



BRUNSWICK

Jefferies 2017 Consumer Conference

William Metzger, CFO

June 2017

Forward-Looking Statements

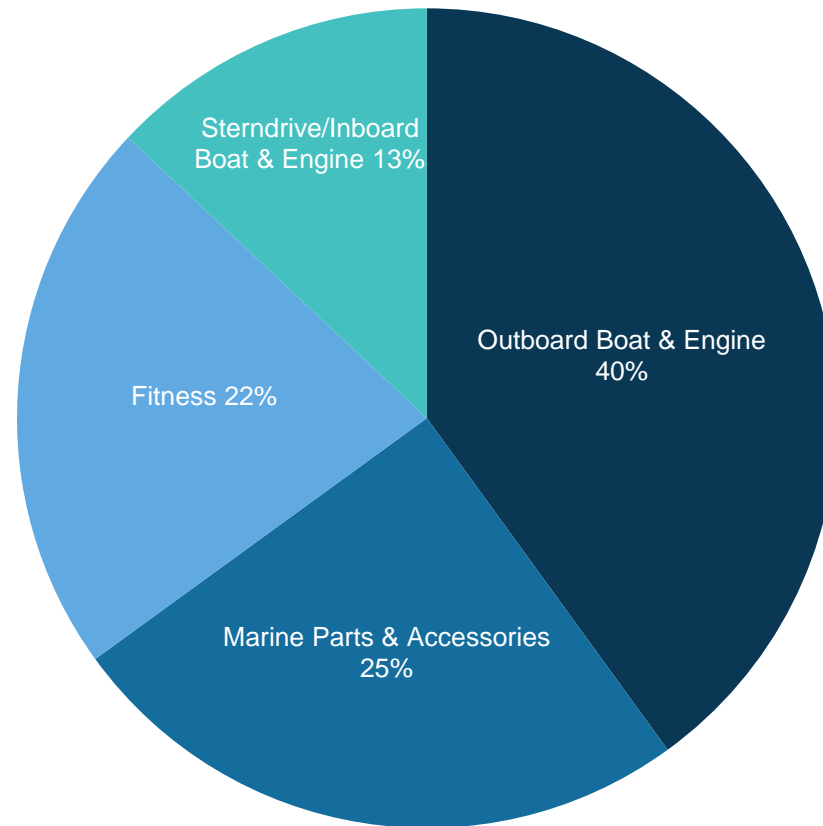
Certain statements in this presentation are forward-looking as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on current expectations, estimates and projections about Brunswick's business and by their nature address matters that are, to different degrees, uncertain. Words such as "may," "could," "expect," "intend," "target," "plan," "seek," "estimate," "believe," "predict," "outlook" and similar expressions are intended to identify forward-looking statements. Such 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: adverse general economic conditions, including reductions in consumer discretionary spending; negative currency trends; our ability to complete and integrate targeted acquisitions; our ability to implement our strategic plan and growth initiatives; adequate financing access for dealers and customers and our ability to access capital and credit markets; maintaining effective distribution; retaining our relationships with dealers, distributors and independent boat builders; credit and collections risks; retaining key customers; protecting our brands and intellectual property; absorbing fixed costs in production; managing expansion or consolidation of manufacturing facilities; meeting supply objectives; meeting pension funding obligations; managing our share repurchases; higher energy and fuel costs; competitive pricing pressures; developing new and innovative products at a competitive price, in legal compliance; maintaining product quality and service standards; outages or breaches of technology systems; competitor activity; product liability, warranty and other claims risks; increased costs of legal and regulatory compliance; having to record an impairment to the value of goodwill and other assets; international business risks; attracting and retaining key contributors; and weather and catastrophic event risks.

Additional risk factors are included in the Company's Annual Report on Form 10-K for 2016. Forward-looking statements speak only as of the date on which they are made and Brunswick does not undertake any obligation to update them to reflect events or circumstances after the date of this presentation or for changes by wire services or Internet service providers.

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Diversified Portfolio Mix Enhances Shareholder Value

2016 Revenue Mix¹

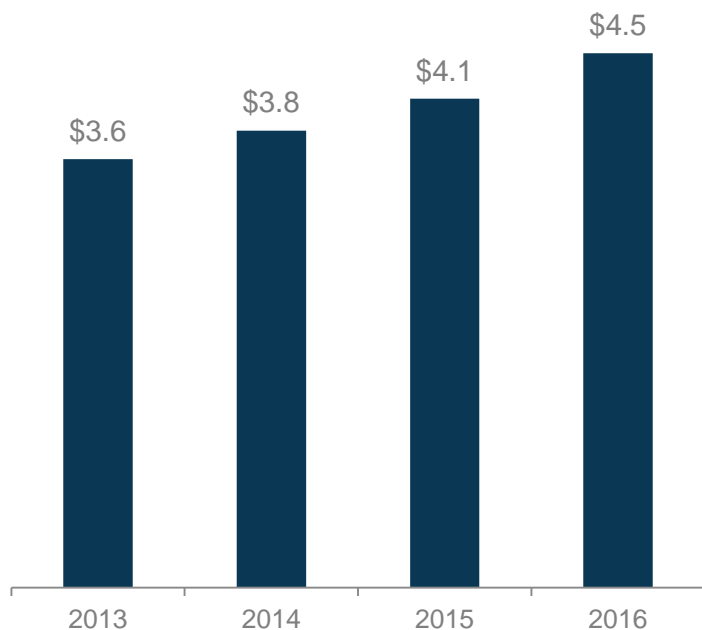


87% of Brunswick's portfolio has operating margins that exceed pre-recession levels

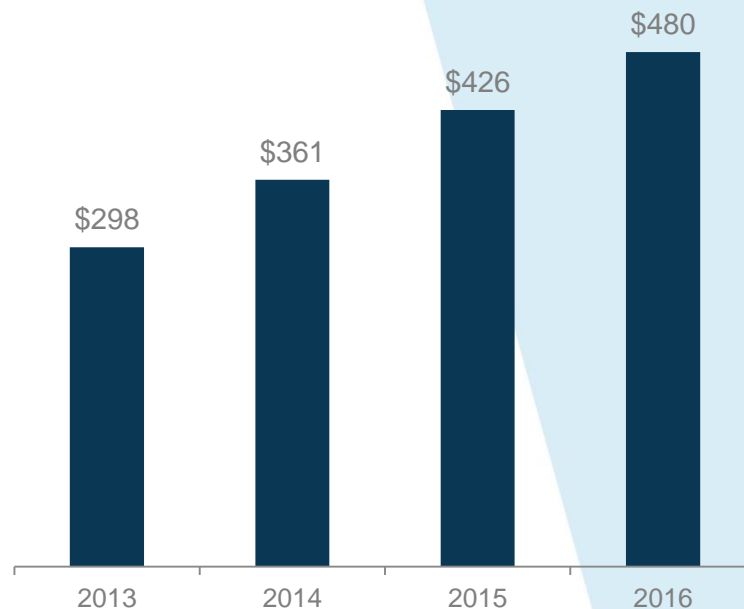
1. Adjusted for marine eliminations

Financial Results Reflect The Success Of Our Growth Strategy

Revenue
(\$ in billions)
7.7% CAGR



Adjusted Operating Earnings*
(\$ in millions)
17.2% CAGR



Operating Margin	2013	2014	2015	2016
	8.3%	9.4%	10.4%	10.7%

2016 EPS, as adjusted, of \$3.48 an all-time high for Brunswick

*See exhibit on slide 26 for reconciliation to GAAP

Brunswick Corporation Strategy

Core Business Strategy

- Product leadership
- Be the best partner
- Winning culture

Adjacent Growth

- Leverage core business capabilities of Mercury and Life Fitness
- Focus on growing markets
- Acquisitions play a role

Our existing, high-quality businesses provide a strong platform for future growth

2016 to 2018 Revenue Growth Targets: 7 to 9 Percent

A. Market growth supported by a global economy of positive GDP at or below 3 percent

Target Market Growth of 3 to 5% CAGR



B. Product leadership and strong distribution translates to product and regional **share gains** and potential for **price and mix benefits**

Target Growth of 2% CAGR

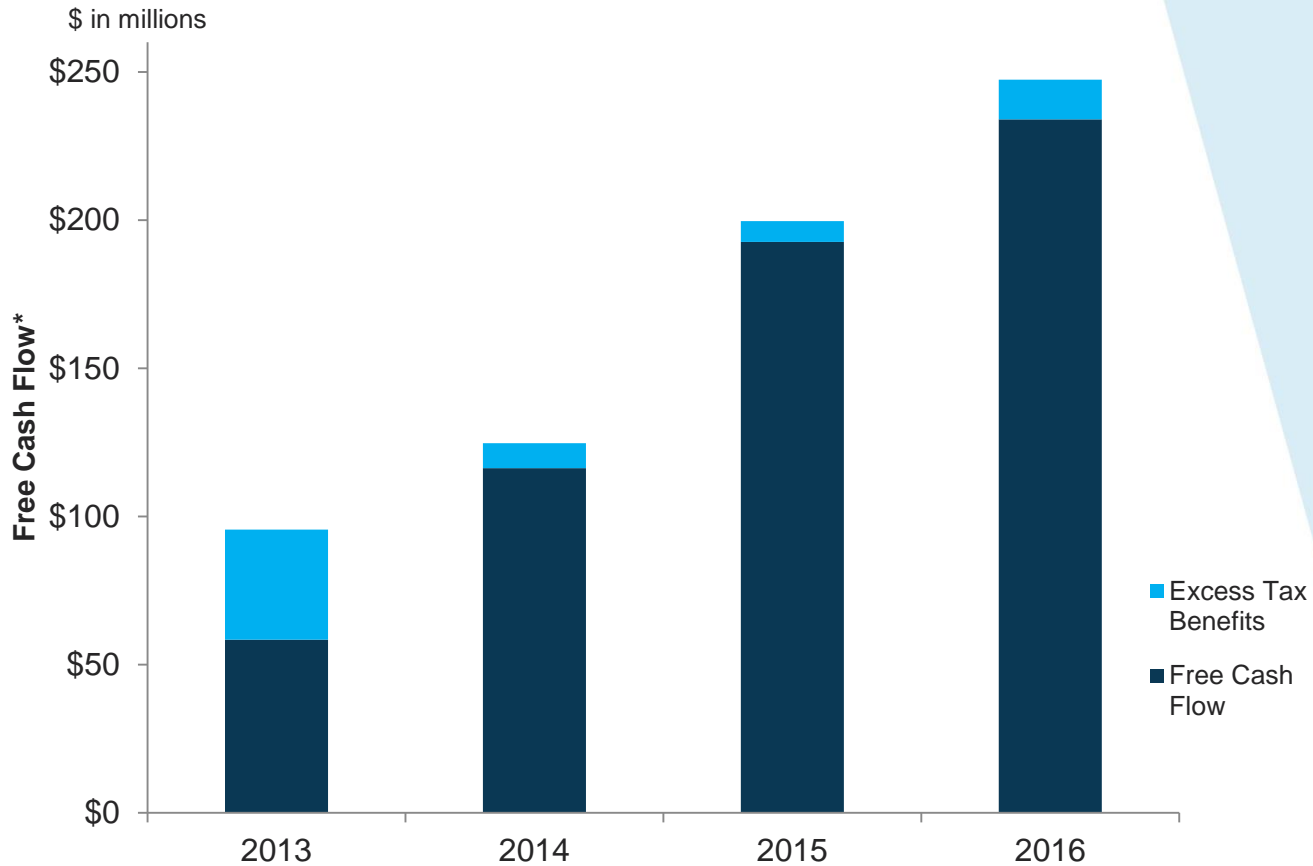


C. New investments in Marine and Fitness segments – acquisitions and adjacency initiatives

Target Growth Rate of 2% CAGR



Strong Cash Flow Combined With Solid Balance Sheet



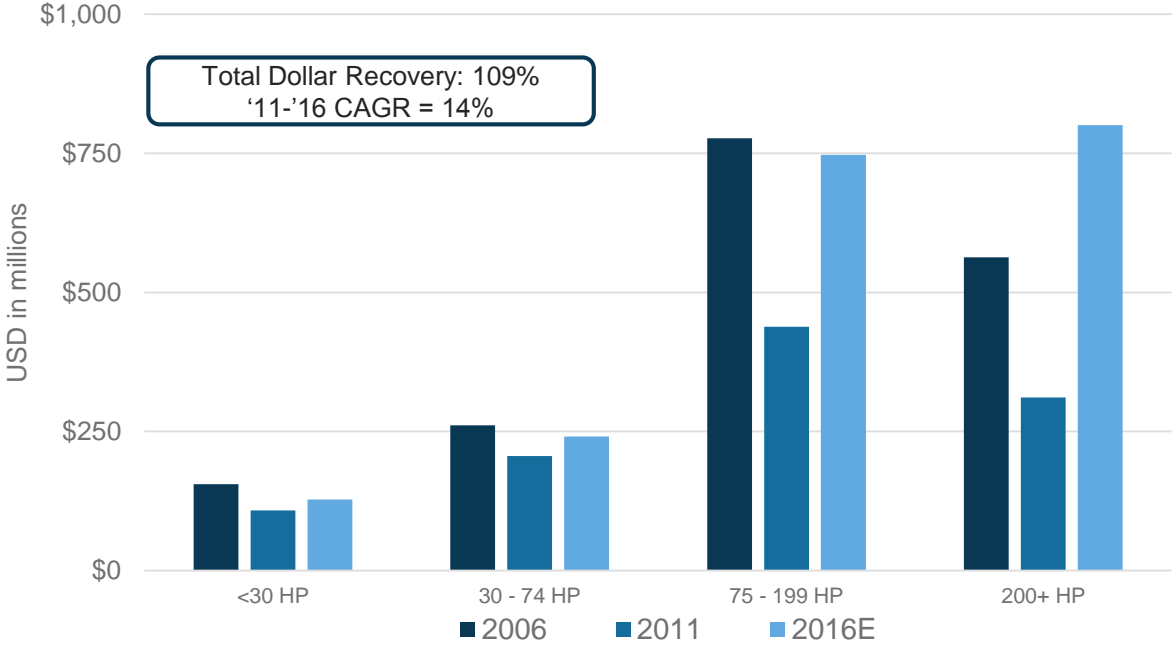
FCF Conversion	41%	54%	72%	77%
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Debt/EBITDA	1.2x	1.0x	0.9x	0.7x
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*Adjusted to include (add back) excess tax benefits from share-based compensation (amount in light blue) of \$37.2 million, \$8.4 million, \$7.0 million and \$13.4 million in 2013, 2014, 2015 and 2016, respectively

Transition to Higher Horsepower Outboard Engines in U.S.

U.S. Outboard Engine Wholesale Sales



Total Dollar Recovery: 109%
'11-'16 CAGR = 14%

Total 2016(E) market = \$1.9 billion

- Market revenue recovery driven by large four-stroke engines
- 300+ horsepower segment now approaching 20% of total market (minimal in 2006)
- Mercury investment in growing segments has paid dividends (share gains and future P&A annuity)

Mercury investment in higher growth segments will continue

Source: NMMA

Continued Four-Stroke Outboard Product Development

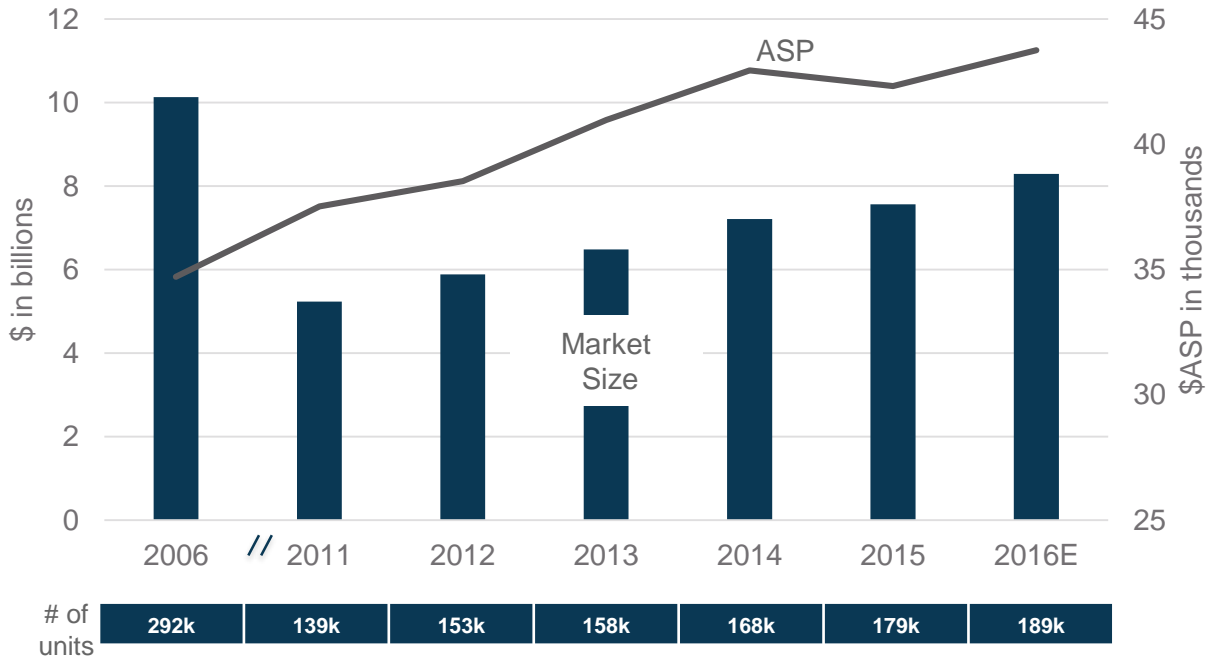


Year Introduced	2012	2014	2014 – 2016	2015
Horsepower	150 hp	75 – 115 hp	40 – 150 hp	350 – 400 hp

New outboard products enable growth in saltwater, repower and commercial markets at a lower cost with improved quality

Dollar Recovery Stronger Than Units in U.S.

U.S. New Boat Retail Sales



Since 2006 Peak:
 Dollar Recovery: 82%
 Unit Recovery: 65%

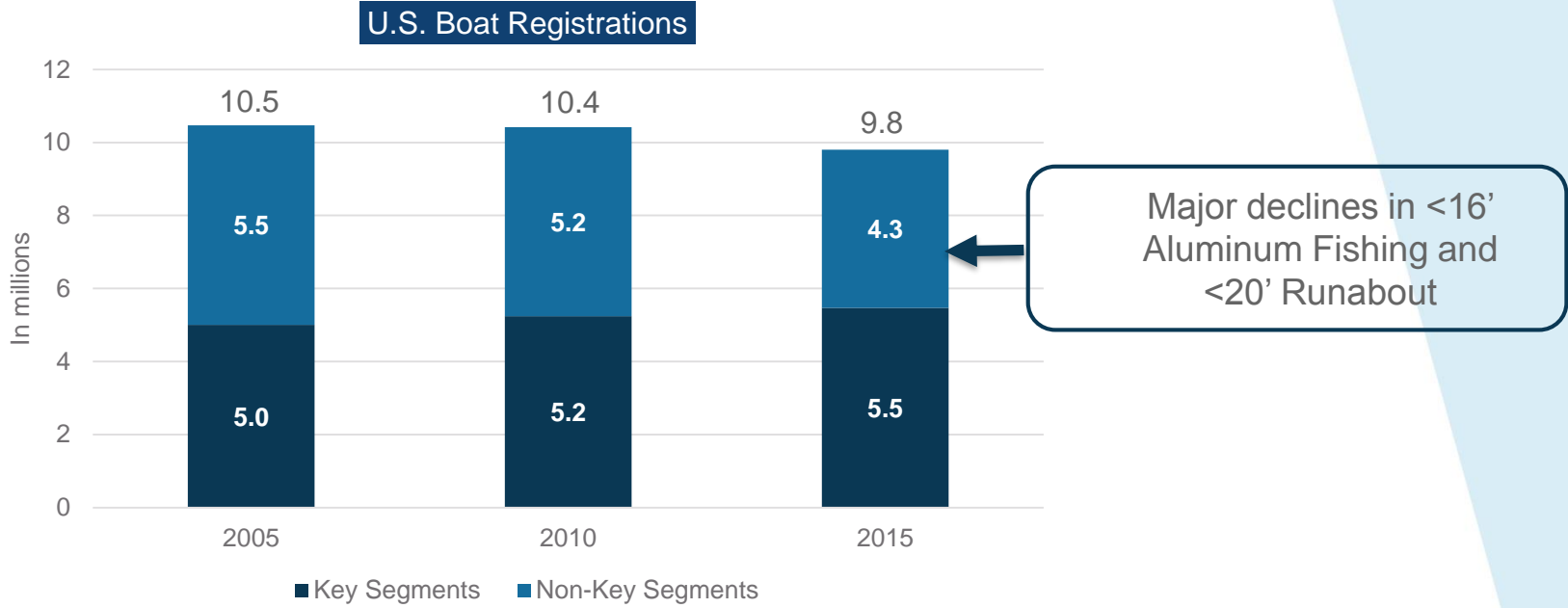
U.S. Growth Rates:

	11-16	13-16
Industry Performance:		
Units	= 6%	6%
ASP	= <u>3%</u>	<u>2%</u>
Dollars	= 9.6%	8.6%
Brunswick U.S. \$	= 12%	16%

Our boat businesses have outperformed the market and are positioned for continued growth

Source: NMMA

Boat Registrations in Key Segments Continue to Grow

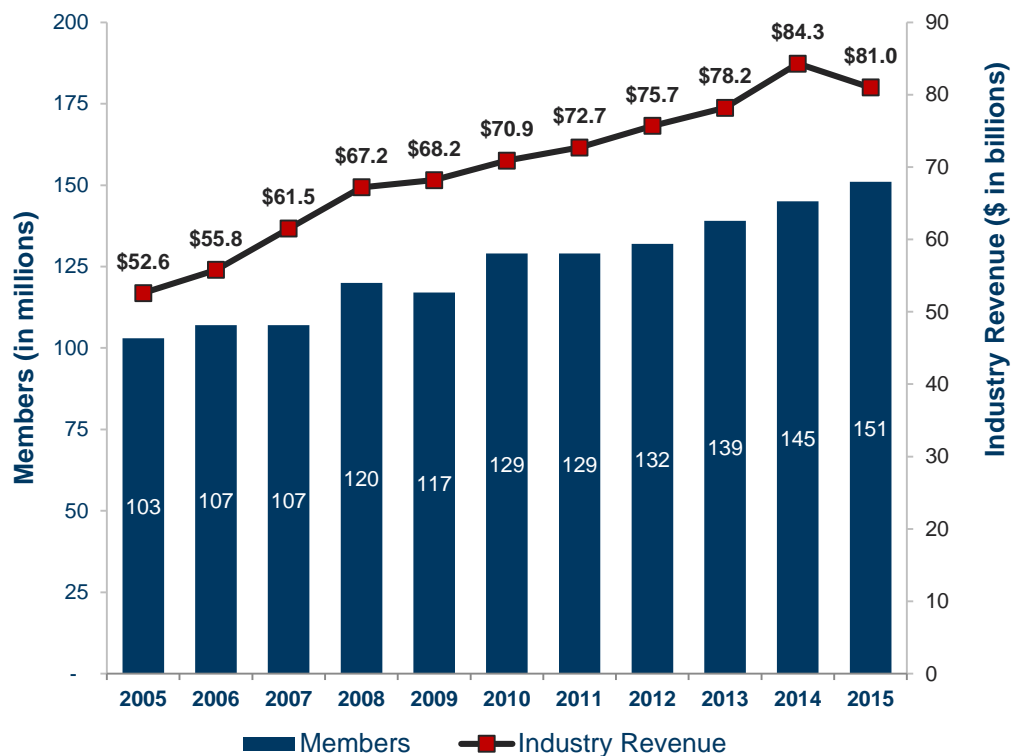


New boat features and functionality should encourage key segment participants owning aging boats to buy new (replacement cycle)

Note: Key segments defined as all powerboats except <16' Aluminum Fishing, <20' Runabouts, inflatables and jet boats

Commercial Fitness Global Market Remains Resilient

Health Club Membership & Revenue



**Members CAGR of 3.9%;
Industry Revenue CAGR of 4.4%**

Health clubs continue to grow

- Demand for increased exercise variety driving studio/boutique growth
- Continued growth of budget and convenience clubs

Hospitality market will remain strong

- International market development with increased international brand penetration

FX impacted growth in USD in 2015

- U.S. and other developed markets continued growing in 2015
- Select international markets (e.g. Brazil) experienced softness due to macroeconomic conditions

Financial Targets for Brunswick: 2016 - 2018

	2016 – 2018
Revenue Dollars	\$5.2 - \$5.5 billion
Growth Rate (Including Acquisitions)	7 – 9%
Acquisition Contribution	2%
Operating Margin	12.0 – 12.5%
Operating Leverage	High-teen percent
EPS	\$4.55 - \$4.95
EPS Growth Rate	15 – 19%
Free Cash Flow	\$200 - \$300 million

Our 2017 guidance keeps us on the trajectory to meet our 2018 earnings and cash flow targets