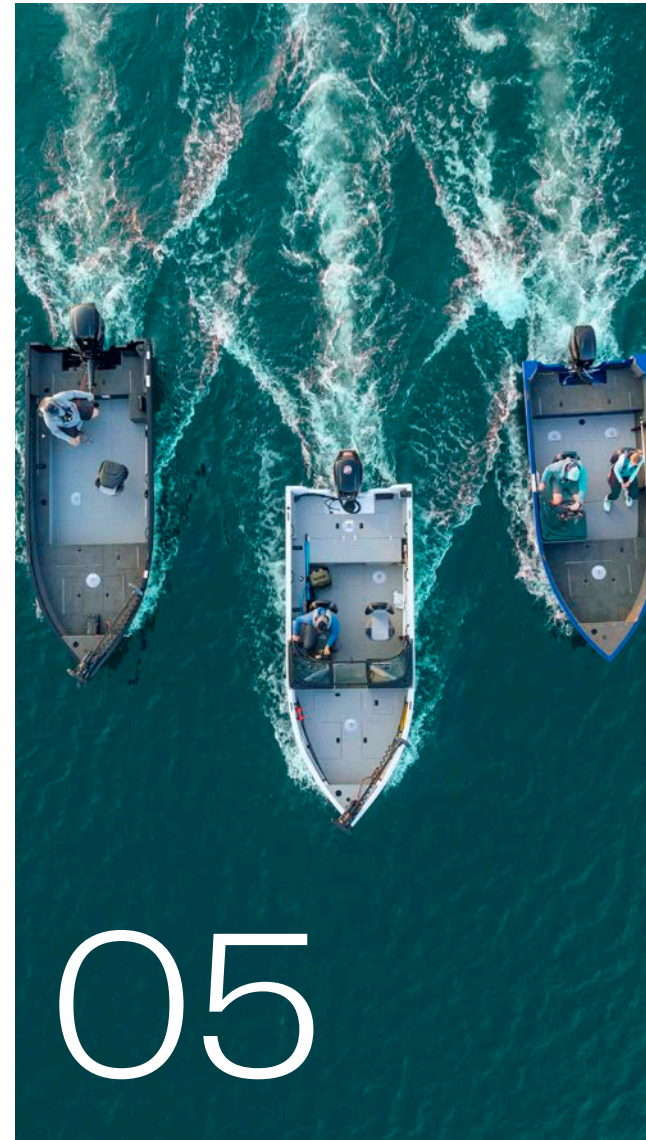


**BRUNSWICK®**  
NEXT NEVER RESTS®



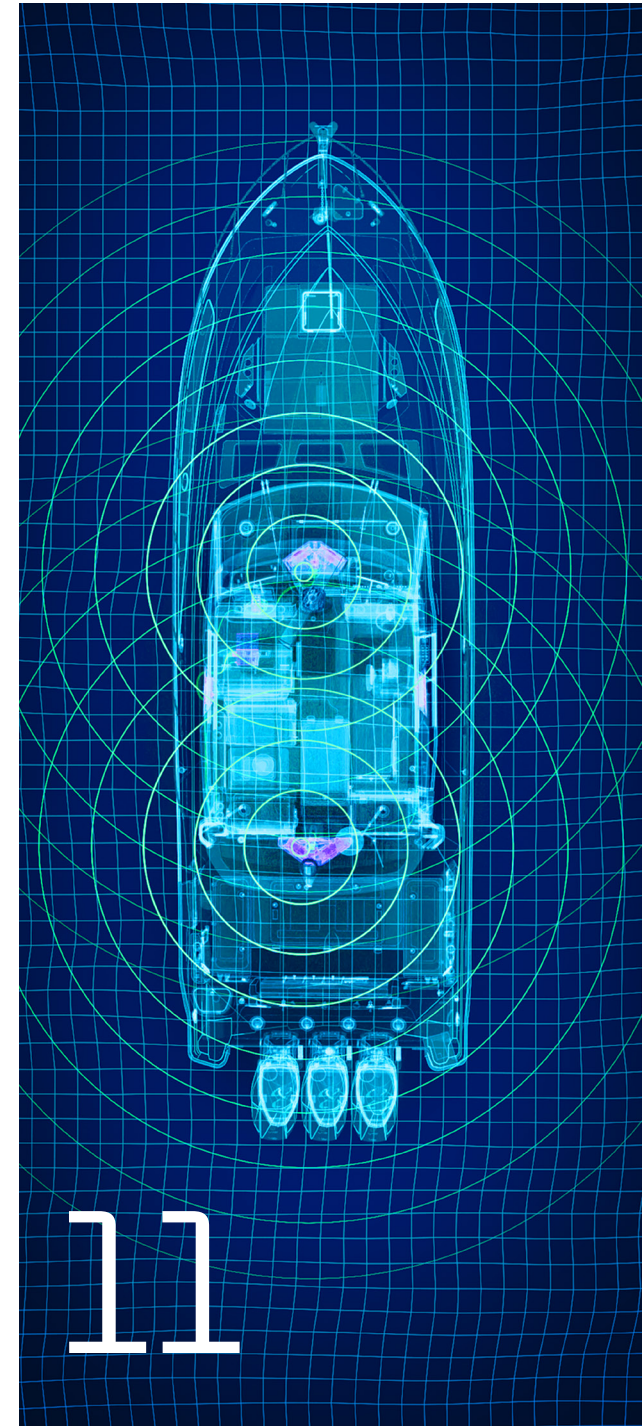
# 2025 Sustainability Report

# Contents



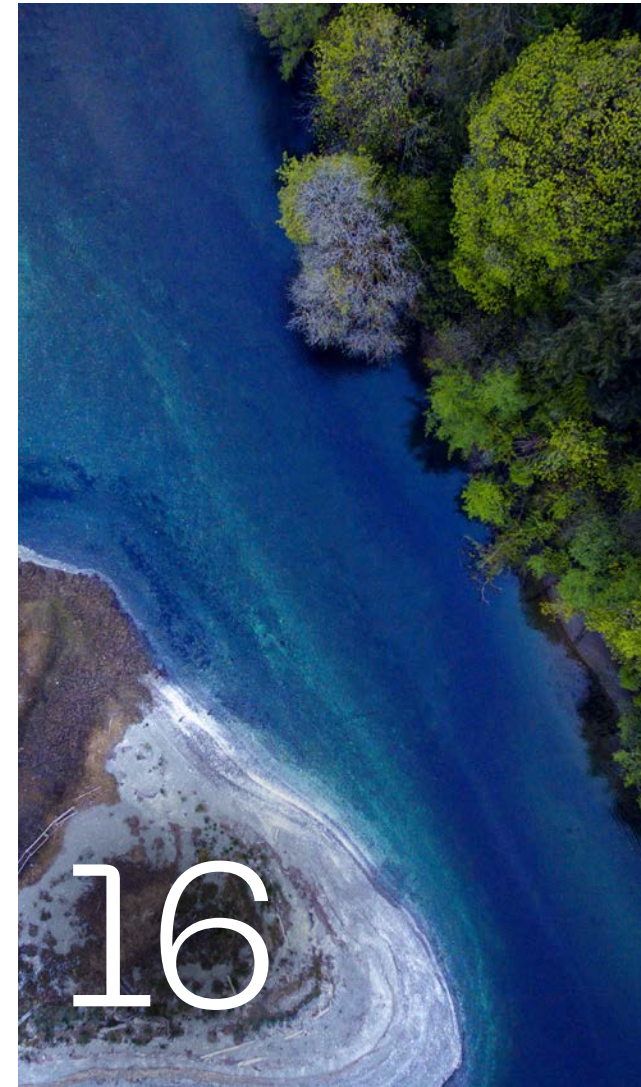
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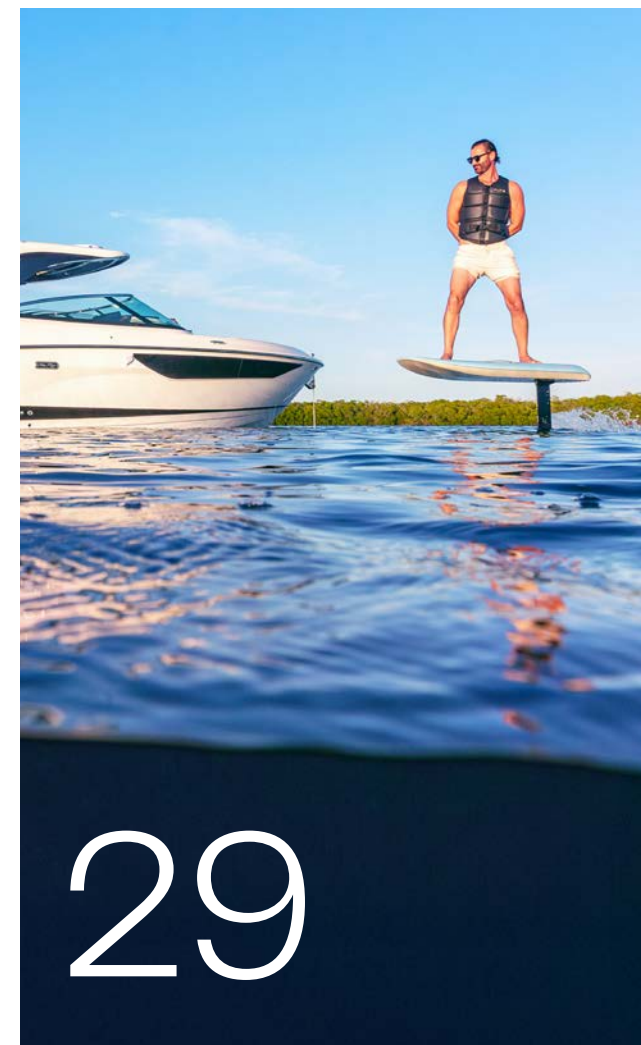


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- Sustainability Initiatives
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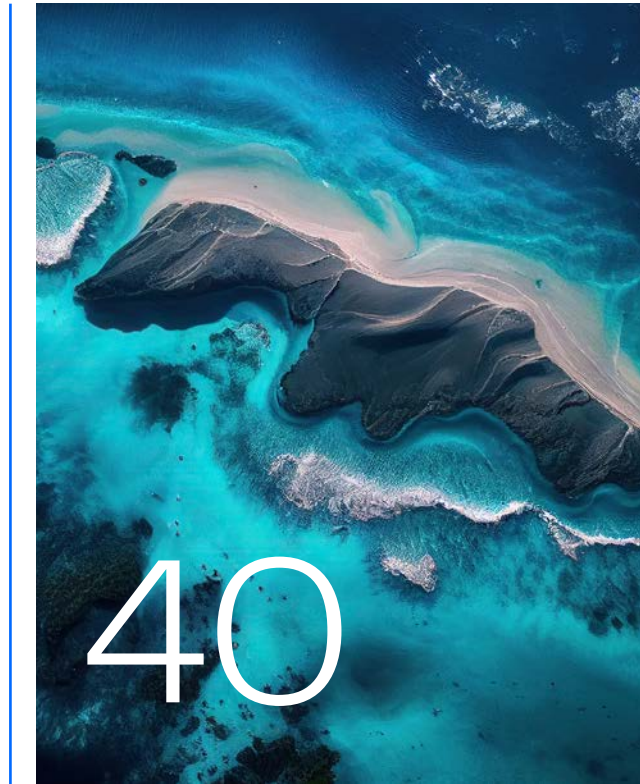
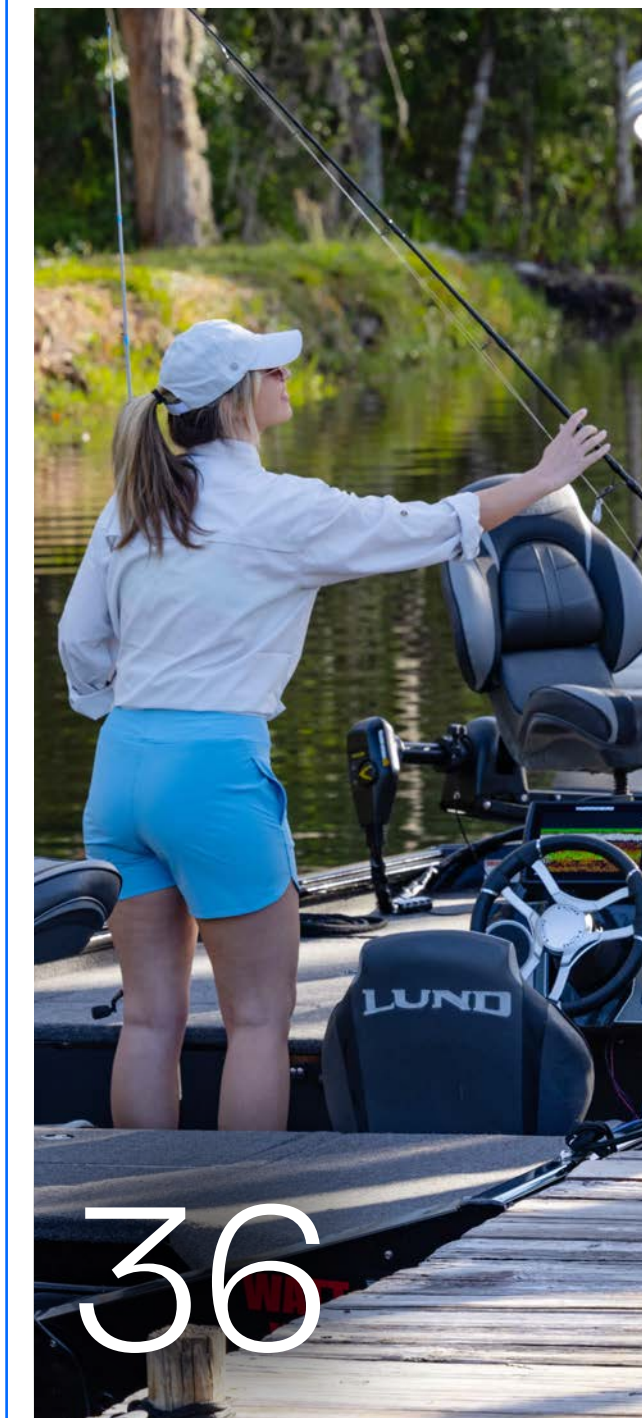
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# A Message from Our CEO and CSO

Innovation and exceptional execution are core to Brunswick's culture. They shape how we operate, how we strengthen performance and how we deliver value to customers and stakeholders. Our 2025 achievements exemplify this commitment, as demonstrated through strong financial results, an expanded portfolio of new products and advancements in sustainability.

In 2025, we met or exceeded key sustainability goals established in 2022. We reduced carbon emissions across Scopes 1, 2 and 3, including a 48% reduction in combined Scope 1 and Scope 2 emissions since 2022, exceeding our 30% target. We also surpassed our renewable electricity goal, matching 74% of companywide electricity consumption with renewable sources through our energy partnerships. In addition, we formalized design for sustainability product development considerations across our operations.

Alongside this progress, we delivered strong financial and operational results. Net sales reached \$5.4 billion, an increase of 2% over 2024 and our first year of net sales growth in three years. We generated \$442 million in free cash flow, reflecting disciplined execution and business resilience.

Innovation remains a key driver of performance. Brunswick teams introduced more than 100 new products in 2025, several of which are highlighted in the Innovation section beginning on page 11. These advancements demonstrate our continued investment in technologies that enhance performance, efficiency and customer experience.

Our people remain central to our success. In 2025, employee commitment to safety resulted in a total recordable incident rate (TRIR) of 1.51 and a lost time incident rate (LTIR) of 0.28 — another phenomenal year of performance well below industry averages. We also improved employee engagement and continued to be recognized as an employer of choice by organizations including Forbes, Newsweek, and Time.

We also expanded our sustainability focus in 2025 to include solid waste management. This year, we are reporting total waste generated at 21 facilities and the percentage diverted through recycling, reuse, or recovery. As reporting expands to additional locations, this data will establish a baseline to support further waste reduction initiatives across our operations.

Looking ahead, we will continue advancing innovation, operational excellence, workforce safety and environmental performance. Given macroeconomic volatility and proposed changes to Greenhouse Gas Protocol reporting standards, we are taking a deliberate approach to refreshing our sustainability goals. We expect to complete this evaluation over the next year and will share updated targets once external standards are clearer and our internal assessment is finalized. In the meantime, our teams remain focused on priority initiatives aligned with our strategy and long-term value creation.

Thank you to our employees and partners for the dedication and collaboration that makes this progress possible.



**David M. Foulkes**

*Chief Executive Officer and Chairman of the Board of Directors*  
Brunswick Corporation



**Jennifer Koenig**

*VP and Chief Sustainability Officer*  
Brunswick Corporation

**48%**

Scope 1 and Scope 2  
emissions reduction  
since 2022

**74%**

Electric consumption  
matched with  
renewable energy

**100+**

New products introduced  
in 2025

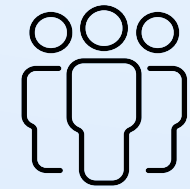
**0.28**

Lost-time incident  
rate (LTIR)

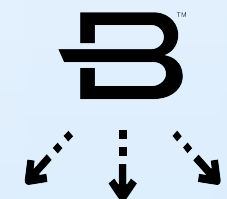


# About Brunswick

# Brunswick at a Glance



~14K  
Employees



60+  
Leading brands



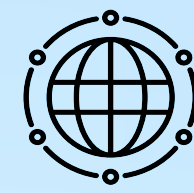
26  
Countries with  
operations



BC  
New York  
Stock Exchange

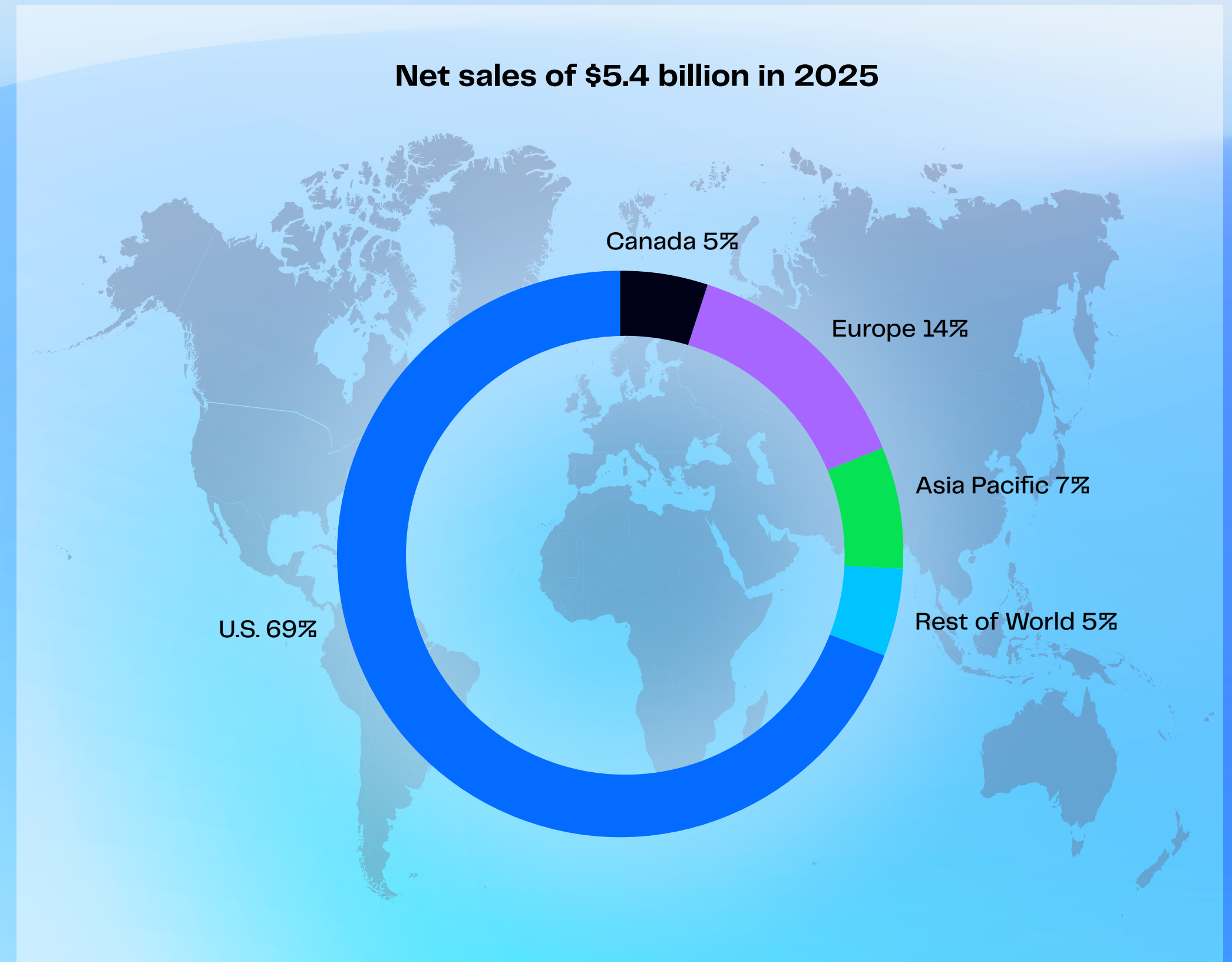


~1,950  
Active global patents



19K+  
Dealers worldwide

Net sales of \$5.4 billion in 2025



# How We Succeed

Brunswick is guided by our belief that “Next Never Rests®” and is guided by the key pillars and principles outlined below.

## Connective Pillar

### Advancing Innovation

Innovation is the heart of Brunswick. It allows us to challenge long-held conventions and revolutionize experiences on the water and beyond. Innovation is what drives Brunswick forward and what excites others to join us as we craft a better, more sustainable future.

## Pillars

### Challenging Convention

We are committed to reimagining the future and creating fresh, technology-driven solutions. Anticipating consumer needs positions us to change the game and elevate the industries we serve. We are passionate, ambitious and inspired to win, but not afraid to fail.

### Pursuing Excellence

Driven and dedicated, we are committed to leading industries. Revolutionary technologies and consistently exceptional execution make Brunswick the most professional business partner, product and service provider and investment opportunity.

### Driven by Human Experiences

Combining engineering and technological expertise with robust consumer insights allows Brunswick to craft harmonious solutions. We are customer-focused, blending the digital and physical for frictionless experiences.

### Delivering on Synergies





Brunswick prioritizes collaborative and dynamic relationships to support the business transformation we strive to deliver. Leveraging our scale and advanced capabilities, we offer engaging experiences to elevate communities, businesses and careers.

## Core Principle

### Championing Sustainability

We recognize our role in connecting people to the world we share by creating experiences on the water and beyond. Our responsibility to a sustainable future extends far beyond the environments we serve. Sustainability is core to our way of business, driving our commitment to a healthy and happy work environment, our leading role in the democratization of boating and improvements to our products across the full life cycle. By making sustainability central to our enduring success, we hold ourselves to a higher standard.

# Progress Toward Our Commitments

Strategy Pillar	Stakeholder Priority Topic	Specific Objective	2025 Progress
 <p>Engaging People</p>	<ul style="list-style-type: none"> <li>Employee safety and health</li> <li>Talent attraction and retention</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an industry-leading safety record</li> <li>Address key employee engagement survey topics</li> <li>Attract and retain talent</li> <li>Lead the industry in democratizing boating</li> </ul>	<ul style="list-style-type: none"> <li>Year-over-year improvements in TRIR and LTIR</li> <li>Global employee engagement score remained consistently strong at 74</li> <li>Received several new employer of choice awards in recognition of Brunswick's culture and community</li> </ul>
 <p>Innovating Products</p>	<ul style="list-style-type: none"> <li>Product innovation and quality</li> <li>Climate mitigation</li> <li>Supply chain sustainability and resiliency</li> </ul>	<ul style="list-style-type: none"> <li>Expand life cycle assessment and supplier partnerships to improve product sustainability</li> <li>Enhance vessel and propulsion efficiency</li> <li>Offer class-leading internal combustion and electric propulsion solutions</li> </ul>	<ul style="list-style-type: none"> <li>Launched Simrad AutoCaptain Autonomous Boating System, a revolutionary advancement in marine technology featuring full auto-docking capabilities</li> <li>Launched the Boston Whaler 330 Outrage and 290 Outrage with Brunswick's T-stepped hull to improve hydrodynamic efficiency and optimize fuel consumption</li> <li>Expanded efforts to leverage recycled plastic as an alternative to wood in Lund and Thunder Jet boats</li> </ul>
 <p>Operating Sustainability</p>	<ul style="list-style-type: none"> <li>Environmental compliance</li> <li>Climate mitigation</li> </ul>	<ul style="list-style-type: none"> <li>30% reduction in Scope 1 and Scope 2 emissions by year-end 2025 (2022 baseline)</li> <li>60% of electricity from renewable sources by year-end 2025</li> <li>Achieve zero waste to landfill from operations at 40 facilities by 2030</li> <li>Maintain a strong environmental compliance program</li> </ul>	<ul style="list-style-type: none"> <li>Reduced combined Scope 1 and Scope 2 emissions by 48% compared to 2022</li> <li>Operationalized on-site solar panels at two facilities, for a total of 11 facilities</li> <li>Matched 74% of electricity consumption with renewable energy certificates</li> <li>Two new facilities met Brunswick's zero waste to landfill standard (90% of operational waste diverted)</li> <li>Completed 13 third-party environmental compliance audits in 2025, resulting in 85% of manufacturing facilities audited over the last three years</li> <li>No material environmental compliance fines or violations</li> </ul>
 <p>Conserving Waterways</p>	<ul style="list-style-type: none"> <li>Marine and freshwater conservation</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize water-based conservation in philanthropic efforts</li> <li>Encourage corporate volunteerism aligned with water protection efforts</li> </ul>	<ul style="list-style-type: none"> <li>The Brunswick Foundation made grants to five marine conservation organizations</li> <li>Approximately 300 employees from 21 locations across 11 countries took part in community clean-up events for Brunswick's Sustainability Week</li> <li>Navico Group partnered with Maccaferri Futura to advance ocean health through cutting-edge marine technology</li> </ul>

# Stakeholder Engagement

Brunswick actively engages our stakeholders to provide key insights into evolving trends, perceptions and expectations. Stakeholder feedback is incorporated into routine enterprise risk management processes and the Company's sustainability materiality assessment.

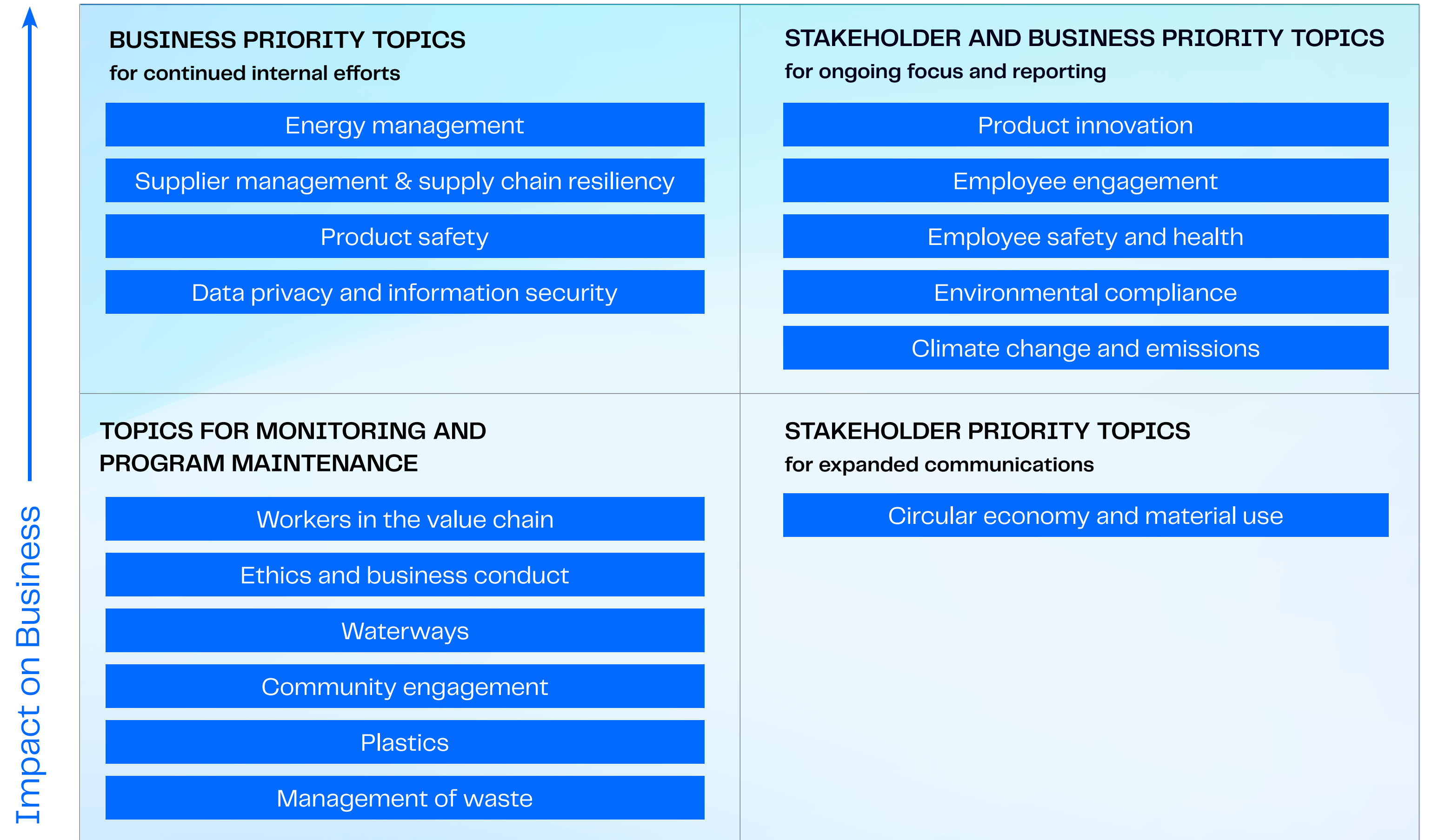
<b>Customers (Dealers, OEMs and Retailers)</b>	<b>Boaters and End Users</b>	<b>Employees</b>	<b>Investors</b>
<ul style="list-style-type: none"> <li>• Ongoing business dialogue</li> <li>• Dealer conferences</li> <li>• Surveys or focus groups</li> <li>• Dealer/OEM training programs</li> <li>• Industry association data and communications</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys and focus groups</li> <li>• Boating events and fishing tournaments</li> <li>• Product warranty information</li> <li>• Freedom Boat Club member feedback, customer data and survey responses</li> <li>• Social media forums and websites</li> </ul>	<ul style="list-style-type: none"> <li>• Annual employee engagement surveys</li> <li>• Facility-specific surveys</li> <li>• Engagements with unions and work councils</li> <li>• Town hall meetings</li> <li>• Manager huddles and team meetings</li> <li>• Brunswick's ethics hotline</li> <li>• Training programs</li> <li>• Websites and social media</li> </ul>	<ul style="list-style-type: none"> <li>• Investor meetings and conferences</li> <li>• SEC filings, investor relations materials and quarterly earnings calls</li> <li>• Annual shareholder meeting</li> <li>• Investor Day events</li> <li>• Feedback from investor rating agencies such as MSCI, ISS, Sustainalytics and the S&amp;P CSA</li> </ul>
<b>Suppliers</b>	<b>Governments</b>	<b>Communities</b>	<b>Trade Associations and Other Organizations</b>
<ul style="list-style-type: none"> <li>• Ongoing supplier dialogue</li> <li>• Periodic site visits</li> <li>• Supplier policies</li> <li>• Supply chain surveys</li> <li>• Supply chain and trade association conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Brunswick participation in government-sponsored task forces or advisory panels</li> <li>• Routine compliance reporting</li> <li>• Routine audits and inspections</li> <li>• Permit request discussions</li> <li>• Educational meetings with state or federal legislators</li> </ul>	<ul style="list-style-type: none"> <li>• Financial contributions and volunteerism</li> <li>• Event sponsorships</li> <li>• Brunswick participation on non-profit and NGO boards</li> <li>• Workforce development efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Trend studies and reports</li> <li>• Special projects or task forces</li> <li>• Employee development programs</li> <li>• Best practice exchanges</li> </ul>



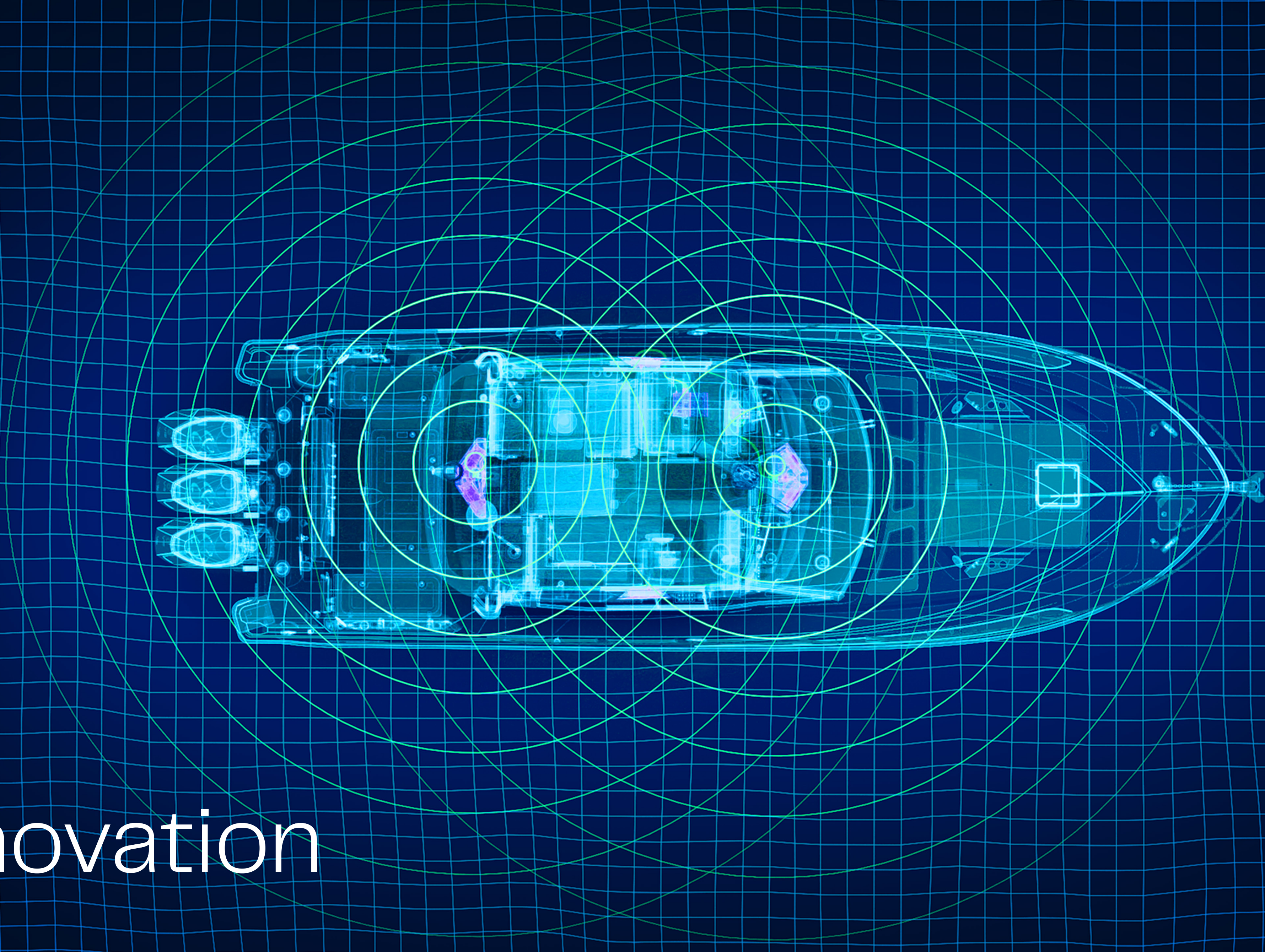
# Sustainability Materiality Assessment

During 2025, Brunswick refreshed its sustainability material assessment. The process followed a blend of the draft European Sustainability Reporting Guidelines (ESRG 1) for assessing double materiality combined with a re-evaluation of Brunswick’s 2022 materiality assessment. Sources of input included prior materiality assessment research and surveys, Brunswick’s enterprise risk surveys, ESG rating agency reports, peer sustainability reports, various trade association reports, topics and subtopics from the European Sustainability Reporting Standards (ESRS), and the Global Reporting Initiative (GRI). A third-party consultant conducted interviews with 25 employees across Brunswick to understand the relevance of ESRS topics and subtopics to the Company and its stakeholders. A cross-functional materiality assessment team then rated relevant Company-specific impacts, risk and opportunities from the perspective of financial impact and potential impact on society or the environment, considering both Brunswick’s perspectives and the potential perspectives of Brunswick’s affected stakeholders, as summarized on the prior page. To better reflect the specific topics relevant to the Company, the assessment team further incorporated topics outside of the ESRS framework and adjusted the phrasing of terms, resulting in 16 key topics for Brunswick’s sustainability program prioritization and reporting.

Brunswick’s materiality assessment was developed to understand and prioritize environmental, social and governance topics from our stakeholders’ perspective as well as to prepare for potential emerging sustainability reporting regulations. This ESG materiality assessment is not intended to represent materiality as defined by the U.S. Securities and Exchange Commission.



Impact on Society and the Environment →



Innovation

# Innovation is the Heart of Brunswick

Brunswick's commitment to innovation is grounded in its mission to empower everyone with confidence-inspiring solutions on the water. This approach reflects a core belief that innovation is not defined solely by advanced technologies, but by the meaningful experiences they enable — making boating more accessible, enjoyable and intuitive for all.

Across products, systems and services, Brunswick consistently pushes boundaries to ensure every on-water interaction is seamless and rewarding. By designing integrated ecosystems in which engines, controls, electronics and boat systems work together effortlessly, Brunswick removes complexity without compromise. This interconnected approach reduces friction for consumers, builds confidence at the helm and transforms boating from a technical challenge into a natural, intuitive experience.

By making boating easier and more inclusive, Brunswick expands access to time on the water — strengthening connections between people, nature and the enduring benefits that boating provides.



# Simrad® AutoCaptain™

## A Breakthrough in Autonomous Boating Technology, Advancing Brunswick's ACES Strategy

In 2025, Brunswick launched the Simrad AutoCaptain Autonomous Boating System, a revolutionary advancement in marine technology featuring full auto-docking capabilities, including docking, undocking and short-distance maneuvering. Unlike assistance-based systems currently on the market, AutoCaptain delivers true autonomous maneuvering, engineered from the ground up with exclusive Mercury Marine propulsion integration and a dedicated Simrad display app experience for a seamless user experience. This product marks a significant milestone in Brunswick's ACES (Autonomous/Assisted, Connected, Electrified and Shared) innovation strategy by improving and easing docking, one of the most challenging aspects of boating.

## Precision Docking, Effortlessly Executed

AutoCaptain provides real-time 360-degree situational awareness. Intelligent adjustments counteract wind, current and nearby obstacles detected by the system, ensuring every movement is smooth and deliberate while under the watchful eye of the captain at the helm. This system takes the stress out of close-quarters maneuvering, allowing boaters to focus on enjoying their time on the water.

## Seamless System Integration

Developed in close collaboration with Mercury Marine, AutoCaptain exclusively integrates with Mercury Marine's advanced propulsion system and intuitive joystick controls. Leveraging a network of cameras, cutting-edge propulsion technology and real-time monitoring via a Simrad display, AutoCaptain delivers a truly unified control experience.

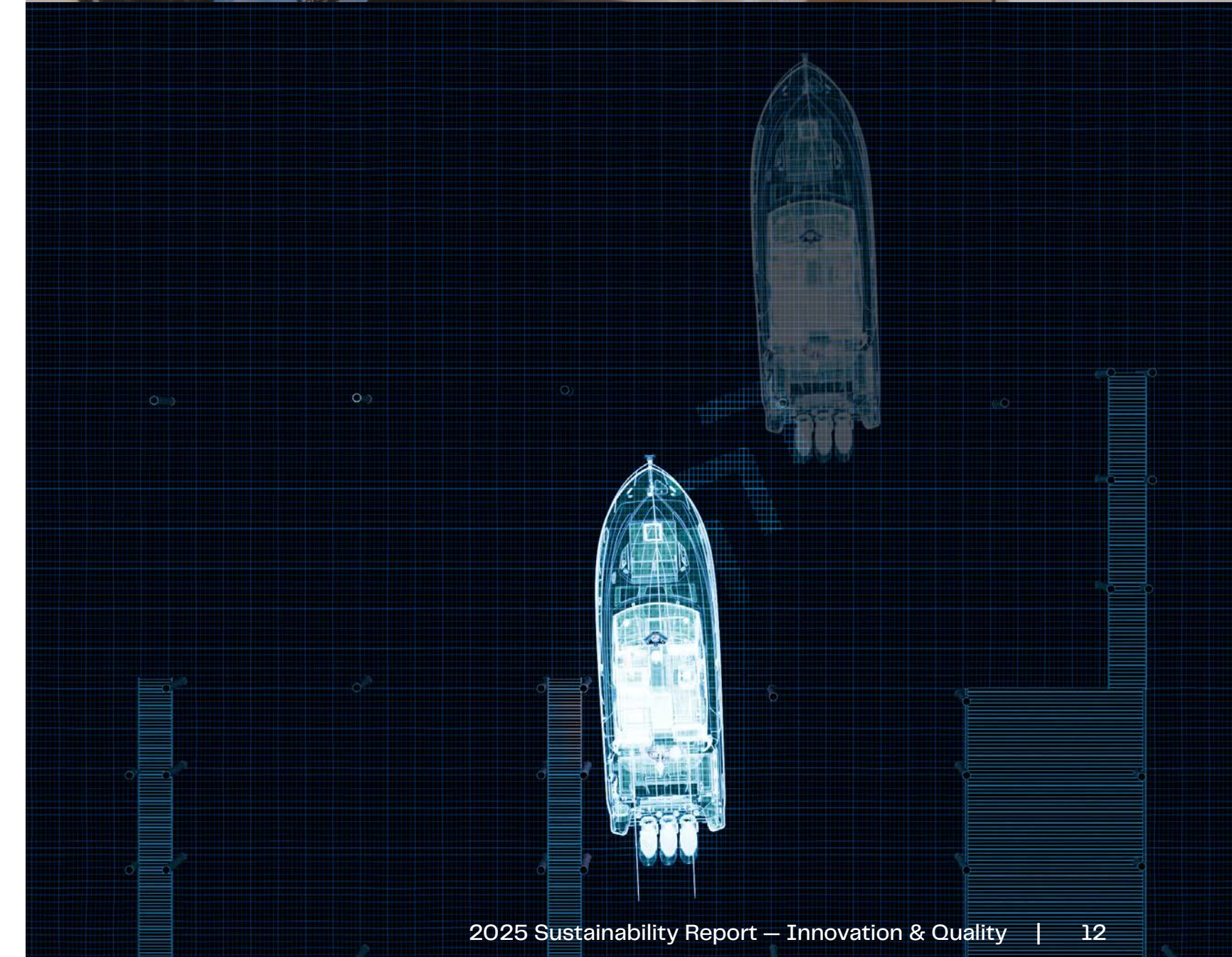
## Built for the Future

AutoCaptain is designed as a scalable, future-ready platform. With the flexibility to support enhancements over time via software updates, the system is built to evolve — delivering smarter, safer and more intuitive boating experiences as new capabilities become available. Whether navigating a marina or docking the boat, AutoCaptain ensures boaters are always one step ahead.

Simrad AutoCaptain made its official debut on Boston Whaler® 405 Conquest models at the Fort Lauderdale International Boat Show, with plans to expand availability through additional boatbuilder partners soon.

## AutoCaptain Recognition

- Consumer Electronics Show's 2026 TWICE Pick Awards
- Digital Engineering Awards' 2026 Engineering Product of the Year — Commendable



# New Products Spotlight



## Sea Ray® SLX 360

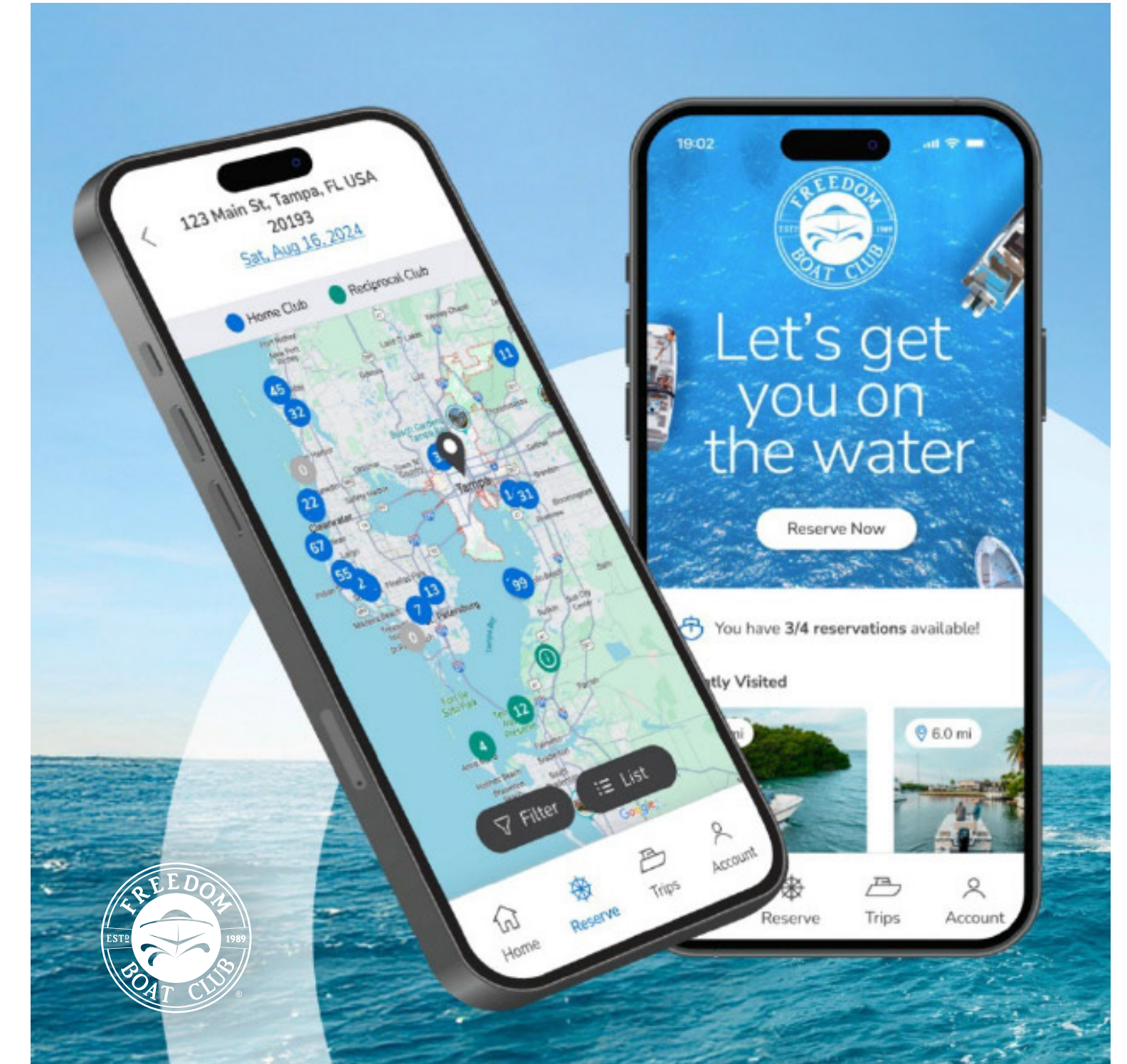
A masterpiece of premium styling and cutting-edge technology, the [SLX 360](#) Outboard sets a new benchmark for large luxury day boats. Developed at Brunswick's Technology Center in Florida, its dynamic 36-foot design delivers a seamless, intuitive onboard experience. Featuring triple Mercury Marine outboards, automotive-inspired controls, integrated power management and ride-enhancing stabilization, every detail is engineered to elevate performance, comfort and confidence.

## Bayliner® C21 and C21i

The all-new [C21](#) model is designed with functional space, modern style and versatile features to enhance the boating experience. Prioritizing comfort and convenience, the C21 offers ample storage, social seating and flexible layouts to suit everyone's needs — whether cruising, relaxing or entertaining. The tech-focused design includes intuitive onboard technology, including inductive phone chargers, VesselView link and Simrad® GO9 screen.

Recognition:

- Moteur Boat Magazine Boat of the Year
- Best of Boats Award: Best Boats for Beginners



## Freedom Boat Club® Mobile App

The [Freedom Boat Club mobile app](#) — available for iOS and Android users — gives all North American and Australian members a seamless way to book and manage reservations, right from their phones. Through the mobile app, members can explore club locations, check boat availability in real-time at their home club or any Freedom location in North America or Australia or manage existing reservations quickly and easily.

### Mercury Marine® 425 hp

The all-new [Mercury Marine V10 425hp Verado®](#) outboard is built for extreme endurance and engineered to dominate. Setting new benchmarks for performance in the high-horsepower outboard segment, the 425hp model delivers exceptional power, acceleration and fuel efficiency while continuing Mercury Marine’s legacy for smoothness and quiet operation.



### Mercury Racing® Conventional Midsection

Mercury Racing introduced a new 15-inch Heavy-Duty CMS (Conventional Midsection) built for the Mercury Racing 200R, 300R and all-new 200 ROS and 300 ROS competition outboards. This shorter midsection incorporates battle-tested components from Mercury Racing’s offshore experience, including forged transom brackets, solid motor mounts, a single-ram trim system and an upgraded drive shaft housing. The design also maintains compatibility with DTS or mechanical controls, Mercury SmartCraft tech and racing accessories like tie bars and side steering.

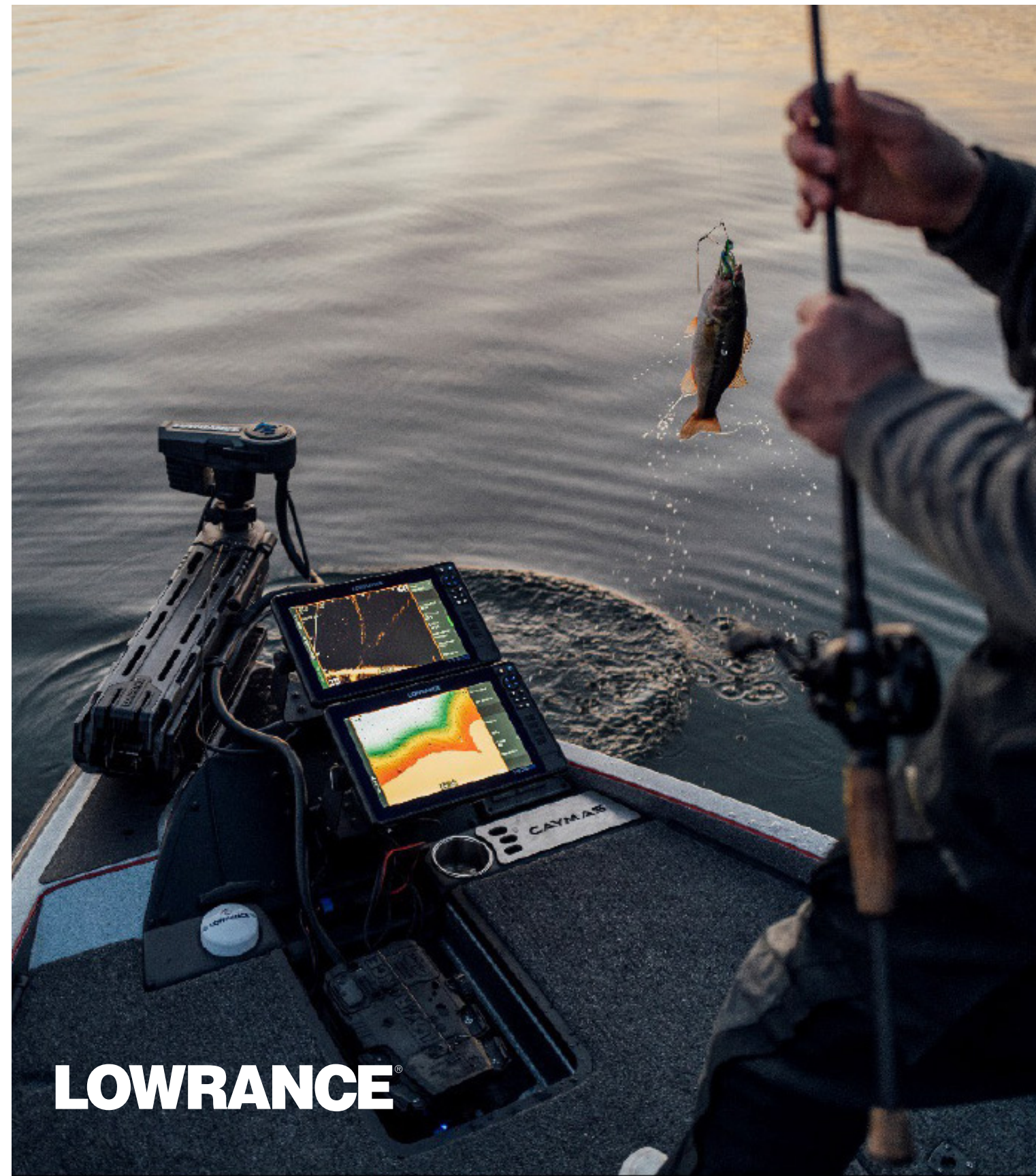
### Flite® x Mercury Racing® RACE

[Fliteboard RACE](#), a collaboration with Mercury Racing, is a new eFoil engineered for elite riders seeking ultimate speed, precision and flawless control. RACE sets a benchmark for high-performance watersports, with a custom RACE impeller built to deliver higher RPMs and reach top speeds of 34 mph (55 km/h, 30 knots).



### Simrad® NSS® 4

The [Simrad NSS 4](#) is the latest premium chartplotter and fishfinder in the Simrad portfolio, offering an elevated design, premium performance and enhanced control capabilities designed for cruisers and offshore sportfishing boats. Whether cruising or fishing, offshore performance is significantly enhanced with the all-new Qualcomm® 8-core processor, enabling smoother page transitions, faster auto-routing and, ultimately, faster boating.



### Lowrance® Ghost® X

[The Lowrance Ghost X](#) 47-inch trolling motor is designed for freshwater and features an enhanced precision directional indicator, increased power and the quietest motor yet. The new trolling motor includes an indicator that provides even greater accuracy and visibility for both sonar and motor direction while delivering a 20% increase in thrust compared to the original Ghost trolling motor, empowering anglers to easily navigate strong currents and dense weeds.

### Simrad® FishCast® powered by ROFFS®

[FishCast](#) powered by ROFFS is an advanced fishing forecast tool built exclusively for Simrad displays and fully integrated into C-MAP® charts. Designed for offshore anglers, FishCast combines over 10 years of fishing forecasting analyses from ROFFS — a trusted leader in professional fishing analysis — with Fathom Science real-time AI-enabled ocean analytics to highlight high-probability fishing hotspots, helping anglers save time, fuel and frustration on the water.





# Environmental Sustainability



# Embedding Life Cycle Analysis in Product Development

During 2025, Brunswick completed integration of sustainability assessments into its high-performance product development (HPPD) process. Three new deliverables were added:

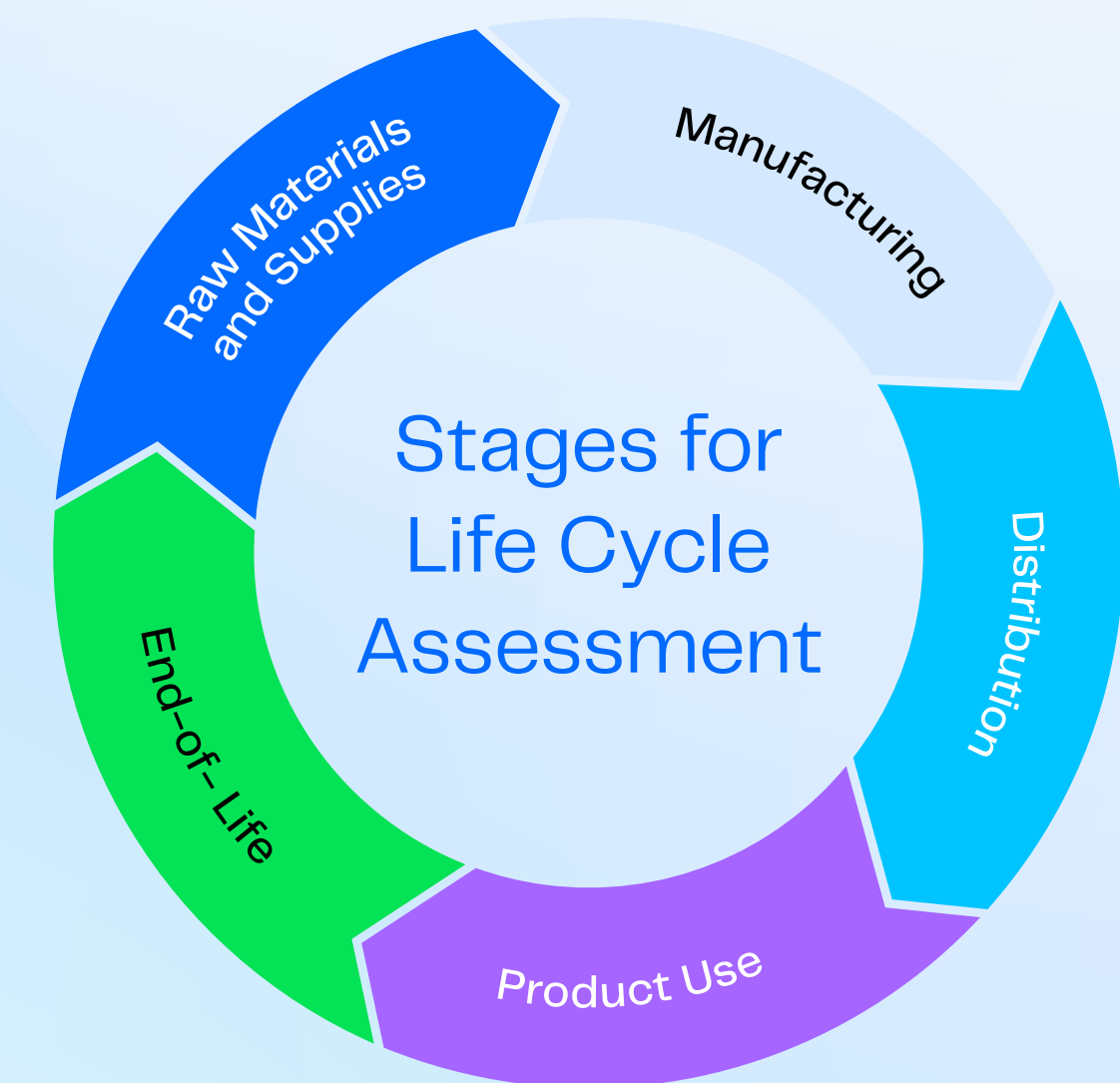
1. A life cycle assessment to understand key drivers of carbon emissions and other environmental impacts.
2. A circularity assessment to highlight potential opportunities for reuse of materials or components.
3. End-of-life product planning such as providing instructions for customers/users on the end-of-life management of products.

Embedding these deliverables into product design identifies opportunities for both cost savings and environmental sustainability that may otherwise be overlooked. Additionally, a design for a sustainability training course was developed, which is one of nine courses required in Brunswick's Lean Six Sigma (LSS) curriculum for employees pursuing LSS status. During 2025, 31 engineers completed the course.

## Life Cycle Analysis in Action

Navico Group and Mercury Marine partnered to pilot Brunswick's new set of sustainability deliverables within the HPPD process. The project focused on a Mercury Marine vessel sensor manufactured by Navico Group. The life cycle assessment identified transportation logistics as a practical opportunity for improvement.

Using this insight, the team modified the bill of materials and reduced product packaging volume, enabling 11 times more units to be shipped on a single pallet. This increase in packing density resulted in an estimated 90% reduction in transportation-related emissions for the new sensor, demonstrating how LCA-informed design adjustments can deliver sustainability benefits with very low implementation effort.



# Energy and Greenhouse Gas Emissions

## Scope 1 and 2 Emissions

**GOAL: 30% reduction target for our Scope 1 and 2 emissions by year-end 2025 from 2022.**

**STATUS: ACHIEVED**

**Compared to 2022, Brunswick reduced its Scope 1 and Scope 2 emissions by approximately 48% including the benefit of retired renewable energy certificates.**

### 2025 PROGRESS:

Brunswick’s 2025 combined Scope 1 and Scope 2 greenhouse gas emissions (GHG) totaled approximately 101 kilotons. Compared to the prior year emissions estimates, Brunswick decreased GHG emissions by 37%. These metrics represent market-based Scope 2 emissions and include the application of 119,578 solar RECs from the Vesper Hornet VPPA and 9,988 RECs from the Alliant Ledgeview REP, reducing approximately 57,758 metric tons of CO<sub>2</sub>e. Combined emissions using the location-based method decreased 1% compared to prior year to 174 kilotons, reflecting a slight decrease in electricity consumption.

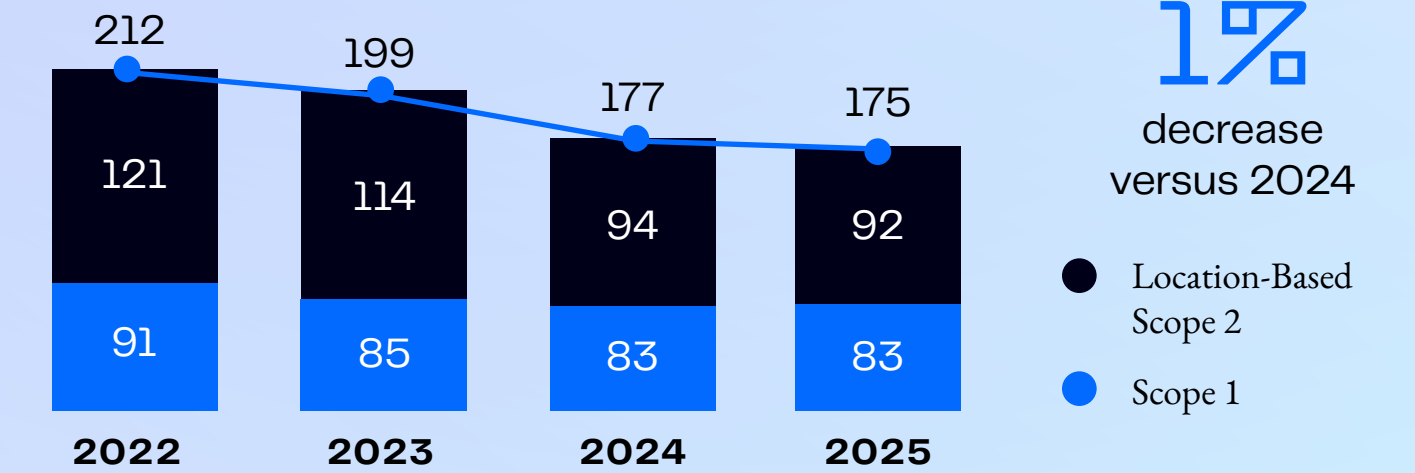
## 2025 KEY INITIATIVES TO REDUCE ENERGY USE AND CARBON EMISSIONS:

**Heat Recovery and Reuse:** Mercury Marine Plant 98 in Fond du Lac installed systems to recover and redistribute heat from various manufacturing process furnaces which eliminated the need for a natural gas-fired make-up air unit to avoid approximately 47,000 therms per year and reducing the plant’s carbon footprint by an estimated 2,500 metric tons of CO<sub>2</sub>e over 10 years, assuming standard emissions factors for natural gas combustion. This effort is in addition to existing heat recovery systems at Fond du Lac’s Plant 17 and the facility-wide air compressor system.

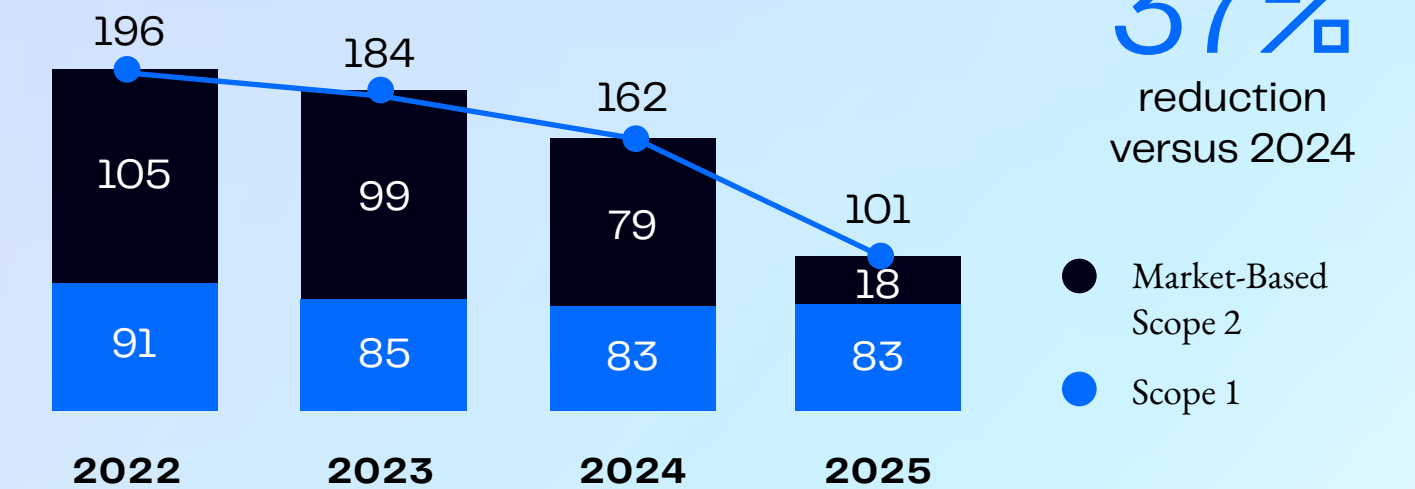
**Overnight Shutdown Program:** The facilities team at Brunswick’s Boat Group manufacturing plant in Reynosa saved an estimated annual 127,000 kWh by shutting down compressors and other equipment that ran in idle overnight. This effort reduced energy consumption from the plant’s lamination area by approximately 13%.

**Brunswick Energy Summit:** With the predicted increases in demand and costs of electricity, 2025 presented the perfect time to heighten awareness of energy trends — and opportunities — among Brunswick’s facility managers through the Company’s first-ever Energy Summit. The summit brought together 15 U.S. facility managers representing 70% of Brunswick’s annual energy usage. Internal and external speakers increased awareness on a range of energy topics including metering, HVAC and air compressor efficiency, energy audits and a case study on applying lean thinking to energy.

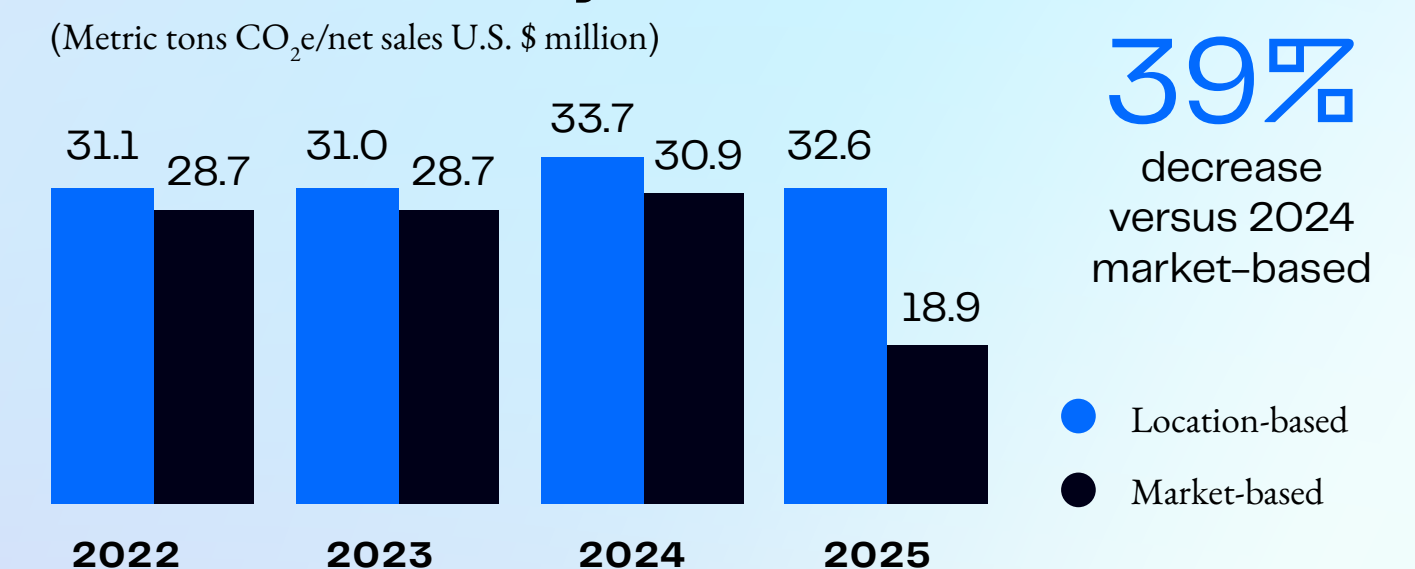
### Scope 1 and Scope 2 Location-based Emissions (CO<sub>2</sub>e kilotons)



### Scope 1 and Scope 2 Market-based Emissions (CO<sub>2</sub>e kilotons)



### Net Carbon Intensity (Metric tons CO<sub>2</sub>e/net sales U.S. \$ million)



## Renewable Energy

**GOAL: 60% of electricity from renewable sources by year-end 2025 (renewable energy certificates).**

### STATUS: ACHIEVED

**During 2025, 74% of Brunswick's electricity consumption was matched by renewable energy certificates.**

**Additionally, 11 of Brunswick's facilities have on-site solar arrays which generated an estimated 3.7 million kilowatt hours (kWh) of electricity for their local grids, or about 2% of Brunswick's electricity consumption.**

### 2025 PROGRESS:

During 2025, two additional Brunswick facilities operationalized on-site solar arrays, bringing our total to 11 locations generating renewable energy across the Company. The Land 'N' Sea marine and RV wholesale distribution facility in Old Lyme, Connecticut activated a system expected to produce more than 325,000 kWh annually, covering roughly 25% of the site's yearly electricity needs. Additionally, the Navico Group Whale facility in the United Kingdom (which manufactures a range of water and heating system products for use in marine, RV and shower drainage environments) activated an array projected to generate 215,000 kWh each year, meeting about 18% of its annual energy demand. Together, the two arrays will reduce greenhouse gas emissions by approximately 115 metric tons, an amount equivalent to approximately 128,000 pounds of burned coal.

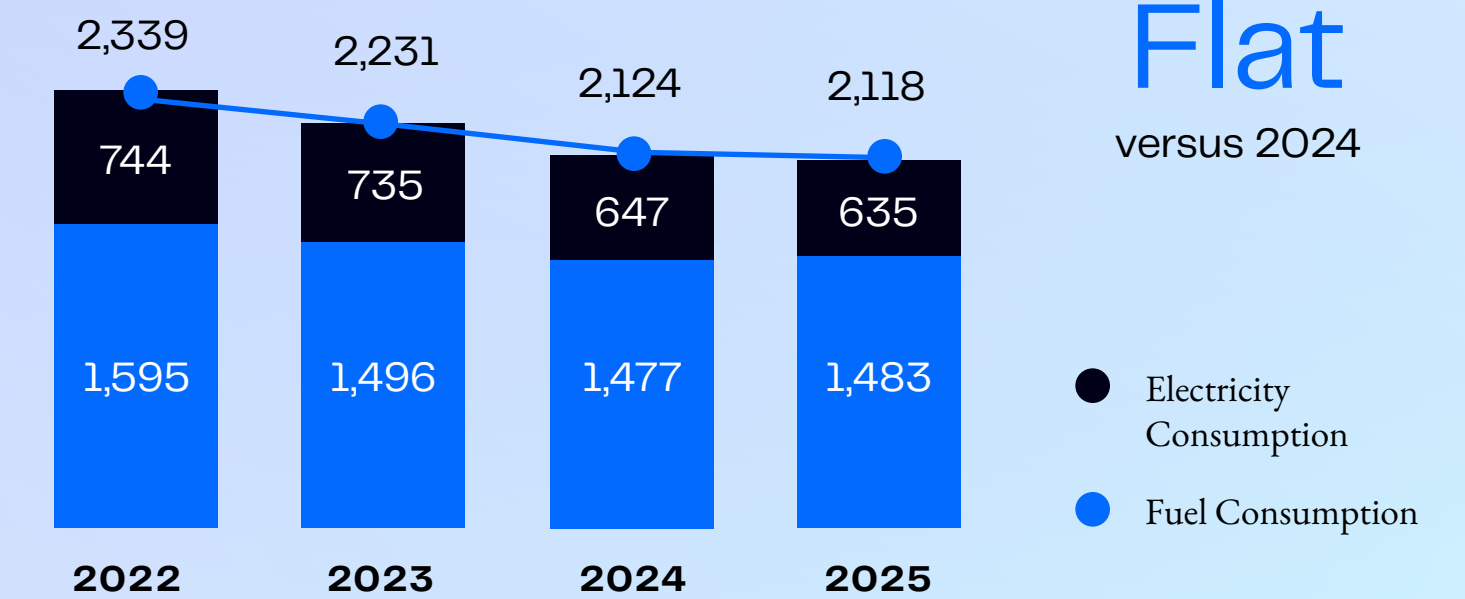
2025 also marks the first full year of operation for Brunswick's two community solar partnership agreements. The 600-megawatt Hornet Solar Project in Texas developed by Vesper began commercial production



of electricity at the beginning of 2025. This project should generate enough clean energy to power approximately 150,000 homes annually. Additionally, the 5-megawatt Ledgeview Community Solar Project in Fond du Lac County, Wisconsin, developed by Alliant Energy in partnership with Mercury Marine, started operations during the summer of 2024. With a full year of operation in 2025, the project generated more than 9.9 million kWh of electricity for the local community. See Data Tables at the back of this report for REC details and retirements.

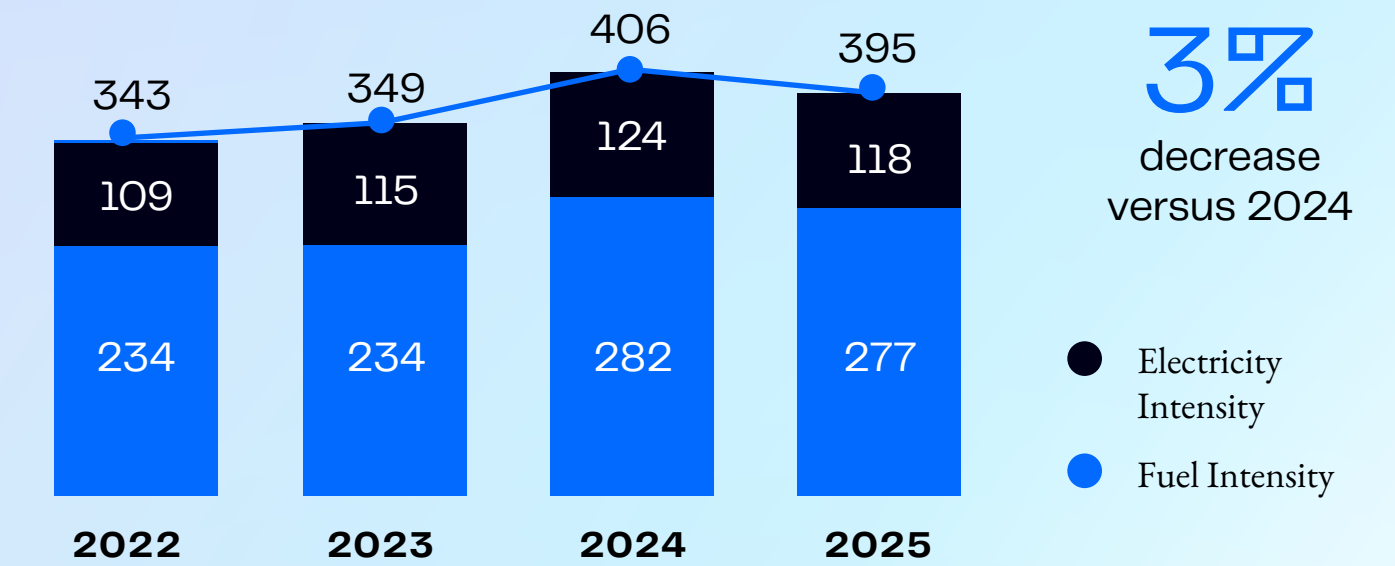
### Energy Consumption

(TJ)



### Energy Intensity

(GJ/net sales U.S. \$ millions)



**74%**

Match of renewable energy to global electricity consumption



### Scope 3 Greenhouse Gas Emissions

Brunswick’s 2025 absolute Scope 3 GHG emissions totaled approximately 2,665 kilotons, a decrease of approximately 3% compared to 2024. The decrease in 2025 was primarily from Category 11 — use of sold products and a shift in the mix of engine horsepower. Following the Greenhouse Gas Protocol, Brunswick reports the full lifetime of an engine’s GHG emissions in the year an engine is manufactured, making use of sold products the majority of Brunswick’s emissions profile (78% of Scope 3 emissions during 2025). U.S. industry retail boat units were down about 9% for the year with Brunswick internal U.S. retail outperforming the market. Full year U.S. outboard engine industry retail was down slightly, while Mercury Marine market share leadership remained solid.

Purchased goods and services, which includes raw materials used in the manufacture of Brunswick’s products, is the second largest contributor of Scope 3 emissions at 15%.

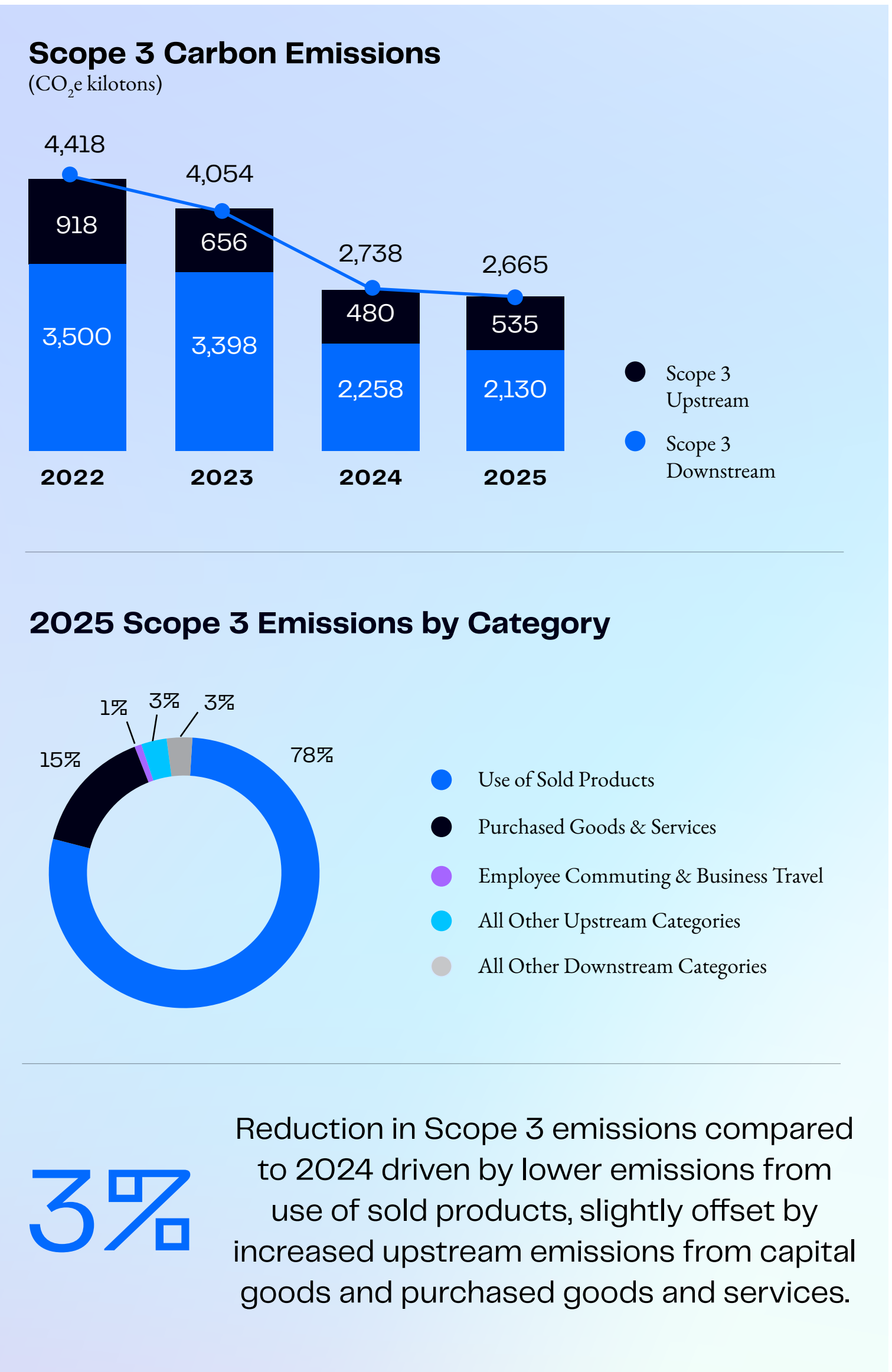
### Third Party Verification

Brunswick’s [global usage of energy](#) (including renewable energy on-site generation and matching from RECs) and [Scope 1, 2 and 3 GHG emissions](#) inventories were verified in accordance with ISAE 3000 (Revised) and/or ISO 14064-3: 2019 by Keramida.

### Environmental Sustainability Recognition

Brunswick was honored to receive the following recognitions for its sustainability efforts:

- Brunswick received a B rating from CDP for its [climate change disclosure](#) as well as its supplier engagement assessment.
- Brunswick was named to Newsweek’s list of America’s Greenest Companies for 2026.
- Mercury Marine received Green Masters status from the Sustainable Business Council for the 15th consecutive year and also was recognized as a top performer in energy management.



# Lean and Green Micro Initiatives

Continuous improvement and Lean Six Sigma (LSS) are part of Brunswick's culture, with our teams implementing hundreds of improvement projects each year. Many projects also have sustainability benefits. These lean and green micro initiatives are examples of recent improvement projects that collectively showcase sustainability in action and drive positive change.

## **New York Mills Paint Waste Reduction**

The exterior paint finish on Lund aluminum fishing boats is key to the boat's aesthetic appeal, reinforcing the quality and craftsmanship of the Lund brand. Yet commercial paint processes are energy and resource intensive. A team at Lund implemented a LSS project to improve paint efficiency. The effort resulted in a 38% paint waste reduction and shortened process time when routinely flushing the system, which reduced energy consumption.

## **Optimizing CNC Cutting at Sea Ray**

Between 2023 and 2025, Sea Ray's manufacturing team in Vonore, Tennessee completed approximately 20 different LSS projects aimed at optimizing the number of components cut via CNC machines from sheets of various materials. The effort not only reduced the amount of plywood, engineered overlay boards, Formica and plastic sheets required, but it also reduced the amount of scrap waste required to be landfilled (or recycled, in the case of plastics). For plywood alone, the project has reduced use by an estimated 900 sheets per year.

## **Navico Group Asia-Pacific Logistics**

Brunswick's Navico Group continues to refine integration and streamline operations. A logistics team recently consolidated sourcing and distribution logistics routes to and from Asia. The project addressed more than 250 products. Estimates indicate the effort reduced greenhouse gas emissions from freight by 45% savings more than 7,100 metric tons of CO<sub>2</sub>e as well as decreased logistics costs.

## **New Circular Process Introduced for MerCruiser Engine Catalysts**

MerCruiser stern drive engines typically contain two catalytic converters which treat engine exhaust to remove emissions. Each catalyst contains approximately 0.5 to 4 combined grams of the precious metals palladium and rhodium in a "washcoat" covering of a honeycomb filter. Unlike automotive catalysts which are easy to recycle, marine catalysts have a more complicated design that protects the catalyst from water but, as a result, make recycling the washcoat metals at end of life more difficult.

During 2025, Mercury Marine engineers in partnership with two recycling companies developed and piloted a new process for recovering approximately 96% of the palladium and 85% rhodium from end-of-life catalysts and incorporating the metals into new MerCruiser catalysts. MerCruiser engines now include this precious metal salvage process reducing demand for virgin material and raw material costs.



*End-of-life catalyst*

# Alternatives to Wood – Utilizing Recycled Plastic



## Balsa Wood Replaced with Material Made from Recycled Plastic Bottles Across Brunswick

Five years ago, Brunswick reported that it was transitioning to Gurit Kerdyn™ PET recycled foam as an alternative to balsa wood for filler material on all fiberglass boats. Since that time, Brunswick teams completed the transition. By using the Kerdyn product, Brunswick provided a circularity solution for 4.5 million plastic water bottles in 2025 that otherwise would have gone to landfill.



## Lund Pursues Wood-Free Construction

Lund Boats has a proud history as a premium fishing boat with durability and long-lasting performance. To extend that brand promise, the Lund team has been on a journey to remove wood as a component on all Lund Boats. As of year-end 2025, most Lund models had achieved this goal.

Historically, marine-grade treated plywood was used as the primary material for transoms, floor decking, side panels and parts of the seats. This wood material was replaced with various composite materials, including materials made from recycled plastic bottles. Altum's Altumate composite board is one material used on Lund floor panels.

Altumate panels will not absorb water, thereby eliminating the risk of wood rotting over the life of the boat. The panels are up to 20% lighter than plywood alternatives, supporting better fuel economy. For Lund owners, this means lower maintenance and low lifetime cost boat. And since the panels are made from recycled plastic bottles, Lund has not only reduced the need for wood products treated with chemicals considered hazardous, but it used approximately 3.7 million recycled plastic bottles in its 2025 production.

## Thunder Jet Leverages Recycled and Recyclable Decking

During 2025, Thunder Jet also began a transition to wood-free decking. Partnering with Supersede, Thunder Jet transitioned to an engineered marine board that is 100% waterproof and made from approximately 66% post-industrial and/or post-consumer plastic. As a bonus, all scrap material left over from the manufacturing process is returned to Supersede to be recycled into new sheets, reducing the amount of treated plywood scrap sent to landfill. This change will eliminate the purchase of approximately 100,000 pounds of treated lumber per year and reduce maintenance expenses for boat owners, extending Thunder Jet's reputation for durability, performance and advanced construction in jet fishing boats.

# Reusable and Sustainable Packaging



Across Mercury Marine’s propulsion operations, sustainable packaging has been embedded in the Company’s practices for more than 20 years. This commitment spans packaging for components manufactured internally, components sourced through Mercury Marine’s global supply chain and finished goods shipped to customers. Mercury Marine embraced these principles because of the value delivered in product integrity, optimized logistics, cost efficiency and environmental responsibility.

Manufacturing operations in Fond du Lac use reusable containers — such as wire baskets and collapsible bins — exclusively for part transportation and presentation. For components supplied by other Mercury Marine facilities across North America, corrugated packaging that contains an average of 35% post-consumer recycled content is used. These materials are subsequently recycled at the Fond du Lac facility after use. In addition, Mercury Marine has developed more than 400 unique returnable packaging solutions for components sourced from third-party suppliers in

North America, and reusable designs have been implemented for certain international suppliers as well.

For Mercury Marine’s finished goods, sustainability remains a core design principle. All V6, V8, V10, V12 and MerCruiser engines shipped within the United States are transported in large, reusable containers that are returned to Mercury Marine and redeployed multiple times. Outboards manufactured outside the U.S. are shipped in either corrugated packaging or steel-and-wood crates — both offer high levels of recyclability. The Company also engineered its packaging systems to maximize sea-container cube utilization, reducing material requirements and lowering the carbon impact associated with global transportation. Parts and accessories are primarily packaged in paperboard or corrugated materials containing recycled content, and when plastic packaging is used, Mercury Marine prioritizes options with high levels of post-consumer recycled content.

In addition to receiving 175 horsepower and above engines from Mercury Marine in reusable containers, Brunswick Boat Group manufacturing locations in the U.S. receive most of their windshields in returnable containers as well as bimini tops for Sea Ray boats. Other components, such as helm and steering cables, are bulk packed which reduces waste in packaging and transportation.

Lowrance and Simrad electronics brands have transitioned to sustainable packaging as the standard for final products. Exterior primary product packaging is made from recycled cardboard or paper. Styrofoam padding was replaced with compostable materials and plastic bags were replaced with water-soluble polymer bags.

# End-of-Life Management for Batteries



In anticipation of EU battery regulations, Brunswick expanded its battery “Re-X” opportunities. Re-X refers to the concept of sustainability and materials efficiency in product design that allows materials or components to be reused in one of many ways at end of life.

For Mastervolt batteries or batteries used in Avator electric outboards, Brunswick established processes to return/recover, repair, reuse or recycle batteries put onto the market. Warranty return, repair and/or reuse is

currently handled by Brunswick facilities. For end-of-life management for larger batteries, Brunswick partnered with Vesco Clean Energy and RENEOS for collection and recycling. Brunswick’s dealers, distributors and boat builder customers in Europe are encouraged to send applicable batteries to central collection facilities for disassembly to recover certain metals, recycle specific plastics and properly dispose of materials that cannot be salvaged. Brunswick expects to expand the Re-X program.

## Re-X Opportunities Defined

### Re-pair

Fix a product that is not functioning properly

### Re-turn

Send back to manufacturing facility for recovery and resale

### Re-use

Accept a returned product for use in the same application

### Re-cycle

Break down product into components for reuse

### Re-purpose

Find a new use for a product by modifying or combining it

### Re-furbish

Restore a product to its original condition



# Environmental Compliance Management

Brunswick's manufacturing facilities are subject to federal, state and/or local environmental regulations and some may operate under air, water, storm water or hazardous waste permits. We maintain an environmental compliance assessment program to help ensure manufacturing and distribution facilities uphold our commitment to regulatory compliance. This program encompasses a review of systems for managing environmental compliance that closely follows ISO 14001 guidelines. These systems and processes include identification of environmental hazards, annual monitoring, measurement of annual inventory, routine reporting, auditing for compliance, maintaining a documentation system for audits and corrective actions, maintaining standard operating procedures and routine employee training.

All our manufacturing and distribution facilities have designated employees who are responsible for the oversight of the program and ensuring appropriate training of staff. Our training programs include a range of topics specific to a facility's operations, potentially covering materials management, handling and storage of chemicals and materials, waste management, effluent or storm water management, transportation of materials and other topics required by regulation. The site's environmental manager is also responsible for maintaining detailed emergency preparedness and response plans within the Company's Safety Management System.

To ensure effective performance of its environmental management system, the Company engages third-party experts to conduct environmental compliance management assessments. Brunswick strives to audit each manufacturing facility at least once every three years. Audits are also conducted at distribution and service locations, with less frequency at these facilities with fewer environmental aspects to their operation. Any findings

that result from such audits require the development and implementation of corrective action plans, which are monitored by Brunswick's Corporate Environmental Compliance office. During 2025, 13 environmental compliance audits were conducted, resulting in 85% of Brunswick's manufacturing facilities audited since 2023.

We are pleased to report that Brunswick incurred no material environmental compliance fines or violations during regulatory inspections held in 2025.

## Emergency Response Preparedness

In compliance with U.S. regulations under the EPA, OSHA and other applicable laws, our manufacturing facilities established comprehensive emergency response plans to ensure the safety and wellbeing of our employees, the community and the environment. These plans are site-specific and include detailed procedures for immediate action in the event of various emergencies, such as chemical spills, fires, natural disasters, employee medical issues and other potential hazards, as appropriate for each facility. Our emergency response protocols are regularly reviewed and updated to align with the latest standards and best practices. Additionally, we conduct routine training sessions so that personnel are prepared to respond effectively in emergency situations. By prioritizing preparedness and adherence to applicable laws, we demonstrate our commitment to sustainability and the protection of all stakeholders.

## Regulated Materials and Trade Compliance

Brunswick is also subject to a range of regulatory requirements related to the products we create and the way we place them on the market. Our product and trade compliance teams follow data management practices

that identify, track and report Substances of Very High Concern (SVHCs) and Hazardous Materials as defined by global chemical and materials regulations. These practices are designed to align with key regulations such as US EPA TSCA, EU REACH, California Prop 65 and EU RoHS. We take a forward-thinking approach by collecting data relevant to our scope as soon as regulatory language is released, ensuring our products comply ahead of the deadline whenever possible. Our buyers keep the conversation going with our suppliers through regular communications, sharing those updates and maintaining their cooperation to serve our compliance needs. Our compliance strategy includes the identification and control of hazardous and regulated substances as well as the appropriate classification, labeling and packaging of products. As part of our routine processes, we screen dealers and suppliers for historic trade compliance violations, sanctions or adverse media events. Our trade activities are audited regularly, and we are committed to upholding the complex material compliance requirements where we source, operate or sell products.

## Preparing for EU Deforestation Directive

In anticipation of enforcement of the European Union Deforestation Directive, Brunswick completed the data collection to determine which purchased wood and natural rubber products would be considered in scope under the Directive. The Company will be prepared when the Directive is effective.

## Hazardous Waste Management

We monitor the volume of hazardous waste created and the disposal of that material at many of our facilities as part of our environmental compliance practices. Our reporting includes all facilities in the U.S. that generate reportable hazardous waste per the U.S. EPA, plus facilities in Mexico, Canada and New Zealand using similar reporting standards. During 2025, hazardous waste volumes decreased 5% to 479 metric tons. The reduction primarily reflects the return to an in-house hazardous waste treatment process for engine corrosion protectant at the Mercury Marine facility in Juarez, Mexico. Approximately 73% of hazardous waste in 2025 was handled as recycling, fuel blending or energy recovery.

## VOC Emissions

The polymerization of the resins and gel coats used to manufacture our fiberglass-reinforced plastic boats and parts result in the emission of volatile organic compounds (VOC). We strive to comply with VOC related regulations and operate within our permit limits. Additionally, we evaluate new, low-VOC emission materials and processes in an effort to reduce emissions while maintaining the quality and durability of our products. During 2025, VOC emissions were 586 metrics tons, consistent with 2024.

## Solid Waste Management (Non-Hazardous)

To align with best practices for Sustainability reporting, this year Brunswick's started reporting the generation of solid waste from operations along with the breakdown of disposal methods. For 2025, reporting includes 21 facilities out of approximately 85 Brunswick global locations, including the largest manufacturing complex (Mercury Marine in Fond du Lac).

Among these 21 facilities, Brunswick generated 24,667 metric tons of waste, of which 77% was diverted from landfill. Metals for recycling — specifically scrap aluminum from casting operations and boat building — is the single largest waste stream by mass, based on current reporting.

Metals account for about half of the reported 2025 solid waste. The Company expects that landfill diversion percentage will decline over the next several years as the larger fiberglass boat plants and other manufacturing or distribution are incorporated into reporting.

Brunswick continues its efforts for key facilities to operate at zero waste to landfill (ZWTL), which by the Company definition includes 90% diversion of operational waste. Among manufacturing locations, three aluminum boat facilities in the U.S. achieved and maintained this level of diversion. Four larger Navico Group facilities (two of which were new ZWTL sites for 2025) and two Mercury Marine manufacturing locations also met the standard, with Mercury Marine in Belgium further certifying their waste diversion rate. Finally, several distribution locations in the U.S. and Canada operate at 90% diversion from landfill.

Reducing waste to landfill is a complex process that requires long-term dedication from facility management and staff. Key actions at the facility level include:

- Identifying and categorizing waste streams.
- Working with local waste and recycling partners to identify and manage cost-effective alternatives to landfill.
- Establishing segregated and well labeled collection bins or areas for designated waste streams.
- Training staff on the value of waste diversion and segregation processes.
- Routinely monitoring and analyzing waste data.

Across Brunswick and its wide range of manufacturing facilities, there are dozens of different solid waste streams including cardboard, wood, metals, plastics, wire, drums, electronics, batteries, light bulbs, lubricants and fiberglass. Facility managers seek to identify alternative uses when possible, but not all materials have a viable alternative to landfill (fiberglass scraps, for example). Brunswick teams incinerate with energy recovery, if available, and waste partners also use some of our waste material as cover at landfills.

## Water Usage and Management

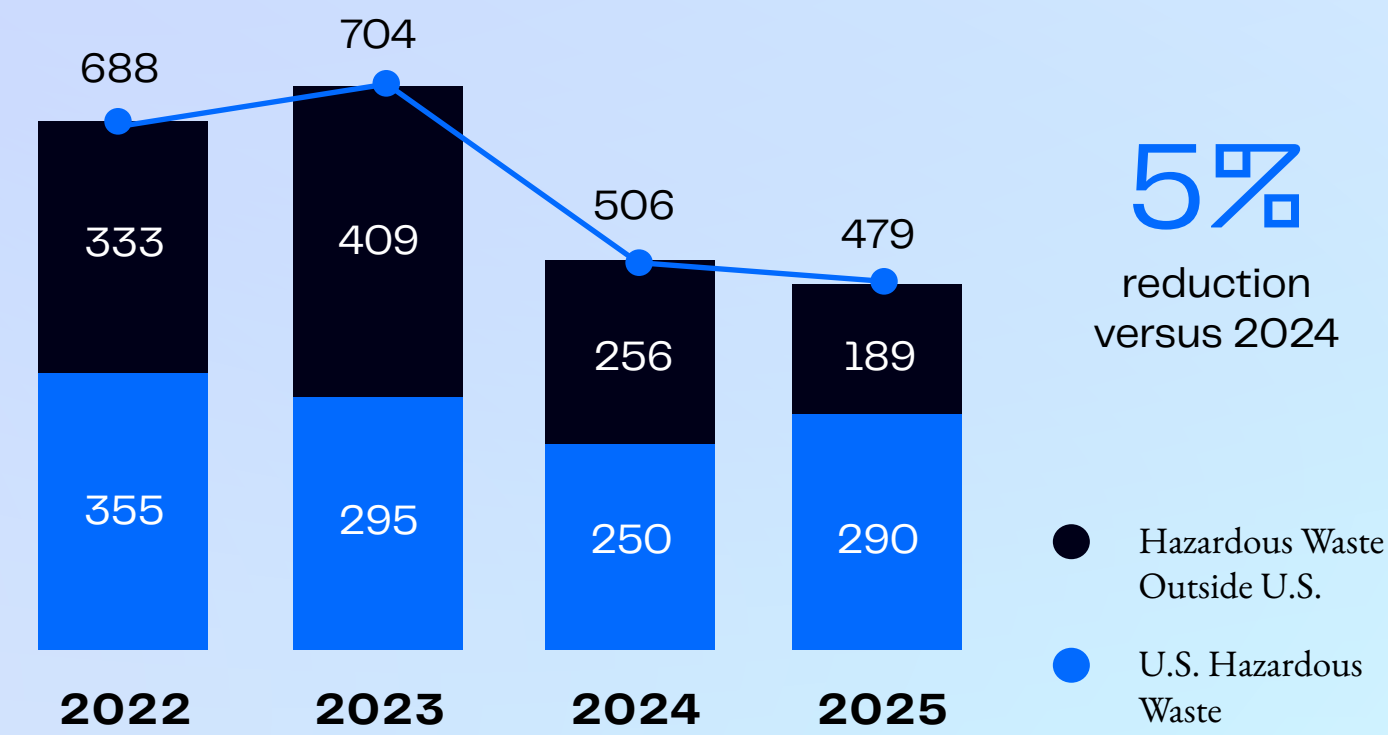
Because our products are used primarily in the marine industry, our team has a close connection to water. While our production processes are low in water intensity compared to other industries, water is used in many parts of our operations, from the manufacturing of our products to testing their performance. We strive to maintain responsible production and consumption through infrastructure improvement, filtration, closed loop systems and reuse processes to minimize water consumption, wastewater and effluents. As an example, the Mercury Marine facility in Fond du Lac, Wisconsin uses water recirculation in engine test cells and production process water is used twice in the propeller finishing stages of manufacturing.

During 2025, Brunswick's consumption of water increased from 403 megaliters to 464 megaliters. The increase in water usage was due to engine development and testing activities at the Fond du Lac, Wisconsin facility along with improvements in reporting accuracy.

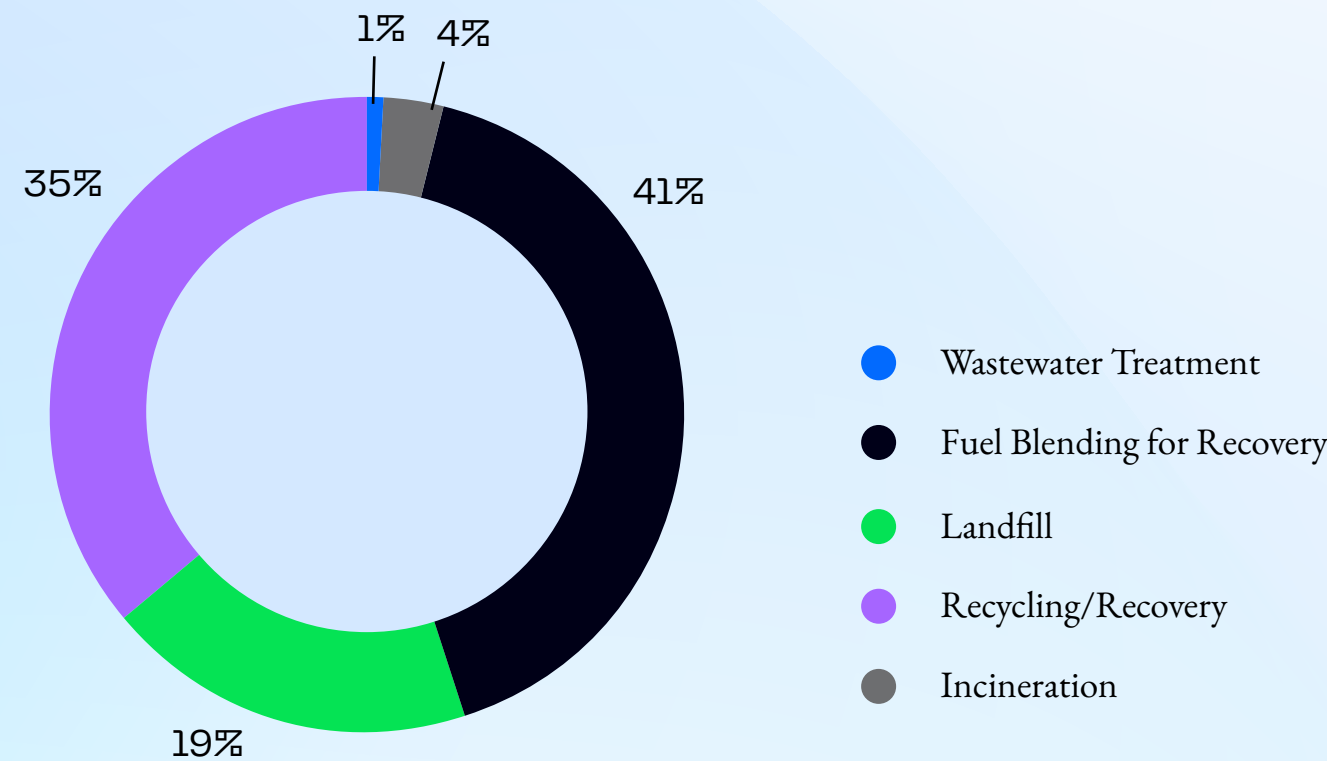
During early 2026, Brunswick refreshed its water risk assessment of manufacturing facilities. Using data and analysis from the World Resources Institute's (WRI) Aqueduct Water Risk Atlas, we evaluated risks in 2030 and 2050 using Shared Socioeconomic Pathways (SSP) scenarios 1, 3 and 5 (RCP 2.6, RCP 7.0 and RCP 8.5 respectively). Based on WRI data, we reconfirmed that none of our facilities are within the most severe (category 5) water stressed baseline areas, and only four manufacturing facilities reside within a category 4 area, specifically in Juarez, Mexico and Suzhou, China. We monitor and separately report on water consumption in these high stressed areas. Water risk insights will be used within our enterprise risk management and local facility operations long-term planning.

Brunswick completed the [CDP Water Questionnaire](#) during 2025 (for 2024). Additionally, this year's [water consumption has been third-party verified](#) with limited assurance in accordance with ISAE 3000 (Revised) by Keramida.

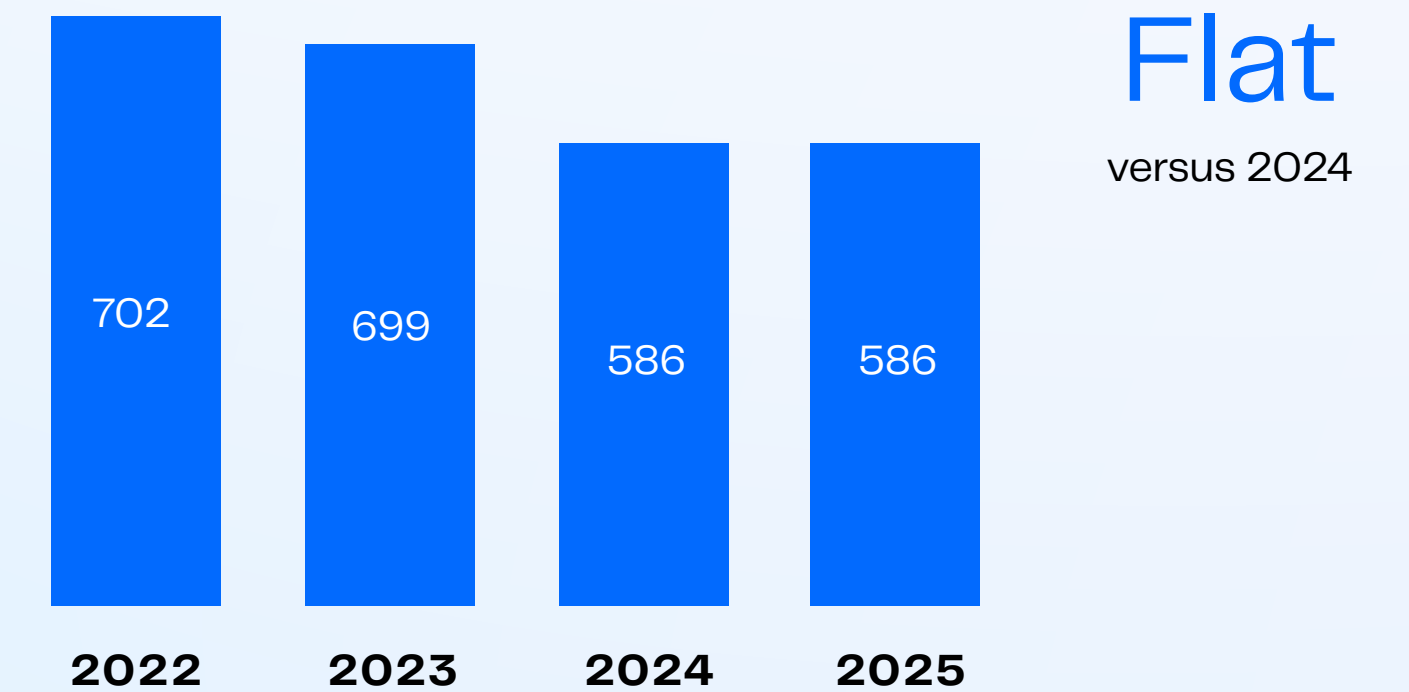
### Hazardous Waste Generated (Metric tons)



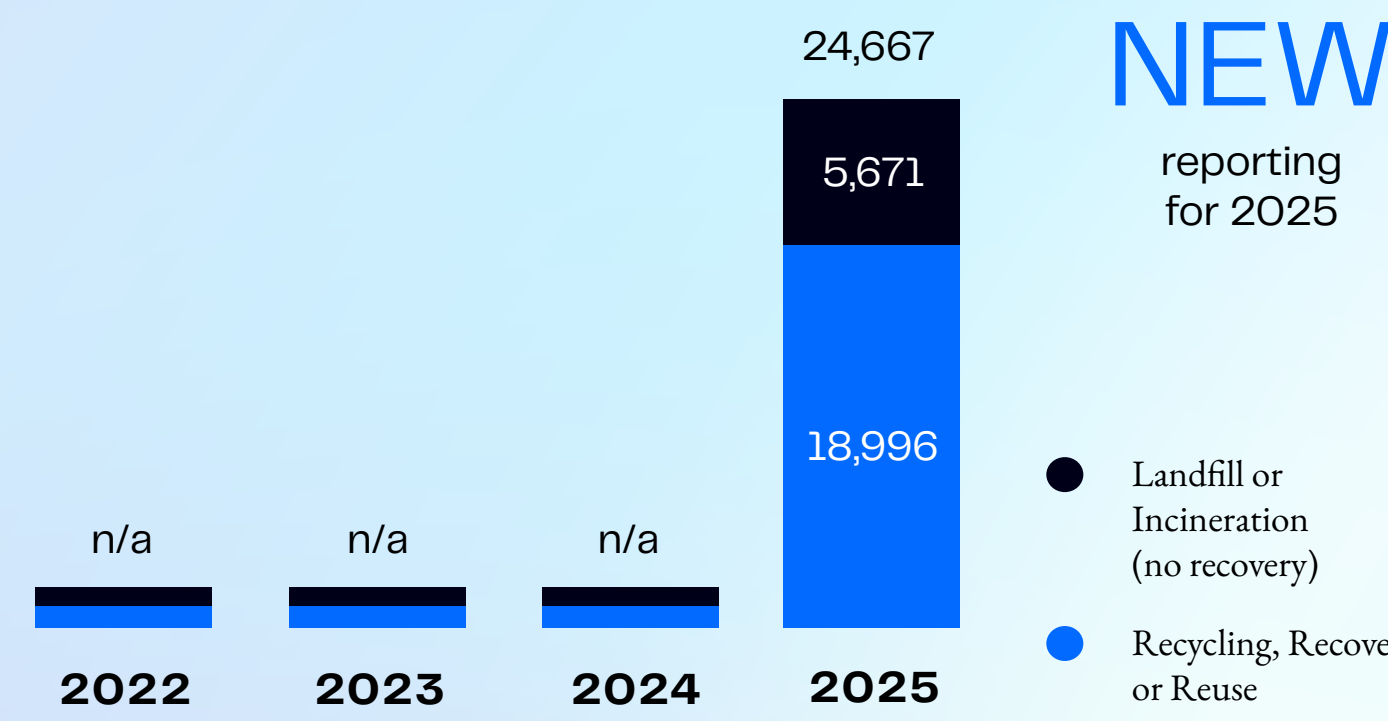
### Hazardous Waste Treatment Method



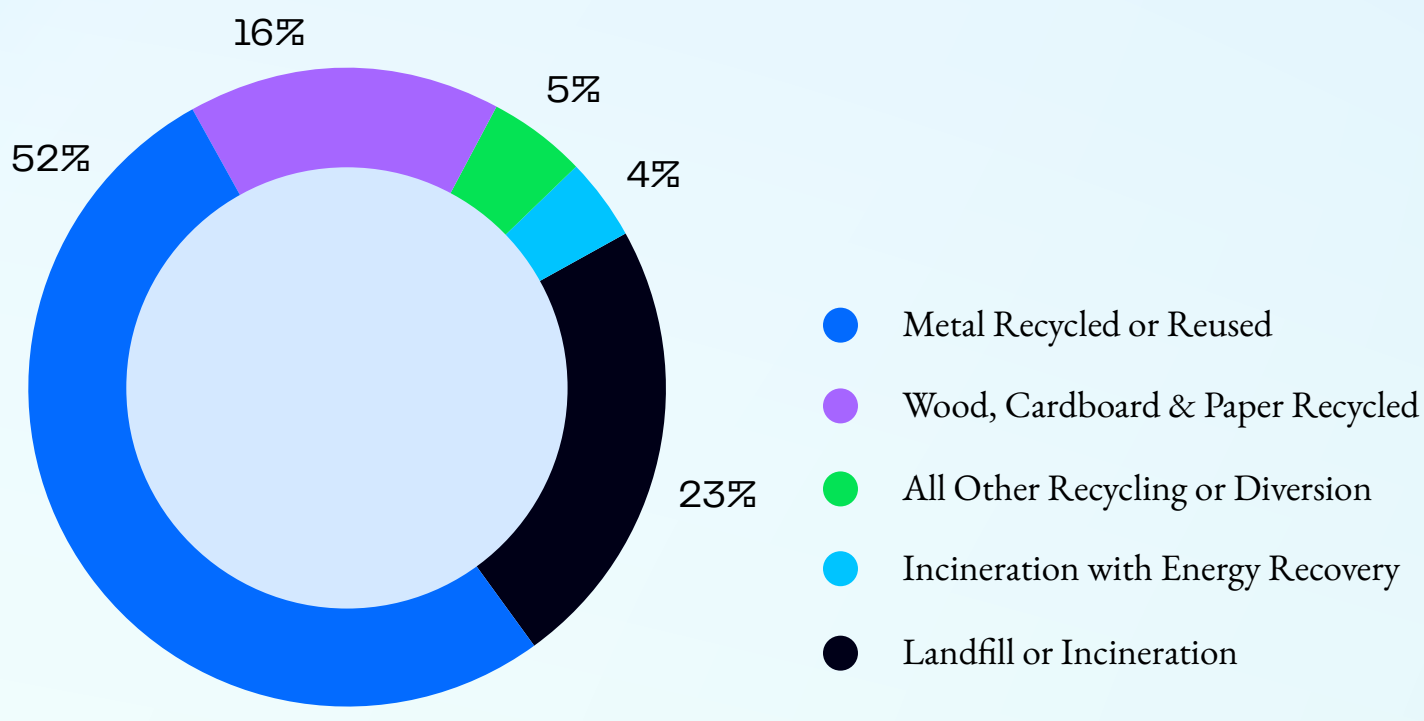
### VOC Emissions (Metric tons)



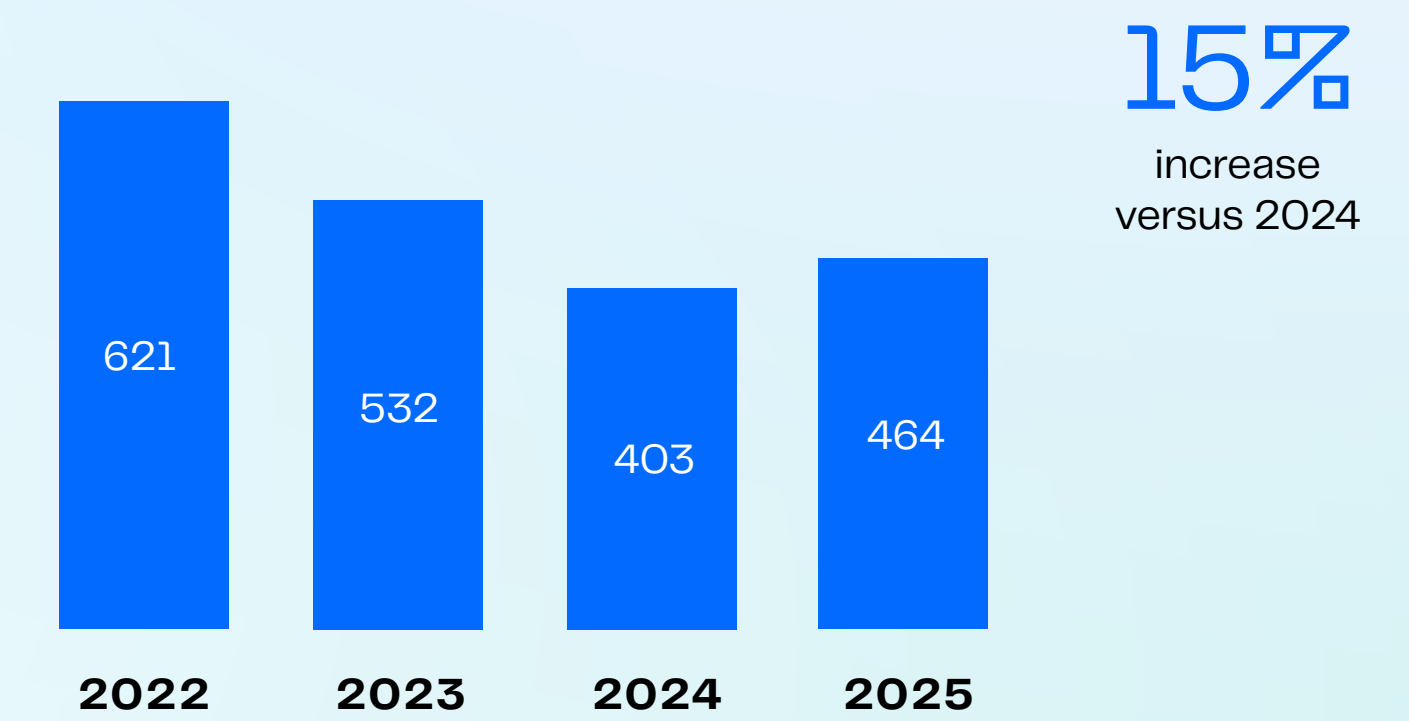
### Solid Waste from Operations (Metric tons)



### Solid Waste Treatment Methods (Metric tons)



### Water Consumption (Megaliters)



# Partnering to Advance Ocean Health

## Navico Group Partners with Maccaferri Futura to Advance Ocean Health Through Cutting-Edge Marine Technology

During 2025, Navico Group announced a partnership with Maccaferri Futura in a groundbreaking initiative that merges competitive sailing with environmental science. The collaboration equips a new Class40 racing yacht with advanced oceanographic sensors to collect and share vital data on ocean health in real time.

Maccaferri Futura is a two-year project launched by Officine Maccaferri, a platform company of Ambienta SGR S.p.A. and a global leader in the civil and environmental engineering sector, in partnership with ocean skipper Luca Rosetti, one of the most promising sailors of his generation. The initiative is not just a technological challenge, but a concrete contribution to scientific research and to raise awareness on climate change and the protection of marine ecosystems.

Essentially, competitive sailing becomes a platform for ocean conservation. At the heart of the project are the SOOP Sailing Box and Navico Group's OP Box, which integrate seamlessly with onboard systems from Navico Group brands, including B&G. The racing yacht is also equipped with sensors from NESAs, a Maccaferri Group company that offers solutions for environmental and industrial monitoring and Early Warning systems. These technologies enable the collection of key ocean parameters — temperature, salinity, oxygen and pH — as the vessel competes across international waters.

This real-time data is transmitted directly to the EMODnet Physics platform, where it becomes immediately accessible to the global scientific community. The initiative is endorsed by the EU Mission “Restore our Ocean and Waters” and supports the EU Biodiversity Strategy 2030, contributing to marine ecosystem protection and climate change mitigation.

Navico Group's support ensures that scientific data is fully integrated with the vessel's navigation and display systems, including onboard screens and computers, a live online science tracking dashboard and the EMODnet Physics research platform.

**NAVICO**<sup>™</sup>  
GROUP

**MACCAFERRI**





Focusing  
on People

# Employee Value Proposition

Brunswick’s Employee Value Proposition reflects our belief that people are the source of our greatest innovations and the foundation of our world-class culture. Grounded in our five values — innovative, driven, united, authentic and exceptional — we cultivate an environment where employees are empowered to thrive, contribute meaningfully and shape the future of the recreational marine industry. These values guide how we work, collaborate and lead, ensuring that every employee feels inspired and supported to deliver their best in class culture.

Through deliberate efforts to support career advancement, foster belonging and celebrate excellence across our global workforce, we have built a workplace where people can pursue fulfilling careers while contributing to something larger than themselves. This sustained investment in our people directly strengthens our ability to attract and retain top talent worldwide.

These principles shape the employee experience at Brunswick, which continues to earn recognition as a global employer of choice. Our culture, guided by our EVP and values, is consistently celebrated through numerous external awards that acknowledge our leadership in workplace excellence. As we move forward, we remain committed to nurturing this culture, ensuring that Brunswick remains a workplace that is recognized worldwide for fostering exceptional employee experiences and opportunities for meaningful impact.



## Employee Values



### Innovative

We thrive in a culture that transforms a vision into reality.



### Driven

At Brunswick, we have passion for our work and a distinct ability to deliver.



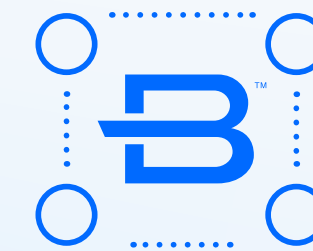
### Exceptional

Our commitment to integrity, safety, quality and continuous improvement is reflected in everything we do.



### Authentic

Our team works together and cares about people at an individual level.



### United

We are stronger together as “One Brunswick.”

## 2025 Employer of Choice Awards:

- Forbes: America’s Best Companies
- Forbes: Most Trusted Companies in America
- Forbes: America’s Best Employers for Company Culture
- Time: America’s Best Mid-Size Companies
- Newsweek: World’s Most Trustworthy Companies
- Newsweek: Most Trustworthy Companies in America
- Newsweek: America’s Greatest Workplaces for Mental Well-Being
- Newsweek: America’s Greatest Workplaces for Culture, Belonging & Community
- Newsweek: America’s Greatest Workplaces for Women
- Newsweek: America’s Greatest Workplaces for Manufacturing
- Newsweek: America’s Greatest Workplaces for Parents
- Newsweek: America’s Greenest Companies

# Cultivating a Thriving Workforce

Brunswick is dedicated to cultivating a thriving, people-centered workforce by actively listening to employees and investing in their growth, wellbeing and long-term success. Through robust engagement programs, continuous learning opportunities and transparent dialogue with leadership. We strive to create a workplace where every employee feels valued, supported and empowered to excel.

## Annual Employee Engagement Survey

### Your Voice: Brunswick Employee Opinion Survey

The Your Voice Brunswick Employee Opinion Survey is used to measure employee engagement and motivation with results supporting what matters most to our workforce. In 2025, the global response rate was 79%, and our engagement score increased to 74, demonstrating consistent strength. The survey also showed year-over-year improvement in 97% of the question areas. Key improvements with increases of five points or more centered around career path, feedback and working conditions.

### Employee Engagement Survey Actions

Based on our 2024 engagement survey feedback, Brunswick launched several initiatives designed to strengthen the employee experience and address areas most important to our workforce. One initiative, People on the Move, is a development series focused on career growth and mobility. The program provides employees with visibility into internal opportunities, along with learning and development resources that support long-term career advancement across the Company.

Survey insights also inform action planning at the manager, facility, division and enterprise levels. These targeted plans help leaders identify meaningful improvements that enhance day-to-day experiences, strengthen collaboration and foster a deeper sense of connection across teams.

In the year ahead, we will continue to prioritize areas that matter most to our employees — including collaboration, career mobility and valuing opinions.

We also continued our executive listening sessions with CEO Dave Foulkes and CHRO Jill Wrobel, providing employees the opportunity to share their perspectives directly with senior leadership. These conversations surfaced ideas and actions at individual facilities to elevate the Brunswick employee experience. We believe that listening to employees at every level and acting on their insights is essential to building a workplace that meets the needs of our global teams.

### Training, Education and Employee Development

As an employer of choice, Brunswick is committed to providing professional development and career growth opportunities to meet the needs of our employees today and into the future. While we encourage our employees to actively take ownership of their own development, we provide opportunities for continuous learning, skill building, mentoring and tuition reimbursement to help empower employees in pursuit of their career goals. Additionally, we emphasize on-the-job experiences and function-specific training to enable employees to perform at their best on a daily basis.

### Brunswick Recognized for its Veteran Hiring

In 2025, Brunswick was awarded a 3-star employer rating by VETS Indexes, based on recruiting, hiring, employee development and retention, policies and more.



Brunswick Boat Group's Sea Ray facility in Tennessee was recognized for its success working with veterans. See the full story [here](#).

Some of Brunswick's 2025 development programs and participation rates (employee numbers in parentheses) include:

- LinkedIn Learning, offering 18,000+ online courses and other learning resources developed and taught by a variety of industry experts (2,000+)
- Employee mentorship opportunities (~190 pairs matched)
- First Time Manager program for newly promoted employees (~140)
- Growth Spaces pilot program targeting specific managerial skills for new managers or supervisors (~30)
- Mercury Marine's Inspire and Elevate programs partnership with Moraine Park Technical College for mid-level managers both on the front lines and in professional staff roles (~85)
- LEAD leadership development program for emerging and established director-level staff and above (~30)
- Leadership development and effectiveness program for various employees including those who recently transitioned to people leader roles, those on the path to be a general managers and other roles critical to Brunswick's success (~30)

Brunswick also supports tailored development programs as well as a variety of external education opportunities (Women Make, Leadership Fond du Lac County, industry trade group training programs, educational conferences and tailored programs hosted by business partners). Additionally, during 2025, the Company invested more than \$500,000 in tuition reimbursement to support our employees' pursuit of higher education and career advancement.

Finally, Brunswick maintains several programs designed to support employee success in their current roles. On-the-job training is tailored to ensure product quality and exceptional customer experience, while function-specific learning — including health and safety, Lean Six Sigma and data privacy helps expand critical skill sets across the organization.

# Employee Resource Groups: Strengthening Leadership, Engagement and Company Culture

## Brunswick's Employee Resource Groups (ERGs)

**AIM** Asians & Pacific Islanders in Marine

**BBPN** Brunswick Black Professionals Network

**BVN** Brunswick Veterans Network

**OLA** Organization for Hispanic/Latinos For Leadership and Advancement

**WoW** Women on Water

Brunswick's employee resource groups (ERGs) serve as key resources to develop leaders, deepen engagement and advance Brunswick's business objectives. The Company maintains five ERGs which are open to all employees. While specific programs and activities are directed by the groups, community-building/networking, professional development, Brunswick product and business knowledge and exposure to boating are common threads across all ERGs.

Brunswick's Women on Water ERG is the most established program with more than 700 active participants across genders. WoW has champions in 27 Brunswick facilities across North America, Latin America, Europe, Asia and the Pacific Rim, and hosts Brunswick's annual Women on Water Awards, which recognize Brunswick employees for their contributions to the ERG and culture at Brunswick.

The Company's four other ERGs have a combined membership of approximately 1,480 employees, up 98% year over year. Key events hosted by the ERGs during 2025 include:

- Educational webinars featuring hot topics like tariffs or understanding quarterly financial results
- Personal development programs on topics like personal branding, empowering career progress or elevating communications
- Community service events like book or food drives
- On water experiences with Brunswick products, including boat captain training
- Cultural awareness and educational events on recognition days
- Plant tours and products talks
- Employee fitness walks and runs to encourage a healthy lifestyle
- Mentorship programs



~2,100  
participants  
in ERGs

30  
events held  
in 2025

~115  
ERG mentorship  
pairs

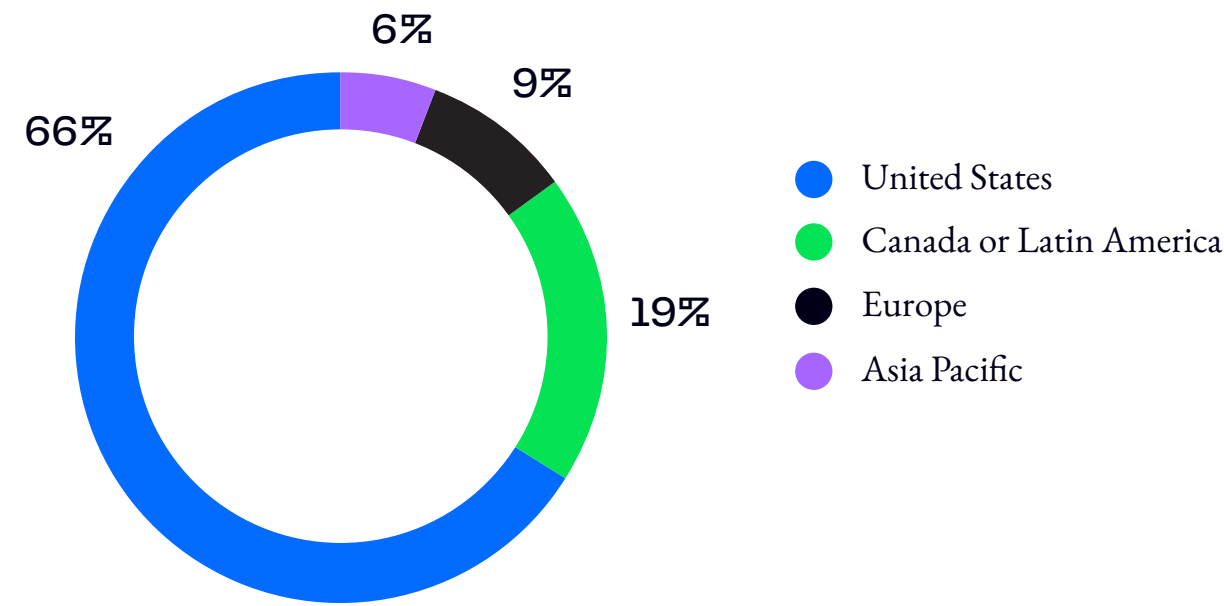
Higher self-reported  
employee engagement  
for employees who  
participate in ERGs



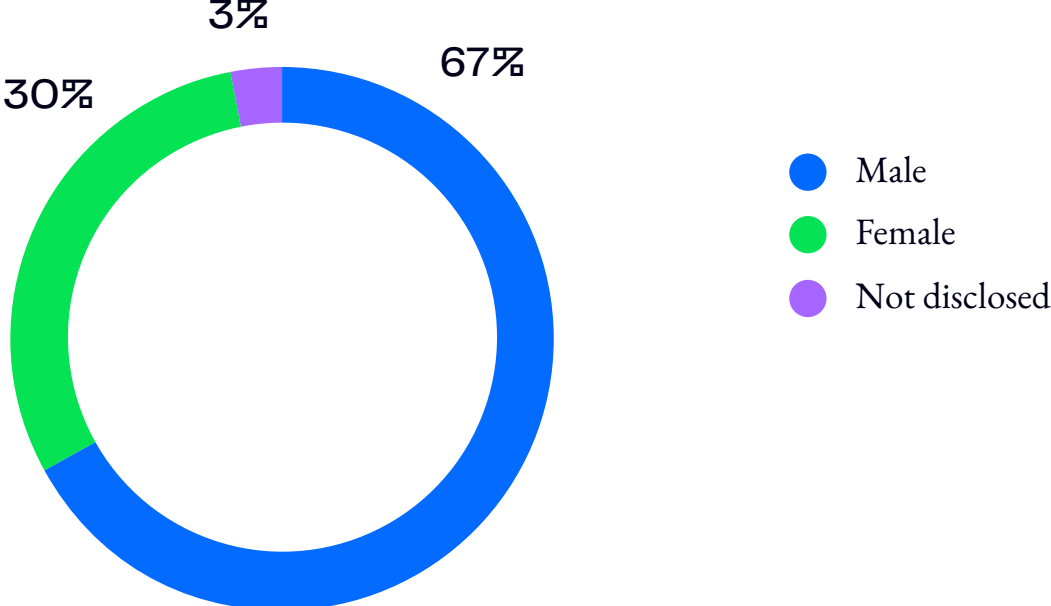
# Workforce Demographics

As of December 31, 2025, we employed approximately 14,000 employees, 95% of whom were full-time. Of those full-time employees, 40% were salaried and 60% were hourly. Temporary and contingent employees (including interns and co-ops) and contractors accounted for approximately 600 additional workers. Approximately 1,800 of our U.S. employees belong to labor unions and approximately 1,000 additional employees are members of international unions or work councils.

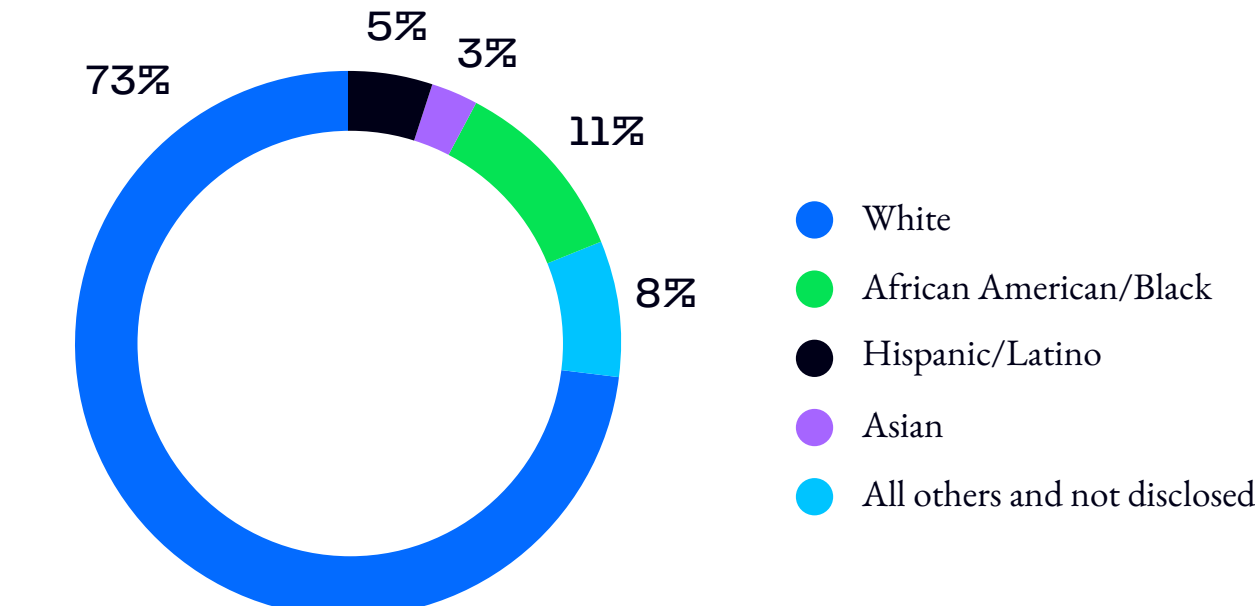
**Global Employees by Region**



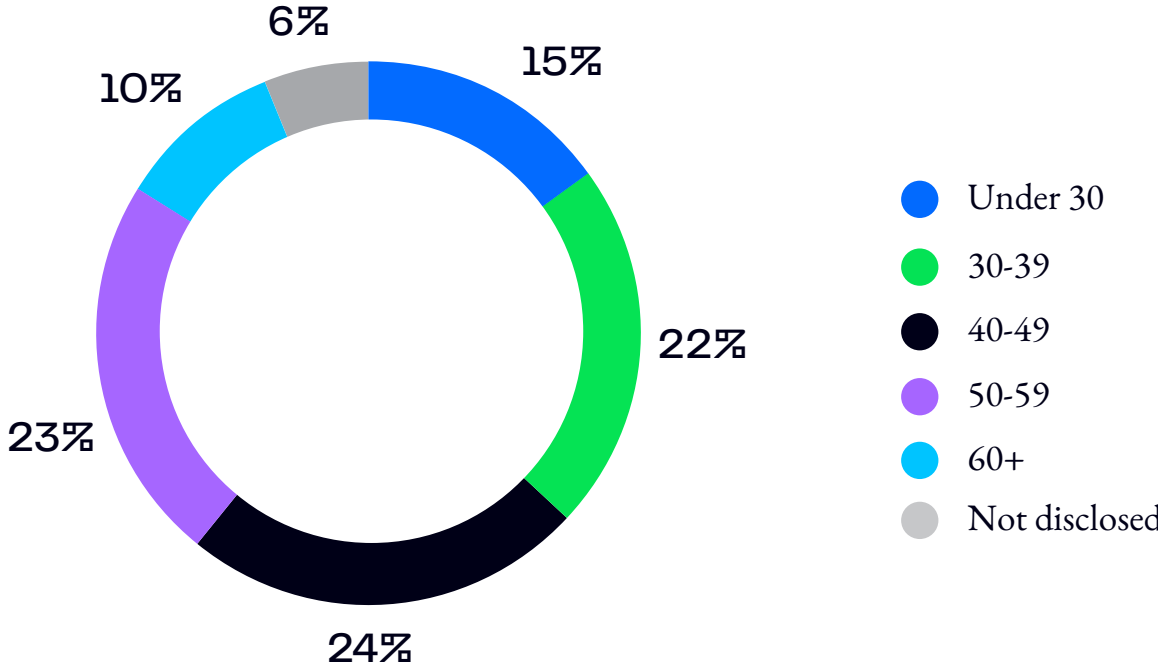
**Global Employees by Gender**



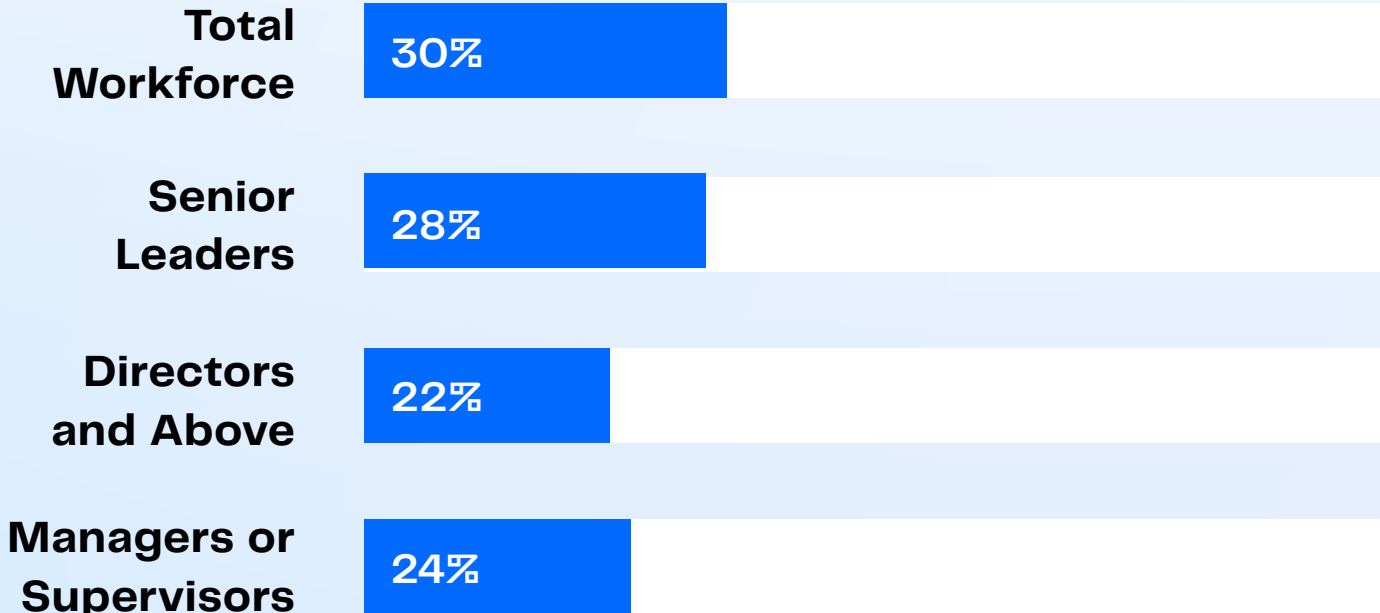
**U.S. Employees by Race or Ethnicity**



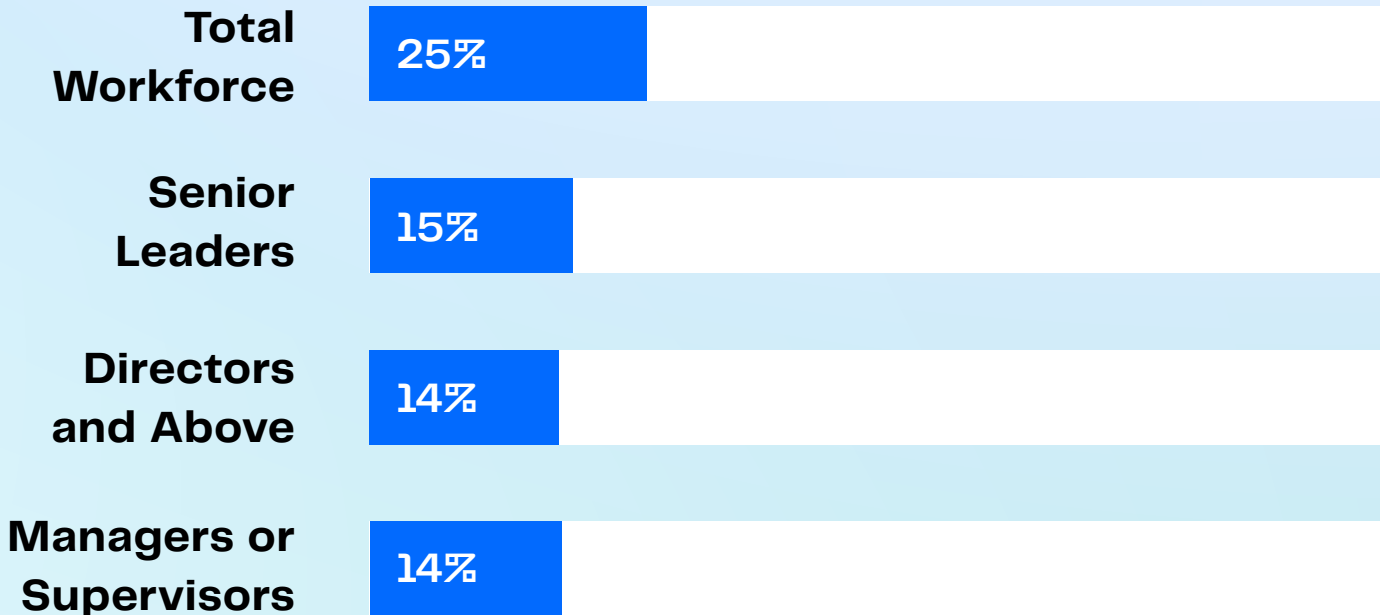
**Global Employees by Age**



**Women in Leadership (Global)**



**Racial and Ethnic Backgrounds in Leadership (U.S.)\***



\* U.S. racial and ethnic diversity includes employees who identify as American Indian or Alaska Native; Asian, Black or African American; Hispanic or Latino; Native Hawaiian or other Pacific Islander; or two or more races.

# Employee Safety

At Brunswick, safety is a continuous pursuit that is embedded in our culture and day-to-day actions. During 2025, Brunswick reduced its total recordable incident rate and its lost-time incident rate compared to prior year. No occupational fatalities were reported in 2025, and Brunswick continued to perform better than the national average of peer organizations.

## Safety Program Overview

Brunswick’s global safety management system (SMS) is the backbone of our program, designed to align with the ANSI Z10 standard for occupational safety and health management systems, and correlate with globally recognized management system standards such as ISO 9000 Quality Management and Quality Assurance, ISO 14000 Environmental Management and ISO 45001 Occupational Health and Safety.

Our Safety Program also includes ongoing evaluation of all manufacturing locations, distribution operations, and now Freedom Marine Service Centers on their implementation of the SMS. These evaluations are maintained by the Environmental Health and Safety Leader for each location. Supplemental insights on the SMS are also provided during on-site evaluations that occur concurrent with facility environmental compliance audits.

Additionally, we support the hierarchy of safety controls belief that eliminating hazards and risks is the most effective control measure for safety. We continue to invest in automating tasks, especially those with high physical demand. For manual tasks, job safety analysis further helps proactively identify the safest way to conduct specific tasks or job operations.



1. All rates are calculated based on 200,000 hours worked. The calculated rates include data from all facilities including data on temporary workers as of December 31.  
 2. Safety KPIs for 2023 and 2024 have been adjusted to reflect reporting exclusions identified during 2025. As such TRIR, LTIR and DART for these years differ slightly from data reported in Brunswick’s two prior sustainability reports.  
 3. Brunswick safety metrics reflect 2025 actual global performance. The U.S. national peer average is based on U.S. Bureau of Labor Statistics (BLS) weighted average safety data from 2024 of 16 NAICS codes, weighted by Brunswick’s hours worked by category. BLS data for 2025 was not available at the time of publication.  
 4. Excludes Freedom Boat Club locations. 99 Freedom Boat Club locations completed 2025 without a lost-time incident.

# Safety Training

## "Good Catch" Near Miss Reporting Program

The Company's near miss observation reporting, also called the "Good Catch Program" in some locations, serves to engage all our employees in driving an injury prevention mindset. A "near miss" observation is an event or condition involving a hazard with the potential to cause, but does not actually result in, damage, an accident or an injury/illness. We believe that every potential safety incident or condition — no matter how minor it may seem — provides Brunswick with an opportunity to identify potential root causes of safety issues and helps prevent similar future occurrences, thereby protecting team members. During 2025, more than 11,000 near miss observations were reported by our team members, a 55% increase over 2024. These reported events and observations resulted in numerous safety improvements.

To encourage a safety culture, Brunswick does not discriminate against team members for reporting work-related incidents or conditions or for filing health, safety and/or environmental complaints.

## Mercury Marine's 15th Annual Safety Summit

During 2025, Mercury Marine hosted its 15th annual Safety Summit with more than 200 team members to learn, share and celebrate safety excellence.

The Summit, which welcomes safety professionals from other Brunswick businesses, brings together outside speakers and internal case studies to inspire and educate. Mercury Marine also leverages the summit to celebrate plants and individuals with its annual S.A.F.E. Awards.

## Safety Training

Training for our employees is managed at the facility level, which enables us to provide training content specific to the activities and operations of the facility and specific job functions. We use a combination of online, classroom and hands-on instruction.

Training programs are available in multiple languages to ensure our employees understand the content. Beyond formal training programs, safety information is provided to employees on a regular basis and often in multiple languages:

- Daily shift notes to production team
- Safety notes in standard work instructions
- Safety toolbox meetings held weekly by many supervisors
- Monthly safety topics which focus on risks both at work and at home
- Routine disclosure of division and facility safety leading and lagging indicators



## Mercury Marine Plant 22 Recognized for Excellence

During November 2025, on Mexico's Day of the Manufacturing Industry and Export Maquiladora, Mercury Marine's Plant 22 in Juárez, Mexico was recognized with the Jaime Bermúdez Cuarón Award, one of the highest recognitions of effort and commitment within the manufacturing sector in Mexico. The plant was honored with awards in three categories – safety and the environment, social involvement and career achievement and received its awards from distinguished guests including the Mayor of Juárez, the Mexican Secretary of the Economy, representatives from the Governor's Office of Chihuahua and the Mexican Consul in El Paso, Texas.



Supporting  
Our Communities

# Philanthropy and Volunteerism

Our focus on people also extends to supporting the communities in which we operate. Our local teams in facilities around the globe take pride in giving back to their local areas through collection events, volunteer service and donations of cash or products. The highlights below represent just a few of our activities and initiatives.



Lund's donations helped bring a Lego League club to a New York Mills school for a second year. The club helps students build skills in coding, robotics and problem-solving. It also gave students an opportunity to visit Lund's New York Mills facility to learn about STEM careers with Brunswick and participate in a Q&A session with Lund's president.

*Photo courtesy of the New York Mills Dispatch*



Employees and their family members from the Harris manufacturing facility in Fort Wayne, Indiana joined the Fort Wayne Public Works Department to help clean up a local park and playground area. The effort was part of the Great American Cleanup sponsored by Keep America Beautiful, the nation's largest community beautification program.



Boston Whaler employees in our Edgewater, Florida facility donated a day's labor and worked together to help build a home with the Southeast Volusia Chamber of Commerce and Southeast Volusia Habitat for Humanity.



Brunswick's Women on Water (WoW) and Organization for Latin Americans (OLA) groups hosted a book and supply drive across four Brunswick facilities. The team collected approximately 600 books, 100 supply items and cash donations which were distributed to seven non-profits.



In honor of September 11's National Day of Service and Remembrance, employees from Brunswick's headquarters in Mettawa, Illinois joined the Greater Chicago Food Depository to pack 500,000 meals that will be distributed to families facing food insecurity.



Sea Ray team members from Knoxville, Tennessee volunteered at the Second Harvest Food Bank of East Tennessee for the “Food for Kids” program, which provides weekly bags of nutritious, ready-to-eat, kid-friendly food to students who are at risk of missing meals during the weekends.

Each year, Brunswick facilities that earned an annual Brunswick Safety Award are allotted funding to donate to a local charity in honor of the facility’s safety accomplishment. During 2025, approximately \$55,500 was donated to local organizations because of this long-standing Brunswick practice.

During 2025, the Brunswick Foundation provided more than \$250,000 in grants or “Dollars for Doers” donations to numerous location non-profit organizations. Additionally, the Foundation provided college scholarships to 37 children of Brunswick employees or the children of employees at Boat Group dealers.

More than 80 employees from Mercury Marine’s Fond du Lac campus rolled up their sleeves during the summer of 2025 to build beds for Sleep in Heavenly Peace, an organization committed to providing free, new beds to children who would otherwise not have one. Mercury Marine also donated \$10,000 and a used truck to support their efforts.



Employees of Freedom Boat Club of South Florida staffed eight FBC pontoon boats during the Palm Beach Boat Parade in December in support of Toys for Tots. During the event, the team collected enough toys from local residents to fill two semi-trucks.

Brunswick’s Eclipse Marine team in Seneca, South Carolina hosted and sponsored the Hartwell Lake Ladies Jet Ski Ride benefiting the Cancer Association of Anderson County, which raised over \$65,000 to assist local residents with cancer treatments.

Employees in Mercury Marine’s Fond du Lac location participated in an adopt-a-family program, providing a truckload of gifts for 52 children across 25 families, plus two additional large boxes of wish list items for the Salvation Army to distribute to families in need.



The Navico Group team in Lowell, Michigan regularly donates time to support the Kid’s Food Basket organization, packing lunches for kids in need to take home for their evening meal.

### **Brunswick Recognized for Community Leadership**

During 2025, Brunswick was recognized with a Luminary Impact Award for Community Leadership for its global initiatives. The Luminary Impact Awards, sponsored by AxzoNobel and Soundings Trade Only, honor individuals and teams that are using business as a force for good across the marine industry. Categories reflect how positive change is achieved, recognizing individual excellence, collaborative teamwork and sustainable innovation. Brunswick was acknowledged for its many collection events, volunteer service actions and its donations of cash or products, all of which demonstrate how Brunswick local teams give back in meaningful ways to their communities.

# Brunswick's Sustainability Week 2025

Sustainability Week is an employee awareness and engagement program coordinated by team members across Brunswick's businesses, functions and locations to celebrate environmental sustainability progress and encourage more action, either on the job or at home.

Brunswick's second annual Sustainability Week, themed "Conserving Our Waterways," brought teams together from 11 countries around the world to lead local clean-up efforts. At Brunswick, we believe giving back to the communities in which we live and work is core to our sustainability efforts.

**21** groups from facilities in 11 countries hosted clean-up events in their communities

**~300** employees provided manpower to pick up trash and debris from parks, lakes, beaches, rivers and oceans.

**5,000+** pounds of estimated garbage collected





# Governance



# Board and Governance Overview

## Governance Best Practices

Our Board of Directors is committed to effective, efficient and transparent oversight of governance obligations in pursuit of creating long-term shareholder value.

### BOARD STRUCTURE

- Independent lead director and committee chairs with the CEO serving as the board chair
- Annual director elections
- Focus on diversity of board member perspectives, backgrounds and experience
- Annual self-evaluations supplemented by periodic third-party review processes

### POLICIES AND PRACTICES

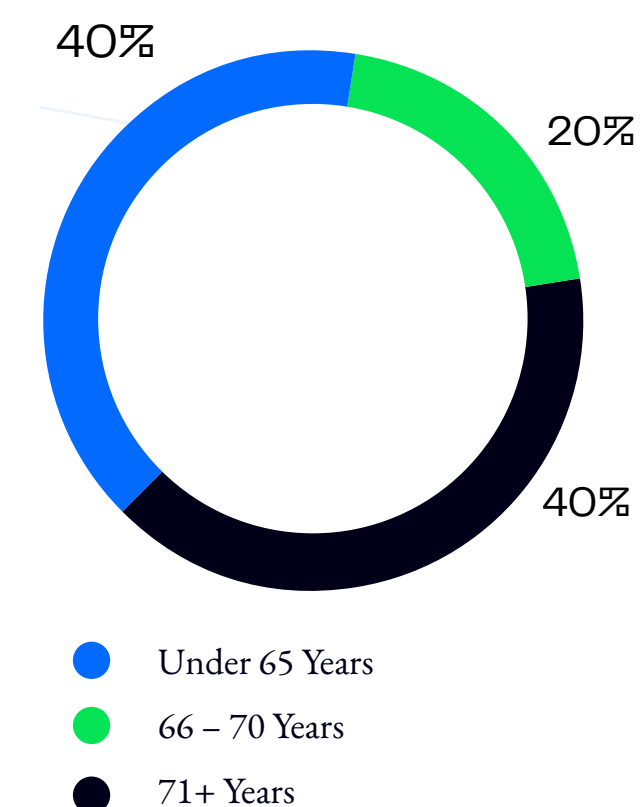
- Formal principles and practices
- Majority voting standard for directors
- Limits on service to outside boards (four total public boards for independent directors and one external board for Brunswick's CEO)
- Mandatory retirement age
- At least five regular meetings per year
- Share ownership requirements for directors
- Rigorous and thoughtful succession planning processes
- Active shareholder engagement program

### COMPENSATION

- Annual say-on-pay executive compensation vote
- Pay-for-performance compensation philosophy
- Share ownership requirements for officers
- Established clawback policy
- No hedging or pledging of shares by directors or employees

## Board of Directors Overview

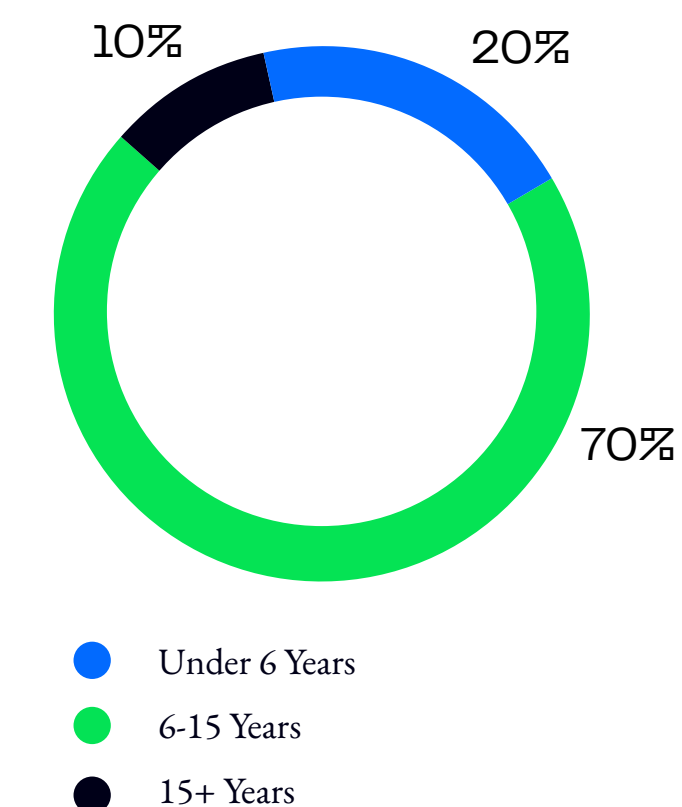
### AGE DIVERSITY



30%

of the board is female

### BOARD TENURE



10%

of the board is racially or ethnically diverse

Our directors collectively attended **99%** of the 2025 board and committee meetings

# Board Oversight of Sustainability Topics

As part of our best practices for corporate governance, our Board of Directors takes an active position in the development of key environmental and social programs that impact the long-term sustainability of Brunswick. Oversight of specific environmental, social and governance focus areas as illustrated in the table.

	Nominating and Governance Committee	Audit and Finance Committee	Human Resources and Compensation Committee	Full Board
<b>Environmental</b>				
Climate change and greenhouse gas emissions	•			
Environmental management and regulatory compliance	•			
Environmental strategy, reporting, use of data and goals	•			•
<b>Social</b>				
Employee health and safety	•			
Company-wide compensation philosophy			•	
Compensation compliance, risk management and reporting			•	
Board succession	•			
Senior management talent planning			•	•
Human capital management and human rights	•		•	
Culture and values				◦
<b>Governance</b>				
Accounting policies, practices and reporting		•		
Ethics compliance program and the code of conduct		•		
Enterprise risk management		•		•
Supply chain management				•
Cybersecurity, information technology, AI governance and data privacy		•		•
Government relations and public policy	•			•
Shareholder rights and corporate bylaws	•			◦
Board composition	•			◦

• Regularly scheduled topic for the Board    ◦ As needed review by the Board

# Ethics in Action

At Brunswick, our commitment to the highest ethical standards is the cornerstone of our business, enabling us to continue our success. Acting with integrity and doing the right thing is at the heart of how we conduct business and engage with our stakeholders every day.

## Our Code of Conduct: The Integrity Playbook

Available in multiple languages, [Brunswick's Code of Conduct](#) helps team members think broadly about risks and opportunities, provides practical guidance to help them navigate both routine and complex situations, identifies internal policies and resources for further information, and, most importantly, translates our ethics expectations into actionable, easy to understand steps. Where necessary and appropriate, our Integrity Playbook also applies to third-party representatives, including independent contractors, consultants, agents and joint venture partners.

Beyond the code of conduct, we maintain and regularly update our key ethics and compliance policies and, in 2025, introduced a new, standalone Zero Retaliation Policy.

## Ethics & Compliance Training

Training is critical to ensure our workforce is aware of ethics and compliance risks, understands our expectations and is equipped with knowledge about how to respond to key scenarios. All new employees are introduced to the Code of Conduct during onboarding, and we require written acknowledgment that each employee has read and understands it. Salaried new hires also complete training on Brunswick's ethics program and our "speak-up" culture, including how to report concerns. We reinforce these foundations through annual code of conduct training,

and every two years salaried employees receive anti-bribery and ant-corruption training.

In 2024, we began tracking online training provided for hourly employees, and, in 2025, the hourly staff also received training on ethics reporting and retaliation. Beyond regular online training, we use microlearning posters or infographics, interactive case studies, ethics activities, in-person classroom training and Brunswick's Ethics Week annual campaign in June to further promote awareness of our ethical culture. As part of this campaign, we also issue an Ethical Pulse Survey to all salaried employees to measure ethical culture annually.

95%

Global Ethics Training Completion (All Employees)

## Supporting a Speak-up Culture: Reporting and Investigations

We maintain a 24/7 multilingual Ethics Hotline available via telephone or online and independently managed by a third party. The hotline supports our "speak-up" culture which encourages employees and third parties to raise genuine concerns including those regarding accounting and financial reporting, business integrity, Company culture, health and safety and misuse or misappropriation of Company assets. Anonymous reporting is available where legally permitted and all reports are handled confidentially and investigated appropriately. Brunswick prohibits retaliation, including harassment, termination, other adverse action or the threat of adverse action against an employee who submits a good faith concern or who

participates in a Company investigation, regardless of whether the allegation is proven to be true. In 2025, the Brunswick Ethics Office received 154 reports, or approximately one report per 100 employees. We assign the appropriate resources to investigate and close out each report. Brunswick's rate of reporting and time to close are consistent with industry benchmarking data from NAVEX Global.

## Key Ethics and Compliance Policies

1. [Brunswick's Code of Conduct](#)
2. [Code of Ethics for Senior Financial Officers and Managers](#)
3. [Whistleblower Policy](#)
4. [Conflict of Interest Policy](#)
5. [Related Person Transactions Policy](#)
6. [Insider Trading and Unauthorized Disclosures](#)
7. [Human Rights Policy](#)
8. [Supplier Code of Conduct](#)
9. [Conflict Minerals Policy](#)
10. [Anti-Corruption and Anti-Bribery Policy](#)
11. Antitrust and Fair Competition Policy<sup>1</sup>
12. Gifts and Entertainment Policy<sup>1</sup>
13. Anti-Harassment Policy<sup>1</sup>
14. Zero Retaliation Policy<sup>1</sup>

<sup>1</sup> Internal document only

## Our Commitment to Human Rights

Brunswick strives to operate in alignment with the International Labor Organization Conventions and the International Bill of Human Rights. The Company reinforces its stance in a standalone [Human Rights Policy](#) and provides an annual update through its [Modern Slavery Statement](#).

Brunswick believes the risk of our operations causing, contributing to or being linked to modern slavery is low. Furthermore, Brunswick policies and practices are based on key principles.

- Employees who work for Brunswick do so of their own free will, in a safe and healthy environment.
- We strictly prohibit discrimination, harassment, modern slavery, and child labor, and we implement controls and protections to avoid such activities.
- We provide safe, productive, and suitable working conditions at all our facilities and provide fair wages.
- We respect the rights of our employees to freely associate and bargain collectively in accordance with applicable laws and the customs of the countries in which they are employed.

The Brunswick Supplier Code of Conduct similarly requires all suppliers, vendors and other third parties with whom we do business to comply with and adhere to our standards of conduct. We have robust policies in place to control our use of third-party contracting services, including restricting employment contractors from charging temporary or migrant employees or having documents taken/withheld. However, Brunswick also acknowledges that the supply chain is complex and has many layers/tiers from our direct relationships. We take a risk-based approach to reviewing suppliers, including based on the types of materials purchased or included in the purchased goods, the location of the supplier and any adverse media or other third-party reporting. Third-party specialists review our suppliers and their supply chains with the goal of uncovering underlying human rights/forced labor risks. As risks are identified, Brunswick performs additional diligence that is specific to the risk, which could include phone calls, emails, meetings, site visits, etc.



# Supply Chain Management

Brunswick's commitment to exceptional execution relies on the thousands of suppliers supporting our manufacturing capabilities and business needs. The quality and safety of our products and the resiliency of our business are tied to the sustainability of our supply chain, and that's why Brunswick's strong relationships with these partners are fundamental to the way we do business.

Brunswick's [Supplier Code of Conduct](#) sets core business principles and practices and we expect our suppliers worldwide to adhere to this Code. In addition to the enterprise Supplier Code of Conduct, Brunswick's divisions may also maintain their own supplier quality manuals. The Company also maintains the right to conduct on-site audits of its suppliers or provide training as necessary.

## Our Supplier Management Process

Brunswick's business divisions manage our supply chains to ensure strategic alignment with operational goals. Some of the key priorities for supply chain management include product quality, delivery, cost and sustainability.

Most suppliers receive performance reports on a routine basis. Critical suppliers — based on spend and/or a product's importance in the manufacturing process — are met with on a quarterly basis to evaluate performance indicators and business trends.

We also continually focus on the resiliency and diversification of our supply chains, ensuring supply chain availability and identifying additional sources for critical supplies.

Potential new suppliers must undergo a validation and approval process based on risk-based surveys and audits by the Company. Focus areas

for potential supplier audits include compliance with applicable laws, regulations, industry standards and quality processes. Following the audit, new suppliers may also be subject to on-site inspections, onboarding training and/or product quality validation processes.

Brunswick ensures all supply chain employees are trained in ethical business conduct and compliance-related matters, which may include the risks of doing business in high-risk countries and/or with high-risk trading partners. In 2025, a human rights training was added to heighten awareness of Brunswick policies and risks in the supply chain.

## Conflict Minerals

Brunswick's supply chain management is focused on eliminating the use of key minerals whose extraction or trade supports conflict in the Democratic Republic of Congo or adjoining countries and associated inhumane treatment of individuals. Brunswick partners with Assent Compliance to annually manage reasonable due diligence across our supply chain to identify any products supplied to us that contain conflict minerals. Our [Conflict Minerals Policy](#) and annual [Conflict Minerals Report](#) can be found on Brunswick's Policies and Practices webpage.

## Reporting Supply Chain Concerns

Concerns related to supplier behavior and supply chain management can be reported to any member of our supply chain management team, Brunswick's General Counsel or anonymously via Brunswick's Ethics Hotline. Managed by a third party, the 24/7 multilingual hotline is available via telephone and online at [www.bcethics.com](http://www.bcethics.com) to Brunswick employees and other stakeholders.



# Information Security and Data Privacy

Brunswick prioritizes information security as a foundation for safe, reliable and compliant operations. Our Information Security Program enables us to securely and safely deliver exceptional experiences on the water and beyond, while fostering a culture where security is everyone's responsibility. Grounded in security and privacy by design principles, our strategy aligns with evolving best practices and the NIST Cybersecurity Framework 2.0 to ensure continuous improvement and resilience across our digital environment.

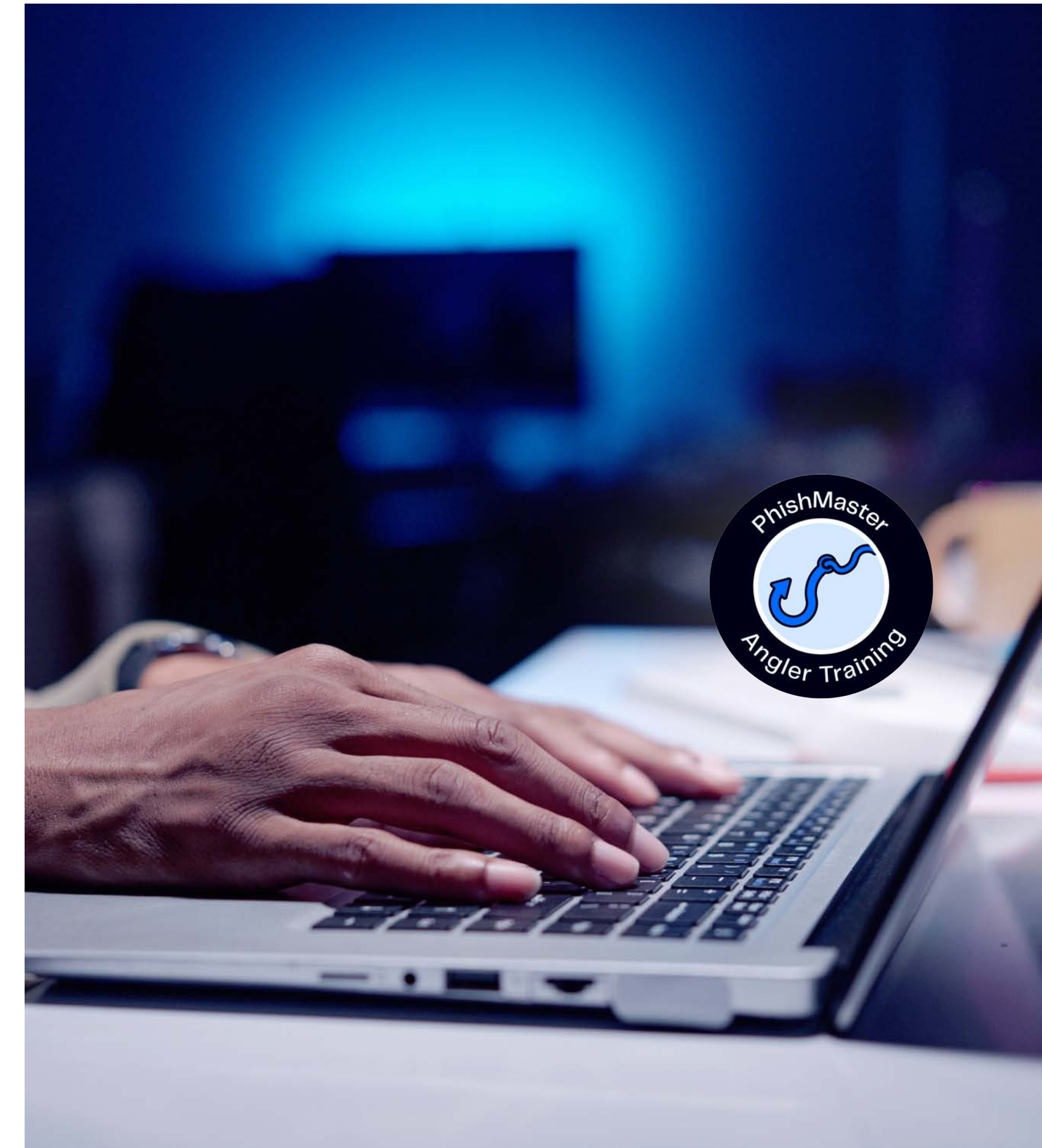
## Best Practices

- Policies and procedures for information security and data protection are posted for all employees on the Company's intranet site, plus broad expectations for all team members as defined in Brunswick's Integrity Playbook.
- A publicly available Privacy Policy, translated into 21 languages, applies to any information collected by Brunswick and any of its affiliated or subsidiary companies.
- External assessments of our information security program, including formal audits against the NIST 2.0 Framework and other compliance frameworks, are conducted by third parties on a standard cadence.
- An implemented defense-in-depth strategy to prevent and detect unauthorized access is a core pillar of our program.
- Continuous threat monitoring of infrastructure and systems, including vulnerability scans and analyses, is conducted.
- Mandatory annual cybersecurity, data protection, artificial intelligence and privacy training is assigned for all employees with Brunswick access.

- Monthly employee awareness campaigns and simulated phishing attempts are distributed for employees who have a company computer.
- Ransomware training and immersive cybersecurity tabletop experiences are provided for executive leadership.
- Implementation of formal continuity and business recovery procedures that are tested on a regular cadence.
- Third-party internal and external penetration tests are conducted on our systems and data.
- Documented artificial intelligence (AI) usage policies are communicated to employees to help prevent leakage of confidential data.
- Maintenance of information security insurance to help mitigate the financial impacts of potential cybersecurity incidents.

## Oversight of Information Security and Data Governance

Our information security program, including a dedicated privacy domain, is led by a dedicated Chief Information Security Officer who reports to the CEO and works in coordination with Information Technology, Legal and Internal Audit, among other teams across the organization. Oversight of the program is provided by the executive management team as well as the Board of Directors. We operate an Information Security Steering Committee to ensure alignment across all our businesses and geographies as well as provide a forum to discuss business initiatives, policy decisions, risks, risk tolerance levels and security requirements. Furthermore, we seek to operate in compliance with the European General Data Protection Regulation and other regional and state regulations.



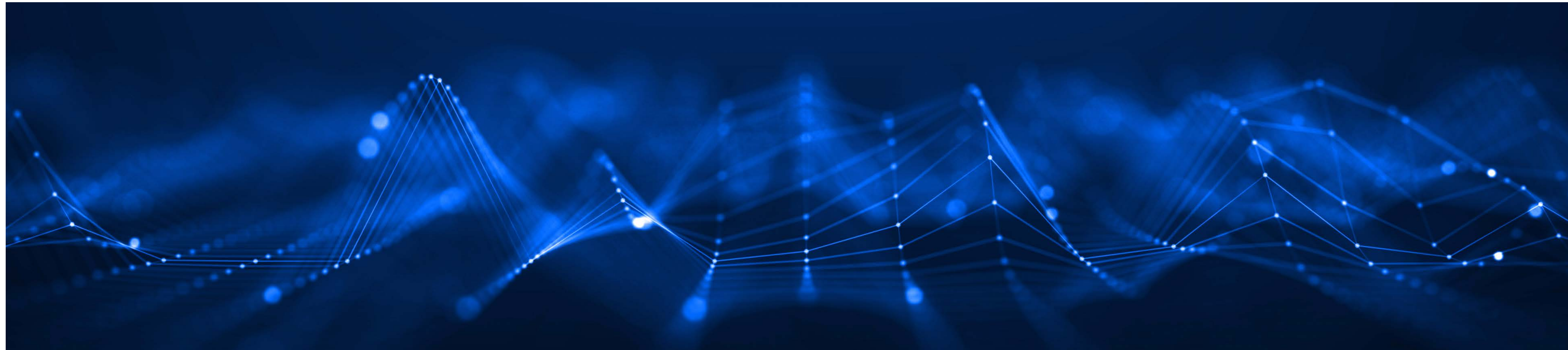
# AI Use and Oversight

Brunswick is committed to the responsible and transparent use of artificial intelligence (AI) as we accelerate innovation across our business. AI holds meaningful potential to enhance operational efficiency, strengthen product performance and enrich customer experiences — capabilities that can help reshape how we design, build and deliver on-water experiences. As we embrace these opportunities, we prioritize strong governance to ensure AI is deployed safely, ethically and in alignment with our security and privacy-by-design principles. Supported by evolving best practices and emerging frameworks for responsible AI, Brunswick continues to reinforce oversight across our business to manage risks, safeguard data integrity and ensure that the benefits of AI contribute to long-term value creation and sustainable growth.

Current applications for AI:

- AI-enhanced products, such as AutoCaptain autonomous boating, Boating Intelligence Agent, and automated C-MAP data ingestion
- AI agents that support boat customers and boat owners when purchasing, using or maintaining their boats
- AI-powered data analytics to enable more efficient operations management and supply chain optimization
- Accelerated software delivery through AI-assisted code generation

Brunswick maintains an Acceptable Use Policy for Generative Artificial Intelligence, which applies to all Brunswick employees, businesses and geographies. An AI Governance Committee maintains responsibility for the AI policy and approving all use cases for AI solutions. The Policy also clearly excludes the use of personally identifiable information (PII) or sensitive personal information (SPI) and obligates employees to review AI-generated content for accuracy, privacy and potential legal implications. Brunswick's Chief Information Officer maintains responsibility for the AI Acceptable Use Policy, the AI Governance Committee and providing routine updates to the Board of Directors related to AI.



# Public Policy Engagement

## Government Relations

Brunswick works directly and indirectly with governments in the U.S. and abroad to support the recreational marine industry and promote boating safety. Our government relations activities focus on educating and informing policy makers and regulators on a range of topics that may impact our industry and customers we serve. Brunswick does not contribute corporate funds to political candidates, campaigns, organizations or ballot initiatives.

Brunswick sponsors the Brunswick Marine Policy Political Action Committee (PAC). The PAC is funded exclusively through voluntary contributions from eligible U.S. employees and is intended to support public policies and candidates that advance Brunswick's business objectives, employee interests and the long-term health of the recreational marine industry at both the federal and state level. Decisions regarding PAC contributions are made on a non-partisan basis by the PAC's Political Contributions Committee, which is chaired by Brunswick's Chief Communications Officer. Some of the key topics of interest that influence PAC decisions are:

- **Boating Safety and Access:** Supporting initiatives and legislation that promote safe boating practices and improve access to waterways for recreational purposes.
- **Industry Innovation and Growth:** Encouraging public policies that foster technological advancement, workforce development and growth opportunities within the recreational marine industry.

- **Fair Regulatory Framework:** Promoting reasonable and balanced regulations that enable responsible business operations while protecting consumers and the environment.
- **Economic Vitality:** Supporting candidates and policies that strengthen the economic health of the recreational marine sector and the communities it serves.

These themes guide the PAC's engagement and decision-making, ensuring alignment with Brunswick's values and long-term strategic goals.

The PAC operates in full compliance with Brunswick's code of conduct and anti-corruption policies, and adheres to state, local and federal law and all Federal Election Commission guidelines.

Oversight of Brunswick's political engagement activities, including related governance policies and procedures, rests with the Nominating and Corporate Governance Committee of the Board of Directors as part of its broader responsibility for corporate governance.

## Trade Associations

Brunswick and its leaders are members of numerous trade associations as part of our normal course of business. We support such associations for a wide range of reasons, including access to insights and research on new technologies, materials and processes; opportunities for training and development for our team members; networking opportunities within specific industries; monitoring trends relevant to our business and advocating for the recreation and recreational marine industry or other topics relevant to our business. Among other organizations, we maintain active memberships with trade associations which conduct lobbying and

advocacy activities, such as the National Association of Manufacturers, National Marine Manufacturers Association, Consumer Technology Association, Aluminum Association and European Boating Industry.

## Conservation Organizations

Brunswick and its divisions also contribute to numerous conservation organizations with links to the recreational marine industry. We support such organizations to monitor trends relevant to our business; to advocate for the recreation and recreational marine industry or other topics relevant to our business; to provide networking opportunities and to promote conservation of waterways and marine life.



























Appendix

# Brunswick Key Brands

Segment	Key Brands				
Propulsion					
Engine, Parts & Accessories					
Navico Group					
Boat					

# About This Report

This is Brunswick's seventh annual sustainability report and represents the entire enterprise. It was published in May 2026 and is available in digital format at [www.brunswick.com](http://www.brunswick.com). Sustainability-related topics are also reflected in our Annual Report and Proxy Statement. These documents are published at <https://www.brunswick.com/investors/sec-filings>.

This report is prepared with reference to the GRI Standards and in alignment with the Greenhouse Gas Protocol. Energy, environmental and climate data presented throughout the report covers all major Company operations but may exclude administrative offices or smaller international facilities or Freedom Boat Club marina locations, which are estimated to be non-material contributors to our environmental footprint.

Brunswick's [global energy data](#), [Scope 1, 2 and 3 greenhouse gas emissions](#) and [water consumption](#) received limited assurance verification in accordance with ISO 14064-3:2019 or ISEA 3000 (Revised) by the third-party firm Keramida. The data collection processes and methodologies used for this report have been reviewed by the Company's internal audit organization.

For questions or comments about this report, please contact [Sustainability@Brunswick.com](mailto:Sustainability@Brunswick.com).

## Forward-Looking Statements

Certain statements in this document 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 news release. These risks include, but are not limited to: the effect of adverse general economic conditions, including rising interest rates, and the amount of disposable income consumers have available for discretionary spending; changes to trade policy and tariffs, including retaliatory tariffs; changes in currency exchange rates; fiscal and monetary policy changes; adverse capital market conditions; competitive pricing pressures; higher energy and fuel costs; managing our manufacturing footprint and operations; loss of key customers; international business risks, geopolitical tensions or conflicts, sanctions, embargoes or other regulations; actual or anticipated increases in costs, disruptions of supply, or defects in raw materials, parts or components we purchase from third parties; supplier manufacturing constraints, increased demand for shipping carriers, and transportation disruptions; adverse weather conditions, climate change events and other catastrophic event risks; our ability to develop new and innovative products and services at a competitive price; absorbing fixed costs in production; our ability to meet demand in a rapidly changing environment; public health emergencies or pandemics; 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 integrate acquisitions and the risk for associated disruption to our business; the risk that restructuring or strategic divestitures will not provide business benefits; our ability to identify and complete targeted acquisitions; maintaining effective distribution; dealer and customer ability

to access adequate financing; inventory reductions by dealers, retailers or independent boat builders; requirements for us to repurchase inventory; risks related to the Freedom Boat Club franchise business model; outages, breaches or other cybersecurity events regarding our technology systems, which have affected and could further 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; an 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; risks associated with joint ventures that do not operate solely for our benefit; 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 2025 and in subsequent filings made with the Securities and Exchange Commission. 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 report.

# Data Tables

Energy	2022	2023	2024	2025
Total energy consumption (TJ)	2,339	2,231	2,124	2,118
Electricity consumption	744	735	647	635
Fuel consumption	1,595	1,496	1,477	1,483
Energy intensity total (GJ/net sales U.S. \$ million)	343	349	406	395
Electricity intensity	109	115	124	118
Fuel intensity	234	234	282	277
Percent electricity matched with renewable energy			1%	74%

Emissions	2022	2023	2024	2025
Total Scope 1 + Scope 2 Market-based (metric tons CO <sub>2</sub> e)	195,505	184,299	161,777	101,584
Scope 1 absolute	90,619	84,853	82,745	83,177
Scope 2 absolute, location-based	121,358	113,704	93,568	91,509
Scope 2 absolute, market-based	104,886	99,446	79,032	18,407
GHG emissions intensity total (metric tons CO <sub>2</sub> e/net sales U.S. \$ million)	28.8	28.7	30.9	18.9
Scope 1 intensity	13.3	13.2	15.8	15.5
Scope 2 intensity, market-based	15.4	15.5	15.1	3.4
GHG emissions from Scope 3 sources (metric tons CO <sub>2</sub> e)	4,417,908	4,054,141	2,737,904	2,665,115

## Methodologies and Boundaries

### ENERGY CONSUMPTION AND INTENSITY

Energy consumption is based on the use of electricity, natural gas, gasoline, diesel and propane across Brunswick's major operations. Such energy is tracked in various measurements and standard conversion factors are used to determine TJ.

### DIRECT (SCOPE 1) GHG EMISSIONS

Direct (Scope 1) GHG emissions are based on consumption of natural gas, gasoline, diesel and propane at our major operations. We use the respective emission factors from the cross-sector tools provided by Greenhouse Gas Protocol and global warming potential (GWP) rates from the IPCC assessment reports based on a 100-year timeframe.

### ENERGY-INDIRECT (SCOPE 2) GHG EMISSIONS

Energy-related indirect (Scope 2) GHG emissions are from electricity consumption at approximately 100 separate facilities, making up all of our major operations. Small distribution facilities, small sales offices and Freedom Boat Club leased marina space may be excluded from reporting and are not material contributors to consumption. The location-based emission factors for the U.S. reflect the eGRID subregion level factors at the time emissions data was reported. For locations outside the U.S., factors are based on the International Energy Agency country-level factors or NIR emission factors for Canada. The GWP rates are from the IPCC assessment reports based on a 100-year time frame.

Market-based Scope 2 emissions include the application of 119,577 MWh of solar RECs from the Vesper Hornet VPPA and 9,988 RECs from the Alliant Ledgeview REP, reducing reported emissions by approximately 57,752 metric tons of CO<sub>2</sub>e. A zero-emission factor (0 kg CO<sub>2</sub>e/MWh) was assumed for electricity supplied from the Vesper Hornet solar facility in Texas and the Alliant Ledgeview facility in Wisconsin, consistent with the GHG Protocol Scope 2 Guidance. Electricity consumption not matched with RECs was quantified using appropriate supplier-specific or residual mix emission factors, consistent with Scope 2 market-based guidance. Such market-based emission factors were available for most locations.

Retired Renewable Energy Certificates		
Project and Location	Vintage	RECs
Alliant Ledgeview Solar REP	1/1/2025	496
Alliant Ledgeview Solar REP	2/1/2025	603
Alliant Ledgeview Solar REP	3/1/2025	887
Alliant Ledgeview Solar REP	4/4/2025	912
Alliant Ledgeview Solar REP	5/1/2025	1,212
Alliant Ledgeview Solar REP	6/1/2025	1,145
Alliant Ledgeview Solar REP	7/1/2025	1,264
Alliant Ledgeview Solar REP	8/1/2025	1,080
Alliant Ledgeview Solar REP	9/1/2025	979
Alliant Ledgeview Solar REP	10/1/2025	679
Alliant Ledgeview Solar REP	11/1/2025	408
Alliant Ledgeview Solar REP	12/1/2025	323
Vesper Hornet Solar VPPA	Q2 2025	42,654
Vesper Hornet Solar VPPA	Q3 2025	37,951
Vesper Hornet Solar VPPA	Q4 2024	38,973

Water	2022	2023	2024	2025
Water usage total (million liters)	621	532	403	464
Water usage in high stressed areas (million liters)	89 <sup>1</sup>	94	29	30

1. 2022 water usage in high stressed areas includes only three of the four sites reported in later years.

## Methodologies and Boundaries

### RENEWABLE ENERGY CERTIFICATES (RECS)

Alliant Ledgeview RECs were retired on M-RETS on behalf of Mercury Marine during March 2026. Vesper Hornet RECs are green e-certified and were retired on ERCOT during March 2026. The Q4-2024 Hornet RECs were matched by compliance premiums that were retired at the same time.

### WATER WITHDRAWAL

Water data represents usage at 30 plants or facilities, some of which required water as part of the production process or for product testing.

Water usage in high stressed areas represents withdrawal at four manufacturing facilities which reside within a WRI category 4 area, specifically in Juarez, Mexico and Suzhou, China. Brunswick does not have any manufacturing locations within the most severe (category 5) water stressed baseline areas.

<b>Hazardous Waste</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Hazardous waste total (metric tons)	688	703	506	479
Hazard waste treatment methods (percent of total)				
Landfill		15%	20%	19%
Fuel blending		28%	32%	41%
Incineration		1%	3%	4%
Recycling		7%	44%	33%
On-site recycling		2%	0%	2%
Wastewater treatment		47%	1%	1%

<b>Solid Waste Management</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Waste generated from operations (metric tons)				24,667
Percent recycled, reused or incinerated with energy recovery				77%

<b>Volatile Organic Compounds (VOC) Emissions</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
VOC emissions total (metric tons)	702	699	586	586

<b>Occupational Safety</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Total recordable incident rate (TRIR)	1.34	1.45	1.73	1.51
Lost-time incident rate (LTIR)	0.27	0.33	0.37	0.28
Days away, restricted or transferred (DART)	0.74	0.65	0.92	0.95

## Methodologies and Boundaries

### HAZARDOUS WASTE

We monitor hazardous waste generation and report on such materials following country-specific regulations. For 2025, our reporting covers 29 facilities that had hazardous waste generation, as defined by EPA standards, during the year. This includes one facility in New Zealand, four in Mexico and the remainder in the U.S. Please note, not all facilities generate hazardous waste that requires reporting in each year.

### SOLID WASTE

Solid waste reporting was added during 2025 and represents data from approximately 21 locations, both manufacturing and distribution including the Mercury Marine Fond du Lac campus. Tons diverted reflects the total amount of waste sent to recycling facilities or for alternative use, and not the percent that may actually be recycled or reused by a third party. Additional facilities will be added in the future. We anticipate the percent diverted from landfill will decrease as fiberglass boat manufacturing locations are included in reporting.

### VOLATILE ORGANIC COMPOUNDS (VOC)

Emissions reported are Actual Emissions of Pollutants, as reported to regulatory agencies if applicable. VOC data for 2025 includes 14 facilities (11 in the United States and three in Mexico).

### OCCUPATIONAL SAFETY

All safety rates follow standards of the U.S. Occupational Safety and Health Administration and are based on 200,000 hours worked. Safety data covers all facilities and employees, including contractors and temporary employees. Safety KPIs for 2023 and 2024 have been adjusted to reflect reporting exclusions identified during 2025. As such TRIR, LTIR and DART for these years differ slightly from data reported in Brunswick's two prior sustainability reports.

# GRI Content Index

Brunswick has reported with reference to the GRI Standards for the period January 1, 2025 through December 31, 2025 using GRI 1: Foundations 2021.

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Brunswick <a href="#">Form 10-K for FY2025</a> , pages 1-6
	2-2 Entities included in the organization’s sustainability reporting	About This Report, page 51
	2-3 Reporting period, frequency and contact point	About This Report, page 51
	2-5 External assurance	Environmental Sustainability, page 20 and 26
	2-6 Activities, value chain and other business relationships	Brunswick <a href="#">Form 10-K for FY2025</a> , pages 2-5
	2-7 Employees	Workforce Demographics, page 33
	2-8 Workers who are not employees	Workforce Demographics, page 33
	2-9 Governance structure and composition	Brunswick <a href="#">2026 Proxy Statement</a> , pages 22-24 and 26-27
	2-10 Nomination and selection of the highest governance body	Brunswick <a href="#">2026 Proxy Statement</a> , page 24
	2-11 Chair of the highest governance body	Brunswick <a href="#">2026 Proxy Statement</a> , page 23
	2-12 Role of the highest governance body in overseeing the management of impacts	Oversight of Sustainability Topics, page 42 Brunswick <a href="#">2026 Proxy Statement</a> , pages 26-27 and 30-32
	2-13 Delegation of responsibility for managing impacts	Oversight of Sustainability Topics page 42 Brunswick <a href="#">2026 Proxy Statement</a> , pages 26-27 and 30-32
	2-14 Role of the highest governance body in sustainability reporting	Oversight of Sustainability Topics, page 42 Brunswick <a href="#">2026 Proxy Statement</a> , page 27
	2-15 Conflicts of interest	Brunswick <a href="#">Conflicts of Interests Policy</a>
	2-16 Communication of critical concerns	Ethics Program, pages 43-44; Brunswick’s <a href="#">Integrity Playbook</a> , pages 26-27

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021 (cont.)	2-17 Collective knowledge of the highest governance body	Brunswick <a href="#">2026 Proxy Statement</a> , page 15-19
	2-18 Evaluation of the performance of the highest governance body	Brunswick <a href="#">2026 Proxy Statement</a> , page 23
	2-19 Remuneration policies	Brunswick <a href="#">2026 Proxy Statement</a> , pages 40-64
	2-20 Process to determine remuneration	Brunswick <a href="#">2026 Proxy Statement</a> , pages 40-64
	2-21 Annual total compensation ratio	Brunswick <a href="#">2026 Proxy Statement</a> , page 60
	2-23 Policy commitments	Brunswick <a href="#">Policies, Practices &amp; Standards</a>
	2-24 Embedding Policy Commitments	Ethics Program, pages 43-44
	2-26 Mechanisms for seeking advice and raising concerns	Ethics Program, page 43 Brunswick's <a href="#">Integrity Playbook</a> , page 6
	2-27 Compliance with laws and regulations	Brunswick's <a href="#">Integrity Playbook</a>
	2-28 Membership associations	Public Policy Engagement, page 48
	2-29 Approach to stakeholder engagement	Brunswick Stakeholder Engagement, page 8
	2-30 Collective bargaining agreements	Brunswick <a href="#">Form 10-K for FY2025</a> , page 8
	GRI 3: Material Topics 2021	3-1 Process to determine material topics
3-2 List of material topics		Sustainability Materiality Assessment, page 9
3-3 Management of material topics		Progress Toward Our Commitments, page 7



GRI Standard	Disclosure	Location
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Brunswick <a href="#">Form 10-K for FY2025</a> , page 14 Brunswick <a href="#">CDP Climate Change Questionnaire 2025</a> , 3.1, 3.6, 5.1, 5.2, 5.3
	201-3 Defined benefit plan obligations and other retirement plans	Brunswick <a href="#">Form 10-K for FY2025</a> , page 90
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Ethics in Actions, page 43 Brunswick's <a href="#">Integrity Playbook</a> , pages 26-27
GRI 207: Tax 2019	207-1 Approach to tax	Brunswick <a href="#">Tax Strategy Statement</a>
	207-2 Tax governance, control and risk management	Brunswick <a href="#">Tax Strategy Statement</a>
	207-3 Stakeholder engagement and management of concerns related to tax	Brunswick <a href="#">Tax Strategy Statement</a>
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Greenhouse Gas Emissions, page 19; Data Tables, page 52
	302-3 Energy intensity	Greenhouse Gas Emissions, page 19; Data Tables, page 52
	302-4 Reduction of energy consumption	Greenhouse Gas Emissions, pages 18-19
GRI 303: Water and Effluents 2018	303-5 Water consumption	Water Usage, pages 26-27; Data Tables, page 53
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Greenhouse Gas Emissions, page 18; Data Tables, page 52
	305-2 Energy indirect (Scope 2) GHG emissions	Greenhouse Gas Emissions, page 18; Data Tables, page 52
	305-3 Other indirect (Scope 3) GHG emissions	Greenhouse Gas Emissions, page 20; Data Tables, page 52
	305-4 GHG emissions intensity	Greenhouse Gas Emissions, page 18; Data Tables, page 52
	305-5 Reduction of GHG emissions	Greenhouse Gas Emissions, pages 18-24

GRI Standard	Disclosure	Location
GRI 306: Waste 2020	306-3 Waste generated	Environmental Management, pages 26-27; Data Tables, page 54
	306-4 Waste diverted from disposal	Environmental Management, pages 26-27; Data Tables, page 54
	306-5 Waste directed to disposal	Environmental Management, pages 26-27; Data Tables, page 54
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Brunswick Employee Benefits</a>
	401-3 Parental Leave	<a href="#">Brunswick Employee Benefits</a>
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Safety, page 34
	403-2 Hazard identification, risk assessment and incident investigation	Employee Safety, page 34
	403-4 Worker participation, consultation and communication on occupational health and safety	Employee Safety, pages 34-35
	403-5 Worker training on occupational health and safety	Employee Safety, pages 34-35
	403-6 Promotion of worker health	<a href="#">Brunswick Employee Benefits</a>
	403-8 Workers covered by an occupational health and safety management system	Employee Safety, pages 34-35
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Investing in Our Employees, pages 31-32
	404-3 Percentage of employees receiving regular performance and career development reviews	Brunswick <a href="#">Form 10-K for FY2025</a> , page 11
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Workforce Demographics, page 33; Board and Governance Overview, page 41 <a href="#">2026 Proxy Statement</a> , page 22
GRI 415: Public Policy 2016	415-1 Political contributions	Public Policy Engagement, page 48

# TCFD References

Governance	Recommended Disclosure	Reference
Disclose the organization’s governance around climate-related risks and opportunities.	Describe the board’s oversight of climate-related risks and opportunities.	Board Oversight of Sustainability Risks, page 42 <a href="#">CDP Corporate Questionnaire 2025</a> 4.1.2
	Describe management’s role in assessing and managing climate-related risks and opportunities.	<a href="#">CDP Corporate Questionnaire 2025</a> 4.3
Strategy	Recommended Disclosure	Reference
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning where such information is material.	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long-term.	<a href="#">CDP Corporate Questionnaire 2025</a> 2.2
	Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.	<a href="#">CDP Corporate Questionnaire 2025</a> 3.1, 3.6, 5.1, 5.2, 5.3
	Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<a href="#">CDP Corporate Questionnaire 2025</a> 5.1
Risk Management	Recommended Disclosure	Reference
Disclose how the organization identifies, assesses and manages climate-related risks.	Describe the organization’s processes for identifying and assessing climate-related risks.	<a href="#">CDP Corporate Questionnaire 2025</a> 2.1, 2.2
	Describe the organization’s processes for managing climate-related risks.	<a href="#">CDP Corporate Questionnaire 2025</a> 2.2
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.	<a href="#">CDP Corporate Questionnaire 2025</a> 2.1, 2.2
Metrics and Targets	Recommended Disclosure	Reference
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Greenhouse Gas Emissions, pages 18-20 <a href="#">CDP Corporate Questionnaire 2025</a> 7.52, 7.54
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Greenhouse Gas Emissions, pages 18-20 <a href="#">CDP Corporate Questionnaire 2025</a> 7.6-7.8, 12.1
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Brunswick’s Sustainability Framework, page 7 <a href="#">CDP Corporate Questionnaire 2025</a> 7.53, 7.54

# BRUNSWICK<sup>®</sup>

NEXT NEVER RESTS<sup>®</sup>

Brunswick is a global leader in marine recreation, delivering innovation that transforms experiences on the water and beyond. Our unique, technology-driven solutions are informed and inspired by deep consumer insights and powered by our belief that “Next Never Rests.”<sup>®</sup>

Brunswick is home to more than 60 industry-leading brands and operates with four reporting segments: Propulsion, Engine Parts & Accessories, Navico Group and Boat.

Headquartered in Mettawa, Illinois, Brunswick has approximately 14,000 employees operating in 26 countries. In 2025, Brunswick was named as one of America’s Best Companies by Forbes, one of America’s Best Mid-Size Companies by TIME and one of the World’s Most Trustworthy Companies by Newsweek. Brunswick was also among on Newsweek’s list of America’s Greenest Companies.

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