

Q4 2021 Financial Results & 2022 Outlook

February 8, 2022 – Analyst Call Presentation

Business Update Conference Call

HARLEY-DAVIDSON

Q4 2021 Financial Results & 2022 Outlook

CALL PARTICIPANTS

- Jochen Zeitz, Chairman, President and CEO
- Gina Goetter, Chief Financial Officer
- Edel O'Sullivan, Chief Commercial Officer
- Shawn Collins, Director Investor Relations



This presentation supports the audio call. The audio playback for today's call will be available at Harley-Davidson.com, or call (855) 859-2056 or (404) 537-3406 until March 10, 2022. ID 9497968.

This presentation includes forward-looking statements that are subject to risks that could cause actual results to be materially different. Those risks include, among others, matters we have noted in our latest earnings presentation and filings with the SEC. Harley-Davidson disclaims any obligation to update information in this presentation. Additional information and risk factors are included at the end of this presentation.

Q4 & FY 2021 Performance Headlines

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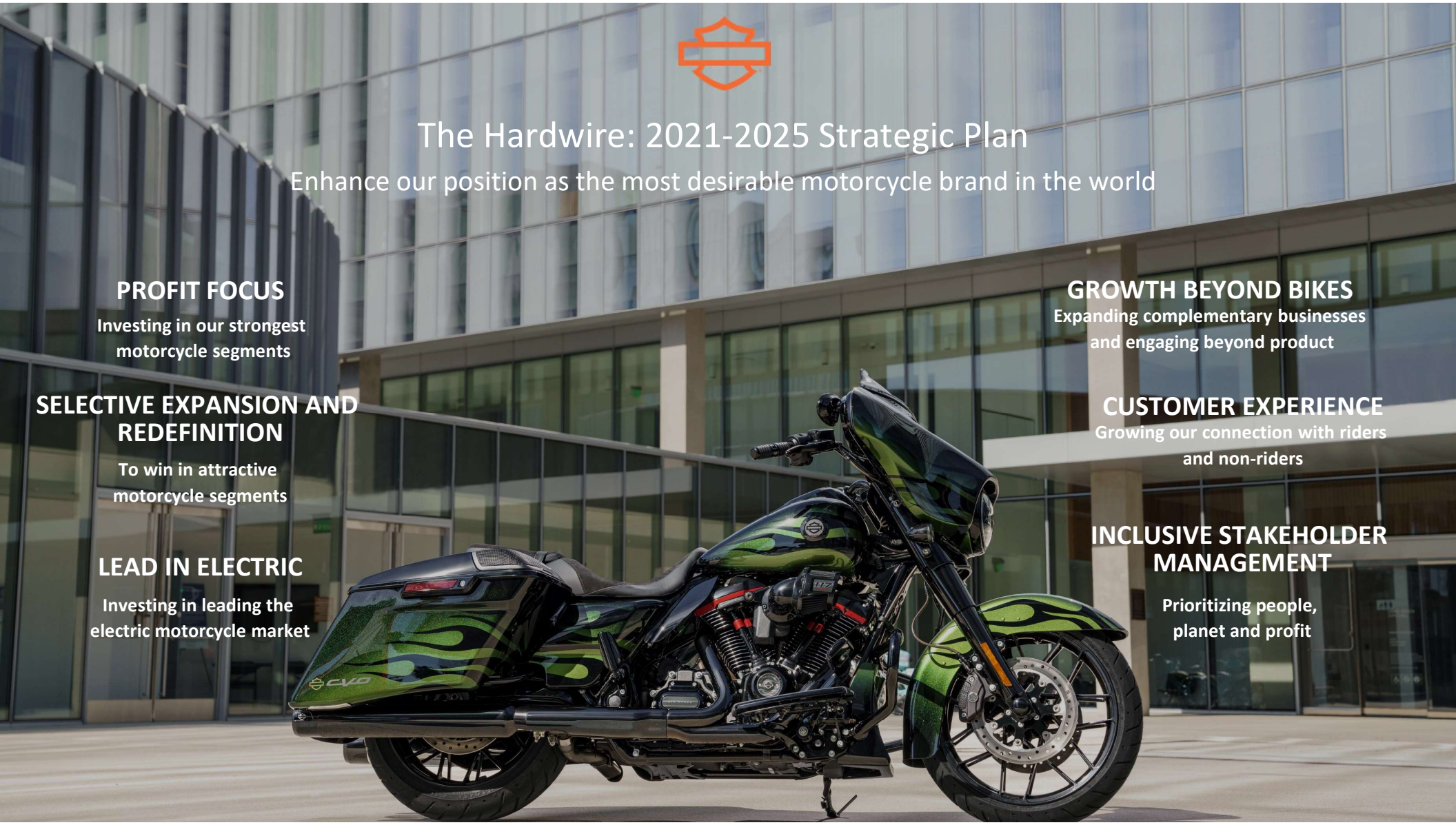
- Successfully completed the first year of The Hardwire Five-year Strategic Plan
- Delivered full year GAAP diluted EPS of $4.19, up $4.18 vs. 2020
- Grew Harley-Davidson's total revenue by 32%
- Achieved 9.0% operating margin for the Motorcycles and Related Products segment (up 2.7% on 2019)
- Announced merger transaction for LiveWire


The Hardwire: 2021-2025 Strategic Plan
Enhance our position as the most desirable motorcycle brand in the world
PROFIT FOCUS
Investing in our strongest motorcycle segments
SELECTIVE EXPANSION AND REDEFINITION
To win in attractive motorcycle segments
LEAD IN ELECTRIC
Investing in leading the electric motorcycle market
GROWTH BEYOND BIKES
Expanding complementary businesses and engaging beyond product
CUSTOMER EXPERIENCE
Growing our connection with riders and non-riders
INCLUSIVE STAKEHOLDER MANAGEMENT
Prioritizing people, planet and profit

Q4 2021 Results

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Q4 2021 Results ($ millions)	Motorcycles [2] HDMC	Financial Services HDFS	Total HDI
Revenue	**$816**	**$200**	**$1,016**
% vs PY	54%	3%	40%
Operating Income (Loss)	**($102)**	**$95**	**($7)**
Margin %	-13%	47%	-1%
% vs PY	48%	24%	94%
Net Income			**$22**
Margin %			2%
Diluted EPS – GAAP			$0.14
Diluted EPS – Adjusted [1]			**$0.15**

[1]Adjusted diluted EPS is adjusted for restructuring plan costs as defined on the non-GAAP measures slides

Full Year 2021 Results

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FY 2021 Results ($ millions)	Motorcycles HDMC	Financial Services HDFS	Total HDI
Revenue	**$4,540**	**$796**	**$5,336**
% vs. PY	39%	1%	32%
Operating Income (Loss)	**$409**	**$415**	**$823**
Margin %	9%	52%	15%
% vs. PY[1]	320%	112%	NM
Net Income			**$650**
Margin %			12%
Diluted EPS – GAAP			$4.19
Diluted EPS – Adjusted[2]			**$4.21**

[1]NM means non-meaningful
[2]Adjusted diluted EPS is adjusted for restructuring plan costs as defined on the non-GAAP measures slides

Worldwide Retail Sales and Inventory

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Retail Sales

H-D New Retail Motorcycle Sales (vs. Prior Year)

	Q4 '21	FY '21
North America	**+8%**	**+22%**
EMEA	-7%	-16%
Asia Pacific	-2%	-8%
Latin America	-16%	-39%
Worldwide	**+2%**	**+8%**

Market Share

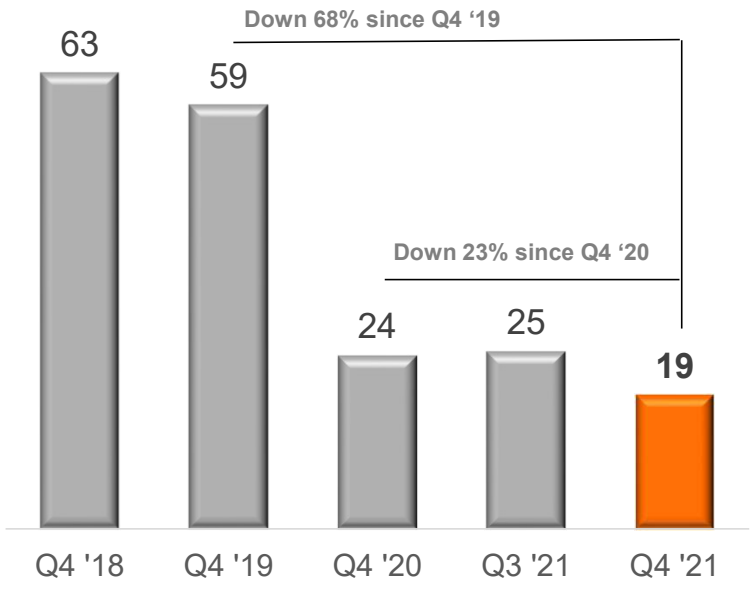
New 601+CC[1] Market Share

	Q4 '21	FY '21
H-D U.S. Share[2]	**44%**	**45%**
% Change	+1%	+3%
H-D Europe Share[2]	**8%**	**6%**
% Change	flat	-2%

Inventory Units

H-D Worldwide Dealer Inventory Units

(Thousands of Units[3])



[1]Includes electric motorcycles with kilowatt peak power equivalent of 601+cc
[2]Source: Motorcycle Industry Council (MIC) for U.S. share and Management Services Helwig Schmitt GmbH for Europe share
[3]Dealer Inventory Units at end of period

Q4 & Full Year Revenue Growth

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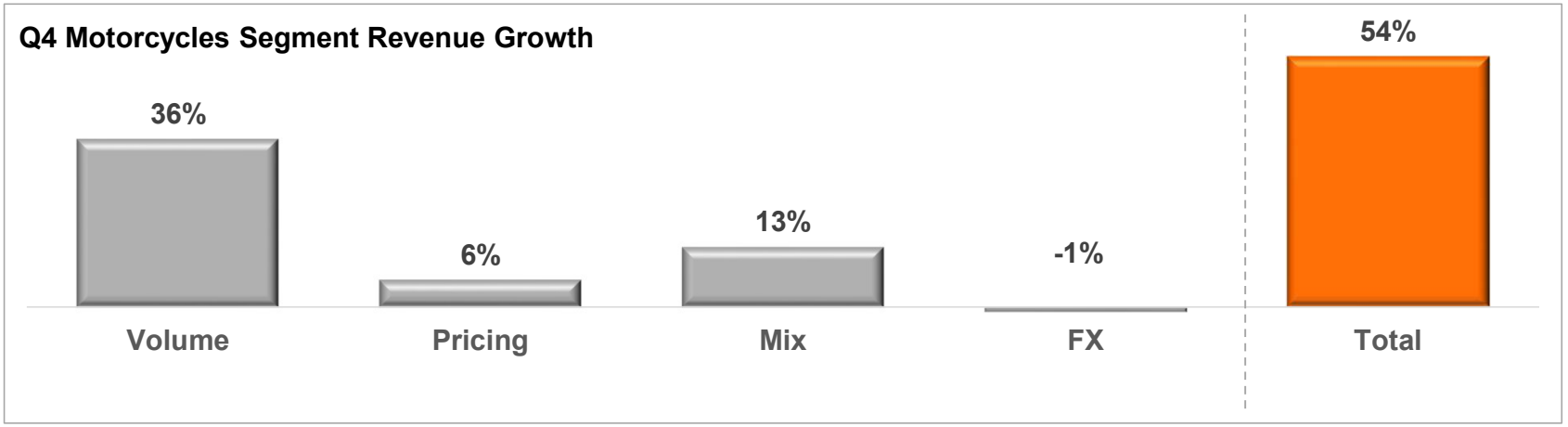

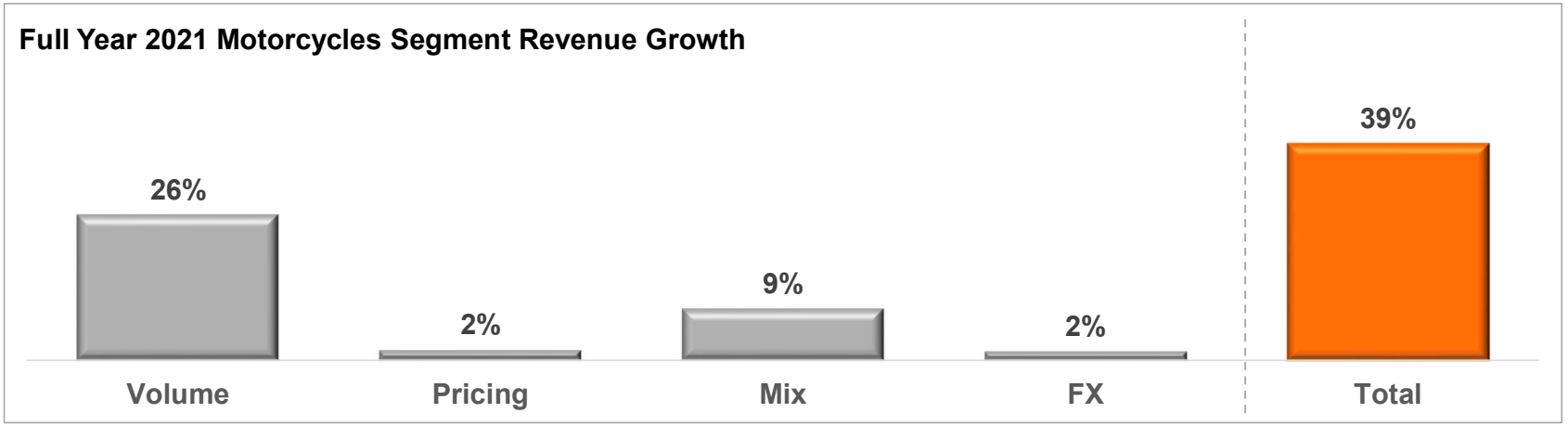

Full Year 2021 Motorcycles Segment Operating Income Margin

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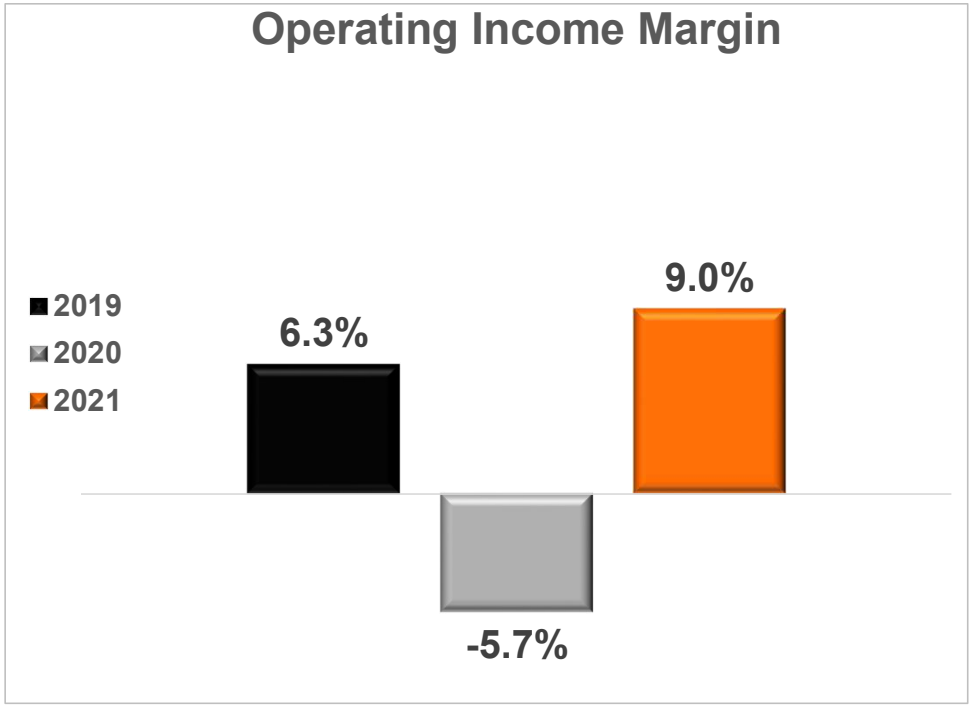

2019 Op Income Margin	**6.3%**
Motorcycle Units Down vs. 2019	(4) Pts
Motorcycle Unit Mix	**+3 Pts**
Cost Structure	**+4 Pts**
Pricing & Incentives	+2 Pts
Supply Chain Inflation	(2) Pts
F/X	(0.3) Pts
2021 Op Income Margin[1]	**9.0%**

[1] In 2021, Harley-Davidson paid a total of $56 mm in additional EU Tariffs, which had a negative impact on Operating Income margin of 120 bps
In 2020 and 2019, Harley-Davidson paid $18 mm and $74 mm in additional EU Tariffs, respectively

Financial Services Segment – Q4 & Full Year 2021

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Summary Financials ($ millions)	Q4 2021	+ / - PY	FY 2021	+ / - PY
Revenue	**$200**	+$6	**$796**	+$6
% vs PY	+3%		+1%	
Interest Expense	$44	($20)	$193	($53)
Provision for Credit Losses	$20	+$17	$25	($157)
Operating Expense[1]	$41	($9)	$163	($3)
Total Operating Expenses	$105	($12)	$381	($213)
Operating Income	**$95**	+$18	**$415**	+$219
Margin %	**47%**		**52%**	

[1]Includes Q4 and Full Year restructuring favorability of $9 million and $10 million, respectively

Financial Services Segment Performance

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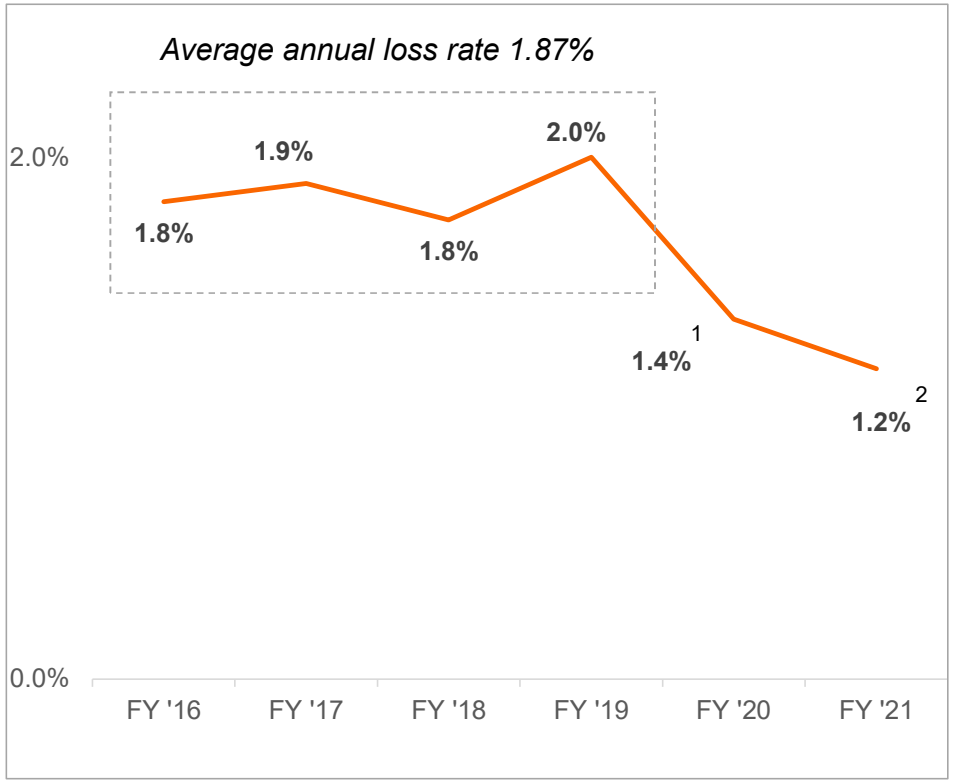
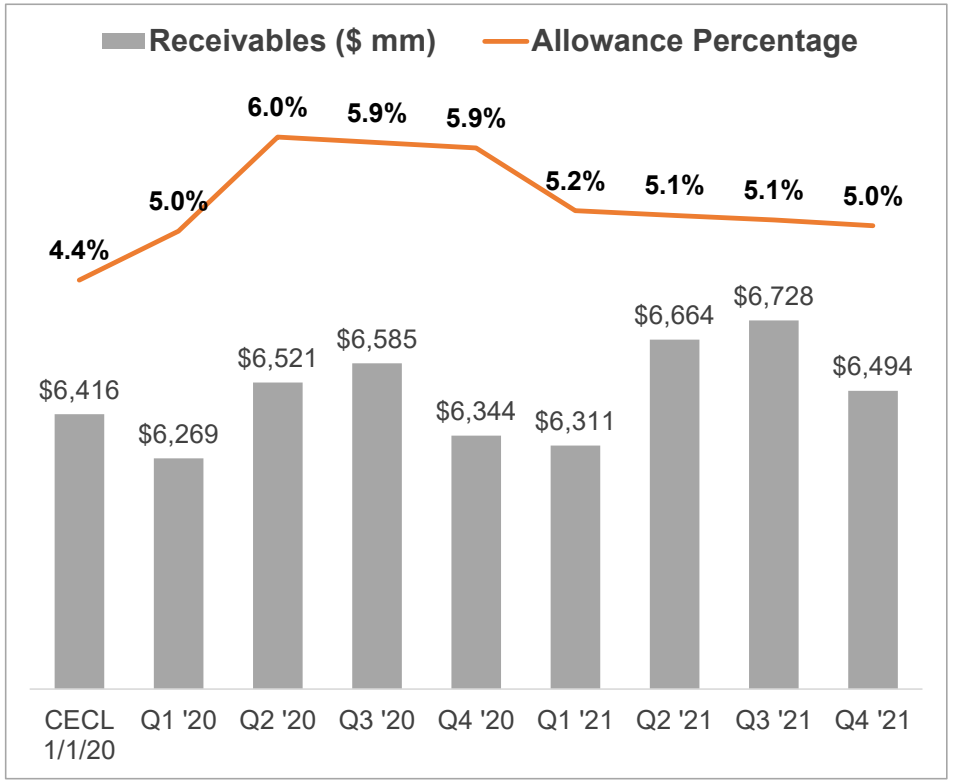
Realized Retail Credit Losses



Retail Finance Receivables & Allowance



[1]2020 results impacted by federal stimulus payments and a high volume of COVID-19 pandemic related retail loan payment due date extensions for qualified customers
[2]2021 results impacted by federal stimulus payments; At Q3 Earnings (10/27), the annualized loss rate was 0.84%

Total H-D, Inc.

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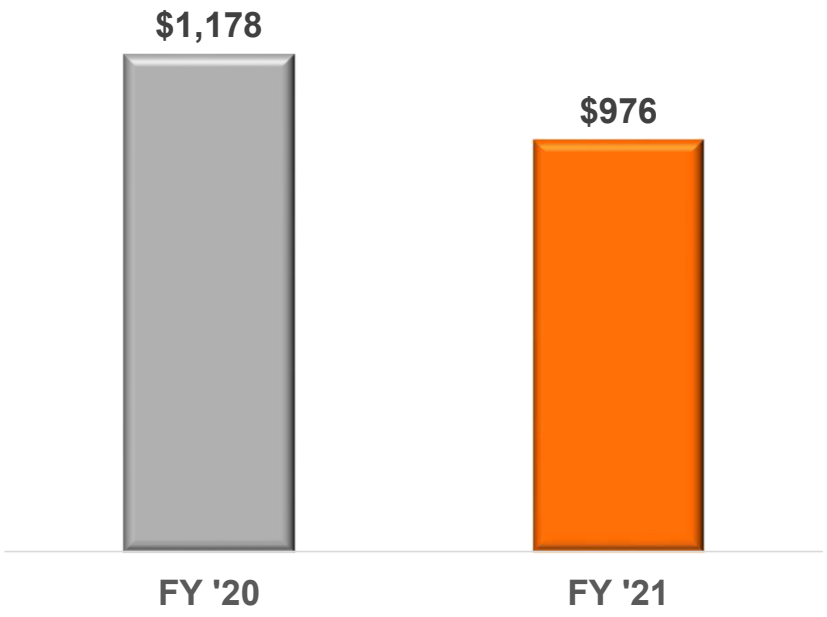
H-D, Inc. Operating Cash Flow ($ millions)



FY 2021 – H-D, Inc. Financial Metrics

- **Capital Investments[1] – $141 million**
- **Cash & Cash Equivalents[2] – $1.9 billion**
- **Dividends Paid – $92 million**
- **Effective Tax Rate[3] – 21%**

[1] Includes $21 million of capitalized implementation costs incurred in connection with cloud computing arrangements that do not include a license to internal-use software as defined by ASU 2018-15
[2]As of December 31, 2021
[3]Effective tax rate in 2021 was 21 percent, which was favorably impacted by several discrete income tax benefits recorded in the year

2022 Outlook

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	2022 Outlook
Motorcycle Segment Revenue Growth (HDMC) *YOY Growth*	**+5 – 10%**
Motorcycles Segment Operating Income Margin (HDMC) *% of Revenue*	**11 – 12%**
Financial Services Segment Operating Income (HDFS)[1] YOY Growth	**Down 20 – 25%**
Capital Investments *Total Dollars*	**$190 – 220M**

[1]Financial Services Operating Income in '21 was favorably impacted by allowance releases and historically lower losses, which we expect to normalize as we move into '22

Supply Chain Outlook

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2021 Cost of Sales $3.2B	2021 Cost Inflation	2022 Annual Outlook
Tariffs, Duties, Other Logistics	>100%	Rates relatively stable annually; increased frequency of expedited shipping given supply chain backlogs; expect logistics to improve in the back half of the year.
Manufacturing	+3%	Expect to stabilize in the back-half of the year, as logistics and part availability improves.
Materials	+5%	Continued inflation across the supply network; expect improvement in back-half driven by raw materials. Expect semi-conductor chip availability to remain challenged, with moderate improvement in latter half of year.

2022 Product Launch: Further. Faster.

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- Focused on stronghold, profitable segments
- Launched 8 new Grand American Touring, Cruiser & Custom Vehicle Operation™ (CVO) models
- Streamlined portfolio with model count reduced by 40% since 2020

~1.5M
VISITORS TO H-D.COM

~540,000
VIEWS OF LAUNCH CONTENT

+50%
EVENT SIGN-UPS



Low Rider® ST sold out 1st consumer allocation in ten minutes

Non-GAAP Measures

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This presentation includes financial measures that have not been calculated in accordance with U.S. generally accepted accounting principles (GAAP) and are therefore referred to as non-GAAP financial measures. The non-GAAP measures listed below are intended to be considered by users as supplemental information to the equivalent GAAP measures, to aid investors in better understanding the company's financial results. The company believes that these non-GAAP measures provide useful perspective on underlying business results and trends, and a means to assess period-over-period results. These non-GAAP measures should not be considered as a substitute for, or superior to, measures of financial performance prepared in accordance with GAAP. These non-GAAP measures may not be the same as similarly titled measures used by other companies due to possible differences in method and in items or events being adjusted.

The non-GAAP measures are as follows:

- Net income excluding restructuring plan costs
- Diluted EPS excluding restructuring plan costs

Restructuring plan costs include restructuring expenses as presented in the Consolidated Statements of Operations. The company's management reviews its results with and without the impact of restructuring plan costs and does not consider past restructuring plan costs to be indicative of ongoing operating activities.

Refer to the reconciliations of GAAP to non-GAAP amounts included in this presentation.

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RECONCILIATION OF GAAP TO NON-GAAP AMOUNTS

This presentation contains non-GAAP measures related to net income and diluted earnings per share that exclude restructuring plan costs. Reconciliations of GAAP amounts to non-GAAP amounts are included below.

($ thousands, except per share amounts)	Three months ended		Twelve months ended	
	12/31/2021	12/31/2020	12/31/2021	12/31/2020
Net income (loss) excluding restructuring plan costs				
Net income (loss) (GAAP)	$ 21,567	$ (96,398)	$ 650,024	$ 1,298
Restructuring plan costs	2,248	44,145	3,415	130,009
Tax effect of adjustments[1]	(524)	(18,576)	(784)	(34,599)
Adjustments, net of tax	1,724	25,569	2,631	95,410
Adjusted net income (loss) (non-GAAP)	$ 23,291	$ (70,829)	$ 652,655	$ 96,708
Diluted EPS excluding restructuring plan costs				
Diluted EPS (GAAP)	$ 0.14	$ 0.63)	$ 4.19	$ 0.01
Adjustments, net of tax per share	0.01	0.17	0.02	0.62
Adjusted diluted EPS (non-GAAP)	$ 0.15	$ (0.46)	$ 4.21	$ 0.63

[1] The income tax effect has been computed using the estimated income tax rate for these adjustments

Forward-Looking Statements

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Cautionary Note Regarding Forward-Looking Statements

The company intends that certain matters discussed in this presentation 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 because the context of the statement will include words such as the company "believes," "anticipates," "expects," "plans," "may," "will," "estimates," "targets," "intend," "is on-track," "forecasting," or words of similar meaning. Similarly, statements that describe or refer to future expectations, future plans, strategies, objectives, outlooks, targets, guidance, commitments or goals are also 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 presentation. 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 presentation are only made as of the date of this presentation, 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 following: (i) the COVID-19 pandemic, including the length and severity of the pandemic across the globe and the pace of recovery following the pandemic; and (ii) the company's ability to: (A) execute its business plans and strategies, including The Hardwire and the evolution of LiveWire as a standalone brand, including the proposed separation of LiveWire from the company through the combination of LiveWire with ABIC, which includes the risks noted below; (B) manage supply chain and logistic 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 or natural disasters, and longer shipping times and increased logistics costs, including by successfully implementing pricing surcharges; (C) realize the expected business benefits from the combination of LiveWire with ABIC, which may be affected by, among other things: (i) the ability of LiveWire to: (1) achieve profitability, which is dependent on the successful development and commercial introduction and acceptance of its electric vehicles, and its services, which may not occur; (2) adequately control the costs of its operations as a new entrant into a new space; (3) develop, maintain, and strengthen its brand; (4) execute its plans to develop, produce, market, and sell its electric vehicles; (5) effectively establish and maintain cooperation from its retail partners, largely drawn from the company's traditional motorcycle dealer network, to be able to effectively establish or maintain relationships with customers for electric vehicles; (6) maintain relationships with customers and suppliers and retain its management and key employees; and (7) succesfully collaborate with Kwang Yang Motor Co., Ltd., as outlined in its Long Term Collaboration Agreement, to accelerate development of two-wheel and other electric vehicles and to explore further business opportunities in electric vehicles markets; (ii) competition; and (iii) other risks and uncertainties indicated from time to time in the final prospectus of ABIC, including those under "Risk Factors" therein, and other documents filed or to be filed with the SEC by the company, LW EV Holdings, Inc. (HoldCo) or ABIC; (D) accurately analyze, predict and react to changing market conditions and successfully adjust to shifting global consumer needs and interests; (E) successfully access the capital and/or credit markets on terms that are acceptable to the company and within its expectations; (F) successfully carry out its global manufacturing and assembly operations; (G) develop and introduce products, services and experiences on a timely basis that the market accepts, that enable the company to generate desired sales levels and that provide the desired financial returns, including successfully implementing and executing plans to strengthen and grow its leadership position in Grand American Touring, large Cruiser and Trike, and growing its complementary businesses; (H) perform in a manner that enables the company to benefit from market opportunities while competing against existing and new competitors; (I) successfully appeal: (i) the revocation of the Binding Origin Information (BOI) decisions that allowed the company to supply its European Union market with certain of its motorcycles produced at its Thailand operations at a reduced tariff rate and (ii) the denial of the company's application for temporary relief from the effect of the revocation of the BOI decisions; (J) manage and predict the impact that new, reinstated or adjusted tariffs may have on the company's ability to sell products internationally, and the cost of raw materials and components, including the temporary lifting of the Section 232 steel and aluminum tariffs and incremental tariffs on motorcycles imported into the EU from the U.S., between the U.S. and EU, which expires on December 31, 2023; (K) prevent, detect, and remediate any issues with its motorcycles or any issues associated with the manufacturing processes to avoid delays in new model launches, recall campaigns, regulatory agency investigations, increased warranty costs or litigation and adverse effects on its reputation and brand strength, and carry out any product programs or recalls within expected costs and timing; (L) manage the impact that prices for and supply of used motorcycles may have on its business, including on retail sales of new motorcycles; (M) successfully manage and reduce costs throughout the business; (N) manage through changes in general economic and business conditions, including changing capital, credit and retail markets, and the changing political environment; (O) continue to develop the capabilities of its distributors and dealers, effectively implement changes relating to its dealers and distribution methods and manage the risks that its independent dealers may have difficulty obtaining capital and managing through changing economic conditions and consumer demand; (P) continue to develop and maintain a productive relationship with Zhejiang Qianjiang Motorcycle Co., Ltd. and launch related products in a timely manner; (Q) maintain a productive relationship with Hero MotoCorp as a distributor and licensee of the Harley-Davidson brand name in India; (R) successfully maintain a manner in which to sell motorcycles in China and the company's Association of Southeast Asian Nations (ASEAN) countries that does not subject its motorcycles to incremental tariffs; (S) manage its Thailand corporate and manufacturing operation in a manner that allows the company to avail itself of preferential free trade agreements and duty rates, and sufficiently lower prices of its motorcycles in certain markets; (T) accurately estimate and adjust to fluctuations in foreign currency exchange rates, interest rates and commodity prices; (U) retain and attract talented employees, and eliminate personnel duplication, inefficiencies and complexity throughout the organization; (V) prevent a cybersecurity breach involving consumer, employee, dealer, supplier, or company data and respond to evolving regulatory requirements regarding data security; (W) manage the credit quality, the loan servicing and collection activities, and the recovery rates of HDFS' loan portfolio; (X) adjust to tax reform, healthcare inflation and reform and pension reform, and successfully estimate the impact of any such reform on the company's business; (Y) manage through the effects inconsistent and unpredictable weather patterns may have on retail sales of motorcycles; (Z) implement and manage enterprise-wide information technology systems, including systems at its manufacturing facilities; (AA) manage changes and prepare for requirements in legislative and regulatory environments for its products, services and operations; (BB) manage its exposure to product liability claims and commercial or contractual disputes; (CC) continue to manage the relationships and agreements that the company has with its labor unions to help drive long-term competitiveness; (DD) achieve anticipated results with respect to the company's pre-owned motorcycle program, Harley-Davidson Certified, and the company's H-D1 Marketplace; (EE) accurately predict the margins of its Motorcycles and Related Products segment in light of, among other things, tariffs, the cost associated with product development initiatives and the company's complex global supply chain; and (FF) optimize capital allocation in light of the company's capital allocation priorities.

Forward-Looking Statements

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Cautionary Note Regarding Forward-Looking Statements (continued)

The company's operations, demand for its products, and its liquidity could be adversely impacted by work stoppages, facility closures, strikes, natural causes, widespread infectious disease, terrorism, or other factors. Other factors are described in risk factors that the company has disclosed in documents previously filed with the U.S. Securities and Exchange Commission. Many of these risk factors are impacted by the current changing capital, credit and retail markets and the company's ability to manage through inconsistent economic conditions.

The company's ability to sell its motorcycles and related products and services and to meet its financial expectations also depends on the ability of the company's independent dealers to sell its motorcycles and related products and services to retail customers. The company depends on the capability and financial capacity of its independent dealers to develop and implement effective retail sales plans to create demand for the motorcycles and related products and services they purchase from the company. In addition, the company's independent dealers and distributors may experience difficulties in operating their businesses and selling Harley-Davidson motorcycles and related products and services as a result of weather, economic conditions, the impact of the COVID-19 pandemic, or other factors.

In recent years, HDFS has experienced historically low levels of retail credit losses, but there is no assurance that this will continue. The company believes that HDFS' retail credit losses will increase over time due among other things to factors that have contributed recently to low levels of losses, including the favorable impact of recent federal stimulus payments that will not recur.

Additional Information and Where to Find It

In connection with the proposed business combination between LiveWire EV, LLC ("LiveWire") and AEA-Bridges Impact Corp. ("ABIC") (the "Business Combination"), LW EV Holdings, Inc. ("HoldCo") and ABIC intend to file a registration statement on Form S-4 (as may be amended from time to time, the "Registration Statement") as co-registrants that includes a preliminary proxy statement/prospectus of ABIC and a preliminary prospectus of HoldCo, and after the Registration Statement is declared effective, ABIC will mail a definitive proxy statement/prospectus relating to the Business Combination to ABIC's shareholders. The Registration Statement, including the proxy statement/prospectus contained therein, when declared effective by the Securities and Exchange Commission ("SEC"), will contain important information about the Business Combination and the other matters to be voted upon at a meeting of ABIC's shareholders to be held to approve the Business Combination (and related matters). This presentation does not contain all the information that should be considered concerning the Business Combination and other matters and is not intended to provide the basis for any investment decision or any other decision in respect of such matters. Harley-Davidson, Inc. ("H-D"), HoldCo and ABIC may also file other documents with the SEC regarding the Business Combination. ABIC shareholders and other interested persons are advised to read, when available, the preliminary proxy statement/prospectus and the amendments thereto and the definitive proxy statement/prospectus and other documents filed in connection with the Business Combination, as these materials will contain important information about H-D, LiveWire, HoldCo, ABIC and the Business Combination.

When available, the definitive proxy statement/prospectus and other relevant materials for the Business Combination will be mailed to ABIC shareholders as of a record date to be established for voting on the Business Combination. Shareholders will also be able to obtain copies of the preliminary proxy statement/prospectus, the definitive proxy statement/prospectus and other documents filed or that will be filed with the SEC by ABIC through the website maintained by the SEC at www.sec.gov, or by directing a request to AEA-Bridges Impact Corp., PO Box 1093, Boundary Hall, Cricket Square, Grand Cayman KY1-1102 Cayman Islands.

Participants in Solicitation

H-D, LiveWire, ABIC and their respective directors and officers may be deemed participants in the solicitation of proxies of ABIC shareholders in connection with the Business Combination. ABIC shareholders and other interested persons may obtain, without charge, more detailed information regarding the directors and officers of ABIC and a description of their interests in ABIC is contained in ABIC's final prospectus related to its initial public offering, dated October 1, 2021 and in ABIC's subsequent filings with the SEC. Information regarding the persons who may, under SEC rules, be deemed participants in the solicitation of proxies to ABIC shareholders in connection with the Business Combination and other matters to be voted upon at the ABIC shareholder meeting will be set forth in the Registration Statement for the Business Combination when available. Additional information regarding the interests of participants in the solicitation of proxies in connection with the Business Combination will be included in the Registration Statement that ABIC intends to file with the SEC. You may obtain free copies of these documents as described in the preceding paragraph.