



INNOVATION + INSPIRATION
ON THE WATER

BRUNSWICK

R.W. Baird 2022 Global Consumer, Technology & Services Conference

June 8, 2022

FORWARD-LOOKING STATEMENTS

Certain statements in this presentation are forward-looking statements 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," "should," "expect," "anticipate," "project," "position," "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; fiscal and monetary policy concerns; adverse capital market conditions; changes in currency exchange rates; higher energy and fuel costs; competitive pricing pressures; interest-rate risk related to our debt; the coronavirus (COVID-19) pandemic and the emergence of variant strains; 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 pressures due to the pandemic; supplier manufacturing constraints, increased demand for shipping carriers, and transportation disruptions; managing our manufacturing footprint; adverse weather conditions, climate change events and other catastrophic event risks; international business risks, geopolitical tensions or conflicts, sanctions, embargoes, or other regulations; our ability to develop new and innovative products and services at a competitive price; our ability to meet demand in a rapidly changing environment; loss of key customers; absorbing fixed costs in production; risks associated with joint ventures that do not operate solely for our benefit; our ability to integrate acquisitions, including Navico, and the risk for associated disruption to our business; the risk that unexpected costs will be incurred in connection with the Navico transaction or the possibility that the expected synergies and value creation from the transaction will not be realized or will not be realized within the expected time period; our ability to successfully implement our strategic plan and growth initiatives; attracting and retaining skilled labor, implementing succession plans for key leadership, and executing organizational and leadership changes; our ability to identify, complete, and integrate targeted acquisitions; the risk that strategic divestitures will not provide business benefits; maintaining effective distribution; risks related to dealers and customers being able to access adequate financing; requirements for us to repurchase inventory; inventory reductions by dealers, retailers, or independent boat builders; risks related to the Freedom Boat Club franchise business model; outages, breaches, or other cybersecurity events regarding our technology systems, which could affect manufacturing and business operations and could result in lost or stolen information and associated remediation costs; our ability to protect our brands and intellectual property; changes to U.S. trade policy and tariffs; any impairment to the value of goodwill and other assets; product liability, warranty, and other claims risks; legal, environmental, and other regulatory compliance, including increased costs, fines, and reputational risks; changes in income tax legislation or enforcement; managing our share repurchases; and risks associated with certain divisive shareholder activist actions.

Additional risk factors are included in the Company's Annual Report on Form 10-K for 2021, and subsequent Quarterly Reports on Form 10-Q. 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

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 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 acquisitions, among other adjustments.

Slides include non-GAAP measures, including the presentation of operating earnings and earnings per share on an As Adjusted basis, with exclusions or adjustments described above, along with reconciliations to GAAP measures, described in Brunswick's Current Report on Form 8-K issued on April 28, 2022, which is available at www.brunswick.com.

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.

AUTHENTIC LEADERSHIP

THE WORLD'S LEADING

RECREATIONAL BOAT BRANDS

MARINE PROPULSION

MARINE PARTS & ACCESSORIES

BOAT CLUB OPERATOR

THE INDUSTRY'S LEADING

INNOVATION CAPABILITIES

SERVICES PORTFOLIO

1 OUT OF EVERY 2

BOATS IS POWERED
BY MERCURY

3 OF THE TOP 4

MOST RECOGNIZABLE
U.S. BOAT BRANDS

~360

BOAT CLUB
LOCATIONS

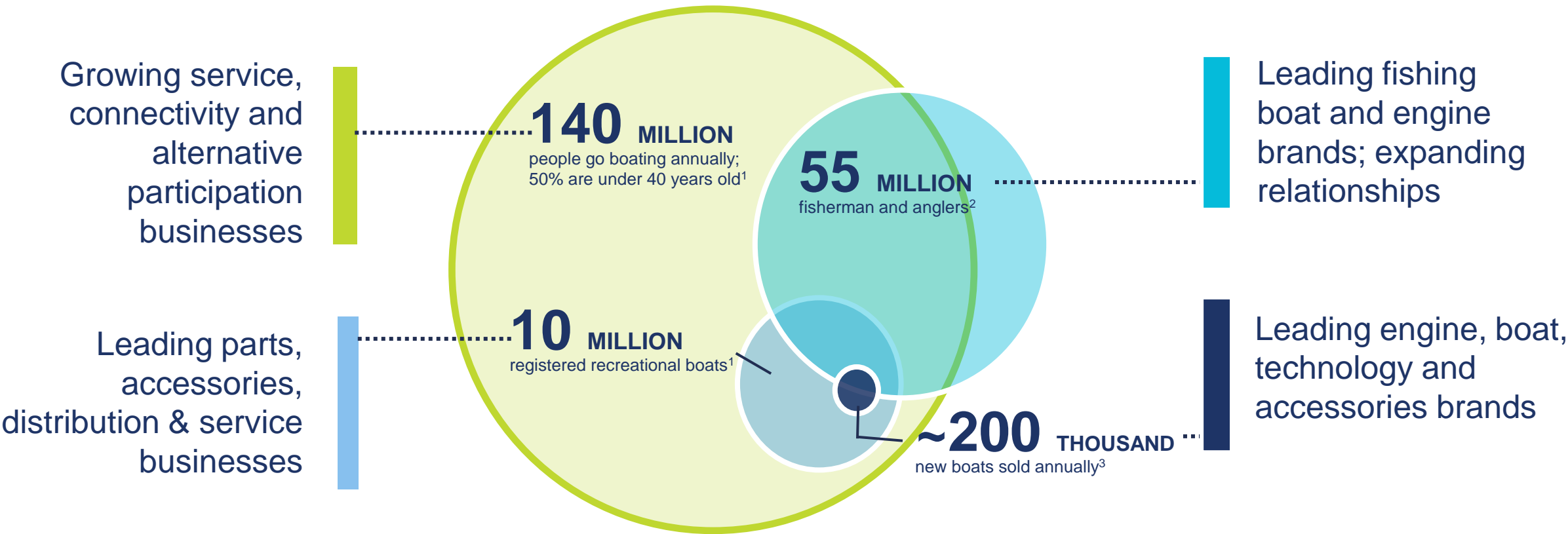
520+

PATENTS GRANTED
SINCE 2017

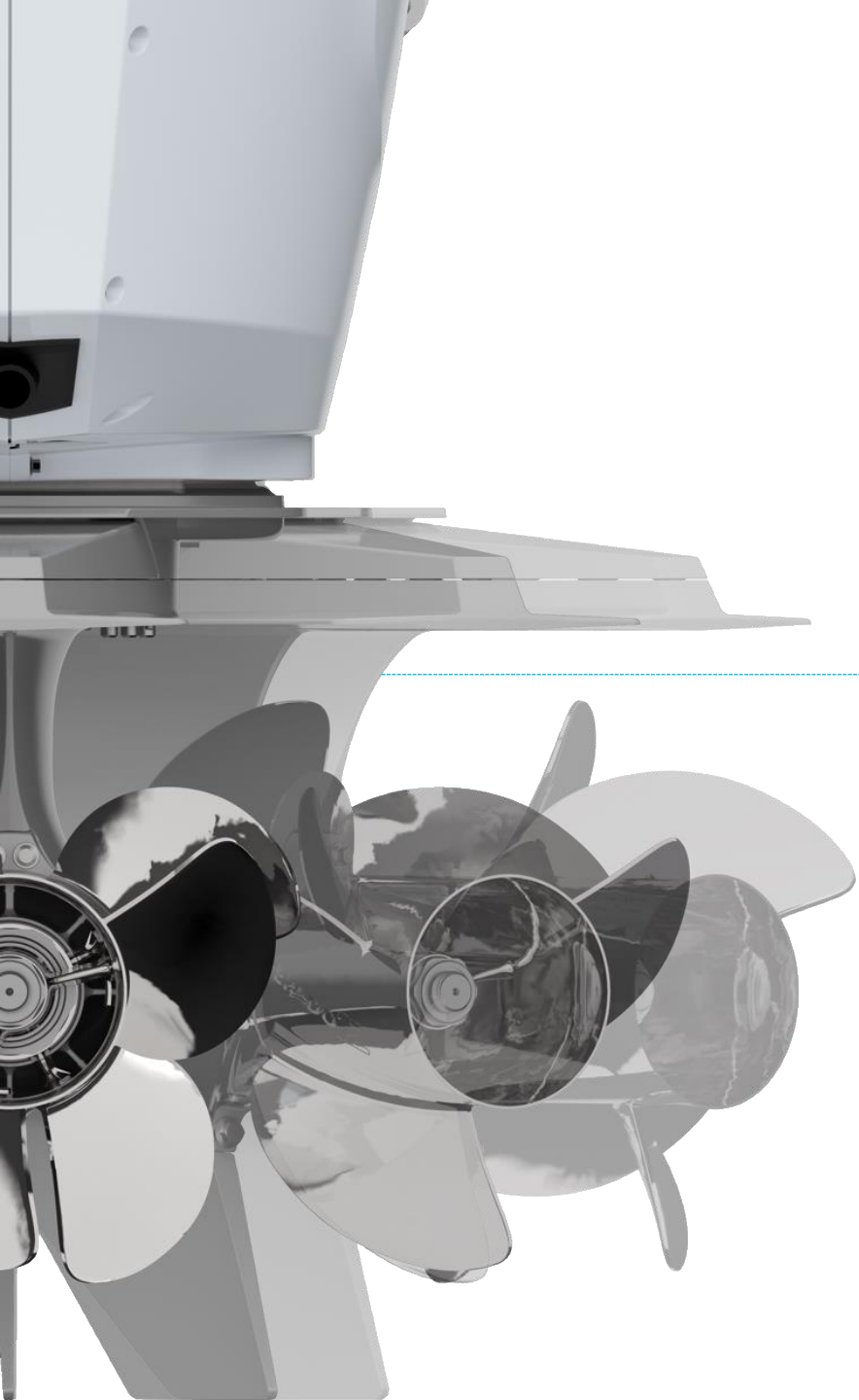
INNOVATION + INSPIRATION
ON THE WATER

Dimensioning the U.S. Boating Eco-System

How Brunswick Will Continue to Win



Source:
1. National Marine Manufacturers Association (NMMA)
2. Recreational Boating & Fishing Foundation (RBFF)
3. Statistical Survey, Inc (SSI)



MERCURY



ASG



BOAT GROUP



BUSINESS
ACCELERATION

4 Focused Platforms
Designed for Sustainable,
Secular Growth And Increased
Business Resilience

CAPACITY EXPANSION & SUPPLY CHAIN RESILIENCE



SMART CAPACITY EXPANSION

HIGH HORSEPOWER
OUTBOARDS
expansion

ELECTRONICS
MANUFACTURING
expansion

P&A DISTRIBUTION CENTER
opening

LOW-COST BOAT
PRODUCTION
expansion



SUPPLY-CHAIN RESILIENCE

INVEST IN MERCURY

LEVERAGE OUR SCALE

SELECTIVELY IN-SOURCE

ON-TARGET ACQUISITIONS

12 ACQUISITIONS IN 2021/2022 FOCUSED ON

RECURRING REVENUE



ADVANCING ACES



INTEGRATED SOLUTIONS



Combined, these add:

\$600M+

In Revenue

2,000+

Employees

Advanced

Technology & Capabilities

BRUNSWICK

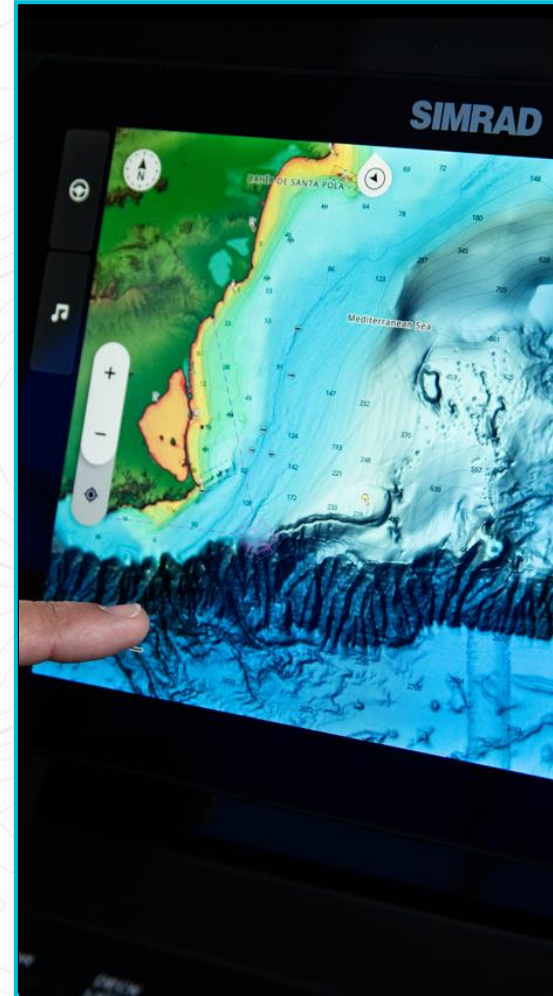
EARLY 2022 PRODUCTS REINFORCING OUR STRATEGY



ELECTRIFICATION
MERCURY MARINE
AVATOR PLATFORM



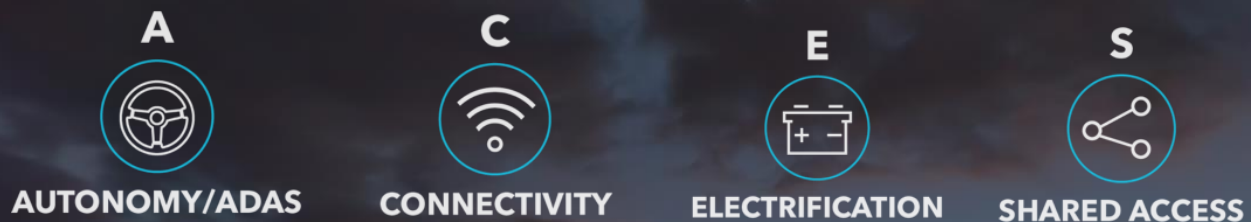
INNOVATION
MERCURY MARINE
PONTOON JOYSTICK



ACQUISITIONS
ALL-NEW SIMRAD
NSX CONNECTED MFD



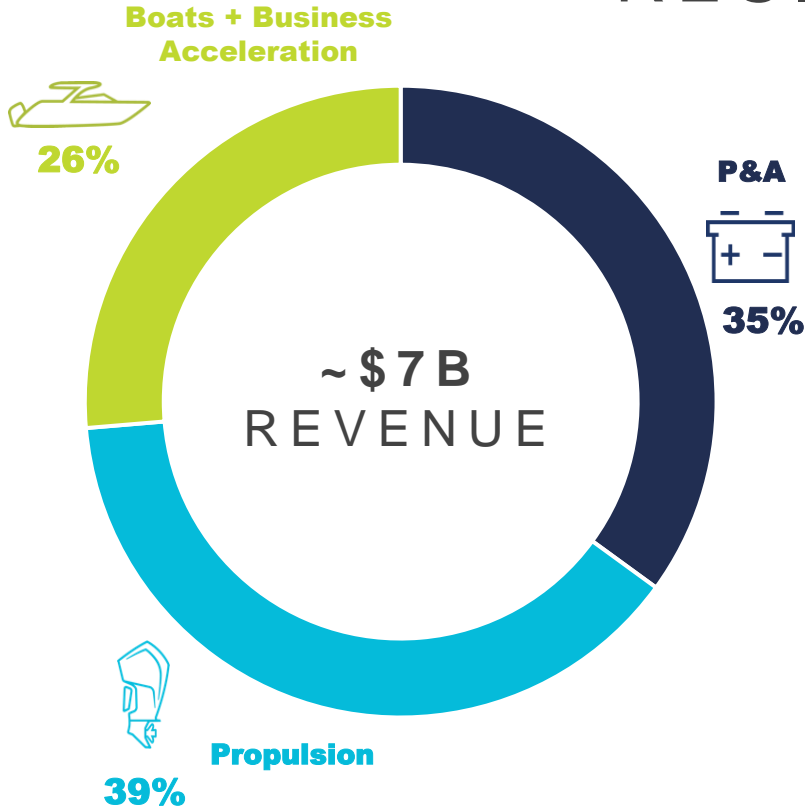
VERTICAL INTEGRATION
BOSTON WHALER OUTRAGE
360



TRANSITIONING ACES STRATEGY TO FULL COMMERCIALIZATION
MORE THAN 35 NEW 'ACE' PRODUCTS BY 2025

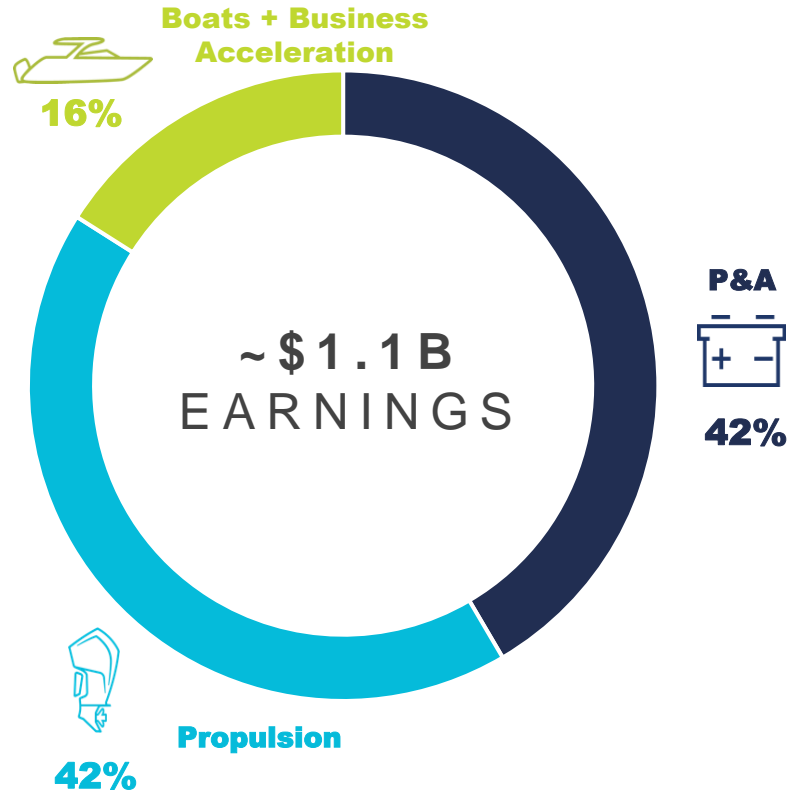
2022

FURTHER GROWTH & BUSINESS RESILIENCE



>\$250M
ACES GROSS
REVENUE

38%
RECURRING
REVENUE



~16%
OPERATING
MARGIN

42%
RECURRING
EARNINGS

~\$10
EPS

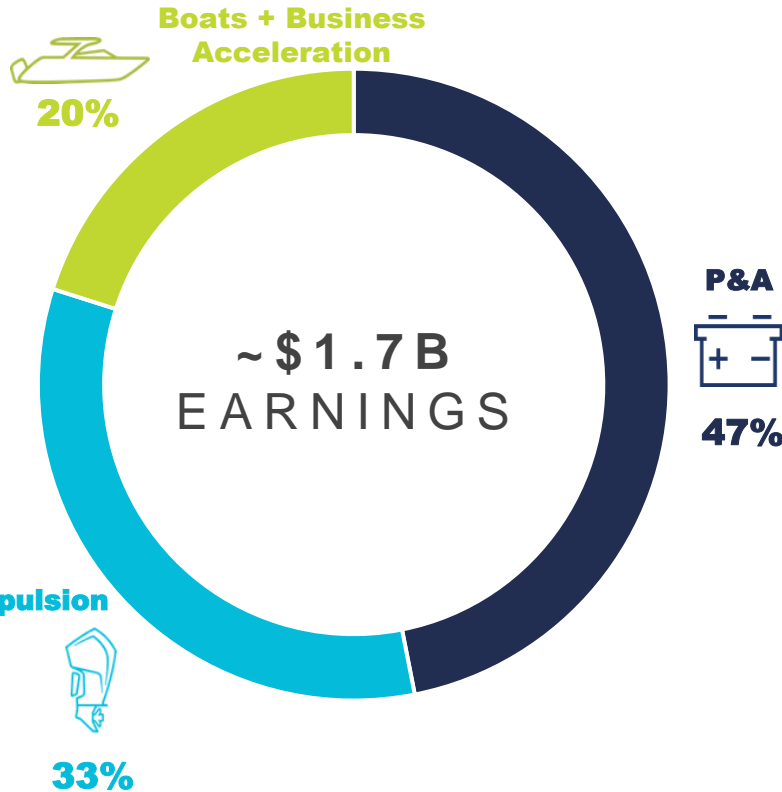
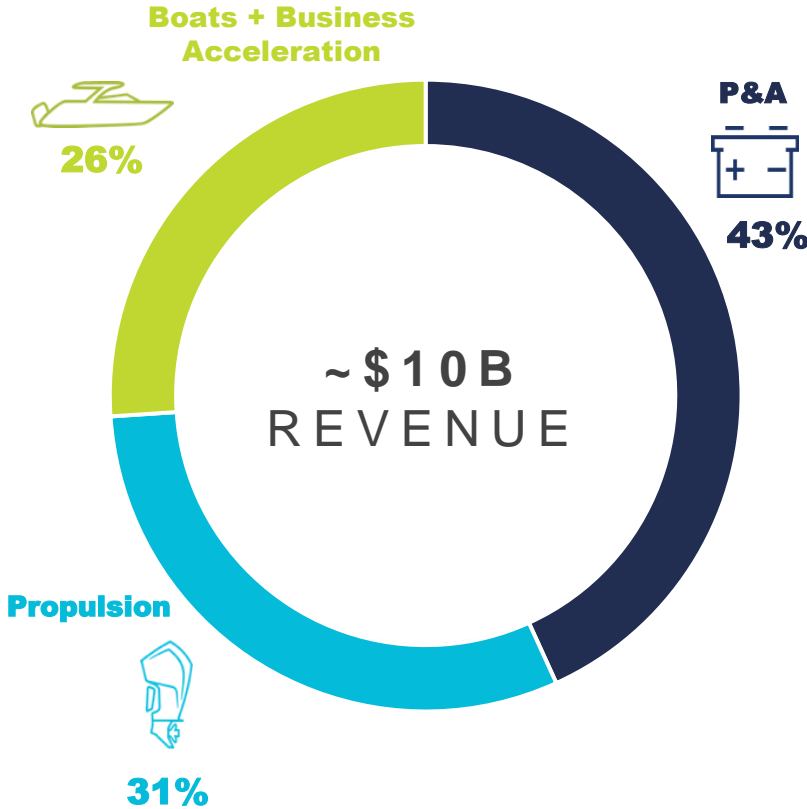
~\$7B
REVENUE

~\$1.1B
EARNINGS



2025

REVENUE OF \$10B



>\$1B
ACES GROSS
REVENUE

50%
RECURRING
REVENUE

17%+
OPERATING
MARGIN

52%
RECURRING
EARNINGS

~\$17
EPS

~\$10B
REVENUE

~\$1.7B
EARNINGS





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