

INNOVATION + INSPIRATION
ON THE WATER



BRUNSWICK

Earnings Conference Call

Q4 2019

Brunswick Corporation – Earnings Release

Forward-Looking Statements

Certain statements in this presentation are forward-looking as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on current expectations, estimates, and projections about Brunswick's business and by their nature address matters that are, to different degrees, uncertain. Words such as "may," "could," "expect," "intend," "target," "plan," "seek," "estimate," "believe," "predict," "outlook," and similar expressions are intended to identify forward-looking statements. Forward-looking statements are not guarantees of future performance and involve certain risks and uncertainties that may cause actual results to differ materially from expectations as of the date of this presentation. These risks include, but are not limited to: the effect of adverse general economic conditions, including the amount of disposable income consumers have available for discretionary spending, tight consumer credit markets, and the level of consumer confidence on the demand for our products and services; our ability to successfully implement our strategic plan and growth initiatives; our ability to integrate targeted acquisitions, including the Global Marine & Mobile Business of Power Products; the risk that unexpected costs will be incurred in connection with these transactions; the possibility that the expected synergies and value creation from these transactions will not be realized or will not be realized within the expected time period; having to record an impairment to the value of goodwill and other assets; changes to U.S. trade policy and tariffs; the inability to identify and complete targeted acquisitions; negative currency trends, including shifts in exchange rates; fiscal policy concerns; adequate financing access for dealers and customers and our ability to access capital and credit markets; maintaining effective distribution; adverse economic, credit, and capital market conditions; loss of key customers; attracting and retaining skilled labor, implementing succession plans for key leadership, and executing organizational and leadership changes; inventory reductions by dealers, retailers, or independent boat builders; requirements for us to repurchase inventory; actual or anticipated increases in costs, disruptions of supply, or defects in raw materials, parts, or components we purchase from third parties, including as a result of new tariffs on raw materials, increased demand for shipping carriers, and transportation disruptions; higher energy and fuel costs; our ability to protect our brands and intellectual property; absorbing fixed costs in production; managing our manufacturing footprint; outages, breaches, or other cybersecurity events regarding our technology systems, which could result in lost or stolen information and associated remediation costs; managing our share repurchases; competitive pricing pressures; our ability to develop new and innovative products and services at a competitive price, in legal compliance with existing rules; maintaining product quality and service standards; product liability, warranty, and other claims risks; legal and regulatory compliance, including increased costs, fines, and reputational risks; changes in income tax legislation or enforcement; certain divisive shareholder activist actions; joint ventures that do not operate solely for our benefit; international business risks; and weather and catastrophic event risks.

Additional risk factors are included in the Company's Annual Report on Form 10-K for 2018 and the Quarterly Reports on Form 10-Q for subsequent periods. Forward-looking statements speak only as of the date on which they are made, and Brunswick does not undertake any obligation to update them to reflect events or circumstances after the date of this presentation or for changes by wire services or Internet service providers.

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Use of Non-GAAP Financial Information and Constant Currency Reporting

In this presentation, Brunswick uses certain non-GAAP financial measures, which are numerical measures of a registrant's historical or future financial performance, financial position or cash flows that exclude amounts, or are subject to adjustments that have the effect of excluding amounts, that are included in the most directly comparable measure calculated and presented in accordance with GAAP in the statements of operations, balance sheets or statements of cash flows of the registrant; or include amounts, or are subject to adjustments that have the effect of including amounts, that are excluded from the most directly comparable measure so calculated and presented.

Brunswick has used certain non-GAAP financial measures that are included in this presentation for several years, both in presenting its results to shareholders and the investment community and in its internal evaluation and management of its businesses. Brunswick's management believes that these measures (including those that are non-GAAP financial measures) and the information they provide are useful to investors because they permit investors to view Brunswick's performance using the same tools that Brunswick uses and to better evaluate Brunswick's ongoing business performance. In addition, in order to better align Brunswick's reported results with the internal metrics used by the Company's management to evaluate business performance as well as to provide better comparisons to prior periods and peer data, non-GAAP measures exclude the impact of purchase accounting amortization related to the Power Products and Freedom Boat Club acquisitions.

For additional information and reconciliations of GAAP to non-GAAP measures, please see Brunswick's Current Report on Form 8-K issued on January 30, 2020, which is available at www.brunswick.com, and the Appendix to this presentation.

Brunswick does not provide forward-looking guidance for certain financial measures on a GAAP basis because it is unable to predict certain items contained in the GAAP measures without unreasonable efforts. These items may include pension settlement charges, restructuring, exit and impairment costs, special tax items, acquisition-related costs, and certain other unusual adjustments.

For purposes of comparison, 2019 net sales growth is also shown using 2018 exchange rates for the comparative period to enhance the visibility of the underlying business trends, excluding the impact of translation arising from foreign currency exchange rate fluctuations. We refer to this as "constant currency" reporting.

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Discontinued Operations

On June 27, 2019, Brunswick completed the sale of its Fitness business. Starting with the second quarter of 2019, the historical and future results of this business are now reported as discontinued operations. Therefore, for all periods presented in this release, all figures and outlook statements incorporate this change and reflect continuing operations only, unless otherwise noted.



BUSINESS OVERVIEW

Dave Foulkes – CEO

Brunswick Corporation – 2019 in Review

Strong Performance in Response to Early-Season Market Challenges



Top line growth as anticipated, solid margin accretion

- ✓ Adjusted¹ EPS of \$4.33
- ✓ Adjusted operating margins of ~13%



Boat pipeline inventory essentially in line with 2018 on weeks-on-hand basis, 7% fewer units in field than end of 2018



Marine retail environment improved in second-half of the year



- ✓ Meaningful advances in marine technology
- ✓ Cost control measures
- ✓ Strong capital strategy execution

Brunswick delivered record adjusted EPS for the tenth consecutive year

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Marine Engine Segment – 2019 Overview¹



Top-line up 2.7%, adjusted operating margin improvement of 100 bps

- Record earnings
- Strong increases in gross and operating margins
- Continued robust demand and market share gains in 175+ horsepower outboard engine categories
- Completed planned outboard capacity expansion
- Formation of Advanced Systems Group -- Power Products continues strong performance

¹See the Appendix to this presentation and today's Form 8-K for reconciliations to GAAP figures.

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Boat Segment – 2019 Overview¹



Adjusted net sales down 6.1%, adjusted operating margins of 5.9% with healthy dealer pipelines and significant new product activity

- Strong sales growth at Sea Ray and increases at Lund
- Operating margins influenced mostly by lower volume associated with planned pipeline reductions – adjusted operating deleverage of 24%
- Boston Whaler – outstanding second-half retail performance; tough wholesale comparisons due to new product introduction activities
- Opening of Brunswick Integrated Manufacturing Center and Boat Group Technology Center, formation of Aluminum Boat Group and Venture Group
- Purchase of Freedom Boat Club and opening of its 200th location



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FY Revenue Growth Rates By Region¹

Region	Engines	Boats	Total BC	2019 Mix
U.S.	(4)%	(8)%	(4)%	69%
Europe	7%	(8)%	4%	13%
Canada	(5)%	0%	(2)%	7%
Asia-Pacific	9%	(8)%	7%	7%
Rest-of-World	8%	(2)%	6%	4%
Total International	6%	(4)%	4%	31%
Total Consolidated	(1)%	(7)%	(2)%	100%

¹All figures shown on a constant currency basis, excluding acquisitions and Sea Ray Sport Yacht and Yachts.

- ✓ Consolidated revenue grew by 1 percent;
- ✓ On a constant currency, ex-acquisitions basis, revenue was down 2 percent

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U.S. Powerboat Industry – Percentage Change in Retail Units

Category	1H-19	2H-19	FY-19	FY-18
Outboard Boats	(7)%	3%	(3)%	5%
Fiberglass SD/IB Boats	(10)%	(14)%	(11)%	(4)%
Main Powerboat Segments	(7)%	1%	(4)%	4%
Total Industry (SSI)	(7)%	(0)%	(5)%	3%
Outboard Engines (NMMA)	1%	0%	1%	3%

Source: NMMA Statistical Surveys, Inc.: 2018 data is final and 2019 preliminary data is based on 100% through Q3, 85% of Oct 19, 79% of Nov 19, and 63% of Dec 19. Coast Guard data through Dec 19.

1) For the full-year 2018, outboard powered boats represented 92% of the total units.

2) Total Industry (SSI) also includes fiberglass and aluminum lengths outside the ranges stated above, as well as ski boats, but excludes house and jet boats.

✓ 2019 industry unit volume for the main powerboat segments was down 4 percent

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Capital Strategy Update



We successfully executed our capital plan including fully deploying the proceeds from the Fitness sale

- Completed \$400 million of share repurchases
- Exited defined benefit pension plans, resulting in a ~\$310 million after-tax, non-cash settlement charge in third quarter
- Retired \$300 million of near-term debt through the retirement of our 2021 senior notes and refinancing of acquisition-related debt
- Increased dividend for the 7th consecutive year
- Funded purchase of Freedom Boat Club
- Invested over \$350 million in R&D and Capital Expenditures to grow businesses



FINANCIAL OVERVIEW

Bill Metzger – CFO

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Overview of Full-Year 2019¹

Consolidated results on an as adjusted basis vs. FY 2018:

1 Diluted EPS of \$4.33,
up 5 percent

2 Net sales up 1 percent

3 Operating margin of 12.9
percent, up 50 bps

4 Operating earnings
increased 6 percent

5 Operating leverage of
75 percent

¹See the Appendix to this presentation and today's Form 8-K for reconciliations to GAAP figures.

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Overview of Fourth Quarter 2019¹

Consolidated results on an as adjusted basis vs. Q4 2018:

1 Diluted EPS of \$0.82,
up 6 percent

2 Net sales down 4
percent

3 Operating margin of 10.0
percent, down 70 bps

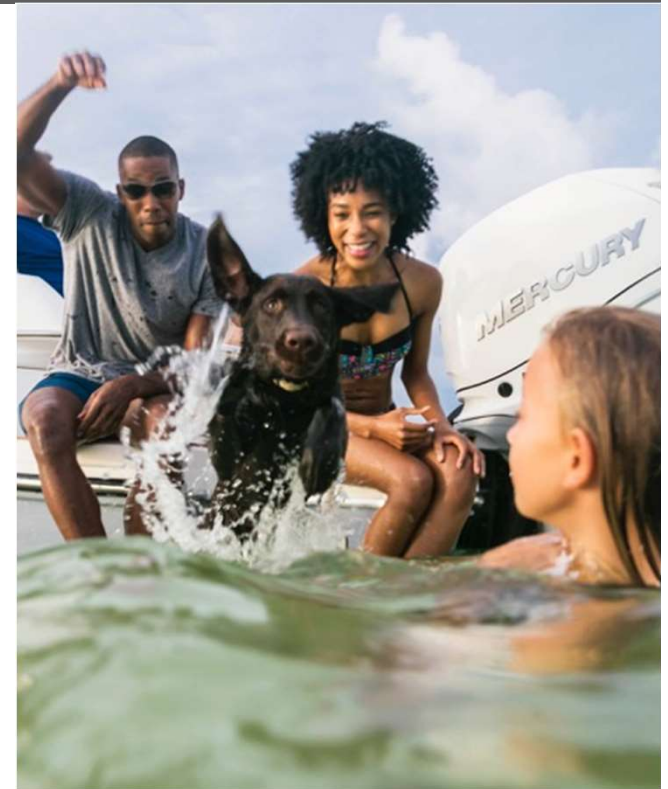
4 Operating earnings
decreased 10 percent

5 Operating deleverage of
27 percent

¹See the Appendix to this presentation and today's Form 8-K for reconciliations to GAAP figures.

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Marine Engine segment – Q4 Performance¹



	Product Category	Sales (\$M)	% Change
	Propulsion	\$335.2	(5)%
	Parts & Accessories	\$330.6	4%
	Total	\$665.8	(1)%

1 Operating Margin

- Adjusted @ 13.7 percent, down 40 bps
- GAAP @ 12.6 percent, up 40 bps

2 Operating Earnings

- Adjusted of \$91.5M, down 3 percent
- GAAP of \$83.8M, up 3 percent





FY sales up 3 percent², adjusted operating margins up 100 bps, and adjusted operating leverage at 51 percent

¹See the Appendix to this presentation and today's Form 8-K for reconciliations to GAAP figures.

²Power Products accounted for 5 percent of net sales growth for FY 2019; no impact in fourth quarter

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Boat segment – Q4 Performance¹

Product Category	Sales (\$M)	% Change in Adjusted Net Sales
 Aluminum Freshwater	\$124.4	(21)%
 Recreational Fiberglass	107.3	(1)%
 Saltwater Fishing	76.9	(27)%
 Business Acceleration	8.2	NM
Total	\$316.8	(15)%²



1

Operating Margin

- Adjusted @ 6.1 percent, down 190 bps
- GAAP @ 3.6 percent, up 90 bps

2

Operating Earnings

- Adjusted of \$19.2M vs \$29.9M in Q4 2018
- GAAP of \$11.5M vs. \$10.3M in Q4 2018

FY adjusted sales down 6.1 percent, and adjusted operating margins down 110 bps

¹Adjusted figures exclude all Sport Yacht and Yacht results for 2018; see the Appendix to this presentation and today's Form 8-K for reconciliations to GAAP figures.

² Freedom Boat Club accounted for a 2 percent of net sales growth in the fourth quarter; 1 percent of growth for FY 2019
NM = Not Meaningful

Boat Segment pipeline metrics

Year	Ending Weeks on Hand	Change Versus Prior Year (WOH)	Units in Pipeline (thousands)	Change Versus Prior Year (Units)
FY 19	36.6	+0.4 week	23.7	(7)%
FY 18	36.2	+0.4 week	25.4	1%
FY 17	35.8	+0.4 week	25.2	6%
FY 16	35.4	No change	23.8	4%
FY 20F	35 - 36	Slightly lower		

✓ As expected, pipelines have returned to normal and are well-positioned to begin the boat show season

✓ Pipeline inventory units at year-end were down 7 percent as compared to year-end 2018

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Other factors affecting GAAP operating earnings¹

\$ in millions	Q4		Full-Year	
	2019	2018	2019	2018
Restructuring, exit, impairment, and other charges	\$3.8	\$8.6	\$21.0	\$54.8
Purchase accounting amortization	7.5	11.8	29.5	21.2
Acquisition-related Costs	0.8	0.8	2.6	13.8
Sport Yacht & Yachts	4.9	11.0	7.8	58.4
Total Operating Earnings Adjustments	\$17.0	\$41.2	\$60.9	\$148.2

¹See the Appendix to this presentation and today's Form 8-K for reconciliations to GAAP figures.



2020 Guidance

1

2020 diluted EPS, as adjusted, range of \$5.10 to \$5.40

2

Revenue growth of 6 to 8 percent

3

Operating margin improvements of 40 to 60 bps

4

Operating earnings growth of low-double digit percent;
Operating expense to decrease as % of sales

5

2020 FCF in excess of \$325 million

6

Q1: Challenging comparisons vs. 2019, EPS up high-single digit percent vs. \$0.94 in 2019, revenue up low-single digit percent, slightly lower margins vs. 2019

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Tariff Update

		Change from Q3 call
1	2020 estimates incorporate tariffs paid on 40 to 60 horsepower outboard engines assembled in our Suzhou, China facility	More Negative
2	Assumes Waves 1- 3 staying at 25% rate, and no additional exemptions received	No Change
3	Minimal impact from Wave 4 (if enacted)	No Change
4	Impact of retaliatory tariffs on boat exports into E.U. remain incorporated in our plan	No Change

✓ We anticipate a net impact to 2020 pre-tax earnings of \$30 to \$35 million (\$10 to \$15 million incremental to 2019) related to tariffs

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2020 Outlook – P&L and Cash Flow

2020 Estimates

Free cash flow	Exceeding \$325 million
Working capital usage	~\$30 - \$50 million
Depreciation and amortization¹	~\$120 - \$130 million
Acquisition intangible amortization²	~\$30 million
Combined equity earnings and other income	Comparable to 2019
Effective book tax rate³	~21 and 22 percent
Effective cash tax rate	Low to mid-teens percent
Average diluted shares outstanding	~79.5 million

2020 OUTLOOK

¹ Excludes acquisition intangible amortization

² Amortization related to Freedom Boat Club acquisition is not material

³ As adjusted to exclude the net impact of special tax items.

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2020 Outlook – Capital Strategy Assumptions

2020 OUTLOOK

2020 Estimates

Debt retirement	~\$100 million
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Capital expenditures	~\$200 - \$220 million
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Share repurchases	~\$100 million
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Quarterly dividends	\$0.24 per share
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Net interest expense	~\$65 million
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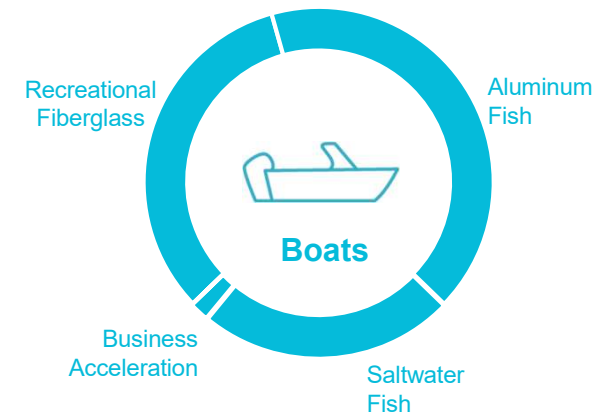
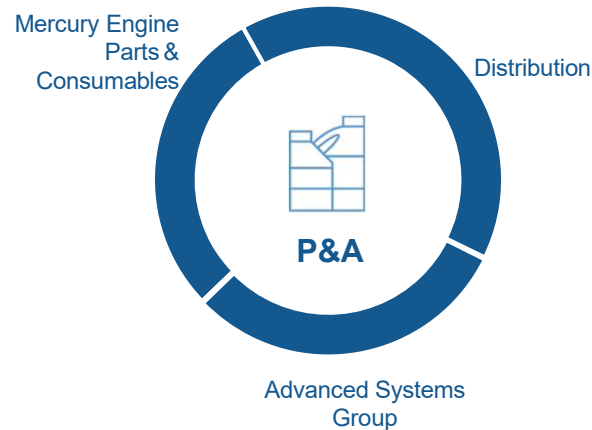
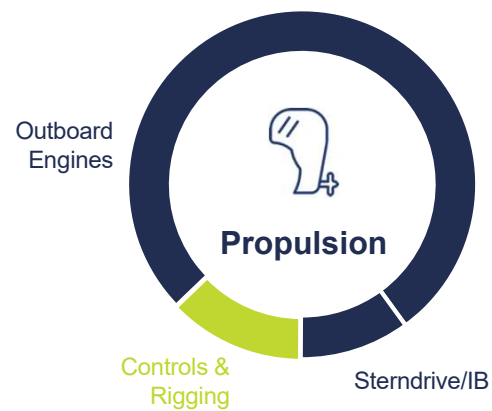
2020 OUTLOOK

Dave Foulkes – CEO



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Changes to Reporting Segments



\$1.7B
2019 Revenue

~14%
2019 Adjusted
Operating Margin

\$1.4B
2019 Revenue

~20%
2019 Adjusted
Operating Margin

\$1.3B
2019 Revenue

~7%
2019 Adjusted
Operating Margin

Starting with Q1 2020, we will report our parts and accessories businesses as a separate reporting segment

Propulsion Segment

Strength in Outboard Engines and Propulsion Control Systems Along with Sterndrive Enhancements



Operating and Strategic Priorities

1 Capitalize on share gain opportunity with capacity expansion

2 Continued technology leadership

3 Strong new product pipeline

4 Sterndrive product enhancements

2020 Segment Financial Targets

Net Sales Growth 6 to 8 percent

Operating Margin Target 14.2% to 14.4% (flat to up 20 bps)

Parts & Accessories Segment

Strong Power Products Growth and Steady Aftermarket Sales Supported by Broad Distribution Footprint



Operating and Strategic Priorities

1 Capitalize on normalized aftermarket sales

2 Identify M&A targets to broaden technology and product profile

3 Growth in Advanced Systems Group

4 Expand Power Products Systems Integration business

2020 Segment Financial Targets

Net Sales Growth 4 to 6 percent

Operating Margin Target 19.9% to 20.1% (up 30 to 50 bps)

Boat Segment

New Product Introductions and Margin Improvements Lead to Strong Earnings Growth



Operating and Strategic Priorities

1 Focus on operational excellence and margin improvement

2 New product launches and technology leadership

3 Leverage scale

4 Expand Freedom Boat Club and service businesses

2020 Segment Financial Targets

Net Sales Growth 6 to 8 percent

Operating Margin Target Exceed 8.5% (up 120+ bps)

Brunswick CES 2020 Highlights

- Brunswick exhibited at CES for first time
- New product launch -- Sea Ray SLX-R 400e
- Extremely heavy traffic throughout event
 - ✓ “We have booth envy” (car executive); many said it was the best exhibit of the show
- ~75,000 images of the boat/engine captured in 4 days
- Strengthening current and developing new relationships with technology partners



“It’s important that the marine industry is not seen as an isolated backwater, and who better to showcase accomplishments than Brunswick.” (Trade Only Today)

At CES, Brunswick displayed its clear leadership position in emerging technologies for the recreational marine industry

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Appendix

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GAAP to Non-GAAP Reconciliations

(in millions, except per share data)

	Q4 QTD 2019	Q4 QTD 2018	FY 2019	FY 2018
Net sales	\$ 917.6	\$ 961.1	\$ 4,108.4	\$ 4,120.9
Sport yacht & yachts	—	(5.4)	0.7	(49.4)
Net sales, as adjusted	\$ 917.6	\$ 955.7	\$ 4,109.1	\$ 4,071.5
Operating earnings	\$ 74.5	\$ 69.7	\$ 471.0	\$ 355.5
Restructuring, exit, impairment and other charges	3.8	8.6	21.0	54.8
Purchase accounting amortization	7.5	11.8	29.5	21.2
Sport yacht & yachts	4.9	11.0	7.8	58.4
Acquisition-related costs	0.8	0.8	2.6	13.8
Operating earnings, as adjusted	\$ 91.5	\$ 101.9	\$ 531.9	\$ 503.7
Operating margin percentage	8.1%	7.3%	11.5%	8.6%
Operating margin percentage, as adjusted	10.0%	10.7%	12.9%	12.4%
Earnings (loss) before income taxes	\$ 61.5	\$ 55.2	\$ 110.7	\$ 310.7
Restructuring, exit, impairment and other charges	3.8	8.6	21.0	54.8
Purchase accounting amortization	7.5	11.8	29.5	21.2
Sport yacht & yachts	4.9	11.0	7.8	58.4
Acquisition-related costs	0.8	0.8	2.6	18.9
Loss on Early Extinguishment of Debt	—	—	0.8	—
Gain on sale of equity investment	—	(2.3)	—	(2.3)
Pension settlement charge	(1.3)	—	292.8	—
Adjusted pretax earnings	\$ 77.2	\$ 85.1	\$ 465.2	\$ 461.7
Net earnings (loss)	\$ 75.0	\$ 46.3	\$ 30.4	\$ 253.4
Restructuring, exit, impairment and other charges	0.7	5.9	20.1	41.8
Sport yacht & yachts	3.8	7.2	6.0	44.5
Purchase accounting amortization	3.1	9.2	18.7	16.4
Acquisition-related costs	0.7	0.7	2.0	14.7
Gain on sale of equity investments	—	(1.8)	—	(1.8)
Loss on Early Extinguishment of Debt	(0.1)	—	0.6	—
Pension settlement charge	(1.0)	—	310.3	—
Special tax items	(14.8)	0.3	(17.2)	(4.8)
Net earnings, as adjusted	\$ 67.4	\$ 67.8	\$ 370.9	\$ 364.2
Diluted earnings (loss) per share	\$ 0.92	\$ 0.53	\$ 0.36	\$ 2.87
Restructuring, exit, impairment and other charges	0.02	0.07	0.23	0.47
Purchase accounting amortization	0.03	0.10	0.22	0.19
Sport yacht & yachts	0.03	0.08	0.07	0.51
Acquisition related costs	0.01	0.01	0.02	0.17
Gain on sale of equity investments	—	(0.02)	—	(0.02)
Loss on Early Extinguishment of Debt	—	—	0.01	—
Pension settlement charges	(0.01)	—	3.62	—
Special tax items	(0.18)	0.00	(0.20)	(0.06)
Diluted earnings per share, as adjusted	\$ 0.82	\$ 0.77	\$ 4.33	\$ 4.13

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Q4 Adjusted Net Sales decreased by \$38.1 million, or 4.0 percent

(\$ in millions)

Segment	Net Sales - GAAP		
	Q4 2019	Q4 2018	% Change
Marine Engine	\$ 665.8	\$ 669.5	(0.6)%
Boat	316.8	377.3	(16.0)%
Marine eliminations	(65.0)	(85.7)	
Total Brunswick	917.6	961.1	(4.5)%

Region	Q4 2019 % of Sales	Sales Growth	
		% Change	Constant Currency
United States	70%	(6)%	(6)%
Europe	11%	(1)%	2%
Asia-Pacific	9%	2%	5%
Canada	6%	(5)%	(5)%
Rest-of-World	4%	2%	5%
Total International	30%	0%	2%
Consolidated		(4.5)%	(3.8)%

Q4 2019	Q4 2018	Net Sales - As Adjusted ¹	
		% Change	
\$ 665.8	\$ 669.5	(0.6)%	
316.8	371.9	(14.8)%	
(65.0)	(85.7)		
917.6	955.7	(4.0)%	

Q4 2019 % of Sales	Sales Growth	
	% Change	Constant Currency
70%	(5)%	(5)%
11%	(1)%	2%
9%	2%	5%
6%	(5)%	(5)%
4%	3%	6%
30%	0%	2%
	(4.0)%	(3.3)%

¹ Excludes net sales related to the Sea Ray Sport Yacht and Yacht operations.

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FY Adjusted Net Sales increased by \$37.6 million, or 0.9 percent

(\$ in millions)

Net Sales - GAAP

Segment	FY 2019	FY 2018	% Change
Marine Engine	\$ 3,073.5	\$ 2,993.6	2.7%
Boat	1,333.8	1,471.3	(9.3)%
Marine eliminations	(298.9)	(344.0)	
Total Brunswick	4,108.4	4,120.9	(0.3)%

Sales Growth

Region	FY 2019 % of Sales	% Change	Constant Currency
United States	70%	(2)%	(2)%
Europe	12%	5%	10%
Asia-Pacific	7%	5%	9%
Canada	7%	(3)%	(1)%
Rest-of-World	4%	4%	7%
Total International	30%	3%	7%
Consolidated		(0.3)%	0.9%

Net Sales - As Adjusted ¹

	FY 2019	FY 2018	% Change
	\$ 3,073.5	\$ 2,993.6	2.7%
	1,334.5	1,421.9	(6.2)%
	(298.9)	(344.0)	
	4,109.1	4,071.5	0.9%

Sales Growth

	FY 2019 % of Sales	% Change	Constant Currency
	70%	0%	0%
	12%	5%	10%
	7%	5%	10%
	7%	(2)%	0%
	4%	5%	8%
	30%	3%	7%
		0.9%	2.1%

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Q4 Adjusted¹ Net Sales

Fourth Quarter 2019 vs. Fourth Quarter 2018

Sales Growth Drivers

	Marine Engine	Boat	Brunswick
Organic (constant currency)	0 %	(16)%	(4)%
Acquisitions	0 %	2 %	1 %
Currency	(1)%	(1)%	(1)%
2019 Adjusted Net Sales	(1)%	(15)%	(4)%

Sales Growth by Region

	Marine Engine	Boat	Brunswick
US	(2)%	(17)%	(5)%
International	2 %	(8) %	0 %
Constant Currency	0 %	(15)%	(3)%

¹Excludes net sales related to Sea Ray Sport Yacht and Yacht operations, see today's Form 8-K for reconciliation to GAAP figures and for information on marine eliminations.

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FY Adjusted¹ Net Sales

FY 2019 vs. FY 2018			
Sales Growth Drivers			
	Marine Engine	Boat	Brunswick
Organic (constant currency)	(1)%	(7)%	(2)%
Acquisitions	5 %	1 %	4 %
Currency	(1)%	0 %	(1)%
2019 Adjusted Net Sales	3 %	(6)%	1 %
Sales Growth by Region			
	Marine Engine	Boat	Brunswick
US	1 %	(6)%	0 %
International	6 %	(7)%	3 %
Constant Currency	4 %	(6)%	2 %

¹Excludes net sales related to Sea Ray Sport Yacht and Yacht operations, see today's Form 8-K for reconciliation to GAAP figures and for information on marine eliminations.

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Tax Provision

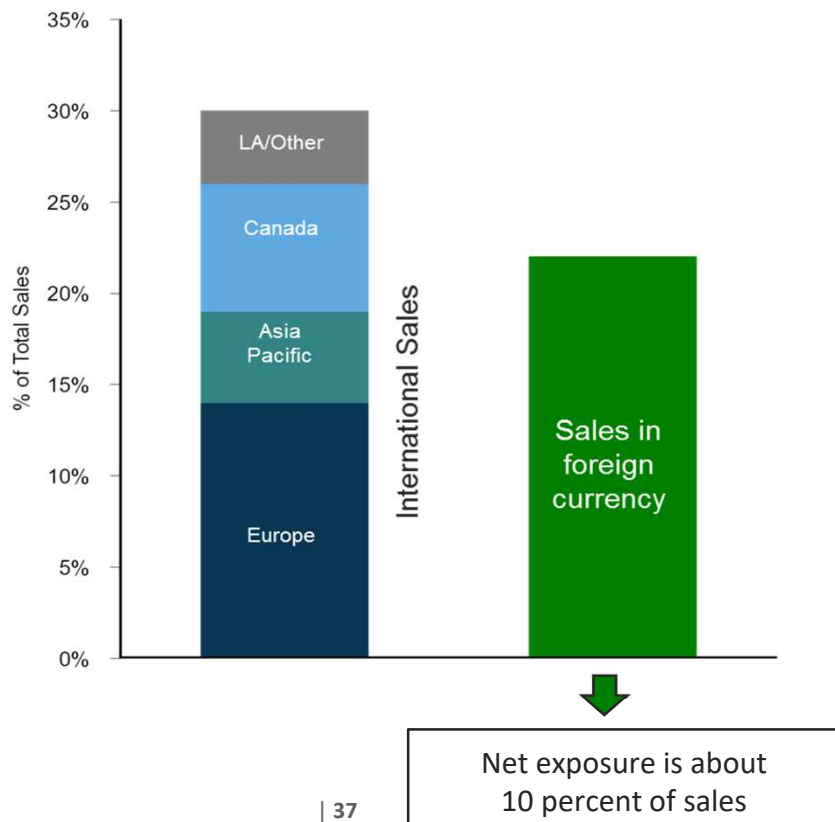
	Q4		Full-Year	
	2019	2018	2019	2018
Effective tax rate - GAAP	(22.0)%	16.1%	72.5%	18.4%
Effective tax rate, as adjusted ⁽¹⁾	12.7%	20.3%	20.3%	21.1%

- ✓ **Estimated 2020 effective book tax rate, as adjusted, is between 21 and 22 percent on tax guidance issued to date**
- ✓ **Cash tax rate expected to be low to mid-teens percent**

¹Tax provision, as adjusted, excludes a \$14.8 million net benefit and a \$0.3 million net charge for special tax items for Q4 2019 and 2018 periods, respectively, and a \$17.2 million net benefit and \$4.8 million net benefit for special tax items for FY 2019 and 2018 respectively.

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Review of Foreign Currency Impact¹



Q4 2019:

- Unfavorable impact on sales of less than 1 percent
- Unfavorable impact on operating earnings of approximately \$4 million

Outlook for Full-Year 2020:

- Neutral impact on consolidated sales
- Unfavorable impact on operating earnings of \$5 to \$10 million

¹Includes impact of hedging activity, with full-year estimates assuming rates remain consistent with current rates.

Brunswick Corporation – Earnings Release

Free Cash Flow

(\$ in millions)	Full Year	
	2019	2018
Net cash provided by operating activities from continuing operations	\$ 475.3	\$ 274.5
Net cash provided by (used for):		
Plus: Capital expenditures	(232.6)	(180.2)
Plus: Proceeds from sale of property, plant and equipment	7.3	0.4
Plus: Effect of exchange rate changes	0.4	(5.0)
Less: Cash impact of sport yacht & yacht operations, net of tax	—	(53.7)
Free cash flow	\$ 250.4	\$ 143.4

