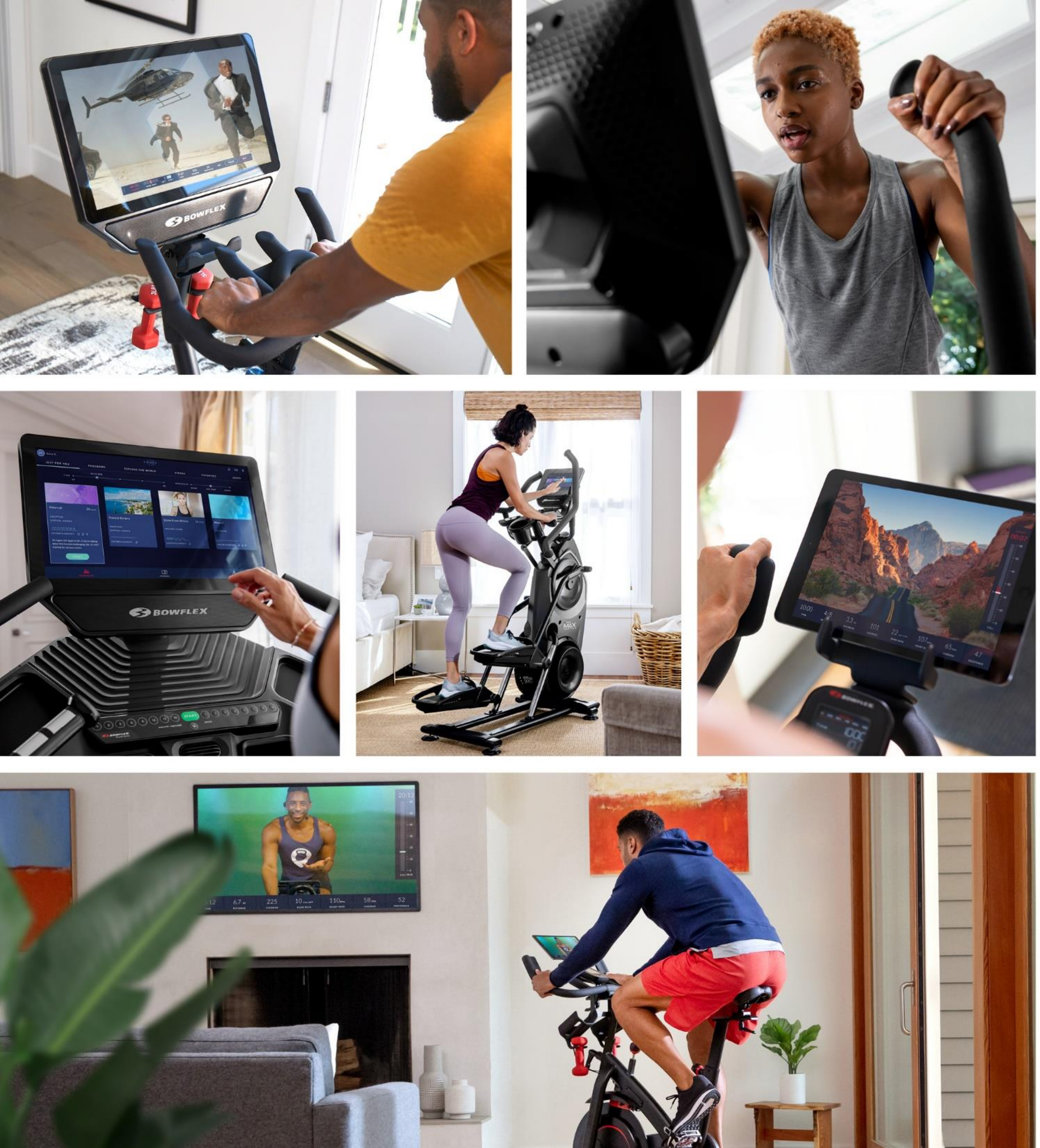


TRANSITION PERIOD

Quarter Ending March 31, 2021

Earnings Call

Nautilus, Inc.

Safe Harbor Statement

This presentation includes forward-looking statements (statements which are not historical facts) within the meaning of the Private Securities Litigation Reform Act of 1995, including: projected, targeted or forecasted financial, operating results and capital expenditures, including but not limited to net sales growth rates, gross margins, operating expenses, operating margins, anticipated demand for the Company's new and existing products, statements regarding the Company's prospects, resources or capabilities; planned investments, strategic initiatives and the anticipated or targeted results of such initiatives; the effects of the COVID-19 pandemic on the Company’s business; and planned operational initiatives and the anticipated cost-saving results of such initiatives. All of these forward-looking statements are subject to risks and uncertainties that may change at any time. Factors that could cause Nautilus, Inc.’s actual expectations to differ materially from these forward-looking statements also include: weaker than expected demand for new or existing products; our ability to timely acquire inventory that meets our quality control standards from sole source foreign manufacturers at acceptable costs; risks associated with current and potential delays, work stoppages, or supply chain disruptions, including shipping delays due to the severe shortage of shipping containers; an inability to pass along or otherwise mitigate the impact of raw material price increases and other cost pressures, including unfavorable currency exchange rates and increased shipping costs; experiencing delays and/or greater than anticipated costs in connection with launch of new products, entry into new markets, or strategic initiatives; our ability to hire and retain key management personnel; changes in consumer fitness trends; changes in the media consumption habits of our target consumers or the effectiveness of our media advertising; a decline in consumer spending due to unfavorable economic conditions; risks related to the impact on our business of the COVID-19 pandemic or similar public health crises; softness in the retail marketplace; availability and timing of capital for financing our strategic initiatives, including being able to raise capital on favorable terms or at all; changes in the financial markets, including changes in credit markets and interest rates that affect our ability to access those markets on favorable terms and the impact of any future impairment. Additional assumptions, risks and uncertainties are described in detail in our registration statements, reports and other filings with the Securities and Exchange Commission, including the “Risk Factors” set forth in our Annual Report on Form 10-K, as supplemented by our quarterly reports on Form 10-Q. Such filings are available on our website or at www.sec.gov. You are cautioned that such statements are not guarantees of future performance and that our actual results may differ materially from those set forth in the forward-looking statements. We undertake no obligation to publicly update or revise forward-looking statements to reflect subsequent developments, events or circumstances.

Transition Period Highlights Ending March 31, 2021

Record High

$206M
Net Sales

+143%
Sales Growth
(excl Octane)

3rd-highest

$40M
Operating Income

$40M
EBITDA[1]
+$38M

$113M
Cash and ST
Investments

+115%
Direct Sales Growth
(First $100M+ quarter)

+183%
Retail Sales Growth
(excl Octane)

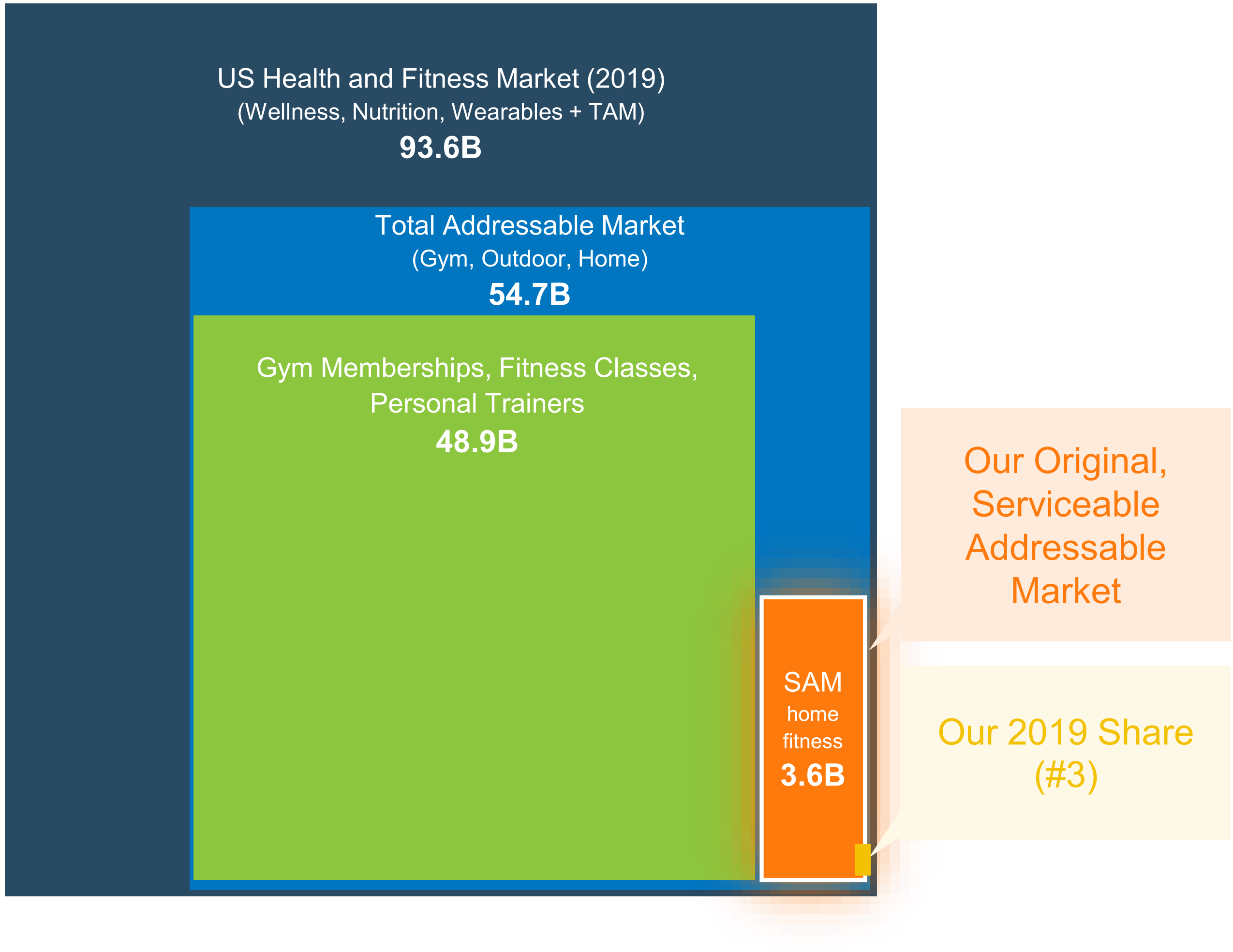
340%
International Retail
(excl Octane)

4x
JRNY® members
since end of September

340k
New customers in the
last 12 months

[1] Please see Transition Period ended March 31, 2021 Earnings Press Release for reconciliation of non-GAAP measures to GAAP

Our Addressable Market Has Grown



- Previously hard to access portions of the $55B TAM have become more relevant to NLS due to changing consumer habits
- Key gym-goer sentiments have remained relatively unchanged since the summer:
  - ~25% of former "gym goers" say they will not return
- Studies indicate that two-thirds of US workers prefer a hybrid workplace and many of the world's largest employers already are committing to hybrid and remote work alternatives

Conclusions:

1. Incredible growth in home fitness SAM as dollars shifted from gym memberships
2. New fitness needs and habits behind the at-home trend suggest long-lasting favorable change

North Star: Targeted Financials, Assumptions, and Investment Priorities

BY FYE 2026

~$1B Total Revenue (~**10%** 5-year CAGR)

20% of total revenue from digital subscriptions

~2M Members

Sustainable
Annual Operating Margins
At least 10%

North Star

Digital Transformation through

1. Adopt a **Consumer First** Mindset
2. Scale a **Differentiated Digital Offering**
3. **Focus** Investments on our **Core** Businesses
4. Evolve **Supply Chain** to be our Strategic Advantage
5. Build **Organizational Capabilities** to Win

Key Assumptions

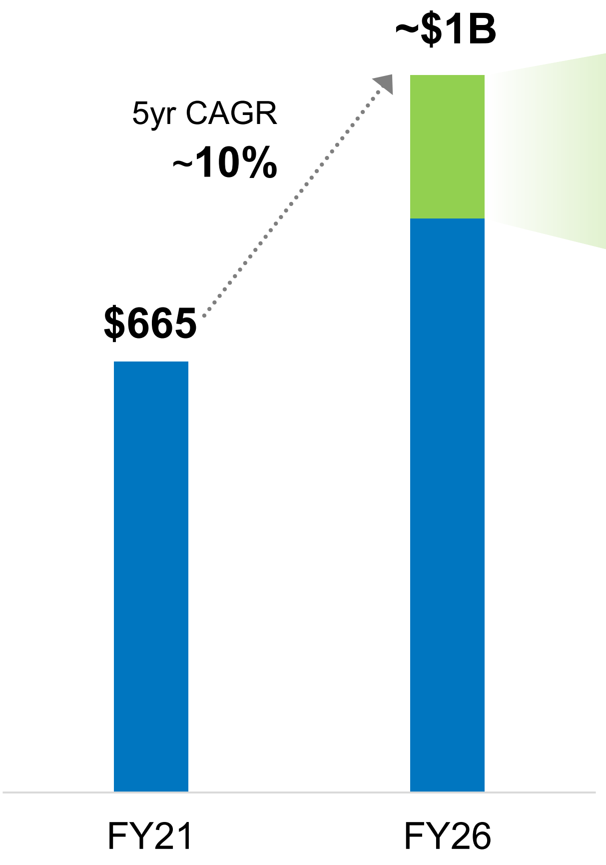
- ☑ Continued SAM expansion
- ☑ Revenue and profit growth may not be linear
- ☑ Supply Chain will evolve to support revenue demand
- ☑ Hundreds of thousands of embedded screen products shipped annually
- ☑ Compelling value proposition for BYOD and non-connected
- ☑ 250k members by YE FY22
- ☑ At scale, JRNY® gross margins are higher than equipment gross margins

Investment Priorities

① JRNY® member experience and accelerating scale
② Marketing: transactional and branding
③ Innovation and technology
④ Product cost to accelerate JRNY® member growth
⑤ People and capabilities
⑥ Partnerships and tuck-in acquisitions

Long Term Guidance

Total Revenue



Digital Subscription

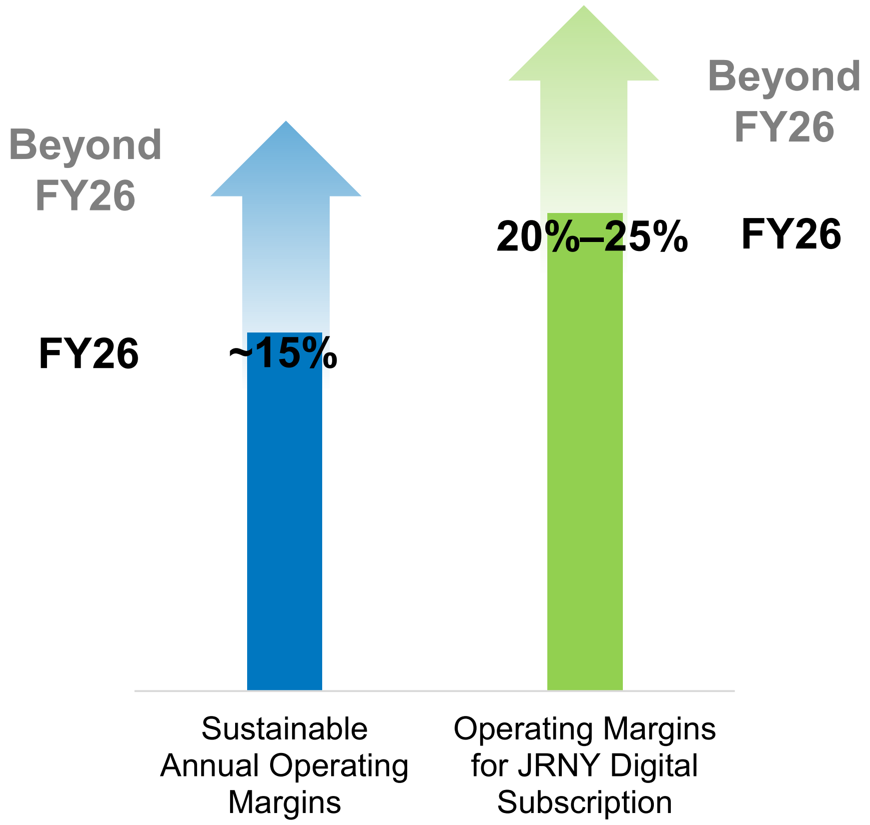
20%
of total revenue from digital subscriptions

With

~2M
Members

Operating Margins

Continued margin **expansion** beyond 2026 as JRNY® memberships grow



North Star: Targeted Financials and Investment Priorities

BY FYE 2026

~$1B Total Revenue (~10% 5-year CAGR)

20% of total revenue from digital subscriptions

~2M Members

20- 25% Operating margins for JRNY® digital subscription

15% **Sustainable** Annual Operating Margins

Continued operating profit margin **expansion** beyond 2026 as JRNY® memberships grow

North Star

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Focusing Investments on Our Core Businesses

Aligning our entire organization to put the consumer first as we work to advance our vision to build a healthier world, one person at a time

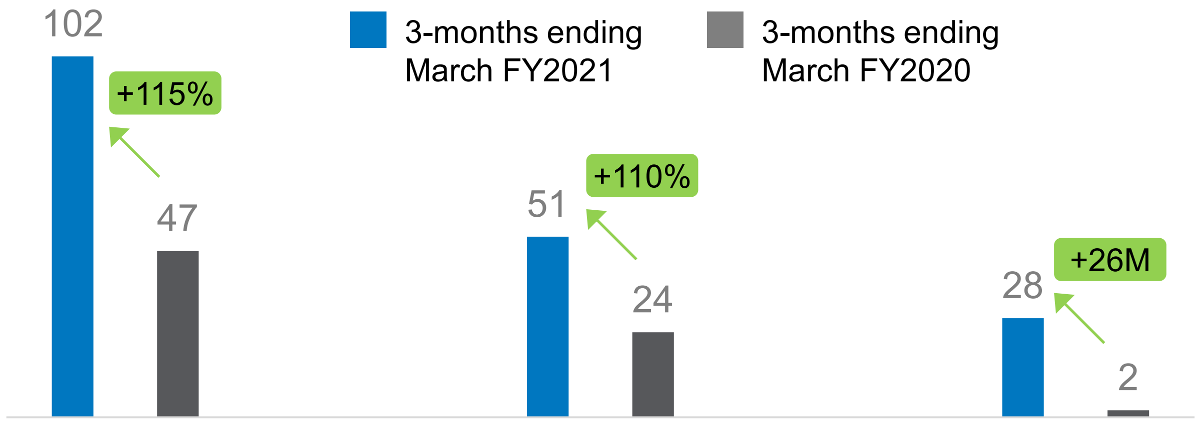
	FROM	TO
Product	Equipment only	Connected equipment and digital experiences
Growth	Multiple years of revenue decline	More predictable top line growth
Profitability	Large losses in 2019	Consistent, sustainable, and expanding profitability
Strategy	Hero product oriented	Long term strategic vision driven by consumer insights

Transition Period P&L Summary

$ in millions, except EPS	3-months ending March FY21	3-months ending March FY20	3-months ending March, FY21 VS. FY20	
			$ Var	% Var
Net Sales	**$206**	**$94**	**$112**	**120%**
Gross Profit	79	36	43	122%
Gross Margin%	*38.4%*	*38.0%*	*0.40 pts*	
Operating Expenses	39	36	3	9%
% of Sales	*19%*	*39%*	*-19 pts*	
Operating Income (Loss)	40	(1)	40	
Operating Margin %	*19%*	*-1%*	*20 pts*	
Income Continuing Ops	31	2	28	1228%
Inc Cont Ops Margin %	*15%*	*2%*	*12pts*	
Diluted EPS, Cont Ops	$0.94	$0.08	$0.86	1075%
EBITDA from Continuing Ops	**40**	**2**	**38**	**1660%**
EBITDA Margin %	*20%*	*2%*	*17pts*	

Direct Segment Results – Transition Period

Net Sales ($M) **Gross Profit** ($M) **Contribution** ($M)



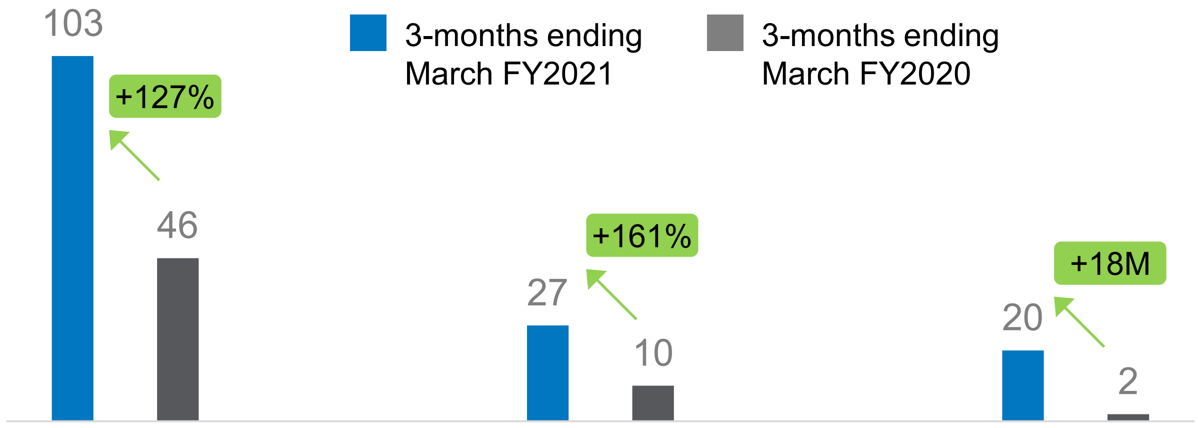
Strength	+179%	**GM %**	50%	52%	**Contrib%**	27%	4%
Cardio	+96%						

Highlights

- **5th consecutive quarter of sales growth**
- Entered Q1 FY22 with **$27 million in backlog**

Retail Segment Results – Transition Period

Net Sales ($M) **Gross Profit** ($M) **Contribution** ($M)



Strength +243%
Cardio +96%

GM % 26% 23%

Contrib% 20% 5%

Highlights

- Delivered **second highest quarterly** sales in segment history – highest was last quarter's $106M
  - Excluding Octane brand, **Net Sales grew 183%**
- Entered Q1 FY22 with **$179 million in backlog**[1]

1 We have further refined our Retail backlog to include unfilled future orders. The comparable number for Dec 2020 was $209M vs. the $45M we reported

Other Key Highlights

$ in millions	3-months ending March FY21	3-months ending March FY20
Cash and Investments	$113	$26
Debt	14	28
Accounts Receivable	89	34
Trade Payables	99	34
Inventory	68	35

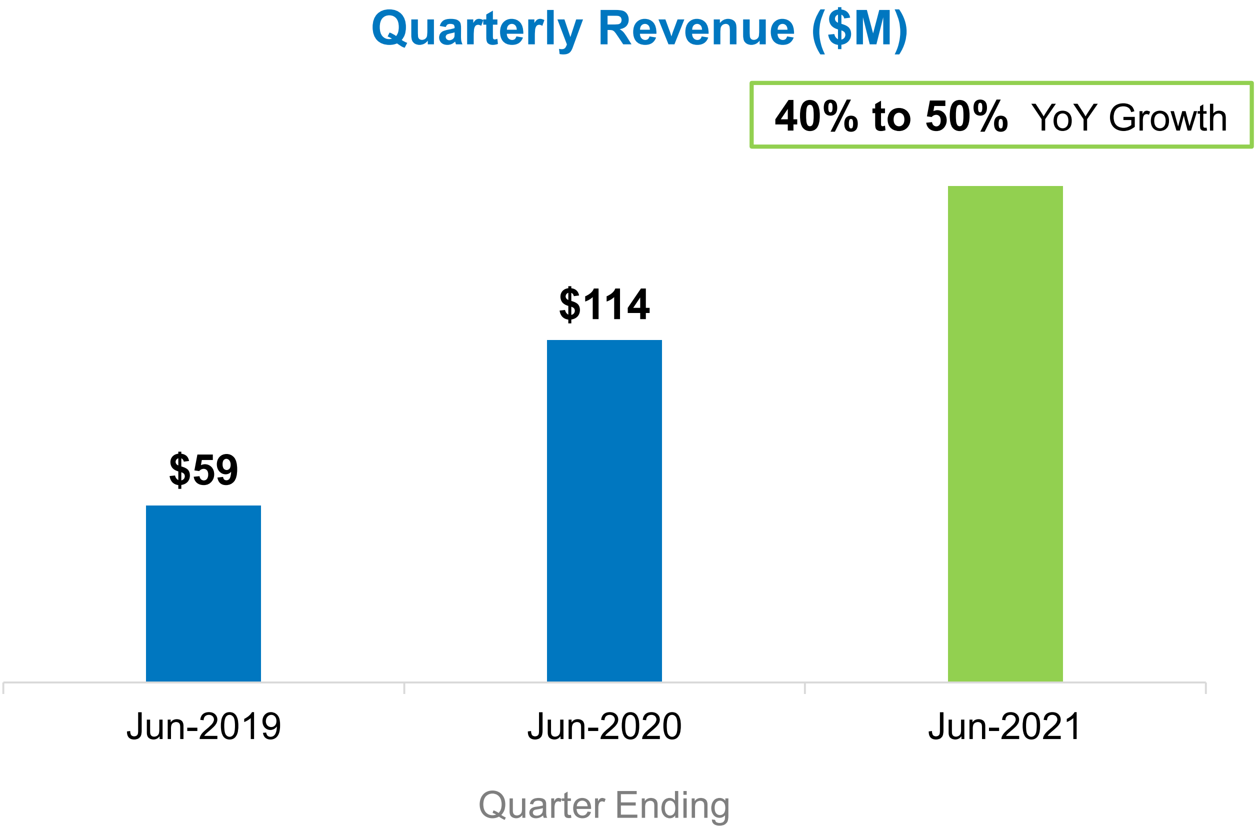
- $54 million available to borrow against Wells Fargo Facility @ 3/31/2021
- Non-cancellable purchase obligations at each quarter-end:
  - Mar-21: $216M vs. Mar-20: $35M

Market Trends and Customer Feedback

- SAM expansion
- Research supporting desire and need for work out at home
- Continued robust demand from retail partners
- Expected increase in "out of home" spend during holiday season
- Strong reception to our connected fitness cardio products
- Direct traffic suggesting a return to typical late spring seasonality

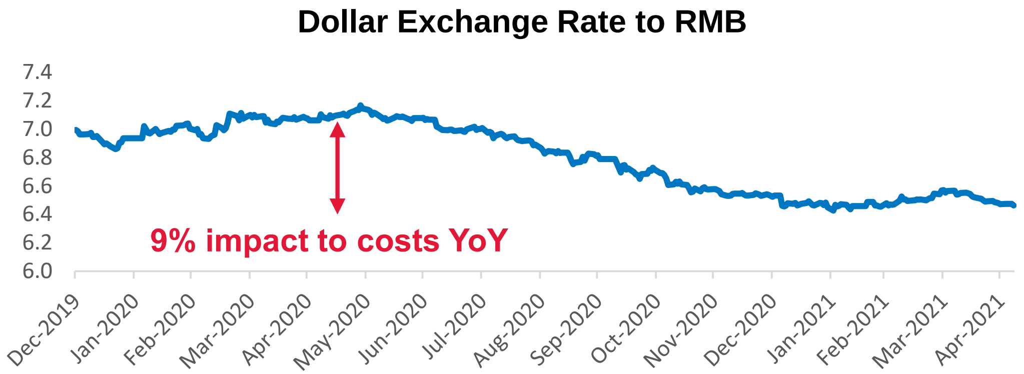
Q1 FY22 Guidance | Revenue

- Net sales expected to grow **40% to 50%** versus LY or **51% to 62%** excluding Octane
- **~3x** compared to two years ago

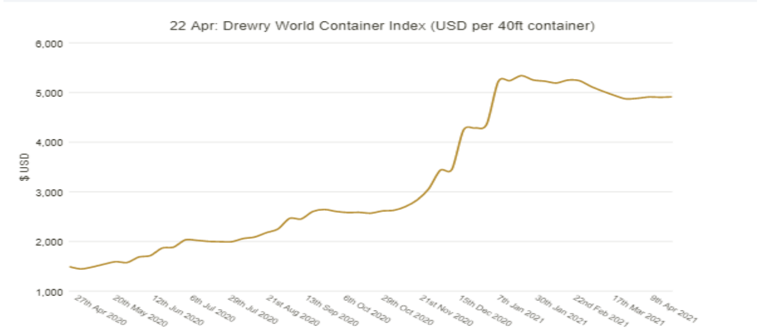


Product Cost Drivers: Should rationalize over time

Dollar Exchange Rate vs. Chinese RMB has moved unfavorably during 2021

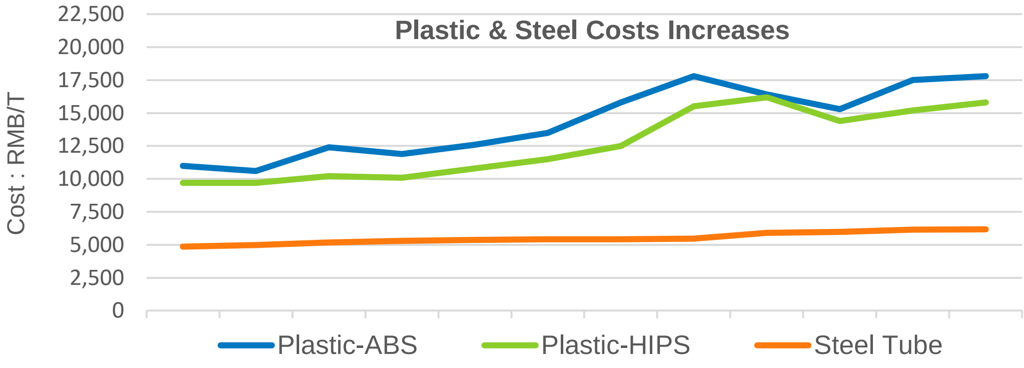


Logistics costs have increased drastically due to historic global growth in trade



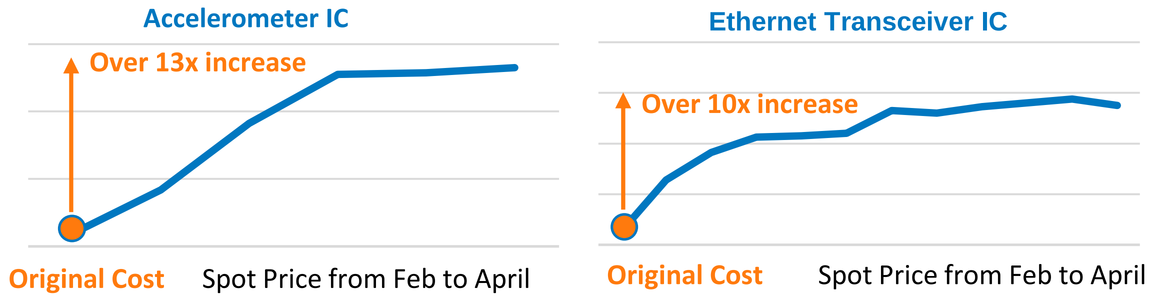
Greater than 3x increase in container costs YoY

Steel, plastics, and other commodities have risen



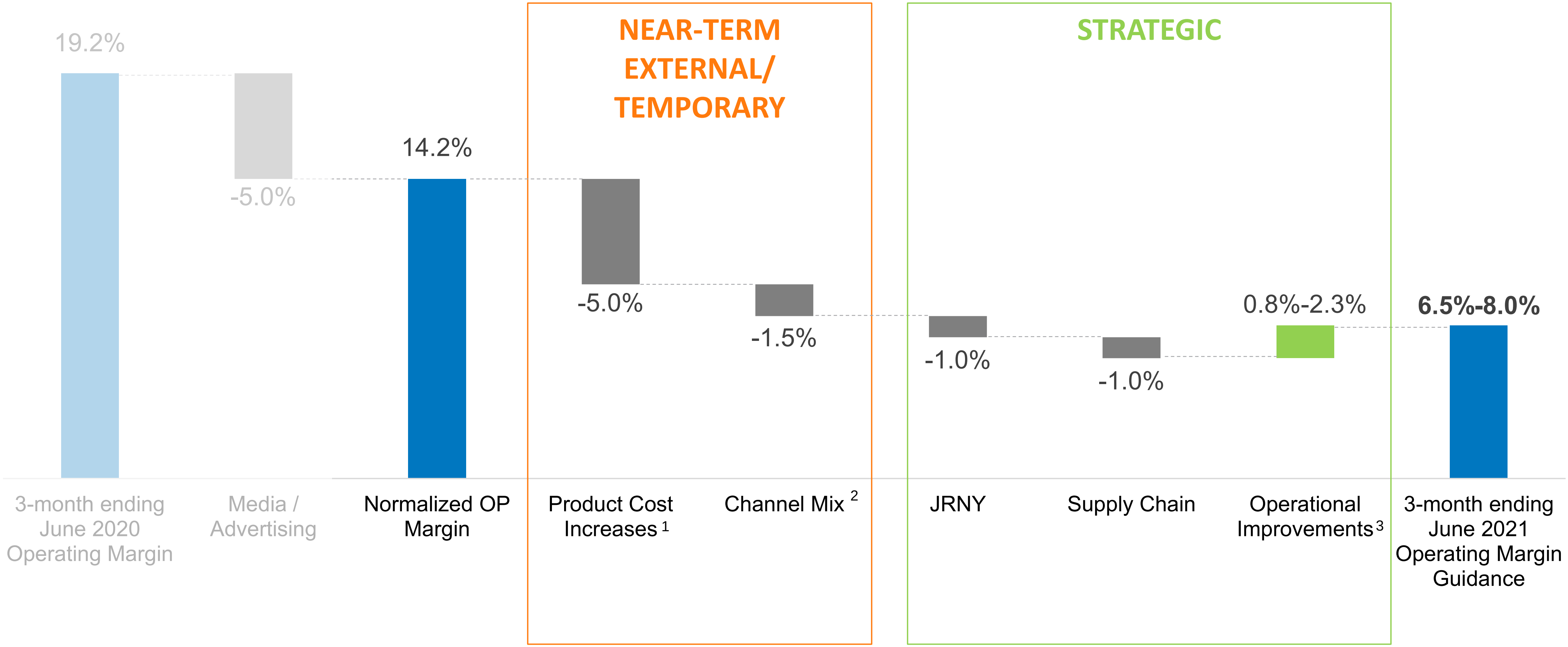
~30% (Steel) & ~60% (Plastics) cost increase YoY

Integrated circuits pricing has increased a great deal with global demand surge



100% increase to costs YoY

Year-over-year Operating Margin Bridge



[1] Product Cost Increases driven by spot buys, inflationary increases in commodities, FX (RMB strengthening), global logistics disruptions
[2] Our segments have different seasonality and channel mix impact shifts accordingly
[3] Operational improvements include price increases, cost reductions from optimization work in North Star Pillar 3 (Octane divestiture)

Expectations for FY22

"Pay-as-we-go" investment with a focus on long-term ROI in North Star

Fully-year capital expenditure guidance: $12-14 million

250,000 JRNY® members by end of FY22

[1] *Excludes Octane*

North Star: Targeted Financials and Investment Priorities

BY FYE 2026

~$1B	Total Revenue (~10% 5-year CAGR)
20%	of total revenue from digital subscriptions
~2M	Members
20- 25%	Operating margins for JRNY® digital subscription
15%	**Sustainable** Annual Operating Margins

Continued operating profit margin **expansion** beyond 2026 as JRNY® memberships grow

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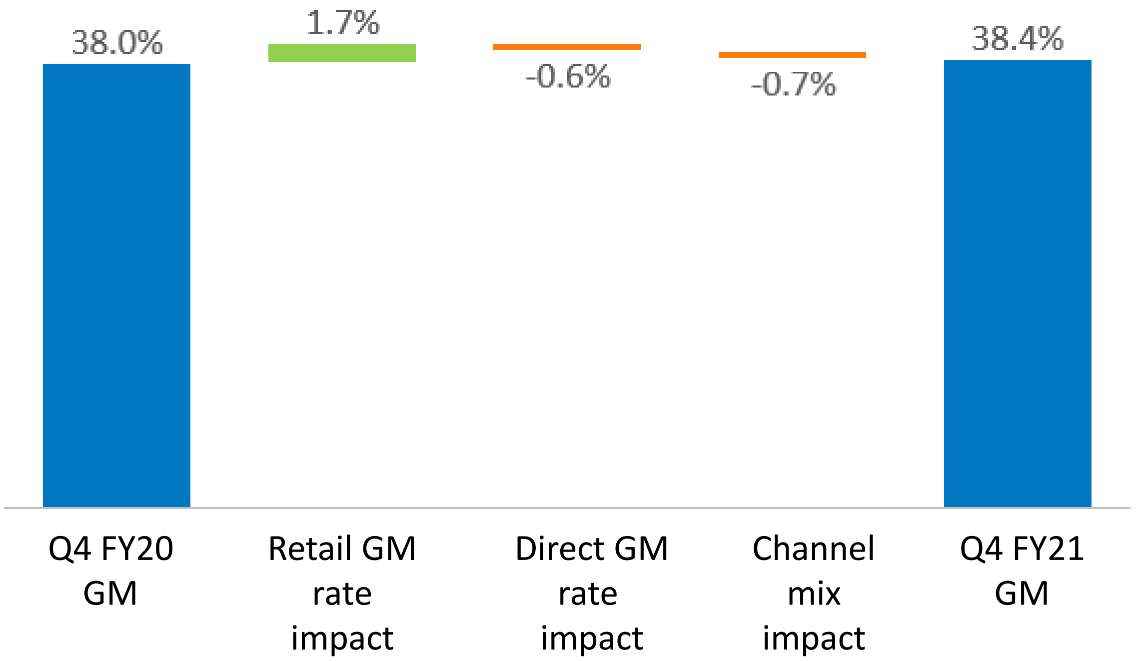
Appendix

Transition Period Gross Margins

Gross Margin YoY Bridge for 3-months Ending March FY21



- **Retail Gross Margins were up 340 basis points** YoY, primarily driven by favorable customer mix and fixed costs leverage which more than offset higher product landed costs
- **Direct Gross Margins were down 120 basis points** YoY, primarily driven by higher landed costs due to inflationary increases in commodity prices and elevated transportation costs
- **Channel mix accounted for 68 basis points of gross margin decline** as Direct channel decreased to 49% of sales in 3-months ended FY21 versus 50% of NLS sales in same period a year ago

New Fiscal Year End

- On December 30, 2020, the Board of Directors approved a change in the company's fiscal year:
  - **FROM:** the twelve months beginning January 1 and ending December 31
  - **TO:** the twelve months beginning April 1 and ending March 31.
- The company filed a transition report on Form 10-QT for the transition period from January 1, 2021 to March 31, 2021.
- The Company's **fiscal year 2022 begins** April 1, 2021 and **ends March 31, 2022**.
- The company changed its fiscal year-end to include the primary fitness season for exercise equipment, October to March, in the same fiscal year. In addition, the new fiscal year-end is better aligned with the fiscal year-end of its retail partners.

Old Fiscal Year												
Old Fiscal Year 2020				Old Fiscal Year 2021				Old Fiscal Year 2022				Old FY 2023
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Jan, Feb, Mar	Apr, May, Jun	Jul, Aug, Sep	Oct, Nov, Dec	Jan, Feb, Mar	Apr, May, Jun	Jul, Aug, Sep	Oct, Nov, Dec	Jan, Feb, Mar	Apr, May, Jun	Jul, Aug, Sep	Oct, Nov, Dec	Jan, Feb, Mar
2020	2020	2020	2020	2021	2021	2021	2021	2022	2022	2022	2022	2023
New Fiscal Year												
New FY 2020	New Fiscal Year 2021				New Fiscal Year 2022				New Fiscal Year 2023			
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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