Scott W. Wine
Chairman & CEO

Raymond James Institutional Investor Conference
Orlando, Florida

March 3, 2020



POLARIS

Polaris At-a-Glance












1954
Year Polaris Was Founded

~14,000 Employees Worldwide

21 Global Manufacturing Locations

5 Research & Development Centers

~3,600 Powersports Dealers Worldwide

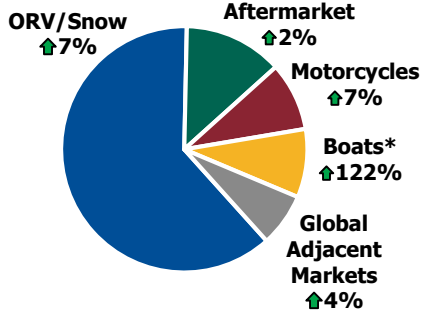
>400,000 Units Shipped Worldwide in 2019

>120 Countries – Polaris Products Sold

Full Year 2019 Sales

$6.78B

+12% ***YOY Growth***



**Acquired July 2018*

R.James Conf. 3/3/20

POLARIS

Vision & Strategy

VISION

Fuel the passion of riders, workers and outdoor enthusiasts around the world by delivering innovative, high quality vehicles, products, services and experiences that enrich their lives.

STRATEGIC PURPOSE

Polaris is committed to being a customer centric, highly efficient growth company. We relentlessly pursue product superiority, safety and value improvement in all that we do. We enhance the lives of customers around the world by providing the best off-road and on-road vehicles and related offerings for recreation, transportation and work. Our winning advantages are our innovative culture and dedicated team, operational speed and flexibility, and passion to create quality products and experiences.

Guiding Principles

Best People, Best Team

Safety & Ethics Always

Customer Loyalty

Strategic Objectives

BEST IN POWERSPORTS PLUS
Industry leading organic growth

GROWTH THROUGH ADJACENCIES
Strategic acquisitions and new market expansion

ACCELERATING GLOBAL GROWTH
Profitably increase International revenue %

SAFETY & QUALITY AS A COMPETITIVE ADVANTAGE
Continuously drive customer and dealer satisfaction

PRODUCTIVITY POWERHOUSE
Consistently improve earnings leverage and asset utilization

Performance Priorities

Growth

Margin Expansion

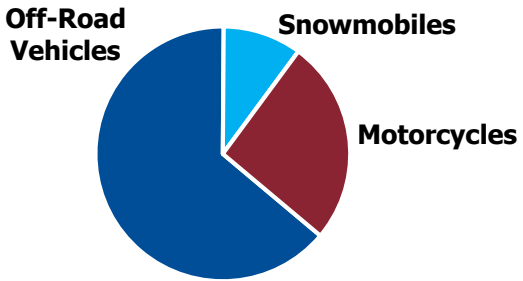
Product & Quality Leadership

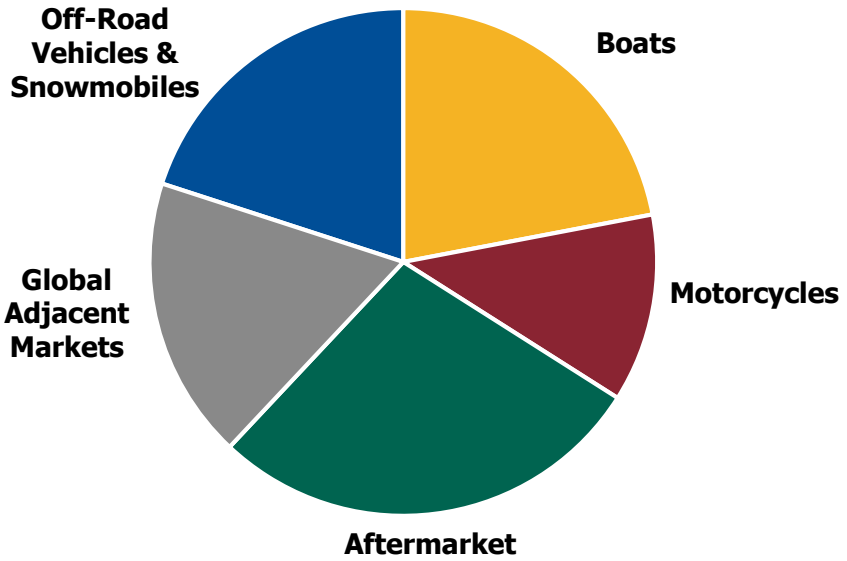
LEAN Enterprise

SALES CAGR >5% | NET INCOME CAGR >15% through 2022

Growing Market and Portfolio

2009 MARKET SIZE	2019 MARKET SIZE
~$7.5 BILLION	~$50 BILLION





Business Segment Overview

Off-Road Vehicles/ Snowmobiles	Motorcycles	Global Adjacent Markets	Aftermarket	Boats
				
Full Year 2020 Sales Expectations*				
$4.33B	**$655M**	**$500M**	**$960M**	**$620M**

Key Corporate Priorities

- **Polaris Brand: "Think Outside"**
- **Customer Centric Digital**
- **Strategic Sourcing Initiative**
- **Safety & Quality**

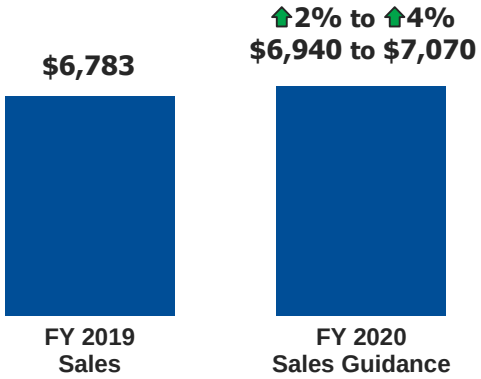
**Based on upper end of FY'20 guidance range*

All Businesses Expected to Grow in 2020; Boats Expected to be Flat

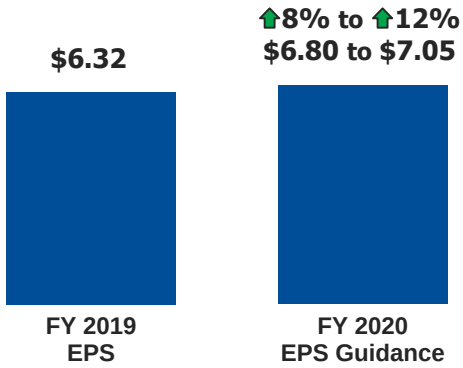
Full Year 2020 Sales & EPS Guidance

Full Year Total Company Sales Guidance(1)

($ in millions)



Full Year Adjusted* EPS Guidance**(1)



**See GAAP/Non-GAAP Reconciliation in Q4 2019 Earnings Release*
***See Appendix for discussion regarding non-GAAP adjustments excluded from 2020 guidance*
(1)*Guidance as of January 28, 2020 Earnings Call*

Operating Efficiency Driving EPS Growth

2020 Business Outlook

Economic outlook positive, but fragile

- Political landscape infuses increased volatility
- Coronavirus a potential risk to supply chain, consumer confidence

Powersports Industry growth ongoing – side-by-sides remains key driver

- Polaris back on offense: products, services, improved commercial execution

Innovation focus on Boats, Indian & Slingshot; TAP an execution & margin play

Strategic sourcing benefits accelerating two-years in

Operating leverage continues at gross and operating margin levels

Tariffs, trade resolutions becoming clearer

- Remains significant headwind, but improved year-over-year financial impact

Customer centric, digital/strategic investments continue

Improved Execution, New Product & Operational Leverage will Drive Record Sales & Earnings

Scott W. Wine
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Questions?

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POLARIS

SAFE HARBOR & NON-GAAP MEASURES

Except for historical information contained herein, the matters set forth in this presentation, including management's expectations regarding 2020 and 2022 future sales, shipments, net income, and net income per share, future cash flows and capital requirements, operational initiatives, tariffs, currency fluctuations, interest rates, and commodity costs, are forward-looking statements that involve certain risks and uncertainties that could cause actual results to differ materially from those forward-looking statements. Potential risks and uncertainties include such factors as the Company's ability to successfully implement its manufacturing operations expansion and supply chain initiatives, product offerings, promotional activities and pricing strategies by competitors; economic conditions that impact consumer spending; disruptions in manufacturing facilities; acquisition integration costs; product recalls, warranty expenses; impact of changes in Polaris stock price on incentive compensation plan costs; foreign currency exchange rate fluctuations; environmental and product safety regulatory activity; effects of weather; commodity costs; freight costs; the impact of tariffs and the ability of the Company to obtain expected tariff mitigation through its supply chain initiatives or expected tariff relief through the USTR exclusion process; changes to international trade policies and agreements; uninsured product liability claims; uncertainty in the retail and wholesale credit markets; performance of affiliate partners; changes in tax policy; relationships with dealers and suppliers; and the general overall economic and political environment. Investors are also directed to consider other risks and uncertainties discussed in documents filed by the Company with the Securities and Exchange Commission. The Company does not undertake any duty to any person to provide updates to its forward-looking statements.

The data source for retail sales figures included in this presentation is registration information provided by Polaris dealers in North America compiled by the Company or Company estimates and other industry data sources. The Company must rely on information that its dealers supply concerning retail sales, and other retail sales data sources related to Polaris and the powersports industry, and this information is subject to revision. Retail sales references to total Company retail sales includes only ORV, snowmobiles and motorcycles in North America unless otherwise noted.

This presentation contains certain non-GAAP financial measures, consisting of "adjusted" sales, gross profit, income before taxes, net income and net income per diluted share as measures of our operating performance. Management believes these measures may be useful in performing meaningful comparisons of past and present operating results, to understand the performance of its ongoing operations and how management views the business. Reconciliations of reported GAAP measures to adjusted non-GAAP measures are included in the financial schedules contained in this presentation. These measures, however, should not be construed as an alternative to any other measure of performance determined in accordance with GAAP.

Non-GAAP Reconciliations

Reconciliation of GAAP "Reported" Results to Non-GAAP "Adjusted" Results

(In Thousands, Except Per Share Data; Unaudited)

	Three months ended December 31,		Twelve months ended December 31,	
	2019	2018	2019	2018
Sales	**$ 1,735,866**	**$ 1,627,120**	**$ 6,782,518**	**$ 6,078,540**
Victory wind down [1]	—	(490)	—	823
Restructuring & realignment [3]	—	397	—	3,177
Adjusted sales	**1,735,866**	**1,627,027**	**6,782,518**	**6,082,540**
Gross profit	**423,344**	**391,273**	**1,648,782**	**1,501,200**
Victory wind down [1]	—	(377)	—	40
Acquisition-related costs [2]	—	—	—	3,130
Restructuring & realignment [3]	4,693	3,410	22,741	19,375
Adjusted gross profit	**428,037**	**394,306**	**1,671,523**	**1,523,745**
Income before taxes	**120,910**	**119,650**	**407,800**	**429,249**
Victory wind down [1]	—	626	—	2,383
Acquisition-related costs [2]	2,447	5,939	7,766	22,737
Restructuring & realignment [3]	5,054	3,448	23,102	26,012
EPPL impairment [5]	—	3,601	—	27,048
Brammo [6]	—	—	—	(13,478)
Intangible amortization [7]	10,206	10,341	41,131	32,932
Other expenses [4]	3,317	2,529	20,016	7,539
Adjusted income before taxes	**141,934**	**146,134**	**499,815**	**534,422**
Net income attributable to PII	**98,931**	**91,474**	**323,960**	**335,257**
Victory wind down [1]	—	476	—	1,815
Acquisition-related costs [2]	1,864	4,528	5,918	17,327
Restructuring & realignment [3]	3,851	2,627	17,604	19,819
EPPL impairment [5]	—	2,744	—	25,069
Brammo [6]	—	—	—	(13,113)
Intangible amortization [7]	7,684	7,729	30,967	24,437
Other expenses [4]	2,528	3,850	15,252	8,960
Adjusted net income attributable to PII [8]	**$ 114,858**	**$ 113,428**	**$ 393,701**	**$ 419,571**
Diluted EPS attributable to PII	**$ 1.58**	**$ 1.47**	**$ 5.20**	**$ 5.24**
Victory wind down [1]	—	0.01	—	0.03
Acquisition-related costs [2]	0.03	0.07	0.10	0.27
Restructuring & realignment [3]	0.06	0.05	0.28	0.31
EPPL impairment [5]	—	0.05	—	0.39
Brammo [6]	—	—	—	(0.20)
Intangible amortization [7]	0.12	0.12	0.50	0.38
Other expenses [4]	0.04	0.06	0.24	0.14
Adjusted EPS attributable to PII [8]	**$ 1.83**	**$ 1.83**	**$ 6.32**	**$ 6.56**

Key Definitions: Throughout this presentation, the word "Adjusted" is used to refer to GAAP results excluding: TAP and Boats inventory step-up purchase accounting / integration expenses, corporate restructuring, network realignment and supply chain transformation costs, EPPL impairment, gain on Brammo investment, and impacts associated with the Victory Motorcycles® wind down.

Adjustments:

(1) Represents adjustments for the wind down of Victory Motorcycles, including wholegoods, accessories and apparel

(2) Represents adjustments for integration and acquisition-related expenses and purchase accounting adjustments

(3) Represents adjustments for corporate restructuring, network realignment costs, and supply chain transformation

(4) Represents adjustments for class action litigation-related expenses and the impacts of tax reform

(5) Represents adjustments for the impairment of the Company's equity investment in Eicher-Polaris Private Limited (EPPL). This charge is included in Equity in loss of other affiliates (non-operating) on the Consolidated Statements of Income.

(6) Represents a gain on the Company's investment in Brammo, Inc. This gain is included in Other income (non-operating) on the Consolidated Statements of Income.

(7) Represents amortization expense for acquisition-related intangible assets

(8) The Company used its estimated statutory tax rate of 23.8% for the non-GAAP adjustments in 2019 and 2018, except for the non-deductible items and the tax reform related changes noted in Item 4

Non-GAAP Reconciliations - Segments

In Thousands, Unaudited)	Three months ended December 31,		Twelve months ended December 31,	
	2019	2018	2019	2018
SEGMENT SALES				
ORV/Snow segment sales	$ 1,139,890	$ 1,060,458	$ 4,209,063	$ 3,919,417
Restructuring & realignment [3]	—	397	—	3,177
Adjusted ORV/Snow segment sales	**1,139,890**	**1,060,855**	**4,209,063**	**3,922,594**
Motorcycles segment sales	**119,481**	**87,361**	**584,096**	**545,646**
Victory wind down [1]	—	(490)	—	823
Adjusted Motorcycles segment sales	**119,481**	**86,871**	**584,096**	**546,469**
Global Adjacent Markets (GAM) segment sales	**120,372**	**121,648**	**461,255**	**444,644**
No adjustment	—	—	—	—
Adjusted GAM segment sales	**120,372**	**121,648**	**461,255**	**444,644**
Aftermarket segment sales	**221,083**	**212,318**	**906,751**	**889,177**
No adjustment	—	—	—	—
Adjusted Aftermarket sales	**221,083**	**212,318**	**906,751**	**889,177**
Boats segment sales	**135,040**	**145,335**	**621,353**	**279,656**
No adjustment	—	—	—	—
Adjusted Boats sales	**135,040**	**145,335**	**621,353**	**279,656**
Total sales	**1,735,866**	**1,627,120**	**6,782,518**	**6,078,540**
Total adjustments	—	(93)	—	4,000
Adjusted total sales	$ 1,735,866	$ 1,627,027	$ 6,782,518	$ 6,082,540

(In Thousands, Unaudited)	Three months ended December 31,		Twelve months ended December 31,	
	2019	2018	2019	2018
SEGMENT GROSS PROFIT				
ORV/Snow segment gross profit	$ 315,424	$ 282,495	1,204,288	1,113,908
Restructuring & realignment [3]	—	397	—	3,177
Adjusted ORV/Snow segment gross profit	**315,424**	**282,892**	**1,204,288**	**1,117,085**
Motorcycles segment gross profit	**(1,639)**	**2,228**	**44,065**	**63,045**
Victory wind down [1]	—	(377)	—	40
Restructuring & realignment [3]	(469)	45	(469)	1,220
Adjusted Motorcycles segment gross profit	**(2,108)**	**1,896**	**43,596**	**64,305**
Global Adjacent Markets (GAM) segment gross profit	**35,088**	**33,063**	**129,939**	**116,583**
Restructuring & realignment [3]	—	10	—	490
Adjusted GAM segment gross profit	**35,088**	**33,073**	**129,939**	**117,073**
Aftermarket segment gross profit	**49,229**	**52,074**	**222,712**	**234,365**
No adjustment	—	—	—	—
Adjusted Aftermarket segment gross profit	**49,229**	**52,074**	**222,712**	**234,365**
Boats segment gross profit	**25,637**	**25,999**	**124,613**	**46,252**
Acquisition-related costs [2]	—	—	—	3,130
Boats segment gross profit	**25,637**	**25,999**	**124,613**	**49,382**
Corporate segment gross profit	**(395)**	**(4,586)**	**(76,835)**	**(72,953)**
Restructuring & realignment [3]	5,162	2,958	23,210	14,488
Adjusted Corporate segment gross profit	**4,767**	**(1,628)**	**(53,625)**	**(58,465)**
Total gross profit	**423,344**	**391,273**	**1,648,782**	**1,501,200**
Total adjustments	4,693	3,033	22,741	22,545
Adjusted total gross profit	$ 428,037	$ 394,306	**1,671,523**	**1,523,745**

Adjustments:

[1] Represents adjustments for the wind down of Victory Motorcycles, including wholegoods, accessories and apparel

[2] Represents adjustments for integration and acquisition-related expenses and purchase accounting adjustments

[3] Represents adjustments for corporate restructuring, network realignment costs, and supply chain transformation

2020 GUIDANCE ADJUSTMENTS

2020 guidance excludes the pre-tax effect of supply chain transformation, restructuring and network realignment costs of approximately $25 million to $30 million, and approximately $25 million to $30 million for class action litigation-related expenses. Intangible amortization of approximately $35 million related to all acquisitions has also been excluded. The Company has not provided reconciliations of guidance for adjusted diluted net income per share, in reliance on the unreasonable efforts exception provided under Item 10(e)(1)(i)(B) of Regulation S-K. The Company is unable, without unreasonable efforts, to forecast certain items required to develop meaningful comparable GAAP financial measures. These items include restructuring and realignment costs and acquisition integration costs that are difficult to predict in advance in order to include in a GAAP estimate.