



NEXTBOAT

INVESTOR PRESENTATION

NYSE AMERICAN: NXB · JUNE 2026

Forward-Looking Statements



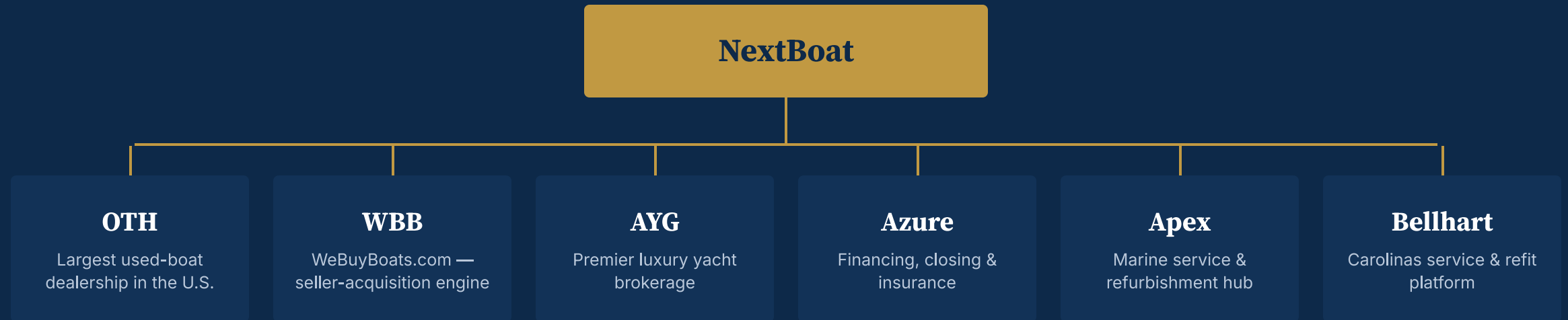
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Actual results and the timing of events could differ materially from those anticipated in such forward-looking statements as a result of these risks and uncertainties and other factors affecting the Company, including those described from time to time under the caption "Risk Factors" and elsewhere in the Company's filings with the Securities and Exchange Commission (the "SEC"), including its most recent Annual Report on Form 10-K and Quarterly Reports on Form 10-Q, and in future filings and reports. Investors are cautioned that forward-looking statements are not guarantees of future performance and are cautioned not to place undue reliance on any such statements, which speak only as of the date hereof. Except as required by law, the Company undertakes no obligation to update or supplement any forward-looking statements.

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Corporate Structure

One brand, one technology layer, one AI engine



One connected ecosystem — each one feeds the next.

Massive Market Primed for Modernization

Annual statistics — U.S. market



~\$58B

Total marine sales — new & used
boats, products & services

78%

Of all boat sales are used boats

~860K

Used boats sold annually

~\$13B

Annual used-boat market value

The market is starving for efficiency

The biggest problem in the boating world is how inefficient it is to buy or sell a used boat:

- Unclear what a boat is worth
- Hard for sellers to get competitive offers
- Difficult to sell quickly without sacrificing value
- Hard for buyers to get structured financing

Source: nmma.org

Why Used Boats Win

A market maker powered by a data flywheel



NextBoat is a market maker for used boats — a model that's more profitable and scalable than new — and every transaction feeds a compounding data advantage.

WHY USED BOATS WIN

- **Faster turns of 4–5x/yr** vs. 1–2x for traditional dealers
- **No OEM constraints** — no territories, quotas, or pricing controls
- **Consumer-led demand** — condition, price & availability over newness
- **Control drives margins** — full cycle from acquisition to resale

THE DATA FLYWHEEL

- **Data engine** — a proprietary transaction & appraisal dataset powers real-time valuations
- **Monetization** — financing & insurance spreads, data licensing & ancillary services

More data → Better pricing → Higher velocity → Stronger margins → More data

Sources: boatingindustry.com; nmma.org

Autograph Yacht Group (“AYG”)

Premier Luxury Yacht Brokerage



Launched October 2025, Autograph Yacht Group is a premier, high-end brokerage serving the most discerning buyers and sellers — operating from waterfront offices in Jupiter and Fort Lauderdale, with a third opening in Coconut Grove (Miami) — focused on luxury yachts from \$500K to \$20M and up.

\$132M

Brokerage & OTH-trade volume, first 10 months

31

Q2 yacht transactions (up from 22)

\$190M

Active brokerage listings (up from \$100M)

Year-one goal — beaten by 30%

Targeted \$100M in the first year — already exceeded, in just 10 months.

Accelerating quarter over quarter

Q2 volume nearly doubled Q1; five brokers recently added across three offices.

Headline Q2 sale

A 2009 60-meter Abeking & Rasmussen motor yacht (\$42M asking).



Apex Marine Group joined NextBoat with the acquisition completed May 2026 — and it is being transformed into a Miami service-and-sales super center, with a laser focus on South Florida's highest-value market and a hard-asset purchase price that speaks for itself.

THE TURNAROUND

- ✓ **A 9.5-acre prime Miami site** — previously underutilized, now being fully built out as a service & sales super center.
- ✓ **Overhead slashed** — unprofitable locations cut, with a laser focus on the Miami area.
- ✓ **Lower carrying costs** — owning the yards brings storage and mechanical work in-house, eliminating third-party fees on carried inventory.
- ✓ **Inventory integrated** into the NextBoat database and repriced to current market.
- ✓ **Major refit work underway** — the service yard is filling up as capacity expands.

AN ASSET-RICH ACQUISITION

~\$4M

In hard assets acquired

~\$2M

Effective business value

~\$6.0M total purchase

- ~\$4M in hard assets — equipment (incl. a ~\$1M, 150-ton travel lift) plus close to a dozen free-and-clear boats
- ~\$2M effective business ("blue sky") value

The NextBoat MLS

The platform — and the road ahead



We're launching the NextBoat MLS — built to become **the** used-boat platform. Others failed because they didn't control the content. We do — and that's the foundation for everything next.

WHY WE CONTROL THE LISTINGS

- ✓ **A massive, growing broker network** feeding listings into the platform.
- ✓ **Hundreds of millions in boats we're buying** — our own inventory anchors supply.
- ✓ **End-to-end control** of the listing, the sale & everything attached.

>\$2B Boats Group (YachtWorld / Boat Trader) valuation, 2025–26 — listing data is enormously valuable.

THE ROAD AHEAD

- **A dealer auction engine** — Manheim-style wholesale, non-existent in used boats today
- **Own or control more marinas** — storage, service & real estate
- **AI to lower operating costs** — starting with closings & F&I
- **Direct-to-consumer reach** — terminals at marinas nationwide

One platform controlling the entire boat sale — beginning to end.

Boats Group valuation: General Atlantic / CPP Investments; Bloomberg (2025–26)

Set to Scale: Capital-Efficient Growth



GROWTH DRIVERS

- More inventory
- More sales
- AI-driven matching
- Upsell: financing, warranties, insurance, services, real estate

CAPITAL EFFICIENT

- Expand floorplan marine financing
- Fund purchases with IPO proceeds → higher margins
- Brokers on commission only
- AI engine built & fully deployed
- High-margin add-ons for recurring revenue

- Marina & service acquisitions serve as sales/service centers and channels for customer and inventory acquisition.
- Financing, warranty, insurance sales, and storage savings.
- Accelerated demand expected from 2025 federal tax law (100% bonus depreciation and higher Section 179 expensing).

Capital-efficient by design — funded growth that compounds margins as it scales.

How We Grow Profit

The margin levers from here



Profit grows two ways: we attach more margin to every transaction, and we add revenue faster than we add cost. The cost base to do both is already built.

MORE MARGIN PER DEAL

- ✓ **Financing, warranty & insurance** — every closing runs through our in-house F&I desk, adding fee income plus ongoing insurance renewals.
- ✓ **Warranty attach** — a high-margin line and a direct lever on the bottom line.
- ✓ **Service & refit in-house** — Apex and Bellhart capture work that previously went to third parties.

MORE REVENUE, SAME COST BASE

- ✓ **More brokers, minimal added overhead** — the network recruits itself and feeds wholesale trades; brokers are commission-only.
- ✓ **SG&A flattens** — standup costs were largely one-time, so revenue now scales against a built cost base.
- ✓ **AI across pricing and closings** — data-driven reserves protect margin; automation lowers cost to serve.

Revenue scales faster than the cost base — margin compounds.

Accomplishments Since IPO

November 15, 2025 — year one in review



\$60M

Floorplan capacity, up from \$25M (IPO proceeds)

100+

Brokers, up from 30+ in seven months

GROWTH & EXPANSION

- ✓ **Expanded into the Great Lakes and the Caribbean.**
- ✓ **Purchased and closed on Apex Marine Group** — May 2026. Went from a projected \$1.5M loss for 2026 to \$60K of income; in the black in month one.
- ✓ **Purchased and closed on Bellhart Marine Group.**

VALIDATION & OUTLOOK

- ✓ **Signed a major deal with MarineMax** — the #1 marine company in the world — validating our platform and our data.
- ✓ **Record second quarter** — \$59.1M in revenue, up 88.4% year over year.
- ✓ **Full-year 2026 revenue guidance** of \$165–\$170 million.

Executive Leadership



Jason Ruegg

FOUNDER, PRESIDENT & CHAIRMAN

- Founded Off The Hook Yachts in 2012; 12+ years of marine-industry leadership
- Nearly 10,000 transactions and close to \$1B in used boats & yachts acquired under his leadership
- Founded Azure Funding (now \$100M+ in annual loans); acquired multiple marinas, shipyards & dry-stacks

Brian John

CHIEF EXECUTIVE OFFICER; DIRECTOR

- 25+ years of global investment, capital-markets & advisory experience
- Founder of Caro Partners; took Jupiter Wellness public (NASDAQ, 2020) and acquired SRM Entertainment
- Former CEO of Jupiter Wellness Acquisition Corp; Chairman of Caring Brands

Andrew Simmons

EXECUTIVE VICE PRESIDENT; DIRECTOR

- 19+ years of sales & marketing leadership across marine and automotive
- Founder/Partner of American Yacht Group (\$100M+ in annual sales)
- Most recently President of Sales for HCB Yachts globally

Executive Leadership



Chad Corbin

CHIEF FINANCIAL OFFICER

- 22+ years of financial & operational management; career began at Ferguson Enterprises
- Former CFO of Filmwerks International and CFO of Manufacturing Methods
- Focus on accounting, finance, and operations across multiple companies

Blake Phillips

CHIEF OPERATING OFFICER

- 17+ years in the recreational-marine industry
- Leadership roles with White River Marine Group and MarineMax
- Joined OTH in October 2022; has built and led teams of 100+

Kyle Ginthner

CHIEF MARKETING OFFICER

- 15+ years in marine marketing & customer engagement
- Founded a marine marketing agency serving top-tier brands & dealerships
- Expertise in digital strategy, brand positioning, and lead generation

Paul Griffin

CHIEF LEGAL OFFICER

- Joined NextBoat (Off The Hook) as Chief Legal Officer in June 2026
- Extensive legal, corporate governance, compliance & strategic business experience
- Principal legal advisor to executive leadership and the Board on legal, regulatory, transactional & public-company matters

Board of Directors



Zebulon Hadley

INDEPENDENT DIRECTOR

- President & CEO of National Coatings, Inc.
- Grown the company to ~\$39 million in annual revenue
- Triangle Business Journal CEO of the Year, 2025

Jim Segrave

INDEPENDENT DIRECTOR

- Founder, Chairman & CEO of flyExclusive (NYSE: FLYX)
- Founded Segrave Aviation (sold to Delta — became Delta Private Jets)
- Founder of LGM Ventures; named to NC Power List of Most Influential Leaders

Mary Reynolds

INDEPENDENT DIRECTOR

- 15+ years of leadership in retail & commercial finance
- Digital Innovation Director at a Connecticut-based bank
- Led marine operations supporting \$500M+ in loan originations

Business Model: A Digital Marketplace for Used Boats



A "Carvana for used boats" — primary focus on used (higher margins, scalable); inventory via direct buys, auctions, repossessions, and trade-ins; a digital-first model with AI technology, data, and online financing; and vertical integration across acquisition, financing, and customer services.

Element	Carvana (Auto)	NextBoat
Inventory Source	Direct Purchases + Trade-Ins	Direct Purchases + Trade-Ins + Dealer/Broker Liquidation
Pricing Engine	AI-Powered Valuation Tools	AI-Driven Valuation Engine
Buyer Financing	Carvana Financing Platform	Azure Funding
Sales Channels	100% Online	Online
Margin Strategy	Used-Focused	Used-Focused
Real Estate Footprint	Centralized Vending / Logistics	Owned Marinas, Dry Stacks, Service Yards

Source: investors.carvana.com

Statement of Operations



FULL YEAR (US\$)

	FY2023	FY2024	FY2025
Revenue	91,839,555	98,995,562	119,866,298
Cost of Revenue	(82,693,017)	(90,214,652)	(108,400,082)
Gross Profit	9,146,538	8,780,910	11,466,216
Total Operating Expenses	(6,108,249)	(6,096,987)	(11,003,304)
Income from Operations	3,038,289	2,683,923	462,912
Other Income (Expense), net	(67,837)	(69,778)	(205,423)
Interest Expense, net	(1,674,949)	(1,622,461)	(2,261,241)
Net Income (Loss)	1,295,503	991,684	(1,871,797)

Q2 — THREE MONTHS ENDED JUN 30 (US\$)

	Q2 2026	Q2 2025
Revenue	59,063,204	31,348,061
Cost of Revenues	(49,527,606)	(26,581,626)
Gross Profit	9,535,598	4,766,435
Total Operating Expenses	(10,569,547)	(3,653,968)
(Loss) Income from Operations	(1,033,949)	1,112,467
Total Other Expense, net	(1,197,608)	(558,626)
Income Tax (Benefit) Expense	(161,882)	—
Net (Loss) Income	(2,069,675)	553,841
EPS — basic & diluted	(0.08)	0.03
Adjusted EBITDA (non-GAAP)	829,805	813,239

Q2 OPERATING-EXPENSE DETAIL — 2026 VS 2025

SALARIES & WAGES	SG&A	ADVERTISING & MKTG	PROFESSIONAL SVCS	RENT	DEPRECIATION & AMORT.
\$6.48M	\$1.44M	\$0.35M	\$1.42M	\$0.72M	\$0.16M
2025: \$2.84M	2025: \$0.40M	2025: \$0.05M	2025: \$0.05M	2025: \$0.23M	2025: \$0.09M

Q2 2026 operating expenses include ~\$1.7M of non-cash stock-based compensation, recognized primarily within Salaries & Wages and Professional Services — versus \$0 in Q2 2025. Adjusted EBITDA is a non-GAAP measure; a reconciliation to net (loss) income is provided in the Company's press release dated August 13, 2026. Full-year figures from audited annual statements; Q2 figures from the Form 8-K (Ex. 99.1) and Form 10-Q for the quarter ended June 30, 2026.

Financial Snapshot



Balance-sheet and capital highlights as of March 31, 2026.

BALANCE SHEET

Cash & cash equivalents	\$5.3M
Inventory	\$46.4M
Total assets	\$64.5M
Total liabilities	\$54.0M
Stockholders' equity	\$10.5M

CAPITALIZATION & STRUCTURE

Shares outstanding (Sep 18, 2026)	~25.1M
IPO (Nov 14, 2025)	3.75M shares @ \$4.00 (~\$13.4M net)
Floorplan capacity	\$60.0M
Floorplan drawn (Mar 31, 2026)	\$40.0M
Reporting segments	Dealerships · Financial Services

Source: Off The Hook YS Inc. (now NextBoat Inc.) Form 10-Q for the quarter ended March 31, 2026.

Second-Quarter 2026 Results

Three months ended June 30, 2026 — reported August 13, 2026



\$59.1M

Revenue — up 88.4% year over year

\$9.5M

Gross profit — up 100.1%

255

Boats sold — a Company record

SECOND-QUARTER RESULTS

- ✓ **Record revenue** — \$59.1 million, up from \$31.3 million in Q2 2025.
- ✓ **Gross profit of \$9.5 million** — up 100.1%, a 16.1% margin versus 15.2% a year ago.
- ✓ **Full-year 2026 revenue guidance maintained** at \$165–\$170 million.

OPERATING MOMENTUM

- ✓ **Units transacted up ~138%** year over year; pre-owned boat sales up 104.4%.
- ✓ **Broker network expanded to 111 brokers.**
- ✓ **MarineMax partnership advanced** as preferred wholesale and trade-in partner.
- ✓ **Two acquisitions completed** — Apex Marine and Bellhart.

Source: NextBoat Inc. press release dated August 13, 2026 (Form 8-K, Exhibit 99.1) and the Form 10-Q for the quarter ended June 30, 2026.