BRUNSWICK®

NEXT NEVER RESTS®

Q3 2026 Investor Meetings

Brunswick Corporation

Forward-Looking Statements & Non-GAAP Financial Measures

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding expectations, plans, outlook, and future performance. These statements are based on current assumptions and involve certain risks and uncertainties that may cause actual results to differ materially from expectations as of the date of this presentation. For a discussion of factors that could cause such differences, please refer to our most recent Form 10-K and subsequent Form 10-Q filings. We undertake no obligation to update these statements to reflect events or circumstances after the date of this presentation.

This presentation also includes certain non-GAAP financial measures. These measures should not be considered in isolation or as a substitute for GAAP results and may not be comparable to other similarly titled measures used by other companies. Reconciliations to the most directly comparable GAAP measures are provided in our earnings release and earnings presentation as of July 30, 2026, which are available on our website.

Where forward looking non-GAAP measures are presented, reconciliations to the most directly comparable GAAP measures are not provided because doing so would require unreasonable effort. 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 restructuring, exit and impairment costs, special tax items, acquisition-related costs, and certain other unusual adjustments.

Stephen Weiland – Senior Vice President & Deputy CFO
Brunswick Corporation, 26125 N. Riverwoods, Mettawa, IL 60045
Phone: +1-847-383-0867
Email: stephen.weiland@brunswick.com

About — Brunswick

~50%
of U.S. recreational boats are powered by Mercury Marine engines

1000+
patents since 2017

64k+
Freedom Boat Club Memberships Globally

3 out of 4
most recognizable U.S. boat brands







We hold the
#1
Position

MERCURY
U.S. & Canada Outboard and Sterndrive Share, Europe Outboard Share

MERCURY Racing
Global High Performance & Racing Engines, Drives & Propellers

BLA boatinglifestyleadventure | **Land 'N' Sea** | **Lankhorst Taselaar**
Global Recreational Marine P&A Distribution

FREEDOM BOAT CLUB®
Largest Boat Club Globally

BOSTON WHALER & **Trophy**
11'-50' Outboard Saltwater Fish

QUICKSILVER®
Rec Fiberglass in Spain

BOSTON WHALER
Premium Saltwater Fish

Sea Ray® & **BAYLINER™**
Runabout and Deck I/O

LUND®
Premium Aluminum Fish

PRINCECRAFT®
Canada Aluminum Fish & Pontoon

RAYGLASS BOATS
In New Zealand

SOURCE: U.S. MARKET DATA FROM SSI, 2025 FULLY CONSOLIDATED. OTHER MARKETS FROM LOCAL AVAILABLE INFORMATION SOURCES.

Unrivaled Capability and Pace; Advantaged Footprint

100+
Products Launched in 2025

On pace for
100+
Awards for the 5th Consecutive Year

Forbes
AMERICA'S
BEST COMPANIES
2026

70%
U.S.-based COGS

90%
U.S.-focused Investment

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NEXT NEVER RESTS

Industry leading portfolio positioned for growth & synergy

$5.4B	#1	$400M	~60%
FY 2025 Net Sales	Market Share in Multiple Categories	FY 2025 Synergy Sales	FY 2025 Recurring Earnings

Propulsion	Engine Parts & Accessories	Navico Group	Boat Group	Business Acceleration

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NEXT NEVER RESTS™

Propulsion

World Leader —
Outboard, sterndrive, and high-performance marine propulsion systems and technologies

MERCURY · FLITE · MERCURY AVATOR · MERCURY RACING

Engine Parts & Accessories

World's Largest —
Supplier of captive marine parts and accessories and world's largest marine distributor

MERCURY Precision Parts · QUICKSILVER · BLA · KELLOGG MARINE SUPPLY · Land 'N' Sea · Lankhorst Taselaar · SEACHOICE · Talamex marine products

Navico Group

Leading Supplier —
Integrated marine electronics, power management, connectivity, and other technical sub-systems

SIMRAD · LOWRANCE · B&G · BLUE SEA · C-MAP · MASTERVOLT · Progressive Industries · ProMariner · attwood · LENCO · Whale

Boat Group

17 Market-Leading —
Global boat brands, serving all major segments of the high-volume recreational boat market

Sea Ray · Boston Whaler · LUND · BAYLINER · LOWE · HARRIS · PRINCECRAFT · QUICKSILVER · NAVAN · Heyday · CRESTLINER · PROTECTOR · RAYGLASS · SPARTAN · THUNDER JET · UTTERN

Business Acceleration

Ecosystem of —
Synergistic marine service and shared access businesses, including the world's largest boat club

FREEDOM BOAT CLUB · BOATEKA · BRUNSWICK Finance · ECLIPSE MARINE · BLUE WATER FINANCE · BOATER'S CHOICE INSURANCE

Reportable Segments

Propulsion | $2.2B[1]	**Engine Parts & Accessories** | $1.2B[1]	**Navico Group** | $0.8B[1]	**Boat** | $1.5B[1]

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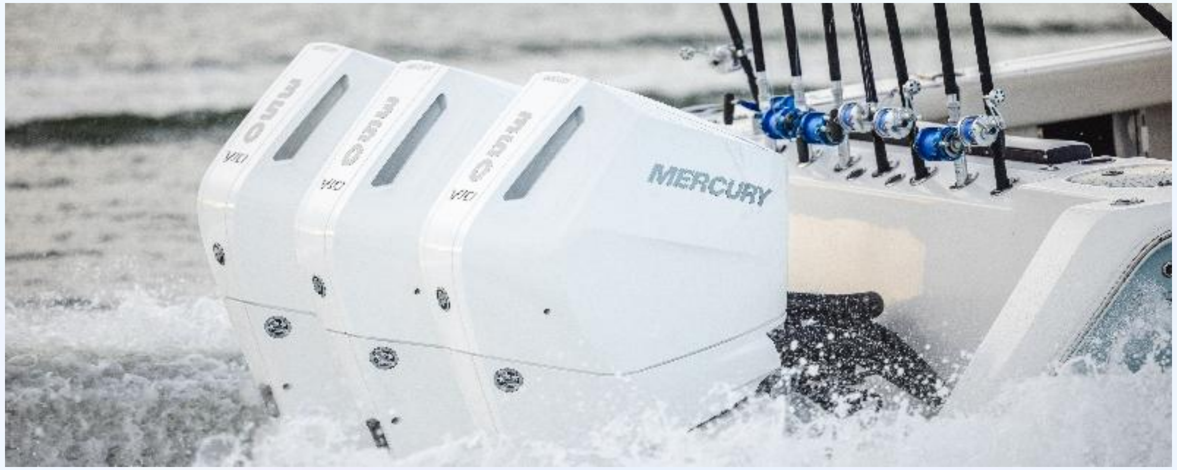
[1] ALL REVENUE FIGURES ARE FY 2025 AND EXCLUDE THE IMPACT OF SEGMENT ELIMINATIONS.

Q2 2026 – All Segments Grew YoY Sales for Fourth Consecutive Quarter



Propulsion

- ✓ R12 46% U.S. outboard share with strong wholesale share gains continuing YTD
- ✓ International market share gains with significant increases in Latin America and Asia
- ✓ Five new outboard engine programs on track
- ✓ Primed for growth in repower, government and commercial markets
- ✓ U.S. outboard pipeline down ~7% YoY and ~10% sequentially, setting up strong pull through for market growth

Engine P&A

- ✓ Solid boater participation drove highest Q2 sales since 2022
- ✓ 100+ bps operating margin expansion even excluding net IEEPA refund benefit, driven by strong Products growth across all regions and retail channel share gains
- ✓ Continued distribution market gain fueling growth – Land 'N' Sea R12 distribution share increased 130 bps

Q2 2026 – All Segments Grew YoY Sales for Fourth Consecutive Quarter

Navico Group

- ✓ Fourth consecutive quarter of YoY sales growth from well-received new products, OEM wins, and strong retail channel sales
- ✓ 250+ bps operating margin expansion, even excluding net IEEPA refund benefit, reflecting multiple business improvement actions
- ✓ Signed Simrad AutoCaptain OEM application agreement with Saxdor with more advancing

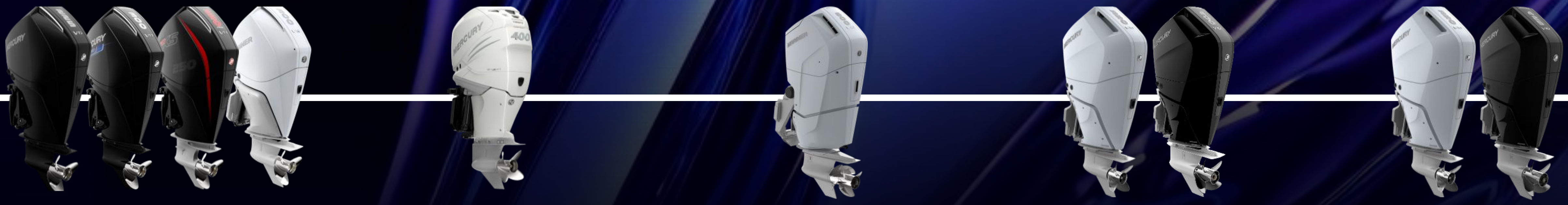
Boat[1]

- ✓ SSI June YTD U.S. boat industry retail down ~4%, with Brunswick internal retail performing at similar levels
- ✓ Adjusted for rationalized value models, U.S. overall 1H retail roughly flat
- ✓ Relative strength in leading premium and core brands driving performance, reflecting intentional portfolio shift towards core and premium and contributing to 100+ bps operating margin expansion
- ✓ U.S. premium fiberglass and core 1H retail flat
- ✓ Freedom Boat Club achieved milestone 450 global network locations; 1H trips up a record 13%

[1]BOAT SEGMENT INCLUDES BUSINESS ACCELERATION.

Continuing to Redefine What's Possible in Marine Propulsion

Since 2018: **600** Patents & **$700M+** of R&D Investment



2018
Introduction of the New V6 / V8 Outboard Family

2019
Lightest 400hp Outboard in the Industry

2021
Industry Defining V12 600hp with 2-Speed Transmission & Steerable Gearcase

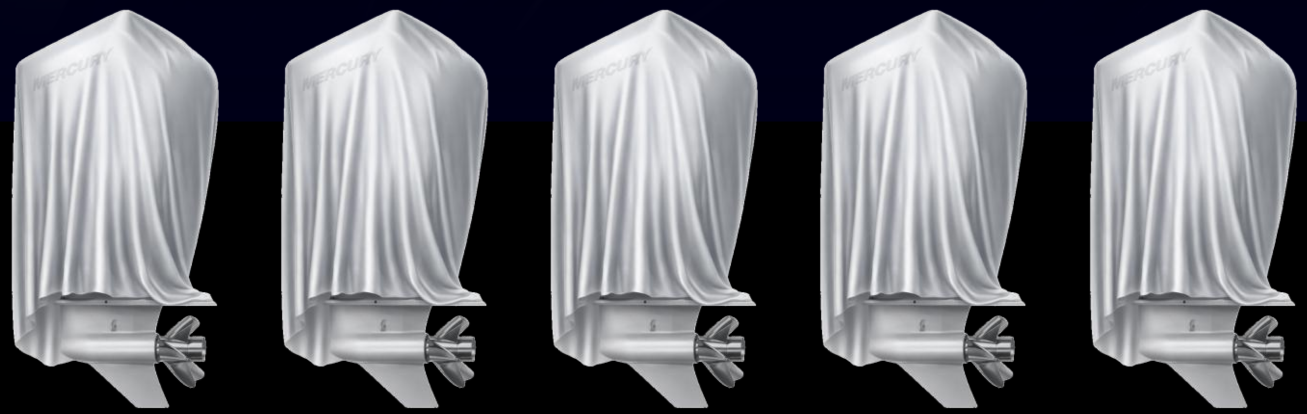
2022
World's First V10 Outboards

2025
Evolution of the V10 Outboard

4 of 5

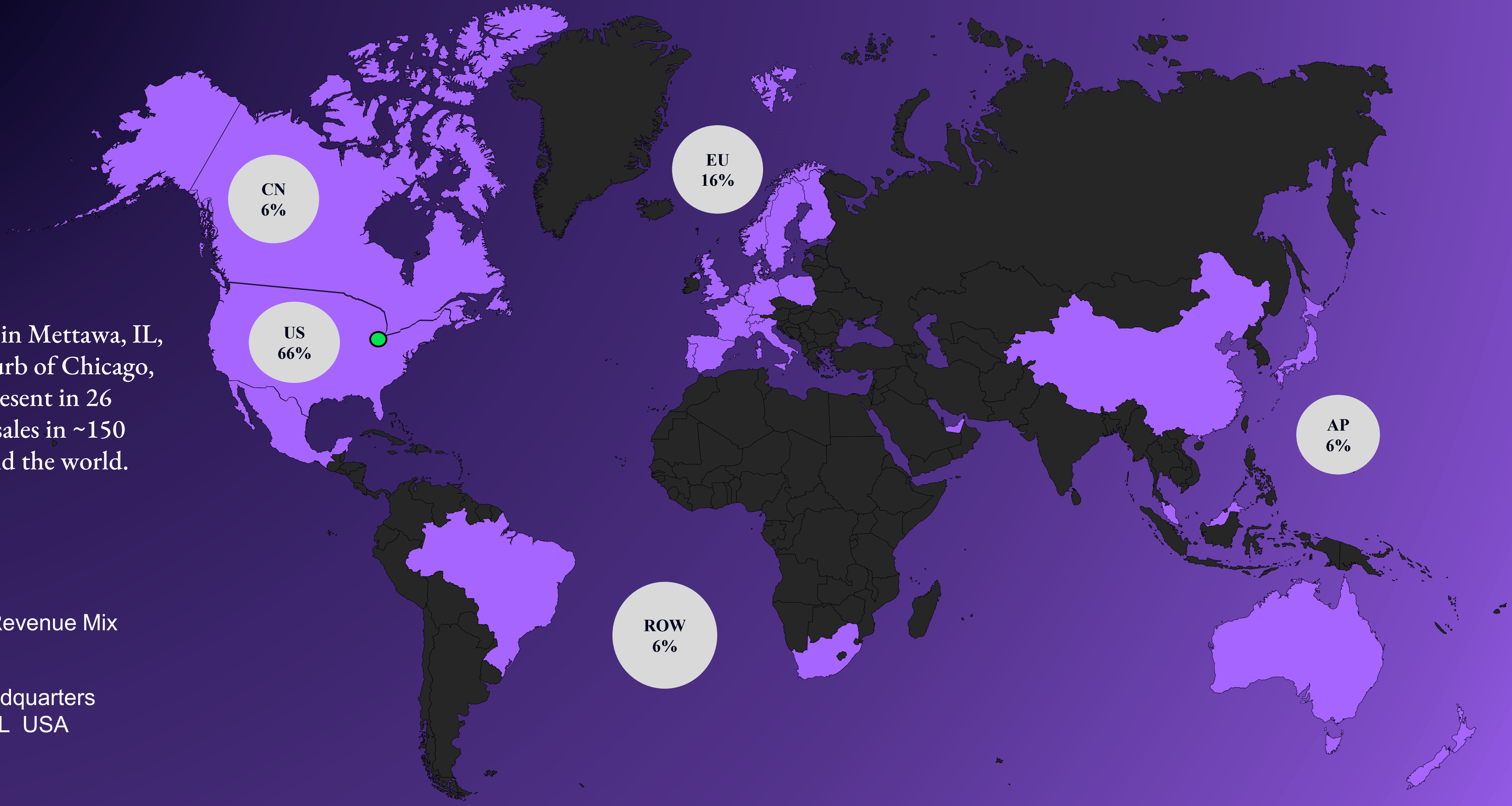
Mid-to-High-HP Programs

Launching in Next 2 Years



A Global Leader in Marine Recreation & Technology

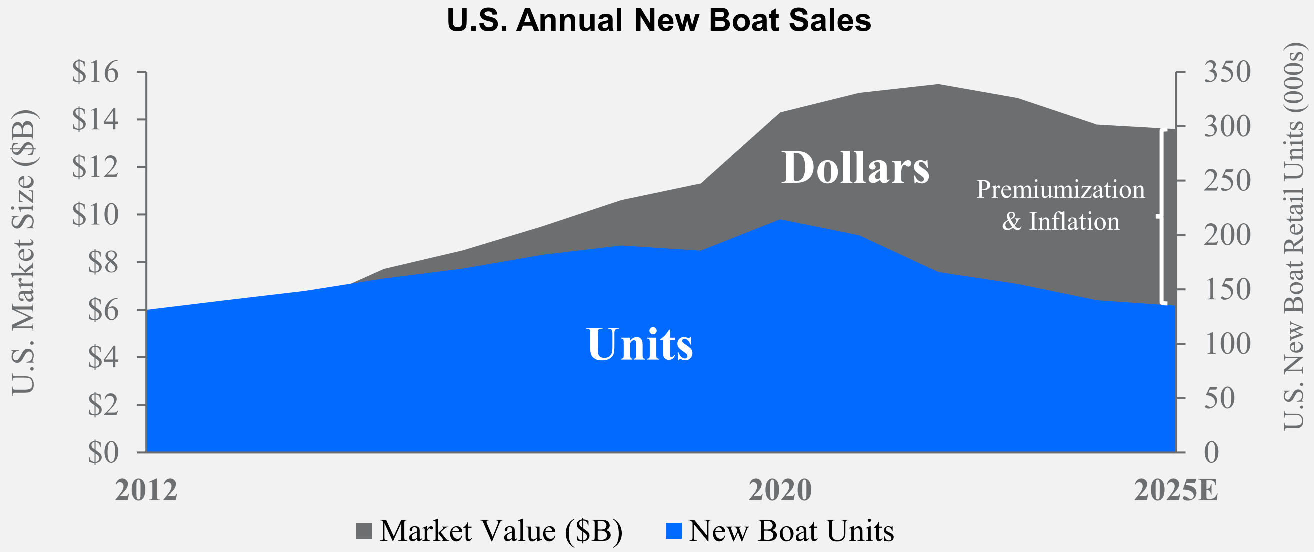
Headquartered in Mettawa, IL, a northern suburb of Chicago, Brunswick is present in 26 countries with sales in ~150 countries around the world.



2026 Q2 Revenue Mix

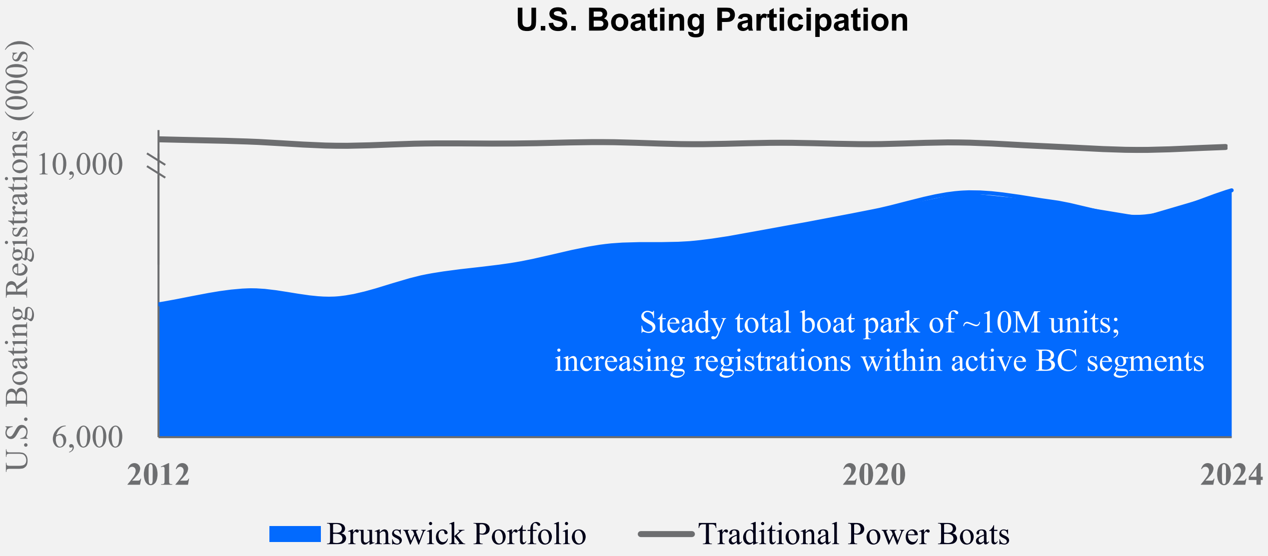
World Headquarters
Mettawa, IL USA

Strategy Aligned with Market Trends – Outgrowing the New Boat Market



- Driving additional share gains in engines, boats, and Navico Group products
- Increasing share of wallet on every boat with more content and integrated systems
- Shaping our portfolio towards secular trends (higher HP engines, more electronics)
- Leaning into the most robust boat categories – premium, fishing, and adventure
- Rationalizing participation in softer value fiberglass segment & reimagining entry level
- Driving more Brunswick boats and content into the Freedom fleet
- Growing unique new pathways to the water (Freedom, Flite, CPO)

Strategy Aligned with Market Trends – Capitalizing on Strong Participation



- Growing P&A through higher outboard share and more captive parts
- Growing aftermarket presence (Navico Group 60% aftermarket)
- Growing Mercury repower share to mirror leading OEM share
- Continuing to expand Freedom Boat Club, domestically and internationally
- Expanding presence in the CPO market (Boateka)
- Expanding finance, insurance, and warranty offerings (e.g. full boat exclusionary warranty)
- Pursuing M&A that over-indexes to boating participation
- Accelerating commercial and government activity, including through USVs

Advancing our Footprint in Commercial, Government, and Defense

Incremental Revenue

$80M+

Commercial, government, and defense growth from 2025-2030

Profitable Expansion

$20M+

Growth in operating profit from 2025-2030

Comprehensive portfolio of commercial marine products

Unique right-to-win with bow-to-stern product offerings

Trusted government and defense partner

Proven capability for demanding mission environments

Capitalize on rapid growth of USVs

Leverage unique bow-to-stern capabilities into adjacent markets

15 Boating Industry Top Product Awards in 2026

A New Record for Brunswick

Boston Whaler
330 Outrage

Harris
Sunliner

Lowe
LF Pontoon

Lund
Crossover XS

NAVAN
T30

Princecraft
Platinum 190

Princecraft
Vogue 25 WRL

Sea Ray
SLX 360 Outboard

Thunder Jet
Rush OT

Fliteboard
RACE

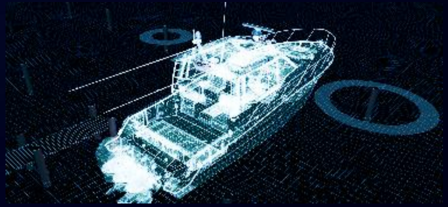
Mercury
Boost

Mercury
Keyless System

B&G
Zeus SRX Chartplotter

Lowrance
ActiveTarget 2 XL

Simrad
AutoCaptain



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Financial Profile

Q2 2026

- ✓ Sales and Adjusted[1] EPS up over Q2 2025 and ahead of expectations
- ✓ Strong performance from market-leading products and balanced portfolio

$1.6B
Net Sales
(+8% vs. Q2 2025)

$1.56
Adjusted[1] EPS
(+34% vs. Q2 2025)

$35M
Shares Repurchased YTD

$278M
Free Cash Flow[1]
250%+ Conversion

- ✓ Q2 sales increased for all segments vs. prior year
- ✓ Core performance well ahead of expectations; supplemented by partial IEEPA refund
- ✓ Excluding net IEEPA refunds, margin expanded in all segments except Propulsion, which was impacted by incremental YoY tariffs and product spend
- ✓ Pipelines extremely healthy; boat pipeline vs. Q2 2025:
  - ✓ Global boat pipeline down ~1,800 units
  - ✓ U.S. boat pipeline down ~1,300 units

[1]SEE THE APPENDIX TO THIS PRESENTATION AND TODAY'S FORM 8-K FOR RECONCILIATIONS TO GAAP FIGURES.

2026 Guidance[1]

Includes IEEPA refunds net impact

$5.7B to $5.8B

Revenue

Previously: $5.65B to $5.8B

~8.0%

Operating Margin

Previously: 7.5% to 8.0%

$4.35 to $4.75

EPS

Previously: $4.00 to $4.50

$400M+

Free Cash Flow

Previously: $350M+

$1.4B to $1.5B

Q3 Revenue

$1.20 to $1.40

Q3 EPS

[1]EACH ON AN “AS ADJUSTED” BASIS WHERE APPLICABLE.

Brunswick is the Best Investment Option in Consumer Recreation

Strategic Plan Targets

145K - 160K U.S. New Boat Retail Unit Market

$8.00 - $12.00	10% - 13%	$550M+
EPS	Operating Margin	Free Cash Flow

World's Largest
Recreational marine company with leading brands

Unique
Integrated operating model drives synergies and ecosystem value

Industry-leading
Product, innovation, execution, and talent

Above-market
Revenue and earnings growth

Strong
Through-cycle earnings and cash flow from balanced portfolio

Sector-leading
Shareholder returns

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Shareholder Return

14

Consecutive Years of Dividend Increases

$1.7B

Share Repurchases (since 2019)[1]

~70%

Net Income Returned to Shareholders (since 2019)

41%

LTM Stock Price Appreciation[1]

110%

Total Shareholder Return (since 2019)[1 2]

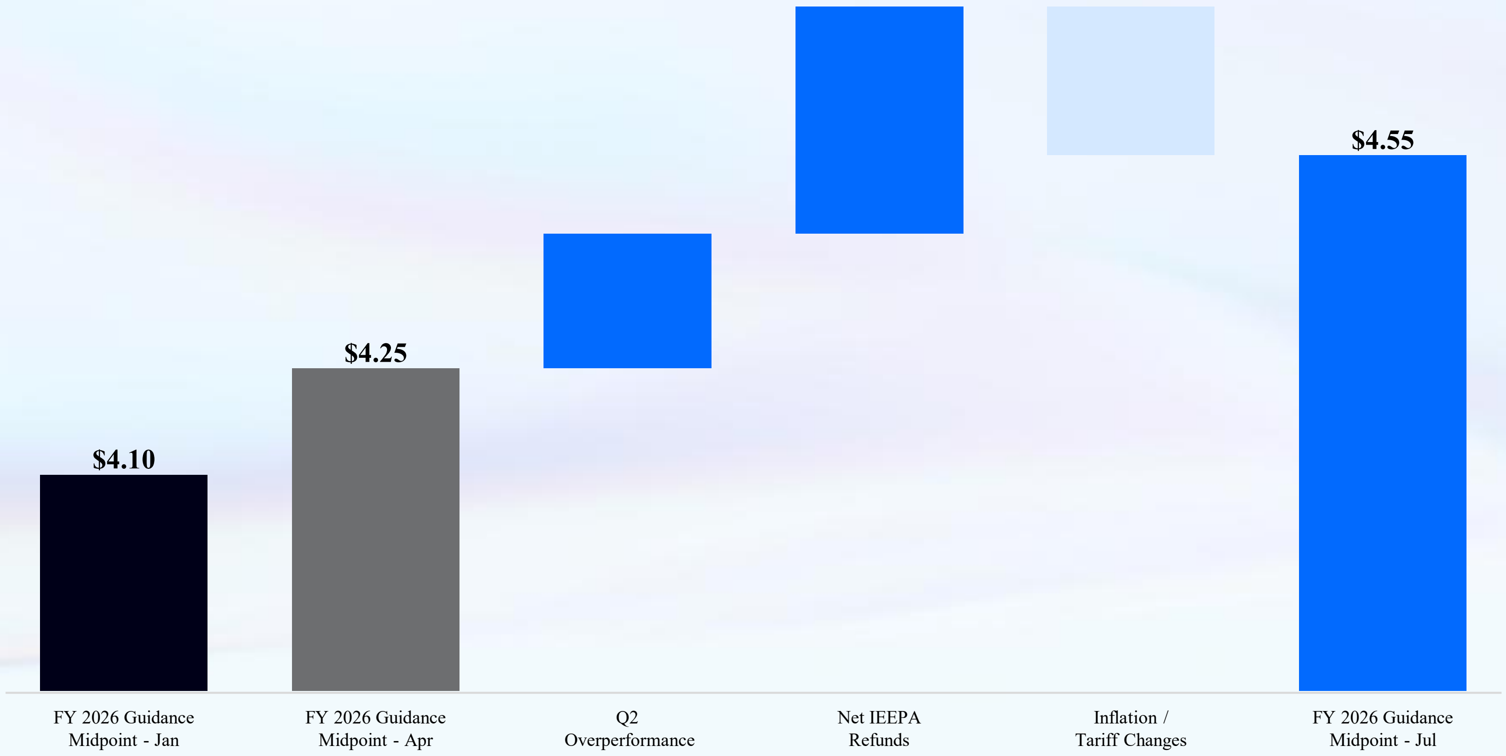
[1] PERFORMANCE AS OF 8/19/2026.

[2] FOCUSED MARINE STRATEGY EXECUTION BEGAN JULY 2019.

Appendix

2026 Adjusted EPS Midpoint Bridge[1]

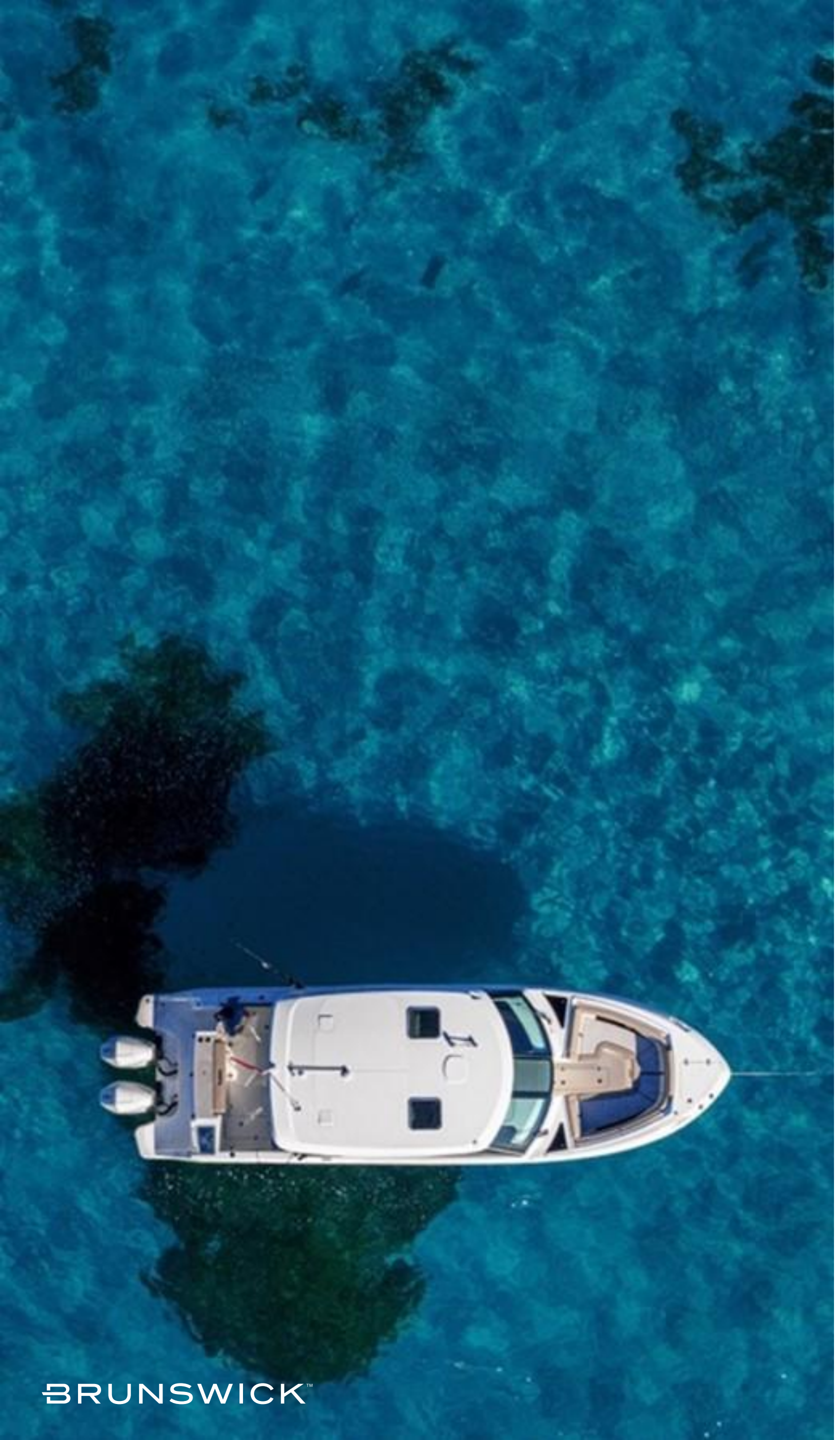
$4.55 EPS guidance midpoint, up 39% from 2025



Adjusted EPS guidance increasing:

- ✓ Strong across-the-board sales and earnings performance
- ✓ Steady OEM orders across all businesses
- ✓ Outstanding P&A and Navico Group aftermarket performance
- ✓ Net IEEPA benefits from Q2 and anticipated in 2H
- ✓ Ability to offset anticipated 2H material inflation and increased tariffs as Section 301 replaces 122

[1] SEE THE APPENDIX TO THIS PRESENTATION AND TODAY'S FORM 8-K FOR RECONCILIATIONS TO GAAP FIGURES.



2026 Outlook – Segment Guide[1]

	Propulsion	Engine P&A	Navico Group	Boat
Revenue Growth Guide[2]	High Single-Digit Percent Previously: M-HSD%	Mid Single-Digit Percent Previously: L-MSD%	Mid Single-Digit Percent	High Single-Digit Percent
Operating Margin Guide	Up 100+ Basis Points Previously: Up 40+ bps	~20%	Up 200+ Basis Points Previously: Up 100+ bps	Up 100+ Basis Points

[1]EACH ON AN "AS ADJUSTED" BASIS WHERE APPLICABLE, VERSUS COMPARABLE PRIOR YEAR.
[2]SEGMENT NET SALES GUIDANCE FIGURES ARE EXCLUSIVE OF SEGMENT ELIMINATIONS.

2026 Outlook – Capital Strategy and Other Assumptions[1]

Debt Retirement	Average Diluted Shares Outstanding	Net Interest Expense	Effective Tax Rate As Adjusted[2]	Net Working Capital Generation
$160M+	~65.5M	~$95M	~22%	~$50M
Previously: ~$160M				

Capital Expenditures	Share Repurchases	Depreciation[3]	Positive Currency Impact	Net Incremental Tariff Impact
~$200M	$50M+	~$225M	~$25M	~$40M
			Previously: $15M - $25M	Previously: $35M - $45M

[1]EACH ON AN “AS ADJUSTED” BASIS WHERE APPLICABLE.
[2]TAX PROVISION, AS ADJUSTED FOR SPECIAL TAX ITEMS.
[3]REFLECTS DEPRECIATION ONLY; EXCLUDES ~$75M OF TOTAL INTANGIBLE ASSET AMORTIZATION. ONLY PURCHASE ACCOUNTING AMORTIZATION IS ADJUSTED WITHIN THE NON-GAAP OPERATING EARNINGS RECONCILIATIONS FOUND IN THE APPENDIX.