		
Total Gross Profit	\$91,443	\$109,988	(16.9%)		
SG&A	79,599	77,838	2.3%		
% Revenue	21.9%	21.2%			
Interest Expense – Floorplan	7,812	4,779	63.5%		
% Revenue	2.1%	1.3%			
Adjusted EBITDA <sup>1</sup>	\$7,108	\$30,433	(76.6%)		
Margin	2.0%	8.3%			
Net Income (Loss)	(\$7,970)	\$11,428	(169.7%)		

1Q'24	1Q'23			
% Contr	ribution			
66.2%	63.4%			
14.6%	15.2%			
2.0%	2.4%			
17.1%	19.0%			
100%	100%			

% Gross Margin						
18.5%	24.6%					
22.4%	27.7%					
100.0%	100.0%					
44.1%	40.9%					
25.1%	30.0%					



### **Healthy Inventory Levels**

ONEWATER IS ABLE TO MAINTAIN HEALTHY INVENTORY LEVELS THROUGH PROACTIVE MANAGEMENT

#### INVENTORY TURNS<sup>1</sup>



#### COMPARABLE STORE INVENTORY TURNS<sup>3</sup>



- 1. Calculated as total cost of goods sold for the period divided by average total inventory.
- 2. Based on management and industry commentary from public filings, earnings calls and other public sources.
- 3. "New Boat" inventory turns are calculated as New Boat cost of goods sold for the period, subtracting contributions from mid-year acquisitions, divided by average New Boat inventory without contributions from mid-year acquisitions. "Pre-Owned Boat" inventory turns are calculated as cost of purchased or traded-in Pre-Owned Boats sold for the period, subtracting contributions from mid-year acquisitions, divided by average traded-in or Pre-Owned Boats inventory without contributions from mid-year acquisitions.

#### INDUSTRY COMMENTARY<sup>2</sup>



In anticipation of a demand normalization, ONEW has been focused on working down aged inventories:

- Increased floorplan and carrying costs due to higher interest rate environment
- Competitive positioning with incoming 2024 models during the seasonal winter build
- OEM manufacturer output has returned to full capacity as supply pressures have abated



# **Capital Structure**

(\$ in millions)	Capitalization						
	12.31.2022	12.31.2023	Rate				
Refinanced Credit Facility	\$445	\$398	7.7%				
Revolving Note Payable	20	45	8.3%				
Commercial Vehicle Notes Payable	5	3	5.0%				
Acquisition Notes Payable	3	1	5.0%				
Unamortized Debt Issuance Cost	(9)	(7)					
Total Debt	\$464	\$440					
Cash	44	45					
Net Debt	\$420	\$395					
FY23 Adjusted EBITDA <sup>1</sup>	\$245	\$153					
Net Debt / Adjusted EBITDA	1.7X	2.6X					

Source: 10-C



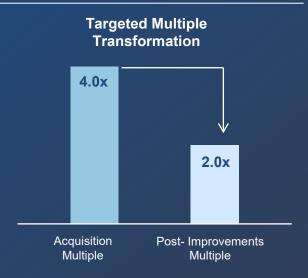
<sup>1.</sup> Please see reconciliation of this Non-GAAP Financial Measure in Appendix section. Amount represents Adjusted EBITDA for the historical period and does not include a proforma estimate for the acquisitions.



### **Accretive Post-acquisition Strategy**

#### POST-ACQUISITION IMPROVEMENTS<sup>1</sup>

- Implement F&I
- Introduce new brands and boat types
- Upgrade systems
- Execute on synergies and best practices
- Reduce expenses
- Free up owners to focus on selling



#### RECENT CASE STUDIES

BOSUN'S  TM A R I N E  Acquired FY18	Acquired FY18	TEXAS MARINE  Acquired FY18			
	OPPORTUNITY				
Expansion into new state establishing a Northeast presence	2 additional locations in the Ohio market	3 additional locations in the Texas market			
Virtually no Finance     Insurance sales	Virtually no Finance     & Insurance sales	Strong Finance & Insurance capabilities     Good focus on Pre-Owned Boats			
Little focus on Pre-Owned Boats	Little focus on Pre-Owned Boats	Quality brands (Avalon, Chaparral,			
Strong management team	Retiring owner     with a rising third generation	NauticStar, Shoalwater)			
<ul> <li>Premium brands (Pursuit, Edgewater, Regal, Cruisers)</li> </ul>	Quality brands (Bennington, Godfrey, Sea Ray, Tracker)				
	IMPROVEMENTS				
Implemented F&I	Implemented F&I	Expanded New Boat offerings			
Expanded Pre-Owned process	Established Pre-Owned process	Established Service and Parts as a business with appropriate billing process			
<ul> <li>Added Tiara Sport and Tiara Yacht brands</li> </ul>	Established a strong back office to support the business	Expanded Pre-Owned process (with expanded floorplan)			
<ul> <li>Expanded floorplan capacity to support growth</li> </ul>	Implemented technologies (CRM, Inventory management, Dashboard)	Established a strong back office to support the business			
<ul> <li>Implemented technologies (CRM, Inventory management, Dashboard)</li> </ul>	29% TTM <sup>2</sup> ROIC, 26% ROIC in CY 2019	Implemented technologies (CRM, Inventory management, Dashboard)			
<ul> <li>54% TTM<sup>2</sup> ROIC, 28% ROIC in CY 2019</li> </ul>	2010	• 50% TTM <sup>2</sup> ROIC, 34% ROIC in CY 2019			

Note: These examples of past performance may not be indicative of improvements made with respect to any other current or future acquisitions. ROIC is defined as adjusted EBITDA divided by GAAP purchase price including estimated earnout payments.

- These targeted improvements represent our goals and there can be no assurance that all or any of these improvements will be accomplished. See "Disclaimer Cautionary Statement Concerning Forward-Looking Statements."
   TTM as of 12/31/23. See reconciliation of ROIC financial measures in the appendix.



# **Reconciliation of Adjusted EBITDA**

### (\$ in thousands)

	1Q'24	1Q'23	TTM DEC'2023	TTM DEC'2022	2023	2022	2021	2020	2019	2018
Net Income (Loss)	\$(7,970)	\$11,428	\$(58,509)	\$140,553	\$(39,111)	\$152,611	\$116,413	\$48,508	\$37,263	\$1,946
Interest Expense – Other	9,152	7,584	36,125	19,256	34,557	13,201	4,344	8,828	6,568	3,836
Income Tax Expense	(2,276)	3,384	(9,072)	41,720	(3,412)	43,225	25,802	6,329	-	-
Depreciation and Amortization	4,906	6,182	25,512	20,730	26,788	16,297	5,411	3,249	2,682	1,685
Change in Fair Value of Warrant Liability	-	-	-	-	-	-	-	(771)	(1,336)	33,187
Loss (Gain) on Extinguishment of Debt	-	-	-	356	-	356	-	6,559	-	(209)
Change in Fair Value of Contingent Consideration	572	(1,409)	377	3,225	(1,604)	10,380	3,249	6,762	(1,674)	-
Transaction Costs	579	1,330	1,088	6,009	1,839	7,724	869	3,648	1,323	438
Stock-Based Compensation	2,392	2,573	8,781	10,486	8,962	10,013	5,741	2,213	154	154
Loss on Impairment	-	-	147,402	-	147,402	-	-	-	-	-
Other Expense (Income)	(247)	(639)	1,345	2,606	953	3,793	(248)	(24)	1,402	(60)
Adjusted EBITDA	\$7,108	\$30,433	\$153,049	\$244,941	\$176,374	\$247,600	\$161,581	\$85,301	\$46,382	\$40,977
EBITDA Margin	2.0%	8.3%	7.9%	13.8%	9.1%	14.8%	13.2%	8.3%	6.0%	6.8%

### **Reconciliation of ROIC**

### (\$ in thousands)

	FY16-FY22 FY16-FY18 Acquisitions Acquisitions		_	Bosun's Marine		Spend-A-Day Marina		Texas Marine	
	TTM DEC'23	TTM DEC'23	Calendar 2019	TTM DEC'23	Calendar 2019	TTM DEC'23	Calendar 2019	TTM DEC'23	Calendar 2019
Net Income (Loss)	\$101,431	\$42,710	\$19,946	\$5,565	\$3,087	\$1,761	\$1,721	\$5,060	\$3,651
Interest Expense – Other	85	54	117	10	126	4	-	9	4
Income Tax Expense	(521)	-	-	-	-	-	-	-	-
Depreciation and Amortization	5,143	2,129	977	254	60	169	107	288	125
Change in Fair Value of Warrant Liability	-	-	-	-	-	-	-	-	-
Loss (Gain) on Extinguishment of Debt	-	-	-	-	-	-	-	-	-
Change in Fair Value of Contingent Consideration	-	-	-	-	-	-	-	-	-
Transaction Costs	3	-	-	-	-	-	-	-	-
Other Expense (Income)	7,455	4,177	1,216	344	(56)	274	192	582	220
Adjusted EBITDA	\$113,596	\$49,071	\$22,256	\$6,173	\$3,217	\$2,207	\$2,020	\$5,939	\$4,000
Purchase Price	386,339	72,100	72,100	11,497	11,497	7,665	7,665	11,809	11,809
ROIC	29%	68%	31%	54%	28%	29%	26%	50%	34%

# Reconciliation of Adjusted Net Income & Adjusted EPS

### (\$ in thousands)

		nths Ended nber 31
	2023	2022
Net (loss) income attributable to OneWater Marine Inc.	\$(7,170)	\$8,900
Transaction costs	579	1,330
Intangible amortization	1,579	3,292
Change in fair value of contingent consideration	572	(1,409)
Loss on impairment	-	-
Other expense (income), net	(247)	(639)
Net (loss) income attributable to non-controlling interests of One Water Marine Holdings, LLC1	(223)	(234)
Adjustments to income tax (benefit) expense <sup>2</sup>	(520)	(538)
Adjusted net income attributable to OneWater Marine Inc.	\$(5,430)	\$10,702
Net (loss) earnings per share of Class A common stock – diluted	\$(0.49)	\$0.61
Transaction costs	0.04	0.09
Intangible amortization	0.11	0.23
Change in fair value of contingent consideration	0.04	(0.10)
Loss on impairment	-	-
Other expense (income), net	(0.02)	(0.04)
Net (loss) income attributable to non-controlling interests of One Water Marine Holdings, LLC1	(0.02)	(0.02)
Adjustments to income tax (benefit) expense <sup>2</sup>	(0.04)	(0.04)
Adjusted earnings per share of Class A common stock - diluted	\$(0.38)	\$0.73

Note: Company has a September 30 fiscal year end.



<sup>1.</sup> Represents an allocation of the impact of reconciling items to our non-controlling interest

<sup>2.</sup> Represents an adjustment of all reconciling items at an estimated effective tax rate