

# BUILDING THE NEXT GENERATION OF HARLEY-DAVIDSON RIDERS GLOBALLY

## OUR 2027 OBJECTIVES

**1**  **2M**  
**Build 2 Million New Harley-Davidson Riders in the U.S.**

**2**  **50%**  
**Grow International Business to 50% of Annual Volume**

**3**  **100**  
**Launch 100 New High Impact Harley-Davidson Motorcycles**

**4**  **TOP 25%**  
**Deliver Superior Return on Invested Capital for HDMC**

**5**   
**Grow our Business without Growing our Environmental Impact**

## MORE ROADS TO HARLEY-DAVIDSON

### ACCELERATING OUR STRATEGY

**New Products**  
Keep current riders engaged and inspire new riders by extending heavyweight leadership and unlocking new markets and segments

- Innovate Touring and Cruiser Products
- Lead in Electrification of Motorcycles
- Launch Middleweight Platform
- Launch Small Displacement Motorcycle for Emerging Markets

**Broader Access**  
Meet customers where they are and how they want to engage with a multi-channel retail experience

- Integrated Retail Experience
- New Retail Formats
- Grow China

**Stronger Dealers**  
Drive a performance framework to improve dealer financial strength and the Harley-Davidson customer experience

- Good-to-Great Dealers
- Expand International Dealer Network

### NAIL THE FUNDAMENTALS TO COMPETE AND WIN

Serve the Customer

Maintain Premium Brand

Improve Organizational Effectiveness

Drive Cost Competitiveness

# WE FULFILL DREAMS OF PERSONAL FREEDOM