

# BUILDING THE NEXT GENERATION OF HARLEY-DAVIDSON RIDERS GLOBALLY

## OUR 2027 OBJECTIVES



**2M**



**50%**



**100**



**TOP 25%**  
S&P 500



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

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


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

**4** 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