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Brunswick Earnings Conference Call Q1, 2016

April 28, 2016

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Forward-Looking Statements

Certain statements in this presentation are forward-looking as defined in the Private Securities Litigation Reform Act of 1995. Such statements are based on current expectations, estimates and projections about Brunswick's business. Forward-looking statements by their nature address matters that are, to different degrees, uncertain and often contain words such as "may," "could," "expect," "intend," "target," "plan," "seek," "estimate," "believe," "predict," "potential" or "continue." These statements are not guarantees of future performance and involve certain risks and uncertainties that may cause actual results to differ materially from expectations as of the date of this presentation. These risks include, but are not limited to: the effect of adverse general economic conditions, including the amount of disposable income available to consumers for discretionary purchases, tight consumer credit markets and the level of consumer confidence on the demand for the Company's products and services; negative currency trends, including shifts in exchange rates; the ability to make targeted acquisitions and successfully integrate newly acquired businesses; the ability of the Company to successfully implement its strategic plan and growth initiatives; the ability of dealers and customers to secure adequate access to financing and the Company's ability to access capital and credit markets; the ability to maintain strong relationships with dealers, distributors and independent boat builders; the ability to maintain effective distribution and develop alternative distribution channels without disrupting incumbent distribution partners; the ability to successfully manage pipeline inventories; credit and collections risks, including the potential obligation to repurchase dealer inventory; the risk of losing a key customer or a critical supplier; the strength and protection of the Company's brands and other intellectual property; the ability to absorb fixed costs in managing production facilities; the ability to successfully manage the expansion of the Company's manufacturing footprint; the ability to obtain components, parts and raw materials from suppliers in a timely manner and for a reasonable price; the need to meet pension funding obligations; uncertainties in the timing and amount of the Company's share repurchases; the effect of higher energy and fuel costs; competitive pricing pressures, including the impact of changing foreign currency exchange rates, inflation and increased competition from international competitors; the ability to develop new and innovative products at a competitive price and in compliance with applicable laws and to maintain product quality and service standards; the continued use of legacy information technology systems and the risk of a failure of or attacks on the Company's information technology systems, which could result in data breaches, lost or stolen assets or information and associated remediation costs; competition from other leisure pursuits that may affect the level of participation in boating and fitness activities; the risk of product liability, warranty and other claims in connection with the manufacture and sale of products; the ability to protect the Company's intellectual property; the ability to respond to and minimize the negative financial impact of legislative and regulatory developments, including those related to environmental restrictions and remediation efforts, climate change, healthcare costs, taxes and employment obligations; the risk of having to record an impairment to the value of goodwill and other assets; doing business in international locations, including risks of international political instability, civil unrest and operations in emerging markets; the ability to attract and retain key contributors and to successfully implement succession plans; the effect of weather conditions on demand for marine products; and the effect that catastrophic events, including hurricanes, floods, earthquakes and environmental spills, may have on consumer demand and the ability to manufacture products.

Additional risk factors are included in the Company's Annual Report on Form 10-K for 2015. Such forward-looking statements speak only as of the date on which they are made and Brunswick does not undertake any obligation to update any forward-looking statements to reflect events or circumstances after the date of this presentation or for changes made to this document by wire services or Internet service providers.

Bruce J. Byots, Vice President - Investor Relations
Brunswick Corporation, 1 N. Field Court, Lake Forest, IL 60045-4811
Phone: +1-847-735-4612 Fax: +1-847-735-4750
email: bruce.byots@brunswick.com

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Use of Non-GAAP Financial Information and Constant Currency Reporting

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

Brunswick has used certain non-GAAP financial measures that are included in this presentation for several years, both in presenting its results to shareholders and the investment community and in its internal evaluation and management of its businesses. Brunswick's management believes that these measures (including those that are non-GAAP financial measures) and the information they provide are useful to investors because they permit investors to view Brunswick's performance using the same tools that Brunswick uses and to better evaluate Brunswick's ongoing business performance. For additional information, please see Brunswick's Current Report on Form 8-K issued on April 28, 2016, which is available at www.brunswick.com.

For purposes of comparison, 2016 net sales growth is also shown using 2015 exchange rates for the comparative period to enhance the visibility of the underlying business trends, excluding the impact of translation arising from foreign currency exchange rate fluctuations.

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Mark Schwabero – Chairman and Chief Executive Officer

Bill Metzger – Chief Financial Officer

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Overview of First Quarter 2016

- Revenue increased 9 percent -- on a constant currency basis¹, sales increased by 10 percent. Strong growth in fiberglass outboard boats and marine parts and accessories; solid growth rates in outboard engines
- Gross margin of 26.4 percent, an increase of 10 basis points
- Operating expenses increased by 7 percent
- Adjusted operating earnings² increased by 13 percent compared to prior year, with operating margins up 30 basis points
- Adjusted pretax earnings² increased by 12 percent
- Diluted EPS, as adjusted², of \$0.71, up \$0.12, or 20 percent
- Free cash flow reflected an outflow of \$133 million, an improvement of \$35 million versus prior year

¹For purposes of comparison, 2016 net sales growth is also shown using 2015 exchange rates for the comparative period to enhance the visibility of the underlying business trends, excluding the impact of translation arising from foreign currency exchange rate fluctuations.

²Excludes restructuring and integration charges.

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Net Sales increased by \$84.6 million, or 9%

Segment (\$'s in millions)	Net Sales				Acquisition Contribution
	Three Months Ended				
	April 2, 2016	April 4, 2015	% Change		
		GAAP ¹	Constant Currency		
Marine Engine	\$ 595.5	\$ 562.2	6 %	9 %	3 %
Boat	336.8	318.0	6 %	7 %	0 %
Marine eliminations	(80.3)	(80.1)			
Total Marine	852.0	800.1	6 %	8 %	2 %
Fitness	218.3	185.6	18 %	19 %	18 %
Total	\$ 1,070.3	\$ 985.7	9 %	10 %	4 %

Excluding impact of foreign currency translation, net sales increased by 10 percent

¹Consolidated GAAP net sales reflected a 11% increase in the U.S., and an increase of 3% in Europe and Rest-of-World combined versus prior year.

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Q1 Adjusted Operating Earnings increased by \$11.1 million, or 13%

Segment (\$'s in millions)	Operating Earnings - Excluding Charges		
	Three Months Ended		
	April 2, 2016	April 4, 2015	Change
Marine Engine	\$ 78.3	\$ 74.2	\$ 4.1
Boat	16.4	7.7	8.7
Total Marine	94.7	81.9	12.8
Fitness	23.9	25.8	(1.9)
Pension - non-service costs	(3.7)	(3.0)	(0.7)
Corp/Other	(15.1)	(16.0)	0.9
Adjusted operating earnings	99.8	88.7	11.1
Restructuring and integration charges	(3.8)	0.0	(3.8)
GAAP operating earnings	\$ 96.0	\$ 88.7	\$ 7.3
Operating margin - excluding charges	9.3%	9.0%	+30 bps
Operating margin - including charges	9.0%	9.0%	0 bps

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U.S. Powerboat Industry – Percentage Change in Units

	Q1-15	Q2-15	Q3-15	Q4-15	2015	Q1-16
AL – Fish	12%	6%	8%	5%	7%	11%
AL - Pontoon	14%	6%	9%	10%	8%	16%
FG - Outboard	10%	11%	9%	11%	10%	8%
Outboard Boats	12%	7%	9%	9%	9%	11%
FG – SD/IB (14-30 ft.)	-9%	-11%	-2%	-1%	-8%	7%
FG – SD/IB (31-40 ft.)	8%	2%	0%	1%	2%	-3%
FG – SD/IB (41-62 ft.)	20%	27%	13%	22%	21%	19%
FG SD/IB Boats	-5%	-8%	-2%	3%	-5%	7%
Main Powerboat Segments	10%	5%	8%	8%	7%	10%
Total Industry (NMMA)	9%	6%	6%	6%	6%	9%

2015 preliminary U.S. total industry (NMMA) shipments of 178,800 units, a 6% increase versus 2014

Source: Statistical Surveys, Inc.: 2016 preliminary data is based on 90% of January, 75% of February and 64% of March market reporting; Coast Guard data updated through 03/2016.

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

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Revenue By Region – Marine Segments Only

Region	2016 vs. 2015 Growth Rates*	2015 Mix
U.S.	+9%	68%
Europe	+13%	12%
Canada	-4%	8%
Asia Pacific	+22%	6%
Latin America	-6%	4%
Africa & Middle East	-29%	2%
Total	8%	100%

Sales* in our combined marine segments experienced 8 percent gains

*On a constant currency basis

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Marine Engine segment – Q1 sales by region



Region	Q1 - 2016 Sales*	% Change	
		GAAP	Constant Currency
United States	67%	7 %	7 %
Europe	15%	15 %	20 %
Rest-of-World	18%	2 %	10 %
Total	100%	6 %	9 %

Based on Constant Currency

- U.S. sales increased in parts and accessories and outboard engine categories, partially offset by continued sterndrive weakness
- European sales experienced strong growth due to outboard engines and parts and accessories
- Rest-of-World revenue gains in parts and accessories, primarily from the BLA acquisition, offset by market weakness in Latin America

2015 FY revenue by region*: U.S. 68%, Europe 12%, Asia Pacific 9%, Latin America 4%, Canada 4%, Africa & Middle East 3%

For the first quarter, sales on a constant currency basis increased by 9 percent. Acquisitions contributed 3 percent to the year-over-year growth

*Excluding sales to the Boat segment

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Q1 Outboard and Sterndrive engines



Outboard

- Favorable retail demand environment continues in overall U.S. outboard boat and engine categories
- Market share gain benefits in targeted saltwater, repower and commercial markets reflecting recently launched products



Sterndrive

- Unfavorable global retail demand trends continue
- Market share stable

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Q1 Marine Engine segment's Parts & Accessories

Boating Accessories



Service Parts



Propellers



- Revenue benefited from recent acquisitions, new product launches and market share gains
- Lower fuel costs a positive factor

Oil & Lubes



Trolling Motors



Controls/Rigging



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Factors affecting Marine Engine segment's Q1 operating earnings



Key Factors

- Higher sales
- Cost reductions including benefits from lower commodity costs and savings related to sourcing initiatives
- Favorable product mix from recently launched outboard products

- Increases in growth related investments
- Foreign exchange had an unfavorable impact

Q1 operating margin at 13.1%

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Boat segment – Q1 sales by region



Region	Q1 - 2016 % of Sales	% Change	
		GAAP	Constant Currency
United States	75%	14%	14%
Europe	9%	(4)%	(1)%
Rest-of-World	16%	(16)%	(13)%
Total	100%	6%	7%

Based on Constant Currency

- U.S. sales continue to benefit from recently introduced new products and continued overall retail growth in outboard boat categories
- Sales declines in Europe attributed to strong comparable growth in Q1 2015
- Rest-of-World sales declined due to weaker demand in Canada and Africa and Middle East

2015 FY revenue by region: U.S. 72%, Canada 13%, Europe 8%, Latin America 4%, Asia Pacific 2%, Africa & Middle East 1%

For the first quarter, sales on a constant currency basis increased by 7 percent

*Excluding sales to the Engine segment

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Review of Brunswick Boat segment metrics

Wholesale and Retail Metrics

- For the first quarter, global retail unit sales increased by 10 percent, compared to prior year. U.S. retail units increased by 14 percent
- Global wholesale unit shipments were down 6 percent. U.S. wholesale units decreased by one percent

Pipeline Metrics

- Q1, 2016 ended with 38 weeks of product-on-hand, compared to 40 weeks at the end of Q1, 2015; units down modestly compared to last year

Wholesale unit growth rate should be consistent
with retail unit growth rate for full-year

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Factors affecting Boat segment's Q1 operating earnings



Key Factors

- Higher sales
- Favorable product mix
- Lower commodity costs and savings from sourcing initiatives

Q1 operating margin at 4.9%

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Fitness segment – Q1 sales by region



Region	Q1 - 2016 % of Sales	% Change	
		GAAP	Constant Currency
United States	56%	22%	22%
Europe	18%	14%	18%
Rest-of-World	26%	11%	13%
Total	100%	18%	19%

Based on Constant Currency, Excluding Acquisitions

- U.S. sales down slightly, reflecting growth in local and federal governments and a slight increase in health clubs, more than offset by weakness in consumer channels
- International markets experienced a modest increase in net sales

2015 FY revenue by region: U.S. 54%, Europe 20%, Asia Pacific 12%, Latin America 6%, Africa & Middle East 4%, Canada 4%

For the first quarter, sales on a constant currency basis increased by 19 percent. The Cybex and SCIFIT acquisitions contributed 18 percent to the segment's quarterly growth

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Factors affecting Life Fitness segment's Q1 operating earnings*



Key Factors

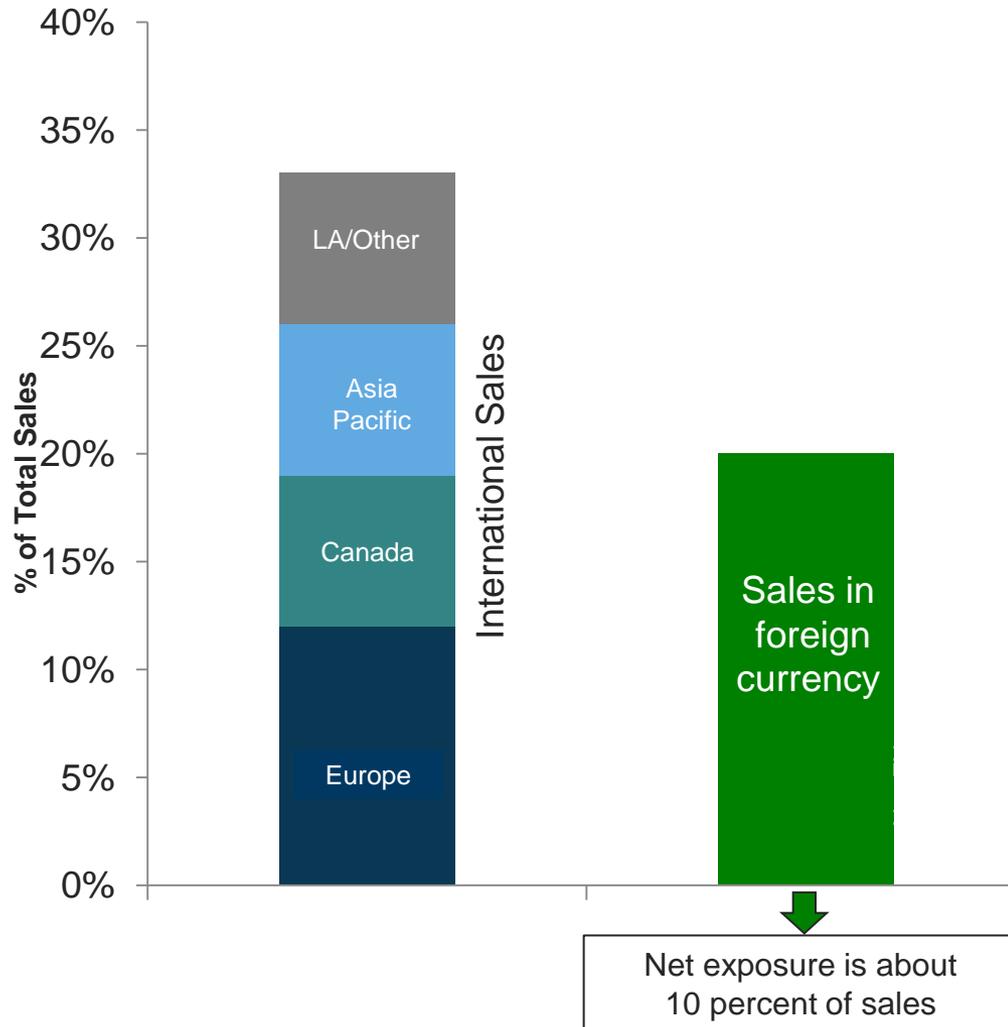
- Cost reductions and savings related to sourcing initiatives
- Favorable warranty adjustment
- Unfavorable impact of customer and channel mix
- Increased investment in growth initiatives
- Acquisition related purchase accounting adjustments

Q1 adjusted operating margin at 10.9%;
On a GAAP basis at 9.2%

*As adjusted

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Review of foreign currency impact¹



Q1, 2016:

- Unfavorable impact on sales of approximately 1 percent
- Unfavorable impact on operating earnings of approximately \$5 million

Outlook 2016:

- Unfavorable impact on sales of less than one half of one percent²
- Unfavorable impact on operating earnings comparisons of approximately \$5 to \$10 million or 2 percent (includes the net year-over-year impact of hedging activity)²

¹Includes the impact of hedging activity.

²Estimates for the full-year assume that rates remain consistent with current rates for the remainder of the year.

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Tax provision

	Q1	
	2016	2015
Effective tax rate - GAAP	30.9%	33.3%
Effective tax rate, as adjusted	31.0%	34.0%

Change in effective tax rate between years reflects impact of R&D tax credit and benefits from optimizing international legal entity and cash management structures

Estimated 2016: effective book tax rate, as adjusted, is approximately 31 to 31.5 percent; cash tax rate to be in the low-to-mid teen percent range

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Cash Flow – Continuing Operations

(\$'s in millions)	Three Months Ended	
	2016	2015
Net earnings*	\$ 63.2	\$ 56.6
Depreciation and amortization	25.4	21.9
Pension funding, net of expense	(32.2)	(58.0)
Changes in certain current assets and current liabilities**	(153.1)	(160.6)
Income taxes**	16.1	24.0
Other, net**	(9.6)	(9.8)
Net cash used for operating activities*	\$ (90.2)	\$ (125.9)

Net cash used for operating activities*
improved by \$35.7 million

*Continuing operations only

**Excluding acquisitions

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Free Cash Flow – Continuing Operations

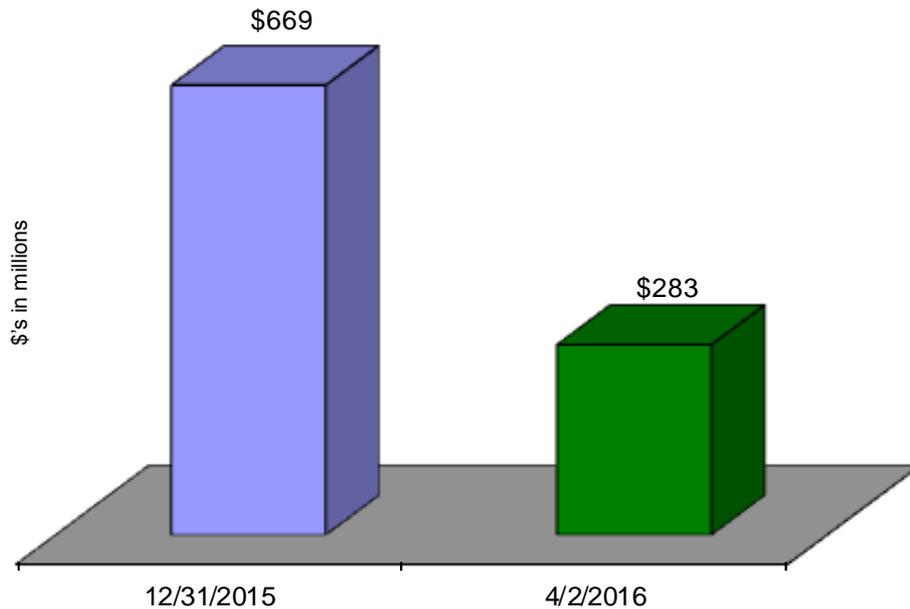
(\$'s in millions)	Three Months Ended	
	2016	2015
Net cash used for operating activities*	\$ (90.2)	\$ (125.9)
Net cash provided by (used for):		
Capital expenditures	(46.2)	(33.8)
Proceeds from sale of property, plant and equipment	0.1	1.0
Effect of exchange rate changes on cash balances	2.9	(9.5)
Total free cash flow	\$ (133.4)	\$ (168.2)

Free cash flow usage was lower by \$35 million

* Continuing operations only

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Cash and Marketable Securities



Main Factors Affecting Changes in Cash Balances

- Free cash flow usage of \$133 million
- Share repurchases of \$40 million (approximately 973,000 shares)
- Dividends paid of \$14 million
- Acquisition expenditures of \$195 million

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2016 Outlook – P&L

- Depreciation and amortization estimate of approximately \$110 million
- Pension expense of approximately \$15 million
- Net interest expense of approximately \$26 million
- Combined equity earnings and other income comparable to 2015
- Effective book tax rate, as adjusted, of approximately 31 percent to 31.5 percent
- Average diluted shares outstanding of approximately 92.0 million to 92.5 million

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2016 Outlook: Cash Flow Assumptions

- Current plan anticipates working capital changes to result in a usage of cash of \$60 million to \$80 million
- Capital expenditure levels of approximately 4 to 4.5 percent of sales
- Pension cash contributions of approximately \$35 million to \$40 million
- Increase in cash taxes
- Free cash flow expected to be in excess of \$200 million
- Share repurchases on an annual basis of approximately \$100 million

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Outlook for Brunswick 2016

2016 Financial Targets

- Revenue growth of approximately 9 percent to 11 percent
- Slight improvement in gross margin levels
- Operating expenses, as a percent of sales, to be slightly lower than prior year
- Slight gains in operating margins
- Diluted EPS, as adjusted, of \$3.40 to \$3.50

Outlook for Brunswick Q2 2016

Q2 2016 Financial Targets

- Revenue growth at the lower end of our full-year guidance
- Operating margins decline approximately 50 basis points due to increased investments to support growth

Marine Engine Segment

Strong Revenue and Strong Margins



2016 Financial Targets

- Revenue growth in the mid-to high-single digit percent range
- Solid improvement in operating margin
- Increased investments to support growth

Boat Group Segment

Strong Revenue Growth with Improved Profitability



2016 Financial Targets

- Revenue growth in the mid-single to high-single digit percent range
- Improvement in operating margin of approximately 100 to 120 basis points

Fitness Segment

Strong Revenue Growth with Strong Margins



2016 Financial Targets

- Revenue growth in the mid-to-high-twenty percent range, including Cybex acquisition
- Plan reflects operating margins, as adjusted, to be lower due to the impact of the Cybex acquisition, including purchase accounting adjustments



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Q1 Diluted EPS, as adjusted, increased by \$0.12, or 20%

	Earnings Per Share	
	Three Months Ended	
	April 2, 2016	April 4, 2015
Diluted EPS from continuing operations	\$ 0.68	\$ 0.59
Restructuring and integration charges	0.03	-
Diluted EPS from continuing operations, as adjusted	\$ 0.71	\$ 0.59

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Q1 Adjusted Pretax Earnings increased by \$10.3 million, or 12%

(\$'s in millions)	Adjusted Pretax Earnings		
	Three Months Ended		
	April 2, 2016	April 4, 2015	Change
Adjusted operating earnings	\$ 99.8	\$ 88.7	\$ 11.1
Net interest expense	(6.4)	(6.5)	0.1
Other income	1.8	2.7	(0.9)
Adjusted pretax earnings	95.2	84.9	10.3
Restructuring and integration charges	(3.8)	-	(3.8)
GAAP pretax earnings	\$ 91.4	\$ 84.9	\$ 6.5