

POLARIS

CAPITAL MARKETS DAY

Nashville, Tennessee

July 31, 2023

WELCOME

POLARIS

J.C. WEIGELT

Vice President, Investor Relations

2023 CAPITAL MARKETS DAY



Except for historical information contained herein, the matters set forth in this presentation 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 source necessary parts and materials on a timely basis; the ability of the Company to manufacture and deliver products to dealers to meet demand; the Company's ability to identify and meet optimal dealer inventory levels; the Company's ability to accurately forecast and sustain consumer demand; the Company's ability to mitigate increasing input costs through pricing or other measures; the Company's ability to successfully implement its manufacturing operations strategy and supply chain initiatives; product offerings, promotional activities and pricing strategies by competitors that make our products less attractive to consumers; the Company's ability to strategically invest in innovation and new products, including as compared to our competitors; economic conditions that impact consumer spending, including recessionary conditions; the severity and duration of the pandemic and the resulting impact on the Company's business, supply chain, and the global economy; disruptions in manufacturing facilities; product recalls and/or warranty expenses; product rework costs; 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 and tariff costs (tariff relief or ability to mitigate tariffs); changes to international trade policies and agreements; uninsured product liability and class action claims (including claims seeking punitive damages) and other litigation expenses incurred due to the nature of the Company's business; uncertainty in the consumer retail and wholesale credit markets; performance of affiliate partners; changes in tax policy; relationships with dealers and suppliers; and the general overall global economic, social 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 and Europe compiled by the Company or Company estimates and other industry data sources. The Company relies on information that its dealers or other third parties 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 from continuing operations attributed to Polaris Inc. common shareholders, EBITDA, net income per diluted share from continuing operations attributed to Polaris Inc. common shareholders and free cash flow 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 historic 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.



AGENDA

Polaris Capital Markets Day – July 31, 2023

TIME (CT)	TOPIC	PRESENTER
8:00 – 8:45	Business/Strategy Update	Mike Speetzen , Chief Executive Officer
8:45 – 9:05	On Road Business	Mike Dougherty , On Road and International President
9:05 – 9:20	PG&A Business	Steve Eastman , PG&A and Aftermarket President
9:20 – 9:35	BREAK (15 min)	
9:35 – 9:55	Marine Business	Ben Duke , Marine President
9:55 – 10:15	Off Road Business	Steve Menneto , Off Road President
10:15 – 10:45	Financial Update	Bob Mack , Chief Financial Officer
10:45 – 11:30	Q&A	



MIKE SPEETZEN
CHIEF EXECUTIVE OFFICER

2023 CAPITAL MARKETS DAY

Polaris Leadership Team



PICTURED FROM LEFT TO RIGHT:

Lucy Clark Dougherty

Senior Vice President, General Counsel and Secretary

Ben Duke

President of Marine

Mike Dougherty

President of On Road and International

Ken Pucel

Executive Vice President of Global Operations
and Chief Technology Officer

Vic Koelsch

Senior Vice President, Chief Digital and Information Officer

Mike Speetzen

Chief Executive Officer

Steve Menneto

President of Off Road

Pam Kermisch

Chief Customer Growth Officer

Steve Eastman

President of PG&A and Aftermarket

Jim Williams

Senior Vice President and Chief Human Resources Officer

Bob Mack

Chief Financial Officer and Executive Vice President
of Finance and Corporate Development



**What can we be best
in the world at?**

**What are we deeply
passionate about?**

**What drives our
economic engine?**

Clear...Simple...Focused

POLARIS

Think Outside

GLOBAL LEADER IN POWERSPORTS

Powering passion and pioneering new possibilities for all those who play, work and THINK OUTSIDE



Best Customer Experience



Rider-Driven Innovation



Best Team, Best Culture



Inspirational Brands



Agile & Efficient Operations



Geared For Good

#1 MARKET SHARE IN POWERSPORTS

SALES GROWTH %: Mid-Single Digits

EBITDA %: Mid-to High-Teens

ROIC %: Mid-Twenties

EPS GROWTH %: Double Digits

2022-2026 Targets

FOCUS

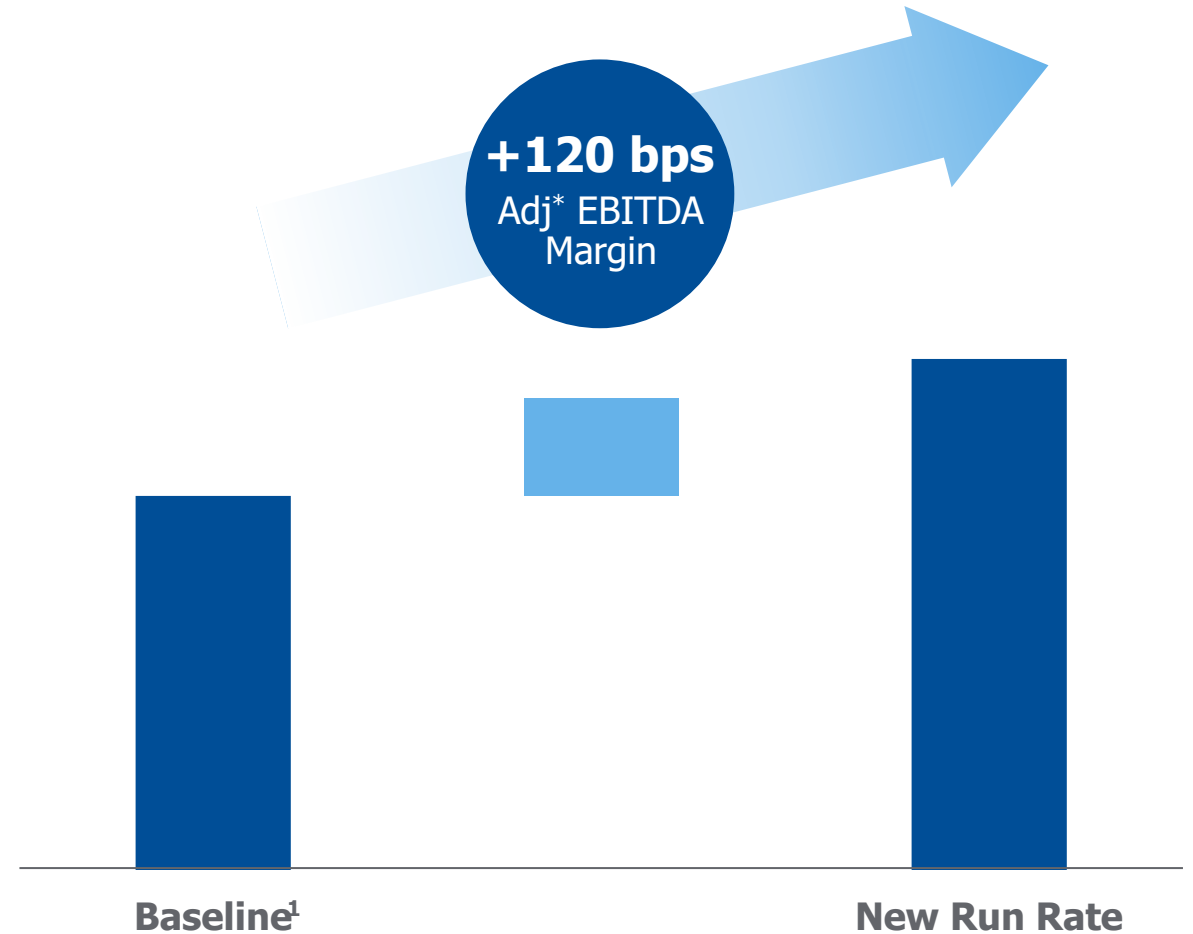


Portfolio exits contributed

120 bps




of adjusted* EBITDA margin improvement¹

Management and investment attention
refocused on core growth platforms



Strong, Focused Business Segments



	Off Road	On Road	Marine
FY '22 Sales	\$6,436M	\$1,163M	\$989M
Gross Profit Margin	23.7%	17.7%	22.5%
5-Year Sales Growth (CAGR¹)	11%	9%	12%
FY '23 Sales Guidance²	 High-Single Digits %	 Low-Single Digits %	 Mid-Teens %



*See GAAP/Non-GAAP Reconciliation in Appendix; see Appendix for discussion regarding Non-GAAP adjustments excluded from 2023 guidance

¹2017- 2022

²Guidance as of 7/25/23

EXECUTION



#1

Utility
Market Share



Polaris XPEDITION

First Adventure SxS
Q2 '23



RZR XP

Redefined Heart of Rec SxS
Q1 '23

#1

Recreation
Market Share



RZR Pro R

Redefined Wide-Open Rec
Q1 '22



RANGER XP Kinetic

First Modern EV
Shipped Q2 '23



RANGER XD 1500

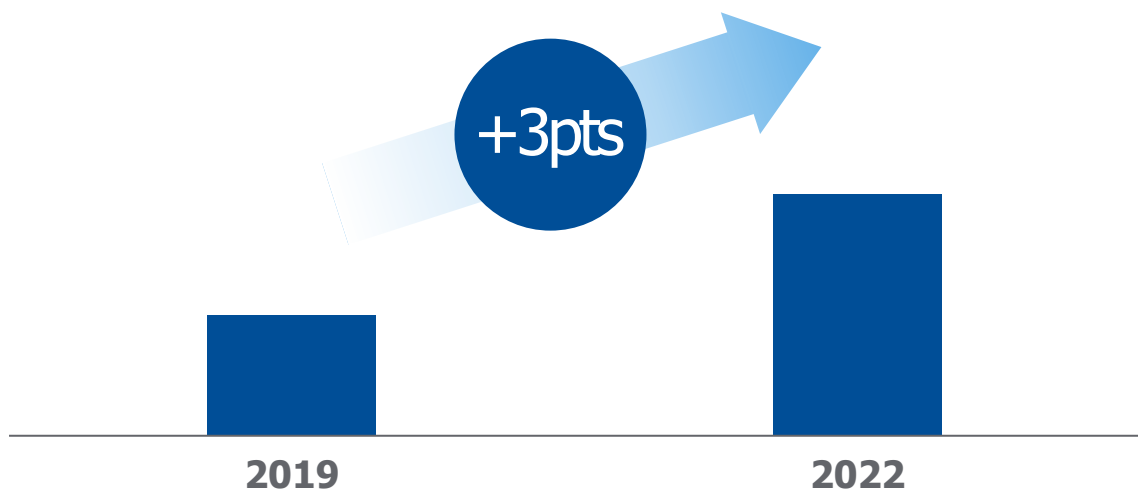
First Extreme Duty Utility SxS
Q3 '23

#1

ATV
Market Share

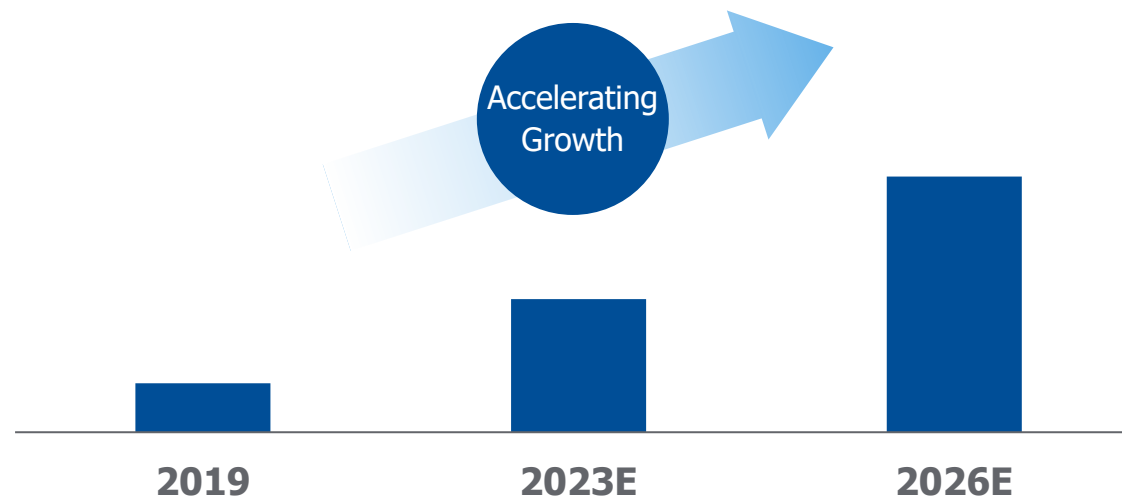


Global Indian Motorcycle Share



Steady share gains from strategic product launches

On Road Margin Expansion



Volume, platform strategy and expense discipline driving margin expansion



Business Performance

12% CAGR

5-yr Sales Growth

200+ bps

Gross Profit Expansion Since 2019

+40%

Execution vs Acquisition Financial Goal

\$500M+

Cash Generation Since Acquired



Capability Investment



Product Innovation



Experiences



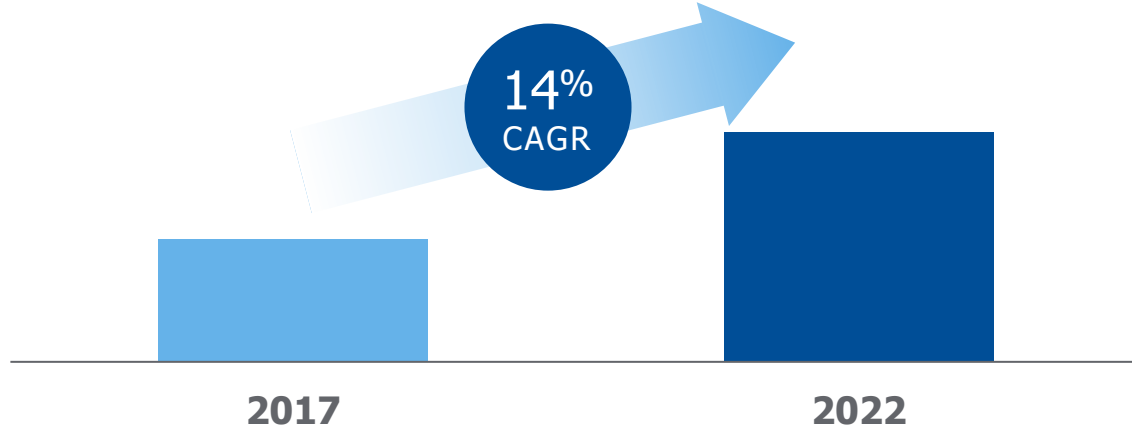
Automation & Scale



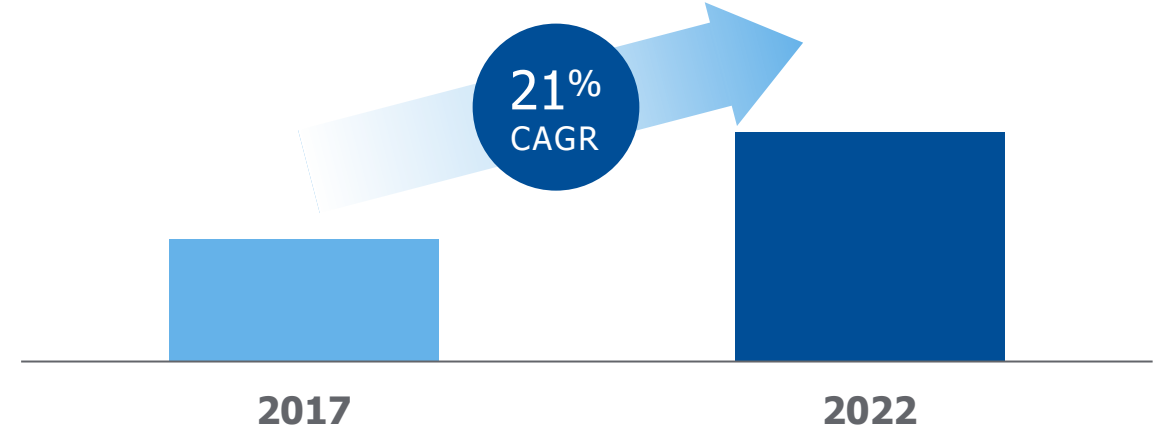
PG&A¹



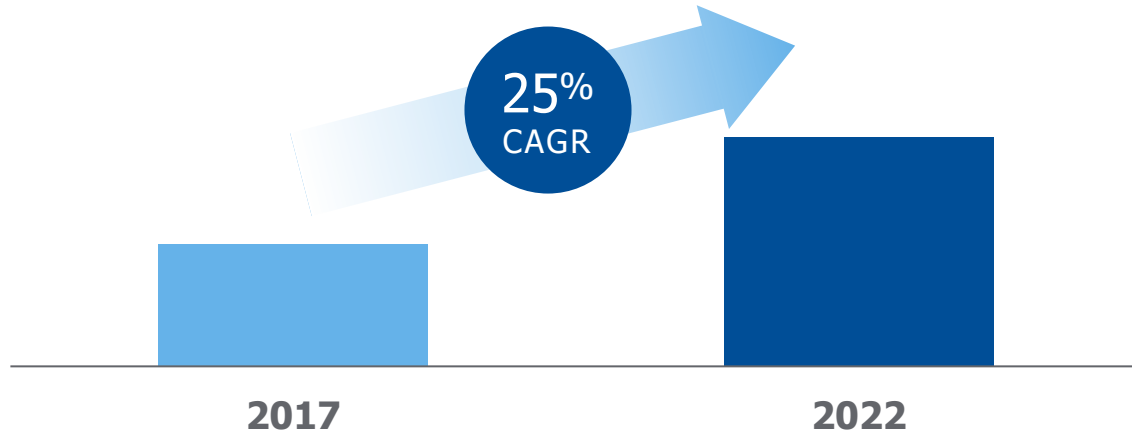
Sales Growth



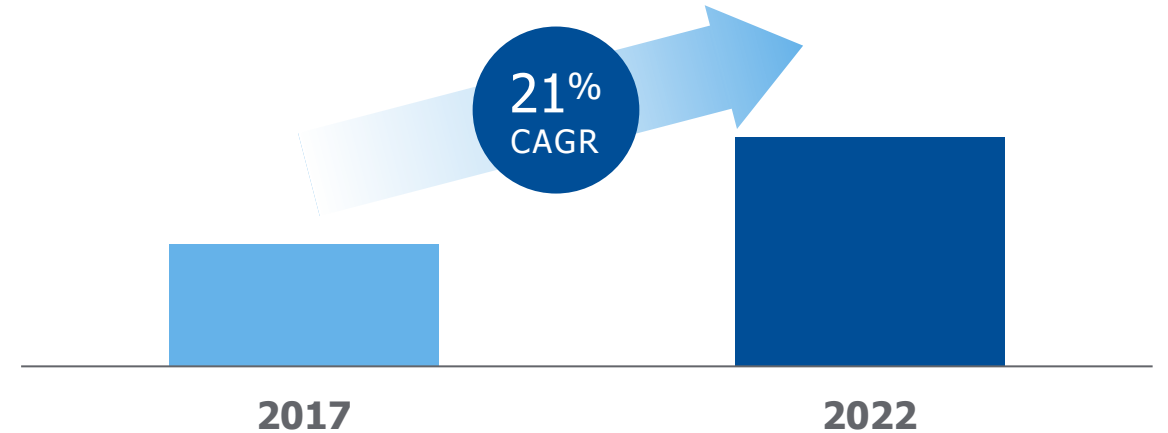
Accessory \$/Unit



Ecommerce Sales Growth



Aftermarket Apparel Growth





Accomplishments

1.2M+ Total rides to date

240+ Locations

85+ Net promoter score

60% 5-yr Sales CAGR

10 Marine pilot locations

2x More likely to buy after an Adventures ride

Improving New Buyer Mix



Best Customer Experience

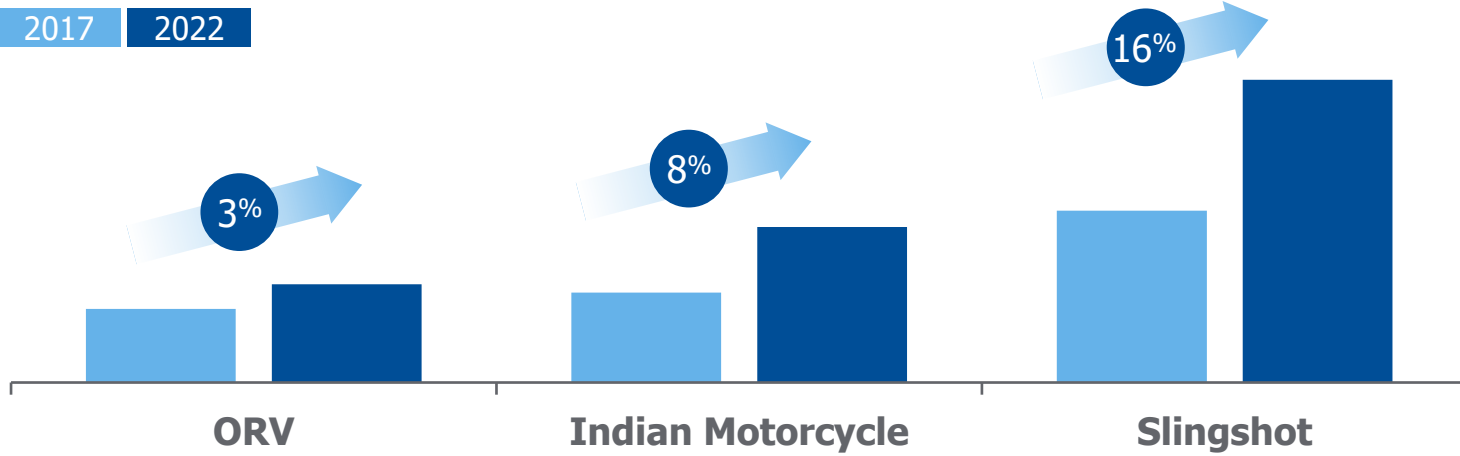


Inspirational Brands



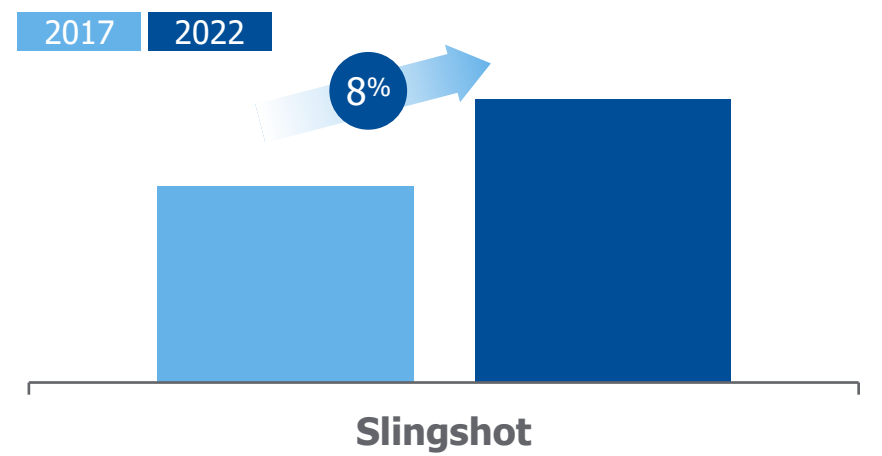
Multicultural

2017 2022



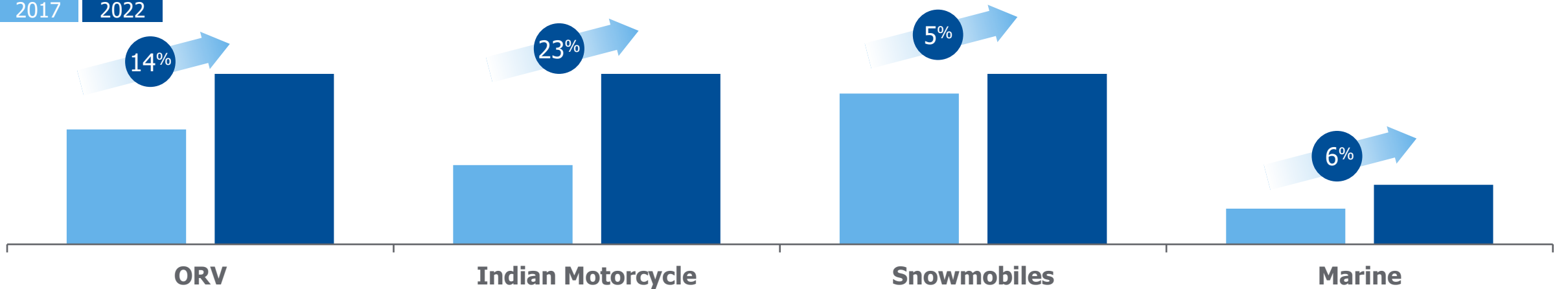
Women

2017 2022



Millennial + Gen Z

2017 2022





Site Transformation



- 28%** Drop in new user bounce rate
- +33%** Vehicle shopping progression
- +16%** PG&A Ecommerce sales

Digital Marketplace & Wholesale



- Consumer marketplace
- Dealer auctions
- Digital checklist

1M Unique users

10K Leads

95%

Customers use digital as a resource in purchase process

2X

Start research online vs. dealer

85%

More likely to buy if dealer allows purchase process steps to be completed online



Electrification Principles

- ❑ Lead with customer insight
- ❑ Deliver electrification as an enabler
- ❑ Test broadly; commercialize purposefully
- ❑ Build on established capabilities
- ❑ Partner for speed; build capability for sustainable advantage





POLARIS RIDE COMMAND+

Customer Value

SECURITY

CONVENIENCE

COMMUNITY

NAVIGATION

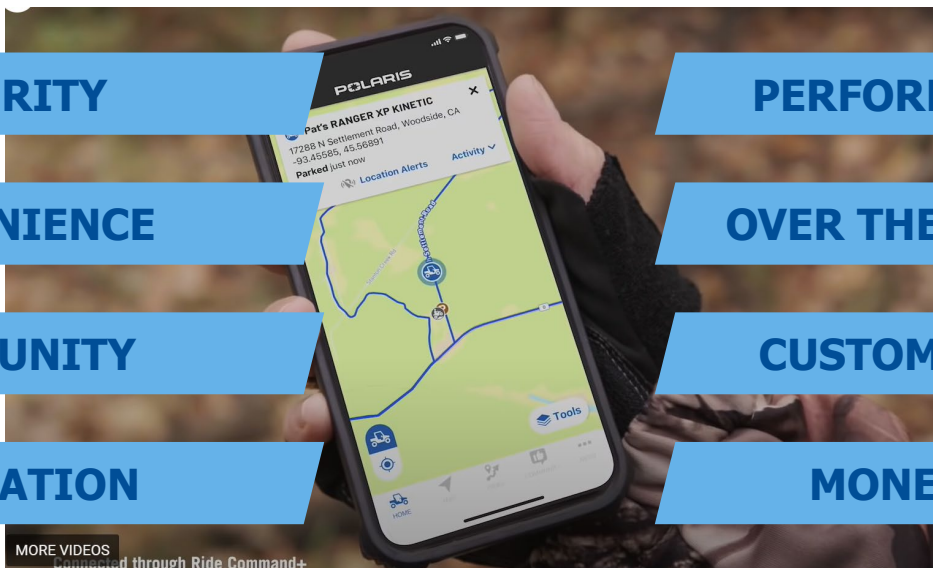
Business Value

PERFORMANCE DATA

OVER THE AIR SERVICE

CUSTOMER INSIGHT

MONETIZATION



Accomplishments

1st

OEM connected vehicles

15

New models with RIDE COMMAND+ features

10+

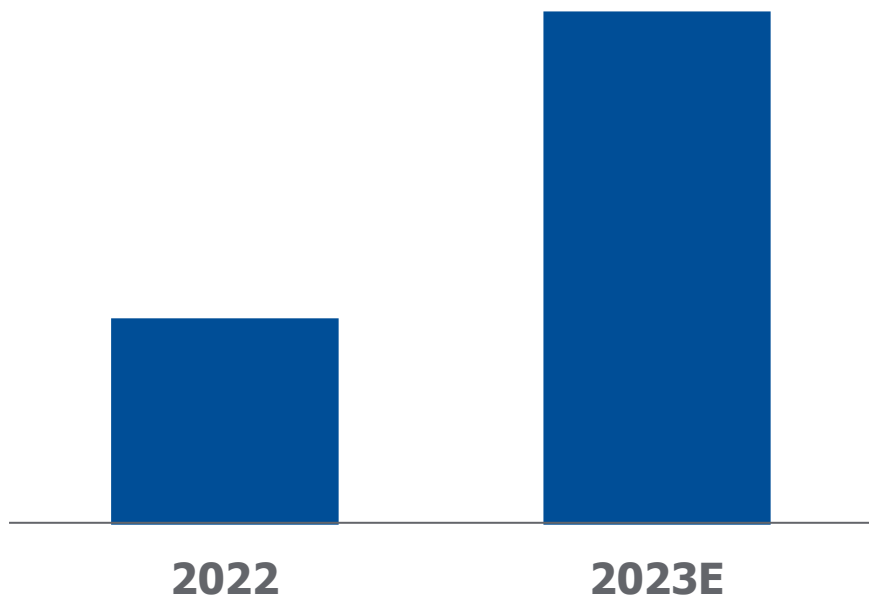
New capabilities delivered leveraging RIDE COMMAND+ connectivity

5+ Terabytes

of data collected in 2023 across 42 vehicle metrics



~\$500M
2-yr Projected Investment
Capital¹ and M&A



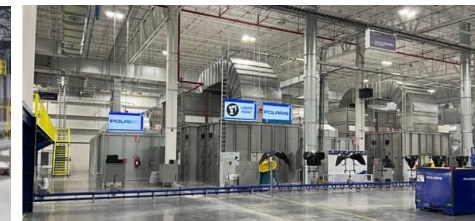
Capability Investments



Robotic Weld
Elkhart, IN



DC Automation
Wilmington, OH



Paint Systems
Roseau, MN + Monterrey, MX

Capacity Expansion



Off Road Capacity
Monterrey, MX



Motorcycle Mid-Size Engines
Hanoi, Vietnam



Marine Capacity
Elkhart, IN

Vertical Integration



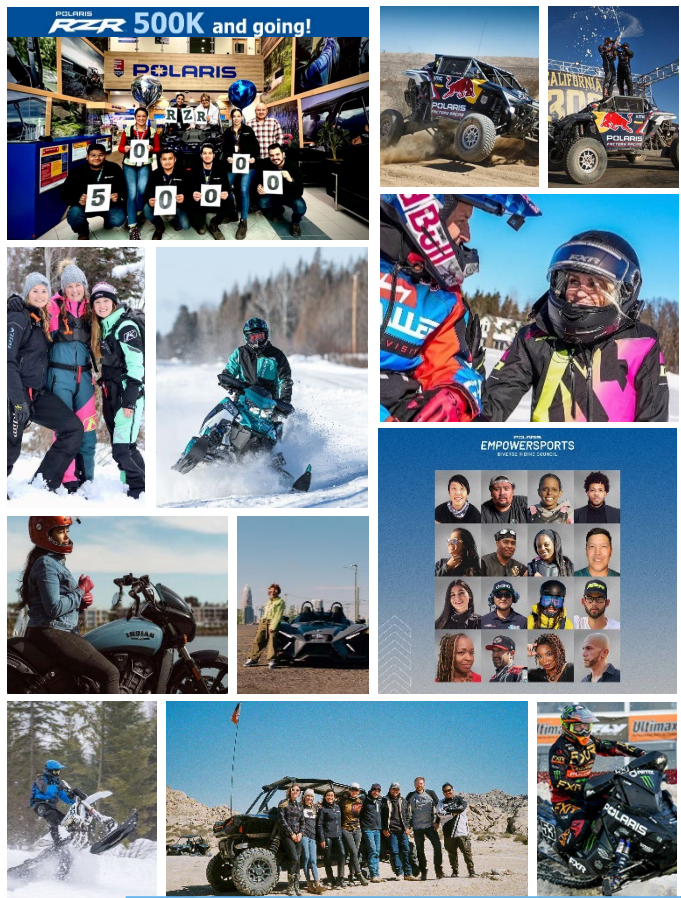
Battery Packs
Osceola, WI



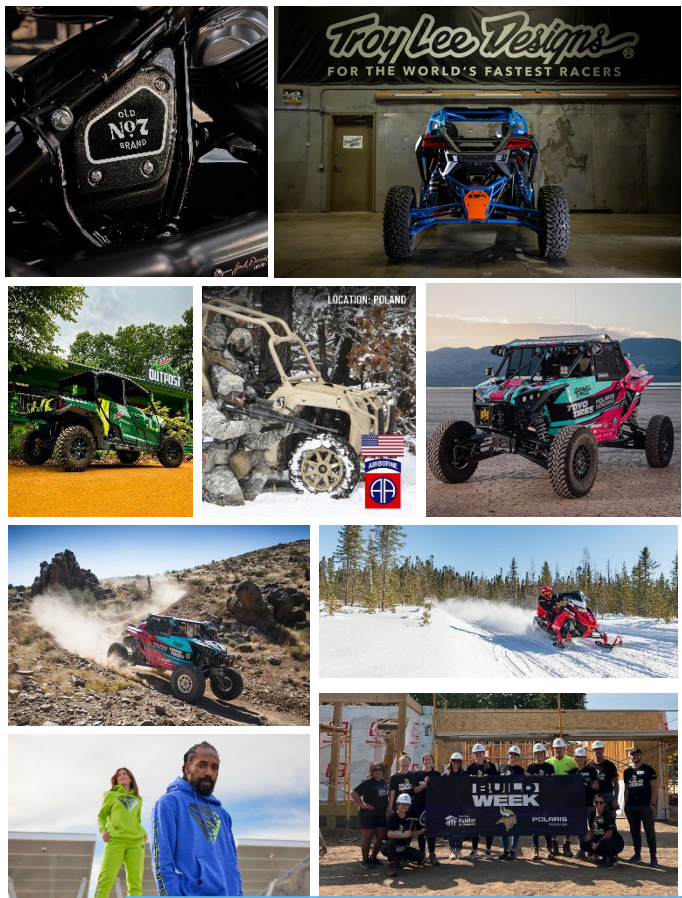
Shocks
Riverside, CA



Furniture
Elkhart, IN



AMBASSADOR



BRANDS



EVENTS



~16,000

Global Team Members



Employees 10th Largest Shareholder

~2% of Polaris Owned by Employees





OUR FRAMEWORK



THINK People



THINK Product



THINK Places



THINK Production

COMMUNITY GIVING

11,000

Charitable organizations donations

\$4M+

Employee giving

\$5M

5-yr commitment to National Forest Foundation

2035 ENVIRONMENTAL GOALS

Achieve **90%**

recyclable content in off road vehicles

Divert **90%**

of waste from landfill

Reach **75%**

renewable electricity globally

REDUCE

substances of very high concern in our bill of materials

Reduce absolute Scope 1 and 2 emissions by **50%***

PARTICIPATE

in EPA's Smartway Transportation Partnership

Implement a water stewardship program at

100%

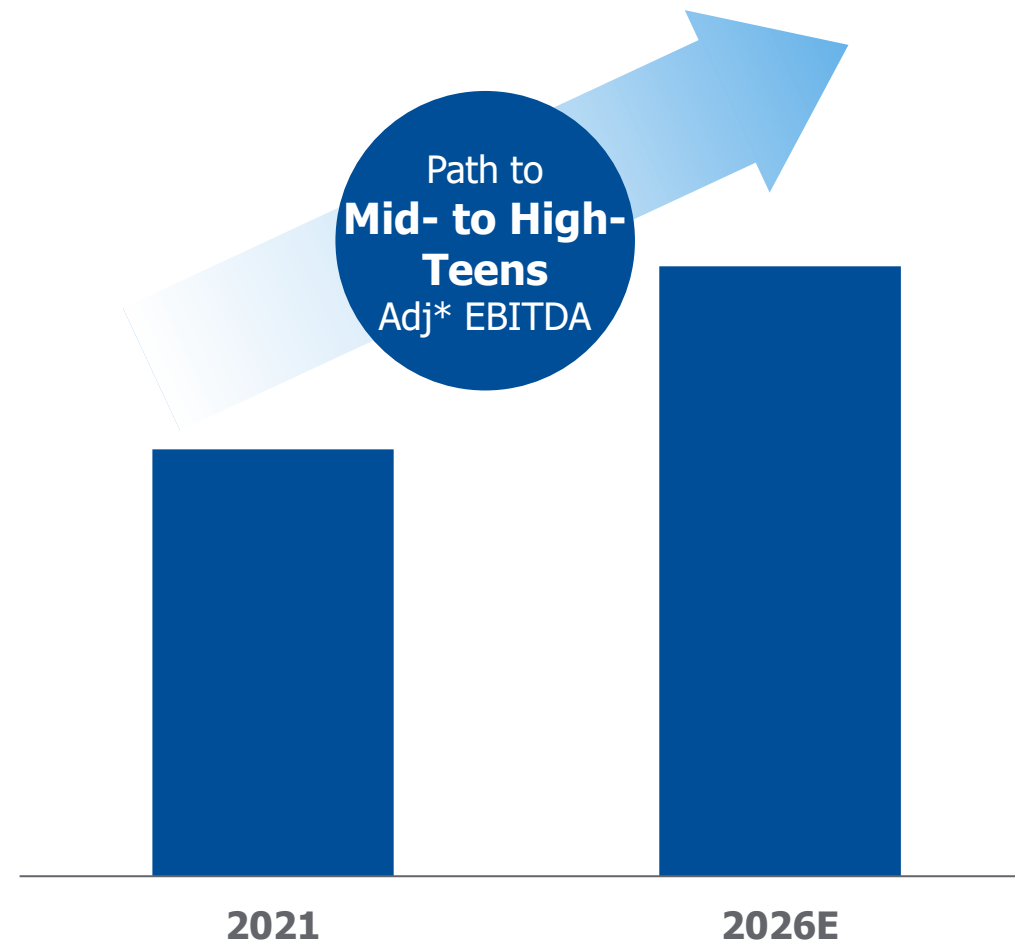
of manufacturing facilities

Adjusted* EBITDA Margin on Path to 2026 Target

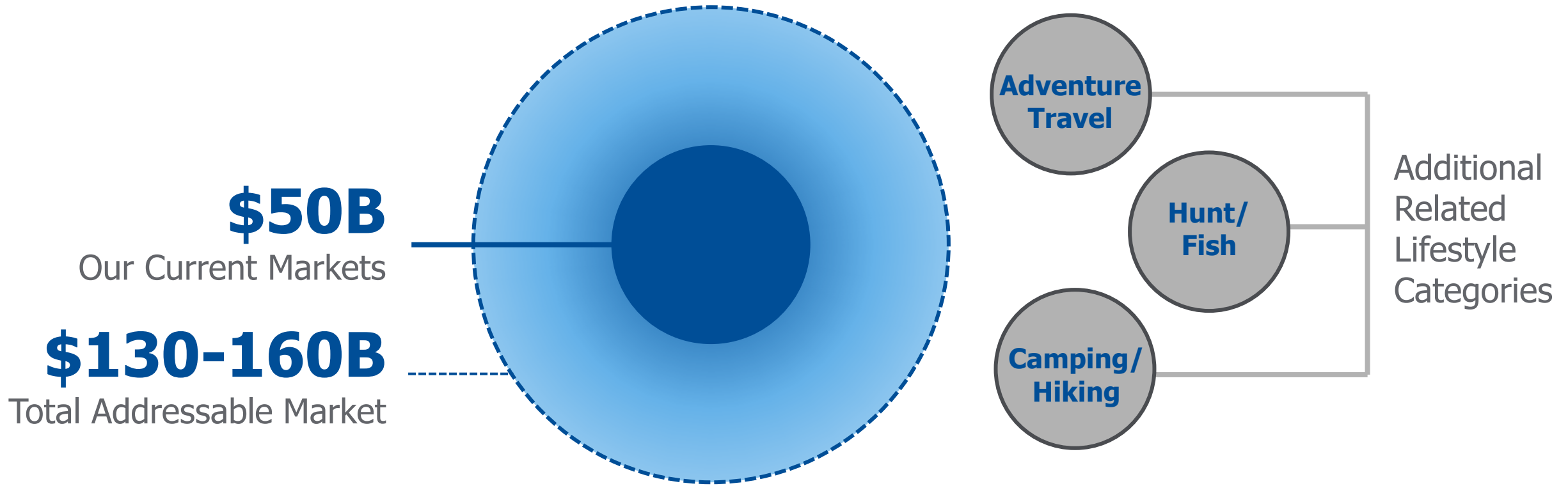


Margin Expansion Strategies

- Manufacturing optimization, embrace lean
- Modular designs & platforming
- Vertical integration & insourcing
- Portfolio optimization
- Motorcycle profitability
- Tariff mitigation



LOOKING AHEAD



ROOM FOR SIGNIFICANT GROWTH

Global share in current markets

Increased share of total addressable market

New customers from outdoor activities



Increased Vehicle Content



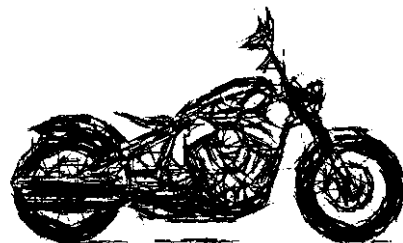
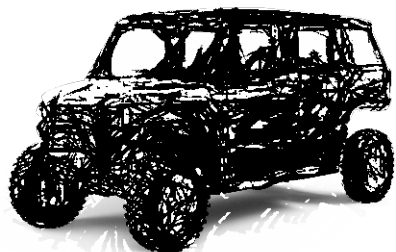
Newly Introduced Categories



Technology & Infotainment

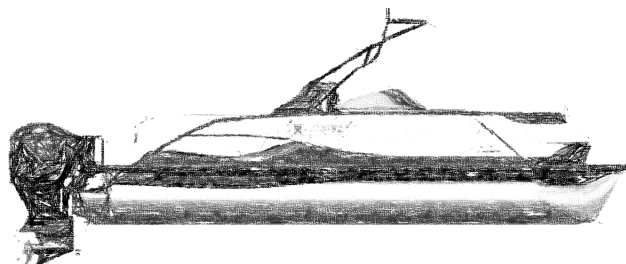
Accessories & Customization





Off Road

- Global share in Utility and Rec SxS
- Global share in seasonal products
- Growth from electric products



On Road

- Global share in Motorcycle
- Continued margin expansion



Marine

- Global share in Pontoon
- Expanding Marine portfolio, including PG&A



Research & Development

\$238M



2017



~\$400M



2023 Projected



Exposure

Make it easier for customers to experience powersports first-hand with safe, comfortable experiences



Products

Increase access to vehicles that are well suited to be a customer's "first" in powersports



Experience

Simplify key aspects of our shop, buy and ownership journey to make powersports more accessible

Reaffirming Our Commitment to 2026 Targets



#1 MARKET SHARE IN POWERSPORTS

SALES GROWTH %: Mid-Single Digits

EBITDA %: Mid-to High-Teens

ROIC %: Mid-Twenties

EPS GROWTH %: Double Digits

2022-2026 Targets

POLARIS
Think Outside

GLOBAL LEADER IN POWERSPORTS
Powering passion and pioneering new possibilities for all those who play, work and THINK OUTSIDE

- Best Customer Experience
- Rider-Driven Innovation
- Best Team, Best Culture
- Inspirational Brands
- Agile & Efficient Operations
- Geared For Good

#1 MARKET SHARE IN POWERSPORTS

SALES GROWTH %: Mid-Single Digits EBITDA %: Mid-to High-Teens ROIC %: Mid-Twenties EPS GROWTH %: Double Digits

2022-2026 Targets



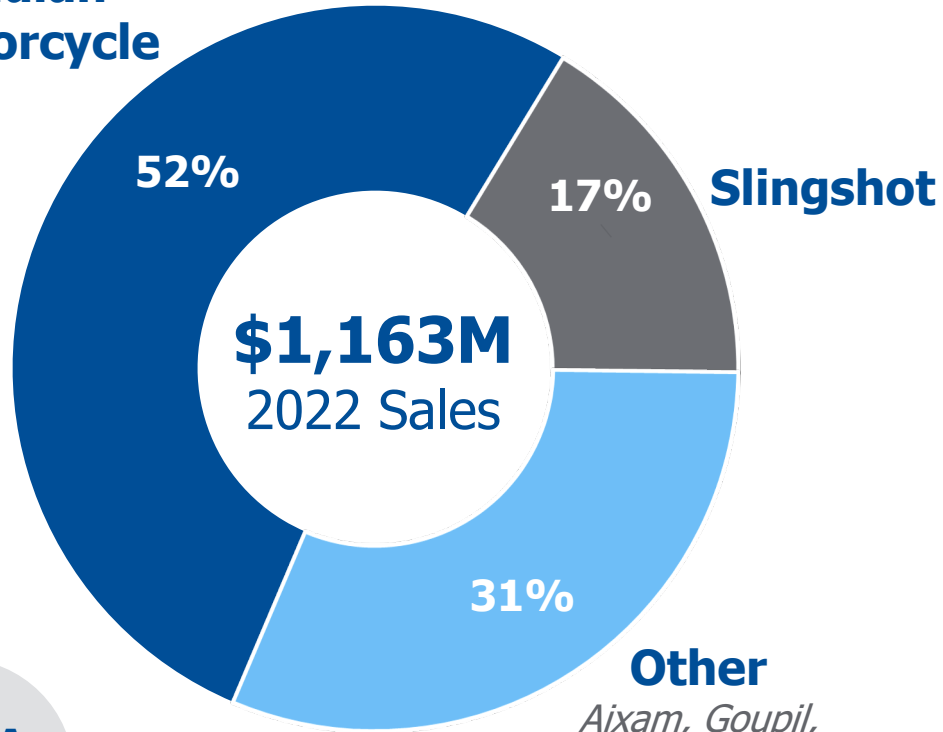
MIKE DOUGHERTY

President, On Road and International

2023 CAPITAL MARKETS DAY



Indian Motorcycle



Slingshot

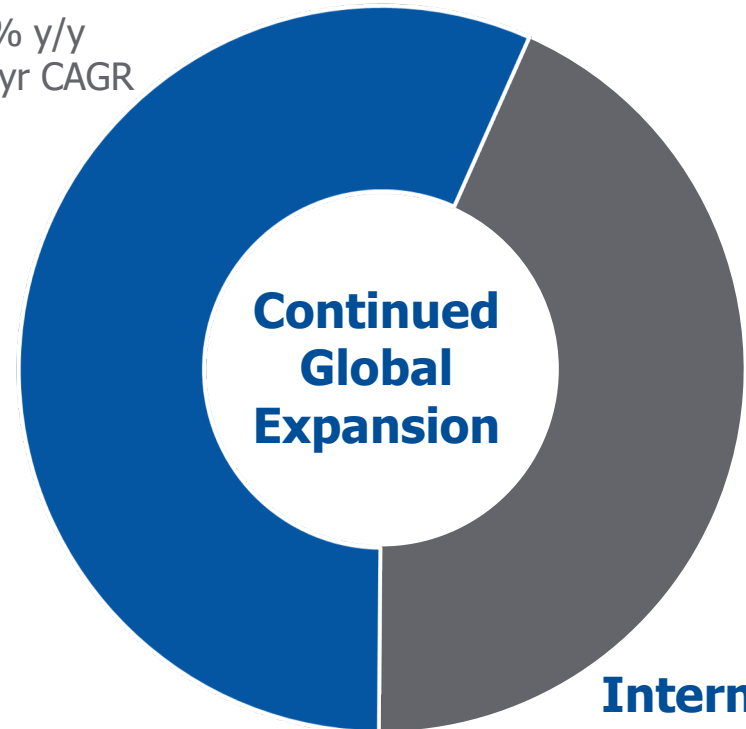
Other

Aixam, Goupil, Aftermarket

PG&A
18%

North America

+20% y/y
+7% 5-yr CAGR



International

+4% y/y
+11% 5-yr CAGR



15

New models & Limited Editions launched since 2022

~575

Indian Motorcycle

Dealers in the global network

4

Global manufacturing plants

~325

Slingshot

18%

Gross profit margin in 2022

9%

Sales 5-Year CAGR

12%

PG&A sales 5-Year CAGR

2022 N.A. Market Share

Indian Motorcycle

#2

N.A. Retail

2022 vs. 2019

↑ LDD

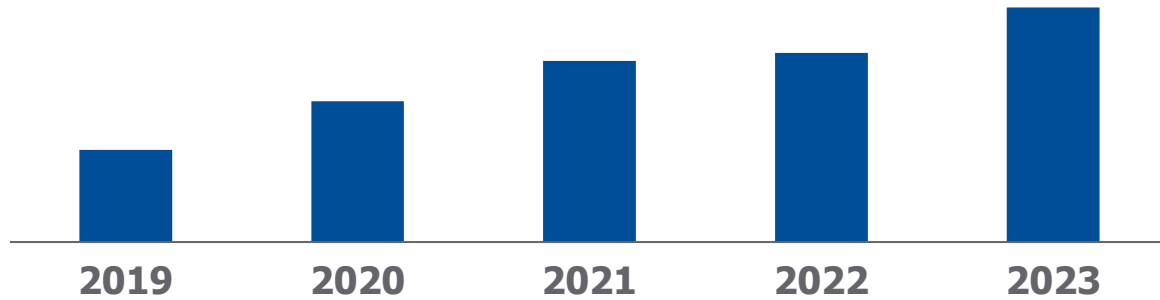
Trailing 12 Month¹

↑ MID-TEENS



Indian Motorcycle

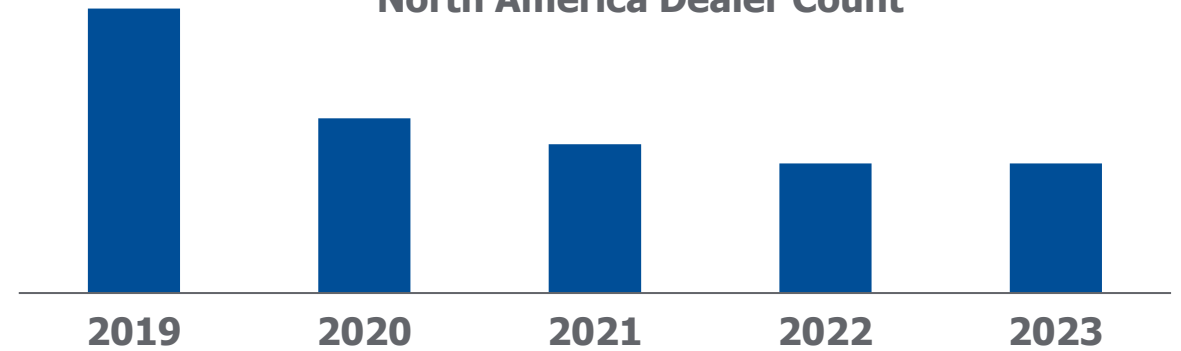
Global Dealer Count



- Back to growing global distribution post-supply disruptions
- Dealer inventory healthy; ~130 DSO, ~85% current
- Establishing global dealer operations improvement strategy
- Overall dealer satisfaction trending upward vs 2022

Slingshot

North America Dealer Count



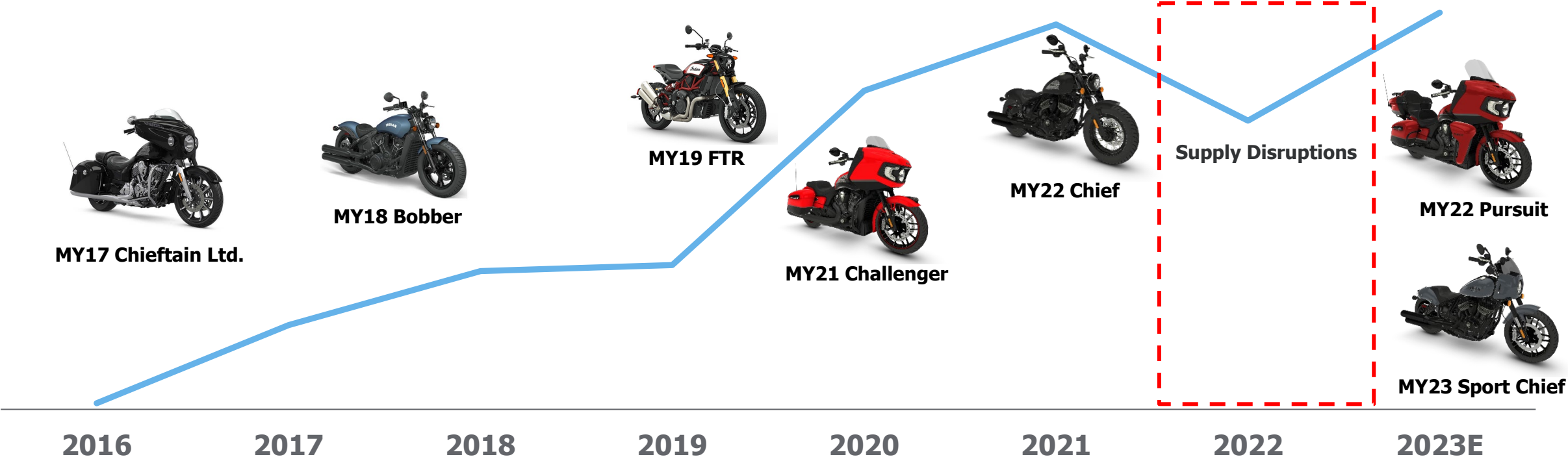
- Network count stabilized
- Optimizing network with strong operators in key markets
- Dealer inventory healthy; ~110 DSO, ~90% current
- Overall dealer satisfaction rebounded in Q1 2023



- 1 Market Share Gains**
- 2 Product Excellence & Innovation**
- 3 International Growth in Indian Motorcycle**
- 4 Margin Expansion**



1 Market Share Gains | Global Indian Motorcycle Market Share





2 Product Excellence & Innovation | High-Demand Product News Driving Results



INDIAN SPORT CHIEF

Profitable expansion on Chief platform



INDIAN CHALLENGER ELITE

Performance, Style, and Craftsmanship



SLINGSHOT ROUSH EDITION

Slingshot R + Roush DNA Performance Lifestyle



3 International Growth in Indian Motorcycle



International is more than 1/3 of Indian Motorcycle sales

350+ Indian Motorcycle international dealers

EMEA currently largest international market

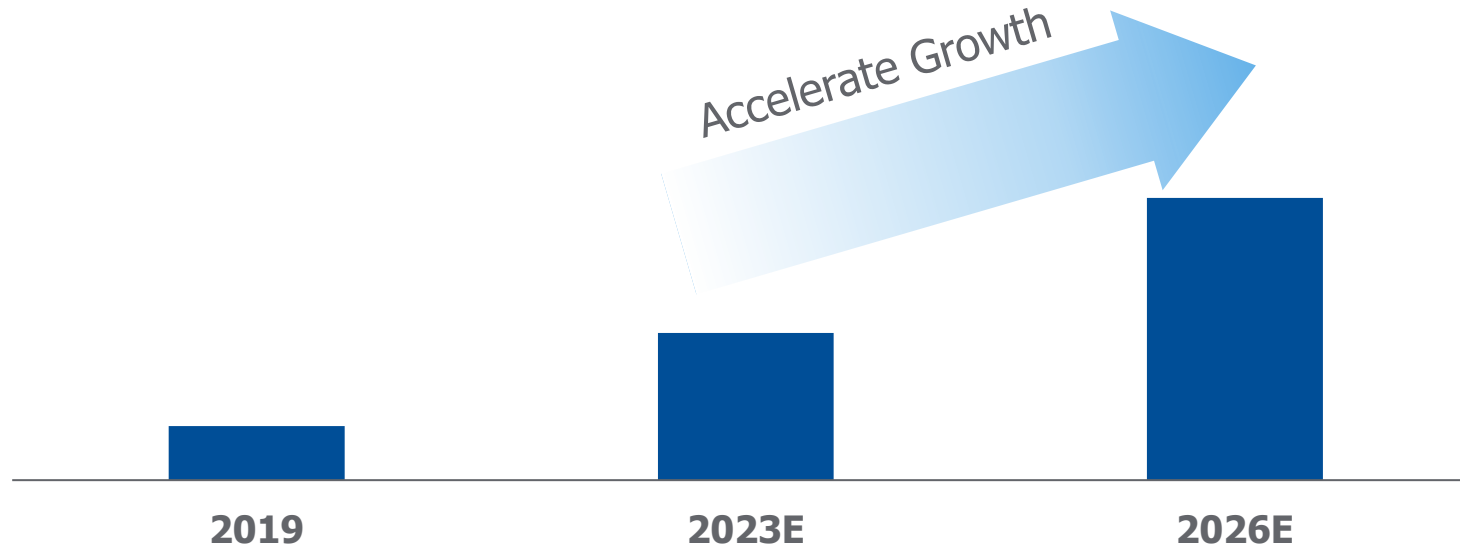
Indian Motorcycle #1 market share in Mexico

Asia largest opportunity (China, Japan, Australia)

Expanding Vietnam operations to enable growth



4 Margin Expansion



Efficient pricing and promotional strategy

Improved operating expense leverage

International operations mitigating tariffs

Volume growth driven by share gains



**On Road is
checking all the
boxes**

**Building strong brands
with Indian Motorcycle
and Slingshot**

**Healthy & growing
dealer network**

**Product innovation
driving retail growth
and global share gains**

**Focused investments
to capture global
opportunities**

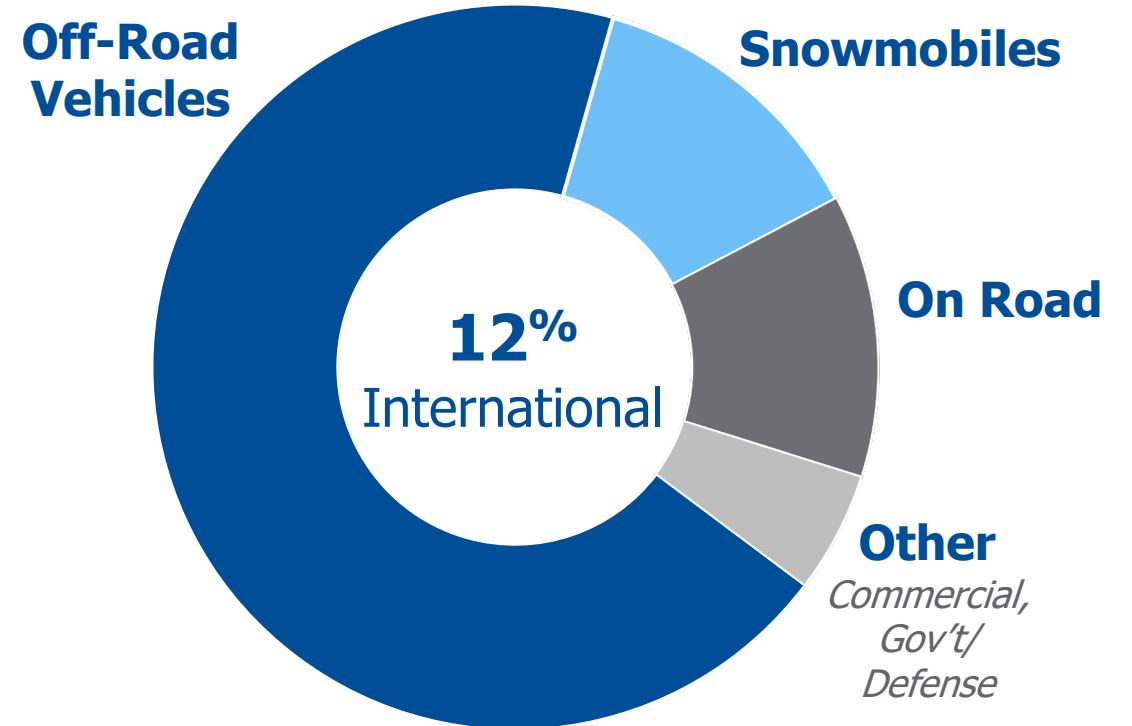
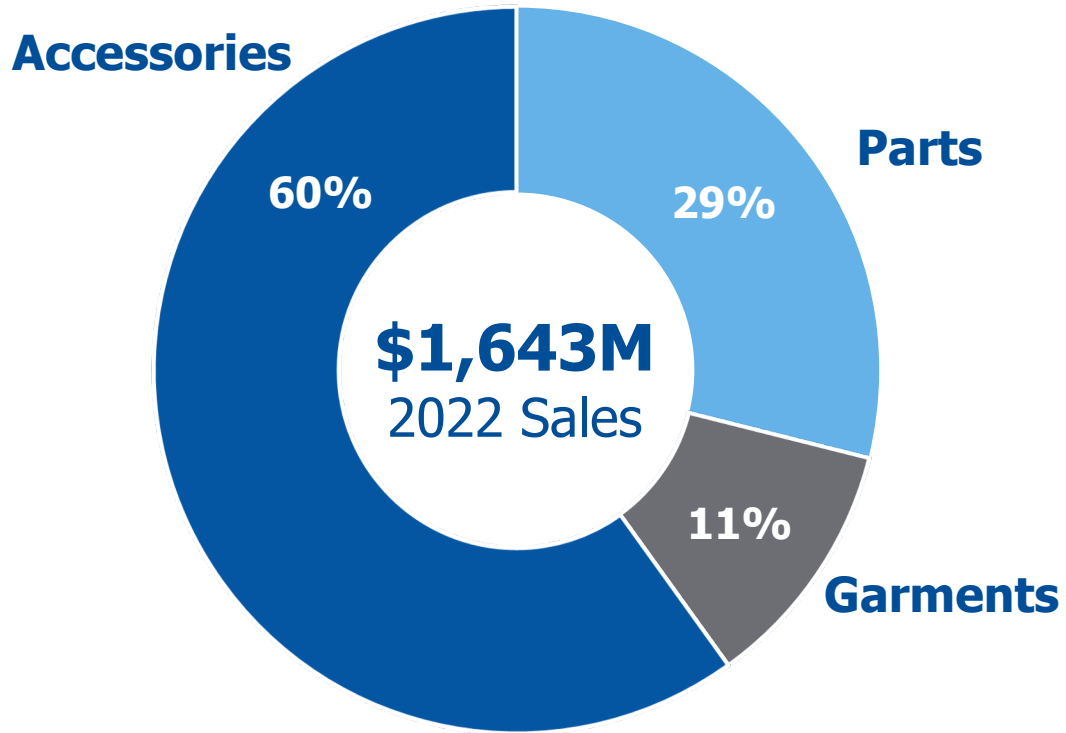
Expanding margins



STEVE EASTMAN

President, PG&A and Aftermarket

2023 CAPITAL MARKETS DAY



Record 2022 PG&A Sales



+14% PG&A sales
5-Year CAGR

+34% Accessory
\$/unit¹

+32% Ecommerce
sales¹

40+% Gross profit
margin

18M Parts delivered

500+ New accessories
launched in 2022

Capitalizing on Substantial Owner
Installed Base



1 Product Innovation & Partnerships

2 Aftermarket Portfolio Leverage

3 Customer Shopping Experience

4 Delivery Performance & Efficiency



1 Product Innovation & Partnerships



LR LOCK & RIDE MAX

LOCK & RIDE

Next Generation of Lock & Ride
No Tools Required
Virtually Endless Configurations



RHINO-RACK

LIFESTYLE ACCESSORIES

Exclusive Partnership with Global Leader
Purpose-Built Offerings for Overlanding,
Hunt, Camp, Fish & Kayak



Rockford Fosgate

PREMIUM AUDIO

Audio Roof with Ride Command
Integrated Lighting
Entire System Installs in 45 Minutes



2 Aftermarket Portfolio Leverage



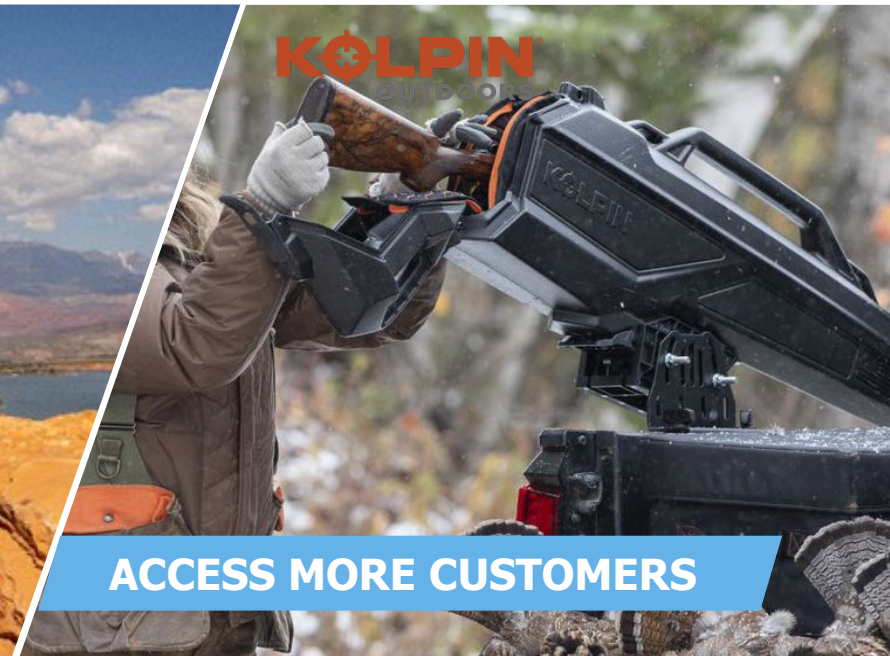
APPAREL EXCELLENCE

Apparel Center-of-Excellence
in Rigby, Idaho
Significant Product Line Expansion
Total Apparel 5-Year CAGR +21%



PRO ARMOR

ProBilt Customization – Corona, CA
Pro Armor Wheels & Tires 5-Year CAGR +26%
Pro Armor Snow Introduced in 2022

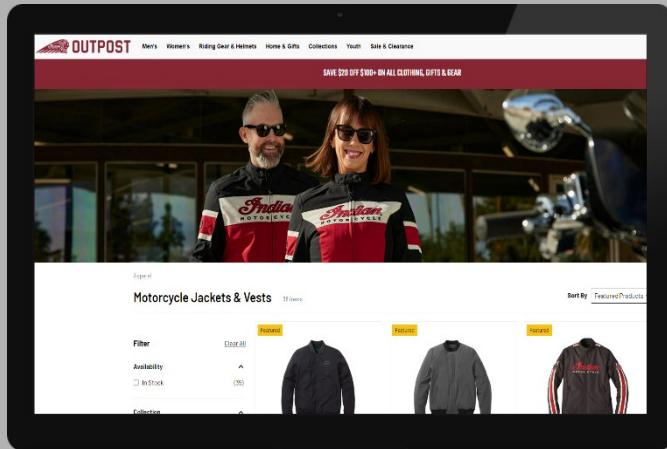


ACCESS MORE CUSTOMERS





3 Customer Shopping Experience



DIGITAL COMMERCE

Over 16M Annual Visits
600 Ship-to-Dealer Locations
Expanding Global Ecommerce



ADVANCED ACCESSORIZATION

Plug-and-play Accessory Attachment
Factory-Installed Accessories
Customer-Driven Customization

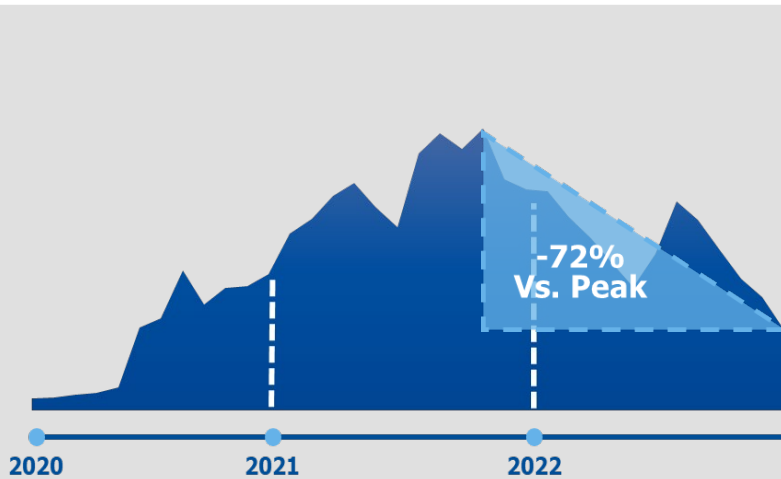


MARKETING & EDUCATION

Engage Massive Owner Installed-Base
Premium In-Store Displays Promote PG&A Offerings



4 Delivery Performance & Efficiency



AVAILABILITY

Backorders Improved 72% vs. Peak
Average Time-to-Clear Down 60%



DC CAPACITY

Five Primary DCs in North America + Int'l
165,000 sqft Ohio Expansion in 2022
Adding Southern US DC



DC AUTOMATION

Goods-to-Person
Automation Investment
Improved Accuracy, Speed, Productivity



Sustained and highly profitable growth driver

Large addressable market opportunity

Highly integrated PG&A customer experience innovation

Strategic investments in capability & capacity



AGENDA

Polaris Capital Markets Day – July 31, 2023

TIME (CT)	TOPIC	PRESENTER
8:00 – 8:45	Business/Strategy Update	Mike Speetzen , Chief Executive Officer
8:45 – 9:05	On Road Business	Mike Dougherty , On Road and International President
9:05 – 9:20	PG&A Business	Steve Eastman , PG&A and Aftermarket President
9:20 – 9:35	BREAK (15 min)	
9:35 – 9:55	Marine Business	Ben Duke , Marine President
9:55 – 10:15	Off Road Business	Steve Menneto , Off Road President
10:15 – 10:45	Financial Update	Bob Mack , Chief Financial Officer
10:45 – 11:30	Q&A	



BEN DUKE

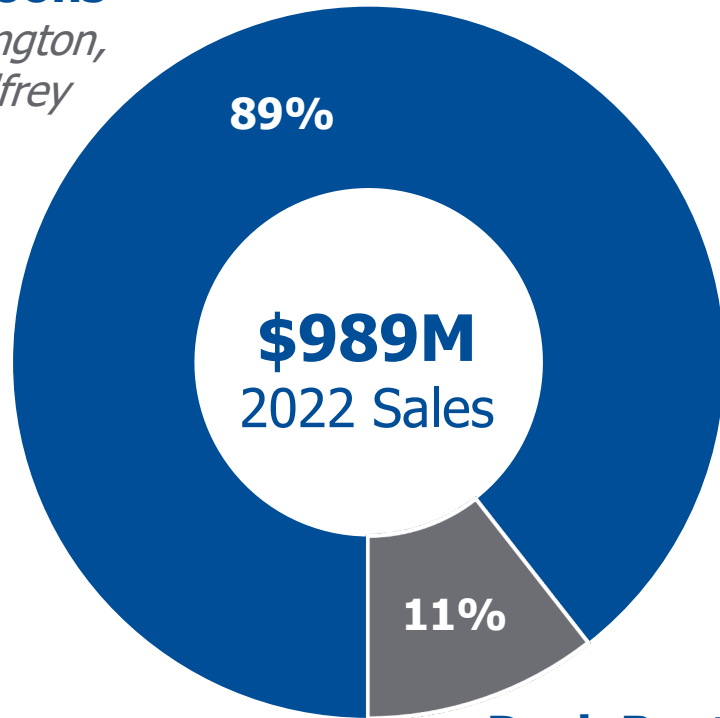
President, Marine

2023 CAPITAL MARKETS DAY



Pontoons

*Bennington,
Godfrey*



Deck Boats

Hurricane

Brands	Price Range
Bennington	\$20k - \$400k+
Godfrey	\$20k - \$350k
Hurricane	\$30k - \$150k

Future growth coming from continued global share growth, PG&A expansion, & Polaris Adventures



~30 New models introduced in 2022

~500 Total models offered

~550 Dealers in the global network

3 Manufacturing facilities

22% Gross profit margin in 2022

12% Sales growth 5-Year CAGR

\$20K-\$400K MSRP range

2022 N.A. Market Share

#1



Polaris Marine:

Strategic fit

Leading brands

Strong future global growth

Financial performance has

Exceeded expectations

Sales growing at a 12% 5-Year CAGR

Gross profit margin +200 bps¹

Strong Cash Generation

Returned \$500M+ cash since acquisition

Averaging ~\$100M/year



1 Market Share Growth within Strong Segments

2 Product Excellence & Innovation

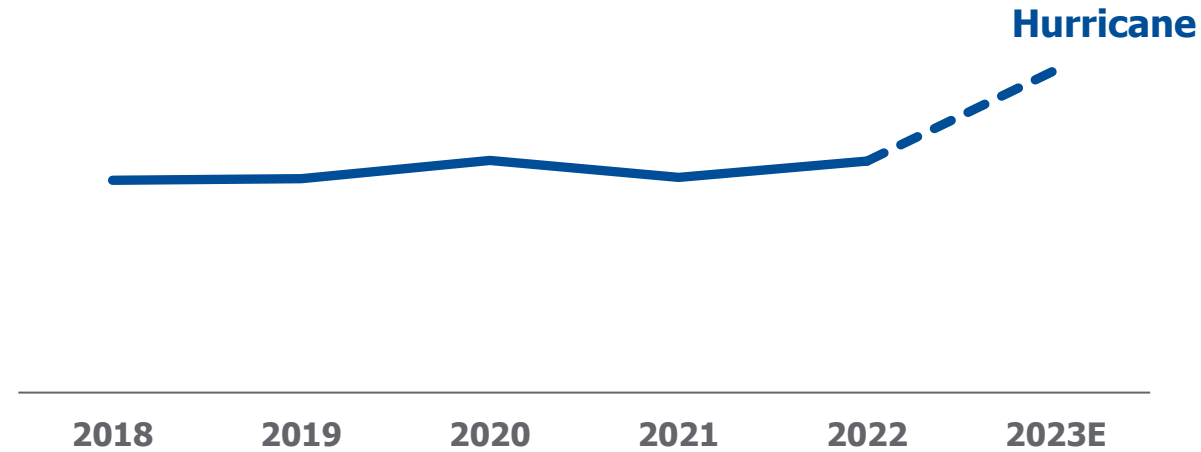
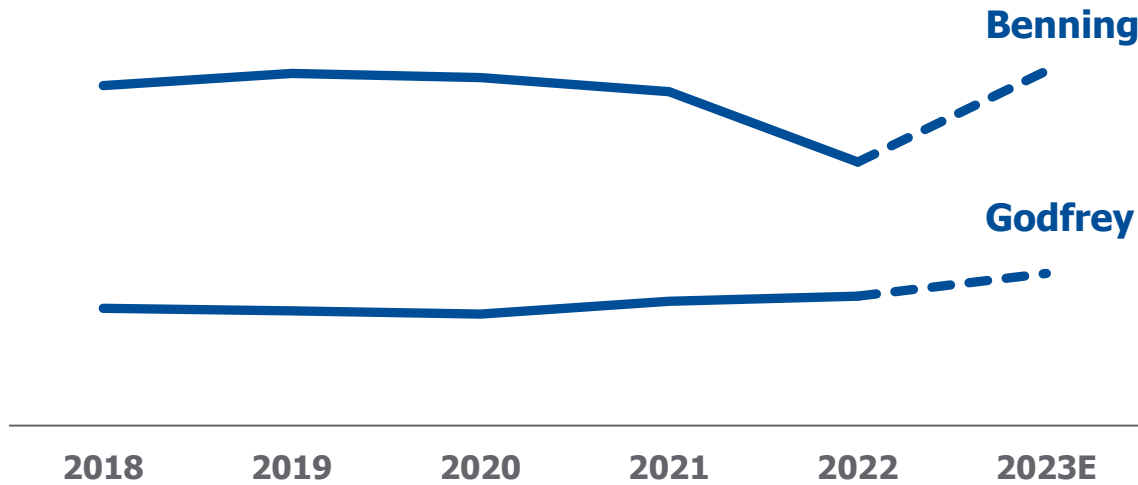
3 Expanding Plant Efficiencies & Capabilities



1 Market Share Growth within Strong Segments

Polaris N.A. Pontoon Share

Polaris N.A. Deck Boat Share



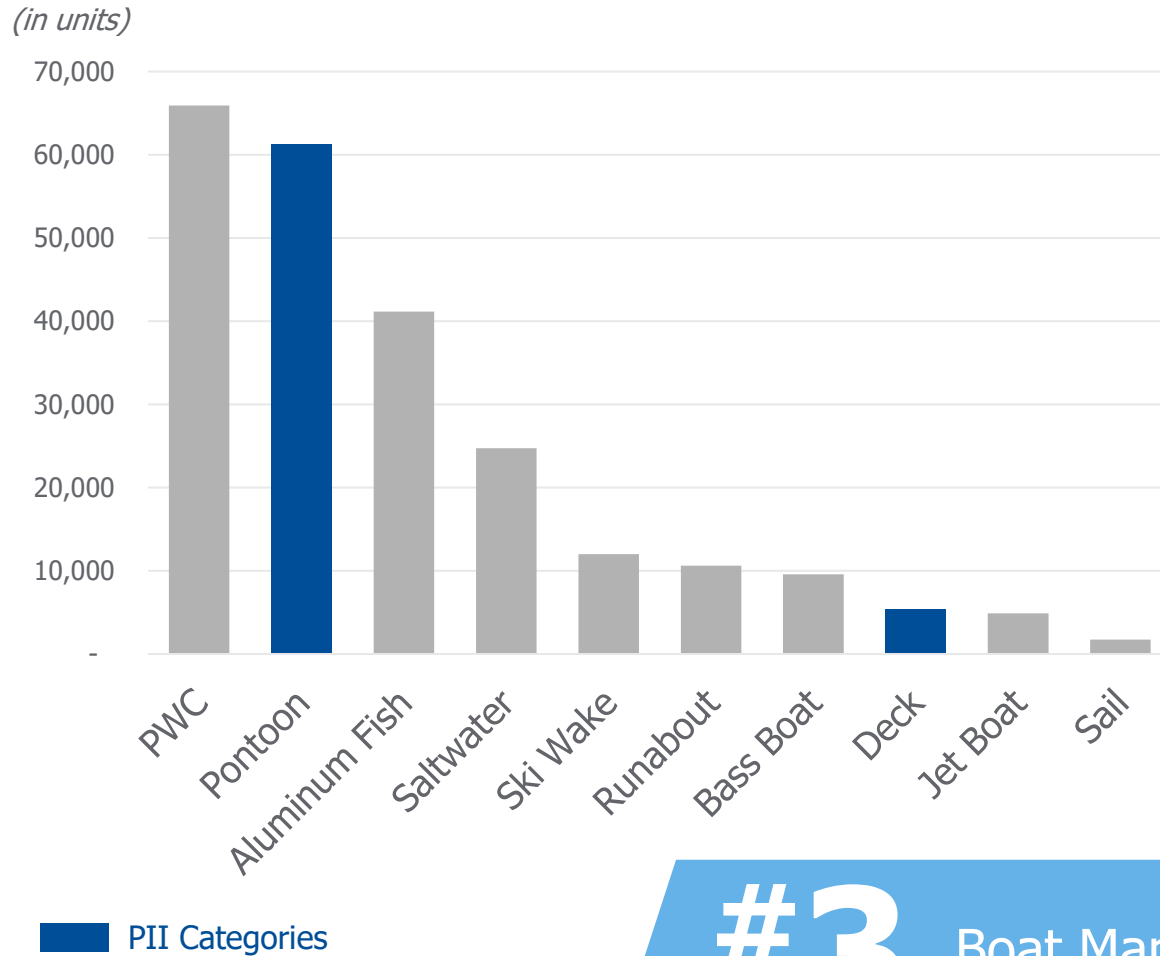
Low dealer inventory caused share dip in 2021 and 2022, inventory levels now healthy

Bennington strategic focus on premium models during demand spike in 2021 & 2022

Moving forward, global growth with new innovative offerings



Top Selling Boat Unit Categories



Pontoon is Second Fastest Growing Boat Category Over Last 5 Years

- Ease of overall use
- Great furniture layouts for friends and family
- Continued evolution, beautiful exterior designs
- Significant performance advancements

#3 Boat Manufacturer in N.A.



Global Dealer Expansion

Europe, Latin America, Australia, New Zealand



~550 Total dealers...and growing

#1 CSI¹
Ranked dealer network in N.A.

Minimal overlap between Godfrey & Bennington dealerships



2 Product Excellence & Innovation | Product Refreshes Tied to the Customer



GODFREY XP

Fresh New Design using internal
Fiberglass Center of Excellence



CONTINUED PRODUCT REFRESH

Refreshed interiors and New Bennington S & SV



HURRICANE SUNDECK 2600

Launching Hurricane into the
premium luxury segment

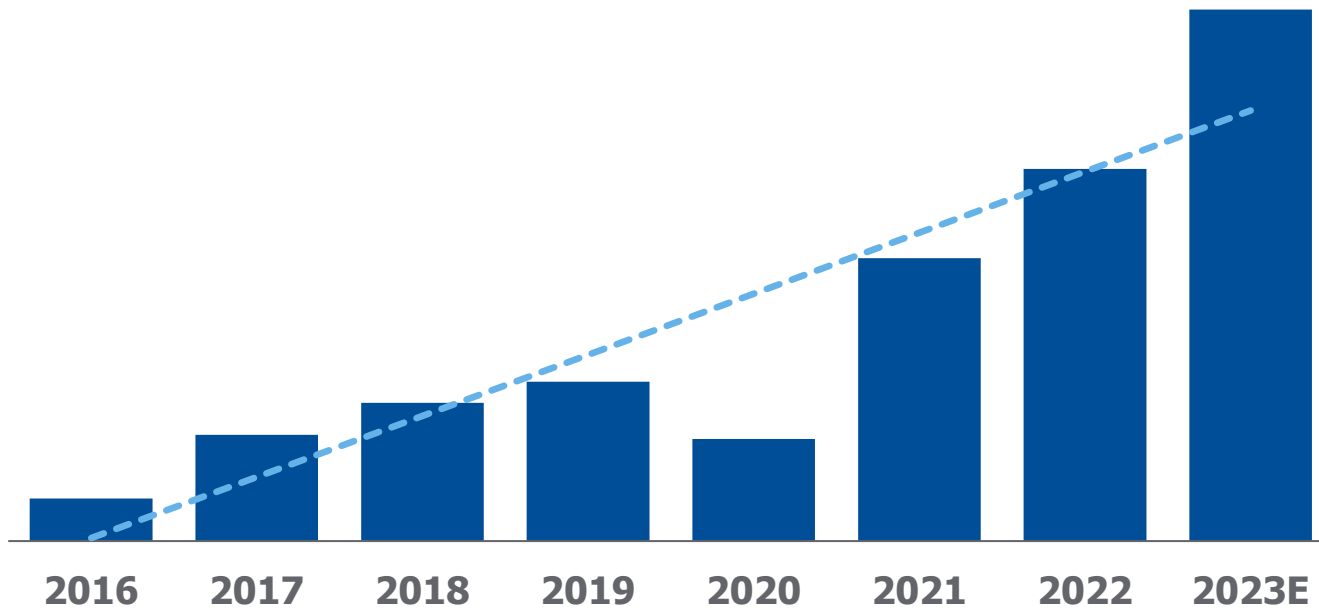


3

Expanding Plant Efficiencies & Capabilities

Polaris Marine Annual CAPEX Spend

7-Year CAPEX CAGR = **+43%**



- Robotic welding automation
- Warehousing facilities
- Center of Excellence – fiberglass first
- Supplier partnerships



Robotic Automation

Continued investment in manufacturing automation

Increases capacity and quality

CREW SEATING



Polaris Marine Investment:

December 2022

Offers insight into new furniture methods, quality and construction

Broadens our furniture supply base



**Emphasis on product refresh
with innovative designs**

**Continued investment in
the business**

**Smart capacity investments
to drive safety, efficiency
and quality**

**Great addition to Polaris
portfolio with strong results
and attractive returns**



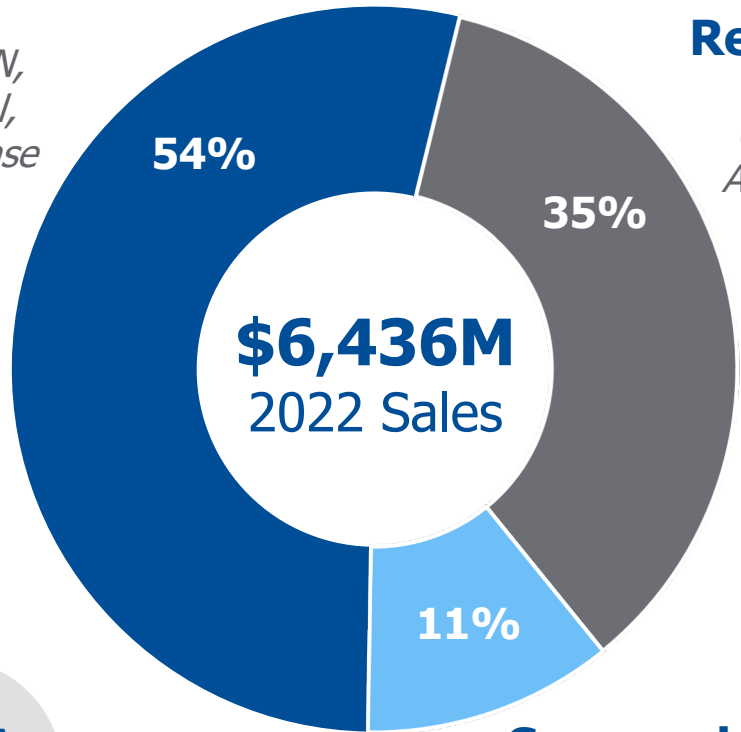
STEVE MENNETO

President, Off Road

2023 CAPITAL MARKETS DAY



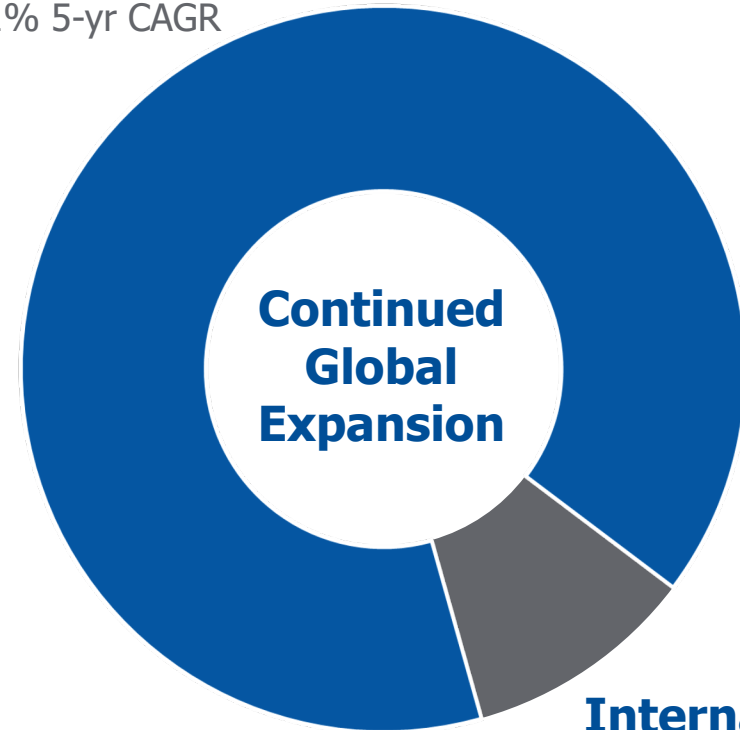
Utility
*RANGER,
SPORTSMAN,
Commercial,
Gov't/ Defense*



Recreation
*RZR,
GENERAL,
Adventures,
Youth*

North America

↑ 17% y/y
↑ 11% 5-yr CAGR



International

↑ 5% y/y
↑ 10% 5-yr CAGR



+10 New models introduced in 2022

~2,500 Dealers in the global network

5 Global manufacturing plants

24% Gross profit margin in 2022

11% Sales 5-Year CAGR

14% PG&A sales 5-Year CAGR





54% of Off Road sales

10% 4-Year sales CAGR

2022 N.A. Market Share

Utility

#1

N.A. Retail

2022 vs. 2019



MID-TEENS

Trailing 12 Month



MSD

UTILITY



Landowners, Farm & Ranch, Hunt, Leisure
(RANGER and SPORTSMAN)

COMMERCIAL



B2B, Fleet Sales

GOV'T / DEFENSE



Tactical



35% of Off Road sales

12% 4-Year sales CAGR

2022 N.A. Market Share

Recreation

#1

N.A. Retail

2022 vs. 2019

↓ **LSD**

Trailing 12 Month

↓ **LDD**

SPORT



Sport
(RZR)

CROSSOVER / ADVENTURE



Crossover
(GENERAL)



Overland
(Polaris XPEDITION)

YOUTH



Recreation



11% of Off Road sales

15% 5-Year sales CAGR

2022 N.A. Market Share

Snowmobiles

#2

N.A. Retail

2022 vs. 2019

↑ MSD

Trailing 12 Month

↓ LDD

MOUNTAIN



TRAIL





1 Retaking Market Share with Rider Driven Innovation

2 Safety & Quality Focus

3 Best Customer Experience

4 Agile Operations to Drive Capacity & Efficiencies



1 Retaking Market Share with Rider Driven Innovation

Q3 '21

Q3 '23



RANGER 570



RANGER Kinetic



RZR XP



Polaris
XPELITION



RZR Pro R



RZR Turbo R



RIDE COMMAND+



RANGER XD 1500



2 Safety & Quality Focus

Post Sales Surveillance

Design & Engineering

Supplier Quality

Manufacturing

Signal

Investigation

Decision

Notify Regulators

Recall Notification

Identify, Test,
Validate Solution

Recall
Execution





3 Best Customer Experience

Dealer Survey Engagement



Dealer Satisfaction

Dealer Relationship Management

NorthStar Dealer Program



94% of PII Dealers engaged in program

Driving improved customer experience & better, more profitable dealers

International Dealers



+1,000

Dealers in 100+ countries

Improving the Network



Launching 2H'23

Establish a **best-in-class Global Dealer Channel** where Polaris is recognized for an industry-leading **customer experience** with **strong operators** who can **invest** in their business and are **aligned** to Polaris' strategic plan




Updating Dealer Showrooms



Elevating Brand Standards | Managing Regional Assortments



4 Agile Operations to Drive Capacity & Efficiencies

-  Upgrading capability (paint)
-  Insourcing (battery)
-  1.3M sqft global capacity expansion





4 Agile Operations to Drive Capacity & Efficiencies

Profit Drivers

Design to Value processes

Modular designs

Aggressive product plan

Robust PG&A business

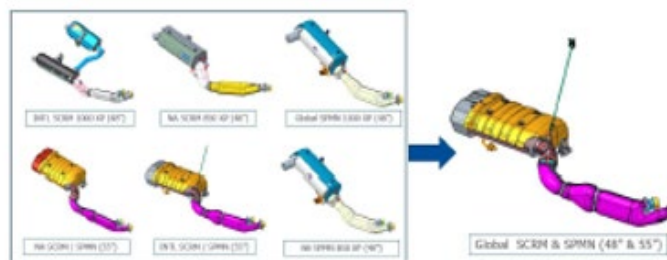
Integrate suppliers in margin expansion

Lean tools & standard work

Platforming vs. Modular Design

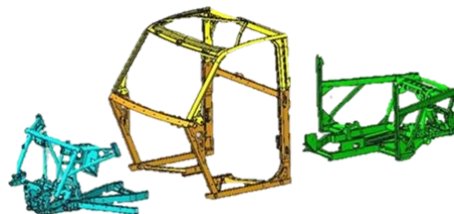
Platform Focus...

10 ATV Exhausts to 2



Modular Designs Focus...

Build Vehicles modularly for High Reuse & Efficiencies



Platforming Examples

Snow Engine: Common parts volume driving cost down. ~\$1M annual savings



Fasteners: ~\$1M annual savings + increased quality, engineering / ops / sourcing / manufacturing efficiencies





**Off Road is
checking all the
boxes**

**Global leader in Off Road
and retaking share**

**Safety & quality driving
a better customer
experience**

**Expanding the category
through new products**

**Investing in growth
and innovation**

**Driving margin
improvement through
efficient operations**



BOB MACK

Chief Financial Officer, Executive Vice
President, Finance & Corporate Development

2023 CAPITAL MARKETS DAY



Sales ↑ \$4.0B	Marine acquisition Price/mix Unit volume
Adjusted* EBITDA Margin ↓	Investments Premium product and product complexity Tariffs / foreign currency
Other ↑	Share repurchases Interest rates Tax rate



2022 Adjusted EPS*: \$10.40
2X 2017

Product Evolution in Numbers



Rider-Driven Innovation Driving Higher Contented Vehicles



More Time and Space Required to Manufacture

Comparable Set of SxS Vehicles 2017 to Today

Vehicles per shipping load	↓ ~25%
Parts / vehicle	↑ ~95%
Labor hours / vehicle	↑ ~40%
Total manufacturing / warehouse footprint in Monterrey & Huntsville	↑ ~2.5X

Market Shifting to More Premium Vehicles

Industry: ATV/SxS Breakdown



Industry: SxS Breakdown



ORV ASP ↑ 50%+ last 5 years
ORV Cost / Unit ↑ 50%+ last 5 years

Next 3+ Years of Strategic Plan



	Strategic Plan (2022-2026E)	First 2 Years (2022-2023 Guidance)	Next 3 Years (2024E-2026E)
Sales	Mid-Single Digits % CAGR <i>from 2021 at \$7.4B</i>	↑ 9% to 11% CAGR <i>from 2021 at \$7.4B</i>	↑ 5% to 6% CAGR
Adjusted* EBITDA Margin	Mid-to High-Teens <i>from 2021 at 11.9%¹</i>	↑ 80 to 100 bps <i>from 2021 at 11.9%¹</i>	↑ 3 to 5 pts
Adjusted* EPS	Double Digits % CAGR <i>from 2021 at \$9.04</i>	↑ 6% to 9% CAGR <i>from 2021 at \$9.04</i>	↑ 15% to 20% CAGR

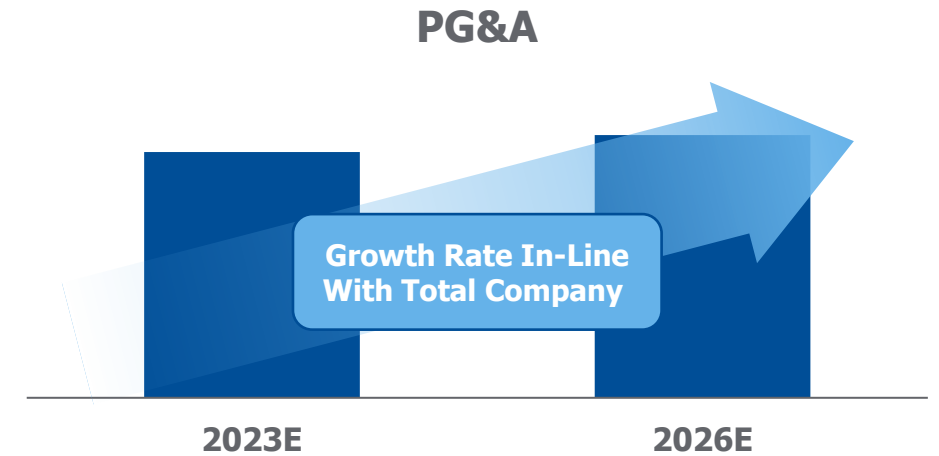
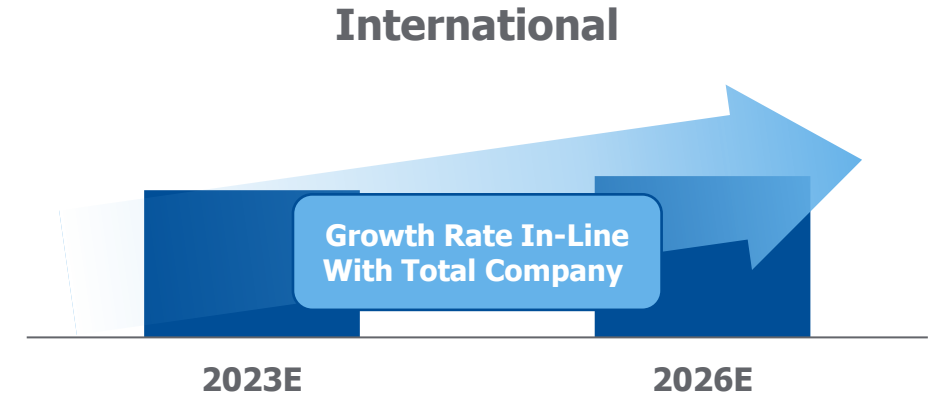
*See GAAP/Non-GAAP Reconciliation in Appendix; see Appendix for discussion regarding Non-GAAP adjustments excluded from 2023 guidance

¹Refers to 2021 total company results, which includes divested businesses

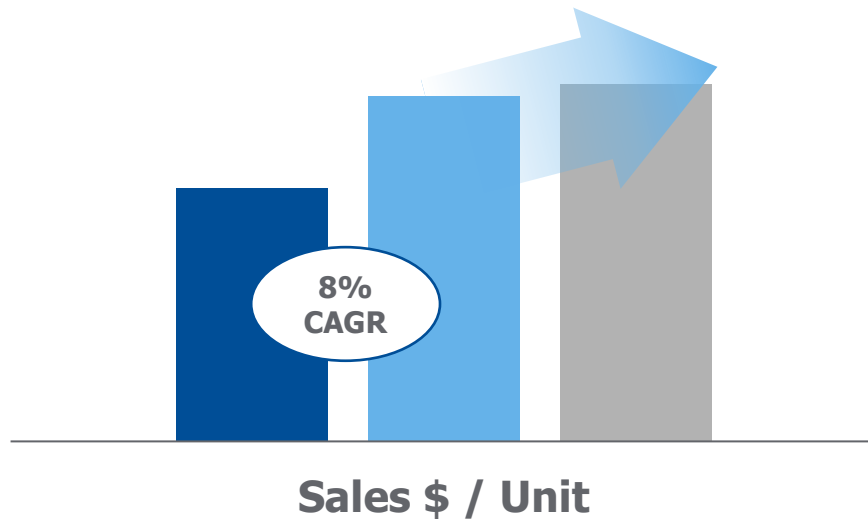
Where is the Growth Opportunity?



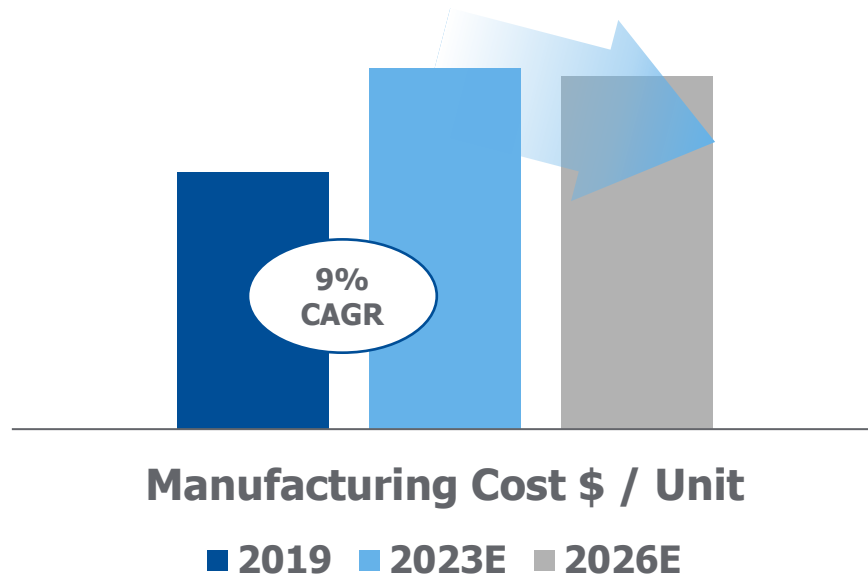
	2023 - 2026 Estimated Retail Growth	Drivers	Share
SxS	↑ MSD	New products New categories	↑
ATV	↑ LSD	New products Stable industry	↑
Snowmobiles	↑ MSD	New products	↑
Indian Motorcycle	↑ LDD	New products Int'l growth	↑
Marine	↑ MSD	New products New categories	↑



Significant Gross Margin Improvement Opportunities Exist

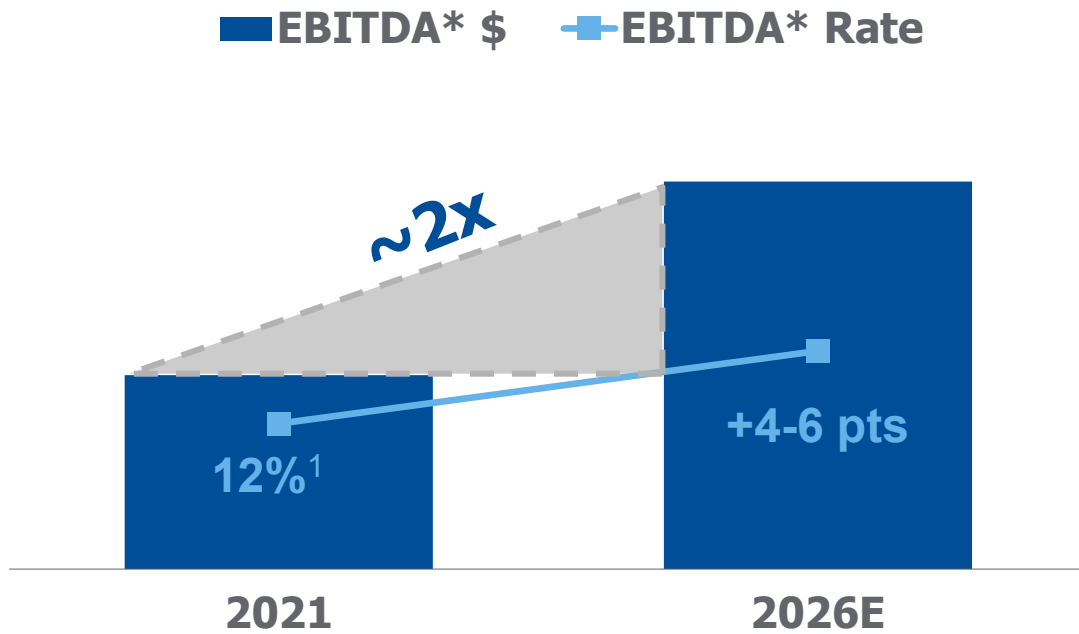


- Higher contented vehicles and inflation drive recent increase
- Promotional environment has returned, below pre-pandemic
- Mix tailwind expected to continue



- Higher contented vehicles, inflation and cost premiums drive recent increase
- Opportunities exist to drive cost down:
 - Re-engaging lean culture, manufacturing optimization
 - Modular designs & platforming
 - Vertical integration & insourcing

Adjusted* EBITDA Growth



Margin Improvement Drivers

2021 EBITDA*	12%
Manufacturing Optimization	+++
Modular Designs & Platforming	+++
Vertical Integration & Insourcing	++
Portfolio Optimization	++
Motorcycle Profitability	++
Tariff Mitigation	+
Foreign Currency	-
2026 EBITDA Target	Mid- to High-Teens

- +: Progress against goal
- +: Impact yet to materialize
- : Headwind that has materialized



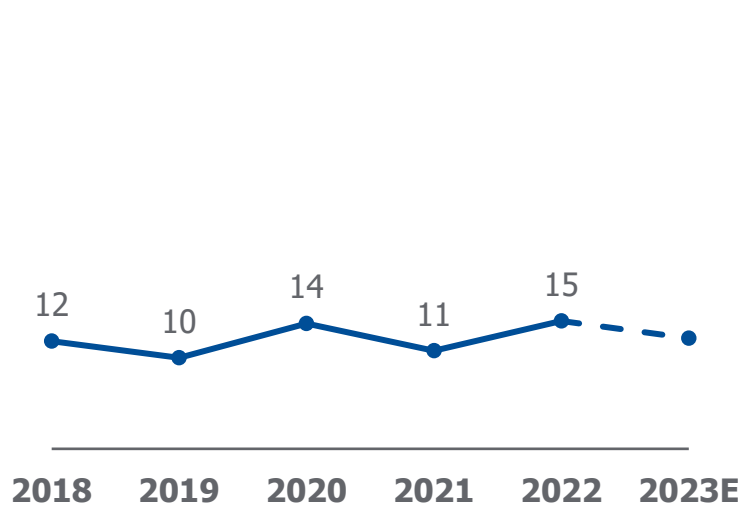
Key Metrics of Capitalization

Cash	\$250M - \$300M
Annual CAPEX	\$350M - \$450M
Annual Dividends	\$150M
Net Leverage Ratio	1.0x - 2.0x

- **\$700M estimated capital expenditures across 2022 & 2023**
 - Targeted at growth and margin expansion projects
- **Strong free cash flow generation with working capital expecting to trend lower**
- **Dividend Aristocrat – 28 years of increasing dividend**
- **Evaluating options for \$500M of debt due in December**
- **Target investment grade metrics**



A/R – Days Sales Outstanding

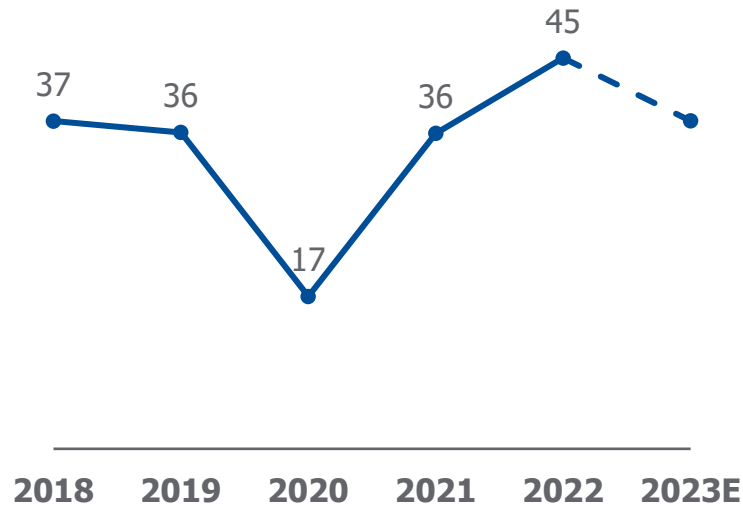


Days Sales Outstanding trend steady

Polaris Acceptance JV ensures quick payment for North America Powersports

Marine partnership with Huntington Bank

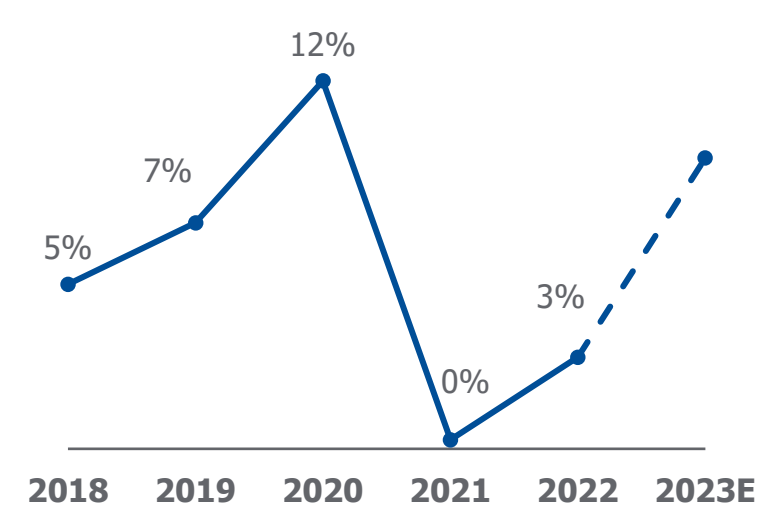
Days Inventory Net of Payables



Days Inventory net of Payables estimated to end 2023 at pre-pandemic levels

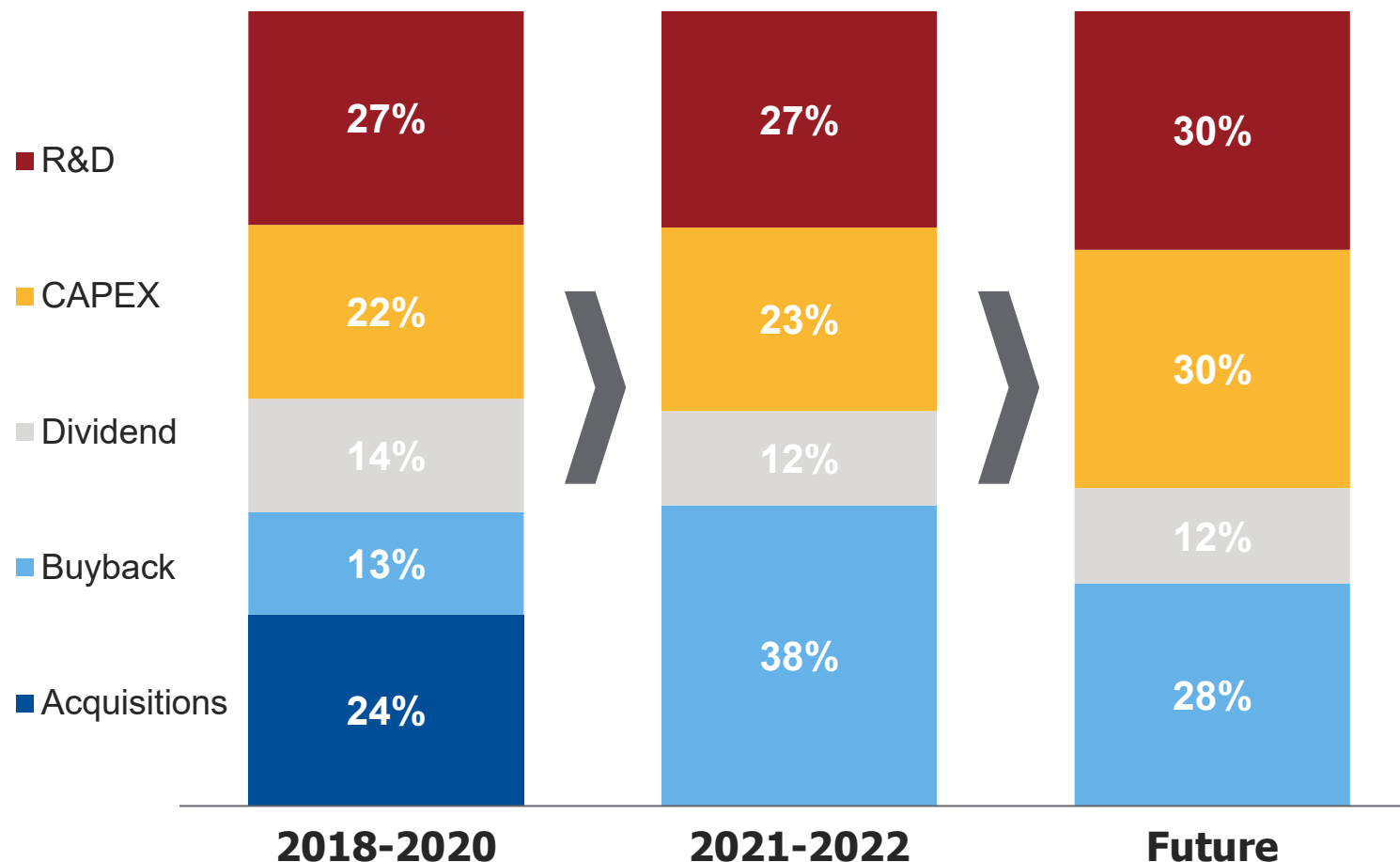
Parts availability and supply chain improving

Free Cash Flow* Yield



FCF Yield estimated to end above pre-pandemic levels

Parts availability and improving supply chain drive working capital stability



Priority #1: Organic Investment

- Investing in R&D/Capital
- Best ROI

Priority #2: Dividends

- Dividend Aristocrat: 28 consecutive years of increasing dividend

Priority #3: Share Repurchase / M&A

- Commitment to share buybacks to increase shareholder value
- Strategic acquisitions and investments



**Solid, stable growth in
core powersports**

**Significant
competitive moat**

**Track record of winning
innovation**

**Improving adjusted
EBITDA margin rate &
expanding EBITDA dollars**

**Strong balance sheet
& attractive ROIC**

**Disciplined capital
deployment strategy**

The Polaris logo is displayed in white, bold, uppercase letters. The letter 'O' is replaced by a stylized eight-pointed star. The logo is set against a dark blue background that transitions into a light grey background on the right side of the slide.

POLARIS

Q & A

2023 CAPITAL MARKETS DAY

JULY 31, 2023



- **Non-GAAP Reconciliations – Total Company**
- **Non-GAAP Reconciliations – Net Income to Adjusted EBITDA**
- **Non-GAAP Reconciliations – Segments / Cash Flow**
- **2023 Guidance Adjustments**

Non-GAAP Reconciliations – Total Company



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

(In Millions, Except Per Share Data; Unaudited)

	Twelve months ended December 31,	
	2022	2021
Gross profit	1,959.5	1,750.9
Restructuring & realignment ⁽³⁾	0.2	7.9
Adjusted gross profit	1,959.7	1,758.8
Income from continuing operations before income taxes	761.4	628.7
Impairment charges ⁽¹⁾	(0.7)	7.7
Loss on sale of businesses ⁽²⁾	—	36.8
Restructuring & realignment ⁽³⁾	6.2	13.1
Intangible amortization ⁽⁴⁾	18.8	22.9
Class action litigation expenses ⁽⁵⁾	4.5	9.4
Adjusted income from continuing operations before income taxes	790.2	718.6
Net income from continuing operations attributable to Polaris Inc.	602.9	496.2
Impairment charges ⁽¹⁾	(0.7)	7.7
Loss on sale of businesses ⁽²⁾	—	28.0
Restructuring & realignment ⁽³⁾	4.7	9.9
Intangible amortization ⁽⁴⁾	14.3	17.5
Class action litigation expenses ⁽⁵⁾	3.6	7.2
Adjusted net income from continuing operations attributable to Polaris Inc.⁽⁶⁾	\$ 624.8	\$ 566.5
Diluted EPS from continuing operations attributable to Polaris Inc.	\$ 10.04	\$ 7.92
Impairment charges ⁽¹⁾	(0.01)	0.12
Loss on sale of businesses ⁽²⁾	—	0.45
Restructuring & realignment ⁽³⁾	0.08	0.16
Intangible amortization ⁽⁴⁾	0.24	0.28
Class action litigation expenses ⁽⁵⁾	0.05	0.11
Adjusted EPS from continuing operations attributable to Polaris Inc. ⁽⁶⁾	\$ 10.40	\$ 9.04

Adjustments:

(1) Represents impairment charges and subsequent distributions related to a strategic investment held by the Company

(2) Represents the loss associated with the Company's divestiture of the Global Electric Motorcar (GEM) and Taylor-Dunn businesses

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

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

(5) Represents adjustments for class action litigation-related expenses

(6) The Company used its estimated statutory tax rate of 23.8% for the non-GAAP adjustments in 2022 and 2021, except for non-deductible items

Non-GAAP Reconciliations – Net Income to Adjusted EBITDA



Reconciliation of Net Income to Adjusted EBITDA

(In Millions, Unaudited)

	<u>Twelve months ended December 31,</u>	
	<u>2022</u>	<u>2021</u>
Sales	8,589.0	7,439.2
Net Income from continuing operations	603.4	496.6
Provision for income taxes	158.0	132.1
Interest expense	71.7	44.2
Depreciation	214.0	193.4
Intangible amortization ⁽⁴⁾	18.8	22.9
Impairment charges ⁽¹⁾	(0.7)	7.7
Loss on sale of businesses ⁽²⁾	—	36.8
Restructuring & realignment ⁽³⁾	6.2	13.1
Class action litigation expenses ⁽⁵⁾	4.5	9.4
Adjusted EBITDA	\$ 1,075.9	\$ 956.2
Adjusted EBITDA Margin	12.5 %	12.9 %

Adjustments:

- (1) Represents impairment charges and subsequent distributions related to a strategic investment held by the Company
- (2) Represents the loss associated with the Company's divestiture of the Global Electric Motorcar (GEM) and Taylor-Dunn businesses
- (3) Represents adjustments for corporate restructuring, network realignment costs, and supply chain transformation
- (4) Represents amortization expense for acquisition-related intangible assets
- (5) Represents adjustments for class action litigation-related expenses

Non-GAAP Reconciliations – Segments / Cash Flow



Reconciliation of GAAP Segment Gross Profit to Non-GAAP Segment Gross Profit (In Millions, Unaudited)

	Twelve months ended December 31,	
	2022	2021
Off Road segment gross profit	\$ 1,523.4	\$ 1,329.8
No adjustment	—	—
Adjusted Off Road segment gross profit	1,523.4	1,329.8
On Road segment gross profit	206.3	160.7
No adjustment	—	—
Adjusted On Road segment gross profit	206.3	160.7
Marine segment gross profit	222.5	170.6
No adjustment	—	—
Adjusted Marine segment gross profit	222.5	170.6
Corporate segment gross profit	7.3	89.8
Restructuring & realignment ⁽¹⁾	0.2	7.9
Adjusted Corporate segment gross profit	7.5	97.7
Total gross profit	1,959.5	1,750.9
Total adjustments	0.2	7.9
Adjusted total gross profit	\$ 1,959.7	\$ 1,758.8

Adjustments:

⁽¹⁾ Represents adjustments for corporate restructuring, network realignment costs, and supply chain transformation

Reconciliation of GAAP Operating Cash Flow to Non-GAAP Free Cash Flow (In Millions, Unaudited)

	Twelve months ended December 31,	
	2022	2021
Net cash provided by operating activities of continuing operations	534.5	286.8
Purchase of property and equipment	(306.6)	(282.8)
Investment in finance affiliate, net	(28.7)	17.8
Free cash flow	\$ 199.2	\$ 21.8

Key Definitions: This presentation contains certain GAAP financial measures which have been "adjusted" for certain revenues, expenses, gains and losses as described below and include "adjusted" sales, gross profit, income before taxes, net income, EBITDA, and net income per diluted share (non-GAAP measures) 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. These measures, however, should not be construed as an alternative to any other measure of performance determined in accordance with GAAP.



2023 adjusted guidance excludes the pre-tax effect of supply chain transformation, restructuring and network realignment costs of approximately \$5 million, and approximately \$10 million for class action litigation-related expenses. Intangible amortization of approximately \$20 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.

The image features a blue-tinted landscape of a dirt road winding through a field towards rolling hills. A dark blue horizontal band is overlaid across the middle of the image, containing the Polaris logo in white. The logo consists of the word "POLARIS" in a bold, sans-serif font, with a stylized six-pointed star icon replacing the letter "O".

POLARIS