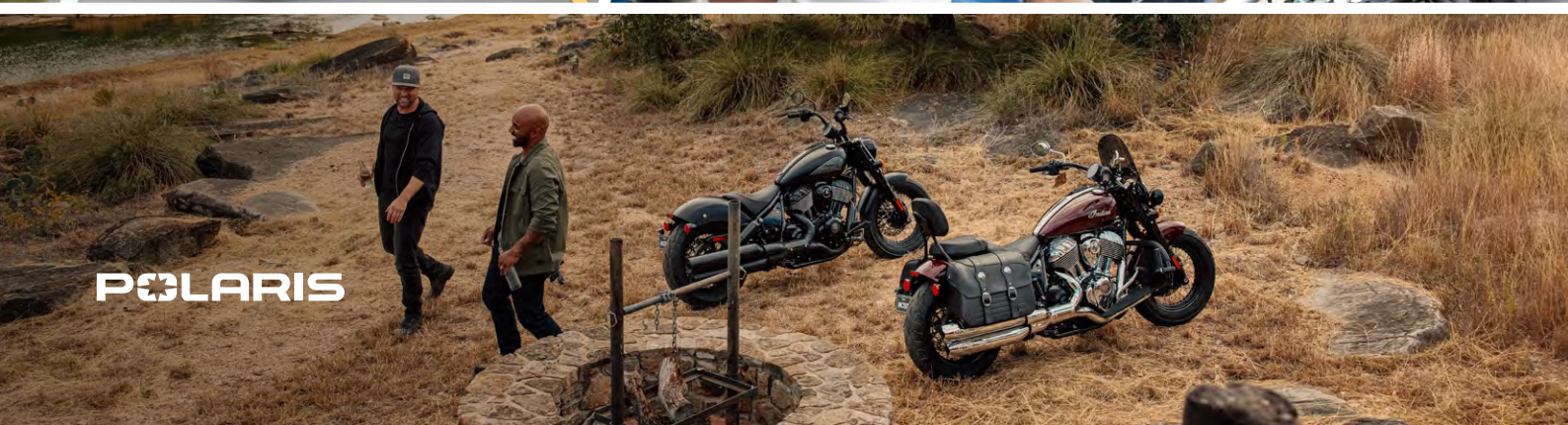




2020 CORPORATE
RESPONSIBILITY REPORT



POLARIS



Note: Throughout our report we have captured images of powersports enthusiasts, customers, families and employees, many of which were captured before COVID-19. Those taken after the onset of COVID-19 depict families or other individuals who were socially distancing or wearing masks pursuant to Polaris and CDC guidance and/or applicable government mandates.

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Letter from Mike Speetzen

At Polaris, we like to say that we've never had our last good idea.



It's a simple phrase rooted in our propensity to innovate and it illustrates the value we place in continuing to learn, improve and evolve with the ever-changing world around us. We are steadfast in our belief that Polaris exists to positively impact the lives of those we touch, but remaining agile and tuning our approach are just as important as we look to have a lasting impact on our industry, our riders, our communities and the outdoors.

Coming off our materiality assessment in 2019, we entered 2020 with plans to build on key areas of our Geared for Good strategy. And then COVID-19 swept across the globe, creating unforeseen challenges and unique circumstances that disrupted communities and businesses everywhere. At Polaris, we leaned into our strong culture and guiding principles, including Safety & Ethics Always, to prioritize the health and wellbeing of our employees. With the exception of brief shutdowns in our facilities early on, our team kept our operations running, implementing practices and policies to protect our employees and maintain their livelihoods throughout the trials of the pandemic. Beyond our own walls, Polaris offered support to our customers, dealer partners, suppliers and the local communities where we operate.

I'm proud of the Polaris team and their ability to remain focused throughout an unprecedented year. In addition to our focus on our employees' health and wellbeing and delivering safe experiences that allowed riders and new customers to THINK OUTSIDE, we made inroads with many of our Geared for Good initiatives.

Throughout this report you will see the progress we've made on our goals, commitments and efforts to be good stewards for all our stakeholders.

Highlights from our 2020 report include:

Reaching two of our three environmental goals in advance of their targeted 2022 completion date – a 5% reduction in greenhouse gas emissions and a 5% improvement in energy efficiency.

Donating more than \$3 million through the Polaris Foundation to efforts and organizations that support our focus areas of youth safety, community development, environment and land access, and diversity, equity and inclusion.

Enhancing our commitment around diversity, equity and inclusion in our operations, our customer base and our communities.

Achieving record-low safety recordable incident rates across many of our facilities.

Issuing our first-ever Sustainability Accounting Standards Board (SASB) disclosure, a common disclosure framework to help provide stakeholders with transparency on key material topics that aligns to the broader business world.

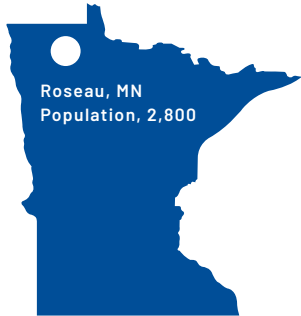
The future will always be full of the unexpected, but the agility, perseverance and desire to win the right way are what will continue to set this team apart. We look forward to building upon our accomplishments and further maturing in our Geared for Good journey as we strive to do more and be better, always looking for our next good idea.

A handwritten signature in black ink, appearing to read 'Mike Speetzen'. The signature is fluid and cursive, written over a white background.

Mike Speetzen
Chief Executive Officer (CEO)

Polaris Inc. At a Glance

Polaris is a global leader in the powersports and outdoor recreation industries. Driven by innovation, we offer a diverse portfolio of best-in-class brands that reflect our pioneering approach to help our customers work and play outdoors.



ESTABLISHED:

Founded in Roseau, Minnesota where we still maintain one of our largest U.S. operations to date

HEADQUARTERS:

Medina

Minnesota, USA

NYSE SYMBOL:

PII

2020 SALES:

\$7B

EMPLOYEES:

Nearly 15,000 globally

GLOBAL NETWORK:

20

Manufacturing Facilities

30+

Distribution Centers

5

Engineering Facilities

30+

Sales and Administration Offices

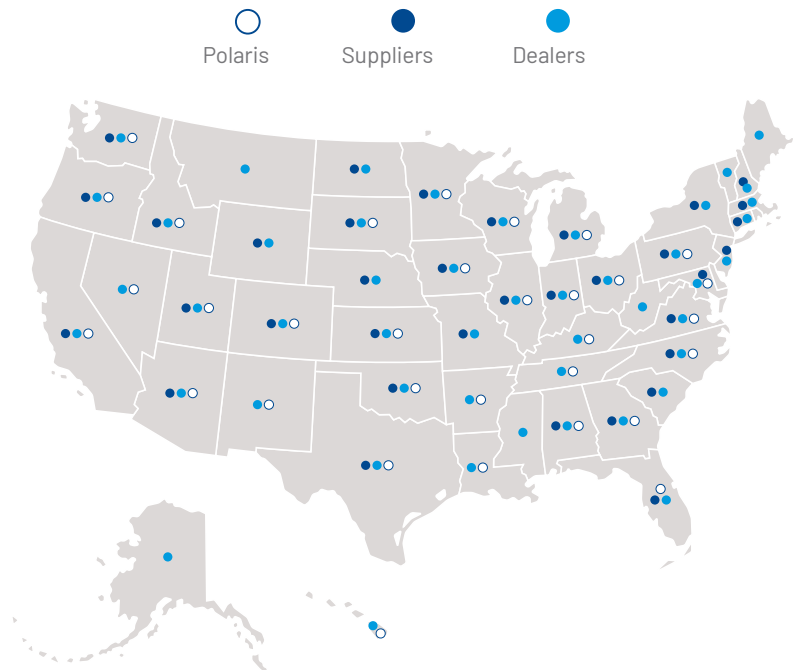
3,600

Dealers

90

Independent Distributors in Over 120 Countries

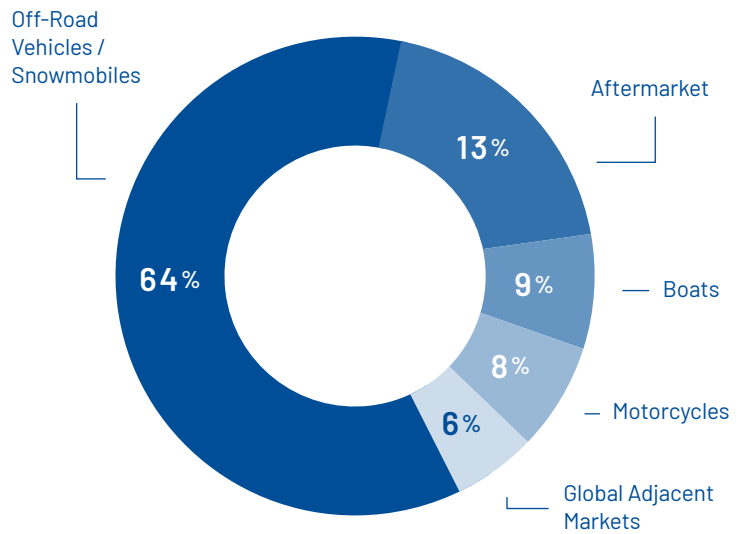
POLARIS HAS CONNECTIONS IN ALL 50 STATES:



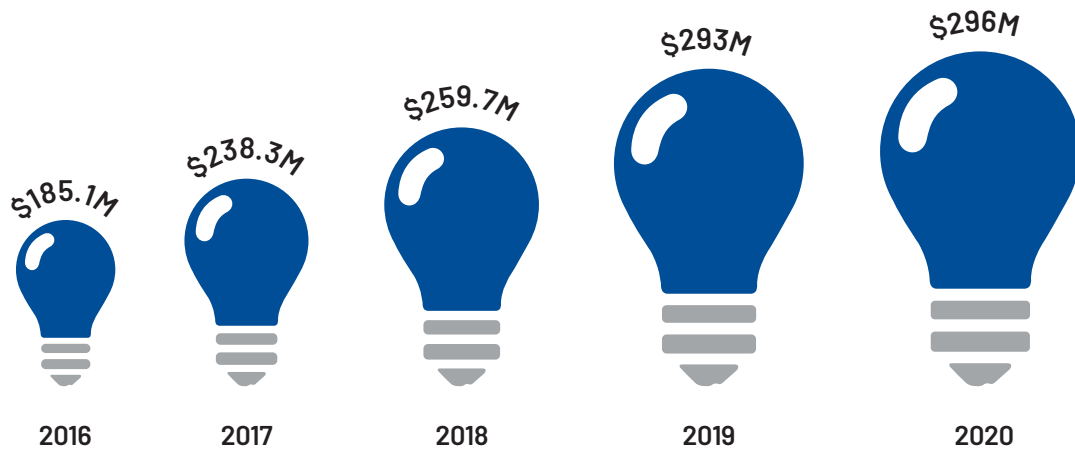
PRODUCTS:

- Side-by-Side Vehicles (SxS)
- All-Terrain Vehicles (ATV)
- Snowmobiles
- Snowbikes
- Motorcycles
- 3-Wheeled Roadsters
- Pontoon Boats
- Deck Boats
- Commercial Utility Vehicles (UTV)
- Electric Low-Speed Vehicles (LSV)
- Personnel, Material and Tow Vehicles
- License-Free Vehicles
- Ultra-Light Tactical Vehicles
- Recreation Outfitters
- Off-Road, Jeep and Truck Aftermarket Accessories
- Aftermarket Apparel and Riding Gear

PORTFOLIO:



RESEARCH AND DEVELOPMENT:



EMPLOYEE OWNERS:

Polaris employees are one of our **TOP FIVE** shareholders thanks to the company's employee stock ownership plan (ESOP).

Recognition

WE KNOW BETTER THAN ANYONE THE EFFORT POLARIS EMPLOYEES MAKE TO WIN – AND WIN IN THE RIGHT WAY. THEY CONTINUALLY PUSH US FORWARD AND MAKE US BETTER. WHEN OTHERS RECOGNIZE THIS COMMITMENT AND WORK, IT'S A TESTAMENT TO EACH INDIVIDUAL'S EFFORTS.

POLARIS NAMED TO FORTUNE 500 LIST

In 2020, Polaris was named to [Fortune Magazine's Fortune 500](#) list for a third year, moving up 34 spots from 2019. This recognition honors the talent, passion and commitment to excellence of our entire Polaris team.



POLARIS RECOGNIZED BY NEWSWEEK'S AMERICA'S MOST RESPONSIBLE COMPANIES

Newsweek Magazine named us one of [America's Most Responsible Companies](#) in 2020 and again in 2021 as we moved up 160 spots to now be in the top 100.

GREAT PLACE TO WORK: POLARIS MEXICO

In 2017, our sales and manufacturing teams began the process to be certified by Great Place to Work (GPTW). This designation, which evaluates a company on five areas: credibility, fairness, pride, camaraderie, and respect, has been awarded to the teams since.

In 2020, the recognition continued with both groups being named a Great Place to Work. The Mexico Sales team specifically came in 9th.



POLARIS HONORED AS BEST BRAND OF OPOLE REGION

The Polaris team in Opole, Poland was recognized by the local governor as the Best Brand of Opole Region in the category of Best Employer based on an external audit of processes and procedures in the categories of motivation and rewarding, development, communication and employee relations.

POLARIS NAMED FORBES BEST-IN-STATE EMPLOYER

Polaris ranked among the top of the [Forbes Magazine list of America's Best Employers by State](#) in 2020 for Minnesota and Alabama. The list includes organizations liked best by employees in their state.

FORTUNE 500 RANKING

442

NEWSWEEK'S AMERICA'S MOST RESPONSIBLE COMPANIES RANKING

96

GPTW POLARIS MÉXICO SALES TEAM RANKING

9

FORBES BEST-IN-STATE EMPLOYER RANKINGS

ALABAMA

4

MINNESOTA

31

Materiality Assessment



IN 2019, WE PARTNERED WITH BUSINESS FOR SOCIAL RESPONSIBILITY (BSR) TO CONDUCT OUR FIRST FORMAL MATERIALITY ASSESSMENT.

BSR is a global nonprofit with a deep understanding and demonstrated corporate responsibility expertise that spans across industries and issues. The goal of any materiality assessment is to determine the areas that our various internal and external stakeholders believe to be most relevant to our long-term strategy.



In 2020, our Corporate Responsibility Committee used the materiality assessment findings to identify the topics noted on the right as being most meaningful for the long-term success of our organization.

- Product Use and Safety
- Customer Satisfaction
- Responsible Marketing and Communications
- Responsible Supply Chain Management
- Product Innovation
- Talent Attraction, Retention and Development
- Land and Water Impact

THINK TANK TEAMS

In 2020, Polaris' Think Tank teams, comprising 32 employees from across different areas of Polaris, helped advance our efforts around environmental, social and governance (ESG) topics. Designed to engage passionate employees in our Geared for Good initiatives and provide a leadership development opportunity, four teams were formed that focused on a specific topic to drive new thinking. Under an executive-level sponsor, each team researched and proposed new creative concepts and potential solutions around their topic.

The 2020 Think Tank Team Questions:

<p>1</p> <p>What are the unique promises that our customers expect us to fulfill when they engage/interact with Polaris (whether it be through our products, services or experiences)? How do we clearly articulate and bring those promises to life?</p>	<p>2</p> <p>With THINK OUTSIDE and enjoyment of the outdoors critical to our customers and to Polaris, how can Polaris do more to advocate for land and water access by championing responsible use?</p>
<p>3</p> <p>The safety of our riders is critical. What are new and different ways Polaris could promote safe riding for all riders?</p>	<p>4</p> <p>What will be the "secret sauce" of our team engagement strategy for the next 5 years?</p>

In addition to providing professional development for the team members, their work drove conversation and action. Items that were shared inspired campaigns, showed up in long-range plans for multiple business units, informed ongoing functional efforts and even served as the catalyst for broadening an executive-level role to address a key materiality topic.

Think Tank insights also set the groundwork and provided inspiration for how best to engage other team members in future Geared for Good discussions.

BRINGING MATERIALITY TO LIFE - THINK TANKS

32 PARTICIPANTS

50% WOMEN
MEN

15 REPRESENTED TEAMS

13 EXPERTISE AREAS

“

This was a great experience.

I loved being able to collaborate with others across the company on a topic that is meaningful to Polaris and different from my day-to-day role. It also furthered the pride I have in working here because I didn't realize how much work we were doing related to corporate responsibility.”

- Think Tank participant

COVID-19: Our Response to the Pandemic



I'm proud of how the entire Polaris organization stepped up and responded. The hallmarks of our Polaris culture - our Guiding Principles of Best People, Best Team, and Safety and Ethics Always - have served us well throughout the pandemic.

When the COVID-19 pandemic hit, we worked closely with our teams across the globe to protect our employees and keep serving our customers. Being good stewards is core to our Geared for Good vision, and we delivered a pandemic response that was felt both inside and beyond the walls of our company.

Throughout 2020 and into 2021, we're taking the necessary precautions to help keep our employees safe and support our dealers, riders and communities where we operate. We pride ourselves on doing that every day, always - pandemic or not."

Ken Pucel, Executive Vice President Of Global Operations, Engineering & Lean

EMPLOYEES

TAKING CARE OF OUR TEAM

As the pandemic began to surge around the world in late 2019 and throughout 2020, we communicated with our employees about necessary changes to our work environments and new health and safety guidelines, as we paused our manufacturing lines and implemented new protocols for cleaning and social distancing.

Coordinated, Cross-Functional Approach:

We established our Coronavirus Task Force, a team of leaders from across the company that managed the ongoing situation, determined best practices and protocols.

Ongoing Employee Communication:

Staying connected to our employees was a priority throughout our response. From the latest COVID-19 news to business updates to recognizing the incredible efforts of our team, we kept employees informed and connected through regular executive communications, company newsletters, posters and a company microsite.

Leveraged Trusted Experts:

We kept a close watch on health recommendations and protocol best practices from international, federal and state health experts, including the U.S. Centers for Disease Control and Prevention (CDC) and World Health Organization (WHO). Additionally, we enlisted the help of Dr. Paul Anderson, a CDC-trained medical epidemiologist who is board-certified in Occupational Medicine, General Preventive Medicine and a Lifestyle Medicine practitioner with HealthPartners, to advise us as we designed and implemented our COVID-19 safety protocols.



17,000

 VIEWS

Our COVID-19 intranet microsite containing over 70 articles was viewed more than 17,000 times by employees seeking information about COVID-19 best practices, mental health and well-being, tips for working remotely and insights into how Polaris teams responded during the pandemic.

This included two new benefits to support employee wellness and mental health: 1) An online behavioral health resource for employees and family members; 2) A Parenting in a Pandemic Webinar Series to support parents and families.

Through a five-week video series that informed and educated our team about COVID-19 safety, Dr. Anderson addressed topics including transmission, the importance of vaccines and masking, how - and why - our processes adjusted in response to the evolving situation and more.

Employee-Centered Practices & Policies:

We introduced a temporary COVID Pay Policy for all U.S. employees that provided up to 10 days at 100% pay for quarantine, illness or a facility shutdown. We also offered additional excused time off for absences exceeding 10 days and for time required to support childcare/educational gaps. Additional employee resources for working during the pandemic included COVID Preparedness Training, COVID Employee Preparedness Plans and direct links to local, state and federal guidelines to help employees access important information in one central place.



Transitioned to New Ways of Working:

We quickly adapted to more flexible working arrangements, with nearly 100% of office staff working remotely by mid-March.

Safety Precautions and Cleaning Protocols:

The safety precautions and cleaning protocols we put in place to protect the health and safety of our employees were a major part of our COVID-19 response. Details about these steps are included in the Employee Health & Safety section of this report.

See more on how Polaris supported our stakeholders throughout the pandemic by visiting Polaris' [COVID-19 Site](#).

PROTECT YOURSELF, YOUR FAMILY & FRIENDS



Wear a mask when you go out in public



Cover your cough or sneeze with a tissue, then throw the tissue in the trash



Wash hands often with soap and water for at least 20 seconds



WALL OF THANKS

Throughout the disruption and changes caused by the pandemic, our manufacturing and distribution center teams kept our dealers stocked and customers riding and working. We wanted to recognize our teams' dedication and thank them for their unwavering commitment to excellence and safety.

To capture a snapshot of the many things our teams handled during the pandemic, we created a Wall of Thanks website and invited employees across Polaris to express their appreciation to team members in our plants, distribution centers and 4WheelParts (4WP) stores. Visit the [Wall of Thanks](#).

“

You are the heart

of this business. Without each and every team member in our plants and distribution centers, we in the field would not have product to provide our dealers to meet demand.

Because of your hard work and selflessness, Polaris has been able to get new riders and more families into the sport we love and 'THINK OUTSIDE.' Thank you!"

Ryan D., Northeast Off-Road Vehicles (ORV) Field Sales, Maine

“

To every employee

at the plants, supply chain, operations, logistics, distribution centers and retail stores, a big thank you for all you have done this year! Your hard work, dedication and can-do attitude are inspiring and very much appreciated!"

Scott K., Snowmobiles, Minnesota

“

Thank you for your

continued commitment to keep our customers riding! During these unprecedented times, we continue to demonstrate and rise above the challenges we encounter.

All of you have made it possible for friends and families to ride safely outdoors, allowing them to make memories that will last a lifetime! #THINKOUTSIDE."

Brenda N., Global Sourcing, Minnesota

DEALERS

SUPPORTING OUR DEALERS AS THEY CONTINUED SERVING CUSTOMERS

As small business owners, our dealers were faced with considerable challenges as they worked to navigate through the uncertainty of the pandemic. To support our dealer partners, we enhanced existing programs and launched new ones designed to help them continue to operate their business, support and protect their employees, and help more people THINK OUTSIDE to find respite from the pandemic, including:



Education and Best Practices:

To provide continued support, we shared best practices and COVID-19 protocols, incorporated learnings into webinars, increased communication consistency, and partnered with dealers and Polaris Adventures Outfitters to help them keep their employees and customers safe.

Extended Financing:

Our Off-Road Vehicles (ORV), Snowmobile and Motorcycles teams offered extended financing options, including interest payment coverage and interest-free flooring, for our dealers in the early months of the pandemic. Additionally, our ORV and Motorcycles teams announced they would cover dealers' interest payments from March 20 – May 31 for any new ORV, Indian Motorcycle or Slingshot not retailed during the interest-free flooring period.



Today, Polaris announced multiple plans to support and sustain their off-road and Indian Motorcycle dealerships across this great Nation, during this scary time. Our business is blessed but several states have issued stay-in-place orders, closing dealerships. Thank you to this great American company for your quick response!"

Gregory, Polaris and Indian Motorcycle dealer, Little Rock

Keep on Adventuring from Polaris Adventures:

Utilizing their expansive network of outfitters across the U.S., Polaris Adventures created an online listing of "Things to Do Locally" to support businesses in local communities and encourage people to enjoy the outdoors in safe and responsible ways. Polaris Adventures also communicated the steps they and their Outfitters are taking to provide safe, memorable adventures during COVID-19.

Click.Deliver.Ride.:

With the launch of our Click.Deliver.Ride. home delivery service, Polaris Off Road, Slingshot and Indian Motorcycle customers were able to purchase a vehicle from the comfort of home and have it delivered by their local dealer.

Communication from Polaris Adventures about COVID-19 safety precautions



COMMUNITIES

GIVING BACK TO THE COMMUNITIES AROUND US

Polaris has a longstanding history of supporting our local communities. Through our Geared for Good efforts, the Polaris Foundation and the efforts of our employees, we assisted our communities throughout the pandemic.

Distance Learning Technology

\$220,000+

in technology donated to help students and families transition to distance learning.

Technology provided: iPads, Chromebooks, wireless hotspots, chargers, etc.

Where: School districts in communities with Polaris manufacturing locations in Iowa, Minnesota and Wisconsin

Goggles for Docs

1,300

GOGGLES

[donated to Goggles for Docs](#), a grassroots effort serving frontline healthcare workers treating COVID-19 patients.

Product provided: KLIM and 509 goggles

Where: Medical facilities across the U.S. facing a shortage of personal protective equipment (PPE)

Slingshot Superhero

4

THREE-MONTH RENTALS

of a Slingshot roadster awarded to [unsung heroes](#) who battled through adversity, lent support or worked on the frontlines during COVID-19.

Product provided: New 2020 Slingshot roadster

Nominations: Submitted by the public to #SlingshotSuperhero

Unite the North

\$104,000+

raised for North Memorial Foundation to benefit frontline healthcare workers through the Unite the North campaign, in partnership with the Minnesota Vikings.

Donations: Polaris matched the minimum \$20 donation for every Unite the North hat sold.

Watch our [Thank You Video](#)

4 Wheel Parts (4WP)

300+

first responders, medical and essential workers received free services to help maintain the vehicles they use to get to work through the "We've Got Your Back" program.

Services provided: Vehicle inspections, alignments and tire rotations during the summer of 2020

Medical Equipment

Partnership

Employees from our facility in Osceola, Wisconsin volunteered to work at a nearby Smiths Medical manufacturing site in May 2020 to help ramp up production of IV infusion pumps needed to treat COVID-19 patients.

Facemasks

Volunteers

A group of employee volunteers sewed cloth masks and used 3-D printers to make face shield frames in response to shortages of PPE for healthcare providers.



DONATE \$20

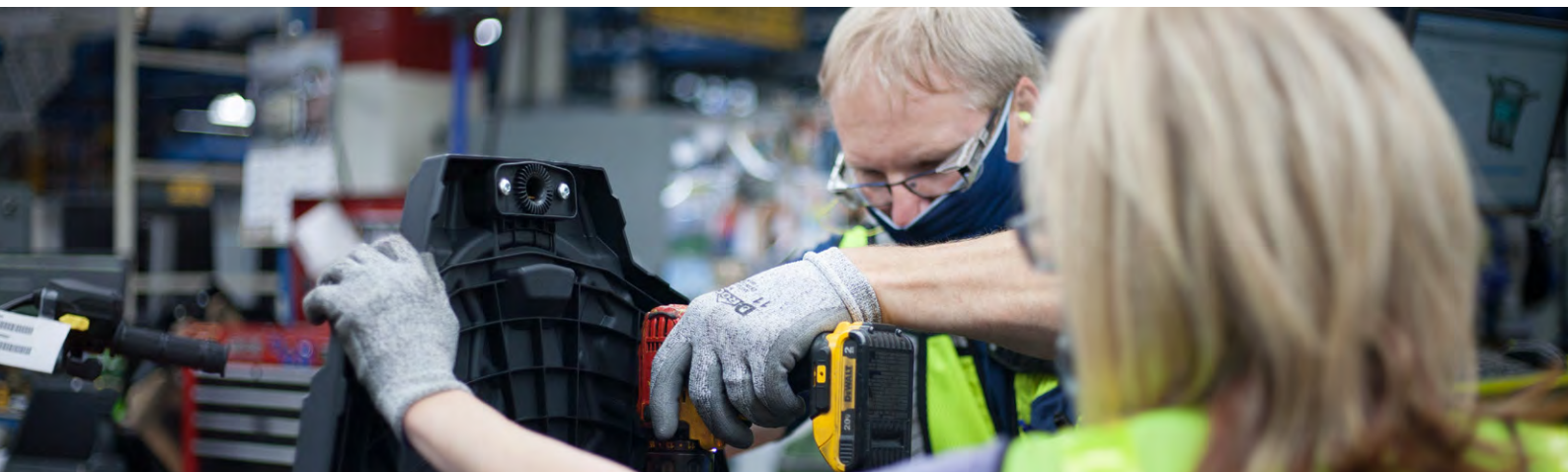
TOWARDS NORTH MEMORIAL COVID-19 RELIEF EFFORTS

AND RECEIVE A UNITE THE NORTH HAT

POLARIS

Safety & Ethics Always

AS A POLARIS GUIDING PRINCIPLE AND A GEARED FOR GOOD PILLAR, SAFETY & ETHICS ALWAYS IS CORE TO THE WORK WE DO AND HOW WE DO IT. WHETHER RELATED TO PRODUCT SAFETY AND QUALITY, EMPLOYEE HEALTH AND SAFETY OR SUPPLY CHAIN MANAGEMENT, WE STRIVE TO CREATE A CULTURE OF SAFETY & ETHICS ALWAYS AND INFUSE THAT PRINCIPLE INTO OUR POLICIES, PROCESSES AND EVERYDAY ACTIONS.



GLOBAL PRODUCT SAFETY AND QUALITY

Polaris' commitment to creating safe, high-quality vehicles for our customers guides us today and will continue to drive us into the future.

QUALITY OPERATING SYSTEM AND I DECIDE CULTURE

Polaris is focused on continuing to refine and mature our safety and quality processes, enabling our teams to be their best, preventing safety issues and addressing concerns when raised. In 2020, we reviewed and refreshed the Polaris Quality Operating System to account for ways our business has changed and to drive consistency and clarity throughout the organization.

As detailed in the Polaris Quality Operating System, we are continually improving our processes to monitor, identify, improve and, most importantly, work to prevent product issues. By leveraging our I DECIDE culture along with the talent and expertise of our employees, organizational strengths and infrastructure, we aim to deliver industry-leading results that delight customers.

View a summary of our [Quality Operating System](#).



At Polaris, we constantly look for ways to improve our customers' experience by providing innovative, safe, high quality vehicles. To support this, we continually work to enhance the tools and processes our teams use. We also foster a culture of empowerment and accountability that makes it clear quality is everyone's job."

- Cory K., Director, Global Quality

I DECIDE QUALITY

I DECIDE is a calling that empowers employees to speak up if they see something, and places accountability on both individuals and teams to make the ethical decision that is right for improved safety and quality.

POLARIS QUALITY OPERATING SYSTEM

Polaris' Quality Operating System, based off industry standard ISO9001: 2015 Revision, details various elements related to safety and quality, including: senior management oversight, safety standards, training initiatives, testing procedures and audit procedures.

It is not an exhaustive review of every measure taken but provides a look into how safety and quality is governed throughout Polaris.



QUALITY STAR AWARDS

At Polaris, we know that our decisions and actions impact the overall quality of our products. Fostering a culture that values quality allows us to deliver on those expectations. Polaris employees are empowered to help the company prevent safety issues throughout the design, manufacturing and use of our vehicles. Each year, we recognize employees who demonstrate a commitment to safety and quality through our Quality Star Awards.

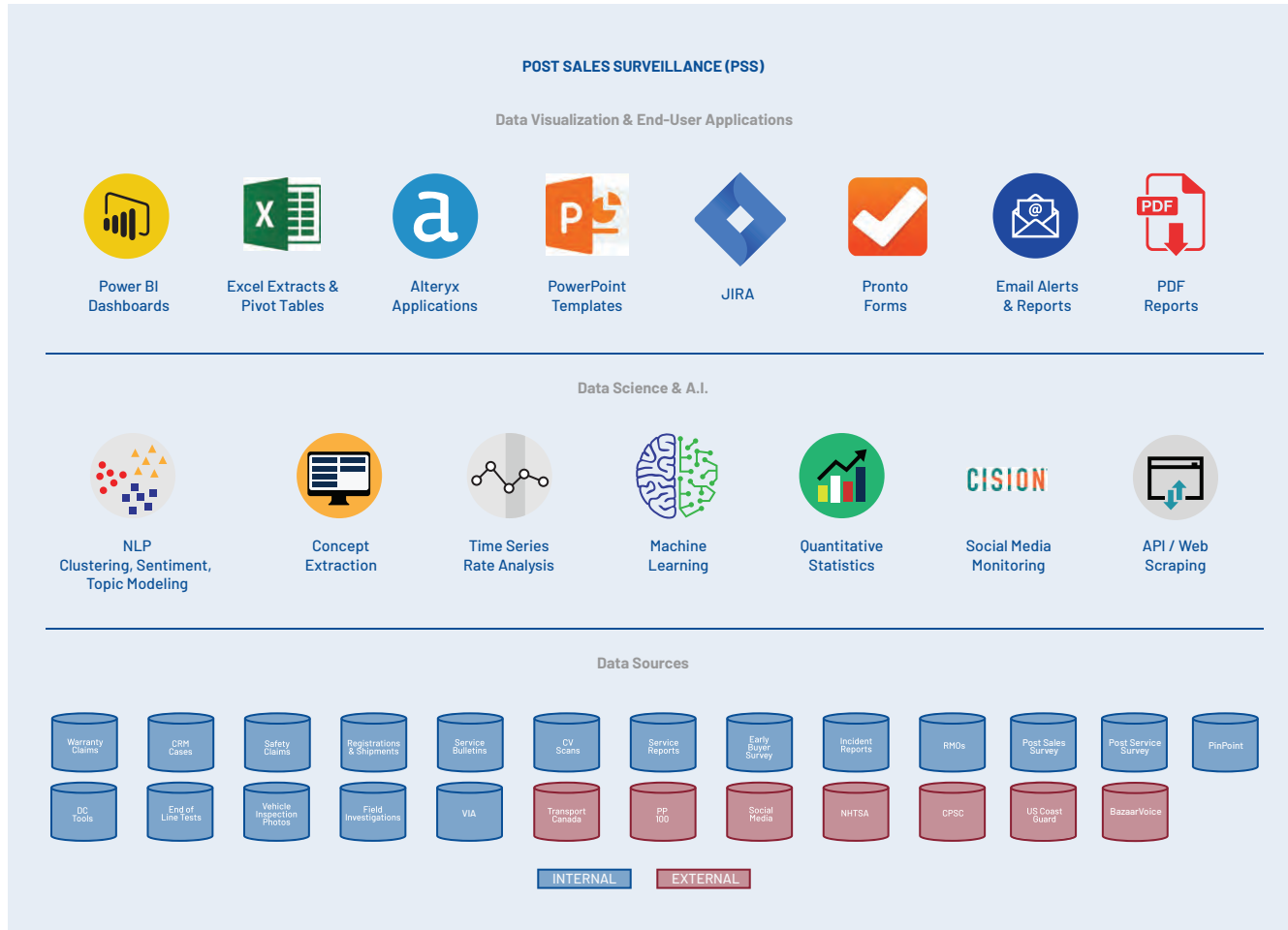
As a part of our Quality Star Award process, 357 employees were nominated for their contributions to quality and safety at Polaris. These employees showcase the spirit of teamwork, attention to detail and customer focus that define our workplace. They make us better and exemplify our safety and quality culture.

AIAG PARTNERSHIP

Polaris is a member of the Automotive Industry Action Group (AIAG), a nonprofit that brings together original equipment manufacturers (OEMs), suppliers, service providers, government entities and individuals working in academia to collaborate on ways to lower costs and decrease complexity in the supply chain. Since joining in 2019, we have leveraged this partnership to bring best practices and relevant trainings to our organization, allowing us to build competencies and align our processes with proven industry solutions.

DRIVING SAFETY AND QUALITY POST-PURCHASE

To support our customers throughout their ownership journey, Polaris monitors safety and quality signals and trends and promotes the use of safe-riding practices.



POST SALES SURVEILLANCE

After vehicles are sold, our Post Sales Surveillance (PSS) team utilizes various technologies to detect safety and quality signals and trends through a combination of internal expertise, field inputs and advanced algorithms as showcased above. Once a signal or trend is identified, our cross-functional Safety and Quality Review Committee investigates and elevates potential safety-related matters to the Executive Review Committee (ERC), which includes Polaris' Senior Vice President and General Counsel, Executive Vice President of Global Operations and the relevant Global Business Unit President. The ERC determines the course of action and remediation. The PSS team continuously works to enable early detection and minimize the impact on customers.

To this end, in 2020 PSS launched its first-ever Data Challenge focused on bringing together diverse perspectives from across the company to analyze customer-centric product quality and identify areas for improvement. The Data Challenge program included over 130 employees from four countries, 16 facilities and 21 functions. Throughout the six-week program, participants defined, refined and presented 22 proposals for increasing product quality to a senior leadership panel. Top proposals focused on the impact of re-work in manufacturing facilities, use of telemetry data to identify potential issues faster, and the correlation between consumer survey feedback and warranty claim trends. Efforts to implement viable proposals are ongoing and we plan to continue the Data Challenge for years to come.

PROMOTING SAFE RIDING

Through education, safe riding adventures, campaigns, technology and more, we promote safe riding and proper operation of our vehicles with new and experienced riders.



PRODUCT SAFETY & TRAINING PAGE

Riders looking for information on proper vehicle operation, snowmobile safety information and other safety resources can find all that and more on [Polaris' Product Safety and Training page](#).

HELMET HAIR DON'T CARE

In coordination with National Motorsports Awareness Month in August, Polaris launched [Helmet Hair Don't Care](#) – an initiative focused on promoting the use of helmets when riding. Throughout the month, we focused on tactics that conveyed the importance of proper gear in a fun and relatable way. Through the Polaris social media channels and website, we shared safety tips, helmet misconceptions, fit guides, helmet care and replacement tips, and more. We encouraged others to join in the conversation by sharing their Helmet Hair photos. Some Polaris ambassadors and partners offered up their “why” to wearing a helmet, helping reach even more riders.

We also wanted to take this opportunity to give back to community organizations through the Head and the Heart challenge. In partnership with helmet artist Skratz's Garage, we created four custom-painted helmets, with each design representing a different nonprofit organization that plays a part in promoting safety. The public had the chance to vote for their favorite design, with the winning organization – FIRST – receiving a \$5,000 donation.

The three other nonprofits – Warfighter Made, Tread Lightly! and 4-H – received a \$1,000 donation and each got to keep the helmet to use as they chose.

WHEN TO REPLACE IT

	
If your face shield is scratched, it should be replaced	Always replace your helmet if it is involved in a crash as it likely absorbed impact shock
	
If you drop your helmet check with the manufacturer as they may be able to repair it	Even without damage, helmets should be replaced every few years as the protective qualities will deteriorate

“ We want to help our riders stay safe. The helmet is the most important safety equipment a rider can wear. Part of what we do is serve as stewards of the riding experience, and that includes promoting safety.”

- Paul Vitrano, Senior Assistant General Counsel - Motorcycles



First



Warfighter Made



4-H



Tread Lightly



RIDE COMMAND

Polaris' Ride Command technology not only supports a better riding experience, but a safer one as well. Ride Command provides riders with the ability to connect with others to plan routes, track rides, share experiences and foster community. Safety features like Group Ride, which tracks the location of riders in a group and shows their track on the map, help prevent people from getting lost. Group messaging was recently added that allows riders to send messages to their group, even without cellular signal. With downloads up over 50% in 2020, the use of our Ride Command mobile apps helped more riders than ever before.

The Ride Command mobile apps feature 3D Flyover, which provides a birds-eye view of planned and tracked rides as well as offline maps, allowing riders to feel comfortable and confident when embarking on a new journey. Riders can even add trail condition reports to the map to inform others. The Ride Command app is available to all riders, regardless of whether they own a Polaris product or not, making a safer and more enjoyable experience attainable for all.

POLARIS
RIDECOMMAND®

2020 DATA

With the increase in ridership in 2020, we saw strong numbers across the board for engagement with Ride Command.



APP
DOWNLOADS

330,000

PORTAL
SESSIONS

548,000

TRACKED
RIDES

426,000

MILES OF
TRAILS ADDED

150,000

HOURS OF
GROUP RIDING

626,000

OFFLINE MAP
DOWNLOADED

81,000

VEHICLES ADDED
TO THE GARAGE

110,000



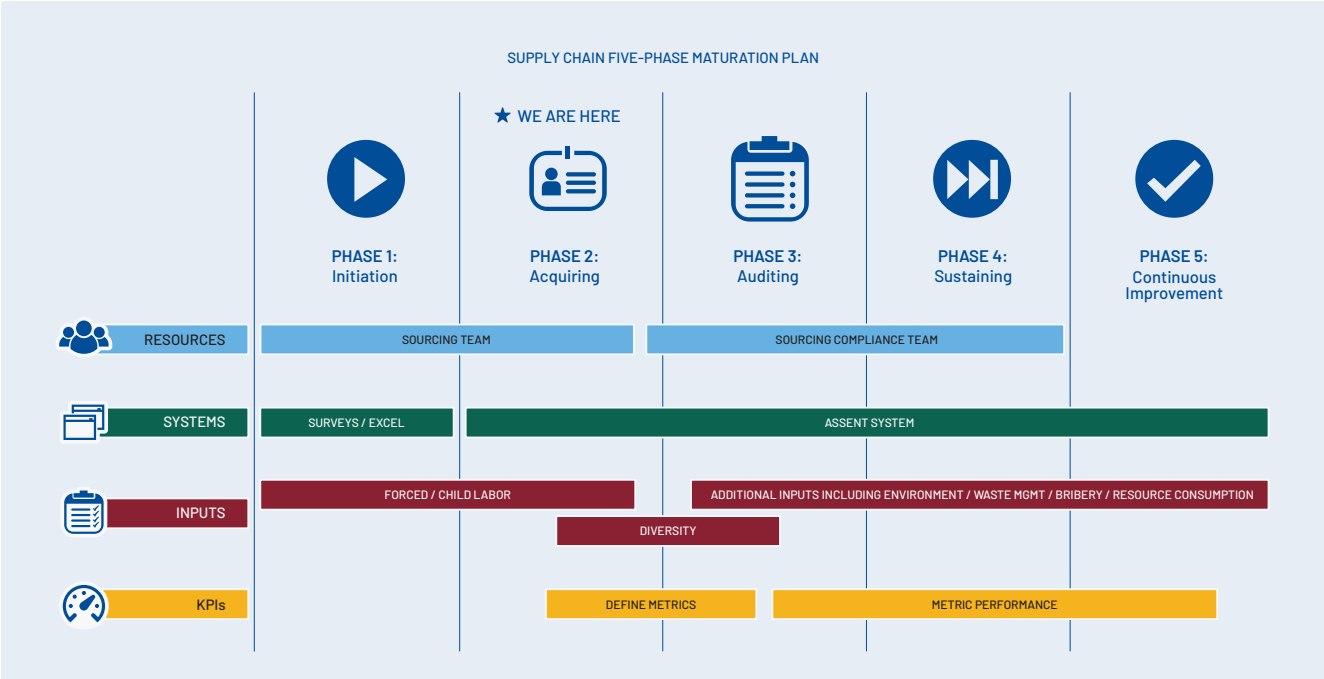
SOURCING

In 2020, we continued moving ahead with our supplier quality and responsible sourcing initiatives along with our efforts to support suppliers in adapting to the COVID-19 pandemic by providing resources, training and documentation of essential status.

RESPONSIBILITY IN OUR SUPPLY CHAIN

Building on the work of previous years, in 2020 Polaris focused on improving our ability to manage Tier 1 supplier data requests by partnering with Assent Compliance, a global leader in supply chain data management. This change made current and future data collection processes more seamless for Polaris and our suppliers, improved our ability to receive data on a consistent basis, and allowed for improved tracking and identifying areas of improvement. We established a scalable, five-phase maturation plan to guide our journey as we continue to refine our responsible sourcing processes. This five-phase approach will allow us to expand our data collection and management to cover additional sourcing discipline areas, such as diversity, environment, bribery and more.

Our Quality Operating System denotes audits currently in place related to our Supplier Quality Management System and Product Substance Compliance. It also includes a disclosure from our Supplier Quality Assurance Manual on safety and quality standards for all Polaris suppliers. [Read more on Supplier Quality.](#)





Q&A WITH TJ BONFIELD, VICE PRESIDENT OF GLOBAL STRATEGIC SOURCING

Q: What has Polaris' recent journey to enable Safety & Ethics Always within its supply chain looked like?

A: Responsible sourcing is critical for us to continue to be a market leader in powersports, but it's also simply the right thing to do. Three years ago, we began a strategic initiative to evaluate areas of opportunity within our supply chain. From there, we outlined a five-phase approach to strengthen our efforts and validate that our suppliers were meeting our expectations, this includes this year's efforts around bolstering our oversight.

Q: What initial steps were taken to improve this oversight?

A: First, we reviewed our current policies and agreements to identify any opportunities for improvement and clarification. Our Supplier Code of Conduct has been updated and refined to drive alignment with other corporate policies, such as our Human Rights policy. Then, in 2019, we worked to certify that over 85% of suppliers were compliant with these updated policies and began surveying Tier 1 suppliers on social impact data, primarily focused on child labor, forced and slave labor, conflict minerals and anti-terrorism efforts. We conducted those steps manually. By converting to the Assent system in 2020, we are now actively soliciting responses from our suppliers on key topics on a regular basis. This approach gives us more robust data and makes it easy to add new topics to our supplier surveys.

Q: What do you expect for the future?

A: In 2021, we are laying the groundwork to begin collecting information about supplier diversity. We are adding questions about supplier diversity to our requests for quotations so that we can factor diversity data into our decision making when granting new contracts. Once we have established our baseline, defined metrics and established targets, we will use the Assent system to regularly capture diversity data from our suppliers. In future years, we'll look to broaden and deepen our understanding of our supply base, take action when appropriate and apply best practices across the network.

I'm incredibly proud of the work our team has already done to improve our data collection process and stand up a process with long-term scalability. They are laying a strong foundation for our future and building confidence in a responsible and ethical supply chain.

ASSENT COMPLIANCE

PARTNERSHIP

Polaris has a multi-year partnership with Assent Compliance as our primary supplier data collection partner across our entire supply chain. They assist us in regulatory guidance and supply chain data collection for various areas, including substance compliance and environment, social and governance (ESG) data. We are able to use this data to drive compliance in our products. Two examples from 2020 include changing tire compounds to remain EU REACH compliant and changing vinyl material used in seats to remain EU Biocide compliant.

CHEMICAL SAFETY

Polaris continues our commitment to govern the use of chemical substances in our products and adhere to strict global product chemical regulations. Our dedicated Substance Compliance team is responsible for monitoring current, future and evolving global substance regulations and identifying opportunities for improvement within our supply chain. In 2020, the European Chemicals Agency (ECHA) announced planned updates to reporting requirements of the EU Waste Frame Directive 2008/98/EC. In accordance with these changes, Polaris established a program to expand our data collection and the ability to drive compliance within our supply chain.



EMPLOYEE HEALTH AND SAFETY

At Polaris, the health and safety of our employees is of the utmost importance as we strive for a zero-harm culture as laid out in our [Environment, Health and Safety Policy](#).

In 2020, that took on an even deeper meaning and quickly became our most crucial task as we navigated how to keep employees safe in the ever-changing environment created by COVID-19. Although we were unable to promote health and safety through our traditional means, like Environmental, Health, Safety and Security (EHS&S) Weeks, we found new ways to engage with employees through initiatives noted in our COVID-19 section, starting on [page 8](#), and included on the following page.

Our company strives every day to conduct business in a safe and environmentally responsible manner. We are committed to providing a safe and healthy workplace for our employees and to reducing the environmental impact of our operations around the world. Our Environmental, Health and Safety (EHS) management system is deployed globally and based on the "Plan, Do, Check, Act" model. Our corporate EHS management system is generally aligned with the requirements of the International Standards Organization (ISO) with clearly assigned roles, responsibilities, employee training requirements, targets and objectives. For details about efforts to reduce our environmental impact, see the Environmental Stewardship section of this report which begins on [page 40](#).

“

At Polaris, we have great pride in our agility and adaptability, whether it be people, product or process. While no one could have predicted the challenges we would face in 2020, our global team was ready to make the necessary changes to keep our employees' health and safety as our main focus.”

– Aaron T., Director Environment, Health and Safety

Protect Yourself, Your Family & Friends

Reminder to follow CDC guidelines to help keep you and your family and friends safe outside of the workplace.

- Wash your hands when you go out in public.
- Wash your hands frequently.
- Stay at least 6 feet (about 2 arm's length) from other people.
- Avoid touching your eyes, nose and mouth with uncleaned hands.
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash.
- Clean and disinfect frequently touched objects and surfaces.
- Stay home when you are sick.

More info at cdc.gov/coronavirus

People who work in Wisconsin manufacturing facilities will soon be eligible for the COVID vaccine. Polaris plans to support employees interested in receiving the vaccine by making it easy and accessible to our team.

Interested in Receiving the COVID Vaccine?

By Monday, Feb. 1, visit www.polaris.com/OSC-Covid, scan the QR code below, or stop by Amy Fossum's desk in HR to express your interest in receiving the vaccine through a clinic on-site at Osceola.

HOW TO USE A QR CODE

POLARIS

STAY HEALTHY

You can reduce the risk of spreading the coronavirus that causes COVID-19 by taking the same steps you'd take to avoid getting colds and the flu:

- Wash hands often with soap and water for at least 20 seconds. If water's not available, use hand sanitizer with 60-95% alcohol.
- Avoid touching your eyes, nose or mouth with uncleaned hands.
- Cover your mouth and nose with your elbow or a tissue when you cough or sneeze and immediately dispose of used tissues.
- If you're sick, stay home and avoid close contact with others.
- Practice social distancing. Avoid groups and crowds and maintain 3 feet of personal space.
- If you have questions, talk to your leader and HR partner.

If you're concerned about your symptoms, call your health-care provider first before seeking medical care in person.



Mask or Face Covering Required at this Desk



EMPLOYEE HEALTH AND SAFETY: OUR NO. 1 PRIORITY DURING COVID-19

2020 was a year like no other. The COVID-19 pandemic introduced a new health hazard into our communities and workplaces. Our top priority throughout the pandemic has been keeping our employees safe and protected. As COVID-19 started to spread across the world, we quickly geared up our facilities and implemented multiple layers of protection, including visitor restrictions, work-from-home requirements, enhanced cleaning and hygiene protocols, ventilation system upgrades, social distancing measures, rigorous contact tracing, daily symptom screening and temperature checks.

To determine the measures we put in place are being sustained across our organization, we leverage our EHS auditing process. Risk-based layered audits (daily, weekly and monthly) are conducted throughout our locations to maintain the safest work environment possible for our team members.

SAFETY PRECAUTIONS AND CLEANING PROTOCOLS

From corporate offices to manufacturing plants and distribution centers, new safety precautions and cleaning protocols were put in place to keep employees safe.



COVID-19 PRECAUTIONS AND PROTOCOLS:



Temperature screenings anytime someone enters our facilities.



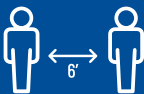
Staggered start times and breaks in plants to minimize the number of employees in common areas, break areas and lunchrooms at any given time.



Masks required for our employees.



Regular cleaning of workstations before and after each shift. Increased cleaning throughout all our facilities, and cleaning materials provided for employee usage at their individual workstations and in break areas.



Modified work and common areas in the plants and corporate offices to enable social distancing (e.g., removed seating, put up temporary barriers).

COVID-19 TASK FORCE

In February, when early indicators showed the potential impacts of COVID-19, our Environment, Health, Safety and Security team spearheaded the creation of a COVID-19 Task Force — a team of leaders from across the company that managed the ongoing situation, determined best practices and protocols and provided consistent communication out to the organization. This cross-functional team included members from Information Security, Supply Chain, Human Resources, Legal, Communications and other functions to address the situation from all angles and provide a holistic approach.

The health, safety and wellbeing of employees was the top priority in all instances.

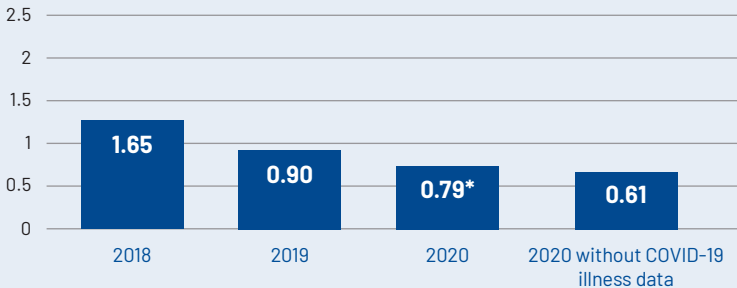
In July, we rolled out a new work onsite screening app to improve and streamline tracking of employees who needed to temporarily work from an office location. This new app allowed us to create a more standardized process, which included manager approval and a daily health check email. We continue to enforce these safety precautions in 2021, including completion of temperature screenings upon arrival and practicing social distancing, appropriate mask etiquette and cleaning protocols.



FOCUSED ON EMPLOYEE SAFETY

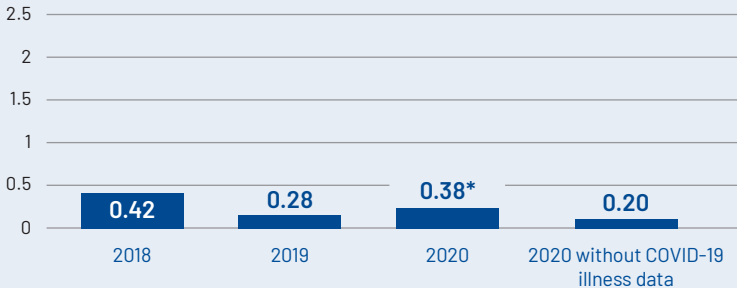
Despite challenging circumstances, we saw a 12% percent reduction in our Total Recordable Incident Rate (TRIR) from 2019 to 2020.

TOTAL RECORDABLE INCIDENT RATE (TRIR)



*2020 rates incorporate COVID-19 cases consistent with OSHA'S Interim Guidance requiring the reporting of work-related COVID illnesses. We had zero fatalities in 2018, 2019 and 2020.

LOST DAY INCIDENT RATE (LDIR)



*2020 rates incorporate COVID-19 cases consistent with OSHA'S Interim Guidance requiring the reporting of work-related COVID illnesses. We had zero fatalities in 2018, 2019 and 2020.

12% IMPROVEMENT IN OUR TRIR FROM 2019 TO 2020.

GOAL

≤1.2

Achieve a Total Recordable Incident Rate of at or less than 1.2 by 2023

TRIR=
 # RECORDABLE INJURIES
x200,000
 ÷ HOURS WORKED
 Standard calculation developed by the U.S. Occupational Safety and Health Administration (OSHA).

LDIR=
 # LOST TIME CASES
x200,000
 ÷ HOURS WORKED



These Polaris facilities operated without a recordable incident in **2020**

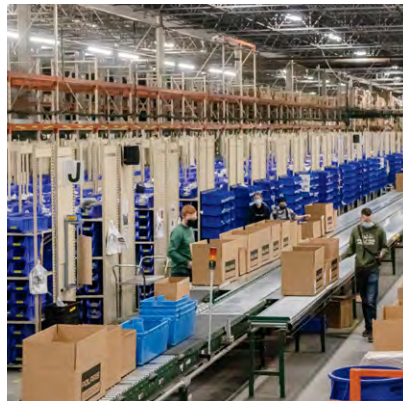


5 MANUFACTURING FACILITIES

- Opole, Poland
- Spirit Lake, Iowa
- Sand Point, Idaho
- Battle Ground, Washington
- Chula Vista, California

4 DISTRIBUTION CENTERS

- Coppell, Texas
- Denver, Colorado
- Carlisle, Pennsylvania
- Fernley, Nevada





WE ARE
POLARIS

EHS ACHIEVEMENT AWARDS

In 2020, Polaris recognized six outstanding Environment, Health and Safety (EHS) projects from across the company. Selected from more than 20 nominated projects, the following employee-safety projects earned our annual EHS Achievement Award:

- In Anaheim, the Warehouse team converted its racking shelves layout to better protect workers and eliminated the need for the under-rack picking tunnel that posed a greater operational safety hazard for employees who were working in the warehouse.
- Our Monterrey manufacturing facility installed anti-impact sensors in 100% of forklifts at the site to help operators manage blind spots and lessen the potential of human error during operation.
- Our Transamerican Auto Parts (TAP) team took a holistic approach to elevate safety training and communication, resulting in a 44% incident reduction compared to 2019.
- After receiving their First Aid/CPR/AED certifications in 2019, two Polaris Roseau employees went on to train 80 more employees in those life-saving skills in 2020.



EMPLOYEE RIDER SAFETY

Riding is an important part of Polaris' culture. In order to truly understand the riding experience, we provide employees with opportunities to experience Polaris products through work and encourage them to seek out their own ways to THINK OUTSIDE. Additionally, product testing is a key step in our Product Development Process, and we have a team of test drivers who test our products in a variety of ways against safety and quality metrics.

Whether riding for work or play, it is critical that our employees have the proper training to operate vehicles in a safe and responsible manner. We govern employee rider safety and product-use training through our Rider Safety Policy.

We introduced a new digital rider safety portal, called ARRIVAL, at the end of 2020. Through the ARRIVAL portal, employees can store all rider safety related documentation – safety training certificates, endorsements and insurance information – in a secure, reliable and central location. The portal also provides a way to electronically sign a Polaris Ride Waiver, required for any guests who are operating or riding as a passenger in any Polaris Owned Unit, as detailed in our Rider Safety Policy and Quality Operating System.

In addition to governance, we promote safe riding regularly through our training offerings and partnerships. In 2020, COVID-19 constraints impacted our training programming. However, key trainings were still offered virtually for many and in-person for business-critical needs. Further in-person trainings will resume in 2021 when it is safe to do so.





HANDS-ON ATV SAFETY TRAINING

To educate our employees on the necessary safety gear and teach proper riding technique, Polaris offers hands-on ATV safety training classes at five locations in the United States. Each year as new employees join the company, these classes provide a unique way to build their product understanding and strong base for safe riding practices. The classes are taught by employee trainers who are ATV Safety Institute (ASI) certified. In 2020, we had a total of 30 certified instructors across the five locations.

UNIVERSITY OF POLARIS ONLINE TRAININGS

Through our online training platform – University of Polaris – we offer a number of specialized training courses that are not readily available, accessible and/or offered from external organizations. These include, but are not limited to, trailer safety, Slingshot rider safety and Timbersled rider safety. In 2020, we saw an increase in the number of people accessing these online training options.

RELATIONSHIPS

We foster relationships with industry experts to develop content for trainings, support industry advancement and more. This includes, but is not limited to:

- State Departments of Natural Resources
- Recreational Off-Highway Vehicle Association (ROHVA)
- ATV Safety Institute (ASI)
- Motorcycle Safety Foundation (MSF)
- American Institute for Avalanche Research and Education (AIARE)
- International Snowmobile Manufacturers Association (ISMA)

SNOWMOBILE SAFETY

Every year, we offer various snowmobile-related trainings to improve rider safety and welcome new employees into the sport. In 2020, we continued to offer and see strong attendance for our Snow How course, with a mix of in-person and remote learning available. Snow How covers intermediate-level topics to help riders improve their skills and confidence. We also introduced a new avalanche safety training course for our snowmobile test drivers.

EXPO FLEETS

Polaris offers EXPO (Experience Polaris Outside) fleets at nine locations across the United States, inclusive of manufacturing, engineering and corporate office facilities. These fleets provide individual employees and teams with the opportunity to experience Polaris products in an easy, safe and accessible way after completing their safety trainings. In 2020, we added our newest fleet at Northland, one of our corporate office facilities in Minnesota.

FURTHERING EMPLOYEE RIDER SAFETY

We are further extending employee rider safety – above and beyond rider safety minimum requirements – through skills refreshers or advancement to the next experience level of riding. Below are four examples of extended courses for employees specifically interested in motorcycle riding and safety.

Zalusky Advanced Rider (ZARS) Course – a Minnesota track course that allows advanced riders (typically with well over 1,000 hours of street riding) to improve their confidence, proficiency and skills that mitigate the risk involved with riding.

16

EMPLOYEES

8

HOURLY COURSE

Superbike School – an internationally recognized, high speed on-track professional coaching school in California that works on cornering and course control, while practicing and debriefing on every aspect of riding.

2

RIDERS ARE CHOSEN EACH SEASON TO ATTEND

2

DAYS OF COURSE TIME

Advanced Motorcycle Safety Foundation (MSF) Course – a Minnesota-based course for hazard avoidance on motorcycles 400cc or larger.

29

EMPLOYEES ATTENDED

8

HOURLY COURSE

MSF Basic Rider Course Two – we partnered with this Rider Academy to host Polaris exclusive courses for employees in 2020.

40

EMPLOYEES

6

HOURLY COURSE

Customer Loyalty

DRIVING CUSTOMER SATISFACTION



CUSTOMER-INVOLVED INITIATIVES

With a portfolio of more than 30 brands designed to help people work smarter, adventure further and capture life, Polaris appeals to a wide range of customers. We continually look for ways to engage with our current customers, but also welcome new riders into the fold, both in broad, large-scale settings as well as through smaller initiatives designed specifically for a target demographic. The 2020 pandemic restrictions presented unprecedented challenges for engaging with customers, so we found new ways to connect and provide more opportunities for customers – both existing and new – to enjoy our products and THINK OUTSIDE.

Q&A WITH PAM KERMISCH, CHIEF CUSTOMER ENGAGEMENT AND GROWTH OFFICER

Q: As the pandemic drove people to look for new ways to have fun outdoors, how did Polaris step up to welcome these customers, many of whom were new to powersports?

A: For several years now, Polaris has been focused on bringing new customers into powersports through initiatives like Polaris Adventures, which allows people to try powersports without making an ownership commitment. These experiences, combined with more inclusive marketing efforts designed to appeal to specific audiences, positioned us to better connect with new customers. This focus and work has led us to broaden our efforts on how we reach new people and introduce them to the world of powersports. Understanding how to reach people with messaging that feels authentic and informative has been key. As we've seen new customers join us, we've developed content to help these new riders acclimate to the category. Ranging from what you can do with your vehicle to, safety and service tips, where to ride, accessories to enhance the vehicle, your lifestyle and beyond, this content is not only valuable for the new rider, but also for those who may be more seasoned.



Q: Where do females riders fit into Polaris' growing and evolving customer sets?

A: We know that women have always been proud Polaris owners and riders. Through research and data, we see that female ridership across our brands is not only up, but fast growing. We are fueling this trend by supporting and empowering female riders in new ways.

In 2020 we partnered with Vicki Gray, the founder of International Female Ride Day, in her mission to celebrate women riding in unity and efforts to cultivate a strong community of female powersport enthusiasts across all borders and cultures.

We also launched our Empowersports Women's Riding Council. This council brings together trailblazers in women's riding across off-road, on-road and snow. The intent of the group is to give its members a direct seat at the table as we think about everything from product development to marketing and amplify their voices both internally and externally.

Beyond these specific initiatives, we recognize there are so many females who are leaders in their communities, social circles and families and they can have a multiplier effect on bringing the experience of riding to so many women in their lives. Growing female ridership is extremely valuable for women, as well as the powersports community.

Q: Part of your aim has been to help riders see themselves in our vehicles – how is that work coming to life?

A: At Polaris, we set a bold target in 2019 to grow our customer base by nearly 50% over the next 10 years. Part of this broad growth initiative includes attracting and supporting new and diverse riders as they explore the possibilities of powersports.

While we've been focused on building the foundation for these initiatives over the last several years, 2020 accelerated these efforts as new customers of various ages, genders and ethnicities flocked to outdoor recreation fueled by a desire to find safe, socially distanced activities.





CUSTOMER GROWTH WORK

In 2020, Polaris welcomed more than 700,000 new customers in North America, with 70% of our total customers being new to Polaris. To help them feel comfortable and connected within powersports and at Polaris, we reached out through inclusive messaging, memorable experiences and representative creative campaigns.

These strategies include:

- Understanding our diverse audiences and their attitudes, values and beliefs regarding powersports and outdoor recreation.
- Featuring photo and video assets that are diverse and inclusive.
- Altering messaging to connect with each unique customer segment.
- Allocating dedicated marketing budget for each brand with relevant messaging and creative focused on reaching new and diverse customers.
- Producing ads in multiple languages for target growth segments.
- Launching a new version of our website for our Spanish-speaking customers in the U.S. to create a more inclusive experience.
- Engaging with new customers through targeted events.

700,000+

NEW POLARIS CUSTOMERS
WELCOMED IN NORTH AMERICA
IN 2020



OF OUR NORTH AMERICAN
CUSTOMERS WERE NEW TO POLARIS
IN 2020; 30% INCREASE IN NEW
CUSTOMERS FROM 2019 TO 2020

“

Over the past year, we've worked hard to create awareness with diverse customer groups we weren't previously reaching and make them feel that the outdoors is a place for everyone, and Polaris is a brand that values them. The goal is to introduce these new customers to Polaris brands and spark their interest in powersports.”

Tommy H., Senior Manager of Customer Growth



EMPOWERSPORTS WOMEN'S RIDING COUNCIL

The increasing presence of women in powersports is an industry-wide trend. Polaris is focused on sustaining and growing this movement in a way that uplifts both new and experienced female riders. This group not only is working to inspire and empower more adventure-inclined women to enter the space, but also to lead industry improvements for the women already immersed in powersports culture.

To champion this effort, Polaris created the Empowersports Women's Riding Council, composed of 12 influential women in the industry who bring unique perspectives and insights to powersports. Each member is dedicated to supporting advocacy, empowering women, building community, sparking adventure and fostering safety.

The Empowersports Women's Riding Council has met regularly with Polaris leaders to discuss breaking down barriers, including increasing diverse female representation, vehicle and gear considerations, safety practices, combating biases and demystifying the sport for more women.

Learn more about the [Empowersports Women's Riding Council](#).



INTERNATIONAL FEMALE RIDE DAY

Polaris formed an ongoing partnership with the annual International Female Ride Day (IFRD) to support the globally synchronized ride day that celebrates women riders and their passion for all types of powersports, including motorcycles, off-road vehicles and snowmobiles. Created to celebrate and acknowledge female riders, IFRD aims to highlight diverse women within the community and encourage more female riders to join. Throughout the event — held August 22 in 2020 — motorcycle riders and powersports enthusiasts around the world took part by simply getting outside to ride. While the pandemic prevented larger group gatherings that are typical of the event, women took to social media to create unifying experiences.

Watch the [2020 IFRD video](#).

POLARIS
EMPOWERSPORTS
 WOMEN'S RIDING COUNCIL

- MICHELLE BARRAZA
- LISA LOCKHART
- CARRIE BARTON
- KRISTEN MATLOCK
- JULIE-ANN CHAPMAN
- JODY PEREWITZ
- AMY DAVID
- PORSCHE TAYLOR
- GEVIN FAX
- JOLENE VAN VUGT
- VICKI GRAY
- KELLY YAZDI

“ Women have always been a force within the world of powersports, but we haven't always been a part of the narrative. This council allows us to tell our stories and provide our perspectives our way.”

- **Kristen Matlock**, Professional RZR Racer, SCORE Baja 1000 Champ

“ I started IFRD to advance the awareness of women motorcycle riders and inspire women everywhere. Working with Polaris encourages even more women to join the celebration of riding and become part of the movement.”

- **Vicki Gray**, IFRD Founder



MEASURING CUSTOMER SATISFACTION

The voices and perspectives of our customers guide what we do at Polaris. We listen to our customers throughout their journey and analyze the drivers of satisfaction and dissatisfaction which influence our offerings, products and services. By infusing customer insights into our day-to-day processes and decisions, we work to understand what different customers want and need, how they prefer to hear from us, who they are and what they think of us so we can become more customer centric.

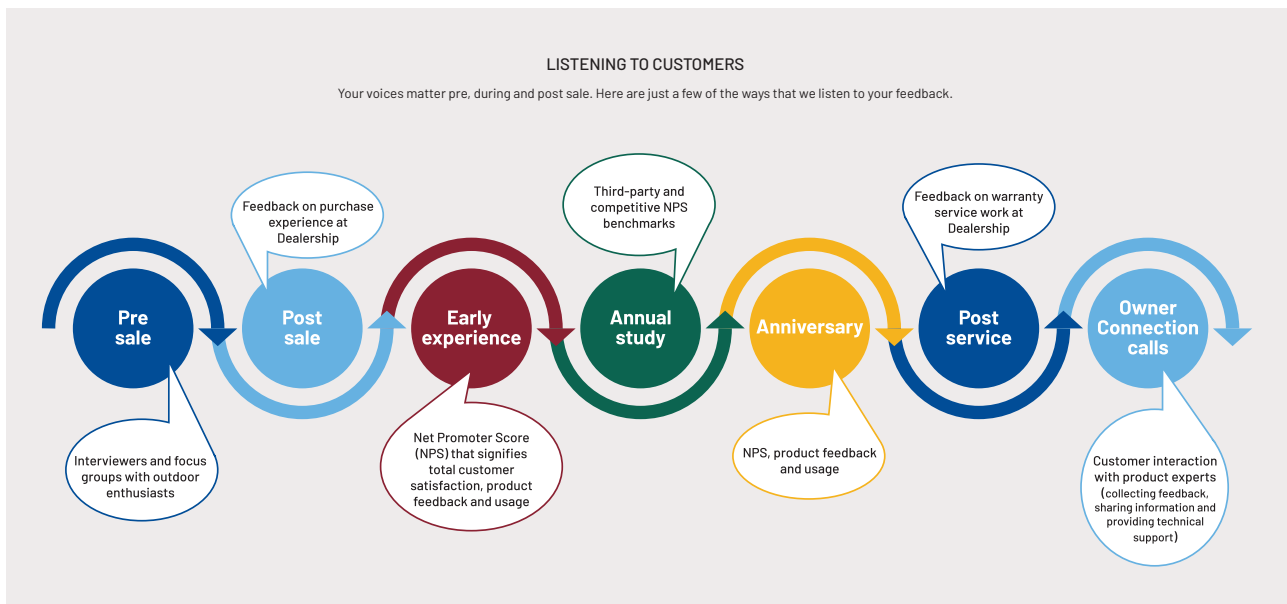
Our owner communities – like the Snow Ambassadors, Polaris Owners Council and Indian Motorcycle Riders Group (IMRG) – are examples of how we accomplish this.

Our approach to collecting customer input begins before a product even makes it to the assembly line through a five-phase process that incorporates the customer voice within each stage of developing the product. From exploring potential product concepts through market research to refining through in-person focus groups. This process then connects into how we monitor and listen after products are in the market and purchased by consumers. To assist in collecting customers’ perspective, we use our best-in-class customer feedback management software platform to pull real-time, actionable input, identify long-term opportunities for improvement and see a unified view of customers across all touchpoints. This information allows us to develop more actionable insights.

CUSTOMER SATISFACTION

90%

INCREASE IN CUSTOMER CALLS DURING 2020 DUE TO RISING PRODUCT DEMAND AND PANDEMIC LIMITATIONS





INDIAN MOTORCYCLE RIDERS GROUPS

Since 2014, we have fostered community among motorcyclists through our motorcycle groups. For example, we have more than 315 Indian Motorcycle Riders Groups (IMRG) chapters globally, these groups allow riders from all walks of life, no matter what they ride, to come together around a common passion – riding. Giving back to their communities is another important shared experience. Each year that Indian Motorcycle has sponsored the Veteran's Charity Ride, IMRG members have shown their support, and this year was no different. Read more about the Veteran's Charity Ride in our Community Section on [page 64](#). In 2020, we also launched the new Indian Motorcycle Riders Elite Status program, which gives riders the most premium benefits from Indian Motorcycle, like exclusive partnership offers, an Indian Motorcycle Riders Magazine subscription, VIP status at events, access to premium products from the owners collection of clothing, and more.

SNOW AMBASSADORS

Our Polaris Snowmobile and Timbersled Ambassador Programs provide an opportunity to create community, inspire involvement and receive direct feedback from riders. Now in their fourth year, these programs together have grown from 29 to over 100 participants globally. Each year, hundreds of our customers apply for this recognition; from that group, we select the most passionate riders to become ambassadors based on their knowledge and dedication to the sports of snowmobiling and snowbiking and level of activity in their communities.

Polaris provides these ambassadors with unique education opportunities, behind-the-scenes experiences, guidance on event development and support for activations – ranging from dealer-organized and company-sponsored events to ambassador-directed actions – to help foster participation in their local communities and enthusiasm for the sport.

“

Having this opportunity as an ambassador means the world to me! I am so grateful to have such an incredible snowmobile brand back me, a woman in the snowmobile industry! I literally dreamed of this when I was younger and the fact that it came through with some hard work, consistency and patience I put into it makes it so surreal!"

– **Sasha B.**, Snowmobile Ambassador from British Columbia

POLARIS OWNERS COUNCIL

Now in its third year, the Polaris Owners Council – an online research community of around 3,000 owners who have applied and been selected for participation – shares invaluable feedback with our Off-Road team that helps shape future business decisions. In 2020, over 60 research activities were completed, with a focus ranging from product concept feedback to insight into riding habits and use-cases. For example, through responses from hunters, we came to better understand their specific wants and needs related to product features, colors and graphic packages. This input directly influenced elements of our 2021 RANGER XP 1000 Big Game and Waterfowl Editions, launched in early 2021.

3,000

OWNERS PARTICIPATED IN 60+ POLARIS OWNERS COUNCIL RESEARCH ACTIVITIES IN 2020

“

I think Polaris is actually hearing what people have been saying about their products. Many of the things brought up in the council have made their way into the new 2020 lineup.”

– **Polaris Owners Council Participant**



SERVING OUR CUSTOMERS

At Polaris, supporting our customers throughout their ownership journey is important. Teams across Polaris – from service to digital – work to develop new resources to bring their ride experience to the next level and continually produce new solutions to make service and maintenance seamless.

PRODUCT PROS

When the pandemic hit, members of our Polaris Way Out Training Tour (WOTT) team who typically travel to dealerships to support product demonstrations and other customer engagement activities found themselves with some time on their hands. To leverage their incredible knowledge of our products and provide dealers with extra support, Polaris introduced the Product Pros. Using a dedicated line separate from our call center, customers were able to connect directly with these passionate product experts who live, breathe and THINK OUTSIDE every day. With their versatility, knowledge and years of customer service, they worked with product line sales and marketing teams to provide a team approach as they helped answer customer questions. In the last two months of 2020 alone, the Product Pros saw on average more than 735 calls per month. As WOTT training resumed, and the WOTT team returned to their normal work, the Product Pro initiative was transferred to our internal Owners Connections team.

242%

INCREASE IN PRODUCT PROS CALLS
FROM AUGUST - DECEMBER 2020.





RIDE READY
SERVICE BUILT FOR YOU

RIDE READY: DIGITAL SERVICE PLATFORM CONNECTS POWERSPORTS OWNERS WITH LOCAL DEALERS

For some of our customers, one big hurdle of powersports ownership centers around vehicle service. To break down that barrier and make the ownership experience a little more hassle-free, we launched RideReady, an industry-leading, on-demand digital platform built to make servicing and maintaining off-road vehicles (ORV), snowmobiles and motorcycles more convenient and easier. RideReady provides easy online service scheduling options, personalized vehicle and maintenance information, transparent service pricing, appointment reminders and notifications, along with how-to content for owners who prefer the “do-it-yourself” approach.

Additionally, RideReady connects powersports owners with Polaris and Indian Motorcycle dealerships to seamlessly manage their service needs. Owners can simply use RideReady to schedule a traditional service appointment with a dealer, schedule transportation services when they can't take time away to transport their vehicle to the dealer themselves, or even arrange mobile service, where a certified technician comes to them to perform the requested services in their home's garage.

“

At Polaris, innovation doesn't stop at the vehicle design. We are creating a more integrated experience and using technology to both enhance our current digital offerings and introduce new solutions.”

— Vic Koelsch, Senior Vice President and Chief Digital Officer

FOSTERING CUSTOMER KNOWLEDGE

To help customers improve their knowledge of and experience with Polaris products, our Customer Service Team produces engaging and informative self-help content including website articles, do-it-yourself videos and — new for 2020 — Polaris Podcast episodes designed to help owners further understand, maintain and enjoy their vehicles.

Articles:

More than 1,800 articles are available covering a wide range of topics about Polaris products and processes, with new articles added and updated daily based on customer feedback. In 2020, the articles garnered over 2 million views.

DIY videos:

We created videos that cover maintenance procedures on models in each of our core product lines and some accessory installations. Videos can be found on our product lines' YouTube channels, websites and Help Centers. To date, the videos have over 1.5 million views on YouTube with new content filmed each week.

Polaris Podcast:

With a focus on educating, encouraging and entertaining listeners, the Polaris Podcast averages hundreds of downloads per month and has been downloaded in 32 countries across six continents.



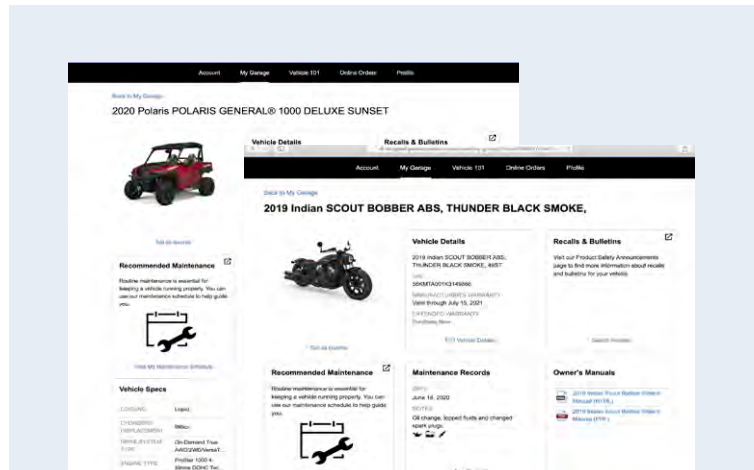
CUSTOMER PURCHASE PROGRAMS

Polaris recognizes the hard work, dedication and daily sacrifice of the people serving our nation as farmers and ranchers, who work tirelessly to provide food, and as active military, veterans, first responders and medical professionals, who selflessly protect and support our country and communities. As a small way to say, “Thank you,” Polaris Off Road offers special discounts through the Ag Advantage and Polaris Heroes Advantage programs.



MY ACCOUNT

Ease of ownership is important to our customers. In the summer of 2020, we made connecting with Polaris a whole lot easier with the introduction of My Account, a new personalized customer experience that streamlines customer interactions with our products, offerings and programs by helping owners easily access vehicle and accessory details, track vehicle maintenance milestones, schedule services, connect with other riders, view tracked and planned rides, talk to a Polaris Pro – and more. This interactive MyAccount experience is one more way we’re deepening customer relationships and helping owners THINK OUTSIDE.



MY ACCOUNT FUN FACTS

NEARLY
70,000
OWNERS SIGNED UP

Just seven months after the My Account launch, nearly 70,000 owners signed up, created accounts and began using the new Account experience, accessible on both web and app. We’ve made a goal to have half of all Polaris owners actively using their Account within five years.

WHAT CAN AN OWNER USE THE ACCOUNT FOR?

Access VIN numbers, specs, preferences, maintenance schedules, warranties, online purchase history and vehicle builds

View community activity and events, view tracked and planned rides, share ride information, enjoy personalized content and offers

Log vehicle service information, schedule maintenance, access owner manuals, bulletins, and records, learn about DIY servicing options

Easily connect to other Polaris offerings, such as Ride Command, Polaris Adventures, and RideReady through the Account home page

POLARIS

ZERO

MOTORCYCLES®



PRODUCT INNOVATION

Creating industry-first products and technologies is central to what makes Polaris. In 2020, we added 120 new products across our portfolio and over 900 new accessories in our Parts, Garments & Accessories (PG&A) and Aftermarket segments. While each of these new offerings represents our commitment to ingenuity, the following examples showcase our focus on applying Geared for Good principles to what we design.

POLARIS' NEW ELECTRIFICATION STRATEGY: ZERO MOTORCYCLES PARTNERSHIP

In September, we announced a 10-year partnership with Zero Motorcycles, a global leader in electric motorcycle powertrains and technology. This exclusive partnership in ORV and snowmobiles is a cornerstone component of rEV'd up, our long-term strategy to position the company as the leader in powersports electrification. Through rEV'd up, Polaris aims to offer customers an electric vehicle option within each of its core product segments by 2025, with the first vehicle from the Zero-Polaris partnership, the all-new electric Polaris RANGER, debuting by the end of 2021. Polaris has nearly a decade of experience in the electric vehicle space and we are positioned to accelerate the development of our premium electric vehicle offerings across our product lines and lead the powersports industry in electrification. We believe rEV'd up will accelerate our industry position as we look to launch a new electric option to customers across each of our core business segments by 2025.

KLIM ENHANCES LINE-UP WITH NEW WEARABLE SAFETY

In 2020, Klim took its reputation for world-class riding gear to a new level with advancements to help keep riders safer, including introduction of the Klim A1-1 — the motorcycle industry's first airbag vest. In the event of a detected potential impact or unrecoverable fall, the wireless vest inflates to help reduce risk and severity of torso injury — the technology is trusted by 25K+ riders globally and has been used on over 20 million miles of riding.

Also, in 2020, Klim® launched the Klim® Avalanche Airbag Pak for backcountry snowmobiling. Built into a backpack, the system contains an airbag that can be deployed in the event of an avalanche with the goal of bringing riders to the top of the snow and reducing risk of burial.



TAYLOR DUNN SETS THE INDUSTRY STANDARD WITH STAND-UP TOW TRACTOR

The Taylor Dunn team is changing the game for stand-up tow tractors — and the operators who use them. Stand-up tow tractors are efficient for operations, but the designs have never focused on operator needs.

In March 2020, our Taylor-Dunn team rolled out the all-new TT-416 stand-up tow tractor, featuring all the benefits of a traditional stand-up with the performance and efficiency expected from Taylor-Dunn along with an extra focus on operator comfort and safety. The TT-416 is designed with superior safety in mind. Automatic braking on the gas pedal release eliminates vehicle runaway potential, and a floor presence sensor requires a driver to be on the vehicle in order for it to operate. LED headlights and a sloped body design enhances operator visibility, while yellow body panels, standard brake and side marker lights, a reverse warning beeper and optional blue pedestrian light increase vehicle awareness. Dual emergency stop switches are also standard, which allows the operator to quickly shut down the vehicle's operation in case of emergency.



POLARIS POWER PROVIDES. PROTECTS. PERFORMS.

Having a reliable, portable power generator is a key component when preparing for the worst. Each year, millions of people lose power and need to rely on portable generators to provide electricity. Polaris' portable backup generators are quiet, efficient, clean power sources with an electric start, have an extended run time and provide a continuous flow of power. In developing our full line-up of generators, we focused on details that support safety, ease of use and reliability.

We donate 3% of the profits from our Polaris Power product line annually by providing portable generators to areas hit by natural disasters and to nonprofit organizations in North America. Our wide-reaching dealership network helps us get help to communities within days of disasters.

WE DONATE

3%

OF THE PROFITS FROM OUR POLARIS POWER PRODUCT LINE ANNUALLY

POLARIS COMMERCIAL LAUNCHES PRO XD AND GEM OCCUPANT DIVIDER KITS

During the COVID-19 pandemic, we responded quickly with modifications to our commercial and GEM vehicles that allowed people to get back to work more safely. Now Polaris PRO XD and GEM machines can be equipped with divider kits to help minimize direct contact between occupants. Polaris engineered the kits with clear, marine-grade vinyl to be durable for the job site and minimize impact on visibility. Thanks to our team's efforts to iterate rapidly and get this product into the field, the PRO XD with its occupant divider system was named to the Powersports Business Nifty 50 list for 2021. For GEM vehicles which are used for shuttles, delivery and other service operations, this innovation was key.

Cincinnati-based Oggo® uses GEMs to provide app-powered, point-to-point transportation enhancing lifestyle, retail, campuses and entertainment scenes of dense areas. "As a shuttle company, our service has always been focused on providing fun, flexible, safe and clean transportation — and providing safety is more important than ever," said Dustin Grutza, co-founder, Oggo. "Polaris GEMs are our go-to fleet vehicle and they inherently have greater separation than traditional public transit with individual doors and windows. To further separate our drivers and passengers, we're glad Polaris is offering occupant dividers."





Product innovation reaches all areas of our organization, but there is an additional focus for our industry-leading youth lineup. In 2020, we saw an extension of the parenting trend to get their children away from screens and spending more time outside. Innovating in this space focusing on safety features, electric vehicles and ease of use can further help parents achieve this goal.

INDIAN MOTORCYCLE RIDES INTO THE YOUTH MARKET WITH THE EFTR JR.

Indian Motorcycle unveiled its first electric youth offering in September – the eFTR Jr. A mini-replica of Indian Motorcycle’s American Flat Track championship-winning FTR750, this all-new electric mini-bike is unique in its dynamic styling and features two ride modes (low and high). The bike’s telescopic front forks and mono-shock rear suspension provide a smooth, comfortable ride, while the bike’s rugged steel frame provides a durable structure for beginning riders and dual-disc brakes offer premium stopping power for increased control and rider confidence.

Launching in parallel with the eFTR Jr., Indian Motorcycle is offering a brand-new line of protective youth apparel, including an eFTR Jr. helmet, body armor, gloves and an Indian Motorcycle Racing replica jersey. Having adult supervision while riding the eFTR Jr. is needed, but this gear was designed to complement the eFTR Jr. and provide enhanced rider safety and protection.

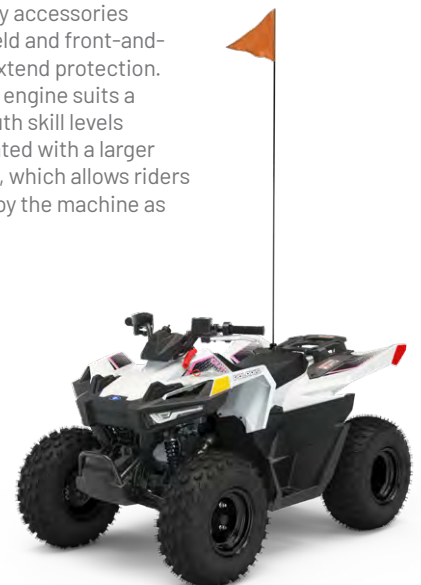
“

We are excited that our first youth offering is electric, giving children the opportunity to enter our sport in a simplistic and clean manner, all wrapped up with the signature look of the FTR750. The eFTR Jr. can kickstart a lifetime of riding memories for the whole family.”

— Ross Clifford, Vice President, Parts, Garments & Accessories, Indian Motorcycle

NEW POLARIS OUTLAW 70 PRIORITIZES SAFETY

This new ORV is the latest addition to our off-road youth vehicle lineup and replaces the best-selling Outlaw 50. While adult supervision is always necessary when a youth vehicle is in operation, further safety considerations are at the forefront of the Outlaw 70 EFI. It delivers easy-to-use single-lever disc brakes, an enclosed engine, a parent-adjustable speed limiter, easy start, LED lights and an industry-exclusive safety kit featuring a helmet, safety tether, training DVD and whip flag. All-new safety accessories include a windshield and front-and-rear bumpers to extend protection. The vehicle’s 70cc engine suits a wider range of youth skill levels and is complemented with a larger ergonomic design, which allows riders to continue to enjoy the machine as they grow.





SUPPORTING OUR DEALERS



Our dealers' service operations are a critical part of our success. Their service teams position us to provide ownership experiences that not only meet but exceed our customer expectations. Our collective commitment to represent our brand's future by way of highly knowledgeable and experienced technicians is unsurpassed. We continually look towards the future to prepare for new product innovation and our customers' ever-changing needs and wants."

—Bridget McLennan, Vice President, Service

DEALER ELEARING THROUGH MASTER SERVICE DEALER TRAINING

We believe a highly qualified and well-trained service department supports dealership success. One of the easiest ways for our dealers to train their service departments is through the University of Polaris Learning Management System. Through this online-platform, service team members are trained on a variety of topics, including vehicles, systems and components, maintenance and diagnostics.

As individuals move through the trainings, they can earn Bronze, Silver and eventually Gold certification levels as part of the Master Service Dealer (MSD) training program. In 2020, we had over 300,000 course completions and 19,000 dealer users, with 75% of dealers carrying some level of service training certification.

In 2020, Polaris began to expand beyond the traditional Technical Service focus. With over 130 new courses added, training related to Customer Centricity, Profitable Service Department Operations, Sales, and Finance and Insurance are just a few of the curriculums available to build strong operations throughout the dealership.



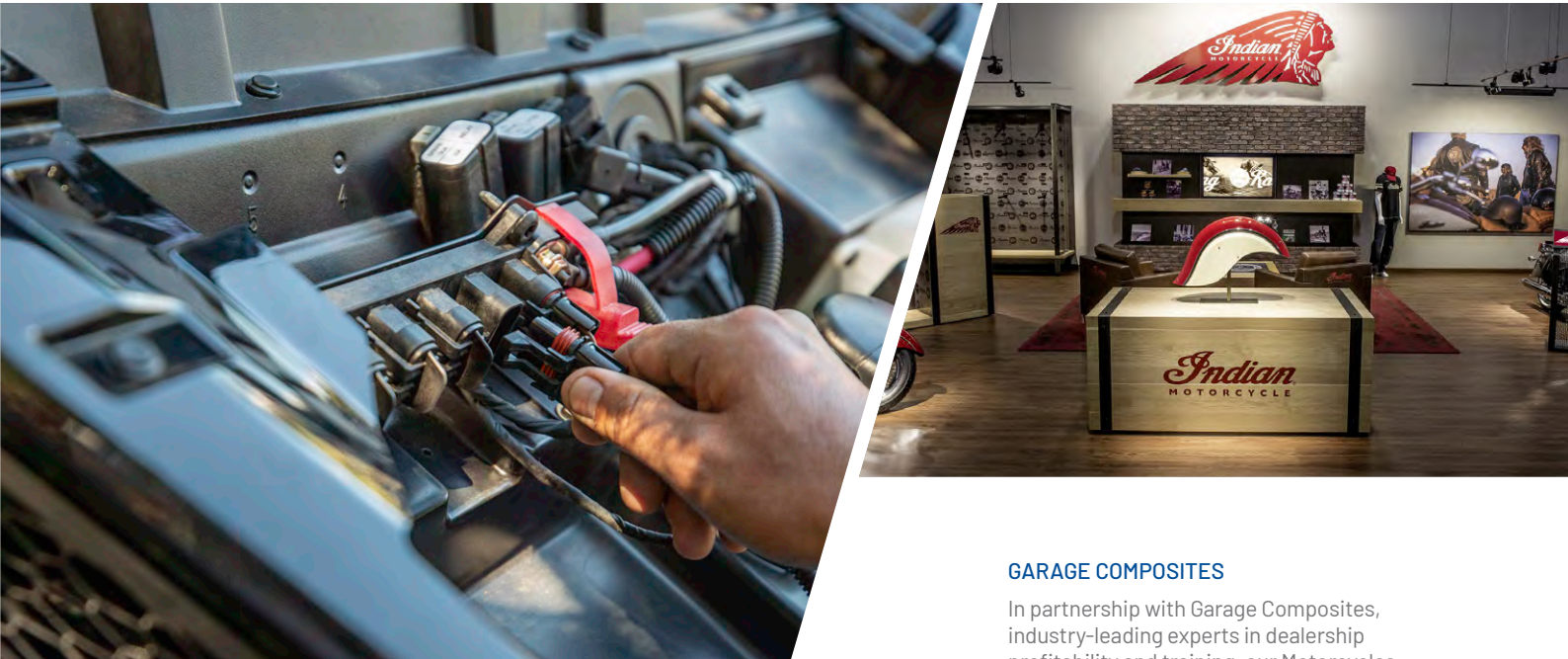
IN 2020 WE HAD

300,000

COURSE COMPLETIONS

75%

OF DEALERS CARRY SOME LEVEL OF SERVICE TRAINING CERTIFICATION



POLARIS SERVICE EDUCATION PROGRAM

Polaris continues to advance our service provider skills to keep pace with the industry, technology and labor markets. Established in 2003, the Polaris Service Education Program's original vision of providing technical schools, high schools and community colleges with free access to Polaris online technical training curriculum has expanded to include access to special tools, parts and sub-systems.

In addition to partnerships with nearly 30 technical colleges throughout the U.S. and Canada, in 2020, we launched the Become a Technician website, inviting candidates outside of an educational facility to start their journey toward a career as a Polaris Technician. In the inaugural year, 182 Bronze and Silver certifications were completed. This public-facing capability provides an opportunity to reach a more diverse audience and expand the number of trained technicians prepared to join their local Polaris dealership.



GARAGE COMPOSITES

In partnership with Garage Composites, industry-leading experts in dealership profitability and training, our Motorcycles team adapted planned in-person boot camps to create a COVID-safe virtual dealer training academy. We were able to train more new dealerships on a range of topics, including profit centers, digital sales and back-end processes, setting them up for future success. Fifty dealerships – 25% of our Motorcycles dealer network – participated in 2020.

We also hosted virtual 20 Clubs – peer accountability groups designed to help dealers measure and track performance toward improvement goals. The clubs meet three times a year to review industry trends and members' monthly metrics, then set specific action plans for improvement. The clubs focused on time-relevant topics for 2020, such as how to optimize staff, reduce overhead costs and provide quality customer experiences in a digital space.

Also new for 2020 was a targeted 1:1 training. Ten high-potential dealers were selected to receive visits from Garage Composites to evaluate current processes, provide guidance on areas of opportunity and help overcome roadblocks so they can take their business to the next level.

Environmental Stewardship

IN A YEAR WHERE MORE AND MORE PEOPLE FOUND A WAY TO THINK OUTSIDE THROUGH THE PURCHASE OF A POLARIS PRODUCT, WE CONTINUED TO BUILD ON OUR COMMITMENT TO ENVIRONMENTAL STEWARDSHIP.

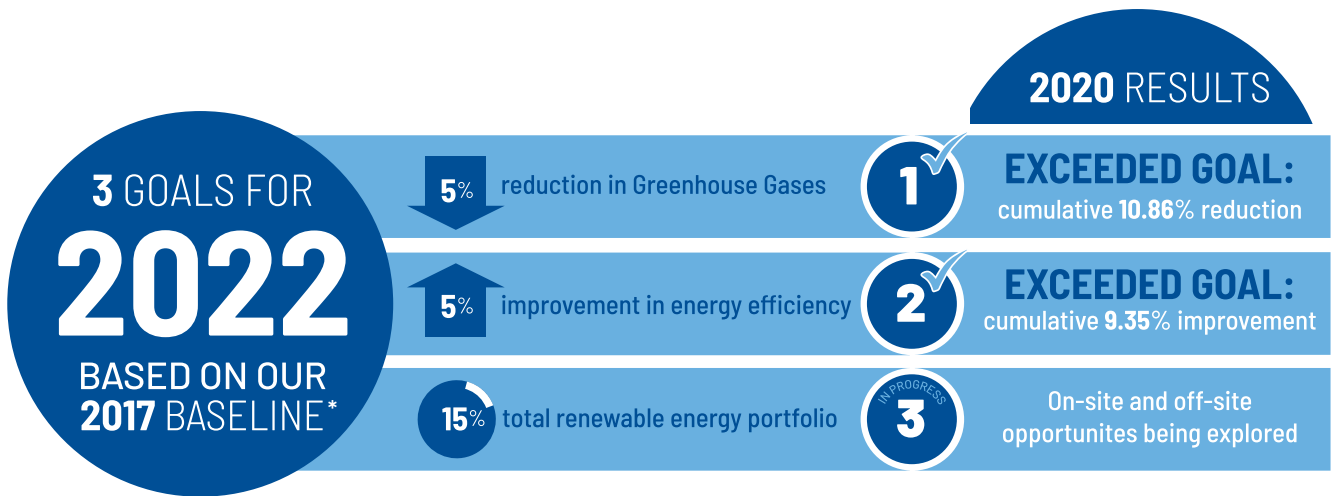


We are focused on integrating sound environmental management practices into our business and making our operations – including manufacturing, distribution and office facilities – more efficient across our entire value chain. And through the programs we outline below, we are intent on protecting the beautiful places where our customers enjoy our products – both on land and on water – so they can be enjoyed by generations to come.



In 2017, we established our first environmental goals. I am incredibly proud that we not only met but exceeded two of our goals early. This showcases our team's commitment to establishing standards and remaining consistent regardless of the various pressures. We remain focused to meet our third goal by 2022. COVID-19 impacted our business with unprecedented demand as more people looked to THINK OUTSIDE. This heightened demand drove an increase in manufacturing, which impacted our waste metrics. Our team once again delivered by focusing on our efficiency metrics to manage and minimize this impact.”

– Deborah Briggs, Vice President EHSS & Facilities



ENVIRONMENTAL PRINCIPLES

Polaris works to encompass the integration of sound environmental practices into our business decisions. Our environmental principles guide our practices around the world. Our aim is to:

- Take actions to preserve the environment
- Reduce waste and pollutants, conserve resources and recycle materials at every stage of the product life cycle
- Reduce greenhouse gas intensity, improve energy efficiency and increase renewable energy as a part of our energy portfolio
- Continually assess the impact our facilities have on the environment and the communities in which we live and operate with a goal of driving continuous improvement
- Integrate Environmental Management System (EMS) requirements into our programs
- Monitor the company’s environmental performance and regularly report environmental issues to our stakeholders

Our approach to environmental stewardship is built on our Corporate Environment, Health and Safety (EHS) Policy, which has been endorsed by our Corporate EHS Executive Governance Committee. We are committed to ethical business practices and governance standards. Our EHS policy is discussed in more detail in the Governance section of this report.

DRIVING CHANGE

When we established our five-year environmental sustainability goals in 2017, we wanted them to stretch us toward improved sustainability, yet still be realistic to achieve.

In 2019 and 2020, we exceeded two of our three environmental stewardship goals early: achieving more than the targeted 5% reduction in greenhouse gases (GHGs) and 5% improvement in energy efficiency.

In 2021, we will continue working toward our 2022 renewable energy goal as we challenge ourselves to think about how we responsibly use resources and assess what environmental sustainability goals should come next.

***THE FOLLOWING LOCATIONS ARE THE BASIS FOR MEASURING OUR ENVIRONMENTAL GOALS:**

UNITED STATES	Spearfish, South Dakota Manufacturing
Huntsville, Alabama Manufacturing	Osceola, Wisconsin Manufacturing
Anaheim, California Manufacturing	MEXICO
Spirit Lake, Iowa Manufacturing	Monterrey, Mexico Manufacturing
Roseau, Minnesota Manufacturing	EUROPE
Wyoming, Minnesota Research & Development	Opole, Poland Manufacturing



GREENHOUSE GAS EMISSIONS

Climate change is a global challenge that requires a collaborative market and policy response. Doing our part to reduce our impact on climate change is an important focus for Polaris. Our climate change strategy focuses on reducing GHG emissions from our operations. We intend to do that through the increasing impact of on-site projects and by increasing the amount of electricity we use from renewable sources of energy, such as wind and solar.

We committed to reducing our GHG emissions from our largest emitting facilities by 5% between 2017 and 2022. We report our GHG emissions as required by regulations in certain countries and have been publicly reporting our Scope 1 and Scope 2 emissions across our largest emitting manufacturing facilities while undertaking initiatives to reduce total emissions.

In 2019, we met our GHG Reduction goal and in 2020, we continued on our accelerated path to lower carbon emissions. While COVID-19 temporarily impacted production at some of our manufacturing facilities, we continue working to lower our emissions.

Our cumulative efforts through 2020 have yielded an emission reduction in metric tons of carbon dioxide equivalent (CO₂-e) equal to 10.86% compared to our 2017 baseline.

10.86%

REDUCTION IN GREENHOUSE GASES
BY 2020, EXCEEDING OUR GOAL OF 5%

GHG IMPROVEMENT RESULTS

(Third-party verified by Brailsford and Dunlavey Inc.)

YEAR	2018	2019	2020	CUMULATIVE TOTAL
% improvement vs. 2017 baseline*	4.18%	4.64%	2.05%	10.86%
CO ₂ e metric tons reduction **	4,406	4,891	2,158	11,455
Total GHG emissions	116,583	115,030	106,511	

*2017 baseline: 105,476 metric tons CO₂e

** Reflects savings from specific GHG reduction projects, not net emissions

ENERGY EFFICIENCY RESULTS

YEAR	2018	2019	2020	CUMULATIVE TOTAL
% improvement vs. 2017 baseline	4.15%	2.97%	2.23%	9.35%
Gigajoules (GJ) reduction *	41,812	29,940	22,422	94,174
Total energy used within manufacturing**	1.05 Million GJ	1.10 Million GJ	1.07 Million GJ	

* Reflects savings from specific energy efficiency projects, not net efficiency
 **2017 baseline: 1,007,030 GJ total energy used within manufacturing

ENERGY EFFICIENCY

Reducing our energy demand and increasing efficiency helps to reduce our impact on the environment. In 2017, we set an energy goal aimed at driving a 5% improvement in energy efficiency across our largest energy consuming manufacturing and R&D facilities by 2022. In 2019, we achieved that goal and in 2020, despite challenges created by COVID-19, we continued to implement projects that drove additional savings in energy compared to our 2017 baseline. We continue our efforts to find new ways to decrease our energy demand and improve energy efficiency.

For example, to help our manufacturing facility in Huntsville, Alabama improve energy efficiency and maintain Department of Energy (DOE) 50001 ready certification, we identified energy savings opportunities during a facility assessment by the Strategic Energy Group conducted as part of the Tennessee Valley Authority's energy consumption program. We discovered that air compressor controls and dust collectors were running continuously and made changes resulting in the following savings:

- Running dust collectors only when needed, which saved 4,163 gigajoules (GJ)
- Operating air compressor controls as needed and reducing air pressure led to a combined savings of 4,847 GJ

At our facility in Roseau, Minnesota, we reduced energy consumption by replacing an existing plastic injection molding press with a more energy efficient option. The existing hydraulic press used induction motors, which ran continuously at full speed to circulate oil and moderated flow through the use of control valves. The new press uses variable speed motors, optimizing flow to the minimum needed to maintain lubrication between parts.

This more energy efficient control has produced the following savings:

- 435,170 kWh in electricity savings annually
- Approximately 1,567 GJ savings of energy
- Reduction of 198 tons of GHG emissions

9.35%

IMPROVEMENT IN ENERGY EFFICIENCY BY 2020, EXCEEDING OUR GOAL OF 5%





RENEWABLE ENERGY

To help meet our 15% renewable energy target, we continually look for opportunities for onsite installations — such as photovoltaic arrays, wind turbines and other renewable-energy installations that avoid emissions, help reduce energy-demand peaks and postpone or preclude adding new power plants. We are also pursuing power purchase contracts, vendor-supplied renewable energy through the electrical grid and Virtual Power Purchase Agreement projects.

We continue to make progress toward our goal through projects around the world. In South Dakota, for example, Polaris has partnered with the Wright-Hennepin Cooperative Electric Association to acquire Tradable Renewable Energy Credits (TRC), also known as green tags, representing the environmental attributes of ~5,900 MWhs of renewable energy generated by FPL Energy South Dakota Wind Project.

At our Goupil facility in France, the onsite solar project slated to be installed and operational in 2020 was delayed due to COVID-19 impacts. The team is exploring a new opportunity to install solar arrays and hopes to have them operational by the end of 2021. This project is expected to provide ~500 MWhs of onsite solar energy — enough to supply 100% of the facility’s current energy demand.

We continue to make progress in adding renewable energy sources to power our operations. We expect these efforts to support our five-year goal of having

15%

RENEWABLE ENERGY BY 2022

WATER

We recognize that water is an essential resource. We continue to manage our water footprint using a variety of conservation measures, such as leveraging water recirculation systems in our manufacturing operations to reduce water waste and decrease our demand for freshwater.

While we do not have manufacturing facilities in high or extremely high water stress regions, we still continuously look for ways to improve our use of this natural resource by: complying with local and national wastewater discharge standards; understanding and controlling our water footprint; and encouraging our employees to be water stewards at work, at home and in our communities.

WATER USAGE

2018

89 Million Gallons

2019

86 Million Gallons

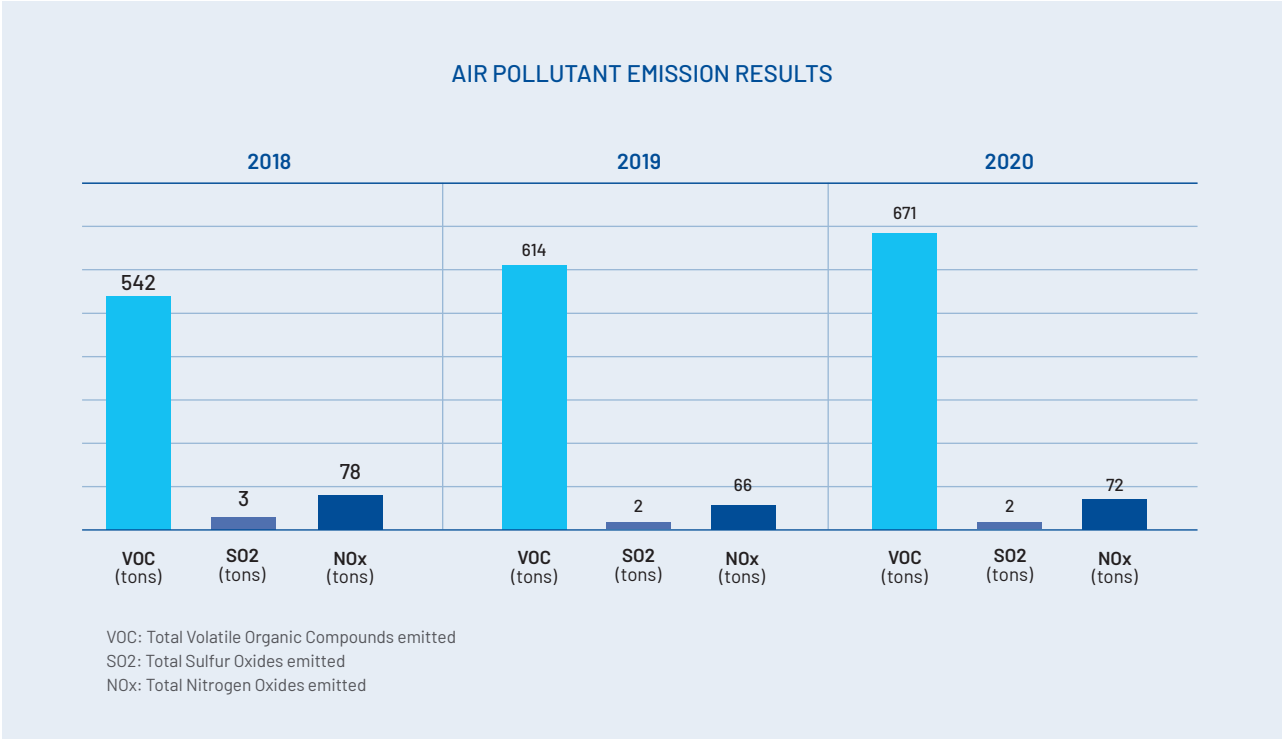
2020

87 Million Gallons



AIR

2020 was met with unprecedented consumer demand which required increased production volume. While the impacts of this can be seen in our Air, Water and Waste metrics, our efficiency measures helped to mitigate and manage the increases in these areas. Polaris actively deploys control strategies to improve and manage the emissions from our emission generating manufacturing facilities. Our pollution prevention approaches include investigating the use of lower volatile organic compound (VOC) emitting raw materials or fuels, installation of pollution control technologies and efficiency improvements in our existing processes.





WASTE

The proper management of waste from our facilities is important for the communities where we operate. In addition to complying with applicable generation, management and disposal regulations and standards, we look for opportunities to minimize our environmental footprint by reducing the use of hazardous materials, increasing the amount of waste that we reuse or recycle, and reducing the overall amount of waste that we produce from our manufacturing operations. When prevention, reuse and recycling are not practical, we apply controls and treatment technologies to the waste we generate aimed at preventing human health impacts and lessening environmental impacts. Beyond working to mitigate unnecessary waste, we use only waste disposal facilities that we believe have the systems, technologies and practices to manage our waste streams responsibly and in compliance with all applicable requirements.

We believe that the amount of waste we generate reflects our efforts to build efficiencies within our manufacturing processes. Our facilities track and report the amount of manufacturing waste

they generate and how it is managed. We continuously strive to reduce the amount of manufacturing waste that is not recycled.

Producing more vehicles, as we did in 2020, increases the amount of waste we produced from manufacturing. Much of our attention in 2020 was focused on managing challenges associated with COVID-19. In 2021, we intend to build programing that we hope will reduce the amount of waste produced from our manufacturing facilities notwithstanding the increased demand for our products.

While rapid technological advancement has evolved our communication abilities and increased our rate of productivity, it has also resulted in more electronic goods being discarded into our waste stream. These devices are safe to use but when thrown away, they can release heavy metals and other chemicals under certain conditions into the environment. At each of our locations, we aim to follow all recognized industry standards related to electronic waste and to properly recycle electronic waste, including through various partnerships with third parties that specialize in handling electronic waste.

WASTE			
PERFORMANCE	2018	2019	2020
Hazardous waste (tons)	1,072	1,248	1,338
Non-hazardous waste (tons)	3,084	4,871	3,810
Recycled waste (tons)	19,512	26,247	26,483

≅ **800,000**

To reduce waste, our facility in Wyoming, Minnesota worked with a supplier to remove polybags from our shock packaging with no negative impact to the condition of products upon delivery. As a result, we expect to eliminate 800,000 polybags that would have ended up in landfills annually.



TAP VEHICLE FLEET

In North America, our Transamerican Auto Parts (TAP) business operates a fleet of 80 owned and contracted vehicles. In 2020, we looked for ways to improve the fuel economy of our fleet vehicles at TAP and reduce our GHG emissions.

Our goals were to:

- Reduce miles driven and fuel used through efficiencies, such as optimizing route structures
- Replace older elements of our vehicle fleet with up-to-date and efficient technology
- Educate our drivers on how their behaviors can help drive fuel efficiency on a daily basis

The TAP team underwent a fleet optimization project to drive cost efficiencies and reduce the environmental impact of fleet operations. The project involved completion of an in-depth study of delivery routes to drive out inefficiencies. Through those efforts, the team was able to identify opportunities to consolidate redundant routes and eliminate non-value-add routes. These efforts contributed to an overall reduction in fuel usage and GHG emissions.

TAP FLEET VEHICLE EFFICIENCY

YEAR	2019	2020
Gallons of fuel used	629,720	554,792
CO2e emissions (metric tons)	6,487	5,715



GOUPIL

GOUPIL VEHICLE POOL

In France, our Goupil group signed an agreement in November 2020 to become a founding member of a vehicle pool agreement. Because Goupil's fleet is made up entirely of electric vehicles, we were invited to join this pool agreement where we will produce electrification credits for the pool beginning in 2021.

Best People, Best Team

AT POLARIS, PEOPLE ARE AT THE HEART OF EVERYTHING WE DO.



The quality of our relationships with employees, dealers, partners and customers is the key to our continued success. We keep that in mind every day as we support employee development, foster stronger connections with customers and advance dealer education. We value and invest in our people – they are the drivers of our business today and into the future.

EMPLOYEE ENGAGEMENT SURVEY

We launched our first Employee Engagement Survey in 2019 with outside partner Mercer | Sirota to improve the way we listen and work with employees to create actions and solve problems together. Based on feedback from the survey, we evolved and implemented strategies to address opportunities highlighted by the 2019 survey. For example:

Effective Communication:

- Launched new employee intranet – Polaris Hub – to support more frequent communications and increase accessibility of employee resources
- Increased frequency of communication from senior leadership both across the company and through team-specific efforts
- Implemented new collaboration technology tools

Career Development:

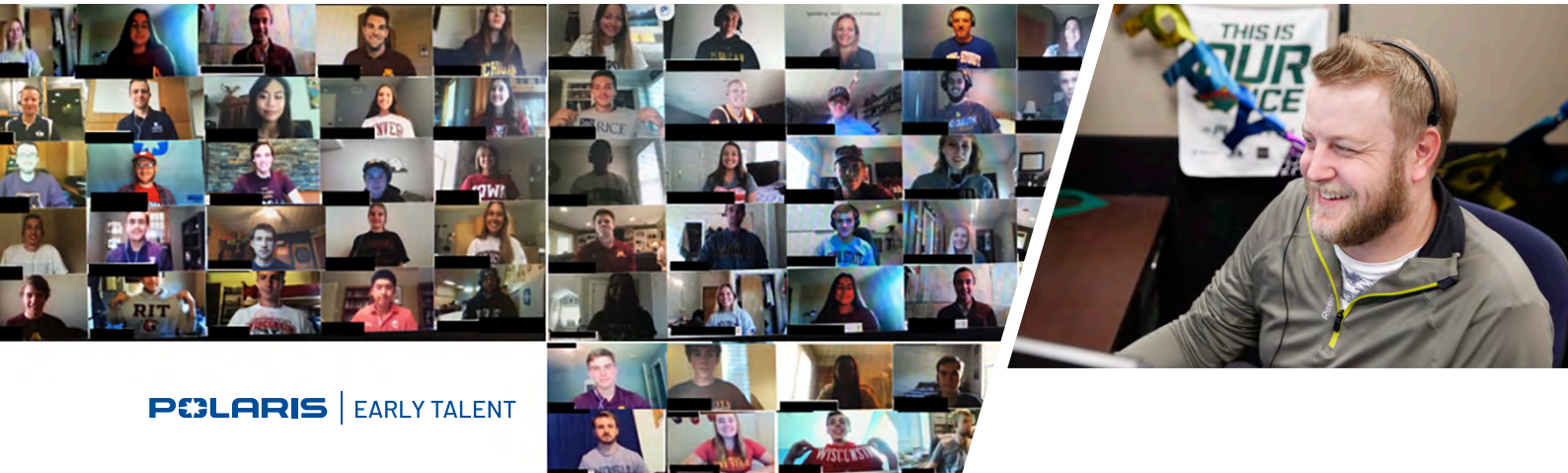
- Our Finance team created an internal finance academy to support employee development within the function
- Distributed “Leadership Tips” and “Employee Resources” communications monthly, providing insights, information and more aligned company talent processes

Another survey was launched in 2021, just before this Report’s publication, garnering a 96% participation rate; well above Mercer | Sirota’s average participation rate of companies using this survey. Conducting the survey every two years enables us to measure our progress and augment our understanding of Polaris’ culture and employee motivators.



EMPLOYEE ENGAGEMENT SURVEY

96% PARTICIPATION RATE



POLARIS | EARLY TALENT

EMPLOYEE DEVELOPMENT

We invest in developing our employees to facilitate their career growth. We support employees in making their best contributions toward helping Polaris drive change, advance innovation and find new ways to THINK OUTSIDE.

INTERN PROGRAM

Despite the COVID-19 pandemic, Polaris forged ahead with our intern program. Developing future talent is a priority, so we adapted the program in order to uphold our commitment to creating meaningful opportunities for them to learn and grow. Our 2020 intern program welcomed 83 interns, 66 virtually and 17 on-site with heightened COVID-19 protocols, to work in various business units across Polaris. With a focus on increasing diversity within our intern class, nearly 40% of this year's summer interns were female and 20% were racially or ethnically diverse. Over the last five years, Polaris has nearly doubled the percentage of women within our summer intern program and more than quadrupled the number of racially or ethnically diverse interns.

The interns were immersed in a variety of strategic projects that offered them real-world, portfolio-building experiences, including research for sales and marketing, creating content for the communications department, project management for web teams and supporting engineering projects across design, testing, quality and manufacturing.

"Polaris supported me so I could be successful in my work and build my confidence. After two incredible internships with Polaris, I am excited to be joining the company in a full-time position following graduation. I am grateful for this opportunity with such an innovative employer," said Sales and Marketing intern Emma C. Like Emma, many interns continue their journey with Polaris by working part-time, joining us again for a second summer or applying to our various developmental programs.

DEVELOPMENT PROGRAMS

Our six development programs span Human Resources, Finance, Sales and Marketing, Engineering, Operations and Digital and Information Systems and provide experience-driven opportunities to recent graduates. Participating employees complete three to four rotations in various departments and in different geographic locations for six to 12 months at a time. In addition to completing meaningful project work, these new employees also have extensive opportunities to network with each other, other Polaris employees and leaders. The network they establish helps them develop their professional skills and navigate their future career paths.

In 2020, 74 employees participated in our development programs. By working to develop future leaders as they enter the workforce, we help these employees reach their potential by giving them a range of experiences and coaching. With a cross-functional understanding of our business, these employees are better prepared to adjust as the market and industry evolve — making it a mutually beneficial investment for the employees and the company.

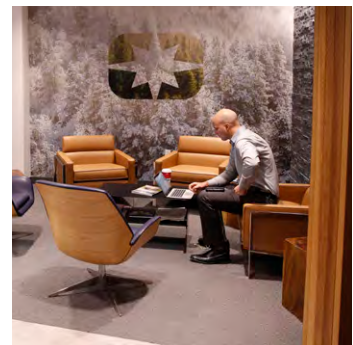


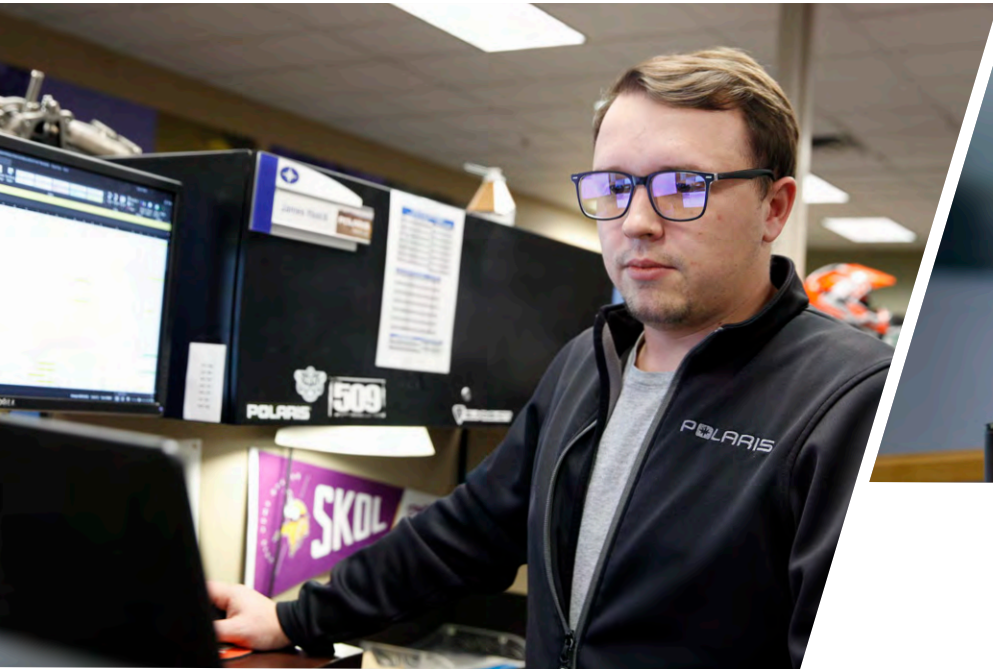
LEADERSHIP DEVELOPMENT

Our leadership development programs are foundational to developing the future leaders of Polaris. In addition to developing recent graduates, we continue to invest in our people throughout their careers. Program participants are nominated by their manager and Human Resources during our annual Organization and Talent Review process.

These programs provide high-potential, top-talent employees with opportunities to grow and prepare for next-level roles:

- Aimed at our individual contributors at Polaris, Succeeding As a Polaris Leader (SAPL) is a week-long development program that brought together 28 individuals from across the organization's U.S. and global locations in 2020. Facilitated virtually due to COVID-19, this year's training featured leadership learning and Question and Answer sessions led by Polaris executives and included two Franklin Covey-facilitated live-online interactive trainings: the 7 Habits of Highly Effective People and Unconscious Bias.
- The Polaris High-Performing Manager Training: Emerging Leaders program was offered virtually in 2020, allowing us to scale it globally to 114 people leaders from across the company. We partnered with Franklin Covey to offer a 12-week interactive training course, The Six Critical Practices for Leading a Team, blending live online, small group and self-paced learning. Course material covered a range of leadership topics, from holding regular 1:1s, to creating a culture of feedback, to managing your time and energy in a leadership role.
- Polaris Leadership Development Program (PDLP), which is focused on high-talent manager-level and director-level employees, was postponed to 2021 due to COVID-19. PDLP includes a weeklong residency in partnership with the University of Minnesota's Carlson School of Management Executive Education program during which participants interact with professors and Polaris executives, followed by stretch assignments working as part of cross-functional teams globally.





SKILL DEVELOPMENT IN MANUFACTURING AND ENGINEERING

Our manufacturing and engineering teams are instrumental to our success and our ability to THINK OUTSIDE. Each year, our Manufacturing Training Team completes a needs analysis at each site to understand current capabilities and anticipate needs for the coming year.

In 2019, we created an Operational Learning Council with representatives from Human Resources, Engineering, Manufacturing, Supply Chain, Lean and Information Services to highlight processes that employees need to be aware of for successful implementation.

In 2020, we expanded the formal review model in two ways: to include a cross-functional governance composed of manufacturing executives and safety, quality and organization development leaders who evaluated existing training metrics; and to help forecast what skills are needed to further enhance our manufacturing workforce capability.

Learning, Inclusion and Knowledge Sharing

With our continued development of new vehicles and products, we must support employees to be confident in their skills and understand how their daily work impacts the company. Managers need to know their direct reports are being stretched, challenged and supported in their efforts. Using our Degreed system, implemented in 2019, we are able to track and support training plans across levels, from hourly employees to directors. The system provides a holistic yet personalized approach to developing skills, balancing courses critical to an employee's work with those that they find interesting. Employees receive points for completing courses each week, and a regular newsletter spotlights the top learners and what they've learned.

Investment in Training Facilities

In 2020, a new training facility opened at our Monterrey, Mexico manufacturing facility designed to provide a comprehensive learning experience for technical and soft skills development focused on the Polaris Production System, safety and quality.

Designed to help employees THINK OUTSIDE, the training center includes a simulated work environment, a training room with capacity for 32 people, a recording studio and an ideas lab. The simulated work environment enables on-the-job training for new employees and current team members. Using a simulated assembly line, for example, employees practice using tools, learning the Andon system, enhancing their skills and developing a comprehensive understanding of our production system.

In addition, the recording studio has enabled virtual instructor-led trainings, while the ideas lab offers a space for teams to collaborate and plan, create or design new projects.



ORGANIZATION AND TALENT REVIEW

Continuing to grow and develop talent within Polaris is a priority across all levels of our company. We bring our guiding principle of Best People, Best Team to life through our Organization and Talent Review process.

Our commitment to talent development begins with our annual review that aligns our organization and talent with strategies to support our business goals — emphasizing organization effectiveness, capability building, succession planning and identifying areas to give our best people more development support and opportunity. For our salaried employees, our annual performance management review process includes team and individual goal setting aligned with our corporate strategy and company values. Leaders establish performance standards with employees, set clear expectations and are encouraged to provide continual feedback and coaching. In 2020, we formalized our mid-year review process so salaried employees receive feedback in an organized, consistent manner at least twice a year. Employees told us they appreciated this broader and more

frequent feedback focused on values and goals for improvement. For our hourly employees, our annual performance management review process is focused on building progressive skills, safety and quality of work, and aligning behavior to Polaris values.

Our talent development process continues throughout the year with ongoing conversations to help employees grow and move the organization forward. These conversations provide opportunities for business units to nominate our most talented people for development programs, such as SAPL and PLDP (see page 50), as well as for stretch assignments, like participating in enterprise-wide strategic projects, and other assignments that provide visibility with company leaders, help build skill sets and expand employees' experiences with other parts of the company.

In 2020, we strengthened our succession processes by automating them and creating a forum for more visibility of high-potential talent across businesses. This automation has laid the foundation for a succession dashboard to be launched in 2021.

SUPPORTING OUR EMPLOYEES AND THEIR FAMILIES

Polaris Scholarships

For the past 31 years, Polaris has offered scholarships to help offset the costs of post-secondary education for children of Polaris employees. Since 1989, we have given out 605 awards for a total of nearly \$2.03 million. In 2020, the number of new scholarships awarded doubled, with 95 scholarships awarded — 40 new awardees and 55 renewal students. Now even more dependents of Polaris employees are receiving financial support for full-time study at an accredited two- or four-year college, university or vocational/technical school.

Tuition Reimbursement

Continuous improvement and education are highly valued at Polaris. We are proud to assist our employees in their pursuit of furthered learning through our tuition reimbursement program. The program provides financial assistance to help employees achieve their personal and professional goals. In 2020, we disbursed more than \$600,000 in tuition reimbursement.

IN 2020, WE AWARDED

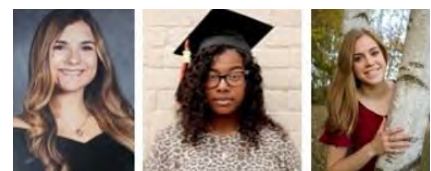
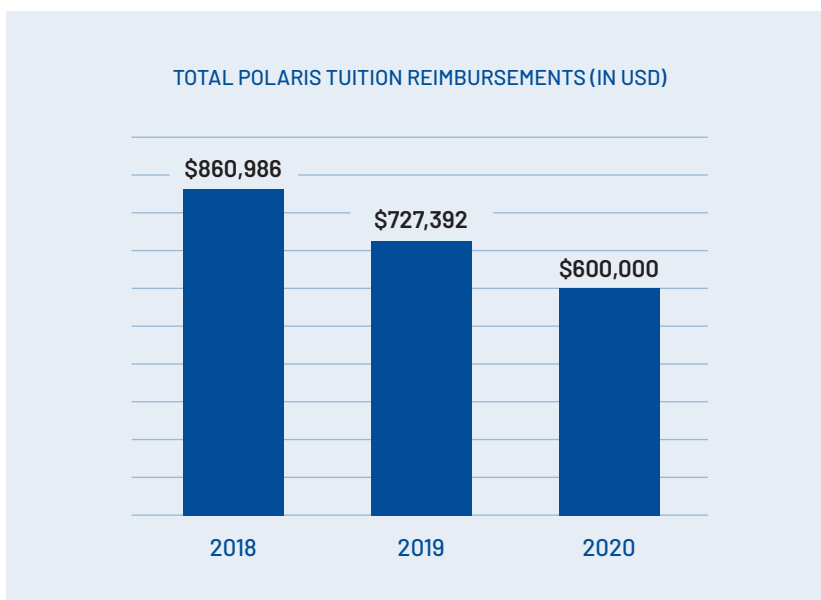
95

SCHOLARSHIPS

IN 2020, WE DISBURSED MORE THAN

\$600,000

IN TUITION REIMBURSEMENT





DIVERSITY, EQUITY & INCLUSION

As a part of our ongoing efforts to create a workplace of awareness and understanding, we created an internal program called R.I.D.E. Together: Respect. Inclusion. Diversity. Equity. We believe that together, we can continue to build a diverse and inclusive workplace. We encourage all employees to make a personal commitment to diversity and inclusion.

Respect. Inclusion. Diversity. Equity. Together we commit to continuing to build a diverse and inclusive workplace:



Respect: A culture and the core of how we operate. We assure an environment that fully welcomes and leverages all aspects of our diversity. All employees are valued, respected and heard.

Inclusion: A culture that drives a sense of belonging, connection and community.

Diversity: A workforce with a healthy mix of demographics.

Equity: We provide fair treatment, opportunity and advancement while striving to identify and eliminate barriers.

Through R.I.D.E. Together, we look to continually foster our corporate culture of inclusion and understanding. We are proud to have joined the [CEO Action for Diversity & Inclusion™](#) initiative in 2020 as it aims to rally the business community to advance diversity and inclusion within the workplace, and we encourage all Polaris employees to help drive such behavior daily.

Unconscious Bias Training

Leaders play a key role in engaging all employees and building an inclusive culture. In November and December 2020, our Partners in Continuous Improvement Leaders (directors and above) participated in the Understanding Bias to Unleash Potential training delivered by FranklinCovey. This training reflects on how bias, including unconscious bias, impacts the decisions we make and can directly affect how we lead and accomplish business results. This type of training is important and ongoing within Polaris and will roll out to additional employee groups in 2021.

“

As part of Polaris' commitment to R.I.D.E. Together, we strive to create an inclusive and welcoming environment. We ask each of our employees to make it a priority to learn and grow from each other, and embody the tools and training at hand to incorporate awareness and equality into our culture.”

– **Jim Williams,**
Senior Vice President and Chief Human Resources Officer

In June 2020, then-Polaris CEO Scott Wine signed the CEO Action Pledge for Diversity & Inclusion, committing himself and Polaris to advancing diversity and inclusion in our workplaces, communities and society. Current Polaris CEO, Mike Speetzen, reinforced Polaris' support by signing his own pledge in early 2021.

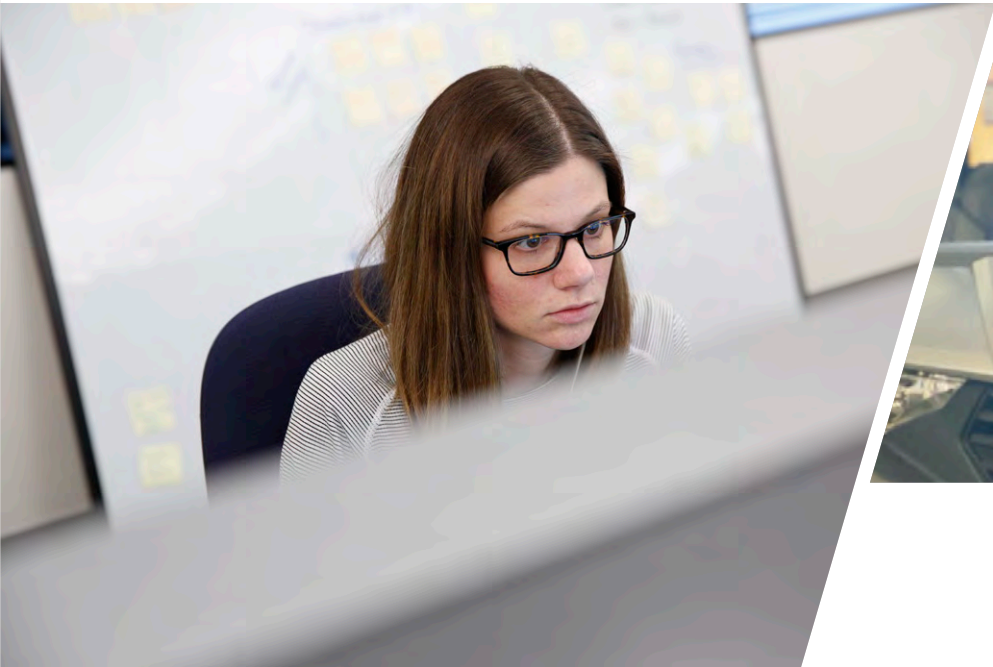
“At Polaris, our culture of innovation is forged from unique thought. We know that not only Polaris, but the communities in which we live and work, benefit from recognizing and celebrating the spectrum of backgrounds, cultures, experiences and passions that each person brings to the table. With this in mind, we are enhancing our focus on diversity and cultivating welcoming environments where people feel empowered and valued.” – Mike Speetzen, CEO



RECRUITING EFFORTS

Increasing the diversity of our team supports our Best People, Best Team strategy. Research consistently shows that diversity drives innovation, customer growth and employee engagement. At Polaris, we pride ourselves on bringing in the best talent, and our recruiting team has been spearheading some major initiatives to broaden the scope of our candidate pipeline and create a more diverse candidate pool. As part of that ongoing effort to engage and recruit a more diverse group of candidates, a group of Polaris employees attended the National Black MBA Association (NBMBAA) and the Society of Women Engineers (SWE) conferences in 2020 to learn, develop and listen as speakers and participants shared their experiences and insight. Held virtually, these conferences focused on sharing ways companies can actively participate in

communities and support groups who are historically underrepresented throughout their careers as students and professionals. "The problems in the world today are larger than one person, one company and one demographic, requiring individuals and companies to come together to address these challenges," says Naomee L., Human Resources Manager in Huntsville. "Dynamic problem solving requires diversity in thought and openness to new ideas. At Polaris, our business culture protects people with differences and celebrates inclusiveness." Polaris recently joined the Corporate Partnership Council of SWE to build deeper relationships with women engineering candidates. We will continue to expand our recruitment strategy to reach and attract applicants from a wide variety of backgrounds, experiences and perspectives.



GENDER AND RACE PAY EQUITY

Fostering an environment that promotes equal opportunity and embraces individual differences among our employees is critical to our competitive advantage and essential to the success of our business. Polaris thrives when we empower and value the unique skills, perspectives and contributions of each employee.

As part of our overarching diversity and inclusion goals, Polaris is committed to equal pay for equal work. We believe that employees should progress in their careers at Polaris regardless of gender or race and that compensation decisions be gender and race neutral. Pay differences between employees in similar jobs should be based on job-related factors, such as education and experience, performance, skill, effort and working conditions. Polaris continually reviews our compensation practices, and in 2020 we undertook more comprehensive efforts to identify any pay gaps by gender or race and to assess whether such differences are explainable by work-related factors. That work remains ongoing, but we welcome this opportunity to review and address any potential gender or race pay gaps. Polaris intends to continue this work and adjust compensation where needed in an effort to meet our commitment to equal pay for equal work, without regard to gender or race.

WOMEN LEADERS IN POWERSPORTS

Since its creation, our employee resource group Women Leaders in Powersports (WLP) has focused on engaging and empowering female employees across Polaris. Over the past several years, the organization has expanded into our manufacturing facilities.

The WLP employee group at Polaris Huntsville, Alabama partnered with Mazda Toyota Manufacturing and Toyota Alabama in 2020 to host a panel of female representatives from each of the companies who came together to share unique experiences in the manufacturing industry as a kickoff to a workshop series. The goal of this group effort is to attract more women to careers in manufacturing and provide professional development opportunities for those already in the industry. Urban Engine, a Huntsville-area nonprofit, worked with the three companies to put together a workshop series for WLP team members to network with other women in manufacturing, as well as to learn and grow skills that are valuable in the manufacturing industry.



POLARIS

WOMEN LEADERS IN POWERSPORTS

Community

AT POLARIS, WE CONTINUALLY STRIVE TO ACT AS GOOD STEWARDS FOR THE INDUSTRY, OUR RIDERS, OUR COMMUNITIES AND THE OUTDOORS.



We are dedicated to driving positive change in the communities around us by giving back through donations, time spent volunteering, and encouraging our employees to be active within their communities through paid volunteer time off and an employee matching funds donation program through the Polaris Foundation. Giving back is core to what we do at Polaris, and despite the limitations of the COVID-19 pandemic, our employees continually sought out ways to help where they saw need. We are proud of all that our employees did to support our communities in a year of such uncertainty.

FOUNDATION OVERVIEW

Maintaining deep community connections is part of our DNA. Through the Polaris Foundation, we embrace our responsibility to lead, engage and invest in communities around the world where our employees live and the company does business. This spirit of giving – which is core to our Geared for Good philosophy – is brought to life every day by our employees.



YOUTH
SAFETY



COMMUNITY
DEVELOPMENT



ENVIRONMENT AND
LAND ACCESS



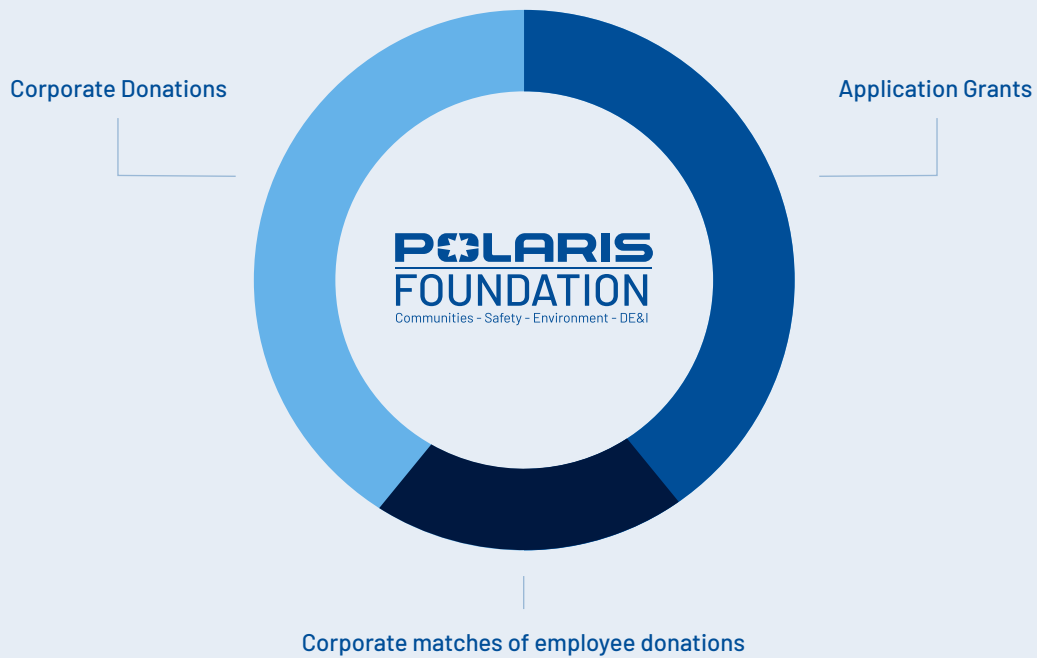
DIVERSITY, EQUITY
AND INCLUSION

IN 2020, MORE THAN

\$3.1
million

WAS DONATED TO ORGANIZATION
IN OUR LOCAL COMMUNITIES

2020 CORPORATE POLARIS FOUNDATION DONATIONS



In 2020, the idea of community took on a deeper meaning. The magnitude of the year and its unprecedented events affected communities around the world, causing great decline in many people’s ability to give back, both through volunteer efforts and in financial giving.

Despite the challenges, Polaris employees held true to the Geared for Good spirit – donating more than \$3.1 million to organizations in their local communities.*

*2020 Polaris Foundation total giving includes corporate donations, grants and matching of employee donations.

“

In 2020, when COVID-19 changed so much of our lives both professionally and personally, I am proud to say that Polaris employees continued to positively impact their local communities. Polaris employees donated their time and dollars to help local schools, community foundations, food banks and animal shelters so these imperative community resources could continue to offer the important services they provide to meet very basic community needs.”

Dana A., Senior Manager, Polaris Foundation

The Polaris Foundation bolsters employees’ individual monetary donations with a dollar-for-dollar matching program

UP TO

\$5,000

and provides for paid time off for employees to take part in volunteer work.

CORPORATE DONATIONS

\$1,654,500

APPLICANT GRANTS:

\$1,464,800

CORPORATE MATCHES OF EMPLOYEE DONATIONS:

\$454,700



POLARIS GIVES LAUNCH

To celebrate and support the generosity of our employees, Polaris introduced the Polaris Gives program in March 2020. This online platform allows employees to donate to the nonprofit of their choice and receive a Polaris Foundation match of up to \$5,000 per year. In addition, employees can track their volunteer time and, with our Dollars-for-Doers Program, they receive dollars to donate to the nonprofit of their choice. Since its launch, employees have supported numerous efforts, through volunteer time and donation dollars, including COVID-19 response, tutoring projects, trail clean-up days, racial justice initiatives, food drives and animal welfare just to name a few. The Polaris Gives platform was launched to honor the causes that Polaris employees feel most passionate about. With the ability to donate to organizations of their choosing, Polaris Gives empowers employees to make meaningful donations to causes close to their hearts.

Polaris Gives transformed the way our employees give by showcasing giving and volunteering opportunities and allowing employees to track their time and money on a centralized platform. We are pleased to report that in the first year of Polaris Gives, 3,260 Polaris employees gave over \$1 million, prior to the company match.

POLARIS GIVES WEEK

To further encourage involvement in the Polaris Gives platform, the Polaris Foundation hosted Polaris Gives Week during the first week of November. With a large portion of our employee base working remotely, we held virtual volunteer and fundraising events, as well as COVID-friendly, in-person giving opportunities for those at our manufacturing and distribution locations. With each employee donation made during Polaris Gives Week, the employee became eligible to win prizes, including Polaris vehicles.

THE NORTHERN LIGHTS ARCHERY CLUB:
#1 VOLUNTEER EFFORT ON THE POLARIS
GIVES PLATFORM IN 2020

“

The Northern Lights Archery Club is a non-profit organization founded in Roseau in 2014. Its mission is to be a gathering place for those seeking to learn basic fundamentals through the advanced skills of archery. With the help of the Polaris programs, in 2019, we became USA JOAD (Junior Olympic Archery Development) and Adult certified. We also opened a free outdoor range to the community.”

- **Bob M.**, President of the Northern Lights Archery Club and Polaris employee

Northern Lights Archery Club has around 150 members, approximately 70 of whom are Polaris employees.



POLARIS FOUNDATION BY THE NUMBERS



1,610+ NONPROFIT ORGANIZATIONS supported by employee donations

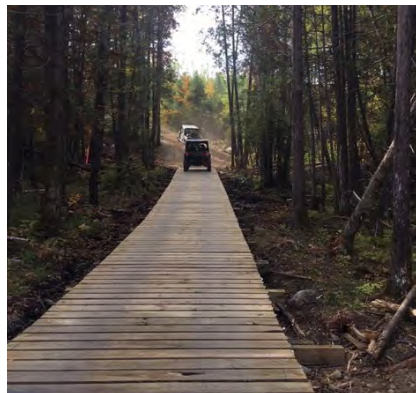
TOP FIVE CAUSES:

1. Philanthropy, volunteerism and grantmaking foundations
2. Human services
3. Education
4. Voluntary health organizations and medical disciplines
5. Recreation and sports



180+ VEHICLE DONATIONS

totaling \$611,000 with \$1,135,000 MSRP value, with most of those vehicles donated for use in safety initiatives



\$206,750

in T.R.A.I.L. grants



\$1,002,000

in employee donations through the Polaris Gives platform

5,656 HOURS OF EMPLOYEE VOLUNTEER TIME

TOP FIVE AREAS:

1. Recreation and sports
2. Religion-related
3. Animal-related
4. Human services
5. Education





ENGAGED EMPLOYEE BASE

Our employees have a strong history of giving back and we strive to make it easy and rewarding for them to do so through programs like Dollars for Doers and Volunteer Time Off. We also recognize employees for their contributions through our Geared for Good awards.

DOLLARS FOR DOERS

Each year, employees can earn \$10 per hour of volunteering — up to \$500 — to give to an eligible charity of their choice. In 2020, employees used Dollars for Doers to raise more than \$22,000 for their favorite charities.

TEAM POLARIS

Historically, our TEAM Polaris program allowed groups of six employees to join forces in fundraising efforts with Polaris matching up to \$1,000 per team. Now with the new Polaris Gives platform, we match individual donations up to \$5,000 per person, so groups of employees have the opportunity to raise even more money for their chosen cause.

VOLUNTEER TIME OFF

To help provide employees with the opportunity to engage with causes they care about, Polaris offers all U.S. employees up to eight hours each year that can be used to volunteer at a 501(c)(3) organization during the workday. In 2020, when the pandemic restricted many in-person volunteer opportunities, Polaris employees knew it was imperative to continue helping. They found ways to volunteer and still adhere to social distancing guidelines, collectively spending 5,243 hours giving back to our communities through this program.



JANUARY

Kristen S., Manager, Global Strategic Sourcing: Driving programming to educate and audit that suppliers are following responsible sourcing practices.

FEBRUARY

Chris C., Senior Packaging Engineer: Introduced initiative to eliminate use of polybags in shock packaging to improve environmental stewardship.

MARCH

Sandra S., GM Assistant and Administrator: Supported our China team's response to COVID-19.

Piotr S., Engineer: Made and donated 3D printed face shields to local hospitals to keep medical staff safe during COVID-19.

APRIL

Blaine S., 4WP Regional Manager: Concepted and launched the free service program for First Responders throughout the summer of 2020 at all 4WP stores.

MAY

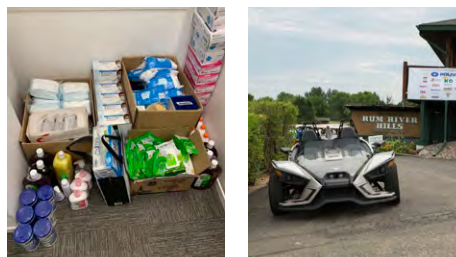
Brett V., Design Engineer: Provided adoptive and foster families with supplies and support during COVID-19.

JUNE

Jason K., Powertrain Quality and Safety Manager: Raised money and awareness for Parkinson's Disease research.

GEARED FOR GOOD AWARDS

On a monthly basis, we spotlight employees from around the world who are living out our Geared for Good values. In addition to internal recognition, each Polaris employee receives \$100 to donate to the nonprofit of their choice. 2020 recipients are highlighted on this page.



POLARIS
**GEARED
FOR GOOD**

JULY

Leisa B., Timbersled Project Analyst: Organized a campaign for a local food bank during the COVID-19 shutdown that raised over 600 pounds of food and \$400 in funds.

AUGUST

Sejla S., ORV Community Manager: Proactively identifying customer needs and finding solutions.

SEPTEMBER

Karrie R., Central Engineering Director of Finance: Recognized for her service to the Coon Lake Improvement Association, which oversees the management, direction and growth of the lake association.

OCTOBER

Craig B., Operations Trainer: Supported frontline workers when they needed assistance and showed gratitude across the plant for employee dedication during trying times.

NOVEMBER

Sophia N. + Cuc N., Northstar Precision Vietnam: Organized employee fundraising campaign to support a local charity assisting with recovery from devastating landslides in central Vietnam.

DECEMBER

Brian P., Manager of Corporate Quality, Global Product Quality and Safety: Improved product safety and quality by analyzing customer feedback, supporting design/development, monitoring effectiveness and engaging with suppliers.



YOUTH SAFETY

We are proud to offer the industry's largest lineup of youth vehicles. It's necessary to have adult supervision while these vehicles are in use, but it's also important to provide education on the correct gear and riding practices. We support Youth Safety through a variety of organizations and endeavors, including 4-H, Progressive Agriculture Foundation, local and grassroots off-road clubs, and more.

GRANT PROVIDES FUNDING FOR 4-H SAFETY PROGRAMS

If you talk to anyone who was a member of 4-H growing up, they'll tell you the lessons they've learned in the program have stuck with them in all facets of life. Polaris is a proud sponsor of the Minnesota 4-H youth development program's Outdoor Adventures portion, where off-road vehicle safety training is housed. Through a Polaris Foundation grant, Minnesota 4-H received two large trailers and 10 Polaris vehicles that are used during every safety training in the program under the Minnesota Department of Natural Resources (DNR) Youth Safety Certification. The training includes vehicle maintenance, trail maintenance and overall safety. In addition, all adult volunteers are certified safety instructors through the Minnesota DNR training.

"Polaris has made it possible for us to provide quality, positive youth development opportunities in the 4-H ATV project area," says Nicole P., Outdoor Adventures Coordinator for the Minnesota 4-H program. "The partnership is vital to our success and we are grateful for the dedication and support."

POLARIS PARTNERS WITH PROGRESSIVE AGRICULTURE FOUNDATION

The Progressive Agriculture Foundation hosts nearly 400 Safety Days annually throughout the U.S. and Canada to promote safe practices and help avoid preventable accidents involving children and young adults in agriculture and farming. The Safety Days program puts specific focus on training attendees on the best safety measures to take when working around farm and lawn equipment, such as tractors and grain elevators, electricity, welding and mechanical tools, riding ATVs and snowmobiles and more.

In 2020, Polaris donated more than \$40,000 and a youth utility task vehicle (UTV) to support the Progressive Agriculture Foundation's mission of educating youth through the Progressive Agriculture Safety Day. The donation from Polaris will support the development of digital resources focused on ATV and UTV safety.



POLARIS FOUNDATION GIVES GRANT TO SAFE RIDING CAMPAIGN

The Click It 4 Kyle safety awareness campaign encourages side-by-side riders to always wear their seat belts. In support of the campaign for seat belt safety and safe riding practices, the Polaris Foundation gave a \$10,000 grant to the All-Terrain Vehicle Association of Minnesota (ATVAM), which included the development of memorial seatbelt pads that would serve as a reminder to riders to always buckle up. During the 2020 ATVAM Legislative Summit, each ATVAM regional director was given 20 of the "Click It 4 Kyle" seatbelt pads to pass out to ATV clubs throughout the state.



COVID-19 affected communities around the world in so many ways. As a result, much of our 2020 community development efforts focused on COVID-19 relief as Polaris employees joined together to help coworkers, their families and their own communities navigate the pandemic. To learn more about the specific ways Polaris and our employees gave back in the time of the pandemic, visit the COVID-19 section of this report which begins on [page 8](#).

COMMUNITY DEVELOPMENT

In addition to the efforts of the Polaris Foundation, our company also has a longstanding history of supporting local communities through nationwide partnerships that contribute to the broader powersports community or through hands-on efforts that help small communities with immediate needs.

POLARIS OFF ROAD DONATES RANGER VEHICLES FOR WREATH-LAYING CEREMONY AT ARLINGTON NATIONAL CEMETERY

Each December, at the start of the winter holiday season, more than 245,000 wreaths are placed at Arlington National Cemetery to honor our veterans who made the ultimate sacrifice. The sight of hundreds of thousands of evergreen wreaths and red ribbons adorning the headstones is a moving experience.

Wreaths Across America (WAA), the nonprofit organization responsible for this poignant holiday tradition, relies on the help of volunteers to mobilize the wreath-laying effort. However, in order to protect the grounds and honor the gravesites, Arlington National Cemetery made the decision not to allow personal automobiles inside the cemetery, posing a challenge for WAA's efforts. The solution? Use small, lightweight utility vehicles. We worked with local Virginia dealer Coleman Powersports to donate six RANGER vehicles to Wreaths Across America to help accomplish this significant tribute.

Due to COVID-19 restrictions, the 2020 National Wreath Day event was held virtually, featuring each week's wreath placements, vista, views of gravesites decorated with wreaths and live video of the final placement of wreaths inside the cemetery. The volunteers placing the wreaths adhered to strict social distancing protocols.

A RANGER XP 1000 was used to escort a veteran of World War II, the Korean War and the Vietnam War, making it possible for him to see his friend's grave and lay a wreath.



POLARIS
PROUD **AMERICAN**
THANK YOU

ZAC BROWN BAND PARTNERS ON EXCLUSIVE CONCERT TO SUPPORT VETERANS

Polaris Off Road teamed up with Zac Brown Band and Camp Southern Ground, joining the Proud American Thank You initiative to honor veterans and active military personnel. Zac Brown Band is a frequent collaborator with Polaris and shares the same commitment to supporting our nation's veterans. Zac Brown started Camp Southern Ground to serve children with diverse backgrounds and abilities, and the project has grown to address the needs of service members transitioning to civilian life after active duty.

The program launched on Veterans Day and culminated with an exclusive performance by Zac Brown Band, hosted by Polaris and livestreamed on Dec 27, 2020. During the performance, the audience was encouraged to donate to Camp Southern Ground, with all donations directed toward their veteran's programs, with a Polaris Foundation match up to \$50,000.

In total, the effort raised over \$200,000 for veterans and their families.



FIT2BE CANCER FREE STEP TRACKING CHALLENGE

The American Cancer Society is dedicated to putting an end to cancer as a major public health problem. In 2020, Polaris was proud to take up the fight by participating in the Society's Fit2Be Cancer Free Challenge!

Fit2BeCancerFree was a virtual step-tracking fitness event to promote cancer prevention in the workforce. For three weeks, Polaris employees competed against other companies nationwide to raise awareness and research cancer treatment in partnership with the American Cancer Society. More than 525 Polaris employees participated in the challenge. Polaris finished first overall in Minnesota and sixth in the nation with 80,047,819 total steps.

WARFIGHTER MADE PARTNERSHIP AND DONATION

The Warfighter Made nonprofit organization provides recreational therapy to ill, injured and combat wounded service members and veterans through adrenaline therapy. Warfighter Made adapts and customizes combat-wounded veterans' personal vehicles so they can continue doing the things they enjoy. Complete with custom paint schemes and other personalized features, each vehicle reflects the individual veteran's personality.

Through the Polaris-sponsored Warfighter Made program, veterans ride Polaris RZR vehicles during off-road adventures on a closed trail. During the events, veterans meet other veterans, creating a network of support and helping reduce feelings of isolation.



Friendships are formed, we're a family here. We're introducing veterans to other veterans who are experiencing many of the same issues and helping them build another support system."

— Marine Master Sergeant (ret.) and combat veteran Robert Blanton,
co-founder, CEO and full-time volunteer at Warfighter Made



VETERANS CHARITY RIDE - INDIAN MOTORCYCLE

In 2020, Indian Motorcycle continued its support and sponsorship of the Veterans Charity Ride to Sturgis. This annual ride supports veterans by creating a healing atmosphere through riding and camaraderie as they stop at several small towns along the route to commemorate and honor veteran heroes.

This year, however, took on a new meaning in response to COVID-19. The veteran-operated, nonprofit organization implemented a "service before self" initiative to show appreciation to first responders who have been working on the frontlines during the COVID-19 pandemic.

Following strict health and safety guidelines, the riders donated personal protective equipment to honor frontline workers in hospitals, police departments and assisted living facilities.



POLARIS BRANDS GIVE BACK TO THE COMMUNITY ENABLING OTHERS TO THINK OUTSIDE

RANGER



RANGER DONATION TO POLICE DEPARTMENT

In May 2020, our team in Wilmington, Ohio – home to one of Polaris’ three major distribution centers – donated a RANGER 500 to the Wilmington Police Department. As part of the department’s vehicle fleet, the RANGER 500 will be used for patrol, rescue and community outreach in areas inaccessible to standard police cruisers.



ORV SALUTES AMERICAN HEROES

We recognized Polaris owners throughout the month of June leading up to July 4, 2020 with five American Heroes Awards for making significant contributions in their communities. This included Nathan Lowder, an Emergency Department nursing manager and volunteer firefighter, EMT and EMS coordinator. Using his Polaris RZR and Sportsman, he responds to calls and reaches injured patients where EMS trucks are unable to drive.

SLINGSHOT



SLINGSHOT PARTNERS WITH KYLE RUDOLPH FOR CHARITY

In October 2020, we partnered with Minnesota Vikings Tight End Kyle Rudolph to auction off Kyle’s personal, [Vikings-inspired custom Slingshot](#). The auction raised over \$20,000 for M Health Fairview University of Minnesota Masonic Children’s Hospital.

RZR



RZR DONATION TO ASA

We donated two RZR vehicles to support the American Sand Association’s (ASA) mission to promote land access and keep the Imperial Sand Dunes Recreation Area (ISDRA) open to off-road vehicles. The ASA works to protect the right to ride on public lands in a responsible, environmentally balanced manner.



Hurricane

GODFREY

POLARIS BOATS VIRTUAL TOURS

Our Bennington, Godfrey and Hurricane dealers offered virtual boat tours to interested customers and donated \$100 to a nonprofit of the customer’s choice for each tour. The tours included Facebook and Instagram Live videos and 1:1 live walk-throughs.

POLARIS
SNOWMOBILES



POLARIS SNOWMOBILES SUPPORTS BE THE MATCH

When Be the Match asked Polaris Snowmobiles for a contribution to their virtual gala in September 2020, we responded by donating a MY21 INDY EVO. The vehicle raised approximately \$7,000 to support Be the Match’s bone marrow donor program.



ENVIRONMENT AND LAND ACCESS

The back roads and the off roads – the scenic spaces, the vistas, the mountains and the ocean views, the trails that inspire one adventure and then the next. Through ongoing support to various organizations, we provide grant funding and product donations to increase and maintain land access through trail development, maintenance projects, safety and education initiatives, and more – making it possible for more people to THINK OUTSIDE.

T.R.A.I.L.S. GRANTS

In 2020, we continued our commitment to support the development and improvement of trail systems across the United States with a donation of nearly \$210,000 awarded to 22 organizations through our T.R.A.I.L.S. Grants program. The grants are awarded to off-road and ATV organizations for use in developing, improving and expanding trails and educating riders on ATV/ORV safety. Since it was founded in 2006, our T.R.A.I.L.S. Grants program has supported 315 off-road and ATV organizations with more than \$2.7 million in grants.

Grant recipient organizations use the money to focus on a range of trail and rider safety activities, such as providing safety courses for youth and adults, trail maintenance and repair and improving signage. For example, a Fall 2020 grant awarded to the Phoenix Children's Hospital funded ATV Rider Camps for youth participants to learn about safe and responsible ATV use, including current and relevant traffic laws, responsible and courteous rider behavior, injury prevention and how to obey off-road rules.

"The T.R.A.I.L.S. grants helped us refurbish a popular rest area of the Prospectors Trail, just as it crosses the Kawishiwi River, that is frequented by a variety of trail enthusiasts, including those who ride ATVs and snowmobiles, canoeists, hikers and more," said Ron Potter, the trail administrator for the Prospectors Trail Alliance in Ely, Minnesota, which was awarded a T.R.A.I.L.S. grant in March. "Thanks in part to the grant, we were also able to help fund the boardwalks that are being built as part of this trail system to reduce impact to wetlands."

T.R.A.I.L.S.





ENVIRONMENTAL PARTNERSHIPS

Beyond the efforts of The Polaris Foundation, our various brands continue to build relationships and partner with various organizations to support and advance environmental stewardship:

Outdoor Recreation Roundtable

The Outdoor Recreation Roundtable (ORR) is a coalition of organizations that promote the growth of the outdoor recreation economy and outdoor recreation activities. The ORR educates decisionmakers and the public on balanced policies that conserve public lands and waterways and enhance infrastructure to improve the experience and quality of life of outdoor enthusiasts everywhere. We are proud to be members of ORR and act as a voice for powersports consumers.

American Sand Association

The American Sand Association (ASA) is committed to keeping the Imperial Sand Dunes Recreation Area (ISDRA) open to off-highway vehicle use. ASA's goal is to "Unite, inform and mobilize the sand dunning community to protect the right to ride on all public lands in a responsible, environmentally balanced manner." Polaris is proud to help ASA work toward this goal through our platinum sponsorship and team member board-level involvement.

Delta Waterfowl

Delta Waterfowl (The Duck Hunters Organization) is a leading conservation group working to produce ducks and sustain the tradition of duck hunting in North America. Polaris partnered with the organization in 2020 to support this mission, and we are the proud sponsor of the First Hunt Mentor of the Year Award that awards the winning mentor and their chapter a vehicle.

Pheasants Forever

Pheasants Forever is dedicated to the conservation of pheasants, quail and other wildlife through habitat improvement, public awareness, education and land management programs. Since 2015, Polaris has been supporting Pheasants Forever's habitat work through monetary and vehicle donations.

Habitat Flats

Habitat Flats is one of North America's top waterfowl lodge networks. In 2020, Polaris proudly supported their conservation efforts through funding and vehicle donations. The vehicles are specifically used to tend and care for the land in a more accessible manner.

Rocky Mountain Elk Foundation

The Rocky Mountain Elk Foundation (RMEF) is on a mission to "ensure the future of elk, other wildlife and their habitat." Through a cash donation, Polaris is supporting RMEF in this mission.



DIVERSITY, EQUITY & INCLUSION

The Polaris Foundation has long supported organizations and initiatives that meet the needs of underserved communities. In 2020, we expanded our focus on diversity, equity and inclusion and formalized those efforts under our Diversity, Equity & Inclusion program. This program will be a growing focus area for our giving going forward.

Events near our headquarters community during the summer of 2020 illuminated the fact that racial bias, unconscious or otherwise, remains a very real issue in our society. At Polaris, we know we have an important role to play in helping to bridge the persistent divide. The events of 2020 helped us recognize that we need to do more, and we are finding new ways to leverage our Geared for Good platform to support our communities. As always,

Polaris is committed to being a partner for positive change. Our focus on supporting everyone to have equal access to education and opportunity is a prime example. We continue to invest in programs – especially those focused on science, technology, engineering and mathematics (STEM) – to help prepare young people for success in their future careers.



SLINGSHOT AND THE POLARIS FOUNDATION PARTNER WITH CODE2COLLEGE

Slingshot donated \$25,000 in 2020 as part of a three-year partnership with Code2College (C2C), a career prep and college access learning program leveraging volunteer technical talent to teach coding skills to underrepresented students interested in STEM careers.

Progress starts with addressing inequality at the systemic level, and C2C is helping to lead the charge by supporting access to STEM for minority and low-income students. Without the ingenuity from our diverse team of engineers, Slingshot may not exist. We're honored to champion C2C and support the expansion of diversity in STEM.

The Polaris Foundation also donated \$50,000 to C2C. C2C is working with Cooper High School in Minnesota – CTC's first high school partner in the Midwest, and a school Polaris has supported (see story on the following page). We plan to build on this connection with C2C to continue working together across the Midwest.

UNIVERSITY OF MINNESOTA COLLEGE OF SCIENCE AND ENGINEERING

To help expand educational and experiential opportunities at the University of Minnesota College of Science and Engineering, Polaris donated \$1 million to be used over the next five years to support project-based learning experiences and scholarships aimed at diverse and underrepresented students within STEM. A quarter of the donation will be used to fund student scholarships and support leadership opportunities through the Polaris Scholars program. During the first year of the program, Polaris will fund \$5,000 scholarships for 10 students majoring in electrical or mechanical engineering and provide opportunities for networking and mentoring by Polaris employees.

The donation also supports the College of Science and Engineering's 2,000-square-foot student machine shop, which includes high-end industrial equipment for fabrication of machine parts. Used by classes of all levels, students leverage the Polaris Student Machine Shop to build robots and work with companies to solve real-world engineering problems. The donation builds upon previous Polaris gifts to the University that now total more than \$3 million.



We are grateful to Polaris for supporting our students and our efforts to build a diverse pipeline of high-tech workers in this state and around the world. When industry and academia work together to solve problems, great things can happen. We look forward to collaborating with Polaris for many years to come.”

— **Mostafa Kaveh**, Dean of the University of Minnesota College of Science and Engineering



Before



After

COOPER HIGH SCHOOL RENOVATION

When Polaris learned that the weight room at Cooper High School in New Hope, Minnesota was in need of repair and updates, we saw an opportunity to give back to students in the community. The training area and [weight room](#) had become unusable for students at the school, in which 74% of students are eligible for free- and reduced-price lunch. Polaris joined other donors to support the school, and the facility underwent a \$150,000 renovation. It is now furnished with safe, sanitary, state-of-the-art equipment that will allow students to excel both on and off the field.

[Watch](#) this video to see the transformation.

SUMMER 2020 COMMUNITY RESTORATION

In the summer of 2020, we gave \$250,000 to local nonprofits in our headquarters community, including Northside Funders Group, Lake Street Council and Midway United Fund, as they worked to restore and reopen small businesses and community organizations serving primarily diverse neighborhoods in Minneapolis-St. Paul in the aftermath of civil unrest. We also encouraged our employees to use their paid time off to give back and volunteer in their local communities.



Before



After



Before



After

Corporate Governance & Policies

GOOD GOVERNANCE BUILDS CONFIDENCE THAT POLARIS IS WINNING THE RIGHT WAY, ALLOWING US TO MAKE STRATEGIC DECISIONS THAT FACILITATE LONG-TERM GROWTH FOR ALL WHO JOIN US AS WE THINK OUTSIDE.



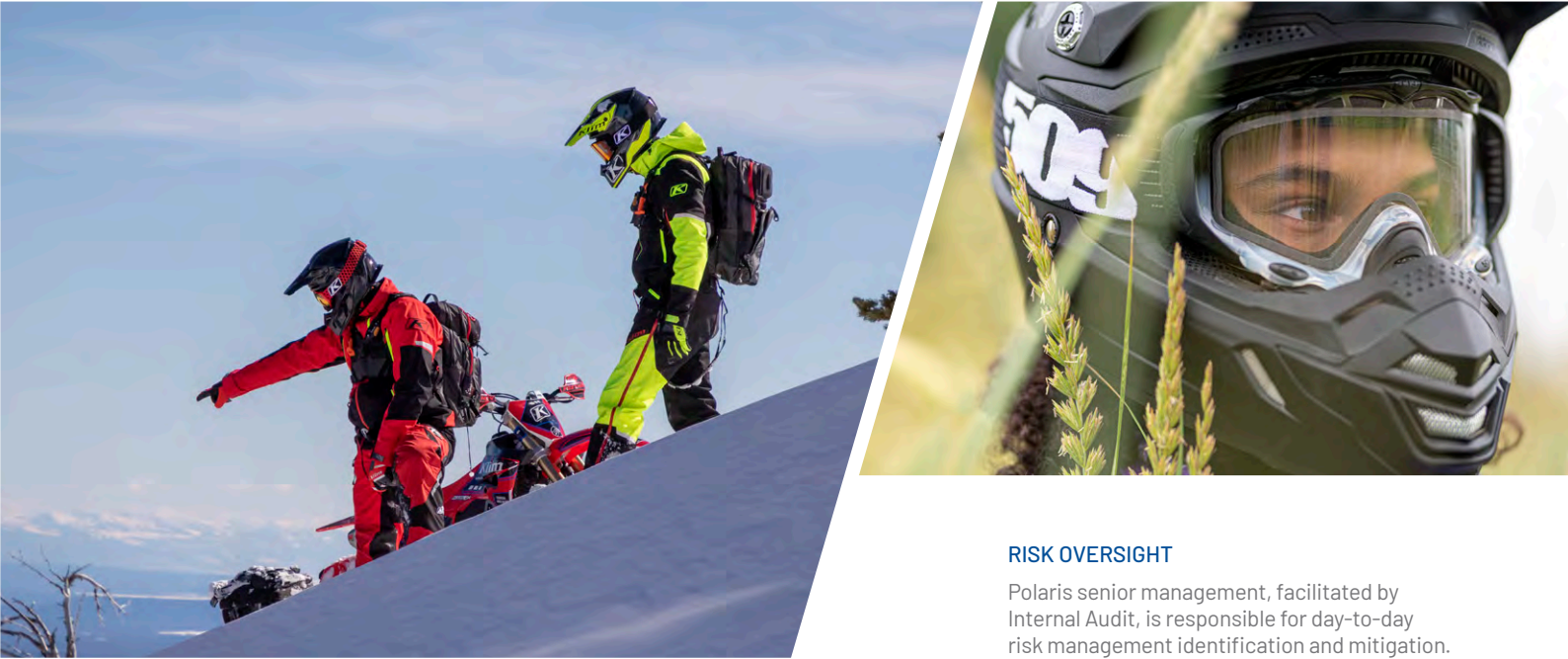
While our [2021 Proxy Statement](#) provides information on Board Governance and compensation practices, including 2020 revisions to our Board of Directors Corporate Governance Guidelines, you can find more about our Code of Conduct, Board structure and governing policies in the [Governance Section](#) of our Investor Relations website.

View Our [Corporate Governance Guidelines](#).

BOARD STRUCTURE AND COMPOSITION

Our current Board of Directors consists of nine independent directors.* Currently, the roles of CEO and Chairman of the Board are separated, with an independent director serving as our Chairman. The Board believes that an effective leadership structure could be achieved either by combining or separating the Chair and Chief Executive Officer positions, so long as the structure encourages the free and open dialogue of competing views and provides for strong checks and balances. All directors are elected to a three-year term. They are selected to serve based on their independence, integrity, and diversity of thought and experience, which includes manufacturing, finance, operations and technology expertise across many industries. Every year we assess the composition of the Committees of the Board and provide director education. Board refreshment and effectiveness is driven by a regular Board and Committee self-evaluation process. The Board uses the annual evaluation results to identify opportunities for improving its ability to advance the company's goals and objectives.

*The Polaris Board of Directors included nine independent directors in 2020; that number changed to eight directors in April 2021 due to the retirement of Annette K. Clayton.



BOARD COMMITTEES

We have four standing Board Committees: Audit, Compensation, Corporate Governance and Nominating, and Technology. Only independent directors serve as committee members or committee chairs. Additional information about each committee, along with our committee charters, can be found on the [Board of Directors](#) page of our Investor Relations website.

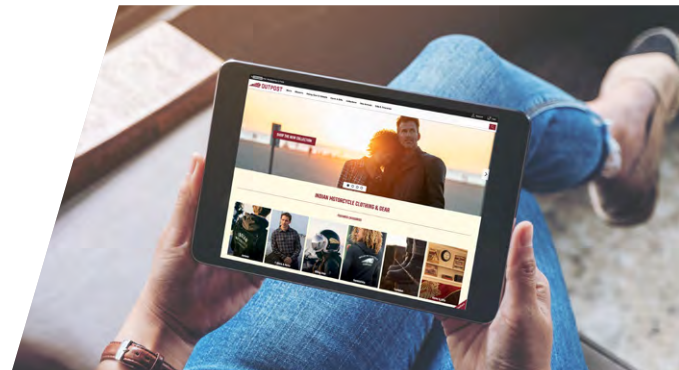
GEARED FOR GOOD

Driven by innovation, integrity and accountability, we do our best to be [Geared for Good](#) by being good stewards for the industry, our riders, our communities and the outdoors. Through our Corporate Responsibility Committee (CRC), we work to incorporate these elements across each Polaris function and global business unit. Our CRC, which is staffed with senior executives from across the company, provides leadership of the company's sustainability initiatives with the Corporate Governance and Nominating Committee of the Board and oversees the CRC's work and all corporate governance matters at the company. As appropriate, the Corporate Governance and Nominating Committee reports to the Board on material corporate responsibility issues.

View Our [Corporate Responsibility Committee Charter](#).

RISK OVERSIGHT

Polaris senior management, facilitated by Internal Audit, is responsible for day-to-day risk management identification and mitigation. Polaris maintains regular internal risk management meetings and assigns operating risk owners with accountability for specific risk management activities. Management identifies enterprise risks by engaging in an enterprise risk management (ERM) process consisting of periodic risk assessments performed during the year by Finance, Legal, Regulatory and other functional expertise in partnership with the business units. Finance executives present the ERM conclusions to the Audit Committee. As appropriate, key risks are then discussed by the Board or certain committees of the Board.





ETHICS AND COMPLIANCE

At Polaris, we have built a culture centered around integrity and we remain committed to doing business the right way – every day. As we face the challenges of a dynamic global market, we stay true to our Guiding Principles: Best People, Best Team; Safety & Ethics Always; and Customer Loyalty. In 2020, we refreshed our Code of Conduct to recognize our growing global employee base and to consolidate all of our Code-related policies.

CODE OF CONDUCT

The development of the Code and comprehensive group of underlying policies allows the company to have confidence in our ability to comply with complex international regulations, move fast and be efficient as we integrate acquired entities and expand our geographical footprint. The policies and guidance set forth in the Code reaffirm our commitment to creating a work environment where everyone feels respected and valued, and where they can contribute and fully utilize their talents. The company has adopted a formal Diversity and Inclusion Policy and the work to enhance diversity, equity and inclusion (DE&I) is centralized and led by a Diversity and Inclusion Committee.

Moreover, given the complexity of operating globally, the Code serves as a common, consistent guide when difficult issues arise,

supporting Polaris employees in applying our Guiding Principles and Values to everyday situations. Employees are encouraged to be responsive to the Code, to take appropriate actions in holding each other responsible, to report issues and to continually seek a path to bring effective change.

CODE AT A GLANCE

We developed the Code at a Glance to support the onboarding process and help employees understand our Guiding Principles, our Values and our Code. The Code at a Glance includes videos from the CEO and from the General Counsel that introduce the Code and emphasize its importance in conducting business with integrity. The Code at a Glance supplements our annual Code training of all employees and the quarterly training offered to our hourly employees.



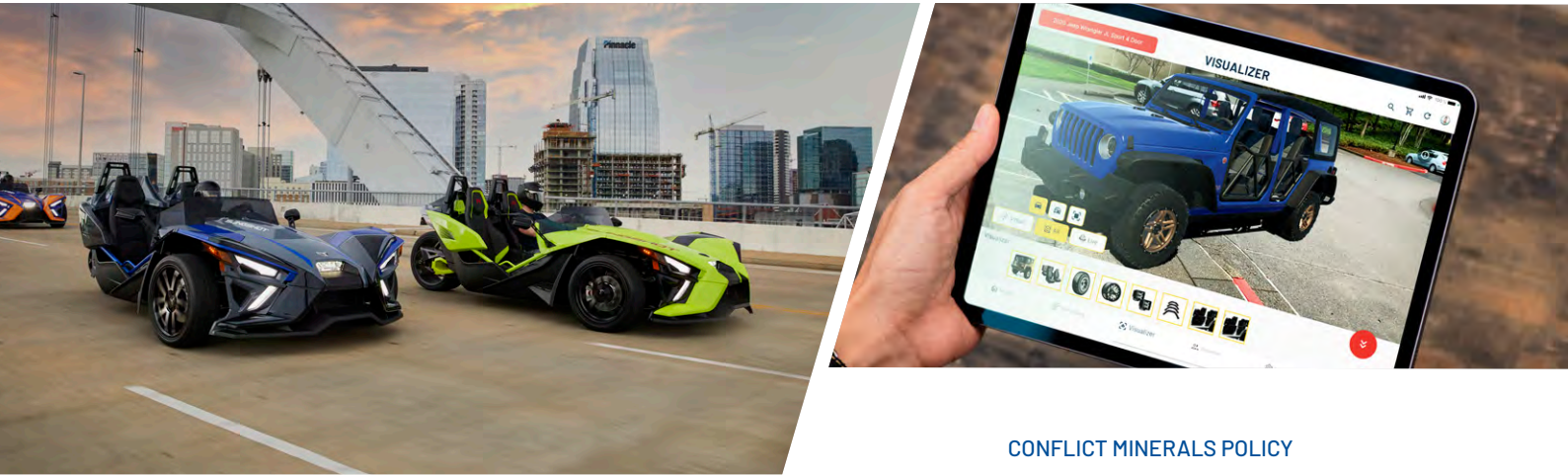
In 2020, we refreshed our Code and its underlying policies to provide clarity about how to address difficult compliance and ethics questions, and to assist employees in putting our Principles and Values into action.

Our Code makes it clear that no one person has all of the answers to the difficult issues we may face day-to-day, and we should engage our colleagues in candid dialogue to determine how to champion the company's commitment to 'ethics always.'"

Ash Mishra, Senior Assistant General Counsel, Global Head of Ethics & Compliance

POLARIS AROUND THE WORLD

With offices and manufacturing locations in seven countries, our Code of Conduct is available in eight languages: Chinese, English, French, German, Japanese, Polish, Portuguese and Spanish. We have made our EthicsPoint hotline easier to use for employees located outside the United States and developed a common process to evaluate reports submitted through the hotline.



INTRANET: THE CODE IN EMPLOYEES' HANDS

In 2020, Polaris launched the Hub, an interactive, user-friendly intranet site designed to bring our worldwide team of employees together through employee features, news items, helpful information, resources and more. Quick links on the main page of the Hub take employees directly to the Ethics & Compliance intranet site, which includes the Code and related materials, policies, trainings, case studies and other tools to further expand the reach and impact of the Code.

As the company continues to expand and grow, the Hub serves as our central repository for all Ethics & Compliance materials.

View our [Code of Conduct](#).

SUPPLIER CODE OF CONDUCT

We aim to work with vendors and suppliers that share our commitment to quality, compliance and ethics. Please see page 17 for more information about our commitment to responsible sourcing.

All of our suppliers are expected to adhere to our Supplier Code of Conduct and Human Rights Policy. Suppliers are also expected to complete a compliance survey twice a year and sign off on their commitment to these policies.

View our [Supplier Code of Conduct](#).

HUMAN RIGHTS POLICY

We are committed to respecting and promoting human rights in the workplace and across our global supply chain. Our Human Rights Policy requires that Polaris and each supplier maintain a workplace free from harassment, discrimination, child labor, forced labor and any other forms of compulsory labor. It also requires safeguards against human trafficking anywhere within our operations and supply chain.

The Policy outlines our expectation that we and our suppliers comply with all applicable labor, wage and hour laws, as well as all applicable health, safety and environmental laws and regulations to provide a safe and healthy work environment. Polaris is committed to respecting the privacy and rights of employees and third parties, and we require our suppliers to do the same.

In the United States, we also require our suppliers of a certain size to develop an affirmative action plan in accordance with Polaris' commitment to diversity and inclusion.

View our [Human Rights Policy](#).

CONFLICT MINERALS POLICY

Polaris supports the goal of ending violence and human rights violations in the Democratic Republic of Congo (DRC) by demanding transparency regarding the origins of all tantalum, tin, tungsten and gold used in our products, as outlined in our Conflict Minerals Policy.

We require all of our suppliers to undertake reasonable due diligence to identify any products supplied to us that contain conflict minerals sourced from the DRC and nine contiguous countries. In such cases, all associated mines and smelters must be certified "conflict free" by an independent third party for Polaris to continue sourcing from that supplier.

View our [Conflict Minerals Policy](#).

U.K. MODERN SLAVERY ACT

The U.K. Modern Slavery Act of 2015 requires companies conducting business in the U.K. to publish a statement describing steps taken to verify that modern forms of slavery and human trafficking are not taking place in the company's business operations and supply chains. We have taken action to comply with the U.K. Modern Slavery Act.

View our [Slavery and Human Trafficking Statement](#).

ENVIRONMENT, HEALTH AND SAFETY POLICY

We are committed to protecting the environment and the health and safety of our employees, contractors and the communities in which we operate. We recognize that by integrating sound management practices into all aspects of our business, we can offer innovative products and services while protecting our employees and conserving resources for the future.

View our [Environmental, Health and Safety Policy](#).

PERFORMANCE

YEAR	2018	2019	2020
Number of Environmental Enforcement Actions	1 (resolved)*	0	0
Cost of Environmental Fines Paid	\$23,000	\$0	\$0

*Prior to acquisition by Polaris, Godfrey Pontoons received an enforcement related to air emissions which has since been rectified.

EHS MANGEMENT SYSTEM AND COMPLIANCE

We work hard to conduct business in a safe and environmentally responsible manner, from providing safe workplaces to reducing the environmental impact of our operations around the world. Our Environmental, Health and Safety (EHS) Management System is deployed globally and based on the "Plan, Do, Check, Act" model, which allows us to assess and continually improve our practices over time.

Plan

Our planning process includes developing goals, objectives and metrics based on a review of our company's performance, EHS programs, applicable regulations and external factors that may impact our business.

Do

Activities are performed by using standards, guidelines and tools that are integrated into the EHS Management System and include specific expectations for sites and our global business units.

Check

An EHS Governance committee comprised of senior-level executives representing all business units reviews performance and progress against objectives throughout the year.

Act

Corrective actions and continuous-improvement initiatives are established to resolve EHS concerns that have been identified through incident investigations and during periodic assessments and audits.

Our corporate EHS management system is generally aligned with the requirements of the International Standards Organization (ISO), but we do not pursue certification under the Environmental (ISO 14001) or Safety (ISO 45001) frameworks at the global level.

In addition to complying with all applicable country, regional and local safety and environmental laws, we strive for EHS performance that is among the best in the industry. Our centralized EHS information system allows us to collect, manage, learn from and share our safety and environmental performance data more efficiently.

We review both leading and lagging metrics to look for potential trends and to identify opportunities that can help drive performance improvement, as well as to continuously explore new ways to learn from and report on our performance.

Polaris is committed to ethical business practices and governance standards, and we provide detailed operational, environmental and community information for our local communities and key government stakeholders.

EQUAL EMPLOYMENT OPPORTUNITY POLICY

Each Polaris employee brings a unique background and set of experiences to their work, and we value those diverse perspectives and insights. We recruit, hire, train and promote employees based only on the requirements of the job. Additionally, our affirmative action program contains an audit and reporting system which enables us to measure effectiveness, identify any need for remedial action, measure and document compliance with our obligations and more.

View our [Equal Employment Opportunity Policy](#).

PRIVACY AND DATA PROTECTION

Polaris respects the privacy of our employees and consumers, and we are committed to the responsible management, use and protection of personal information in line with applicable privacy and data protection laws. The Polaris Privacy Notice describes how we collect, use and share consumer personal information. We maintain technical and organizational security measures designed to help protect consumer and employee personal information from unauthorized access, disclosure, alteration or destruction.

View our [Privacy Policy](#).

POLARIS INC. 2020 SASB REPORTING

The Sustainability Accounting Standards Board (SASB) provides framework standards for disclosure on the financial impacts of sustainability. As there is no framework dedicated to the powersports industry, given the nature of Polaris's operations, SASB has classified Polaris in the Transportation sector, Automobiles industry. Given differences between our industry and the automotive industries, SASB's Standards Application Guidance, and that we are just starting our ESG reporting journey, we are only partially conforming with SASB's reporting framework for the Automobile industry. We welcome engagement on these topics and can be reached at GearedForGood@polaris.com.

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE/COMMENT																				
Product Safety	Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region	Quantitative	Percentage (%) of rated vehicles	TR-AU-250a.1	None of our vehicles are rated under NCAP 5-star ratings. There are, however, industry safety standards applicable to our products published by the Recreational Off-Highway Vehicle Association (ORV SxS), the Specialty Vehicle Institute of America (ORV ATV), and the Snowmobile Safety and Certification Committee (Snowmobiles). There are federal safety regulations promulgated by the National Highway Safety Administration for Motorcycles and by the U.S. Coast Guard for Boats. International analogs of these standards and regulations apply in other non-U.S. markets, including Canada and Europe. We believe our products comply with these and any other applicable safety standards.																				
	Number of safety-related defect complaints, percentage investigated	Quantitative	Number, Percentage (%)	TR-AU-250a.2	100% of NHTSA V00 complaints filed on Polaris vehicles are investigated. 100% of consumer complaints filed with the CPSC are investigated where identifying information is provided or reasonably discernible (i.e., VIN number, consumer's name, etc.). Polaris received two vehicle safety-related submissions to its Business Ethics Hotline in 2020. 100% of vehicle safety submissions made to our ethics hotline are investigated. Our Post-Sales Surveillance process is discussed on page 14 of this report.																				
	Number of vehicles recalled	Quantitative	Number	TR-AU-250a.3	Recall data reflects recalls from our ORV/Snow, Motorcycles, Boats, and GEM business units (does not include Aixam/Goupil/Taylor Dunn business units). All recalls were voluntarily initiated by the Company. Total vehicle recalls: 10 On-Road Vehicle Recalls: 1 Total On-Road Vehicles Recalled: 805 Off-Road Vehicle Recalls: 9 Boats Recalls: 2 Total Off-Road Vehicles Recalled: 246,389 Total Boats Recalled: 7,508																				
Labor Practices	Percentage of active workforce covered under collective-bargaining agreements	Quantitative	Percentage (%)	TR-AU-310a.1	None of the hourly employees in the U.S. are covered by a collective bargaining agreement. Outside of the U.S., labor practices vary depending on local law and practice. Employees at our Monterrey, Mexico facility are unionized and subject to a collective-bargaining agreement. The company does not disclose additional data in this category as it could be deemed commercially sensitive.																				
	Number of (1) work stoppages and (2) total days idle	Quantitative	Number, Days	TR-AU-310a.2	Work stoppages: 0 Total days idle: n/a																				
Fuel Economy & Use-phase Emissions	Sales-weighted average passenger fleet fuel economy, by region	Qualitative	Mpg, L/km, gCO2/km, km/L Methodology: Average F/E calculated by model year as required for regulatory purposes.	TR-AU-410a.1	The topic of passenger fleet fuel economy and its associated metrics were omitted based on the lack of applicability to Polaris' business model as compared to automobile manufacturers.																				
	Number of (1) zero emission vehicles (ZEV) sold, (2) hybrid vehicles sold, and (3) plug-in hybrid vehicles sold	Quantitative	Vehicle units sold	TR-AU-410a.2	Polaris offers zero-emissions vehicles through our Off-Road and Global Adjacent Markets business units. Polaris has announced its rEVd up strategy intended to bring additional electrification to its powersports vehicle portfolio. Polaris does not sell any hybrid or plug-in hybrid vehicles.																				
	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	Discussion and Analysis		TR-AU-410a.3	Our Environment and emissions information begins on page 40 of this report.																				
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis		TR-AU-440a.1	10K Risk Factors Our Governance and Ethics and Compliance information begins on page 70 of this report.																				
Material Efficiency & Recycling	Total amount of waste from manufacturing, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	TR-AU-440b.1	Includes hazardous and non-hazardous waste from Polaris' primary manufacturing and R&D facilities, a list of which is set forth on page 41 . <table border="1"> <thead> <tr> <th>Type of Waste</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Hazardous Waste (Tons)</td> <td>1,072</td> <td>1,248</td> <td>1,338</td> </tr> <tr> <td>Non-Hazardous Waste (Tons)</td> <td>3,084</td> <td>4,871</td> <td>3,810</td> </tr> <tr> <td>Waste Diverted from Disposal - Recycled (Tons)</td> <td>19,512</td> <td>26,247</td> <td>26,483</td> </tr> <tr> <td>% Recycled</td> <td>82.4%</td> <td>81%</td> <td>83.7%</td> </tr> </tbody> </table> Our Environmental information regarding waste begins on page 46 . Additional data in this category is not compiled on an enterprise-wide basis.	Type of Waste	2018	2019	2020	Hazardous Waste (Tons)	1,072	1,248	1,338	Non-Hazardous Waste (Tons)	3,084	4,871	3,810	Waste Diverted from Disposal - Recycled (Tons)	19,512	26,247	26,483	% Recycled	82.4%	81%	83.7%
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% Recycled	82.4%	81%	83.7%																						
Weight of end-of-life material recovered, percentage recycled	Quantitative	Metric tons (t), Percentage (%) Methodology: Percentage is weight of recovered and recycled EOL material divided by total EOL recovered material.	TR-AU-440b.2	Polaris does not compile this information outside of the EU where the End of Life Vehicle law requires Polaris to have programs to retrieve and recycle certain types of our vehicles. No other region of sale has this requirement.																					
Average recyclability of vehicles sold, by weight	Quantitative	Percentage (%) by sales-weighted weight (metric tons) Methodology: percentage is weight of components/materials in vehicle sold that are recyclable divided by total weight of all vehicles sold.	TR-AU-440b.3	Polaris does not currently compile this information.																					



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