MERCURY

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2019 / 2020 Sustainability Report


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Words from Our President

Every year is important to Mercury Marine in the pursuit of sustainability. However, 2019 was truly pivotal. It marked the achievement of goals across the four pillars of our sustainability mission: Energy, Environment, Product and People. While many of these ambitious targets were established in the last few years, others were set as many as ten years ago.

I'm extremely proud that we closed out the decade achieving all the sustainability commitments we had made. We have now established a new set of goals to further elevate our corporate responsibility and environmental stewardship.

As you'll read in this report, our work through the end of 2019 resulted in significantly reduced consumption of electricity and natural gas. Through the reduction and reuse of water for manufacturing processes, we likewise lowered our consumption of this vital resource. Our recycling and reuse initiatives continued to expand, allowing us to significantly curtail the amount of waste we sent to landfills. We unveiled products engineered to be kind to the environment by reducing fuel consumption, limiting emissions, conserving manufacturing materials, and mitigating noise. We accomplished some extraordinary safety milestones, and our employees' engagement in causes to help the planet, their communities and neighbors has been truly inspirational.

In short, Mercury Marine has delivered on not only its promises regarding competitive position and financial performance, but also its pledge to pursue benefits for the environment and society at large.

With the achievement of our 2019 goals and a variety of lessons learned along the way, we have established new and aggressive goals that will challenge us to enhance our sustainability for years to come. This report outlines those goals, most of which target accomplishment by 2025, with one aiming for accomplishment by 2030. These goals cover the four pillars of our sustainability mission, and their achievement will strengthen our position as a global leader.

Chris Drees
President
Mercury Marine

Mercury Marine President Chris Drees stands beside a 300hp Mercury FourStroke outboard engine, winner of the 2018 Business Friend of the Environment Award for its eco-friendly characteristics. The engine has drawn accolades for its lightweight design, fuel-efficiency and low emissions. Mercury forms the engine block using an award-winning die-casting process and a patented alloy made from recycled aluminum. The engines are also renowned for being exceptionally quiet to combat noise pollution. The engine pictured is mounted as if on the stern of a boat in the sub-floor water tank within the hemi-anechoic chamber of the Mercury Marine NVH Technology Center, the world's preeminent facility for measuring the sound, vibration and harshness of marine engines.

"Mercury Marine has delivered on not only its promises regarding competitive position and financial performance, but also its pledge to pursue benefits for the environment and society at large."

Chris Drees
Mercury Marine President

Sustainability Time Line

2003 *Mercury has more CARB (California Air Resources Board) 3-Star-certified outboard engines than any other manufacturer.*

2004 *Verado® outboard engines with supercharged, FourStroke technology set new standards for fuel economy and low emissions.*

2005 *OptiMax® 225 Pro XS™ is first fuel-efficient, performance outboard built on main Mercury Marine assembly line.*

2006 *Mercury leads industry with highest percentage of sales from low-emission outboards. Zeus® pod systems provide up to 30% better fuel economy than inboards.*

2009 *New 8.2L big block engine is first to come standard with catalyst technology and ultra-low emissions.*

2010 *ECO-Screen named Green Product of the Year for helping boaters improve fuel efficiency.*

2011 *Mercury Marine issues its first Sustainability Report.*

2012 *Upgraded Mercury 150 FourStroke is launched and achieves improved emissions certification.*

2014 *Mercury Enertia ECO Propeller is globally recognized for delivering significant fuel savings without sacrificing performance.*

2014 *New 4.5-liter Mercury sterndrive wins IBEX Innovation Award for providing increased fuel economy and a better boating experience.*

2015 *Mercury Marine launches Active Trim, which delivers improved engine performance and fuel efficiency.*

2016 *Enhanced Mercury SeaPro 40hp and 60hp line expands clean and fuel-efficient offerings.*

2018 *Mercury unveils all-new V6 and V8 four-stroke outboards that win Business Friend of the Environment Award.*

2019 *Plant 3 warehouse and distribution center becomes first Mercury Marine "zero waste to landfill" facility.*

2019 *Mercury earns Sustainable Process Award from the Wisconsin Sustainable Business Council for responsible methods of using aluminum in manufacturing.*

2019 *Mercury earns its ninth consecutive Green Masters certification from the Wisconsin Sustainable Business Council.*

Mercury Marine at a Glance

A division of Brunswick Corporation

• Founded: 1939 • 2019 Revenue: $3 billion • Employees: 7,800 worldwide • Global reach: Manufacturing plants in four countries; global distribution networks in approximately 40 countries

Business Segments

• Marine outboard engines • Marine sterndrive/inboard engines • Diesel engines • Marine control systems • Global parts and accessories products and distribution

AWARDS and RECOGNITIONS:

Sustainability:

- 2019 Green Masters designation: Mercury Marine (ninth consecutive year). Awarded by Wisconsin Sustainable Business Council.
- 2019 Sustainable Process Award for sustainable use of aluminum. Awarded by Wisconsin Sustainable Business Council.
- 2018 Sustainable Product of the Year Award: Mercury Marine Active Trim technology. Awarded by Wisconsin Sustainable Business Council.
- 2018 Business Friend of the Environment Award: Mercury Marine for its V6 and V8 outboard engines. Awarded by Wisconsin Manufacturers and Commerce (WMC).

Product and Manufacturing:

- National Marine Manufacturers Association (NMMA, U.S.) 2019 Innovation Award, Outboard Engines Category: Mercury Racing 450R.
- 2018 Manufacturer of the Year: Awarded by Wisconsin Manufacturers and Commerce.
- National Marine Manufacturers Association (NMMA, U.S.) 2018 Innovation Award, Outboard Engines Category: Mercury Marine 3.4L V6 FourStroke outboard engines.
- IBEX Innovation Award, Propulsion Parts Category: Mercury Marine tiller handle assembly for portable outboard engines.
- North American Die Casting Association (NADCA), 2018 Casting of the Year, Over 10lbs. Category: Mercury Marine V8 engine block.
- Most Innovative Product Award, Hutchwilco New Zealand Boat Show: Mercury Marine 4.6L V8 four-stroke outboard engines.

Sustainability Policy

Mercury Marine is committed to meeting its fiscal responsibilities while developing and manufacturing products in a manner that is safe, environmentally responsible, protective of the earth's natural resources and conducive to improved quality of life for all of its stakeholders.

Mercury Marine is a leading manufacturer of marine-propulsion systems — products that allow people throughout the world to play and work on the water. Respected as an industry leader in the development of engine technology and manufacturing processes, Mercury Marine is setting the pace and establishing new standards as the marine industry moves forward with contemporary low-emissions outboard, inboard and sterndrive marine-propulsion systems.

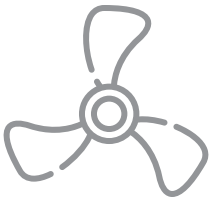
Four Pillars of Mercury Marine Sustainability

Energy

Achieving greater energy efficiency by implementing energy-reducing projects, promoting best practices in energy management and employing new energy technologies.

Environment

Preserving the natural places where customers use Mercury products for work and play; decreasing the use of natural resources through conservation, redeployment and recycling; and returning purified resources to the planet whenever possible.



Product

Minimizing engines' impact on water, land and air — recognizing the need for an unspoiled environment in which to live and enjoy Mercury products.

People

Helping people who relate with Mercury Marine — employees, partners, customers and the communities where Mercury operates — to enjoy happier, healthier and more fulfilling lives.

A decade's worth of goals achieved

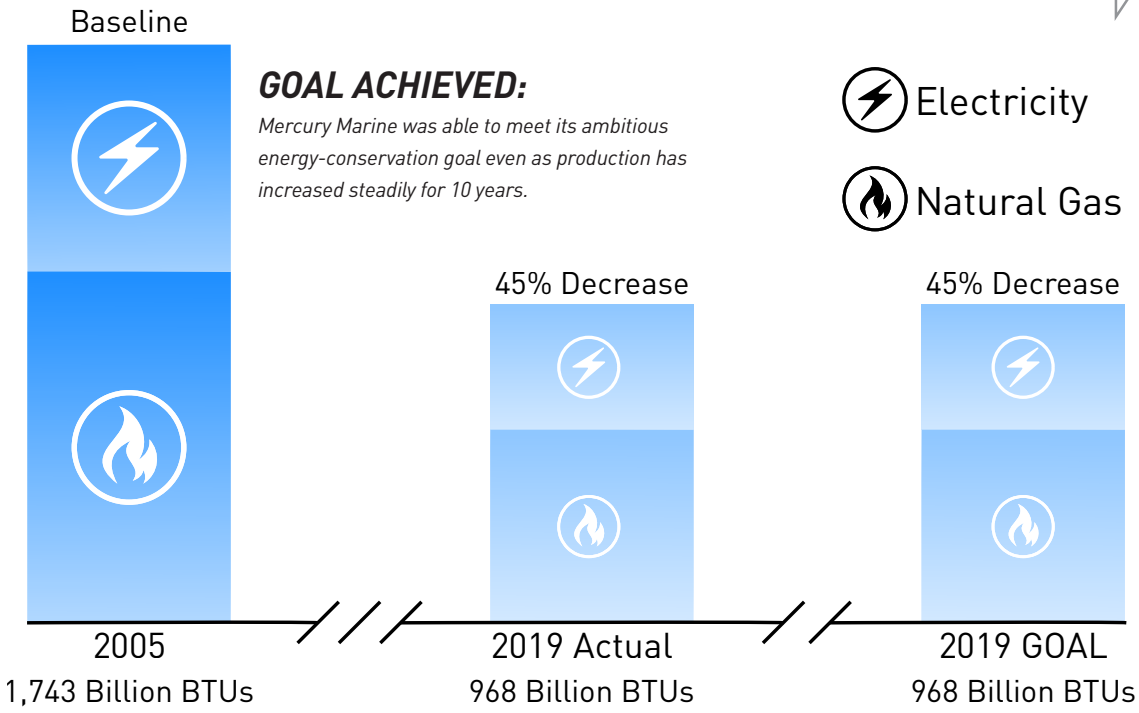
Dec. 31, 2019 was a pivotal date for Mercury Marine's sustainability efforts, as the company had marked the end of the decade as the deadline by which to accomplish several long-range sustainability goals.

Several of these goals date back to the beginning of the decade and some have been refined — but never lowered — along the way as Mercury learned more about measuring the outcomes of its sustainability efforts.

When Mercury developed these goals, the company established a baseline looking back to 2005 — before the recession of 2008-2009 — for more valid comparisons with contemporary production levels. However, the company's success and growth in the second half of the past decade made achieving some sustainability goals more challenging. Without creative solutions, the company's growth and increased production could have led to more energy consumption and greater impacts on the environment.

Undaunted, Mercury Marine did not compromise its goals and redoubled efforts to fulfill its sustainability commitments. The following pages show some of the major year-end (and decade-end) outcomes.

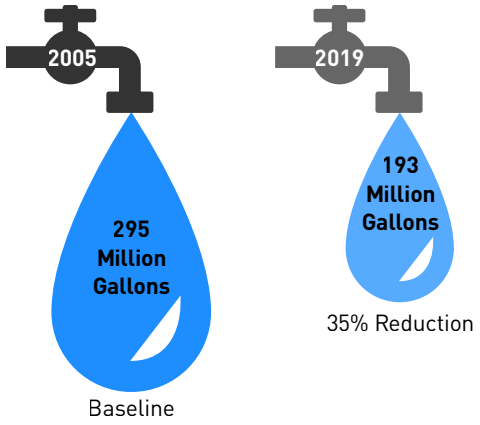
Global Energy Improvement



GOAL ACHIEVED:

Mercury Marine was able to meet its ambitious energy-conservation goal even as production has increased steadily for 10 years.

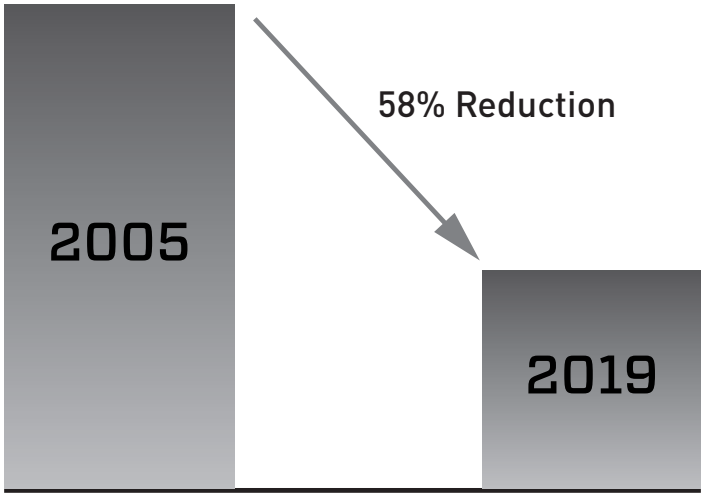
Global Water Improvement



GOAL ACHIEVED:

Last year, Mercury surpassed its decade-end water-savings goal and in 2019 the company built on its water-conservation success. By the end of 2019, Mercury had reduced its global water usage by 35% compared to the benchmark 2005 water-usage level. The sustainability goal had been to reduce water usage by 30% by the end of 2019. Mercury not only surpassed its goal by 5% but also accomplished this one year ahead of schedule.

Waste Reduction



GOAL ACHIEVED:

Mercury Marine's waste in 2019 was 58% less than the amount in the baseline year, 2005. Mercury accomplished this reduction even as the company has steadily increased production for the past 10 years.

Definitions and measurements of hazardous waste vary by country. Figures shown are based on EPA-defined measurements for operations in the U.S.

Engagement

Steady year-over-year growth in:

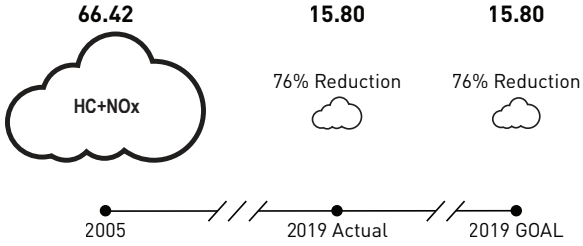
- ☑ Employee enrollment and participation in the corporate Be Your Best Program,
- ☑ Employee participation in annual health screenings,
- ☑ Funds and donations of food and other items for charitable causes,
- ☑ Employee volunteer-service hours.

Product Emissions Reductions

GOALS ACHIEVED:

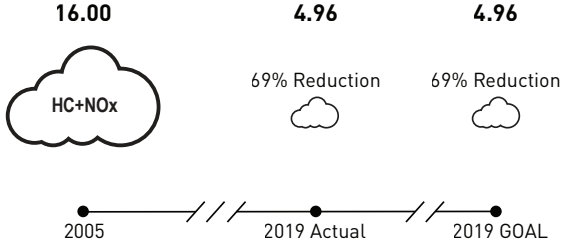
Decreases in outboard engine emissions

in grams per kilowatt hour (g/kWh)



Decreases in sterndrive engine emissions

in grams per kilowatt hour (g/kWh)



End-of-decade goals achieved

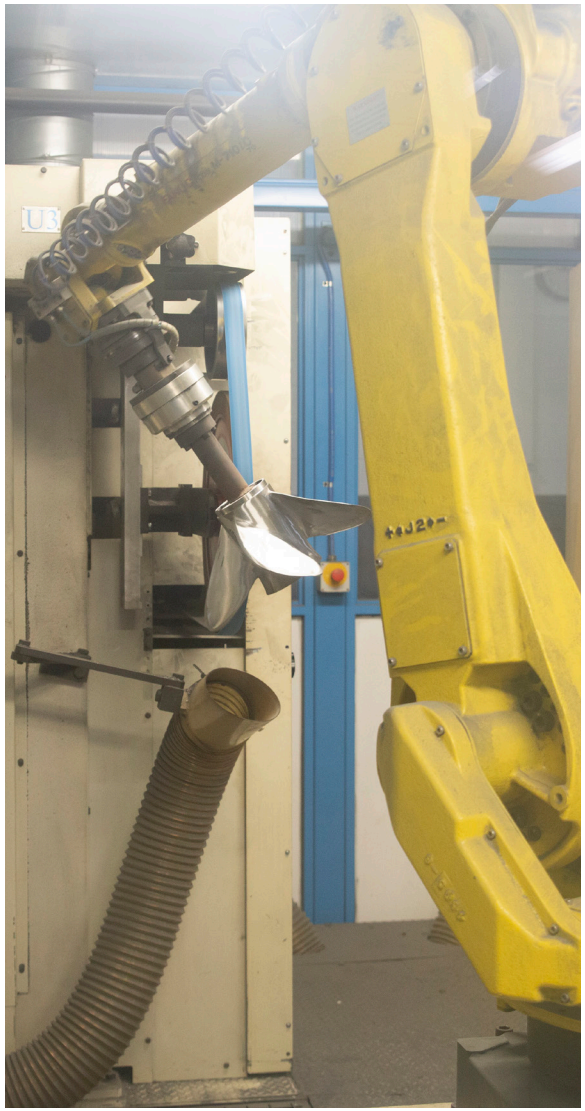


Photo above: Mercury accomplishes some grinding, machining, sanding and buffing of components using modern and energy-efficient robotic technologies. Here, a propeller is ground to meet precise specifications.

Energy

Ongoing Strategies

- Continue to employ best-in-class technology, equipment, and design.
- Drive energy efficiency by implementing energy-reducing projects.
- Change wasteful energy practices.
- Continue to track and report on progress to goals.
- Develop long-term strategic improvements.

Favorable Outcomes

In the past two years, Mercury has reduced its energy consumption by eight percent — that is, by more than 102 billion BTUs, or the energy consumed by 2,411 average homes for one year — even as the company's production, staffing and facilities footprint have grown.

- **More efficient gear and shaft production:** Equipment and process upgrades — particularly those occurring in the past five years — have allowed Mercury to substantially reduce energy requirements to produce these essential product components. The changes have resulted in energy savings of 745,399 kWh per year and energy-efficiency gains of 2,257,143 kWh per year. This amounts to total annual energy gains of 3,002,542 kWh, or 10.2 billion BTUs. That's the energy equivalent of more than 81,000 gallons of gasoline.

- **Solar panels:** The array of 2,000 solar panels installed in 2017 at Mercury's facility in Petit-Rechain, Belgium, saves Mercury Marine more than $60,000 per year, or approximately 32% of the company's regional annual electricity expenses. The results further validate Mercury's commitment to deriving more energy from renewable sources (see "Goals for a new decade," page 14).

- **HVAC improvements in Belgium and China:** Mercury teams at facilities in Belgium and China evaluated HVAC-system usage and discovered ways to significantly reduce energy consumption. Upgrades included reprogramming regulators to reduce power to units without sacrificing comfort.

- **LED lighting:** Mercury has been replacing traditional lighting systems with highly efficient, long-lasting and fully recyclable LED lighting technology. Locations of recent installations include facilities in Fond du Lac, Wisconsin; Miramar, Florida; Juarez, Mexico; and Petit-Rechain, Belgium.

- **Energy savings in new construction of office spaces:** Around the world, Mercury has incorporated LED lighting, passive lighting and heating systems, and modern HVAC technologies in its construction of new office spaces to lower the company's consumption of energy. Other energy-saving strategies include installing double-door vestibules to combat extremes in the outdoor climate and using insulated and weather-stripped doors, overhead doors and windows.

- **LED Lighting Fairs:** In partnership with a Wisconsin energy-conservation initiative, Mercury provided employees at its world-headquarters Fond du Lac

campus with discounts on the purchase of energy-saving LED bulbs for their homes.

- **Redirection and reuse of manufacturing-generated energy:** Mercury continues to capture the heat exhaust generated from melting aluminum and directs it into a stack-heating device that preheats solid aluminum scrap before it is subsequently melted in the furnace. This preheating process has saved Mercury 20 percent of the natural gas it would otherwise use to melt scrap aluminum, or approximately nine billion BTUs of energy.

  In various locations around the globe, Mercury also cleans air that has been warmed by manufacturing processes and directs that warmth into climate-control systems during cold weather.

Environment

Ongoing Strategies

- Drive process-water conservation through usage reduction and process-water reuse.
- Implement water-conservation practices, including closed-loop wastewater systems, process-water reuse, waste-water control, and elimination of once-through cooling.
- Expand recycling programs at all facilities worldwide for metals, paper, plastic, cardboard, packaging materials, electronics, engine-oil filters and absorbent materials.
- Use sophisticated software to enable virtual product testing to replace physical, on-water testing.

Favorable Outcomes

- **Zero Waste to Landfill Facility:** In 2019, Mercury designated its first plant as a "Zero Waste to Landfill" facility. The Plant 3 receiving, warehousing and shipping operation adheres to standards set by worldwide environmental-science authorities to earn this designation. (See sidebar for more.)

- **Sustainable use of water:** Mercury audits its buildings and operations for water-saving opportunities by metering all major consumption points separately, repairing leaks, and examining ways to modify processes to maximize water efficiency.

  Mercury continues to practice water conservation in its high-quality paint process, giving considerable attention to reducing water use by right-sizing equipment and reusing water for subsequent operations. Additionally, the environment continues to benefit from improvements Mercury made to the dynamometer and engine water-cooling systems at its Product Development and Engineering facility in Fond du Lac, Wisconsin.

  By implementing a closed-loop water supply system, Mercury significantly reduced the water it uses in these operations. All together, these changes have resulted in savings of more than 25 million gallons.

- **Responsible treatment of oily wastewater:** Mercury also filters and cleanses oily wastewater generated as a result of washing engine parts and cooling industrial machines. The cleansing system annually treats more than 650,000 gallons of wastewater that would otherwise be hauled away. This saves roughly 23,000 miles of semi-truck travel on area roadways each year, conserving vehicle fuel and avoiding the noise, emissions and other environmental impacts of over-the-road hauling.

Mercury declares its first 'Zero Waste to Landfill' facility

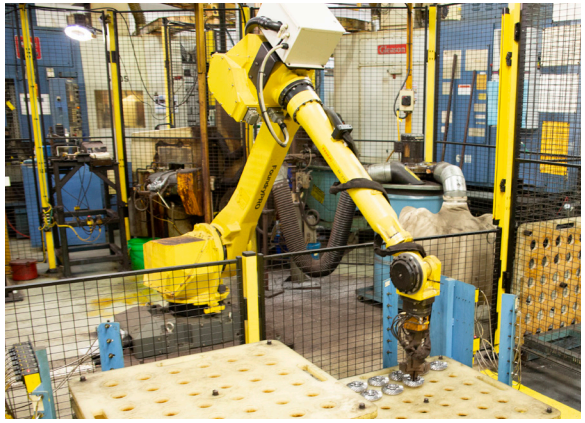
In May 2019, Mercury designated its Plant 3 distribution operation at the Fond du Lac world headquarters as a "Zero Waste to Landfill" facility.

A task force charged with achieving the Zero Waste to Landfill status for Plant 3 undertook a months-long process of defining standards, identifying measurements of waste output, and enhancing initiatives that focus on reducing, reusing and recycling materials. To define Zero Waste to Landfill in the manufacturing and warehousing context, the team adopted standards set forth by the world's leading zero-waste organizations.

Waste streams addressed in the initiative included cardboard, paper, plastic, metal, wood, and other various materials. The team developed procedures for ongoing monitoring and measuring of these waste stream materials generated as a result of the plant's operations, and of the amount of these materials moved into the proper processes of reuse and recycling.

Mercury's Plant 3 is the hub for the company's parts-and-accessories distribution, serving U.S. customers and sister plants across the globe. This function entails extensive use of packing materials and containers that — without focused efforts to reduce, reuse and recycle — could generate considerable landfill waste.

Mercury has pledged to use the work it invested in this outcome as an inspiration and template for continued achievements in environmental stewardship.



- **Returnable and re-usable crates:** In 2018 and 2019, Mercury considerably expanded its program of using returnable and re-usable shipping crates for its outgoing products and incoming materials.

- **Flexible packaging:** Mercury's Quicksilver division developed flexible packaging for engine oils and lubricants in its product line. This packaging uses less material and collapses when emptied of its contents, resulting in far less packaging waste and volume going into landfill.

- **Expanded personal recycling:** Employees working in office spaces at the world headquarters and other global locations are following new policies encouraging greater use of centrally located recycling receptacles for various recyclable materials. In Fond du Lac, employees' efforts to recycle paper, plastics, bottles and cans added up to 688 tons of recycling in 2019.

- **Baled cardboard:** Mercury manufacturing continues to recycle baled cardboard, which totaled 775 tons in 2019. This contributed to the energy savings of 302,250 kWh, which is enough energy to power approximately 27 average U.S. homes for one year.

- **Wood and cardboard:** To divert wood from the landfill, Mercury recycled 509 tons of pallets/skids to be reconditioned for reuse in 2019. Additionally, Mercury made special efforts to recycle an additional 225 tons of combination wood and cardboard, which was mulched for landscaping.

- **Recycling of electronics and related items:** Mercury provides two drop-off locations for used printer cartridges and toner. The items are recycled locally. In 2018, employees at Mercury's Fond du Lac facilities recycled broken and obsolete electronics, sending three semi-truck trailers full of electronics into their proper respective recycling streams.

- **Paper shredding and donation of school supplies:** Mercury sponsored a day of free paper-shredding and recycling service for employees who donated school supplies for local elementary school students.

- **Organic waste recycling:** Mercury worked with its food-service provider in Fond du Lac to adopt procedures to ensure that organic waste from food preparation goes into compost or into a biodigester for conversion into renewable energy.

Left column, top: An inertia welder fuses drive-shaft components efficiently. Left, column, middle: After precisely cutting a gear, a robot places it on a rack for distribution to assembly. Left column, bottom: An employee in Plant 3 operates a baler to bundle cardboard for recycling. Immediate left: Water-treatment equipment installed in 2019 at Mercury's facilities in Juarez, Mexico, cleanses manufacturing water to be repurposed for additional manufacturing uses.

- **Fleet of hybrid corporate vehicles:** Mercury's Europe, Middle East and Africa (EMEA) headquarters in Belgium adopted new incentives for employees to select hybrid automobiles with low CO_2 emissions as part of the company's lease program. This action includes the initiation of construction to install electric car-charging stations on the company parking lot there.

- **Eco-friendly cups:** Mercury EMEA also adopted the exclusive use of bamboo cups, replacing expanded polystyrene, in coffee machines at its headquarters.

Product

Ongoing Strategies

- Integrate a product-impact scorecard that outlines areas of customer value that enhance the overall boating experience, including lower emissions and greater fuel efficiency.
- Develop customer-focused product training that encourages appropriate use and maintenance procedures for each engine.
- Continue cooperation with the California Air Resources Board (CARB), the Environmental Protection Agency (EPA) and international agencies promoting responsible and progressive emissions technology and standards.
- Prioritize the capability to produce engines that run smoothly and quietly.

Favorable Outcomes

- **Environmentally friendly outboard engines:** Throughout the entire horsepower ranges from 2.5hp to 400hp, Mercury Marine outboard engines set lofty standards for fuel-efficiency and low emissions, while also maintaining outstanding performance and reliability.

  Of particular note are Mercury's V6 and V8 four-stroke outboard engines spanning the 175hp to 300hp range, which earned a Business Friend of the Environment Award for Mercury in 2018, the year of their introduction. In addition to the aforementioned fuel efficiency and low emissions, these engines are lightweight and conserve manufacturing materials. They also leverage Mercury's world-renowned expertise in suppressing noise and engine vibration. (See the sidebar for more information.)

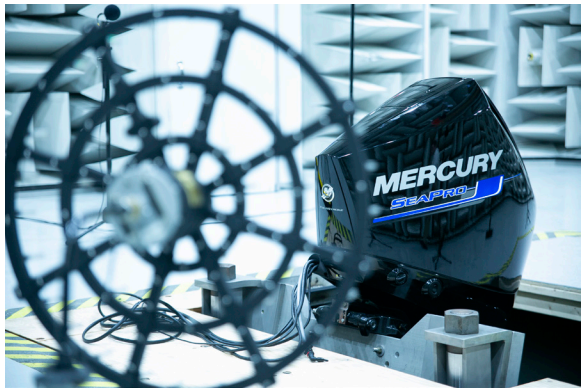
  The inline six-cylinder Mercury Verado 400hp outboard, introduced in 2019, likewise is among leaders in fuel efficiency, lightweight design and quiet operation.

- **Active Trim:** Since launching this product in 2015, Mercury Marine has continued to expand this tool's application across a broad range of the company's marine engines. This electronic system automatically applies optimal trimming to outboard and sterndrive engines. Active Trim not only makes boating easier and more enjoyable, but also improves engine performance and fuel-efficiency. The system uses both boat speed and engine rpm to calculate the ideal trim setting for the most efficient configuration.

- **Expansion of joystick-piloting functionality to a broader range of Mercury outboards:** In recent years, Mercury has introduced joystick piloting for a broader range of outboard engines and for boats configured with as many as five engines. With patented digital controls such as Skyhook, Drifthook, Bowhook and Heading Adjust, Mercury's joystick-piloting system helps boaters maneuver and dock their craft easily and successfully on the first attempts, thereby saving fuel.

Mercury's V8 and V6 engines ...

- Weigh as much as 100 pounds lighter than their predecessors and current competitors in their respective horsepower categories;
- Use patented aluminum alloys that weigh less and allow for less material to be used without sacrificing durability;
- Feature closed-loop fuel-control system using a wide-band oxygen sensor and employ Mercury's proprietary Advanced Range Optimization technology to automate fuel mixture, both of which contribute to outstanding fuel efficiency;
- Demonstrate superior fuel efficiency at cruising speeds in side-by-side lake trials against corresponding models of their chief competitors, with V8 models performing 8-10 percent better and V6 models performing 12-16 percent better;
- Have a three-star rating, "Ultra Low Emissions," from the California Air Resources Board (CARB), which sets world-recognized standards in measuring air pollutants;
- Run quieter, with Mercury's 200hp V6 engine serving as a prime example as it demonstrates noise levels that are 17 percent lower at idle, 22 percent lower at cruise and 31 percent lower at wide-open throttle in comparison to its closest competitor.



Top: The Mercury 5hp propane-powered outboard produces extremely low emissions.
Middle: Mercury extensively tests the sound and vibration of its engines to develop industry-leading designs that suppress these characteristics.
Bottom: Mercury repower/upgrade sales replace older technologies with modern, eco-friendly solutions.

- **Enertia ECO propellers:** Mercury continues to develop and expand its environmentally responsible Enertia ECO line of propellers. Providing operators of high-horsepower vessels 10% gains in fuel economy, the Enertia ECO is available in 18-, 20-, and 22-pitch models. It is constructed from Mercury's proprietary X7® Alloy, which is 30% stronger and four times more durable than conventional stainless steel.

- **Propane-powered outboard:** The Mercury Marine 5hp LPG (liquefied propane gas) outboard engine emits 25 percent less hydrocarbons and nitrous oxides (HC+NOx), as well as nine percent less carbon dioxide (CO_2) than comparable gasoline-powered outboards.

- **Clean diesel engines:** Mercury diesel-powered marine engines carry a carbon capture and sequestration (CSS) certification affirming their ability to operate 10,000 hours on a commercial duty cycle while maintaining EPA Tier 3 emissions levels. Established by the U.S. Environmental Protection Agency (EPA) in 2014, the Tier 3 standard applies more stringent controls on emissions.

People

Ongoing Strategies

- Provide a global workplace where everyone is aware of, and participates in, upholding the highest standards of safety, ethical behavior and security.
- Promote environmentally conscious behavior.
- Improve the health and lifestyle of employees through a variety of wellness activities and healthy choices for diet and exercise.
- Engage with organizations in the communities where employees live and work, creating opportunities for networking, volunteering and personal development.
- Encourage all Mercury employees to adopt a global perspective on sustainability issues.

Favorable Outcomes

The talent, dedication and commitment of Mercury Marine employees form the foundation of the company's success. The safety and well-being of employees remain vital components of the business, and Mercury continues to work toward a goal of zero lost-time incidents. Additionally, Mercury Marine maintains its commitment to enhance the quality of life of its employees, both in and out of the workplace.

- **Diversity:** Mercury Marine employs a diverse workforce. In addition to recruiting and hiring people representing a broad variety of backgrounds, Mercury also hires people of varying physical abilities. The use of technologies to assist workers with bearing heavy loads and applying high levels of force opens doors to positions on the manufacturing floor. More than half of the workers on the major assembly operation in Fond du Lac are women.

- **Safety:** With safety initiatives including an annual Global Safety Summit, safety-related awards, a Safety Thon event and adoption of a comprehensive safety management system (SMS) globally, Mercury has achieved a reduction in its Total Recordable Injury Rate (TRIR) by 18 percent and its Days Away, Restricted or Transfer (DART) Injury Rate by 20 percent since 2016.

  Among several major safety milestones reached by Mercury employees at facilities around the globe, in 2019 the Mercury Product Development and Engineering team achieved nine million hours without a lost-time injury.

- **Health and well-being:** The 2019 Be Your Best wellness program increased opportunities for employees to reach their wellness goals. The program offered an expanded selection of incentive options. Mercury employees' enrollment in the Be Your Best program rose to roughly 80% in 2019.

  The MerCafé on the Fond du Lac campus provides healthful "Wellness Wednesday" lunches. The company reduced the cost of these lunch options by subsidizing their cost. Mercury also recently added more Avenue C open-market food locations to its Fond du Lac campus. These open-market food outlets make nutritious food options available to employees working in manufacturing plant locations that are not in proximity to the MerCafé.

  As an added health benefit, the company provided flu vaccinations for employees and their spouses at locations on the Fond du Lac campus.

- **Employee engagement:** Mercury Marine's sustainability mission emphasizes the importance of engagement with the communities where Mercury operates and with the world at large to improve the environment and people's lives.

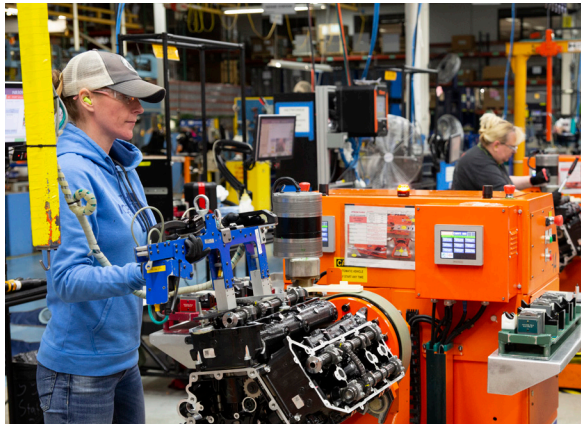
  Both corporate- and employee-organized efforts include donation drives for the underprivileged, including collections of food, school supplies and other necessities. These activities raise tens of thousands of dollars and truckloads of donated goods each year.

  Mercury and its employees also financially support, volunteer with and contribute to organizations that focus on: construction of housing for the poor; cleanup efforts in watersheds and other outdoor environments; advancement of STEM learning among high schoolers and college students; promotion of women's participation and leadership in manufacturing industries; disease prevention and treatment; and proper recycling of electronics.

  U.S. employees also participate in the annual United Way pledge drive. Employees raised approximately $75,000 for the Fond du Lac Area United Way in 2019, with Brunswick Foundation contributing an additional $76,000.

  Furthermore, the company equips employees with knowledge and resources for improving the world in which they live. In the past year alone, "Lunch 'n' Learn" sessions have informed employees about composting, organic gardening and rain barrel use for water conservation. Mercury also partnered with a state agency to provide employees with sharp discounts on LED lighting to replace less-efficient incandescent and fluorescent lighting in their homes.

  The company also marshals resources for rapid response to crises to which it is well suited to respond. This is most evident in Mercury's hurricane response efforts in partnership with its parent company, Brunswick Corporation. These organizations rapidly deploy boats and engines for rescue and recovery efforts in flooded areas. Additionally, the companies provide time off and support of employees' efforts to assist in cleanup and rebuilding efforts.



Above: More than 50 percent of the workers on Mercury's assembly operations are women.
Right: Employees at in Juarez, Mexico, donated more than US$56,000 to local causes and volunteered their time. Pictured here, employees who helped to paint a community center paused for this photo.

Goals for a new decade

Energy

- Reduce energy consumption by 25 percent in comparison to 2016 baseline.
  Deadline: year-end 2025.
- Derive 50 percent of electricity from renewable sources.
  Deadline: year-end 2030.

Environment

- Reduce water consumption by 25 percent in comparison to 2016 baseline.
  Deadline: year-end 2025.
- Designate 50 percent of global distribution centers and warehouse operations as "zero waste to landfill" facilities.
  Deadline: year-end 2025.

Product

- Reduce outboard emissions by 80 percent in comparison to 2005 levels.
  Deadline: year-end 2025.
- Reduce sterndrive emissions by 70 percent in comparison to 2005 levels.
  Deadline: year-end 2025.

People

- Engage 75 percent of employees in health assessments.
  Deadline: year-end 2025.
- Engage 50 percent or more of employees in 16 hours of volunteer service per year.
- Improve employee engagement survey results by five points.


NITRO
ZV
PRO XS
250