POLARIS





Mike Speetzen
Chief Executive Officer

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Chief Financial Officer

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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

Polaris At-a-Glance

#1 Powersports Market Share Leader

#1 Off-Road Vehicles

#1 Pontoons & Deck Boats

#2 Snowmobiles

#2 Motorcycles

Industry-Leading Innovation

Category-Defining Innovation and Share Gains in 2023

Off Road: Polaris XPEDITION, RANGER XD 1500, RZR XP and Lock & Ride Max

On Road: Sport Chief, Indian Challenger Elite, Indian Pursuit Elite

Marine: Bennington S and SV

Recent Financial Results

2023 Results*

SALES	Adjusted EPS
$8.9B	**$9.16**
⇧4%	⇩12%

Strategic Global Footprint

20 Manufacturing Locations Worldwide

>400,000 Units Shipped in 2023 to **~90** Countries

2023 Disciplined Capital Allocation

1) **Organic Investments**
   R&D Spend @ ~4 % of Revenue; $413M in Capital Expenditures
2) **28 Consecutive Years** of Increasing our **Dividend**
3) **$179M** Share Repurchases

Committed Employees & Dealers

~18,500
Employees Worldwide

>4,000
Dealers Worldwide

~2,500
Dealers in North America

MOST TRUSTWORTHY COMPANIES IN AMERICA 2023 Newsweek statista

FORTUNE 500 2023

2024 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE

Fortune 500 Company Focused on Sustained Long-Term Growth Through Innovation & Customer Centricity

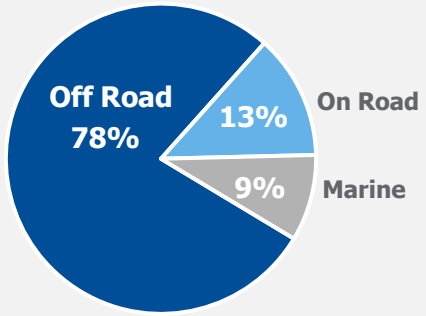
*See GAAP/Non-GAAP Reconciliation in the Appendix

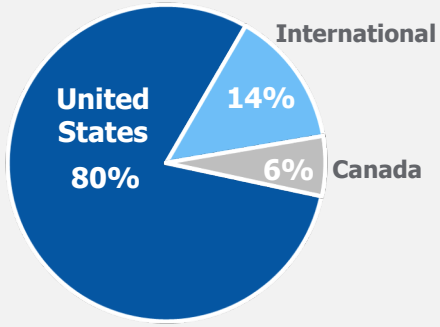
Business Segment Overview

2023 Total Company Sales

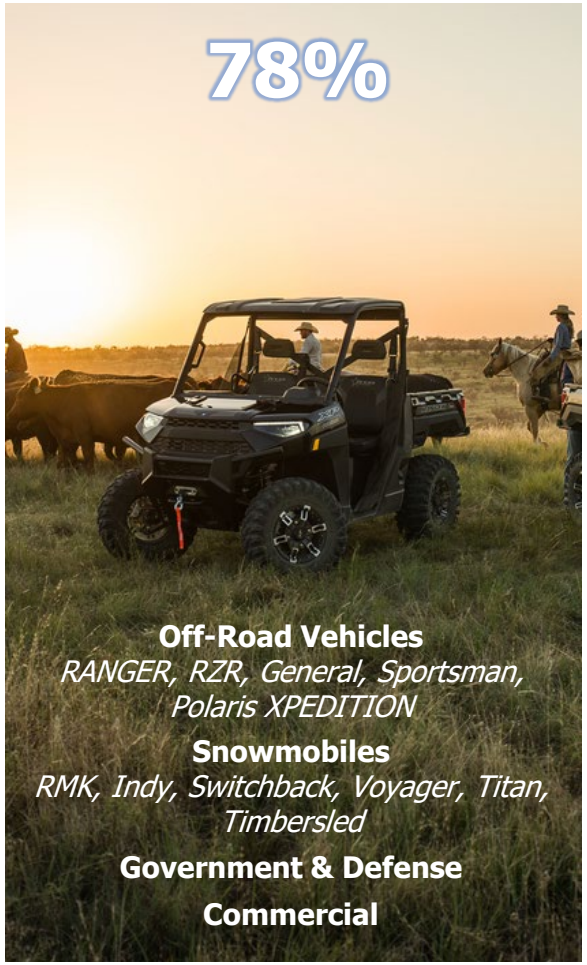
$8.9B

+4%
YOY Growth





OFF ROAD



ON ROAD

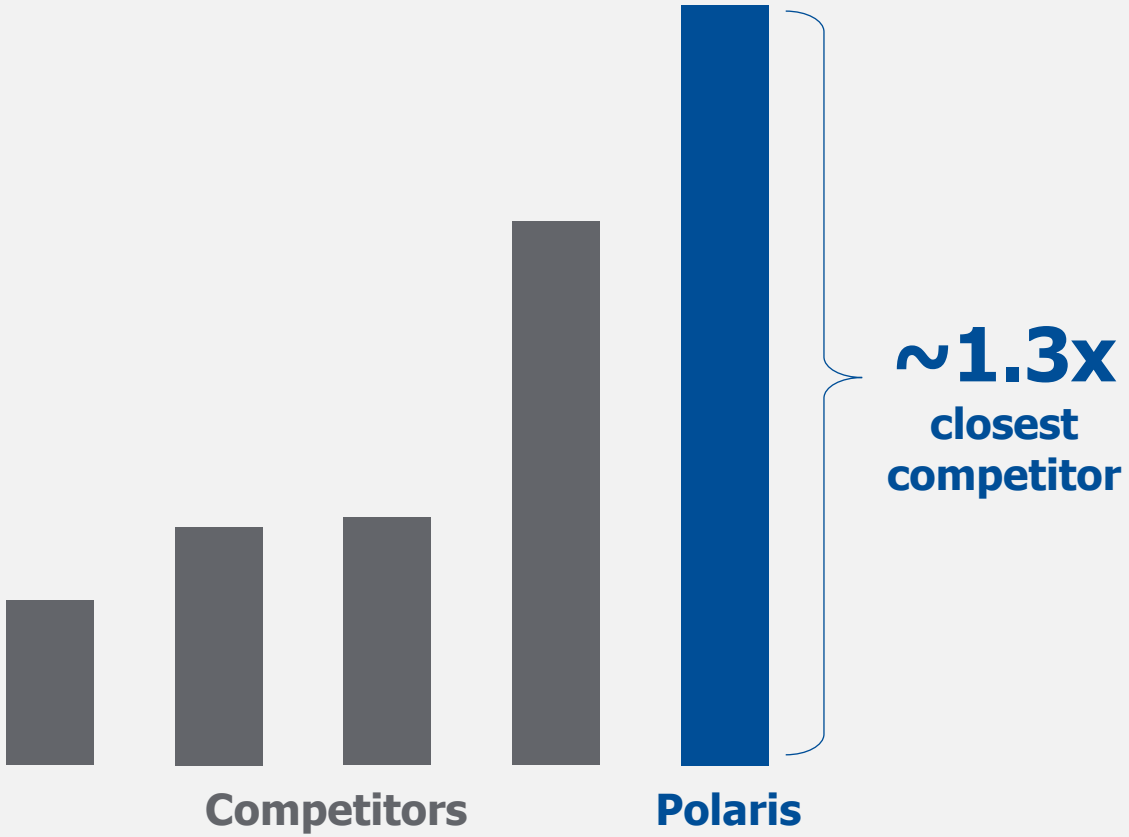


MARINE



Competitive Moat

2023 Powersports Unit Retail



Source: NMMA, ROHVA & MIC for North America only in relevant segments; excludes boats

Off Road	**#1** Off-Road Vehicles	**+28%** Vs. #2 player
On Road	**#2** Motorcycles > 900cc	**+95%** Vs. #3 player
Marine	**#1** Pontoon & Deck Boats	**+30%** Vs. #2 player

Scale Advantages

Innovation Engine

Product Breadth

Brand Presence

Manufacturing & Sourcing Scale

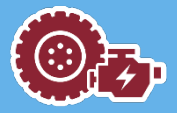
Distribution Footprint

Significant, Sustainable Scale Advantage

Geared For Good

OUR FRAMEWORK

 **THINK People**

 **THINK Product**

 **THINK Places**

 **THINK Production**

EMPLOYEE PROGRAMS

Matching Grants Program
Employees receive $5,000 annually in matches

Volunteer Time Off
8 hours of paid time off to volunteer annually

Dollars for Doers
Up to $500 to donate to charity of choice based on your volunteer time

Polaris Assistance Fund
Financial crisis fund to help employees when they need it most

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

*Comparing to 2022

Why Invest in Polaris

- Solid, Stable Growth in Core Powersports
- Significant Competitive Moat
- Track Record of Winning Innovation
- Improving EBITDA Margin Rate & Expanding EBITDA Dollars
- Strong Balance Sheet & Attractive ROIC
- Disciplined Capital Deployment Strategy

Simple, Focused Strategy; Compelling Financial Outcomes







Q & A











Appendix

- **Safe Harbor & Non-GAAP Measures**
- **GAAP/Non-GAAP Reconciliations**

Safe Harbor & Non-GAAP Measures

Except for historical information contained herein, the matters set forth in this presentation, including 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 strategy and supply chain initiatives; 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, including as a result of supply chain disruptions; 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; product offerings, promotional activities and pricing strategies by competitors that may 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 or consumer credit, including recessionary conditions and changes in interest rates; 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 on the Company's supply chain, manufacturing operations and consumer demand; 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 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 except as otherwise may be required by law.

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 change. Retail sales references to total Company retail sales includes only ORV, snowmobiles, On Road and Marine in North America and International unless otherwise noted.

This presentation may contain certain non-GAAP financial measures, such as "adjusted" sales, gross profit, income from continuing operations before income taxes, net income from continuing operations attributed to Polaris Inc., diluted EPS from continuing operations attributed to Polaris Inc., EPS from continuing operations attributed to Polaris Inc., EBITDA, EBITDA Margin, 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, and 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.

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,	
	2023	**2022**
Gross profit	**1,959.9**	**1,959.5**
Restructuring & realignment [3]	3.0	0.2
Adjusted gross profit	**1,962.9**	**1,959.7**
Income from continuing operations before income taxes	**620.4**	**761.4**
Distributions from other affiliates [1]	(1.4)	(0.7)
Acquisition-related costs [2]	1.3	—
Restructuring & realignment [3]	8.2	6.2
Intangible amortization [4]	17.7	18.8
Class action litigation expenses [5]	8.5	4.5
Adjusted Income from continuing operations before income taxes	**654.7**	**790.2**
Net income from continuing operations attributable to Polaris Inc.	**502.8**	**602.9**
Distributions from other affiliates [1]	(1.4)	(0.7)
Acquisition-related costs [2]	1.0	—
Restructuring & realignment [3]	6.3	4.7
Intangible amortization [4]	13.5	14.3
Class action litigation expenses [5]	6.4	3.6
Adjusted net income from continuing operations attributable to Polaris Inc.[6]	**$ 528.6**	**$ 624.8**
Diluted EPS from continuing operations attributable to Polaris Inc.	**$ 8.71**	**$ 10.04**
Distributions from other affiliates [1]	(0.02)	(0.01)
Acquisition-related costs [2]	0.02	—
Restructuring & realignment [3]	0.11	0.08
Intangible amortization [4]	0.23	0.24
Class action litigation expenses [5]	0.11	0.05
Adjusted EPS from continuing operations attributable to Polaris Inc. [6]	**$ 9.16**	**$ 10.40**

Adjustments:

(1) Represents distributions received related to an impaired investment held by the Company

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

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

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

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

(6) The Company used its estimated statutory tax rate of 23.8% for the non-GAAP adjustments in 2023 and 2022, except for non-deductible items

Non-GAAP Reconciliations – Net Income to Adjusted EBITDA

Reconciliation of Net Income to Adjusted EBITDA
(In Millions, Unaudited)

	Twelve months ended December 31,	
	2023	2022
Sales	**8,934.4**	**8,589.0**
Net income from continuing operations	**502.7**	**603.4**
Provision for income taxes	117.7	158.0
Interest expense	125.0	71.7
Depreciation	241.2	214.0
Intangible amortization (4)	17.7	18.8
Distributions from other affiliates (1)	(1.4)	(0.7)
Acquisition-related costs (2)	1.3	—
Restructuring & realignment (3)	8.2	6.2
Class action litigation expenses (5)	8.5	4.5
Adjusted EBITDA	**$ 1,020.9**	**$ 1,075.9**
Adjusted EBITDA Margin	**11.4 %**	**12.5 %**

Adjustments:

(1) Represents distributions received related to an impaired investment held by the Company

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

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

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

(5) Represents adjustments for certain 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,	
	2023	2022
Off Road segment gross profit	**$ 1,531.6**	**$ 1,523.4**
No adjustment	—	—
Adjusted Off Road segment gross profit	**1,531.6**	**1,523.4**
On Road segment gross profit	**240.4**	**206.3**
No adjustment	—	—
Adjusted On Road segment gross profit	**240.4**	**206.3**
Marine segment gross profit	**169.0**	**222.5**
Restructuring & realignment (1)	0.3	—
Adjusted Marine segment gross profit	**169.3**	**222.5**
Corporate segment gross profit	**18.9**	**7.3**
Restructuring & realignment (1)	2.7	0.2
Adjusted Corporate segment gross profit	**21.6**	**7.5**
Total gross profit	**1,959.9**	**1,959.5**
Total adjustments	3.0	0.2
Adjusted total gross profit	**$ 1,962.9**	**$ 1,959.7**

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

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

	Twelve months ended December 31,	
	2023	2022
Net cash provided by operating activities of continuing operations	**925.8**	**534.5**
Purchase of property and equipment	(412.6)	(306.6)
Investment in finance affiliate, net	(6.5)	(28.7)
Adjusted free cash flow	**$ 506.7**	**$ 199.2**

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 from continuing operations before income taxes, net income from continuing operations attributed to Polaris Inc., diluted EPS from contributing operations attributed to Polaris Inc., EPS from continuing operations attributed to Polaris Inc., EBITDA, EBITDA margin, and free cash flow (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.









POLARIS

Think Outside





