BRUNSWICK®

NEXT NEVER RESTS®

Brunswick Corporation

David Foulkes, Chairman and CEO

RAYMOND JAMES CONFERENCE – ORLANDO, FL
MARCH 3, 2026

Forward-Looking Statements

Certain statements in this presentation are forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on current expectations, estimates, and projections about Brunswick's business and by their nature address matters that are, to different degrees, uncertain. Words such as "may," "could," "should," "expect," "anticipate," "project," "position," "intend," "target," "plan," "seek," "estimate," "believe," "predict," "outlook," "will," and similar expressions are intended to identify forward-looking statements. Forward-looking statements are not guarantees of future performance and involve certain risks and uncertainties that may cause actual results to differ materially from expectations as of the date of this presentation. These risks include, but are not limited to: the effect of adverse general economic conditions, including 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 subsequent quarterly reports on Form 10-Q. Forward-looking statements speak only as of the date on which they are made, and Brunswick does not undertake any obligation to update them to reflect events or circumstances after the date of this presentation.

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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 and the information that they provide are useful to investors because they permit investors to view Brunswick's performance using the same tools that Brunswick uses and to better evaluate Brunswick's ongoing business performance. In addition, in order to better align Brunswick's reported results with the internal metrics used by the Company's management to evaluate business performance as well as to provide better comparisons to prior periods and peer data, non-GAAP measures exclude the impact of purchase accounting amortization related to acquisitions, and certain restructuring, exit and impairment charges, among other adjustments.

For additional information and reconciliations of GAAP to non-GAAP measures, please see Brunswick's Current Report on Form 8-K filed with the Securities and Exchange Commission on January 29, 2026, which is available at www.brunswick.com, and the Appendix to this presentation.

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

For purposes of comparison, 2025 net sales growth is also shown using 2024 exchange rates for the comparative period to enhance the visibility of the underlying business trends, excluding the impact of translation arising from foreign currency exchange rate fluctuations. We refer to this as "constant currency" reporting.

About – Brunswick

~50%

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

1000+

patents since 2017

60k+

Freedom Boat Club Memberships Globally

3 out of 4

most recognizable U.S. boat brands

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NEXT NEVER RESTS™

Propulsion

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

MERCURY · FLITE · MERCURY AVATOR · MERCURY RACING

Engine Parts & Accessories

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

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

Navico Group

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

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

Boat Group

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

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

Business Acceleration

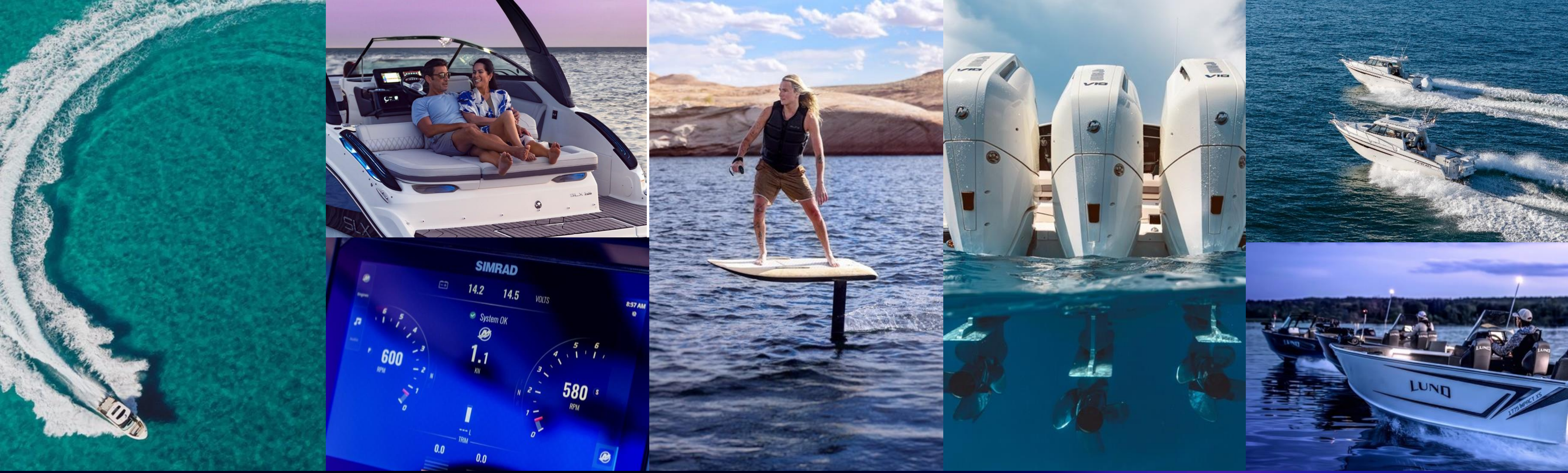
Ecosystem of —
Synergistic marine service and shared access businesses, including the world's largest boat club

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

Reportable Segments

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

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



We hold the

#1

Position

MERCURY

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

MERCURY Racing

Global High Performance & Racing Engines, Drives & Propellers

BLA boatinglifestyleadventure | **Land 'N' Sea** | **Lankhorst Taselaar**

Global Recreational Marine P&A Distribution

FREEDOM BOAT CLUB

Largest Boat Club Globally

BOSTON WHALER & **Trophy**

11'-50' Outboard Saltwater Fish

QUICKSILVER

Rec Fiberglass in Spain, Germany, and the UK

BOSTON WHALER

Premium Saltwater Fish

Sea Ray & **BAYLINER**

Runabout and Deck I/O

LUND

Premium Aluminum Fish

PRINCECRAFT

Canada Aluminum Fish & Pontoon

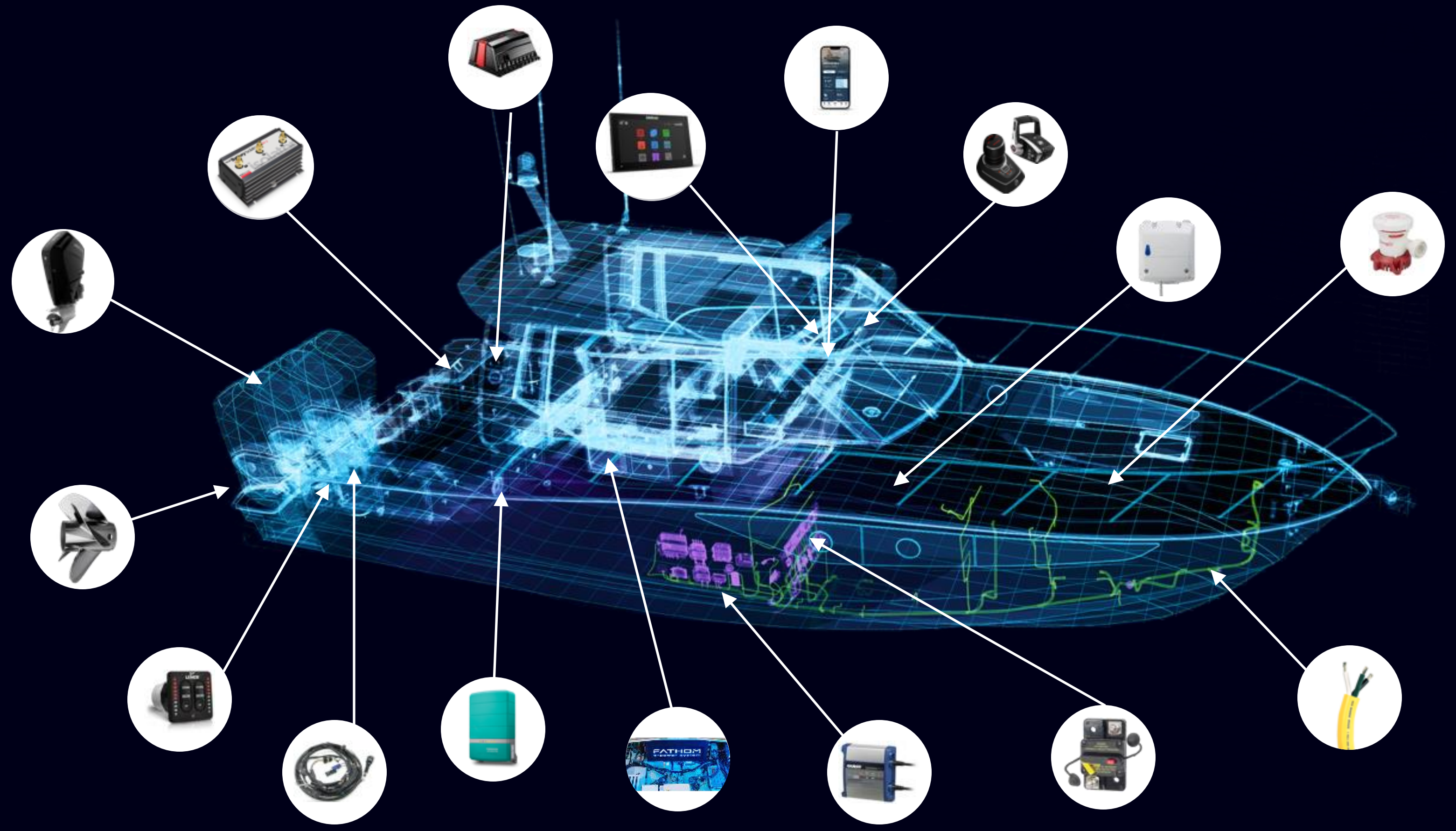
RAYGLASS BOATS

In New Zealand

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

Deep Enterprise Synergies

- ✓ **Unique, balanced portfolio** of businesses and recurring earnings streams
- ✓ **Vertically integrated** across propulsion, systems, and Freedom Boat Club
- ✓ **Comprehensive, bow-to-stern integrated systems** typically representing ~50% of Boat Group material costs
- ✓ ~$400M[1] of internal synergies



ANCOR · attwood · B&G · BEP · BLUE SEA SYSTEMS

C-MAP · CZONE · FATHOM e-power system · LENCO · LOWRANCE · MARINCO

MASTERVOLT · MERCURY · ProMariner™ · SIMRAD · Whale

FREEDOM BOAT CLUB EST 1989

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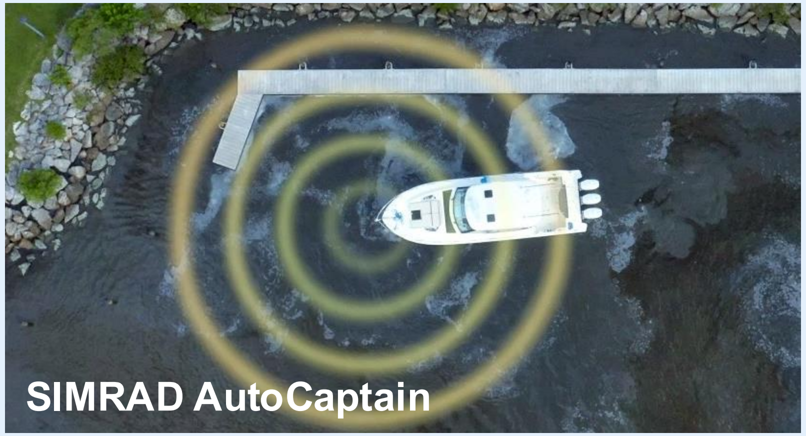
[1]INTERNAL SEGMENT ELIMINATIONS.

Unique, Fully-Integrated Technology Solutions

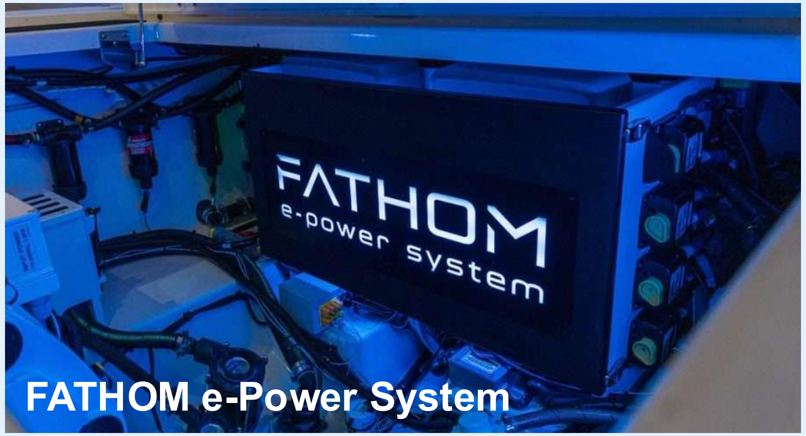
Fully Integrated Systems Solutions

- ✓ Combined power of Mercury Marine, Navico Group, and Boat Group creates valuable synergies competitors cannot offer
- ✓ Seamless integration makes boating easier, safer, more enjoyable, and more reliable
- ✓ Platforms provide foundation for additional functionality and increased electronic integration into the future



SIMRAD AutoCaptain

- ✓ The only fully-integrated autonomous boating solution – docking, undocking, maneuvering
- ✓ 360° awareness – continuously assesses and adapts to surroundings
- ✓ Only available with Mercury Marine propulsion and SIMRAD NEON Displays
- ✓ Completed over 20 demos with OEMs since launch – contracts signed with multiple non-Brunswick OEMs



FATHOM e-Power System

- ✓ Most advanced boat power management system
- ✓ Advanced digital controls and monitoring of power consumption
- ✓ Delivers information on demand and provides complete user control
- ✓ Scalable design allows for installation in 20-foot day boats and 100-foot luxury yachts
- ✓ Lower cost of ownership – nearly eliminates maintenance costs of traditional ICE generators

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Unrivalled Capability and Pace; Advantaged Footprint

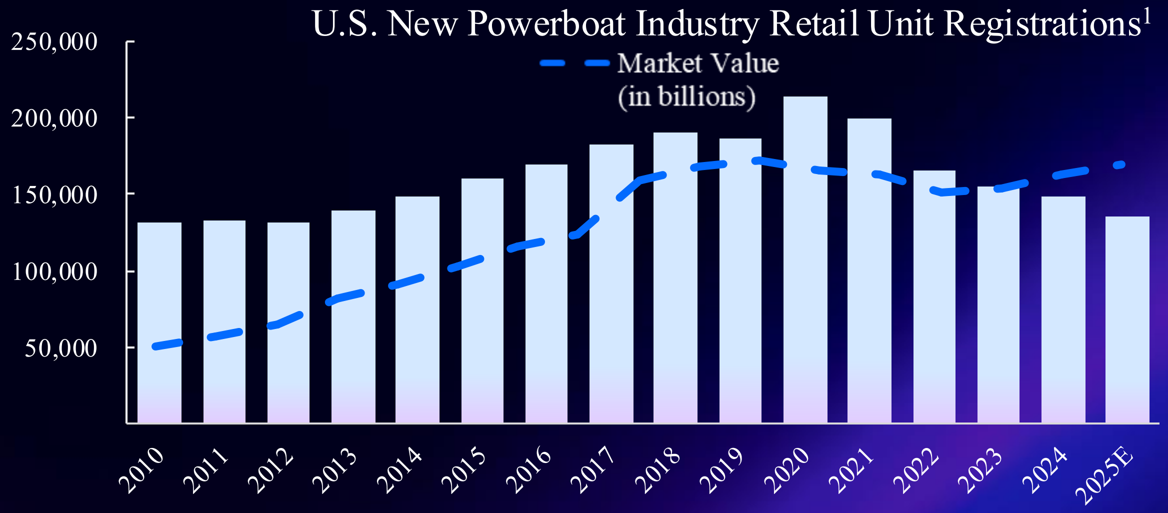
100+
Products Launched in 2025

100+
Awards for the 4th Consecutive Year

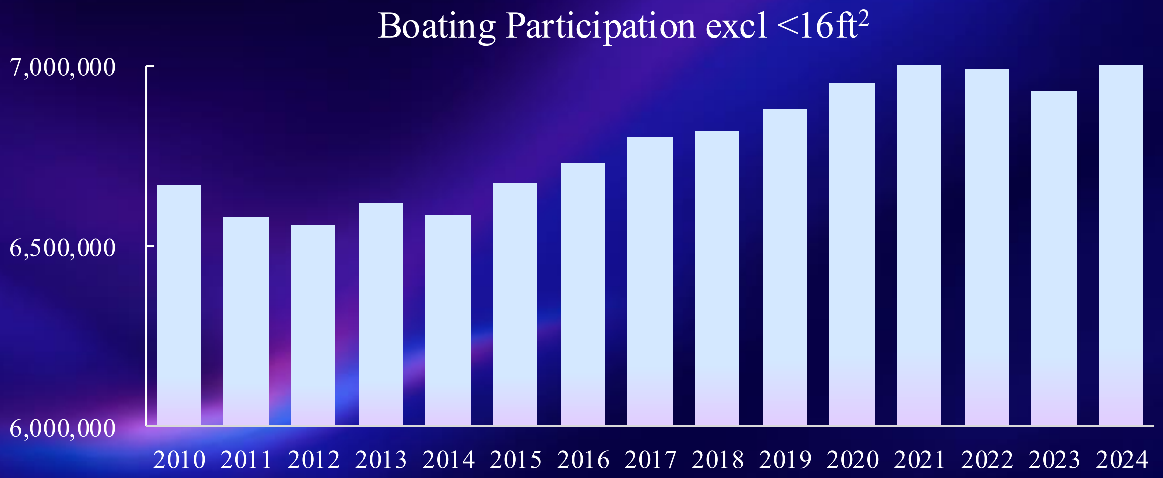
70%
U.S.-based COGS

90%
U.S.-focused Investment

New Boat Purchases are **Exposed to Economic Cycles**



Boating Participation **Remains Consistent**



78%

Boating Participation where Weather permits*

*Consumer Pulse Survey of current and potential boaters
n=1500 | Q4 '25

>90%

Expect to remain owners in 5+ years*

*Consumer Pulse Survey of current and potential boaters
n=1074 | Q4 '25

[1]U.S. MARKET DATA FROM SSI, 2025 FULLY CONSOLIDATED.
[2]DATA FROM NMMA.

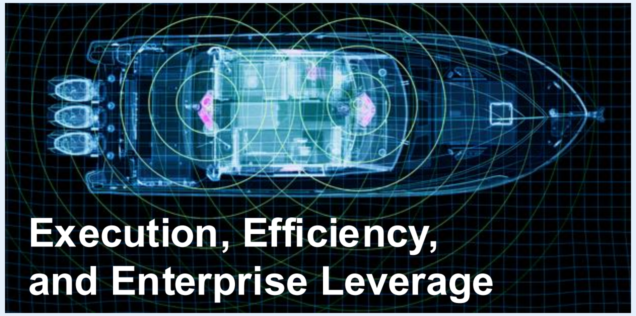
Brunswick's Competitive Advantage

Strategy Working — Outperforming Peers

- ✓ Differentiated portfolio and business model winning in the market
- ✓ Stable of industry-leading, premium brands and unique assets (Freedom)
- ✓ Recurring revenue, less-cyclical, and higher-margin businesses generate through-cycle profit and cash flow
- ✓ Enterprise synergies capture more margin and generate growth
- ✓ Top leadership talent throughout the enterprise

Continuing to Pursue Growth — Capturing Market Share

- ✓ Product and experience leadership capturing global market share at higher margins
- ✓ Accelerating commercialization of innovative systems technologies (AutoCaptain, FATHOM)
- ✓ Exceptional products complemented by industry-leading distribution and large, global service network
- ✓ Pursuing new marine categories, channel expansion, market expansion, and new markets



Execution, Efficiency, and Enterprise Leverage

- ✓ Long history of disciplined operational execution
- ✓ Continuously optimizing manufacturing and supply-chain footprint
- ✓ Diligently managing internal and channel inventories
- ✓ Advancing high-conversion, go-to-market digital assets and tools
- ✓ Leveraging AI throughout the enterprise

Strong Financial Profile – Investment Grade Committed

- ✓ Investment grade credit profile driving financial advantages
- ✓ Maximizing Free Cash Flow to fund industry-leading levels of investment
- ✓ Strengthening the balance sheet through debt retirement and working capital improvements
- ✓ Returning capital to shareholders and delivering superior total shareholder returns

Strong Recent Boat Show Performance and New Product Introductions

FLIBS

- ✓ Record 61% overall Mercury outboard share
- ✓ Combined unit sales of Boston Whaler, Sea Ray, and Navan up 6% and revenue up 15% YoY
- ✓ Demonstrated Simrad AutoCaptain to 7 OEMs, following 9 demos at IBEX

Dusseldorf

- ✓ Mercury share exceeded 50%, 70% engine share 300+ hp
- ✓ Global debut of Navan T30
- ✓ Premium fiberglass brands recorded a 15% YoY revenue growth

MIBS

- ✓ New record of 84% on-water outboard engines share
- ✓ Multiple product launches including Boston Whaler 290 & 330 Outrage and Simrad NSO4
- ✓ Demonstrated Simrad AutoCaptain to 6 OEMs

Awards

- ✓ Navan S30 – Motorboat of the Year for Best Weekender
- ✓ Sea Ray SDX 270 Surf – European Powerboat of the Year
- ✓ Lowrance Active Target 2 XL – 2026 NMMA Innovation Award

Next Never Rests

MERCURY ‘808’ Concept

MERCURY Boost

MERCURY Keyless System

SeaRay
EVERY MOMENT PERFECTLY CRAFTED
SLX 360

SIMRAD NSO 4

FLITE MERCURY Racing Flite RACE

2026 Guidance[1]

Full year guidance reflects broad-based growth and strong operating leverage in a flat-to-slightly up market

$5.6B to $5.8B
Revenue

7.5% to 8.0%
Operating Margin

$3.80 to $4.40
Diluted EPS

$350M+
Free Cash Flow

$1.2B to $1.4B
Q1 Revenue

$0.35 to $0.45
Q1 EPS

Key Assumptions

- ✓ Stable macro-environment
- ✓ Flat-to-slightly up U.S. retail boat market
- ✓ Wholesale / retail alignment
- ✓ Stable boating participation
- ✓ Growth in sales and operating margin for all segments
- ✓ Continued successful tariff mitigation
- ✓ Q1 bears majority of FY incremental tariff cost

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

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Shareholder Return

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Consecutive Years of Dividend Increases

$1.7B

Share Repurchases (since 2019)[1]

~70%

Net Income Returned to Shareholders (since 2019)

38%

LTM Stock Price Appreciation[1]

116%

Total Shareholder Return (since 2019)[1 2]

[1] PERFORMANCE AS OF 2/18/2026.

[2] FOCUSED MARINE STRATEGY EXECUTION BEGAN JULY 2019.

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