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Read our full-length Inclusive Stakeholder Management Report here.
To find out additional data around our performance, read our Data Appendix here.
Harley-Davidson is the world’s largest producer of heavyweight motorcycles. Almost 120 years later, Harley-Davidson continues to be the most desirable motorcycle and lifestyle brand in the world.

We continue to define motorcycle culture and lifestyle, evoking soul-stirring emotion reflected in every product and experience we deliver with a clear mission: More than building machines, we stand for the timeless pursuit of adventure. Freedom for the soul.

6,300 Employees worldwide

34 Facilities

5 Manufacturing Plants
York PA, Menomonee Falls WI, Tomahawk WI, Rayong Thailand, Manaus Brazil

6 Offices
Milwaukee WI (Juneau Ave HQ, H-D Museum), HDFS (Chicago IL, Reno NV, Plano TX), Talon Dealer Systems (Cleveland OH)

3 R&D and Test Facilities
Wauwatosa WI, Lake Havasu AZ, Naples Fl

2 Regional (and 16 country) Sales Offices
Regional Sales Offices: Singapore, Oxford UK

2 LiveWire Locations
Mountain View and Canoga Park CA
2022 HIGHLIGHTS

35 Unique models of motorcycles manufactured for sale

1,600+ Riding gear and apparel offerings for on and off the bike

700 NEW accessory offerings for customers’ personalization and customization of their motorcycle

96.1% Customers who said they were completely satisfied with their dealer purchase experience

27,669 On-demand digital learning items consumed by 2,750 employees

LIVEWIRE Listed on the NYSE

667 hours Of service completed during our Month of Volunteering challenge
Inclusive Stakeholder Management (ISM) is not about ticking boxes. It’s about having the belief and the passion and the energy to make a difference. As a key pillar of our Hardwire strategic plan, ISM is helping transform our business by ensuring we have positive impact on people and the planet while continuing to deliver profit for our shareholders.

In 2022, we continued our ISM journey, making a positive impact in a number of ways.

People: Inclusion & Belonging
We seek to drive desirable, positive impact for all our stakeholders based on this simple premise: we all do better when all are included.

Through The Human Library Experience, H-D team members are participating in conversations to deepen understanding of others’ lifestyle, diagnosis, belief, disability, social status, or ethnic origin. Employees have an opportunity to explore, engage and take a deep dive into curious courageous questioning, daring discovery of differences and dialog with people from cultures and experiences other than their own.

Planet: Environmental Sustainability
We take our environmental responsibility seriously and we are consciously reducing the footprint we have on the planet.

By working towards reducing emissions from our facilities in the U.S. by 50% since 2017, establishing criteria for future carbon credits, and pursuing circular economy material use, we are demonstrating our commitment to achieving net zero carbon emissions for LiveWire by 2035 and Harley-Davidson by 2050.

Profit: Social Impact and Prosperity
We have one of the most powerful brands in the world that celebrates coming together - with your friends and with your communities.

We recently announced plans to transform a central element of our Milwaukee campus into a green space that can be used by everyone, including employees and the local community. The community park will be funded by The Harley-Davidson Foundation as part of our ongoing contributions to the Near West Side of Milwaukee.

Looking ahead, we’re celebrating our 120th anniversary in 2023. We’re excited about what is going to be an unforgettable milestone for the Company, celebrating the history, culture and community of Harley-Davidson. With this anniversary we are making a commitment to our hometown and also to our broader community. We want to be around for the next 120 years, and therefore, we continue to innovate in support of people, planet and profit, just like our Harley-Davidson founding fathers, who began building motorcycles in 1903, we have the winning spirit to look ahead and always create something new and exciting.

United We Ride.

- JOCHEN ZEITZ

CHAIRMAN, PRESIDENT AND CEO
HARLEY-DAVIDSON, INC.
Our Ambition: Harley-Davidson as the most desirable motorcycle & lifestyle brand in the world, building upon a 120-year history and leading motorcycle culture into the future.

Our Hardwire Strategic Plan

1. Profit Focus
2. Selective expansion & redefinition
3. Lead in electric
4. Growth beyond bikes
5. Integrated Customer Experience
6. Inclusive Stakeholder Management

The Hardwire is Harley-Davidson’s five-year strategic plan (2021-2025). We are pursuing long-term profitable growth through focused efforts that extend and strengthen our brand, and drive value for all stakeholders. The Hardwire is designed to enhance the desirability of Harley-Davidson and fuel our unique lifestyle brand. With this plan, we are unleashing the potential of our most important products, segments and geographies. This includes growth in our complementary businesses and selective expansion into segments where we have a path to leadership.

The 6th strategic pillar of the Hardwire is Inclusive Stakeholder Management – how we strive to deliver long-term value to all stakeholders – people (employees, dealers, customers, suppliers, investors, society), planet, and profit. Inclusive Stakeholder Management is the unifying theme for how we think about our role in society, giving us purpose beyond financial performance.

In 2022, we announced Hardwire Stage II which retains all the original pillars of the Hardwire but is an acceleration of our original strategic plan based on the demand for our products and ridership trends.
WHAT MATTERS

What matters to our stakeholders will evolve as the world changes – and Harley-Davidson must continually evolve to meet these expectations and needs. We’ve identified the issues that matter the most to our business and stakeholders below.

Planet & Innovation
- Climate change and decarbonization
- Electrification and new technologies
- Raw materials sourcing
- Vehicle carbon footprint and fuel economy

People
- Community engagement and contribution to society
- Dealer relations
- Diversity, equity and inclusion
- Employee wellness, health & safety
- Human rights
- Product safety & quality, customer safety
- Responsible sourcing in supply chain

Governance and ethics
- Business ethics
- Privacy & data security
- Regulations, policy and engagement

Our inclusive stakeholder management approach crosscuts the business and reflects how we deliver value to our stakeholders – and our material issues highlight where we believe we have the most impact, influence and responsibility to deliver and report on progress.
PRIORITIZING PEOPLE

OUR OBJECTIVES

• Develop an inclusive and diverse organization at all levels and in all areas
• Establish progressive and sustainable work environments, policies and practices
• Increase the diversity and inclusive mindset of the global dealer network
• Build a broader sense of belonging through inclusive and welcoming experiences and events

OUR 2030 GOALS

• We aim to hire the best candidates while working towards gender parity in our organization at all levels and all areas
• Achieve a workforce that reflects the demographics of the geographies where we operate
• Improve employee engagement: NPS ≥7.5, Culture & Working Environment ≥75%
• Influence the increase of diversity across the global dealer network at both the staffing and owner/operator levels to align with market-specific demographics/targets
• Raise the profile of Milwaukee as THE global destination for all things moto-culture for all people
• Achieve ≥15% diverse spend across LiveWire, Harley-Davidson Motor Company and Harley-Davidson Financial Services
Our people are at the heart of our Company and the products we deliver to our customers. We continue to invest in our teams through various means to ensure that we remain a place that people are proud to come to work every day.

Attracting and developing the best talent
In 2022, we continued with our revamped Total Rewards approach, which included pay for performance, pay transparency, and annual market evaluations. We also worked with an external partner to conduct an equity assessment. We are committed to equal pay for equal work, and we believe employee compensation in each market should be fair and equitable, irrespective of gender, race, or similar personal characteristics.

We continue to focus on managing our healthcare costs through education and wellness activities and in the US are proud to share that in 2022 we did not increase premium costs for our workforce, while continuing to provide above market medical, dental and vision benefits.

In 2022, we expanded our parental leave policy to 8 weeks applicable to eligible employees, following the birth of a child or the placement of a child with an employee in connection with adoption or foster care.

Continued learning and development opportunities
Harley-Davidson believes in the importance of not only supporting our employees with robust pay and benefits, but also in opportunities for learning and development for all employees. In 2022, we hosted a leadership and culture series involving 1075 employees in 9 targeted topics, enabling them to learn and connect with others around the world, while helping H-D continue its journey of building an H-D#1 culture. Forty leaders across the business participated in additional 1:1 coaching to support their leadership development.

On-demand digital learning items consumed by 2,750 employees, an increase of 4% compared to last year

Employees participated in a leadership and culture series across 9 topics

A future-fit team built on trust
In 2022, we continued with our commitment to a flexible workplace environment by not mandating “days in the office” while maintaining a hybrid mindset. In April 2022, we updated our vacation policy implementing a flexible policy that does not limit vacation time, but rather allows eligible employee to manage and flex their time off while meeting their performance objectives. We believe our employees need time to rest and recharge for maximum well-being.

Our CEO speaks on the future of work
In October 2022, our CEO, Jochen Zeitz shared his thoughts on hybrid work at Harley-Davidson in a LinkedIn post.

"I’m proud that at Harley-Davidson, we are providing the modern, forward-thinking flexibility that we believe will define the working environment of the future. Our roots are firmly planted in Milwaukee and Wisconsin; however, we are a U.S. company with a global workforce, and we believe that promoting an agile way of working will be key to our future success. It’s proven to be successful already."
We’re committed to ensuring we provide our employees with the right infrastructure, support and guidance that they need to be the best employee that they can be. In an ever-evolving world, our goal is to continue to improve how employees can connect, collaborate, and be supported in doing the best work that they can—together.

A connected and engaged workforce
At Harley-Davidson, we use a diverse set of channels to communicate with our employees around the world. One of these channels is what we call “The Hub.” Here, employees can read articles about the latest events, announcements and accomplishments from different teams, and watch videos about our latest products and more.

The Hub also provides a place where employees can watch videos from business leaders sharing their strategic plans or even what they’re up to in their spare time in the Behind the Scenes series to get to know them and their work better. We also host a Meet Our Employee series where we interview various Harley-Davidson teammates worldwide about their job and what they’re working on. According to our stats, The Hub gets over 6,600 unique monthly views from employees.

Listening to our teams
In 2022, we had over 4,600 employees respond to our employee engagement survey—representing 78% of the workforce and an increase of 4% from the last survey. The results we saw were positive—with 78.8% of employees being at the engaged or almost engaged mark.

Caring for team members
Harley-Davidson is committed to providing tools and resources to help employees manage their health and well-being. The employee experience is essential to our collective success, and our goal is to build a desirable culture and workplace that employees can be proud of.

The safety of our teams is paramount at Harley-Davidson. To help us reach our long-term objective of zero accidents, we have developed our Health and Safety Management System which standardizes and outlines our vision, mission operating principles, focus areas, policies, processes, and procedures to proactively improve our safety performance.

In 2022, we continued our strong health and safety journey with our best performance in history, ending the year with a 0.4 recordable rate, 0.2 restricted time (DART) rate and 0.2 lost time (DAFWII) rate for the Company.
At Harley-Davidson, we continue our work to build and sustain the workforce of the future. We are a signatory to the CEO Action for Diversity & Inclusion Pledge, committing to taking actions to “cultivate a trusting environment where all ideas are welcomed, and employees feel comfortable and empowered to have discussions about diversity and inclusion.”

**Workforce composition**

In 2022 we made progress against our goal to increase women and underrepresented talent in the manager and above salaried workforce from 35.7% to 39.7%, an increase of 4 ppt from 2021. Women and underrepresented talent also made up 51.7% of our new hires in 2022.

**Embracing learning opportunities together**

In February 2022, during our Month of Inclusion, nearly 1,500 employees participated in a two-part Inclusion & Belonging workshop with Sarah Lewis, Ph.D. where she shared captivating visual examples of how racial justice and democracy have intersected in the U.S. throughout the past two centuries, drawing upon her expertise as an art historian, critic, writer and professor.

This year, six employees were selected to participate in a new mentoring initiative for diverse, rising leaders through our partnership with PwC CEO Action. Four employees participated in United Way of Greater Milwaukee & Waukesha County Project LEAD (Leadership Effectiveness & Diversity).

In addition, 15 employees participated in the Southeastern Wisconsin YWCA Conversations on Race program. Approximately 70 leaders across HDI participated in a two-day Courageous Leader DEI Summit led by Bill Proudman's organization, White Men as Full Diversity Partners, an immersive experience on race, gender, and courageous leadership.

Our work in this space is a continual learning experience and we recognize there is always more work to be done. We are proud of our progress and of our employees for engaging in new experiences, sharing their own, and helping to cultivate a more inclusive workplace for all.

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**Unjudge Someone: The Human Library**

In fall of 2022, over 50 employees participated in a 90-minute pilot with the Human Library Organization, an international non-profit organization. The Human Library is a new experiential approach to Diversity and Inclusion training. The platform provides learning through immersion in a direct conversation with people experiencing stigma, discrimination or prejudice because of their differences.

The Human Library experience is a rare opportunity to explore, engage and take a deep dive into curious courageous questioning, the daring discovery of difference, and conversation with people from cultures and experiences different than your own – creating a safe space for open conversations with the goal of challenging stereotypes.

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**Recognizing our employee groups**

Our seven employee resource groups (ERGs) and six site Inclusion Councils provide opportunities for the 400+ participating employees to exchange ideas, influence and deliver programming, grow and develop professionally and personally, and support business initiatives.

Currently, our ERGs (and the employee groups they are designed to support, include: C.R.E.W. (Women), AP (Asian), YP (Young), B.O.L.D.E.R. (African American), H.O.L.A. (Hispanic/ Latino), E.A.G.L.E. (LGBTQ+) and MAV (Military & Veterans). In 2023, a new ERG is slated to join the ranks: a group to support employees who are parents or caregivers.

> Read more about how we’re helping to support diversity in our communities and supplier network in our Profit & Prosperity section.
We’re engaging with riders, customers and dealers to welcome all. Our goal is to bring the joy of riding to more people through the products we manufacture and sell, and through events and places where our riders can come together.

Spotlight on Babes Ride Out

For the last four years, Harley-Davidson has been partnering with Babes Ride Out (BRO) to reach and empower more female riders. BRO is an experience designed to bring like-minded women together in the spirit of adventure. The event series was created in 2013 with the mission to connect thousands of female riders by providing a destination so they can create their own adventure. This year, 52% of BRO riders were Harley-Davidson riders, up from 46% last year.

Harley-Davidson employees participated in the events as staff—helping to answer questions from beginner riders, support with weekend demo rides and provide an empowering experience for all attendees.

Supporting more inclusive and sustainable events

In early 2022, the Inclusive Stakeholder Management (ISM) team developed and published an internal document: Guiding Principles for Inclusive and Sustainable Events.

The ISM team will be working closely with our marketing team and vendors to ensure we’re applying the Guiding Principles to promote inclusivity and sustainability as Harley-Davidson plans our exciting events for Homecoming 2023—our 120th anniversary taking place this summer.

The spirit of United We Ride

This year also saw the return of the Women’s Ride at our Hometown Rally, taking place in our hometown of Milwaukee. Over 100 riders joined the 17-mile route from the Harley-Davidson Museum through downtown and ending at South Shore Park in Bayview. The ride also raised $4,000 in charitable donations for the Road Guardians.

Harley-Davidson also partnered with the Wounded Warrior Project (WWP) across the country to recognize and support veterans and their service. Nineteen Warriors rode a total of 470 miles as part of Rolling Project Odyssey in Utah and California, enjoying the scenery, stopping at H-D dealerships and fun activities, raising awareness for causes like mental health, and spending time with loved ones.

The H-D staff, Babes staff, and the participants of the event are all bad ass women who are nothing but encouraging and are truly there for the love of motorcycles. I don’t think words can describe what that environment feels like. As a new rider it’s so empowering to see and hear about what these women are up to.

- Product expert at BRO x Borrego

CREATING INCLUSIVE EXPERIENCES FOR OUR CUSTOMERS

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- Product expert at BRO x Borrego
OUR 2030 GOALS:

• Reduce Scope 1 and 2 GHG emissions from US owned facilities by 50% (2017 baseline)

• Reduce energy intensity by 25% (US owned, 2017 baseline)

• Implement circular economy material use alternatives

• Implement and evolve responsible & sustainable sourcing program across LiveWire, HDMC (including apparel & licensing and parts & accessories), H-D Financial Services

• Establish criteria for future carbon credits (high quality, credibly verified, certified, support nature-based solutions)

• ≥30% dealers achieve energy consumption reduction and other environmental impact targets

BEYOND 2030:

• Achieve net zero carbon emissions for LiveWire by 2035 and for Harley-Davidson, Inc. by 2050
The Intergovernmental Panel on Climate Change and other experts continue to advise that we must act now to secure a livable and sustainable future for all. Climate change caused by increased levels of greenhouse gases creates risks to Harley-Davidson’s business model and operations if we don’t respond accordingly. We continue to strive to reduce our environmental impact across all aspects of the business and operations and have committed to achieving net zero carbon emissions by 2050.

Formal commitment to SBTi
In 2022, Harley-Davidson signed onto the Business Ambition for 1.5°C campaign from We Mean Business and the UN-backed Race to Zero campaign, formalizing our commitments based on the principles of the Science Based Targets initiative (SBTi) to keep the earth’s temperature rise below 1.5°C. In 2023, we plan to work with a third-party partner to conduct a climate scenario analysis of our business and supply chain. We’ll use these results to inform our transition roadmap and set interim targets, and have those targets validated by the SBTi.

Understanding where we are
To further understand our current status and areas of opportunity, Harley-Davidson also submitted responses to the CDP Climate questionnaire for the first time. This exercise allowed us to identify areas of opportunity including further integrating ESG and sustainability across the business to better drive and measure performance and progress. We’re using these findings to drive engagement at various teams and have since established an internal Inclusive Stakeholder Management advisory board, made up of team members from diverse business areas, to help guide and advance our work in sustainability.

CO2e emissions by impact area:
(based on EP&L data, updated 2020)

Our path forward
As the world’s largest producer of heavyweight gasoline-powered motorcycles, we are taking action to address climate change and its impact on our business by:
• Innovating the electrification of motorcycles
• Improving the fuel economy of our motorcycles
• Reducing the impacts from our products and operations

> To find out more about the progress we’ve made since 2017, view our Performance Data in our ESG Data Book.
Harley-Davidson continues to bring exciting products to the market – thanks to our teams’ dedication to pursuing continuous innovation in our product designs. We also believe that sustainability and innovation go hand-in-hand.

Motorcycles, like automobiles, are highly recyclable and recycled. Most vehicle parts and materials can be recycled and reused at end-of-life, especially our products’ high volume of metallic materials. Since we believe our end-of-life environmental footprint is less of a concern, we are focusing on material inputs – pursuing recycled and renewable content in plastics, and even exploring alternatives to plastics.

Designing for circularity and sustainability
Our Materials Innovation and Sustainability Council meets regularly and brings together business partners from across design, styling, engineering, apparel, and sustainability teams to investigate new opportunities and drive progress for products in our future pipeline.

We have several small working groups focused on developing a life-cycle assessment (LCA)-based multi-criteria metric for sustainability that can weigh in factors such as circularity, recyclability, recycled content, water usage, and toxicity so that we can make better-informed decisions at each step of our product development cycle.

Current materials innovation portfolio
One of the materials we’re testing for development is an ocean-recycled nylon that would replace all virgin nylon, molded and in our bodywork. If we can achieve total replacement with the ocean-recycled nylon, we estimate that over 50,000 metric tons of CO2e/year could be abated.

This one material shows us the significant impact that could be gained by rethinking our raw materials and the importance of finding and pursuing more of these types of opportunities daily. Our teams are working with our supplier partners to explore the below materials and more:

**Testing and trialing**
- Cellulose and hemp-based plastics for vehicle bodywork
- Bio-based TPE for parts & accessories like grips
- PVC-free labels
- PVC-free wire harnesses
- 100% recyclable seats to replace foam material

**Exploring**
- 20+ alternative materials for seat covers including plant-based leathers, recycled PET, and low-carbon silicone
- Hex-free chrome to drive elimination of toxicity in materials processing phase

**Making sustainability visible**
We know that our LiveWire customers are especially curious about what we’re working on behind the scenes to advance our sustainability commitment. While much of our materials sustainability work is still in progress, we’re excited for our riders to start being able to see some of these innovations on their vehicles in the coming years.
LEADING IN ELECTRIC

On September 27, 2022, LiveWire listed on the New York Stock Exchange (NYSE), becoming the first all-EV motorcycle company to do so. Leading in Electric is an integral part of Harley-Davidson’s Hardwire strategic plan. The LiveWire public listing enables both the focus and investment necessary to win in electric. This moment represents a significant milestone in LiveWire’s ambition to become the most desirable electric motorcycle brand in the world.

LiveWire sustainability strategy

While the sustainability of an EV motorcycle is obvious at first glance from its zero-tailpipe emissions, at LiveWire, we’re charting our path towards a bold goal to be Net-Zero carbon by 2035 across our value chain. We strive to operate with planet and people at the heart of our business, integrating sustainability into how we think, design, manufacture, and make decisions.

LiveWire is committed to working with partners who are aligned with our ethical and sustainable sourcing approach – and the teams are always exploring how we can use more plant-based, recycled, and renewable materials to build our future models and continue to reduce our impact in our operations.

LiveWire is committed to doing its part to support sustainable development. Our products and services seek to promote several of the United Nations’ Sustainable Development Goals, notably:

- **Goal 7**: Affordable and Clean Energy
- **Goal 11**: Sustainable Cities and Communities; and
- **Goal 12**: Responsible Consumption and Production

The future is electric

This is an exciting time in the iconic history of Harley-Davidson. Through LiveWire, we are developing the technology of the future and plan to invest in the capabilities needed to lead the transformation of motorcycling.

Since launch, LiveWire has created an emotional connection between human and technology, and to the way we experience the world around us. It is soulful by design, transforming the everyday into urban adventure and beyond. The experience of a LiveWire is both instantly gratifying and immersive. Riders are connected through look, sound and feel. With LiveWire, we’ve delivered unparalleled performance and an EV riding experience unlike any other.

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OUR OBJECTIVES
- Drive shared prosperity for all stakeholders through fair, equitable and ethical policies and practices
- Make the Near West Side of Milwaukee (home of Harley-Davidson since 1903) a great place to live, work, and visit
- Implement meaningful and impactful employee volunteering and involvement programs globally

OUR 2030 GOALS:
- Achieve Harley-Davidson’s long-term financial targets
- Harley-Davidson Foundation (HDF): Construct the park at Juneau Ave, implement Highland Park improvements and operate and program at both
- HDF: Invest an additional $3-5M to help transform Milwaukee’s Near West Side (NWS) through the support of Near West Side Partners (NWSP)
- HDF: implement emergency and disaster relief program open to employees, retirees, dealership employees, and communities where H-D operates
- HDFS (Community Reinvestment Act): invest ≥$5M to support financial stability and empowerment programs
- Achieve 25% participation of the global workforce in employee volunteering/service opportunities (LW, HDMC, HDFS)
14.1%  
Increase in net income* vs 2021  

7.8%  
Increase in revenue  

≥$15  
Per hour minimum wage for full-time employees (and for all part-time employees as of January 2023)  

>$265M  
Diverse spend (diverse Tier 1 spend plus Tier 2 diverse spend reported by our Prime Tier 1 suppliers)**  

$16M  
401(k) match by Harley-Davidson to employees (U.S.)  

$3.2B  
Spend in purchase of goods and services to produce our products and operate our businesses**  

$568M  
In U.S. employee earnings (includes base wages, overtime, bonuses, employer paid portion of medical insurance, pension)  

$144M  
In U.S. state and local taxes associated with employee earnings (employee and employer paid)  

$244.4M  
In corporate income taxes paid in the U.S. and other countries

*Net income attributable to Harley-Davidson, Inc.  
**Spend from Harley-Davidson Motor Company
In January 2023, we announced plans to transform a central element of our Juneau Avenue campus headquarters into a new public park—a landmark project for Harley-Davidson and for the City of Milwaukee, Near West Side Community.

Overseeing the overall creative delivery of the project are internationally acclaimed designers, Heatherwick Studio, who were commissioned to conceive an original design that will transform the 4-acre parking lot just south of our 3700 W. Juneau Ave. building into a space that can be used by everyone who lives in and visits Milwaukee’s Near West Side (NWS).

Realizing a community vision
The project will be spearheaded by The Harley-Davidson Foundation. In 2021, the Foundation sponsored an Appreciative Inquiry Summit in partnership with Near West Side Partners. The Summit brought together 200+ NWS stakeholders, including residents, youth, and local businesses, to realize their hopes and dreams for the NWS. Among the key community needs identified was green space that supports health, well-being, art and culture, and a place for youth to play. Input from the stakeholders served as the basis for Heatherwick Studio’s unique community park design.

To deliver this reality, Harley-Davidson has gifted the land identified for the project directly to the Foundation, which builds on the $30 million donated by the Motor Company to the Foundation since 2020.

Celebrating togetherness and paying homage to history & community
At the heart of the park is “The Hub”, a sunken multi-use events space, 83 meters (approximately 272 feet) wide with tiered seating, set among lush plants and trees. The design promotes the idea of togetherness for the community, riders, and employees alike.

In one direction, “The Hub” will provide views of the brick buildings of the original home of Harley-Davidson. In the other, visitors will see a park sown with 120 native plant species, including 20 species of trees and 100 species of perennials, some of which are sacred to the Forest County Potawatomi tribe, who are helping to provide guidance throughout the process. There are also plans for a market street, contemplative garden, and nature playground.

We are working with HGA Architects & Engineers and Greenfire Management Services, a Near West Side business and diverse supplier, who will be the construction manager that will bring the design vision to life within the community.

An accessible and inclusive space
The park will be open and welcoming for all (residents, community members, and visitors) to enjoy, gather, and connect. We will continue to seek ongoing stakeholder feedback - incorporating and encouraging community and visitor voices to inform future enhancements and changing interests. Additionally, we're encouraging shared responsibility, so all feel welcome.

Through the design process, we have been working with Independence First, an accessibility advocacy group and organization for people with disabilities, to ensure that all aspects of the park are accessible, including the central Hub. We will also be leveraging their expertise as we look to design the nature play area on the south side of the park.

Bringing sustainability to life in the neighborhood
We are working with our partners to ensure that sustainability, resiliency and ecology are embedded into the design of the park by incorporating the Sustainable SITES Initiative (SITES) – a complement to the U.S. Green Building Council’s LEED green building rating system – into the design and operation of the Park. If successful, this park will become the first to receive SITES certification in the state of Wisconsin.

In addition to added green space such as lawns and plantings, the park will integrate a dynamic system of green infrastructure, including native bioswales, permeable pavers and cisterns to capture 160,000 gallons of stormwater – a significant contribution to regional infrastructure and the environment. Our water capture system will help mitigate stormwater run-off into Lake Michigan and minimize combined sewer overflows and regional flooding.

2024 Opening
Our ambition for the park is to create an inclusive, vibrant community hub that equitably transforms the neighborhood through sustainable practices and serves as a recreational, civic, and cultural destination welcoming all who visit and call the NWS home.

> Listen in: Our CEO, Jochen Zeitz and Heatherwick Studio discuss plans for Juneau Ave in this video.
SUPPORTING COMMUNITIES: UNITED WE RIDE

We are deeply embedded in our communities. We are working every day to deliver profit and prosperity for all our stakeholders and ensure that as Harley-Davidson thrives, so do our communities.

The Harley-Davidson Foundation

Social impact means working together to sustainably transform our communities and contribute to an enduring, ethical and equitable world, so everyone can love where they live. The Harley-Davidson Foundation (HDF) is focused on driving meaningful change in our home neighborhood, the Near West Side of Milwaukee.

In 2022, we expanded the HDF Board from five to 11 members and added representation from across the organization. We believe in elevating and helping develop employees through these opportunities and bringing diverse voices to the table.

The Foundation developed a new conflict of interest policy, supporting the Harley-Davidson strategic plan and ensuring robust governance and transparency with ethical social impact practices and program oversight.

Near West Side partnerships

While HDF will be focused on the park for the next few years as we drive towards maximum impact, we will continue to partner with Near West Side Partners to support our neighborhood.

In May 2022, our CEO Jochen Zeitz joined Milwaukee leaders and Wisconsin Governor Tony Evers, who announced a $5 million grant from the State of Wisconsin and revealed plans for a community center and affordable housing development in Harley-Davidson’s home neighborhood – the Near West Side.

The project, called Concordia 27, is the result of work that emerged from Harley-Davidson's Appreciate Inquiry (AI) Summit last year, which brought together more than 200 diverse stakeholders. Concordia 27 aims to address community priorities and inequities identified through our AI Summit by providing access to nutritious food, health and wellness services, job training, entrepreneurial space, housing and transportation in one central location.

Investing in a strong and diverse economy

Harley-Davidson is the Founding Sponsor of the Wisconsin LGBT+ Chamber of Commerce Entrepreneur Bootcamp. In June 2022, various team members from Harley-Davidson helped host a virtual session around business acumen and the importance of sustainable and responsible supply chains for program participants.

We also recognize that we have a large role to play in how we contribute directly to the economy through the purchasing and spending decisions we make every day to operate our business and build our products. In 2022, we reached 9% diverse spend (over $265M) in Tier 1 spend plus Tier 2 diverse spend reported by our non-diverse Tier 1 suppliers. Our goal by 2030 is to achieve ≥15% diverse spend.

>$265M

Diverse spend (diverse Tier 1 spend plus Tier 2 diverse spend reported by our Prime Tier 1 suppliers)

$310,000

Contributed by Eagle Mark Savings Bank (HDFS), through the Community Reinvestment Act

$425,000

Raised for the 2022 United Way campaign from U.S. based employees and retirees with a 25% match from the H-D Foundation

In April of 2022, Harley-Davidson launched a fundraising project entitled United for Ukraine to support the many people impacted by the humanitarian crisis. A donation link and an H-D for Ukraine t-shirt were made available on Harley-Davidson.com in select markets. The H-D for Ukraine t-shirt was conceived and designed by the employees of Harley-Davidson to show support for the people of Ukraine.

For each t-shirt sold through June 25, $26 was donated to United Way Worldwide United for Ukraine Fund to provide immediate assistance in the form of transportation, shelter, food, medicine, and critical childcare supplies such as infant formula to support those in crisis. We raised a total of $115,830 for charity as a result of this project. In addition, the Harley-Davidson Foundation made a direct donation of $50K to the United for Ukraine fund.

United for Ukraine

Harley-Davidson is underpinned by its global community and global workforce. United We Ride epitomizes the spirit and ethos of our Company. We come together to help when needed, and as the events in Ukraine unfolded in early 2022, Harley-Davidson riders, employees, dealers – our global community came together to help – united.

H-D dealerships and H.O.G. chapters across EMEA worked together through volunteer efforts to support the many people impacted by the conflict in Ukraine. Across the region, they arrived at the border with vans and trucks fully packed with donations, including food and medicine.

H-D riders, employees, dealers – our global community came together to help – united.

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Volunteers clean up adopted highway

In April 2022, we celebrated National Volunteer Month in the United States by kicking off our first H-D Global Month of Volunteering. We encouraged employees to make meaningful impacts in their local communities while also deepening relationships and contributing positively to their physical and mental health.

Over one hundred employees completed hundreds of hours of service. Here, we’re sharing just a few of the efforts.

Passing on the knowledge

In recognition of their efforts, The H-D Foundation donated $2,500 in recognition of his efforts and to contribute further to the Academy’s goal of supporting high-tech STEAM education in under-served populations in the City of Milwaukee.

Cooking for charity

Celebrating International Women’s Day

Volunteers clean up adopted highway

A syrupy sweet event

Supporting Ukraine

Healthy foods for all

The team also raised money for a first-aid purchase and delivered the goods to a Ukraine refugees center.

Small but mighty

900+ hours

Passing on the knowledge

These dedicated employees were one of two teams that created and taught STEAM concepts to a 6th grade class at the Milwaukee Academy of Science. Topics included an H-D Museum tour, a Lego building activity, a gear pack activity, a discussion on supply chain, and career exploration.

The Foundation donated $2,500 to the Milwaukee Academy of Science STEAM program in honor of its efforts and to continue advancing its programs.

Supporting Ukraine

Team members from Spain, Portugal and Italy collected goods for donation to Ukrainian refugees.

The team also raised money for a first-aid purchase and delivered the goods to a Ukraine refugees center.

900+ hours

Hundreds of employees logged volunteer hours throughout the month.

Healthy foods for all

This mighty four-person team assembled to stock boxes of healthy foods at The Hunger Task Force to be delivered to low-income community members.

In recognition of their efforts, The H-D Foundation donated $2,500 to help feed the hungry in Milwaukee where we know every dollar and volunteer counts.

Celebrating International Women’s Day

Nine women from York’s HR team participated in the Women’s Build Day with Habitat for Humanity. They spent the day helping to rebuild a block of townhomes in York City that had been destroyed by fire. Upon completion of the project, six low-income families who qualified for the housing will move in. H-D York has supported Habitat for several years in many of their initiatives such as volunteering on various home builds and supporting their charitable contribution grants.

Small but mighty

A one-man super team, Erik gave more than 100 hours to the Milwaukee Robotics Academy providing mentoring, website design, marketing, procurement and planning support.

The Foundation donated an additional $2,500 in recognition of his efforts and to contribute further to the Academy’s goal of supporting high-tech STEAM education in under-served populations in the City of Milwaukee.

Cooking for charity

The teams from Spain, Portugal and Italy came together for a cooking activity and raised money for a donation to a local charity organization.
IN THIS SECTION

• Good Governance
  • Corporate governance
  • Government advocacy, policy & engagement
  • Data privacy & information security
• Promoting Ethical Behavior and Respecting Human Rights
Excellent Corporate Governance has been a long-standing business practice at Harley-Davidson, because it makes good business sense. Although the motorcycling business is fun, we take corporate governance seriously. The Harley-Davidson Board of Directors is composed of accomplished leaders from a range of industries who meet regularly to review Company objectives and plan for future growth.

Board oversight of sustainability issues
In 2011, the Board formed the Sustainability Committee, and in 2019, the Board renamed the committee the Brand and Sustainability Committee and approved a revised charter for the Brand and Sustainability Committee.

The Brand and Sustainability Committee plays an integral role in providing oversight, advice and assistance to the Board and to H-D’s management in developing, implementing, and monitoring social and environmental policies, practices, and strategies to foster sustainable growth of the Company on a global basis.

As part of their responsibilities to the Board in fostering sustainable growth, the Brand and Sustainability Committee assists the Board in ensuring that the business grows without increasing our environmental impact, which is consistent with the Company’s current strategic plan, The Hardwire, and our long-term sustainability objectives.

Government advocacy, policy & engagement
Harley-Davidson and our stakeholders are impacted by policy issues and decisions made by our governments around the world. As a company with operations and customers around the world, it is critical that we use our voice to help inform the policies affecting our employees, customers and shareholders.

Governments around the world take actions that can significantly affect Harley-Davidson and all of our stakeholders. Harley-Davidson believes it is important to advocate on issues that affect our business when it is constructive to do so under the applicable political system. The form of advocacy that we use may differ depending on political systems and local laws. Consistent with Company values, Harley-Davidson is committed to full compliance with all federal, state, local, and international laws and to maintaining the highest ethical standards in the way we conduct our business.

Trade associations and memberships focusing on policy
Harley-Davidson also participates in various trade and industry organizations that can affect the motorcycle industry and the business environment in which Harley-Davidson operates. We are committed to supporting organizations that help advocate public policies that contribute to the success and growth of our industries and the business community.

Harley-Davidson supports a broad range of trade associations and coalitions to enhance our understanding of and to advocate for policy issues.

Data privacy & information security
Our information security team is responsible for protecting and defending Harley-Davidson’s global customers, employees, dealers, suppliers and business through preparedness, identification, analysis, mitigation, and assessment and control of threats and disruptions to all of Harley-Davidson’s technology, data and information resources. This includes ensuring we maintain global privacy compliance with regulations, restrictions, and requirements.

Harley-Davidson’s Corporate Information Security Office (CISO) provides many vital services across Harley-Davidson Inc. Our Security Awareness program ensures security guidelines, standards and Best Practices are communicated to the global workforce. The awareness program strengthens the People-Process-Technology cycle through education and ensures our workforce members understand the why, the what and the how pertaining to standards and best practices of securing and handling informational assets.
PROMOTING ETHICAL BEHAVIOR AND RESPECTING HUMAN RIGHTS

Human Rights statement
Harley-Davidson is committed to respecting and promoting human rights and supports the Universal Declaration of Human Rights, including the UN Guiding Principles. We believe in an inclusive stakeholder approach to business across our operations and value chain where people, planet and profit are balanced to deliver long-term value for all stakeholders.

In early 2023, we became signatories to the UN Global Compact, reflecting our continued commitment to fundamental responsibilities in the areas of human rights, labor, environment and anti-corruption.

Our commitment to human rights includes a reporting process that drives accountability at all levels. We train our employees to recognize Code of Business Conduct violations and how to report a concern at any time at h-dcodehelpline.com or by phone, or by emailing our Compliance and Ethics team.

Supplier Code of Conduct
While our employees make business decisions within the framework of our Code of Business Conduct and FHPC, our suppliers must likewise uphold our high standards for ethical business conduct.

At Harley-Davidson, we have a reputation for adhering to strong business and corporate governance practices. As stewards of our reputation and brand, we expect our Suppliers to act ethically and in alignment with the Supplier Code of Conduct, and all applicable laws pertaining to human rights, including, without limitation, all laws applicable to workplace health, safety, labor and employment.

Our Supplier Code of Conduct mandates suppliers maintain responsible business practices including:
- Conducting business free from bribery and corruption
- Respecting and promoting human rights, prohibiting forced, trafficked or underage labor
- Maintaining effective privacy and cyber-security practices
- Complying with applicable trade and customs rules

Responsible and Sustainable Sourcing Expectations
We are also dedicated to a broader aspect of human rights – having a positive impact on the health, safety, and well-being of all of our stakeholders – our teams, the communities we operate in, the people who work in our supply chains, and the planet.

We aspire to source only raw materials that are responsibly produced. Sourcing responsibly the thousands of different materials and parts is an important human rights issue. We continue to work with our supply chain partners in managing any issues associated with conflict minerals.

In November 2022, Harley-Davidson’s Supply Base team hosted two virtual supplier conferences for our active global suppliers who support our manufacturing and parts and accessories businesses – hundreds tuned in.

Among the many topics discussed, suppliers were introduced to a new scorecard, which they will receive monthly. The scorecard includes nine metrics and along with quality, cost and delivery, and we’re including new measures around labels, transportation, management and responsible sourcing.

Deepening our work in apparel
In 2023 and beyond, as we look to expand our Apparel & Licensing (A&L) business, we’re working to ensure that we are set up for long-term success and accountability by partnering with others in the apparel industry.

As a first of these partnerships, in 2023, Harley-Davidson joined the American Apparel & Footwear Association (AAFA). The AAFA represents more than 1,000 world famous name brands, retailers, and manufacturers as the trusted public policy and political voice of the apparel and footwear industry. The AAFA will inform A&L of policies that could or will impact how we source and import apparel and footwear product.

We further recognize that the apparel and textile industries come with their own set of challenges. We are working to reevaluate our auditing program to ensure effectiveness, as well as looking into certifications to advance our efforts around responsible, ethical and sustainable sourcing.

Hate and intolerance have no place at Harley-Davidson. We stand in solidarity with our riders, employees and communities as we condemn acts of intolerance, racism, sexism and hate of any kind, and move forward together toward an equitable society for all. We continue to work to create an inclusive customer experience and work environment, by advancing workforce diversity, and supporting and driving positive change in our communities to support racial and social equity and create opportunities for all.
The Company intends that certain matters discussed in this Inclusive Stakeholder Management Report are "forward-looking statements" intended to qualify for the safe harbor from liability established by the Private Securities Litigation Reform Act of 1995. These forward-looking statements can generally be identified as such by reference to this footnote or because the context of the statement will include words such as the Company believes, anticipates, expects, plans, may, will, estimates, targets, intends, foresees, sees, or words of similar meaning. Similarly, statements that describe the Company’s future operating performance or future financial results described as forward-looking statements. Such forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially, unfavorably or favorably, from those anticipated as of the date of this Inclusive Stakeholder Management Report. Certain of such risks and uncertainties are described below. Shareholders, potential investors and other readers are urged to consider these factors in evaluating the forward-looking statements and are cautioned not to place undue reliance on such forward-looking statements. The forward-looking statements included in this Inclusive Stakeholder Management Report are only made as of the date of this report, and the Company disclaims any obligation to publicly update such forward-looking statements to reflect subsequent events or circumstances.

Important factors that could affect future results and cause those results to differ materially from those expressed in the forward-looking statements include, among others, the Company’s ability to: (a) execute its business plans and strategies, including The Hardwire, each of the pillars and the evolution of LiveWire as a standalone brand, which includes the risks noted below; (b) manage supply chain and logistics issues, including quality issues, availability of semiconductor chip components and the ability to find alternative sources of those components in a timely manner, unexpected interruptions or price increases caused by supplier volatility, raw material shortages, inflation, war or other hostilities, including the conflict in Ukraine, or natural disasters; (c) successfully mitigate and reduce costs throughout the business; and (d) manage through changes in general economic and business conditions, including changes in consumer credit behaviors, market conditions and consumer preferences, interest rates, the cost associated with product development initiatives and the Company's complex global supply chain; and (e) successfully manage, execute its plans and strategies and allocate capital in a manner that enables the Company to benefit from market opportunities while competing against existing and new competitors; (f) manage the risks related to the impact of the COVID-19 pandemic, such as supply chain disruptions, its ability to carry out business as usual, and government actions and restrictive measures implemented in response; (g) maintain the regulatory compliance management adequately and the regulatory agencies’ investigations, including warranty costs or litigation and adverse effects on reputation and brand strength, and carry out any product programs or recalls within expected costs and timing; (h) manage the impact that for price and supply for its products and services; (i) successfully manage the risks related to the impact of the COVID-19 pandemic, such as supply chain disruptions, its ability to carry out business as usual, and government actions and restrictive measures implemented in response; (j) successfully manage, execute its plans and strategies and allocate capital in a manner that enables the Company to benefit from market opportunities while competing against existing and new competitors; (k) manage the risks related to the impact of the COVID-19 pandemic, such as supply chain disruptions, its ability to carry out business as usual, and government actions and restrictive measures implemented in response; (l) successfully manage, execute its plans and strategies and allocate capital in a manner that enables the Company to benefit from market opportunities while competing against existing and new competitors; (m) manage the risks related to the impact of the COVID-19 pandemic, such as supply chain disruptions, its ability to carry out business as usual, and government actions and restrictive measures implemented in response; (n) successfully manage, execute its plans and strategies and allocate capital in a manner that enables the Company to benefit from market opportunities while competing against existing and new competitors; (o) successfully manage, execute its plans and strategies and allocate capital in a manner that enables the Company to benefit from market opportunities while competing against existing and new competitors; (p) manage through changes in general economic and business conditions, including changes in consumer credit behaviors, market conditions and consumer preferences, interest rates, the cost associated with product development initiatives and the Company's complex global supply chain; and (q) successfully manage, execute its plans and strategies and allocate capital in a manner that enables the Company to benefit from market opportunities while competing against existing and new competitors.

The Company's ability to sell its motorcycles and related products and services to retail customers. The Company depends on dealers and distributors to develop and implement effective retail sales plans to create demand for its motorcycles and related products and services and to meet its financial expectations, and the Company's ability to sell its motorcycles and related products and services to retail customers. The Company depends on dealers and distributors to develop and implement effective retail sales plans to create demand for its motorcycles and related products and services and to meet its financial expectations, and the Company's ability to sell its motorcycles and related products and services to retail customers. The Company depends on dealers and distributors to develop and implement effective retail sales plans to create demand for its motorcycles and related products and services and to meet its financial expectations, and the Company's ability to sell its motorcycles and related products and services to retail customers.

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