

ANALYST & INVESTOR DAY 2025

OCTOBER 08-09

VALCOURT | CANADA



Forward-Looking Statements

Caution concerning forward-looking statements

Certain statements in this presentation, including, but not limited to, statements relating to the Company's Fiscal Year 2026 Guidance and related assumptions (including without limitation Revenues, Normalized EBITDA, Normalized Earnings per Share – Diluted, Net Income, Depreciation Expenses Adjusted, Net Financing Costs Adjusted, Effective Tax Rates, Weighted Average Number of Shares – Diluted and Capital Expenditures), statements relating to the declaration and payment of dividends, statements about the Company's current and future plans, prospects, expectations, anticipations, estimates and intentions, results, levels of activity, continued or sustained growth, including growth in production and growth in its consumer base, performance, including performance relative to the industry, objectives, targets, goals or achievements, priorities and strategies, including its continued focus on tight network inventory management, product mix, production and pricing efficiencies, sustained promotional efforts and proactive production management to maintain dealer value proposition, financial position, including its approach to foreign exchange fluctuations, the Company's M28 strategic framework and related objectives, targets, estimates and intentions, the Company's longer-term ambitions, projections, estimates and objectives, including the FY28 targets for Revenues, Normalized Earnings per Share – Diluted and market share, the Company's rollout of new product introductions (including projected design, characteristics, capacity or performance and expected market-entry timing), market position, including expected or targeted market share and market share volatility notably in light of fluctuating inventory levels from other OEMs, capabilities, competitive strengths, beliefs, the prospects and trends of the industries in which the Company operates, including softer industry demand trends and sustained promotional intensity and pricing actions, the expected demand for products and services in the markets in which the Company competes, the ongoing commitment to invest in research and product development activities and push the boundaries of innovation, including the expectation of regular flow of new product introductions and development of market-shaping products, the projected design, characteristics, capacity or performance of future products and their expected scheduled entry to market, expected financial requirements and the availability of capital resources and liquidity, the Company's ability to complete its process for the sale of its Marine businesses as expected and to manage and mitigate the risks associated therewith, including the ability to separate the Marine businesses within the anticipated time periods, at expected cost levels and expected proceeds, the impact of the sale of the Marine businesses, including its ability to double down on Powersports and capitalize on market opportunities, and any other future events or developments and other statements that are not historical facts constitute forward-looking statements within the meaning of applicable securities laws.

The words “may”, “will”, “would”, “should”, “could”, “expects”, “forecasts”, “plans”, “intends”, “trends”, “indications”, “anticipates”, “believes”, “estimates”, “outlook”, “predicts”, “projects”, “likely” or “potential” or the negative or other variations of these words or other comparable words or phrases, are intended to identify forward-looking statements.

Forward-looking statements are presented for the purpose of assisting readers in understanding certain key elements of the Company's current objectives, goals, targets, strategic priorities, expectations and plans, and in obtaining a better understanding of the Company's business and anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes; readers should not place undue reliance on forward-looking statements contained herein. Forward-looking statements, by their very nature, involve inherent risks and uncertainties and are based on a number of assumptions, both general and specific, as further described below.

Many material risks, uncertainties and factors could cause the Company's actual results, level of activity, performance or achievements or future events or developments to differ materially from those expressed or implied by the forward-looking statements, including, without limitation, those discussed in greater detail under the heading “Risk Factors” of the Company's management's discussion and analysis for Fiscal 2025 (“the 2025 MD&A”) for the fiscal year ended on January 31, 2025 and in other continuous disclosure materials filed from time to time with Canadian securities regulatory authorities and the Securities and Exchange Commission.

Unless otherwise stated, the forward-looking statements contained in this presentation are made as of the date of this presentation and the Company has no intention and undertakes no obligation to update or revise any forward-looking statements to reflect future events, changes in circumstances, or changes in beliefs, unless required by applicable securities regulations. In the event that the Company does update any forward-looking statements contained in this presentation, no inference should be made that the Company will make additional updates with respect to that statement, related matters or any other forward-looking statement. The forward-looking statements contained in this presentation are expressly qualified by this cautionary statement.

Key assumptions

The Company made a number of economic, market and operational assumptions in preparing and making certain forward-looking statements contained in this presentation, including without limitation the following assumptions: stable industry trends and macroeconomic environment; expected market share volatility; main currencies in which the Company operates will remain at near current levels; levels of inflation, which are expected to continue to ease; there will be no significant changes in tax laws or treaties applicable to the Company; the supply base will remain able to support product development and planned production rates on commercially acceptable terms in a timely manner; the absence of unusually adverse weather conditions, especially in peak seasons. BRP cautions that its assumptions may not materialize, and that the currently challenging macroeconomic and geopolitical environment in which it evolves may render such assumptions, although believed reasonable at the time they were made, subject to greater uncertainty. Specifically, these assumptions do not incorporate the imposition of wide-ranging U.S. tariffs on all imports from Canada and Mexico and potential retaliatory tariffs. Given the fast-evolving situation and the high degree of uncertainty around the duration of a potential trade war, it is difficult to predict how the effects would flow through the economy. New tariffs could significantly affect the outlooks for economic growth, consumer spending, inflation and the Canadian dollar.

All amounts in this presentation are expressed in Canadian dollars, unless otherwise indicated.



Presentation Agenda

ANALYST & INVESTOR DAY 2025

VALCOURT, QUÉBEC
OCTOBER 8-9



PRESENTERS

JOSÉ BOISJOLI
PRESIDENT AND CHIEF EXECUTIVE OFFICER

JOSÉE PERREAU
CHIEF MARKETING OFFICER

SANDY SCULLION
PRESIDENT – POWERSPORTS GROUP

DAVID BAKER
VICE-PRESIDENT AND GENERAL MANAGER – NORTH AMERICA

STEVE PELLETIER
VICE-PRESIDENT AND GENERAL MANAGER – INTERNATIONAL

BREAK

THOMAS UHR
CHIEF TECHNOLOGY OFFICER

PATRICK DUSSAULT
EXECUTIVE VICE-PRESIDENT – GLOBAL MANUFACTURING OPERATIONS

SÉBASTIEN MARTEL
CHIEF FINANCIAL OFFICER

JOSÉ BOISJOLI
PRESIDENT AND CHIEF EXECUTIVE OFFICER

TOPICS

STRATEGIC OVERVIEW AND M28 INTRODUCTION

CUSTOMER INSIGHTS AND WINNING IN ORV

UPSHIFT THE DEALER AND CUSTOMER EXPERIENCE

FULL THROTTLE TO #1 IN ORV

GEAR UP INTERNATIONAL

DRIVE VALUE THROUGH
SPEED AND EFFICIENCY

FINANCIAL PLAN

CLOSING REMARKS AND GENERAL Q&A



STRATEGIC OVERVIEW AND M28 INTRODUCTION

JOSÉ BOISJOLI

PRESIDENT AND CHIEF EXECUTIVE OFFICER



ADVENTURE BY DESIGN

BRP: A global leader in the Powersports industry

BUILT ON SOLID FOUNDATIONS

- **DIVERSIFIED PRODUCT PORTFOLIO**
3 product categories | 5 iconic brands | 7 product lines
- **INDUSTRY LEADER IN INNOVATION**
Invested over 5% of revenues in research and development in FY25
- **ESTABLISHED GLOBAL DISTRIBUTION NETWORK**
Over 2,700+ dealers in 130+ countries
- **GLOBAL AND MODERN MANUFACTURING FOOTPRINT**
11 facilities in 7 countries | ~16,500 employees worldwide
- **PROVEN MANAGEMENT TEAM**
Averaging over 22 years with the company

SIGNIFICANT SCALE^{[1][2]}

REVENUES

\$8.2B vs. FY20
+36%

NORMALIZED EBITDA

\$1.1B vs. FY20
+32%

PORTFOLIO OF GLOBALLY RECOGNIZED BRANDS

ski-doo®

LYNX®

SEA-DOO®

can-am®

ROTAX®

^[1]Based on the mid-point of FY26 Guidance as at August 29, 2025
^[2]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix

Solid foundations to continue to grow and outpace our industry



A LOOK BACK AT M25

In 2019, we introduced our “M25” framework

As presented in October 2019

DEFINITION

SETTING THE COURSE FOR BRP 2.0

PILLARS

GROWTH

CUSTOMER X

EMPLOYEE X

LEAN

PRIORITIES AND GOALS FOR FY25

Build on Can-Am momentum

Grow Can-Am to \$5B in revenues

Make waves in Marine

Double Marine Revenues to \$1B+

Exceed customer expectations

Increase our Net Promoter Score and improve our Customer Lifetime Value

Fuel the BRP heartbeat

Shape a culture that moves our people and delivers outstanding results

Perform to win

Achieve \$300M of Lean Value

Pursue something bigger

Sustain BRP's growth beyond 2025

**We aimed to deliver annual growth of 10% for revenues and 15% for Normalized EPS
to respectively reach \$9.5B and \$7.50 by FY25**



As we had already reached our objectives, we updated our targets in 2022...

As presented in June 2022

DEFINITION

SETTING THE COURSE FOR BRP 2.0

PILLARS

GROWTH

CUSTOMER X

EMPLOYEE X

LEAN

PRIORITIES AND GOALS FOR FY25

Build on Can-Am momentum

Grow Can-Am to **\$7B** in revenues

Make waves in Marine

Double Marine Revenues to \$1B+

Exceed customer expectations

Increase our Net Promoter Score and improve our Customer Lifetime Value

Fuel the BRP heartbeat

Shape a culture that moves our people and delivers outstanding results

Perform to win

Achieve **\$400M** of Lean Value

Pursue something bigger

Sustain BRP's growth beyond 2025

We updated our objectives, and aimed to deliver over \$12B in revenues and over \$13.50 of Normalized EPS in FY25



“M25” was marked by multiple important disruptions

Covid and its aftermath, driving volatility in the demand for Powersports products

POWERSPORTS INDUSTRY EVOLUTION

Units



FY16

FY26 Q2 LTM

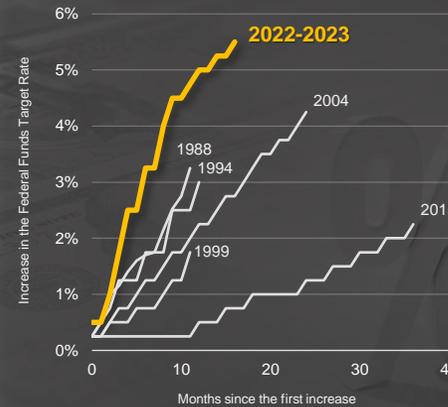
A cyberattack that forced us to temporarily suspend our operations and reprioritize projects



Important inflation followed by the steepest rate hiking cycle in decades, pressuring our dealers and consumers

CHANGES IN THE FEDERAL FUNDS TARGET RATE

Percentage Points



A volatile geopolitical landscape, impacting some of our markets around the world



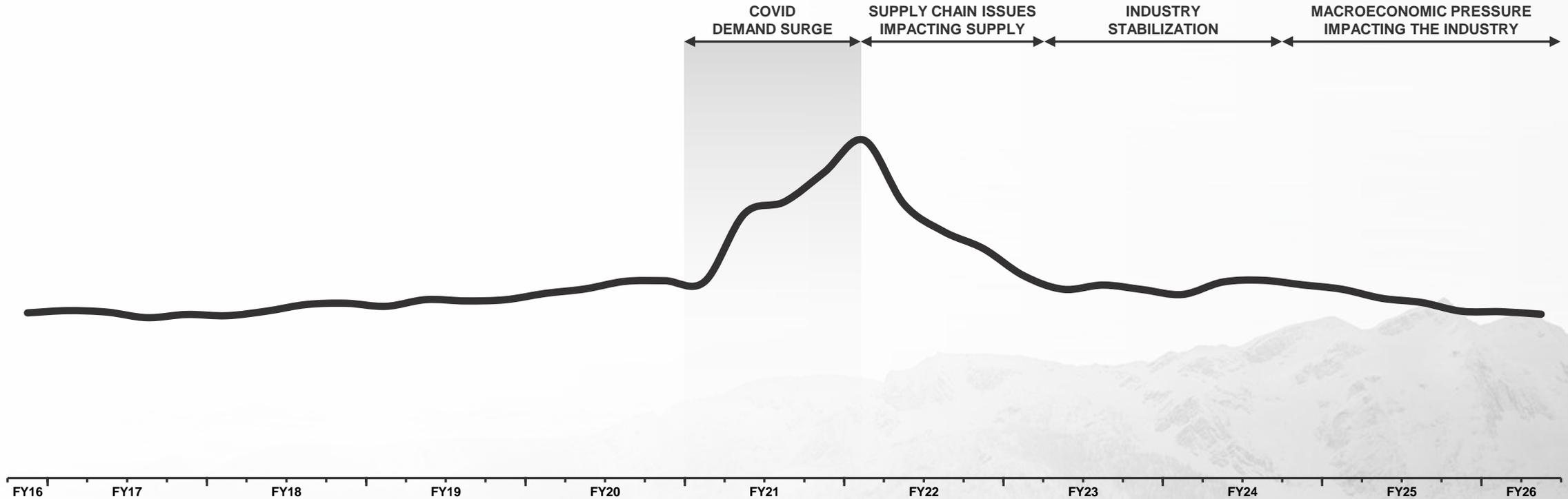
Demonstrated resilience and agility as we operated in a challenging environment



This challenging environment impacted our industry

NORTH AMERICAN POWERSPORTS INDUSTRY

Rolling twelve months, Units



Our industry has been performing below expectations since late FY24



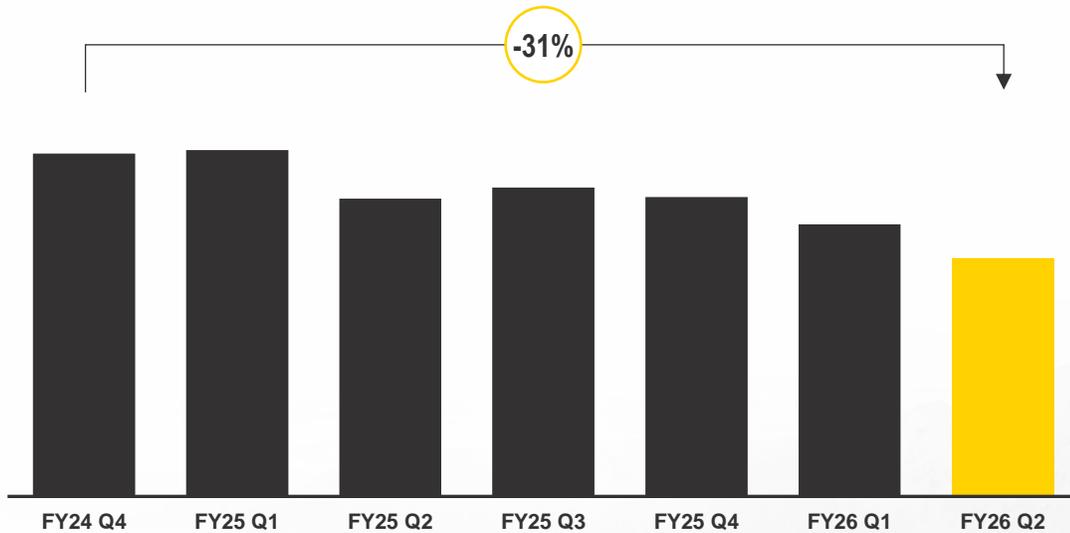
In this context, we led the industry and proactively right-sized our network inventory

NETWORK INVENTORY REDUCTION CYCLE

DEALER INVENTORY EVOLUTION SINCE FY24

North America Powersports, Units

Proactively took action as the industry slowed down, allowing us to rapidly right-size our network inventory

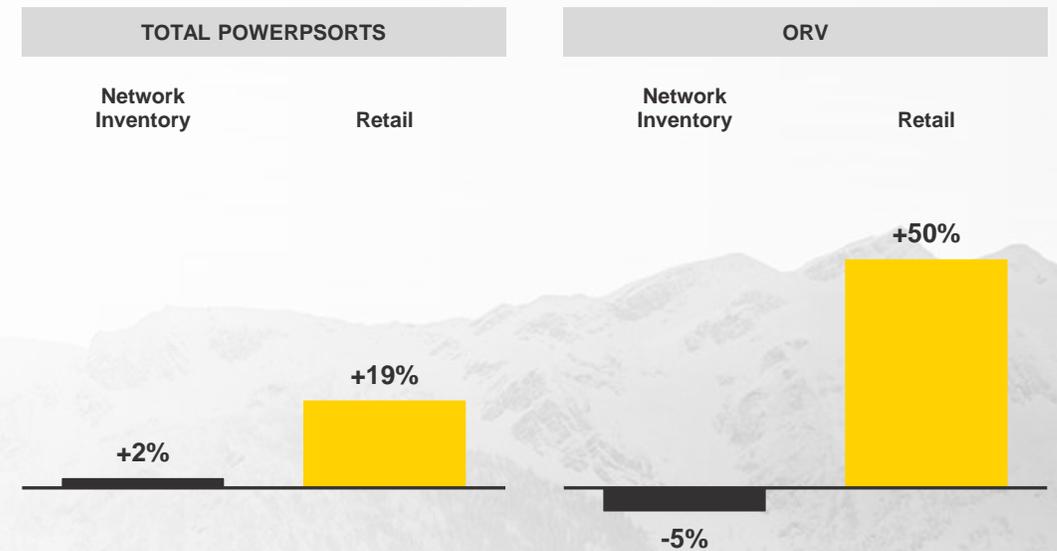


NETWORK INVENTORY AND RETAIL COMPARISON

DEALER INVENTORY AND RETAIL EVOLUTION VS PRE-COVID

FY26 Q2 vs FY20 Q2, North America Powersports, Units, LTM Retail

Operating with leaner network inventory levels compared to pre-covid, especially for ORV



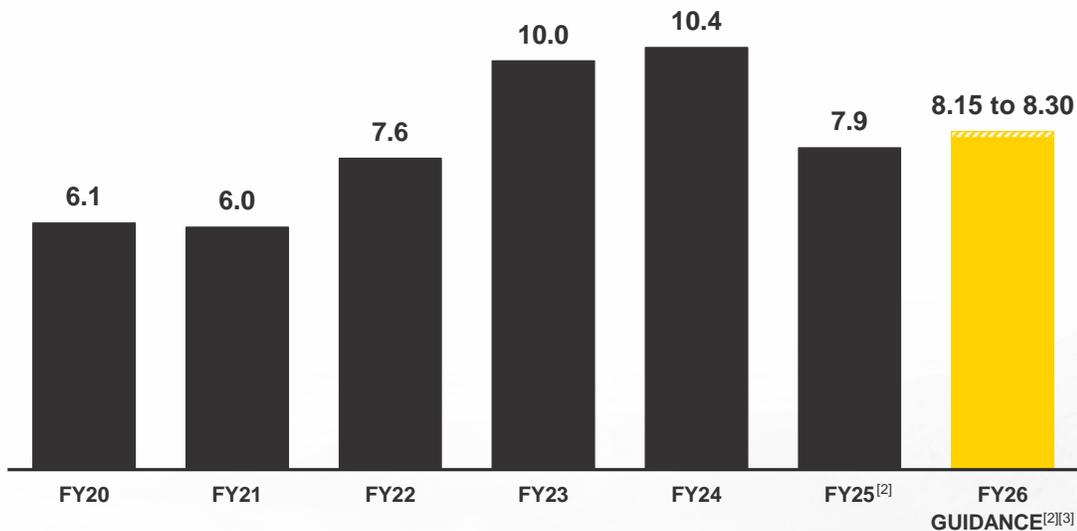
Took action to protect the value of our brands and the profitability of our dealers



Our financial performance of recent years reflects these decisions

REVENUES

\$CA Billions



NORMALIZED EPS – DILUTED^[1]

\$CA



^[1]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix
^[2]Reflect continuing operations only, find more details in Appendix
^[3]Guidance as at August 29, 2025

We did what was best for the business, even if it impacted our financial results in the short term



***DESPITE THIS CHALLENGING ENVIRONMENT,
WE CONTINUED TO POSITION OUR
BUSINESS FOR SUCCESS***



ADVENTURE BY DESIGN

We have refocused on our core Powersports business

Key Decisions

- Exit Marine
- Reduce investments in electrification
- Pause urban mobility programs

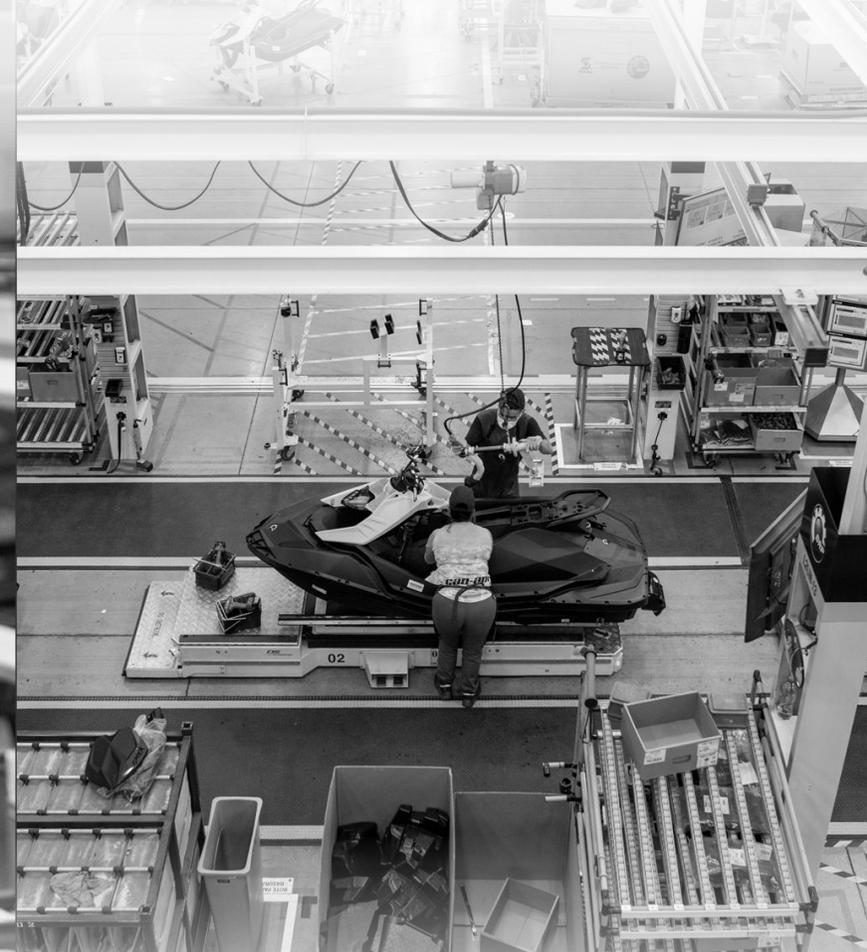
Key Benefits

- Focus resources on higher return opportunities in Powersports
- Improve financial profile and capabilities

Short to Mid-Term: Refocused all the organization on one objective - Winning in Powersports!



Our factories have been modernized, with sufficient capacity to support our growth



Capacity to rapidly and efficiently ramp-up production to meet demand with limited investments required



We bolstered our capabilities by insourcing key activities



Unlocked key competencies and cost advantages



We further strengthened our industry-leading product portfolio

NORTH AMERICAN
POWERSPORTS INDUSTRY

| | MARKET SHARE GAIN SINCE M25 INTRODUCTION FY20 TO FY25 | MARKET SHARE GAIN SINCE M25 UPDATE FY22 TO FY25 | CURRENT MARKET POSITION |
|--|---|---|----------------------------|
|  TOTAL POWERSPORTS | ▲ 6pp | ▲ 4pp | #1 |
|  SIDE-BY-SIDE VEHICLES | ▲ 11pp | ▲ 9pp | #2 |
|  ALL-TERRAIN VEHICLES | ▲ 4pp | ▲ 3pp | #3 |
|  THREE-WHEEL VEHICLES | ▲ 1pp | ▼ 3pp | #1 |
|  SNOWMOBILES | ▲ 9pp | ▲ 1pp | #1 |
|  PERSONAL WATERCRAFTS | ▲ 2pp | ▼ 5pp | #1 |
|  PONTOONS | NOT AVAILABLE | | #2^[1] |

^[1]North America: Pontoons of 21ft and less

Further extended our leadership position in the industry

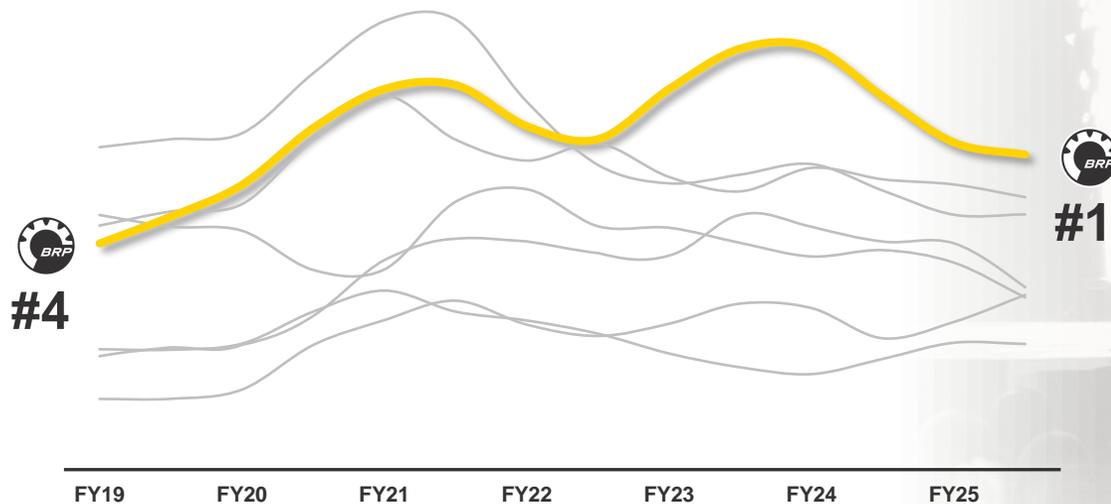


Supported our dealers during challenging times, reinforcing our position as the OEM of choice in the industry

MAINTAINED OUR LEADERSHIP IN TERMS OF UNITS PER DEALER DESPITE SIGNIFICANTLY REDUCING OUR NETWORK INVENTORY

AVERAGE UNITS PER DEALER

North American Powersports average units per dealer⁽¹⁾,
Based on last-twelve-month retail




#1


#4

⁽¹⁾Includes SSV, ATV, 3WV, Snowmobiles, PWC, Sea-Doo Switch Pontoons and Motorcycles

Significantly improved dealer sentiment in recent quarters

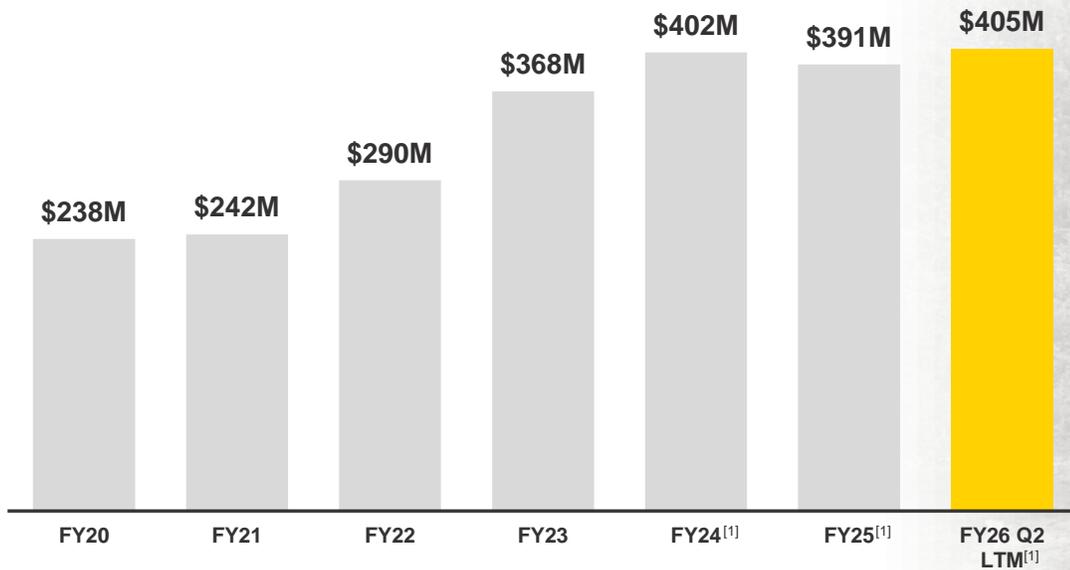


Sustained our product innovation leadership

CONTINUED INVESTING IN R&D THROUGH THE CYCLE,
BUILDING UP A SOLID PIPELINE OF FUTURE PRODUCT INTRODUCTIONS

R&D INVESTMENTS

\$CA Millions



^[1]Reflect continuing operations only, find more details in Appendix

Continuously improved our line-up in recent years all the while sustaining investments for the future



***WE SET SOLID FOUNDATIONS TO BUILD ON AS
WE ENTER OUR NEXT WAVE OF GROWTH***





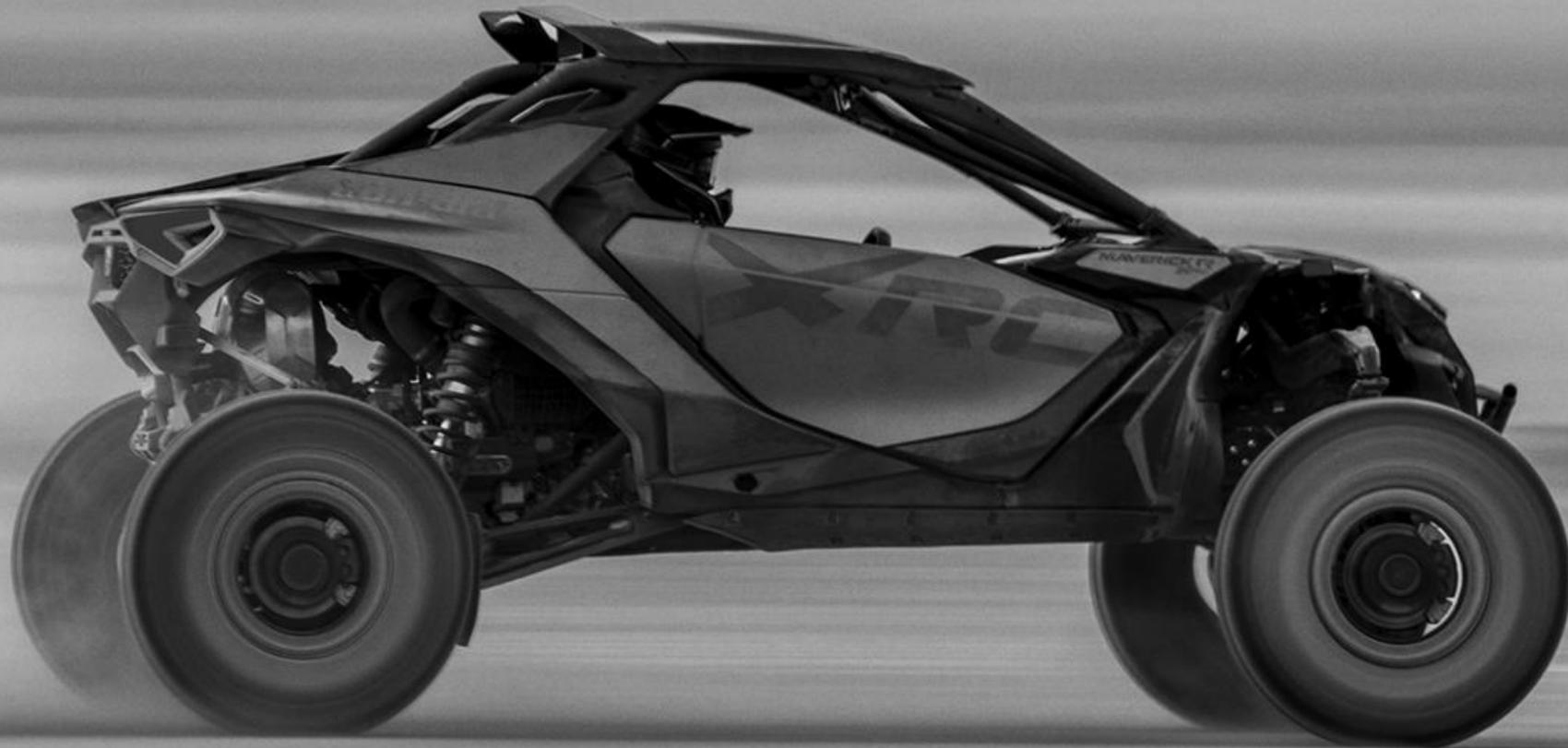
OUR VISION

***TO CREATE THE
UNBEATABLE
EXPERIENCE
OF MOVING YOU
IN EVERY WAY***



M28

**CAPTURE OUR FULL
POWERSPORTS POTENTIAL**





GROWTH

Our industry holds tremendous untapped potential and we have only just begun scratching the surface.

EMPLOYEE X

Our people are our engine and are at the core of BRP's fabric. Their engagement and talent will continue to set us apart and drive us forward.

CUSTOMER X

Our customers' experience today is lived through the most thrilling products. While we will always push innovation further, we will also aim to delight customers at every step of their journey to bring the true BRP experience to life.

LEAN & AGILITY

Our creativity will help us reshape the way we work in order to be as efficient as possible and accelerate time-to-market.



M28

CAPTURE OUR FULL POWERSPORTS POTENTIAL



FY28 TARGET:

REVENUES: ~\$9.5B

NORMALIZED EPS^[1]: ~\$8.00

STRATEGIC PRIORITIES

TARGETS BY FY28

FULL THROTTLE TO #1 IN ORV

Return to market share of 30%+ in SSV and reach 25%+ market share in ATV

GEAR UP INTERNATIONAL

Achieve \$2.5B+ of Powersports revenues in our international region

UPSHIFT THE DEALER AND CUSTOMER EXPERIENCE

Be the undeniable OEM of choice for dealers and increase customer NPS

FUEL THE BRP HEARTBEAT

Reach employee NPS of 50

DRIVE VALUE THROUGH SPEED AND EFFICIENCY

Accelerate time to market by 20%+ and deliver \$350M+ of lean value

BOOST DEFENSE AND SPECIALIZED VEHICLES

Commercialize defense and specialized vehicles

REV UP OUR PRODUCT COMPETITIVE EDGE

Gain market share in all our product lines

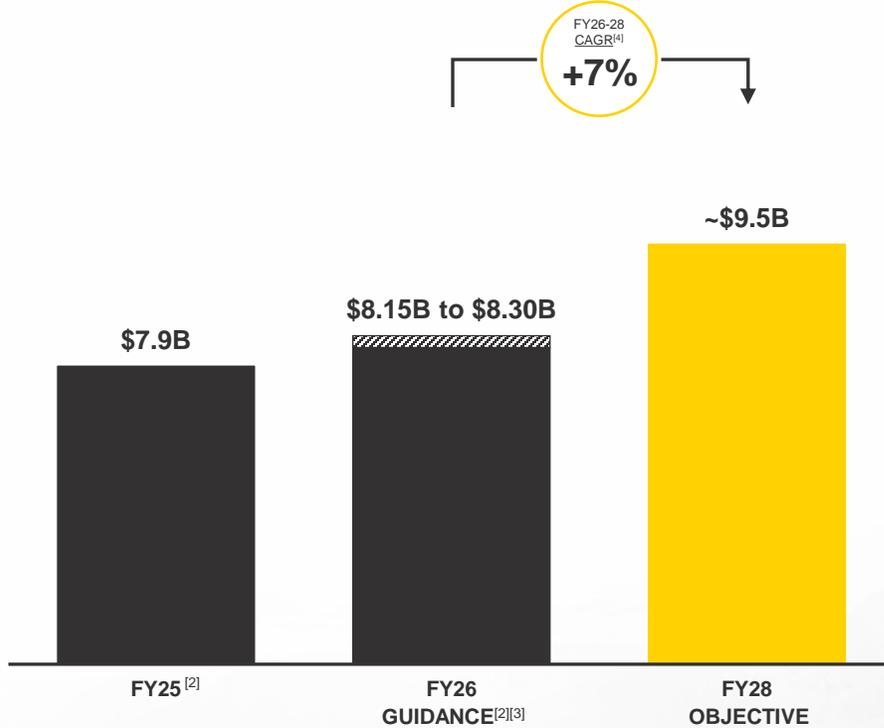
^[1]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix Note: M28 Financial Target assumes a stable economic and tariff environment



M28 Objective: Deliver ~\$9.5B in revenues and ~\$8.00 of Normalized EPS^[1]

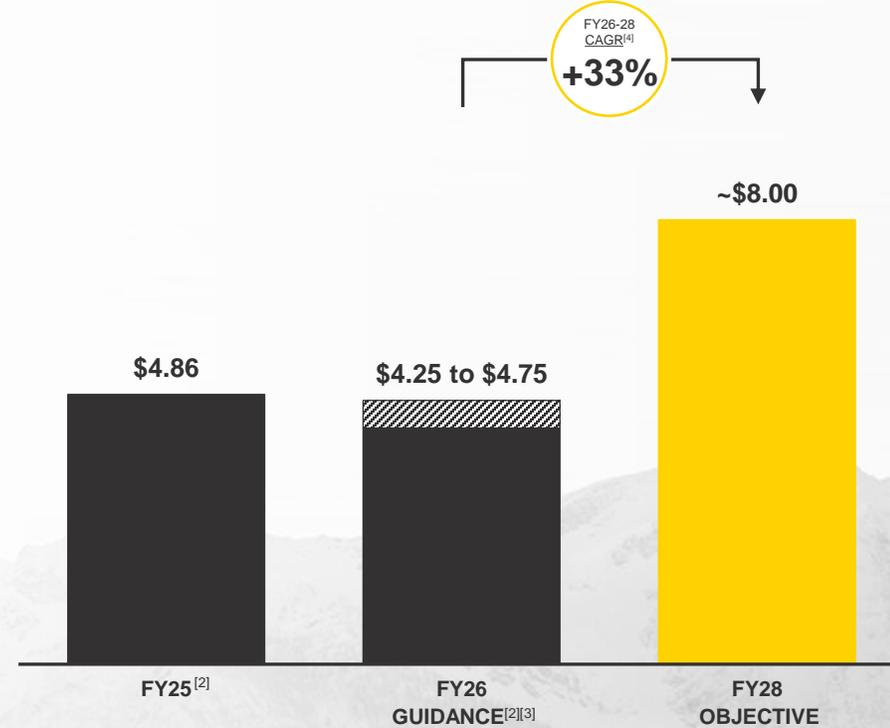
REVENUES

\$CA Billions



NORMALIZED EPS – DILUTED^[1]

\$CA



^[1]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix

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^[3]Guidance as at August 29, 2025

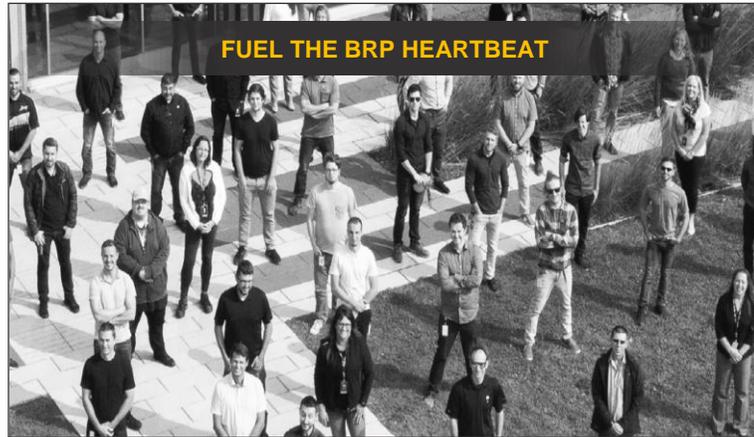
^[4]CAGR based on the mid-point of FY26 Guidance

Note: M28 Financial Target assumes a stable economic and tariff environment

Positioned to deliver solid Normalized EPS^[1] growth over the next two years



Key M28 strategic initiatives not covered in today's presentation



CONTEXT

Employees are ambassadors for our values, brands, and products

Employees thrive in a workplace where they can have an impact, grow, and carve their own path

STRATEGIC INITIATIVES

1. Reinforce the HSS care mindset and promote wellbeing
2. Boost EX through employee life cycle: focus on first-year experience and career growth
3. Shape a culture where everyone is welcomed and respected, and feels like they belong



CONTEXT

Strong tailwinds for specialized vehicles in government, safety, and public sector applications

With current product portfolio, global footprint, and proven capabilities across all terrains, BRP is well positioned to contribute and win

STRATEGIC INITIATIVES

1. Set up autonomous structure with dedicated team focused on defense, specialized vehicles, and engines
2. Adapt existing products for defense and other specialized applications



CONTEXT

Winning through innovation and quality are key elements of what differentiates us from other OEMs

Strong brand equity drives differentiation beyond the product

STRATEGIC INITIATIVES

1. Wow consumers with industry-leading product innovations
2. Focus on quality to deliver a superior experience
3. Evolve brands to further drive differentiation

CUSTOMER INSIGHTS AND WINNING IN ORV

JOSÉE PERREAU
CHIEF MARKETING OFFICER



***IN RECENT YEARS, OUR FOCUS HAS
BEEN ON GROWING OUR CUSTOMER
BASE IN MANY WAYS...***



ADVENTURE BY DESIGN



2M RIDERS WITH UNCHARTED SOCIETY



MULTIPLE NEW PRODUCT INTRODUCTIONS



DIRECT-TO-CONSUMER PLATFORM LAUNCH



ADVENTURE BY DESIGN

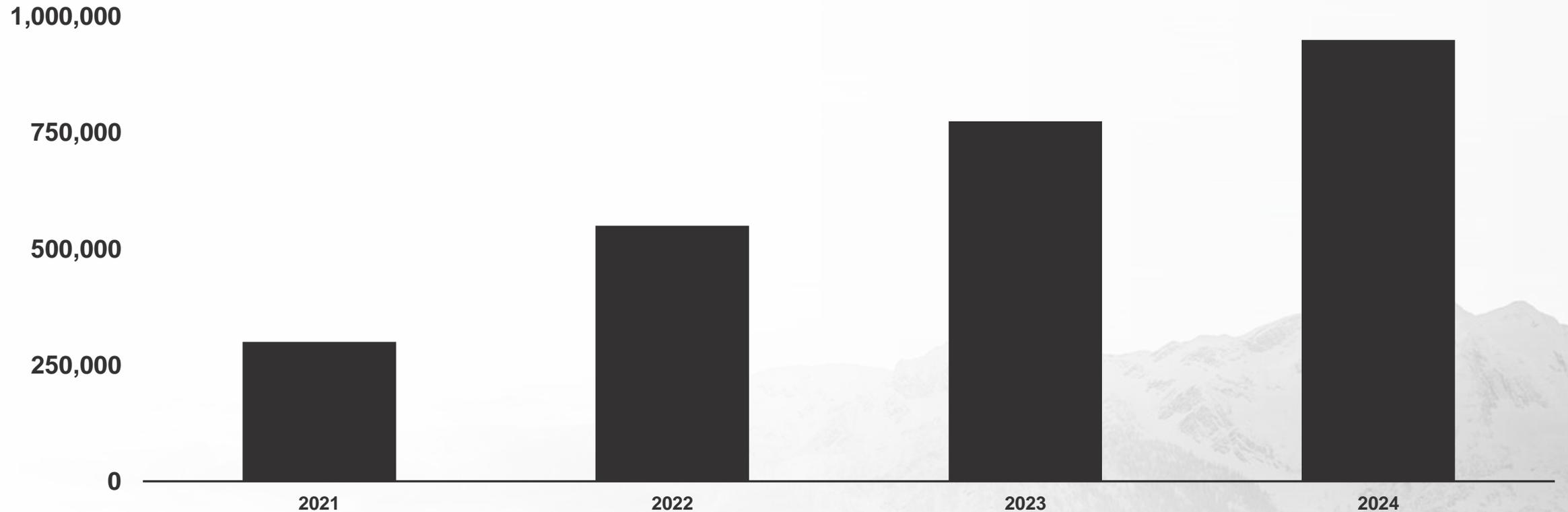
***THERE ARE 70M POWERSPORTS
ENTHUSIASTS IN THE WORLD***



ADVENTURE BY DESIGN

Every year, we welcome about 230k new customers to the BRP family

CUMULATIVE NEW CUSTOMERS TO BRP SINCE 2021



Over the last four years, close to 1M unique customers purchased a BRP vehicle globally



WE HAVE EFFECTIVELY BUILT A FAN BASE



***WE ARE LEADING THE WAY IN FOLLOWERSHIP
AND ENGAGEMENT GROWTH***

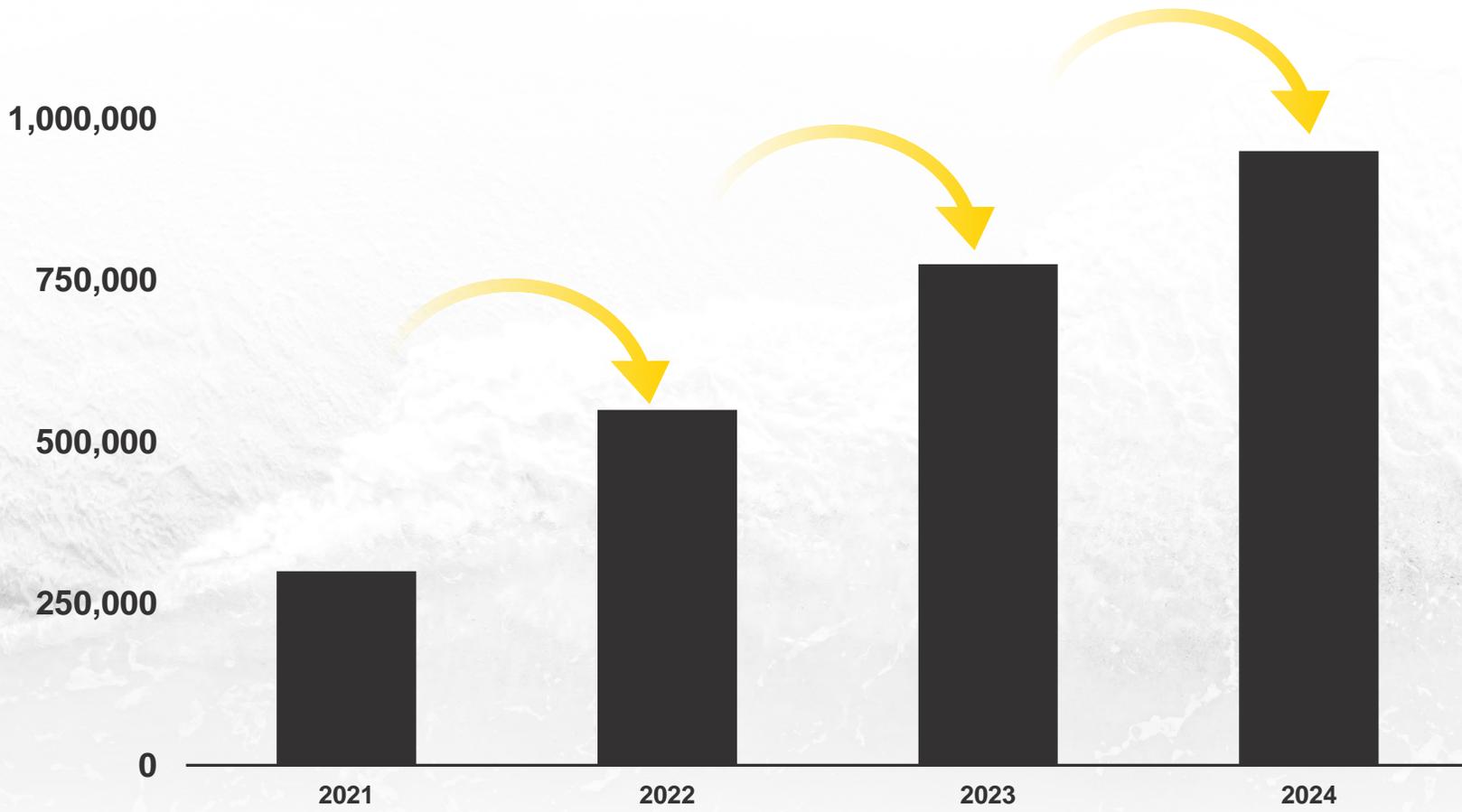
***+7.9M
BRP followers****

****     YouTube***



Significantly increased the number of followers to our different brands since 2021

CUMULATIVE NUMBER OF NEW FOLLOWERS SINCE 2021



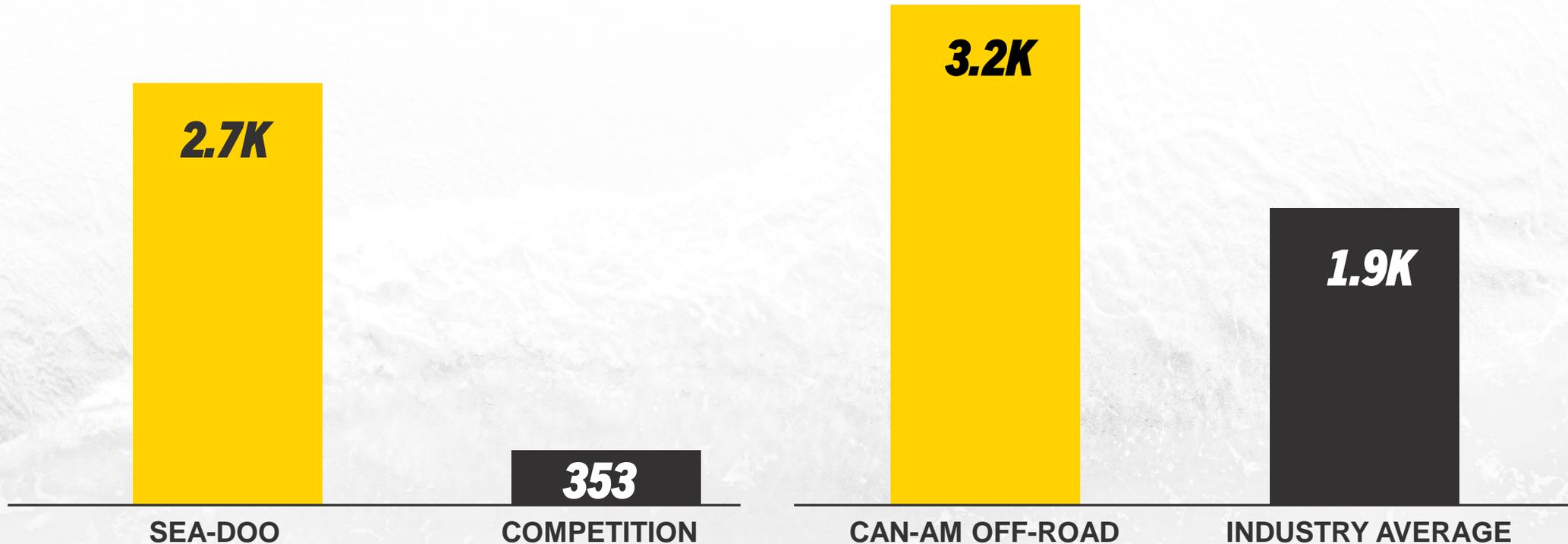
Since 2021, we have **gained** almost 1M followers globally



Our brands are leading in engagement online

CROSS-CHANNEL ENGAGEMENT TOTAL/POST

AVERAGE # OF INTERACTIONS ON ANY POST PUBLISHED DURING THE PERIOD, FROM FEB 1, 2024 TO JUL 30, 2025



Driving more interest than any of our competitors

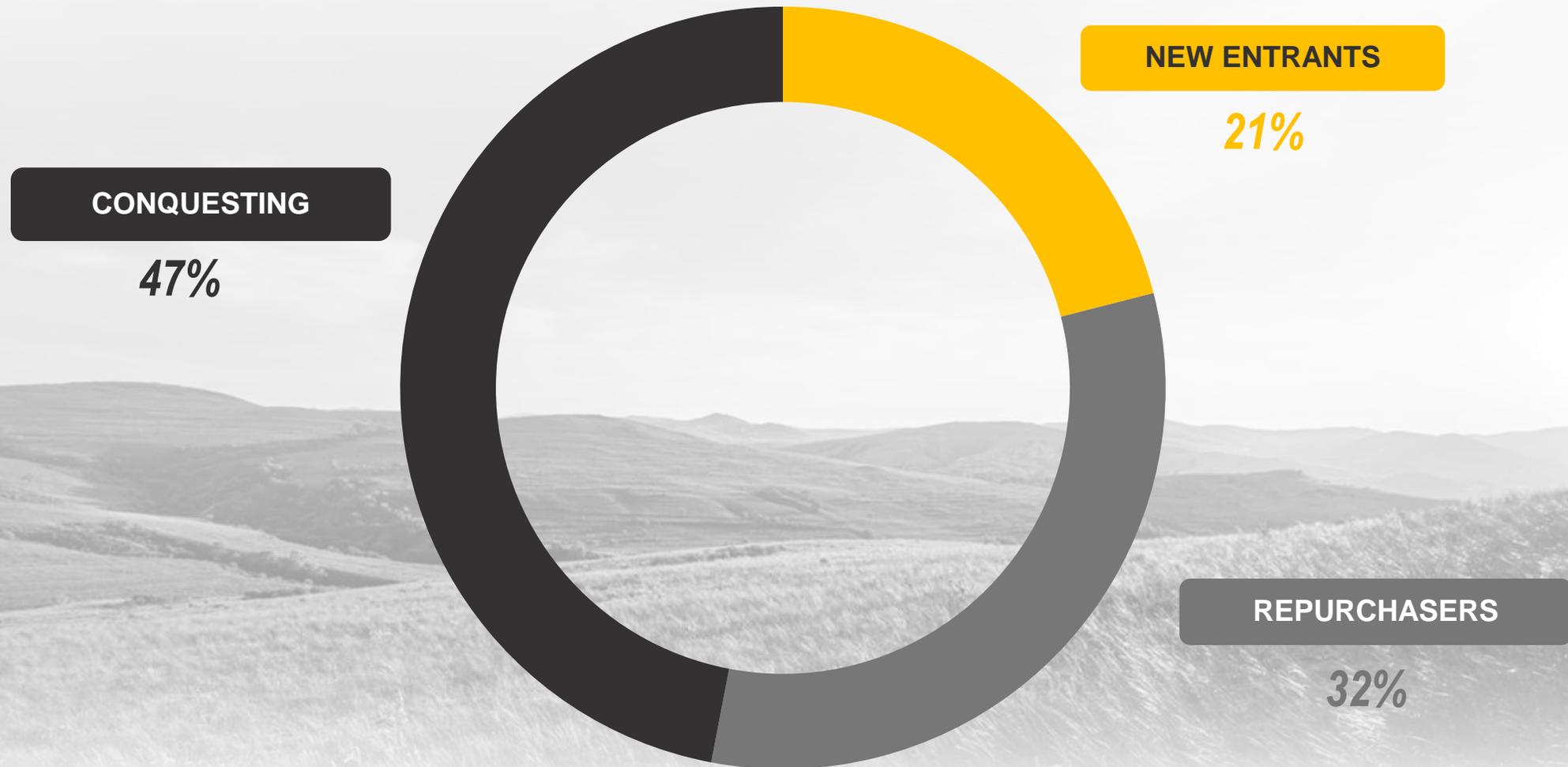


***MEET THE
RIDERS***

***WHO POWER
OUR BRANDS***

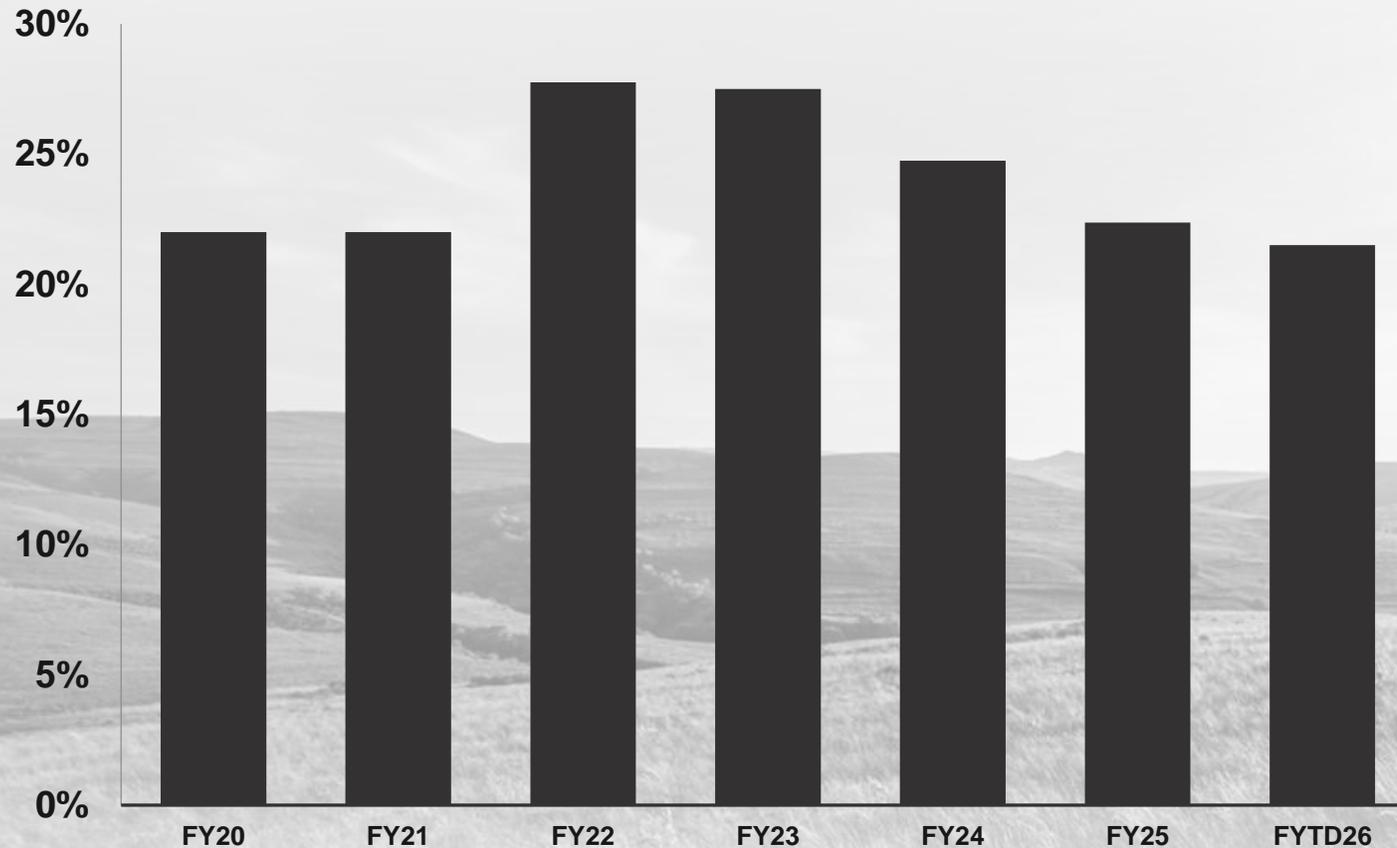


Leading to a well-balanced customer mix



New entrants are back to pre-covid levels

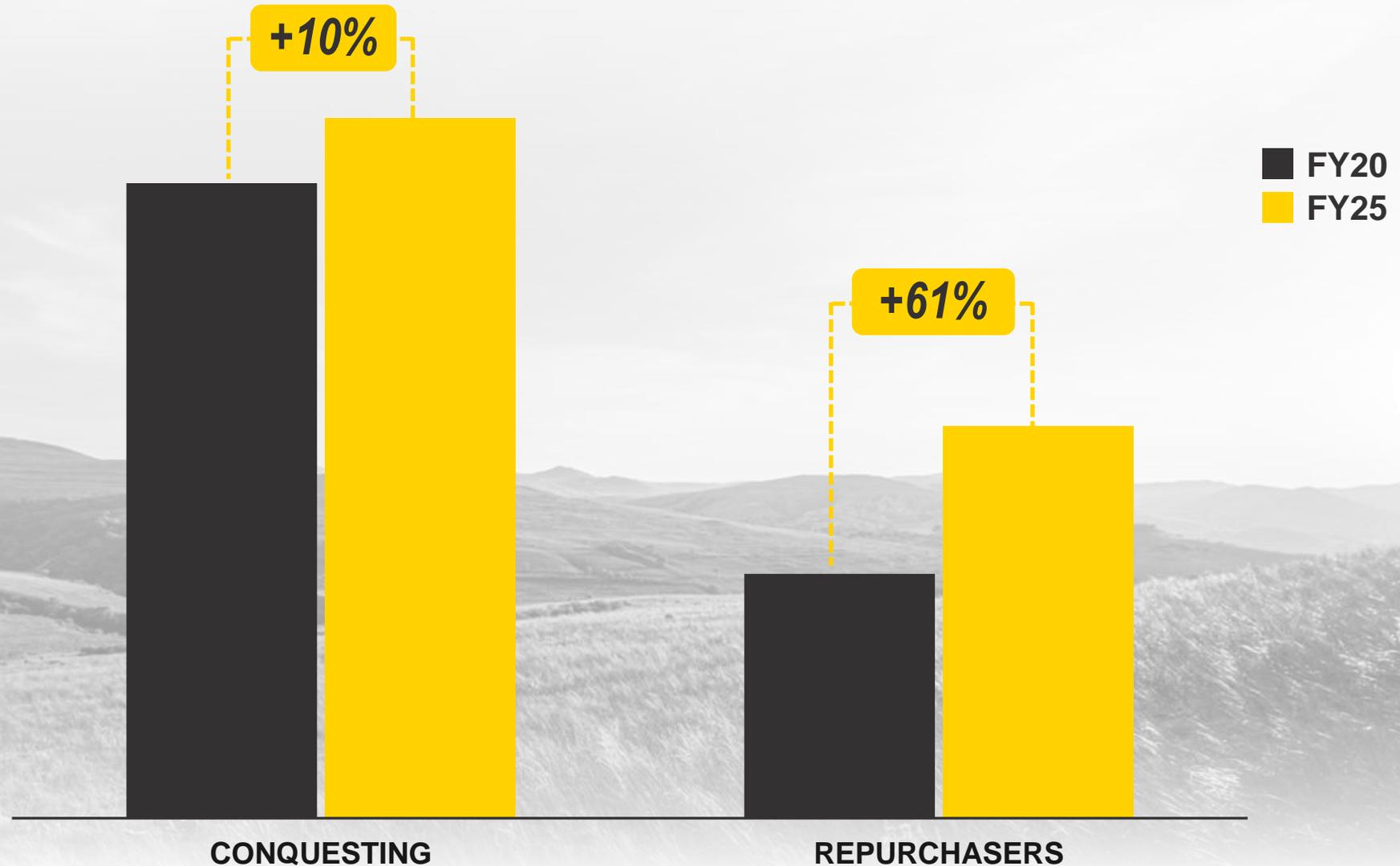
PERCENTAGE OF OUR RETAIL SALES THAT ARE NEW ENTRANTS



Momentum with new entrants has slowed primarily due to macroeconomic factors impacting consumers' ability to finance vehicles.

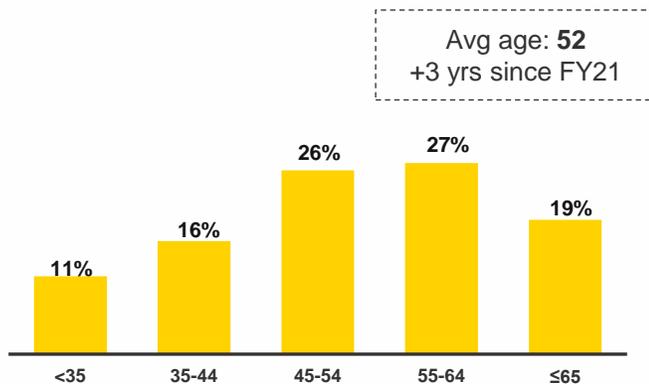
This trend is most noticeable on entry-level models such as the Can-Am Ryker and the Sea-Doo Spark.

However, we are doing well at conquesting and repurchasers

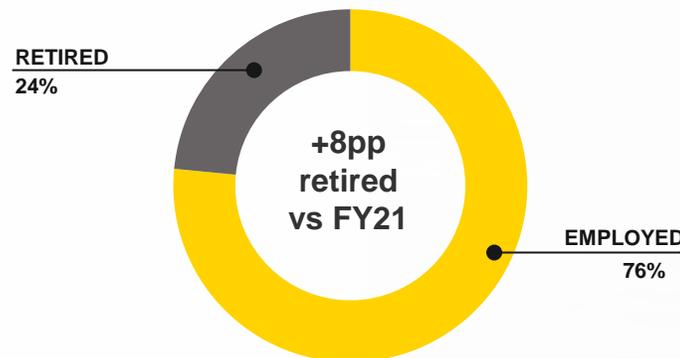


Our customer base is settling post-covid towards a more stable and high-income profile

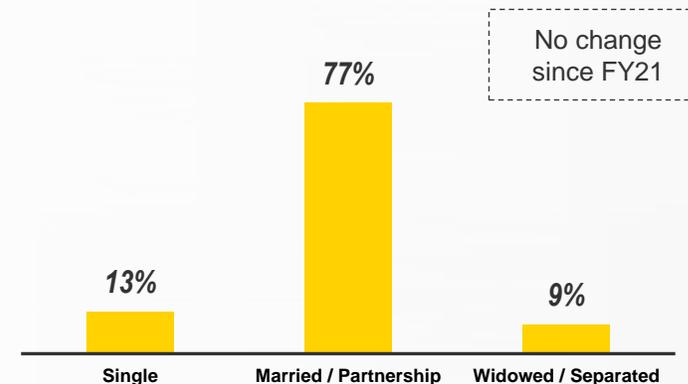
AGE



OCCUPATION

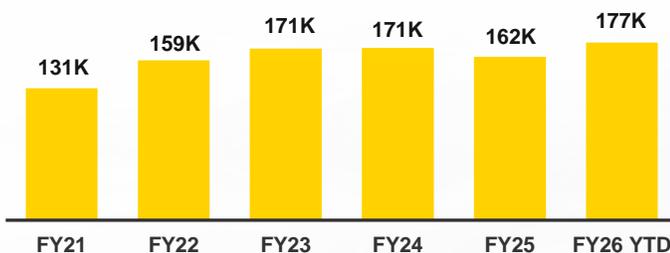


HOUSEHOLD COMPOSITION

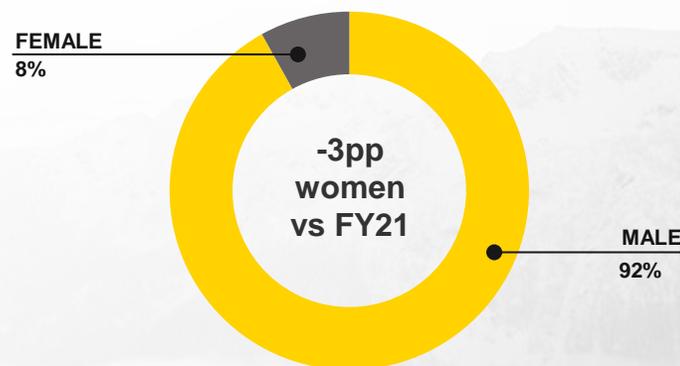


HOUSEHOLD INCOME (US ONLY)

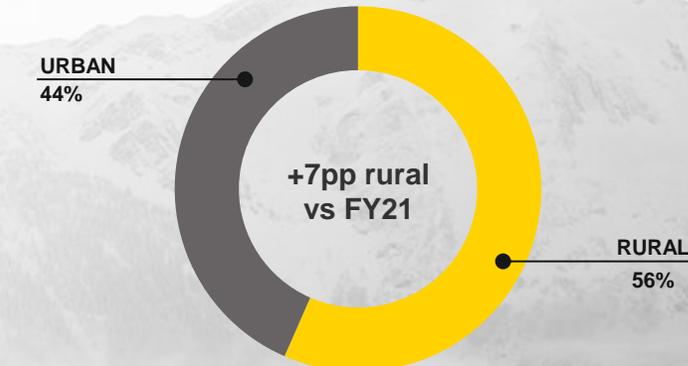
Average, \$US Thousands



GENDER



LOCATION



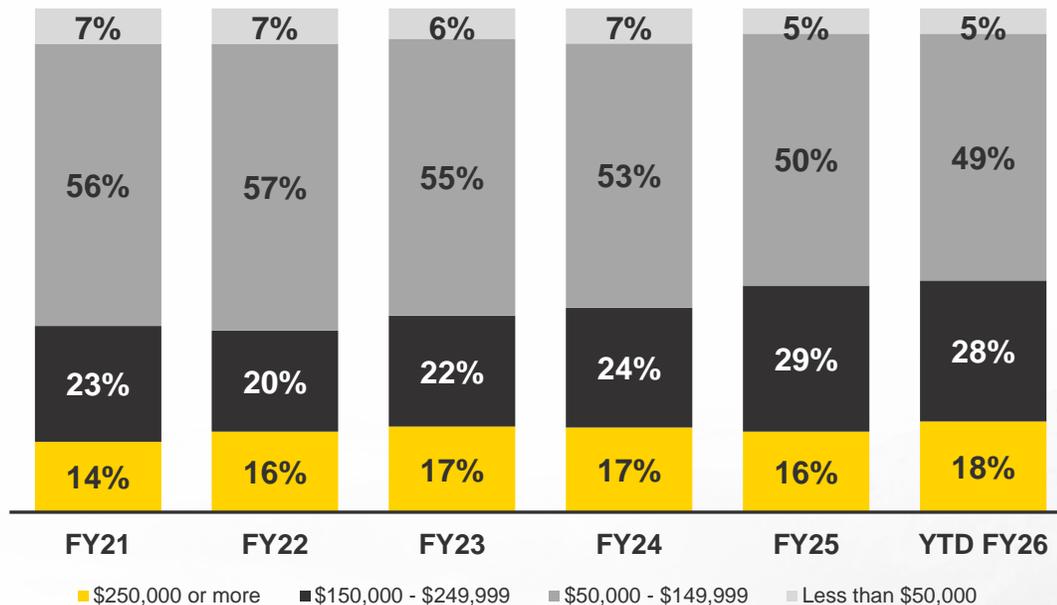
Our customers are twice as wealthy as the average American and this trend is on the rise

HIGHER INCOME HOUSEHOLDS ARE ACCOUNTING FOR A GREATER PROPORTION OF OUR CUSTOMER BASE

CONSEQUENTLY, OUR CUSTOMERS ARE LESS CONCERNED ABOUT THE UNCERTAIN ECONOMIC ENVIRONMENT

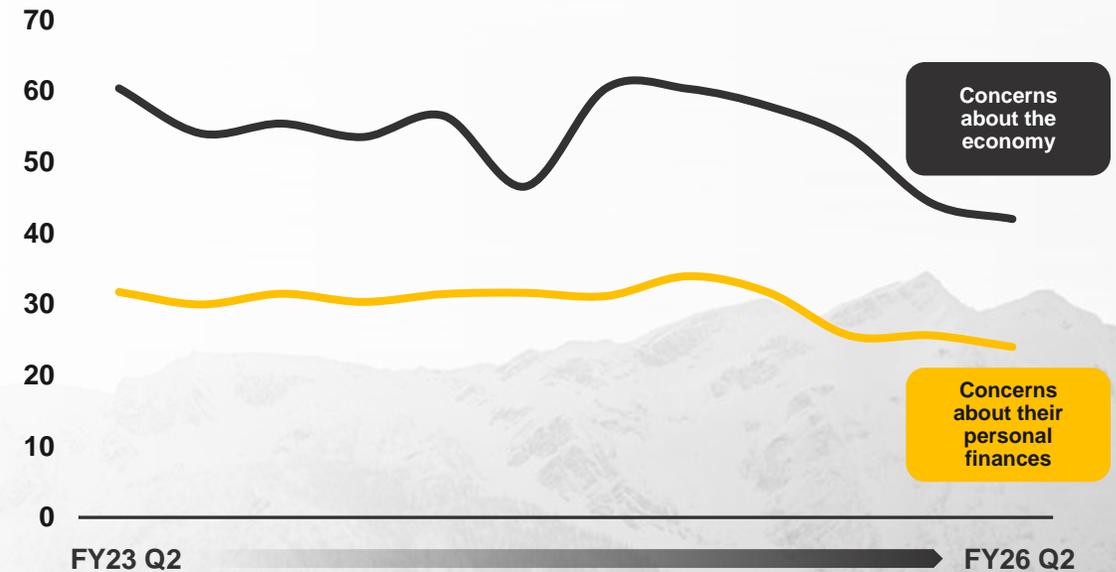
BRP CUSTOMERS HOUSEHOLD INCOME BREAKDOWN

Based on Internal Surveys, US\$



BRP CUSTOMERS PERCEPTION OF THE ECONOMY

Based on Internal Surveys



US Household Income: Median US\$84k | Average US\$114k



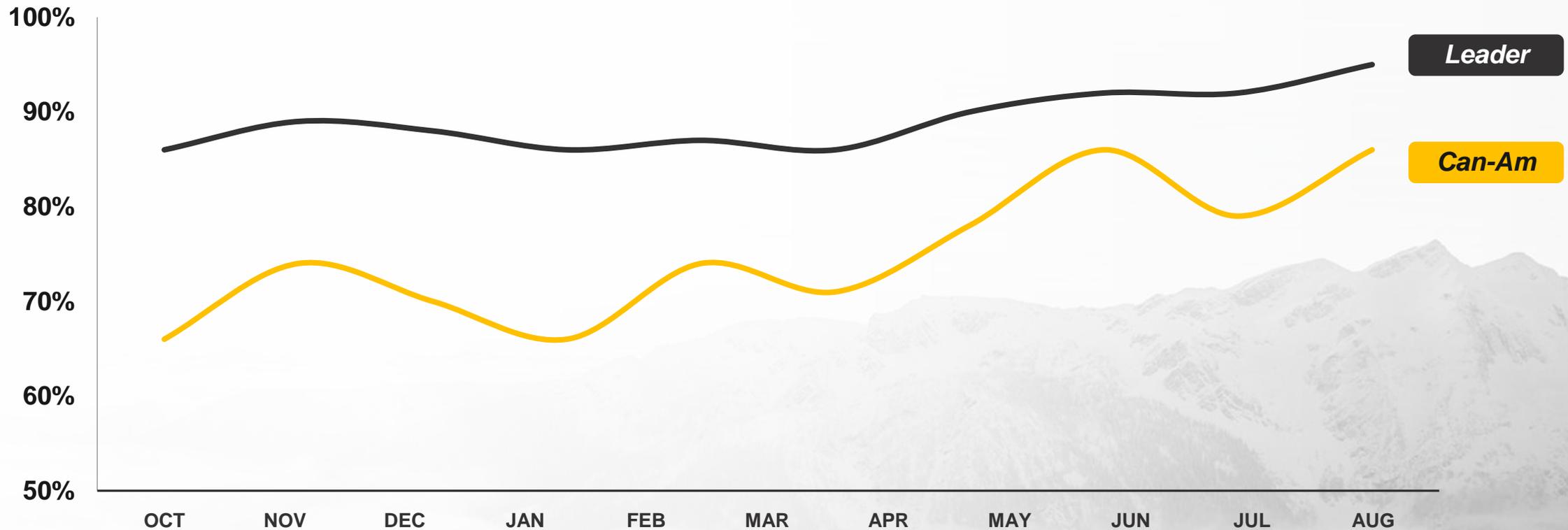
**WINNING
WITH ORV**



ADVENTURE BY DESIGN

In our fastest growing segment, we are making progress at bridging the brand awareness gap

ORV BRAND AWARENESS SINCE OCTOBER 2024

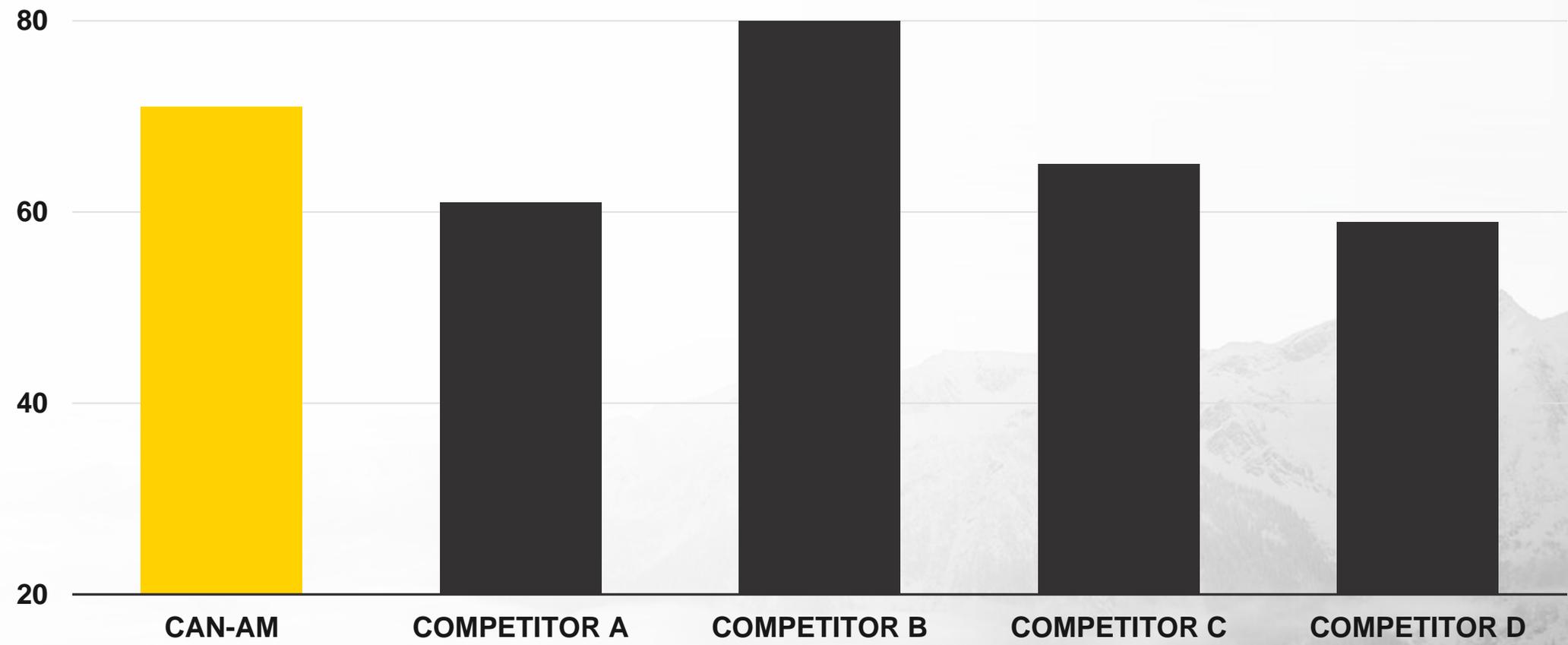


Most ORV customers are coming from competitive brands – a trend that has held steady through time



We are also making gains in the SSV space, now rivaling main competitors' NPS

NET PROMOTER SCORE SSV CUSTOMERS MY23-25

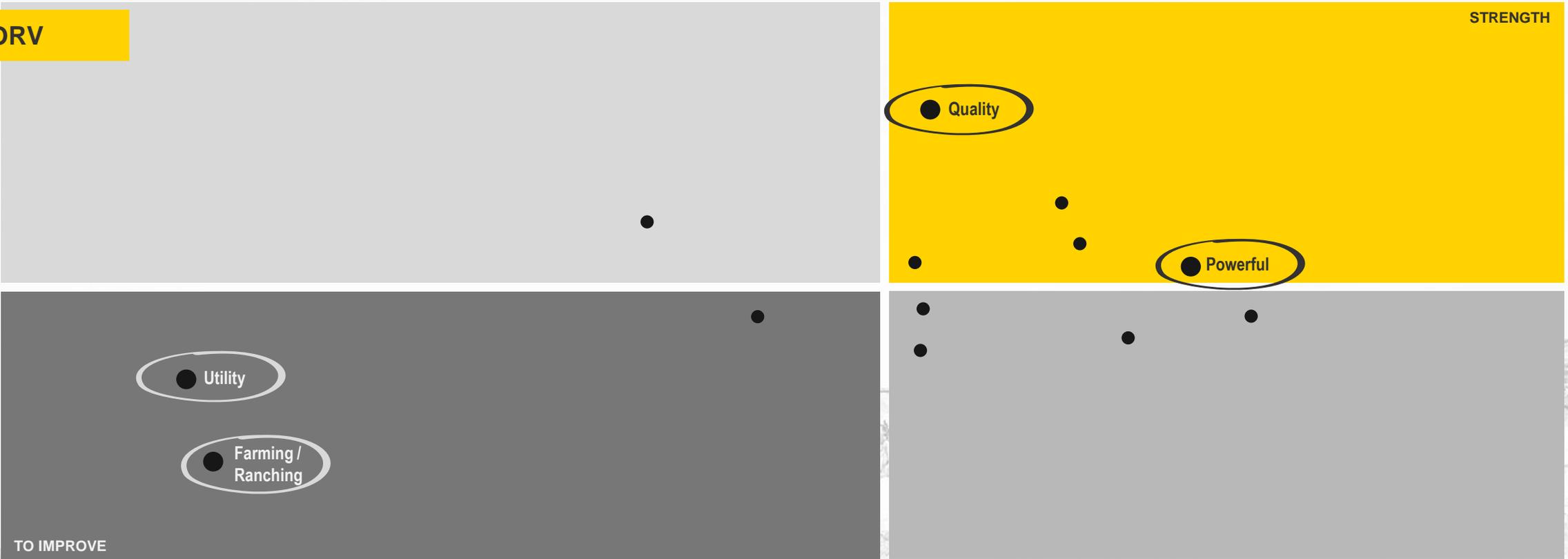


Coming from a strong performance reputation, we are known for quality and power, less for utility

CAN-AM ORV CONSUMER PERCEPTION AND CONSIDERATION MATRIX

ORV

STRENGTH



Despite being less perceived as a utility brand, our proportion of Can-Am Defender SSV sales is in line with industry weight



Our brand association with the utility sector is improving, but we still have runway ahead of us

% AGREEING WITH: "CAN-AM IS GREAT FOR FARMING / RANCHING"

ORV

50%

40%

30%

20%

10%



2024

2025

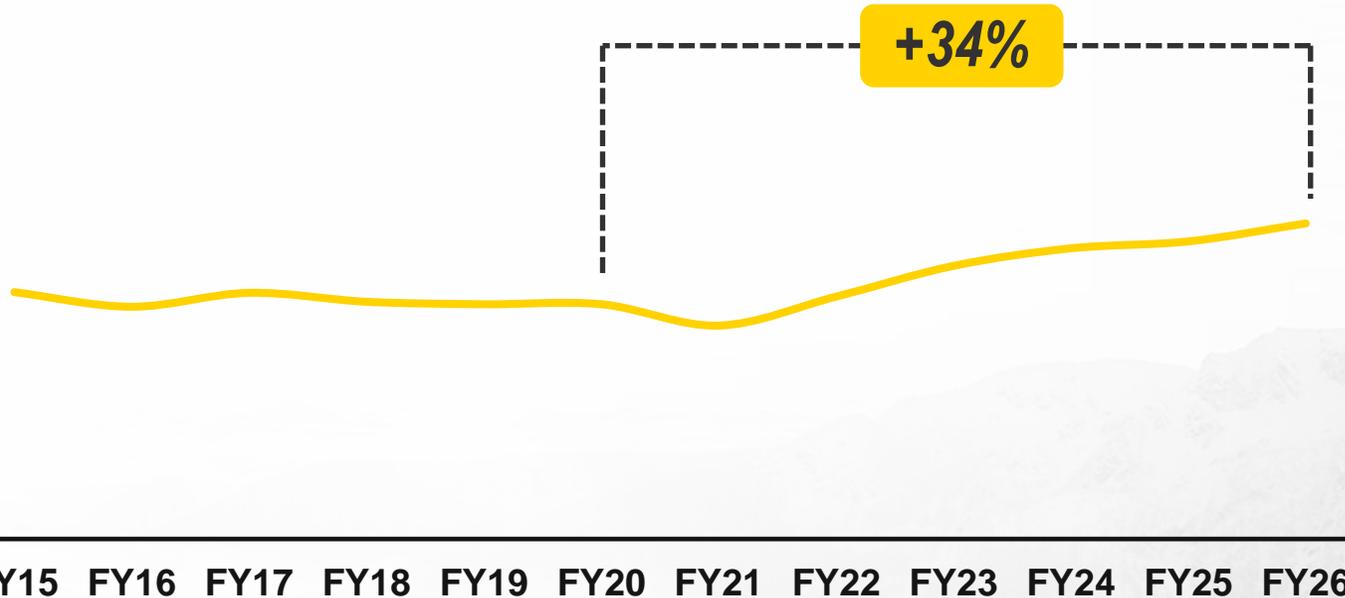
Utility SSV is the largest segment in the industry, improving this perception could unlock significant opportunities for Can-Am



Almost 1 out of 3 of our ORV customers are repurchasers – a ratio that has been growing since covid

CONTRIBUTIONS OF REPEAT PURCHASERS ON TOTAL ORV CUSTOMERS, H1 ONLY

ORV



Cross-brand sales are a lucrative terrain for ORV

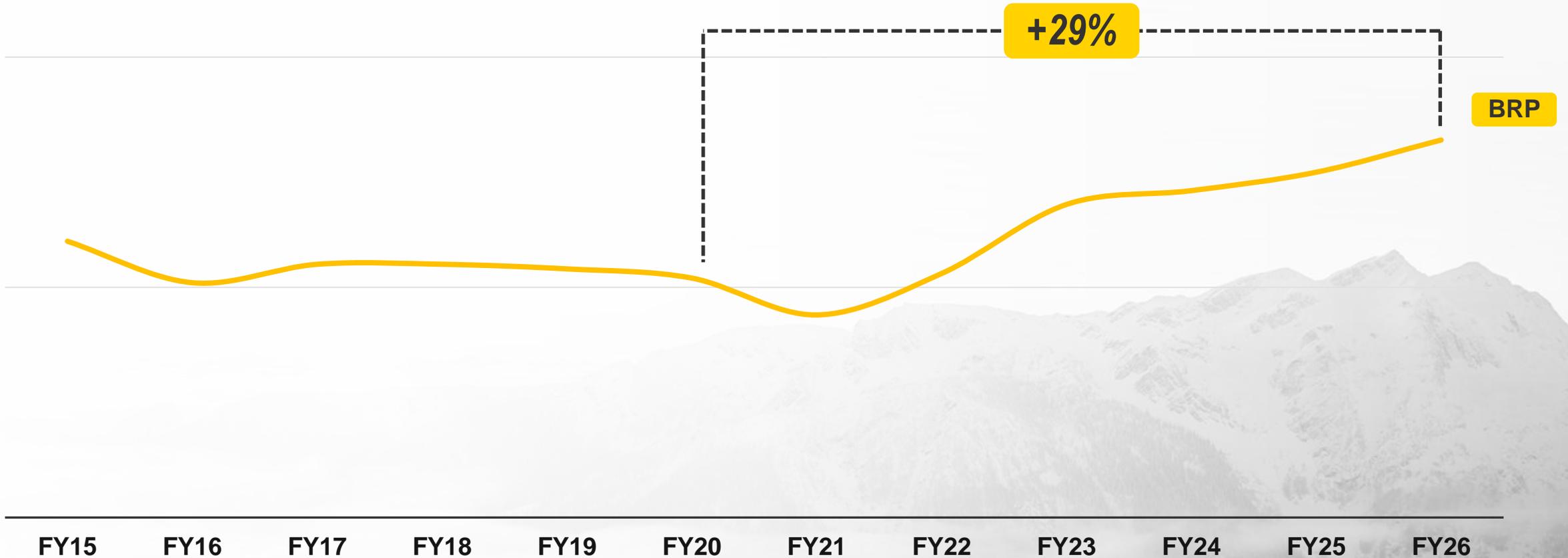
22%

Ski-Doo customers also own a Can-Am vehicle



Thanks to BRP's multi-brand offering, we have a unique opportunity to leverage our product portfolio with our existing customers

% OF CUSTOMERS OWNING MULTIPLE BRANDS WITHIN BRP PORTFOLIO



And we are ready to activate our fanbase across the world



150+ GLOBAL COMMUNITY OF AMBASSADORS

UNSTOPPABLE



UNSTOPPABLE

NEW CAN-AM PLATFORM



MORE THAN 300 EVENTS GLOBALLY



GET WINTER READY

WEBSITE TRAFFIC +28% IN FY26



POWERSPORTS OPPORTUNITIES

SANDY SCULLION

PRESIDENT – POWERSPORTS GROUP

DAVID BAKER

VICE-PRESIDENT AND GENERAL MANAGER – NORTH AMERICA

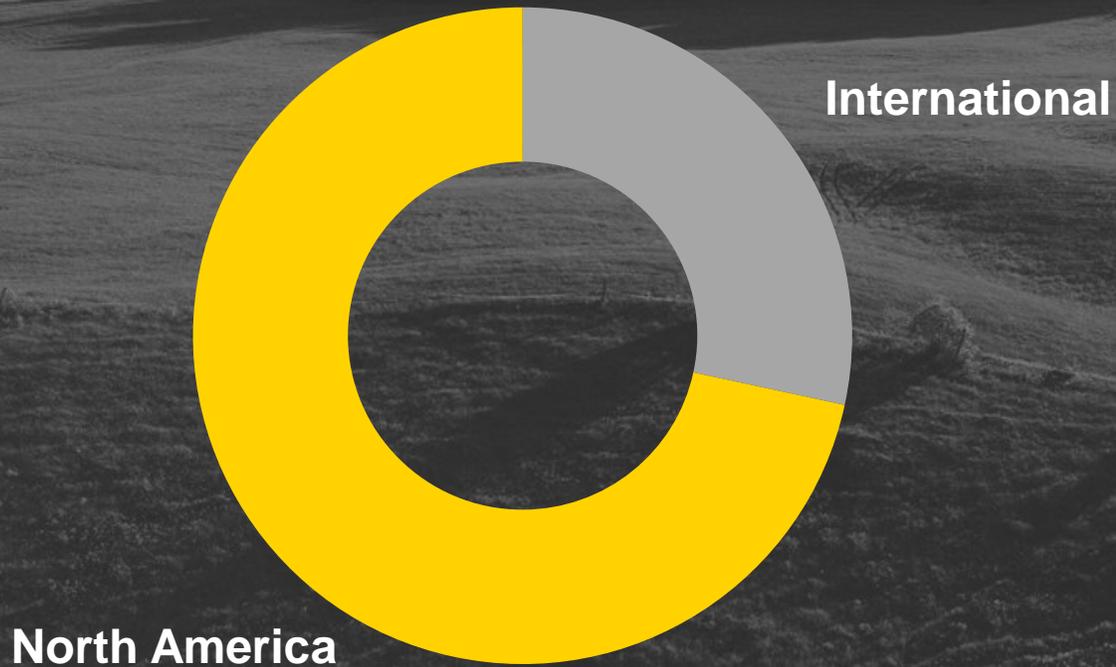
STEVE PELLETIER

VICE-PRESIDENT AND GENERAL MANAGER – INTERNATIONAL



A Global Leader in the Powersports Industry

BRP FY25 GLOBAL RETAIL MIX

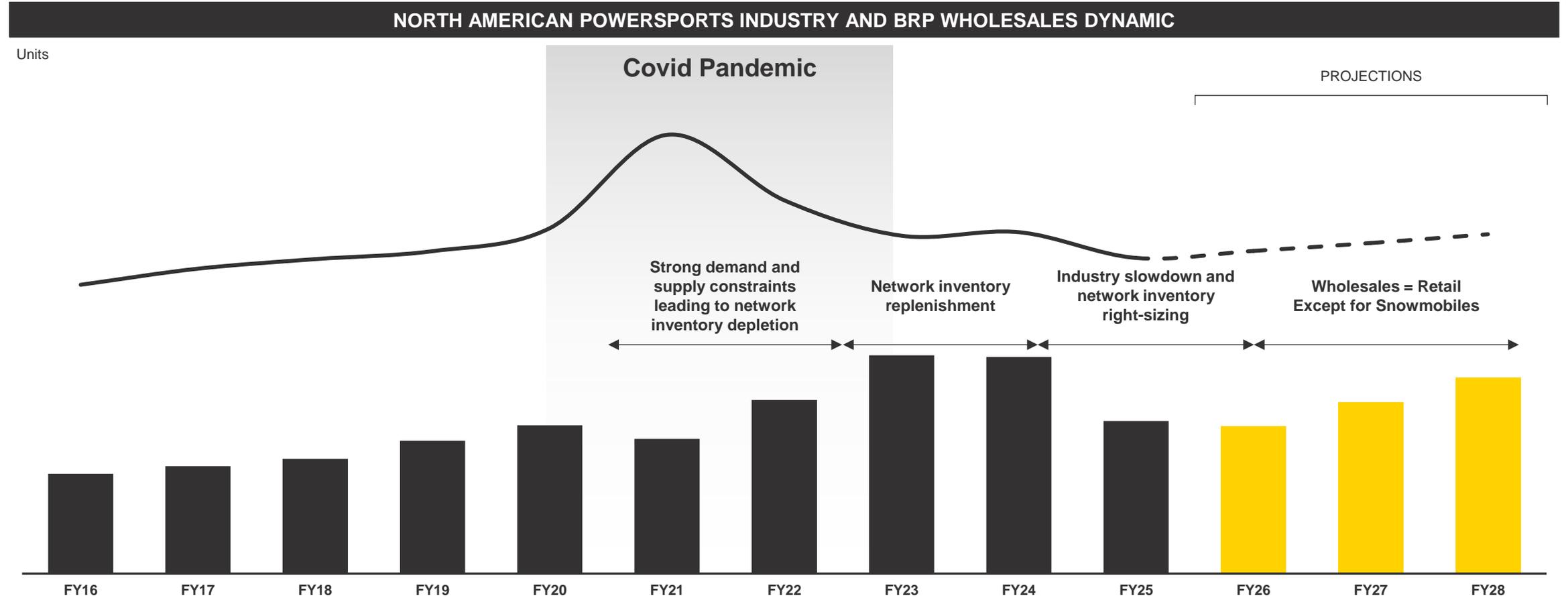


Global Scale FY25

- **130+** countries
- **2,700+** dealers worldwide
- **350,000+** units retailed



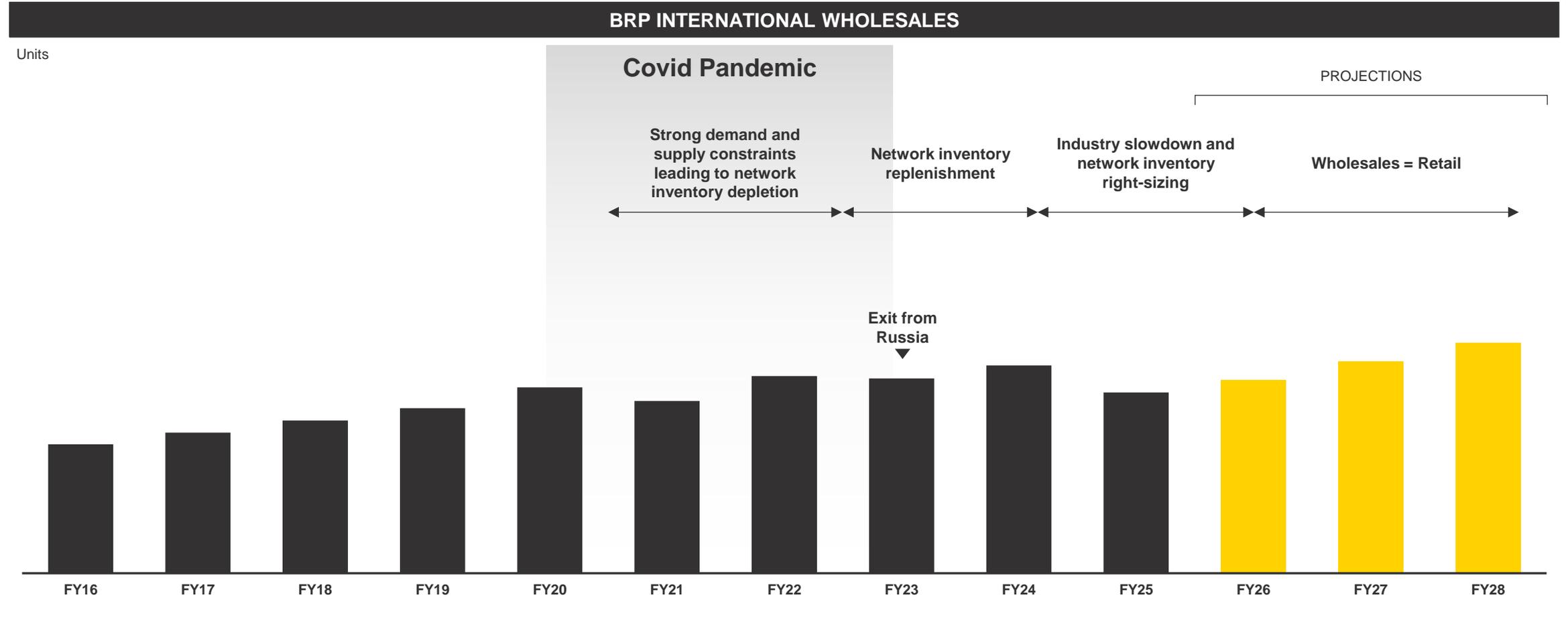
Gained over 11pp of market share in North America since FY16



Delivered solid market share gains despite the volatile environment



Our International business experienced a similar dynamic in recent years



Diversified global growth platform



Strengthened our partnership with our dealers



Boosted Dealer Economics through inventory reduction and flooring support



Delivered key initiatives to improve **ease of doing business** with BRP



Invested in key resources to provide **additional support** to dealers

Proactively took action over the last 15 months to reinforce collaboration with our dealers and support their growth



From recovery to growth: BRP is at an inflection point



Robust product portfolio
that drives consumer demand



Optimized dealer
inventory levels



Strengthened dealer
sentiment

Scalable platform for sustainable growth





M28

CAPTURE OUR FULL POWERSPORTS POTENTIAL



FY28 TARGET:
REVENUES: ~\$9.5B
NORMALIZED EPS^[1]: ~\$8.00

STRATEGIC PRIORITIES

TARGETS BY FY28

FULL THROTTLE TO #1 IN ORV

Return to market share of 30%+ in SSV and reach 25%+ market share in ATV

GEAR UP INTERNATIONAL

Achieve \$2.5B+ of Powersports revenues in our international region

UPSHIFT THE DEALER AND CUSTOMER EXPERIENCE

Be the undeniable OEM of choice for dealers and increase customer NPS

FUEL THE BRP HEARTBEAT

Reach employee NPS of 50

DRIVE VALUE THROUGH SPEED AND EFFICIENCY

Accelerate time to market by 20%+ and deliver \$350M+ of lean value

BOOST DEFENSE AND SPECIALIZED VEHICLES

Commercialize defense and specialized vehicles

REV UP OUR PRODUCT COMPETITIVE EDGE

Gain market share in all our product lines

^[1]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix Note: M28 Financial Target assumes a stable economic and tariff environment





UPSHIFT THE DEALER AND CUSTOMER EXPERIENCE

FY28 TARGET:

**BE THE UNDENIABLE OEM OF CHOICE FOR DEALERS
INCREASE CUSTOMER NPS BY 20%+**

STRATEGIC INITIATIVES

1. Deploy our revamped network value proposition around profitability, ease of doing business, and trust

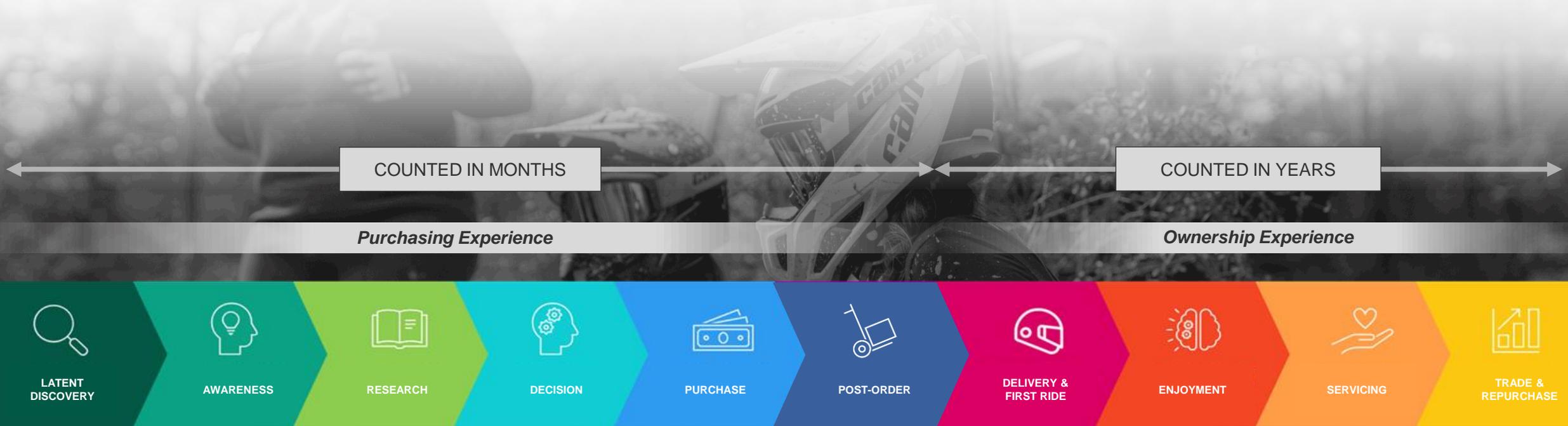
2. Raise service excellence and aftersales operations to become the industry benchmark

3. Enhance the ownership experience with relentless focus on converting detractors into brand promoters

4. Continuously improve the purchasing experience across all touchpoints



Dealer experience, our competitive edge



With more than 80% of customer interactions happening at the dealer level, elevating CX is a major growth lever

Unlocking growth through dealer success

DEALER VALUE PROPOSITION

ELEVATE BRAND AND
FRANCHISE VALUE

HIGH PERFORMING AND
COMMITTED NETWORK

BE THE MOST ATTRACTIVE
OEM FOR DEALERS

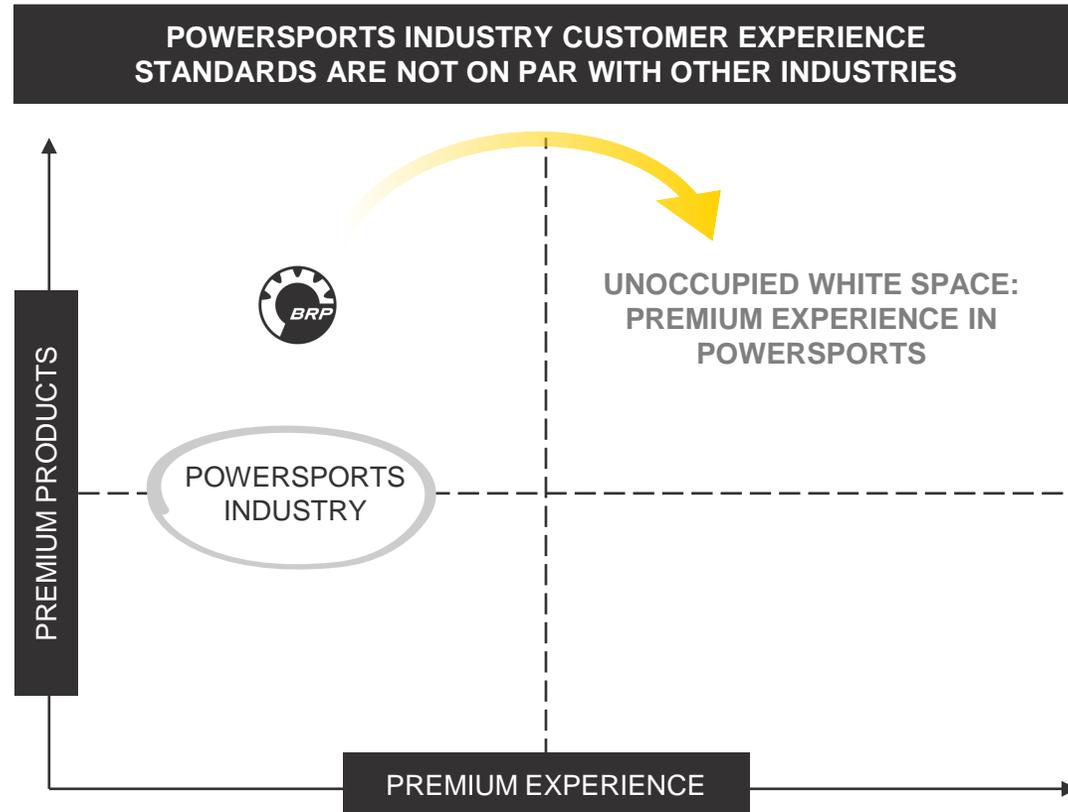
PROVIDE LEADING
PREMIUM CUSTOMER
EXPERIENCE



Be the undeniable OEM of choice for dealers



Relentlessly focused on enhancing our customers' experience with a premium experience



KEY DRIVERS TO IMPROVE OWNERSHIP EXPERIENCE, INCLUDING RAISING SERVICE EXCELLENCE AND AFTERSALES OPERATIONS



Service Support Responsiveness



Ease of doing business



Service profitability at dealership

Historically, promoters tend to repurchase at a faster rate and stay with us for a longer period, increasing our Customer Lifetime Value



FULL THROTTLE TO #1 IN ORV

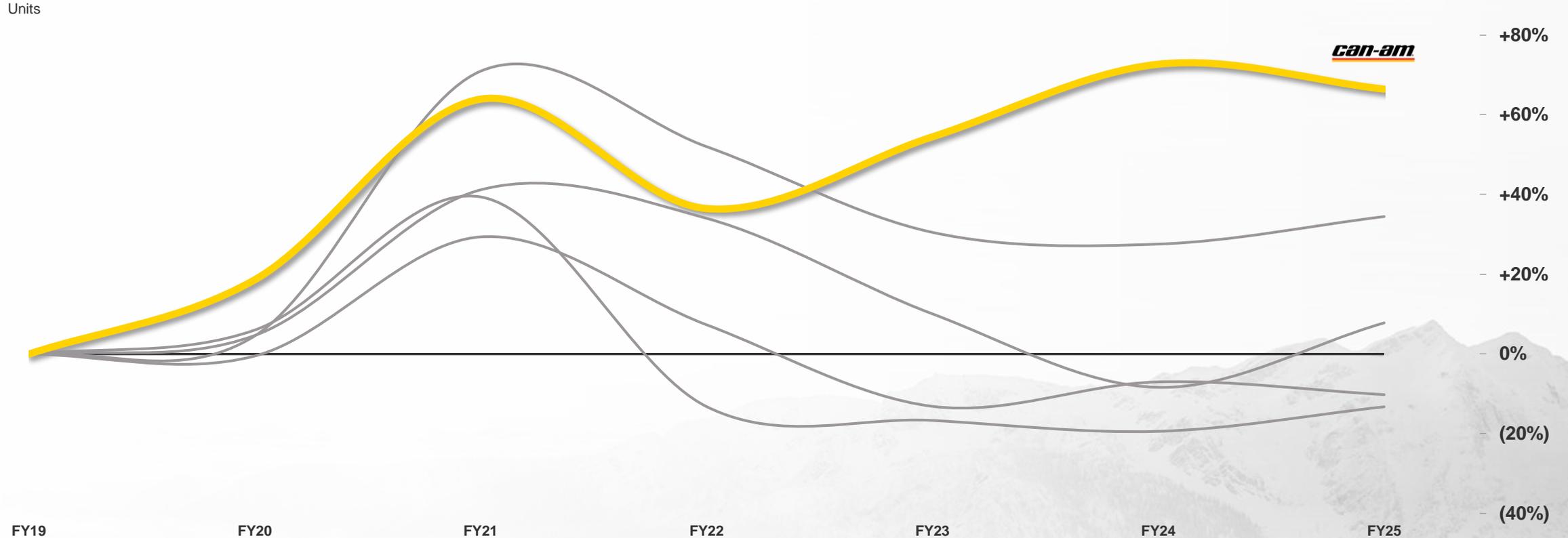
DAVID BAKER

VICE-PRESIDENT AND GENERAL MANAGER – NORTH AMERICA



Can-Am has delivered the strongest retail growth in the North American ORV industry since FY19

NORTH AMERICAN ORV INDUSTRY EVOLUTION

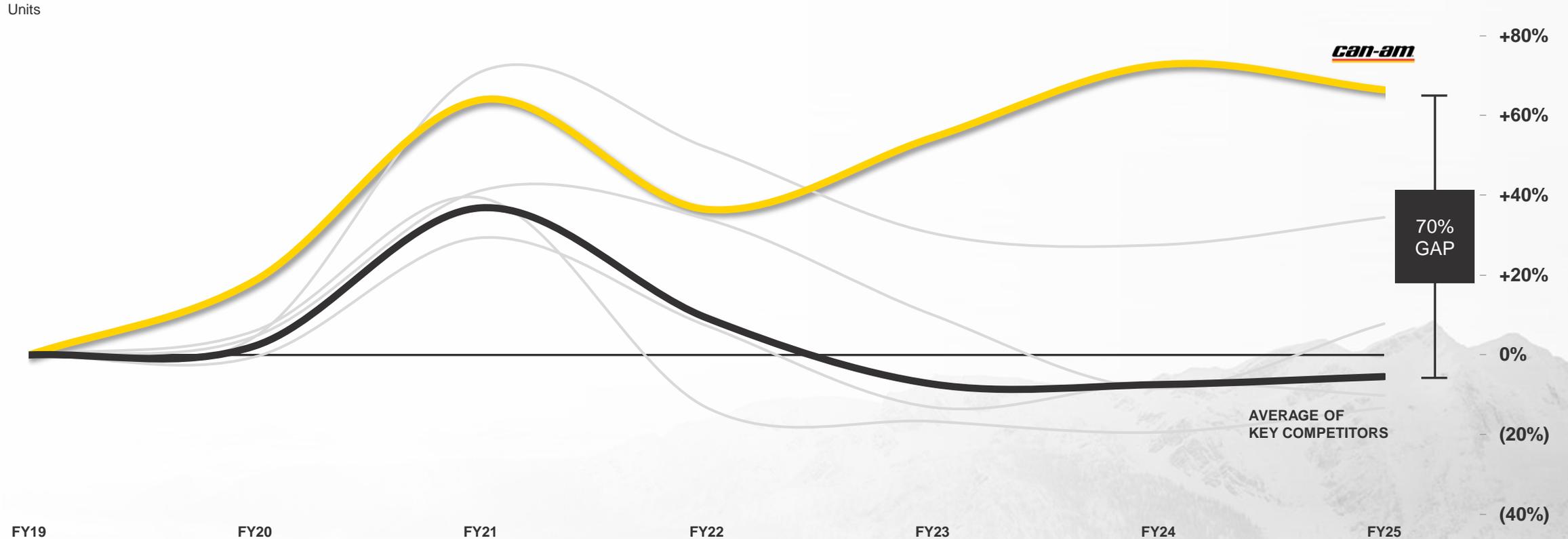


Can-Am Retail up over 60% over the last 6 years



Can-Am has delivered the strongest retail growth in the North American ORV industry since FY19

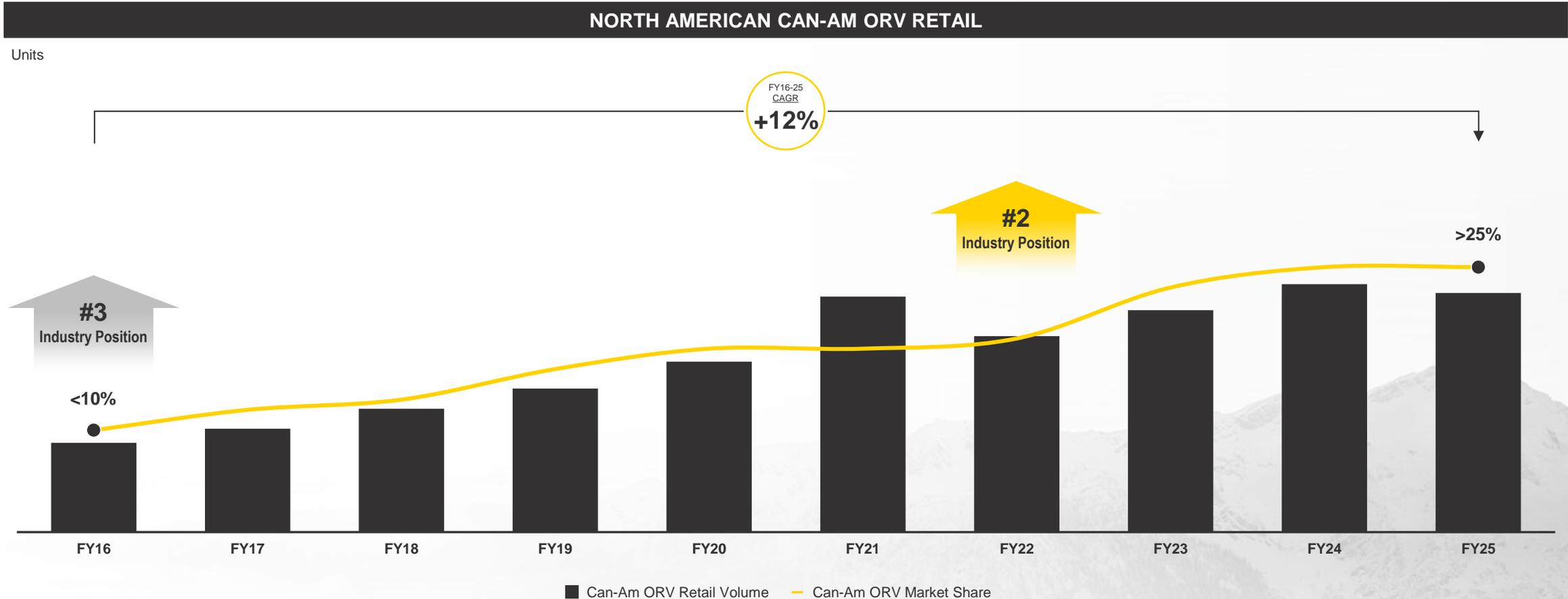
NORTH AMERICAN ORV INDUSTRY EVOLUTION



Significantly outpaced the other OEMs



Can-Am ORV nearly tripled its North American retail volume over the last 10 years



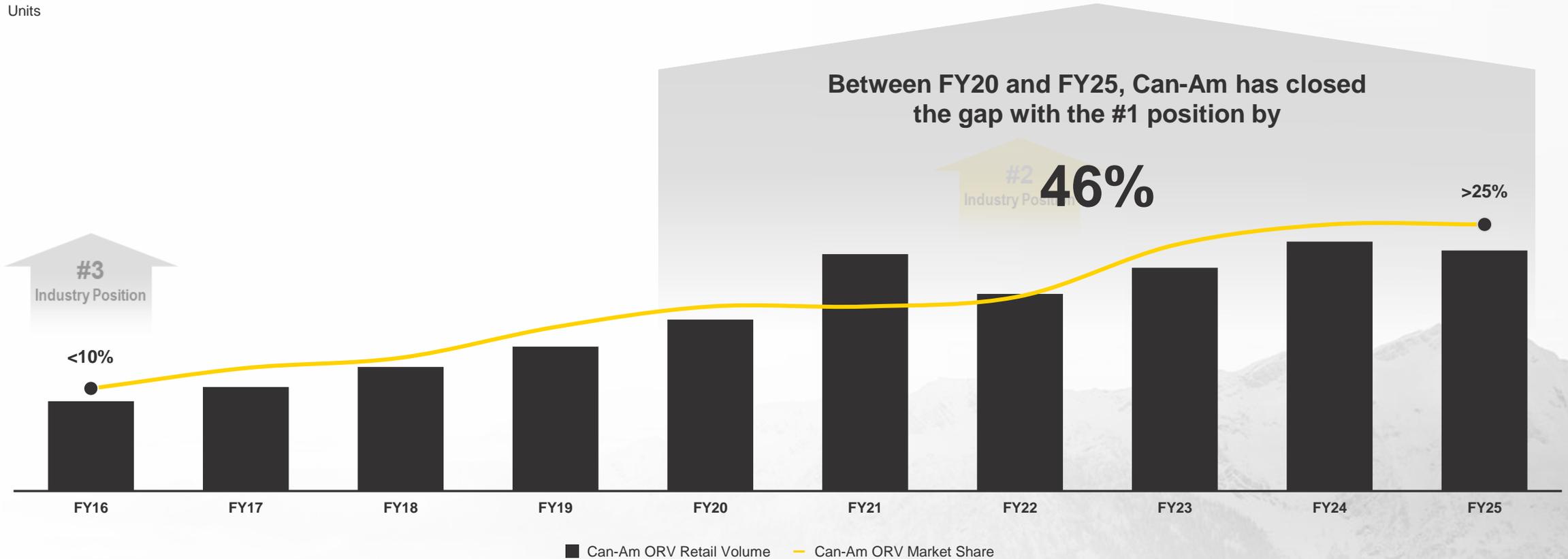
Delivered double digit % annual retail growth on average over the last 10 years



Can-Am ORV nearly tripled its North American retail volume over the last 10 years

NORTH AMERICAN CAN-AM ORV RETAIL

Units



Solid progress towards our objective of becoming the #1 player in the ORV industry



The expansion of our line-up has been a key driver of our success

NORTH AMERICAN CAN-AM ORV RETAIL

Units



Defender



Maverick X3



Maverick Trail



Maverick Sport



Defender Refresh



Commander New platform



Defender MAX Lone Star CAB



Maverick X3 DS Turbo



Maverick R



Maverick R Max



G2 refresh Outlander 570



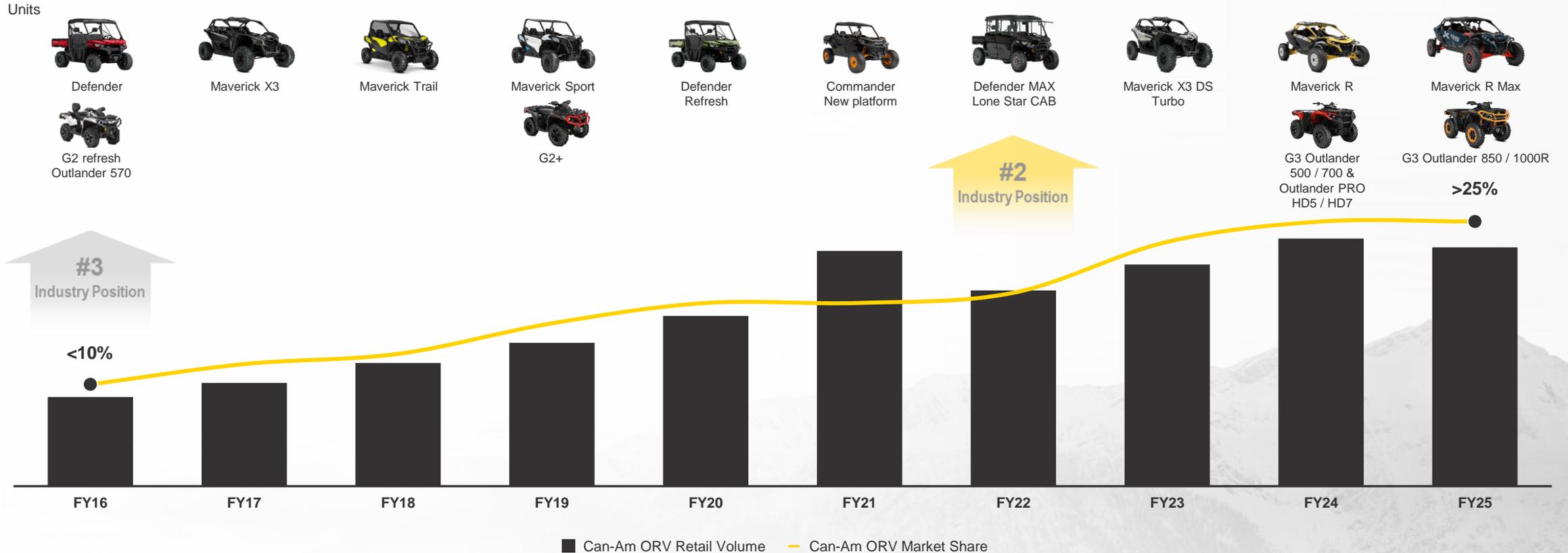
G2+



G3 Outlander 500 / 700 & Outlander PRO HD5 / HD7



G3 Outlander 850 / 1000R



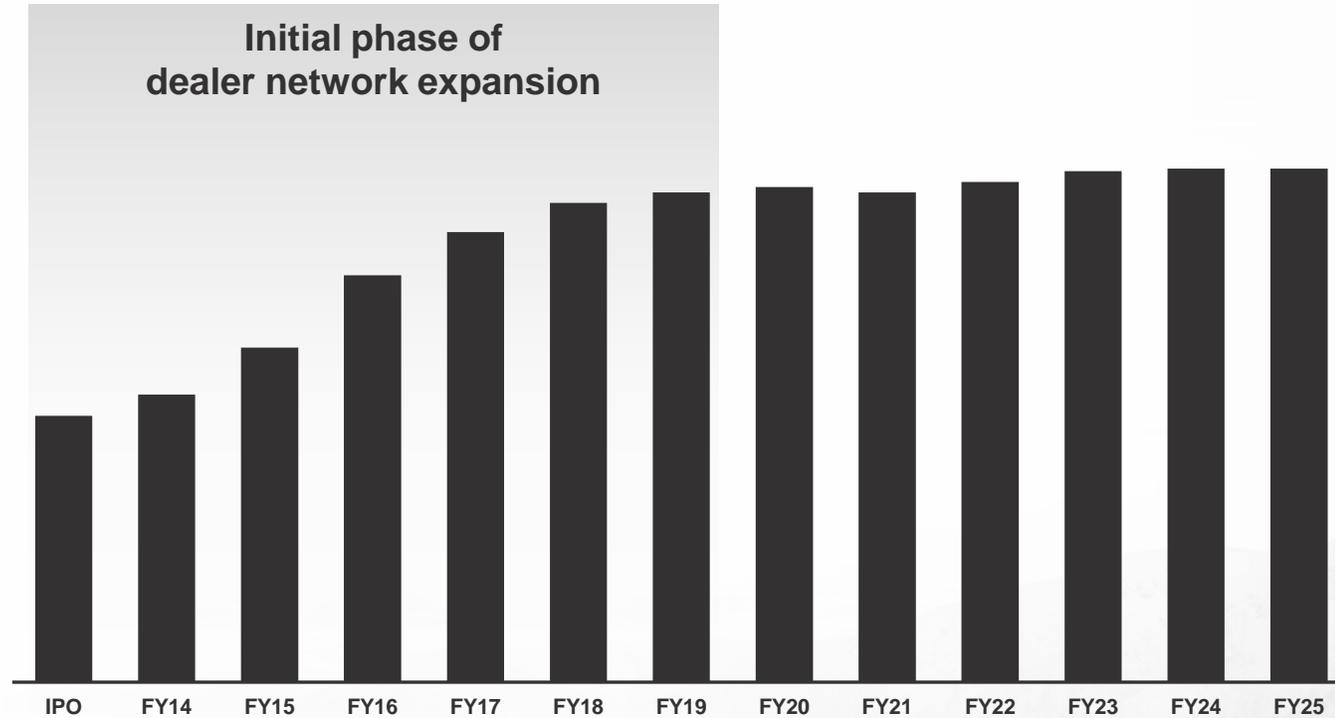
Introduced game-changing products across the different segments of the ORV industry



Meanwhile, we achieved this growth with limited addition of dealers

ORV NORTH AMERICAN DEALER NETWORK EVOLUTION

Dealer count



**GAINED ~10PP OF
MARKET SHARE IN ORV
SINCE FY19 WITH LIMITED
ADDITION OF DEALERS**

We now have white spaces to fill in our dealer network given our stronger market share position

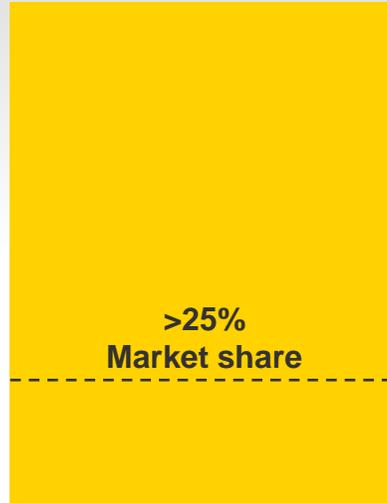


***WE ARE READY FOR OUR NEXT WAVE OF GROWTH,
TO REACH THE #1 POSITION IN THE ORV INDUSTRY***



Why is ORV our most attractive opportunity?

ORV IS ~3X THE SIZE OF THE OTHER INDUSTRIES IN WHICH WE COMPETE, BOTH IN TERMS OF UNITS AND VALUE



We have the capabilities and resources to reach the #1 position in ORV



FULL THROTTLE TO #1 IN ORV

STRATEGIC INITIATIVES

1. Optimize Network Coverage by Adding +100 Dealers in the U.S.

2. Gain Share of Wallet in Underperforming Markets

3. Win in Key Underperforming Segments with Competitive Value Proposition

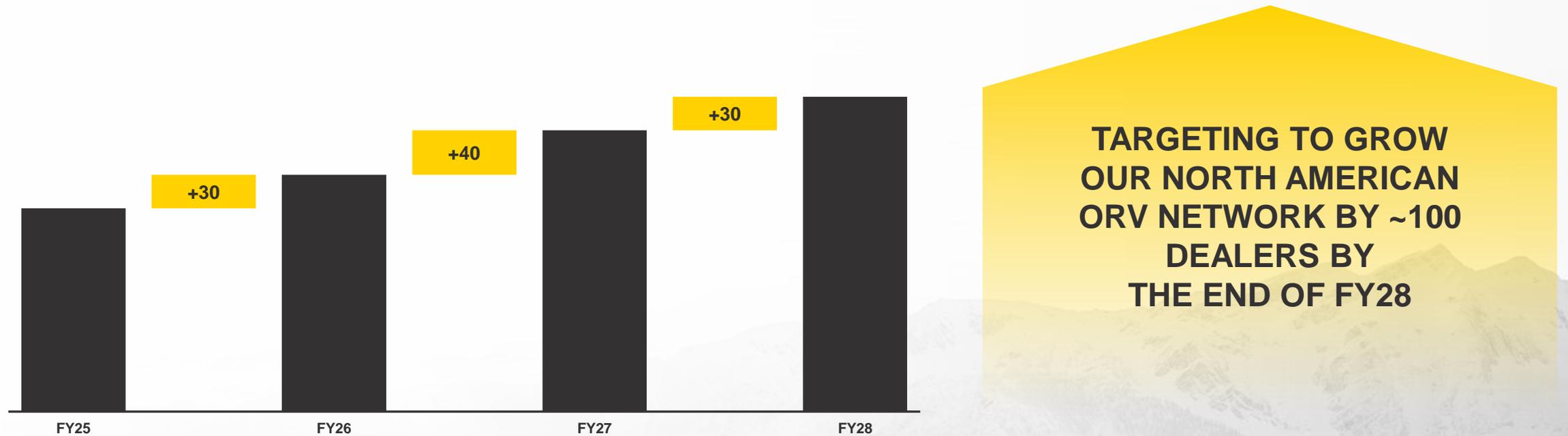
FY28 TARGET:

**RETURN TO 30%+ MARKET SHARE IN SSV AND
REACH 25%+ MARKET SHARE IN ATV**

Dealer Network Expansion

ORV UNITED STATES DEALER NETWORK EXPANSION TARGET

Dealer count



Dealer addition focusing on regions underserved by Can-Am

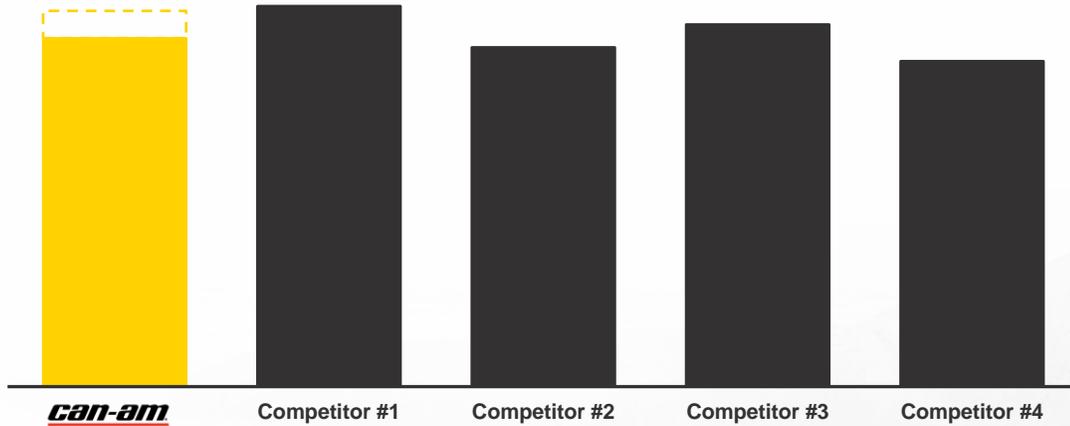


Improving our industry coverage while limiting dealer oversaturation

INDUSTRY COVERAGE

% of the industry covered by dealers within its market, United States

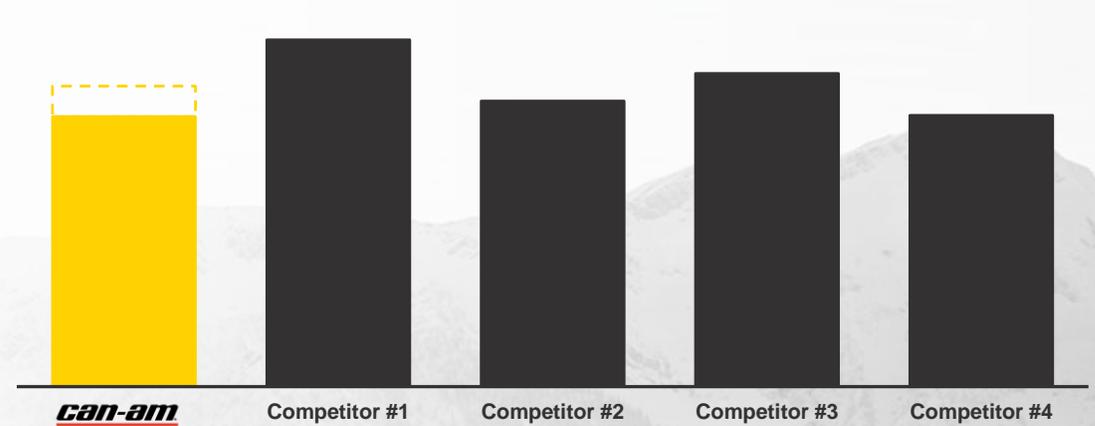
Adding ~100 dealers is expected to bring our industry coverage in line with industry leaders



DEALER COUNT

United States

Still expecting to maintain a lower dealer count than competition, limiting dealer oversaturation



Thoughtfully managing our network expansion to protect our dealers' profitability

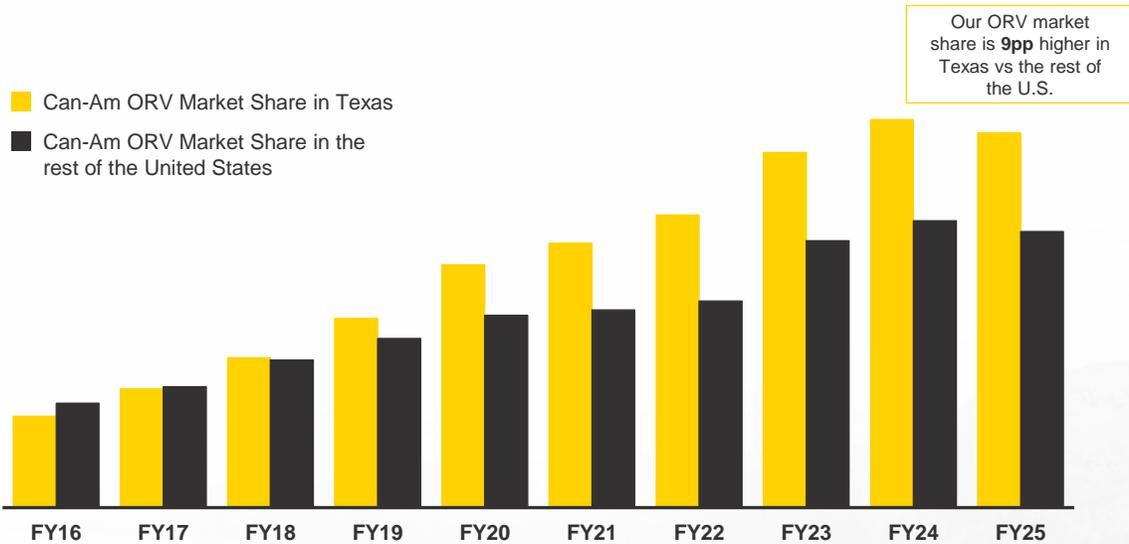


We have successfully deployed our growth play initiatives in multiple regions over the years

INITIAL GROWTH PLAY: TEXAS

WE HAVE SINCE LAUNCHED TWO OTHER PHASES OF GROWTH PLAYS

Texas went from being a laggard in terms of market share to a leader since we implemented our Growth Play strategy



**PHASE 1
2022**

+5pp

ORV Market Share gain outperformance over the rest of the U.S.

**PHASE 2
2023**

+7pp

ORV Market Share gain outperformance over the rest of the U.S.

We have a proven recipe that drives tangible results

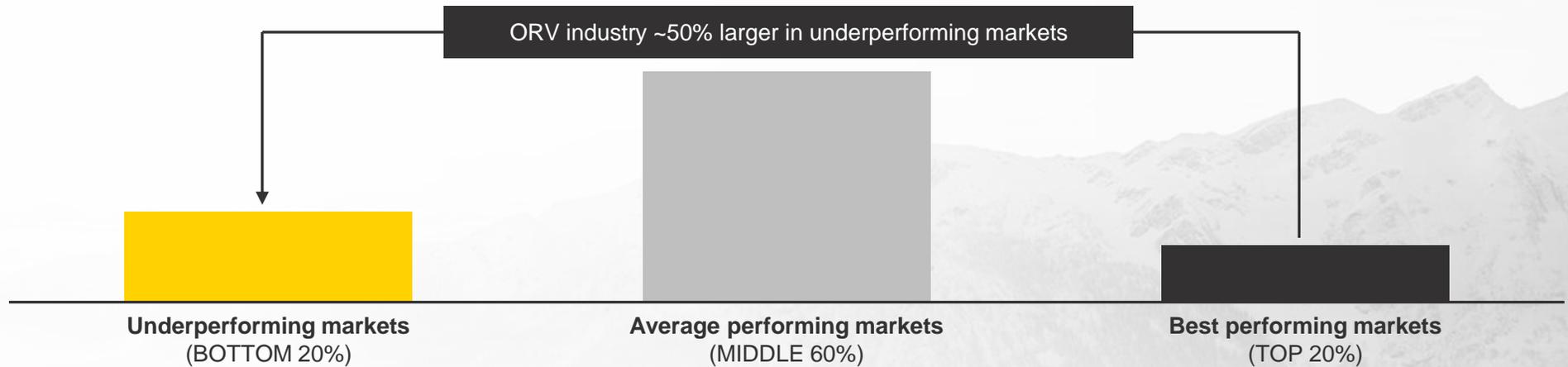


We are expanding this strategy to underperforming key markets

CAN-AM ORV
FY25 MARKET
SHARE BY
MARKET
PERFORMANCE



FY25 ORV
INDUSTRY SIZE
BY MARKET
PERFORMANCE



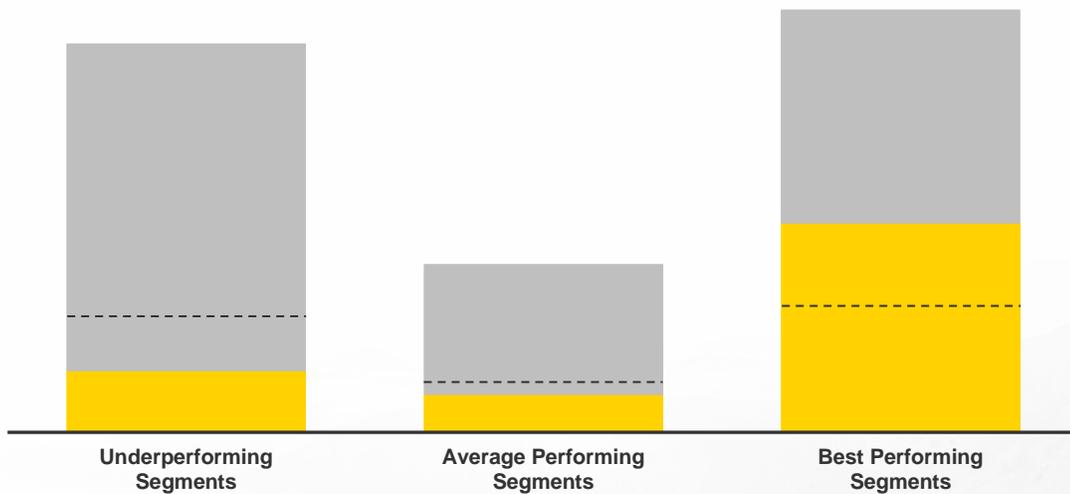
Substantial opportunity for growth by addressing underperforming markets with our “Growth Play” strategy

Focus on improving underperforming categories

SSV

North American SSV Industry

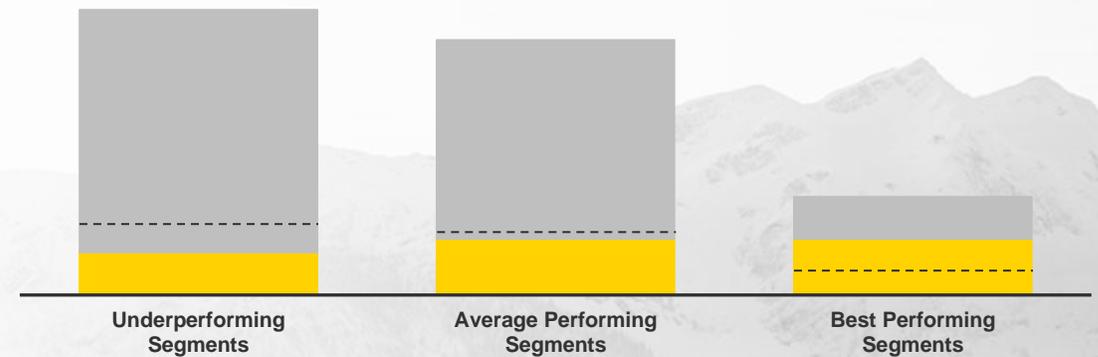
- Can-Am Retail
- Rest of the Industry
- M28 Target: 30%+ Market Share



ATV

North American ATV Industry

- Can-Am Retail
- Rest of the Industry
- M28 Target: 25%+ Market Share



Important volume opportunity for Can-Am in underperforming and average performing segments





DEFENDER HD11



OUTLANDER BACKCOUNTRY



MAVERICK X3 X



OUTLANDER 6X6



MAVERICK R XRC



OUTLANDER EV

Implementing commercial strategies to be more competitive in certain segments

REC SPORT
Mid-HP



-\$2,000

\$19,999

REC-SPORT
Sport & Trail



-\$2,900

\$14,999

REC UTE



-\$800

\$17,199

UTE REC
Mid-HP



-\$1,000

\$14,299

UTE REC
Mid-HP CAB



-\$2,500

\$20,999

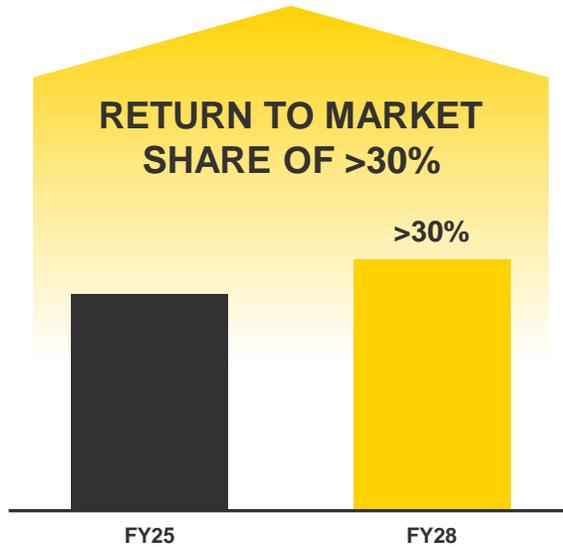
**Most affordable full-size
CAB of the industry**

Optimized MY26 pricing to unlock volume opportunities

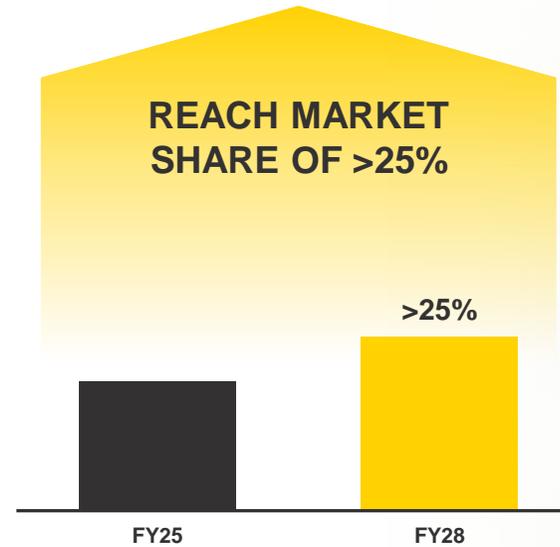
Full Throttle to #1 in ORV: A three-pillar approach

FY28 OBJECTIVE

SSV



ATV



THREE-PILLAR APPROACH

INCREASE DEALER COUNT TO IMPROVE NETWORK COVERAGE

EXPAND GROWTH PLAYS TO ADDRESS UNDERPERFORMING MARKETS

BOLSTER LINE-UP AND COMMERCIAL TACTICS TO IMPROVE UNDERPERFORMING CATEGORIES

Setting solid foundations to rapidly grow our market share by FY28 and sustain our momentum beyond to reach the #1 position in the ORV industry



GEAR UP INTERNATIONAL

STEVE PELLETIER

VICE-PRESIDENT AND GENERAL MANAGER – INTERNATIONAL



Solid coverage in key markets outside North America

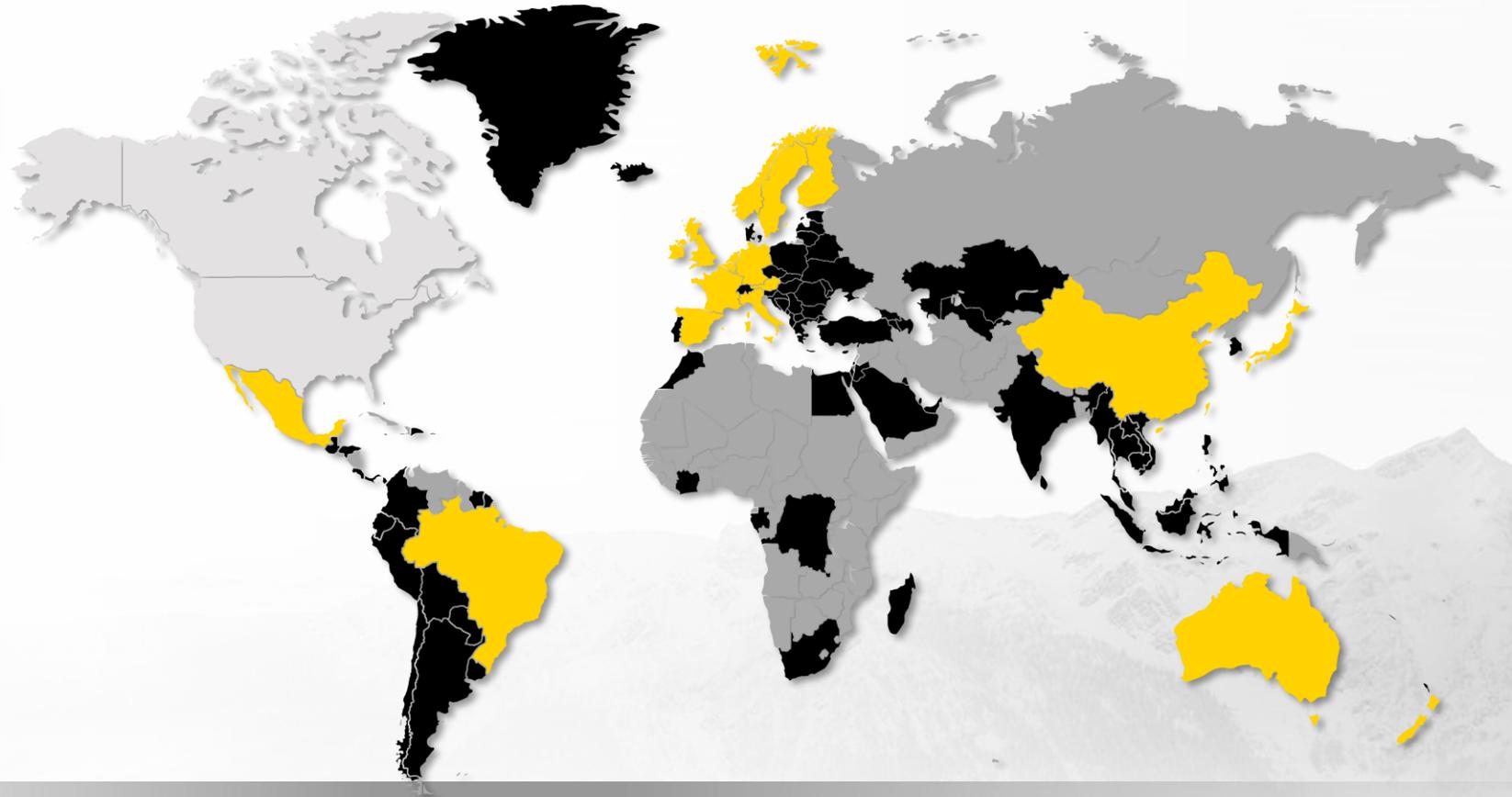
International Distribution Network Overview

DEALER DIRECT

- 19 Countries
- >740 Points of Sale

DISTRIBUTORS

- >110 Countries
- >360 Points of Sale



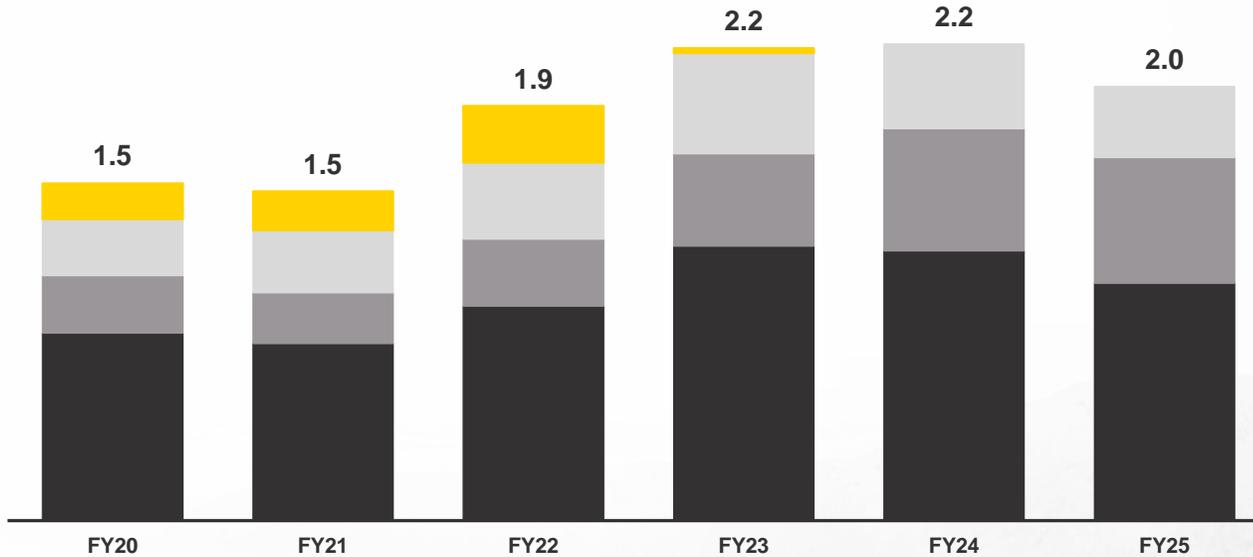
Our global distribution network is a key competitive advantage in the Powersports industry

Powersports International Business: A well diversified portfolio

STRONG REGIONAL DIVERSIFICATION

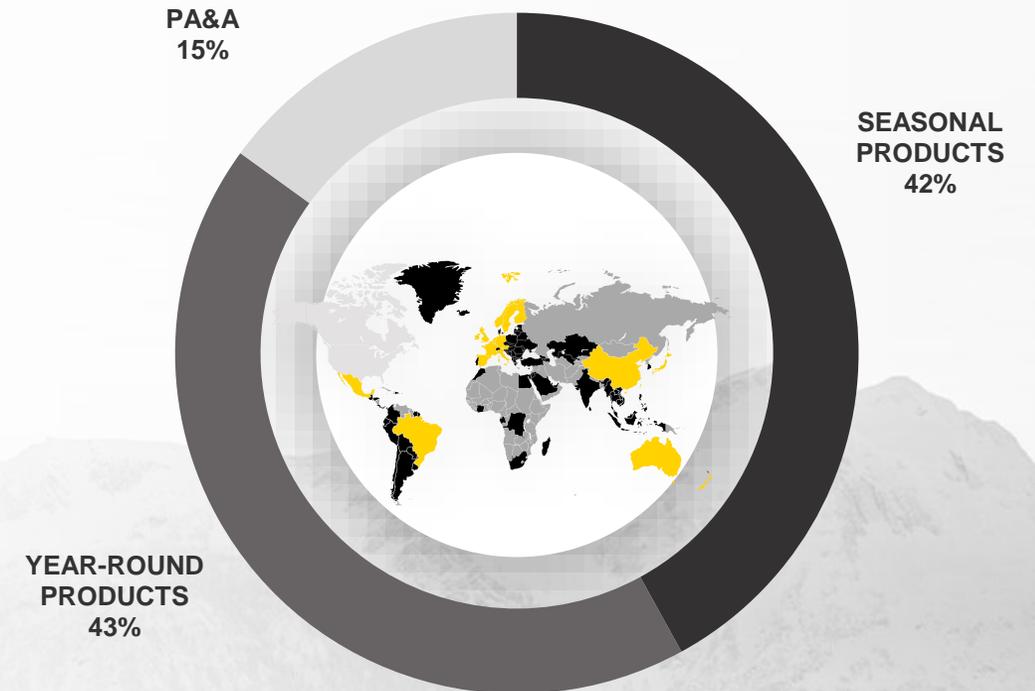
\$CA Billions

■ EMEA ■ Latin America ■ Asia-Pacific ■ Russia



WELL BALANCED ACROSS PRODUCT CATEGORIES

FY25 Results, \$CA Billions



A business with multiple sustainable growth opportunities despite various headwinds



We are well equipped to manage through the complexity of international markets

2 HEMISPHERES WITH DIFFERENT SEASONALITY



MULTIPLE REGULATORY AND GEOPOLITICAL ENVIRONMENTS



MULTIPLE MARKET SPECIFIC PRODUCT REQUIREMENTS



MANY REGIONS REQUIRE THAT
WE BUILD THE INDUSTRY
FOR FUTURE GROWTH



The strength of our team and our organizational capabilities gives us an edge over the competition as we manage through the complexity of international markets



GEAR UP INTERNATIONAL

STRATEGIC INITIATIVES

1. Grow in Asian markets with the highest potential and fuel the LATAM momentum

2. Establish a manufacturing ecosystem in Vietnam

3. Design products primarily for international market needs

FY28 TARGET:

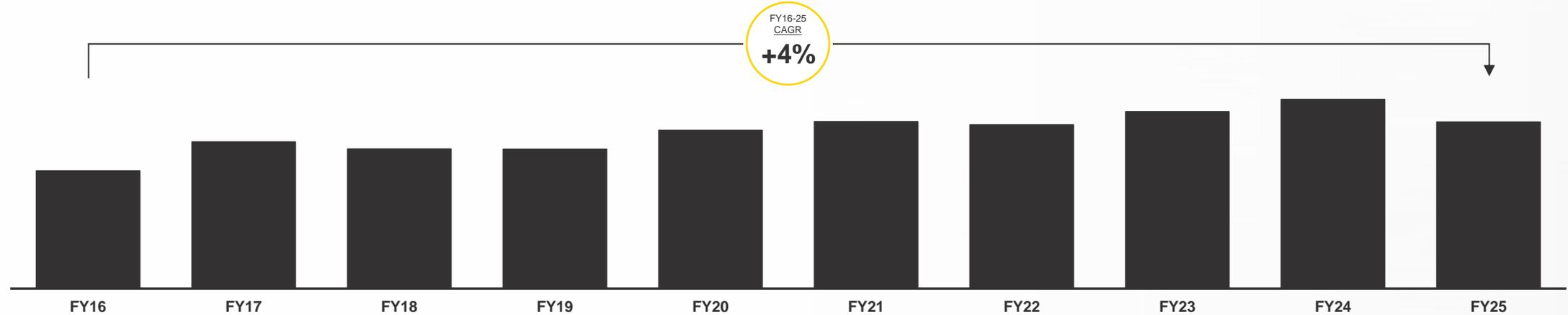
**ACHIEVE \$2.5B+ POWERSPORTS REVENUES
IN OUR INTERNATIONAL REGION**



EMEA Overview: Progressively rebounding after going through an economic slowdown

BRP RETAIL EVOLUTION

Units



CURRENT OVERVIEW

- EXPERIENCED DEALER NETWORK AND TEAM
- MARKET LEADER IN SEASONAL PRODUCTS
- COMPETING FOR MARKET SHARE GAINS IN A DYNAMIC ORV INDUSTRY

SHORT-TERM FOCUS

- DEVELOP UNTAPPED ORV UTILITY POTENTIAL IN KEY MARKETS
- BUILD ON-ROAD BUSINESS WHILE MAINTAINING OUR SEASONAL MARKET POSITION

MARKET OPPORTUNITIES

- INDUSTRIES POISED FOR REBOUND
- POTENTIAL TO FURTHER DEVELOP THE CUSTOMER EXPERIENCE ASPECT TO GAIN MARKET SHARE AND IMPROVE REPURCHASE RATE

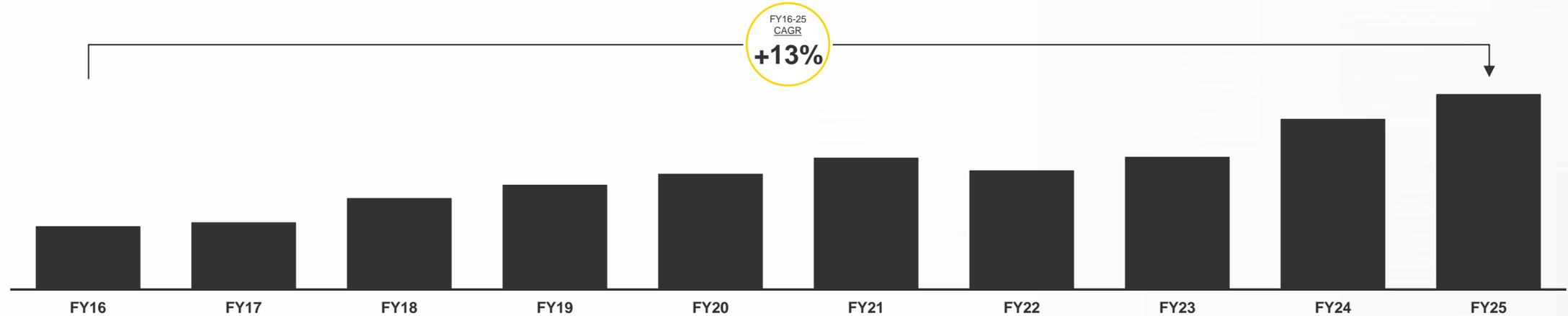
Well positioned to benefit from market recovery in EMEA



Latin America Overview: Fast growing market

BRP RETAIL EVOLUTION

Units



CURRENT OVERVIEW



- DEVELOPED A SOLID NETWORK AND TEAM ACROSS MARKETS
- ORGANIZED EVENTS TO BUILD BRAND AWARENESS AND GET CLOSER TO CONSUMERS

SHORT-TERM FOCUS

- FURTHER EXPAND OUR DEALER NETWORK
- DEPLOY REGIONAL INITIATIVES TO FURTHER ACCELERATE OUR GROWTH

MARKET OPPORTUNITIES



- MEXICO: STRONG ORV MOMENTUM, BUT PWC INDUSTRY IS ONLY IN ITS INFANCY
- BRAZIL: ESTABLISHED PWC AND FURTHER POTENTIAL TO BUILD CAN-AM ORV

Positioning the business to further accelerate our growth



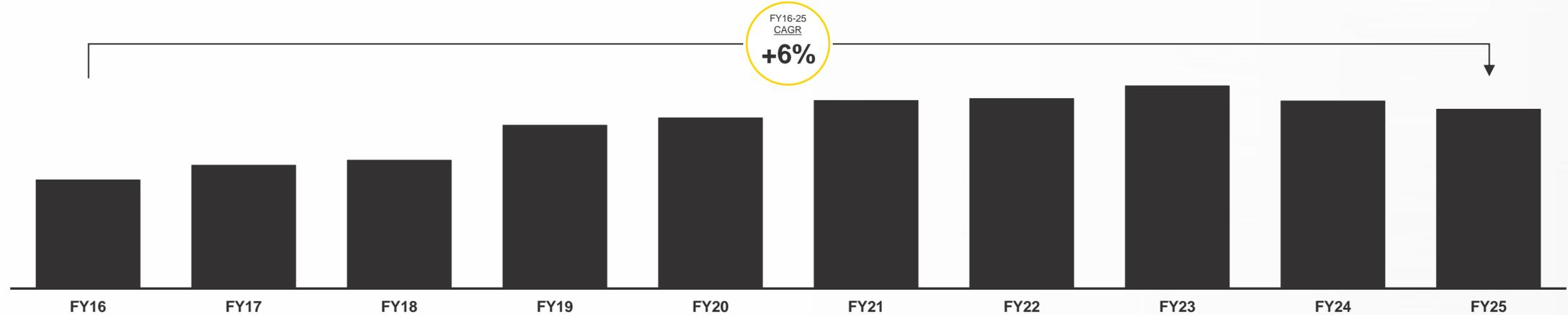
Latin America Overview: Improved dealership experience



Asia-Pacific Overview: Navigating through a challenging economic environment in Australia and New Zealand

BRP RETAIL EVOLUTION

Units



CURRENT OVERVIEW

- MARKET LEADER IN SEASONAL PRODUCTS AND STRONG POSITION IN ORV
- SOLID AND WELL ESTABLISHED DEALER NETWORK IN AUSTRALIA AND NEW ZEALAND
- PROGRESSIVELY DEVELOPING BUSINESS IN OTHER REGIONS OF ASIA

SHORT-TERM FOCUS

- FURTHER DEVELOP THE ORV UTILITY POTENTIAL IN AUSTRALIA AND NEW ZEALAND
- PROTECT OUR MARKET POSITIONING IN SEASONAL PRODUCTS
- FURTHER DEVELOP ASIA POTENTIAL

MARKET OPPORTUNITIES

- INDUSTRIES POISED FOR REBOUND IN AUSTRALIA AND NEW ZEALAND
- STRONG POTENTIAL FOR AGRICULTURAL AND UTILITY MARKETS
- UNTAPPED POWERSPORTS POTENTIAL ACROSS ASIA

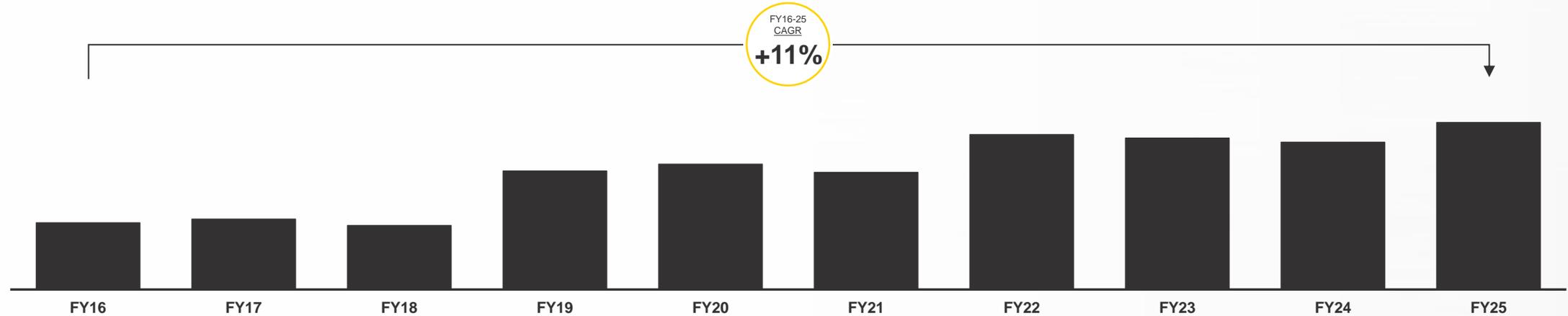
Solid fundamentals despite short-term economic pressure



Asia Overview: Developing market with significant upside potential

BRP RETAIL EVOLUTION

Units



CURRENT OVERVIEW

- BUILT A STRONG TEAM TO ESTABLISH SOLID FOUNDATIONS IN THE REGION
- DEVELOPED A SPECIFIC STRATEGY FOR THE REGION BASED ON NETWORK, AWARENESS, PLAYGROUNDS AND PRODUCTS

SHORT-TERM FOCUS

- ELEVATE OUR DEALER NETWORK AND SERVICE LEVELS FOR A PREMIUM EXPERIENCE
- DEMOCRATIZE ACCESS BY DEVELOPING PLAYGROUNDS AND EXPLORING NEW BUSINESS MODELS OPPORTUNITIES

MARKET OPPORTUNITIES

- STRONG GOVERNMENT EMPHASIS ON DEVELOPING LEISURE AND INTERNAL TOURISM
- CONSUMER SPENDING IS SHIFTING TOWARDS OUTDOOR, SPORTS AND EXPERIENTIAL CATEGORIES
- SIGNIFICANT GROWTH EXPECTED IN PURCHASING POWER OF THE MIDDLE CLASS IN YEARS TO COME

Fast growing market with significant long-term potential



We set the stage for our growth in Asia in key markets based on four pillars



PILLARS OF THE APPROACH

1

NETWORK

2

AWARENESS

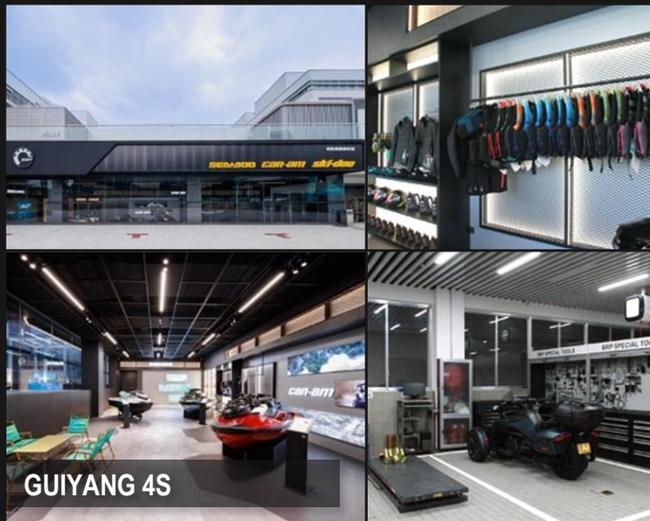
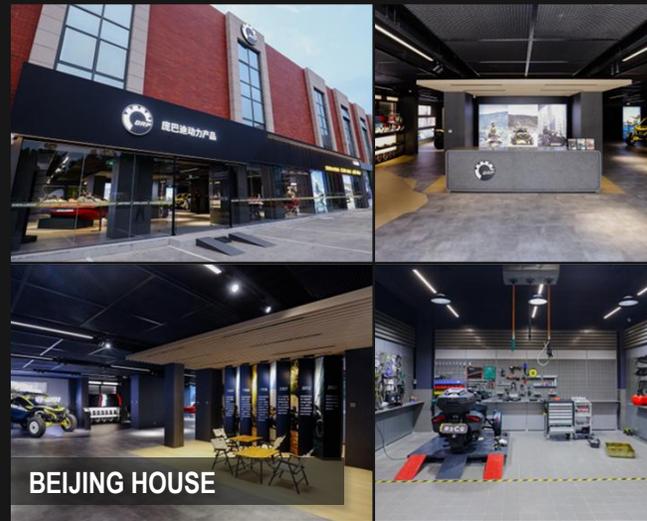
3

PLAYGROUND

4

PRODUCTS

Asia Overview: Building a premium network for a premium experience



EXAMPLES OF
RECENT DEALER
OPENINGS IN CHINA



Asia Overview: Establishing a manufacturing footprint in Vietnam

MANUFACTURING CAPACITY IN ASIA WILL HELP ALLEVIATE MANY OF THE CURRENT CHALLENGES FOR THE REGION



RECURRING CHALLENGES WITH CURRENT SETUP



LONG TRANSIT TIMES



HIGH TRANSPORT COSTS

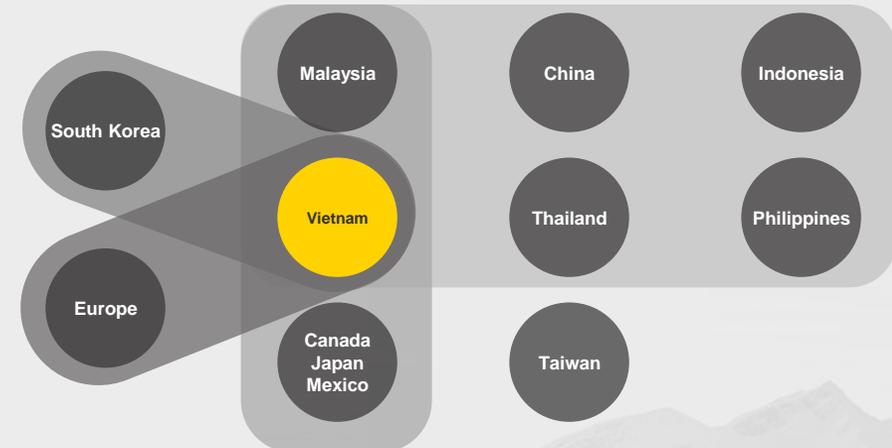


HIGH DUTIES COSTS



LIMITED TRANSPORT CAPACITY / AVAILABILITY

VIETNAM IS A LOCATION OF CHOICE, BEING CENTRALLY LOCATED AND HAVING MULTIPLE FREE TRADE AGREEMENTS ACROSS THE REGION



IMPORT TAXES CAN GO UP TO

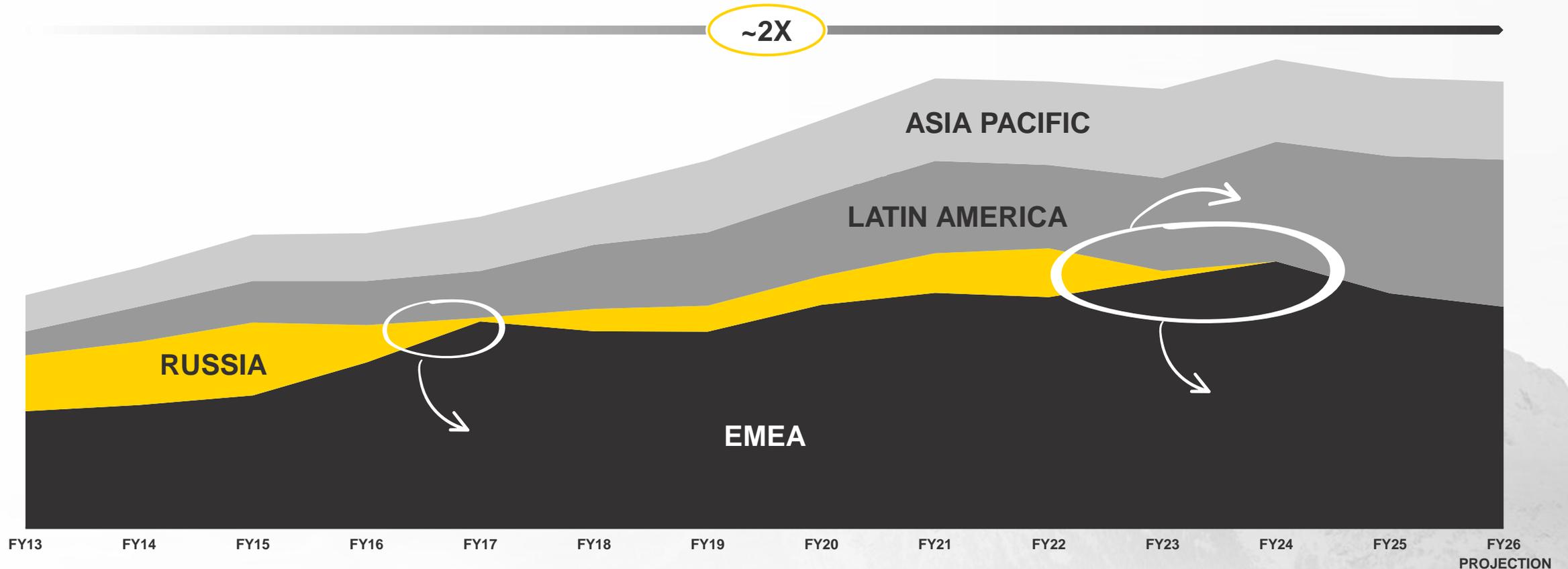
50%

IN ASIAN TERRITORIES

Having manufacturing capacity in Asia is a key enabler of our future growth in the region

Delivered solid retail growth across the globe over the years

BRP International Retail Sales Evolution (units)



Our regional and product diversification, combined with our team's experience, has allowed us to develop our international markets and continue to grow despite the different headwinds we have faced over the years



Gear Up International: Three Strategic Priorities

FY28 OBJECTIVE

\$CA Billions



THREE STRATEGIC PRIORITIES

GROW IN ASIAN MARKETS WITH THE HIGHEST POTENTIAL AND FUEL THE LATAM MOMENTUM

ESTABLISH A MANUFACTURING ECOSYSTEM IN VIETNAM

DESIGN PRODUCTS PRIMARILY FOR INTERNATIONAL MARKET NEEDS

We have the team and the strategy to deliver our plan and set the foundations to further accelerate our International business beyond M28



M28: The next chapter of BRP growth

FULL THROTTLE TO #1 IN ORV



**BY FAR THE BIGGEST
GROWTH OPPORTUNITY**



Return to **30%+** market share in SSV and reach **25%+** market share in ATV

GEAR UP INTERNATIONAL



**BALANCED
INTERNATIONAL EXPANSION**



Achieve **\$2.5B+** of Powersports revenues in our international region

UPSHIFT DEALER AND
CUSTOMER EXPERIENCE



**SEIZING UNTAPPED INDUSTRY
WHITE SPACE**



Be the **undeniable OEM of choice** for dealers and **increase customer NPS**

Solid growth opportunities for BRP in the Powersports industry



DRIVE VALUE THROUGH SPEED AND EFFICIENCY

THOMAS UHR

CHIEF TECHNOLOGY OFFICER

PATRICK DUSSAULT

EXECUTIVE VICE-PRESIDENT —
GLOBAL MANUFACTURING OPERATIONS



ADVENTURE BY DESIGN



DRIVE VALUE THROUGH SPEED AND EFFICIENCY

**FY28 TARGET:
ACCELERATE TIME TO MARKET BY 20%+
DELIVER \$350M+ OF LEAN VALUE**

STRATEGIC INITIATIVES

1. Accelerate time to market and reduce development cost with New Product Development (NPD) 3.0 process
2. Optimize asset utilization and net working capital while delivering on demand planning
3. Achieve consistent results on key productivity and cost KPIs through flawless planning and execution
4. Strengthen culture of continuous improvement and drive for value creation initiatives beyond the product

We developed solid direct cost savings competencies and processes: Now launching Phase 2 for M28

Achieve \$350M of Lean Value by FY28



Multiple initiatives to drive efficiencies and cost improvements

| | | | |
|---------------------------------------|--|---|-------------------------------------|
| Product modularity / New technologies | Harvest from existing DtQC ^[1] pipeline | AI driven costing and standardization | Commodity optimization task force |
| Leverage volume increases | Best cost country sourcing focus | Sourcing near production sites and FTA compliance | Labor minutes per vehicle reduction |
| Time to market | Asset utilization | Key productivity KPIs | Culture of continuous improvement |

^[1]Design to Quality and Cost

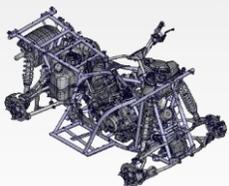
Driving efficiencies example: Benefitting from volume leverage through modularity on vehicle platform, powertrain and accessories

New Can-Am Outlander family: combination of existing modules 75%+ similar components

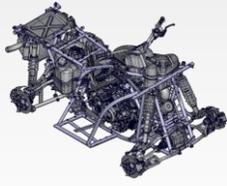
>70% modular vehicle parts

Outlander platform

- Standard platform between mid-cc and high-cc models



MID-CC PLATFORM



HIGH-CC PLATFORM



>80% modular powertrain parts

Engine, CVT and Drive

- Standard platform between mono and twin cylinder engines



TWIN CYLINDER



MONO CYLINDER

Allowing us to cover multiple segments across our industry with cost advantages

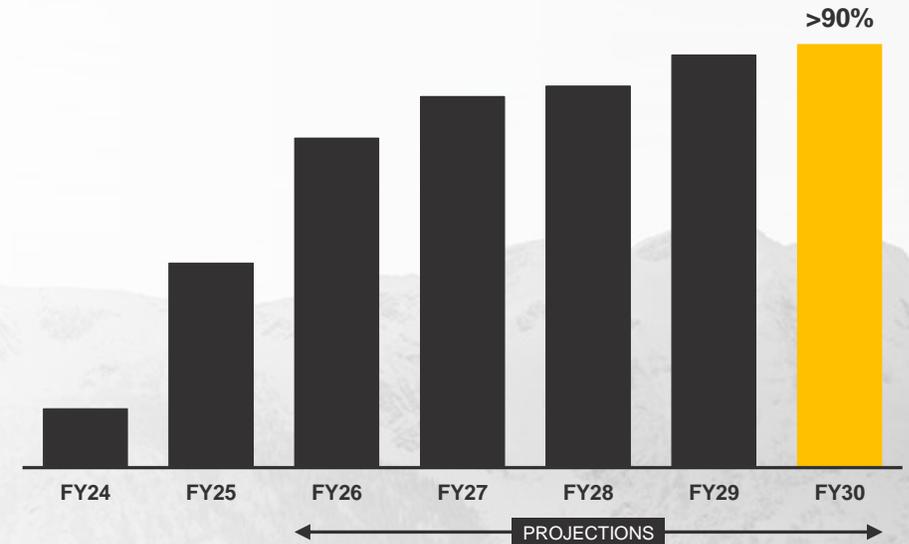
Driving efficiencies example: Generating economies of scale by insourcing Modular Control Units

OUR INTERNALLY DESIGNED MULTI-PURPOSE CONTROLLER PLATFORM "XCU" IS USED ACROSS ALL PRODUCT LINES

EXPECTED TO BE USED IN OVER 90% OF UNITS PRODUCED OVER TIME



% OF UNITS PRODUCED CONTAINING OUR "XCU"

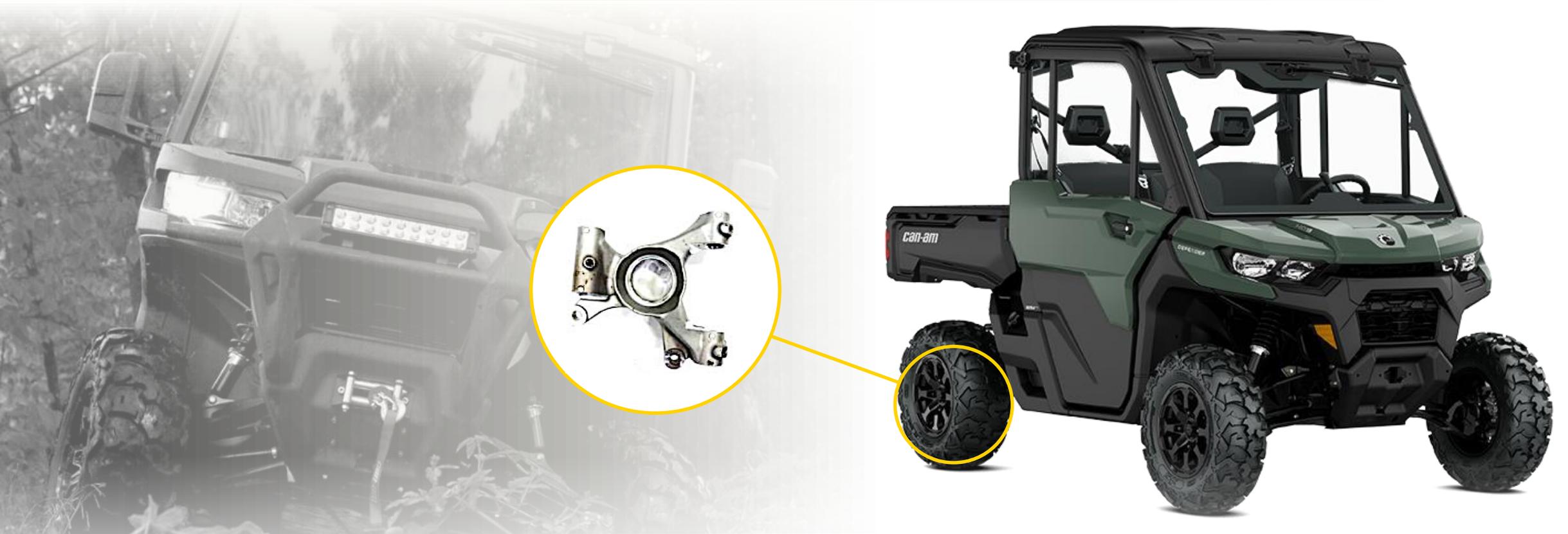


BRP in-house electronics and software competencies drive new product features and quality management



Driving efficiencies example: Unlocking savings through technical changes

MY25 Can-Am Defender:
Changed rear knuckles from forged aluminum to forged steel



This single technical change is driving ~\$3M in annual savings
and is also improving our carbon footprint

Driving efficiencies example: Maximizing material cost efficiency through standardization

MY26 Can-Am Maverick X3:
Deployed BRP standard head lights to all product lines



The standardization of head lights is driving ~\$5M in annual savings



Supply chain risk management example: Managing through the global rare earth shortage with both short- and mid-term initiatives

SHORT-TERM

BRP Task Force with fast decision
(Procurement, Sales, Supply Chain, Engineering, Legal)

Market intelligence

Supplier survey, Data collection

Action plan definition based on toolbox

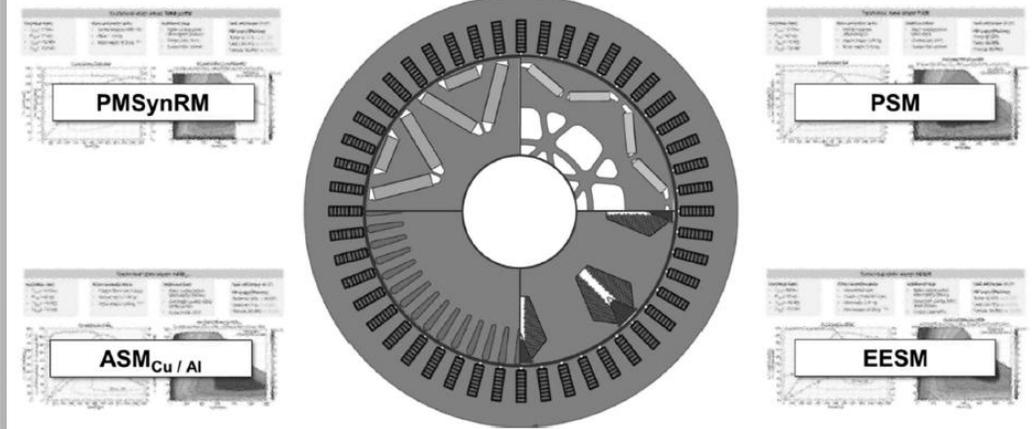
Multiple source contract/validation, targeted inventory creation,
Engineering change to remove magnet

Align for execution

Wave plan, assigning specific resources by suppliers

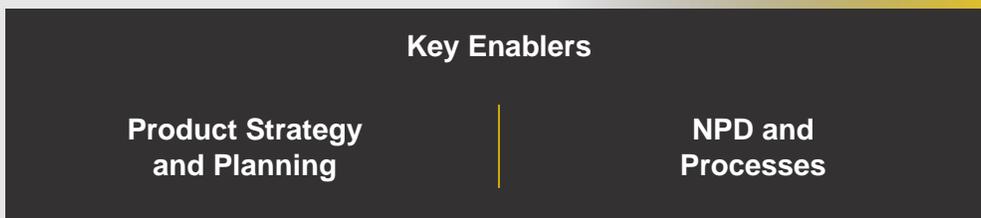
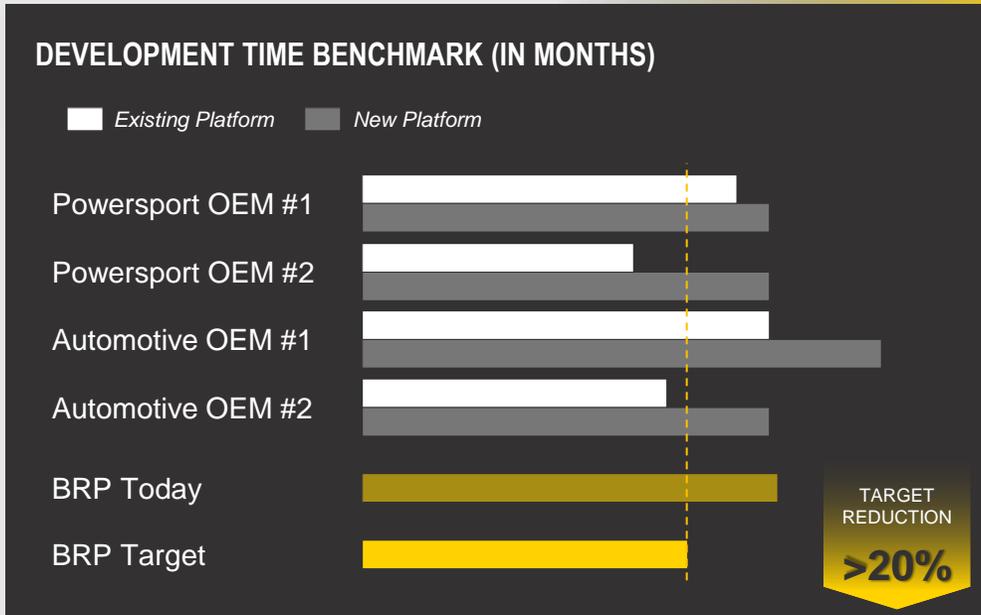
MID-TERM

Engineering approach to reduce
rare earth dependency



Proactive actions taken to limit both costs and supply risks

We are improving our Product Development process to further accelerate time to market and maintain our industry leadership



1

Reduced time to market

2

Reduced development costs

3

Reduced product costs



Global Manufacturing Operations

MANUFACTURING FOOTPRINT

Vehicle assembly

| | | |
|----|----------------------|---|
| 1 | VALCOURT, CANADA | Snowmobiles and 3WV |
| 2 | JUAREZ 1, MEXICO | ATV and 3WV |
| 3 | JUAREZ 2, MEXICO | SSV |
| 4 | JUAREZ 3, MEXICO | SSV |
| 5 | QUERÉTARO, MEXICO | Engines, PWC, pontoon motorized hulls, and EV motorcycles |
| 6 | STURTEVANT, USA | Pontoons |
| 7 | ROVANIEMI, FINLAND | Snowmobiles |
| 8 | DONG NAI, VIETNAM | Future manufacturing of 3WV (Ryker) and Other |
| 9 | SPRUCE PINE, USA | Components manufacturing |
| 10 | SHAWINIGAN, CANADA | Electronic and mechatronic products |
| 11 | DENKENDORF, GERMANY | Mechanical gearboxes |
| 12 | GUNSKIRCHEN, AUSTRIA | Engines |

OVERVIEW

FACILITIES

12

COUNTRIES

7

EMPLOYEES

11,500



Lean Manufacturing at BRP: A smart way to create value

**Culture of
Continuous Improvement**

**Engage thousands of employees into
continuous value creation**

**Operational
Excellence**

**Efficiency translated into predictable
performance and cost advantage**

**Digital and
AI-Driven Optimization**

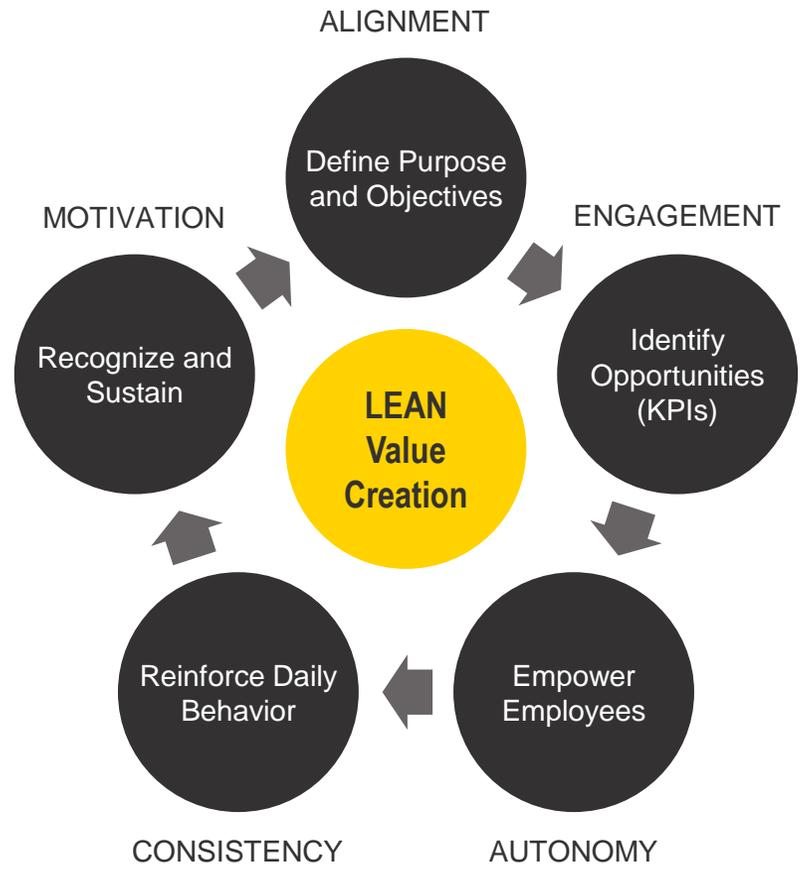
**Advanced analytics and AI driving
visibility, scalability and smarter decisions**

Driving sustainable cost advantages across global operations



A purpose driven workforce at the core of performance

Culture of Continuous Improvement



From awareness to action: Defining the levers that drive costs

Building a framework that turns cost analysis into actionable levers for our employees



Cost per Unit Breakdown

Breakdown unit cost into 300+ granular elements

Cost Drivers Definition

Define key drivers for each of the elements

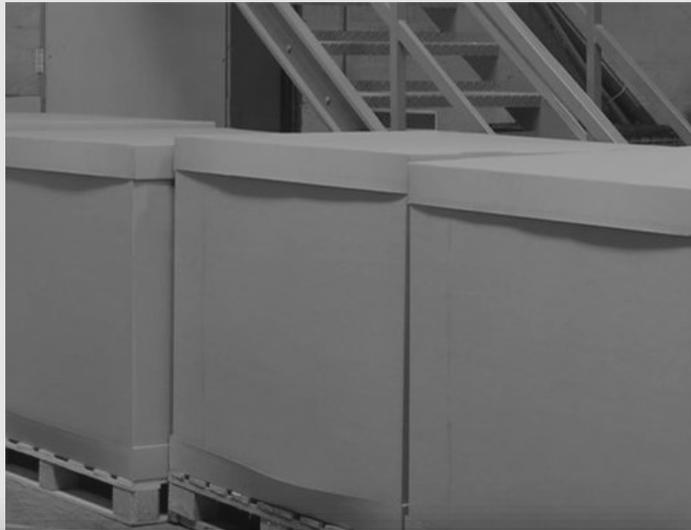
Identification of Levers

Train teams to act on levers that move the drivers



Empowered to improve: A pipeline of ideas from those who know best

Leveraging ideas and projects to drive sustainable financial benefits



Plant employee initiatives

Example: Reuse supplier boxes for internal logistics

Impact: \$

Scale: 80,000+ ideas/year



Professional-driven improvements

Example: Use of compressed air vs nitrogen for cutting

Impact: \$\$

Scale: 200+ projects/year



Cross-functional projects

Example: Hazardous material management

Impact: \$\$\$

Scale: 10+ projects/year

Turning thousands of employee ideas into millions in annual savings

Sustaining a high-performance culture through meaningful recognition and shared purpose

Our world-class workforce engagement creates a distinct and sustainable competitive edge

FY26 Manufacturing Employee Net Promoter Score

2x
Better than manufacturing average^[1]



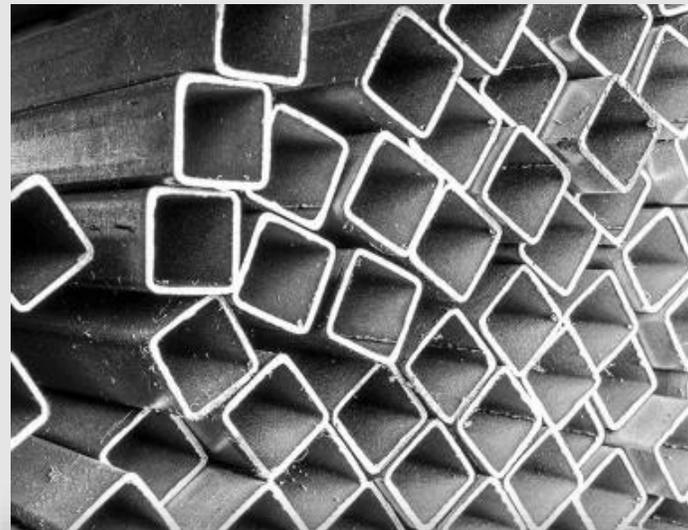
Amplifying impact with Artificial Intelligence

ROI-driven approach: Solving complex manufacturing challenges to generate substantial financial benefits



Real-time production control

- Capture and standardize data across sites
- **Fact-based insights powering continuous improvement**



Example: Tube cutting optimization

- Solving complexity: 14M+ cuts/year, 700 part numbers, 30 tube profiles, produced in 3 plants

| Investments | 3-year return |
|-------------|---------------|
| \$150K | \$2M |



Example: Line efficiency

- Solving complexity: 400+ models, 100+ workstations, produced in full model mix

| Investments | 3-year return |
|-------------|---------------|
| \$150K | \$1M |

Modest investments driving significant returns

Manufacturing operations improving on all key operational metrics

Deliver Operational Excellence

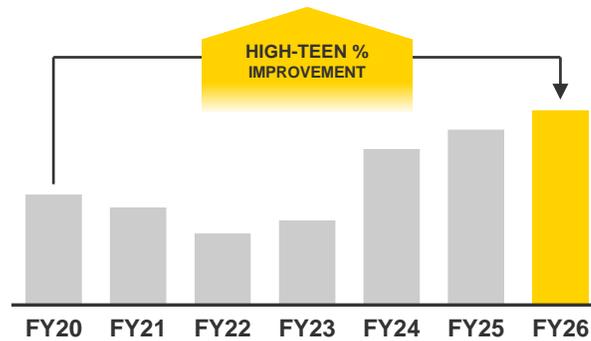
SAFETY INCIDENTS

OSHA Recordable incident rate



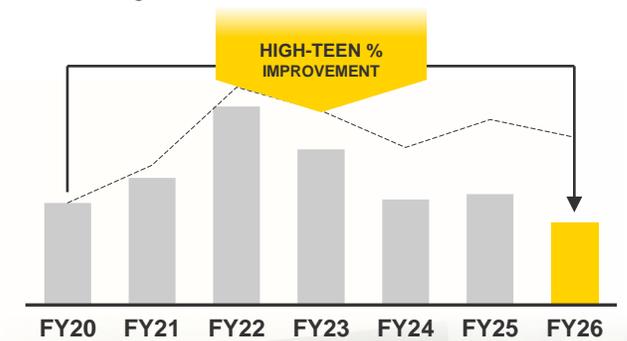
PRODUCTIVITY

% of line efficiency



DIRECT COSTS

■ Normalized average direct cost per unit (same mix, same FX)
 ---- Insourcing and inflation



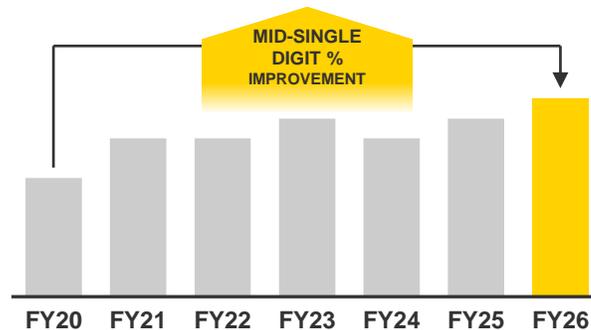
QUALITY

% of units produced right the first time



PEOPLE

Employees Engagement Rate



Already on track to deliver substantial benefits in year 1 of M28

On track to deliver over \$150M of year-over-year cost improvements in FY26



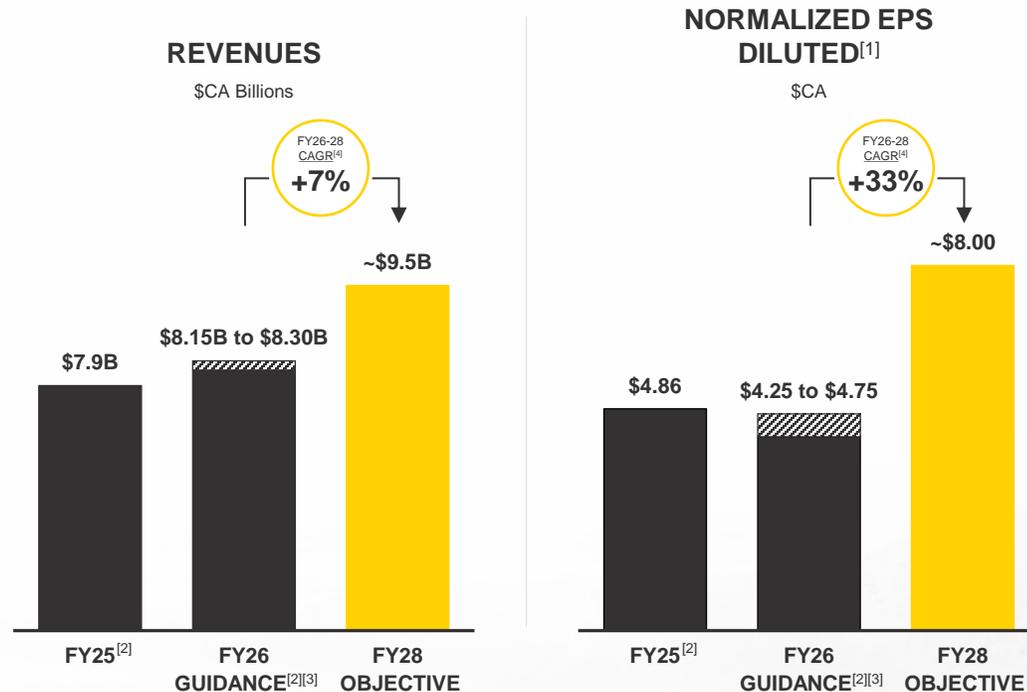
Proven recipe to drive cost improvements



Efficiently managing volume growth while continuing to execute on our Lean initiatives, are key to deliver our M28 financial objective

M28 OBJECTIVE

Expecting to deliver substantial margin improvement by FY28



DRIVE VALUE THROUGH SPEED AND EFFICIENCY

Achieve \$350M of Lean Value by FY28

- Modularity / Product design
- Material cost savings
- Labor cost efficiency
- Overhead efficiency
- Sales programs optimization

Multiple initiatives to drive efficiencies and cost improvements

| | | | |
|---------------------------------------|--|---|-------------------------------------|
| Product modularity / New Technologies | Harvest from existing DtQC ^[5] pipeline | AI driven costing and standardization | Commodity optimization task force |
| Leverage volume increases | Best cost country sourcing focus | Sourcing near production sites and FTA compliance | Labor minutes per vehicle reduction |
| Time to market | Asset utilization | Key productivity KPIs | Culture of continuous improvement |

^[1]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix

^[2]Reflect continuing operations only, find more details in Appendix

^[3]Guidance as at August 29, 2025

^[4]CAGR based on the mid-point of FY26 Guidance

^[5]Design to Quality and Cost

Note: M28 Financial Target assumes a stable economic and tariff environment

The entire organization is focused on unlocking efficiencies and cost improvements



FINANCIAL PLAN

SÉBASTIEN MARTEL
CHIEF FINANCIAL OFFICER

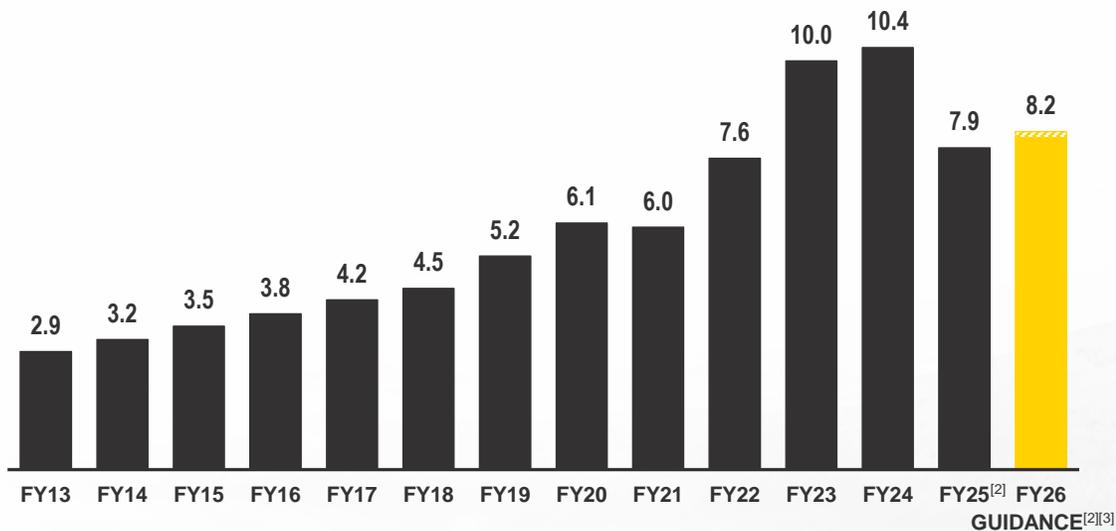


ADVENTURE BY DESIGN

Our financial performance is stabilizing after 18 months of network inventory right-sizing

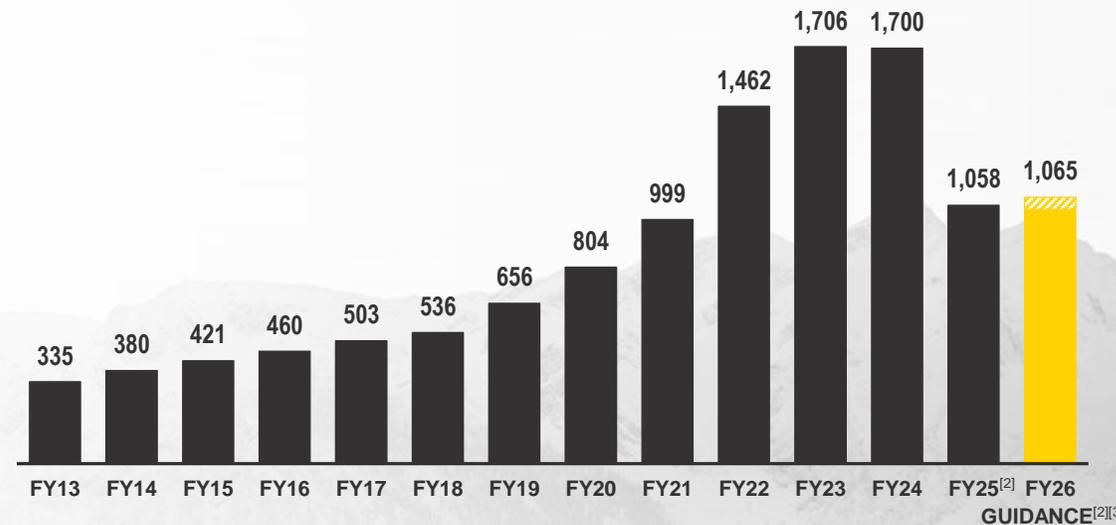
REVENUES

\$CA Billions



NORMALIZED EBITDA^[1]

\$CA Millions



^[1]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix
^[2]Reflect continuing operations only, find more details in Appendix
^[3]Mid-point of the Guidance as at August 29, 2025

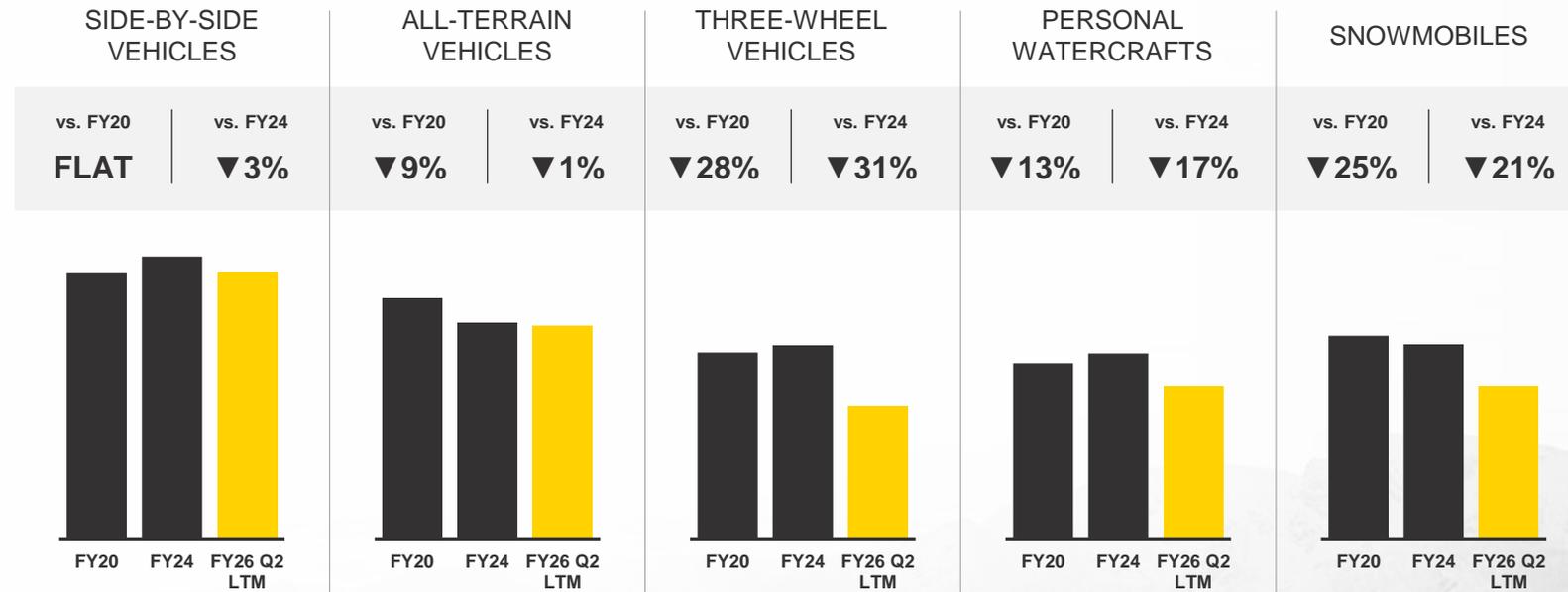
Financial results stabilizing above pre-covid levels



Recent softer industry trends put pressure on our financial results

NORTH AMERICAN POWERSPORTS INDUSTRY EVOLUTION

Units



IMPACT ON BRP FINANCIALS

TOP LINE

- Volume pressured by industry softness
- Further reduction in shipments required to right-size network inventory levels in-line with industry size
- Increased sales programs as OEMs turn more promotional to manage excess inventory levels

BOTTOM LINE

- Impact of lower wholesales and shipment volumes
- Margin erosion due to less efficient leverage of assets given lower than optimal use of production capacity
- Impact of higher sales programs levels

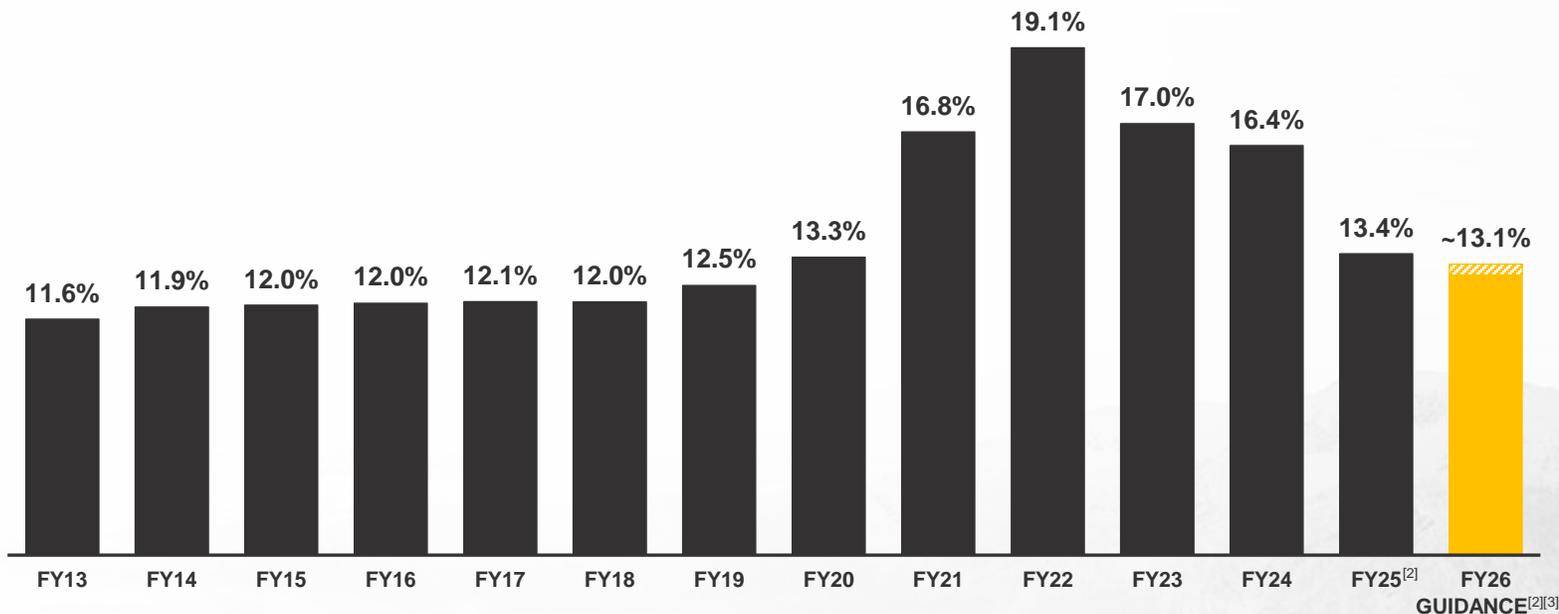
The rapid reduction in industry volumes since the end of FY24 significantly impacted our financial performance



Still, despite lower industry levels, we maintained EBITDA^[1] margin above pre-covid levels

NORMALIZED EBITDA^[1] MARGIN EVOLUTION

Normalized EBITDA^[1] as a percentage of Revenues



KEY DRIVERS

STRONGER MIX

- Richer product mix with a greater proportion of SSV sales
- Richer model mix across product lines

UNLOCKED EFFICIENCIES

- Lower levels of sales programs despite increased promotional activity from other OEMs
- Lower floorplan costs driven by improved network inventory levels
- Continuous delivery of efficiency gains across our operations

REFOCUSSED ON POWERSPORTS

- Realigned the organization on higher margin opportunities

^[1]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix
^[2]Reflect continuing operations only, find more details in Appendix
^[3]Mid-point of the Guidance as at August 29, 2025

Realized sustainable margin improvements despite operating in a challenging environment

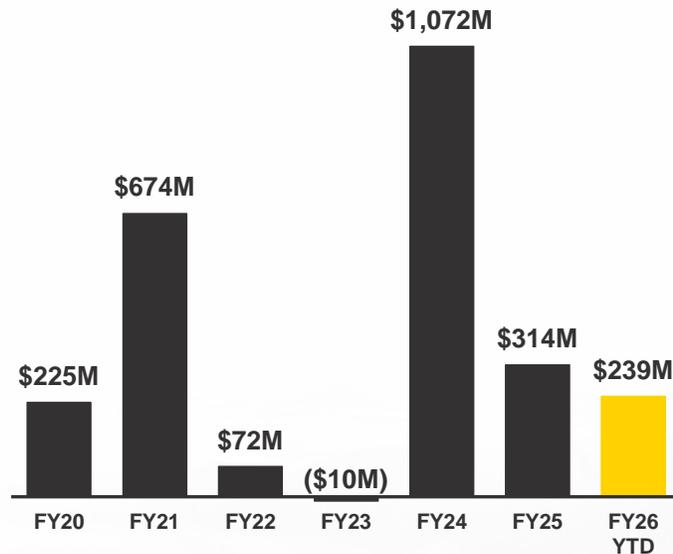


Maintained significant cash generation capabilities

FREE CASH FLOW GENERATION AND CAPITAL DISTRIBUTION TO SHAREHOLDERS

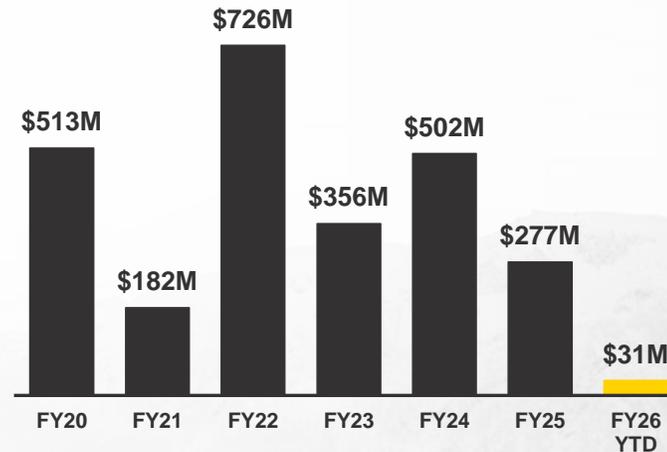
FREE CASH FLOW GENERATION

Cash flow from operations minus CAPEX, \$CA Millions



CAPITAL DISTRIBUTION TO SHAREHOLDERS

Total of dividend and share repurchases, \$CA Millions



KEY DRIVERS

GENERATED ~\$5.7B OF CASH FLOW FROM OPERATIONS AND OVER \$2.5B OF FREE CASH FLOW SINCE FY20

- Achieved a solid Cash Conversion Ratio^[1] of ~70% over the period
- Continued to prioritize growth with over \$3.1B of investments in capex since FY20

RETURNED OVER \$2.5B OF CAPITAL TO OUR SHAREHOLDERS SINCE FY20

- Repurchase closed to 30% of shares outstanding over that period
- Increased our quarterly dividend by 138% since pre-Covid

^[1]Cash flow from Operations divided by Normalized EBITDA

Continued providing attractive return of capital to our shareholders



Maintained a strong balance sheet

BALANCE SHEET PRIORITIES

Ensure sufficient access to liquidity to fund operations and working capital and have the financial flexibility to manage through cycles

- Increased our total availability under our revolving credit facility to \$1.5B

Limit exposure to short term obligations

- Recently extended the maturity of our existing long-term debt

Maintain access to favorable borrowing conditions

- Covenant lite structure
- Low cost of borrowing

Interest rate exposure protected by interest rate caps

RECENT DEBT TRANSACTION

Reduced our total debt levels by

US\$200M

Push maturities of US\$265M of debt to

2029 and 2031

Reduced interest rate on remaining TLB by

50bps

Resulting in expected Normalized EPS^[1] improvement of \$0.10 in FY26 and over \$0.30 in FY27 vs our previous expectations

^[1]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix

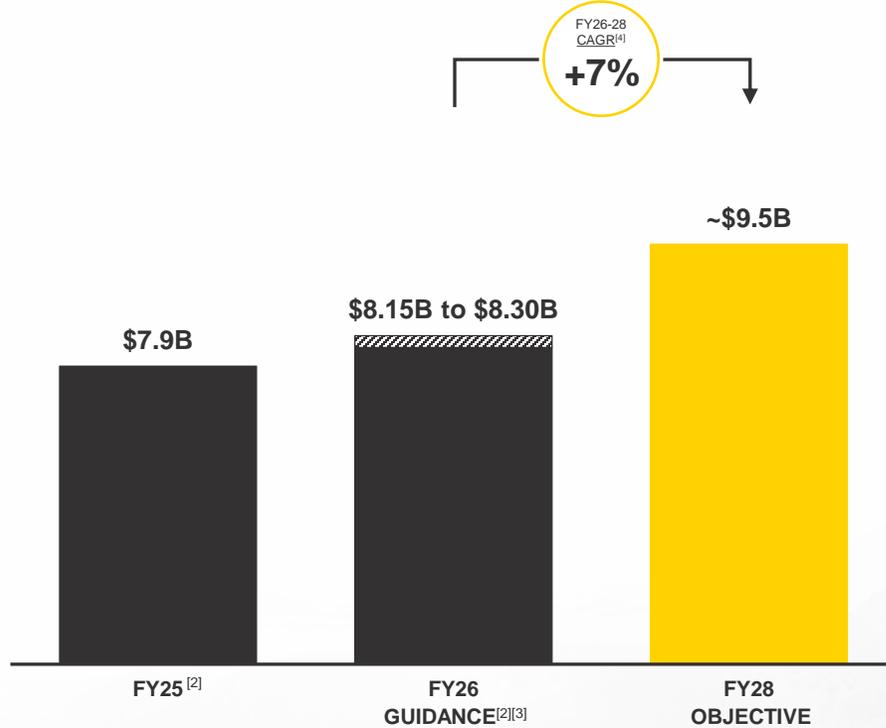
Proactively managing our debt levels and terms to maintain a healthy balance sheet



M28 Objective: Deliver ~\$9.5B in revenues and ~\$8.00 of Normalized EPS^[1]

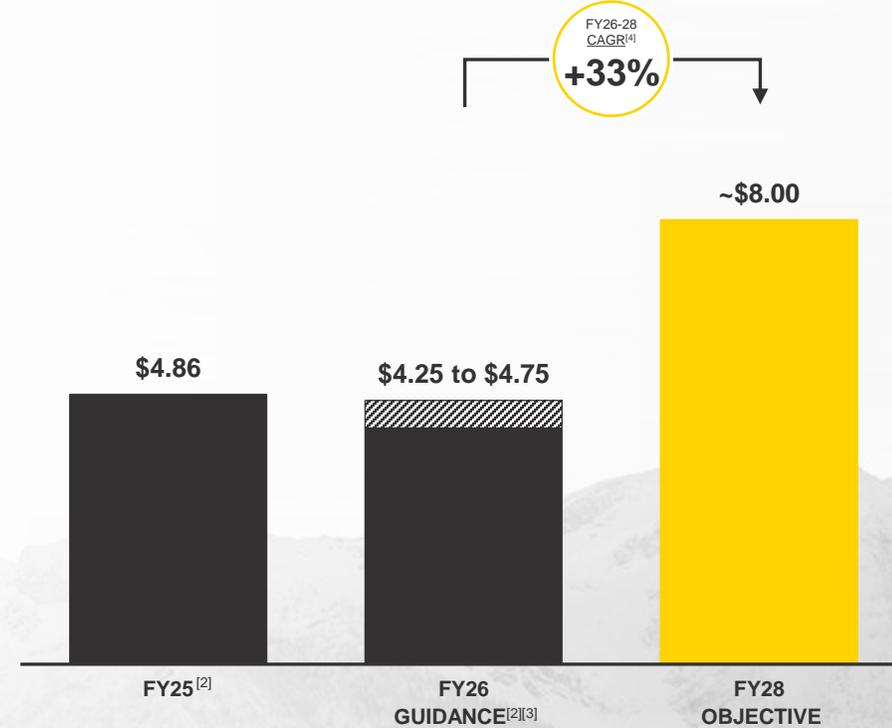
REVENUES

\$CA Billions



NORMALIZED EPS – DILUTED^[1]

\$CA



^[1]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix

^[2]Reflect continuing operations only, find more details in Appendix

^[3]Guidance as at August 29, 2025

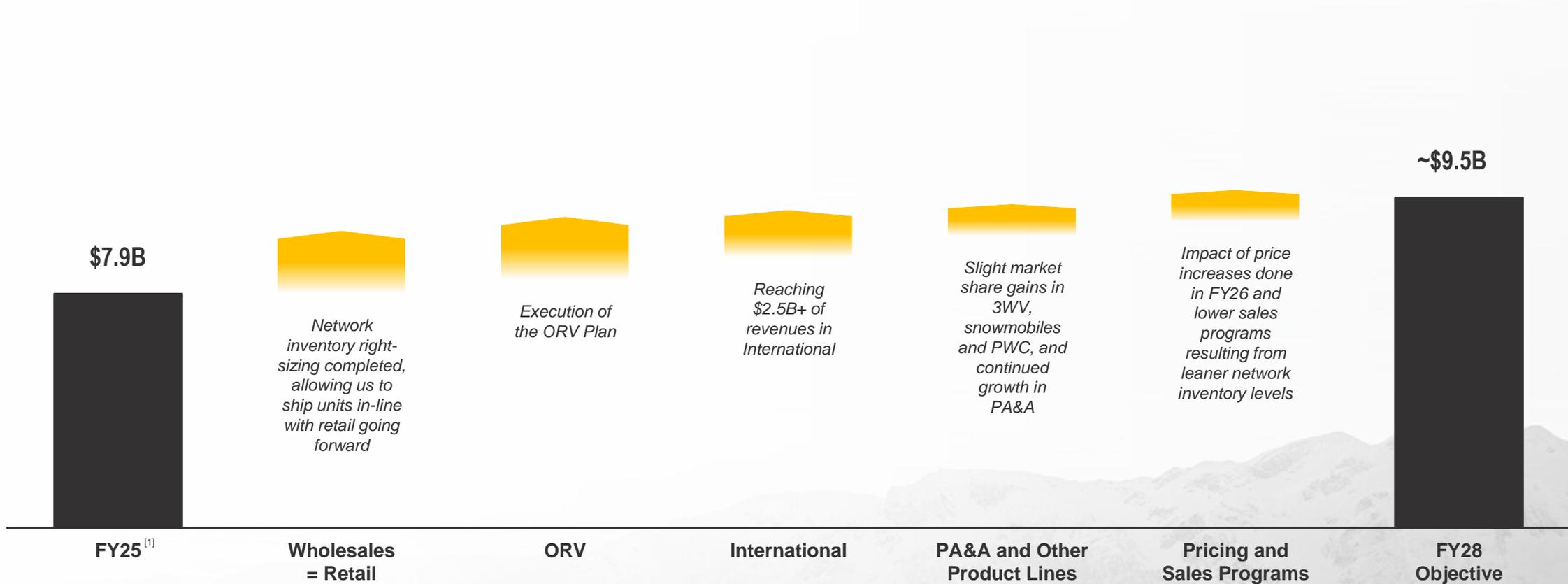
^[4]CAGR based on the mid-point of FY26 Guidance

Note: M28 Financial Target assumes a stable economic and tariff environment

Positioned to deliver solid Normalized EPS^[1] growth over the next two years



M28 Objective: Deliver ~\$9.5B in revenues by FY28

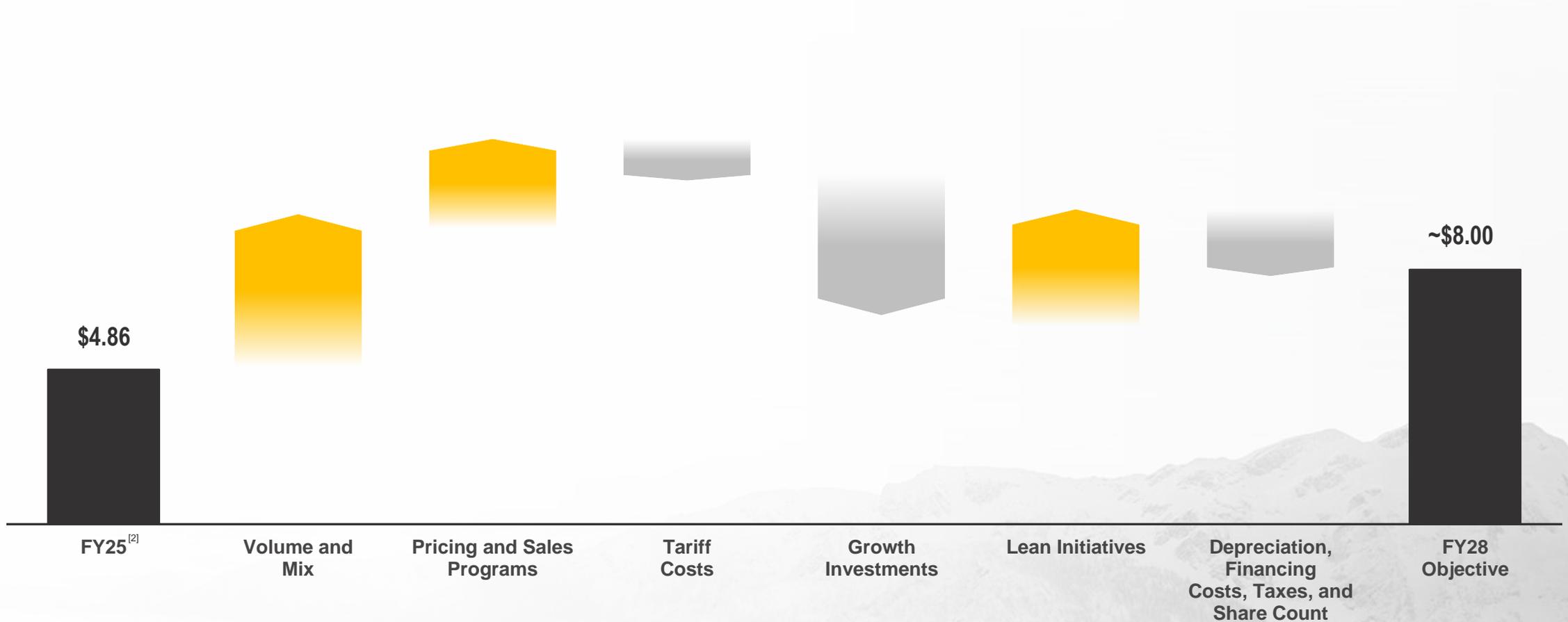


^[1] Reflect continuing operations only, find more details in Appendix
 Note: M28 Financial Target assumes a stable economic and tariff environment

Balanced approach with multiple tangible growth opportunities in sight, to bring our revenues to ~\$9.5B in FY28



M28 Objective: Path to ~\$8.00 of Normalized EPS^[1] in FY28



^[1]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix

^[2]Reflect continuing operations only, find more details in Appendix

Note: M28 Financial Target assumes a stable economic and tariff environment

Executing on our volume growth opportunities and lean initiatives are key to reach ~\$8.00 of Normalized EPS^[1] in FY28



And we still have a lot of runway as we recover towards mid-cycle industry levels

KEY DRIVERS

TOP LINE OPPORTUNITIES

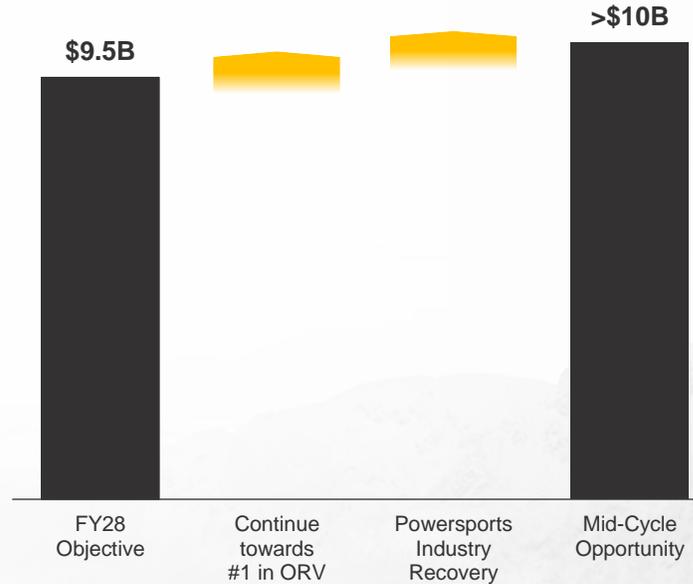
- Further market share gains in ORV fueled by:
 - Full ramp-up of dealers to be added by the end of FY28
 - Continued product introductions in the coming years
- Recovery of the Powersports industry, especially in Seasonal Products for which markets are below pre-covid levels

BOTTOM LINE OPPORTUNITIES

- Direct benefit stemming from higher volume
- Improved margins driven by higher capacity utilization, and recovery of economies of scale

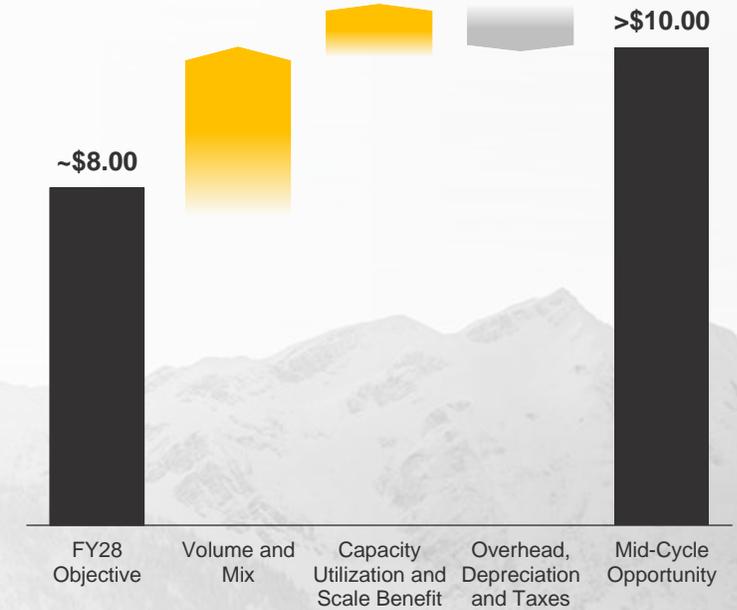
REVENUES

\$CA Billions



NORMALIZED EPS – DILUTED^[1]

\$CA



^[1]For a reconciliation of net income to Normalized Net Income, Normalized EBITDA and Normalized Earnings per Share – Diluted, see the reconciliation table in Appendix Note: M28 Financial Target and Mid-Cycle Opportunity assume a stable economic and tariff environment

Positioned to be able to deliver over \$10B of revenues and over \$10.00 of Normalized EPS^[1] in a mid-cycle environment



CLOSING REMARKS

JOSÉ BOISJOLI

PRESIDENT AND CHIEF EXECUTIVE OFFICER



ADVENTURE BY DESIGN

***WE HAVE BUILT A SOLID BUSINESS THAT
IS POISED TO DELIVER GROWTH***



ADVENTURE BY DESIGN

We have a diversified portfolio of industry-leading brands



^[1]Pontoons of 21ft and less

State of the art products in each industry we compete



We have a strong culture of innovation

UNMATCHED CAPABILITIES IN POWERSPORTS

ENGINEERS AND TECHNICIANS

1,500+

PATENTS AND APPLICATIONS

1,500+

PRIORITIZING INVESTMENTS IN INNOVATION

R&D PERCENTAGE^[1]

~5%

LAST 5 YEARS R&D^[2]

~\$1.9B

LAST 5 YEARS CAPEX^[2]

~\$2.6B

DESIGN AND INNOVATION CENTERS



RESEARCH AND DEVELOPMENT CENTERS



^[1]R&D as a percentage of revenues based on FY25 Results
^[2]Total of the last 5 years ending in FY25 | \$CA Billions

Our ability to push innovation and technologies is at the core of our success



We have an established global distribution network

ESTABLISHED GLOBAL OPERATIONS

POWERSPORTS DEALERS

2,700+

COUNTRIES

130+

WELL DIVERSIFIED GEOGRAPHIC SALES^[1]

UNITED STATES

58%

CANADA

14%

INTERNATIONAL

28%



^[1]Based on FY25 results

Well positioned to capitalize on opportunities around the world



We have a global and modern manufacturing footprint

MANUFACTURING FACILITIES

| | | | |
|----|----------------------|---|---|
| 1 | VALCOURT, CANADA | Snowmobiles and 3WV | Modernized (2018) |
| 2 | SHAWINIGAN, CANADA | Electronic and mechatronic products | Acquired in 2022 |
| 3 | JUAREZ 1, MEXICO | ATV and 3WV | |
| 4 | JUAREZ 2, MEXICO | SSV | Opened in 2015 |
| 5 | JUAREZ 3, MEXICO | SSV | Opened in 2021 |
| 6 | QUERÉTARO, MEXICO | Engines, PWC, pontoon motorized hulls, and EV motorcycles | Opened in 2013 |
| 7 | STURTEVANT, USA | Pontoons | |
| 8 | DONG NAI, VIETNAM | 3WV and Others | Start of Production Expected in FY27 Q4 |
| 9 | SPRUCE PINE, USA | Components | Opened in 2010 |
| 10 | ROVANIEMI, FINLAND | Snowmobiles and ATV 6x6 | Opened in 2010 |
| 11 | DENKENDORF, GERMANY | Mechanical gearboxes | Acquired in 2022 |
| 12 | GUNSKIRCHEN, AUSTRIA | Engines | Modernized (2016-2020) |



Strategically located state of the art manufacturing facilities with capacity to support our growth

We have a strong and experienced management team



JOSÉ BOISJOLI
PRESIDENT AND
CHIEF EXECUTIVE OFFICER
37 YEARS AT BRP



STÉPHANE BILODEAU
CHIEF INFORMATION
OFFICER
3 YEARS AT BRP



PATRICK DUSSAULT
EXECUTIVE VICE-PRESIDENT
GLOBAL MANUFACTURING OPERATIONS
29 YEARS AT BRP



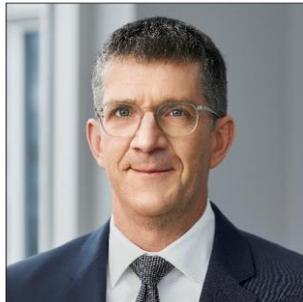
MARTIN LANGELIER
CHIEF LEGAL OFFICER
AND CORPORATE SERVICES
25 YEARS AT BRP



DENYS LAPOINTE
CHIEF DESIGN
OFFICER
40 YEARS AT BRP



ANNE LE BRETON
EXECUTIVE VICE-PRESIDENT
PEOPLE AND CULTURE
24 YEARS AT BRP



SÉBASTIEN MARTEL
CHIEF FINANCIAL
OFFICER
21 YEARS AT BRP



JOSÉE PERREAU
CHIEF MARKETING
OFFICER
9 YEARS AT BRP



SANDY SCULLION
PRESIDENT
POWERSPORTS
31 YEARS AT BRP



MINH THANH TRAN
EXECUTIVE VICE-PRESIDENT
GLOBAL CORPORATE AND PRODUCT STRATEGY
8 YEARS AT BRP

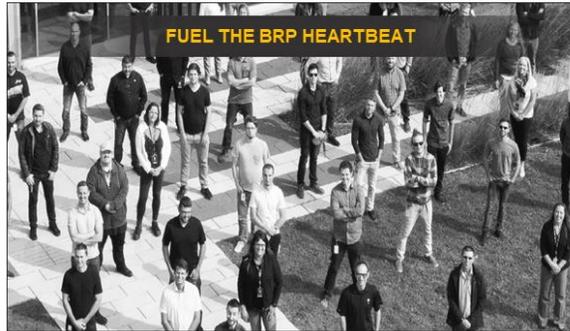


THOMAS UHR
CHIEF TECHNOLOGY
OFFICER
11 YEARS AT BRP

A proven management team with a track record of delivering solid results and creating shareholder value



We have solid opportunities to grow our top line and improve our margins



Multiple levers to sustain our growth in the short, mid and long-term



And our whole organization is aligned around a clear and actionable mission

OUR VISION

TO CREATE THE UNBEATABLE EXPERIENCE OF MOVING YOU IN EVERY WAY



M-8 CAPTURE OUR FULL POWERSPORTS POTENTIAL



OUR PILLARS



| | | | |
|--|--|--|--|
| <p>GROWTH</p> <p>Our industry holds tremendous untapped potential and we have only just begun scratching the surface.</p> | <p>EMPLOYEE X</p> <p>Our people are our engine and are at the core of BRP's fabric. Their engagement and talent will continue to set us apart and drive us forward.</p> | <p>CUSTOMER X</p> <p>Our customers' experience today is lived through the most thrilling products. While we will always push innovation further, we will also aim to delight customers at every step of their journey to bring the true BRP experience to life.</p> | <p>LEAN & AGILITY</p> <p>Our creativity will help us reshape the way we work in order to be as efficient as possible and accelerate time-to-market.</p> |
|--|--|--|--|

M-8 CAPTURE OUR FULL POWERSPORTS POTENTIAL



FY28 TARGET:
REVENUES: ~\$9.5B
NORMALIZED EPS⁽¹⁾: ~\$8.00

| STRATEGIC PRIORITIES | TARGETS BY FY28 |
|--|---|
| FULL THROTTLE TO #1 IN ORV | Regain market share of 30%+ in SSV and reach 25%+ market share in ATV |
| GEAR UP INTERNATIONAL | Achieve \$2.5B+ of Powersports revenues in our international region |
| UPSHIFT THE DEALER AND CUSTOMER EXPERIENCE | Be the undeniable OEM of choice for dealers and increase customer NPS |
| FUEL THE BRP HEARTBEAT | Reach employee NPS of 50 |
| DRIVE VALUE THROUGH SPEED AND EFFICIENCY | Accelerate time to market by 20%+ and deliver \$350M+ of lean value |
| BOOST DEFENSE AND SPECIALIZED VEHICLES | Commercialize defense and specialized vehicles |
| REV UP OUR PRODUCT COMPETITIVE EDGE | Gain market share in all our product lines |

Uniquely positioned to deliver growth and create shareholder value



QUESTIONS?



ADVENTURE BY DESIGN

Appendix



Reconciliation Tables

| | Twelve-month periods ended January 31st | | | | | | | | | |
|--|---|----------------|----------------|----------------|-------------------------|----------------|----------------|----------------|----------------|-------------------------|
| | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 | 2013 |
| CA\$ millions | | | | | Restated ⁽⁹⁾ | | | | | Restated ⁽⁹⁾ |
| Net Income/(Loss) | \$794.6 | \$362.9 | \$370.6 | \$227.3 | \$239.1 | \$257.0 | \$51.6 | \$70.1 | \$59.7 | \$119.2 |
| Normalized Elements: | | | | | | | | | | |
| Foreign Exchange (Gain)/Loss on Long-term Debt and Lease Liabilities | (13.3) | (121.8) | 10.4 | 69.8 | (53.3) | (82.0) | 105.8 | 123.9 | 96.4 | (3.6) |
| Transaction Costs on Long-term Debt | 44.3 | 12.7 | - | 8.9 | 2.1 | - | - | - | - | - |
| Transaction Costs and Other Related Expenses ⁽¹⁾ | 5.8 | 1.5 | 2.9 | 2.7 | - | - | - | - | - | - |
| Gain/(Loss) on NCIB | 21.3 | (12.2) | - | - | - | - | - | - | - | - |
| Evinrude Outboard Engine Wind-down ⁽²⁾ | 0.4 | 96.1 | - | - | - | - | - | - | - | - |
| Depreciation of Intangible Assets Related to Business Combinations | 4.1 | 4.4 | 3.6 | 1.2 | - | - | - | - | - | - |
| Restructuring and Related Costs/(Reversal) ⁽³⁾ | (0.1) | 7.5 | 1.7 | 1.3 | 2.9 | (1.1) | 4.6 | 8.3 | 0.9 | 26.0 |
| Gain on Lease Termination ⁽⁴⁾ | (8.7) | - | - | - | - | - | - | - | - | - |
| Gain on Disposal of Property, Plant and Equipment | - | (12.7) | - | - | - | - | (6.4) | (1.4) | - | - |
| (Gain)/Loss on Litigation | - | (4.0) | (40.0) | 1.3 | 5.9 | 70.7 | - | - | - | - |
| COVID-19 Pandemic Impact ⁽⁵⁾ | - | 10.6 | - | - | - | - | - | - | - | - |
| Impairment Charge/(Reversal) | - | 177.1 | - | - | - | - | - | - | - | 7.1 |
| Pension Plan Past Service Gains | - | - | - | (1.4) | - | (6.3) | 70.3 | - | (0.3) | - |
| Gain on Termination of a Defined Benefit Plan Coverage | - | - | - | - | - | - | - | (5.2) | (0.5) | - |
| (Gain)/Reversal from Insurance Recovery | - | - | - | - | - | - | - | 1.4 | (11.0) | - |
| Increase in the Fair Value of Common Shares | - | - | - | - | - | - | - | - | 19.6 | - |
| Other Elements | 3.9 | 0.6 | 0.9 | 1.3 | 1.5 | 2.7 | (1.1) | - | 2.6 | (2.9) |
| Income Tax Adjustment | (5.8) | (45.7) | 8.3 | (3.8) | 47.3 | (19.0) | (24.0) | (0.9) | 0.9 | (10.1) |
| Normalized Net Income⁽⁸⁾ | 846.5 | 477.0 | 358.4 | 308.6 | 245.5 | 222.0 | 200.8 | 196.2 | 168.3 | 146.7 |
| Normalized Income Tax Expense ⁽⁸⁾ | 287.9 | 167.1 | 126.8 | 105.4 | 90.2 | 89.1 | 72.8 | 55.3 | 56.5 | 42.5 |
| Financing Costs Adjusted ⁽⁶⁾ | 63.4 | 107.3 | 90.9 | 68.0 | 53.5 | 60.0 | 62.6 | 59.3 | 64.5 | 62.6 |
| Financing Income Adjusted ⁽⁶⁾ | (3.8) | (7.6) | (2.2) | (2.2) | (2.2) | (1.5) | (2.4) | (2.7) | (2.5) | (1.9) |
| Depreciation Expense Adjusted ⁽⁷⁾ | 268.1 | 255.2 | 230.5 | 176.1 | 149.2 | 133.1 | 126.2 | 113.2 | 93.4 | 85.1 |
| Normalized EBITDA⁽⁸⁾ | \$1,462.1 | \$999.0 | 804.4 | \$655.9 | \$536.2 | \$502.7 | \$460.0 | \$421.3 | \$380.2 | \$335.0 |
| Weighted Average Number of Shares – Diluted | 85,259,520 | 88,604,984 | 93,813,815 | 99,588,888 | 107,917,087 | 113,205,095 | 117,457,146 | 118,913,791 | 113,406,206 | 102,853,978 |
| Normalized Earnings per Share – Diluted⁽⁸⁾ | \$9.92 | \$5.39 | \$3.83 | \$3.10 | \$2.27 | \$1.96 | \$1.71 | \$1.65 | \$1.49 | \$1.43 |

Reconciliation Tables - Continued

^[1]Costs related to business combinations.

^[2]The Company incurred costs related to the wind-down of the outboard engine production such as, but not limited to, idle costs and other exit costs.

^[3]The Company is involved, from time to time, in restructuring and reorganization activities in order to gain flexibility and improve efficiency. The costs related to these activities are mainly composed of severance costs and retention salaries.

^[4]During Fiscal 2022, the Company acquired its two leased facilities in Mexico. The derecognition of related right-of-use assets and corresponding lease liabilities generated a \$8.7 million gain on lease termination.

^[5]Incremental costs associated with the COVID-19 pandemic such as, but not limited to, labour cost related to furloughs.

^[6]Adjusted for transaction costs on long-term debt and normal course issuer bid program ("NCIB") gains and losses in net income.

^[7]Adjusted for depreciation of intangible assets acquired through business combinations.

^[8]See "Non-IFRS Measures" section in Appendix.

^[9]Restated to reflect the adoption of IFRS 15 "Revenue from contracts with customers" and IFRS 9 "Financial instruments" for Fiscal 2018 and the amendments to IAS 19 "Employee Benefits" for Fiscal 2013.



Reconciliation Tables - Continued

| CA\$ millions | 12-month periods ended | | |
|---|------------------------|------------------|------------------|
| | Jan. 31, 2025 | Jan. 31, 2024 | Jan. 31, 2023 |
| Net Income / (Loss) | \$62.7 | \$744.5 | \$865.4 |
| Normalized Elements: | | | |
| Foreign Exchange Loss on Long-term Debt and Lease Liabilities | 212.1 | 10.8 | 92.4 |
| Cybersecurity Incident Costs ^[1] | (12.5) | - | 25.5 |
| Gain on NCIB | - | (4.8) | (1.8) |
| Past Service Costs ^[2] | - | - | 4.3 |
| Impairment Charge ^[3] | 9.4 | 116.3 | - |
| Costs Related to Business Combinations ^[4] | 2.7 | 15.6 | 8.3 |
| Border Crossing Costs | - | 6.2 | - |
| Evinrude Outboard Engine Exit Costs ^[5] | - | 15.0 | - |
| Restructuring and Related Costs ^[6] | 76.8 | - | - |
| Transaction Costs on Long-term Debt | - | 22.7 | 1.0 |
| Other Elements ^[7] | 2.1 | 7.4 | (3.2) |
| Income Tax Adjustment ^{[8][9]} | (4.3) | (60.3) | (15.2) |
| Normalized Net Income^[9] | 349.0 | 873.4 | 976.7 |
| Normalized Income Tax Expense ^[9] | 94.0 | 269.9 | 315.7 |
| Financing Costs Adjusted ^[9] | 198.2 | 186.4 | 113.9 |
| Financing Income Adjusted ^[9] | (8.0) | (11.8) | (4.2) |
| Depreciation Expense Adjusted ^[9] | 406.8 | 381.7 | 304.2 |
| Normalized EBITDA^[9] | \$1,040.0 | \$1,699.6 | \$1,178.3 |
| Weighted Average Number of Shares – Diluted | 74,586,221 | 78,523,790 | 80,946,102 |
| Normalized Earnings per Share – Diluted^[9] | \$4.68 | \$11.11 | \$12.05 |

Reconciliation Tables - Continued

^[1]During Fiscal 2023, the Company incurred costs related to a cybersecurity incident. These costs are mainly comprised of recovery costs, idle costs such as direct labor during shutdown period, etc. During Fiscal 2025, the Company received insurance payments in relation to this cybersecurity incident.

^[2]Effective December 31, 2022, BRP approved an ad-hoc adjustment to be granted to retirees and surviving spouses of the Pension Plan for Employees of BRP (Canada) who retired prior to 2017. The impact of this ad-hoc increase is recognized as a past service cost during the year ended January 31, 2023.

^[3]During the three- and nine-month periods ended October 31, 2024, the Company recognized an impairment charge of \$9.4 million on unutilized assets. During the twelve-month period ended January 31, 2024, the Company recorded an impairment charge of \$116.3 million related to its Marine segment.

^[4]Transaction costs and depreciation of intangible assets related to business combinations.

^[5]The Company incurred idle costs, other exit costs and impaired service parts inventory related to its Evinrude outboard engine production.

^[6]During the twelve-month period ended January 31, 2025, the Company recorded restructuring costs of \$76.8 million, which includes severance packages to employees as part of workforce reduction, contract exit costs and supplier claims related to restructuring activities.

^[7]Other elements include fees associated with the secondary offerings and other transactions.

^[8]Income tax adjustment is related to the income tax on Normalized elements subject to tax and for which income tax has been recognized and to the adjustment related to the impact of foreign currency translation from Mexican operations.

^[9]See "Non-IFRS Measures" section.



FY26 Full-Year Guidance - as at August 29, 2025

| | FY25 | FY26 Guidance |
|---|------------------|-----------------------------|
| | ACTUAL | EXPECTED RESULT |
| REVENUES | | |
| YEAR-ROUND PRODUCTS | \$4,307.2 | \$4,750M TO \$4,800M |
| SEASONAL PRODUCTS | \$2,370.4 | \$2,150M TO \$2,200M |
| PA&A AND OEM ENGINES | \$1,225.2 | \$1,250M TO \$1,300M |
| TOTAL REVENUES | \$7,902.8 | \$8,150M TO \$8,300M |
| NORMALIZED EBITDA^[1] | \$1,057.7 | \$1,040M TO \$1,090M |
| NORMALIZED EPS – DILUTED^[1] | \$4.86 | \$4.25 TO \$4.75 |
| NET INCOME | \$64.6 | \$430M TO \$470M |

TARIFFS UPDATE

Based on currently available information, our guidance incorporates an estimated tariff impact of **~\$90M** for FY26^[5]

Other assumptions for FY26 Guidance:

- Depreciation expense Adjusted: **~\$445M** (Compared to \$425M in FY25)
- Net Financing Costs Adjusted: **~\$200M** (Compared to \$172M in FY25)
- Effective Tax Rate^{[1][2]}: **~21%** (Compared to 21.3% in FY25)
- Weighted average number of shares – diluted: **~73.8M shares** (Compared to 74.6M in FY25)
- Capital Expenditures: **~\$410M** (Compared to \$405M in FY25)

^[1]See the "Non-IFRS Measures" at the end of this presentation
^[2]Effective tax rate based on Normalized Earnings before Normalized Income Tax
^[3]Please see Forward-Looking Statements at the beginning of this presentation for a summary of key assumptions and important risk factors underlying the FY26 guidance
^[4]All numbers are in \$CA millions, except for the effective tax rate and per share figures
^[5]Estimated gross tariff impact as at August 29, 2025



Appendix - Continued

Non-IFRS Measures

Normalized EBITDA is defined as net income before financing costs, financing income, income tax expense (recovery), depreciation expense and normalized elements. Normalized EBITDA margin is defined as the Normalized EBITDA divided by revenues. Normalized Net Income is defined as net income before normalized elements adjusted to reflect the tax effect on these elements. Normalized income tax expense is defined as income tax expense adjusted to reflect the tax effect on normalized elements and to normalize specific tax elements. Normalized effective tax rate is based on normalized net income before normalized income tax expense. Normalized earnings per share – diluted is calculated by dividing the normalized net income by the weighted average number of shares – diluted.

Additional details for these non-IFRS can be found in section “Non-IFRS Measures and Reconciliation Tables” of the Company's MD&A for the quarter ended July 31, 2025, which is posted on BRP's website at www.BRP.com, and filed on SEDAR+ at www.sedarplus.ca and EDGAR at www.sec.gov.

Continuing Operations

On October 17, 2024, BRP announced that it has initiated a process for the sale of its Marine businesses namely Alumacraft, Manitou, Telwater (Quintrex, Stacer, Savage and Yellowfin).

Consequently, these businesses are presented as discontinued operations and the associated assets and liabilities as held for sale starting as at October 31, 2024.

Therefore, FY25 and following fiscal years reflect continuing operations only, unless otherwise noted.

Product Lines Seasons

- SSV: July to June
- ATV: July to June
- 3WV: November to October
- Snowmobile: April to March
- PWC: October to September
- Boat: August to July



ski-doo *LYNX* *SEA-DOO* *can-am* *ROTAX*

